

Overall Strategic Vision for the Agency

The Strategic Plan identifies the (i) overall strategic vision for the Agency, and (ii) goals, objectives, and initiatives of the Agency and the Executive Director.

This Strategic Plan identifies the unique strengths and attributes that HCDA possesses in:

- Community master planning – to guide the direction of development
- Infrastructure development – to enable further private and public sector investments
- Project management – to plan and develop community projects
- Asset management – to hold, operate, lease, and maintain State lands or facilities

These strengths and attributes create opportunities for the Agency to expand its service beyond the Agency's existing community development districts by leveraging the Agency's expertise and experience to:

- Develop affordable housing;
- Develop infrastructure that supports development and/or development of affordable housing outside the Agency's existing development districts;
- Assist other state agencies, such as DLNR, DAGS, or HHFDC with mixed-use developments;
- Assist other state agencies, like the HCDA is already doing with the Hawaii Emergency Management Agency and Hawaii Technology Development Corporation, with their facility development needs; and
- Collaborate with the City and County of Honolulu to improve roads in HCDA's community development districts.

The PIG members, however, recognized that expanding the reach and scope of the HCDA's responsibilities must be balanced against its responsibilities in its development districts, and against limits on HCDA's capacity.

The vision for the future of HCDA recognizes the need to keep focused on overseeing the revitalization and growth of its existing community development districts, while leveraging HCDA's unique strengths and expertise to administer new community development districts and assist other state agencies in their development projects. With the State's growing need to develop affordable housing and the need for development expertise, HCDA is positioned to be part of the affordable housing development solution and assist other state agencies with their infrastructure and facility development needs.

Goals, objectives, and initiatives of the Agency and the Executive Director

The goals, objectives, and initiatives of the Agency and, hence, the Executive Director, are categorized into “general objectives” and “objectives for each community development district”. The following are the Agency’s and Executive Director goals, objectives, and initiatives for Year One:

I. General Objectives

- A. HCDA Workforce. The agency’s workforce structure should be aligned with the Strategic Plan to maximize efficiencies with limited resources. Reorganize certain staffing and responsibilities, primarily in the planning and development department, to support the added responsibilities, and communicate the Strategic Plan to all staff. **Goal:** To Complete by end of 2022.
- B. Year-Over-Year Funding for HCDA. Reliable funding year-to-year for HCDA with more funding in general funds is important for the agency’s success moving forward. HCDA’s financial stability will assist in staff retention and will improve HCDA’s ability to assist other agencies that will rely on HCDA to manage multi-year infrastructure and development projects for them. Also, look for opportunities to leverage federal funds through state matching funds and/or seek grant opportunities for projects. **Goal:** Start the process immediately and follow up continually. Progress will be evaluated semi-annually.
- C. C. Board Member Orientation. With new and existing board members, it is necessary to provide initial and periodic training and orientation, especially as new districts and/or responsibilities are added. Also new board members for PCDD and TOD-IID will require orientation and training. **Goal:** Start immediately and complete by 2nd quarter of 2023.

II. Kakaako Community Development District

- A. Mauka Area Rules Amendment. The Mauka Area Rules (MAR) amendment enriches the policies and direction set forth in the previously established district plans and rules by maximizing development through use of smart growth principles, multi-modal transportation, zoning incentives, and walkable neighborhood design. The intention of the MAR amendment is to foster development that creates well-used and well-loved urban places that are safe, comfortable, diverse, attractive, and representative of the diverse character in the Kaka’ako community, while encouraging the development of affordable housing and providing safe and comfortable streets and convenient access to future rail station(s). **Goal:** Complete by 2nd quarter of 2023.

- B. Honuakaha Elderly Housing Project: As a result of the findings and recommendations of a permitted interaction group, HCDA staff will: (i) increase rent annually by 5%, (ii) commission an updated reserve study, (iii) work with property manager to develop a reporting mechanism for internal reporting, (iv) facilitate the turnover of units to new tenants at current affordable rental rates, and (v) encourage/facilitate the application and securing of Section 8 vouchers for tenants, to the extent possible. **Goal:** Start immediately. This will be a continuous task until the Project is sold to a private affordable housing management entity or another strategy is implemented.
- C. Affordable Housing Production. Acquire suitable parcels of land in the Kaka‘ako and Kalaeloa community development districts to develop affordable housing, like the Nohona Hale and Artspace Lofts projects. **Goal:** Start immediately. This will be a continuous effort. Status of the effort will be evaluated annually.
- D. Central Kaka‘ako Planning for Complete Streets Improvements for Ilaniwai Street. The State of Hawaii and the City and County of Honolulu are collaborating to improve three streets in Kaka‘ako: Queen Street, Kawaiaha‘o Street, and Waimanu Street. The improvements will include “complete streets” standards which includes car, bus, bicycle and pedestrian improvements and sewer, water, drainage, electrical, communications, traffic signals, street lighting, and street repaving. HCDA will work on improving Ilaniwai Street. **Goal:** Initiate planning by end of 2022. Seek legislative funding in 2023 for planning and design with request for construction funding in 2024-2025 timeframe.
- E. Kolowalu Park Temporary Crosswalk and Refuge Island. This is an important public facility for the community. A temporary crosswalk and pedestrian refuge island will be built until a permanent crosswalk, pedestrian refuge island, and flashing beacons are constructed. **Goal:** Complete by end of 2022.
- F. Kolowalu Park Permanent Crosswalk Improvements. This is an important public facility for the residents as it provides needed pedestrian safety improvement for this well utilized park. The permanent crosswalk improvements will include painted crosswalk, concrete pedestrian refuge islands, and flashing beacons. **Goal:** Complete by end of 2023.
- G. Kaka‘ako Mauka Improvements for Kolowalu Park. An off-leash dog park for small and large dogs is another important public facility and community benefit for the residents. Working with elected officials and community

members, complete the off-leash dog park and plan and design other park improvements. **Goal:** Complete by end of 2023.

- H. Public Facilities Improvement Projects. HCDA has funds in its public facilities subaccount that should be used to fund public facilities improvements within the Kaka‘ako district. Identify small or middle sized, highly visible improvement projects that will benefit the community. **Goal:** Prepare a public facility development plan by end of 2023 for board approval.

III. Kalaeloa Community Development District

- A. Kalaeloa Master Plan and Administrative Rules Amendment. Amend the Kalaeloa Master Plan and Administrative Rules in a manner that acknowledges the changing conditions and realities and appropriately considers the community’s vision for the district. The project team, including outside consultants, are preparing a draft master plan and administrative rules for community consultation, public hearing, and board approval. **Goal:** Complete by 3rd quarter of 2023.
- B. Saratoga Avenue Electrical and Communications Infrastructure Improvement. Planning and design for this critical electrical and communications infrastructure project working collaboratively with stakeholders, Hunt Development, HECO, and elected officials. **Goal:** Start immediately or when funding is obtained. Complete by the 2nd quarter of 2024.
- C. Implement innovative methods to develop more affordable housing in HCDA’s districts. Acquire suitable parcels of land in the Kaka‘ako and Kalaeloa community development districts to develop affordable housing. **Goal:** Start immediately. This will be a continuous effort. Status of the effort will be evaluated annually.
- D. Infrastructure Improvements (roads, complete streets, drainage, and electrical). HCDA will pursue legislative support for other infrastructure improvements, while also pursuing other funding mechanisms. **Goal:** Start immediately. This will be a continuing effort until improvements are made.

IV. Heeia Community Development District

- A. Pursue Legislative Funding for Infrastructure Improvements. Periodic stream maintenance is required to keep vegetation from building up in the portion of the stream that is within the district boundaries. HCDA’s lessee, Kāko‘o ‘Ōiwi, is responsible for maintaining the stream under the terms of the lease but lacks appropriate vehicular access to the stream. Kāko‘o

‘Ōiwi would like to construct two gravel access roads. It is essential to improve road, water, sewer, and power infrastructure in the district. Pursue legislative funding for infrastructure improvements. **Goal:** Seek funding in 2023 legislative session.

- B. Promote the Unique Vision that HCDA has established for the He‘eia District. HCDA’s mission and vision for this community development district is unique. The recently promulgated master plan and rules promotes restoration of the natural systems and environment and provides an opportunity for economic, social, and cultural programs through HCDA’s lessee, Kāko‘o ‘Ōiwi. The role of HCDA, uniqueness of this district, and recently approved master plan and rules, and ties to the community should be promoted, with the concurrence of our lessee and its Executive Director. **Goal:** Continuous monitoring on activities in the district and maintain communication with the lessee and the community.

IV. CONCLUSION

The Strategic Plan proposes the strategic direction for the HCDA for the next five years. The Strategic Plan will be reviewed annually to determine that goals and objectives are met in a timely manner. The Strategic Plan may also have to be adjusted in the future to align with future conditions and external factors.


The next step is for the Authority board to approve the Strategic Plan and the Agency’s and Executive Director’s goals at the November 2022 meeting.


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Approved By:

Chair Chason Ishii 

Member Punihei Lipe 

Member Kevin Sakoda 

Member David Rae 

Attachment: Draft Strategic Plan dated October 5, 2022