

**MAUI REDEVELOPMENT AGENCY
REGULAR MEETING
MARCH 28, 2014**

APPROVED 04-25-2014

A. CALL TO ORDER

The regular meeting of the Maui Redevelopment Agency (Agency) was called to order by Mr. Bill Mitchell, Chair, at approximately 1:01 p.m. Friday, March 28, 2014, in the Planning Conference Room, First Floor, Kalana Pakui Building, 250 South High Street, Island of Maui.

A quorum of the Commission was present. (See Record of Attendance.)

Mr. Bill Mitchell: Well, it looks like we are just a couple of minutes after one o'clock so we'll call – we'll call today's MRA meeting to order, March 28, 2014. It's about five after, or four after 1 p.m. We have in attendance, today, myself, Bill Mitchell, Chair; Don Fujimoto, Vice-Chair; Carol Ball and Tom Fairbanks with us. Warren Suzuki is not with us. We will take public testimony of three minutes on any agenda items or anything that someone likes to speak to regarding the MRA, here, at the beginning of the meeting. And then we can take public testimony again on the agenda item, but our agenda is pretty – it's a workshop today – but I'd like to invite anybody if you have any thoughts or comments, go ahead and step to the microphone and tell us your name and share your thoughts.

B. PUBLIC TESTIMONY - At the discretion of the Chair, public testimony may also be taken when each agenda item is discussed, except for contested cases under Chapter 91, HRS. Individuals who cannot be present when the agenda item is discussed may testify at the beginning of the meeting instead and will not be allowed to testify again when the agenda item is discussed unless new or additional information will be offered. Maximum time limits of at least three minutes may be established on individual testimony by the Agency. More information on oral and written testimony can be found below.

Ms. Terri Edmonds: Aloha again committee members. This is Terri Edmonds from If the Shoe Fits. Thank you so much for being here. I wish I could have been at that meeting. It sounds like it was very exciting and there's some awesome things for Wailuku. So I'm just going to just trust you guys got it all going. I'm here to just touch base one more time. I see safe and clean and green on the list. I'm here specifically for safety and would like to make that happen as soon as possible. At least get our phone tree, get that whole letter we were talking about, letting property owners know so that they can get the permission. So any ways just things have eased up a little bit. Would love to be part of that, and I'm willing to volunteer for a committee, if you have a sub-committee or something, just something I'd take an interest in. Thanks again for everything.

Mr. Mitchell: Thank you. Anybody have questions for Terri? Thank you. And we will be speaking to that issues, safety, here coming up shortly. Anyone else would like to testify?

Mr. Richard Dan: Aloha guys. Thank you very much for all your hard work over the past. And I want to welcome Brad Segal and tell him, how you doing Brad? You look great. You get

something accomplished this time? Parking is an issue in Wailuku anybody who didn't know it. Customers need a place to park. We're doing all these great things around it, pointing people clean and green, and all of these other things to make Wailuku nicer. But if you don't have parking, ain't nobody coming to the show. Are you guys – this body has managed to take away 23 spots from Wailuku and has done serious damage to Wailuku over the last years. And I want to applaud you. This year you've managed to get us a couple of spots over by what use to be Treats and Sweets. Good job. I know Mr. Segal's going to be recommending parking. The big conversation that I have, what I would love to see happening is conversation about parking meters on Market Street. I'm also glad to see Terri coming back here again and starting to give input. Her input is invaluable. And, good luck.

Mr. Mitchell: Thank you. Anybody, any comments or questions for Mr. Dan? Seeing none. Thank you. Anyone else would like to testify? Seeing no one, we'll close public testimony and move on to item #C on the agenda. We'd like to formalize a resolution thanking our outgoing member, Mr. Warren Suzuki, who's not here for today's festivities and food, but we certainly wish him well and thank him for all of his service. I'll let Erin read the resolution that we all signed and I guess, send to him?

C. RESOLUTION THANKING OUTGOING MEMBER – Warren Suzuki

Ms. Erin Wade: Uh-huh. Resolution of the Maui Redevelopment Agency.

Whereas the Maui Redevelopment Agency was established in 1964; and
Whereas, Mr. Warren Suzuki has served the County of Maui since April of 2009 as a member of the Maui Redevelopment Agency; and
Whereas, Mr. Suzuki has served the MRA with dedication and provided valuable guidance in serving the needs of the people of Maui County;
Therefore be it resolved that the MRA hereby expresses its deepest gratitude and appreciation to Mr. Suzuki for his service for the past five years; and
Does hereby extend its best wishes in his future endeavors; and
Be it further resolved that copies of this resolution shall be transmitted to the Honorable Alan Arakawa, Mayor of the County of Maui, and the Honorable Gladys Baisa, Council Chair of the County of Maui Council.

And it is signed by all the members.

Mr. Mitchell: Wonderful. Anybody have any comments, questions? I guess that's – I guess that's it for Warren. There's a party ready, a going away party was ready but he didn't come. Can we say anything about the new member yet or is it premature? We, we do have a new appointee to take Warren's spot, Mr. Jonathan Starr. We're excited about having Jonathan. A very long time resident, property owner, involved, passionate about Wailuku, Wailuku town, and so we're very excited to have Jonathan and be a part of – I guess – will start next meeting? He'll officially be, be on with everyone.

D. APPROVAL OF THE MINUTES OF THE JANUARY 10, 2014 and JANUARY 24, 2014 MEETINGS (draft minutes provided via e-mail)

Mr. Mitchell: Going on to item D, if you had the opportunity to read the minutes from last meeting. It's not last meeting. Yeah, last meeting on January 10th. Do I have a motion to approve those minutes from that meeting?

Ms. Carol Ball: So move.

Mr. Don Fujimoto: Second.

Mr. Mitchell: We have first and second. All in favor? Motion carries the approval of the minutes from January 10th. New business. Well, we don't have a long agenda item today, but we have an exciting agenda item. We have Mr. Brad Segal and Rena Leddy from Progressive Urban Management and Associates.

Mr. Fujimoto: Mr. Chair?

Mr. Mitchell: Yes sir?

Mr. Fujimoto: Are we suppose to approve – was that approval for both or just January 10th?

Mr. Mitchell: Thank you. That was for January 10th and January 24th because we had a special meeting, yeah, on January 10th. So that meeting minutes approval was for both meetings.

Mr. Fujimoto: Okay.

Mr. Mitchell: Everybody, is that the understanding? Agreed? Thank you. Thank you.

It was moved by Ms. Carol Ball, seconded by Mr. Don Fujimoto, then unanimously

VOTED: to approve the January 10, 2014 and January 24, 2014 meeting minutes as presented.
(Assenting: C. Ball, T. Fairbanks, D. Fujimoto, B. Mitchell
Excused: W. Suzuki)

E. NEW BUSINESS

- 1. Strategic Planning Workshop with Brad Segal and Rena Leddy from Progressive Urban Management Associates. Discussion will focus on organizational structure and financing options to undertake desired tasks including Clean & Safe Program, Parking Management, and more.**

Mr. Mitchell: Brad and Progressive Urban Management Associates produced in 2010, they came to Maui and put together a series of workshops and produced the Wailuku Redevelopment Area Market Based Plan. I don't know if you've seen that or had an opportunity to see it. A lot of great information with their 20 plus years experience in small redevelopment and economics in looking at Wailuku Town. And Brad's – we asked Brad to come back and he's been here all week, yeah? Been here all week. Had a meeting a number of stakeholders in Wailuku town and sort of taken an updated look, if you will, at where we're at and some of the things that we're endeavoring to do and some of the opportunities that exists in today's market place and economy. So, Brad is going to share with us some of the things he's seen and he's got some, some recommendations, some things that we need to look at getting accomplished in the next six months, 18 months and beyond that will, will move the conversation forward.

We had a really exciting meeting this morning with the Mayor and about 20 stakeholders – about 20 people? – 20 stakeholders, property owners and merchants from Wailuku town and got their feedback. And we're able to hear Brad's recommendations and it is, what, in our estimation and anybody else can speak to this, a unique sort of time in that we've got both government partners, private business folks all sort of on the same page to do some things that maybe have not, well, clearly had not be accomplished before but can be accomplished now. So I'm going to turn it over to Brad and let him speak to the kind of things that we need to be looking at doing that will help our private business partners and landowners in this redevelopment process, so I'll turn that over to you Brad and let you share your expertise with us.

Mr. Brad Segal: Okay, well thank you and thanks for having us back to Maui. Always a great excuse for us. Sometimes we prefer December or January, but –

Mr. Mitchell: March will do?

Mr. Segal: – we'll certainly take the end of March as well. As Bill mentioned we've been here a week. We actually were here working in Paia on a strategic plan for that community so the last two days we've also been in Wailuku. But given that we were here to work on Paia, County staff thought it would really be a good opportunity for us to come in and, and sort of provide a – see if it was time to look and how to activate some of the strategies that have been mulled about for a while in Wailuku. So it's not so much a follow up to our work in 2010, but also really building on the more recent work. re-Wailuku process we became familiar with that. The two iterations of parking studies, became familiar with that. And also just wanted to take stock in term of where the community was at this point, 2014, moving forward.

Several things have changed since we were here last. So, one, is the economy in the market is significantly different in 2014 than it was in 2010. And it's not just that we're pulling out of a, out of the recession – recession is pretty much behind us – but there are a lot of demographic terms and lifestyle trends that are shaping communities we're working in all over, all over the mainland, all over the, all over the country. We're been – I've been doing this work almost 30 years, and have been working in downtown or community development that long. And never

in my career have I seen a time that's as favorable for revitalization and redevelopment, what this group is chartered to do, at any time in my career. And it's really because of demographics. It's young people are looking for these types of environments, and you can see that, they're putting shops here and they want to live in these environments. Older people – I'm in that category now – also want to downsize, simplify their lives. So a variety of trends are, are shaping all this.

So in coming back and, and what we presented this morning is, is we really wanted to pick from the existing work. And if there is indeed a sense of urgency, if there is a call to action and if we are going try to do things differently in Wailuku moving forward, what are the three, four, five, six things we can do as a community over the next six months and in the next six to 18 months to really get things going. So what I, I was hoping to do with this group today is really just sort of get in the weeds a little bit in terms of what we talked about this morning. Everybody should have the list of items that we had suggested and I'd, I'd like to walk the, I'd like to walk the commission through these and think about the MRA as the driver right now. As the MRA is in a unique opportunity where you really can lead and drive and move things forward perhaps in a way that you haven't been able to before. And certainly what we heard this morning from the administration and from the Mayor, from the Managing Director, there appears to be plenty support from the County to assist the MRA in moving these things forward.

So before I get going, I guess it would be helpful perhaps also for the two members who were not here, and I guess I'll put Bill and Carol on the spot. Just, you know, it's hard for me as an outsider to get a sense of what happened this morning and whether, you know, how significant the meeting may or may not be have been this morning. But I'd be real curious on the commissioners' impressions on whether we really have a fresh start and really have a sense of new momentum.

Ms. Ball: I was very impress with the meeting, with, I think, the results. I think it was everything that we had wanted. We wanted the stakeholders to come forth and tell us their needs and their, their ambitions for this particular period. And certainly Mayor Arakawa's participation the entire two hours and over in the, and his thoughts, is a support of what we want to do. It was very heartening. I thought everybody was positive and everybody's ready to go. It wasn't a matter of well, let me think about it. It was in fact, it was eminent.

Mr. Mitchell: Yeah, I, I would agree having been involved in, probably 20 years in Wailuku, downtown redevelopment in some form. It's a unique time, and I think it's unique because of the people involved that have a heart and passion for Wailuku town and that are realistic enough to know what will have to take place to move redevelopment forward. And there's always some frustrations. Well, we've heard plans for 10 to 12 years and nothing's ever happened, and we understand that. But, I think, the people that are involved now, and especially on the government side, acknowledge that there has to be a commitment on their side as well as on the private sector side to see things progress. And they've pretty much, you know, in certain terms had they support that, what do we want, come and tell them, and they'll make it happen. So that's a pretty unique condition, in my experience, in Maui County. So now our job is, is to do that, is to come up and prioritize with, with, would obviously help with folks

like Brad and their expertise.

We also have another unique component to this that we haven't had. The MRA has always struggle with having someone to administer the plan of the MRA since we only meet once a month for a couple of hours. And the administration has committed that we will have staff available on a more regular basis. More hours during the week to do administration specifically for MRA tasks functions. And that, that is a game changer in the way the MRA will be able to accomplish anything is having a planning staff available to actually carry that out. We, we heard it in previous meetings. We heard it this morning. The Mayor said it a number of times. The Managing Director said it. And, that, in my estimation, will be one of the things that will allow us to accomplish anything. Because without somebody to move these little different tasks along, we simply can't do it as, as a volunteer board on a monthly basis. So I'm, I'm real encouraged. I think, I think we have, I think we have a year to make something happen, to show signs to the Mayor. I think if we show the administration that we're making progress I think they will be more inclined to spend more effort. And you're talk about some things today, Brad, but that was sense. Carol, would you agree that if we show some effort, they will, they will, they will put more effort behind it as well.

Mr. Segal: Just a technicality. Are we required to speak into the microphone? Is this being recorded? I'd like to invite my colleague Rena Leddy to this table.

Mr. Mitchell: Sure. Please.

Mr. Segal: And many of you have met Rena. If you have not met Rena she's extremely valuable in this process. She brings more than 20 years of experience in actually managing downtown and community development organizations, so she has run the day to day of what we're going to be talking about moving forward. And Rena and myself, our, our product back to you, our deliverable, if you will, will be essentially a work program, a short-term work program focused on what can we do to meet this challenge, this opportunity at the County. How can the MRA not only be a viable partner, but how can we, working with the merchants and the property owners do some visible things that will start momentum that will eventually will snowball. So some of the things we're going to talk about are fairly modest. And as we go through these things, I want to make sure that Rena chimes in, you know, on the reality on item A, or item B, or item C. And, and really, I think, what we're looking for here is not so much as a facilitated workshop as, as more of a, a discussion about a work program. And then what we will do is we will flush this out and return this to you. We will be back in June on the Paia assignment and there may be a opportunity to meet with this body again if, if you find value in it.

So, with that, what we did to come with these recommendations, as I mentioned before for better, for worst, we do bring familiarity with Wailuku. We did work extensively with you back in 2010, and it's always helpful for us not only to have that grounding but also when you pop in again 3 ½ years later you can see things differently. So, some things were different. There's some new businesses. There are, you know, some new arts, and some different accents. A lot of things are the same, so a lot of the furnishing are the same and, you know, some of the empty properties are still empty. So it's kind of a mixed bag coming back. What is different is,

and I think you both captured in your comments, is, is the spirit and what you don't see. And even 3 ½ years ago it was a very divisive time here. And there were many groups, all well intentioned, but it was very difficult to get anything done because there was turf, and there were egos and all of that. And what we're seeing this time is just an incredible – and I'd be interested to hear your thoughts too because you're in the middle of all that as well – but what we're seeing is just an incredible opportunity for everyone to be unified moving forward. So we are going to propose, we do think that the MRA is uniquely positioned to drive, to start to move this forward. But you're driving a bus with many seats, and there are going to be many people in there with you. And there's an opportunity really to coerce everybody in one organizational effort so we're certainly going to be urging that to happen. So there's also a property owner group, there's the community association, all these groups really should end up working together. And because of your structure, the MRA will always be the MRA. There will be some advantages you have as a quasi-governmental entity. And then on the other side we're really going to aim to try to create one, one unified private sector lead partner that includes both the property owners and the merchants. And imagine that, just a unified voice for Wailuku. So I think that's just, it's clear off the top. So anyway how do we get there? What are some of the quick wins and some of these are going to be important to really double back very quickly. And some of these we may want to back off a little bit. But I do want to use the one pager that we handed out.

So in terms in the next six months, one of the unfortunate things we heard in coming back is that we're still not safe and we're still not clean. And in fact, there's increasing concerns with safety in particular. I do think at the meeting this morning, I think the Mayor clearly understood, particularly the tail end of the meeting. Jonathan Starr's very vivid, scratch and sniff descriptions of some of his problems. I think, and in addition, I think, I think the most impactful was one of the young merchants talking about not allowing her child to walk through Wailuku, I think, was very impactful with the Mayor. So, particularly on the safe and clean, there seems to be an immediate opportunity double back with the Mayor, with the administration. And the Mayor was talking about extra deployment of police. And to me, this is, this is something that could happen, you know, within the next two weeks. I mean, that to me, is an immediate response.

So in terms of work program, moving forward, that may be the first thing that we work on. And what I'll do I'll just go through these five bullets and then we'll stop and we'll discuss them. The second item, and I know this will shock Richard Dan in the back row there, but we are recommending that we implement our parking management plan, and you actually have three parking management plans. You have the, you know, we had a parking management set of recommendations, and then I believe this body paid for a parking consultant to come back twice with two different pieces of paper and basically said the same thing each time. So at this point we don't believe there's any additional need for study. You have verified a parking shortage, and there are some solutions that have been recommended. So what we're suggesting it's time to finalize and get ready to implement. What we did hear from the County today is that the resurfacing of the lot is currently in the draft budget that will be shipped to the Council here shortly. Resurfacing, and they also – Richard Dan – they mentioned re-stripping. Wow. So –

Mr. Dan: Bill, we got that one accomplished.

Mr. Mitchell: Not yet.

Mr. Segal: So in any event I think there's a huge opportunity there. And what I would suggest is that a lot of the implementation of the parking management plan becomes time to the resurfacing and re-striping of the lot so that when that construction – that construction will probably be a short term disruption for you all. They can phase it. I'm assuming they'll think about it. But when that construction is completed, that to me would be the time to implement many of the ideas in the parking management plan. So in terms of signage, in terms of paid parking for more than two-hours. So still we want two-hour free parking, but implement, please, the recommendations on paid parking for all-day parking. And at least bring that sense that it's not – you know, and no one really has the right to, to park in a public space for 12-hours particularly when it is not contributing to, to the vitality, the commercial vitality of, of the place.

So there's some additional factors probably to consider in the, in the final, in this design, and it relates to some of our quick win ideas. As we look at re-striping, are there also some opportunities to think creatively about the space. You know, is there some where in that lot that does not take away spaces because again our goal here is to create additional spaces. But is there some remnant or is there some parcel in there that can become a place for activity? You know, there was some talk about tour busses that go up in to the valley. You know, is there a place to create a space for that? So there's some other options, and again, I, I want to underline this with the understanding that we're going to be adding spaces as well. But, I'm, I'm convinced from our evaluation of your lot 3 ½ years ago that the current striping is inefficient, you will be able to add spaces, you will be able to think creatively, and you will, maybe, be able to capture some space for, for activity areas. Could you add anything to the parking discussion?

Ms. Rena Leddy: No, not as it relates to timing, meters, and all that, no.

Mr. Segal: Okay. Yeah, I'll go through the rest, the three, quicker. The parking, though, we do tend to get emotional about that, so –. The third item here I think is critical and, and particularly a long term tool that will really activate and empower the MRA in a very new way. We talked about incentives and 3 ½ years ago we floated the idea of tax increment financing which, which is a fairly common tool that is used by authority such as this on the mainland. And our understanding is it has been used on Oahu as well. However, what tax increment financing is it's the dedication of future tax increases. As value increases, you secure the incremental increase in property tax. You reinvest it in your district. Our understanding of that is not a policy that the County would support. However, in talking with your Budget Director today there does seem to be an openness and the seeds of support for creating a tax abatement program that frankly could be as useful if not more useful than tax increment financing.

So tax abatement what that is is if someone invests in their property, if someone redevelops their property you incent them from meeting the goals, the goals of the County and the MRA. So if we have design goals, if we have retail goals, if we have housing goals, if we have a

parking goals, the whole variety of goals –

Ms. Leddy: Density.

Mr. Segal: – density goal, and our developer meets those goals, there's the opportunity to waive all or a portion of the property tax for a period of time. So commonly on the mainland these abatements are provided for 10 years or more. Sometimes they're phased in, but they become a valuable tool that the MRA can use to actually incent the development community to build the type of product that we really want to see. So we would suggest for the next six months let's, let's really put our arms around that, create a tax abatement program and policies to seek County approval of those. You will need County approval. And there are many best practices on the mainland that we can help direct you to on that.

The last two items, I guess we check the fourth bullet off our list. We had suggested that the County will have to dedicate staff to this effort if it will have traction. There appears to be a willingness to dedicate staff. Now the question is how much. And clearly you want to get as much staff dedicated to these activities as possible, and you want staff who knows you and who's knowledge of you, and is sitting among your right now.

Mr. Mitchell: Who would that be?

Ms. Wade: Hint, hint.

Mr. Segal: And in the back of the room as well. So, we, we would suggest that if this going to have traction, if this is really going to move, let's not reinvent the wheel here. We've got extraordinary, capable staff really among the best we've worked with anywhere and these guys could do a great job for you if they only had the time.

And then the last item on here, this is something we floated to the Mayor. It would be interesting to see what happens, if anything, after a couple of weeks. But we were inspired by a program that your Mayor has recently launched through Economic Development, where island wide the County is offering innovation grants, million dollars of innovation grants, \$50,000 each through a competitive process for innovative businesses. And what we're suggesting is a targeted challenge of that type. They were calling it a Wailuku challenge, but essentially a competitive challenge grants to try to attract four or five or six businesses at once, and that seems to be a challenge here. And something we saw is we get a restaurant but we only have one, so there's no critical mass. And the restaurant struggles and it goes out of business. But if we, along with all these other...all these other efforts and energy that we're placing in Wailuku, if we could try to incent a process where we can get four or five innovative retail, restaurant, other businesses to open up at the same, roughly the same time. In addition, the marketing value of that, the public relations value of conveying to the island, to the County, that Wailuku is a place for innovation. Wailuku is on the move. We think it's potentially a very powerful idea. So, we would still consider that a top priority. That may slip just cause of timing and all of that. But we think that will work well for you. And I guess the last comment I would say on that is we still have work to do on building Wailuku as a viable destination. We still have vacancies. We

still need more consistency and the experience in terms of the retail and the restaurant so we really see that last bullet as, as sort of a product development opportunity moving forward. Any thoughts on any of that? No?

Ms. Leddy: I'll wait until the end if there's any questions or comments.

Mr. Segal: Alright. So that's sort of a walk through of our immediate recommendations and we're curious to see where the, the MRA commissioners are on whether they think these on target or need to be adjusted.

Mr. Mitchell: Members, any discussion? Comments? Thoughts?

Mr. Thomas Fairbanks III: Safe and clean. I know we loss a piece of business yesterday from somebody who was concerned about the safety in town. I guess there was recent incident, a homeless person threatening some people. And she called up and re-booked her family from Japan to Wailea. So, yeah, it's –

Mr. Mitchell: It's an issue.

Mr. Fairbank: Right. Yeah. It's an issue. You know, it's all over the internet, I guess.

Mr. Mitchell: Wow.

Mr. Fairbanks: So I think that it's really important thing there. I think we talked about tax abatement.

Mr. Mitchell: No, we've never talked about tax abatement before, and it was part of the discussion that came up about, with the Managing Director and it is probably one of the most – for us, it's easy to administer because we're not taking money and we're not spending money. We're just administering the reduction of potentially the tax burden on property owners. Presumably would have to be an ordinance in itself --

Ms. Erin Wade: Right.

Mr. Mitchell: – that would have to be approved by Council. But it's not something where we're – there's no money changing hands with the MRA. But we're incentivizing obviously private land holders to do development through that mechanism. So in my estimation – and, and Brad can speak to it in detail because he's seen it practiced – it may be the single most powerful tool that we have to help land owners redevelopment in the MRA. Was that overstated Brad or –?

Mr. Segal: No, I don't think that's overstated and it's a little different –. What the different –. Here's the difference between this and tax increment financing which we had advocated for before. Tax increment financing, which is also a powerful tool –

Mr. Mitchell: Right.

Mr. Segal: – often invests in public infrastructure –

Mr. Mitchell: Right.

Mr. Segal: – so you are losing a tool, if you will, that would . . . (inaudible) . . . public infrastructure. And, and we're really challenging the County to pull up some of the slack on the public side. But what the abatement does, it does focus on incenting the private sector to meet your standards and your expectations of what you want for development. And it's not punitive.

Mr. Mitchell: Right.

Mr. Segal: It's not a penalty, it's not stick, it's a carrot. And our experience is this can be extraordinarily valuable particularly to help finance that gap that developer will have on pioneering development. So if we want to do market rate housing, or if we want to do . . . more ground floor retail, you know, whatever, whatever we're doing. Or if we want design standards that are going to increase the cost to the developer this is a way for them to recapture in a significant way. So, it, it, it's a powerful incentive that really gives you leverage and negotiating ability with private developers in a very proactive, positive way.

Mr. Mitchell: Right. Not, not to get off your points, but you mentioned this morning and we've had the discussion very, sort of schematically, could, could you speak to the, the component of housing and how that additional market based housing in Wailuku town would change the town. We're – what we're seeing, what we're hearing – I think I heard you say is with more market based housing in town, you're going to get economic development that you wouldn't have other wise.

Mr. Segal: Yeah. Yeah. No, it's clear, and this is clear in our work back in 2010. I mean Wailuku already shoulders it's, more than its share of the County's assisted housing, lower income housing, public housing. So clearly if we want to improve the economic fortunes of Wailuku we want to try to encourage market rate housing. And we're seeing this in every community we're working in right now. There is a market, nationally, particularly on rental, a market rate rental housing – not so much on the for sale market – but market rate rental housing is the overwhelming market opportunity that is shaping down towns and business districts throughout the mainland right now. And what's pushing that are those demographics I talked about earlier is, is the desire by younger people, 20 to 35, to live in walkable environments. We desire by older people, over 50 –

Mr. Mitchell: Right.

Mr. Segal: – to simplify and be in a walkable environment. And when you think of this island, you really are the only, the only high density walkable, quote on quote, urban environment on this island. So, so to us there's a huge market niche. Even if you just capture a small fraction of the island growth, there should be a market demand for, certainly 100's of units downtown. And if we had, and if we had several 100's or 1,000's, a couple 1,000 more people living right within the MRA it would, it would, it would change a lot. First of all a lot of these clean and safe

issues start to solve themselves because you've got more eyes on the street, you've got more people who care, you've got stronger response. And then, of course, the benefits in terms of sustaining retail, restaurants, the types of businesses that you want.

And then lastly I think what would be interesting, we haven't really talked about it, but having more people that could walk to work here are going to have huge benefits in terms of reducing parking demand, and just creating a more sustainable center up here.

Mr. Mitchell: Thank you. Just a quick question. In your 2010 study you guys didn't do any number of projections or potential housing units, additional housing in the MRA, did you? I don't know if that was part of the study.

Mr. Segal: We did not. We did not forecast potential housing. We did list it as a prime opportunity, and if anything it's, it's – that opportunity has increased since then. So we do need to be though. I mean, we are looking at 100's, we're not looking at 1,000's.

Mr. Mitchell: Right. Right. And I guess I wanted to get a sense of if it's 100. Even a 100 is a lot, but –

Mr. Segal: Yeah. Also, just as a guide to developers the way we've seen, the pattern we've seen this enter other markets are – and maybe some guidelines for you guys in the future – is to really encourage phased development.

Mr. Mitchell: Okay.

Mr. Segal: So, a developer may have an idea to do 80, 100, a 120 units, but let's start with phase one which is maybe 20.

Mr. Mitchell: Right.

Mr. Segal: Get those filled. You know, phase two, which is maybe 40. So we would ask you to encourage phased development so you don't get too many units in the market all at once. Now, obviously, it's not a problem right now, but –

Mr. Mitchell: Right. Thank you. Thank you. Yeah, I think that's fabulous, and, and I mean, I – hopefully the tax abatement would be that mechanism that would incentivize landholders to look at housing in Wailuku town.

Mr. Segal: Great.

Mr. Mitchell: Thanks. Any other comments? Carol, anything? Tom? Don? Okay.

Mr. Segal: I guess I would ask the commissioners too are, are we in agreement that these sound like top priorities that you know, this is a reasonable amount of work, a reasonable – provided we have some staff support – that these are reasonable goals and ambitions within

the next six months.

Mr. Mitchell: They are, and maybe we could have Rena just – we talked a little bit after the meeting, the safe, the safe issue is obviously a big priority, and we had the police department in here to speak to us and they've essentially said, we're doing the best we can with the two guys that, that essentially patrol all half of Maui. And maybe Rena can share with us, Rena, some of the strategy that she's seen other small towns incorporate to deal with this outside of law enforcement, but under a redevelopment agency.

Ms. Leddy: Sure. In a lot of small town and larger cities, there's a program, it's, you know, they're all at this point doing some kind of clean and safe program above what a city or county is providing. And usually it's working with some private security company or maintenance company to provide those services. But the idea is not to have your typical uniform security person who you see sitting beside the desk or in a mall, but something a little bit more friendly. So they're uniformed, and people can tell they're of some kind of authority and they have a radio, communication, and a cell phone. They're trained in quality of life type issues, but they're not security guards, and they're not police. And what they ordinarily do is they'll walk a beat, they'll walk, you know, your main streets at certain times of the day, and will deal with the issues of the homeless if they're sleeping on a bench, or if they – if Jonathan Starr wakes up and there's some guy sitting in his doorway of his establishment, they can sort of be there to rouse that person. If they're, if they're troubled people, usually the ambassadors are trained and have a good working relationship with the police department. And often times as the program continues, the police start to respond much more quickly to those ambassadors than they ever did before because they're created that kind dialogue and they see that they're helping them do their job.

Here, I mean, I think, you have two different kinds of issues going on here. The one is sort of the stuff that's going on over night, right? So it's vagrancy and some vandalism and, and some real bad quality of life issues. And then there's the day time perception where there's a lot of people sort of hanging around, mumbling to themselves or smoking or doing things that just make people feel uncomfortable. I think you handle those in two different ways. To me, I would, I would put some kind ambassador patrol on the street. And here, I mean, it may be just one person. I'm not so sure you need a bunch of people. But it's one person during business hours because that's when people are here. You know, so to be able to make a connection to the people that actually are in town, that are working and visiting and shopping, and have them sort of walk the patrol, and deal with the issues, and greet people, and make them feel welcome, and answer questions. It makes the whole experience that that person have, whether they're a local or a tourist, so much different. I mean, if that family had experience someone, even just somebody friendly to help them and answer concerns, they might have a different experience here.

So that's the first thing I would do. And they can do other things, like, report graffiti that's on a building, or work with a property owner that might be having a specific issue. I mean, they're really there to trouble shoot.

The second thing I would do is do some kind of safety audit, and most police departments have the ability to do this, but if not there are people out there that can do this for you, even security companies. Do some kind of safety audit with each of the private properties, public buildings, public spaces – so the parking lot, maybe some alleys, whatever – and see if there's things that you can do to improve that area that makes it less encouraging for those people to hang out there. Whether that's additional lighting or putting lighting in a different place. Maybe it's not in the correct place. Different types of sensing, different types of locks. I mean, there's a variety of things you can do that are sort of our environmental changes that make it a little less inviting for things to happen. I don't think you're ever going to 100% solve that.

Mr. Mitchell: Right.

Ms. Leddy: But it definitely makes it harder for people to get into trouble. And we talked a lot at the last meeting about of, sort of, also this idea of safety, meaning walking on the streets and crossing the streets. I think at specific times, you know, if you know that MAPA is having a bunch of kids get out at a performance or a class, you know, it would be great to have that ambassador there to sort of help to make sure they're crossing when the cross walk says they can cross and, you know, kind of, kind of helping that situation. Or after school, that four way stop, you know, having them there to help the kids feel more comfortable crossing the street. I mean, those are the ways you can use them. Or if the theater is having a live performance, you can reschedule them and have on after hours. You know, just to make people feel like there's somebody there.

Ms. Ball: The . . . (inaudible) . . . people. . . (inaudible) . . .

Ms. Leddy: So most of the places that we – most of the cities and towns that we work are contracting this private security companies. But you – and there's some, there's two or three national companies that provide this service specifically for downtown or redevelopment authorities. It might not make sense to go to them for just a one or two person crew, but, but you can – and we can help you sort of devise a job description and skill that they require and those of kinds of things. So this – you're, you're clearly saying this isn't just your typical security job. But you can usually contract with a company. In some cases they employ the agency might employ on their own. But that leads to a whole another set of human resources.

Ms. Ball: So the security companies sometimes do have people like this?

Ms. Leddy: Yeah, I mean, you basically –

Ms. Ball: . . . (Inaudible) . . . I mean, the qualities of their security guard.

Ms. Leddy: I mean, you have to, you have to really outline exactly what you want and make sure they give you what you want. And when I first started in this career, it was very rare to actually have – I mean, ambassadors were new. It was a new concept. So we actually drafted exactly what we wanted. The companies had no idea what we were talking about, you know. And we, we had, we, we approved who they hired. We designed what their, what their training was

going to be.

Mr. Segal: I, I think to do this here – because you're not going to have access to these kinds of companies – to do this here, you're looking at probably just contracting with an individual, training an individual, this all assumes again we've got staff, that you've got, you know, an individual like Ms. Wade here who can train this person and use best practices. Rena is right, we can provide job descriptions and we can provide videos, we can provide all sorts of things that, that show you how this works. I will, I would – the only exception I have is, is we may be able to learn from Oahu with the Waikiki business improvement district.

Ms. Leddy: Right. That's what I was wondering.

Mr. Segal: Yeah. Because they probably have this service. I, I don't know for certain.

Ms. Leddy: I think they have block by block there.

Mr. Segal: Yeah, but I suspect they do have this kind of service. So there may be also a field trip there, in terms of, you know, understanding what they've got and if we can –. Because all of those has to be placed carefully in a, in a Hawaii context, and in a Maui context. So, you do have this on the islands. I suspect, though, this is probably a pilot or a demonstration and maybe a one year opportunity for someone and, and see how it goes and take it from there.

Ms. Leddy: Yeah. I would just – I think you can contract with a small security company here to do that if the human resources framework isn't ready, readily available to you, to hire.

Ms. Wade: I just wanted to ask because as we were leaving the room this morning JoAnn Ridao the Housing and Human Concerns, said, you know, there might be two sources of assistance for the ambassador program so I kind of wanted to hear if you had experience with volunteers doing this. Because she suggested both the RSVP, the retired senior and – they work with the Kaunoa, people who are, you know, retired and still real active and want to be helping in one way or another – and then the criminal justice students that the police department works with. They're like trainees and they're not paid but they're students.

Ms. Leddy: There's certainly places that have used volunteers before and sometimes mixed volunteers and paid.

Ms. Wade: Okay.

Ms. Leddy: I personally haven't had direct experience with that. I would just say that either of those programs would work. I think it, again, is going to require a lot of attention by this group, by, by potentially you to make sure that it's doing what you want it to do. But I, I think it would work just fine here. Absolutely. And also, you know, really getting the police onboard. That would really be key too.

Mr. Segal: The, the caveat I would throw into that is the ability to manage and supervise this is

going to be somewhat limited. And the challenge with a bunch of volunteers is it's a bunch a volunteers and they will cycle in, they will cycle out. You'll be training, you'll be retraining. I'd be concerned that seniors may not be the best population to deal with some the street population that you do have. Of the two opportunities the cadet one sounds little more intriguing. But I do think, I think a message we're going to have for you on all of these things is let's keep it simple.

Mr. Mitchell: Right.

Ms. Wade: Yes.

Mr. Segal: You know, let's keep it simple and –. You know, if we invest in an individual, that, that's a long term investment that could pay real dividends later on. And maybe that individual then could supervise some volunteers as, as they're trained.

Ms. Leddy: It might be worth to look at that cadet group, see if they would do the security audit, you know, and see if that's like a project they can take on. And then the senior group, what I would do with them – because remember I asked you about cross, crossing guard? Oh my god, just put a couple seniors out at important times of the day and train them for school guards, crossing guards because that's perfect, and very important and a great relationship builder.

Mr. Fairbanks: The other thing is I believe they have to, security, I think it would still be considered a security guard. Then they have to have special training. So we might be better off going for the agency. A lot of them are trying them now on the island so maybe we can get somebody.

Ms. Leddy: Yeah. . . (inaudible) . . .

Mr. Fairbanks: Maybe if we use an agency.

Ms. Leddy: It's character. It's really taking time, interviewing the people, and finding the right person. Because you don't want somebody who's very militaristic and, you know, black and white. You really want somebody that's going to be sensitive to the different types of people that are here and love the city, and you know, is gotta to do a lot of different things.

Ms. Ball: Well, I think that audit is important because, you know, even though I live in Wailuku, I don't know the nature of these . . . (inaudible) . . . And then depending on the degree and the price that's how . . . (inaudible) . . . But every community has it's personality. I'm sure it has a personality as well as the problems.

Mr. Fujimoto: I have a comment.

Mr. Mitchell: Yes Mr. Don.

Mr. Fujimoto: I'm encouraged by, you know, what the administration went through this morning

and stuff. But it appears to me that the key to the activities that you've outlined for the first six months is probably getting staff.

Mr. Mitchell: It is.

Mr. Fujimoto: And if that's the case, then how do we get that done right away. I mean, you know, do we go meet with Will Spence and have him say, okay we're going to assign these two guys to the MRA and they're going to do nothing else? Because without the staff, I mean, we cannot work on the tax abatement or, you know, I mean, all the other stuff, the safe and clean and all that stuff. So, I mean, while the iron's hot, I mean, we might as well strike and have these guys assigned right away. Otherwise, it's not going to go anywhere, and it's just going to be . . . (inaudible) . . . again, that, you know, the administration says, yeah, yeah we'll do all that and we never do, you know. So how do we, how do we that?

Mr. Mitchell: Well, you know, there was a fair amount of discussion about that this morning. I think everybody acknowledges that the, the Mayor's caveat to it was, he's fine with assigning staff immediately. But the Planning Department has gone through a staffing crisis because of the tragedy on Lana'i, and so they are in transition to try to fill some gaps right now. And correct for me and Erin can speak more about it, but the Mayor is committed to the staff and he understands that without that we will go no where. As to how many hours a week we get, I think it's still undefined. I don't know when that will be defined. It's that really then, you know, really to your, your bosses?

Ms. Wade: Yeah, I personally, I think the best thing to do would be to schedule an appointment, probably with two board members to talk with the administration and the Planning Department about staffing. And they are working with this through but if it's not continually reminded to them about what the commitment was that was made, it, that might, you know, fall, certainly fall back down the list because there's, there's so much on the Planning Department's agenda now and we are playing catch up. So I, I think the, you're right, set up the meeting.

Mr. Mitchell: Schedule it. Don, you start. That was a good comment. I think that's exactly right. Without, without staff none of these things will happen. Any other comments on, on that thought? Brad, did you have – you want to continue with your –

Mr. Segal: Yeah. We'll walk you through, then, after six months. Six to 18 months. And some of these things could start earlier. It really depends, I think, on, on how much horse power you've got moving forward. So six to 18 months, implement the parking management plan. And again, I, I think timing a lot of those recommendations to the re-paving of the lot is the way to go. But there will have been that period of disruption, and then, boom, here's the new, here's the new order, here's the new world.

The development stage. This is a big deal, and you, and you guys know this. We, we talked about this 3 ½ years ago. If, if we want, particularly if we're going to have tax abatements and if we want to reward mixed use development and we want housing and we want retail, those types of things, we need to make sure our design review and our development, our

development standards are ready for that. So as in most of the towns in Maui, Wailuku's development standards are outdated, particularly for this product that we're talking about. So we would urge that some sort of comprehensive review and update to that happens. It would be better to start on that sooner than later, but we want it to be respectful of, again, staffing and, and resources.

Mr. Mitchell: Is that something that you folks could do if we decided to – you could give us a draft of the tax abatement folded into our development standards, some sort of template?

Mr. Segal: Yeah, I think we're probably better equipped to help you on the abatement incentives. I, I think on the development standards design review, I would suggest you probably want to go somewhere on the islands, someone local who, who really – not necessarily Maui, but someone within Hawaii, who, who really understands how things get built here. This may shock the board, but in, in my travels here, I have learned that Maui works a little differently.

Mr. Mitchell: Really.

Mr. Segal: I know.

Mr. Fujimoto: Not.

Mr. Fairbanks: No.

Mr. Segal: And certainly if you did take that on, and if you did hire someone to help you, you know, we could, we could direct them to best practices and those types of things. But I think abatement program and policies, I think some mainland knowledge could help there. On the design and development standards you've got to go local. And it's more than just design. It gets into your climate and your soils, and your water, you know, all of that.

The third item here on the six to 18 months, I think this is something we can actually have a lot of fun with as a community, and there was a fair amount of talk about this this morning. But we talked about quick wins here. There's actually a piece of a jargon since we're going into the weeds there's a national movement called tactical urbanism. And what tactical urbanism, it's very hot on the mainland right now. What that is, is different groups are just taking over public space and creating temporary installations or temporary illustrations to inspire permanent change. To inspire permanent change. So examples of this is a pop up store front, something temporary in a store front to show what could happen there. Two parking spaces in front of a restaurant, putting in a little white picket fence around it and some astro turf and a couple tables and umbrellas, you know, to sort of take over that space. Public art, a whole variety of things. And you have some wonderful nooks and crannies in Wailuku, and some key properties. In fact, we have, we have twisted Jonathan Starr's arm that his corner would be outstanding for, for sort of changing exhibits and installation food trucks. All, all these types of things that pump energy into the area. Small stuffs. So parkettes, food trucks, small events. So encouraging visible quick wins. And, and I – we don't see that necessarily being engineered through this group, but really helping to encourage and promote that among the creative people that are

moving into Wailuku. So whether it's the Community Association or it's some of the younger merchants or some of the property owners really encouraging this. And, you know, if there is some, if there are some funds, you can actually get a lot for some small, sort of, challenge grants on a very small micro level for this kind of thing.

The fourth item on here there is a concern by some property owners that the County and the State, from administration to administration, some times go a little wishy-washy about their commitment to Wailuku in terms of keeping offices courts here. So there's some thing in the next year, you know, year, year and a half, whether there can be more of a policy commitment. And what we've seen in other places is it, it's sometimes called a downtown first policy, or a Wailuku First. That's what I would call it here. And that anytime that the County or the State consider either relocating or expanding a facility that they look at Wailuku first. And if there is going to be any sort of movement there has to be some compelling reasons. So I think a Wailuku First Policy of both the State and the County would be, would be helpful for you. That's a policy issue, so that doesn't necessarily cost money, it cost time. And it cost political capital which can cost a lot.

The fifth item here is working with County's Economic Development Office to really position Wailuku as a center for innovation and small business development. One of the creative businesses that communities are trying to attract primary jobs, not service jobs, but primary, creative jobs are looking for these types of environment. These sort of edgy, urban environments and spaces. So we feel that you could have a creative and innovated community strategy to try to attract jobs here and businesses.

Ms. Leddy: Did you mention the co-op working spaces?

Mr. Segal: No.

Ms. Leddy: So one thing that we're seeing is there's all these young, usually young, entrepreneurial people, but it doesn't necessarily need to be young because I, I could be one of those people, who, who works from home, and, you know, would like to be around other people. So we're seeing in some places they're more formulized. But some could just be, again, this pop up idea where, fill a vacant space, put some desks in, you have Wi-Fi so, you know, maybe you have a little kitchen or a least coffee access, whatever, but just a way for people to pop in and pop out and work in that space. So we're seeing them everywhere. I mean, there are some that are really, really formulized and you sort of pay by the day. But some of them are little less informal. But something to look into to help fill the space. And also you're getting those people now walking on the street, you go in the coffee store, go to the restaurant, shopping.

Mr. Mitchell: How do these people typically manage something like that? Is it, is it a pay-go thing where you pay something where you usually go?

Mr. Segal: Yeah. Yeah, it's a – they're called co-working. So they're called co-working spaces. It's sort of today's executive suite if you will. And there are a variety of ways to pay. You can,

you can pay for just being there hourly. You can pay to have desk in a space. You can pay a monthly. A lot of them have almost like monthly membership where you just come in any time you need a desk and all of that. And often times there will be whole sort of suite of services and work environments even within a 1,000/2,000 square foot space. So there could be a desk that are open. There could be, you know, half dozen more enclosed spaces. And then there are common area amenities that everyone uses. So, you know, the conference room, or a microwave, or that kind of thing. Co-working is an immediate opportunity in this town. I mean, if someone really wanted to do something in a space, co-working is, check it out, big trend. All you got to do is attract 10, 12, 15 individual entrepreneurs that start with five or six and once they're together it, it, they're like glue, they just attract.

Mr. Mitchell: I'm just curious, on the mainland, costs are different than here, but what kind of fee structure? I mean, what kind of return?

Ms. Leddy: You know what, it's all different. I don't think, I don't think – I mean, because I've seen some that are so informal and they're not making any money on it.

Mr. Mitchell: Right.

Ms. Leddy: And then, you know, we saw one – you had one in Denver I didn't see that was pretty formulized, and one in San Diego that you would never ever know it was a co-sharing space. It looks really formal and executive level. So, I, I don't really know.

Mr. Segal: Yeah, you'd be looking at a couple hundred dollar a month, you know, to be, to be able to use the space. Unless you wanted a formal office, then they're potentially more.

Ms. Leddy: Yeah. See, and like in New Haven it was a lot less than a couple of 100 bucks. It was like 30 bucks a month. So that's what I mean, like, it just depends on what you're offering.

Ms. Wade: Honolulu has like eight or 10 examples.

Ms. Leddy: Oh, great.

Mr. Mitchell: Yeah. The Weinberg's always had something similar to that, don't they, but it's –

Ms. Wade: It's more formal.

Mr. Mitchell: It's more formal. I'm not sure how this works.

Mr. Segal: Yeah. And again with the younger, creative, entrepreneurs, you know, the less structure, the better. The edgier the better.

Mr. Mitchell: The cheaper the better.

Mr. Segal: The cheap – you don't want a dump, but, you know, it's got to be, it's got to be edgy

and functional. You know, the Wi-Fi has got to work.

The last couple of items here on the six to 18 month menu, we would suggest a formal infrastructure repair and replacement plan for Wailuku. This goes back again to our work 3 ½ years ago, we have some real challenges with basic infrastructure throughout Wailuku. So sidewalks and then other issues. You know, there's water capacity. There's some real nuts and bolts storm drainage. There's some real nuts and bolts issues on the infrastructure. And what we're suggesting is creating a formal infrastructure replacement and repair plan so that we can then, the MRA, can then take to the County here's, here's a capital improvement plan for Wailuku. And your one here is the most important improvement, you two here is the most important improvements. The Managing Director today suggested there may be expertise onboard at the County that, that could actually help you with that, which would be great. And because it would also get their buy in into as well. So maybe that's something we elevate particularly if the County can allocate that to some of the existing staff people with that expertise and create some sort capital improvement plan for Wailuku.

And then the last item here which is another one. I mean, I hate say, oh, we're going to be very methodical and slow, but maybe this is accelerated too is, is the private sector partner. When we were here 3 ½ years ago, we did suggest the community development corporation. I, I think it did not gain traction because there was just too many entities at the time. You know, we still had Main Street, we had the Community Association, we had a whole variety of groups. Given that it's more of a clean slate today, we do think the community development corporation idea makes sense, particularly as a partner for this group. So as a partner to a redevelopment agency a community development corporation partner could help you in terms of optioning lands, in terms of helping with projects in addition to the more conventional marketing and management activities we've talked about – events, promotions, marketing, clean and safe, that type of thing. So we're still, we're still recommending the CDC model. We're, we're hoping maybe it's a new era. And we would, we would suggest collapsing the existing groups into it. So the property owners group, the WCA, they, they should all just be in one group.

Mr. Mitchell: Who, who is typically – I'm not familiar how they're started – is it usually a private entity would put up the first capital to create the CDC? How, how are – the operating, the initial operating fund, how are they typically generated?

Mr. Segal: We would need to seek some sort of partners or champions or angels whatever you want to call them among the property and business owners. There could be a membership component to this that could help get the smaller folks onboard. In fact, there probably would be some sort of hybrid of a development corp and a membership organization because it would do a whole variety of things. There may be start up costs that some sort support from this body to the extent you have funds available to start it up, and maybe some sort of challenge to initiate it because there's legal work that would need to be done.

Mr. Mitchell: Right. Right. Are there government – do government grant ever – are those used in that fashion?

Mr. Segal: Yeah. Absolutely. Well, and also it's a, you know, 501C3 so it's set up for that block grant funds are used. We've ran into block grant funds being used to initiate and seed community development corporation. Ends are flying on block grant funds.

Mr. Mitchell: Block grant funds. Money.

Mr. Segal: Yeah, and, and – you don't need a lot to get it going.

Mr. Mitchell: Right. Just the legal fee and its setting up the entity.

Mr. Segal: Setting up the entity and then a committed group of folks. And certainly this morning's meeting there was evidence that we may, we may have a new era of commitment in Wailuku.

Mr. Mitchell: Questions, comments, from anyone? Don?

Mr. Fujimoto: I don't know. Not to be a stick in the mud. I'm not convinced until the administration assigns, whatever, two or three people to our –. Because talking is one thing.

Mr. Segal: Maybe those are your first two things. The safety and the staff.

Mr. Fujimoto: I agree.

Mr. Dan: Parking.

Mr. Fujimoto: We won't reach parking if this thing doesn't go.

Mr. Dan: What are we going to do with the lot?

Mr. Fujimoto: We're going to resurface and re-stripe it. But that's on another track.

Mr. Segal: Yeah, well, the parking happens when you get re-surfaced. So that's actually in motion. It's budgeted.

Mr. Fujimoto: And then we need to even come up with new parking ordinances and stuff that, you know, we need staff to come up with, right?

Mr. Mitchell: We started . . . (inaudible) . . .

Mr. Segal: But, if I think there was a 30-day action strategy I'd agree with you, you know, safety and staff.

Mr. Mitchell: And the safety we've had discussion about RF – did we ever RFP it? We never RFP the safe, the clean and safe person did we?

Ms. Wade: . . . (Inaudible) . . .

Mr. Mitchell: Do we – is that a formal motion to publish it or only a motion? Is a formal action to publish or just a formal action of fund for a clean and safe person?

Ms. Wade: The funds.

Mr. Mitchell: The funds. So we could –

Mr. Fujimoto: We should probably wait until they come back with the job description.

Mr. Mitchell: You're going to – are you going to bring us a job description?

Mr. Segal: We can do it.

Mr. Mitchell: If you can bring us a job description than, than we can put that in process to RFP it or whatever the case may be. By the next meeting we'd have a plan of action with an RFP to say this is how we go forward. And then if we need to set some funds aside because we're – we'll we already asked, we've already asked for our budget.

Ms. Wade: . . . (Inaudible) . . .

Mr. Segal: How quickly can we turn around a job description?

Ms. Wade: A week. 10 days.

Mr. Mitchell: A week to 10 days. Okay. That would be great.

Ms. Leddy: I also think, Erin, I'll connect you with the person that represents block by block on the islands. Very good. And they probably would be very willing to help you do something.

Mr. Segal: Yeah, this is on Oahu. The largest national firm that specializes in, in clean and safe programs, national contractor is, is on Oahu.

Mr. Mitchell: Really.

Ms. Leddy: They'll often come in and give like free help to smaller organizations.

Mr. Mitchell: Okay. Great. Any other thoughts, comments? I agree with Don. I think clean and safe is, from what we heard this morning, it is of the highest priority. I think if it's not in our budget we can go to the administration and ask for the funds. I think that – I don't think it's a problem of paying for, it's just the problem of defining the person and, and what they will do. Yes?

Ms. Leddy: I have a cleaning suggestion for you.

Mr. Mitchell: Sure.

Ms. Leddy: In almost every community I've ever set up a cleaning program, we've had a big, spring clean up before they even come on board. And it's volunteers, massive amounts people that you can get. We hand out t-shirts and trash bags and gloves, and just have the community go out and clean up the litter and rip up the weeds and, you know, just do, like, a Saturday morning, you know, eight to eleven, eight to twelve or something, and whatever you think it needs to be. And then that kinds of kicks off, like, we're going to have this new plan. And then that new person comes in and they can maintain that.

Mr. Mitchell: Right. They start clean, sort of speak.

Ms. Leddy: Yeah, and you might be able to get a lot of that donated, you know, by Home Depot or a local, a local company. You could get food donated by the, you know, different restaurants. You might be able to get a pressure washing type company to donate some time. Window washing company might come and donate some time, and we have to kind of play around with it, but –

Mr. Mitchell: Yeah, because we didn't talk about the clean aspect of it and that's, that's part of the whole comfort, safety and ambiance of coming and using the town and the space besides, besides the safety issues. All right, well, if there's no other questions, we'll move on. Brad, anything else you wanted to share? We thank you, and anything else you can –

Mr. Segal: No. I just want to thank the MRA for bringing us back. We're always delighted, again, to be working with you. And, and I do think we also feel a, a real change, and a real opportunity, so we're glad we could play a very small role and helping at this point. And we will remain a resource as you move forward.

F. DIRECTOR'S REPORT

1. Open Application Report as distributed by the Planning Department with the March 28, 2014 agenda packet.

Mr. Mitchell: Thank, thank you very much, Brad and Rena. Just a couple of items, housing keeping things on the agenda here. We don't really have a director's report, do we? We don't have a director's report, item F, so we'll pass that. Our next meeting date will be April 25th. Do we know in May what the meeting date is, yet? Comments? Oh, any other comments? Come on up, yeah. Yeah, yeah, for sure. Thank you.

Mr. Wayne Muraoka: Hi. I'm Wayne Muraoka with Armstrong Builders and Armstrong Development, and sorry to take more time, but there's just two things from the earlier meeting that I think haven't been said here and for the people who weren't there. The first is regarding parking. In addition to the repaving and striping, what I heard the Mayor say is they're

implementing a program of getting government, State and County employees, to park in remote lots.

Mr. Mitchell: That's correct.

Mr. Muraoka: So that they're removing those people's use of the main lot so there's more spaces open for business patrons and customers.

Mr. Mitchell: That's correct.

Mr. Muraoka: The other thing was, I think, the Mayor's challenge was already issued – not in terms of incentivizing people but, in a way it was. He said, you have to come up with an identity and a brand for Wailuku. And you have to show me there's a reason why I should put more resources than I already have to this effort. And I think that should be within the first, I don't know, 30, 60 days because a lot of the ground work has been done by everyone already. And if we can show the Mayor that the business community and the Planning Department and this MRA and the WCA have agreed upon what the vision is for Wailuku. What the brand and the identity of Wailuku is going to be. And then what first steps that have been discussed are being taken. I think he will dedicate more resources and money to further efforts and requests. Thank you.

Mr. Mitchell: That's right. Good. Thank you.

Ms. Wade: I just wanted to say, hey, Brad, maybe we should add that to our list of the next six months, if we're doing the bullets of the next 30 to 60 days, add that as one of the bullets.

Mr. Mitchell: And, and maybe just to build on that comment a little more, you know, there was quite a bit of discussion about brand, and brand being Lahaina's known as, as an art town, or is a place you go for, you know, to look for art. Besides eateries, that's a side – or Makawao town is known as the, you know, the cowboy town with cute little boutiques. Or Paia is known much to what Paia is known for something . . . bath suits . . . yeah, something. There you go. One of the comments, gentleman from MAPA, David and Adam, one, one of the interesting, one of the interesting ideas that I don't think has been maybe discussed much is that Wailuku could certainly have an identity as an art center if – both performing arts and visual arts – if it were promoted as such. So think about that. I, I think it's interesting because we do have a number of art components beside MAPA, and was interesting to hear that they bring, what, 350 families come, are in and out of town a week with their kids. But we have no capture on majority of those people because there's nothing, a, for them to do, or it's inconvenient for them to either shop or go to eateries. So there's some built in users that are already coming to town that we lose just because we're not structured to capture them in some form. So, all good things to think about.

Mr. Fairbanks: How does it tie into our branding?

Ms. Wade: Personally, I think it's, like, right in line. We have the, the, the logo, Small Town, Big

Heart, and then we have the Small Town, Big Eats, Small Town, Big Arts. Those are the tag lines, so I really think we're going to be able to unroll this very fast and show what the components are of the different users in town that we want to feature, and it—. Saedene—. We actually shared this with a couple of the merchants during some of our interviews. They, on the website, Saedene's created this space where each of the businesses can be featured. So there's like a photo and the story of the business that would be actually connected to the website. And then it would link back to the main page on Big Arts or Big Eats or whatever it was. So, I think, I think through the website we'll start to be able to visualize the complete package of Wailuku town pretty quickly. And then reinforce that with things, like, – I mean, they designed banners for us, even. And they designed stickers, and bags, and shirts, and all of those kind of things that you could be able to distribute very quickly.

Ms. Ball: And you know with the, with the buildings and the way the town is – small town is really a very art name.

Ms. Wade: Yeah.

Ms. Ball: Local. People feel like it's friendly.

Mr. Fairbanks: So we're not going to try and change that.

Ms. Wade: No.

Mr. Mitchell: No, no, no.

Mr. Fairbanks: That's, that's our brand name, we're not going to change that.

Ms. Wade: It is.

Mr. Mitchell: That's it. Yeah, that's a branding graphic, but, I, I think the next – it's branding identity. What are those components under your graphic brand that we still are – it still evolved. But people are interested in it, and they're – there's enough stuff going on, but we just got accurately – I think, and WCA is going to have to take a lead on this – accurately define who are those merchants, what is their product that then, the website can tie to, and, and feature. And by the next meeting, hopefully, we'll have some new simulation graphics for our Main Street redevelopment vision aiding we can look.

We spent all of our money for this year?

Ms. Wade: We have.

Mr. Mitchell: So I was going to say, we, not, not much we can do else on budget. But maybe if we have a clean – if we have the clean and safe agenda item, we can always take, take action to request from the administration additional funds for that staff person. Because we're not spending, we're just asking them to find money.

Ms. Wade: Right.

Mr. Mitchell: Okay. Yes, sir, Jonathan.

Mr. Starr: Could we ask Brad to speak a little bit about the item on here about development standards?

Mr. Mitchell: Sure. I, I – what I'd like to do if it's okay, Carol's got, got to catch a flight, yeah, in just a few minutes, so I'll excuse her, she needs to leave. But if anybody else will, you know, certainly wants to stick around we can, we can – yeah use Brad while we've got him because we've got him for, what, about another two hours and then he's gone. So, we'll, I guess, can we formally adjourn the meeting and still have discussion or not? We're okay, so we just continue? Okay. So we're not adjourned, but we'll take some additional discussion from Brad. Thank you Carol very much. Take a piece of pizza with you.

Ms. Wade: I just want to thank Carol for a moment. Carol completely rearranged her schedule to be here, for Brad and Rena. Thank you very much.

Mr. Mitchell: Thank you very much. I'm sorry Jonathan, your question again for Brad, was the, the development standards?

Mr. Starr: Yes. What, what would – what could we do – and I know this may, this . . . (inaudible) . . . to and move our development . . . (inaudible) . . .

Mr. Segal: Yeah and actually in some ways Erin may be more qualified to respond to this one, but it's, it's clear to us, just from our work again, 3 ½ years ago and still that – and it's not just Wailuku, it's also some of the other small towns – have design guidelines and development standards that were created 20, 25 years ago for, you know, markets that largely doesn't exist anymore. So I think how this relates to Wailuku is, is getting a better sense on what type of product, one, is marketable, and two, do we want. So balancing those two things. And then how do we encourage developers and investors, how do we encourage them to create the type of development that we think is both marketable and desirable. So clearly the mixed use development we've talked about and you've talked about, this body has talked about, for years and years and years. But, when we look our design guidelines, our development standards, do they always encourage that? Are we fighting an uphill battle on that? I think in particular massing and scale. We met with Annalise, yesterday, your historic preservation person. Not that we're suggesting any sort of preservation district in Wailuku, but, you know, what she said when she looks at design standards, it's massing and scale are always important to her, and I think, use. I think also you want to identify opportunity sites. And if we are going to have an abatement program we tie those two together. We tie the development standards to rewards. Rewards and . . . (inaudible) . . .

The other issue here which is still an issue is the development review process, and this is something we talked about 3 ½ years ago, and maybe this is something the MRA really could be helpful because what we're hearing is we're still siloed here in our development review

process. There's several agencies, you know, within a building or two, but if you're the developer you gotta make many, many, many, many visits. And these agencies aren't always communicating to each other. So I know we did recommend interdepartmental review on, certainly, on new development. We would recommend interdepartmental review on new development, maybe on substantial rehab too. And perhaps the precedent we set is within the MRA so that it's not, you know, something that's disrupting the whole process in the County. But that does seem to be an impediment to investment and, and, and development, particularly for larger investment and newer projects. That if there's going to be large investment here, you're going to be dealing with sophisticated, we hope, sophisticated development interest.

Mr. Fujimoto: The other thing is infrastructure requirement.

Mr. Mitchell: Yeah. Yeah.

Mr. Fujimoto: Curbs, gutters, sidewalks.

Mr. Segal: Yeah, we still have suburban standards, don't we, on many of this?

Mr. Mitchell: Right.

Ms. Leddy: And, you might want to . . . (inaudible) . . . parking requirements.

Mr. Segal: Yeah, parking requirements. Exactly.

Ms. Leddy: And especially on smaller projects, like, you want more restaurants here, you might have to figure out a better way to do that parking requirement.

Mr. Segal: Yeah, we had recommended, I think, waiving parking on the first 2,500 square feet to encourage these smaller business concepts, particularly restaurants. You know, the dining and entertainment district idea from 3 ½ years ago probably still applies. And that talked about parking, it talked about – which is another touchy subject around here – it talked about more certainty from Liquor Commission review. But all – when, when someone is going to different agencies that don't talk to each other, particularly if they're all within County government that, that can be really problematic, and can be, it's fixable. That is something that we should be able to fix. So Jonathan's question is a big one. But if we do want to encourage new development, and particularly if we're going to provide a new incentive, if we're going to provide tax abatements, I think puts more importance on updating your standards.

Mr. Mitchell: Thanks. And in my estimation at some point, I hate to throw the baby out the bath water, but almost look at just taking it and doing a new guideline. Not trying to modify what we have, but just coming up with a whole new guideline and starting, starting from there, certainly if it has tax abatement components to it. Any other thoughts, questions, comments? Yes, sir. Please take some to go.

Mr. Dan: Thank you all for all you're doing. . . (inaudible) . . . I'm hearing we're going to do

something about the parking lot. When?

Mr. Mitchell: I'm sorry. You mind stepping up to the microphone so we can put you on the –

Mr. Dan: When are we going to be doing something about the parking lot?

Mr. Mitchell: Well we're not, the MRA's not doing anything about the parking. The County has funded resurfacing for the parking lot in this year's budget? This year's budget. So when? After July first. When that will take place? We don't, we don't know when that is scheduled, work to be performed. But presumably we would have to notify all the merchants and land holders.

Mr. Dan: Right around Christmas time so that . . . (inaudible) . . .

Mr. Mitchell: No. Well, hopefully not.

Mr. Dan: Hopefully not to do it sometime between – let's not do it between the month of November and February would be great. Some thing I did hear mention today, and I heard it mentioned the last time you were here, the megalopolis, the parking garage. We didn't hear anything about that today. The last time you were here we were talking a lot about it. We had a set of blue prints for it. We spent, I don't know, hundreds of thousands of dollars with Morgan Gerdel guys on parking structure. Years was spent on it.

Mr. Mitchell: Years.

Mr. Dan: Years.

Mr. Mitchell: Years.

Mr. Dan: Years. Years. Decades.

Mr. Mitchell: Decades.

Mr. Dan: We're here now. We're here talking about parking. What's going on with the parking structure, guys?

Mr. Mitchell: Nothing.

Mr. Dan: Nothing.

Mr. Mitchell: Nothing. And I'll tell you why what I'm hearing and anyone else can add to the discussion is until we can show, we, Wailuku town merchants, residents, can show that it will be a benefit to the greater community, it doesn't sound like there's political will to spend \$16,000,000 on a net increase of, what, 100 spaces. They're not opposed to it if we can show of what that there is critical mass to justify the expense of doing it. They're not opposed to it.

Mr. Dan: It would've been good to know that before we spent hundreds of thousands of dollars on Morgan Gerdel. Wouldn't you think?

Mr. Mitchell: At least we don't have – it's a, it's a different –

Mr. Dan: That was my tax dollars, right?

Mr. Mitchell: Mine, it was mine too. It's a different, different administration, and it's a different way it looked, a different way of looking at redevelopment in downtown Wailuku. It's a needs base approach versus build it and they will come.

Mr. Dan: I've seen the rug get pulled out so many times. Brad was here three years ago, but a lot of money spent on him.

Mr. Mitchell: He was worth it.

Mr. Dan: And, and he was worth it to get great information. Brad's, Brad's a great guy, but nothing happened. I had you come in working for me, drawing lines on a parking lot two days after this guys left. What happened? Nothing happened. But money was spent. I spent money. Taxpayers money was spent. I'm not getting this. He's got a great plan here. I'm not getting it. All I'm seeing is –

Mr. Mitchell: Give us a year. Give us a year. Thank you very much. Comments? Yes, Yuki?

Ms. Yuki Sugimura: Yuki Sugimura. I just want to say to take us to a point of having to start the CDC – I'm not too sure about all the County funding or what would be available to the MRA – but there's also Hawaii Community Foundation which probably has some funding to, to look at, you know, things like this because I know they do a lot of foundation or corporation work for non-profits. So I'd be willing to go, you know, and make the call, call my friends and just find out about possible funding through the Hawaii Community Foundation and to see how we can move this forward.

Mr. Mitchell: Great. Great.

Ms. Sugimura: Thank you.

Mr. Mitchell: Thank you.

Ms. Sugimura: Great beginning. I'm really excited about this.

Mr. Mitchell: Mr. Starr?

Mr. Starr: Can ask Brad to give us a little clarification on what, what functions and abilities, magic power –

Mr. Mitchell: I think you've got to come up to the mic. Jonathan, I think you gotta come up to the microphone so we can get this on, and you might have to buy Brad dinner too.

Mr. Starr: Okay. I apologize. I, I want to get a little fresher why a CDC gives us more capabilities or magic powers that we don't have under the current entities and is there a way to gain, gain those abilities without –

Mr. Mitchell: The CDC.

Mr. Starr: – creating a new entity just because that may be a sensitive area at this time?

Mr. Mitchell: Brad?

Mr. Segal: Well, Mr. Starr has already bought me lunch, so thank you, I appreciate that, so you're off the hook for dinner. Why the CDC again. I was not thinking coming back here that we would recommend that again. You know this is something in the last couple of days I've thought about. Here's, here's why the CDC. First of all, whether it's CDC or not, we end up with one group. We need to end up with one group on the private side. So we've got the community association, we've got the property owner's group. The property owner group as I understand it is fairly informal. It's not even – it's more like a round table of property owners, right, so it's not really an entity. But it filled the void and it provided a voice during a time when the property owner stopped . . . (inaudible) . . . with that voice. The WCA is the closest thing we have here to sort of a traditional downtown merchant's association. It does sponsor events, and does it have a 501C something status?

Ms. Wade: Yes it does.

Mr. Segal: So it's a C3 correct?

Ms. Wade: Yes.

Mr. Segal: So I think – I think you could one of two ways here. You can look at re-tooling the WCA which may be where you're getting at. Re-tooling the WCA, the concern I would have is on the articles of incorporation in terms of what powers it have. Because if it's primarily a promotional and marketing group it may not have the horse power you need. It may not have the capabilities you need moving forward. So what do you need more than marketing an event. What we're suggesting still here is an economic development role, is a community development role. We still, Wailuku, despite all the great karma we're getting right now, we still have underutilized real estate, we still have vacancies, we still have special services, high concentration thereof, all of these different challenges. And it's going to take a concerted revitalization effort here over the next, you know, three, five, seven years. We're very excited about the next 18 months, but the next 18 months is just foundational to a five to seven year effort. So I would be concerned that the WCA is currently constructed, one, on their articles, does it have some of the community development authority, that, that may be helpful. The ability to option land, the ability to joint developer, the private developer, you know, those types

of things. We don't want to lose the promotional aspect, but I think we'd want to add that.

The other thing is then the leadership of the WCA. If we're going to have one organization, we'd probably want to diversify and probably broaden that board. So we still want the young merchants that, that seemed to be propelling that now. That new blood is great. But we also want property owners engaged. Also, residents, you know, if we want to have more residential down here. So probably looking at a board structure that's a little bit more balanced between property owners, merchants, and residents.

And, I guess, to sort of complete this, I see what the WCA is doing now becomes a function, but not the focus. So it becomes a function of what your CDC or whatever it is does and not the focus. You don't throw it away you keep it. But you, you're going to need more. You're going to need more horse power than ever before. Does that help?

Mr. Fujimoto: Yeah. So is that like Kakaako? You know that HCDC? I mean, like, they kind of do all the –

Ms. Sugimura: . . . (Inaudible) . . .

Mr. Segal: Yeah, it's, it's really a non-profit, private sector lead partner for you, for the MRA. And, and I think that's, again, that is so powerful, moving forward that, that the sense – because this is sort of the ideal compliment to have a quasi public MRA in partnership with one unified private sector lead group. Finally, after all these years you may have that.

Mr. Mitchell: Great. Any other questions, comments, thoughts? Mr. Starr, to the podium please. Thank you. You'll soon have your own desk, but for now, you can to come to the podium.

Mr. Starr: And we get help with the resource of what, what we might want in the, in the, in the bi-laws and the incorporation documents. So we can look at either, maybe transforming the community association. That may be less threatening than creating a CDC. I don't think it matters much what it's called as long as we have what we need in there.

Mr. Mitchell: Right.

Mr. Starr: I know some of the community associations and Maui County have actually done major actions. That seemed to be too much of a stretch rather than creating something that might be seen as a new threatening warlord in town or something.

Mr. Fujimoto: Good idea.

G. NEXT MEETING DATE: April 25, 2014

H. ADJOURNMENT

Mr. Mitchell: Okay. Anything else? I know Erin has a meeting at three, yeah? Seeing no other comments or questions. Thank you so much, Brad and Rena, for being here. And Jonathan. Oh, thank you, Jonathan for the pizza. Hey, you know, you know, how to come in as a new member. You're, you're the top. That's the best. All meetings go better with food. We'll, I guess, we'll adjourn today's meeting at 3:40-ish? 3:42? I'm sorry. 2:42. And our next meeting will be on the 25th, and mahalo and thank you very much.

There being no further business brought forward to the Agency, the meeting was adjourned at approximately 2:40 p.m.

Respectfully submitted by,

LEILANI A. RAMORAN-QUEMADO
Secretary to Boards and Commissions II

RECORD OF ATTENDANCE

Members Present:

Carol Ball (until ~2:23 pm.)
Thomas Fairbanks III
Don Fujimoto, Vice-Chair
William Mitchell, Chair

Members Excused:

Warren Suzuki

Others:

Erin Wade, Small Town Planner, Current Planning Division
Michael Hopper, Deputy Corporation Counsel