

Thanks to the following people for their support in making this panel possible:

- The Honorable Kirk Caldwell, Mayor
- Ember Lee Shinn, Managing Director
- George Atta, Department of Planning and Permitting
- Rob Iopa, WCIT Architecture
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Urban Land
Institute

Rose Center for Public Leadership

Honolulu, Hawaii

Reimagining the Blaisdell Center to create a vibrant culture and arts district



Urban Land
Institute

Rose Center for Public Leadership



Urban Land Institute



Mission:

Provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

30,000 members worldwide:

- Developers
- Investors, Bankers and Financiers
- Architects and Designers
- Public officials
- Academics

Activities:

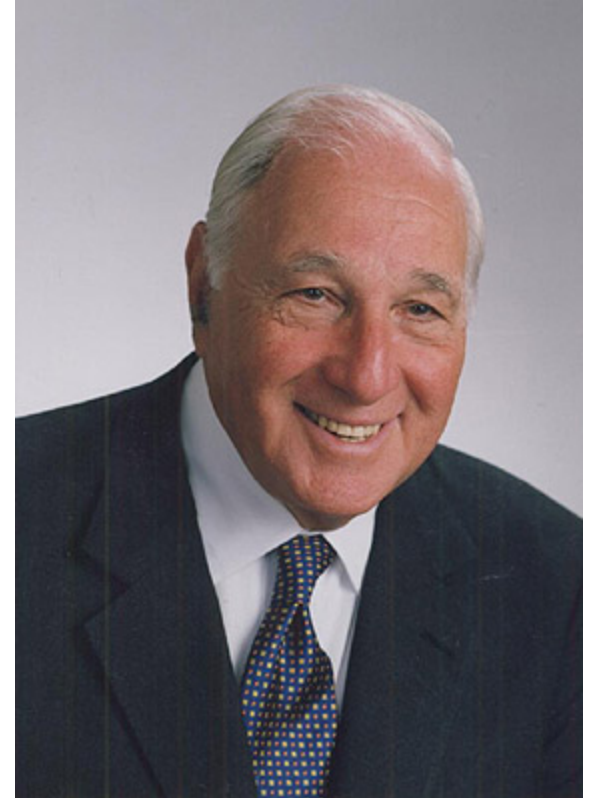
- Research, best practices and case studies
- Education and Professional Development
- Technical assistance to cities, agencies, and developers
- Conferences, meetings, and ideas exchange
- A bi-monthly magazine and other publications



Urban Land
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Rose Center for Public Leadership

Mission: To encourage and support excellence in land use decision making. By providing public officials with access to information, best practices, peer networks and other resources, the Rose Center seeks to foster creative, efficient, practical, and sustainable land use policies.



Daniel Rose

Rose Center Programming

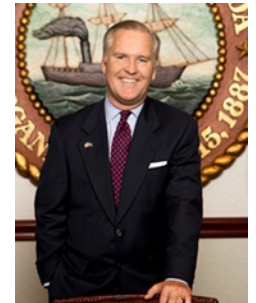


Education for Public Officials

- Webinar: Survey on the Future of Community Development
- Webinar: Planning and Public Health
- Webinar: The Making of Detroit's Long-Term Strategic Framework Plan
- Scholarships for public officials to attend ULI conferences

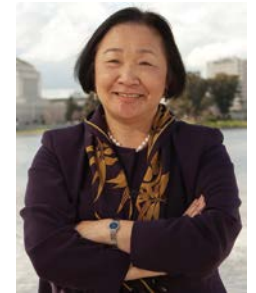
Policy & Practice Forums

- 2013 Mayors' Forum on Public-Private Partnerships
- 2013 Shaw Forum on Connecting Real Estate with K-12 Education
- 2012 Shaw Forum on Innovative Public-Private Partnerships in Finance
- 2011 Multifamily Housing Development



Daniel Rose Fellowship

- Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge
- Mayor selects 3 fellows and team coordinator
- Participating cities to date: Austin, Charlotte, Detroit, Hartford, Houston, Kansas City, Louisville, Minneapolis, Nashville, Oakland, Philadelphia, Phoenix, Providence, Sacramento, Tacoma and Tampa



2013-2014 Rose Fellowship Class

Honolulu

Indianapolis

Portland

Memphis



ULI Urban Land Institute
Daniel Rose Center for Public Leadership in Land Use

The mission of the ULI Daniel Rose Center for Public Leadership in Land Use is to encourage and support excellence in land use decision making. By providing public officials with access to information, best practices, peer networks, and other resources, the Rose Center seeks to foster creative, efficient, practical, and sustainable land use policies.

Rose Center Program of Work
The Center conducts the following programs:

- The Daniel Rose Fellowship Program
- Workshops for Public Officials on Sustainable Development
- Public/Private Forums on Key Land Use Issues

"We should all be open minded and constantly learning."
— Daniel Rose

Center Principal's Circle Sponsors:

ANA Planning + Economics WRT

City Study Visits

- Assemble experts to study land use challenge
- Provides city's fellowship team with framework and ideas to start addressing their challenge
- Part of yearlong engagement with each city



The Panel



The Panel

- **Co-chair:** Andre Brumfield, Gensler, Chicago, IL
- **Co-chair:** Chris Kurz, Linden Associates, Baltimore, MD (Rose Center Advisory Board)
- Brad Beaubien, Department of Metropolitan Development, City of Indianapolis & Marion County, IN (Daniel Rose Fellow)
- Hon. Glenda Hood, triSect, LLC, Orlando, FL (Rose Center Advisory Board)
- Maura Black Sullivan, City Administrator's Office, City of Memphis, TN (Daniel Rose Fellow)
- Jennifer Toole, Toole Design Group, Washington, DC
- Leah Treat, Bureau of Transportation, City of Portland, OR (Daniel Rose Fellow)
- Ginger White, Division of Arts & Venues, City & County of Denver, CO
- Roger Williams, RW & Associates, LLC, Potomac, MD (Rose Center Advisory Board)

Presentation Outline

1. Our Assignment

2. Observations, Values & Vision
3. Blaisdell Center
4. Thomas Square District
5. Cultural Ahupua'a
6. Conclusion & Homework



The Challenge

An aerial photograph of a city skyline. In the foreground, a large, white, dome-shaped building with a ribbed roof is prominent. To its left is a green field with palm trees. To its right is a parking lot filled with cars. In the background, several tall skyscrapers are visible, including a blue one in the center and a white one on the right. A red construction crane is visible on the right side. The ocean is visible in the distance under a clear blue sky.

How can the Blaisdell Center be reimagined as a vibrant culture and arts district?

Our Assignment



Our Assignment

- Neal S. Blaisdell Center (NBC) faces increased and deferred maintenance costs and is at a competitive disadvantage compared to newer facilities
- Kaka'ako on the makai side is experiencing tremendous change with plans for 5,500 residential units and related developments
- ULI Rose Center has been asked to help the city craft a strategy for NBC's future that can create an arts and cultural district, including:
 - Financing options
 - Management options
 - Potential partnerships
 - Integrating with the surrounding community

Our Role

- Offer the city an independent source of ideas, process and strategies for consideration
- We are a volunteer group of planners, public officials, architects, financiers and developers from across the country offering our talent and experience to help the city
- We are NOT prospective developers
- We have no pre-determined biases about options for the site

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What we heard...



What we heard...

- The Blaisdell Center serves all of O'ahu
- Desire to create an identified culture and arts district around Blaisdell in collaboration with existing arts groups, McKinley High School, surrounding medical facilities and businesses
- Stronger partnerships are critical with anchor institutions and appropriate new groups, including the tourism industry, to ensure a financially sustainable district
- Blaisdell's physical plant continues to worsen and deteriorate
- There is neither the time nor the resources to wait for a new, iconic replacement

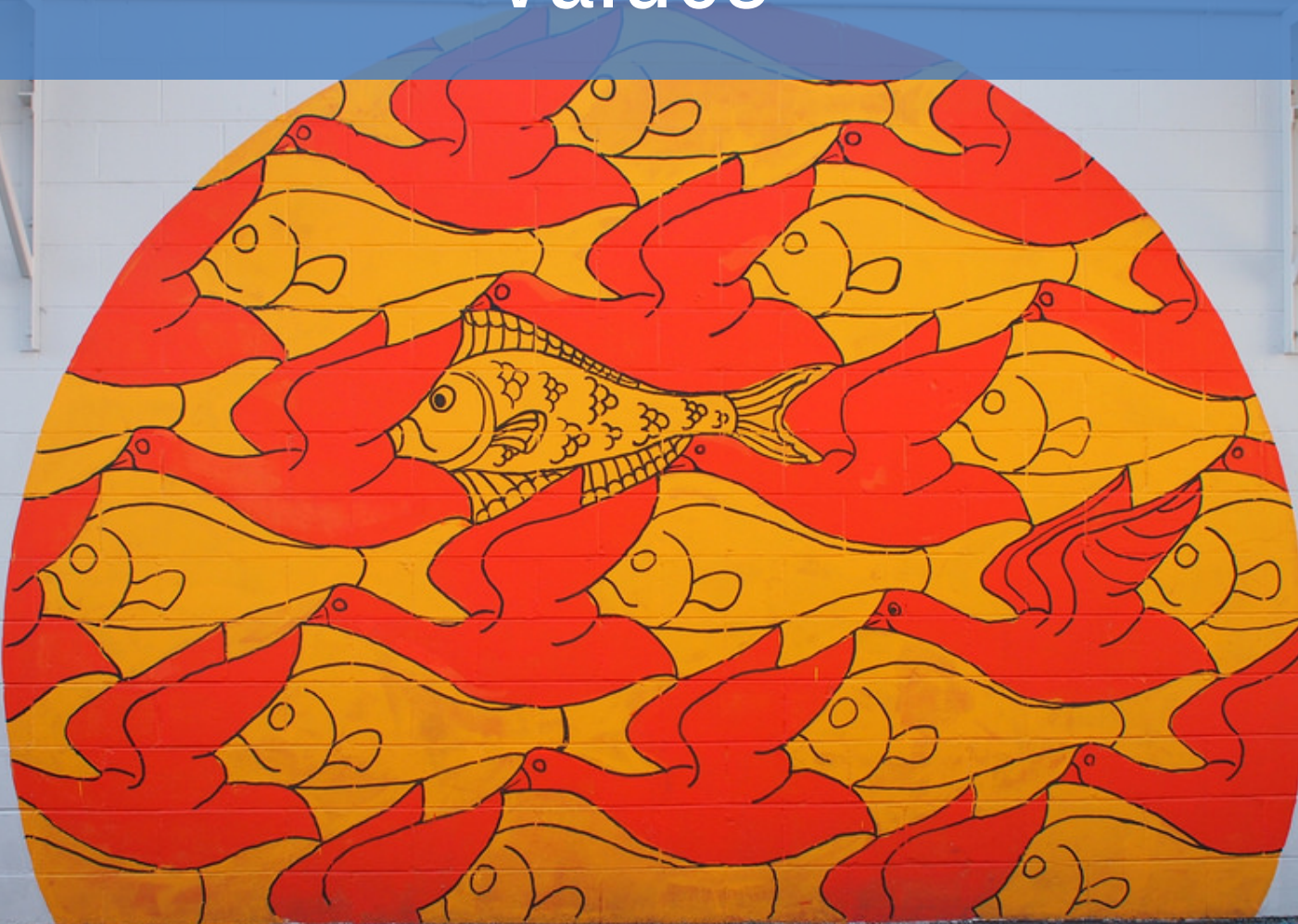
We heard more ...



We heard more ...

- Future plans for the Blaisdell Center and a cultural arts district must be practical, achievable, financially sound, authentic and supported by the community
- Citizen engagement in any future planning process is necessary from day one to build trust, consensus and ownership
- The culture and arts district must be linked to the new rail station and integrate into surrounding areas with safe, attractive, walkable and bikeable connections
- The City has a limited tool box for off-balance sheet capital financing
- City/state relationship can be counter-productive

Values



Values

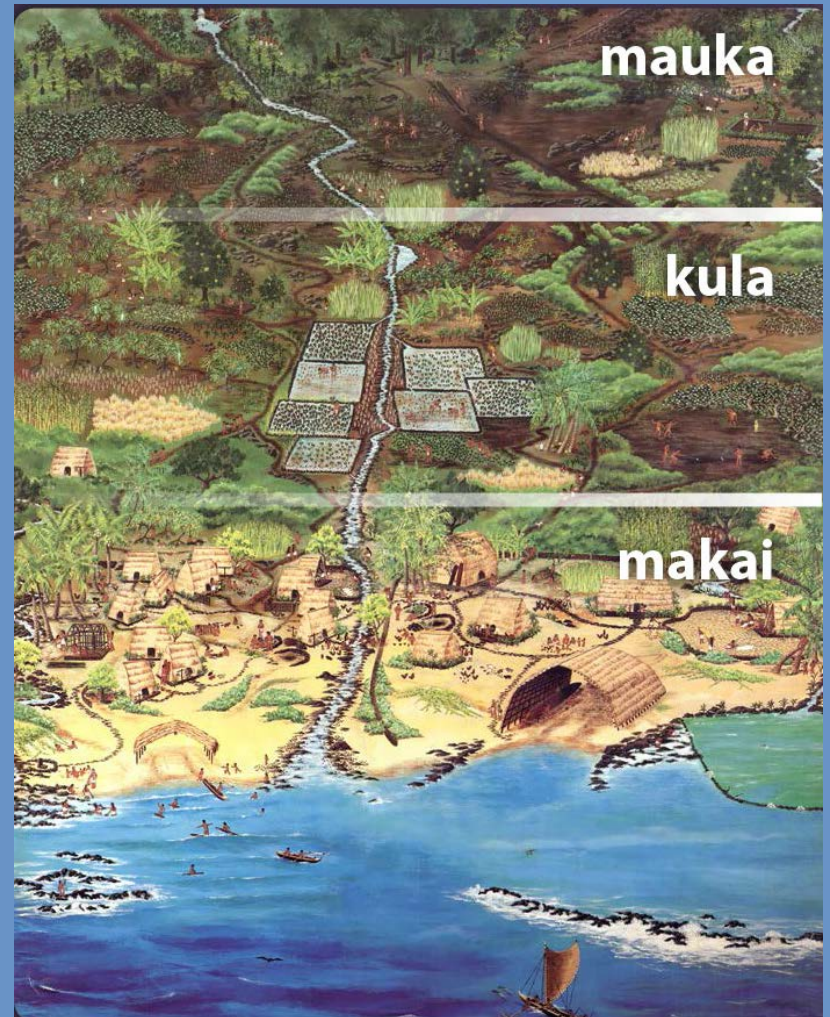


- Culture and art are the fabric of Honolulu
- The sea, the land, the people and their history should be woven into every discussion and decision

Values

The story is one of imagination and boldness:

- "Honor the past"
- "Honor the mountains to sea tradition"
- "Honor the water and its richness"



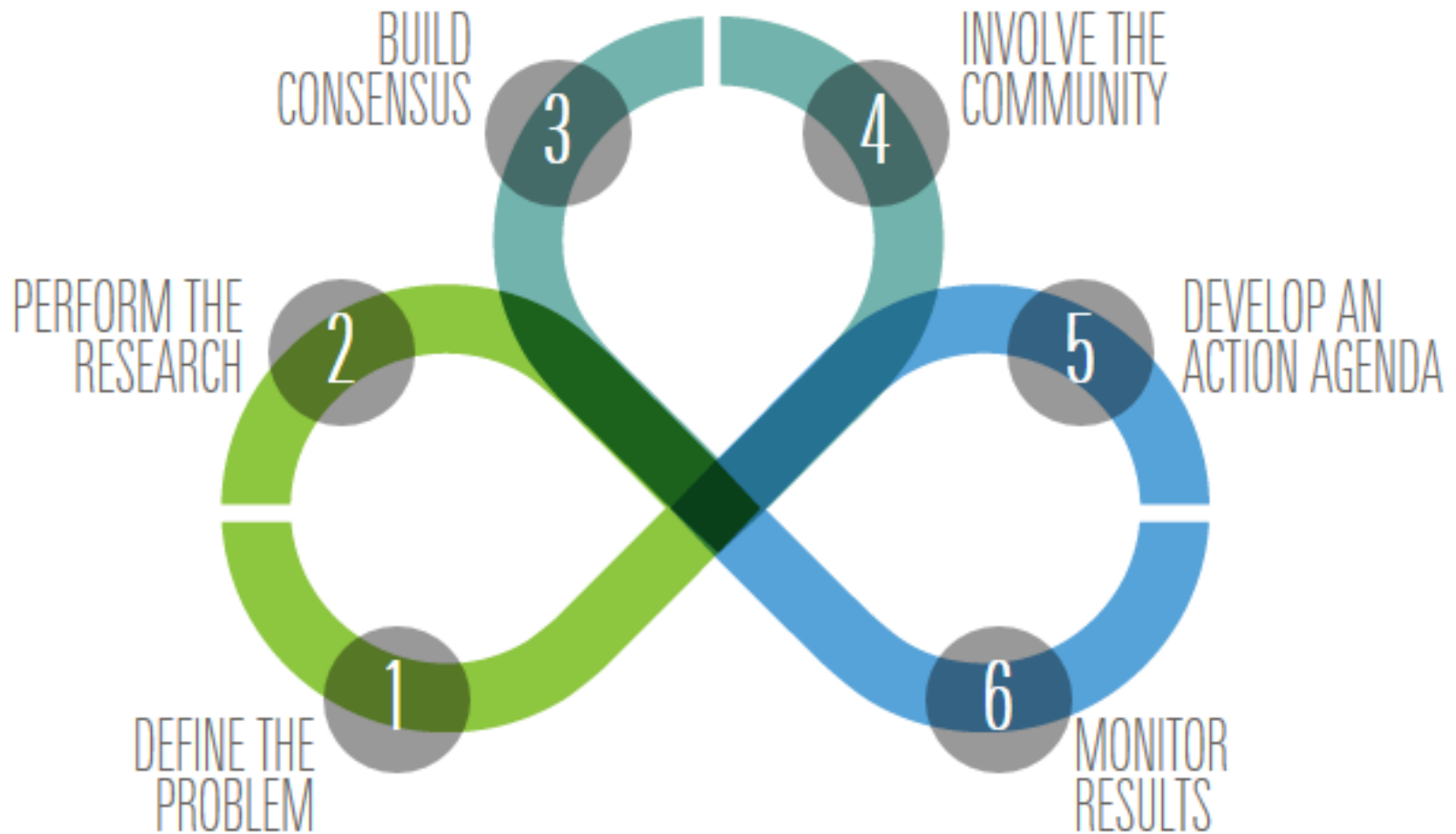
Importance of Vision



Importance of Vision

- Vision can be a thought, concept or object formed by the imagination
- Vision is based on shared values
- A vision must be strong enough to pull people together
- To achieve your vision, we recommend a process designed to build consensus among the various stakeholders

Steps for Civic Innovation & Change



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Blaisdell Center

Venues

Campus Environment

Operations

- Revenue Opportunities
- Business Model

Placemaking



Neal S. Blaisdell Concert Hall

Opportunities

- Support of Cades Foundation
- Heavy utilization with symphony, opera, ballet, Broadway touring
- Relative good shape for carpet, back of house, orchestra pit
- Size

Challenges

- Multi-use gives perception that it is not perfect for any one production company
- Inadequate concessions & patron service areas
- Diminishing audiences for fine arts programming, national trends?
- Fiscal fragility of users
- Not enough open dates for all desires
- Dated
- Size

Arena

Opportunities

- History
- Lack of similar-sized competition
- Earthquake readiness
- Local serving
- Iconic, recognizable design
- Onsite parking

Challenges

- Overall appearance
- Too small
- Production challenges
- Floor not changeable
- Back of house constraints
- Lack of diverse concessions
- Insufficient restrooms
- Leaky roof
- ADA
- Parking
- Possible competition from University of Hawaii

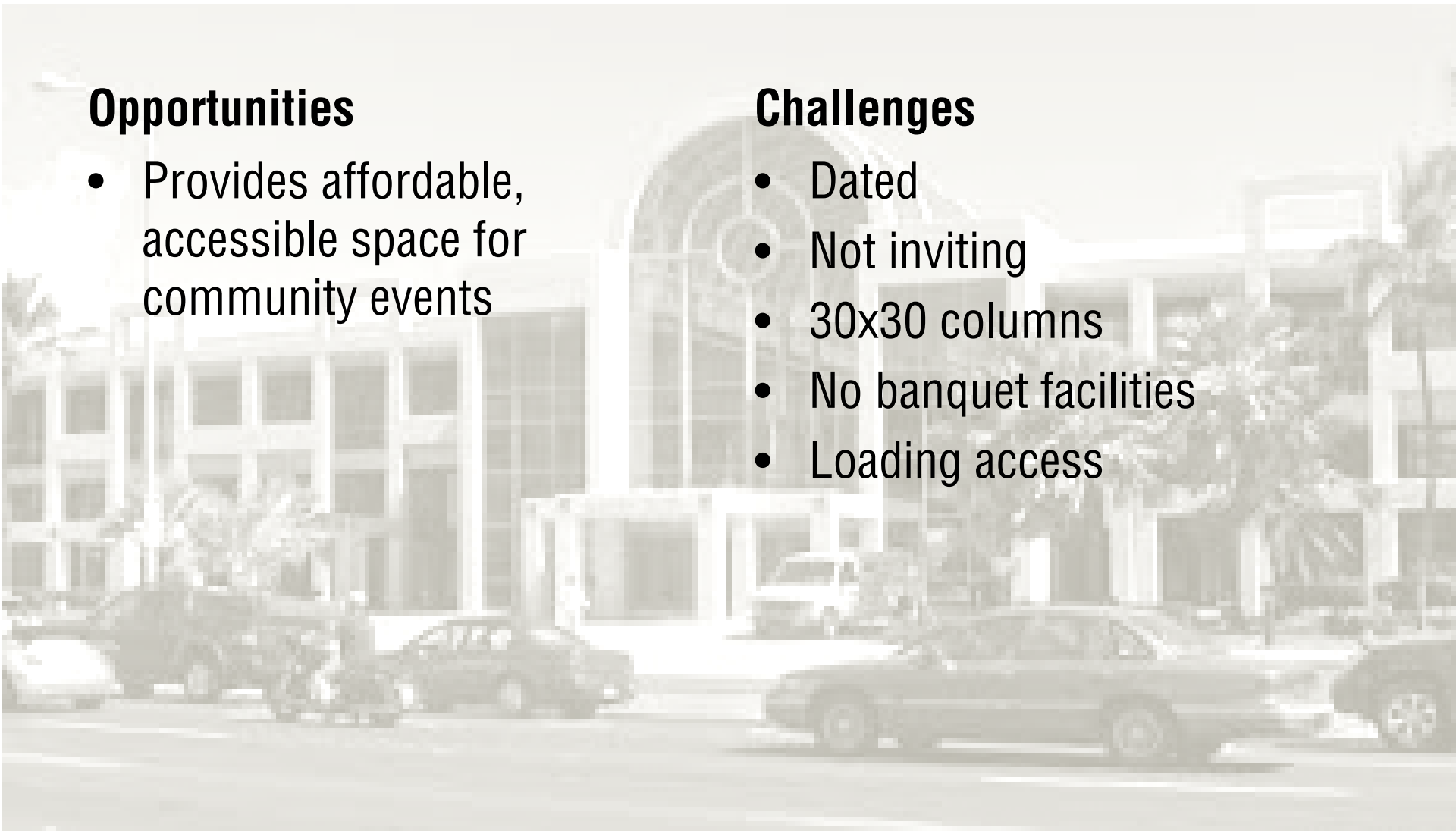
Exhibition Hall and Meeting Rooms

Opportunities

- Provides affordable, accessible space for community events

Challenges

- Dated
- Not inviting
- 30x30 columns
- No banquet facilities
- Loading access



Campus Opportunities

- All facilities are together, campus-like
- Locally focused, but not too far to draw tourist
- Other institutions and community assets adjacent (park, museums, schools, medical, transit)
- Large public space (22 acres)
- Water features – fish pond
- Place of shared personal history
- The “community’s community center” – minimal competition



Campus Challenges



Campus Challenges

Physical

- Age of venues
- Bathrooms are small
- Concessions are small, poorly laid out
- ADA challenges
- Historic?
- Size of venues ... appropriate or not?
- Parking – lack of a parking and traffic plan
- No dedicated funding source for deferred maintenance and capital improvements

Experience

- Design does not reflect cultural diversity
- Lackluster experience
- Campus experience is not capitalized upon
- Placemaking is generic, have not utilized Hawaiian authenticity
- Directional signage is poor

Business Operations

Opportunities

- Physical proximity
- Assets have synergistic potential
- Room to maximize revenue
 - Sponsorship
 - Marketing
 - F&B
 - Parking
 - Signage

Challenges

- Public entities usually less nimble (i.e., difficult purchasing & contracting)
- Under-resourced operation
- Competing with private promoters – is the city best suited for this role?



Optimize Revenue

- Selling advertising on signage (could add a large LED sign)
- Market analysis for parking rates
- Opportunity to privatize parking to generate revenue
- Diversify F&B options
- Seat tax
- Cultural arts tax
- Sponsorship sales



Ideas for Operating Model

Models from other cities/entertainment venues

- Non-profit separate from government: Pittsburgh Cultural Trust
- For-profit: LA Live
- Mix, convention center style model with private management and city funded capital



Placemaking Opportunities

- Move the inside to the outside & create an outdoor living room
 - Hands-on activities ... connected to Honolulu Museum of Art School? (e.g., Yarn bombing)
 - 18-hour programming, pop-up programming, musicians before and after shows
- Add complementary retail: campus coffee and smoothie shop, campus a destination store, museum style, Hawaii made
- Add more programming signage with possible LED sign, marquee signs around campus
- Add directional signage to create campus feel



Recommendations

Governance

- Create a district alliance
 - Joint programming & promotions
 - Decision-making and dialogue
- Determine operating model for the venues

Finance & Operations

- Explore new revenue opportunities
- Provide more detailed and transparent financial info for these venues
- Conduct market study
- Conduct fiscal break-even analysis
- Explore dedicated funding source for deferred maintenance and capital improvements (e.g., seat tax, ticket assessment, parking capitalization)
- Cultural assessment tax, creation of BID-like entity

New Partners & Uses

- Hawaiian Youth Arts Center
- Rehearsal Space



Concert Hall

Expo Hall

Arena

Scenario for Consideration



Concert Hall

New Arena Site

Arena

Scenario for Consideration



Concert Hall

New Arena Site

New Site for Supportive/
Compatible Uses

Scenario for Consideration

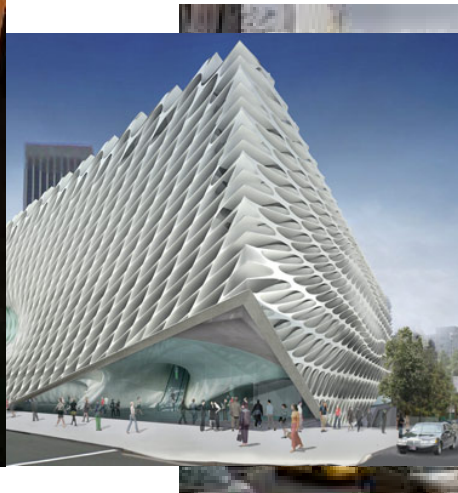


New Blaisdell site
combining all three uses

New Site for Supportive/
Compatible Uses

Another Scenario for Consideration

Iconic



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Existing Thomas Square District



Cultural Assets Adjacent to Park



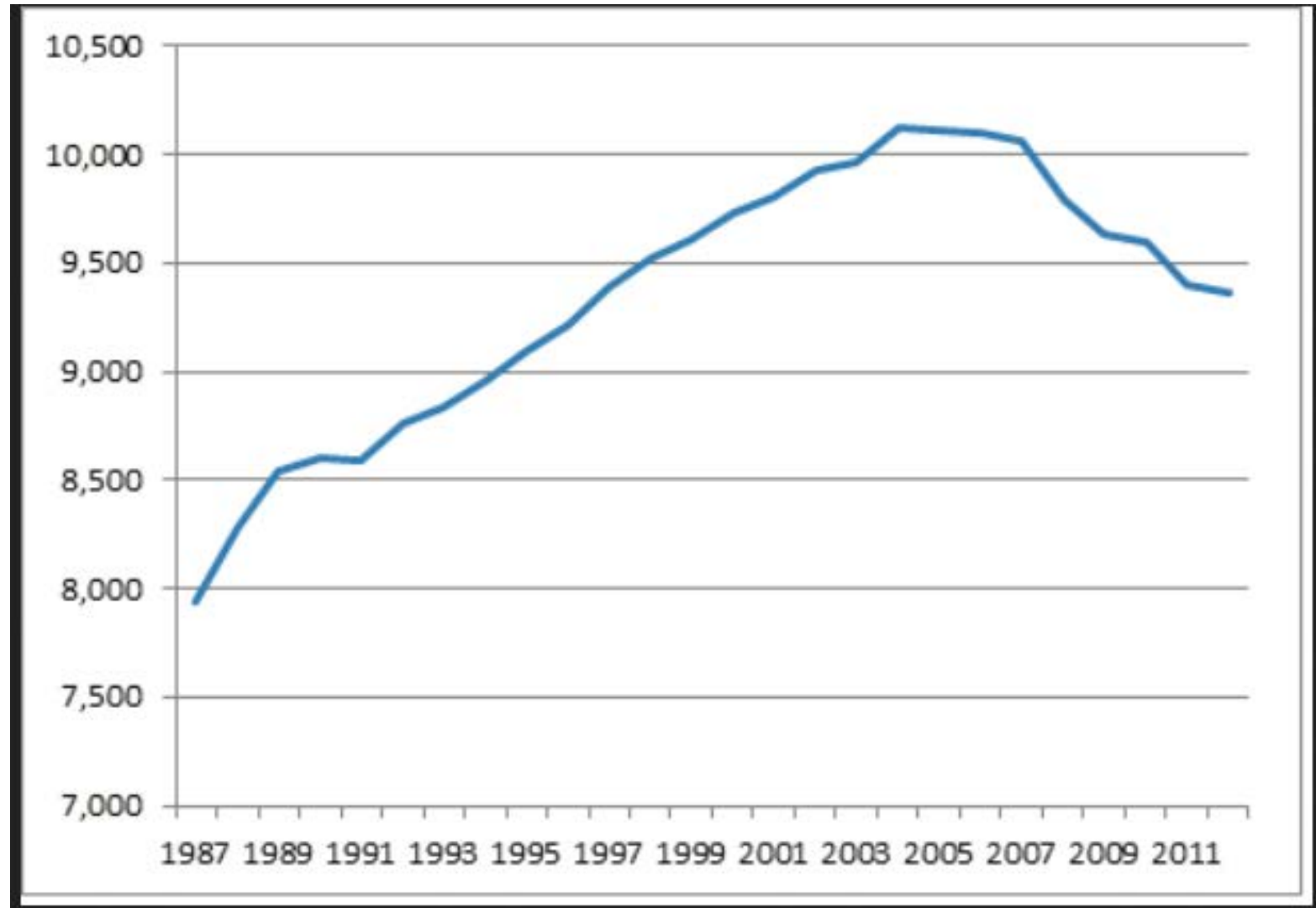
Educational and Institutional Assets



Existing Infrastructure is a Barrier



Vehicle-miles traveled per capita

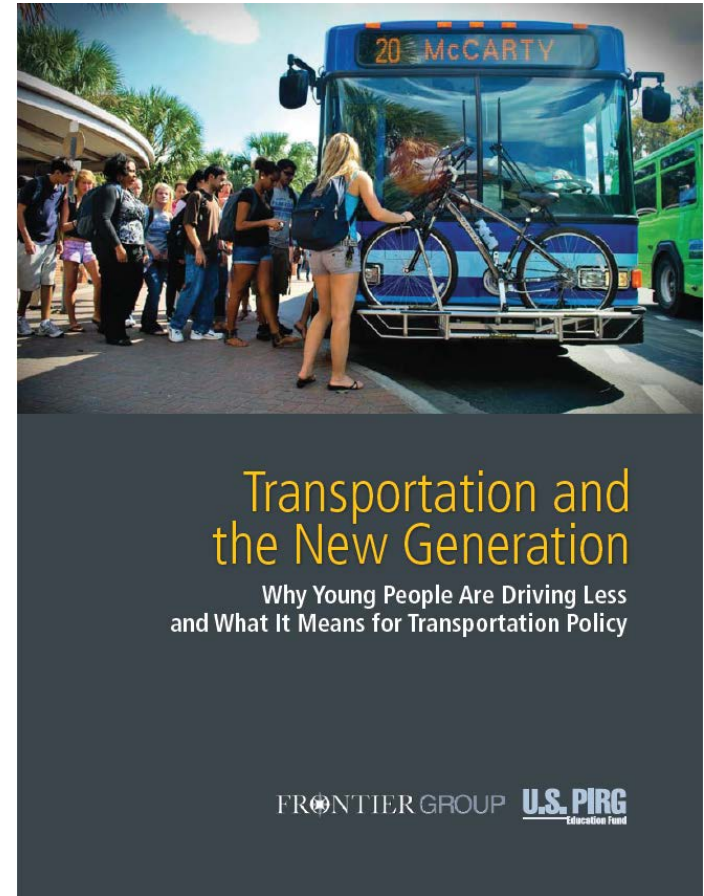


Demographics of Transportation

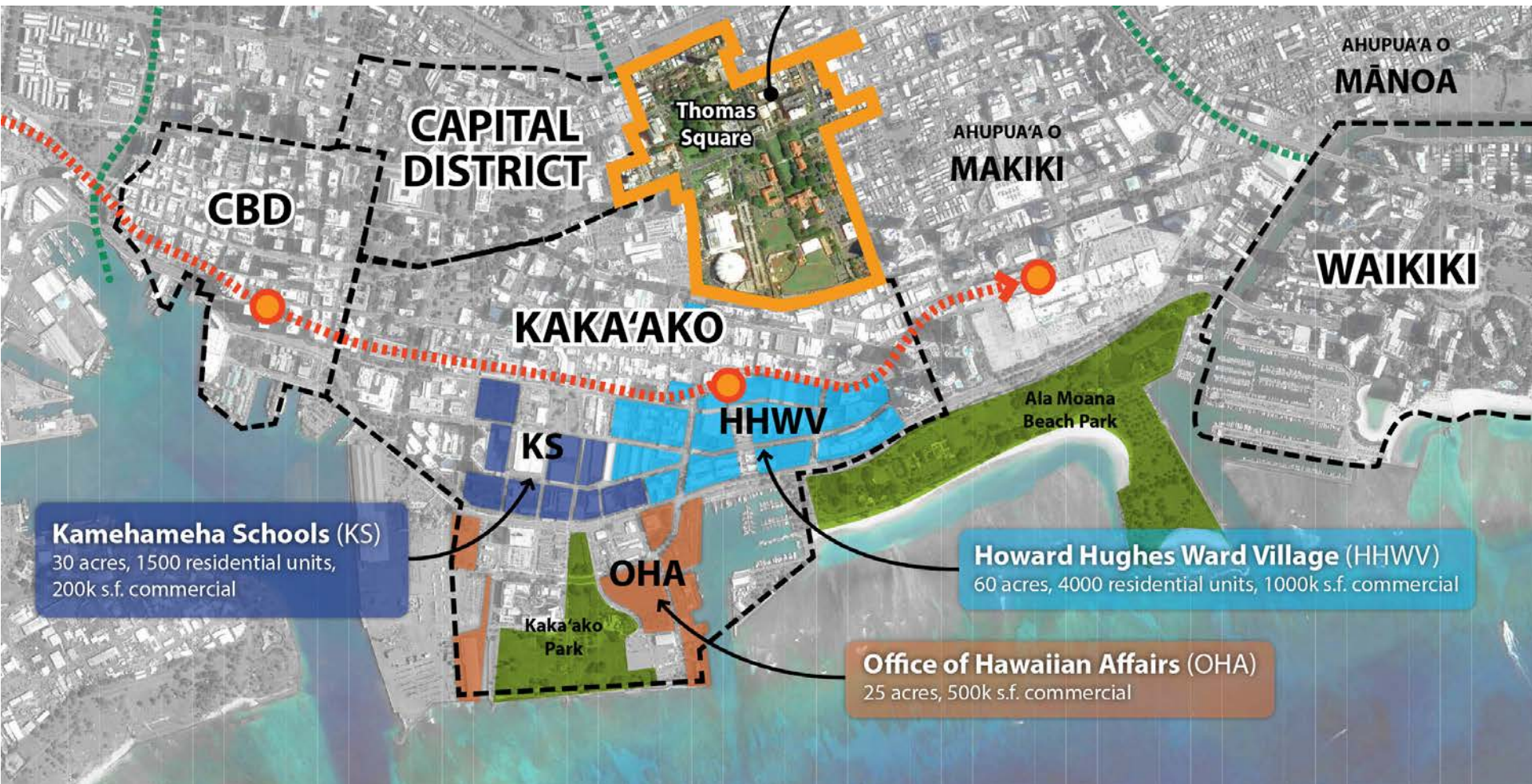


Some facts about 16-34 year olds:

- Between 2001 – 2009:
 - 24% more bike trips
 - 16% more walk trips
 - 40% more trips on public transit
- Trends not tied to economic recession
- Honolulu will launch bike share program and install cycle tracks

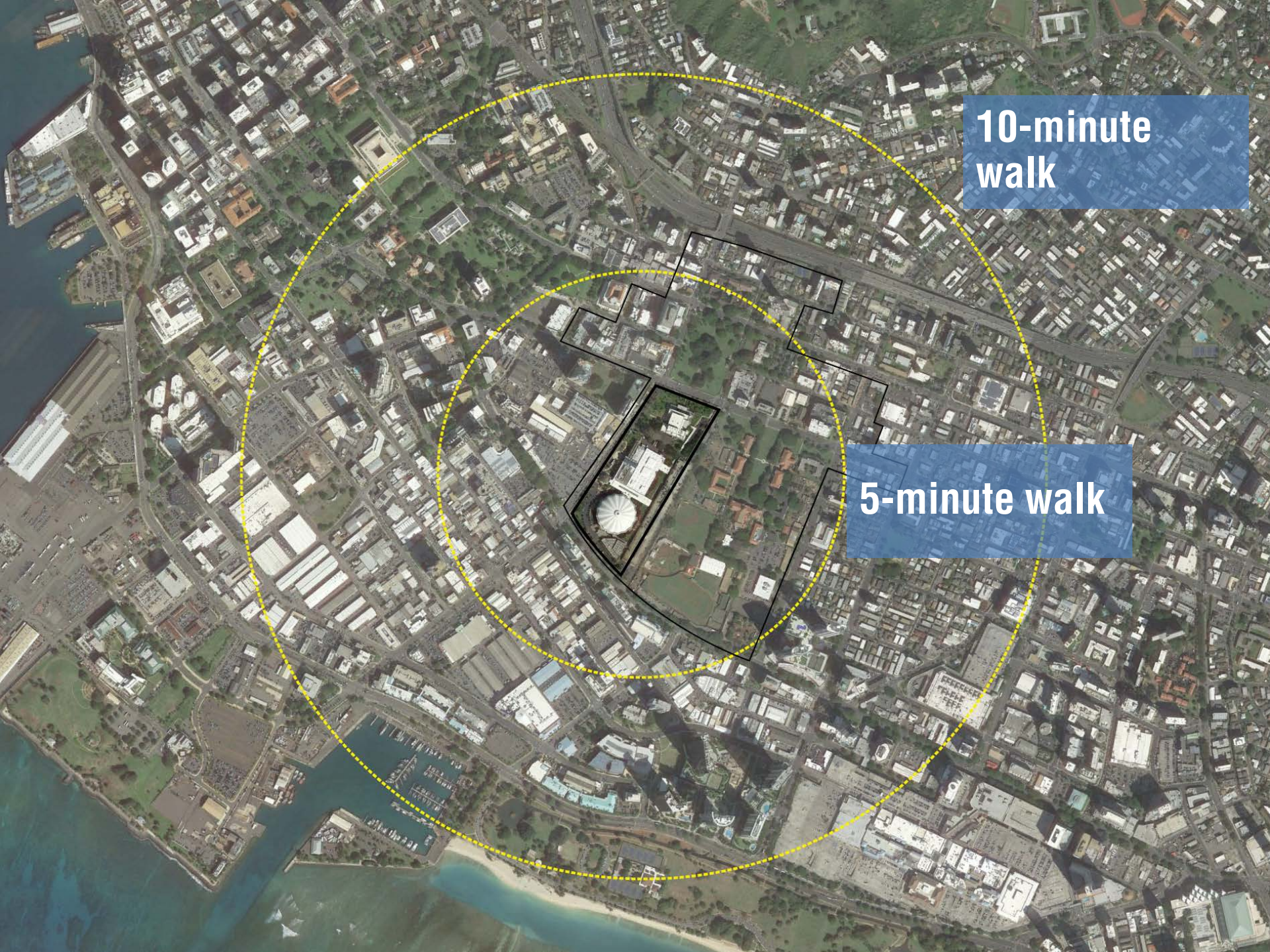


Transportation in Kaka'ako: Get ready for a sea change ...



Transportation in Kaka'ako: Get ready for a sea change ...

- Introduction of transit and bike share
- Influx of younger generation who are less inclined to drive
- Introduction of destinations where people want to be able to walk and bike



10-minute
walk

5-minute walk

Transportation Considerations

- Reintroduce street grid where possible
- Reduce crossing distances, re-purpose existing street space (needs traffic study)
- Improve sidewalks (widen, add landscape buffers)
- Introduce mid-block crossings to Thomas Square from Concert Hall, Art Museum and Art School
- Opportunities for slow streets & shared streets
- Creative parking solutions such as shared parking facilities between land uses
- Provide more protected bikeways (cycle tracks)
- Introduce bicycle-friendly features:
 - Bike share stations at major destinations
 - Bike corrals for on-street parking
 - Indoor bike storage in residential and commercial buildings







Mid-Block Museum Crossing to Park





District Opportunities

District Opportunities

- Investments in the District – residential and commercial
- New transportation options – two new transit systems
- Investments in cycle tracks
- World class Art Museum and Art School
- Proximity to other anchor institutions
 - McKinley High School
 - Medical facilities
- Thomas Park – rich history and opportunities to activate
- Proximity to Capital District/ability to draw tourism
- Area is already drawing community activity
- Rich history – natural and cultural

District Issues/Constraints



District Issues/Constraints

- Fragmentation
 - Wide streets with fast, noisy traffic act as a barrier
 - Thomas Square is enclosed by busy streets, landscaping, and is disconnected from surrounding uses
 - Inconsistent block pattern inhibits pedestrian activity and encourages faster traffic speed
 - Physical impediments between adjacent land uses (parking garage)

District Issues/Constraints



District Issues/Constraints

- Perception of safety
- Parking supply, management (on- and off-street)
- Lack of distinct identity as a District (e.g., flags, urban design elements)
- Some areas are visually unattractive
- Residential development boom causing development fatigue among stakeholders

McKinley High School



McKinley High School

- Opportunities for shared resources
 - High school for the arts
 - Faculty from the cultural district
 - Joint use of common art venues
- Expansion of the green area of the arts district
 - Integrating the school within the District, eliminating barriers
- Possibility of activating north side of Kapiolani Blvd.

Activating Thomas Square

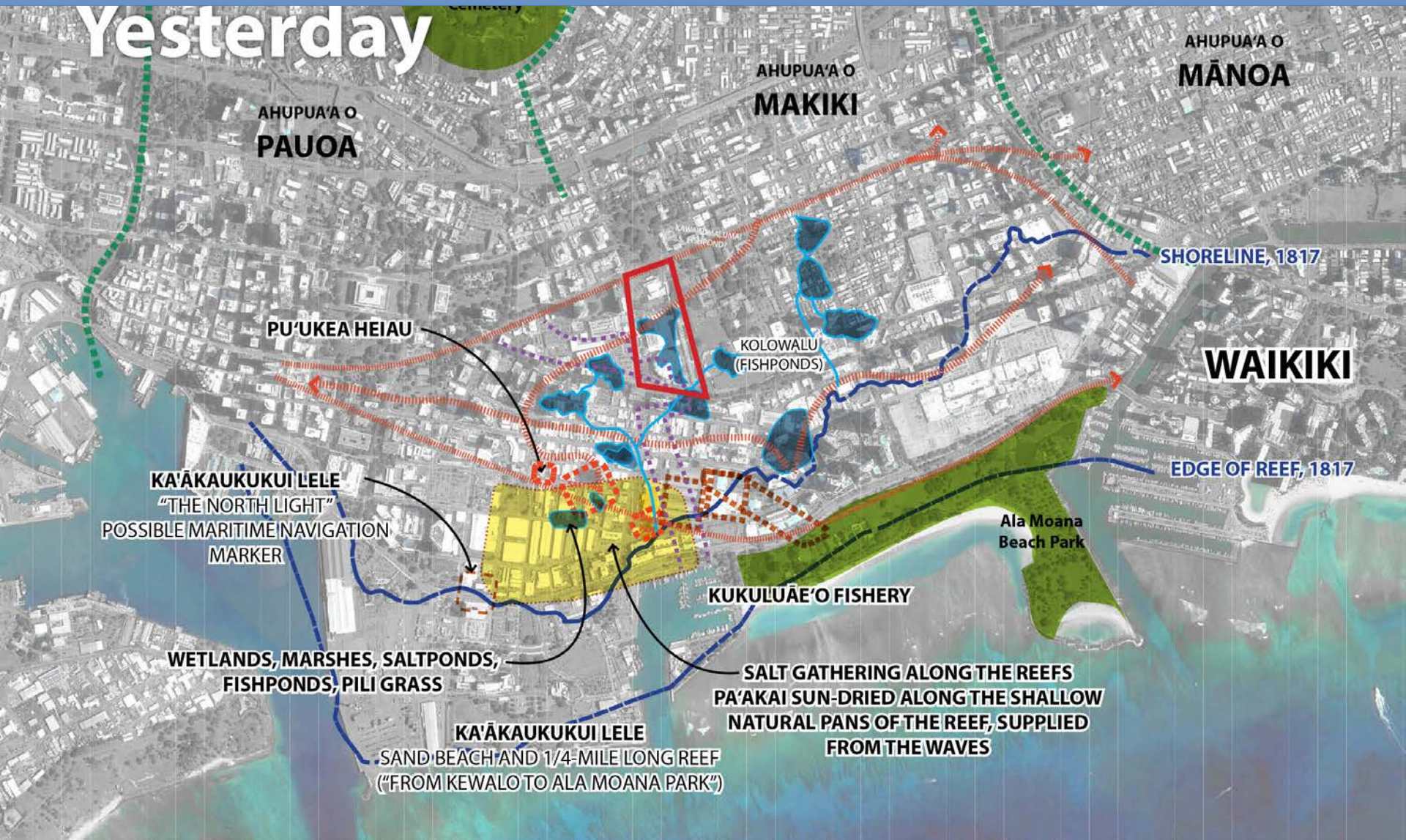


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Cultural Corridor



Cultural Corridor

- The Greater Kaka'ako area has served as a resource for the people of O'ahu for centuries
 - Salt production and aquaculture
 - Employment and opportunity
 - Cultural destinations and neighborhoods
- The Blaisdell Center is part of an evolving cultural district that serves the local community
- Weaving this district together enhances the local community, but also brands an opportunity for cultural tourism.



Mauka

Kula

Makai

Ahupua'a

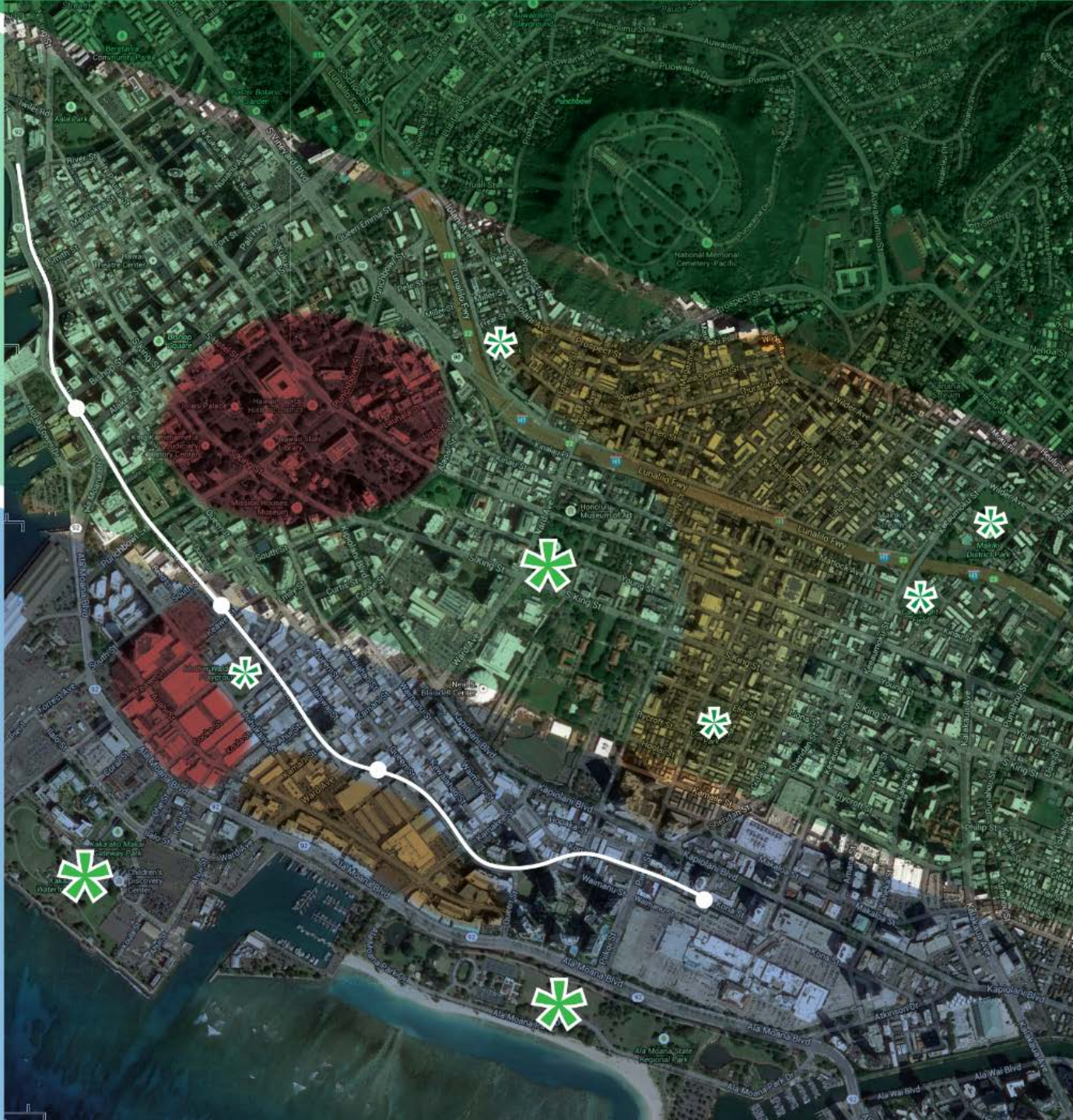
Traditional
organization of land
and community.

Ensured sustainable
and symbiotic
relationships.

Development Today

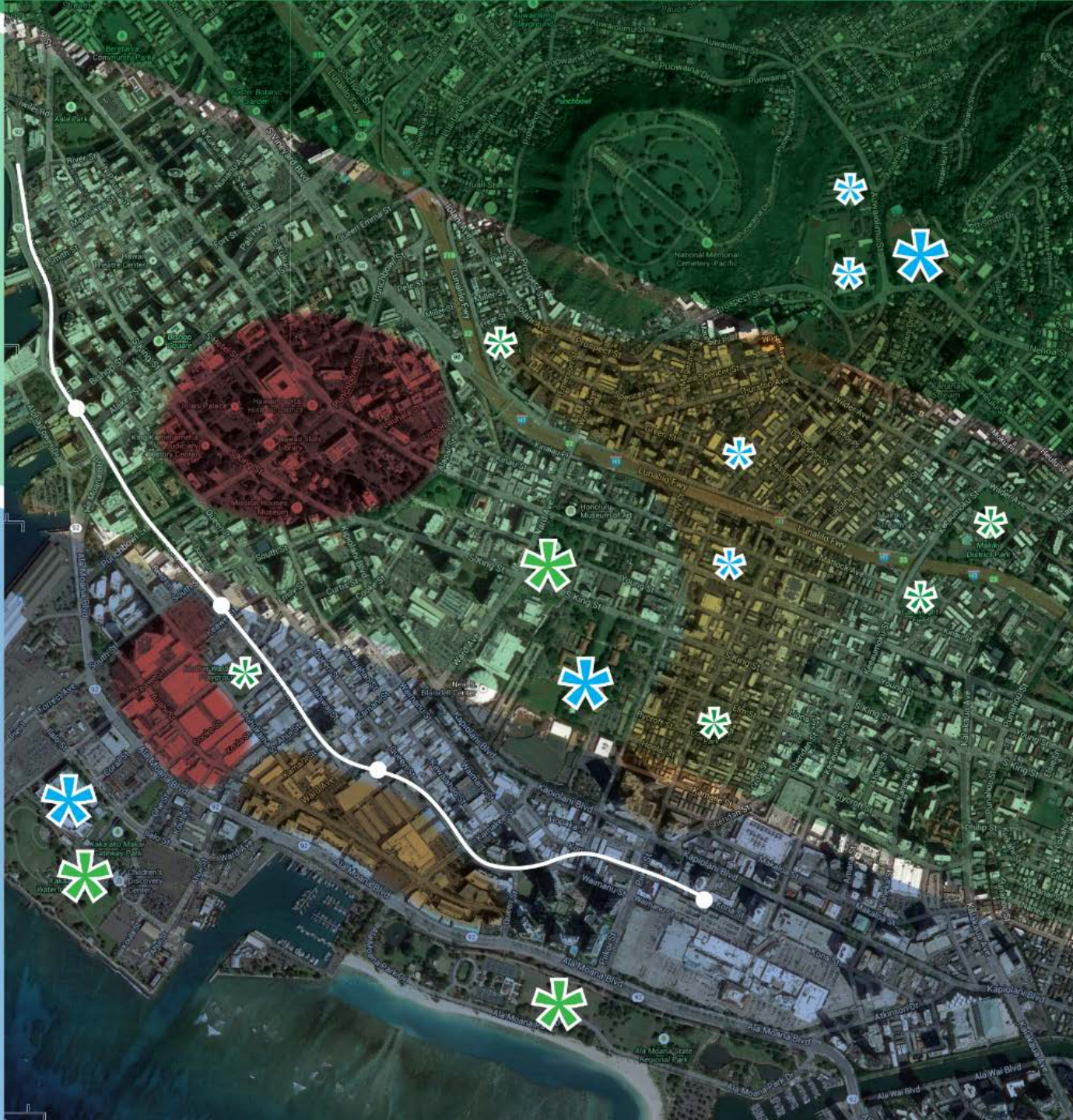


Parks + Open Space



Parks + Open Space

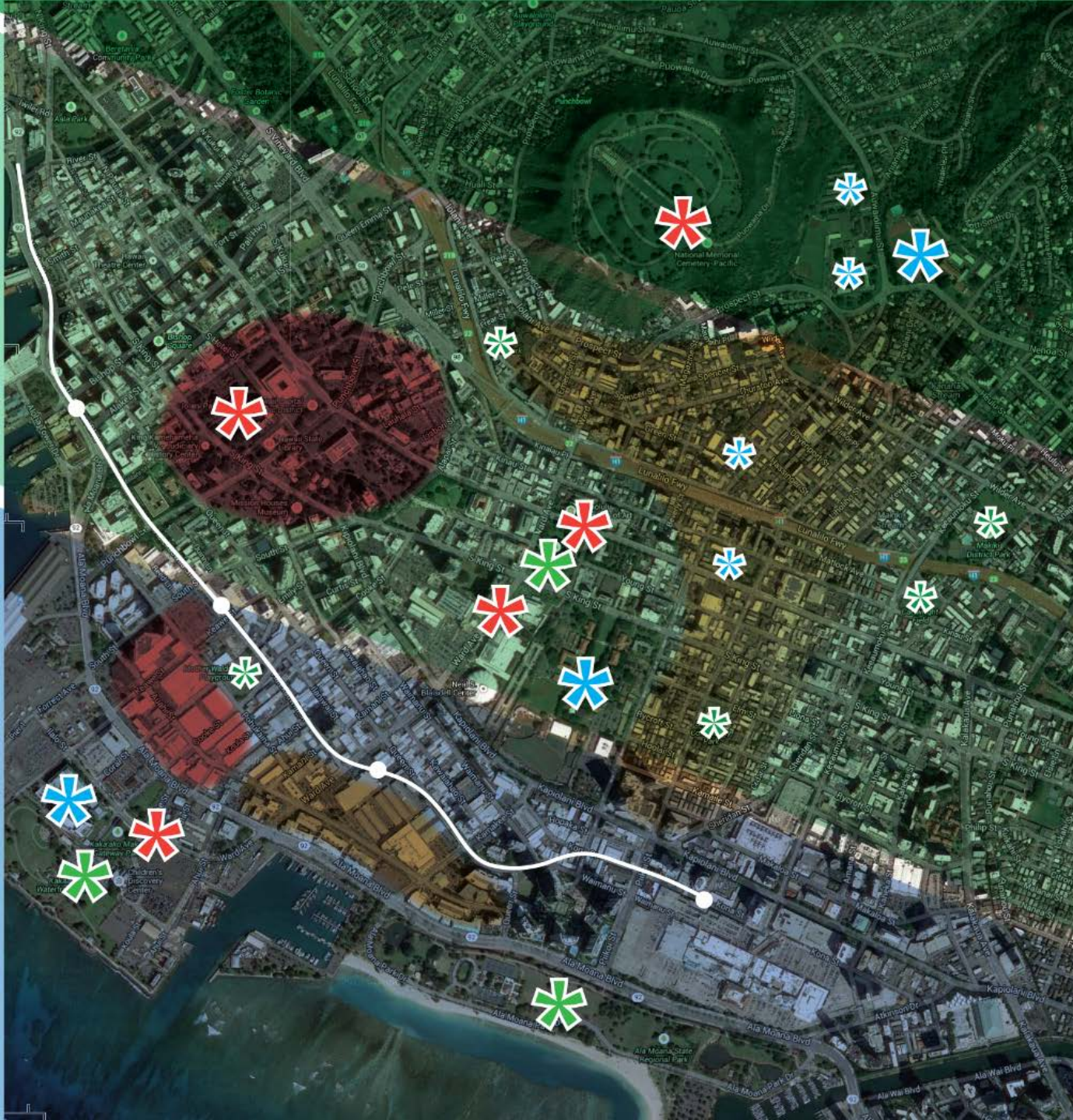
Education



Parks + Open Space

Education

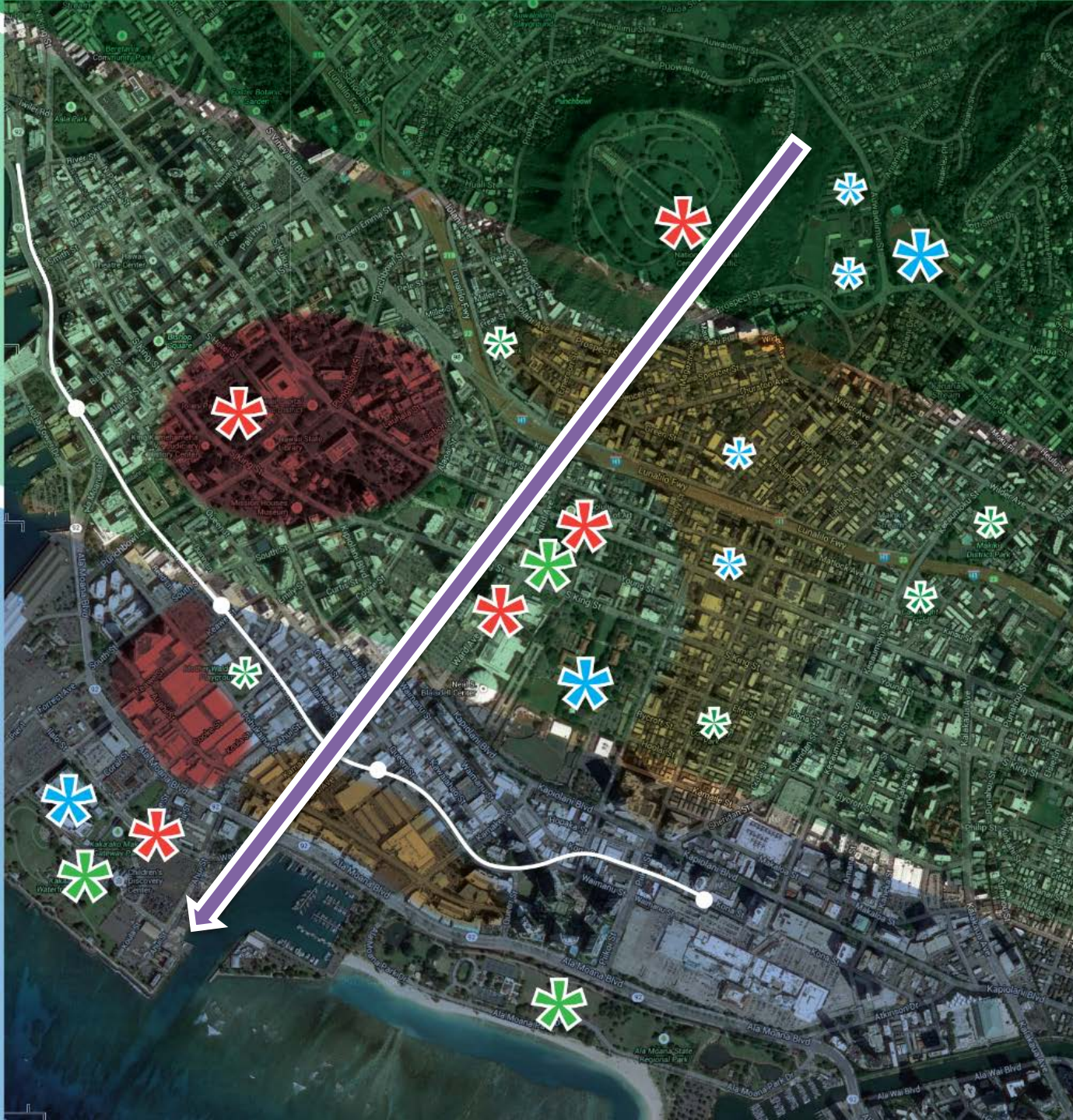
Cultural Destinations

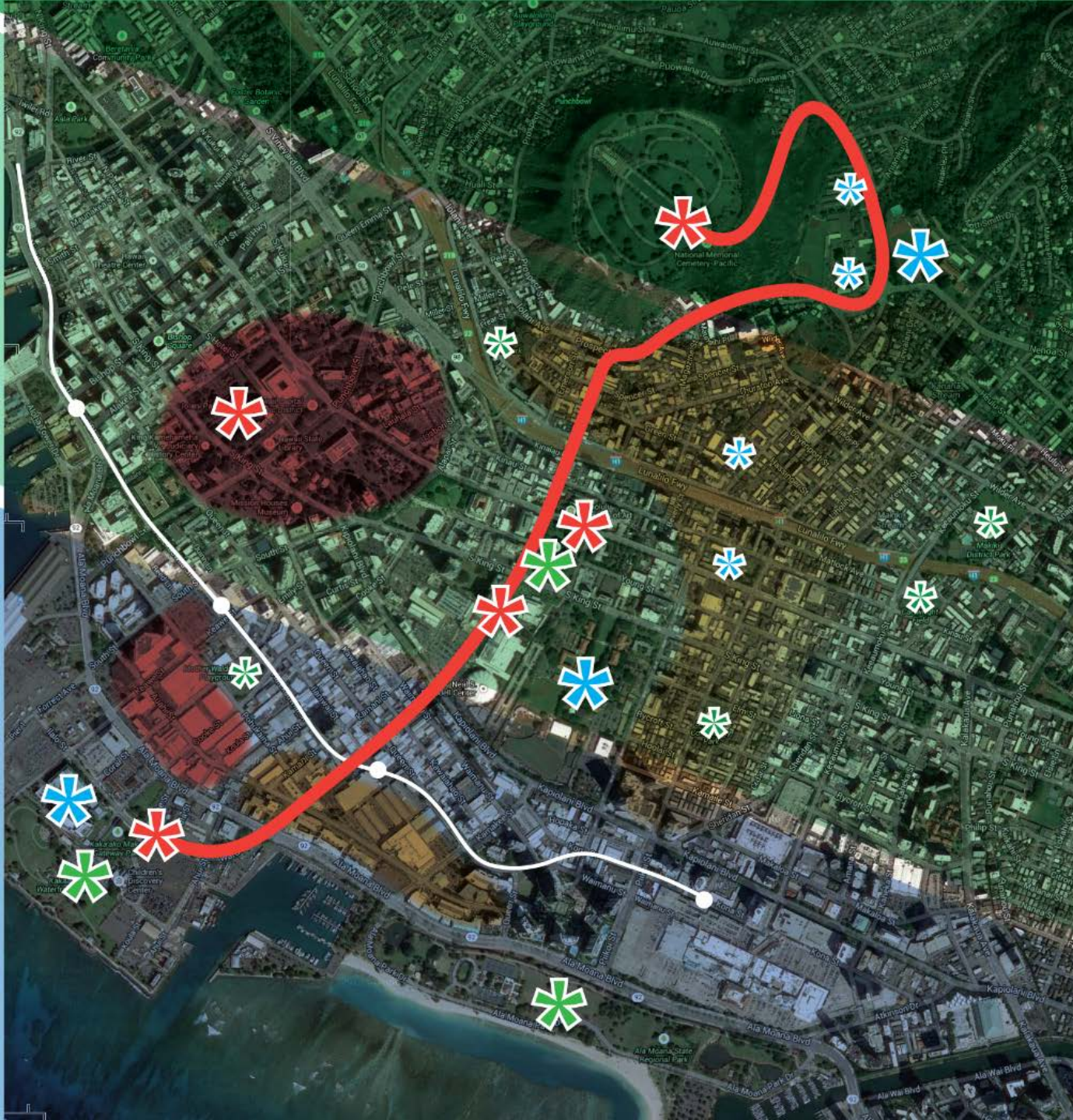


Parks + Open Space

Education

Cultural Destinations





Parks + Open Space

Education

Cultural Destinations

**Mauka-Makai
Cultural Trail**

A “yellow-brick road” that connects an authentic Hawaiian cultural district.

A destination unto itself that is lined with public art and designed to celebrate the aquaculture heritage of the area.



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Key Takeaways

- You have the bones for a successful culture and arts district, but it needs work and TLC to succeed
- A community engagement process focused on values needs to drive the future of Blaisdell and define the identity of the Thomas Square District
- Mutually reinforcing strategies are needed at the site, district and corridor levels
- It is urgent to address short-term maintenance and financial issues at the three Blaisdell venues
- The goal should be short- and long-term financial sustainability

Homework

1. Begin the steps for civic innovation and change
2. Solicit stakeholders, city and state staff to comprise Thomas Square Culture and Arts District alliance, and identify leadership
3. Scope the short-term marketing and financial performance and analysis recommendations for the arena, concert hall and expo hall

Next check-in:

Rose Fellowship Retreat
Vancouver, April 8, 2014

Thank you to the following people; their assistance was essential to the panel's work:

Debbie Akau, Downtown Capital, LLC | Henry Akina, Hawaii Opera | Andy Anderson | Jeff Arce, McNaughton Group | Hon. Della Au Bellati, State Representative | Ed Bourgeois, PA'I Foundation (ArtSpace) | Rob Centra, Howard Hughes Corp. | Anthony Ching, Hawaii Community Development Authority | Steven Colon, Hunt Companies, Inc. | Bruce Coppa, Office of Governor Neil Abercrombie | Simon Croskall, Hawaii Opera | Will Crowley, JN Automotive Group | Dave Cuthill, General Growth Properties | Chris Dacus, Mayor's Office | Rick Egged, Waikiki Improvement Association | Donald Eovino, Eovino & Associates | Mike Formby, Department of Transportation Services | Tracy Fukuda, Wilson Okamoto Corp | Rodney Funakoshi, Hawaii Office of Planning | John Furman, Department of Enterprise Services | Art Gladstone, Straub Clinic & Hospital | Francisco Gutierrez, General Growth Properties | Matty Hazelgrove, BAMP Project | Vince Hazen, Honolulu Museum of Art School | Brett Hill, Brett Hill Construction | Larry Hurst, Kakaako Neighborhood Board | Mitchell Imanaka, Imanaka Kudo & Fujimoto | Mary Kim Johnson, University of Hawaii School of Architecture | Doug Johnstone, Howard Hughes Corp. | Stephan Jost, Honolulu Museum of Art | Katie Kaanapu, Howard Hughes Corp. | Glen Kaneshige, Nordic PCL Construction, Inc. | Ken Kanter, Ballet Hawaii | Paul Kay, Kamehameha Schools | Misty Kela'i, Mayor's Office of Culture & Arts | Steve Kelly, Kapolei Properties LLC | Hon. Ann Kobayashi, City Council | Serge Krivatsy, Oliver McMillan, Pacific Rim | David Lanoue, Hawaii Pacific University | Mary Lewis, Department of Enterprise Services | Duncan MacNaughton, The MacNaughton Group | Cindy McMillan, Pacific Resource Partnership | Calvin Mann, Howard Hughes Corp. | Arnold Martines, Central Pacific Bank | Earl Matsukawa, Wilson Okamoto Corp | Michael Matsumoto, SSFM International | Bettina Mehnert, Architects Hawaii | Ralph Mesick, First Hawaiian Bank | Leslie Miasnik, Kakaako Improvement Association | Tom Moffat, Tom Moffat Productions | Megan Muramatsu, Department of Enterprise Services | Martin Nakasone, AECOM | Jennifer Nakayama, Hawaii Convention Center | Tim Newberry, Honolulu Authority for Rapid Transportation | Brad Nicolai, JN Automotive Group | Christian O'Connor, Kamehameha Schools | John Parkinson, Ballet Hawaii | Jonathan Parrish, Hawaii Symphony Orchestra | Race Randle, Howard Hughes Corp. | Harrison Rue, Department of Planning & Permitting | Hon. Scott Saiki, State Representative | Barbara Saito, Tom Moffat Productions | Gunner Schull, Cades Foundation | Mike Shibata, Stanford Carr Development | Ruth Silberstein, Department of Education | Ray Soon | Virginia Sosh, Department of Transportation Services | Oswald Stender, Hawaii Symphony Orchestra | David Striph, Howard Hughes Corp. | Steve Tabussi, First Insurance Company of Hawaii, Ltd. | Vicky Holt Takamine, PA'I Foundation (ArtSpace) | Neal Takamori, McKinley High School | Peter Tomozawa, Mayor's Office | Dean Uchida, SSFM International | Jesse Van Broder, Mayor's Office | Jared and JD Watumull, Watumull Properties, Corp. | Dave Wicker, Office of State Senator Donovan Dela Cruz | Janet Williams, Trade Show Promoter | Thomas Witten, PBR Hawaii | Adam Wong | Michael Wright | Michael Yee, Howard Hughes Corp. | Jan Yokota, REIT Management | Lisa Yoshihara, Honolulu Authority for Rapid Transportation