



**HAWAII  
COMMUNITY  
DEVELOPMENT  
AUTHORITY  
2002 Annual Report**





## Letter to the Governor



The Honorable Linda Lingle  
Governor  
State of Hawaii

Dear Governor Lingle:

It is with great pleasure that we present the Hawaii Community Development Authority's (HCDA) Annual Report for the 2001-2002 Fiscal Year. This report describes the Authority's activities, accomplishments and progress as it continues in its mission to create, in the Kaka'ako District, an urban community where Hawaii's people can live, work and play. The Kaka'ako District has come a long way since the Authority was created in 1976 to bring about the redevelopment of this valuable, but deteriorating, urban area. The HCDA's goal for Kaka'ako remains as clear today—to create a vibrant and attractive urban neighborhood that will meet the many needs of the people of Hawaii.

One of the most important functions of the Authority is the ongoing development of infrastructure improvements in Kaka'ako. These projects are vital to making Kaka'ako safer, more functional, and able to accommodate the future growth of the District. During the past fiscal year, the HCDA forged ahead with its program to revamp and expand the capacities of the aging network of utilities and roadways in Kaka'ako's mauka and waterfront areas. These improvements are bringing positive changes to the District and are serving as a strong inducement for private sector development in Kaka'ako.

Development of the Kaka'ako Waterfront continues to be a prime focus of attention for the HCDA. The waterfront lands hold much promise in terms of the economic and social benefits that can be gained by the State of Hawaii. We see the importance of establishing a premier gathering place in the waterfront area, including a mix of cultural, educational and recreational facilities and services that will complement the central business district and the major retail areas on General Growth Properties, Inc. (formerly Victoria Ward, Limited) lands in Kaka'ako, at Ala Moana Center and in Waikiki. With the ongoing development of the University of Hawaii's John A. Burns School of Medicine, the Kaka'ako Waterfront could also serve as the home for exciting new industries that will create jobs and strengthen and diversify Hawaii's economy.

Legislation enacted by the 2002 State Legislature that transferred redevelopment responsibility for the Kalaeloa Community Development District to the HCDA has given the Authority an expanded role in determining the future development of lands on Oahu. Our goal is to strive to facilitate redevelopment in Kalaeloa with the same commitment that has helped to change the face of Kaka'ako as we move toward building a vibrant urban community.

HCDA's success to date has been due to the efforts and support of many individuals and organizations. We would like to extend our appreciation to: the State administration; the Legislature; Kaka'ako's landowners, businesses and residents; other government agencies; and community groups and concerned citizens. The continued support of these groups is essential in order to attain our vision for the future of the Kaka'ako and Kalaeloa Districts.

Respectfully yours,

Lori Ann C. Lum  
Chair  
Hawaii Community Development Authority



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**On the cover:  
An illustration depicting dining and commercial activities  
that could grace the streetscape of the Kaka'ako Waterfront.**



*The Kaka'ako District is composed of 670 acres bounded by Piikoi, King, and Punchbowl Streets and Ala Moana Boulevard, and the stretch of waterfront from Kewalo Basin to Pier 4 in Honolulu Harbor.*

The Hawaii Community Development Authority (HCDA) was established to supplement traditional community renewal methods by promoting and coordinating public and private sector community development. The 1976 State Legislature created the HCDA to plan for and to revitalize urban areas in the State which lawmakers find to be in need of timely redevelopment. These areas, designated as "Community Development Districts", were determined to be underused and deteriorating, but with the potential, once redeveloped, to address the needs of Hawaii's people and to provide economic opportunities for the State.

In creating the HCDA, the Legislature also designated the Kaka'ako area of Honolulu as the Authority's first Community Development District, recognizing its potential for increased growth and development and its inherent economic importance to Honolulu as well as to the State. Lawmakers found that Kaka'ako was significantly underdeveloped and underutilized relative to its central location in urban Honolulu. The Legislature foresaw that the redevelopment of Kaka'ako would offer tremendous opportunities to

address the need for more housing, parks, and open areas, as well as new commercial and industrial space near downtown Honolulu.

The HCDA has also assumed the role of redevelopment authority for the Kalaeloa Community Development District (Kalaeloa). The 2002 State Legislature adopted legislation to transfer redevelopment responsibility for Kalaeloa from the Barbers Point Naval Air Station Redevelopment Commission to the HCDA. The bill also added five new members to the Authority to represent the Kalaeloa District. These new members vote only on Kalaeloa issues.

### **The Kaka'ako District**

The Kaka'ako Community Development District is composed of 670 acres of land. The District includes the land bounded by Piikoi, King, and Punchbowl Streets and Ala Moana Boulevard, as well as the stretch of waterfront from Kewalo Basin to Pier 4 in Honolulu Harbor, and the Hawaiian Electric power plant site in downtown Honolulu. Today, the District is largely composed of retail and

commercial businesses, wholesale and semi-industrial companies, and single- and multi-family residences.

By virtue of its legislative mandate, the HCDA is empowered with comprehensive planning, development and financing responsibilities. The HCDA is able to go beyond traditional community renewal methods by facilitating and participating in collaborative community development efforts between the public and private sectors.

In 1982, following an intensive five-year planning process, the Authority adopted the Kaka’ako Community Development District Plan. This Plan and associated rules serve as the basis for guiding both public and private development activities in Kaka’ako. The Plan was subsequently amended to include the Kaka’ako waterfront area and is currently comprised of two documents: the Mauka Area Plan (covering the original area) and the Makai Area Plan (covering the waterfront lands). To adjust to changing market and social conditions, and facilitate development, the HCDA continues to revise its plans for Kaka’ako to meet these needs.

### **The Kalaeloa District**

Kalaeloa is composed of about 3,698 acres of land including approximately 1,052 acres of Navy-retained land and 2,646 acres of land to be conveyed to various federal, state and city entities. The existing infrastructure of the Kalaeloa District satisfies the minimum federal requirements, but does not meet more stringent City and County of Honolulu codes.

HCDA’s role in Kalaeloa is to facilitate redevelopment in the District. In the years ahead, the HCDA will help to complete the conveyance of Kalaeloa’s surplus properties and begin infrastructure development and implementation of the redevelopment plan.

Existing HCDA members will vote on both Kaka’ako and Kalaeloa issues. The five new Kalaeloa members will include: the Chair of the Hawaiian Home Lands Commission; the Director of the City Department of Planning & Permitting; two community representatives (one each appointed by the Governor and the Mayor of Honolulu); and a Hawaiian cultural resources specialist.

Since the HCDA assumed responsibility for the Kalaeloa District, it is working to determine staffing requirements for Kalaeloa and to establish an assessment system for the landowners to provide funding for Kalaeloa staff and operations. The HCDA is also coordinating completion of the remaining conveyances with the Navy. (Please refer to the Department of Business, Economic Development & Tourism’s Annual Report for more information on the Kalaeloa Community Development District.)

### **HCDA Organization**

The HCDA is established as a public corporate entity attached to the Department of Business, Economic Development & Tourism for administrative purposes. The Authority is composed of 11 voting members from the private and public sectors who oversee HCDA operations

and establish policies to implement its legislative objectives. Four members are ex officio, voting members from the following State departments: Accounting and General Services; Budget and Finance; Business, Economic Development & Tourism; and Transportation. In addition, the Governor appoints three members from a list of names submitted by the Council of the county in which a community development district is situated as well as four members-at-large. The HCDA Executive Director serves as the chief executive officer and is appointed by the Authority members. The HCDA staff includes personnel from several professional fields including planning, engineering, architecture, development, finance, public information and administrative services.

### **A Historical Look at Kaka’ako**

The history of Kaka’ako over the past century has been one of remarkable and dramatic change. From the early settlement of the area by ancient Hawaiians and the subsequent integration of seamen and whalers, to its residential incarnation and later industrialization, Kaka’ako has been developed and redeveloped to meet the social and economic needs of the larger urban community on Oahu.

In the 1800s, Kaka’ako was called “Kookau Kukui”, which translates as “Where the Lights Were Lighted”. Kaka’ako has come a long way from being a swampland. This area was filled, developed and redeveloped over the years. From the early 1900s until World War II, Kaka’ako was an important and thriving community with schools, churches, a movie house, public parks, an array of businesses, and other uses typically found in larger neighborhoods. By 1940, Kaka’ako’s population had reached about 5,000 residents. However, in the early 1950s, Kaka’ako was rezoned for industrial use, causing a rapid decline in the residential population as manufacturing and industrial activities moved into Kaka’ako. Over the past 50 years, Kaka’ako has changed from a residential neighborhood to a primarily industrial area, and then to an economic center of varied commercial and service activities.

Prior to the creation of the HCDA, Kaka’ako had remained relatively underutilized and underdeveloped. The industrial character of the area belied its economic development potential and it had gained a certain notoriety for its deteriorating conditions. State lawmakers were concerned about the efficient use of existing urban lands in Hawaii, and they recognized Kaka’ako’s potential to become an economically and socially viable community providing a range of public benefits.

In creating the HCDA, the Legislature set directions for Kaka’ako’s revitalization and development. A mixed-use district was envisioned where residential, commercial, industrial, and public uses would complement each other. Lawmakers also deemed it important to respect and support the present functions of Kaka’ako as a major economic center. The Legislature believed Kaka’ako could provide:

- improved infrastructure and public facilities;
- increased housing opportunities for all segments of the community;
- increased business (commercial and



- industrial) opportunities;
- increased economic activity; and
- increased public recreation and open space.

### **Ensuring a Bright Future for Kaka’ako**

The overall mission of the HCDA is to ensure the transformation of Kaka’ako into a dynamic urban neighborhood that accommodates a mix of people with a wide spectrum of social and business activities. Kaka’ako’s transformation will also improve the State’s economy by enhancing new business growth opportunities as well as new job opportunities. Kaka’ako will be a conveniently located community that is attractive and safe, with the ability to provide for housing, recreation, and places to work, shop and to socialize. As envisioned in the Kaka’ako development plan, the District will represent the best of Honolulu’s destiny—a bustling residential and business center with additional opportunities for recreation, shopping and education, day or night. The HCDA is working to ensure that the Kaka’ako District accommodates and encourages a combination of open space and parks with well-planned commercial, industrial and residential development, including affordable housing.

Public and private sector investment in Kaka’ako is generating new retail establishments and office space, a variety of restaurants and entertainment, and infrastructure to support the services, growth opportunities and quality of life that are distinguishing Kaka’ako as a desirable urban neighborhood. Kaka’ako is once again becoming a vibrant and cohesive community. To ease traffic congestion and make Kaka’ako an even safer and more attractive environment, the HCDA is improving roadways, constructing new sidewalks and beautifying the streetscape

with the planting of trees and landscaping.

The State’s ownership and control of the majority of land in Kaka’ako’s waterfront area offers the HCDA the opportunity to create a premier gathering place. On these waterfront lands, the HCDA has provided over 41 acres of new park lands and open space, making miles of shoreline accessible to residents. With the initiation of \$36 million of infrastructure improvements and a proactive strategy to develop new cultural, educational, and recreational facilities, together with new commercial and business opportunities, the Kaka’ako Waterfront is destined to become a popular attraction for residents and visitors, while providing a strong stimulus for the State economy.

### **Regulatory Functions**

Since the adoption of the Kaka’ako Plan in 1982, the HCDA has performed regulatory functions to ensure that any development occurring in the District meets the provisions of the Kaka’ako Plan. The HCDA regulates planning, land use, zoning, and development of land within the Kaka’ako District. The Plan includes specific requirements and restrictions relating to height, density, building setbacks, front yards, open space, view corridors, streetscapes, landscapes and tower footprints. Additionally, the Plan contains schemes for transportation, open space and recreation areas, public facilities, and infrastructure. The HCDA processes permits for major planned development projects, as well as for smaller projects and building renovations.



## HCDA's Improvement District Program



*The improved Ilalo Street takes shape.*

### **Infrastructure Enhancements Strengthen the Kaka'ako Community**

Any community requires a well-honed system of roadways and utilities to function properly, ensure public safety, and to grow. Kaka'ako is no exception. The HCDA's Improvement District (ID) Program is one of its most important functions in the Kaka'ako District. It involves the systematic improvement of Kaka'ako's network of streets and utilities for the purpose of facilitating and encouraging redevelopment. For many years, the District had been burdened with a deteriorating and inadequate infrastructure system, much of which was installed over 75 years ago. Many streets were narrow and unimproved, and susceptible to serious flooding during times of heavy rainfall. Certain roadways lacked safe pedestrian walkways and were filled with haphazardly parked vehicles. Existing overhead utility poles, cables and equipment gave an unsightly and cluttered character to the Kaka'ako streetscape. Moreover, the District's obsolete infrastructure network was not only detrimental to its businesses, residents and visitors, but it also stymied the timely redevelopment of properties. Many areas just did not have sufficient capacity to support further development.

The ID Program undertaken by the HCDA has proven to be a very effective and successful method of financing and constructing the massive infrastructure improvements that are necessary for the revitalization of

Kaka'ako. For this ambitious program—which has been funded by the Hawaii State Legislature—the HCDA has joined forces with property owners and the public utility companies to ensure that the construction of improvements to Kaka'ako's roadways and utilities are accomplished in a systematic, timely and cost-effective manner. The ID Program is being used to reconstruct and/or widen streets with new streetlights, curbs, gutters and sidewalks. Drainage, sewer and water systems are being improved and upgraded. Telephone, electric and cable television systems are also being upgraded and relocated underground.

People passing through Kaka'ako since 1986 have probably become aware of the scale and extent of infrastructure improvements being undertaken in the District. By the close of the 2001-2002 Fiscal Year, the HCDA had completed six Improvement District Projects and construction work on two ID projects (Kamakee Street Improvements and the Ilalo Street Improvements Project) was ongoing. (See the chart in this section for a summary of each project.) To date, the Hawaii State Legislature has appropriated over \$196 million for infrastructure improvements in the Kaka'ako District. The 2002 State Legislature appropriated \$16.5 million in Capital Improvement Program (CIP) funds to the HCDA to allow additional infrastructure and site improvement work in the waterfront area and for improvements to Queen Street.

### **Kaka'ako's Improvement District Program**

Under the HCDA's ID Program, the total cost of infrastructure improvements is shared by State government, Kaka'ako property owners and the public utility companies. The State pays for the greater share of the cost because the general public derives benefits from the improvements. For example, a major public cost involves improvements to the drainage system. In the first four ID projects, the majority of the construction cost was for major drainage systems that run through Kaka'ako and serve the Punchbowl and lower Makiki areas. Since these drainage improvements substantially benefit out-of-District as well as Kaka'ako property owners, the cost is distributed accordingly, with State government paying the largest share.

Kaka'ako's landowners are assessed only for improvements that specially benefit them. To assist landowners in paying assessments, the Authority may arrange for the sale of assessment area bonds to provide financing for property owners who are unable to make a lump sum payment. Through this arrangement, landowners have the option of paying for their assessments (with interest) in installments over a period of up to 20 years. This option is also offered to landowners in improvement district projects where no assessment bonds are sold.

The massive scale of the ID projects makes it imperative for the HCDA to inform all affected property owners and recorded lessees of the proposed improvements prior to actual construction. This process involves individual meetings, public informational meetings and two public hearings. The entire process, from the preliminary engineering and design work to the completion of the project, typically extends over a two- to three-year period. Throughout the course of any ID project, the HCDA strives to complete construction activities in an expeditious and cost-effective manner, while ensuring public safety and minimizing the disruptions and inconveniences to the businesses and public. The Authority uses flyers, the HCDA newsletter and website, and informational meetings to keep merchants, residents, and landowners informed of construction activities. The HCDA website posts traffic advisories and project updates on all of the Authority's ongoing improvement district projects. HCDA staff members are available to address questions and concerns as they arise.

### **Ward Avenue Extension Project (Improvement District 6)**

The Ward Avenue Extension Project, completed in late 2000, was the first phase in the development of new and enhanced roadways and utility systems in Kaka'ako's Makai Area. For this \$8.2 million public works project, a new roadway was built from the intersection of Ward Avenue and Ala Moana Boulevard to the intersection of Ahui and Ilalo Streets. The roadway and utility system improvements constructed for the Ward Avenue Extension will facilitate the redevelopment of Kewalo Basin's Ewa edge and the surrounding area, playing a crucial role in the State's plan to transform the Kaka'ako Waterfront into a world-class

center of commercial, cultural and recreational activities to be enjoyed by Hawaii's families and visitors. The Ward Avenue Extension Project has significantly improved vehicular and pedestrian access and circulation in the area, and it has established a distinctive streetscape theme for the Kaka'ako Waterfront. The project also improved approximately 150 feet of Ahui Street, Makai of Ilalo Street.

### **Kamakee Street Improvements Project (Improvement District 7)**

Construction work on the second phase of infrastructure improvements on a portion of Kamakee Street (from Queen Street to Ala Moana Park Road) was substantially completed by the end of 2002. This \$11 million project, called ID-7, completed the installation of the last major drainage system in the Mauka portion of Kaka'ako. The project realigned Kamakee Street (between Auahi Street and Ala Moana Boulevard) and created a four-way signalized intersection at Ala Moana Boulevard and Ala Moana Park Road. The ID-7 Project has already improved traffic circulation through the Kaka'ako District and created a new, direct link between Ala Moana Beach Park and Kaka'ako.

### **Improvement District 8 (Forrest Avenue Realignment)**

In May 2002, Authority members authorized the HCDA Executive Director to advertise for bids for the Forrest Avenue/Container Yard Reconfiguration Project. Realignment of Forrest Avenue with South Street is necessary to reconfigure the surrounding land into three development-ready parcels for commercial development. The project will also require a reconfiguration of a portion of the container cargo yard. The realignment of Forrest Avenue with South Street mauka of Ala Moana Boulevard will include surface roadway improvements and the relocation of existing underground sewer and water lines. The project also involves the relocation of container yard refrigeration lines and portable clerk offices.





# HCDA's IMPROVEMENT DISTRICT PROJECTS

## **IMPROVEMENT DISTRICT 1**

Location: About 100 acres bounded by Punchbowl, King, Cooke, Queen, South, Auahi Streets, and Ala Moana Boulevard.  
Work: Improvements to roadways, drainage, sewer, and water systems and the undergrounding of electric, telephone and CATV lines.  
Cost: \$35.2 million  
Completed: September 1988

## **IMPROVEMENT DISTRICT 2**

Location: About 110 acres bounded by Keawe, Auahi, Coral, Pohukaina, Cooke and Ilalo Streets to the ocean.  
Work: Improvements to roadways, drainage, sewer, and water systems and the undergrounding of electric, telephone and CATV lines.  
Cost: \$36.7 million  
Completed: October 1990

## **IMPROVEMENT DISTRICT 3**

Location: About 60 acres involving portions of Cooke Street, Kapiolani Boulevard, Halekauwila, Keawe, Coral, Victoria & Curtis Streets.  
Work: Improvements to roadways, drainage, sewer, and water systems and the undergrounding of electric, telephone and CATV lines.  
Cost: \$42.4 million  
Completed: October 1993

## **KEWALO BASIN IMPROVEMENTS**

Work: Improvements to Kewalo Basin access, interior roadways, grade-separated promenade, bus lanes, and parking.  
Cost: \$2.4 million  
Completed: August 1995

## **IMPROVEMENT DISTRICT 4**

Location: Kamakee Street (from Kapiolani Boulevard to Queen Street)  
Work: Improvements to roadways, drainage, sewers, water systems and the undergrounding of electric, telephone and CATV lines.  
Cost: \$12 million  
Completed: June 1999

## **IMPROVEMENT DISTRICT 5 (Kaka'ako Makai Gateway)**

Location: Cooke Street (between Ala Moana Boulevard and Ilalo Street); block bounded by Ala Moana Boulevard, Cooke, Ilalo and Ohe Streets and block immediately Makai of Ilalo Street and Ewa of Ohe Street.  
Work: Improvements to roadways, drainage, sewer, and water systems and the undergrounding of electric, telephone & CATV lines; development of two-acre passive park and four-acre play field.  
Cost: \$6.7 million  
Completed: June 1998

## **IMPROVEMENT DISTRICT 6 (Ward Avenue Extension)**

Location: Ward Avenue (from Ala Moana Boulevard to the intersection of Ahui and Ilalo Streets).  
Work: Construction of a new roadway from the intersection of Ward Avenue and Ala Moana Boulevard to the intersection of Ahui and Ilalo Streets and roadway and utility system enhancements.  
Cost: \$8.2 million  
Constr. start: May 1999  
Completed: November 2000

## **IMPROVEMENT DISTRICT 7 (Kamakee Street Extension)**

Location: Kamakee Street, between Queen Street and Ala Moana Boulevard.  
Work: Realignment of Kamakee Street and creation of a four-way signalized intersection at Ala Moana Boulevard and Ala Moana Park Road.  
Cost: \$11 million  
Est. start: November 1999  
Est. completion: December 2002

## **IMPROVEMENT DISTRICT 8 (Forrest Avenue Realignment)**

Location: Forrest Avenue  
Work: Realignment of Forrest Avenue with South Street to reconfigure the surrounding land into three development-ready parcels for commercial development. The project will require a reconfiguration of a portion of the container cargo yard.  
Cost: \$4.8 million  
Constr. Start: September 2002  
Est. completion: September 2003

## **IMPROVEMENT DISTRICT 9 (Ilalo Street Improvements)**

Location: Ilalo Street, between Ahui and South Streets.  
Work: Widening and enhancements to Ilalo Street, from Ahui to South Streets; installation of new water, sewer and drainage systems; construction of new roadways; new driveways, sidewalks, curbs and gutters; and installation of new utility lines.  
Cost: \$17 million  
Constr. start: July 2000  
Est. completion: December 2002

## **IMPROVEMENT DISTRICT 10 (Queen Street Extension)**

Location: Queen Street, between Kamakee and Waimanu Streets.  
Work: Extension of Queen Street, a new 76-foot right-of-way and improvements to the water, sewer, drainage, roadway, and electrical systems.  
Cost: \$5.5 million  
Est. start: January 2003  
Est. completion: July 2004

## **IMPROVEMENT DISTRICT 11 (Queen Street Improvements)**

Location: Queen Street, between Ward Avenue and Kamakee Street.  
Work: Road widening/improvements and utility system enhancements.  
Cost: \$6.5 million  
Est. start: August 2004  
Est. completion: January 2006

## **AHUI STREET IMPROVEMENTS**

Location: Ahui Street, from Ilalo Street to Olomehani Street.  
Work: Street widening/improvements and utility system enhancements.  
Cost: \$6.2 million  
Est. start: January 2004  
Est. completion: January 2005

## **OHE STREET REALIGNMENT**

Location: Ohe Street, between Ilalo Street and Olomehani Street.  
Work: Realignment of roadway into an "S" curve configuration.  
Cost: \$3.75 million  
Est. start: June 2004  
Est. completion: June 2005

Construction work on this \$4.8 million project is scheduled to begin in September 2002 and take approximately one year to complete.

### **Ilalo Street Improvements (Improvement District 9)**

To prime Kaka'ako's Waterfront for development, the HCDA continued its infrastructure construction work on Ilalo Street, which will serve as the main thoroughfare of Kaka'ako's waterfront area. This \$17 million project involves the upgrading of roadways and utility systems on Ilalo Street, from Ahui Street to Forrest Avenue (South Street).

Currently, infrastructure in Kaka'ako's Makai Area is inadequate and improvements are required to support development of the area. To facilitate development of the lands in the Kaka'ako Makai Area and redevelopment of the Kewalo Basin waterfront, the HCDA is widening and improving Ilalo Street and creating an extension to Forrest Avenue (South Street). The 1997 State Legislature appropriated \$36.3 million to the HCDA to construct infrastructure improvements in Kaka'ako Makai. Ilalo Street, together with the Ward Avenue Extension, is planned to be a beautifully landscaped boulevard that will serve as the principal collector street for the Waterfront. When the project is completed, Ilalo Street will offer an attractive and comfortable pedestrian environment and will be vital to providing access to the Waterfront and projects such as the University of Hawaii John A. Burns School of Medicine. Improvements made to Ilalo Street include: the installation of new water, sewer and drainage systems; construction of the new landscaped roadway; new driveways, sidewalks, curbs and gutters; and the installation of new underground utility lines. Construction of the Ilalo Street Improvements is set for completion in December 2002.

### **Queen Street Extension (Improvement District 10)**

In May 2002, the Authority held a public hearing on the proposed Improvement District 10 (ID-10)—or Queen Street Extension—Project. The ID-10 project is located between Kamakee Street and Waimanu Street, and consists of the construction of a new roadway, which would extend Queen Street from Kamakee Street to Waimanu Street. The project will also include work to widen the portion of Waimanu Street between the new roadway and Pensacola Street. The purpose of the May 1 hearing—the second and final for the project—was to hear testimony on the proposed rule amendment which establishes the final assessment area for ID-10 and on the final individual assessments to be charged to benefiting properties in the project area. Except for the widening of Waimanu Street, which will be paid for by Nauru Phosphates Royalties, Inc., the cost of ID-10 will be shared by the HCDA, the public utility companies, and properties benefiting from the new roadway. The total estimated cost of ID-10 is \$8.62 million. The HCDA will pay for 74 percent of the total cost, and the public utility companies and properties shares will be about 8 percent and 18 percent, respectively. If all necessary approvals are received for ID-10, construction is anticipated to start in September 2002.



*Kamakee Street after construction of infrastructure improvements.*

The construction will take approximately 18 months to complete.

The 1999 State Legislature appropriated \$9.6 million to the HCDA for infrastructure improvements on a portion of Queen Street. The HCDA's long-term plan for Queen Street is to improve the water, sewer, drainage, roadway, and electrical systems in Queen Street between Ward Avenue and Waimanu Street. The \$9.6 million appropriation, along with \$2 million of HCDA revolving funds, will allow the HCDA to design and construct an extension of Queen Street from Kamakee Street to Waimanu Street. The new infrastructure will improve services to property owners in the area and provide added capacity for future private development.

The HCDA has long designated Queen Street as an alternate route to Kapiolani and Ala Moana Boulevards. Currently, sidewalks, curbs and gutters are needed to accommodate both vehicular and pedestrian traffic safely through the District. The proposed roadway will make the area safer and more accessible, and enhance its development potential.

During the 2000-2001 Fiscal Year, the HCDA completed negotiations with Victoria Ward, Limited (VWL) and the Nauru Phosphates Royalties Trust (Nauru) to finalize a land exchange agreement that will allow the Authority to proceed with its proposed Queen Street Extension Project and to develop a new park area in Kaka'ako. Because the planned Queen Street Extension right-of-way will be located on land owned by the HCDA, as well as by VWL and Nauru, the Authority needed to obtain ownership of the land with a minimum of land acquisition costs. The land exchange creates two park sites totaling 108,000 square feet along both sides of the Queen Street Extension. (See the chapter on Development in Kaka'ako Mauka for more details on the proposed new park.)



*Ilalo Street improvements extended from Ahui Street to Forrest Avenue (South Street).*

### **Queen Street Improvements (Improvement District 11)**

The Queen Street Improvement Project, also known as Improvement District 11 (ID-11), is proposed to construct roadway and infrastructure improvements on Queen Street, between Kamakee Street and Ward Avenue. The improvements would include: new road pavement, sidewalks, gutters and streetlights; new sewer, water and drain systems; street landscaping; and the overhead to underground conversion of existing utility systems. These improvements are required to support development in Kaka'ako's Mauka Area.

The 2002 State Legislature appropriated \$6.5 million to the HCDA for planning, design, land acquisition and construction of the Queen Street Improvements Project. The HCDA plans to hold public hearings on the proposed ID-11 Project in October 2003 and February 2004. If the Authority approves the project, construction could begin in August 2004 with completion in January 2006.

### **Ahui Street Improvements**

Continuing its effort to improve access and traffic circulation in the Kaka'ako Waterfront, the HCDA is proposing infrastructure improvements to a portion of Ahui Street, from Ilalo to Olomehani Streets. These improvements, to cost approximately \$6.2 million, will be similar to the other improvement districts in that all the infrastructure (water, sewer, drain, roadway, electrical, telephone) will be upgraded to current standards. When completed, this portion of Ahui Street will be a 50-foot wide right-of-way inclusive of eight-foot sidewalks. Improvements to Ahui Street would attract developers to

the area and support the development of the neighboring parcels. The HCDA would like to start construction work on Ahui Street improvements in January 2004 and the work would take about one year to complete.

### **Ohe Street Realignment**

The proposed realignment of Ohe Street in the Kaka'ako Waterfront is another project being planned by the Authority. The portion of Ohe Street to be realigned is located in the Kaka'ako Waterfront, between Ilalo Street and Olomehani Street and adjacent to the Kaka'ako Waterfront Park. The realignment is aimed at improving traffic circulation within the Kaka'ako Waterfront while facilitating development in the Diamond Head portion of the peninsula. It will create a larger urban green area along Ohe Street in the vicinity of the Children's Discovery Center. The realignment of Ohe Street will also allow for the development of the children's play area and public plaza envisioned in the Kaka'ako Waterfront Park Master Plan. A proposed roadway layout includes a realigned Ohe Street connecting Ilalo and Olomehani Streets in an "S" curve configuration. Koula Street, between Ilalo and Olomehani Streets, is proposed to be closed and all streets between Ala Moana Boulevard and Ilalo Street are to remain open.

In late 2002, the Authority will consider changes to the Kaka'ako Community Development District Makai Area Plan and Rules that relate to the proposed realignment of Ohe Street. If these changes are approved, construction work on the realignment of Ohe Street could start in June 2004 and take 12 months to complete. The cost of realigning Ohe Street is estimated at \$3.75 million.

## The Kaka'ako Waterfront



### ***Developing an Extraordinary Place for Urban Honolulu***

The Kaka'ako Waterfront is widely acknowledged as Honolulu's last remaining crown jewel, an extraordinary place that offers exciting development potential. These waterfront lands, the majority of which are owned by the State of Hawaii, have the potential to accommodate the recreational, cultural, educational and commercial needs of Hawaii's people, while playing a significant role in the State's economic future. This is an unprecedented development opportunity, and the HCDA will continue to work towards reclaiming and transforming Kaka'ako's waterfront lands into a magnificent new public place.

When fully developed, the Kaka'ako Waterfront is certain to be a major gathering place for Hawaii's residents and visitors. It will provide a beautiful locale for socializing, dining, learning, rest, and recreation. It will also be the incubator for business ideas, research and breakthroughs in technology and medicine, while providing educational opportunities for students. Kaka'ako's waterfront lands could be transformed into a contemporary "urban village", a walkable and self-contained community that could accommodate the lifestyles of workers in the growing industries that represent Hawaii's economic future. The Kaka'ako Waterfront would serve as a symbol of Hawaii's new economy—an attractive assemblage of activities, structures and facilities that represent the community's achievements, hopes and dreams. The

University of Hawaii's plans to develop its new John A. Burns School of Medicine on Kaka'ako Waterfront lands promise a world-class educational and biomedical research facility that will spur future development of the surrounding parcels while providing new jobs and helping to diversify the State's economy.

#### **The Kaka'ako Waterfront Today**

Currently, the Kaka'ako Waterfront is composed of 227 acres of land makai of Ala Moana Boulevard, from Kewalo Basin to Aloha Tower. About 200 acres of the land is owned and controlled by the State of Hawaii. It contains an abundant, scenic stretch of ocean frontage and is centrally located between downtown Honolulu and Waikiki. The Kaka'ako Waterfront could provide substantial amenities through the development of civic, cultural and recreational facilities. The lands also have the potential to generate sufficient revenues to support the maintenance of common areas in the Kaka'ako Waterfront. The HCDA is working towards creating an economically viable strategy consistent with the vision for the Kaka'ako Waterfront that will balance private and public facilities, and will accommodate new and expanded technological, biomedical, and educational industries.



#### **Development Plan for the Kaka'ako Waterfront**

Adopted in 1998, the Kaka'ako Makai Area Plan and Rules provide the framework for development of the Kaka'ako Waterfront into a vibrant, exciting and attractive "gathering place" for Hawaii's residents and visitors. The Plan emphasizes the creation of remarkable public amenities in the Kaka'ako Waterfront, including an abundance of parks and open spaces anchored by the Kaka'ako Waterfront Park, spacious tree-lined streets, and sidewalks, all of which enhance and enrich Kaka'ako's outdoor environment. Under the Plan, a variety of new facilities could also be developed including: a Science and Technology Center, showcasing Hawaii's expertise in astronomy, oceanography, and other sciences; an Ocean Research Center (most likely in combination with other research or museum facilities); medical education and research facilities; technology and biotechnology commercial areas; a retail complex along Kewalo Basin; and parking facilities to accommodate increased activity in the area. The public open spaces, cultural facilities and amenities, and commercial areas planned for the Kaka'ako Waterfront will provide new industries and opportunities for Hawaii's residents.

The intent of the Makai Area Plan is to diversify Hawaii's economy while, at the same time, establishing a special people-oriented place. Under the Plan, a substantial portion of the Waterfront is reserved for public enjoyment and access to the waterfront. A smaller portion of State-owned lands is earmarked for commercial development. The revenues generated from such development would help support the public parks and other amenities. The Plan emphasizes the mutual benefits and importance of combining new development with ample public spaces.

The Plan's land use directives maintain a central corridor of park lands in the Kaka'ako Waterfront. The

Kaka'ako Waterfront Park has been extended to Ala Moana Boulevard to enhance its visibility and reinforce its prominence as a major public park that will serve as a centerpiece for adjacent commercial developments. Public access to the Kaka'ako Waterfront is a high priority and one mile of shoreline is dedicated to park use.

Park, commercial, industrial, waterfront commercial, and public activities are allowed in land use zones established in the revised Makai Area Plan. A *park zone* accommodates a variety of park environments, including cultural, educational and active recreational activities. The *commercial zone*, encompassing about 50 acres of land, permits a wide range of commercial land uses such as high technology offices and retail establishments. The *industrial mixed-use zone*, covering 56 acres, supports maritime activities and facilities within Honolulu Harbor as well as limited commercial activities. The *waterfront commercial zone*, encompassing 22.3 acres, allows commercial activities and fishing and boating services along the edges of Kewalo Basin. The *public zone* sets aside land for existing public uses such as the U. S. Immigration Station, the Department of Health and the current Ala Moana Pump Station.

In keeping with the vision of the Kaka'ako Waterfront as a people-oriented place, the Makai Area Plan emphasizes pedestrian movement through the area. Pedestrian promenades would run along the waterfront and along Cooke Street. Iialo Street is designed to be a major strolling and shopping corridor with large shade trees, generous sidewalks and street furnishings. To increase non-vehicular access to the Kaka'ako Waterfront from downtown Honolulu, Ala Moana Park and Kaka'ako's Mauka Area, the Plan includes a shared use path within the Makai Area that will ultimately connect the Kaka'ako Waterfront Park to Ala Moana Beach Park and the Aloha Tower Marketplace.

## Kaka'ako Makai Projects

### Kewalo Basin Park

A five-acre scenic shoreline park located in Kewalo Basin. Includes a pedestrian promenade, observation areas, trellised picnic area, reconstructed seawall, comfort station and shower facilities and a new net shed. Completed in 1990.

### Kaka'ako Waterfront Park/Phase 1

Thirty acres of passive recreational park space built on a former landfill site. Includes contoured rolling landscaped mounds, a scenic pedestrian promenade spanning the length of the park, comfort stations and picnic areas, five oceanfront observation areas, a community amphitheater, and two protected water access points. Completed in 1992.

### Kewalo Basin Harbor & Park Improvements

Improvements facilitate and enhance access, traffic circulation and parking within the Kewalo Basin harbor area. Includes a pedestrian promenade along the Mauka and Diamond Head pier face. Completed in July 1995.

### Children's Discovery Center

HCDA completed remediation and structural stabilization of the former Kewalo Incinerator for use as a children's museum. The Children's Discovery Center completed extensive construction work, additional structure work, tenant improvements, exhibit fabrication and landscaping work. HCDA's work was completed in September 1995. The Children's Discovery Center opened in December 1998.

### Kaka'ako Makai Gateway Project

Creation of a scenic gateway to, and extension of, the Kaka'ako Waterfront Park with the addition of an attractive six-acre park. Also involves infrastructure improvements on a portion of Cooke Street, including roadway, drainage, sewer and water system enhancements, and relocation of electric and telephone lines underground. The project also includes a two-acre passive park and a four-acre play field. Completed in mid-1998.

### Kaka'ako Aquarium Study

A study of the feasibility of developing a world-class aquarium facility in the Kaka'ako Waterfront near Kewalo Basin and the Kaka'ako Waterfront Park. Initial feasibility study released in late 1998.

### Kaka'ako Brownfields Project

A "brownfields" environmental study of lands in the Kaka'ako Waterfront to evaluate whether contamination exists on State-owned parcels in Kaka'ako Makai. Completed in late 1999.

### Kaka'ako Waterfront Park Enhancements

A new master plan for the Kaka'ako Waterfront Park that could accommodate new cultural attractions and a broad range of amenities such as water features, works of art, interpretative walks and gardens, a carousel, and innovative children's play areas. Adopted in February 2000. Construction anticipated to start in mid-2004.

### UH JABSOM Biomedical Research Center

The University of Hawaii is developing a new \$150 million educational and medical research center on 9.1 acres of land on the Kaka'ako Waterfront. The facility will be a major state-of-the-art facility that will contribute immeasurably to the economy in terms of the thousands of construction and new bioscience jobs it will create and the millions of dollars in research grants it will bring to the University. Construction slated to start in October 2002.





### **A Business Plan for the Kaka’ako Waterfront**

During the 2001-2002 Fiscal Year, the HCDA worked to develop a “business plan” to establish a specific vision, mission and strategy for future development of the Waterfront at Kaka’ako. The need for the Plan is critical since the imminent development of the University of Hawaii’s new medical school and biomedical research center at the Waterfront will serve as a catalyst for the development of Kaka’ako and begin to attract more people to the area. By July 2002, a subcommittee of Authority members had been formed to review and offer recommendations on this draft Business Plan.

The draft Business Plan—as with past Kaka’ako waterfront plans—envisions the area as a “gathering place” that should accommodate a mix of retail, recreational, commercial and residential activities. The Plan anticipates development of the Kewalo Basin area to include a farmer’s market-type facility with recreational and retail activities that will draw people to the area.

Another component of the Plan is the development of a major new industry in the Waterfront area. A signature icon development is also envisioned. (An example of an architectural icon is the Sydney Opera House in Australia.) The overall character of the Waterfront envisioned is that of a walkable urban village with an attractive and comfortable pedestrian-friendly environment. Parking structures, containing at least 2,000-2,500 stalls, would need to be built to serve the increase in residents, guests and employees in the area. The draft Plan proposes the development of some residential units to establish an active, vibrant “gathering place”. The Authority is expected to consider and adopt a final Business Plan for the Waterfront in late 2002.

In the months ahead, the Authority will also have to consider several issues in order to implement the Plan. It will need to develop a strategy for accomplishing environmental cleanup of waterfront lands to facilitate development of these parcels. In addition, the Authority will also need to find ways of mitigating Ala Moana Boulevard as a

pedestrian barrier, and encouraging people to come to the Waterfront.

### **CURRENT AND FUTURE KAKA’AKO WATERFRONT DEVELOPMENTS**

#### **Kaka’ako Waterfront Park Improvements**

Enhancements to the Kaka’ako Waterfront Park are being planned by the HCDA. The goal of the Kaka’ako Waterfront Park Master Plan, adopted in February 2000, is to create a one-of-a-kind urban park that will feature a unique blending of cultural and recreational activities for Hawaii’s residents and visitors. This is a long-term plan that the State can implement over time. The plan provides an overall structure or thematic framework for the Kaka’ako Waterfront Park so that new amenities, facilities and enhancements can be developed there in the coming years. The plan supports the future development of recreational attractions in the Waterfront Park, along with the enhancement of pedestrian circulation, active and passive park use and the waterfront promenade. It envisions the creation of a “heart” of the Kaka’ako Waterfront Park through the development of attractions such as an interactive water feature, a children’s play plaza, and a new amphitheater in the area surrounding the Children’s Discovery Center.

The HCDA on July 5, 2000 granted approval to proceed with design development of a first phase project, which is an interactive fountain and play plaza. The objective of the first phase project was to create a one-of-a-kind feature that would generate activity and interest in the Kaka’ako Waterfront Park. One concept explored for the interactive fountain is a series of interactive jets simulating a wave set through which children and adults can actually walk. In addition to the interactive water feature, a passive seating area is planned within the plaza area. Modular, internally lit fiberglass seats have been suggested for the seating, which is intended for play as well. The project aims to establish the character of the Park, with the goal of



attracting both families and children. The HCDA anticipates the start of construction on Phase 1 improvements to the Kaka'ako Waterfront Park in mid-2004.

**UH JABSOM Biomedical Research Center**

In June 2002, the Authority authorized the HCDA Executive Director to enter into, with the University of Hawaii (UH), a Development Agreement, Lease, and Declaration of Covenants, Conditions and Restrictions for a site in the Kaka'ako Waterfront area for the development of a complex to include the John A. Burns School of Medicine (JABSOM) and biomedical research center.

In addition to revitalizing the UH medical school program, the proposed \$150 million new JABSOM complex is envisioned as an economic engine for the State that will create jobs, increase research and stimulate the growth of a biotechnology industry in Hawaii. The project is planned to include educational and biomedical research facilities on 9.1 acres strategically located in the Kaka'ako Waterfront area. The JABSOM campus is designed as a low-rise complex of buildings that will complement the adjacent Kaka'ako Waterfront Park. Extensive landscaping and on-site seating areas will be provided in a central courtyard.

The new JABSOM complex will be a premier center for biomedical research that will be a catalyst for the growth of a strong biotechnology industry. It will be a major state-of-the-art facility that will contribute immeasurably to the economy in terms of the hundreds of construction and new bioscience jobs it will create and the millions of dollars in research grants it will bring to the University. At the same time, it will serve as an anchor for the development of a revitalized Kaka'ako Waterfront.

The first phase of the facility would include an Education/Administration Building and a Biomedical Research Building (including a child care center, fitness center and a central mechanical plant), totaling approximately 317,225 square feet. Construction on the complex

is scheduled to begin in late 2002 and the Center is slated to open in Fall 2005. The second phase will include a research center and a parking structure containing 363 stalls. The UH anticipates developing additional stalls at an off-site location.

**Memorials at the Kaka'ako Waterfront Park**

The Authority in December 2001 gave its approval to requests to install two memorials at the Kaka'ako Waterfront Park: the Ehime Maru Memorial Association's monument to honor those who perished in the accidental sinking of the Ehime Maru fishing ship; and Mothers Against Drunk Driving's (MADD) proposed memorial that is intended to honor victims of drunk driving crashes and other violent crimes in the State of Hawaii.

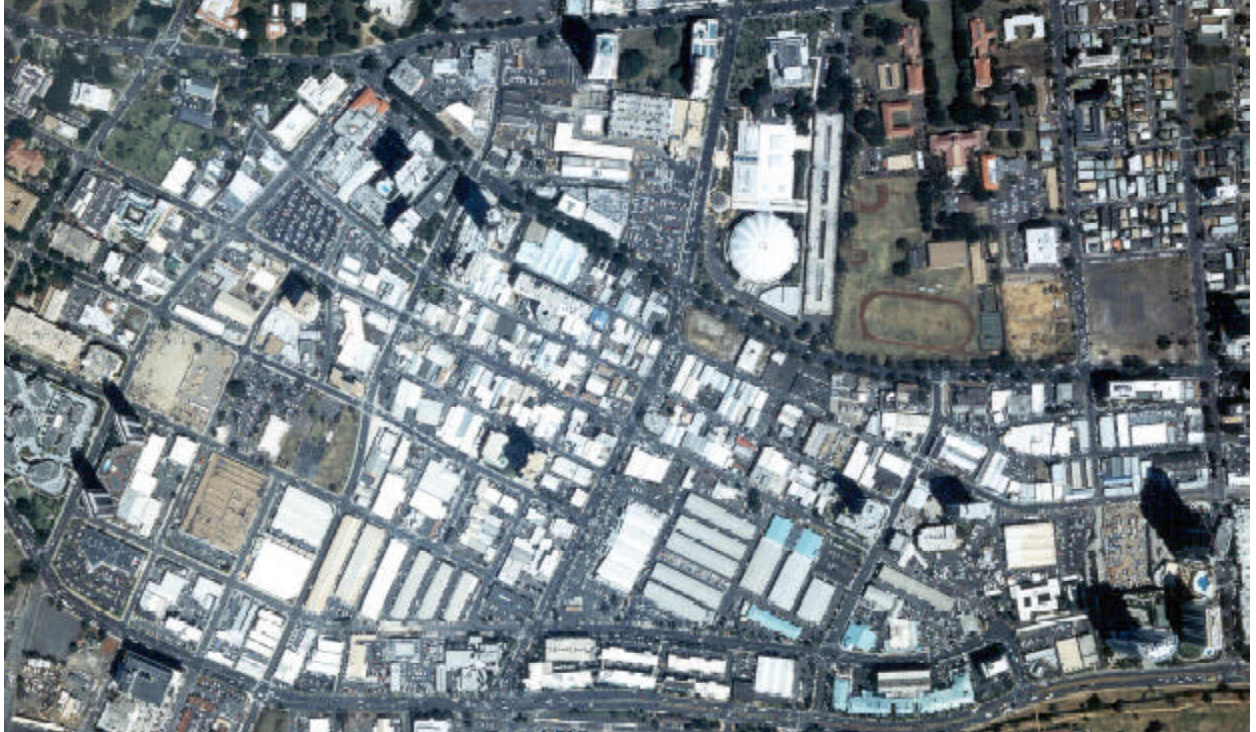
The Ehime Maru was a Japanese educational fishing vessel that was accidentally sunk in Hawaiian waters. The Memorial, which was dedicated in February 2002, consists of nine sloping black granite blocks, an anchor from the ship, the fishing school's emblems and information on the ship's sinking and recovery operations, as well as the names of the men whose lives were lost. The Memorial is located adjacent to the observation mound in the Kaka'ako Waterfront Park. The Association felt that the Park site was the most appropriate for the Memorial because it offers a vantage point of the accident site and the final resting place of the Ehime Maru. The Ehime Maru Memorial Association paid for all construction costs, maintenance and liability insurance for the Memorial.

MADD requested use of a planter area on the Ewa end of the Kaka'ako Waterfront Park promenade to install a memorial. Designed by John Koga, a Honolulu freelance artist and chief preparator for The Contemporary Museum, the 13-foot-high memorial will feature three figures with hollowed hearts. MADD will pay for all construction costs, maintenance and liability insurance for the Memorial. MADD launched a \$50,000 fund raising campaign to construct the Memorial and it anticipates the start of construction on the memorial in early 2003.





## Development in Kaka'ako's Mauka Area



Since the HCDA came into existence, Kaka'ako has evolved into a vibrant, attractive and diverse community of people from all walks of life, coexisting with the neighborhood businesses and recreational facilities that serve both Kaka'ako and the larger community. To maintain and further revitalize this community, the HCDA has tried to encourage and facilitate development projects in the District. To this end, the Authority has modified and eased development restrictions and fees to stimulate new project construction during the tough economic times. The agency continues to focus in this direction.

In prior years, the State focused on the development of affordable housing in Kaka'ako. To date, more than one-half of the housing units constructed in Kaka'ako under HCDA's guidance have been affordably priced units. The HCDA has developed, through alliances with other government agencies and the private sector, a total of about 1,100 affordable residential units in two family rental projects, three senior citizen rental projects, and a for-sale condominium project. (See residential projects chart on Page 15.)

### **New Park Along Queen Street Extension**

In March 2002, the Authority approved the conceptual plans for two new parks to be located along the Queen Street Extension Project. The HCDA plans to develop two park sites, totaling 109,000 square feet, along the mauka and makai sides of the Queen Street Extension. Completion of these parks is planned to coincide with the completion of the Extension in March 2004. Initially, approximately 90,000 square feet of park lands will be developed in the first phase of the project. The conceptual plans approved by the Authority address comments, suggestions and concerns solicited from the public, the Ala Moana/Kakaako Neighborhood Board and City and County agencies. A public informational meeting was held on January 16, 2002.

The conceptual plans call for development of a neighborhood park that would provide passive recreation space for residents and others in the area. The park will provide pedestrian access and a sufficient amount of park furniture for relaxation. No parking stalls would be developed within the park site. Wide sidewalks around, and pathways through, the park will link existing and future residential towers with the surrounding commercial area. Proposed amenities for the park include: children's play area for school aged children; a "gateway feature" sculpture; seating areas with tables and chairs; and shade trees. The



estimated construction cost of Phase 1 is \$1.8 million, which will be funded by public facilities dedication fees. Construction on the parks is planned to begin in the spring of 2003 with completion in mid-2004.





**Current Private Developments in Kaka’ako Mauka**

Construction was completed in late 2001 on Victoria Ward, Limited’s (VWL) Ward Entertainment Center. Constructed on a 3.5 acre lot located at the mauka-Ewa corner of the intersection of Auahi and Kamakee Streets, this \$45 million, 156,000 square foot entertainment complex houses Consolidated Theatres’ 16-screen megaplex and 450 parking stalls. The two-level structure also contains shops and restaurants on the first and second levels. Since its opening, the Center has provided a strong stimulus for people and business activities in the area.

Other noteworthy private sector projects approved, completed and/or under construction in Kaka’ako during the 2001-2002 Fiscal Year include: the Word of Life Sanctuary \$2.6 million renovation project at 544 Queen Street (completed in late 2001); the Honolulu Design Center \$30 million commercial complex; the Nordstrom Shoe Store \$0.5 million retail development (completed in mid-2002); and the Servco/Pre-Owned Lexus \$0.85 million showroom (completed in mid-2002). The Honolulu Design Center, currently pending the start of construction, would be a retail complex on the 2.8-acre former Flamingo Chuckwagon site and nearby properties. This two-phased joint development would include retail, warehouse and office activities.

Projects under consideration at the close of the 2001-2002 Fiscal Year included the Sub Zero \$2 million showroom project on Piikoi Street and the Hokua at 1288 Ala Moana residential/commercial project. The latter is proposed to be a mixed-use complex containing a 40-story residential tower and an open space plaza. The Hokua project is scheduled for approval by the Authority in late 2002.

**HCDA Affordable Housing Projects and Public Facilities**

<b>Project</b>	<b>Units</b>
<b>KAMAKEE VISTA</b> Mixed-Use Family Rentals	<b>225</b>
<b>POHULANI</b> Mixed-Use Senior Rentals	<b>262</b>
 <b>NA LEI HULU KUPUNA</b> Senior Rental Housing	<b>75</b>
 <b>KAUHALE KAKA’AKO</b> Mixed-Use Family Rentals	<b>258</b>
 <b>HONUAKAHA</b> Affordable Senior Rentals & For-Sale Condominiums	<b>243</b>
 <b>HONUAKAHA SENIOR CITIZEN/COMMUNITY CENTER</b>	<b>6,800 sf</b>



# Financial Information

## Hawaii Community Development Authority STATEMENT OF APPROPRIATIONS, EXPENDITURES, ENCUMBRANCES AND BALANCES For Fiscal Year Ended June 30, 2002

	PRIOR YEAR AVAILABLE FUNDS 7/1/01	APPRN	TRANSFERS	EXPENDITURES	ENCUMBRANCES	ALLOTMENTS	UNALLOTTED	FUNDS	LAPSED
<b>OPERATING FUNDS</b>									
ACT 259, SLH 2001	-	132,875	-	32,875	-	-	-	-	-
<b>PROJECT FUNDS</b>									
Kaunaloa Community Development District									
ACT 216, SLH 1987	13,501	-	-	521	12,880	-	-	-	-
ACT 219, SLH 1983	3,046	-	-	1,531	2,215	-	-	-	-
ACT 218, SLH 1981	484,420	-	-	101,307	382,659	-	-	-	454
ACT 218, SLH 1905	184,627	-	-	58,560	135,937	-	-	-	-
ACT 328, SLH 1987	5,187,744	-	-	1,920,270	2,743,869	-	-	1,405,002	99,205
ACT 116, SLH 1983	13,825,076	-	-	9,910,562	3,231,011	-	-	655,073	-
ACT 91, SLH 1999	25,978,730	-	-	533,147	5,838,710	-	14,787,704	4,709,103	-
ACT 231, SLH 2000	715,025	-	-	227,175	-	-	-	-	457,850
ACT 259, SLH 2001	-	13,000,000	-	1,174,579	2,342,505	-	5,372,930	4,106,885	-
<b>DELEGATIONS</b>									
	253,930	-	-	63,142	200,788	-	-	-	-
<b>IMPROVEMENT DISTRICT BOARD FUNDS</b>									
	-	-	-	-	-	-	-	-	-
<b>RECYCLING FUND</b>									
	34,970,612	5,439,811	16	2,018,530	1,897,712	-	-	30,463,197	-
	<u>82,816,311</u>	<u>5,572,695</u>	<u>16</u>	<u>16,174,859</u>	<u>16,847,566</u>	<u>-</u>	<u>19,860,534</u>	<u>47,718,425</u>	<u>587,508</u>

See Finance Department files, assessment fees, etc., collocated





## **Authority Members** (July 1, 2001 - June 30, 2002)

Chair

**LORI ANN C. LUM**

Public Affairs Advisor  
Watanabe Ing & Kawashima

Vice Chair

**JAMES KOMETANI**

President and Principal Broker  
James Kometani, Inc., Realtors

Secretary

**CHRISTINE H. H. CAMP**

Managing Director  
Avalon Development Company

**MICHAEL GOSHI, NCARB, AIA**

Principal  
Design Partners Incorporated

**PATRICK KUBOTA**

President, NxTech Development  
& Consulting LLC

**ALLAN LOS BANOS, JR.**

Safety Coordinator/Program Specialist,  
Hawaii Masons Union

**GARY I. KONDO, D.D.S.**

CEO and President,  
Hawaii Dental Group  
(served from July 2002)

**BRIAN MINAAI**

Director  
Department of Transportation

**NEAL MIYAHIRA**

Director of Finance  
Department of Budget and Finance

**GLENN OKIMOTO**

Comptroller  
Department of Accounting and General Services  
(served from December 2001)

**SEIJI NAYA, Ph.D.**

Director  
Department of Business, Economic Development &  
Tourism

**RAYMOND SATO**

Comptroller  
Department of Accounting and General Services  
(served until December 2001)

**DOUGLAS WON**

Vice President  
Sause Bros.  
(served until June 2002)

Executive Director

**JAN YOKOTA**



**State of Hawaii**



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