



YEARLY ACTIVITY PLAN (YAP)

DIVISION/ATTACHED AGENCY: HAWAII COMMUNITY DEVELOPMENT AUTHORITY

PROGRAM ID: BED150
DEVELOPMENT DISTRICT

PROGRAM NAME: KAKAAKO COMMUNITY

SOURCE OF FUNDING: A, C

I. PROGRAM PLANNING

Problem, issue or opportunity statement: Describe the problem(s), issue(s) and/or opportunity(ies) your program is attempting to respond to. Identify the participants (individuals, companies, industry sectors, etc.) engaged in this problem, issue and/or opportunity.

- **Infrastructure Development**

-State-of-the-art infrastructure is the 1st link in the innovation value chain. State has invested close to \$201 million in infrastructure improvement in Kakaako. The result has been over \$2 billion in private investment in Kakaako. Infrastructure development has made it possible to create a life sciences cluster in Kakaako makai, with the opening of the John A. Burns School of Medicine (JABSOM) and the Cancer Research Center of Hawaii and the Asia Pacific Research Center in various stages of planning.

-Infrastructure development has also caused some concerns for the Kakaako community, particularly for small businesses and owners of small land parcels in central Kakaako. Issues facing HCDA in the next few years will be how to implement infrastructure development projects in the mauka area and at the same create more economic opportunities for small businesses as well as small lot owners.

- **Urban Planning, Design, and Development**

-Better planning today creates “Better Communities for Tomorrow”. Development choices facing Honolulu are: allow for sub-urban sprawl or develop compact mixed-use urban centers where people can live, work, and play. With the revised Mauka Plan and Rules HCDA is poised to transform Kakaako into one of the most desirable urban community in Honolulu. With the new urban plan for Kakaako HCDA will be addressing some very fundamental issues with the “built environment” in Kakaako.

- **Housing**

-Housing is going to be a persistent issue in Honolulu for many years to come. HCDA, through its reserved housing program and in partnership with other State agencies such as HHFDC, has been instrumental in creating affordable housing in the urban core. In the past 30 years HCDA has created close to 1,400 affordable housing units in Kakaako. Coupled with its Infrastructure Development plan and the revised reserved housing requirements in the new Mauka Area Plan and Rules, HCDA can foster development of many more affordable housing units in Kakaako.

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- **Community Outreach**

-As redevelopment continues in Kakaako, community outreach will become increasingly important. Particularly, development in Kakaako makai has become a serious community concern. Also, community opposition from additional infrastructure improvements in the mauka area is increasing.

- **Asset Management**

-As HCDA plans for the future, management and operation of assets such as the Kewalo Basin harbor will become very important. There are many opportunities available in managing the assets HCDA has in Kaaako.

Need and partners: Specify the need for government intervention. Provide supporting evidence. Identify any partners you will be working with to address the problem, issue and/or opportunity.

Redevelopment of Kaaako has been possible only because of government intervention. Infrastructure improvement projects are capital intensive and the private sector developers are not able to invest the kind of capital required for infrastructure improvements. Without the infrastructure improvements, redevelopment wouldn't occur. HCDA has invested over \$201 million in infrastructure improvement projects in Kakaako. The result has been over \$2 billion investment from the private sector in the area.

Partners HCDA needs to work with:

1. Legislature
2. Administration
3. Private developers and Kakaako Land Owners
4. University of Hawaii
5. Community Leaders

Desired results (outputs, outcomes and impacts): Identify desired results, what success will look like, by describing what you expect to achieve near (0-2 years) and long-term (2-6 years).

- Near-term results
 - Job creation
 - Increased economic activity
 - Energy efficiency
 - Community support for near term projects
 - Reserved housing units
 - Better, efficient planning tool
- Long-term results
 - Increased development potential
 - Better, improved infrastructure
 - More parks, public spaces and amenities

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Sustained economic growth
Better urban environment
Energy Conservation
Creation of a planning knowledge base
Leverage for producing reserved housing
Extensive public facilities
Larger pool of reserved housing
Sustained community support for HCDA plans and projects

Influential Factors: List the factors you believe will influence your ability to impact the problem or opportunity. (Things that support success and barriers to success.)

Political/Legislative support
Community support
Administration/HCDA board support
Funding
The economy

Strategies: List the general successful strategies or “best practices” that have helped other programs achieve the kind of results your program promises.

Some of the general strategies and “best practices” used by similar redevelopment agencies are:

- Build and retain political/legislative support
- Involve community in planning and development process
- Invest in infrastructure improvements
- Create economic incentive through “progressive” plans and rules
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To a large extent HCDA has followed the “best practices” for the last 30 years. The results have been:

- Over \$200 million invested in infrastructure improvements
- Over \$2 billion investment from private sector development
- Development of 1400 reserved housing units
- Development of parks, parking, and other public amenities

Assumptions: State the assumptions behind *how* and *why* the change strategies you have identified will work.

- Activities, outcomes, and outputs are part of HCDA’s strategic goals
- Legislature, Administration, and the Board support the program and provide funding
- Community participates in planning most of the proposed activities and supports the projects

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II. PROGRAM IMPLEMENTATION

Resources:	Describe the resources or influential factors available to support your program.
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- Funding
- Staff and Consultants
- Some community and political support
- Activities are supported by HCDA board

Activities:	Describe each of the activities you plan to conduct within your program.
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- 1) Plan and Implement Improvement District projects (Infrastructure Improvements).
- 2) Plan and Rules revisions.
- 3) Community Outreach.
- 4) Land acquisition and reserved housing buy-back funding program.
- 5) Spatial Database System for Kakaako.
- 6) Asset Management

Outputs:	For each program activity, identify what outputs you aim to produce.
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- 1) **Plan and Implement Improvement District projects (Infrastructure Improvements).**
 - Kakaako Makai District Parking Garage
 - Forrest Avenue Improvements
 - Keawe Street Realignment
 - Kewalo Basin Improvements

- 2) **Plan and Rules revisions.**
 - Supplemental Environmental Impact Statement (SEIS) for proposed Mauka Area Plan and Rules
 - New Mauka Area Plan and Rules
 - New Reserved Housing Program and Rules

- 3) **Community Outreach**
 - Kakaako Makai Advisory Working Group
 - SEIS community meetings
 - Mauka Area Plan and Rules community meetings
 - Reserved Housing Rules community meetings
 - Improvement District projects community meetings
 - Public Hearings
 - HCDA Webpage

- 4) **Land acquisition and reserved housing buy-back funding program.**
 - HCDA control of land in Kakaako Mauka area
 - Additional units in the reserved housing pool

- 5) **Spatial Database System for Kakaako.**
 - Geographic Information System (GIS)

Note: This form was created using the W. K. Kellogg Foundation Logic Model Development Guide, January 2004.

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6) Asset Management

- Public parking
- Short term leases
- Environmental clean up of He'eia
- Kewalo Basin Management

Outcomes:	Identify the short-term (0-2 years) and long-term (2-6 years) outcomes you expect to achieve.
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1) Plan and Implement Improvement District projects (Infrastructure Improvements):

- Short-term
 - Job creation
 - Increased economic activity
- Long-term
 - Increased development potential
 - Better, improved infrastructure
 - More parks, public spaces and amenities
 - Sustained economic growth

2) Plan and Rules revisions

- Short-term
 - Increased economic activity
 - Job creation
 - Energy efficiency
- Long-term
 - Better urban environment
 - Increased development potential
 - Energy Conservation

3) Community Outreach

- Short-term
 - Community support for near term projects
 - Vision, guiding principles, and next steps for Kakaako Makai
- Long-term
 - Sustained community support for HCDA plans and projects

4) Land acquisition and reserved housing buy-back funding program.

- Short-term
 - Reserved housing units
- Long-term
 - Leverage for producing reserved housing
 - Expanded public facilities
 - Larger pool of reserved housing

5) Spatial Database System for Kakaako.

- Short-term
 - Better, efficient planning tool

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- Long-term
 Creation of a planning knowledge base

6) Asset Management

- Short-term
 - Better property management
 - Better income stream
 - Economic stimulation
 - Energy efficiency
- Long-term
 - Better property management
 - Financial self sufficiency
 - Energy conservation
 - Economic growth

Impact:	Describe the lasting impact you anticipate.
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Undertaking the Activities listed above will lead to the following changes in the longer-term

- Sustained economic growth
- Increased development potential
- Better, improved infrastructure
- Better urban environment
- Energy conservation
- Sustained Community support
- Larger pool of reserved housing units
- Extensive public facilities

III. PROGRAM EVALUATION

Focus Area:	From your program logic model, list the components of the most important aspects of your program.
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- Increased development potential
- Better urban environment
- Energy Conservation
- Reserved housing
- Community support
- Sustained economic growth

Audience:	Identify the key audiences for each focus area. Who has an interest in your program?
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Kakaako businesses and landowners
 University of Hawaii
 Elected Officials
 State and County Government
 Real Estate Developers and

Questions:	For each focus area and audience, list the questions they may have about your program.
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Why is HCDA revising the Mauka Area Plan and Rules?
 Why can't Kakaako remain the same? We don't need changes here.
 What is needed is parking, why doesn't HCDA provide free parking?
 Why do I have to pay for improvement district that doesn't benefit me?
 Why do we have to work within HCDA parameters?
 Why can't HCDA work with the community?
 Why is the community opposing HCDA projects?
 Why does HCDA insist on reserved housing?
 Why are the rules so complicated?

Information Use:	For each audience and question you have identified, identify the ways you will use the evaluation information.
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To understand specific community concerns and identify issues.
 To provided clarity in plans and rules.
 To address the issues raised by the community.
 To build working relationship with the elected officials as well as the community

Indicators:	Describe what information can be collected that would convey the status of your program.
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Level of community support
 Legislative funding
 Development/Building permits for projects in Kakaako
 Number of reserved housing units
 Amount of property and sales tax collected with in Kakaako

IV. THREE STRETCH GOALS FOR 2008

Please identify three stretch goals for FY08:

1. Start four Infrastructure/Public Facility Projects
 - Makai Area District parking Garage
 - Forrest Avenue Improvements
 - Keawe Street Realignment
 - Kewalo Basin Improvements

2. Increase Reserved Housing

3. Complete the visioning phase of the Makai Area Advisory Working Group

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VI. ALIGNMENT

How is your program linked to DBEDT's six strategic objectives?

- Workforce Housing And Development Of The Core Urban Areas
- Workforce Development
- "Energy For Tomorrow"
- Export Of Goods And Services
- The Creation Of An "Innovation Infrastructure"
- Improve Hawaii's Small Business Environment.

If your program is not linked to any of the six objectives, explain why it is still important.

