

**MAUI REDEVELOPMENT AGENCY  
REGULAR MEETING  
SEPTEMBER 22, 2017**

**APPROVED 11-17-2017**

**A. CALL TO ORDER**

The regular meeting of the Maui Redevelopment Agency (Agency) was called to order by Ms. Carol Ball, Vice-Chair, at approximately 1:05 p.m. Friday, September 22, 2017, in the Planning Conference Room, First Floor, Kalana Pakui Building, 250 South High Street, Island of Maui.

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

Ms. Carol Ball: . . . the Maui Redevelopment Agency to order. Public testimony, is there anyone here to offer public testimony? Thank you. Mr. Dan?

**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.**

Mr. Richard Dan: Aloha.

Ms. Ball: Hello.

Mr. Dan: Thank you all for your hard work for us. Since you're handling the garage thing poorly, and I think the way you're handling it is going to sink ship and we won't get the garage if you continue to handle it the way you're handling it. You recently had a -- there was a WCA meeting of a partial stakeholder recently, giving these good folks information that they're going to be presenting to you, and that information is weighted for some degree on what this quote stakeholders meeting had. That wasn't a stakeholder's meeting. Okay, you're being asked to consider recommendations from an alleged stakeholder's meeting on Maui Municipal Parking Lot. This was not a stakeholder's meeting. It was not publicized. It was not open and it did not include many of the stakeholders, me included. What it was was a small coterie of people who have an agenda that they do not want discussed in open. And, their conclusions or recommendations are flawed. It would be inappropriate for the MRA to base any actions on these invalid recommendations. You guys got to, you know, do this the right way or it's just going to blow up in our faces, and we're going to be -- and the MRA is going to be the reason we lose the garage. I don't want to see that happen. I really want to see the garage happen. That's all I got to say.

Ms. Ball: Thank you. Helen Nielsen.

Ms. Helen Nielsen: Hello, my name is Helen Nielsen. I appreciate all the work that you're doing. You know, it's funny, last week or the week before, Yuki Lei Sugimura held an informational meeting about some, stuff about agriculture, and it was such an outcry from the community, but all it was was an informational meeting. And, I think...I think I appreciate when people take the time out, the County takes the time out to bring in their consultants and their staff to the give information on many different levels. So, I take exception to the fact that some people think this was a secret meeting. It was in fact really helpful, and nothing was decided. It was an informational meeting that I really appreciate you take the time out to do. Thank you.

Ms. Ball: Thank you. Anyone else offering public testimony? If not, we'll move on to the approval of the meeting minutes of the 23<sup>rd</sup> of June. Can I hear a motion?

**C. APPROVAL OF THE JUNE 23, 2017 MEETING MINUTES (Transmitted to members via e-mail)**

Mr. Jonathan Starr: I move to approve and accept.

Mr. Frank De Rego, Jr.: Second.

Ms. Ball: It's been moved and seconded that the meeting minutes be approved. All those in favor say aye? All those opposed? Motion carries.

**It was moved by Mr. J. Starr, seconded by Mr. F. De Rego, Jr., then unanimously**

**VOTED: to approve the June 23, 2017 MRA meeting minutes.**

*(Assenting: F. De Rego, Jr., A. Lindsey, J. Starr)*  
*(Excused: G. Hiraga)*

**D. ORIENTATION WORKSHOP- PART I**

- 1. County Policy Against Discrimination (Jacky Takakura)**
- 2. Sunshine Law (Corporation Counsel)**
- 3. Ethics (Corporation Counsel)**

Ms. Ball: Item D, the orientation workshop, will be deferred to the next meeting. Do we need a motion for that?

Ms. Erin Wade: We do. Yes.

Ms. Ball: Would somebody make that motion?

Mr. De Rego, Jr.: I make the motion to defer Item D on the agenda to the next meeting.

Mr. Starr: And Madame Chair I second that motion.

Ms. Ball: It's been moved and seconded that the orientation workshop, number D, be postponed to the next meeting. All those in favor say aye. All those opposed? Motion carries.

**It was moved by Mr. F. De Rego, Jr., seconded by Mr. J. Starr, then unanimously**

**VOTED: to defer Item D, Orientation Workshop, to the next meeting.**

*(Assenting: F. De Rego, Jr., A. Lindsey, J. Starr)*

*(Excused: G. Hiraga)*

## **E. NEW BUSINESS**

- 1. Presentation by Julie Dixon of Dixon Unlimited regarding preliminary findings of the Parking Operations and Management plan and anticipated recommendations based on work to date and stakeholder meetings. Questions and feedback from MRA encouraged. (No Action)**

Ms. Ball: Item E, New Business . . . *(Chair Ball read the above project description into the record.)* . . . You want to talk about that?

Ms. Wade: Yes, thank you Chair. Just to introduce, we do have two of our consultants for Wailuku Town here today. The first who's going to present is Julie Dixon of Dixon Resources Unlimited and her staff person, Emily, is here as well. I will say just to, for the record, we've held a series of meetings this week while the consultants have been here. We've held both stakeholder's meetings, owner's meetings, merchant's meetings, all at a focus group level to try to gain different perspectives. We went to the rotary one morning. You know, it has been --. We've gone store to store talking to people. They've done interviews on the street so a very sort of broad rush catch people in the situation that they, that they go about their day, as they go about their day and in the places that they are typically spending time in Wailuku. So that was a big piece of their work this week and getting feedback. So they're here to present to you today, feedback, the feedback that they've heard to share. Again, there are no clear recommendations at this point.

I will say the second item, the recommendations on the second item, you have, you have seen in the past. In fact, you saw those two months ago, so those haven't changed. We're just going to share today what the feedback was on those recommendations and some thoughts. And of course, the MRA meeting is always open to the public and this is intended to be the very public, and publically notice venue for anyone to come participate. So, just to clarify that. So Julie will be starting her presentation regarding her work up until now, and her thoughts moving forward.

Mr. Starr: Can I get a comment?

Ms. Ball: Yes.

Mr. Starr: I really appreciate the way the process has been going, and I think it's very effective and very efficient, and you know, there were lots of really good feedback groups that are happening with focus groups. I do think we are nearing the time when there has to be another parallel function of community education and presenting it and allowing people the opportunity to speak their hearts and minds. You know, I think that it's difficult to hold that back too long, so I'm just looking forward to that being strategized and moving into that next phase.

Ms. Ball: Anybody else have any comments? And I'm not sure that holding back is necessarily what they're doing. I think that focus is exactly what it implies. It's a focus group and it's very difficult to have a large group and a discussion in a large group. And I think maybe the motive for having focus groups to get some general ideas about what the sentiments of those who are there, granted, and then as a, as a, kind of a launching pad.

Mr. Starr: And I agree.

Ms. Ball: Thank you.

Mr. Starr: And I don't think we've quite gotten there yet, but we are, my same way, we're getting there.

Ms. Ball: Okay, thank you. Anybody else?

Ms. Wade: Okay, Julie.

Ms. Julie Dixon: Thank you Erin. To that point actually and I'll just kind of launch into that, I think what you're going to see when we talk about next steps actually is going to tie very much into what you're describing because what's going to come out of the results of this week's visit and some of the recommendations associated with that, that's really what's going to be very viable when we talk about community outreach and really kind of weighing what we're saying. Okay, if we put this plan into place and then you really, that's where you really garner the reaction. And while we got really great attendance at the stakeholder outreach, the way to really get people into attendance is when you start to say okay this is what we're saying we're going to do. And then that's typically when you really garner the reaction. So I think that using the tools and information that we've gathered to date is really what's going to contribute to the next stage where I think we'll actually see a substantial jump in participation as a result of laying out that plan. And then I think that that's really where you'll start to see the debate and the discuss kind of tie in.

So I think I had the pleasure of meeting most of you. But for those of you who aren't familiar, my name is Julie Dixon. I've been working my entire career in parking and transportation.

I started back in the olden days of parking citation. I was the very first parking enforcement officer for the Santa Barbara County Sheriff Department. I like to tell folks that when I worked it was . . . (inaudible) . . . was still the town adjacent to UC Santa Barbara. At the time it was the most densely populated one square mile west of the Mississippi. They've never done parking enforcement. The sheriff hired me, literally gave me advice and ticket book, and said good luck. And many years later I've now touch some of the largest parking operations in the world including the city of San Francisco and the city of LA.

The most important and what lead me to starting my own company was for those of you who aren't familiar with the project SF Park, SF Park was the first federally funded program for congestion and mitigation as it relates to on and off street parking, and I was basically the project director on that particular program. And if you had a piece of parking technology or software that you said could improve the parking experience we tested it in San Francisco. As a result of that I started my company. Just in fact we're coming up on our five year mark. I never thought it would really go that long, but low and behold that's what brought us here to be here today. And the company that we have, Dixon Resources Unlimited, we touched municipalities of all shapes and sizes, all across the United States, and we basically tackle everything from a comprehensive parking management plan whether it has to deal with a stakeholder engagement, dealing with parking technology, operational solutions. I'm looking at it very much holistically, and I think that that's something that as we dive into the information today you'll really find out.

And so right now the initial premise of what we've done over these past couple of months is our engagement is with the County and we've actually been focusing both on Wailuku and Lahaina. And I think it's very important to highlight the fact that we talk about that there's no cookie cutter solutions. And I think it's very evident in the fact that we're talking about two vastly different communities that have very different needs. And I just want to highlight that because of the fact what I can tell you about Lahaina is you're in a very different place in terms of the recommendations and suggestions. And so that's what's very important that when we sit down with you as a community is identifying what are the objectives for parking, what is that Wailuku needs, what are you looking at short-term, mid-term, long-term? When we talk about this parking garage, what is the intent of the parking garage? How do we develop a solution to support a sustainable parking operation that really focuses on the end user experience? Whenever you'll hear me talk about parking my message does not change. It's about customer service, and it's something that we want parking to be convenient, we want parking to be easy, and we got to be able to find it, we got to be able to pay for it, we got to be able to sustain it, we got to be able to afford it. And that's really going to be the message that we talk about. But more importantly when we start to talk about parking technology, parking technology can be expensive. And so one of things that we'll work with you on is basically developing a plan so that way you have a road map for when you need to make strategic investments in those technology investments so that we're really looking at it from a long-term and sustainable approach. And that's why, again, I just highlight the difference between your two communities is that, you know, where Lahaina is it's potentially putting in paid parking solutions versus where we are with Wailuku. And that's what we're going to focus on today is talking about Wailuku.

Specifically talking about Wailuku and especially going to the stakeholders that we've spoken to over our last few visits, it's really about, is parking available? How do we find it, how do we direct you to find it? And then also is it a potential for revenue generation that can create and generate a revenue stream that can also support that sustainability aspect of the program. One of the factors that's really key, and you've already heard it mentioned today, and I can't emphasize this enough, is that open and transparent relationship that we establish with the community. Parking is not a secret. We want everybody to know what the rules are. The more proactive we are in promoting the information the better we are. So the more that we can communicate with the public the better. The intent is to really get feedback so that as we're shaping this plan, it's something that services the need of community. And that's where we'll dig into right now.

So one of the tabs --. So I'm going to share some of the information with Erin's permission today. On this particular trip we're focused on data collection is that we have something what I like to call the perception that there's no parking in Wailuku. So one of the things that we're currently tasked with is we've actually gone out yesterday, Thursday, and then again tomorrow. We're collecting data throughout the entire day so that we can help validate what parking availability needs are. This data is going to be critical as we start to talk about identifying where your problem areas are in the community, and being able to tie that in with the stakeholder's feedback because the worst thing that we can do is apply what I call a band aid solution. Whenever you hear me talk about parking I always call it squeeze the balloon theory. If we all we do is squeeze the balloon, the problem is going to pop up somewhere else basically, some other area. And if we don't look at this comprehensively, we're constantly going to be chasing the problem. So rather than come in piece meal at this project and looking at parking from a, you know, specific centric area, we want to look at the community as a whole. That includes your residential areas, your business areas, you know, Market Street, the whole nine yards, we have to look at this because we have to look at this as whole so that you're not reacting. Because you have an opportunity right now with what's coming down this pipeline to develop this comprehensive program so that we resource it correctly and you keep that smooth transition, that smooth customer experience which is important because if we can be proactive when it comes to parking management versus reactive it's going to number one save everybody a lot of time, it's going to save everybody a lot of energy and most importantly it's going to save everybody a lot of frustration. Because I think you all know better than anyone when it comes to parking it is a hot topic. And it's probably the one topic that people get the most excited about, they get the most heated about, and so that's the reason why we want to look at this comprehensively.

And I have to say starting with the construction plan, we know that, you know, when the shovel hits the dirt, that, that municipal parking lot is not going to be available any longer. And so something that we can do right now is begin to prepare, to retrain our downtown resources where they can park. And it's something that if we can start to do that now it's going to have less of an impact when construction does start. And I think that's really important that we start to reeducate our community where we want them to park and also the value of the locations, if we find alternative locations, like War Memorial, things like that if we can get into

people's heads now and start to retrain them the exercise will less of an egregious nature when construction basically starts. So trying to get buy in now and to get transition there now as well.

Anytime we talk about parking I always look at five core functional areas whether it be enforcement, operations technology, these are areas that you also have to look at comprehensively because you have to most importantly look at how are you going to maintain the system, what kind of resources are you going to need to support it, what's the overall financial impacts are. So anytime you hear us talk about that you're always going to hear us come back to those five core areas. And very importantly is when we talk about parking in general you want to make sure that we have something that's scalable and it's also modular. This is important because sometimes we get into a situation where you buy the turn key operation from a vendor and then you're stuck in that corner with that vendor and you can't break away from them. The way technology is very much like our cell phones, they're changing on such a frequent basis that we want to be able that I can basically pick whatever phone I want and be able to load whatever apps I want. I don't want to be limited in that capability, and so that's what's really important when we talk about this parking design. We want to make sure everything that we put into Wailuku is designed so that it can basically be plug and play, is a simple term to say, that from a modular perspective so that way can work and adapt with it as time goes on.

Now importantly as we've been working with Wailuku, these are some things that are going to be very important as we talk about the recommendations moving forward. Number one, the topic of paid parking. Today the real aspect if I were to just give you my gut shot reaction right now, the municipal lot needs to be regulated and we need to implement a paid parking permit program today for long-term parkers. We're not suggesting anything from a paid parking aspect on street. We're simply saying maintain your time limits. There's probably a little bit of cleanup we need do on street with some of the signage and some of the regulations, but what we're going to come back to you with some full blown recommendations, this is just that visceral reaction to anticipate that. Consistent with other areas of Wailuku, we need to implement some type of paid parking permit program in the municipal lot.

We need to improve enforcement. Right now we have one parking enforcement service with a police officer, and we definitely need to improve that because we don't have consistency of enforcement. Now when we talk about consistency of enforcement people sometimes panic and go, are you telling me you're just going to write, you know, boat loads of tickets? That's not what we're saying at all. Enforcement can be about compliance, it can be about warning notices, it can be about education. It's about informing and educating people what the rules are so that we can get them to park where we want them to park. What's happening today is people are basically ignoring the rules because we don't have consistent enforcement out there so that's really, really key.

As we go through this list, I already mentioned the permit program but there's also an issue of residential parking permits. As you start to squeeze the bubble, when I used that example earlier with the balloon is that what typically happens is if we start to readily enforce the

municipal lot or any of the side streets it's anticipated that the problems could show up at other places. So looking at this comprehensively to make sure that we have a residential parking permit program in place because we don't want to impact our community, we don't want long term parkers going into the side streets, and that's something that's important to look at on the onset.

I mentioned remote parking and this is really a critical solution that's going to be very necessary for Wailuku is identifying remote parking locations where we can put people for the long term and also for the construction period and that can be supported by a shuttle program. So developing a shuttle program that's also reliable and consistent and can be a service that I can be -- I can count on. I always look at this from the perspective if I worked in Wailuku would I park at War Memorial? And if I parked at War Memorial what would be the driver that I needed to make sure I got to work on time? Does that mean the shuttle needs to operate every 15 minutes, every 30 minutes? What are those factors? And those are things that I think are really critical when we start to talk about this.

Another key component of this, and we'll go in some more details on a lot of these bullets here, is the parking brand and wayfinding. As we work through the other communities throughout the County when it comes to parking the idea of having a recognizable brand for County parking available, public parking available, but more importantly having signage that supports that so that way when you're visiting Wailuku you know where those parking resources are. And that's an important part of the wayfinding piece of it. The wayfinding also ties into the outreach and the education campaign too. And lastly I'll tie into the ordinances when we get to that particular slide.

So I mentioned that we did data collection and this is where I got Erin's permission is that I have to tell you this data is still very raw, but it's something that from yesterday we were able to basically scrape a little bit of detail that we could share with you. And when we come back and visit with you another time we'll have all of the comparable data from Thursdays and Saturdays. But a couple of things that I think are really relevant to recognize is that currently in your two-hour parking spaces in the municipal lot, we have over 62% of the people that are basically staying in excess of three-hours, and you have over 41% of the vehicles that are staying in excess of six-hours. So even though you have time regulations you have people basically abusing those, those regulations.

Additionally, and this is actually a smaller number than I would have anticipated, but it's also very relevant to your rules. You had two cars that were basically jumping between Market Street and the municipal lot. So two-hours in the municipal lot, two-hours on Market Street, back two-hours in the municipal lot. And that's something that when you see something like that that's people that are playing the game, playing the rules, and it's something that when implement, you know, a parking permit or a long-term parking permit, we're hoping that can help identify and basically extricate that particular issue.

You'll see on the lower part of the slide that currently for the two-hour parking on Market Street we only had about a 20% violation rate. And I really have to applaud the community

for that because after hearing some of the feedback that we heard and the issues of perceptions, I anticipated that number to be quite high because we heard a lot about employees parking out, business owners parking out front. Now don't get me wrong, that's still a small area, and eight vehicles throughout the day is definitely impactful. But one of the things that I think was really important is whenever we were on Market Street yesterday I could always find a parking space. And I think that that's something that's should be recognized by your community because that's really one of the goals is you want where your heavy commercial is, you want to be able to turn cars over. And so when we finished the data collection tomorrow we'll come back with a whole list of recommendations associated with the data that was captured. Though when we talk about the fact, the issue of enforcement consistency, yesterday just at the high and the most egregious level of violations we saw over 59 parking violations yesterday just from the time limits alone. And we only identified two parking citations that were issued yesterday. None of this has been confirmed. I haven't gone and checked with anything with the Police Department or anything like that. This was just true, visual observations, but at that point if we don't see the parking rules being regulated and enforced, if I'm a community member I think I can probably push it and throw the dice and probably not get a parking ticket. So just to kind of give a level of what the volume was.

This is also something -- I know it might be a little bit hard to see, but the one thing that I think is important is if you can see the difference between the green, the yellow, and the red. When you talk about parking theory basically when you have red it's when you have parking occupancy greater than 80% or 85% which basically means you do not have available parking. When you have green, we're now talking about the fact that you actually have plentiful parking. And if you identify these red locations it's basically the municipal parking lot. Your municipal parking lot, the 12-hour spots, they were all taken. I mean, we were 89, 91, and then at the late afternoon, 81%. And you can see that's where your cars are parking which is again good because they're parking in the municipal lot. But this is also a challenge because even today I went to the municipal to look for a parking space, and there were no parking spaces to be had. And I'm visitor to your location so I think that's a really good exercise to identify. You know, again, you want parking to be readily available.

As we look through some of the other locations, again, you can really highlight the fact. These are all of the surface lots. We have a whole other bit of information that will be related to all of the on street spots but I'm going to save that for our next visit to all of you because then I'll have comparable data. In general when you look at the overall occupancy, the line on the very bottom, this includes on and off street parking. We're at 60 and 62% occupancy in the mornings and in the mid-morning. So again, you have parking available. We just have to figure out how to educate people how to find that parking information, and to find those parking spaces.

So I touched on this already briefly but residential parking --. Yes sir.

Mr. Starr: Looking at that, some of those car are in the public domain, some of them are simply private lots.

Ms. Dixon: Absolutely.

Mr. Starr: . . . (Inaudible. Did not speak into a microphone.) . . .

Ms. Dixon: So it will be when we come back to you. What we basically did, and honestly, was because we were trying to identify where parking was available especially in the core of downtown. And so that's really where, what you're truly seeing is raw data. I was actually hesitant to show you any of this yet because it hasn't really been vetted and we need --. We captured it for a specific purpose because we want to be able to show you, again, you know, if there's a giant parking lot there, maybe there's something we can do from a shared parking perspective.

Mr. Starr: Okay. Yeah, that's the first cut.

Ms. Dixon: Absolutely. Thank you. But that is -- and again that was the debate before we came in here today was do we show this to you or not, and I was hesitant but there is definitely an intent behind the data that we have here, and that's something that when we share that back to you it will really be relevant. And I'm actually going to talk about shared parking in a moment as well. Any other questions? I knew you guys would be enamored by the slide. That's why I said, ah, I got to --. But when you see the next one, like I said, we'll have lots of comparable too, the Saturday and the Thursday, and being able to make recommendations off of this. But at least at first glance I think it's really relevant and important. And we'll also have all the proper names of the lots. This is truly so that when we're out there collecting data, we would know exactly where we were. So everything will be named accordingly as well, so great.

So I mentioned residential parking. Again, this is something that -- I don't know if this a good or bad thing -- your residential streets are very narrow so they can be quite impacted if people tried to park there, so I think it's going to be very relevant that we really look at what is going to be required to surround the community with a residential parking permit program. And when we talk about the parking action plan which will come here at the end that's very important for us to be able to proactive address this for spill over parking. And I highlighted this as a priority and I have to share this story with you is that when I talk about the employee parking permit issue this is something that, I was at a Council recently, and the City Councilman said, why do I care? Employee parking isn't my problem, it's the business owner's problem. So I said to the Councilman, I said, I appreciate that, but we can either address it now or we can address it in six months when it becomes a problem that impacts the neighboring communities. And so we've just learned from experience that we know that there's a challenge, we know that there's need, so why not drive the ship and help develop the solution and collaborate with the business owners and work collaboratively together as a team, and figure out what's going to work best for the community.

And one of the important factors, and this is really came back loud and clear from the stakeholders is being able to not only identify remote parking with, you know, dependable

shuttle services. More importantly is identifying what we call low income or service worker parking permit rate. And that's something that we've worked with a lot of agencies on is to make sure that you establish thresholds or requirements for what are the qualifiers, but being able to provide a low income parking permit has been something that we've found has been very beneficial to the communities that we've worked in. So, we do think this is important, and it's something that we've heard loud and clear from your stakeholders, and it's something that we'll definitely tie into our overall recommendations.

So parking ambassadors, I mentioned that currently enforcement is not consistent and it's somewhat lacking currently. And mind you, I definitely heard the, the legacy stories of what it used to be like in Wailuku. And again, I'm not suggesting that we go to that extreme. It's about balance enforcement. And what's really important about we call the parking ambassador model or I call them CSO's, Community Service Officers, they're basically out there, they're dressed in, you know, casual garb, they're approachable, they're basically a liaison between the community and the county. They can also be another set of eyes and ears. It really goes along with the programs that you currently are operating. I have some communities where they literally have the "ask me" written across their back. They're typically out there on foot. And it's something that I would really advocate for in Wailuku especially as we kind of transition this whole opportunity for your parking experience in Wailuku town.

Now I mentioned something earlier about ordinances and some of the regulatory aspects. You may not be aware of this, but when parking citations are currently issued in anywhere in the County, the revenues from those parking citations are retained by the State. The County actually receives no monies from the parking citations. One of the tasks that we've taken on is we're actually trying to present information so that the County can go to the State level and to try to change the legislation so that we can do what I call is decriminalized parking citations. Many states have already done this; in fact, most have. And now the Counties or the agencies basically run their parking programs and then the monies are retained locally. And it helps create a sustainable program as well. You know, we're never talking about motivations for issuing tickets, etcetera, but when you talk about the revenues returning back to that program, it can sustain being able to have additional CSO's or additional parking ambassadors too. So that is one of the many efforts that are also tied to the project that we're supporting right now.

So I know that today my colleague here is going to talk about a bid. What I also like to share is about a parking benefits district, and it's something that as we potentially implement any type of paid parking solution, any type of permit program, or even if we get to the point of being able to decriminalized parking citations, we think it's very important that you all implement a parking benefit district. And it's basically, you know, the program is sustained through the revenues generated. And then from that you typically can make an allocation for certain program improvements, and basically set aside the monies for those programs. And it's worked out really, really well. And if the bid plays out, that can actually be that last line item which is the discretionary fund line where they have the opportunity then to use the monies for, you know, whatever kind of creative programs that we want to promote, you know,

alternative transportation solutions. And they're proven to be very effective in other communities.

I mentioned shared parking and I think that this is really relevant because of the fact that as we've been driving around and one of the reasons why you saw some of those parking lots on that list was because of the fact that we want to encourage the County to solicit shared parking agreements. Maybe there's opportunities where it could be monetized, non-monetized, but there's a lot of examples in other communities where they've been able to identify shared parking resources. So that's one of the reasons why we grabbed a hold of some of the non-County parking locations so that when we get into the solution perspectives we can talk about those opportunities.

There's also an opportunity, if you as an entity didn't want to share your parking, but we also can potentially promote your parking. And that's what that framework is outlined there too. And if you potentially have a private parking lot, and you agree to abide by certain regulations, then we'll promote your parking as part of the wayfinding program too. So there's a lot of creative ways to get to the bottom of the resource to basically again to make that parking experience easy especially in a location like yours that doesn't have an abundance of parking resources.

You heard me mention wayfinding a few times, and this is really critical. I know these are examples of, you know, large scale cities that have, you know, these glamorously large parking garages, but what's important about all of these is wayfinding becomes the brand, it's identifiable, you know where you can parking. And so we simply use those to understand the fact that this is a solution that is adaptable to Wailuku, and something that can be customized for your, your design, and what would fit in with your community aesthetic as well. And if we ever get to the point of having paid parking, it's very simplistic messaging, very simplistic signage that can be --. This is the example of the Seattle program. It's a very well recognized program in our industry where the rules are simple. It's very clear when you can park and for how long you can park.

Now just talking about next steps. I've kind of made of reference to these a couple of times. But what we're now in the process of doing, following this meet, following this visit, and following this data collection, we will be customizing a parking action plan for Wailuku. And what it basically does is it takes that list of considerations, this list of action items, this list of recommendations and we'll actually develop what I call an implementation checklist. So that depending upon which path you choose to take, we'll actually give you the instructions for how to proceed, how to implement a residential parking permit program, how to implement a wayfinding program. You'll basically have a guide book to go to, to be able to answer those questions and learn how to implement those solutions for your community. Importantly is a part of that too will be a financial modeling workbook. It's an interactive workbook that we'll use based on the occupancy numbers that we gather over these two days so that if you decide, oh, I'm going to charge \$35 for a parking permit, and I'm going to sell this many parking permits, and I have this many parking spaces, it's an interactive guidebook that allows you to basically change the rate structures. If I decided to implement paid parking, it gives

you all the opportunities to forecast along with the hardware requirements to support those tools as well. We're also going to help vet the remote parking location and working with the team to identify where that can be, the marketing campaign that needs to go along with that because that's also create a key lynch pin in the next steps for development in Wailuku, and most importantly as I stated earlier ongoing stakeholder engagement, bringing that action plan forward to the stakeholders so that we can really start to talk turkey and really get down into the weed and start to talk the details. I think that's going to be really key because then when people suddenly start to hear, oh, you're proposing charging for a long-term parking permit in the municipal lot? I think we'll garner some reactions from that, and I think we'll get some more involvement in some of those discussion points. So, with that, my contact information and I'm open to any questions.

Ms. Ball: Thank you. Any questions? Yes?

Mr. Starr: I'm kind of mind boggle a little about the concept of, you know, we have private parking lots, and then there's the municipal lot, and then there's on street in Wailuku. I've never really confronted the idea that they, that they can be kind of combined or traded off or -- so could you give a couple of examples of the way that works? And, of course, the large one is are you also looking at the County employee parking?

Ms. Dixon: Indeed. So that's actually kind of also where this started was, you know, what availability there was for the County parking permits, etcetera, and the State campus as well. So shared parking is becoming a very prevalent solution in our industry because communities like yours there's limited resources, there's limited availability. So we've actually had a few examples of different cities that have very effectively implemented shared parking agreements. We have one community currently where in the downtown core, it's a very congested core, the municipality does not own any property. And so the surface lots that are available basically are privately held, and so this gets a little out of the box. But the proposal was that the city will provide paid parking infrastructure for that location, and the city will enforce the regulations, and then basically that whole sustainable model is once the paid parking technology is paid for, then basically there's a revenue split. You know, it was a pretty generous revenue split too; 75-25 for the private entity. But just basically to ensure that the entity, the municipality covered their cost. That's an extreme example of what I call monetized shared parking. But there's also opportunities where you have a bank parking lot that during the day time is when their business hours are, but at the night time hours it just sits there vacant. And those are the most common and most prevalent that we really come across. And usually the property owners, the only thing they're caring about is liability. I just want to make sure that if somebody, you know, trips and falls on my parking lot that, you know, whoever is going to be parking there, I'm not liable. And you'd be surprised how many locations where people put chains up over their lots, that's strictly the reason why is because they just want to be sure that they're not subject to or exposed. And so that's where we've been able to replicate some other municipal shared parking agreements. And in some cases, honestly all that the County becomes a broker so that introducing different parties to each other so that way they can also provide a template agreement and let them kind of go to it and negotiate what they need to, but there is a ton of examples of those agreements out

there that have been very effective and very . . . (inaudible) . . . communities too.

Ms. Ball: Thank you. Yes?

Mr. De Rego, Jr.: In the municipal lot...how many spaces are reserved like, especially those 12-hour spaces for people, like, on jury duty or the State courts or the Federal courts or --

Ms. Dixon: So there's no reserved spaces in the actual municipal lot. There's 12-hours spaces. There's two-hours. Basically along the edges are two-hours. And then in the core, it's 12-hours. And then there's a sprinkling of disabled parking spaces as well. And I think it was 211 spaces. Is that right, Emily? I'm sorry I have to defer to my expert behind me.

Ms. Emily Kwatinetz: 218.

Ms. Dixon: 218. Close. 218 spaces total on that lot.

Ms. Ball: Thank you. Any further questions? Frank?

Mr. De Rego, Jr.: Does anybody know if there's any sort of agreement for like jury duty, or where do people park for that?

Ms. Wade: There isn't. You just get the placard to put in your windshield that says you're on jury duty and then the officer doesn't cite you essentially so you can --

Mr. De Rego, Jr.: So does that happen in the municipal lot?

Ms. Wade: Yes, it does.

Mr. De Rego, Jr.: Does it happen in the County lot right here?

Ms. Wade: So basically all the jury duty placard does is it makes the time allocation not apply to you so you can park in any stall for any amount of time. So almost like a handicap placard.

Mr. De Rego, Jr.: Anywhere on the street?

Ms. Wade: Anywhere on the street. Yeah, that's what it does.

Ms. Dixon: That's a good fun fact that we didn't know, so thank you. It's good to know.

Mr. De Rego, Jr.: Chair, can I ask one more question? The Federal parking lot, is that sort of a special case? They don't -- were they counted into this or --?

Ms. Dixon: So the locations that we counted basically for the State properties was anywhere that you see those blue parking meters. So we used the blue parking meter because that's

what they consider their public parking. So we basically counted, in the study, we counted all of the blue parking metered locations. So anywhere that they have public parking is where we did. We also counted outside the municipal building, for the County municipal building as well.

Mr. De Rego, Jr.: Okay. So we're not sure how many Federal employees might be parking?

Ms. Wade: What Federal building are you talking about?

Mr. De Rego, Jr.: I mean, the Court house, the state Federal Courthouse. It seems like there could be quite a number of employees working in there.

Ms. Wade: The parking structure you mean?

Mr. De Rego, Jr.: Yeah.

Ms. Wade: Yeah, they did go through the parking structure. And one thing to know about that too that we learned from the Judiciary is the first floor that's currently public parking --

Mr. De Rego, Jr.: Right.

Ms. Wade: -- they're going to have to convert to employee parking due to security issues with the, the parking being underneath the actual court building. So due to homeland security or something. So that ends up being a positive, I was sharing with them today because, because the issue we're identifying is the long-term parker, and it's a lot of the State employees that are parking in the municipal lot, so those State employees will now, up to 40 of them, will get an assigned a parking stall in the State's parking structure.

Mr. De Rego, Jr.: Okay.

Ms. Wade: Hopefully removing them from our municipal lot and the circulation on the street. So it's more -- it makes room for more short-term parking.

Mr. De Rego, Jr.: Same with the Federal? Is that what you're saying?

Ms. Wade: I don't know who the Federal is that you're talking about.

Mr. De Rego, Jr.: I mean, there's the courthouse and the courthouse and then there's --

Ms. Wade: Oh yeah, it's the same. It's the same.

Mr. De Rego, Jr.: That's the same thing.

Ms. Wade: Yeah, they utilize.

Mr. De Rego, Jr.: Who owns that? Does the State own that?

Ms. Wade: The State owns that.

Mr. De Rego, Jr.: The State owns it.

Ms. Ball: Thank you. Ashley?

Ms. Ashley Lindsey: I have a little concern with the residential parking because I know the streets are pretty tight and non-residents don't really know where to park.

Ms. Dixon: Correct.

Ms. Lindsey: So even if -- Yeah, well, yeah just how are you going to handle that, like, small streets, like, right here?

Ms. Dixon: Right.

Ms. Lindsey: There's one-ways or they're really confusing and really congested. There's two up here, Vineyard, where the street isn't too wide, so I've seen mirrors --

Ms. Dixon: Clipped.

Ms. Lindsey: A lot.

Ms. Dixon: I would say that just based on the residential streets that we studied, I would truly make those residential parking only, and you kind of off the cuff you make them regulatory rules like between 10:00 a.m. and 4:00 p.m. So what it really does is it prevents your, your commuter from parking there. Because what we identified and again this is just off the cuff, the residents know how to fit where they're allowed to fit. And it's very apparent that the, some of the downtown employees that are parking in the residential streets they have their regular spaces, so that's very clear. But I also think that could definitely serve your residential community much better. And a typical residential parking permit program for a community like yours, there would just be no on street parking unless you had a residential parking pass or a guest pass. And so I will say this, though, is that residential parking permit programs can be somewhat of an inconvenience to the resident. They're no doubting that. However if we make it as simple and user friendly as possible then it's something that it eliminates the congestion or it eliminates the problem from their community. So there is a bit of a tradeoff. There's somewhat of a hindrance because they have to participate in this program. But it's also the way that you keep the commuters from parking on those narrow side streets. And yours being that it's just the streets are so narrow, etcetera, it's not appealing to someone like me who's visiting to go park down there. But if I'm a downtown employee and I know the streets, then I also know where I can fit. And so I would just say the residential parking permit program there's pros and cons to it, but for your particular community, I think it would be a positive and to be, the program to be supplemented by alternative programs so that it

also isn't costly for your downtown residents to have to participate in that program either.

Ms. Ball: Thank you.

Ms. Lindsey: And the larger multi-generational families in, you know, older 1930's homes, you know, a lot of cars generally.

Ms. Dixon: Absolutely. And those are things that can be identified via zoning procedures of kind of, like, what those allowances are. And I don't want to minimize it. Residential parking permit programs are a, are a situation all and in of themselves. You get on one of the real key issues is, you know, how many cars does a household have, etcetera. But honestly if all you're truly trying to do is identify the issue of not allowing commuters to park in the residential neighbors, there's ways to mitigate that and manage that so that it's as minimized of an impact on the residents as possible. And that's where typically if you create it kind of a core business hours that you keep them out of there, it typically --. And that's where we go back to that retraining part of it. You may not have a long term need for it. It might just be a transition program, until we train people where we want them to park. And with consistent enforcement, it's really what you try. You know, that's part of the --. The one thing I didn't mention and I usually do, parking is a living, breathing process that evolves, and changes, and adapts to the need. And so I think for what you described is a great example of something. That might be something that's very strict at the onset, until we retrain commuters where we want them to park. And so I think that's something that can evolve with the program too.

Ms. Lindsey: Thank you.

Ms. Ball: Frank, do you have something else?

Mr. De Rego, Jr.: No.

Ms. Wade: Just real quick. We had -- you talked about the residential permit parking program before and how -- maybe what we do is we set it up so that it can be implemented, but we wait until we find out if the bubble does push into your neighborhood. Because the neighborhoods are already pretty heavily impacted now, and you might find that it's okay for you, you know. So if there -- if the existing situation is saturated and acceptable for the residents, you might not want the residential parking.

Ms. Lindsey: Yeah.

Ms. Wade: But we might put it in place, or put the ability or the tool in so that should the time come that neighborhood is, this is ridiculous, we have to do something about this, we can immediately implement it.

Ms. Dixon: And that's an important part of what we shared with Erin. We talked about the parking action plan is that one of the ordinance pieces that we do is we put all the base line

rules into play so that you're also not having to react. Because if all of sudden, you know, we didn't think about that and you're having to react to something because, you know, the problem has proven to be such as issue, we want to set you up so that you're in a place where, oh, we need a residential parking permit program. We have the code in place, we're good, now we just need, you know, that to be activated and initiated and approved, and boom. Instead of having to go through a year-long parking study and, you know, blah, blah, blah, blah, we'll set you up so that you're in place where you literally flip the switch, go through the approval process, and be set up for it too.

Ms. Ball: Thank you. Anybody?

Mr. De Rego, Jr.: I've got a question about the boundaries.

Ms. Ball: Sure.

Mr. De Rego, Jr.: Where does our boundary end? Does it include Church Street? Does it include Wells, or is Wells in bound or out bound?

Ms. Wade: The MRA area does include portions. But we're talking about the parking district being a little bit different.

Mr. De Rego, Jr.: Okay.

Ms. Ball: And how's that different?

Mr. De Rego, Jr.: Because...because I'm thinking about the residential parking permits and, you know, if you've ever been down to Church going out to Kaohu and that whole section, there's a lot of people parking on the street there as well. And Konahau Lane by the way, which is sort of a dead end, and this is when you were talking about private property that might be used as possible parking areas. If I remember correctly because my grandmother's house used to be right there, at the end there's a lot that's actually chained over which is just an empty space as far as I know, at the end of Konahau Lane. Because now people are parking in the lane so --

Ms. Wade: Okay. It's great. Thank you.

Ms. Ball: Great. Thank you. Yes, Jonathan?

Mr. Starr: I know we're still in the early stages of this, but I'm trying get a feel for the quantification of where we're going to be at in two to three years when the hub gets built. I know we're going from 200-and --

Ms. Wade: 18.

Mr. Starr: 218 to 460 overall so adding a lot of, a lot of day time, you know, and evening uses.

And also, you know, we've changed a lot of our zoning for the core of Wailuku to encourage restaurants without adding a lot of parking and so on.

Ms. Dixon: Right.

Mr. Starr: Which is starting to, it's starting to work, it's starting to make the town vibrant.

Ms. Dixon: Absolutely.

Mr. Starr: But, you know, we also see that if we balance the parking that there's a lot of un, underutilized, and unutilized parking that may be in private domain or it may be in, you know, by the tennis courts or whatever.

Ms. Dixon: Absolutely.

Mr. Starr: I mean, are you getting a feel for where we're likely, where we're likely to be?

Ms. Dixon: That's actually -- so it's actually exactly the goal that we have. You know obviously I don't have a magic wand even though I share that with everybody, and my crystal ball might be a little bit cloudy, but the one thing that I will share with you is that if we can retrain our downtown resources, like our employees now, I will say that you are further away from having to implement on street paid parking. And I think that's kind of the message that we really can share from a stakeholder perspective is the more that we can all comply, and the more that we can get people to participate in these alternative solutions, the longer out we are from on street paid parking. And I think that that's really relevant for your community because it's kind of one of those, you know, the two sides of the coin. If we're sitting here talking about implementing paid parking on street, that's usually a good problem to have because we're in a place where your congestion is just so, you've got demand, you've got community coming out etcetera. But I would say at least here on the onset right now I think to your point we're probably two to three years away from even having the on street paid parking conversation in Wailuku. But again tomorrow, if the next, you know, big thing opens on Market, we could be having a whole different conversation. But that's why you guys being primed up to be able to flip those switches when they're appropriate, I think is great. But if we don't retrain our resources to park in alternative locations, it's going to be a much different conversation.

Mr. Starr: Can I --?

Ms. Ball: Yes?

Mr. Starr: I know I, I have a different outlook of Wailuku than a lot of folks, you know, and some of it is kind of looking back a little bit towards what it was and what it could be, and I like to envision Wailuku as a really good walking town, and a town where people can bicycle, and there's places where buses can pull off, and where there can be cafes and maybe less traffic lights, but more traffic calming and greenery. And to do that is going to require

eliminating a lot of on street parking. I think that becomes the trade, the tradeoff. We want wide sidewalks, we want cafes, and we want, you know, all of that stuff. We lose on street parking so you know that creates, that is a buffer there.

We did a design charrette though with Public Works and some really good urban design guys from Portland and Seattle about a year ago. And, you know, if we could lose 31 on street spaces on Main Street, Main Street can be converted into a greenway with bike and pedestrian lanes and build many roundabouts and it would become very, very safe, and very walkable.

Ms. Dixon: Absolutely.

Mr. Starr: But that right now that's not something we can envision. And the same --. I mean, there was the redo of Market Street but it wasn't done very well. And Market Street should really be a walking.

Ms. Dixon: I agree. I mean, the opportunity to turn Market Street into a pedestrian thoroughfare and, you know, eliminate vehicle traffic, etcetera, I mean, from a visionary standpoint that would be amazing. I mean, to get to those types of solutions and to be able to convert, you know, the whole brand of the town, I think that would be sensational. But I think that, you know, looking at the path you all are on, the main thing is is that the plan just has to be adaptable because in order to be able to support those issues, and to have those discussions, like I said, from a business commerce perspective, when you start talking about paid parking, that means you're in a really solid position. If that's where we have to, you know, try to, you know, turn over cars from a utilization standpoint, things like that, I mean, those are really good problems to have when you look at a community like yours. It's just not something that I would suggest today. Yeah, it's just that you aren't there yet. But I can see the direction that you're going in and, you know, hearing some of the exciting plans, and some of the development that's coming. You know, my hope is that we're talking about downtown valet operations and other things like that so that we can bring, you know, consumers in and just have them drop their car off and go to the entertainment venues and do what they want to do. There's so many potential, exciting things that could come to Wailuku. It's just that we kind of get over this hump, right, and you know, get things going and get the development happening too so. But the potential is there, there's no doubt, and I can see the potential there so.

Ms. Ball: Thank you. Anybody?

Mr. Starr: I, I have a question I guess for Erin and also if, you know, I guess, Julie. I know at a previous meeting I had some concern because I wanted to quantify the number of, number of parking spaces that we'll be adding, and I believe it's, it's substantial. It's probably going to be over 100 spaces. But how do we, how do we quantify that so that we have a number that it will be greater than x or it will be in a range, so that we have a number. Because, you know, that's a question that has for the last 20-years always gets

asked is, you know, is there going to be more parking spaces or less parking spaces after you do this thing.

Ms. Wade: As we talked about the total parking build out right now is 460, and the existing parking is 218. So we're looking in the neighborhood of creating about 260, 264 parking stalls that are a net gain. But then we're also adding new uses. So that was the piece that we keep going back and forth on is like where is that, how does this actually play out? The reality is the uses if they are at peak demand which frankly they will never be at peak demand at the same time.

Mr. Starr: You mean everything would have to be occupied at once.

Ms. Wade: Right. So if the market is full, there's a public hearing happening, there's a wedding going on in the reception space, and all the office workers are there at the same time, that's 112 parking stalls generation count. That's very unlikely to ever happen at the same time. So the above the use of 112. So the 260 minus 112 that about where we would be in the maximized situation.

Mr. Starr: So, so we know we're adding at least 140 parking spaces.

Ms. Wade: Yes. Yes.

Mr. Starr: So, good, I feel --

Ms. Wade: In most days it will be quite a bit higher than that.

Mr. Starr: Sure. Okay, good, I can --

Ms. Ball: Thank you. Yes, Frank?

Mr. De Rego, Jr.: So are we also doing a net gain in the development area or a net loss? Like for instance, traffic study, right, puts two-way traffic on Church Street.

Ms. Wade: Yes, so we --

Mr. De Rego, Jr.: So you're going to have net loss of parking on the surrounding area as well, so that does impact, you know, the, the parking structure itself.

Ms. Wade: Last week when the design team was here we looked at Church, and we think we can leave on street parking on the mauka side of Church and remove it on the makai side.

Mr. De Rego, Jr.: Vineyard?

Ms. Wade: Vineyard's going to have to come off. Everything above Church Street has to come off.

Ms. Lindsey: They shouldn't be there, those cars get hit.

Mr. De Rego, Jr.: Yeah.

Mr. Starr: So that's a dozen or something?

Ms. Wade: That's eight stalls. It's eight stalls on Vineyard. Yeah.

Mr. De Rego, Jr.: Yeah, I'm just seeing the calculations. So this is just going to be all straight off?

Ms. Wade: Yes. Right.

Mr. De Rego, Jr.: And so it would be nice to kind of get a full number within the area, right?

Mr. Starr: Yeah, we're still up 120.

Mr. De Rego, Jr.: No, above.

Ms. Wade: So and I was telling Carol because she emailed me after the last MRA meeting concerned about how we are we quantifying this number. And the reality we're still playing with the space square footage, so we're reducing the size of the reception space by a little, we're reducing the size of the public hearing room, and then --. And then when we're flipping it to office use instead of assemble use, the total parking amount changes so we're not yet in the moment where I can give you a firm number. But, we're about a month and a half away.

Mr. Starr: And it seems like there's enough buffer that we don't have to worry about one day finding out that we're actually losing parking.

Ms. Wade: Right. We will not be in that situation.

Ms. Ball: Great. Thank you. If we're done with this, I'd like to move on to number two.

Mr. Starr: Can I comment that this is the most I've learned about, you know, how, how parking in a town works ever and it's just beginning.

Ms. Ball: It just gets better, doesn't it?

Ms. Dixon: Wait until the next time.

Ms. Ball: Thank you.

Ms. Wade: You got to walk with Julie at some point and hear her anecdotal stories about everything there is to know about parking. It's really illuminating.

Ms. Dixon: I'm here all week. There you go.

**2. Presentation by Brad Segal of Progressive Urban Management Associates (P.U.M.A) regarding recommendations on mitigation and incentives for property and business owners during construction as well as downtown district management moving forward. Questions and feedback from MRA is encouraged. (No Action)**

Ms. Ball: Thank you. On to number two. Presentation by Brad Segal.

Mr. Brad Segal: Madame Chair, can I ask for time check? How much time do you want to allocate to item no. 2?

Ms. Ball: Well, it all depends on what you have to say.

Mr. Segal: I'll aim to --

Ms. Ball: Why are you asking?

Mr. Segal: Just, just to pace the --

Ms. Ball: Do you have, do you have versions?

Mr. Segal: We have three different issues to discuss so I just want to get a sense of pacing of how much time we have for it. If we have 45-minutes that would probably be great.

Ms. Wade: Yeah.

Ms. Ball: Alright. Fine.

Mr. Segal: Okay, great.

Ms. Ball: You're set.

Mr. Segal: Okay. Great. Well, thank you. Thank you for having us back. It's great to be

back in Wailuku, and I'm Brad Segal with PUMA. It's been, I think, three or four months since we were here. I do want to acknowledge my team, Erin Lyng, if you can wave, who's my colleague, who's actually helping me in this phase of the project.

As you recall our firm has been involved in three different areas of the civic hub, and today I wanted to update you briefly on each of those three. So one is we have been working with Ferraro Choi and the rest of the team on programming options for the civic building, and we have some additional information for you on that today. Secondly we are charged with coming up with incentives and economic development strategies so that the businesses, the property owners around the civic hub can really capitalize on the investment. And also try to trigger investment during the construction phase so we want to report on that as well. And then lastly, I want to report to the third item which was the management of Wailuku. And just to give you a teaser for the third item, we do want to report on the notion of a business improvement district which is something we've talked about in Wailuku before. But we think we're at a point of urgency with that, and we feel we can actually bring that online very soon so.

Mr. Starr: Can I just take care of a bit of housing keeping before you proceed?

Mr. Segal: Sure.

Mr. Starr: And this is kind of addressed, I guess, partially to Mr. Hopper and also to Chair Ball. You know, I do want to disclose as I have in the past that I own some substantial commercial properties in the core of Wailuku. And, you know, when we talk about the incentive packages for development I may have, you know, fiduciary benefits from it, so I want to make sure that I'm very clear about disclosing that. I don't think we have an action item today that I need to necessarily recuse myself from. If there were, I would. But I just -- I'm looking for guidance from the Chair and Mr. Hopper at any point in this process related to that. I wanted to do the right thing.

Ms. Ball: Thank you. Mr. Hopper, do you have anything to say?

Mr. Hopper: You've disclosed that. I don't know the specific relationships you had or presumably you've been disclosed to the Board of Ethics.

Mr. Starr: Yeah.

Mr. Hopper: And they know and they have advised upon what you can and can't do. If you need more detailed advice I would ask because they have that information for an opinion from the Board of Ethics particularly when the item is actually here for any relevant action. Right now it is a presentation and so I don't see --. I don't think you'd be recusing yourself from really anything since there's no action today, but I think you would want to keep that in mind in the discussions. And I would if there's, if there's any ambiguity I would recommend asking for an opinion from the Board of Ethics if there's a particular item that comes up that you want to have advice on.

Mr. Starr: Okay. Thank you.

Mr. Segal: Great. So I'll move to the first update, and this, this is something that you've been aware of working with Ferraro Choi through the summer. But in terms of the civic hub and the building, one of the use concepts that's been developed for the first floor of the building is the notion of what's been called a specialty grocery or a specialty market. And the, the commissioners have been provided with some research that we did on specialty market concepts. So I just wanted to make sure that you had a chance to review that. There are two or three facilities from west coast cities that I thought I would bring up that I think would be particularly of interest when we think of what could potentially be in the specialty market space.

One is from Santa Barbara, California, it's a development called Waterline. It's in a 10,000 square foot space. It's a combination of specialty food, of prepared food, and then also fresh food, a number of small vendors. There's also quite a robust craft beer component to this. What's interesting about the Santa Barbara example and to consider here when we think of the civic hub it's actually privately managed and financed. And so if that type of concept was feasible here, it's possible that the County could simply just lease the space and not be, not be in the management capacity.

And then a second case that we wanted to identify for you comes from Fruitvale in the Oakland area. It is a market that is also --. It's a specialty market but it's also an incubator. So it actually incubates small businesses, food related businesses, and the intention there is that the incubator then, the tenants actually move into store fronts in the commercial area around the facility. The incubator concept is managed by a non-profit. We think that's another potential promising option for the first floor.

So again I didn't want to necessarily want to belabor them, but these are items we have been working on with the team through the summer. And since we're here I just wanted to make sure that you all saw the information and if you had any questions on that aspect I'll pause at this point. If you have any questions on the specialty market concept for the civic hub certainly happy to entertain them.

Ms. Ball: Any questions? Yes, Jonathan?

Mr. Starr: I mean, are these uses that would tend to service the core of residential and working community or would they also tend to draw, draw people into Wailuku? I would assume that they certainly would be able to service some of our local farmers as well.

Mr. Segal: Yeah. I mean, we really view these specialty market concepts as potential home run for, for Wailuku. They really could serve all the markets that are here, so certainly the employees in terms of food options. There's no lack of a desire for additional food options for, for lunch. Residents...also visitors. There's such a large visitor market going through this island, and with the State parking now open again, you know, that flow of visitation is, is

happening. So these specialty markets, we think will draw from all your market, from your employees, residents and also your visitor market as well.

Mr. Starr: Yeah, are any of your examples are local or organic, you know local farmer, small farmer type of operations?

Mr. Segal: Yeah. These, these -- the beauty of these types of specialty market is you can tailor them. I do think there is, you know, particularly here, you'd have to showcase local food products. A lot of them do. I think that's part of the attraction that involved in this new wave especially markets. I think one reason I also wanted to present this to you is we looked at this seven years ago. We looked at this with the Wailuku Market Based Plan and then we were talking about public market which was more of a farmer's market type concept. And just in the seven years since we've worked with you, this whole niche has evolved. And seven years ago it would have been some sort of County run facility. Today this niche has evolved and they're viable in the private sector, they're viable in the non-profit sector. It's pretty exciting actually. The, the whole concept has not only evolved, but it seems like the right time and right place to bring it to Maui in the civic hub. The last thing I'd mention too is whether it's structured as an incubator or not. That's, that's primarily what we see it as, as well is many of these small vendors, small food providers could get started in this facility and then they could graduate if you will to storefronts as they succeed.

Mr. Starr: Are there any models that you know of where they're more like, it's almost a . . . (inaudible) . . . farmer or . . . (inaudible) . . . co-op type of thing?

Mr. Segal: Erin, I'm looking at --. Did we find any sort of co-op models?

Ms. Erin Lyng: I mean, there are certainly co-op models . . . (Inaudible. Did not speak into a microphone.) . . .

Ms. Wade: Erin, I'm sorry, I got to have you speak in a mic.

Mr. Segal: You got to be on a microphone. Come on over.

Ms. Lyng: There's a lot of work for not all that much I have to add to that, but --

Mr. De Rego, Jr.: Testifier identify or something.

Ms. Lyng: I'm sorry. I'm Erin Lyng, and I'm with Progressive Urban Management Associates. So, yes, I would say there's certainly, you know, we see a lot of the kind of cooperative models or food hub models actually where they're aggregating and then distributing local products to institutions, customers, etcetera. That's not specially the research we've done in terms of these specialty markets, but I think as Brad was saying earlier the local components of these markets is partly what makes them attractive. And you have to set yourself apart and be unique, and so most of these are really trying to showcase kind of what's, what's -- what is it about our place that makes us special.

Ms. Ball: Thank you. Continue please.

Mr. Segal: Great. Thank you. Update no. 2. Back in June we sent for, for your consideration we sent you a menu of different incentives that we were looking at both for construction mitigation. In other words, incentives that could help the businesses and the property owners mitigate any impacts from construction and the disruption from construction. And also incentives that would encourage property owners in particular and business owners to invest, property owners to invest in their buildings, to invest in development concepts, business owners to invest in diversifying rethinking their business concepts, while construction was actually proceeding with the goal that as the civic hub comes online that the neighboring properties and the businesses would have a chance, also, to reinvest. And all of this in a perfect world would be timed so that we not only have this wonderful new investment and attraction, but we also have a lot of new sparkling buildings and businesses, and it all evolves at once.

So I did want to update you on where we are with the incentives. That's really the primary purpose of our trip this time around is we have been meeting with different stakeholder groups and focus groups and small groups to test the incentives. We're finding that some of them resonate better than others. We're finding that we'll be fine tuning some of these incentives as we move forward. But I did want to bring up four monetary incentives that we've been testing and sort of how folks have been reacting to them. And then some of the non-monetary incentives; I'll defer to the discussion of a business improvement district.

But the monetary incentives, the first one that we've looked at is the notion of a tax abatement and what the tax abatement is it's something that MRA has actually developed in the past. It's been, in my understanding, has been used once in the history of MRA. But what a tax abatement is is when a property owner is given a reduction or waiver of property tax for a period of time in return for investment in their building. So they invest in their building, and then there's a waiver or a reduction in property tax for a period of time.

These, these are used in a lot of states. Interestingly, it's used in a lot of states that don't use tax increment financing. So that's one reason this could be a particularly attractive incentive for Wailuku, which, which in our redevelopment area there is not a history of using tax increment financing. So many of the examples that we've looked at for a tax abatement here comes from places like state of Washington which has no TIF. Minnesota uses these frequently. I would guess that in my work over the years maybe, maybe 20% of the communities I've worked in have used tax abatements in some shape or form.

So we have recommended two types of tax abatements. One would be during construction. So during construction we're suggesting that property owners in the vicinity of the project and this could be property owners that are adjacent to and maybe within a block, we'll figure that out. But properties that are adjacent to or within a block of the vicinity of the project they get a break during that construction period anywhere from 50% to 100% of their property tax would be waived. The hope is that the property owners will be compelled or induced to

actually pass that on to the tenant so the tenants could get a break as this construction period happens. Tenants are concerned about the construction. They're concerned about it disrupting customer patterns, and they're concerned about potentially, you know, having a slowdown in business during the construction time, and, and it truly is a valid concern. So tax abatement option no. 1 would be for a limited period of time during the time of construction, and it would again apply to properties in close vicinity of the project.

Our second proposed tax abatement model which is more conventional would be applied to properties that choose to reinvest during a set period of time. So assume a three to five year period including the construction period, and if a property owner during that time decides to invest in his or her building in a substantial way, the abatement would then be in place for a series of years essentially providing them with an incentive. That, that amount of abatement becomes an amount of money that they can go to their lender and they can actually borrow more. So County staff has actually redrafted a proposed abatement policy. It's, it's pretty simple and clean. We actually like it, and it's, it's proposed to be a seven year abatement for property owners. So that's tool number one.

Let me more quickly go through the other three things that we looked at and I'll pause and take questions on these. So tax abatements are something we're looking at.

A second monetary incentive that we're looking at is actually the parking itself. I know we want to have it as a big net increase in the new parking structure as possible, but this is also potentially an incentive to get property owners to redevelop their building if they can allocate some of their parking requirements from the structure itself. So we initially suggested in the memo that we sent to you back in June, we initially suggested a handful of spaces could be allocated to properties. We -- that, that suggestion while it has been, I don't, while folks are, are receptive to the idea, it hasn't really triggered a lot of enthusiasm that, that property owners really could use it in that form. So we're starting to explore another adaptation of this particularly related to small lot development. There are a lot of small lots and it's really hard to redevelop a small lot if you've got onsite parking requirements. So one thing we're looking at is the potential for small lots to obtain the, the bulks of, if not all, of their parking in the new structure. And so we're going to be looking at, at that over the next, the next four to six weeks and look at the feasibility of that.

Two additional items that we've looked at. A third one is the designation of the superbloc area and the areas around it as a formal dining and entertainment district. This is something that has been talked about before in Wailuku. The advantage of this would be to provide a clear path in permitting, and I've been told that this maybe -- we may be Don Quijote chasing windmills, but in terms of a clear path, a clear path of liquor licensing and also in permitting within the County for building improvements, and creating that clear path in exchange for standards of behavior on entertainment venues, noise controls, making sure that customers are watched and they don't get inebriated, a commitment to clean within 100 feet around a building. So you trade essentially incentives for standard of behavior, and you incent different entertainment type businesses.

The fourth and final monetary incentive that we're looking at is the notion of a revolving loan fund, and this would be target really toward tenants, toward businesses, providing them with a financial incentive to invest more in their business during and after the period of construction. So I'll stop there; there's a lot of there, but this was also provided to you back in June. The signal we got that there were some good nodding heads in June about these ideas. I did want to report that we are testing them, and refining them, and welcome comments and questions.

Ms. Ball: Thank you. Anyone with comments or questions? Continue.

Mr. Segal: Great. So item no. 3 on our agenda which gets into some of the non-monetary incentives that we also send along. Items of marketing the district, promoting the district, providing ongoing information on construction issues, clean and safe which the County has been supporting in the district for the last couple of years; maintaining these different marketing and management efforts. The tool for sustaining these permanently is a business improvement district. So this is something Wailuku has looked at and talked about. We think the timing could be particularly right to implement the business improvement district within the next six to nine months. And what we're suggesting, what we want to float is that the business improvement district would create an assessment, a special assessment on properties within the district. We would propose that the County pay that assessment, commit to pay that assessment as part of construction, as part of mitigation for the first three years of the business improvement district. And then following completion of the facility, private property owners then would be phased in, would be phased in to the business improvement district. But why we think now is a window to get this done is we think the business improvement district would have particular value in the short-term. So, beginning as early as next summer, the business improvement district could continue the clean and safe programing. It could ramp up efforts to market Wailuku as a destination in advance of construction. Very importantly the business improvement district could provide a liaison between the businesses and the County on issues of permitting. And then lastly and maybe most importantly provide ongoing communications with the business and property owners as this project starts to move forward. So as construction starts to, to come down the pipe, the business improvement district has that role, has the liaison role of communicating with all property owners and businesses so that there are no surprises as things to start to happen. It's a big project and there's going to be a lot of, you know, a lot of construction activities.

So what we're suggesting and I know this will shock you coming from a consultant, but we are not suggesting a plan or a study, we are suggesting that when we next see you we have the legal documents ready for a business improvement district, and that when we come back and see you next, we are presenting this to the property and businesses owners within, within Wailuku. And also we're presenting this to the County officials and gathering their support to make sure we can budget this in next year's budget. And our goal would be the business improvement district would start its implementation, hire its manager, a public information officer, beginning July 1 of 2018, before we start construction on the parking structure.

Ms. Ball: Yes, thank you. Jonathan?

Mr. Starr: So, I think what I'm hearing is that right now there are a number of functions that the MRA is, is doing, and probably it may not be the best, the best repository for these, these responsibilities including clean and, clean and safe program which just to get it going is now just kind of a -- you know, it's done through the MRA and the Planning Department, and it's basically a function, you know, a function of government where it might be more efficient to do it through a bid. Also, it means that it could potentially be, the clean and safe program could potentially be expanded so that someone is really is brooming the sidewalks, you know, in front of the stores and so on. And it would probably would not cost the, you know, the property owners or the store owners very much, if, you know, if it's being done as one program. And then there are other functions that, you know, need to, need to be done and can be done. So it's almost a, kind of a transfer in stage one of some of the line item stuffs that's going from the County coffer to directly to Planning Department to MRA. But rather it would, it would function through, through the bid with the first couple of years till the towns up and running with other funding mechanisms.

Mr. Segal: Yeah, I think, Jonathan, the only thing I would add to your comment, I think that's, that's a correct characterization of what we're suggesting. But I would characterize it as, as really creating a partner for MRA, an operational partner for MRA and honestly for the County as well. We're thinking ahead beyond construction of the structure. We have to think beyond to the maintenance, the management, this wonderful plaza space that we're creating onsite, you know, we don't -- we'd hate to see the County and its partners create this wonderful asset and then it just sits there. So, so we're really thinking ahead to get the --. And it's interesting because Julie was talking about getting the, you know, the parking thoughts going now. Don't wait until the parking happens, let's start retraining ourselves now. I think it's the same philosophy, let's get the business improvement district up and running sooner than later because that's the partner that MRA and the County is going to need on the private side to really make all this happen. And you're correct, the business improvement district would be taking care of things that counties typically don't do. You know, they supplement clean and safe. The BID would do that. The market, the promotions, the events in the new plaza. Now something like First Friday, you know, really should be a BID managed type event.

Mr. Starr: Yeah, I know if we have this, this market, this wonderful market that could be management. And when we start to get parking and . . . (inaudible) . . . that could flow through the MRA, and then the MRA can use it to manage it.

Mr. Segal: Correct. And this is something where we're going to be working with our new best friends in parking here, at Dixon, is, is we're going to be looking at how these concepts come together. So if we form a business improvement district next year, and then in year five, let's say, we've got parking revenue that starts to come in, we want those to work together. We want the parking revenue part of that to leverage the business improvement district revenue. And then it ultimately all goes into the ongoing operations and maintenance of the asset that we're building and of the business district around it.

Ms. Ball: Thank you. Erin, do you have something to say? Yes, I'd like to open public testimony now. Councilman Atay, do you have something to say today?

Councilman Alika Atay: Nothing really; just listening.

Ms. Ball: Thank you for attending, we appreciate it. Anyone else with any questions? Any other questions from the members of the MRA?

Mr. De Rego, Jr.: I'd like to see a clearer structure of how this is going to work...in practice because you've got non-profits on the down stair floor and you've got --. I'm, I'm not saying this is the plan, but you've got all these moving parts and we need to see how that's going to affect us. We're still thinking about getting ourselves hopefully an executive director in terms of the construction phase and project manager for all of this. So I would need to see the larger picture to see how all these things fit together in terms of the pieces before I say yes to anything.

Mr. Segal: Yeah. And that's our next step. So over the next couple of months, we'll be working on essentially what is a business plan, you know, for the BID and how it relates to MRA and other services at the County. And our goal would be, we'll be probably leave you alone during the holidays, but our goal would be to come back right after the holidays and really focus on that.

Mr. De Rego, Jr.: Okay. Good. Thank you Chair.

Ms. Ball: Yes, Jonathan?

Mr. Starr: Do we need any action on that or is this just for information at this point?

Ms. Ball: Information.

Ms. Wade: Yes, and I mean, if there was serious concern or you weren't comfortable having them move to the next step of creating the legal documents now would be the time to say that. But, I felt like, you know, kind of getting to your project manager piece because the plate is so full right, we're looking how do we sort of take pieces off knowing that the public information is going to be so critical during that time phase, the project management is going to be so critical, and frankly the board is going to get very busy if this does actually begin to incent development because we will have a whole lot more development projects coming in to be reviewed. So that development review piece is the piece that probably will always live with the MRA and the other pieces are ones that would be great to have partners that are sort of taking that on moving forward.

Mr. De Rego, Jr.: Chair?

Ms. Ball: Yes?

Mr. De Rego, Jr.: I have no problems with that. I just like to be able to see it in writing and be able to see how all pieces fit together so we're all comfortable taking this to the Council and they're not asking questions, you know, that we should have answered here first before we sent it over to them so.

Mr. Segal: Yeah.

Ms. Ball: Alright.

Ms. Wade: Do you have any final thoughts Brad?

Mr. Segal: I guess as a final thought, I, I think, also what happened during this site visit is a bit of called action, you know, that, that, you know, there's been a lot of planning here. And this project is triggering some urgency to actually get some of these things implemented and done, so we're very comfortable with that, and we are excited at the opportunity to actually work with you all and with your staff to get some things done here in the next few months so we're, we're excited about it.

Ms. Ball: Alright. Excellent. I would move on to item no. 3.

**3. Update on the Wailuku Civic Hub project and schedule for the schematic design phase of the project.**

Ms. Wade: Great. Thank you Chair. So essentially a quick update on where we are with the design piece of the civic hub process is we've completed conceptual design. As you know we presented to the County Council Budget and Finance Committee, and following that we came back to the MRA and you voted to authorize us to move forward into schematic design. So we're in schematic design. We have pulled together a subset of the project advisory committee. It is a focus -- it's a design focus so the folks that are trained with design expertise are revealing building skin, are playing with the --. The exterior cladding of the building; how about that? Is that better?

Mr. De Rego, Jr.: I thought we were going really super Avant Garde here.

Ms. Wade: No, exterior cladding of the building and making sure that it's appropriate for the neighborhood. Also looking at long term maintenance. We have Bill Mitchell who has, as you know, is always looking at how do we maintain this and what's it going to cost long term, those types of things. And then so we will be back with the design, the final schematic design in November, at the November meeting. And then we, very quickly are going to move into design development which is construction documents and developing the bid documents moving towards budget. So November is going to be kind of a key meeting for that. And I will keep you posted if there's any interim questions that we have. So far everything that you folks have approved is holding very strong, and we'll be able to stick with the, the site plan as

it has been design.

The one thing and I will tell you my personal pet peeve is like those electrical boxes and throw away utility things that end up out in the middle. And so at the very beginning I had told the team, I walked them around Kakaako and said look, this cannot happen, you know. We have this whole block to plan for this so there's been a couple of times where I've had to tell them to go back to the drawing board because I saw one show up by the lizard statue that we had designed.

Mr. De Rego, Jr.: They were going to do one for those?

Ms. Wade: That's not happening. Yeah, that's not going to work.

Mr. De Rego, Jr.: Poor gecko.

Ms. Wade: So anyway. So anyway that's where we are with the design.

Ms. Ball: Thank you. Any, any questions?

Mr. De Rego, Jr.: Just a comment. I guess, this even think for me tells us that we need to get our organization together . . . (inaudible) . . . project management for this --

Ms. Wade: Yes, absolutely.

Mr. De Rego, Jr.: -- for this project.

Ms. Wade: Yes, absolutely. By you saying that are you suggesting we put together for MRA or do we put together a request for proposals for project management for the long term of this construction project? Both?

Mr. De Rego, Jr.: Both.

Ms. Wade: Okay. Alright. We'll do that probably also November because we'll talk about schedule in a second.

Mr. De Rego, Jr.: Because I think there's all these pieces -- I'm sorry Chair -- all these pieces moving together, but they're moving so far I think we need to start moving in these areas sooner rather than later.

Ms. Wade: Yeah.

Ms. Ball: Thank you very much for all your suggestions. Old business?

## **F. OLD BUSINESS**

**1. Update on Clean & Safe program**

Ms. Wade: Yes, the update on Clean & Safe. So Clean and save is humming along. The issue we ran into with the contract extension. I didn't get it up and filed with Finance Department in time for us to just do a three year extension, so we did go back out to public notice. That RFP, the proposals are due today, this afternoon. We expect to be able to turn the new contract around very quickly. So frankly so far as of noon there was only one application and it was Hoomaikai who's currently operating the program.

Mr. Starr: Do we have any repository for the, the demographic or, you know, how many incidents and responses and so on? I know they're going on, but just don't see them.

Ms. Wade: Yes. So the team certainly has a repository which the share with MPD quite, quite freely. Some of it is, some of it is sensitive information, but now we are developing the app. I think you remember approving the app so that the incidents will be more generically documented now where it will be the type of incidents, where it occurred, the time of day, those types of things.

Mr. Starr: Have we had any problematic stuffs, you know, loses and anything like that?

Ms. Wade: We have -- knock on wood -- at this point, we haven't had any issues like that. The issue that continues to come up is mostly with the State properties to be honest with you. Our folks have a better rapport, I would think, with sort of our problem characters in Wailuku than the Sheriff's. And so we've been a whole lot more effect -- or our clean and safe staff has been a lot more effective on the State property and just where that overlap ends because they call a lot, you know, for the clean and safe staff to come, so even though they have full time staff on property so it's been kind of a big task to take on. So that's really been the only sort of procedural issue is should they or should they not be taking those calls. And so far they've shown up to everything. But anyway, it's become kind of a workload.

**G. BUDGET**

- 1. Department budget summary**
- 2. Additional expenses**

**H. SPECIAL MEETING DATE: October 6, 2017**

Ms. Ball: Okay, thank you. Item H is special meeting date. Can you talk about that please?

Ms. Wade: Yes, actually at the time that I requested this so you know I put the agenda together two weeks ago and at that time we thought we would have some interim schematic design to come back with. I don't think we're going to have that. I don't think we're going to be ready with that for the 6<sup>th</sup> so I wanted to ask --. And then also in October Frank and

Jonathan and I will be at Urban Land Institute. Ashley's not going to attend this time. But, given that we won't be here, I wondered if we wanted to just jump to the next meeting which is November. It's November 17<sup>th</sup>. So that's going to be a big meeting. But and it's not the fourth.

Mr. De Rego, Jr.: . . . (inaudible) . . . to do all the stuff I just asked.

Ms. Wade: Yes, exactly. And it's also not the fourth Friday because the fourth Friday is black Friday so this is the third Friday so make sure that's accurate on your calendar.

Ms. Ball: You're saying the 17<sup>th</sup>, right?

**I. NEXT REGULAR MEETING: November 17, 2017**

Ms. Wade: Yes, so the 17<sup>th</sup> if that's okay.

Mr. Starr: That's the 17<sup>th</sup> of November?

Ms. Wade: Yes.

Mr. Starr: Got it.

**J. ADJOURNMENT**

Ms. Wade: That's all I have for you today.

Ms. Ball: Alright, anything else? Meeting is adjourned.

There being no further business brought forward to the Agency, the meeting was adjourned at approximately 2:43 p.m.

Respectfully submitted by,

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

**RECORD OF ATTENDANCE:**

**Members Present:**

Carol Ball, Chair  
Frank De Rego, Jr.  
Ashley Lindsey  
Jonathan Starr, Vice-Chair

**Members Excused:**

Gwen Hiraga

**Others:**

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