



STRATEGIC PLAN

Rev: August 5, 2026

FINAL

Hawai'i Community Development Authority
547 Queen Street
Honolulu, Hawaii 96813

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Executive Summary

This year's Strategic Plan (July 1, 2026) reflects the fiscally challenging 2026 legislative session that resulted in several key Agency staff being transferred to the Department of Business, Economic Development & Tourism and the Agency's general funds being eliminated effective July 1, 2026 (collectively, "HCDA Budget Provisions"). At the same time, the Legislature established the Halawa community development district (S.B. 2599, C.D. 1), the Banyan Drive community development district (S.B. 2001, C.D. 1), and the "Summer Streets" pilot program (S.B. 3029, C.D. 1) – in addition to the existing community development districts, the Agency will have a total of six districts and eight boards (with the Chapter 206E, Part X and General Authority boards) to be administered by the Agency's board secretary.

The one-year objectives are the Agency's high priority tasks for the period ending April 30, 2027. The measurable objectives and the project phases, when applicable, are intended to provide the Board with clear measures of the progress of each project and the means to evaluate the Executive Director's and the Agency's performance in 2027.

Adequate staffing and resources continue to be concerns among board members and Agency leadership, especially amid the HCDA Budget Provisions. Meeting the 1-year goals relies on the following: (i) the Agency retains supervisory oversight over the 26 staff positions, which includes the staff being transferred, (ii) the Agency fills the new position included in the Banyan drive legislation, (iii) the Agency is allowed to carry out its mission semi-autonomously with oversight by the Agency's boards, and (iv) the Agency implementing its two-part plan to stabilize the Agency's funding in special funds versus general funds through project fees and enhancing leasing revenue.

The Agency must remain mindful of its obligations to the existing districts and other functions. The 1-, 3-, and 5-year goals contained herein do not include other regular day-to-day functions such as asset management property management, planning and development permit review/compliance, district-related work, and administrative services.

HCDA’s Mission, Core Values, and Vision

| **Mission** | For each community development district and transit-oriented development infrastructure improvement district, HCDA will collaborate with private enterprise, public agencies, and community stakeholders to build better communities through planning, collaboration, regulation, and infrastructure development.

| **Core Values** | HCDA’s core values are focused on the following acronym:

B·U·I·L·D

Build better communities.

Utimize our infrastructure development expertise and assessment powers.

Innovate the planning and regulatory process to improve development.

Leverage experience to foster collaboration with other agencies and stakeholders.

Develop a “yes, we can” attitude within HCDA and its partners.

| **Vision** | HCDA’s vision is for the community development districts and infrastructure improvement projects to be thriving self-sufficient developments that enhance the communities and benefit the State of Hawaii.

HCDA envisions, under Act 252 (SLH, 2025), utilizing its experience and expertise in infrastructure and mixed-use development to collaborate on and/or undertake: (i) infrastructure development that supports the creation of affordable housing projects of all types, and (ii) infrastructure and/or mixed-use development that supports other State goals and initiatives.

HCDA Overview

Over the past 50 years, HCDA has developed plans for Kaka‘ako, Kalaeloa, and He‘eia community development districts and implemented infrastructure improvement projects and mixed-use housing development projects that have been responsive to the State’s goals and the community’s needs.

- **Kaka‘ako – an example of mid-stage urban development.** When initially established in 1976, this district was largely an underutilized industrial area which lacked a planning framework and infrastructure to support a vibrant community. Now, 50 years later, the district has emerged as a live-work-play community. It attracts private sector development due to its central location, adequate infrastructure along targeted corridors, and surrounding amenities, including access to transportation and employment.

Nevertheless, there are still development opportunities within the district and some infrastructure projects to be completed. These consist of:

- Development of the remaining Howard Hughes Corporation parcels outside of its master plan (master plan term expired, January 2024).
- Parcels to be developed under Kamehameha Schools’ Kaiāulu ‘o Kaka‘ako Master Plan.
- Potential high-density affordable housing projects on small lots along the transit corridor.
- Infrastructure upgrades within central Kaka‘ako.
- Upgraded waterfront recreational amenities.
- Office of Hawaiian Affairs’ future development of Kaka‘ako Makai, either by itself or in collaboration with the Agency.
- Planning effort for Kaka‘ako Makai.
- State or City Owned parcels that could serve as catalysts for surrounding properties.

However, as mentioned above, there is legislative sentiment to transition the Kaka‘ako community development district to the City and County of Honolulu. Thus, the overarching goal for the district is to transition HCDA out of the district, complete current projects, and look for opportunities to acquire land to develop additional affordable housing projects.

- **Kalaeloa – an example of early -stage suburban development.** Turned over to the State by the US Navy in 2002 as part of its former Barber’s Point Naval Base Closure, this district is in transition from its military past to meeting its potential as a suburban mixed-use community.

Opportunities in Kalaeloa include:

- Completing the amendment of the Kalaeloa Master Plan and Rules to guide development based on smart growth principles and encouraging development of affordable housing.
- Plan, design, and construct infrastructure to support development including electrical power, communications, and complete streets.
- Complete the infrastructure master plan environmental impact statement.

- Commence on the two electrical improvement projects.

Thus, because of the need for major infrastructure needs in the district, including but not limited to, electrical and drainage, the overarching goal for the district is to continue to plan, design, and build infrastructure, subject to the availability of funding, that will facilitate development, including the development of affordable housing by HCDA.

- **He‘eia – an example of a rural community development.** Turned over to management by HCDA in 2011, unlike the other development districts, the management, and operations of this ahupua‘a were best left to a lessee, who has the capacity, knowledge, community and cultural connections, access to capital, and conviction to support the restoration of agricultural, ecological and cultural connections of the land to the local community. Thus, the overarching goal for the district is to continue to foster stewardship, preservation, and agriculture in the district and revise the current master plan and rules to permit additional uses that are consistent with fostering stewardship, preservation, and agriculture.
- **Pūlehunui – HCDA’s newest community development district.** HCDA’s newest development district, located in Central Maui, is envisioned as an area where HCDA will construct infrastructure that supports the developments planned by the Department of Land and Natural Resources, Department of Hawaiian Homelands, Judiciary, and the Public Safety Department. With the plan, design, build work in progress, the next deliverable will be to complete the infrastructure master plan that will identify the infrastructure improvements that are needed. Thus, the overarching goal for the district, subject to the availability of funding, is to plan, design, and build infrastructure that will support development on state lands.
- **Transit-Oriented Development Infrastructure Improvement Districts – Using HCDA’s Experience in Infrastructure Development.** The Legislature created this program within HCDA to implement infrastructure projects that support transit-oriented development on all of the islands. Thus, the overarching goal for the district, subject to the availability of funds, is to plan, design, and build infrastructure that will facilitate development within transit-oriented development zones, especially the development of housing.

Goals, Priorities, and Strategies

“ED” means the Executive Director. “ADM” means administration, including the board secretary. “P&D” means the planning and development branch. “CIP” means the capital improvements branch. “AMT” means the asset management branch. “COM” means the office of public information & community relations. “ASO” means the administrative services office.

Short-Term (1 year)

General Objectives			
	Project Description Responsible Branch is noted in []	Project Phases (if applicable)	2026-2027 Measurable Objective(s)
1	<p>HCDA Workforce Enhancement [ED, ASO]</p> <ul style="list-style-type: none"> Requested one position in S.B. 2001, C.D. 1 and one position in S.B. 2599, C.D. 1 in consideration of two additional community development districts being established. Only S.B. 2001, C.D. 1 added a position. H.B. 1800, C.D. 1 changed the means of financing HCDA workforce and operations from general to special funds. To supplement existing staff and add to staff capacity, the new position needs to be filled. 	N/A.	Develop a job description and fill the position
2	<p>Plan to Stabilize Agency’s Year-Over-Year Funding (i.e., general fund vs. special fund) [ED, ASO]</p> <ul style="list-style-type: none"> H.B. 1800, C.D. 1 changed the means of financing (“MOF”) from general to special funds. Approximately half of the staff are currently funded by general funds. The two-part plan to address the change in the MOF is: (i) charge an administrative fee from appropriated funds on projects undertaken by HCDA, and (ii) enhance leasing and management revenues through leasing activities. 	N/A. The two-part plan will be applied when possible.	<p>(i) Implement part (i) of the two-part plan on new projects.</p> <p>(ii) Implement part (ii) of the two-part plan.</p>
3	<p>S.B 3029, C.D. 1 Summer Streets Program [AMT, COM, ADM]</p> <ul style="list-style-type: none"> Bill established a pilot program for the counties to establish a Summer Streets program to close streets for pedestrian activities. 	<p>Phase 1: Reach out to counties and DOH contact to determine program parameters</p> <p>Phase 2: Evaluate county proposals (due from counties March 31, 2027)</p> <p>Phase 3: Submit findings and recommendations to legislature (due July 1, 2027)</p> <p>Phase 4: Release funding to counties</p>	We are in Phase 1, and expect to complete Phase 2 by May 2027, provided the counties meet the deadline for submitting proposals

General Objectives

	Project Description Responsible Branch is noted in []	Project Phases (if applicable)	2026-2027 Measurable Objective(s)
4	<p>Composition and Structure of the Agency’s Boards: establish a permitted interaction group to study the current board structure and identify opportunities, including but not limited, to simplification, and make recommendations. [ED, ASO, ADM]</p> <ul style="list-style-type: none"> • If S.B. 2001, C.D. 1 and S.B. 2599, C.D. 1 are enacted, two new community development districts and two community boards will be added. • The number of members on the Agency’s general authority board will correspondingly increase. 	<p><u>Phase 1:</u> Establish the permitted interaction group. <u>Phase 2:</u> Conduct permitted interaction group meetings. <u>Phase 3:</u> Report recommendations to the board. <u>Phase 4:</u> Recommend actions to the board. <u>Phase 5:</u> Implement recommendations through legislative proposals, if applicable.</p>	<p>We anticipate establishing the permitted interaction group at the August board meeting, which is Phase 1. The completion of Phases 2 to 4 will depend on the amount of meetings needed by the permitted interaction group.</p>

Kaka’ako

	Project Description Responsible Branch is noted in []	Project Phases (if applicable)	2026-2027 Measurable Objective
5	<p>Act 221 (SLH 2023) Relating to Climate Change in the Kaka’ako and Kalaeloa Community Development Districts [P&D]</p> <ul style="list-style-type: none"> • Funds were released in January 2026, and a contract is currently being negotiated. • Consultant will look at considerations for the siting and design of buildings in both districts on account of sea level rise. • Consultant and HCDA need to enter into a contract for the services and commence the work. 	<p><u>Phase 1:</u> Scope development <u>Phase 2:</u> Execute contract and commence work <u>Phase 3:</u> Conduct Stakeholder Outreach <u>Phase 4:</u> Evaluate concepts <u>Phase 5:</u> Develop implementation plan and rules</p>	<p>We are in phase 2, and expect to execute a contract with the consultant and commence the work.</p>
6	<p>Stabilize Net Cash Flow and Expenses for the Honuakaha Elderly Housing Project and Explore Opportunities to Transition the Project to a Private Entity [ASO]</p> <ul style="list-style-type: none"> • Limited Partnership Dissolution in 2026. • A new property manager has been retained. • Major improvements to approximately 25 units. In the short- to mid-term, improve the financials of the Project, including filling vacancies. 	<p>N/A. HCDA staff will work with the contractor to improve the operations of the Honuakaha rental property.</p>	<p>Improvement in financial condition, including the filling of vacancies, of the Project for 2026 vs. 2025</p>

Kaka‘ako			
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7	<p>Block P-1: Implement Innovative Methods to Develop More Affordable Housing in HCDA’s Districts [P&D, AMT]</p> <ul style="list-style-type: none"> A developer was selected and negotiations are ongoing on a development agreement and ground lease. 	<p>Phase 1: Scope development and issue RFQ, select developer Phase 2: Enter into a ground lease and development agreement. Phase 3: Commence construction related activities.</p>	<p>We are in phase 2, and expect to execute a development agreement and a ground lease with the developer by December 2026.</p>
8	<p>Block P-2: Implement Innovative Methods to Develop More Affordable Housing in HCDA’s Districts [P&D, AMT]</p> <ul style="list-style-type: none"> A request for qualifications (“RFQ”) was published on January 20, 2026. Statement of qualifications from several interested parties were submitted on April 28th. Final selection is expected to be made on May 26th. 	<p>Phase 1: Scope development and issue RFQ, select developer Phase 2: Enter into a ground lease and development agreement. Developer’s pre-development work/due diligence Phase 3: Commence construction</p>	<p>We are in Phase 1, and expect to select a developer by June 2026, and negotiate a development agreement and a ground lease with the developer by the end of 2nd quarter of 2027, which is Phase 2.</p>
9	<p>Block P-3: Implement Innovative Methods to Develop More Affordable Housing in HCDA’s Districts [P&D, AMT]</p> <ul style="list-style-type: none"> Pre-development work with the selected developer was completed in late 2025. The program’s conditions were determined by the developer and staff to be detrimental to the project’s feasibility, so pre-sales were put on hold and S.B. 2061 was introduced to revise the conditions. S.B. 2061, C.D. 1 passed the Legislature and is being reviewed by the Governor. If S.B. 2061, C.D. 1 is enacted into law, current administrative rules must be amended and staff needs to engage with the developer to discuss possible pre-sale of units, subject to market conditions. 	<p>Phase 1: Scope development and issue RFQ, select developer. Phase 2: Developer’s pre-development work/due diligence Phase 3: Seek Legislative amendment (S.B. 2061) Phase 4: Revise Administrative Rules Phase 5: Re-engage with the developer and negotiate a development agreement and ground lease Phase 6: Pre-sales</p>	<p>We are in Phase 4, and we expect to if S.B. 2061, C.D. 1 is enacted, complete administrative rules amendments by December 2026, and negotiate a development agreement and a ground lease with the developer by the end of 1st quarter of 2027. Pending enactment of S.B. 2061, C.D. 1, which is Phase 5.</p>
10	<p>586 South Street: Implement Innovative Methods to Develop More Affordable Housing in HCDA’s Districts [P&D, AMT]</p> <ul style="list-style-type: none"> Affordable kupuna supportive housing project: An RFQ was issued. Four developers submitted qualifications and reviewed by a review panel. A developer was selected. \$29,450,000 funding was included in H.B. 1800, C.D. 1, which along with the 2025 funding of \$5,500,000 results in a total of \$39,450,000 state funds available for the plan, design, and construction of the project. 	<p>Phase 1: Scope development and issue RFQ, select developer. Phase 2: Negotiate a development agreement and ground lease Phase 3: Commence construction related activities</p>	<p>We are in Phase 2 and expect to negotiate and execute a development agreement and a ground lease with the developer by December 2026.</p>

Kaka‘ako			
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11	<p>Execute Public Facilities Improvement Projects in the Kaka‘ako District [CIP, AMT]</p> <ul style="list-style-type: none"> Completed the Kewalo Basin stairs repair in March 2026. KUPU intends to develop HCDA’s NOAA lot at Kewalo Basin for expansion of programmatic space and public open space. HCDA will develop district parking for park users, KUPU staff and visitors. There is a need for additional parking at Kewalo Basin and for HCDA to capture revenue. HCDA needs to agree on a legal structure for KUPU’s development taking into account HCDA developing regional parking on the NOAA lot. 	<p><u>Phase 1:</u> Determine lease structure <u>Phase 2:</u> Negotiate and draft lease <u>Phase 3:</u> Obtain board approval and execute lease <u>Phase 4:</u> Issue procurement for HCDA’s development of public parking lot <u>Phase 5:</u> Construct public parking lot</p>	<p>We are in Phase 1 and expect to discuss legal structure of lease with KUPU (CPR possibility), and plan to negotiate lease, finalize, and request board approval by April 2027, which is phase 2.</p>
12	<p>Repair Roof and Other Improvements at Historic Ala Moana Pump Station for Pacific Gateway Center’s Na Kupuna Makamae Center (\$2M in CIP Funds) [AMT]</p> <ul style="list-style-type: none"> Construction contract for the roof repair work was executed April 2026 (“Roof Repair Work”). Consultant is seeking regulatory approvals for the Roof Repair Work. The bid amount was less than expected so additional funds are available for other improvements. The additional funds will be used for other site improvements, including grading and ADA ramp construction. A construction IFB was issued on May 8th and HCDA will contract with the winning bidder by July 2026. 	<p><u>Phase 1:</u> Procure plan and design for building improvements <u>Phase 2:</u> Contractor evaluates building and produces drawings for necessary improvements <u>Phase 3:</u> Procure construction of roof improvements <u>Phase 4:</u> Procure construction of other site improvements <u>Phase 5:</u> Initiate construction after approval of DPP permits</p>	<p>We completed Phases 1-3 and expect to complete Phase 4 by July 2026. Phase 5 for commencement of construction is contingent upon DPP approval.</p>
13	<p>Kaka‘ako Makai Planning, and Geotechnical Assessment (\$2.5M in CIP Funds) [P&D, CIP]</p> <ul style="list-style-type: none"> SSFm (prime contractor) and Hirata & Assoc (geotechnical subcontractor) reviewed available information and developed a boring plan consisting of 10 locations. Analysis of the new core samples, together with historic information, will be used to characterize subsurface conditions across the Kaka‘ako Makai Area. Contractor is working to obtain access to boring sites in City rights-of-way. A community workshop was held on March 7th 2026. Community members had an opportunity to communicate their vision for 	<p><u>Planning</u></p> <ul style="list-style-type: none"> <u>Phase 1:</u> Visioning and Constraint Analysis (completed) <u>Phase 2:</u> Scenario Development and Vetting (2026-2027) <u>Phase 3:</u> Plan Development (2026-2027) <u>Phase 4:</u> Prepare Implementation Program (begin in 2027) <p><u>Geotechnical Assessment</u></p> <ul style="list-style-type: none"> <u>Phase 1:</u> Develop Boring Plan (completed) <u>Phase 2:</u> Conduct Borings (2026) <u>Phase 3:</u> Analyze samples (2026) 	<p>For the planning work, we are in Phase 1, having completed prior study and assessment work and expect to identify a preferred development scenario (Phase 2) and prepare a draft community plan (Phase 3). Work on the implementation program, including development of rough order-of-magnitude infrastructure cost estimates (Phase 4), will begin in 2027.</p> <p>For the geotechnical</p>

Kaka'ako			
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	Kaka'ako Makai. A follow up session is scheduled for September 19, 2026.		assessment work, we are in Phase 2 and expect to conduct the remaining geotechnical borings and complete the analysis.
14	<p>Plan for Transitioning out of Kaka'ako [P&D, AMT]</p> <ul style="list-style-type: none"> One of the tasks for transitioning out of Kaka'ako is the transfer of over 50 remnant road parcels to the city. Several meetings have been held with the city to discuss the transfer. City is agreeable to the transfer of most of the remnant parcels. A follow-up meeting is being scheduled with City administration and the City Department of Design and Construction ("DDC"). 	<p>Phase 1: Obtain concurrence from DDC and City leadership on acceptable remnant parcels and how to remedy issues</p> <p>Phase 2: Execute a Memorandum of Agreement between the City, DDC, and HCDA to memorialize the conditions for transfer</p> <p>Phase 3: HCDA completes all necessary tasks for transfer</p> <p>Phase 4: Negotiate and draft deeds/ transfer agreement</p> <p>Phase 5: Execute deeds/ transfer agreement</p>	We are in Phase 2, working with City to determine conditions for transfer. Expect to complete Phases 3 and 4 by 2027, subject to HCDA board approval.

Kalaeloa			
	Project Description Responsible Branch is noted in []	Project Phases (if applicable)	2026-2027 Measurable Objective
15	<p>Revised Kalaeloa Master Plan and Administrative Rules Amendment [P&D]</p> <ul style="list-style-type: none"> Decision making on the on the revised plan and rules was scheduled. A community member requested a contested case, so decision making was indefinitely deferred pending the outcome of the contested case proceeding. Upon the Kalaeloa board's adoption of the hearings officer's recommended decision and order, the intent is to continue with rulemaking, and the Ka Pa'akai analysis. 	<p>Phase 1: Community Outreach (completed 2021-2022)</p> <p>Phase 2: Development of Draft Master Plan and Rules (2022-2025; ongoing)</p> <p>Phase 3: Ka Pa'akai Analysis (2025-2026; ongoing)</p> <p>Phase 4: Final adoption of Plan and Rules (2026-2027)</p>	We are in Phase 3 and expect to complete the Ka Pa'akai Analysis and obtain Board approval of the final updated plan and rules, which is Phase 4.
16	<p>Saratoga Avenue Electrical and Communication Infrastructure Improvements (\$12.125M) [CIP]</p> <ul style="list-style-type: none"> Design contract with Ronald Ho & Associates executed September 2025. Procurement in process for construction. IFB closes on May 26th. 	<p>Phase 1: Concept & Feasibility</p> <p>Phase 2: Design & Engineering</p> <p>Phase 3: Pre-Construction</p> <p>Phase 4: Procurement</p> <p>Phase 5: Construction</p> <p>Phase 6: Closeout & Operation</p>	We are in Phase 3 and expect to complete the Pre-Construction Phase and Procurement Phase, which is Phase 4. Following Phase 4, we intend to obtain permit approval and select and enter into a contract with a construction firm and commence Construction in Q 1 of 2027 pending permit approval.

Kalaeloa

	Project Description Responsible Branch is noted in []	Project Phases (if applicable)	2026-2027 Measurable Objective
17	<p>Navy Electrical (\$18M in Federal Funds) for the HIARNG and Film Studio parcel [CIP]</p> <ul style="list-style-type: none"> Contract with Ronald Ho & Associates executed October 2025 for design work. 	<p>Phase 1: Concept & Feasibility Phase 2: Design & Engineering Phase 3: Pre-Construction Phase 4: Procurement Phase 5: Construction Phase 6: Closeout & Operation</p>	<p>We are in Phase 1 and we expect to:</p> <p>Finalize Concept Initiate and Complete Design Initiate permit and other pre-construction approvals</p>
18	<p>Navy Electrical (\$9M in Federal Funds) for other Kalaeloa parcels [CIP]</p> <ul style="list-style-type: none"> Navy funding for transitioning other users in the Kalaeloa community development district off the Navy power grid to HECO. To date, focus has been on implementing the other Navy project. Implementation of this project is conditioned upon the HECO's response to our request for the extent of available power to the district and from what source. 	<p>Phase 1: Concept & Feasibility Phase 2: Design & Engineering Phase 3: Pre-Construction Phase 4: Procurement Phase 5: Construction Phase 6: Closeout & Operation</p>	<p>We are in Phase 1 and expect to:</p> <p>Finalize Concept Procure for Professional Design Services. Initiate Design Submit a pre-service request to HECO</p>
19	<p>Implement Innovative Methods to Develop More Affordable Housing in HCDA's Districts [P&D, AMT]</p> <ul style="list-style-type: none"> There are possible parcels of land available for sale in the district. Will continue to look for opportunities to develop housing in Kalaeloa. 	N/A.	<p>We expect to start discussions with the landowners about a possible acquisition, subject to funding and board approval.</p>
20	<p>Infrastructure Improvements Study (roads, complete streets, drainage, and electrical) for the Kalaeloa Community Development District (\$500,000 in General Funds) [P&D, CIP]</p>	<p>Phases 1-2: Estimate developable areas and assess existing uses (2024-2026; complete) Phase 3: Consult on development projections (2026; underway) Phase 4: Determine needed backbone infrastructure (2025-2026; underway) Phases 5-6: Develop planning-level costs and implementation phasing plan (mid-2026) Phase 7: Prepare draft and final reports (2026)</p>	<p>We are in Phase 7 and expect to complete and finalize the infrastructure plan.</p>
21	<p>Environmental Impact Statement for the Kalaeloa Community Development District (\$1M in CIP Funds) [P&D, CIP]</p> <ul style="list-style-type: none"> Pending release of funds – submitted November 2025. Funds release expected at end of May 2026. 	<p>Phase 1: Issue EIS preparation notice and conduct project scoping (planned 2026-2027) Phase 2: Prepare technical reports, including cultural impact analysis Phase 3: Prepare Draft EIS Phase 4: Incorporate agency and public stakeholder comments into Final EIS Phase 5: Issue Final EIS</p>	<p>We are in Phase I and expect to commence scoping, procurement and execute a contract with a consultant, and issue an EIS preparation notice.</p>

Kalaeloa

	Project Description Responsible Branch is noted in []	Project Phases (if applicable)	2026-2027 Measurable Objective
22	<p>Act 221 Relating to Climate Change in the Kaka‘ako and Kalaeloa Community Development Districts [P&D]</p> <ul style="list-style-type: none"> Funds were released in January 2026, and a contract is currently being negotiated. Kalaeloa and Kaka‘ako work will be conducted jointly. 	<p>Phase 1: Develop project scope Phase 2: Execute contract with the consultant Phase 3: Prepare technical reports Phase 4: Conduct community outreach Phase 5: Develop implementation program Phase 6: Develop and adopt administrative rules (as necessary)</p>	<p>We are in Phase 2 and expect to execute a contract with the consultant and commence the work.</p>
23	<p>Fill Vacant Board Seat: Kalaeloa Board – Resident Representative [ED, ADM]</p> <ul style="list-style-type: none"> The current resident community representative has indicated that he will not seek renewal of his term. A new community member is needed. 	N/A.	<p>Work with the Governor’s Boards and Commission and Suggest a Replacement effective July 1, 2026.</p>
24	<p>Board Member Orientation [ADM]</p>	N/A.	<p>Conduct board member orientation.</p>
25	<p>R-1 Recycled Water Infrastructure Grant [P&D, CIP]</p> <ul style="list-style-type: none"> HCDA staff working with Hawaii Community Foundation and its partners on submitting a grant to plan, design, and construct R-1 lines into the Kalaeloa community development district. Contracting with Engineer to complete an engineering report, which is one of the requirements for the R-1 grant. The completion of the engineering report is a condition of grant submission. 	<p>Phase 1: Execute a contract with an engineering firm Phase 2: Identify existing infrastructure (2026) Phase 3: Prepare preliminary engineering report (2026) Phase 4: Prepare environmental assessment, including technical reports, and obtain permits and other entitlements (2026-2027+)</p>	<p>We are in Phase 1 and expect to execute a contract with an engineering firm. The contractor will identify existing infrastructure (Phase 2) and prepare a preliminary engineering report (Phase 3).</p>
26	<p>District Wide Improvement District Rules [ED, P&D]</p> <ul style="list-style-type: none"> The lack of infrastructure is an impediment to development. The agency must look to non-legislative sources of infrastructure funding. One such alternative is establishing an improvement district (like in Kaka‘ako) and assessing benefitting landowners for a portion of the infrastructure costs. 	<p>Phase 1: Draft administrative rules and prepare associated Ka Pa‘akai Analysis Phase 2: Undertake rulemaking process, including public hearings and approvals by Kalaeloa Board and Small Business Regulatory Review Board Phase 3: Identify specific infrastructure projects and adopt project-specific administrative rules</p>	<p>We are in Phase 1 and expect to finalize the district-wide improvement district rules and commence rulemaking process for Kalaeloa.</p>
27	<p>Kalaeloa Film Studio Lease [ASO, ED]</p> <ul style="list-style-type: none"> DBEDT is currently leasing the land and buildings on a month-to-month basis. DBEDT desires a long-term lease. A fair market rent study was completed. 	N/A. Finalizing the lease is pending availability of Navy personnel.	<p>Execute a long-term lease between DBEDT and the U.S. Department of Navy.</p>

Kalaeloa

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	<ul style="list-style-type: none"> Economic terms of the proposed long-term lease include the use of in-kind services to offset rent payments. NAVFAC real estate is short staffed, so execution was delayed. 		
28	Addressing Community Cultural Concerns [ED, COM] <ul style="list-style-type: none"> Concerns have been raised by certain community members about the cultural sensitivity and awareness of the agency with respect to development in the district. The Ka Pa‘akai analysis is being completed, including additional interviews with community members. The establishment of an aha advisory council. Such councils will promote more extensive and meaningful dialogue and listening between the agency/board and the community than mere testimony at board meetings will allow. 	N/A.	Establish an <i>aha</i> advisory council for the district that includes landowners, community members, cultural descendants, and lineal descendants.

He‘eia

	Project Description Responsible Branch is noted in []	Project Phases (if applicable)	2026-2027 Measurable Objective
29	He‘eia Master Planning (\$2M in CIP Funds in H.B. 1800, C.D. 1) [P&D] <ul style="list-style-type: none"> The state budget included funds to implement a revised master plan for the district. 	<p>Phase 1: Assess program/permitting needs and develop project scope (planned 2026-2027), commence procurement, and execute a contract with a planning firm.</p> <p>Phase 2: Consult with stakeholders and prepare technical and engineering reports, including archaeological studies and Ka Pa‘akai analyses, as needed</p> <p>Phase 3: Prepare draft plan update, draft environmental assessment, and permit applications</p> <p>Phase 4: Incorporate agency and public stakeholder comments into final plan update and environmental assessment</p> <p>Phase 5: Develop district administrative rule updates, as needed</p> <p>Phase 6: Obtain approvals for final plan and rule updates</p>	Subject to the release of funds, we expect to complete Phase 1, and commence Phase 2.
30	Fill Vacant Board Seat: He‘eia Resident Community Member [ED] <ul style="list-style-type: none"> The resident community representative has resigned effective immediately. 	N/A.	Work with Governor’s Boards and Commission to recommend a new member

He'eia

	Project Description Responsible Branch is noted in []	Project Phases (if applicable)	2026-2027 Measurable Objective
	<ul style="list-style-type: none"> A replacement member is needed. 		
31	Board Member Orientation [ADM]	N/A.	Conduct board member orientation.

Pūlehunui

	Project Description Responsible Branch is noted in []	Project Phases (if applicable)	2026-2027 Measurable Objective
32	<p>Pūlehunui Planning and Design for Infrastructure Work [AMT, CIP]</p> <ul style="list-style-type: none"> Planning Assessment Report (PART) and Infrastructure Master Plan (IMP) completed February 2026. Meeting with legislative stakeholders suggested a phased sewer and R-1 transmission line as the priority project with remaining construction funds (\$40M). The transmission line will start from the new Maui County sewer treatment plant, which is scheduled to be completed in 2029. Our consultant is working on the design and cost estimate for said project. 	<p>Phase 1: Procure DBB contractor for PUL infrastructure Phase 2: Prepare planning assessment report and infrastructure master plan Phase 3: Plan and design priority project with cost estimates Phase 4: Conduct community outreach and commence permitting with Maui County Phase 5: Construct priority project</p>	We are in Phase 3 and expect to commence Phase 4 by 2027.

Transit Oriented Development

	Project Description Responsible Branch is noted in []	Project Phases (if applicable)	2026-2027 Measurable Objective
33	<p>Phase I of the UH West Oahu On-site Road and other improvements (East Kapolei) (\$35M in General Funds) [CIP]</p> <ul style="list-style-type: none"> This is a collaboration between UH, HHFDC, and HCDA. HCDA's role is to design and build the road and infrastructure. HHFDC will be issuing an RFP for the housing. Subdivision application submitted to the city for the road and infrastructure. Approval of the subdivision application is expected shortly. 	<p>Phase 1: Concept & Feasibility Phase 2: Design & Engineering Phase 3: Pre-Construction Phase 4: Construction Phase 5: Closeout & Operation</p>	We are in Phase 3 and are obtaining subdivision and permit approval and expect to commence construction in Q1 of 2027 pending permit approval.
34	<p>'Iwilei-Kapālama Electrical Infrastructure Work (\$25M in General Funds) [CIP]</p> <ul style="list-style-type: none"> Continued design and engineering working with our design-build contractor. 	<p>Phase 1: Concept & Feasibility Phase 2: Design & Engineering Phase 3: Pre-Construction Phase 4: Construction Phase 5: Closeout & Operation</p>	We are in Phase 3 and are seeking permit approval and expect to commence construction in Q 1 of 2027 pending permit approval.

Transit Oriented Development			
	Project Description Responsible Branch is noted in []	Project Phases (if applicable)	2026-2027 Measurable Objective
	<ul style="list-style-type: none"> Project benefits Liliha Civic Center, Mayor Wright Homes, and other development in the area. The design-build contractor submitted its proposal for the work. Staff is reviewing the proposal. Pending permit approval, construction expected to commence in 2027. 		
35	'Iwilei-Kapālama Infrastructure Work (\$12M in plan, design, and construction CIP Funds) [CIP] <ul style="list-style-type: none"> Met with State and City departments. Looking for infrastructure projects that the funds (\$10,000,000) can be used for. 	Phase 1: Concept & Feasibility Phase 2: Design & Engineering Phase 3: Pre-Construction Phase 4: Construction Phase 5: Closeout & Operation	We are in Phase 1 and expect to select an infrastructure project and execute a professional services contract for planning and design.
36	Fill Vacant Board Seat: TOD Experts [ED] <ul style="list-style-type: none"> The two TOD Expert seats for the Chapter 206E, Part X board need to be filled. This is the transit-oriented infrastructure development program. 	N/A.	Work with Governor's Boards and Commission to recommend a new member
37	Board Member Orientation [ADM]	N/A.	Conduct board member orientation.

Project Management			
	Project Description Responsible Branch is noted in []	Project Phases (if applicable)	2026-2027 Measurable Objective
38	Women's Community Correctional Center New Kitchen and Related Improvements ("WCCC") [CIP] <ul style="list-style-type: none"> A design-build request for proposals was issued. Responses submitted and are being evaluated. 	Phase 1: Concept & Feasibility Phase 2: Design & Engineering Phase 3: Pre-Construction Phase 4: Construction Phase 5: Closeout & Operation	We are in Phase 1 and expect to commence Phase 2 with the selection of a design-build contractor from the RFP process and submit for early permitting.

Banyan Drive			
	Project Description Responsible Branch is noted in []	Project Phases (if applicable)	2026-2027 Measurable Objective
39	Establishment of a community development district [P&D, CIP, ASO, COM, ED] <ul style="list-style-type: none"> S.B. 2001, C.D. 1 established a new community development district. Funding and one FTE were also provided. 	Master Plan (ongoing) Phase 1: Existing site and infrastructure assessment (completed) Phase 2: Community engagement, including formation of Planning Advisory Committee (PAC), community	Master Plan (ongoing): We are in Phase 2 (community engagement and scenario development) and expect to complete at Q 2 of 2027.

Banyan Drive

Project Description Responsible Branch is noted in []	Project Phases (if applicable)	2026-2027 Measurable Objective
<ul style="list-style-type: none"> Release of funding subject to B&F. 	<p>meetings and preparation of development scenarios (2026-2027)</p> <p>Phase 3: Infrastructure assessment (early 2027)</p> <p>Phase 4: Develop implementation strategy (early-mid 2027)</p> <p>Phase 5: Complete Final Master Plan (late Summer 2027)</p> <p>Community Development District Establishment</p> <p>Phase 1: Obtain funds release; establish project scope and procure consultant for EIS and rules (mid-2027)</p> <p>Phase 2: Issue EIS preparation notice and conduct project scoping (late 2027)</p> <p>Phase 3: Conduct community outreach, prepare technical reports, including cultural impact analysis and Ka Pa‘akai analysis</p> <p>Phase 4: Prepare Draft EIS and rules</p> <p>Phase 5: Incorporate agency and public stakeholder comments into Final EIS</p> <p>Phase 6: Issue Final EIS and rules</p>	<p>Phases 3-5 are planned to be completed by the end of 2027.</p> <p><u>District Establishment:</u> The objective for 2026-2027 will be to obtain the release of the funds and commence procurement for a planning and environmental firm and commence Ka Pa‘akai analysis and consultation.</p> <p>Subsequent to the identification of the preferred scenario and completion of the master plan, the EIS and development of zoning rules will be initiated.</p>

Hālawa

Project Description Responsible Branch is noted in []	Project Phases (if applicable)	2026-2027 Measurable Objective
<p>40 Establishment of a community development district [P&D, CIP, ASO, COM, ED]</p> <ul style="list-style-type: none"> Part I and II of S.B. 2599, C.D. 1, among other things, established a new community development district and set forth the respective roles for HCDA and stadium authority. No funding or positions were provided. 	<p>Phase 1: Assess existing development program and permitting needs; coordinate with other agencies to refine project scope and plan (mid-2026)</p> <p>Phase 2: Request release of funds and procure contractor (mid- to late-2026)</p> <p>Phase 3: Issue Supplemental Environmental Impact Statement (SEIS) preparation notice and conduct scoping</p> <p>Phase 4: Conduct stakeholder outreach and identify development scenarios</p> <p>Phase 5: Consult with community stakeholders and prepare technical and engineering reports, including updated flood studies, archaeological studies, and Ka Pa‘akai analyses, as needed</p> <p>Phase 6: Prepare draft TOD plan update, SEIS, administrative rules, and permit applications, as necessary</p> <p>Phase 7: Incorporate agency and public stakeholder comments into final plan update and SEIS</p>	<p><u>S.B. 2599, C.D. 1 Part I:</u> We expect to complete Phases 1-3, as follows:</p> <ul style="list-style-type: none"> Commence procurement for a planning firm, execute a contract Initiate community and stakeholder outreach, identify development scenarios Initiate supplemental EIS <p><u>S.B. 2599, C.D. 1 Part II:</u></p> <ul style="list-style-type: none"> §12(a)(2): Initiate coordination with Stadium Authority to begin assessing development program and community facility needs (part of Phase 1) §12(c): Initiate coordination with City & County of Honolulu to prepare memorandum of agreement

Hālawā			
	Project Description Responsible Branch is noted in []	Project Phases (if applicable)	2026-2027 Measurable Objective
		<p><u>Phase 8:</u> Develop district administrative rule updates, as needed</p> <p><u>Phase 9:</u> Obtain approvals for final plan and rule updates</p>	and begin preparation of community facilities district (“CFD”) plan. Begin development of any necessary CFD administrative rules, and coordinate scope of Ka Pa‘akai analysis.

Act 252 Projects			
	One-Year Goal Responsible Branch is noted in []	Project Phases (if applicable)	2026-2027 Measurable Objective
41	<p>Central Oahu Agriculture and Food Hub (“Food Hub”) (\$6M in CIP Funds in H.B. 1800, C.D. 1) [P&D, CIP, ASO]</p> <ul style="list-style-type: none"> The agency is assisting the Agribusiness Development Corporation in the planning and construction of the Food Hub. H.B. 1800, C.D. 1 appropriated funds for the project. 	<p><u>Phase 1:</u> Revise MOA with ADC</p> <p><u>Phase 2:</u> Receive Funds</p> <p><u>Phase 3:</u> Procure Contractor</p> <p><u>Phase 4:</u> Develop Master Plan</p> <p><u>Phase 5:</u> Complete Subdivision</p> <p><u>Phase 6:</u> Facilitate Development</p>	We are in Phase 3, and expect to commence procurement for a land use planning firm to plan the Food Hub, including implementing any land use changes, or subdivision.
42	<p>Waikiki Sand Stabilization Project (\$7M in Green Funds in H.B. 1800, C.D. 1 and other funds available to OPSD) [CIP]</p> <ul style="list-style-type: none"> The board approved the agency assisting DBEDT and OPSD in smaller scale sand stabilization projects. DLNR is completing 100% design on certain sand stabilization structures. Once the design is completed, it is contemplated that the agency will manage this project and procure contractors. 	<p><u>Phase 1:</u> Planning</p> <p><u>Phase 2:</u> DLNR completing 100% design on the projects</p> <p><u>Phase 3:</u> Procurement of a contractor</p> <p><u>Phase 4:</u> Community Engagement</p> <p><u>Phase 5:</u> Permitting</p> <p><u>Phase 6:</u> Construction</p>	We are in Phase 2, and plan to collaborate with DLNR on the design of the sand stabilization structures and complete the designs and commence Phase 3.

Mid-Term (3 years)

General Objectives		
	Project Description Responsible Branch is noted in []	Measurable Objective(s)
1	Digitization and Modernization of Permit Files and Integrated Tracking System [PD]	Subject to the availability of funding, conduct feasibility review of transitioning from paper-based to a digital planning and permitting system.
2	Develop Digital Model(s) Of Districts To Support Planning, Development Tracking, And Land Use Coordination [PD]	To support and complement a digital permitting and planning system, review feasibility of incorporating the capability for digital models of the districts, subject to availability of funding.

Kaka‘ako		
	Project Description Responsible Branch is noted in []	Measurable Objective(s)
3	Develop Plan to Transition the Honuakaha Elderly Housing Project to a Private Entity [ASO]	In 2028, consider a possible divestment of the property.

Kalaeloa		
	Project Description Responsible Branch is noted in []	Measurable Objective(s)
4	Continue to support the Navy’s mission in the Hawaii region, specifically to support the Navy’s electrical system divestiture in the Kalaeloa Community Development District. [CIP]	Subject to the availability of funding, execute Task Orders in support of the Intergovernmental Support Agreement.

Pūlehuunui		
	Project Description Responsible Branch is noted in []	Measurable Objective(s)
5	Develop a long-term financing strategy for infrastructure improvements in Pulehuunui [AMT, ASO]	Work with Maui Legislators regarding the long-term funding for infrastructure.

Transit Oriented Development		
	Project Description Responsible Branch is noted in []	Measurable Objective(s)
6	Develop a long-term financing strategy for infrastructure, including Community Facilities Districts, Tax Increment Financing, etc. [ED, ASO]	Prepare a comparative matrix summarizing feasibility, benefits, risks, operational demands, and estimated timelines for each financing mechanism.

Long-Term (5+ years)

General Objectives		
	Project Description Responsible Branch is noted in []	Measurable Objective(s)
1	<p>Infrastructure Improvement Funding Alternatives [CIP]</p> <p>Currently most infrastructure improvements are funded through legislative appropriations. It is necessary to explore alternative sources of funding for future infrastructure improvements. HCDA will explore several alternative funding mechanisms such as “community facility districts”, “municipal utility districts”, “business improvement districts”, and “tax increment financing districts”.</p>	<p>Expanding on the Improvement District Rules from Kalaeloa, examine the feasibility of applying to other districts or TOD areas.</p>

Kaka‘ako		
	Project Description Responsible Branch is noted in []	Measurable Objective(s)
2	<p>Plan for transitioning out of Kaka‘ako [PD]</p> <p>HCDA’s transition of the regulation and management of Kaka‘ako back to the City and County of Honolulu will be an acknowledgment of HCDA’s success in overseeing community development in Kaka‘ako. Transitioning out of Kaka‘ako will free up HCDA’s staff and resources, allowing the Agency to focus elsewhere. However, the question of what milestones/factors determine when the State’s work will be “done” in Kaka‘ako, fiscal impact to the State and the timing of the transition remain to be evaluated.</p>	<p>Review the feasibility of transitioning out of Kalaleloa, including required funds, staff, and other resources.</p>

Kalaeloa		
	Project Description Responsible Branch is noted in []	Measurable Objective(s)
3	<p>Plan for Transitioning out of Kalaeloa [PD]</p> <p>HCDA’s ability to influence the redevelopment of Kalaeloa is primarily limited to planning, regulating and infrastructure improvements, since HCDA does not own any major parcels in the district with significant redevelopment potential. HCDA is amending the Kalaeloa Master Plan and rules in 2024 and once complete, HCDA will focus on its role as a regulator as well as pursue financing opportunities for infrastructure improvements. If funding for infrastructure improvement does not become available in a timely manner, transferring control of the district over to the City may be appropriate.</p>	<p>Review the feasibility of transitioning out of Kalaleloa, including required funds, staff, and other resources.</p>