

ALAN M. ARAKAWA  
Mayor

WILLIAM R. SPENCE  
Director

MICHELE CHOUTEAU McLEAN  
Deputy Director



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COUNTY OF MAUI  
**DEPARTMENT OF PLANNING** ~~OFFICE OF THE MAYOR~~

September 20, 2016

Honorable Alan M. Arakawa  
Mayor, County of Maui  
200 South High Street  
Wailuku, Hawaii 96793

For Transmittal to:

Honorable Mike White, Chair  
and Members of the Maui County Council  
200 South High Street  
Wailuku, Hawaii 96793

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*Alan Arakawa* 9/22/16  
Mayor Date

Dear Chair White and Members:

**SUBJECT: MAUI REDEVELOPMENT AGENCY ANNUAL REPORT**

The Department of Planning (Department) is transmitting the FY16 Annual Report for the Maui Redevelopment Agency.

Thank you for your attention to this matter. Should you have any questions, please feel free to transmit them to the Department of Planning via transmittal through the Office of the Mayor.

Sincerely,

A handwritten signature in cursive script, appearing to read "William Spence".

*for* WILLIAM SPENCE  
Planning Director

Attachments

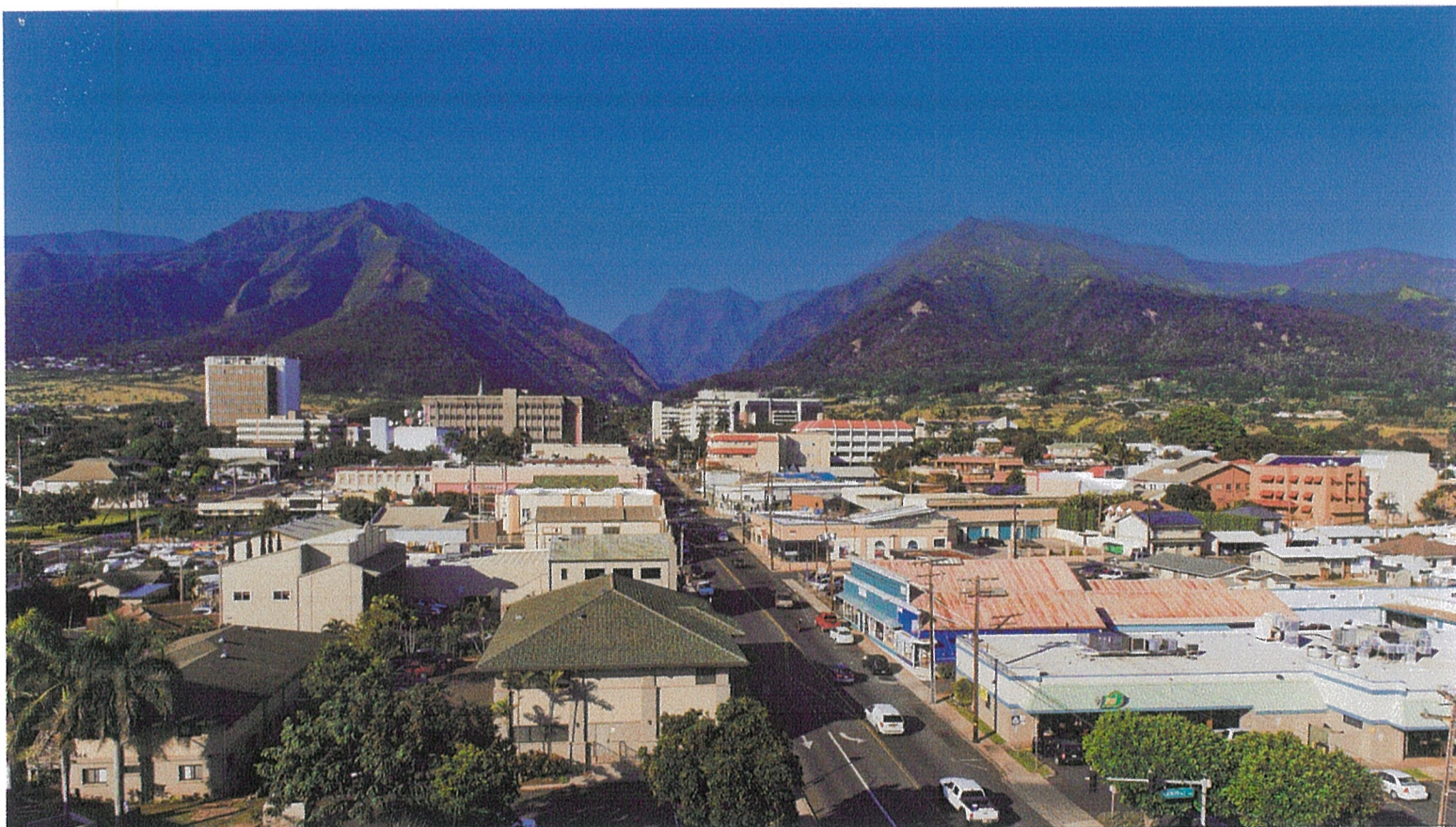
xc: Michele Chouteau McLean, Deputy Planning Director (PDF)  
Clayton I. Yoshida, Planning Program Administrator (PDF)  
Maui Redevelopment Agency Members  
Wailuku Community Association (PDF)

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Annual Reports File  
General File

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COUNTY COMMUNICATION NO. 16-236



# Annual Report

**FY16**

**Maui Redevelopment Agency**

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# Message to Stakeholders

We are pleased to share with you the Maui Redevelopment Agency's first Annual Report. This year the MRA completed a series of meaningful projects and launched the new Clean & Safe services within the downtown area. This was also a year of planning, organization and preparation. The County Council allocated \$7.4 Million for the redevelopment of the Wailuku Municipal Lot, and with that a challenge to develop a vision for the downtown neighborhood that could be broadly supported, a plan that raises the bar for use of public space and a project that is so compelling as to catalyze private sector investment throughout the downtown area.

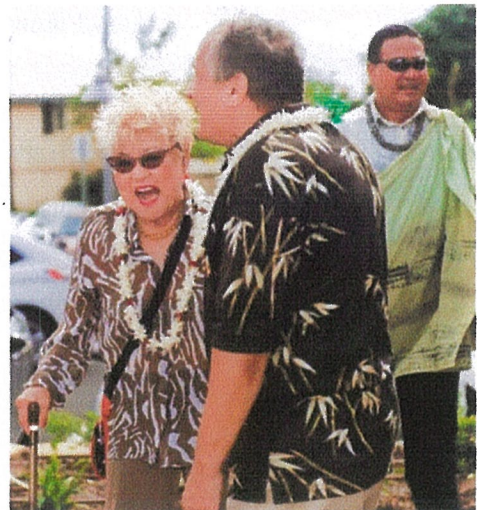
This is a very exciting time for Wailuku as the completion of the Wailuku Parking & Events facility will also mark the fulfillment of the tasks outlined in the Wailuku Redevelopment Plan. It is time to take the next step towards revitalization and think ahead for the next several decades, how Wailuku will evolve. The MRA members are honored to have the role of maintaining the specialness of this place while assessing the needs of the community for downtown's future and finding ways to bring them to light. Join us as we up our game this year and start to realize some of the limitless potential we all see in this beautiful town.



Don Fujimoto  
Maui Redevelopment Agency Chair



Carol Ball  
Maui Redevelopment Agency Vice-Chair





*"This year has been a real game changer for Wailuku Town. The investment of time and resources into strategic planning has illuminated a path towards a safe, fun and vibrant Wailuku Town."*

*Carol Ball, Vice Chair  
Maui Redevelopment Agency*

## To the County Council

HRS Title 6 Chapter 53-19, states that the Maui Redevelopment Agency (MRA) is required to "make an annual report of its receipts, expenditures and activities, and the proposed program and estimated cost thereof for the ensuing year to the council of its county." Typically this assumes that the Redevelopment Agency is receiving income, revenue from an enterprise fund and/or paying debt service on bonds issued to support projects for the purpose of redevelopment. None of these activities are currently relevant to the MRA, because it is not an independent financial entity as envisioned by State law.

As real, tangible projects are beginning to take shape in Wailuku Town, it is clear that an organization with the capability of managing capital projects, directly contracting for services and receiving revenue from outside the County's general fund will be critical to the success of the downtown business district. During this coming fiscal year the MRA hopes to work in partnership with the County Council to determine how to best organize to inspire meaningful reinvestment.

### FY16 Strategic Highlights

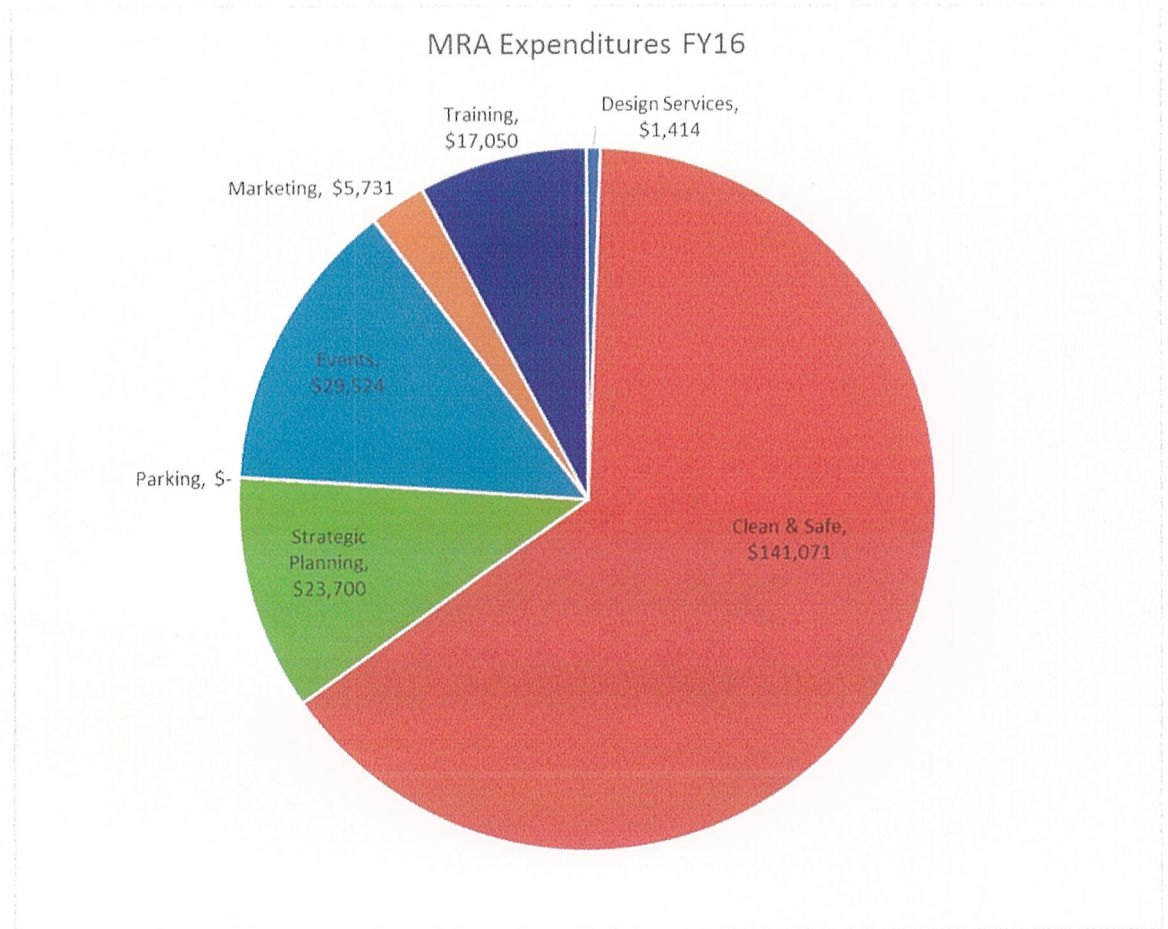
This fiscal year, following Council's allocation of funds for several large projects in Wailuku Town, the Mayor's office directed the Planning Department to allocate dedicated staff time to the project. Essentially 1 ½ FTE positions were assigned to the work to be done in Wailuku for the first time in over decade.

### Financial Highlights

The MRA, through the Department of Planning, received its largest budget allocation in eleven years and utilized those funds to secure services, develop programs and train a team of advocates to help breathe new life into the heart of Wailuku.

## Financial Summary

This year the MRA had \$275,000 made available through the Department of Planning. These resources were used in the following ways.



Approximately \$220,000 of the \$275,000 was spent or encumbered during FY16. The MRA also issued an RFP for Public Parking Operation and Management Program Development which was expected to be contracted with the remaining funds during FY16. The MRA plans to undertake this project in conjunction with the Department of Public Works and will be sharing the cost. Had the funds for the parking contract been secured it would have represented the second largest FY16 expenditure.



## Capital Improvement Projects

### Iao Square and Parking Development

- In FY15 the County Council dedicated funds to construct off-street parking, loading and a community plaza with landscaping next to the Iao Theater. This was the one remaining project from the 2007 Market Street Improvement project. The project was contracted late in 2015 and began construction in May of 2016 with construction nearly complete by the development of this annual report. The Department of Public Works managed the project with the MRA's assigned staff providing oversight and community coordination.



### Wailuku Municipal Parking Lot Resurfacing and ADA Improvements

- In FY15 the County Council dedicated funds to repave the very dilapidated surface of the Wailuku Municipal Parking Lot. This project also required the project to make improvements to curbs and pedestrian facilities, making the area more accessible. This project was also contracted late in the 2015 calendar year, and was completed in early July of 2016. The Department of Public Works managed the project with the MRA's assigned staff providing oversight and community coordination.

## Wells Park Redevelopment Plan

The Department of Parks and Recreation was provided funding to develop a Master Plan for Wells Park in FY16. The Planning Department staff supporting the MRA is working directly with Parks staff to assist with the program development for this project. MRA will be involved with the plan creation.

## Parking and Events Facility Design and Construction

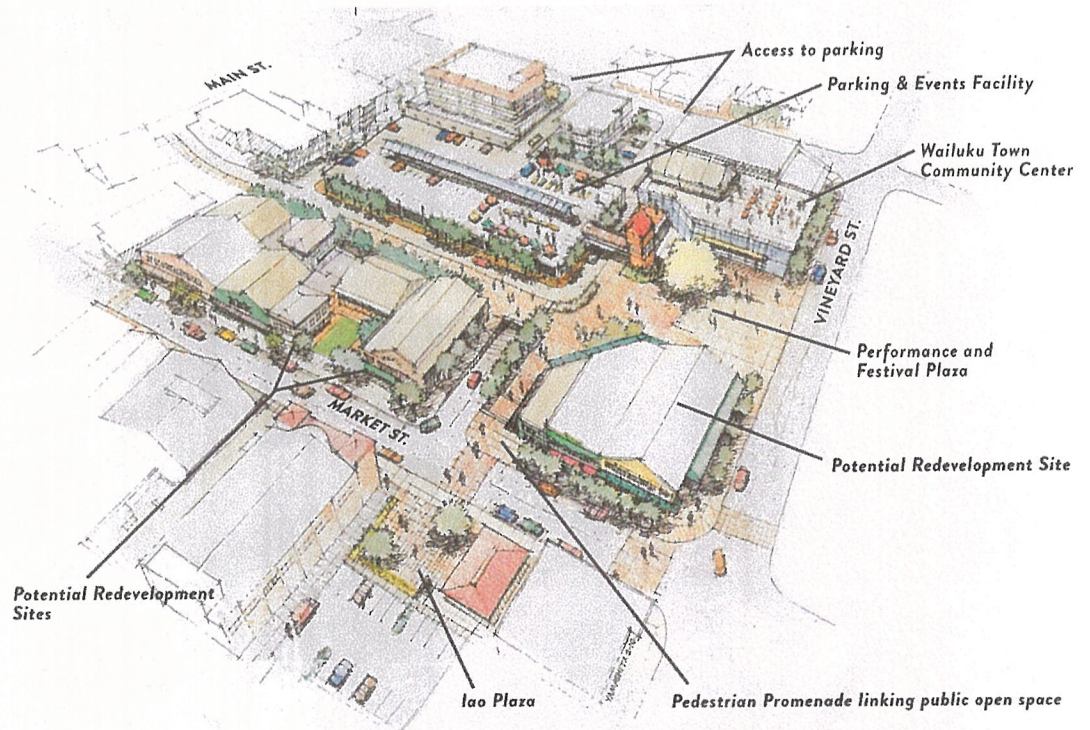
- In FY16 the County Council dedicated an unprecedented \$7.4 Million to move the redevelopment of the Wailuku Municipal Parking Lot forward and create additional public parking for the town core. These funds are housed with the Department of Management.
- Using the community feedback from reWailuku workshops, interviews and focus groups the MRA directed staff to commission a massing study for the site guided by the community input. ADC Architects completed the Study in August of 2016.



- The study proved a significant amount of new parking could be created at the site while enhancing the area in ways that would catalyze private investment in the neighborhood.
- The Department of Finance advised the MRA that the procurement of services from licensed professionals requires the use of the Qualified Bidders Selection (QBS) process.



- Working with the Department of Management, the MRA sought professional assistance from Munekiyo Hiraga to assist with the creation of a scope of work and a work plan for the purposes of contracting with a design firm. CIP funds were used for this service.
- In June of 2016 the Department of Finance published the Wailuku Parking and Events Facility design in its annual add for professional qualifications. Design team selection is currently underway.



### Wailuku Town Surface and Satellite Parking

The Council has allocated \$1.2 Million to the Department of Planning for Wailuku Town Surface and Satellite Parking. To move forward with the planned parking facility at the Wailuku Municipal Parking Lot, a series of additional off-site investments or acquisitions will be required to mitigate the loss of parking in the heart of town during construction. These funds are expected to be used to lease or acquire properties for use as additional parking. They may also be utilized to develop a downtown circulator shuttle service.



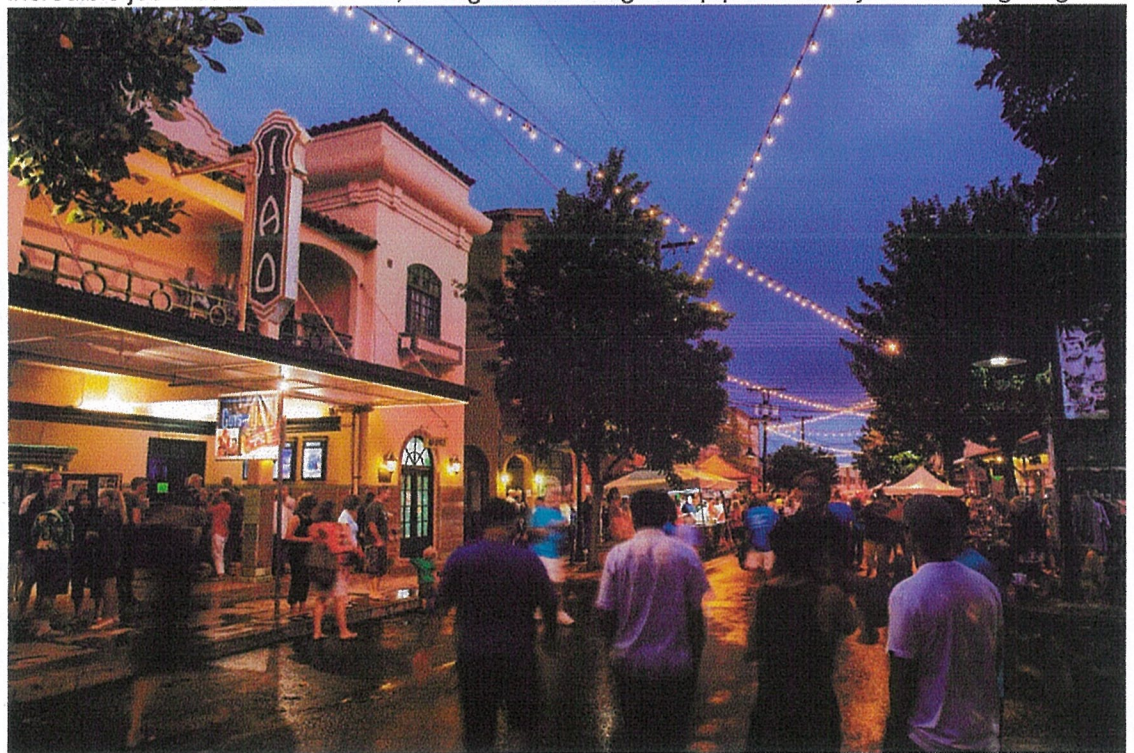
## FY16 Programming

### Clean & Safe

The Maui Redevelopment Agency had been dedicating funds for the collection of trash from the County trash receptacles since they were installed in 2008. But this year the MRA launched a Clean & Safe program dedicated to a higher standard of public space safety and cleanliness. Through an RFP process, Ho`omaika`i Services was hired and is partnering with Mental Health Kokua to provide these services. Over the course of FY16 the MRA and Planning staff have been working with Ho`omaikai Services to develop a program that coordinates with the social services providers, police and merchants to ensure a comfortable downtown business district. This program is continuing for FY17.

### Events

The MRA supported the Wailuku First Friday event again this year and is currently working with event coordinators to refresh the event. In December of 2016 the MRA and staff collaborated with Maui Electric Company to string holiday lights over Market Street. MECO did such an incredible job with the installation, the lights are being left up permanently for event lighting.





### Wailuku Arts Dining and Entertainment District

A tremendous focus of the International Downtown Association was the rejuvenation of downtowns through the arts and dining. Wailuku has long been the center of the arts community, but never officially dubbed an Arts District. Collaborative planning with arts and theater organizations has begun to create an Arts Dining and Entertainment District in Wailuku.



### Anchor Tenant Recruitment Program

MRA requested Planning Department staff work with the Office of Economic Development and the Budget office to design incentive programs to entice popular, vibrant businesses to locate in Wailuku. The team is focusing on two programs 1) A Tenant Improvement Program and 2) A Historic Façade Restoration Grant. In addition staff has been working with potential tenants to envision what potential restoration end products.

## Community Capacity Building

The large scale projects that are on the horizon for Wailuku are going to require the MRA members, staff and the community to begin thinking and planning for Wailuku in new ways. It will also require more people to be involved, and share in the work of creating an interesting and vibrant downtown business district. This year, the MRA focused on training critical team members and building partnerships.

### Training

In October a group of staff and a few community members attended the International Downtown Association annual conference. Attending this conference was extremely beneficial as it gave many of the key partners a frame of reference and provided excellent examples of best practices.



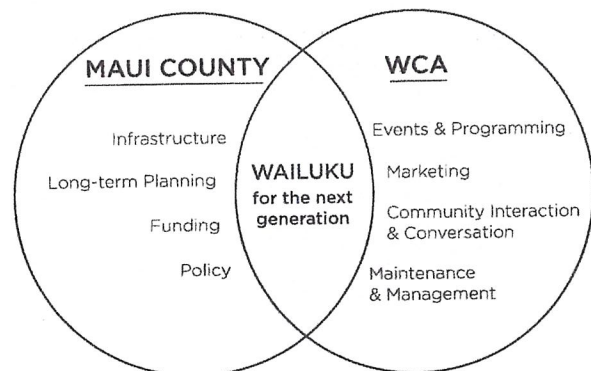
### Partnering

The MRA with staff began working to rebuild a community-based non-profit that could represent the needs and interests of the neighborhood. Together, the MRA and the Wailuku Community Association defined their roles in the journey to revitalization. Since the spring, the WCA has been meeting regularly and hosting community forums.



**WAILUKU COMMUNITY ASSOCIATION**

*the voice of the community and the advocacy organization to support and work with the County's redevelopment efforts*





## Looking Ahead

The Maui Redevelopment Agency is looking forward to working closely with the County Council during FY17 to ensure the Redevelopment Agency is well positioned to take on meaningful projects. FY16 taught us new ways manage the downtown as a district and bring in critical partnerships to take on some of the tasks. The work to be done in this coming year is going to define a series of strategic efforts to take Wailuku to the next level in its journey to revitalization.

At the IDA conference, one presenter mentioned that, "The right \$20 Million public investment can bring you \$200 Million in private investment." The Parking and Events Facility project is something this community has been working towards for a generation, and for good reason. As another presenter at IDA said, "Parking is often the first and last thing people experience about your downtown – it can't be an afterthought." Launching into this design project in a comprehensive way will elevate the conversation to a project that does more than parks cars, but creates an attraction that comes to life when the office workers go home.



We would ask for your support and continued participation as we strive to evolve Maui's downtown into a place that brings in some of the best ideas from downtowns around the world, while ensuring that it remains a place that locals enjoy and continue to feel proud to call home.

The Maui Redevelopment Agency is staffed by the Department of Planning with special assistance from the Office of the Mayor and the Department of Parks and Recreation team member David Yamashita.

The MRA developed a Wailuku Town website which can be found at [www.wailukutown.org](http://www.wailukutown.org) Management of this website is going to be taken over by the Wailuku Community Association dba Wailuku Downtown Association along with the other marketing, branding and outreach efforts.

## Contact Information

### Maui Redevelopment Agency

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