State of Hawaii
Strategic Plan
for
Transit-Oriented Development

Hawaii Interagency Council
for Transit-Oriented Development

Prepared Pursuant to Act 130, Session Laws of Hawaii 2016 by
Office of Planning
And
Hawaii Housing Finance and Development Corporation
Department of Business, Economic Development and Tourism
State of Hawaii

DRAFT
October 2017
Table of Contents

EXECUTIVE SUMMARY

1 INTRODUCTION: A Framework for State Investments in Livable Communities .............................................. 1-1
  1.1 Introduction ..................................................................................................................................... 1-1
  1.2 Precedents to the TOD Council ........................................................................................................ 1-2
  1.3 TOD Council Perspectives on TOD and TRD ..................................................................................... 1-4
  1.4 A State Vision for TOD and Directed Growth ................................................................................... 1-4
  1.5 Key Principles for State Investments in Livable Communities ......................................................... 1-5
  1.6 Opportunities for TOD/TRD in Promoting Smart Growth and Livable Communities .................... 1-11
  1.7 Purpose and Structure of the Plan ................................................................................................. 1-11

2 State TOD/TRD Implementation and Investment Strategy ........................................................................... 2-1
  2.1 Introduction ..................................................................................................................................... 2-1
  2.2 Opportunities for TOD/TRD Statewide ............................................................................................ 2-1
  2.3 Strategy Components ....................................................................................................................... 2-1
  2.4 Plan Implementation and Investment Timelines ............................................................................. 2-4
  2.5 TOD Project Timeline ....................................................................................................................... 2-6

3 State TOD/TRD Opportunities in each County
  3.1 State TOD and Investment Opportunities along Oahu’s Rail Corridor ............................................. 3.1-1
  3.1.1 Introduction ........................................................................................................................... 3.1-1
  3.1.2 TOD Groundwork for State TOD Projects .............................................................................. 3.1-1
  3.1.3 Corridor-wide Potential and Issues ........................................................................................ 3.1-2
  3.1.4 Collaboration in TOD Priority Areas ....................................................................................... 3.1-4
  3.1.5 Priority Projects by Station Area ............................................................................................ 3.1-8
  3.1.6 Implementation of State TOD on Oahu ............................................................................... 3.1-23
  3.2 City and County of Honolulu TOD Opportunities and Investment Priorities ................................ 3.2-1
  3.2.1 Introduction ........................................................................................................................... 3.2-1
  3.2.2 City Initiatives in Support of TOD ........................................................................................... 3.2-1
  3.2.3 Opportunities for TOD Collaboration ..................................................................................... 3.2-4
  3.2.4 City Priorities TOD Projects .................................................................................................... 3.2-5
  3.2.5 Infrastructure and Regional Needs ........................................................................................ 3.2-11
  3.2.6 Implementation of City TOD Initiatives and Projects........................................................... 3.2-15
  3.3 Kauai County Transit-Ready/Smart Growth Opportunities and Initiatives. ................................. 3.3-1
  3.3.1 County Initiatives Supporting TRD ......................................................................................... 3.3-1
  3.3.2 Opportunities for TRD and Smart Growth Collaboration ........................................................ 3.3-5
  3.3.3 Identified/Priority Projects ........................................................................................................ 3.3-7
  3.3.4 Infrastructure and Regional Needs ........................................................................................ 3.3-9
  3.3.5 Implementation of Kauai County TRD Initiatives and Projects............................................ 3.3-10
3.4 Hawaii County Transit-Ready/Smart Growth Opportunities and Initiatives ........................................ 3.4-1
   3.4.1 County Initiatives Supporting TOD ......................................................................................... 3.4-1
   3.4.2 Opportunities for TRD and Smart Growth Collaboration ...................................................... 3.4-2
   3.4.3 Hawaii County Priority Projects ............................................................................................. 3.4-6
   3.4.4 Implementation of Hawaii County TRD Initiatives and Projects .............................................. 3.4-11

3.5 Maui County Transit-Ready/Smart Growth Opportunities and Initiatives ........................................ 3.5-1
   3.5.1 County Initiatives Supporting TOD ......................................................................................... 3.5-1
   3.5.2 Opportunities for TRD and Smart Growth Collaboration ...................................................... 3.5-3
   3.5.3 Maui County Priority Projects ................................................................................................ 3.5-4
   3.5.4 Infrastructure and Regional Needs ........................................................................................ 3.5-8
   3.5.5 Implementation of Maui County TOD Initiatives and Projects .............................................. 3.5-9

4 TOD Investment Tools ............................................................................................................................. 4-1
   4.1 The TOD ‘Toolbox’ ........................................................................................................................ 4-1
   4.2 Debt ............................................................................................................................................... 4-1
   4.3 Equity .......................................................................................................................................... 4-2
      4.3.1 Public-Private Partnerships .................................................................................................... 4-2
      4.3.2 Joint Development and Development Agreements ............................................................ 4-4
   4.4 Value Capture ................................................................................................................................ 4-4
      4.4.1 Community Facilities District ............................................................................................... 4-5
      4.4.2 Tax Increment Financing ...................................................................................................... 4-6
   4.5 Improving the Toolbox .................................................................................................................... 4-7

5 State TOD/TRD Implementation and Investment Strategy: Fiscal Biennium/Near-Term Actions ........... 5-1
   5.1 Introduction .................................................................................................................................. 5-1
   5.2 Strategy Components 1 and 2: State Implementation of TOD Projects and Investments .............. 5-1
   5.3 Strategy Component 3: Development of TOD Policies and Program Tools ................................... 5-3
   5.4 Strategy Component 4: TOD Program Support and Administration ........................................... 5-4
   5.5 TOD Projects and Initiatives: FY19-23 .......................................................................................... 5-6

APPENDICES

Appendix A. TOD/TRD Project Fact Sheets
Appendix B. Criteria for Review of TOD CIP Requests
Executive Summary
1 Introduction: A Framework for State Investments in Livable Communities

1.1 Introduction

Pursuant to Act 130, SLH 2016 (§ 226-63, Hawaii Revised Statutes (HRS)), the State Transit-Oriented Development (TOD) Strategic Plan is required to guide the planning and implementation of TOD projects on State lands. Act 130 established the Hawaii Interagency Council for Transit-Oriented Development (TOD Council) to coordinate and facilitate State agency TOD planning and collaboration between the State and the counties on TOD initiatives. A primary responsibility of the TOD Council is to:

(2) Formulate and advise the Governor on the implementation of a strategic plan to address transit-oriented development projects, including mixed use and affordable and rental housing projects, on State lands in each county...” (§ 226-63(b)(2), HRS)

The focus of the TOD Council is on the promotion of mixed uses, affordable and rental housing, and compact, pedestrian friendly developments in designated transit areas. As the largest landowner along the 20-mile corridor of the Honolulu Rail Transit Project, the State has a unique opportunity to enhance Oahu’s urban environment by applying smart growth and TOD principles to revitalize neighborhoods, increase affordable housing, and improve accessibility to public facilities and services.

On the Neighbor Islands, similar smart growth and TOD principles can be applied effectively in the provision of State facilities and services to encourage quality growth and vibrant mixed-use neighborhoods in urban or rural centers. This is herein referred to as Transit-Ready Development (TRD), which supports transit in rural settings with sufficient density and walkability in a plan that considers the location and right-of-way for potential transit.

1.1.1 Act 130, Session Laws of Hawaii 2016

On June 29, 2016, Governor David Ige signed into law Act 130, Session Laws of Hawaii, (SLH) 2016 (Senate Bill 3077, SD1, HD1, CD1), codified in §§ 226-63, 226-64 and 225M-2(b)(10), HRS. Act 130, SLH 2016 amends Hawaii Revised Statutes (HRS) Chapter 226, the Hawaii State Planning Act or Hawaii State Plan, to add two new sections to Part II of the Hawaii State Plan. The first amendment establishes an advisory council for TOD within the Department of Business, Economic Development and Tourism to coordinate effective and efficient TOD planning statewide. The second amendment designates the Office of Planning (OP) as the lead agency to coordinate and advance smart growth and TOD planning in the State.

1.1.1.1 Hawaii Interagency Council for Transit-Oriented Development (TOD Council)

The TOD Council was established by Act 130, Session Laws of Hawaii 2016, to serve as an advisory body to coordinate and facilitate State agency transit-oriented development (TOD), and to facilitate consultation and collaboration between the State and the counties on TOD initiatives. The TOD Council is comprised primarily of State agencies, and includes representatives from the four counties, State Senate, State House of Representatives, and the business, housing, and development communities.

The TOD Council is intended to coordinate and facilitate State agency TOD planning, and to facilitate consultation and collaboration between the State and the counties on smart growth and TOD initiatives.
The TOD Council’s primary responsibilities are to:

1. Develop and implement a State strategic plan for TOD, including mixed-use and affordable and rental housing projects;
2. Facilitate funding for TOD programs, including affordable and rental housing projects, on state lands;
3. Monitor TOD implementation and recommend needed policy and statutory changes; and
4. Review all Capital Improvement Project (CIP) requests to the Legislature for TOD projects on State lands.

The TOD Council is comprised of 25 representatives from State and county governments and the community and is co-chaired by the directors of the Office of Planning and the Hawaii Housing Finance and Development Corporation. Monthly meetings of the TOD Council have been held since September 2016.

1.1.1.2 Office of Planning as Lead Agency for State TOD

Act 130, SLH 2016 also charges OP to serve as the lead agency for State smart growth and TOD development planning in the State. OP’s specific responsibilities with respect to TOD are to:

1. Identify TOD opportunities shared between state and county agencies, including initiatives such as the Healthy Hawaii Initiative and the Clean Energy Initiative;
2. Clarify state goals for TOD and smart growth that support the principles of the Hawaii State Planning Act;
3. Target TOD areas for significant increase in affordable housing and rental units;
4. Conduct outreach and education to State agencies and publicize smart growth and TOD efforts;
5. Review state land use decision-making processes to identify ways to make TOD a higher priority and with more proactive leadership; and
6. Approve all State agencies’ development plans (conceptual land use plans identifying the location and planned uses) for parcels along the rail transit corridor.

1.2 Precedents to the TOD Council

The TOD Council was established to formalize earlier efforts to plan and coordinate a State response to the opportunities offered by rail on Oahu. This section summarizes the work that led to the establishment of the TOD Council.

1.2.1 2012 Smart Growth America TOD Workshops

In 2012, the State Office of Planning in partnership with Smart Growth America convened a Project Stakeholders Group to develop a TOD implementation strategy for State agencies, detailed in a report entitled “Leveraging State Agency Involvement in Transit-Oriented Development to Strengthen Hawaii’s Economy.” This effort included three workshops and involved over 40 government and private and non-profit organizations.

The report recommended ways that Hawaii State agencies can leverage transit-oriented development to maximize benefits to the State of Hawaii and, by extension, the people of Hawaii. Successful TOD includes transit that connects major destinations for employment, education, shopping, and entertainment, thus providing alternatives to commuting by automobile. Concentrated development patterns, reduction of automobile use, and increases in walking and bicycling create numerous other benefits for individual households and the public, as well as businesses, governments, and other institutions.
Potential benefits to the State and individual agencies include:

- Revenue generation through land sales/leases and joint development;
- Affordable housing through higher density mixed use redevelopment of properties;
- Improved access to State services for customers, employees, and public; and
- Reduced capital and operating costs, including reduced parking requirements for customers and employees.

**Recommendations.** The Project Stakeholder Group developed four recommendations that have been or are being implemented.

- **Issue a State of Hawaii executive policy identifying TOD as a priority for implementing smart growth.** The current and previous Administrations have expressed this as executive policy, and Act 130, SLH 2016 formalized this policy as State law.

- **Identify a lead agency within State government to advance TOD, to include identifying a cluster of State agencies whose mission would most directly relate to TOD implementation.** The current and previous Administrations have designated OP as the lead agency for smart growth and TOD. Act 130, SLH 2016 formalized this designation in State law.

- **Prioritize State-owned properties and assets within areas served by transit to understand sustainable development potential or the need to preserve existing uses located on environmentally and culturally sensitive lands.** This work has been initiated and is reflected in the TOD Strategic Plan.

- **Target resources to support TOD and walkable, bicycle-friendly, smart growth communities.** The TOD Council is tasked with prioritizing capital improvement projects and identifying financing for public infrastructure, mixed use development, and affordable and rental housing.

### 1.2.2 2015 State Agency TOD Task Force

Following legislative briefings in 2014 on the status of State agency actions being taken to make use of their lands in proximity to rail stations, State Senate committee chairpersons convened a task force of State agencies with State lands and jurisdictional interests within the approximately one-half mile area surrounding the Honolulu rail transit stations.

Monthly meetings were held from January 2015 to May 2016, chaired by Senator Suzanne Chun Oakland. Support services were provided by Senator Chun Oakland’s staff and OP. The meetings included station-by-station updates of agency TOD projects and activities, along with educational presentations of TOD plans, sewer infrastructure, complete streets, and affordable housing. Subcommittees were formed to promote planning and coordination at the station level, with inter-agency meetings to discuss project status, land ownership, infrastructure, and area-specific plans, needs and opportunities.

The State agencies most actively involved in the State TOD Task Force meetings included: OP, DAGS, DOE, DHHL, PSD, HCDA, HHFDC, Stadium Authority, HPHA, and UH (including UH West Oahu, LCC, and HCC). The City and County of Honolulu, Department of Planning and Permitting (DPP) and the Honolulu Authority for Rapid Transit (HART) staff attended and provided technical support and updates on City TOD planning and zoning and rail and transit station construction. Other attendees included labor organizations, businesses, landowners, housing organizations, social service providers, community organizations, health organizations, architectural organizations, early learning institutions, students, and public school parents.
The State TOD Task Force identified and determined priority sites and projects that should be considered for TOD master planning and development. The State agency projects were reviewed at monthly TOD Task Force and subcommittee meetings. A prioritized list of potential State TOD projects was identified by various State agencies with land holdings and jurisdiction along the Honolulu Rail Transit corridor. The findings are provided in the State TOD Task Force Status Report to the Governor and Legislature which was issued in December 2015.

1.3 TOD Council Perspectives on TOD and TRD
At its initial meeting, the TOD Council members were asked for their perspectives on TOD, what they hoped could be accomplished, and what they saw as initial barriers to TOD implementation. Their insights are summarized below.

- The dominant issues and concerns of members were: (1) infrastructure; (2) financing; and (3) PPP. References to PPP went beyond the PPP of public private partnerships, but included: (a) Poor People’s Perspective (being able to use TOD for all households); (b) Puhi-Puunene-Pahoa (Neighbor Islands are different and have a different context in which they plan and how they organize their land use around transportation); and (c) Pay-Pay-Pay (how do you share the cost of infrastructure financing on project development with private sector and not rely solely on the private sector to get the development you want).

- The opportunities for TOD identified by members were: (1) affordable housing and the need for a deliberate policy to address targets through TOD on State lands, especially low AMI groups and affordable rental housing; (2) incorporating social infrastructure (schools and services) in TOD planning and development; (3) incorporating alternative transportation modes into rail and roadway investments to support walking, biking, etc.; and (4) generating revenue to State and State agencies on lands slated for TOD.

- The challenges and needs identified by members were: (1) the need for a unified/coordinated approach that melds State, County, private sector and community interests and provides strategic direction on investments as well as project-specific coordination and problem-solving with detailed, ongoing exchange of information and ideas between county, public utilities, other stakeholders at the table; (2) coordination/sharing of regional infrastructure investments between State, counties, private; (3) committed source(s) of funding for TOD/smart growth and infrastructure investments including schools and school capacity; (4) best practices regarding TOD design; new tools for financing TOD and infrastructure needs (i.e. Hybrid TIFs, GET-TIFs, etc.); and linking State bonding authority with County recapture tools; (5) incentives for TOD to allow private and smaller landowner participation; and (6) incorporating sustainable development practices to address climate change.

1.4 A State Vision for TOD and Directed Growth
The enabling legislation for the TOD Council was smartly placed in the Hawaii State Planning Act (Chapter 226, HRS), which sets forth wide-ranging goals and policies to increase the effectiveness of government and private actions, improve coordination among different agencies and levels of government, provide for the wise use of Hawaii’s resources, and guide the future development of the State. By doing so, the Legislature recognized the value of TOD and unified State investment in its communities in carrying out and achieving many of the State Plan’s social, environmental, and economic goals and objectives. Act 130, SLH 2016 directs the State to create a “unified vision and approach for the development of its properties” in the context of smart growth and TOD statewide. The Act states the case for TOD on Oahu as follows:
The legislature finds that with Honolulu’s construction of an elevated rail transit system, the State has an opportunity to enhance Oahu’s urban environment and increase the quality of life for residents by utilizing sound smart growth and transit-oriented development principles to revitalize neighborhoods and increase affordable housing inventory, among other public benefits.”

Smart Growth and TOD are closely aligned concepts. Smart Growth refers to land use policies that result in more compact, mixed-use, and accessible developments. Transit-Oriented Development (TOD) is more specifically defined as a type of community development that includes a mix of land uses such as housing, office, retail and/or other amenities integrated into a walkable, moderate-to-high density neighborhood located within TOD areas or in proximity to quality public transportation nodes.

This plan is informed by a shared vision to focus and leverage investments that result in communities that are smart, livable, sustainable, and equitable.

The State will need to steer from its historical pattern of facility development in silos/on an agency-by-agency basis, to one where the State plays a key and proactive role in how it leverages the development of its lands and utilizes its assets to create livable communities and better serve community needs, especially affordable housing, but also in making public services accessible to our youth and elderly, our disabled and less fortunate, as well as the community-at-large.

This vision incorporates smart growth principles for State investments, especially (1) reducing the State’s footprint on our limited urban lands; and (2) providing needed infrastructure to ensure that urban areas and areas planned for growth can grow as envisioned. TOD does this well in areas served by transit--It promotes connectivity, walkability, and good health.

Implementation of this vision will require ongoing cooperation and collaboration, working together across agency missions to accomplish shared goals. It will require making strategic investments in needed infrastructure where it’s needed for TOD/TRD to occur—even if they are traditionally provided by counties. It will require staying at the table with partners to work through problems and not leaving the table until the work of community building is done.

1.5 Key Principles for State Investments in Livable Communities

To help ensure that the State has a unified vision and approach towards State investments in TOD, a set of key principles are set forth to guide agency actions in planning and implementing projects. The principles were developed in consultation with executive State agencies, the Governor, and the TOD Council. These seven (7) key principles provide a well-grounded and common approach to the development of State properties in TOD areas. They are intended to be applied in the selection of TOD sites, and in the planning, design, financing, and development of facilities.

1. Locate or redevelop facilities first in existing town and growth centers, aligned with county plans, at transportation nodes served by public transportation. The location and siting of new or redeveloped State facilities should focus on existing urban areas which are or can be conveniently served by public transit. Successful TOD includes transit that connects major destinations for employment, education, shopping and entertainment, thus providing alternatives to commuting by automobile. Fostering more sustainable land use patterns is critical for protecting open space and cultural resources, preserving agricultural land, promoting food security, and reducing the need for expanded roads and highways. TOD sites should be consistent and coordinated with county plans and desires for growth in the area.

2. Maximize the co-location of State facilities and services in higher density, compact, mixed use developments and walkable communities. The development of facilities to house multiple public agencies creates some economies of scale in facilities development,
makes it more convenient for servicing the public and clients with related needs. Providing State office buildings and other facilities near transit could help catalyze additional development near transit. The economy will benefit from improved connections between residents and public services, between the workforce and jobs, and between students and education facilities.

3. **Invest in critical infrastructure necessary to successfully implement town/growth center development.** It is widely acknowledged that infrastructure is the key to enabling growth and investments in our urban and TOD areas. Hawaii’s infrastructure systems, including roads, sewer, water, drainage, electrical and communications, need to be replaced or repaired as they age, and costly upgrades and expansions are often needed to support major projects and future growth. Concerted efforts to invest in critically needed infrastructure is a must to enable TOD projects to proceed. It’s costly and inefficient to make infrastructure improvements necessary to increase regional capacity on a project-by-project basis, particularly for infill areas and areas where State and county policy support planned growth. Under these circumstances, it behooves the State to examine how it can share the cost of infrastructure investments to accelerate TOD and affordable housing initiatives on State lands—even when the infrastructure is traditionally funded, constructed, and operated as a county facility.

4. **Partner more through creative, cost-effective partnerships with other public and private partners.** State and county government agencies are budget-constrained and unable to readily fund district or regional infrastructure improvements to support higher density mixed use residential and commercial developments. The past use of developers and the Federal government to fund the bulk of basic infrastructure can no longer be relied upon, and alternative funding sources and mechanisms must be pursued. Chief among these is greater use of partnerships with the private sector through innovative project delivery vehicles and enabling value capture tools discussed in Chapter 5.

5. **Look to develop more affordable housing wherever feasible to do so.** The dire need and lack of affordable housing Statewide makes it imperative that the provision of affordable and rental housing be a priority consideration in the use and development of TOD sites. The allowance of mixed use and higher density developments are conducive to affordable and rental housing development especially in areas close to public transit.

6. **Use green building and sustainable development practices as much as possible.** Government agencies undertaking TOD must lead and set the example for green building and sustainable development best practices, which encompasses smart growth, low impact development, and more broadly, green infrastructure approaches, material and resource conservation, energy and water conservation, landscape and open space preservation, and climate change adaptation and resiliency.

7. **Engage in equitable development that promotes and supports community well-being and active and healthy lifestyles:** Concentrating development patterns, enabling the reduced use of the automobile, and increasing walking and bicycling creates numerous benefits for residents, visitors, employees, students, businesses, institutions and government services. It increases opportunities for physical activity which results in improved physical and mental health and well-being. TOD can be an important part of a strategy to offer opportunities for seniors to remain in their communities while enhancing independent access to services, shopping, and recreation.
Equitable TOD includes:
- consultation with the community
- connection to employment, encouraging economic development
- access to multi-generational public amenities
- safe, environmentally enriched walkways
- maintenance or increase in local affordable and low income housing
- prevention of displacement of community residents and businesses
- improved environmental quality
- promotion of community connectedness
- full access regardless of age or physical condition/disability
- understanding of the local context
- equitable distribution of the positive and negative impacts of transportation systems
- access to healthy food

Equitable development refers to a range of approaches for creating healthy, vibrant and sustainable communities where residents of all incomes, races and ethnicities have access to the opportunities, services, and amenities they need to thrive. Without the appropriate engagement and planning, smart growth and TOD can displace existing residents due to rising rents and other costs of living. To address such unintended consequences, concerted efforts are needed to engage community members in planning, provide affordable housing and transportation choices, support local businesses, and minimize displacement in other ways.
Investment in Equitable Development

The Department of Human Services’ (DHS) has a large stake in TOD. DHS’ mission is to increase self-sufficiency and well-being of individuals, families, and communities in Hawaii. With more than 2,300 employees statewide and a budget of $3.4 billion, DHS promotes the well-being of vulnerable populations—one in four adults in Hawaii and nearly half of Hawaii’s children—through programs relating to housing, education, employment, health care, safety, child care, and food security. The positive impact of DHS programs on the State’s low-income, disabled, and elderly populations is significant. In the census tracts that lie within a half-mile of the Honolulu rail corridor, for example, DHS provides:

- 20,197 individuals/families with Supplemental Nutrition Assistance Program (SNAP);
- 1,677 households with Child Care Assistance;
- 1,184 families with Temporary Assistance for Needy Families/Temporary Assistance for Other Needy Families (TANF/TAONF); and
- 1,529 individuals with General Assistance/Aged, Blind, Disabled (GA/ABD) support.

DHS’s interest in TOD is to ensure that TOD and TRD result in equitable development that promotes and supports community well-being and healthy living. Equitable TOD includes:

- consultation and engagement with the community;
- connection to employment, encouraging economic development;
- access to multi-generational public amenities;
- safe, environmentally-enriched walkways;
- maintenance or increase in local affordable and low-income housing;
- prevention of displacement of community residents and businesses;
- improved environmental quality;
- promotion of community connectedness;
- full access regardless of age or physical condition/disability;
- understanding of the local context; and
- equitable distribution of the positive and negative impacts of transportation systems.

DHS seeks to ensure that the individuals, families, and communities in TOD and TRD areas thrive, and a key component to a thriving community lies at the intersection of housing and transportation.

Housing

Securing and maintaining affordable housing creates tremendous opportunities for individuals and families to succeed, yet it is a substantial challenge for Hawaii’s low-income residents, who face one of the highest housing costs in the country. DHS recognizes that there are several efforts underway that are seeking to address various affordability ranges below 120 percent of the area median income (AMI), which in 2016, was $105,500 for a family of four. DHS is concerned, however, that the income limits used to define “affordable” are high, and therefore these efforts will not meet the needs of many of Hawaii’s individuals and families. According to the City and County of Honolulu, there is an extreme affordable housing need for 84 percent of the population. Of the affordable housing needs, over 75 percent of total projected demand on Oahu is for households earning less than 80 percent of AMI and is largely for multi-family rental units.

Furthermore, statewide, approximately 4,581 housing units are estimated to be needed in the five-year period from 2016-2020 for households earning less than 30 percent of the AMI, which is the primary population that DHS serves.

Transportation

Access to public transportation is indispensable for many low-income individuals and families. While housing costs are typically the largest expenditure for households, transportation costs tend to be the second-largest expenditure.

DHS encourages locating mid-skill jobs and critical services such as child care, elderly services, and health care facilities near transit stations. Preserving and developing housing, jobs, and services in such locations allows families to reduce their transportation costs, allowing the savings to go toward education, health care, healthy food, or other means to improve well-being.

Summary

When housing combined with transportation costs exceed 45 percent of a household’s income, the household is considered cost-burdened. In the City and County of Honolulu, the average expenditure for housing and transportation costs is 61 percent of income.

National research and anecdotal evidence show that housing costs rise more quickly near public transportation, depriving many individuals and families of access to quality housing that also brings the financial advantage of low-cost transportation. Accordingly, individuals and families living in certain geographically desirable areas along the Honolulu rail transit corridor, such as Waipahu, Kaliihi, and Iwilei, may be displaced due to gentrification pressures, and forced to move to lower-cost neighborhoods further from the rail line, jobs, and services. Providing housing for a mix of incomes near transit, though, produces better economic, social, and environmental outcomes for all residents.

DHS advocates that investment in low-income housing for individuals and families at or below 30 percent of the AMI should be prioritized in growing TOD and TRD areas. The location of low-income housing in areas well-served by public transportation and rich in multimodal options would ensure that TOD and TRD areas are affordable for all residents.
**What is TOD?**

Transit-oriented development, or TOD, is a type of community development that includes a mix of land uses such as housing, office, retail and/or other amenities integrated into a walkable, moderate- to high-density neighborhood, and located within designated TOD zones or within a one-half mile radius of public transportation nodes.

Definition adapted from Reconnecting America (http://reconnectingamerica.org/what-we-do/what-is-tod/).

**What does TOD look like?**

**Portland, Oregon**
- Moderate- and high-density housing
- Compact building design
- Walkable neighborhood
- Variety of transportation options
  http://smartgrowth.org/transit-oriented-development-technical-assistance/

**Oakland, California**
- Mix of land uses
- Walkable neighborhood
- Public open space/plaza
- Distinctive community, strong sense of place
  http://critical-sustainability.ucsc.edu

**San Francisco, California**
- Mix of land uses
- Variety of transportation choices
- Moderate-density housing
- Walkable neighborhood
- Compact building design
- Public open space/plaza
- Distinctive community, strong sense of place
  http://critical-sustainability.ucsc.edu/TOD-mission/
What is SMART GROWTH?

**Smart growth** is a better way to build and maintain our towns and cities. Smart growth means building urban, suburban, and rural communities with housing and transportation choices near jobs, shops, services, and schools. This approach supports local economies and protects agricultural and natural resource lands.

Definition adapted from Smart Growth America (http://www.smartgrowthamerica.org/what-is-smart-growth)

A Smart Growth sampler...

**Boulder, Colorado**
https://www.epa.gov/smartgrowth/mix-used-case-study-pearl-boulder-colorado

**Bethesda, Maryland**
https://www.epa.gov/smartgrowth/create-walkable-neighborhoods-bethesda-row-bethesda-maryland

**Mountain View, California**
https://www.epa.gov/smartgrowth/provide-transportation-choices-mountain-view-california

**Principles of SMART GROWTH**

1. Mix land uses
2. Take advantage of compact building design
3. Create a range of housing opportunities and choices
4. Create walkable neighborhoods
5. Foster distinctive, attractive communities with a strong sense of place
6. Preserve open space, farmland, natural beauty, and critical environmental areas
7. Strengthen and direct development towards existing communities
8. Provide a variety of transportation choices
9. Make development decisions predictable, fair, and cost effective
10. Encourage community and stakeholder collaboration in development decisions
1.6 Opportunities for TOD/TRD in Promoting Smart Growth and Livable Communities

The State of Hawaii is faced with significant and persistent challenges in accommodating future growth, faced with a limited developable land supply, high development costs, and constrained and aging infrastructure systems. A report on the State of Physical Infrastructure in Hawaii (HIPA, 2014) noted Hawaii’s physical infrastructure is old and failing, that traffic congestion is at an all-time high, and that over $15 billion will be needed over the next 20 years to address urgent needs in transportation, water and wastewater, and public facilities.

Hawaii also suffers from a persistent shortage of housing that is affordable to Hawaii’s workforce and lower income groups. Approximately 36 percent of Hawaii’s households pay more than 30 percent of their income for housing, and half of these pay more than 50 percent of their income for housing. Hawaii has among the highest crowding rate (persons per bedroom) and doubling up rate (two or more families in a dwelling) and among the highest contract rental rates (State Housing Functional Plan, HHFDC, 2017). Statewide, approximately 64,700 housing units are projected to be needed during the 2015-2025 period, 68 percent of which are for households earning 80% and below the Average Median Income (DBEDT, 2015).

The State of Hawaii has significant land holdings in proximity to transit centers and transit hubs. On Oahu, there are approximately 2,000 acres under the jurisdiction of various State departments within one-half mile of rail transit stations. This provides the State with a wide range of opportunities to be a leader in encouraging and pursuing TOD in its roles as a major property owner, employer, and service provider. The State also has an important role to play in overcoming barriers to TOD, including encouraging needed investments in infrastructure in areas served by transit and promoting affordable housing investments in locations with good transit access.

1.7 Purpose and Structure of the Plan

The TOD Strategic Plan provides a dynamic framework for State to create a "unified vision and approach to the development of its properties." It sets forth how the State and counties can collectively act to make better use of public lands and public projects to create vibrant communities, provide improved service and accessibility, and increase affordable housing opportunities in proximity to transit. The TOD Strategic Plan is dynamic in enabling ongoing and continual updates as progress is made in realizing TOD project potential statewide.

Act 130, SLH 2016 outlines the TOD Strategic Plan process and contents. The Act states that that "the strategic plan developed by the Hawaii interagency council for transit-oriented development shall:

1. Coordinate with the counties on transit-oriented development;
2. For each county, compile an inventory of state, county and private sector transit-oriented development projects lacking infrastructure, identifying the type of infrastructure each project lacks, and the approximate timeframe when additional capacity is needed;
3. Prioritize the development of transit-oriented development projects, including mixed use and affordable and rental housing projects, on state lands;
4. Identify financing and prioritize state financing for the public infrastructure, facility, and service investments required to support transit-oriented development, mixed use, and affordable and rental housing projected plans; and
5. Encourage and promote partnerships between public and private entities to identify, renovate, and secure affordable housing options on state lands within county-designated
transit-oriented development areas or within a one-half mile radius of public transit stations, if a county has not designated transit-oriented development zones."

The TOD Strategic Plan strives to achieve these directives in consulting with counties and State agencies, compiling an inventory of projects and barriers to implementation, identifying and prioritizing projects, project financing needs, and promoting the use of public-private partnerships in delivering projects.

The Strategic Plan is organized as follows:

Executive Summary

Chapter 2 Introduction - describes the State’s vision for smart growth and key principles to guide State TOD investments.

Chapter 3 Overall State TOD/TRD Investment Strategy – provides the overall story of the State’s strategy for pursuing smart growth and TOD and Transit-Ready Development (TRD).

Chapter 4 State TOD/TRD Opportunities in Each County – describes the approach, priorities, project opportunities, and constraints to implementation

Chapter 5 TOD Investment Tools – describes the key tools in the TOD toolbox for implementing TOD projects

Chapter 6 State TOD/TRD Implementation and Investment Strategy: Fiscal Biennium and Near-Term Actions.
2 State TOD/TRD Implementation and Investment Strategy

2.1 Introduction

Perhaps some 30 years from now, the results of TOD planning on Oahu and Smart Growth/TRD planning on the Neighbor islands being undertaken today should be visible—and in some areas, still unfolding. TOD, like community building, takes time, evolving over decades. While we have the capacity to envision a future for our communities, we are no more able to rush the delivery of that future than in the past. Consider the time—and the investments made—for Kapolei or Kakaako to emerge in their current forms. Since its designation as the Secondary Urban Center in the 1977 Oahu General Plan, there were 13 years of master planning and urban design before the City of Kapolei broke ground in 1990. In 1976, the Legislature designated Kakaako as the HCDA’s first Community Development District. Area plans were developed in the early 1980s followed by 12 Improvement Districts from 1988 to 2011 which have proven to be a successful means of financing and constructing infrastructure improvements necessary for the revitalization of Kakaako.

The vision for TOD and smart communities will not be fully achieved in the next five years, or even the next 30 years. However, as with Kapolei and Kakaako, action and investment are needed now—years in advance—to ensure this vision can be realized in the coming years.

This strategic plan has two primary functions: (1) to guide the implementation of TOD projects, including mixed-use and affordable and rental housing projects, on State lands in each county; and (2) to guide the establishment and maintenance of the institutional framework and collaborative relationships required for State-County partnerships for TOD, TRD, and directed growth strategies. The plan is intended to guide the State in proactively leveraging its assets to help the counties create livable communities statewide.

This section summarizes—in a timeline chart format—the actions and investments needed over the next 30-plus years to transform communities targeted for TOD or TRD into desirable places to live, work, and play. The specific actions items identified are described in their respective chapters. Chapter 6 lists funding commitments to date for actions in the next five years to advance this directed growth agenda.

2.2 Opportunities for TOD/TRD Statewide

Opportunities on Oahu. For Oahu, the lands owned by the State along the Honolulu Rail Transit corridor—over 1,900 acres—present the greatest opportunities for TOD and near-term TOD investments. More than 30 TOD projects have been identified that could capitalize on their proximity to rail stations. In particular, action is needed to facilitate TOD initiatives in three priority areas: Iwilei-Kapalama, Halawa-Stadium, and East Kapolei.

Opportunities on the Neighbor Islands. Initial TRD workshops on the Kauai, Maui, and Hawaii provided a short list of projects that have emerged from multiple county planning initiatives in recent years, which are included in this plan. Much more subcommittee work will be needed to determine what capital requirements and investments are needed in the near- and long-term for these Neighbor Island projects.

2.3 Strategy Components

Successful implementation of the TOD projects contained in this inaugural strategic plan will require the engagement of State and county agency stakeholders in a coordinated agenda and a strong institutional framework that supplies the supportive policies, tools, and resources to deliver on the promise of
TOD/TRD. This plan provides a strategy for TOD/TRD implementation and investment for the work ahead.

The State TOD/TRD implementation and investment strategy has four interrelated components that span a 30- to 40-year timeframe:

- Programmatic and administrative support to facilitate TOD/TRD project planning and implementation at the project-level, which would focus on individual projects and area-wide issues as needed for each project.  
  See Chapter 3 for projects and initiatives identified to date.

- Programmatic and administrative support to coordinate and facilitate TOD/TRD planning and implementation at the district-, regional-, or corridor-level, which would focus on ensuring that physical and social infrastructure constraints are addressed to enable timely buildout of planned projects in the area.  
  See Chapter 3 for discussion of regional needs to be addressed.

- Establishment and maintenance of best practices in the form of TOD-/TRD-supportive policy and implementation tools—including financing and infrastructure delivery tools and revenue and cost sharing mechanisms—that promote and facilitate TOD and TRD and align State investments with TOD and smart growth objectives.  
  See Chapter 4 for initial actions needed for policy and implementation tools.

- Administrative support to sustain State TOD coordination and implementation efforts and maintain a supportive environment for TOD and TRD initiatives statewide, including performance monitoring and reporting, engaging potential development partners, stakeholder education and technical training, and community outreach.  
  Actions and investments needed for State administrative support of TOD implementation are described broadly in the next section with specific initiatives for the next biennium discussed in Chapter 5.

The TOD Council and its subcommittees will play a key role in advising and assisting the State and its TOD partners in the implementation of TOD, TRD, or smart growth objectives statewide.

2.3.1 Actions and Investments to Support State TOD/TRD Implementation Strategy

An effective TOD/TRD implementation program requires organizational resources to coordinate activities, assemble and provide technical resources, formulate and advocate TOD-supportive policy and program change, and sustain collaborative work with county partners, private, non-profit, and community stakeholders on TOD projects and infrastructure investments needed for TOD. Currently, the TOD Council is the primary mechanism for providing this program support. Further, the TOD Council established seven subcommittees that will be responsible for coordinating and advancing project-level and regional-level work in each county, and on Oahu, each of the priority areas.

The following actions enable the State—through the TOD Council—to support implementation of TOD and TRD statewide. These actions are identified—where possible—by the Action Item number in the TOD/TRD Implementation/Investment Timeline at the end of this chapter.

- TOD Council support [Action Item 5, TOD Policy Support & Administration]. Annual operating funds and additional TOD planning staff are needed to provide staff capacity to support the Council and subcommittee activities.  
  Timeframe: Duration of TOD strategy implementation.

  These resources would support the subcommittee work needed for project-specific and regional investments identified in Chapter 3. They would also enable the State TOD support team and its
agency partners to undertake proposed initiatives in Chapter 5 for TOD-supportive policy changes, such as clarifying authority for public private partnerships, and adoption of best practices, such as expanded use of financial tools for TOD.

- **Plan implementation and performance monitoring** [Action Items 3-5, TOD Project Coordination; Action Items 2-4, TOD Policy Support & Administration]. This programmatic element has a number of sub-tasks, including:
  - Monitoring and periodic reporting on TOD project implementation and investments;
  - Developing performance metrics to assess plan implementation and investment outcomes, including implementation of the key principles for the vision for a directed growth strategy; and
  - Ongoing assessment of opportunity sites and project/site suitability or readiness to inform activities and TOD investment decision-making.

  Timeframe: Duration of TOD strategy implementation.

Several activities are proposed for the next biennium to bolster program support in this area; they include: (1) developing metrics for the project review criteria used to inform recommendations of the TOD Council on CIP budget requests; (2) developing metrics to be able to gauge alignment of outcomes from TOD investments with the key principles; and (3) deploying a TOD project database to facilitate monitoring and reporting on strategy implementation. These action items are discussed further in Chapter 6.

- **Stakeholder Engagement and Community Outreach** [Action Item 6, TOD Project Coordination/Facilitation]. Funding within a TOD Council budget will need to be allocated for outreach activities to involve community and public stakeholders in TOD project and area-wide TOD planning and development, including development and support of a communications strategy through the web, social media, and other means.

  Timeframe: Duration of TOD strategy implementation.
2.4 Plan Implementation and Investment Timelines

2.4.1 Organization and Format

The timeline chart in this chapter lists the project opportunities, infrastructure needs, resource requirements, and programmatic actions needed to capitalize on TOD/TRD opportunities identified to date statewide. There are significant data gaps that will need to be filled as the TOD Council subcommittees begin their more detailed planning and project coordination work in the year ahead.

The TOD projects in the timeline charts are organized by county and areas within each county. The project items are followed by programmatic actions that have been identified by the TOD Council as being critical to establishment of a robust policy and program foundation for TOD/TRD.

The timeline provides available data for each project or action item: the lead agency, if known, and approximate timeframes for the project or activity schedule. The timeline chart in Chapter 6 includes funding commitments or funding requests for these projects in conjunction with their development schedule phase.

The following terms for development phasing are used for the purposes of the timeline and plan implementation. The terms are intended to coincide as much as possible with the phases of capital improvement projects and their associated cost elements as defined on HRS § 37-62 and as used in the executive budget (see sidebar for definitions). This should facilitate cross-referencing of project funding or funding requests as they are reflected in the executive budget, as submitted to and appropriated by the Legislature.

- **Pre-planning (P-P)**, as used in the timeline, refers to activities generally conducted prior to a final decision about project site or facility design, of a research and development nature. Activities could include feasibility studies, conceptual plans, site selection and alternative analysis, project scoping, land conveyance and due diligence, environmental site assessments, etc. If any of these activities are performed with CIP funds, then the corresponding CIP cost element is used.

- **Plans (P)**, as used in the timeline, refers to planning activities that are funded with CIP funds under the Plan cost element. As defined in HRS § 37-62, plan costs include costs to prepare master plans, preliminary plans, including feasibility studies or preparation of EAs or EISs, generally of a site- or facility-specific nature.

- **Land Acquisition (LA)** is applied as for CIP budget items, referring to activities related to obtaining land, including any consultant or services costs associated with the acquisition.
• **Design (D)** is applied as for CIP budget items, referring to activities related to the preparation of architectural or engineering drawings for capital improvements through its various stages from schematic design to final construction drawings.

• **Construction (C)** is applied as for CIP budget items, referring to activities related to building and landscaping capital facilities, including any consultant or staff services required for construction management and construction administration.

• **Occupancy or Operational (O)**, as used in the timeline, refers to the completion of the CIP project and commencement of use of the facility, either through occupancy of space or operational as with infrastructure upgrades.

### 2.4.2 Use of the Timelines

The project timeline in this chapter and in Chapter 6 provide a general picture as to the timing of projects and actions identified to date to implement the State’s TOD/TRD strategy over the long-term and the next five years, respectively. Project value and cost data are incomplete for many of the projects since they are very early in the conceptual planning stage. As a result, it is difficult to provide an accurate picture at this time of the ultimate cost of these proposed TOD projects—or to ascribe the ultimate value of the benefits to be derived from the completed projects to the agencies undertaking them, the public, and the community-at-large.

The timelines will be one of the tools used to monitoring progress in implementing the strategy. As work progresses on projects and more concrete information is generated as to project development schedules and project costs, this information will be used to populate the timeline. New projects will be added as they are identified over time. It is intended that the timeline be a “living” document, supported by a database that stores and manages TOD project and activity data.

It is essential that the strategic plan and timelines evolve beyond a mere listing of facility projects and program actions. In order for this to occur, much more subcommittee work will be needed to ascertain TOD viability, quantify project requirements and costs, assess financing options and tools to be used, and pinpoint timing and sequencing of project and regional infrastructure investments. This task would be facilitated by the development of a critical path methodology that could be used by the State TOD program staff to determine on an area-wide or corridor-wide basis what investments are most important, where, and when.
## TOD/TRD Implementation/Investment Timeline

| PROJECT/ACTIVITY | Fiscal Year | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 30 | 32 | 33 | 34 | 35 | 36 | 37 | 38 | 39 | 40 | 41 | 42 | 43 | 44 | 45 | 46 | 47 | 48 |
|------------------|-------------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Aloha Stadium Redevelopment (DAGS/SA) | P | P | P | D | D | C | O |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Puuwai Momi Homes (HPHA) | P | P |    |    |    | C |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| INFRASTRUCTURE |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Wastewater facilities | P | P |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Highway & road improvements | P | P |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| School capacity | P | P |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Water facilities | P | P |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Moana Kai Conceptual Plan (DHHL) | P | P |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Kamehameha Homes (HPHA) | P | P |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Kaahumanu Homes (HPHA) | P | P |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Oahu CCC Redevelopment (DAGS/PSD) | P | P |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Kapalama TOD Conceptual Plan (DHHL) | P | P |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| UH HCC Master Plan for TOD (UH HCC) | P | P |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| HPHA Admin Office Redevelop (HPHA) | P | P |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Mayor Wright Homes (HPHA) | P | P |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Liliuokalani Civic Center | P | P |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Kalanitulua Homes (HPHA) | P | P |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Kapalama Canal Catalytic Project [City] | B | B |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| INFRASTRUCTURE |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Iwilei-Kapalama Infrastructure Plan [City] | B | B |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Wastewater facilities | P | P |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Drainage | P | P |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| Roads/pedestrian access | P | P |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| School capacity | P | P |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |

**Legend:**
- PP = Pre-planning
- P = Plan
- LA = Land Acquisition
- D = Design
- C = Construction
- O = Occupancy/Operational
<table>
<thead>
<tr>
<th>PROJECT/ACTIVITY</th>
<th>Yr 5</th>
<th>Yr 10</th>
<th>Yr 20</th>
<th>Yr 30</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chinatown Action Plan [City]</td>
<td>C</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>690 Pahukaaka Housing [HHFDC]</td>
<td>P</td>
<td>D</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>690 Pahukaaka Elem School [DOE]</td>
<td>D</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nahona Hale Micro-units [HCDA]</td>
<td>C</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ola Kii Ulu Artspace Lofts [HCDA]</td>
<td>C</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hale Kawele Rentals [HCDA]</td>
<td>C</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alder Street Hsg/Juvenile Ctr [HHFDC/JUD]</td>
<td>P-P</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Makua Alii &amp; Paokalani Homes [HPHA]</td>
<td>P-P</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blaisdell Center Master Plan [City]</td>
<td>D</td>
<td>C</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>INFRASTRUCTURE</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wastewater pumping/bypass</td>
<td>P-P</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>School capacity</td>
<td>P-P</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KAUAI</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lihue Former Police Station [SOH]</td>
<td>P-P</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Haleko Road Affordable Housing [CDK KHA]</td>
<td>P-P</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>UH Kauai Community College [UH KCC]</td>
<td>P-P</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kukui State Hospital [DOH]</td>
<td>P-P</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hanapepe Road Multi-use Path [SOH]</td>
<td>P-P</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PP=Pre-planning  P=Plan  LA=Land Acquisition  D=Design  C=Construction  O=Occupancy/Operational
### TOD/TRD Implementation/Investment Timeline

<table>
<thead>
<tr>
<th>PROJECT/ACTIVITY</th>
<th>Yr 5</th>
<th>Yr 10</th>
<th>Yr 20</th>
<th>Yr 30</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HAWAII</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Keoua Public Transit Hub [COH]</td>
<td>P-P</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Prince Kuhio Plaza Aff Housing [COH]</td>
<td>P-P</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Prince Kuhio Plaza Transit Hub/Pk &amp; Ride (C)</td>
<td>P-P</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Ka Hui Na Koa O Kowili Aff Hsg [COH]</td>
<td>P-P</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>University Park Expansion/HCC Campus [UH]</td>
<td>P-P</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UH Hilo Mixed use/ Stud Hsg [UH Hilo]</td>
<td>P-P</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kailua-Kona Multimodal Trans Plan [COH]</td>
<td>P-P</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Old Airport Transit Station/ Makaha Trns H</td>
<td>P-P</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Ulunui Housing Improvements [COH]</td>
<td>P-P</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kamehameha Villages Aff Housing [COH]</td>
<td>P-P</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>INFRASTRUCTURE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Keoua Public Wastewater facilities [COH]</td>
<td>P-P</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>MAUI</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Villages of Leiakai Affordable Hsg [HHFD/D]</td>
<td>P-P</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kane Street Affordable Hsg [BAGS/HHFD]</td>
<td>P-P</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waiulu Courthouse Project [BAGS/BLIN]</td>
<td>P-P</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TOD PRIORITY AREA**

- **P** = Pre-planning
- **P** = Plan
- **L** = Land Acquisition
- **D** = Design
- **C** = Construction
- **O** = Occupancy/Operational
## TOD/TRD Implementation/Investment Timeline

### DEVELOPMENT OF TOD SUPPORT TOOLS

<table>
<thead>
<tr>
<th>PROJECT/ACTIVITY</th>
<th>Yr 5</th>
<th>Yr 10</th>
<th>Yr 20</th>
<th>Yr 30</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2018</td>
<td>2019</td>
<td>2020</td>
<td>2021</td>
</tr>
<tr>
<td>Institutional Framework for P3/Alt Delivery</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Establish P3 technical assistance office</td>
<td>Bill</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Clarify P3 legal authority/establish P3 BPs</td>
<td>Bill</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. P3/Alt Delivery education / outreach</td>
<td>P</td>
<td>P</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Support P3 w/ agencies with authority</td>
<td>P</td>
<td>P</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Expand Use of Value Capture Financing Tools

<table>
<thead>
<tr>
<th>PROJECT/ACTIVITY</th>
<th>Yr 5</th>
<th>Yr 10</th>
<th>Yr 20</th>
<th>Yr 30</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2018</td>
<td>2019</td>
<td>2020</td>
<td>2021</td>
</tr>
<tr>
<td>1. Identify CFD opportunities with countries</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Study/Recc: Hybrid (S/Si-Car/Co TELE) value capture tool</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Study/Recc: Overcome barriers to CFD/TIF</td>
<td>P</td>
<td>P</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Recc: Legislation as needed for CFD, TIF, hybrids</td>
<td>P</td>
<td>Leg</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Expand Financing Tools

<table>
<thead>
<tr>
<th>PROJECT/ACTIVITY</th>
<th>Yr 5</th>
<th>Yr 10</th>
<th>Yr 20</th>
<th>Yr 30</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2018</td>
<td>2019</td>
<td>2020</td>
<td>2021</td>
</tr>
<tr>
<td>1. Study/Recc: New/improve financing mechanisms</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### SUPPORT TOD PROJECT IMPLEMENTATION

<table>
<thead>
<tr>
<th>PROJECT/ACTIVITY</th>
<th>Yr 5</th>
<th>Yr 10</th>
<th>Yr 20</th>
<th>Yr 30</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2018</td>
<td>2019</td>
<td>2020</td>
<td>2021</td>
</tr>
<tr>
<td>1. Regional sub-committee project coordination</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Study/Plan: regional infrastructure requirements</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Support priority project CIP requests</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Track/facilitate TOD/TDR project implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Monitor State funds with TOD potential</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Community outreach for TOD project strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## 2. State TOD/TRD Implementation & Investment Strategy

<table>
<thead>
<tr>
<th>Project/Activity</th>
<th>Yr 1</th>
<th>Yr 2</th>
<th>Yr 3</th>
<th>Yr 4</th>
<th>Yr 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOD Policy Support &amp; Administration</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
</tr>
<tr>
<td>rolling process for TOD schools</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
</tr>
<tr>
<td>Implementation of key principles</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
</tr>
<tr>
<td>Administrative support for TOD Council</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
</tr>
</tbody>
</table>
3.1 State TOD and Investment Opportunities along Oahu’s Rail Corridor

3.1.1 Introduction

The Honolulu rail project is the largest public works project in the history of the State. As such, it presents tremendous opportunities and challenges for the State and Oahu. X percent of Oahu’s population lives—and X percent of Oahu’s/State’s jobs are located—within a half-mile of the 21 planned rail stations. With over 1,900 acres of State land within a half-mile of the rail line, the State is in an enviable position to leverage TOD to maximize benefits to communities along the rail as well as enhance the programs and services of State agencies with landholdings along the rail. The State has significant opportunities for co-locating State services and facilities along rail and increasing access to these services through public transit, thereby helping to reduce transportation costs for households as well as its employees.

Some agencies, like HPHA and the University of Hawaii (UH), see the rail project as a unique opportunity to expand and enhance their missions.

HPHA is seeking to redevelop their aging property inventory through dense, mixed-use projects that piggy-back with rail and the City’s TOD incentives. This strategy will enable HPHA to expand the inventory of affordable housing units on Oahu, leverage financing through public private partnerships, and create more livable, vibrant, and integrated communities for public housing residents and the community-at-large.

Three UH campuses are directly served by planned rail stations: UH West Oahu in East Kapolei, UH Leeward Community College in Pearl City/Waipahu, and UH Honolulu Community College in Kapalama. UH is advancing various initiatives to assess how to use the rail to increase accessibility to its campuses, strengthen academic linkages between the campuses, and meet UH housing needs.

This section describes the TOD opportunities and potential for State lands along the rail corridor on Oahu. It identifies priority areas for State investment and key challenges to implementation, and provides a brief description of projects identified to date, which, when developed, would make a significant contribution to providing housing, services, and amenities to enhance community well-being in neighborhoods along the rail.

3.1.2 TOD Groundwork for State TOD Projects

Much of the State discussion of the potential TOD projects presented in this section is built upon the planning work the City has done through the development of its eight neighborhood TOD plans, and that of HCDA in developing its Kakaako TOD Overlay District for the Civic Center and Kakaako stations. While individual State TOD projects may take different forms than shown in the City plans, most of the projects are based on and fit within the vision and conceptual plan schema contained in the neighborhood TOD plans. More information on the City’s TOD Plans and its catalytic projects can be found in the next chapter.

Public and private development on State lands can tap the benefits and incentives incorporated in the City’s Interim Planned Development-Transit permit and the TOD zoning that will be adopted following adoption of the City neighborhood TOD plans. These ordinances are designed to facilitate the entitlement and permitting of projects that deliver the anticipated dense, mixed use development served by multi-modal transportation systems.
The State and City will need to strengthen their current working relationship in planning and coordinating TOD initiatives for the State properties described in this section to become active, long-term partners in TOD development, including collaborating on shared investments and support for infrastructure needed to enable State and City TOD projects to proceed.

### 3.1.3 Corridor-wide Potential and Issues

TOD along the rail is one of the State’s biggest opportunities to sensibly direct growth, protect open space and agriculture, reinvigorate older neighborhoods, and build affordable housing on Oahu. TOD near the future rail transit stations is a major element of the City’s growth strategy for the next several generations as the City shifts from a historic growth pattern of large, master-planned communities to smaller, dense infill projects in existing communities. The City estimates that TOD could result in the construction of 50,000 new housing units in the rail corridor over the next 50-plus years. Incorporating affordable housing on State properties where ever feasible is an essential component of the State TOD strategy.

Ensuring adequate infrastructure capacity for the growth that could be realized through TOD is a major concern not only for the City, but also for State agencies with properties strategically located along the rail line. In the course of preparing the City neighborhood TOD plans, the City has developed a rough estimate of the aggregated cost of various types of improvements needed to create adequate capacity for the next several decades of growth in the rail station areas. The cost for infrastructure and facility improvements to support the growth anticipated through TOD is conservatively estimated at over $1.23 billion. Individual projects

Source: City & County of Honolulu, Department of Planning and Permitting
would also have infrastructure costs related to on-site improvements and connection to off-site systems.

Access from adjoining State lands and facilities to the rail stations has also been identified as a major impediment to facilitating access to State lands and facilities for rail users and community members. Greater integration of stations and station areas into mixed use development projects in proximity to stations or mixed use projects with stations will be critical to achieving shared goals for transit and TOD.

### 3.1.3.1 State Office and Facility Planning

DAGS is undertaking a study to address a current shortfall in State office space in the Capital District, an area within a three-mile radius of the State Capitol. This is part of a larger effort to assess State office requirements statewide and on Oahu, and to revise the State’s office standards to reflect changes in office technology and market trends toward activity-based work spaces, which has application to State office requirements statewide. These studies are driven by a desire to reduce leased office costs, achieve better utilization of State-owned assets, and consolidate and co-locate State offices for additional facility and operational cost savings. Relocation of agencies from leased space to renovated State-owned space within the Capital District would result in a net shortfall of approximately 261,000 net square feet. It is probable that a new State office building would be needed in the Capital District to accommodate the remaining and future State office needs. TOD provides an opportunity to pursue joint use and co-location of State office space and facility requirements and reduce parking requirements for State employees. The proposed Liliha Civic Center and future renovations or building acquisitions in the Capital District and on State properties along the rail corridor will benefit from TOD. The individual projects DAGS is leading are described in the TOD Projects section that follows.

### 3.1.3.2 Public School Capacity

The Department of Education (DOE) anticipates that the establishment of a rail line from East Kapolei to Ala Moana will encourage, shape, and concentrate the pattern of future residential growth in the Honolulu urban corridor. Where there is residential growth, there will be enrollment growth in the DOE schools that serve the new residents.

Growth in urban Honolulu is expected in the areas closest to the nine train stations which start at Middle Street and terminate at the Ala Moana Shopping Center. Act 245, SLH 2007 authorizes the Board of Education to approve School Impact Districts in which impact fees may be collected. These districts must be high growth areas that will require new schools or the expansion of existing schools. In January 2016, the DOE released its Draft Analysis of the Kalihi to Ala Moana School Impact District to assess public schools needs in light of the Honolulu rail transit project. This area encompasses the Farrington High School and McKinley High School complexes, including two middle schools and nine elementary schools. The analysis found that, over the next 30 years, the additional students generated by new development cannot be solely accommodated by excess classroom space in existing schools. The largest number of projected new students would attend schools within the McKinley High School Complex. The study assumed a lower student generation ratio based on mostly multi-family units and higher development costs due to limited land availability. The analysis, revised in 2017, concludes the DOE will need to build additional capacity equivalent to approximately three (3) new elementary schools, one (1) new middle school, and as much as one (1) new high school.

For the design and construction of a new elementary school in Kakaako, the DOE is developing a new vertical model, with higher density facilities and a smaller campus footprint that can be used to provide additional capacity on existing urban school campuses. The new Pohukaina school will utilize an existing urban park, Mother Waldron Park, to provide for outdoor student activities. It will also demonstrate the value of shared use with other community needs such as affordable housing. The Pohukaina project
represents the DOE’s first steps in developing jointly with a private developer. The intent is to replicate the process and the support agreements to advance similar projects along the rail line.

In the Leeward Oahu Impact Fee District, existing facility standards based on land-extensive suburban school models were imposed on developers of the large planned communities in Ewa and East Kapolei. As a result, developers provided land for school sites and a portion of associated school construction costs will be recovered through fees paid upon occupancy of units. The Hoopili development in East Kapolei will provide three elementary school sites, one middle school site, and one high school site. Currently, because of the great need for a new high school in the Kapolei region, DOE is accelerating its plans to develop a new East Kapolei high school at the Hoopili site. Further along the rail corridor, there is the need to increase the Waipahu High School Complex’s elementary and secondary school capacity, and to provide additional school capacity for future new residential development in and around Aloha Stadium.

Meeting this demand will be hindered by competing capital needs and limited CIP funding, including the statewide backlog of needed school capital improvements, and infrastructure upgrades for the expansion of existing campuses. Many public schools are situated on county lands, which clouds DOE’s ability to be innovative in facility redevelopment. DOE was recently granted more autonomy over several high school properties through 2017 legislation to transfer City-owned lands underlying DOE schools to the DOE.

The DOE and consultants are determining demographic trends for projected student enrollments on Oahu and along the rail, and infrastructure capacity and needs for existing urban campuses. Information about existing infrastructure, traffic loads, parking, and historic requirements will be used to identify which existing campuses can provide additional capacity.

DOE Planning recognizes the challenges of increasing school capacity and school services along the rail. To address the issue of limited available land, the DOE has begun to assess smart growth school standards to site and develop schools within already developed areas. This involves moving away from acreage and standards-based facility requirements and looking at educational facilities programming in a more flexible manner. These new standards, especially as they would apply to infill urban schools will need to be incorporated in DOE policy. DOE consultants have prepared new conceptual designs for an urban high school in initial design work for the new East Kapolei high school. These schematic designs demonstrate how new standards could be applied to new schools or improvements to existing schools in the urban core to accommodate needed programmatic space.

Specific actions needed to assure public school capacity as TOD comes on line are discussed at end of section of this chapter.

### 3.1.4 Collaboration in TOD Priority Areas

While there is redevelopment potential for many State properties along the rail corridor, over the two years State agencies have been convening around TOD, three regional areas have emerged as key areas for initial State investment in TOD: East Kapolei, the Halawa-Stadium area, and Iwilei-Kapalama.

These three areas have five elements in common: (1) a critical mass of State lands and State facilities in the process of expansion or needing redevelopment; (2) alignment with City plans for planned growth; (3) proximity to other major landowners with properties of value; (3) the opportunity for sharing the cost of infrastructure and civic improvements among parties; and (4) the potential for State investments to catalyze other investments that could result in tangible improvements in the life and form of the communities being served.
The catalytic potential and the constraints that would need to be addressed to realize the TOD potential in each area are summarized here. TOD projects in each area are shown on the regional maps and are described further in the next section.

**East Kapolei**

- Kauluokahai TOD
- UHWO University Village
- UHWO LRDP & TOD Infrastructure
- UHWO Multi-Campus Housing Plan
- DLNR East Kapolei Parcels Master Plan
- East Kapolei HS
- Farrington Highway
- Kualakai Parkway
- Drainage

**Opportunity.** The State has large land holdings in East Kapolei, and several State agencies—including UH West Oahu, DLNR, and DHHL—are actively exploring and pursuing development of their properties in alignment with the City’s long-standing goal of creating a second city on the Ewa plain. These three entities control over 1,000 acres of land around the East Kapolei and UH West Oahu rail stations—lands suitable for dense TOD development. In addition, DR Horton to the east is developing Hoopili, a master-planned community that will provide over 11,500 housing units when completed in 20 years. Smart TOD investments in this region could contribute not only to the realization of a dense second city, but to the provision of much needed affordable housing in a service- and amenity-rich environment.

**Constraints that need to be addressed.** Much of the State lands in East Kapolei are undeveloped and regional infrastructure systems and community-serving facilities like public schools have yet to be developed. Constraints that need to be addressed include widening of the City’s Farrington Highway, drainage gulches that bisect DLNR parcels, buildout of on- and off-site water and wastewater facilities and other utilities, creation of urban street and pedestrian networks that work with Kualakai Parkway and Farrington Highway, and ensuring safe and convenient pedestrian access to stations along Kualakai Parkway. In terms of social infrastructure, additional school capacity is needed, and there is no public housing in the East Kapolei area.
Halawa-Stadium **Opportunity.** Aloha Stadium sits on 100 acres of State-owned lands, accessible from three highways, and once developed, the Aloha Stadium rail station, which is being built on Stadium land. High maintenance costs and an aging, outdated facility have prompted the Stadium Authority to pursue redevelopment of the property into a smaller stadium with a mixed-use, sports/entertainment complex that could link the rail station to the new stadium. The Arizona Memorial and key Naval and federal facilities are located across Kamehameha Highway from or just south of the Stadium and the rail station site. HPHA’s Puuwai Momi housing is situated immediately south of the station site. This creates the possibility of developing a lively urban center that can service these different stakeholders and provide residents a convenient live/work/play urban neighborhood.

**Constraints that need to be addressed.** While the existing utilities can service stadium requirements, additional residential, commercial, and retail uses would require significant investment in additional wastewater and water facility improvements. The infrastructure need would increase considerably should the Oahu Community Correctional Center (OCCC) in Kalihi be relocated to a Halawa site. Other issues that would need to be addressed is the need for a new urban street network with pedestrian amenities for safe, convenient access through the redevelopment area, as well as providing school capacity and mitigating impacts on highway on- and off-ramp operations.
Iwilei-Kapalama Opportunity. This area has major State facilities and properties near Honolulu’s urban core and central government offices, including UH Honolulu Community College, HPHA’s Mayor Wright Homes, the proposed Liliha Civic Center, and DHHL lands on Kapalama Canal. The planned Kapalama rail station is sited on the southwest corner of the UH HCC campus; the Iwilei rail station is within walking distance of Mayor Wright Homes, the Liliha Civic Center property, and other HHFDC and HPHA housing projects. The City has identified Iwilei-Kapalama as a catalytic area for pursuing TOD, due to the presence of State and other large landowners whose investments could transform the existing commercial/industrial neighborhood into a dense, walkable mixed use community.

Constraints that need to be addressed. Redevelopment of the Iwilei-Kapalama area is hampered by inadequate infrastructure, especially wastewater capacity, drainage and flooding problems that will be exacerbated by future sea-level rise and groundwater inundation, a poor street network and pedestrian environment, and a shortfall in public open space. Like other areas in the DOE Kalihi-Ala Moana School Impact District, proposed redevelopment in this area will have a significant impact on existing schools. Preservation of affordable industrial and maker space in the Iwilei-Kapalama area is also critical for supporting this sector’s desire for space in Honolulu’s urban core.

State and City collaboration will be key to realizing the TOD potential corridor-wide and in these priority areas.
3.1.5 Priority Projects by Station Area

The identified TOD projects in this section constitute much of the 1,900-plus acres of State lands within a half-mile of the rail corridor deemed to have TOD potential. The remaining lands along the rail corridor identified as having TOD potential are not included in the Strategic Plan at this time, because they have been identified by agencies as being constrained for TOD development or there are no agency plans for redevelopment at this time. Discussion of opportunities for TOD development on these other State lands within the corridor will require close collaboration with the State property owner to determine how TOD opportunities that are aligned with agency mission could be incorporated into agency redevelopment plans.

Each project is briefly discussed in this section; more information on each project is provided in Appendix A.

**East Kapolei Station #1**

*Kauluokahai Increment II-A Multi-family/Commercial TOD | DHHL*

Increment II-A is a 32.6-acre parcel situated a half mile from the East Kapolei transit station in DHHL’s Kauluokahai 404-acre master-planned community. Originally planned for 157 single-family residential lots, DHHL is proposing a mixed-use development consisting of multi-family rental units for native Hawaiian beneficiaries, plus retail commercial activities. Units are planned for “transitional rental housing” and kupuna (elderly) housing. The retail commercial component would offer neighborhood convenience services and products. Rental income from the retail and commercial operations is intended to support and subsidize project construction and the operation of the residential rental units, thus making the project self-sustaining.

Parcels on the east and west sides of the site are being developed by HHFDC as affordable rentals. In 2018, DHHL will start construction of homes for native Hawaiian beneficiaries on the parcel north of the site. All off-site infrastructure for the Increment II-A TOD project has been constructed.

DHHL has started the procurement process to solicit and select a developer to plan, design, finance, construct, operate, market, and maintain the project. DHHL expects to finalize a development agreement or public private partnership agreement in early 2019.

**UH West Oahu Station #2**

*UHWO University District | UHWO*

UHWO has selected the development team of Hunt Companies, Inc./Stanford Carr Development LLC to develop 184 acres of land that comprise the University District, which adjoin the campus and East Kapolei and UH West Oahu rail stations. University District development is intended to complement growth of UHWO and to generate revenue for the University of Hawaii. Lands comprising the University District are outlined in yellow in Figure _.
The vision for the University District is to create a vibrant, sustainable mixed-use community that will be integrated with and complement the UHWO campus. The two transit stops provide TOD opportunities to establish street-level business and pedestrian activities that will help shape and define this unique destination as a gathering place, and to create a new “college town” for future generations that is synergistic with UHWO and consistent with the UHWO Long Range Development Plan (LRDP).

The University District would include student and faculty housing, senior, market and affordable housing, commercial, hotel, medical, recreational, schools, parks, and child care facilities. It is envisioned that the University District will attract a broad clientele including students, faculty and staff, and their visitors, as well as families in and around the surrounding growing neighborhoods.

**UHWO Long Range Development Plan | UHWO**

UH West Oahu plans to update its 2006 UHWO LRDP, focusing on its 500 acres of makai land, including defining the campus’s relationship to the 184-acre University District. This effort will evaluate the TOD and mixed-use potential surrounding the two rail stations, and develop a preferred master plan and circulation network for the entire 500-acre property. The LRDP and the selected master plan will guide future development, creating a seamless town-gown community that includes campus-related rental housing. Since this is primarily a planning project, additional funds will be necessary to implement its recommendations. Current projects to be incorporated include the Creative Media Center of Excellence for creative media disciplines, and a proposed film studio should the studio be located on UHWO lands.

**UHWO TOD Infrastructure Plan | UHWO**

The Project is the design and construction of new roads and infrastructure within UHWO’s two TOD areas to support mixed-use development, including campus-related rental housing. Excluding the existing campus facilities, the UHWO lands are primarily vacant and without infrastructure. To encourage the desired mixed-use development surrounding the two rail stations, the availability of costly yet necessary infrastructure is a critical first step. The update of the LRDP will provide the roadway and infrastructure framework for this project.

**UHWO Multi-Campus Housing Plan, P3 Viability Study | UHWO**

With three UH System campuses positioned along the rail corridor, this project would assess the needs for campus-related rental housing (student, faculty, staff) at the three campuses and evaluate the viability of bundling the development, maintenance, and operations of two-three campuses into one project that can be delivered through the P3 procurement method. The study would also look at the co-location of UH System campus housing units within walking distance of the two rail stations at UHWO (and possibly Leeward CC station). Assuming a short 10-minute train ride from UHWO to

Figure _: Aerial image of UH West Oahu’s proposed University District lands (in yellow) and UH West Oahu’s makai lands (in red).
Source: UH West Oahu.
Leeward CC, students and employees could reside at/near UHWO and attend class and work at Leeward CC. The bundling of units increases the size and value of the development and improves the attractiveness of the project to P3 concessionaires. The P3 delivery method has the potential to include the development of other spaces and facilities for university use.

**East Kapolei Parcels Master Plan | DLNR**

DLNR is preparing a strategic master development plan for four parcels of land—totaling 175 acres—in East Kapolei, in close proximity to UH West Oahu and the Hoopili master-planned community. Two parcels are located north of Farrington Highway and two parcels lie between Kualakai Parkway and Hoopili lands. The primary purpose of the development is to provide a long-term source of income to support DLNR’s natural resource management and protection programs. The Plan will identify issues that require resolution in order to develop the properties, in particular, drainage improvements required associated with Kaloi Gulch, sewer capacity and facilities, and City zone changes to permit urban use of the properties.

A 36-acre parcel adjacent to the UH West Oahu rail station has high development potential. A 10-acre portion of the site is committed to the City for a HART park-and-ride facility, and a rail guideway easement will also traverse the site. DLNR is exploring options to capitalize on revenue producing opportunities associated with the HART parking facility.

### Hoopili Station #3

**East Kapolei High School [DOE]**

A new high school facility is needed due to the rapidly growing population in the East Kapolei region. A site above Farrington Highway within the Hoopili development has been set aside for transfer to DOE for a new high school for 3,000 students to serve the East Kapolei and Hoopili communities. DOE awarded a contract for architectural and engineering services, including concepts for a vertical high school design, in 2016.

### Infrastructure and Regional Needs

**Farrington Highway widening | City DDC (pix available)**

Farrington Highway is a two-lane City facility that is used as a major arterial between Waipahu and growing Kapolei. The City DDC is preparing an Environmental Assessment (EA) on proposed improvements to Farrington Highway between Fort Weaver Road and Kapolei Golf Course Road. The purpose of the three-mile project is to provide additional roadway capacity to address anticipated and planned growth in the Ewa and Kapolei regions. The EA is likely to be released for public review sometime next year. DDC believes four lanes with turn lanes will be required in the initial phase, with potentially six lanes with turn lanes, plus sidewalk and bike lanes at buildout. A minimum of four lanes from Kapolei Golf Course to Kualakai Parkway and fronting UH West Oahu is anticipated, with ultimate build out of six lanes between Kualakai Parkway and Ft. Weaver Road.

The proposed project impacts TOD on State lands in this region in several ways. There is uncertainty about the right-of-way that will be required for the widening project and
how State landowners with frontage on Farrington will be asked to participate in implementation of the project. The determination of the right-of-way has held up the subdivision and transfer of land to DOE for the planned East Kapolei High School near Hoopili Station. Kualakai Parkway is a State DOT facility. Both DOT and DDC are concerned with traffic flows at the Farrington-Kualakai Parkway intersection and what configuration will be required to ensure that both operate efficiently.

**Highway, road, and street improvement issues**

Although existing City plans envision a well-connected urban community in East Kapolei, there are significant design challenges for road, pedestrian, and bicycle crossings of Farrington Highway and Kualakai Parkway to overcome to achieve this vision. Safe and convenient pedestrian access to the East Kapolei and UH West Oahu rail stations along and across Kualakai Parkway from surrounding neighborhoods and facilities is a major issue.

**Drainage (Kaloi Gulch/other gulches)**

Kaloi Gulch is a major natural drainage way running through the DLNR parcels east of Kualakai Parkway. One parcel above Farrington Highway is bisected by the gulch. Drainage improvement options include channelization, re-routing, or undergrounding—each has significant costs. UH West Oahu lands are also impacted, to a lesser degree, by natural drainage channels that flow onto their lands.

**School capacity**

Land has been set aside for new elementary and middle schools needed to accommodate expected student population growth in the Kauluokahai and Hoopili master-planned communities. However, ___ is required to design, construct, and operate these new schools at buildout. Current DOE cost to expand capacity needed at existing schools is estimated at ____.

**Wastewater and water facilities**

DLNR currently does not have reserved sewer capacity through the Makakilo Interceptor line and the Honolulu Wastewater Treatment Plant (WWTP). It is unclear at this point whether additional system capacity would be required to support full TOD buildout on State properties.

**Public housing**

HPHA is also exploring options for developing public housing in the East Kapolei area, as there currently is no public housing inventory in this fast-growing area.

**Waipahu Transit Center Station #5**

**Waipahu Civic Center TOD Project | HHFDC/DAGS/OP**

HHFDC, in partnership with DAGS, DOE, OP, and HPHA is exploring the potential for redevelopment of State lands near the City’s Waipahu Rail Station and Hikimoe Bus Transit Center into a mixed-use development. Approximately 10 acres of State lands are situated within walking distance of the rail and bus transit center. State lands in proximity to the Waipahu Transit Center rail station include a parcel on which the State’s Waipahu Library and Civic Center sit, two surface parking lots—including a lot leased to HHFDC’s Plantation Town Apartments—and a parcel currently occupied by the Waipahu Community Adult Day Health Center and Youth Day Care Center. HPHA’s
Hoolulu and Kamalu elderly housing projects are on an adjoining parcel. A drainage channel separated the Civic Center parcels from a City community park. Consideration is being given to incorporating a vertical elementary school within the mixed-use project to increase elementary school capacity in the Waipahu area.

CIP funds were appropriated in 2017 for planning and design support for State TOD projects. These funds are being used to study and prepare proof-of-concept designs for TOD opportunities for the State parcels in this area.

**Hoolulu & Kamalu Redevelopment | HPHA**

HPHA proposes to sell its Waipahu I and II properties, with proceeds being used to redevelop HPHA’s Hoolulu and Kamalu elderly housing projects in Waipahu Town.

Waipahu I and II are two small non-contiguous properties in an apartment-zoned residential neighborhood. Waipahu I, constructed in 1970, is comprised of one four-story apartment building with 19 units with a mix of 2- and 3-bedroom units. Waipahu II, constructed in 1969, is comprised of one three-story apartment building with 20 units with a mix of 2- and 3-bedroom units. City zoning for both properties is A-2 Medium-Density Apartment.

The Hoolulu and Kamalu elderly housing projects in Waipahu Town provide 112 and 109 units, respectively, of housing for the elderly in two seven-story buildings. Hoolulu and Kamalu are adjacent to the Waipahu Civic Center and Waipahu Public Library, and are within walking distance of the Waipahu bus transit center. The potential redevelopment of these properties could complement and integrate well with State redevelopment of facilities and properties in the Waipahu Civic Center area.

The proposed redevelopment would increase the number of housing units for all four properties from 362 to as much as 1,000 affordable housing units near the Waipahu rail and bus transit center.

**City Catalytic Project: Waipahu Town Action Plan.** The Action Plan is one of several catalytic projects the City has embarked on to stimulate TOD along the rail corridor. The Action Plan will help prepare Waipahu Town for rail, improving infrastructure to access the rail station and to benefit from increased economic activity. These actions are related to placemaking, improving development potential, better utilization of public spaces, improving safety and maintenance, and improving connections between Waipahu’s cultural and recreational assets.

**Considerations for Waipahu Area**

**School Capacity.** Elementary school capacity is needed in Waipahu area to support the existing population and growth in residential population near the rail station. Space requirements can be reduced if located adjacent to an existing park. DOE is exploring the potential for a vertical school in conjunction with the Waipahu Civic Center project.

**Drainage/Flood Zone Designation.** Lands underlying the State properties in Waipahu Town are designated in the ____ flood zone. Any redevelopment would have to incorporate flood potential and drainage in project planning, design, construction, and operation.
Leeward Community College Station #6

Leeward Community College Long Range Development Plan | UH-LCC

The Leeward Community College station will be built at the ewa end of the UH LCC campus. Although UH LCC has no specific TOD plans at this time, the campus is a prime location for incorporating TOD improvements that could expand UH LCC’s role as an educational hub and resource for the greater Central and Leeward Oahu communities. The LCC LRDP states that over time the principal transportation mode to the campus would shift from vehicles to rail transit, and the UH LCC LRDP incorporates the Leeward Community College rail station in its conceptual plan. A pedestrian mall envisioned as a hub of campus activity is anchored at its mauka end by the station and a transit plaza, creating a cohesive physical linkage between the rail station and the campus proper to present a vibrant, welcoming “face” to the campus. The plan includes reallocating and renovating space in existing buildings to bring Student Services functions to a more prominent “front door” location and incorporating new Career & Community Education and Science/Technology/Engineering/Health/Math (STEHM) instructional complexes on the mall. The plan anticipates that higher density structured parking will replace surface parking in the upper campus area and allow for the relocation of STEHM and community-oriented programs and services adjacent to the transit gateway area. This would attract and serve more visitors, extend activity levels on campus throughout the day and week, and potentially generate revenue for the College (e.g., food outlets, conference facilities, dormitory and transient lodging, culinary program’s dining room).

With additional funding, LCC would be able to study potential TOD options that are consistent with and complement its higher education mission and the LRDP.

Pearl Highlands Station #7

Hale Laulima | HPHA

Built in 1981, Hale Laulima is situated off Waimano Home Road with access provided by Hoomalu Street. The housing property is comprised of nine two-story townhome buildings providing a total of 36 two- and three-bedroom housing units, and a one-story common area building housing administrative offices and management operations. The four-acre site is situated within walking distance of a cluster of civic facilities—including the Pearl City Public Library, two community parks, an elementary school, the Pearl City Bus Complex, and police station—and a community service center and retail establishments. HPHA is considering redevelopment of the project to provide from 700-1,000 housing units in a mixed-income, mixed-use development.

Aloha Stadium Station #9

Aloha Stadium Redevelopment | DAGS/Stadium Authority

With the lifting of deed restrictions limiting Stadium property to recreational use, the Stadium Authority (SA) is exploring the feasibility of building a new stadium, along with ancillary development, on the entire 100-acre site. Currently, the ancillary development is envisioned to be a sports/entertainment that would complement Stadium functions. The SA’s consultant has already commissioned a
Conceptual Redevelopment Report to demonstrate one scenario for site development. This scenario envisions:

- A 30- to 35,000-seat stadium with expansion to 40,000;
- 4000-space underground parking garage in depression left by current stadium.

The new stadium would be constructed south of the current stadium, so events can continue to take place until new stadium opens. The total cost for the Stadium is estimated to be $325M in 2017 dollars.

Under this scenario, Phase 1 of the ancillary TOD development could include 150,000 sf of office space, 350,000 sf of retail space, 200-room limited or select service hotel, and 500 multifamily residential units. Total buildout, for all phases, would be 2.5 million sf, with the mix of uses to be determined.

The SA will explore the use of a public-private partnership (P3) to provide funding for the project. In addition to Design/Build/Finance, the SA will look into the feasibility of the P3 concessionaire providing operations and maintenance for the new stadium.

**Puuwai Momi | HPHA**

Located adjacent to the Aloha Stadium property, Puuwai Momi was first occupied in 1969 and is comprised of 27 two- and three-story townhome buildings providing a total of 260 housing units with one- to four-bedrooms per unit. One single-story common area building houses administrative offices. HPHA proposes to redevelop the 11.5-acre site into a mixed-income, mixed-use development, with an increase in the number of housing units from 260 units to 600-1,200 units.

**Infrastructure and Regional Needs**

Infrastructure, particularly sewer capacity, is inadequate to support the increased density envisioned for the area. Increasing infrastructure capacity will be critical in achieving TOD potential. There are also environmental concerns that must be accounted for in redevelopment plans, including the presence of a military fuel pipeline along Kamehameha Highway and a former dry cleaning establishment on Navy property in proximity to State lands.

Highway and road configurations pose particular challenges to promoting non-vehicular travel and pedestrian movement, and connecting the various federal and State destinations surrounding the rail station.

School capacity is a concern due to the potential increase in residential units proposed on State properties.

PSD is currently studying options for relocation or redevelopment of the Oahu Community Correctional Facility in Kalihi. Two of the sites identified for possible relocation are in Halawa Valley. Relocation of an expanded OCCC to either site would have impacts on infrastructure, access to rail and bus for staff and clients, and access to affordable housing for employees. These would need to be considered in plans for State investments in this area.
Honolulu Airport Station #11

With few exceptions, State lands in the Airport station area are held by HDOT Airports, and are actively used by the Daniel K. Inouye International Airport (HNL) or are reserved for future airport support expansion. Current HDOT plans—the HNL Airport Layout Plan (ALP) and the HNL Master Plan Update—reserve the area around the Airport Station for air carrier support facilities, and the lands around the Lagoon Drive Station for airport support facilities and air carrier support facilities. HDOT plans an extension of the secured Airports Operations Area to the proposed cargo facilities on their Ualena Street lots.

Use of Airport property (generally the areas south of the U.S. Post Office property, the Airport Industrial Park on the extension of Aolele Street, and Ualena Street) for TOD-associated improvements is constrained by safety, operational, cost, and constructability concerns. Development within the Airports TOD area will also be exposed to potential fumes, smoke, vibrations, odors, etc., which may result from aircraft flight operations. Bicycle or pedestrian walkways and roadway improvements associated with TOD projects in the Airports area could conflict with the main vehicular access to the Airport facility, tractor trailer truck access to the HNL’s South Ramp, as well as passenger vehicle loading and unloading in an area that is already severely congested. These types of improvements could create safety hazards and traffic congestion and backups that could also impact the H-1 Freeway. **There are**
restrictions associated with development in the airport area that influence TOD potential and constructability (see sidebar for discussion).

**Lagoon Drive Station #12**

**Moanalua Kai (Shafter Flats) Industrial Lots | DHHL**

DHHL holdings in the Shafter Flats area, branded “Moanalua Kai,” are comprised of 20 parcels totaling approximately 14 acres. All the parcels are zoned by I-2, Intensive Industrial, although DHHL lands are not subject to county zoning. Industrial/commercial warehouse space built in the late 1960s and early 1970s is currently under lease to tenants. DHHL has invested in conceptual planning for this property to position itself to take advantage of TOD opportunities and the parcels’ proximity to the rail stations and airport. DHHL envisions redevelopment of these lands as a next generation industrial kipuka in hopes of addressing the significant need for new industrial space through high-density, multi-level buildings with large floor plates, which have been largely unavailable in the local market. No residential component is planned for the developments in this area. The plans will provide additional dining and retail options, as well as music and entertainment venues to serve the area employment base.

Potential master plan options for Moanalua Kai are still being assessed, and will include limited engineering studies to address existing and future issues, such as flooding and drainage, soil suitability for high density, vertical development, airport-related constraints, access conditions for vehicles, pedestrians, and bicycles, and infrastructure capacity gaps.

DHHL plans to award master development leases so that phased redevelopment can begin as soon as practical after the majority of the leases expire in 2022.

**Kalihi Station #14**

**Oahu Community Correctional Center | PSD/DAGS**

The Oahu Community Correctional Center (OCCC) is situated on a 16-acre site between the Kalihi and Middle Street transit stations. A work furlough facility is situated near OCCC, and needs to be accommodated in any plans for the future of OCCC. PSD is proposing to replace OCCC with a modern facility that provides a safe, secure, and humane environment for the care and custody of adult offenders on Oahu. The existing facility is undersized for the current and projected population.

PSD is working with DAGS and a consulting team comprised of AHL and Louis Berger US on a site selection study to identify and evaluate prospective sites for development of a new OCCC facility. An EIS is also currently being prepared for the replacement project. Four top-ranked sites have been identified for in-depth evaluation. Two of the four sites undergoing further evaluation are located in Halawa Valley. A third is located in Mililani. The fourth is redevelopment at the existing OCCC site. The draft EIS is expected to be completed by the end of 2017.

If a decision is made to relocate the OCCC facility to another site, then the existing 16-acre parcel would be evaluated for its TOD potential.
Kamehameha Homes | HPHA

The Kamehameha Homes housing property was first occupied in 1996. The property is 17 acres, with 28 two-story townhome buildings providing a total of 221 housing units with one- to three-bedrooms per unit and one community building. HPHA is proposing to redevelop the site to increase the number of units to approximately 1,000-1,500 units.

Kaahumanu Homes | HPHA

Kaahumanu Homes was first occupied in 1958. It is situated on a 7.35-acre parcel, and is comprised of 19 two-story townhome buildings providing a total of 152 two- and three-bedroom units. HPHA is also planning the redevelopment of the 7-acre Kaahumanu Homes (152 low-income housing units), to provide an increase to approximately 500-800 units.

Kapalama Station #15

Kapalama Mixed Use Project | DHHL

DHHL owns five acres of land in commercial and industrial land in Kapalama, which is under lease to tenants. A 2.75-acre parcel includes an office building/warehouse and a portion of the City Square Shopping Center. Kamehameha Schools owns the land under the remaining portion of the shopping center and parking lot. Another 0.14-acre parcel houses a radio station antenna tower. A third non-contiguous parcel, 1.57-acre in size, fronts Nimitz Highway and is leased as a fresh produce facility.

DHHL has invested in conceptual planning to take advantage of (1) TOD opportunities and the parcels' proximity to the Kapalama rail station, (2) the potential synergy with redevelopment planned by Kamehameha Schools, and (3) related improvements under the City’s Kapalama Canal Catalytic Project.

Preliminary redevelopment plans in the first phase include mixed-use featuring a combination of approximately 18,450 square feet of ground floor retail space and approximately 516 residential units in two buildings on the City Square Shopping Center and radio station tower parcels. A multi-level industrial use structure like DHHL’s proposed multi-level buildings in Moanalua Kai could be an option for the non-contiguous parcel. The feasibility analysis will include limited engineering studies to help refine preliminary plans developed for the area, which are constrained by flooding, drainage, and sea-level rise, airport noise and height restrictions, infrastructure capacity, structural and soil bearing requirements, and highway noise and traffic.

Completion of the conceptual planning project is anticipated by the end of 2017. Redevelopment of these Kapalama holdings by DHHL is “medium” priority due to existing long lease terms. DHHL wants to be positioned to be able to solicit potential developers should opportunities arise to accelerate its redevelopment plans. DHHL would like development of the Phase I rental housing component to begin as soon as practicable.

Honolulu Community College Master Plan | UH-HCC

The Kapalama rail station will be located on the western corner of HCC’s Main Campus at Dillingham and Kokea. While HCC has no TOD plans in place at this time, the station creates opportunities to enhance school activities and campus revenues, complement other agency programs in the area, and create academic linkages with UH’s Leeward
Community College (LCC) and West Oahu campuses. TOD planning is needed to integrate the Kapalama transit station into the campus, with attention to increasing multi-modal access and connections to and within the campus and improving the streetscape and pedestrian experience at the campus. TOD offers the potential of also integrating smaller commercial opportunities within the HCC station area along both Kokea Street and Dillingham Boulevard, which would serve students, faculty, transit passengers, and employees at surrounding businesses. Revenue generated from commercial opportunities would be used to supplement HCC’s maintenance and operational costs, further improving the sustainability of this campus. HCC will be examining the potential for the development of potential student and faculty housing at the campus. In 2017, HCC received $100,000 in CIP funds for a TOD planning study to identify options for capitalizing on the TOD potential for the station area. Findings and plan proposals are expected in 2018.

**HPHA Administrative Offices, North School Street | HPHA**

HPHA has partnered with Retirement Housing Foundation under a predevelopment agreement to redevelop a portion of its 12-acre property into a mixed-use community to increase the amount of affordable housing provided in this bus transit-available neighborhood. Rents for the affordable housing will be based on rents and income limits calculated by the U.S. Department of Housing and Urban Development (HUD). To provide new residential housing, the existing HPHA administrative offices will be replaced with a new HPHA administrative office building, up to 1,000 affordable rental apartments, 10,000 square feet of ground floor retail space, 34,000 square feet of community/flex multi-use space, vehicular access via existing driveways, parking, and open space and new landscaping. Preparation of an EIS for the project was initiated in 2017.

**Iwilei Station #16**

**Mayor Wright Homes | HPHA**

This redevelopment project is HPHA’s signature project to better utilize its housing assets and increase housing stock with modernized units in proximity to community amenities and services. Through a public private partnership with Hunt Companies and Vitus, a housing property manager, HPHA will redevelop one of the oldest and largest low-income public housing properties in HPHA’s portfolio. Mayor Wright currently provides 364 housing units.

The HPHA/Hunt Partnership redevelopment plan for the 15-acre site will deliver approximately 2,500 new homes, over five phases, including one-to-one public replacement all existing public housing units, affordable workforce units, as well as market-rate units targeted to a variety of income levels. The site is within close proximity and walking distance to jobs, services, and businesses and only an eighth of a mile from the planned Iwilei station. As a mixed-use development, the project will be able to introduce shopping, employment, and convenience to its residents and the community with up to 80,000 SF of commercial and retail space. Current plans call for two-thirds of the affordable units for income levels less than 120% AMI. Each phase would provide mixed-income housing.
3.1  State TOD & Investment Opportunities along Oahu’s Rail Corridor

**Liliha Civic Center | DARGS**

The 3.9-acre site of the historic Oahu Railway and Land (OR&L) Building is proposed for redevelopment as the Liliha Civic Center to consolidate State services from leased private office spaces in downtown Honolulu. The site can accommodate approximately 300,000 net square feet of office space and parking, but must first undergo site remediation for contaminated soils. The proposed civic center is being considered for a mixed-use project with affordable housing incorporated.

**Kalanihuia | HPHA**

The Kalanihuia housing property is located on a 1.9-acre parcel just outside Honolulu’s central business district. Kalanihuia was constructed in 1969. It is comprised of a single 15-story high-rise apartment building complex with 90 studio units, 60 one-bedroom units, and one three-bedroom unit for live-in maintenance staff. Connected to this complex, is a single-story common area that includes a community hall, laundry area, kitchen, maintenance, storage, and staff offices. City zoning for the parcel is A-2, Medium-Density Apartment. HPHA proposes to redevelop the property into a denser, mixed-use development that would increase the unit count from 151 to up to 500 units.

**Infrastructure and Regional Needs**

The Iwilei-Kapalama area has poor roadway connectivity, which impairs pedestrian, transit, bicycle, and vehicular access. Infrastructure capacity is also inadequate with respect to wastewater, drainage, water, and electrical systems. The City has determined the scope of infrastructure improvements required to support TOD development in the area would include:

- Wastewater system upgrades to the Awa Street pump station, force main, and sewer system, as well as up sizing of sewer collection pipes;
- Major stormwater drainage system improvements, incorporating green infrastructure and climate change adaptation strategies;
- New public roadways, including subsurface utilities, and Complete Streets improvements to existing roadways and intersections;
- Water system upgrades for better fire flow protection;
- High-speed broadband fiber optic cable; and
- Transformation of the Kapalama Canal into a greenway and linear park.

The level of improvements required and the scale of expected development make it impractical for these improvements to be made on a project-by-project basis.

**City Catalytic Projects.** The City is working on two catalytic projects for the area: (1) the Iwilei-Kapalama Infrastructure Master Plan, which will provide phasing and funding strategies for completing the needed improvements; and (2) the Kapalama Canal Improvements/Linear Park Project, which could create an attractive and functional asset for the communities that will be built around it. These projects are described in Section 3.2.

**Chinatown Station #17**

**Harbors Division Lands, Honolulu Harbor**

Honolulu Harbor is one of Hawaii’s lifeline assets, due to Hawaii’s geographic isolation and its dependence on ocean transportation to bring in goods vital for its sustenance. It
is critical that DOT Harbor (DOT-H) facilities have the capability to accommodate current and future demands of the maritime cargo and passenger industries. Cargo facilities at Honolulu Harbor are either close to or at capacity, with limited opportunity for expansion due to urban development surrounding the harbor, with the exception of the new Kapalama Container Terminal, which will add about 40 percent more cargo capacity to the Sand Island Terminal once it is developed.

Harbor lands are also working lands, subject to federal security regulations both for cargo and cruise ship operations, and involve heavy equipment and industrial activities that would be a hazard to the public.

DOT Harbors is embarking on modernizing its facilities, but is financially constrained. It is estimated that the improvements required over the next 25 years will cost over $1.5 billion; therefore, it is critical that DOT-H uses its lands in ways that best support its mission.

There is no reasonable opportunity for TOD-related development within the established areas of Honolulu Harbor, except for marginal areas that have low utility for maritime use. DOT Harbors will be updating its Oahu Commercial Harbors 2020 Master Plan for Honolulu Harbor. One of its goals is to find suitable uses for the Aloha Tower Marketplace and other marginal lands. During the planning process, DOT-H will coordinate with agencies involved with TOD in examining the potential of these properties. Key considerations for DOT-H in evaluating prospective uses for the Aloha Tower Marketplace and other marginal lands are the need to balance maritime use with land development and the need to maximize DOT-H’s revenue opportunities.

This process also provides an opportunity to examine how to integrate and align redevelopment at these marginal properties with the elements contained in the City’s TOD Plan and the Chinatown Action Plan catalytic project.

**Civic Center Station #19**

**690 Pohukaina Mixed-Use Project | HHFDC**

HHFDC is teaming with Alakai Development, LLC/Forest City, on this mixed-use residential project, which will include affordable housing. Alakai will finance and build one tower with 390 residential units and 600 parking stalls. At least 60%, or 234 units, will be reserved for residents up to the 140% AMI level. The developer will also build an elementary school as part of the first phase, which is expected to begin construction in 2019 and be completed in late 2021.

HHFDC will build the second tower with 200 units reserved for residents earning no more than 60% AMI and 250 parking stalls. Infrastructure systems including water, sewer, and drainage facilities are generally adequate for the project.

**Elementary School at 690 Pohukaina | DOE**

DOE is planning a new elementary school at the 690 Pohukaina Street project site in Kakaako. This is a much-needed school in a rapidly developing community, as well as DOE’s first vertical school with a compact footprint in an urban setting. The proposed elementary school would be part of a mixed-use, high density development with a substantial affordable housing component. The four-story elementary school will have a capacity of 750 students, and is adjacent to Mother Waldron Neighborhood Park, which would be available for student recreational use.
Nohona Hale Micro-Unit Project | HCDA

HCDA selected the BronxPro Group to develop Nohona Hale at 630 Cooke Street. The project site is less than a third of a mile from the proposed Civic Center rail transit station and will be Honolulu’s first micro-unit transit-oriented development. Expected to break ground in mid-2018, the proposed project includes 110 low-income, energy-efficient micro-units (plus one manager unit) that will provide a diverse and inclusive home for residents. The micro units will be marketed to families earning 60% AMI or less, and will serve some of Hawaii’s most vulnerable families by setting aside 10 percent of the units for families earning 30% AMI or less. The project will maintain its affordability for 65 years, at which time the project will be returned to the State. Nohona Hale will incorporate new building technologies and maximize use of natural ventilation to reduce the project’s carbon footprint. In light of the project’s close proximity to rail, it is proposed to not include residential car parking, but rather provide ample bicycle parking and pedestrian amenities.

Kakaako Station #20

Ola Ka Ilima Artspace Lofts | HCDA

Artspace, a non-profit arts real property developer, plans to transform a surface parking lot into a mixed-use arts development, Ola Ka Ilima Artspace. The project will blend live/work space for artists and their families, non-profit partners, and community events and gatherings. The project is intended to provide permanent, affordable space for the arts. Ola Ka Ilima Artspace will include 84 units of affordable live/work space for low-income artists and their families, as well as ground floor commercial with more than 7,000 square feet of community and commercial space for arts-oriented businesses, 10,000 square feet of green space, and two-story structured parking. Units will include one-, two-, and three-bedroom apartments for households earning at or below 60% AMI. Residential units will be sized larger than conventional affordable units and designed to provide ample workspace and accommodate a variety of creative activities.

The ground floor will house the PA‘I Arts and Culture Center, for Native Hawaiian dancers, musicians, visual artists, cultural practitioners, and those interested in experiencing native Hawaiian cultural traditions. The Cultural Center will combine classroom space and flexible space for teaching and performance with video conferencing technology. Although it is a transit-oriented development, the project will provide adequate parking for residents and visitors.

Artspace will own, operate, and manage the building under a ground lease from HCDA.

City Catalytic Project: Blaisdell Center Master Plan. The City has been preparing a master plan to revitalize the aging facilities to support expected growth around the Civic Center and Kakaako stations and to ensure the Center remains a premier cultural gathering place for Oahu residents and visitors.

Ala Moana Station #21

Hale Kewalo Affordable Rental | HCDA

Stanford Carr Development, LLC is undertaking the development of Hale Kewalo, a 128-unit affordable rental housing project at 450 Piikoi Street. HHFDC is financing the development of Hale Kewalo. This 11-story building will consist of 27 one-bedroom, 72
two-bedroom, and 29 three-bedroom units. All units are required to remain affordable to households at 60% or below AMI for 61 years. This project is planned as an essential component in providing critical affordable rental housing inventory within the rapidly growing Kakaako Community Development District. This project will also fulfill the reserved housing obligation for the landowner required by HCDA for other market housing projects presently under construction.

The project will include commercial space on Waimanu Street, accessory uses to support the residential units, and only 77 parking stalls to encourage use of other modes of transportation.

**Alder Street Affordable Rental Housing & Juvenile Services Center | HHFDC/JUD**

HHFDC and the Judiciary are jointly developing a 1.45-acre parcel at 902 Alder Street in proximity to the Ala Moana rail transit station. This is the first partnership between the Judiciary and the executive branch. The mixed-use development will help address affordable rental housing and juvenile justice needs. HHFDC will develop 180 affordable rental housing units targeted for households earning 60% and below AMI in a 19-story building. The Judiciary will occupy 35,000 square feet on the first three floors. Parking for residents, employees, and visitors will be in an adjacent four-story parking structure with 290 stalls. The Judiciary’s juvenile services/shelter center will include space for administrative functions, offices, client assessment intake, meeting rooms, a recreational and visitation space, and shelter services. The facility will allow space to implement programs and services to assist youth and families at risk of entering the Juvenile Justice system by providing education, pro-social activity, counseling, and shelter services for at-risk youth not able to reside with their families.

The site currently has adequate sewer and water capacity to support the proposed development.

**Makua Alii and Paoakalani | HPHA**

First occupied in 1967, Makua Alii is an elderly housing project off Kalakaua Avenue and is located on the same parcel as the Kalakaua Homes and Paoakalani housing properties. The project is a single 19-story apartment building with 210 one-bedroom units and one three-bedroom unit reserved for live-in maintenance staff.

Paoakalani was first occupied in 1967, and is comprised of a single 16-story high-rise apartment building with 90 studio units, 60 one-bedroom units, and one three-bedroom unit for live-in maintenance staff. HPHA plans to redevelop Makua Alii and Paoakalani to increase the number of elderly units from 362 to 700-1,000 total housing units, with mixed uses and mixed incomes.

**Infrastructure and Regional Needs**

The primary concerns for TOD development in the Kakaako-Ala Moana area are ensuring wastewater system capacity and increasing school capacity at schools in the area to accommodate anticipated increase in school-age populations resulting from residential infill projects. Completion of planned City wastewater improvements for a bypass sewer line along Kapiolani Boulevard and an associated pump station will be essential to ensure adequate wastewater capacity into the future in the Kakaako area.
3.1.6 Implementation of State TOD on Oahu

This section summarizes the actions and investments needed to achieve the TOD potential of State lands along the rail corridor. These actions and investments are displayed in the TOD investment timelines in Chapter 2. Project resource commitments—as well as other TOD program initiatives that would benefit TOD on Oahu—for the next fiscal year and fiscal biennium are highlighted in Chapter 5. These action items provide the framing elements for more detailed work plans and agenda for future TOD Council sub-committee activities and State resource allocation over time.

3.1.6.1 Strategy Component 1: State TOD Project Coordination and Facilitation for Projects

The TOD Council will serve as the forum for monitoring progress on planning and development for all State TOD project along the rail corridor, as well as a forum for the discussion and problem-solving of implementation issues and project needs among its network of State TOD agencies and City TOD partners. In addition, TOD Council sub-committees have been created for the three TOD priority areas along the rail corridor—East Kapolei, Stadium-Halawa, and Iwilei-Kapalama. The sub-committees will be tasked with preparing more detailed work plans and a collaborative agenda for the near- and long-term for furthering the planning and development of identified TOD projects. This work would be interrelated with activities to address regional infrastructure needs and investments required to enable individual State TOD project development.

3.1.6.2 Strategy Component 2: State TOD Project Coordination and Facilitation for Regional Needs

Infrastructure capacity will be a priority for actions and investments to support TOD development along the rail. This will require continued coordination and collaboration with the City on more detailed analyses of critical shared infrastructure needs as identified in this chapter, and the examination and development of financing strategies cost-sharing models to provide the infrastructure improvements necessary to enable identified projects to move forward. As these needs are identified, CIP budget requests will need to be prepared for inclusion in the executive budget and forwarded for TOD Council review. The TOD Council will monitor implementation of regional infrastructure improvements that have been identified as critical to successful implementation of State TOD projects.

Community outreach and engagement will also become more of a priority as plans for TOD priority areas advance.

3.1.6.3 Strategy Component 3: Development of TOD Policy and Program Tools

The State will need to partner with the City in examining tools and financing mechanisms to address known infrastructure gaps in the TOD priority areas. Some of the initiatives proposed in Chapters 4 and 5 will inform this discussion. Collaboration in planning and funding specific region-serving infrastructure improvements, such as wastewater capacity in the Iwilei-Kapalama area, will also be needed. The State will be able to take advantage of the infrastructure master planning work being done by the City, such as the City’s wastewater improvement program and the Iwilei-Kapalama Infrastructure Master Plan. In the near-term, State CIP funds appropriated in OP’s budget will be used to assess in more detail the area-wide improvements needed in the TOD priority areas.

3.1.6.4 Strategy Component 4: State TOD Policy Support and Administration

Due to the potential impact that TOD would have on public schools in the rail corridor, DOE will need policy and resource support to enable it to plan, design, construct, and operate new and expanded school facilities within the corridor. Some of these supports include:
o Early and ongoing communication and collaboration between project developers and agencies to enable DOE to discuss school facility and operational capacity early in the project planning process;

o Policies to support the right-sizing of new and existing urban school facility improvements and programming to capitalize on the greater densities and increased accessibility associated with TOD;

o Initiatives to maximize returns to DOE on use of existing DOE facility assets along the rail as appropriate; and

o Advocacy for capital budget requests for specific investments needed to increase school capacity at existing TOD-impacted schools.
3.2 City and County of Honolulu TOD Opportunities and Investment Priorities

3.2.1 Introduction

TOD near the future rail transit stations is a major element of the City’s growth strategy for the next several generations. TOD may result in the construction of 50,000 new housing units in the rail corridor over the next 50-plus years.

Honolulu’s vision for the 20-mile rail transit corridor—from East Kapolei to Ala Moana Center—is a series of diverse, walkable neighborhoods connected to each other by rail. Each station area will continue to have its own unique identity by celebrating historic and cultural assets, but new TOD will connect homes with major employment and education centers, and provide convenient access to goods, services, events, and recreation. The rail system will improve mobility and access, increase social equity, and help catalyze economic growth and neighborhood revitalization. In addition, the City expects fiscal benefits from TOD along the rail from an increase in the City tax base over time, and reduced operating and maintenance costs for City services due to the compact, connected development pattern of TOD.

3.2.2 City Initiatives in Support of TOD

Recognizing that TOD projects can take years to develop, the City started in 2007 to build a solid planning and policy foundation for TOD. The City and County of Honolulu Department of Planning and Permitting (DPP) has worked with communities, landowners, and State agencies over the last decade to create a strong vision and practical plans for each station area. Eight neighborhood TOD plans have been developed for the 19 station areas under City jurisdiction (the Kakaako and Civic Center station areas are under the Hawaii Community Development Authority (HCDA)). Half of the TOD Plans have been adopted by the City Council, with the remainder in process.

DPP’s TOD Division coordinates implementation through new policies, incentives, regulations, and projects and collaboration with other public, private, community, and non-profit stakeholders. The Mayor’s TOD subcabinet meets bi-weekly to coordinate complex projects, plans, policies, and programs that involve multiple departments and outside partners. Key planning and policy initiatives include:

- Corridor-wide TOD special district regulations and station-area-specific TOD zoning, including entitlement bonuses in exchange for community benefits like affordable housing, improved streetscapes, and usable public gathering places (in process of adoption).
3.2 City & County of Honolulu TOD Opportunities & Investment Priorities

**EAST KAPOLEI**
The East Kapolei Neighborhood TOD Plan presents a framework for development of three station areas that are part of the long-term plan to create a "second city" in Kapolei. These stations will provide access for future developments like Ho'opili, as well as existing residents with park-and-ride facilities and a bus transit center. The UH-West O'ahu Station area will continue to grow as a campus and urban community.

**WAIPAHU**
The Waipahu Neighborhood TOD Plan covers the Waipahu Transit Center and West Loch Station areas. The TOD vision for these stations is to retain and strengthen the historic character of Waipahu, while encouraging appropriate mixed-use development. A Waipahu Town Action Plan has been created to prioritize near-term implementation actions related to pedestrian and bicycle facilities, wayfinding and placemaking, safety, and economic development.

**‘AIEA - PEARL CITY**
With its existing resources and destinations, the ‘Aiea-Pearl City area serves as a keystone to the island’s TOD goals. With TOD, Leeward Community College could become more than just a daytime campus, and Pearlridge and Pearl Highlands Station areas could become livable mixed-use communities with improved housing, employment, retail, and recreational choices. The Pearl Highlands Station will also serve as a major transit center for residents ‘ewa and mauka of the TOD areas.

**HĀLAWA/ALOHA STADIUM**
The Aloha Stadium Station will provide high-quality transit access to nearby retail and housing, military facilities, the Pearl Harbor Historic Sites, and Stadium events. A replacement stadium is also proposed by the State of Hawai‘i in conjunction with new TOD that may include housing, hotels, offices, retail, entertainment, and sports-related uses. There are also efforts underway to extend the Pearl Harbor Historic Trail to this station area to improve regional bicycle access.

**AIRPORT AREA**
The Pearl Harbor, Daniel K. Inouye International Airport, and Lagoon Drive Stations will serve residents and visitors alike. The area is envisioned as the gateway to Hawai‘i and a premier employment center. The rail stations, along with associated bus and bicycle upgrades, will improve access, allowing for more concentrated infill development. TOD zoning will diversify employment and convenience retail options in the area and improve the pedestrian environment.
HONOLULU’S TOD PLANS

The City and County of Honolulu is working to ensure that growth in the rail corridor proceeds in concert with the vision and goals of each rail station community. Neighborhood TOD plans have been developed to guide new development and plan for orderly growth and improved accessibility around the stations. These plans are each unique to their context, as highlighted below. The TOD Plans, and the implementation projects that grew out of them, have been developed through extensive community engagement, including public workshops, stakeholder meetings, community surveys, business and student outreach, and more.

ALA MOANA
The Ala Moana Center Station is the terminus for the HART rail project. This high-rise urban district will continue to serve as a regional destination and gathering place for residents and visitors. Passengers will be able to transfer to buses to reach Waikīkī and the University of Hawai‘i at Mānoa.

KALIHI
While the Kalihi Station area will likely remain stable following the introduction of rail transit, the Middle Street and Kapālama Station areas have great potential for transformation with projects underway such as the State’s modernization of OCCC and the revitalization of Kapālama Canal. The Kapālama/Iwilei area in particular is anticipated to change over the coming decades from a light industrial and commercial district into a mixed-use urban community anchored by Honolulu Community College. The Middle Street Station will also continue to serve as a major transit center.

DOWNTOWN
While largely built out, the Downtown and Chinatown Station areas will benefit from new infill development and ongoing livability improvements. The Chinatown Action Plan and Complete Streets Program will serve to catalyze these changes, focusing on streets and placemaking, cleanliness, safety, as well as events/activities and park improvements. The Iwilei Station area will see significant shifts from existing industrial/commercial uses to more residential and mixed-use opportunities. The redevelopment of Mayor Wright Homes, along with regional infrastructure upgrades, will catalyze this new TOD district.

CIVIC CENTER/ KAKA‘ako (HCDA)
The neighborhood around the Civic Center and Kaka‘ako Stations is under the jurisdiction of the Hawaii Community Development Authority (HCDA). TOD in this area is planned as high-rise mixed-use development to support O‘ahu’s population growth within Honolulu’s urban core. The ongoing Blaisdell Center Master Plan is underway to support this new population and quality of life islandwide.
• The Interim Planned Development-Transit (IPD-T) permit, available for 20,000-plus square foot lots in defined areas around rail stations, allows developers to propose mixed-use projects in advance of TOD zoning, if aligned with the TOD Plans. The IPD-T permit allows added height and density in return for community benefits. Five IPD-T permit applications have been received as of July 2017.

• A complete streets design manual has been adopted. Rail access and connectivity projects are planned around every station, for seamless, safe connections between transit stations, bus stops, streets and sidewalks; several projects are implemented each year.

• A TOD wayfinding strategy (signs and a digital app) is in development, and a new integrated bus/rail farecard system will be rolled out for TheBus in 2018.

• A new parklets ordinance (Ord. 16-2) encourages repurposing parking spaces for public seating, and new street and green stormwater infrastructure standards are being developed.

• Over $1.2 billion in TOD-related infrastructure projects are planned, with an infrastructure master plan and finance district under way to support development in the Iwilei-Kapalama area (including several State-owned properties).

A key element of TOD is the provision of new affordable housing along the rail corridor. The Mayor’s affordable housing strategy addresses critical housing needs with new and revised policies, incentives, regulations, and investments in partnership with developers, builders, and other stakeholders. Key priorities include the use of City lands for affordable housing, rental housing funding, an accessory dwelling unit (ADU) program, TOD infrastructure investments, and new TOD zoning. Bills to require affordable housing in most new developments and offer financial incentives for affordable units have been introduced to City Council. The ADU ordinance allows ADUs on thousands of residential lots, with most permit and development fees waived.

3.2.3 Opportunities for TOD Collaboration

TOD will deliver many critical social, economic, and environmental benefits. The TOD zoning, infrastructure investments, and incentives will help catalyze development that meets each rail community’s vision and addresses State and City goals for energy use, affordable housing, and sustainability. Projected benefits include improved connectivity and access for residents and businesses, increased rail transit ridership, more housing choice, lower capital and operating costs for new highways and infrastructure, lower household transportation and building energy costs, less land consumed by development, reduced greenhouse gas emissions, and better human and environmental health.

Extensive State land holdings and a smaller amount of City land in the TOD areas are or will become available for redevelopment. The City has worked with State agencies to develop the Neighborhood TOD Plans, including conceptual designs for State properties, and to prioritize critical infrastructure projects. Ongoing work with members of the TOD Council has focused on three priority areas: analyzing development alternatives and infrastructure needs at Aloha Stadium; infrastructure planning and finance in Iwilei-Kapalama (including Mayor Wright Homes, UH Honolulu Community College (UH HCC), and other State properties); and master planning for development in East Kapolei (including UH-West Oahu and other State properties). The City is supporting longer-term development and infrastructure planning in Kalihi (around the potential future redevelopment or reuse of Oahu Community Correctional Center), Waipahu (with four State properties near the rail station and bus transit center), and UH Leeward Community College (UH LCC) (for potential redevelopment of the commuter parking once rail is operational).
State agencies have a standing invitation to meet with the City’s TOD Subcabinet to coordinate and expedite key infrastructure and other issues on State projects. While State projects may be exempted from City zoning requirements, private developers on State lands may want to take advantage of new TOD zoning, which allows for mixed housing, commercial, and industrial uses, with higher densities and heights in exchange for community benefits such as affordable housing, active streetscapes, and usable open space. At HPHA’s request, the City Council amended the IPD-T permit process to allow HPHA or other State agencies to qualify for maximum height and density on any TOD properties that include affordable housing.

While most of the transit project is in the City’s urban core and nearby suburbs, it includes historic neighborhoods like Kalihi and former plantation towns like Waipahu. Solutions that will help revitalize and protect these neighborhoods will also apply to legacy neighborhoods throughout Oahu. Smart growth lessons learned in the TOD areas are already being used across Oahu, and the City will be exploring more widespread use in transit-ready development islandwide as new concepts are tested in the TOD areas—for affordable housing, zoning, street standards, green infrastructure, climate adaptation and resilience strategies, and other innovations.

### 3.2.4 City Priority TOD Projects

While there are scores of TOD-related projects in planning, design, and construction, the City has identified several catalytic projects where the City can make a significant impact in advancing TOD. City work on these catalytic projects is intended to spur neighborhood revitalization through public and private investments. Some of the priority projects are described in this section; more will be selected in future years.
The City seeks to capitalize on the presence of several large landowners in this area, including Kamehameha Schools, the Weinberg Foundation, Castle & Cooke, in addition to the State, to stimulate synergistic landowner investments to transform a neighborhood of existing commercial/industrial businesses and interspersed housing into a community business mixed-use environment. The Iwilei-Kapalama Infrastructure Master Plan will identify critical investments to accommodate growth in the Iwilei and Kapalama TOD areas, with a high priority on supporting affordable housing. This includes exploring the acceleration of infrastructure needed to support new development at Mayor Wright Homes and other State facilities, like UH HCC, in collaboration with the TOD Council. Conceptual green infrastructure and climate adaptation designs developed through U.S. Environmental Protection Agency (EPA) technical assistance are being incorporated. The initial assessment will include high-level cost estimates for infrastructure improvements, a phasing strategy, and other recommendations to support TOD. An associated study is exploring innovative financial tools to help fund the necessary improvements.

**Kapalama Canal Catalytic Project**

The Kapalama Canal Catalytic Project is the outcome of various community plans to create a linear park, waterfront promenade, and Complete Streets improvements along Kapalama Canal. The Project will also address green infrastructure and water quality improvements, erosion control, bank stabilization, channel bottom/invert alteration, and dredging. The Project is intended to create recreational and gathering spaces, improve multi-modal access to and within the community and to the rail station, and catalyze broader neighborhood improvements and new mixed-use development around the rail station.
Pearlridge Station #8

Pearlridge Transit Center/Mixed-use Development

This catalytic project at the Pearlridge Station would include a bus transfer center to improve multimodal connectivity to rail and the Pearl Harbor Historic Trail; new affordable or mixed-income housing to catalyze transformation of the area; and convenience retail for transit riders, area residents, and trail users.
Blaisdell Center Master Plan

The Neal S. Blaisdell Center complex is situated in the Kakaako Community Development District and several blocks from the planned Kakaako rail station. This area is experiencing tremendous change and development, with thousands of new multifamily housing units being planned and constructed. The goal of the Blaisdell Center Master Plan is to update these well-used community facilities—most of which were built in 1964 and are facing increasing maintenance and renovation needs. The City has completed a Feasibility Study and Conceptual Land Use Plan that provides for a renovated arena and concert hall, and a new exhibition hall, parking structures, public spaces, and other community facilities to position the Center as Honolulu’s premier gathering place for community events, entertainment, and culture. Site planning is underway.
**Chinatown Station #17**

**Chinatown Action Plan**

The Action Plan identifies and prioritizes near-term actions to prepare the neighborhood—the Chinatown District between Honolulu Harbor and the H-1 Freeway—to take advantage of rail service, while refining longer-term strategies to enhance and sustain the vibrancy of the Chinatown area. The Action Plan outlines 21 actions that government, businesses, residents, and civic organizations are planning or undertaking, including streetscape improvements, active public spaces, cleanliness and safety, economic vibrancy, redevelopment of underutilized City properties, and improved parks.
Waipahu Transit Center Station #5

Waipahu Town Action Plan

The purpose of the Waipahu Town Action Plan is to help prepare Waipahu Town for rail—providing infrastructure so people can access the Waipahu Transit Center Station and positioning the neighborhood to benefit economically from increased activity in the station area. The Plan has identified and prioritized near-term projects that can have immediate impact, as well as near-term steps for implementing longer-term strategies. These actions are related to placemaking, improving development potential, better utilization of public spaces, and improving safety and maintenance.

Rendering of Waipahu Depot

Road street improvements
Related City TOD Initiatives. The City has also been selected to receive technical assistance through the National Public Transportation/Transit-Oriented Development Technical Assistance Initiative, to develop strategies to better support equitable mixed-use development and affordable rental housing along the line. The technical assistance would also examine how to provide support for existing small businesses; establish a community land trust, land acquisition fund, and TOD fund; develop new models for development of mixed-use spaces, including industrial/mixed use, multi-story industrial, service, creative, and maker spaces; and outline recommendations for implementation.

3.2.5 Infrastructure and Regional Needs

3.2.5.2 Corridor-wide Assessment

Ensuring adequate infrastructure capacity—be it wet or dry utilities, pedestrian facilities, or schools and parks—is a concern the City is tackling head on as it shifts from a historic growth pattern of large master-developed communities to smaller infill projects in existing communities.

Although it is not practical to estimate the total infrastructure costs for all TOD development without knowing exactly which parcels will develop, how much, and in what year, the City anticipates the major infrastructure upgrades aggregated below and described later in this chapter are necessary to create adequate capacity for the next several decades of growth in the rail station areas.

A lack of sufficient infrastructure is the most commonly cited barrier to redevelopment. The Mayor’s TOD Subcabinet developed a list of over $1.2 billion in infrastructure projects needed to support development and affordable housing in the rail corridor. This includes over $320 million for sewer projects in the next five years, plus another $510 million for sewer projects with construction cost funding programmed over a longer period. Water system improvements include $41 million over the next six years, and $170 million planned through 2042. Projects for stormwater, complete streets and station access, parks, and broadband access improvements include a similar range of near-term programmed funding and significant additional long-term funding needs.
3.2.5.2.1 Wastewater Capacity

Although the City’s wastewater system is considered to be the biggest impediment to growth, the system is handling 15 million gallons per day less than it was 15 years ago, in part, due to requiring more efficient water fixtures. Many areas have some capacity for near-term development, but may need improvements to accommodate major development or build-out of the neighborhood TOD plans. The City sewer system cannot be oversized in anticipation of future development. Inadequate flow frequently results in early corrosion of pipes and equipment. Sewer capacity must be provided incrementally over time, ideally just ahead of demand.

The City is investing over $5.2 billion (in 2010 dollars) islandwide in its wastewater system to comply with a 2010 Consent Decree—primarily fixes to improve environmental quality. Both Consent Decree and non-Consent Decree projects are planned that will provide additional capacity.

**Over $320 million** in funded sewer projects (pump stations, force mains, and large pipes) will improve capacity and support development in Ala Moana, Kakaako, Iwilei-Kapalama, Kalihi, the Airport area, Pearl City, and Waipahu over the next five years.

Another **$510 million** in additional sewer projects have been identified, with construction cost funding programmed, which will allow additional development in Ala Moana, McCully-Moiliili, Iwilei-Kapalama, Halawa/Aloha Stadium, Pearl City, and Waipahu.

Local collector sewer lines, serving specific development projects, are not included in these regional project costs and may represent an additional cost of at least ten percent of the amounts above.

---

### Key Wastewater Capacity Projects

**Urban Honolulu**
- Sand Island Wastewater Treatment Plant Sewage Digester Renovation

**Ala Moana-Kakaako**
- Ph I, Ala Moana Wastewater Pump Station Upgrade (C-$20M-funded; D-2020)
- Ala Moana Wastewater Pump Station 3/tunnel project LA/D-$50M, partially funded; C-$290M-unfunded)

**Iwilei-Kapalama**
- Ph I, Awa Street Wastewater Pump Station/Force Main/System Improvements ($120M-funded, O-2020)
- Ph II, Awa Street Wastewater Pump Station/Force Main/System Improvements ($100M-unfunded); Local collection pipe upgrades ($60M-unfunded)

**Kalihi**
- Ph III, Hart Street Wastewater Pump Station/Force Main ($20M-programmed)

**Airport**
- Kamehameha Highway Wastewater Pump Station/Force Main System Improvements ($21M-funded)

**Aloha Stadium/Halawa**
- Wastewater system improvements (~$100M-unfunded)

**Pearlridge/Waimalu**
- Waimalu Wastewater Pump Station Modification/Upgrade ($10M-FY19)

**Pearl City/Waipahu**
- New force main Waipahu to Honolulu WWTP ($60M-FY20; D-2022)
3.2.5.2.2 Water Capacity

New development in Ewa and around the rail transit stations will account for about 75 percent of Oahu’s anticipated population increase through 2040. Serving these new demands will require significant additional water infrastructure, as well as aggressive water conservation measures. Planned projects to increase system capacity for TOD within the next six years will total roughly $41 million. Other capacity projects planned through 2042 total $170 million.

Key water capacity projects have been identified for long-range planning purposes (see sidebar). The cost estimates and scheduling are subject to change based on project definition, priorities, funding availability, staffing resources, and coordination among other infrastructure projects.

3.2.5.2.3 Stormwater

Drainage and flooding are an ongoing challenge in some station areas that must be addressed in order to unlock development potential. The City’s current efforts to improve drainage are focused primarily in the Iwilei and Waipahu Transit Center station areas, as well as private development islandwide. Innovative strategies and policy changes will also benefit other neighborhoods that have deficient drainage systems.

- The drainage system in Iwilei is an antiquated, partially privatized system that causes frequent and severe flooding problems. The City has funded a planning study in the current fiscal year to determine the appropriate solution, whose implementation will likely depend on a partnership between private and public interests. The Iwilei-Kapalama Infrastructure Needs Assessment will also present preliminary sea-level rise and climate-change adaptation strategies for this area.
- The City will be requesting funds to update an existing plan to eliminate the federal floodway designation in Old Waipahu Town. A 2004 study estimated one solution at a cost of $22 million.
- The City has recently adopted new rules for developments requiring on-site stormwater management and green infrastructure to reduce the load on its stormwater system and improve water quality.

3.2.5.2.4 Recreational & Cultural Facilities

As existing neighborhoods are redeveloped, the City will also need to improve existing parks and create more community gathering spaces. Many of these spaces will be provided or improved by developers through the City’s existing Park Dedication requirement, which may result in new privately owned public spaces, contributions to new public parks, and new private facilities. New development in Iwilei-Kapalama alone could result in 16 acres of new recreational space. The City is also funding public improvements to serve existing neighborhoods and spur development.

- The City has committed to making major upgrades to Ala Moana Regional Park to serve existing users, new residents, and those arriving by rail from other parts of the island.
• Renovation of the Neal S. Blaisdell Center and Thomas Square is a critical element for preserving the quality of life on Oahu, as well as supporting development in the surrounding Kakaako and Ala Moana neighborhoods. The first phase of Thomas Square improvements is under construction, and site planning for the Blaisdell Center campus will be ongoing through 2017.

• Kalihi currently has the lowest amount of park space per capita in the entire island. TOD is creating the opportunity to fund and construct an urban greenway park along Kapalama Canal, as desired by the community for many decades. Construction of the first phase of the project is estimated at $25 million, plus $10 million for dredging and bank stabilization. The project is intended to catalyze affordable and workforce housing development on adjacent private and State-owned lands.

3.2.5.2.5 Station Access & Complete Streets

The City has identified pedestrian, bicycle, and bus access improvements necessary to help riders reach the rail stations, which are particularly important since only four of the 21 stations will have parking facilities. More than 60 individual improvements were identified at a total cost of $80-90 million. The improvements range in scale from wider crosswalks to new pedestrian bridges and bus transit centers. Some are focused particularly on enhancing TOD opportunities. Projects already underway are listed to the right.

Complete Streets implementation. Following adoption of the Complete Streets Ordinance and the Honolulu Complete Streets Design Manual, the City is working towards incorporating complete streets principles in all aspects of roadway planning, design, and construction. The City has established a Complete Streets Program that has a goal of ensuring multimodal access to rail stations and in TOD areas, in addition to a connected network of protected bicycle facilities in urban Honolulu. These improvements are being constructed through standalone projects, in-house efforts, and rehabilitation of streets projects.

The TOD corridors in town being considered for reconstruction are listed in the box. Complete streets elements may include sidewalk improvements, bikeway facilities, intersection improvements (such as roundabouts), and other features that support safe and convenient travel and economic development. The total cost to complete these initiatives is anticipated at $30-50 million.

3.2.5.2.6 Broadband Internet

The City’s Department of Information Technology is working with HART and the telecommunications industry to incorporate high-capacity broadband fiber optic into the rail guideway and throughout the neighborhoods served by rail. Access to this infrastructure will generate huge economic development
benefits and help cultivate innovative industries in the TOD areas. Free City-provided broadband Wi-Fi is also being deployed in Chinatown and Downtown, as was recently made available in Waikiki. Wi-Fi will be available on the train and in the stations.

### 3.2.5.2.7 Electrical Power

TOD Division staff are meeting quarterly with the Hawaiian Electric Company (HECO) to help them understand the implications that TOD may have on their system and to determine future needs for infrastructure investment. HECO is currently working to identify the upgrades necessary to support the estimated development in the Iwilei-Kapalama station areas.

### 3.2.5.3 Iwilei-Kapalama Catalytic Area

The initial needs assessment for the Iwilei-Kapalama Infrastructure Master Plan outlines the infrastructure needed to support expected development in the Iwilei-Kapalama area, including affordable and workforce housing. The first phase includes delivering the infrastructure needed to support new development at Mayor Wright Homes and other State-owned properties in cooperation with the TOD Council. The longer-term master plan and finance district will identify specific projects and funding needed for each subsequent phase of development. A preliminary list of needed improvements for implementation under the Iwilei-Kapalama Infrastructure Master Plan is seen in Figure ____.

<table>
<thead>
<tr>
<th>IMPROVEMENT</th>
<th>COST</th>
<th>FUNDING SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Sewer System Upgrades</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Awa Street Phase 1</td>
<td>$120M</td>
<td>City (ENV)</td>
</tr>
<tr>
<td>Awa Street Phase 2</td>
<td>$20-100M</td>
<td>City (ENV)</td>
</tr>
<tr>
<td>New Alakawa Street Main</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>Upsize King Street Main</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>Water System Upgrades</td>
<td>$120M</td>
<td>City (BWS), Private</td>
</tr>
<tr>
<td>Electrical System Upgrades</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Underground infrastructure</td>
<td>$70M</td>
<td>HECO, City, Private</td>
</tr>
<tr>
<td>New 46 KV Line</td>
<td>$15M-45M</td>
<td>HECO, Other</td>
</tr>
<tr>
<td>Upgrade to Substation(s)</td>
<td></td>
<td>HECO</td>
</tr>
<tr>
<td>Regional Drainage Improvement</td>
<td>TBD</td>
<td>City, State, Private</td>
</tr>
<tr>
<td>New Streets (incl. utilities)</td>
<td>$80M</td>
<td>City, State, Private</td>
</tr>
<tr>
<td>Upgrade Existing Streets</td>
<td>$20M</td>
<td>City, State, Private</td>
</tr>
<tr>
<td>Kapalama Canal Linear Park</td>
<td>$100M</td>
<td>City, Private</td>
</tr>
<tr>
<td>New Iwilei Community Park</td>
<td>$40M</td>
<td>City, Private</td>
</tr>
</tbody>
</table>

Source: City Department of Planning and Permitting

### 3.2.6 Implementation of City TOD Initiatives and Projects

City staff will continue to focus on implementing the priority projects and policies identified above, including ongoing support for planning, development, and infrastructure on State lands—especially with significant affordable and workforce housing. This will include participating in TOD Council subcommittees for the State TOD priority areas.

In addition to these specific projects, collaboration with the State and private developers is needed to develop and preserve more affordable and workforce housing; create a community land trust and land acquisition fund (for both affordable housing and commercial space) and a transit-oriented equitable
development fund (for bridge or gap financing); develop strategies for small business protection, preservation, promotion, and growth; and create new models for development of multi-story industrial/mixed-use, service, creative, and maker spaces.

The City and State can also benefit by working together on a joint development implementation strategy for public lands around rail stations, and a decision-making framework to maximize public benefits of public property.
3.3 Kauai County Transit-Ready/Smart Growth Opportunities and Initiatives

3.3.1 County Initiatives Supporting TRD

The County of Kauai has been highly progressive in implementing smart growth and Transit-Ready Development principles in the plans, ordinances, and infrastructure projects. Kauai was the first county to adopt a Complete Streets ordinance in 2010 which set the direction for future planning efforts. For Kauai, the need for a multimodal approach in transportation planning was clear – vehicle miles travelled have skyrocketed since 2000, increasing by 147.5 million from 1990 to 2009 while roadway capacity increased just 19 miles. Residents were increasingly reliant on single occupancy vehicle travel – in 2008 automobile use accounted for almost 95% of all trips while transit, walking and cycling accounted for just 2.38%.

In 2010, the Lihue Town Core Plan was adopted which looked at the historic town core and created a plan to support infill development. It specifically cited the need to create a walkable place, with pedestrian and bicycle networks. This was the first plan that incorporated Complete Streets, attributing the stagnation of the Lihue town core to the sprawl and decentralization of Lihue. Four new Special Planning Areas were created as overlays to existing zoning to support infill development, including the allowance of mixed uses, raising the height limit from 20 feet to 50 feet, and street frontage for new buildings. The Lihue Community Plan looked at the broader region to implement the General Plan’s policy to have Lihue be Kauai’s major growth center. The subdivision ordinance was also amended through Bill 2465 “Implementing Multimodal Principles in Subdivisions”, requiring sidewalks in new residential subdivisions, in the industrial district, and within one-half mile of any school, and reducing the maximum block length in residential and commercial areas from 1,800 feet to 450 feet to promote greater connectivity and walkability.

The South Kauai Community Plan, adopted in 2015, was developed using Transect planning concepts and form-based codes as overlays to zoning in designated Special Planning Areas. Zoning is performance-based with no set densities, smaller footprint housing and heights restricted to 2.5 stories.
User-friendly graphics and charts were incorporated and new “missing middle” housing types were introduced for Kauai – carriage house, courtyard apartment, cottage, cottage court -- denser housing than previously allowed. There is also a range of civic spaces with street and thoroughfare standards. The community wanted to protect the rural feel in Koloa, so two-way streets were preserved and multi-modal roadway networks were planned with shared use paths, intersection improvements, pedestrian paths, sidewalks and bike lanes.

The housing crisis on Kauai is exhibited by high demand with much fewer homes for residents being constructed. 45% of buyers come from the Mainland and foreign countries, and 44% of all households are considered cost-burdened – paying more than 30% of their income for housing. There is a need for 9,000 units by 2035, not including 1,200 units of pent-up demand. Build-out scenarios were created based on where housing development has been occurring – most homes were constructed in East Kauai, South Kauai, and the North Shore. 40% of these homes were built on Agriculture and Open lands, 30% were in single-family zones, and less than 1% in multi-family zones.
The Kauai General Plan Update was a major undertaking which provided the opportunity to incorporate previous work on Complete Streets, Smart Growth, and Multi-Modal Transportation Plan into the long term islandwide plan guiding future growth. The Plan is action-based and undergoing County Council review. The General Plan Update acknowledges the housing crisis: plans to increase housing supply and direct where housing should go, state what types of housing and communities are wanted and needed, and how government can encourage public and private housing creation.

Population growth is allocated in the General Plan update, with 40% of future growth directed to Lihue despite Lihue not being the fastest growing area. A focused set of policies were developed to articulate the path forward to meeting the community’s vision and goals, including relative to TRD:

- designing healthy and complete neighborhoods by ensuring safe roads, functional parks, and access to jobs, commerce, transit and public services,
- reducing the combined cost of housing and transportation by connecting jobs and providing a diversity of housing types and affordable transportation options,
- increasing the amount of housing by focusing infrastructure improvements in growth areas, eliminating regulatory barriers, and forming active public-private partnerships,
- managing future congestion through strategic infrastructure improvements and
- increased multi-modal transportation options
Place-typing workshops, including bus and walking tours, were conducted in communities to assess how the Plan and zoning can influence walkable neighborhoods. Walksheds were used to identify town core, the 10-minute walking radius, and “place-typing” – what kind of place do you live in and how do you see this area evolving.
3.3.2 Opportunities for TRD and Smart Growth Collaboration

3.3.2.1 Kauai TRD Transportation issues and planning

In pursuit of Transit-Ready Development, the County of Kauai has developed a Multi-Modal Land Transportation Plan that is the framework for the Transportation element in the General Plan. Acknowledging that roadways cannot continue to be widened, Kauai is seeking to accommodate growth through shifts in travel mode—increasing walk, bicycle, and transit modes while decreasing automobile use. The goal is to move from 7% walk-bicycle-transit modes in 2010, to 13% in 2020, to 23% by 2035. Each of the Community Plans will have transportation map depicting a multi-modal network of roads, bike lanes and paths, pedestrian paths, transit plan, and Special Street Design (Safe Routes to School). (SLIDE 5 – LEE)

A Street Design Manual is being created looking at all modes and considering adjacent land uses. Context-sensitive street design is reflected in the Hardy Street Roundabout which has sugarcane planted in the center, pieces of the Old Mill, and interpretive signage. In resurfacing Puhi Road, bike lanes, parking and sidewalks were added to provide pedestrian and bicycle connections to Kauai Community College. In a Safe Routes to School application, a two-lane road was redesigned to take one lane for pedestrians and bicycles. Other roads undergoing Complete Street improvements include Haleko Road, Poipu Road, and Hanapepe.
In 2015, the County of Kauai was awarded a $13.8 million TIGER (Transportation Investment Generating Economic Recovery) grant, a highly competitive National award, from the US Department of Transportation. This will allow physical transformation of the streets in Lihue to complete the Lihue Town Core Urban Design Plan. Eiwa Street is a transit street that will improved to create a main transit hub for Lihue Town with passenger shelters, larger pedestrian areas, bus pullouts, bike lanes, and street trees. Rice Street which is the main commercial street in Lihue will undergo a road diet, converting 4 lanes to 3 lanes while expanding sidewalks, adding bike lanes, bus pull-outs, and designated left turn lanes.

3.3.2.2 Transit on Kauai

Kauai is growing and faced with the challenge of how to accommodate a growing population while preserving rural character and high quality of life on Kauai. A transit feasibility study, looking at where people live that are most likely to use transit, found that they are scattered around the island. As transit is an equity issue, it needs to be provided across the entire island. Ridership is presently strongest from Kapaa to Lihue near KCC. To improve the frequency of service, overlapping routes are planned, and local shuttles that overlap with mainline service to provide more frequent service to Lihue and Kapaa and to the South Shore resort area.

Collaboration with DOT is key since the buses mainly run on State highways. There is the bus transit issue in rural areas, where buses have to pull off the highway and turn left onto side streets which is inefficient and delays service. It would be good to fund a study on how to accommodate rural bus use and bus stop design.
Kauai has used its GIS mapping capabilities to include roads, water lines, wastewater, bus transit, and Special Planning Areas to help determining project readiness, an important factor for TRD. Water availability has been mapped islandwide which enables setting meter restrictions in areas where water capacity is of concern.

An important consideration is what equity aspect of TRD is trying to be achieved—is it housing affordability or reduced transportation costs? Accordingly, performance measures are being looked at to determine when we have been successful. Currently, mode shift goals have been set, using the American Community Survey methodology. Data is also being collected to enable tracking transit ridership, miles of sidewalk, and miles of bicycle facilities. An annual bike/pedestrian baseline count is being done in TIGER areas. Also being considered are crash data, reduction in fatalities, and speeds and traffic volumes.

Currently, affordable housing projects are being undertaken by the Kauai Housing Agency with the intent to make them readily accessible to transit. These include Kohea Loa in Hanamaulu (32 units Phase 1, ultimately 440 units including 140 affordable), Koae in Koloa (134 multi-family units), and Lima Ola in Eleele (149 units in Phase 1, 111 multi-family, 39 single-family, total 550 units).

### 3.3.3 Identified/Priority Projects

Based on a February 2017 Kauai Transit-Ready Development Workshop, five (5) potential TRD projects on State lands on Kauai were identified for further exploration: 1) Old Police Station in Lihue, 2) Haleko Road Affordable Housing, 3) uh Kauai Community College, 4) Mahelona State Hospital site in Kapaa, and 5) Hanapepe Road remnant lots.
3.3.3.1 Lihue Former Police Station

In the heart of Lihue Town, a one-acre parcel on Umi Street presents a great opportunity for housing or office mixed use to support the Lihue Town Core. This site housed the former Lihue Police Station (which was demolished in 2017) and the site reverted to the State of Hawaii. The site will be used as a parking lot until some future use is determined. The Lihue Town Core Urban Design Plan calls for higher density mixed use development in the Special Planning Area where this site is located. The site is adjacent to Wilcox Elementary School, Lihue Ballfields, and within walking distance to State and County offices, as well as commercial development on Rice Street. The street network in the surrounding area is being renovated through the US Department of Transportation TIGER grant. Adjacent to this site is a Department of Health building that could be jointly considered for redevelopment for DOH and other mixed uses.

3.3.3.2 Haleko Road Affordable Housing

The Kauai Housing Agency is planning to develop affordable housing on a 1.5-acre site on Haleko Road near Kukui Grove Shopping Center. The site is owned by the County of Kauai, zoned STP/Residential and is used as a parking area. The site has the potential for a three-story building with 40 to 50 multi-family affordable residential units that are compatible with the surrounding retail and commercial setting. There are minimal site work requirements, and direct access to utilities, including water, power, sewer and storm drainage. Issues to address would include the relocation of powerlines and conducting an assessment of traffic conditions. Parking may be an issue, but reduced parking is also an option. The potential to combine the site with an adjacent State parcel under DLNR jurisdiction that is designated as an arboretum but is currently vacant and undeveloped.

3.3.3.3 UH Kauai Community College Long Range Plan

The University of Hawaii Kauai Community College (Kauai Community College) is the island’s only post-secondary educational institution. The campus is on approximately 197 acres in the Puhi area of Lihue. A Long Range Development Plan is being prepared as a guide to direct the physical form and character of the campus. The Long Range Plan identifies the KCC’s plans for expansion to provide facilities, housing, and uses to serve the student, faculty and staff needs over the next 10 to 15 years. New or
expanded facilities is dependent on funding availability. There is the potential for student housing near the east entrance to the campus, which would be in walking and biking distance to new commercial developments makai of Kaumualii Highway and on the bus main line.

The KCC site was recently reclassified to the State Urban District, and has been designated as University Zone in the Kauai General Plan Update. Site development constraints include the presence of large drainage swales and streams and irrigation ditches.

3.3.3.4 Mahelona State Hospital

The Mahelona Medical Center and Samuel Mahelona Memorial Hospital are located on the north end of Kapaa on a 34-acre site near the ocean. The hospital is a 66-bed critical access facility under the Hawaii Health Systems Corporation. The DOH will be conducting an asset analysis to plan and design for the renovation or rebuilding of the hospital. The County of Kauai proposes that housing be considered as a project component in the asset analysis. The site is located on the Kapahi Shuttle route, is near Kapaa High and Elementary Schools, and within walking/biking distance of Ke Ala Hele Makalae --the coastal shared use path.

3.3.3.5 Hanapepe Road Remnants

There are numerous State-owned lots in Hanapepe Town near Hanapepe Road. The County is currently reconstructing Hanapepe Road with pedestrian facilities to better serve the Hanapepe Town business district. Infill TOD projects on State land could be part of a revitalization strategy for the Town.

3.3.4 Infrastructure and Regional Needs

As part of the General Plan Update, infrastructure assessments were undertaken to determine existing infrastructure conditions and estimate infrastructure needs to 2035.

Kauai has ample water supply in its aquifers, but water distribution is limited and requires expansion to meet projected demands. The landfill is nearly at capacity, and the wastewater disposal system is heavily reliant on individual septic systems and cesspools. (include Fig. 3-6, page 3-55 from Kauai GP Update)
In order to alleviate the housing crisis by supporting growth in desired areas, the General Plan notes that government will need to help provide this infrastructure to encourage growth where it is desired, and look to partnerships to provide the funding needed.

There are significant infrastructure needs which, depending on location, could be barriers to implementation.

Two of the foremost public concerns in the County of Kauai are the cost of housing and traffic congestion. TRD can help to address both of these issues.

### 3.3.5 Implementation of Kauai County TRD Initiatives and Projects

The Kauai TRD projects are preliminary proposals that require additional planning and coordination to move these projects forward.

**Lihue Former Police Station.** The State Department of Accounting and General Services (DAGS) through its master plan for State office facilities on Kauai will need to determine office space needs for this site, if any. In addition, DAGS would need to consult with the Department of Health regarding potential to combine site for mixed use. Should DAGS and DOH determine this to be feasible, a site master plan would need to be prepared. The County of Kauai could potentially be a partner in the development of this site if housing is a component of the project. Estimated time frame for site feasibility assessment is two years.

**Haleko Road Affordable Housing.** County of Kauai Housing Agency is proceeding with development proposals for this site, incorporating TOD principles. Potential to use the adjacent State property is dependent on consultation with the State DLNR regarding their plans for use of the parcel and any site constraints.

**UH Kauai Community College Housing.** The Kauai Community College will need to complete its Long Range Development Plan and ascertain the need for student and faculty housing. This is anticipated to
provide the basis for moving forward with a site master plan for an on-campus housing development near the eastern entrance to the campus.

Mahelona State Hospital. The potential for housing should be incorporated into the site feasibility study currently being undertaken by DAGS. The study is expected to be completed within the next two years. Hanapepe Road Remnants. The feasibility study will need to be conducted involving the State DLNR assess which remnant sites may be suitable for housing and/or mixed use development in Hanapepe Town. Once determined, partnerships with the County of Kauai Housing Agency may be feasible for project development.
3.4 Hawaii County Transit-Ready/Smart Growth Opportunities and Initiatives

3.4.1 County Initiatives Supporting TOD

With very little formal policy coordination, the County of Hawaii’s Community Development Plans (CDP), adopted around 2008, as well as the Envision Downtown Hilo Plan, all independently identified goals based on Smart Growth principles as they apply to the very unique conditions found within each CDP District around the Island. Among the County’s community development plans, the Kona Community Development Plan contains the most formal reference to TOD establishing guidelines for the design and development of TOD’s as the preferred growth scenario for new urban Greenfield development as well as for urban and rural redevelopment and rural subdivision reconsolidation. At the same time, the Kona CDP, Puna CDP, North Kohala CDP, South Kohala CDP, and Envision Downtown Hilo Plan all share the recognition that County’s 40-year-old single-use zoning practices have resulted in development that is physically, financially, culturally and environmentally unsustainable.

The County of Hawaii has identified as a goal of mass transit to make riding transit more desirable and easier, and to be responsive to the needs of transit dependent individuals, youth, seniors, individuals with disabilities and low-income populations. The county is intent on using transit as a tool to meet the County’s sustainability, growth management, and economic development goals, by using transit hubs in areas of high density where modes connect to integrate transit networks, including those for bicycles and pedestrians. This goal is consistent with making the areas surrounding transit centers as Transit Ready Development (TRD) areas, consistent with the TOD goals of the State, with the transit hubs becoming significant influences on land use development.
The County’s mass transit system consists of a limited fleet of buses which is increasing reliance on a “hub and spoke” transit system, where the transit centers are the hubs that connect to the multiple routes or spokes to the outlying areas. This system of hubs at prominent locations provides opportunities for coordinated scheduling to provide more frequent transit service for the passengers. Park and Ride facilities, together with the Transit Hubs, have been the foundation of the original transit network, especially for riders who use the park and ride facilities in Hilo, and commute the about 100 miles to the major resort areas in Kohala and Kona.

### 3.4.2 Opportunities for TRD and Smart Growth Collaboration

**TRD and the Potential for Affordable Housing on State Lands.** The County of Hawaii has implemented a collaborative multi-departmental effort to plan for providing affordable housing near existing and proposed public transit corridors/facilities, and where possible, to coordinate with the State to plan for and construct affordable housing on State lands near these public transit corridors/facilities.

The additions of affordable housing in areas where there is a mix of housing and commercial use that is served by existing and planned public transit corridors/facilities is consistent with the TRD concept of preparing the area for future TOD development. Lower income residents living near transit corridors/facilities are more likely to utilize transit regularly, increasing and stabilizing ridership for public transit. Locating affordable and workforce housing near transit corridors/facilities, and near commercial areas, allows households to reduce transportation expenses, while increasing access to educational opportunities, employment, food, healthcare, and community services.

**TRD Opportunities.** Hawaii County has identified opportunities for Transit-Ready Developments (TRDs) to prepare for future TOD development: Puna, Hilo, and Kona. The County Mass Transit Agency has committed to developing a sustainable public transportation system - the Hele On public bus system. A sustainable public bus system is essential for having any area prepare for Transit Oriented Development by encouraging projects to commit and contribute toward making an area Transit Ready.

The three TRD Opportunity areas that have been identified are: (1) Puna - Investing in a readily available resource; (2) Hilo – “Envision Hilo” - Hawaii Island’s “Traditional City”; and (3) Kona - An opportunity to change course.
3.4.2.1 Puna - Investing in a readily available resource

Puna is an area almost the size of Oahu with very little infrastructure. Parcels are often located on substandard private roadways with minimal connectivity and multimodal options. Puna has one of the lowest per-capita income levels yet is one of the fastest growing areas in the State, requiring unique strategies to create options for this disadvantaged community. Investment to improve and enhance the current and proposed urban cores is necessary to provide community services closer to large subdivisions and population base.

While sprawling low density development carries unacceptable costs, it would be equally unacceptable, from a resource efficiency point of view, not to invest in these established yet underserved areas. A more desirable approach would be to find ways to restructure these regions into denser, more walkable, more vibrant neighborhoods, using a series of infill and re-structuring techniques. In addition, an expansion of the public transportation system would provide a desperately needed option to the increasing number of people who are dependent upon the automobile to travel to and from Hilo.

The Puna Community Development Plan, the Puna Regional Circulation Plan, and the Hawaii Paradise Park Community Master Plan have all identified goals and strategies that recognize the importance of increasing density and creating mixed use centers within the District. “The top priorities from those residents were for regional town or community village centers to provide commercial services for the nearly 10,000-acre neighborhood. Recreation and infrastructure also were listed. The top requests from surveyed residents were for a minimarket, post office, urgent care facility, gas station, coffee shop, hardware store and beauty shop.” A regional town center would serve 20,000 to 50,000 residents and cover more than 30 acres, according to the plan. A community village center would serve 7,000 to 15,000 residents, covering 10 to 30 acres, and a neighborhood village center would support 3,000 to 6,000 residents on up to 10 acres.

3.4.2.2 Hilo - Envision Hilo- Hawaii Island’s “Traditional City”

In the early 1800’s Hilo began to be gradually developed as a major economic center. Hilo remains a wonderful example of the kind of traditional city that has served to inspire the growing planning trend in TOD and traditional neighborhood design.
Today, downtown Hilo is alive and bustling with renewed energy. New and old businesses alike are meeting the challenge of revitalizing our city center while preserving Hilo’s historic character.

Hilo is moving toward being more of a Multimodal Downtown. Established through a community and stakeholder-driven process, the Multimodal Master Plan (currently in progress) will define policies, programs, and projects to improve overall mobility throughout the Downtown Hilo area and provide multimodal connections to high activity locations. Using Complete Streets concepts, the Plan will provide for a variety of transportation options to accommodate varied modes of transportation.

Hilo’s “Envision Downtown Hilo – Overarching Vision – 2025” looks forward to a Downtown Hilo in 2025 to: (1) have a vibrant, thriving, and diversified economy that supports its residents, visitors, and local businesses with a gathering place that builds on the community’s unique scientific, educational, historical, spiritual, cultural and artistic assets; (2) be a green, sustainable environment with protected natural resources—magnificent vistas, pristine waters, pure sweet air, and historic charm; (3) be a community that carefully manages its growth and development through sound planning and policies that accommodate change while preserving its unique historical characters, natural features, and quality of life; (4) be a friendly, safe, and healthy community with affordable housing, accessible health care, low levels of crime, well-maintained streets, pedestrian pathways, public places, and a wealth of recreational activities for families and youth; (5) be a global magnet for education, culture and the arts; (6) build on its rich Hawaiian, ethnic, and cultural diversity and share these resources with the community and the rest of the world; and (7) be synonymous with the spirit of Aloha, and to be a community that celebrates its unique character, rich heritage, generational values, and vision for the future. Downtown Hilo is envisioned as a welcoming neighborhood like no other – “a wonderful place to live, work, and play.”

3.4.4.3 Kona - A fantastic opportunity to change course

Unlike Hilo, which began to take form in the early 1900s, nearly all of the existing development in West Hawaii is a product of the post-1950’s “single use zoning districts” system of land use planning. Therefore, there are disconnected suburbs spread across a large stretch of the Kona coast. Costs
There are two major impacts from Kona’s inadequate transportation system that is almost completely automobile-dependent: (1) Roads are becoming increasing clogged, especially for commuters. Consequently, as affordable, workforce housing becomes scarce, people are being forced to move into housing further and further away from the employment centers; and (2) The lack of a transportation grid and interconnecting roads within Kona’s already developed urban areas makes infill and increased density extremely difficult, which in turn, limits options that would serve to reduce dependency upon the car and to increase housing opportunities.

The Kona Community Development Plan (CDP), adopted by the County Council in 2008, directly identifies Transit Oriented Development as a major standard from which further urban planning decisions for the urban center needs to be based. The preference to encourage future urban and rural growth to occur in the form of compact, village-style development was a very strong message from the public meetings. The Kona CDP provides an integration mechanism as a means to avoid the current trend toward sprawling lot-density developments, disconnected subdivisions and business centers, and a general decline in the quality of life that people believe reflects the “Kona Way of Life.”

According to the Kona CDP, “Most of the future growth in Kona will be directed to an Urban Area (UA) defined in the Official Kona Land Use Map. Within this Kona Urban Area, growth would be directed to compact villages located along proposed transit routes or to infill areas within, or adjacent to, existing development. The general locations of these villages are within the Growth Opportunity Areas (GOAs) identified during the public meetings that evolved into the Transit-Oriented Developments (TODs).”

The Kona Community Development Plan has designated Kailua Village and adjacent Makaeo Village as Regional Centers for Transit Oriented Development. In recognition of the importance of Kailua Village
as the cultural, retail and visitor core of the west side of the Island of Hawaii, redevelopment of the area is a High Priority. In addition, the availability of infrastructure in the Kailua Village offers the opportunity to provide new, high density affordable housing for the resident workforce. The redevelopment of Kailua shall be integrated with a multimodal transportation plan, to coordinate with an expanded public transit service for West Hawai‘i.

The *Kona Community Development Plan (KCDP)* has designated the new *Ane Keohokalole Highway* (Mid-Level Road) as the transit trunk line between Keahole-Kona Airport and Kailua Village. The combination of Ane Keohokalole Highway as a Mass Transit Corridor, and the designation and developments of future TODs along this Mass Transit Corridor, promotes the KCDP goal of establishing priorities for public investment for infrastructure, public facilities, and affordable housing along this transit corridor, and also recognizes the objective to re-order future land uses using transit as an organizing element. Support of existing housing projects along this Mass Transit Corridor is essential to support the TOD development concept expressed in the Kona CDP.

### 3.4.3 Hawaii County Priority Projects

#### 3.4.3.1 Keaau Public Transit Hub, Puna

To facilitate TOD, the Puna Community Development Plan has identified the need to establish Keaau as a major Public Transit Hub. Keaau Town is one of the larger commercial areas of Puna that sits at the crossroads of Upper and Lower Puna and is ideal for locating a major transit hub. Converting to a “hub-and-spoke” system would greatly improve the efficiency of the public transit system. Large Hele-On coaches would operate frequent runs on a shorter route between Hilo and the transit “hub” at Keaau. Paratransit vans, including those operated by social service agencies, would pick-up passengers who have called in from outlying areas to be brought to the transit hub. Park-and-ride lots would be available at the transit hub site.

WH Shipman owns most of the land in the Keaau area and is willing to work with agencies to accomplish goals that benefit agencies, community and commercial interests. An in-town location would need to be acquired for the Keaau Transit Station and park and ride lot.

#### 3.4.3.2 Keaau Public Wastewater Treatment Facility

Like most of Puna, Keaau lacks infrastructure, specifically wastewater facilities, which is critical in order for future growth to be directed into mixed-use commercial cores. Investment to improve and enhance the current and proposed rural village cores is essential.

The Puna Community Development Plan designates Keaau as a Regional Town Center where commercial and public services need to be directed in order to serve the District’s needs. In the District of Puna, all wastewater is currently addressed by individual wastewater systems, such as cesspools and newer septic systems, which pose a threat to public health and safety, pollute the public’s groundwater as well as the ocean. At the current rate of growth that the region is experiencing, a modern wastewater treatment system is a High Priority. W.H. Shipman owns most of the land in the Keaau area and is willing to work with agencies to accomplish goals that benefit agencies, community, and commercial interests. Leveraging wastewater infrastructure improvements that would benefit W.H. Shipman could be the “trade” needed for Shipman to donate the necessary land for the development of a wastewater treatment system.

#### 3.4.3.3 Prince Kuhio Plaza Affordable Housing, Hilo

The Prince Kuhio Plaza Affordable Housing, is proposed to be located on Ohuohu St near the existing Transit Hub, on a parcel owned by the Department of Hawaiian Home Lands. The Prince Kuhio Housing
will occupy a portion of the 7.326 acres parcel, together with a relocated Transit Hub, and a new Park/Ride Facility. A relocated Transit Hub and the Park and Ride facility will be located within about a 3.0-acre portion of a 7.3-acre site, with the remaining 4.3 acres set aside for the Prince Kuhio Plaza Affordable Housing project. The DHHL land is vacant and now being used as a parking lot, is located across Prince Kuhio Mall, and accessed thru Ohuohu St. The project will consist of 80 to 100 dwelling units for low income families.

The close distance that the Prince Kuhio Plaza Affordable Housing will have to the nearby Prince Kuhio Plaza shopping mall, which is a centrally located large commercial district and employment node, and to the new Transit Hub and Park/Ride Facility, will enhance the viability of this housing projects by creating shopping and work opportunities, using transportation modes other than automobiles, and will be an excellent example of TOD development. The site will need infrastructure upgrades for sewer and water systems.

### 3.4.3.4 Prince Kuhio Plaza Public Transit Hub, Hilo

The Prince Kuhio Plaza Transit Hub and the Park and Ride facility could be located within 3.0-acre portion of a 7.3-acre site on Ohuohu St., located on vacant DHHL land now being used as a parking lot, located across Prince Kuhio Mall. Transit Hub and the proposed park and ride facility would be centrally located in a large commercial district and employment node. It is close to residential areas including affordable housing developments. It is located near to Highway 11 which is the direct route to the Puna District which is growing exponentially. It is also located near Puainako Street which is the direct link to West Hawaii via the Daniel K. Inouye Highway. The site will need to accommodate at least six buses and passenger pick up areas, and a parking lot to accommodate at least 125 cars. The proposed Prince Kuhio Plaza Transit Hub and Park and Ride Facility will include bus and passenger vehicle access improvements, passenger shelter and benches, restrooms, and a Park & Ride facility area.

### 3.4.3.6 Ka Nui Na Koa O Kawili Housing, Hilo

The Ka Hui Na Koa O Kawili Housing, is proposed on W. Kawili Street and Kapiolani St, about 1/2 mile away from the UH – Hilo Campus Transit Hub. The parcel is owned by the State of Hawaii and set aside for use by the County of Hawaii by Governor’s Executive Order for a combined veteran’s center and
affordable senior housing with preference to veterans and their spouses. The Ka Hui Na Koa O Kawili Housing will occupy three parcels on about 6.5 acres.

This project will address the need for affordable housing for veterans and seniors. The project will consist of 96 to 110 independent dwelling units, made up of a mix of one and two-bedroom units. The facility will also include a community center that will provide space for social services, management offices, and a laundry facility. The site is vacant, and will require major sewer and water system upgrades. This project will be an excellent example of how a mix of housing and supporting social services can be an asset in support of TOD development.

3.4.3.7 Kailua-Kona Multimodal Transportation Plan, Kailua-Kona

The goal of the Kailua Kona Multimodal Transportation Master Plan is to design a 15-year blueprint for improving the transportation system. The Plan’s recommendations will identify specific projects to enhance the performance of each modal element (public transit, vehicular, bicycle, pedestrian, and freight) within Kailua Kona, with special emphasis on Kailua Village, through progressive improvements to the infrastructure and services, and more seamless interconnection of modes. This planning process will be informed by a robust campaign to collaborate with residents, businesses, property owners, stakeholders, and to interface with existing programs such as the Kailua Village Improvement District to formulate a practical and forward-looking strategy to preserve and enhance the quality of life in Kona.

The County of Hawaii’s Kona Community Development Plan has identified Kailua Village as a TOD Regional Center in recognition of the importance of the Village as the cultural, retail and visitor core of the Kona District on the west side of the Island of Hawaii. In addition, the availability of existing infrastructure and potential for infill in the area offers the opportunity to develop new, increased density affordable housing for the resident workforce.

The Kailua Kona Multimodal Transportation Master Plan lays the foundation for the larger goal to build a more economically sustainable and livable community as part of this historically-rich Kailua Village center. The Multimodal Transportation Master Plan will address key mobility needs to provide better travel options for the residents, visitors and employees and to diversify the way people get around within Kailua Kona and Kailua Village, reduce congestion, improve connectivity, and expand a variety of enjoyable and healthier transportation choices.
In addition to improving automobile circulation, the multi-modal transportation plan will identify additional opportunities for walking, biking, transit, and other non-vehicular modes of travel. The result needs to be attractive, safe, comfortable, convenient, accessible, and environmentally friendly.

The process to develop the Kailua Kona Multimodal Master Plan will consider all factors affecting the multimodal transportation network, including pedestrian-oriented amenities along Alii Drive, landscaping, and public parking options within Kailua Kona and especially the Kailua Village.

3.4.3.8 Old Airport Public Transit Station, Kailua-Kona

Makaeo Village is identified as the location for a new mixed use village as well as the regions’ transportation “Hub”. Buses would operate from Captain Cook to the Makaeo Village Hub. From the Hub, buses would interconnect with other routes operating from Ane Keohokalole Highway, the frontage road, and other Kona destinations. Transfers for continued island-wide travel would be made at this location. Shuttles will also provide for public transit within Kailua Kona and the Kailua Village urban area.

The site selected for development of the Old Airport Transit Station, Makaeo Transit Hub, is a parcel located south of the entrance to the Old Airport Regional Park. The parcel is accessed by Kuakini Hwy and Makala Boulevard. The site currently includes abandoned structures that previously served as Kona’s Old Airport Terminal. Site improvements will include bus access improvements, passenger shelter and benches, comfort station, and a designated bus parking area. The site is owned by the State of Hawaii but has been assigned to the County of Hawaii for park and recreational purposes.

The requested area is approximately one acre on the mauka side of the parcel fronting Kuakini Highway. The Old Airport Park Transit Station will serve an immediate High Priority need to provide the center for the County of Hawaii’s Mass Transit Agency’s inter and intra bus services in central Kona.

3.4.3.9 Ulu Wini Affordable Housing, Kailua-Kona

The Ulu Wini Housing project is located on Hina Lani Street near the Ane Keohokalole Highway Mass Transit trunk line, within the planned Kaloko Makai Village Neighborhood TOD. Ulu Wini Housing is an affordable housing project for low-income families consisting of 71 two-bedroom rental units and 23 two-bedroom transitional units. The support of the Ulu Wini Housing project is needed so that this project can be a viable affordable housing project compliant with Fair Housing and ADA requirements, and to be Transit Ready Development (TRD) project in support of the future Kaloko-Makai Village Neighborhood TOD as envisioned in the Kona CDP. Ulu Wini Housing needs remedial construction work to renovate units and for installation of sidewalks to be compliant with Fair Housing and ADA requirements.
3.4.3.10 Kamakana Village Affordable and Senior Housing, Kailua-Kona

The Kamakana Village Senior Housing addresses the need for affordable housing for low-income families, provides for low income senior persons and their families. Kamakana Village Low-Income Housing addresses the need for affordable housing for low-income families, and provides for low income families. These two adjacent projects are both situated along the Ane Keohokalole Highway Mass Transit trunk line within the Keahuolu Village Neighborhood TOD. These two Kamakana Villages projects are part of the larger planned Kamakana Villages at Keahuolu development for affordable housing project on 272 acres, for 2,330 homes, 197,000 sq. ft. of retail, school, and parks.

The existing Kamakana Village Senior Housing and Kamakana Villages Low-Income Family Housing projects, and the potential expansion of the Kamakana Villages project may be constrained by the presence of endangered species and their critical habitats. An environmental analysis will need to be conducted to assess the impact on endangered species and their critical habitats, and to work out mitigation so these projects can proceed.

3.4.3.11 University of Hawaii at Hilo and Hilo Community College

The University of Hawaii at Hilo is proposing a commercial/mixed use/student housing project on 36 acres of land across the main campus along Kawili Street. A preliminary concept plan shows potential uses including a China-US cultural center, international hostel, and a shopping and entertainment plaza. A portion of the site would abut the future Puainako Street Extension which will connect with the Saddle Road and be the major cross-island highway between East and West Hawaii. Electricity, water, communications, and sewer are available along Kawili Street.

The University of Hawaii at Hilo also proposes the University Park Expansion and proposed Hawaii Community College Komohana Campus and other University related functions that would enhance the University of Hawaii at Hilo and Hawaii Community College. The site lies on approximately 267 acres of land north and west of the existing University of Hawaii at Hilo campus. The University Park Expansion will encompass approximately 118 acres and the remainder of the parcel will be used to develop the proposed Hawaii Community College Komohana Campus on 122 acres and other University-related functions on 28 acres.
3.4.4 Implementation of Hawaii County TRD Initiatives and Projects

Key Policy for Implementation. The Hawaii Island community is unified in the understanding of the need: (1) to direct growth and increase density towards urban and village centers, and to infill the underutilized areas between existing urban and village centers; (2) to focus and prioritize future investments in new infrastructure that will facilitate the opportunity to direct growth to the designated urban areas; (3) to discourage sprawl outside of designated urban centers; (4) to provide multimodal transportation to and within urban and village centers; (5) to encourage a mix of uses to build livable communities that provide residents with opportunities for employment near affordable housing, together with access to commercial and recreational opportunities.

Key Actions Needed to Support TOD/TRD development

Funding. The TOD Council can assist the County of Hawaii with locating funds for critically needed infrastructure, such as: (1) for the building of multi-modal roads; (2) the expansion and construction of sewer transmission systems and wastewater treatment plants; (3) the expansion of the County’s Hele On public bus service and its transit hubs and park and ride facilities; and (4) the development of workforce and affordable housing within new mixed use communities and existing urban centers.

Planning and Policy Development. Any Island that has invested in a public transportation system is “transit ready”. However, there must also be a commitment to changing how land use, housing, and transportation decisions are made in order for any Neighbor Island’s public transportation system to provide a viable option to our current dependence upon the automobile. The TOD Council can also assist in the identification and support of new State and County land use policies that will serve to facilitate, coordinate, and incentivize approval of, and investment in, TOD projects around the State of Hawaii.
3.5 Maui County Transit-Ready/Smart Growth Opportunities and Initiatives

3.5.1 County Initiatives Supporting TOD

The County of Maui is well positioned to coordinate multi-modal transportation with its land use plans in support of Transit-Ready Development.

In 2016, the Maui Metropolitan Planning Organization (MPO) was established on the Island of Maui to facilitate comprehensive planning for federally funded or regionally significant transportation systems. This is the second MPO in the State, with Oahu’s MPO having been in place since 1975. The Maui MPO’s Policy Board is comprised of the County directors of planning, public works and transportation, the State DOT, and three County Council members. The MPO strives to direct federal funds towards projects that increase access to opportunity and prosperity while promoting the health and wellness of Maui’s people and environment through improved multi-modal pedestrian, bicycle and transit options.

The Maui MPO will decide on federal aid projects in the Transportation Improvement Program and updating a regional long-range transportation plan. In the Long-Range Transportation Plan completed in 2014, there was public support for multi-modal options so people can have choices for how they get around the island. This can be achieved by determining where Transit-Ready Development should be located, and ensuring that investments are made in multi-modal transportation systems including bus service and making communities more walkable and bikeable.

Maui is at a crossroads in terms of transportation. There is not enough money to continue to build new highways and maintain these roads. West Maui exemplifies the challenges Maui faces along with the State. Honoapiilani Highway is a congested two-lane highway that is the only route to West Maui. In several locations along the highway, there is overtopping of waves and areas susceptible to erosion. A 30 to 40-minute trip can often take two hours. Studies have shown that 30% of the traffic is from commuters into and out of Lahaina, and that 40% of the Lahaina workforce is going to other parts of the island. This shows the opportunity to invest in more bus transit service. With visitors and non-work trips, there could also be more airport shuttles with rental car outlets in West Maui or additional rental car taxes.
The Maui bus system is impressive for its rapid growth and development. Begun in 2003, ridership has grown in a little over 10 years from 117,000 in 2004 to over 2.5 million boardings on its fixed route, paratransit, and commuter services. The 150-bus fleet, contracted to Roberts Hawaii, operates on 13 daily routes with one-hour headways. A Transloc rider app allows fixed use riders to locate where the buses are and what time the buses are expected to arrive at their current stop. The four commuter route takes hotel workers from Upcountry, Haiku, Wailuku and Kahului at a transit hub near the War Memorial to Kaanapali, Kapalua, and Wailea.

Maui Bus provides convenient transferring between buses at one major transit center, centrally located in Kahului and five secondary transfer points. Maui Bus’s major off-street transit center is located on private property at the backside of Queen Kaahumanu Center (QKC) by the parking garage and adjacent to a mall entrance. Eight of Maui Bus’s thirteen routes originate at this transit center with up to five buses serving the center at tone time.

Since the establishment of Maui Bus, Maui County has experienced significant population growth and economic development. There has been a marked increase of both aging and disabled residents living within the county who rely on public transit systems as a primary means for their transportation needs. Demand from the human services sector is increasing. The commuter bus trips leaving from the War Memorial Stadium are full.

Maui Bus connects important population centers, attractions and business centers. Some of the connections are so popular buses are over-crowded. Transit centers often experience long lines of people waiting for Maui Bus. As reported in the 2016 Maui Short Range Transportation Plan (MSRTP), Maui bus is important to Maui’s economy, it connects workers to jobs as over 75% of the passengers are employed and 54% use Maui Bus to get to work. Maui Bus provides options to low income people to get to work and appointments. Over 21% of the passengers reported an annual income of less than $15,000 per year. About 8% of Maui Bus passengers identified themselves as visitors.
3.5.2 Opportunities for TRD and Smart Growth Collaboration

In planning for TRD, the built environment has a major influence on physical activity. Comprehensive policies are needed to make physical activity convenient, fun and an enjoyable part of our everyday lives. This requires destinations such as parks, schools, or work, stores, jobs close by and linked with safe and convenient sidewalks or bike paths, or public transit. Maui is on board with the Healthy Eating Active Living (HEAL) Coalition actively working to promote this in Maui county with projects such as complete streets and wayfinding. TRD with mixed use and active transportation options can facilitate healthy community design and physical activity and can have a very positive impact on community health.

Significant land use and transportation planning efforts have been completed for the County of Maui and certain transportation improvements have been under development and are in construction. The improvements may impact the provision of public transit services by opening new routes between major destinations. This section reviews recent plans and projects with an emphasis on any features related to transit.

The 2014 Federal-Aid Highways 2035 Transportation Plan for the District of Maui (2035 TPDM) cited transit projects as playing a major role in achieving Maui District’s goal to “improve modal integration and transit service (provide complete streets and promote safe, efficient modal connections).” The plan identified expanded and new transit infrastructure (e.g. transit hubs, bus shelters, park and ride locations), increased frequency of bus services on the island of Maui, and new transit service on Molokai as potential solutions. The plan mentioned that capacity and congestion related projects would enhance transit service by reducing travel times and improving schedule adherence.

Recently completed, the 2016 Maui Short Range Transit Plan (MSRTP) provides outcomes from extensive analysis to evaluate Maui Bus’s performance. The MSRTP Capital Improvement Program includes the recommendation for new transit centers, maintenance and operations facilities. Specifically, the Queen Kaahumanu Center, the heart of the current system, is already over capacity to support existing services with the pulse operation. The pulse operation is operating effectively and is
expected to be used to integrate much needed new services with additional routes and services. However, this important existing transit center location cannot be expanded and is located on private property so the transit operation survives at the will of the mall. **MDOT has recently received formal notice by the Queen Kaahumanu Center to request that the transit center vacate its premises by 2020.**

A new transit center is needed to accommodate up to 12 buses at the same time (an increase from the current capacity of 5 buses at the same time) and be located as close as possible to the existing site but on land dedicated to serving as the Maui Bus transit center.

In support of TRD, the County of Maui’s decennial General Plan update consists of the **Countywide Policy Plan** which provides over-arching values and sets a countywide policy framework, and the regional **Maui Island Plan** and Community Plans which guide future growth and development. The Policy Plan includes policies advocating affordable housing, mixed uses, and workforce housing in proximity to job centers and transit facilities. A major objective is to direct growth to make efficient use of existing infrastructure. Transportation policies include increasing route and mode options, increasing transit ridership, and evaluating alternatives to preserve quality of life before widening roads, and providing pedestrian and bicycle facilities in existing and new developments.

**The Maui Island Plan** adopted in 2012 establishes a Directed Growth Strategy which sets forth urban and rural growth boundaries where development is appropriate and where future growth is desired. At the Community Plan level, the West Maui Community Plan update is the first one being undertaken. The Plan will be looking at livable communities and the interface with transportation, jobs, public facilities and services to create pedestrian and bicycle-friendly neighborhoods. A walk audit of Lahaina town and the residential and commercial/retail areas mauka of Honapiilani Highway and Keawe Street was conducted to assess pedestrian access, bus transit, potential site improvements for the West Maui Greenway, complete streets, and to identify improvement opportunities for better connections between the residential neighborhoods and commercial and retail district.

The County of Maui is presently undertaking an audit and analysis of its Title 19 Zoning code which is a 50-year old Euclidian code based on separation of uses and the automobile rather than the livable built environment with mixed uses and walkability identified in the General Plan. The initial findings recommend the following changes be made through the zoning code, community planning policies and implementation actions:

- Ensure daily needs can be met within walking distance and by public transit;
- Do not exempt affordable housing from mobility requirements;
- Create Multimodal Mobility Standards;
- Enforce comprehensive multimodal mobility standards; and
- Require connectivity.

### 3.5.3 Maui County Priority Projects

#### 3.5.3.1 Villages of Leilii

The Villages of Leilii is a master planned community centrally located in West Maui just mauka of Lahaina Town. The Hawaii Housing Finance and Development Corporation (HHFDC), as landowner and master developer of the project, will be providing much needed housing for the West Maui area, with at least 50% of residential units affordable to households at less than 140% AMI. In the 2012 Maui Island Plan, the Urban Growth Boundary for the Villages of Leilii community was limited to 245 acres and 1,200 residential units, allowing for the development of most of the undeveloped lands makai of the Lahaina Bypass Road.
The master plan for Leialii calls for a new urbanist community with compact, higher-density, walkable neighborhoods with a mixture of residential unit types, mixed-use neighborhood centers, and good connectivity for all modes of travel. (Master Plan Concept 2 figure) All of the commercial centers, major parks and schools have ¼ mile walking radii from the centers. The road system is comprised of interconnected streets that relate to the density of the underlying land use – with higher density land use, there is a finer network of roads. Sidewalks are provided on all roads on both sides of the street. Bus transit routes and stops are integrated with the existing routing to make Leialii a transit-ready community.

HHFDC is exploring development options with DHHL and the County of Maui Department of Housing. The County Housing agency is looking to develop approximately 200 residential units along the lower boundary of the project site to accommodate residents who may be displaced from a Lahaina Front Street apartment complex that will lose its affordable housing status in the near future.

Infrastructure assessments were performed as part of the EIS for the updated master for the villages of Leialii Affordable Housing Project in 2012. The proposed sewer system could be either an on-site private wastewater treatment plant or an off-site sewer line with connection to the County’s wastewater reclamation facility. A Honokowai well system will be developed by DHHL and HHFDC to supply the water needs for the planned Leialii developments.

### 3.5.3.2 Wailuku Courthouse Expansion

In Wailuku, the Judiciary facilities are overcrowded and seeking to expand to provide additional courtrooms and administrative space. The Wailuku Courthouse, Hoapili Hale, is adjacent to DAGS State Office Building No. 1 in Wailuku with the court facilities occupying about half of the 3.2-acre State-owned Civic Center site. The Judiciary would like to remain in Wailuku, but on-site expansion is not possible and one or more nearby parcels will need to be acquired. The County-owned post office site adjacent to the State Office Building has been discussed for possible transfer to the State. Another option discussed is the acquisition of the Hawaiian Tel parcel which is which is adjacent to the
The County is strongly interested in having the courthouse complex remain in its town core civic center location to maintain the economic vitality of the Wailuku town core.

This is a smart growth and TRD initiative which could align the expansion plans of the Judiciary with the County plans to maintain the economic viability of the civic center core. A lead agency or proponent will be needed to spearhead this effort which will require extensive planning and coordination among State agencies, the Judiciary and County agencies, as well as significant financing for land acquisition and redevelopment of facilities. DAGS is considering the Wailuku courthouse expansion for a Proof of Concept initiative with the University of Hawaii School of Architecture which involves stakeholder engagement and conceptual planning and design studies.

### 3.5.3.3 Kane Street Affordable Housing Project

On Kaahumanu Avenue in Kahului, the State owns an underutilized 5.6-acre parcel which can be developed for a mixed use rental housing project that includes consideration of the DAGS civic center needs in Kahului and Wailuku. In 2017, the Legislature requested the HHFDC, DAGS, and the County of Maui to work together to explore the feasibility of a land transfer for the development of a mixed-use rental housing project (SCR 145, SLH 2017).

### 3.5.3.4 Kane/Vevau Streets Public Transit Hub

Maui Department of Transportation has received formal notice from the Queen Kaahumanu Center management that they must vacate the current location of the Maui Bus transit hub, located in Kahului, by 2020. Per the 2016 MSRTP, the new location and concept plan to replace the transfer center located at QKC should be given the highest priority. This location is already over capacity to support existing services and according to the MSRTP, more space is needed to accommodate an additional 7 bus services at the transit hub. A new location is needed to be as close as possible in order to create minimal disruption to the existing bus service's hub and spoke system. The main focus of the MSRTP's capital improvement recommendation is on the extensive planning needed to advance the replacement transit center into the design phase. Major fixed route service improvements should be delayed until the Kahului transit hub can be relocated.
Located in Kahului, Kane Street intersects Kaahumanu Avenue and Vevau Street and the site is located across from the Queen Kaahumanu Mall, the current location of the Maui Bus transit center. HHFDC, DAGs and the County are currently working together to explore the feasibility of developing a mixed use affordable rental housing project (SCR 145, SLH 2017). The Kane/Vevau Streets location is ideally suited for the future relocation of the Maui Bus transit hub from QKC. Centrally located in Maui, Wailuku-Kahului encompasses the civic and business centers and the Island’s major seaport and airport. Kahului serves as the transportation center of and gateway to the island of Maui. Kahului Airport is the Island’s primary airport facility, while Kahului Harbor serves as the island’s only commercial harbor. Both of these facilities are economic lifelines to Maui. As the civic and commercial/industrial hub for the Island of Maui, Wailuku-Kahului is a major service and employments center for outlying communities. The transportation and public transit network that links the Wailuku-Kahului region to outlying regions has major implications on commerce and qualitative aspects of the region’s urban environment.

The relocation of the Maui Bus transit hub to Kane/Vevau Streets would serve several of the key principles for State investment in transit-ready development. First, this location is not only in an existing town and growth center, but is one of the most densely populated regions and employments centers on Maui. Wailuku is the civic-financial-cultural center while Kahului is the business and industrial center. The Kane/Vevau Streets location would maximize the use of existing State facilities as this land is State owned and therefore the cost savings in future purchase of land needed to relocate the Maui Bus transit center would be a significant savings and ensure a permanent location for Maui Bus. Other major State and county facilities in close proximity include State and county government offices, the War Memorial Center (location for the commuter transit hub), UH Maui, Kahului Public Library, major sports facilities, two major shopping centers, and the central Keopulani Park. Although not State or county owned, the Maui Memorial Medical Center, Kaiser-Permanente and the Maui Medical Group offices are also located within close proximity.

In addition to the potential connection of residents to employment centers, business services and commercial districts, this location would serve to connect visitors to Maui’s commercial and retail shopping areas. The MSRTP reported that over 8% of the bus ridership were visitors. Kahului Harbor receives many large cruise ships and passengers would be located much closer to the Maui Bus transit hub if it were relocated to Kane/Vevau Streets, providing a critical connector for visitors to Maui’s economy.
Another key principle for State investment in transit-ready development is to develop more affordable housing wherever feasible to do so. It simply cannot be overstated the critical need that Maui faces for more affordable housing for the work force and population at large. This location has been discussed as a potential site for future affordable rental housing by HHFDC and is located across the street from the development of future senior housing by Catholic Charities. Currently, there are existing rentals that are affordable, located on the next block on Vevau Street (The Waterfront Apartments at Kahului).

Finally, relocation of the Maui Bus transit hub to the Kane Street property would provide an opportunity for equitable development that promotes and supports community well-being and active and healthy lifestyles. The Kane & Vevau Streets location is in close proximity to densely populated residential areas and has tremendous opportunities for providing more walkable/bikeable paths to connect residents to commercial/retail and business districts.

3.5.4 Infrastructure and Regional Needs

For the identified priority projects, the Villages of Leialii affordable housing project will require significant investments for off-site water source, storage and transmission systems, and for wastewater collection and disposal, either by private system or through connection to the county treatment plant. The infrastructure needs for the Wailuku Courthouse and Kane Street Affordable Housing projects are undetermined at this time.

The infrastructure needs for the relocation of the Maui Bus transit hub to Kane and Vevau Streets include construction of a structure for the transit hub facility, street and sidewalk improvements, electrical, water and sewer infrastructure upgrades. Please see attached project sheets for a cost breakdown.

While the County of Maui’s planning documents all support smart growth and TRD principles, the implementing zoning and subdivision codes are acknowledged to be in need of an overhaul to accommodate mixed uses and complete streets designs.
3.5.5 Implementation of Maui County TOD Initiatives and Projects

The Wailuku and Kahului TRD projects are preliminary proposals that require further evaluations and coordination with the responsible State agencies. Additional planning, coordination, and funding are needed to move these projects forward.

At the Villages of Leialii, HHFDC is proceeding to work with the Maui Department of Housing and Human Concerns to expedite the development of approximately 200 affordable rental housing to accommodate the anticipated displacement of rental units in Lahaina Town.
4 TOD Investment Tools

4.1 The TOD ‘Toolbox’

TOD projects require significant capital expenditures to provide the desired buildings, facilities, and infrastructure to achieve mixed use, higher density and walkable developments. In pursuing smart growth in already-developed urban settings or in centers planned for growth, the major challenges are funding the construction of public infrastructure systems such as roads, sewer, drainage and water, which are often inadequate or nonexistent in planned growth centers, and require costly upgrades. This section reviews a range of financing tools available that may be considered to facilitate the delivery of TOD, TRD, and infrastructure projects.

TOD financing can relate to a specific project at a particular site, and it can also relate to a neighborhood or larger district if improvements are needed at that level to address conditions such as off-site or regional infrastructure inadequacies. The types of financing tools available can broadly be categorized as debt, equity, and value capture.

4.2 Debt

Debt financing through government bonds is how most public development projects are undertaken. Debt financing includes general obligation bonds, revenue bonds, and private activity bonds issued through capital improvement program (CIP) funding by the State or county. CIP projects include renovations and major maintenance to existing facilities, landscape improvements, new construction, land acquisition, and utility modification.

- **General obligation bonds** are debt instruments issued by states and local governments to raise funds for public facilities and public infrastructure. They are backed by the “full faith and credit” of the issuer, which has the power to tax residents to repay the bond. It is noted that general obligation bond financing may not be available if a property is under a long term lease or management by a private party.

- **Revenue bonds** are government bonds backed by revenue generated by the project the bonds are issued to fund, such as fees from a public parking garage. Revenue bonds serve specific populations who provide revenue to repay the debt through user fees and use taxes such as highway taxes, airport landing fees, or harbor tariffs.

- **Private activity bonds** are government bonds issued on behalf of private entities such as non-profit colleges or hospitals. Private activity bonds are tax-exempt for qualifying private business facilities that have a public benefit, such as rental housing, schools, and utilities, and others listed in IRS Publication 4078. If more than 25% of a PAB is used for land acquisition, then the tax exemption may be lost. PABs rely on the project revenues and are not backed by the full faith and credit of the government.

In Hawaii, two notable bond programs targeting affordable housing and infrastructure are the Dwelling Unit Revolving Fund and the Hawaii Regional Infrastructure Financing program recently established.

- **Dwelling Unit Revolving Fund (DURF).** DURF was established in 1970 and authorized to issue $125 million of general obligation bonds to carry out the purposes of the Housing Development Program. Funds may be used for the acquisition of real property, development of residential, commercial and industrial properties, and interim and permanent loans to developers.

- **Hawaii Regional Infrastructure Financing.** A notable new regional infrastructure financing tool was enabled through Act 132, SLH 2016. Regional infrastructure subaccounts may now be established in each county to provide grants and loans to State agencies, or loans to county or private developers.
for improvements that increase the capacity of regional infrastructure systems such as sewer, water, drainage, roads and telecommunications. Revisions to Chapter 15-307, “State Assisted Land and Housing Development Program”, Hawaii Administrative Rules for regional infrastructure financing were effective April 28, 2017. Subchapter 14 sets forth the rules relating to the use of the Dwelling Unit Revolving Fund (DURF) for grants or loans to finance regional infrastructure improvements.

HHFDC is currently working with the Kauai County Housing Agency (KCHA) to help finance regional infrastructure improvements for Lima Ola, a 75-acre parcel master planned for 550 affordable and workforce housing units in Eleele, Kauai. In August 2017, the County Council adopted Resolution No. 2017-43 which authorized the KCHA to apply for a DURF loan to develop and construct infrastructure for Lima Ola.

4.3 Equity

Equity tools allow private entities to invest private funds or take an equity interest in the project in expectation of a return. Equity sources are typically available only for projects or infrastructure that generate a significant return, such as parking facilities, utilities, or airports. Three major equity tools used to finance TOD projects include public-private partnerships, joint development, and for affordable housing, the Low-Income Housing Tax Credit. The TOD Council could also promote use of models such as equity investment approaches to spur private land assembly and revenue sharing in TOD/TRD areas with smaller landholdings with multiple owners.

4.3.1 Public-Private Partnerships

Public agencies are turning to innovative delivery structures such as Public-Private Partnerships, or P3, to address public infrastructure and service needs due to limited public resources, a growing backlog of deferred maintenance, increasingly scarce federal funding, and the need to address life-cycle asset management.

Generally, a public-private partnership (P3) is a contractual agreement between a public agency and private sector entity to deliver a service or facility for the benefit of the general public. There is no universal definition, so P3 is best viewed as a continuum of options with increasing transfer of risk and degree of financing between the public agency and the private sector. (Insert fig. delivery option arrows)
While there are different forms of P3s, the most often referred-to model is Design-Build-Finance-Operate-Maintain (DBFOM). In a DBFOM, the private entity designs, builds, and provides the capital cost to finance a public project, while the public sector partner guarantees payment to the private partner. Operations and maintenance are integrated into project design and delivery to enhance long term performance of the asset.

Experience with P3s, globally and in North America, shows that using this approach delivers projects on-time and under budget, and exceeds quality expectations. A P3 contracting approach provides the public agency with cost certainty, and transfers the risks of cost, schedule and performance to the private sector while maintaining public ownership of the asset.

4.3.1.1 P3 Financing Arrangements

TOD projects which do not generate sufficient revenues from user fees to cover construction costs would require public sector subsidies. The structuring of payments to a private partner in a P3 can include rights to collect user fees, lease payments, and availability payments.

**Lease-Lease Backs.** The public agency can leases real property to a private partner for a stipulated price and the private partner must then design, build, finance and/or maintain improvements on the property. The public partner will then make lease payments for a set period, after which time the improvements become owned by the public agency.

**Availability payments.** An availability payment is a payment for performance. It requires the facility to be open and functioning for use by the public, meeting the performance, safety and quality criteria in the contract. Payments only begin at the start of project operation, incentivizing the private partner to deliver faster. There is guaranteed, long-term budget certainty for the public agency.

4.3.1.2 Value for Money Analysis

To determine if a project should be done using P3, a Value for Money analysis is performed. This analysis to compare what it would cost for a typical public financing approach as compared with a P3 DBFOM. This analysis would seek to determine if the higher private financing cost of a P3 would be offset by overall efficiency gains and reduced risks for construction and operating costs. Depending on how much of the risky aspects of the project are retained by the public agency (such as environmental
and permitting approvals), financial models can be prepared to compare the cash flows under a range of scenarios.

4.3.1.3 Prospects for P3 in Hawaii
Candidate P3 projects are typically greater than $50 million, and undergo value-for-money and risk analyses to determine if P3 is viable for the project. There are higher procurement and transaction costs due to the need for legal, technical and financial advisers, and a longer lead time for procurement and contract execution, typically 12 to 18 months.

In Hawaii, P3 has been successfully used for the Army and Navy family housing redevelopment projects on Oahu since the early 2000’s. The County of Kauai Housing Agency has used P3 to develop its Kanikoo Rice Camp senior housing in Lihue. The Honolulu Rail Transit Project is actively pursuing P3 to design, build, and finance the final segment of the rail line from Middle Street to the Ala Moana Center.

The major challenges to P3 in Hawaii are the lack of experience and expertise in its use and uncertainties relative to compliance with the State Procurement Code. Agencies need technical assistance to navigate the use of P3s.

4.3.2 Joint Development and Development Agreements
In general, a real estate development project involving multiple parties can take many forms, ranging from an agreement to develop publicly-owned land to jointly financing and developing a project that includes both public facilities and private development. There could be integrated development of public facilities physically or functionally related to commercial, residential, or mixed-use development.

The public agency could lease property it owns to a developer to build office space, commercial, or residential units, thereby raising revenue in the process. The public agency and the private developer may agree to share project costs and revenue. The University of Hawaii has selected a master developer for its University Village at West Oahu to undertake private mixed-use TOD development complementary of and with revenue generation to support the adjoining campus.

4.3.3 Low-Income Housing Tax Credit
The Low Income Housing Tax Credit (LIHTC) is the major financing tool administered by the HHFDC. LIHTC provides equity funding for the development of low-income rental housing (60% AMI) with a dollar-for-dollar credit over 10 years. Affordable housing project owners who are awarded an allocation of tax credits from HHFDC find investors for the tax credits to generate equity financing. The 9% competitive LIHTC has a volume cap based on the State’s population, $3.3 million in 2016. These funds can provide up to 55-60% of the equity needed for project development. The limited funding available for the popular 9% LIHTC is a challenge for affordable housing projects, which must compete with other projects and wait years to obtain this financing. The 4% non-competitive LIHTC is allocated based on the use of Private Activity Bonds, for which the State has an annual cap of about $300 million. This can provide for about 40% of the project equity needs.

4.4 Value Capture
Value Capture refers to a set of strategies whereby the value generated by public investments are recovered or “captured” by the public sector. Public infrastructure investments have the potential to positively impact nearby property values and associated development potential. Many studies show that rail transit investments have a positive effect on property values when it significantly improves residents’ access to jobs, education, entertainment, and services. Proximity to rail stations that are frequented destinations are also likely to attract more new development. The Honolulu rail project is
expected to connect more than 40% of the island’s jobs, a striking number when compared to other rail transit systems which typically connect less than 20% of regional jobs. Value capture can include already well-used systems such as improvement districts (e.g., sewer, sidewalk improvements) and special improvement districts or business improvement districts (e.g., security services, landscape and streetscape maintenance such as on Fort Street Mall and Waikiki).

Two value capture strategies which are well-used on the Mainland but not in Hawaii deserve consideration in financing TOD and infrastructure projects:

### 4.4.1 Community Facilities District

Community Facilities District (CFD) is a special taxing district to fund the acquisition or construction of public improvements including transit, roadway, water, wastewater, pedestrian, cultural and police and fire facilities. A CFD can be either a construction or acquisition district. In a construction district, the County uses bond proceeds to construct the improvement. In an acquisition district, the improvements are constructed by a developer in advance, then acquired by the county using the bond proceeds. Bonds are repaid via an additional, separate charge on semi-annual real property assessments. A CFD allows for the issuance of tax-exempt municipal bonds secured by land within the district. CFDs are widely used in California (known as Mello-Roos Districts) and other states on the Mainland to fund infrastructure for new developments.

In a typical CFD, the eligible public improvements are constructed by the developer and subsequently acquired by the public agency. The developer will be required to pay for the up-front costs of building the infrastructure and will be reimbursed from CFD bond proceeds.

The main benefits of a CFD are that it allows infrastructure to be built up-front in the development process with no fiscal impacts on the State or county. A CFD is an independent taxing district with the authority to impose a special tax on property included within its boundaries. A CFD has its own debt limits and does not affect the debt capacity of the State or county. CFDs are a tool that allows growth to pay for itself, without redirection of property taxes from the county coffers.

In Hawaii, CFDs are authorized via § 46-80.1, HRS, Community Facilities District and all counties have enacted ordinances. Since passage of the State statute in 1992, however, only two CFDs have established -- the Kukuiula resort-residential development on Kauai and the Kamakoa Workforce Housing in Waikoloa, Hawaii. The Kukuiula CFD established in 2008 was used to fund regional transportation improvements, including the Western Bypass Road, expansion of the County’s potable water distribution and storage facilities, and certain civil defense and shoreline recreational improvements benefiting the Koloa-Poipu area.
4.4.2 Tax Increment Financing

Tax Increment Financing (TIF) is a tool that captures growth in property tax revenues over time. Upon establishment of a TIF district, incremental tax revenues over a base year that would otherwise go to a county’s general fund are made available to fund public improvements or pay debt service on bonds for public infrastructure. Assuming growth in assessed property values within the TIF district, the revenue generated escalates over time. Typically, TIF is used in locations where new development is anticipated, thus generating incremental property tax that can be captured by the district. The tax increment is collected for a set period, usually between 15 and 30 years, and the tax increment can be used to secure a bond for district infrastructure improvements.

California’s Enhanced Infrastructure Financing District (EIFD) is a TIF-based tool that uses the incremental increase in property tax revenues from redevelopment to enable local public authorities to build infrastructure, construct transit stations, and develop neighborhood improvements such as sidewalks, streets, bicycle lanes and new parking structures.
**Challenges:** Concerns have hampered the use of TIF for financing infrastructure in Hawaii. Counties have expressed concern regarding the diversion of future revenues that could restrict the county’s ability to pay for basic services such as police, fire and parks. Any downturn in the real estate market could result in TIF revenues being insufficient to cover debt service on the bond, compromising the public issuer’s overall bond rating.

While §§ 46-103 and 46-104(2), HRS, permit a county council to provide for tax increment financing and issue tax increment bonds, it appears that tax increment bonds do not fit within the types of bonds a county may issue under Hawaii’s Constitution, i.e., general obligation bonds, bonds issued under special improvement statutes, and revenue bonds.

One option which is being considered by the City & County of Honolulu is to pair a CFD with a TIF district. CFD revenues are more predictable, producing a steady revenue stream that is not reliant upon new development, and can generate funds in advance of tax increment receipts from a new TIF district.

### 4.5 Improving the Toolbox

Perhaps the greatest challenge facing State and county agencies in the pursuit of TOD is how to finance and pay for the planning, design and construction of TOD mixed use projects, affordable housing, complete streets, and regional public infrastructure. Given limited public resources, government agencies must pursue and employ innovative project delivery approaches such as P3 and look to value capture mechanisms successfully used elsewhere to finance TOD and needed support infrastructure.

There is the need to create an institutional framework for the use of P3 in Hawaii. This would include looking to establish a P3 office that would provide a central resource to assist agencies in assessing and undertaking P3 projects. The Office can help review the viability of a proposed project for alternative delivery and advise or refer the agency to qualified and experienced individuals and firms who have the requisite technical knowledge and financial and legal expertise. It is also important to ensure that P3 can be done in consonance with the State Procurement Code, so a good assessment of the P3 approach should be undertaken to determine how best to resolve any inconsistencies.

Community Facilities District and Tax Increment Financing have long been discussed, have enabling statutes and county ordinances in place, but are hardly used or not used in Hawaii. We need to examine further what are the impediments, and remove or provide incentives to move these forward. It may be advisable for either the State or a county to take the lead in demonstrating the value and potential for value capture in a priority TOD area or region. It is also important to keep abreast of innovative financing tools and hybrid versions of TIF and CFD that have been tried elsewhere and may suit Hawaii’s circumstances and needs.
5 State TOD/TRD Implementation and Investment Strategy: Fiscal Biennium/Near-Term Actions

5.1 Introduction

In accordance with Act 130, SLH 2016, the TOD Council is responsible for overseeing implementation of this strategic plan. The strategic plan has two primary functions: (1) to guide the implementation of TOD projects, including mixed-use and affordable and rental housing projects, on State lands in each county; and (2) to guide the establishment and maintenance of the institutional framework and collaborative relationships required for State-county partnerships for TOD, TRD, and directed growth strategies. This section and the associated project table and timeline sets out key initiatives and actions for the next fiscal year and fiscal biennium.

5.2 Strategy Components 1 and 2: State Implementation of TOD Projects and Investments [at Project- and Regional-levels]

5.2.1 Key TOD/TRD Projects and TOD/TRD Initiatives for the Next Biennium

Near-term project and infrastructure investment requirements for the fiscal biennium and the next five years are displayed for individual projects in the timelines at the end of this chapter. In the next biennium, subcommittee work plans will be developed to guide and coordinate project development for those projects that are already in the pipeline or being initiated in the next biennium.

**Oahu.** For Oahu, the lands owned by the State of Hawaii along the Honolulu Rail Transit corridor present the greatest opportunities for near-term TOD investments, in particular, action is needed to facilitate TOD initiatives in the three priority areas of Iwilei-Kapalama, Halawa-Stadium, and East Kapolei.

Key State investments for Oahu projects in the pipeline are highlighted in the table below.

<table>
<thead>
<tr>
<th>Status</th>
<th>FY18 ('000s)</th>
<th>FY19</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Aloha Stadium Redevelopment</td>
<td>Planning</td>
<td>$10,000</td>
<td>--</td>
</tr>
<tr>
<td>2. Mayor Wright Homes</td>
<td>Planning – MDA</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>3. 690 Pohukaina School</td>
<td>Plan/Design</td>
<td>$10,000</td>
<td>--</td>
</tr>
<tr>
<td>4. Alder Street Housing/Judiciary</td>
<td>Design RFP</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>5. DLNR East Kapolei Lands Master Plan</td>
<td>Pre-Planning</td>
<td>$200</td>
<td>--</td>
</tr>
<tr>
<td>6. Liliha Civic Center Master Plan</td>
<td>Pre-Planning</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>7. Honolulu Community College TOD Plan</td>
<td>Pre-Planning</td>
<td>$100</td>
<td>--</td>
</tr>
<tr>
<td>8. UH West Oahu LRDP</td>
<td>Pre-Planning</td>
<td>$800</td>
<td>--</td>
</tr>
<tr>
<td>9. DHHL Kauluokahai M-F &amp; Commercial</td>
<td>Plan/Design RFP</td>
<td>--</td>
<td>--</td>
</tr>
</tbody>
</table>
Neighbor Islands. Key projects with work initiated are listed below. Much more subcommittee work will be needed to determine what capital requirements are needed in the near-term for the Neighbor Island county projects.

<table>
<thead>
<tr>
<th>Project Location</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Wailuku Courthouse, Wailuku, Maui</td>
<td>Pre-planning</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>2. Kane Street, Kahului, Maui</td>
<td>Pre-planning</td>
<td>--</td>
<td>--</td>
</tr>
</tbody>
</table>

5.2.2 State Support for TOD Project Coordination and Facilitation

**Action Item 1:** Convene regional sub-committees for priority areas on Oahu and on the Neighbor Islands to coordinate TOD and TRD projects. More in-depth and targeted discussions of regional and project implementation issues among directly affected agencies are needed to advance project development. In September 2017, the TOD Council formed seven (7) TOD Council sub-committees for the East Kapolei, Halawa Stadium, Iwilei-Kapalama on Oahu, and for Kauai, Maui, East Hawaii, and West Hawaii. The sub-committees are intended to provide more focus to regional issues including: coordinating infrastructure improvements, assessing the feasibility and progress of TOD/TRD projects, identifying and addressing inter-agency needs, and refining the development schedule and needed actions. Beginning in November 2017, work plans will be developed to guide the sub-committee work as each sub-committee is convened.

**Action Item 2:** Assess regional infrastructure requirements for State TOD projects on Oahu. The City has completed high-level assessments of infrastructure needs for the rail corridor through its TOD plan development. Off-site improvements to sewer, water, storm drainage, and roads for State properties identified for TOD need to be assessed at a more granular level, and preliminary cost estimates and financing options identified. In addition, development of a critical path analysis methodology and investment prioritization schema would be extremely valuable for the State TOD team in providing information to key decision-makers. The 2017 Legislature appropriated $1 million in CIP funds in OP’s budget for planning for TOD on Oahu. These funds will be used to secure consulting services to conduct this assessment in collaboration with State TOD project proponents and other State and county agencies.

**Action Item 3:** Support priority TOD/TRD projects endorsed by agencies and the TOD Council. As TOD projects emerge from the Executive Budget through CIP budget requests, State agencies also provide these to the TOD Council for their information and review. Upon review of the proposed CIP project funding requests, the TOD Council can lend its support to agencies’ requests to help obtain funding for CIP projects coming before the Legislature. County TOD/TRD projects can similarly be considered by the TOD Council for funding support from the Legislature.

**Action Item 4:** Monitor the progress of TOD/TRD projects. It is important to track the progress of funded projects to ensure the efficient and effective delivery of public facilities. The TOD Council should track the progress of projects through periodic status reports from implementing agencies on at least a semi-annual basis to promote information sharing and coordinate agency efforts especially among State and county agencies. The TOD database will be maintained by OP on its State TOD website as the status of projects change.

**Action Item 5:** Assess State parcels for TOD potential statewide and initiate TOD discussions as needed. A preliminary inventory of State lands in TOD areas along the Honolulu rail corridor has been completed by the Office of Planning as part of a State TOD inventory and Mapping initiative. This will provide the tools and data for ongoing assessment and monitoring of State TOD lands with development potential and State TOD projects and proposals. In the next year,
information on TOD/TRD development potential statewide will be collected and updated on an ongoing basis, including project status, environmental constraints, existing uses and structures, and lease conditions. Continuing consultation with agencies with jurisdiction over identified developable lands will be needed to determine their TOD potential and TOD readiness.

5.3 Strategy Component 3: Development of TOD Policies and Program Tools

This section outlines the key initiatives to be taken in the next biennium and near-term that are needed to provide the robust policy and programmatic foundation for achieving the potential of TOD and smart growth investments in communities statewide. Actions for the next fiscal year and fiscal biennium are organized by two elements: (1) **policies** needed to align investments TOD and smart growth objectives; and (2) **TOD/program tools** that facilitate and support TOD and smart growth communities.

5.3.1 Development of TOD Support Tools

5.3.1.1 Initiative to Create the Institutional Framework for greater use of Public Private Partnerships and Alternative Delivery Systems in Hawaii.

This initiative is comprised of the following Action Items.

**Action Item 1: Support legislation and funding to establish a Public-Private Partnership Office.**

A Public-Private Partnership (P3) office should be established within a State department or agency to advise and assist agencies, and facilitate and promote the use of P3 for large capital projects. Nationally and internationally, the value of P3 has been widely proven as an effective means to deliver public projects on-time and on or under budget, while transferring much of the risk to the private sector. In Hawaii, except for the Army and Navy military housing redevelopment projects, the process has not been employed for any large-scale project. As such, State agencies considering P3 may not have ready access to the requisite knowledge or experience to assess the viability of a proposed development project. The establishment of a P3 Office, not for control or oversight, but serving as a resource for quality processes and procurement best practices, would help to achieve successful initiation and implementation of P3 projects in Hawaii.

**Action Item 2: Prepare recommendations for the authorization and establishment of standards of practice/best practices for P3 or alternative or innovative financing delivery system procurement.**

There are some differences of opinion as to whether P3 procurement is already permissible under the current procurement code. Whether it is currently allowed or not, the inclusion of clarifying language to the existing statute expressly permitting P3 would be helpful to assure agencies proceeding through the procurement process. Alternatively, a separate self-contained P3 procurement measure could be introduced and pursued based on model statutes that would fully enable and remove any uncertainties in the process.

**Action Item 3: Continue to support educational workshops and activities on P3 and innovative financing delivery mechanisms.**

The Hawaii P3 Workshop sponsored by the TOD Council and AIAI in June 2017 and the DARGS Lease-back and Project Delivery P3 Workshop in August 2017 were well-received and valuable for enhancing the awareness, understanding, and potential for P3 and innovative delivery mechanisms in Hawaii. The workshops were well-attended but also largely limited to State and county agencies and staff. With the high interest expressed from public agencies in the P3 approach, the TOD Council should support and encourage continued educational programs and workshops for public agencies as well as the private sector to promote consideration and use of the P3 model for TOD and large public facilities projects.
**Action Item 4:** Continue to support State agencies as needed in entering into P3 under existing agency authority. In the absence of a P3 Office, State agencies desiring to undertake P3 will need to consult with experienced financial, legal, and technical consultants and experts on the mainland or elsewhere to advise and coordinate initiating actions. Assistance to individual agencies and lessons learned should be shared among State and county TOD stakeholders as these complex agreements are explored, executed, and managed.

5.3.1.1 Initiative to Expand the Use of Value Capture Financing Tools for TOD/TRD.

Further work is needed to advance and support use of TIF and CFDs in Hawaii.

- **Action Item 1:** Identify potential Community Facility District opportunities for TOD project areas with the counties.
- **Action Item 2:** Study and develop recommendations for hybrid value capture tools that might be suitable for projects on State-owned lands.
- **Action Item 3:** Study and develop recommendations to overcome barriers to use of Tax Increment Financing and Community Facilities Districts in Hawaii. Tax Increment Financing (TIF) and Community Facilities Districts (CFD) are established and widely used on the Mainland for financing public facilities and infrastructure projects. A study is needed to examine the reasons why these tools are not used or hardly used in Hawaii. Relative to TIF, concerns have been raised regarding the constitutionality of a county issuing TIF bonds, that the county’s credit ratings may be adversely affected, and that the diversion of revenues that would otherwise go to the general fund would impact basic services such as police, fire, and parks. CFDs use tax-exempt bonds issued to finance public infrastructure through a special tax district; the bonds are repaid through an assessment on the property taxes of landowners in the CFD district. Despite the high cost of off-site infrastructure in most major developments, CFD has been used in only two projects – Kukuiula Resort on Kauai and Kamakoa Workforce Housing in Waikoloa, Hawaii.
- **Action Item 4:** Enact legislation as needed to implement the recommendations from these studies. Study findings would include any recommendations for legislation to promote use of value capture tools, including hybrid models or variants of TIF and CFD employed in other jurisdictions to enable value capture as a means to finance TOD projects on State lands.

5.4 Strategy Component 4: TOD Program Support and Administration

This section describes actions for programmatic or administrative support to sustain the necessary coordination, facilitation, and collaboration necessary for the State to have a proactive role in creating livable communities statewide. The TOD Council will play a key role in advising the State and its TOD partners in its support of TOD/TRD implementation statewide.

- **Action Item 2:** Refine the criteria for TOD Council CIP review and prioritization. An initial set of review criteria for TOD projects was developed by a TOD Council Work Group and subsequently endorsed by the TOD Council to facilitate review of TOD CIP budget requests. The criteria covers: 1) site considerations, 2) agency/project readiness, 3) financial considerations, 4) public benefit, and 5) catalytic impact (See Appendix B). While these criteria represent a good starting point for evaluating projects and potential TOD sites, refinements are needed to assign weightings to the criteria so that their relative importance will be better reflected in the evaluation. The provision of affordable housing, for example, needs to be weighted commensurate with its importance and need.

- **Action Item 3:** Development of Performance Measures/Monitoring/Annual Review. Plan implementation will need a framework to monitor progress in advancing TOD/TRD initiatives
and ensuring the technical assistance and funding is secured in a timely way. This includes the development of performance metrics to evaluate the economic, environmental, and social outcomes desired or expected from investment in transit and TOD. The development of performance metrics will build off initiatives taken in other jurisdictions to develop performance measures for livable communities and TOD.

Development of a critical path analysis tool or methodology would enable the State to determine with more precision what investments need to be made where and when—to ensure that this strategic plan functions as more than a wish list. This will be incorporated as a task/deliverable the OP $1 million CIP appropriation to identify methodology for regional/state prioritization and timing of investments for the State TOD Team to use to guide subcommittee work and plan implementation. This task would include refinement and development of scoring for the TOD review criteria adopted by the TOD Council. The foundational criteria are described in Appendix C.

**Action Item 4a: Explore how best to promote implementation of TOD Key Principles in agency actions and TOD investments.** The TOD Key Principles are intended to provide a unified approach guiding State agency actions in TOD areas. They are not limited to TOD areas, as they encompass smart growth principles directing State agencies to locate first in town and growth centers, and to co-locate when possible in these areas. They are intended to be applied in the selection of TOD sites, and in the planning, design, financing, and development of facilities. Beyond the Strategic Plan, the Key Principles could be operationalized and strengthened to help assure their consideration in agency actions. One such means could be achieved through an Executive Order or Executive Memorandum from the Governor directing all State agencies to employ these Key Principles in their project planning. The Key Principles could also be tied to the CIP budgetary approval process.

**Action Item 4b: Monitor agency actions for their consistency with the Key Principles.** The TOD Council is well-positioned to monitor agency actions relative to the Key Principles. These principles, which cover site location, critical infrastructure, partnerships, affordable housing, sustainability and equitable development, are reviewable by the TOD Council as project proposals emerge from State and county agencies. Act 130 also charges the OP with the responsibility to approve all State agencies’ development plans for parcels along the rail transit corridor. “Development plans” means conceptual land use plans that identify the location and planned uses within a defined area.

**Action Item 5: Administrative support for TOD Council and sub-committees.** An annual budget and increased TOD planning staff capacity are needed to support the TOD Council activities, including the seven sub-committees established to carry out the more detailed planning and implementation work required to advance this TOD/TRD strategy.
### 5.5 TOD Projects and Initiatives: FY19-23

#### TOD/TRD Implementation/Investment: FY19-23

<table>
<thead>
<tr>
<th>PROJECT/ACTIVITY</th>
<th>Yr 5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OAHU</strong></td>
<td></td>
</tr>
<tr>
<td>Kaʻekeʻeʻe TDD (D-HIL)</td>
<td>P  P  TBD D TBD C TBD Q TBD</td>
</tr>
<tr>
<td>UHWO University District (UHWO)</td>
<td>P  P  TBD</td>
</tr>
<tr>
<td>UHWO Long Range Dev Plan (UHWO)</td>
<td>P  799</td>
</tr>
<tr>
<td>UHWO TOD Infrastructure (O/C) (UHWO)</td>
<td>D  750</td>
</tr>
<tr>
<td>UHWO Multi-Campus Hg Plan (UHWO)</td>
<td>P  88</td>
</tr>
<tr>
<td>East Kapolei Parcels Plan (ULNR)</td>
<td>P  P  TBD P TBD</td>
</tr>
<tr>
<td>East Kapolei High School [DOE]</td>
<td>D  780</td>
</tr>
<tr>
<td><strong>INFR structure</strong></td>
<td></td>
</tr>
<tr>
<td>Farrington Hwy Widening [City D&amp;C]</td>
<td>P  P  TBD D 4,000 C 40,000 O 46,000</td>
</tr>
<tr>
<td>Koolau Parkwy intersections</td>
<td>P  P  TBD</td>
</tr>
<tr>
<td>Drainage (Kalo/other gulches)</td>
<td>P  P  TBD</td>
</tr>
<tr>
<td>Wastewater facilities</td>
<td>P  P  TBD</td>
</tr>
<tr>
<td>Water facilities</td>
<td>P  P  TBD</td>
</tr>
<tr>
<td>Pedestrian access to stations</td>
<td>P  P  TBD</td>
</tr>
<tr>
<td>School capacity</td>
<td>P  P  TBD</td>
</tr>
<tr>
<td><strong>WAIKIKI-PEARL RIDGE</strong></td>
<td></td>
</tr>
<tr>
<td>Waipahu Civic Center TDD (UHFD/OP)</td>
<td>P  P  250</td>
</tr>
<tr>
<td>Hoʻoulu &amp; Kamalu Homes (HPHA)</td>
<td>P  P  TBD C TBD</td>
</tr>
<tr>
<td>Waipahu Town Action Plan (City)</td>
<td>C  50,000</td>
</tr>
<tr>
<td>UH LCC Master Plan for TOD (UHLC)</td>
<td>P  P  200</td>
</tr>
<tr>
<td>Hale Lealima Homes [HPHA]</td>
<td>P  P  TBD C TBD</td>
</tr>
<tr>
<td>Pearlridge Bus Center/TDD (City)</td>
<td>P  1,000 D 10,000 C 130,000</td>
</tr>
<tr>
<td><strong>KAIHI/KALAHANUI</strong></td>
<td></td>
</tr>
<tr>
<td>Ala Moana Stadium Redevelopment [DAG5/SA]</td>
<td>P  P  TBD P 100 D 550 C 2,600 O TBD</td>
</tr>
<tr>
<td>Punaui Mami Homes [HPHA]</td>
<td>P  P  TBD C TBD</td>
</tr>
<tr>
<td><strong>INFR STRUCTURE</strong></td>
<td></td>
</tr>
<tr>
<td>Wastewater facilities</td>
<td>P  P  TBD</td>
</tr>
<tr>
<td>Highway &amp; road improvements</td>
<td>P  P  TBD</td>
</tr>
<tr>
<td>School capacity</td>
<td>P  P  TBD</td>
</tr>
<tr>
<td>Water facilities</td>
<td>P  P  TBD</td>
</tr>
<tr>
<td><strong>AIRPORT-KAIHI</strong></td>
<td></td>
</tr>
<tr>
<td>Moanalua Kai Conceptual Plan (D-HIL)</td>
<td>P  P  575</td>
</tr>
<tr>
<td>Kamehameha Homes [HPHA]</td>
<td>P  P  TBD C TBD</td>
</tr>
<tr>
<td>Kaehumalu Homes [HPHA]</td>
<td>P  P  TBD C TBD</td>
</tr>
<tr>
<td>Oahu CCC Redevelopment [DAG5/PSD]</td>
<td>P  P  5,000</td>
</tr>
</tbody>
</table>
## TOD/TRD Implementation/Investment: FY19-23

<table>
<thead>
<tr>
<th>PROJECT/ACTIVITY</th>
<th>Yr 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>18</td>
</tr>
<tr>
<td>Kapolei TOD Conceptual Plan (HPR)</td>
<td>P, P</td>
</tr>
<tr>
<td>UH HCC Master Plan for TOD (UH HCC)</td>
<td>P, P</td>
</tr>
<tr>
<td>HP HA Admin Office Redevelopment (HP HA)</td>
<td>P, P</td>
</tr>
<tr>
<td>Mayor Wright Homes (HP HA)</td>
<td>P</td>
</tr>
<tr>
<td>Lilipuna Civic Center</td>
<td>P, P</td>
</tr>
<tr>
<td>Kahalului Homes (HP HA)</td>
<td>P, P</td>
</tr>
<tr>
<td>Kapolei Canal Catalytic Project (City)</td>
<td>D</td>
</tr>
</tbody>
</table>

### INFRSTRUCTURE

<table>
<thead>
<tr>
<th></th>
<th>18</th>
<th>19</th>
<th>20</th>
<th>21</th>
<th>22</th>
<th>23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Twili-Kapolei Infrastructure Plan (City)</td>
<td>P</td>
<td>2,000</td>
<td>D</td>
<td>20,000</td>
<td>C</td>
<td>25,000</td>
</tr>
<tr>
<td>Wastewater facilities</td>
<td>P, P</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drainage</td>
<td>P, P</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Road/ pedestrian access</td>
<td>P, P</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>School capacity</td>
<td>P, P</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chinatown Action Plan (City)</th>
<th>C</th>
<th>100,000</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>690 Pohukaina Housing (HIFDC)</td>
<td>P</td>
<td>TBD</td>
<td>D</td>
<td>TBD</td>
<td></td>
<td>C</td>
</tr>
<tr>
<td>690 Pohukaina Senior Homes (DOE)</td>
<td>D</td>
<td>10,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nahena Hale Micro-units (KCA)</td>
<td>C</td>
<td>50,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ola i Keauhia Artopse Lofts (HOA)</td>
<td>D</td>
<td>TBD</td>
<td>C</td>
<td>2,900</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hale Kewalo Rentals (ICA)</td>
<td>C</td>
<td>57,534</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alder Street High/Juvenile Ctr (HIFDC/UDC)</td>
<td>P, P</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mokua Alii &amp; Pauokalani Homes (HP HA)</td>
<td>P, P</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blaisdell Center Master Plan (City)</td>
<td>D</td>
<td>50,000</td>
<td>C</td>
<td>500,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### KAUAI

<table>
<thead>
<tr>
<th></th>
<th>18</th>
<th>19</th>
<th>20</th>
<th>21</th>
<th>22</th>
<th>23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lihue Former Police Station (SDH)</td>
<td>P, P</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waiheke Road Affordable Housing (COH/KCIA)</td>
<td>P, P</td>
<td>TBD</td>
<td>TBD</td>
<td>1,000</td>
<td>TBD</td>
<td>2,000</td>
</tr>
<tr>
<td>UH Kauai Community College (UH KCC)</td>
<td>P, P</td>
<td>285</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Molokai State Hospital (DOH)</td>
<td>P, P</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hanapepe Road Multi-use Path (SDH)</td>
<td>P, P</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Kauai Project Totals
## TOD/TRD Implementation/Investment: FY19-23

<table>
<thead>
<tr>
<th>PROJECT/ACTIVITY</th>
<th>Fiscal Year</th>
<th>Yr 5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HAWAII</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Keaau Public Transit Hub [COH]</td>
<td>P.P.</td>
<td>TBD</td>
</tr>
<tr>
<td>Prince Kuhio Plaza Aff Housing [COH]</td>
<td>P.P.</td>
<td>TBD</td>
</tr>
<tr>
<td>Prince Kuhio Plaza Transit Hub, PK &amp; Ride [COH]</td>
<td>P.P.</td>
<td>TBD</td>
</tr>
<tr>
<td>Kula Maui Keku O Kauhili Aff Hsg [COH]</td>
<td>P.P.</td>
<td>TBD</td>
</tr>
<tr>
<td>University Park Expansion/IECC Campus [U]</td>
<td>P.P.</td>
<td>TBD</td>
</tr>
<tr>
<td>UH Hilo Mixed use, Stud Hsg [UH Hilo]</td>
<td>P.P.</td>
<td>TBD</td>
</tr>
<tr>
<td>Keaau-Kona Multimodal Trans Plan [COH]</td>
<td>P.P.</td>
<td>TBD</td>
</tr>
<tr>
<td>Old Airport Transit Station/Makaha Trans H</td>
<td>P.P.</td>
<td>TBD</td>
</tr>
<tr>
<td>Ulu Wini Housing Improvements [COH]</td>
<td>P.P.</td>
<td>TBD</td>
</tr>
<tr>
<td>Kamokuna Villages Aff Hsg [COH]</td>
<td>P.P.</td>
<td>TBD</td>
</tr>
<tr>
<td><strong>INFRASTRUCTURE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Keaau Public Wastewater Facilities [COH]</td>
<td>P.P.</td>
<td>TBD</td>
</tr>
</tbody>
</table>

### Hawaii Project Totals

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Maui Project Totals

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### MAUI

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Master Plan Action</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Villages of Lealii Affordable Hsg [WIFSC/D]</td>
<td>P.P.</td>
</tr>
<tr>
<td>Kane Street Affordable Hsg [DAOS/HIFSC]</td>
<td>P.P.</td>
</tr>
<tr>
<td>Wailuku Courthouse Project [DAOS/ULR]</td>
<td>P.P.</td>
</tr>
</tbody>
</table>

### Maui Project Totals

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5 State TOD/TRD Implementation & Investment Strategy—Fiscal Biennium/Near-Term Actions 5-8
## TOD/TRD Implementation/Investment: FY19-23

### Development of TOD Support Tools

<table>
<thead>
<tr>
<th>PROJECT/ACTIVITY</th>
<th>Yr 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>18</td>
</tr>
<tr>
<td><strong>DEVELOPMENT OF TOD SUPPORT TOOLS</strong></td>
<td></td>
</tr>
<tr>
<td>Institutional Framework for P3/Alt Delivery</td>
<td></td>
</tr>
<tr>
<td>1 Establish P3 technical assistance office</td>
<td>Bill</td>
</tr>
<tr>
<td>2 Clarify P3 legal authority/establish P3 BFAs</td>
<td>Bill</td>
</tr>
<tr>
<td>3 P3/Alt Delivery education / outreach</td>
<td>P</td>
</tr>
<tr>
<td>4 Support P3 x operators with authority</td>
<td>P</td>
</tr>
<tr>
<td><strong>Expand Use of Value Capture Financing Tools</strong></td>
<td></td>
</tr>
<tr>
<td>1 Identify CFD opportunities with counties</td>
<td>P</td>
</tr>
<tr>
<td>2 Study/Write Hybrid (St)/City value capture tax</td>
<td>100</td>
</tr>
<tr>
<td>3 Study/Write: Overcome barriers to CFD/PF</td>
<td>P</td>
</tr>
<tr>
<td>4 Plan: Legislation as needed for CFD, PF, hybrids</td>
<td>P</td>
</tr>
<tr>
<td><strong>Expand Financing Tools</strong></td>
<td></td>
</tr>
<tr>
<td>1 Study/Write: New/improve financing mechanisms</td>
<td>P</td>
</tr>
</tbody>
</table>

### Support TOD Project Implementation

<table>
<thead>
<tr>
<th>PROJECT/ACTIVITY</th>
<th>Yr 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>18</td>
</tr>
<tr>
<td><strong>SUPPORT TOD PROJECT IMPLEMENTATION</strong></td>
<td></td>
</tr>
<tr>
<td>State TOD Project Coordination/Facilitation</td>
<td></td>
</tr>
<tr>
<td>1 Regional/State TOD project coordination</td>
<td>P</td>
</tr>
<tr>
<td>2 Study/Write regional infrastructure requirements</td>
<td>OP</td>
</tr>
<tr>
<td>3 Support priority project CIP requests</td>
<td>P</td>
</tr>
<tr>
<td>4 Study/Write TOD/TRD project implementation</td>
<td>P</td>
</tr>
<tr>
<td>5 Maintain State Bonds with TOD potential</td>
<td>P</td>
</tr>
<tr>
<td>6 Community outreach for TOD project strategy</td>
<td>P</td>
</tr>
</tbody>
</table>

### TOD Policy Support & Administration

<table>
<thead>
<tr>
<th>PROJECT/ACTIVITY</th>
<th>Yr 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>18</td>
</tr>
<tr>
<td><strong>TOD Policy Support &amp; Administration</strong></td>
<td></td>
</tr>
<tr>
<td>1 Develop/revise criteria for TOD projects</td>
<td>P</td>
</tr>
<tr>
<td>2 Define project/panel review criteria</td>
<td>P</td>
</tr>
<tr>
<td>3 Develop performance metrics for project/plan</td>
<td>P</td>
</tr>
<tr>
<td>4 Implementation of key principles</td>
<td>P</td>
</tr>
<tr>
<td>5 Administrative support for TOD Council</td>
<td>P</td>
</tr>
</tbody>
</table>

### Support Project Totals

<table>
<thead>
<tr>
<th>PROJECT/ACTIVITY</th>
<th>Yr 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## TOD/TRD Strategy Totals

<table>
<thead>
<tr>
<th>PROJECT/ACTIVITY</th>
<th>Yr 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>