

YEARLY ACTIVITY PLAN (YAP) - FB '09 – FY11

Division/Attached Agency: HAWAII COMMUNITY DEVELOPMENT AUTHORITY

Program Name: KAKAAKO COMMUNITY DEVELOPMENT DISTRICT

Program ID: BED150

I. PROGRAM PLANNING

Problem, issue or opportunity statement: Describe the problem, issue and/or opportunity your program is attempting to respond to.

- **Infrastructure Development**

-State-of-the-art infrastructure is the 1st link in the innovation value chain. State has invested close to \$200 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, Regional Biosafety Laboratory, 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.
- **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

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harbor will become very important. There are many opportunities available in managing the assets HCDA has in Kakaako.

Need and partners: Provide quantitative evidence to show the scope and nature of the problem or opportunity you are working on. Identify partners you will be working with to address the problem, issue and/or opportunity. Describe why government should be part of the solution.

Redevelopment of Kakaako 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): What will success look like? Describe what you expect to achieve in the short-term (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
 - 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

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Influential Factors: List the factors you believe will support or hinder your ability to impact the problem or opportunity.

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

Strategies: List the “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. Use ‘if - then’ statements, i.e. “if _____ then _____ happens.”

- If the activities, outcomes, and outputs are part of HCDA’s strategic goals then implementation will happen.
- If Legislature, Administration, and the Board support the program and provide funding then implementation will happen.
- If the community participates in planning most of the proposed activities and supports the projects then community support will occur.

II. PROGRAM IMPLEMENTATION

Resources: Describe the resources available to support your program.

- Funding

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- 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.

- 1) Planning Projects.
- 2) Improvement District Projects (Infrastructure Improvements).
- 3) Public Facilities Projects.
- 4) Community Outreach.
- 5) Asset Management

Outputs: For each program activity, identify what outputs you aim to produce.

1) Planning Projects

- Supplemental Environmental Impact Statement (SEIS) for proposed Mauka Area Plan and Rules
- New Mauka Area Plan and Rules
- New Reserved Housing Program and Rules
- Kakaako Makai Master Planning
- District wide Parking Facility for Kakaako Makai

2) Improvement District projects (Infrastructure Improvements)

- Repair of Box Culvert Drainage System in Kakaako Makai
- Traffic Signal at the Intersection of Queen & Kamakee Streets
- Environmental remediation and Interim Parking in Kakaako Makai
- Kewalo Basin Harbor Improvements

3) Public Facilities Projects

- Mother Waldron Playground
- Queen Street Park
- Waterfront, Gateway, and Kewalo Basin Parks

4) 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

5) Asset Management

- Public parking
- Short term leases

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- Environmental cleanup 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.

1) Planning Projects

- Short-term
 - Increased economic activity (close to \$2,300,000 budgeted for consulting work)
 - Job creation (will help maintain at least 5 planning and business consulting jobs)
 - Energy efficiency
- Long-term
 - Better urban environment
 - Increased development potential (assists development of life science projects in Kakaako)
 - Energy Conservation

2) Improvement District projects (Infrastructure Improvements):

- Short-term
 - Job creation (expected to create or maintain at least 200 construction related jobs)
 - Increased economic activity (injects approximately to \$28 million in the economy)
- Long-term
 - Increased development potential
 - Better, improved infrastructure
 - More parks, public spaces and amenities
 - Sustained economic growth

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) 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

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Impact: Describe the lasting impact you anticipate.

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

Indicators: Describe what SMART ('specific; measurable; action-oriented; realistic; and timed') indicators can be collected that would convey the status of your program.

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 within Kakaako

IV. ALIGNMENT

Is your program linked to DBEDT's nine strategic objectives?		
1.	X	Hawaii Five Point Economic Plan
2.		Hawai'i Clean Energy Initiative
3.		Hawai'i Innovation Initiative
4.		Global Links
5.		Economic research and data analysis
6.		Hawai'i Open for Business

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

