



The Hawai'i Community Development Authority (HCDA) was established by the State Legislature in 1976 to supplement traditional community renewal methods by promoting and coordinating public and private sector community development.

HCDA plans for and revitalizes urban areas in the State that have been identified by the Legislature to be in need of timely redevelopment. Its legislative mandate empowers HCDA with comprehensive planning, regulation and development responsibilities.

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KALAELOA DEVELOPMENT REVIEW



KŪKULU I KAHĪ HO'OKELA NO 'EWA
"BUILDING A CENTER FOR EXCELLENCE IN THE 'EWA DISTRICT"

HAWAII COMMUNITY DEVELOPMENT AUTHORITY
September 2006



KALAELOA MOVING AHEAD

by Daniel Dinell, Executive Director

NEXT STEPS FOR KALAELOA



Looking out across Kalaeloa and wondering what the future holds, one cannot help but see the proverbial drinking glass as “half-full” or “half-empty.” Throughout its 13-year base closure history, Kalaeloa – the former Barbers Point Naval Air Station, has struggled to recover. At the Hawai’i Community Development Authority (HCDA), we see the glass as “half-full” and are committed to filling it up.

The next several years will be a very dynamic time. Decisions and plans for the City & County of Honolulu’s mass transit, Navy’s aircraft carrier, University of Hawai’i’s West Oahu Campus development, Department of Hawaiian Home Lands projects, new roadway construction and surrounding private developments will all have a profound impact on life within the ‘Ewa District and Kalaeloa. Therefore, it is important that Kalaeloa not be reactive, but proactive in interfacing with these important projects and prospects to support meaningful redevelopment of the area.

HCDA recently completed a 24-month community planning process aimed at establishing a vision for Kalaeloa and defining a mission, process, and objectives to provide jobs, economic growth, and social value to the

community. This process culminated in the preparation and Authority adoption of a 5-year Strategic Plan and a 20-year Master Plan.

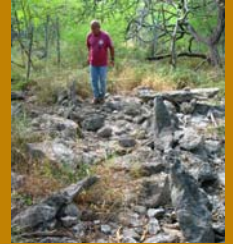
In the pages ahead, we’ve provided summaries of our Strategic Plan and Master Plan, as well as a brief description of the areas HCDA will be focusing on in the coming months.

Further, we are moving ahead in Kalaeloa and hired new staff and opened a Field Office on Yorktown Avenue. Having HCDA presence in Kalaeloa is vital to better serving the businesses, government agencies and residents within the district, coordinating community outreach, as well as providing on-the-ground response on issues needing attention.

While we have made good progress over the past few years, much work remains ahead. The redevelopment of Kalaeloa will occur, not in a period months or a few years, but through a sustained effort over the course of a generation or more. HCDA is committed to leading this effort and bringing together the best of private and public partnerships in a manner that is responsive to community needs, respectful of the environment, and socially and economically viable.

In the course of preparing the Kalaeloa Strategic Plan, a listing of near-term actions and implementation timeline were prepared. These action items were based on HCDA’s mission statement principles of partnerships, planning, advocacy and stewardship. In the coming months, HCDA will focus on:

1. **Promulgation of Administrative Rules:** Administrative Rules for Kalaeloa are necessary for the implementation of the Master Plan. These rules will be prepared in accordance with State requirements and involve community coordination, consultation with the City & County of Honolulu, a formal public hearing, and final approval by the Governor. Once adopted, the Administrative Rules will establish the land use and zoning code for Kalaeloa.
2. **Government Agency Coordination:** Given the diverse land ownership of federal, state, and county agencies, it is necessary for HCDA to continue coordination on a variety of matters, including: integration of mass transit, land conveyances and leases, zoning and entitlements, infrastructure improvements, environmental protection, utility maintenance, and public safety. Additionally, HCDA will continue to dialog with the Administration and State Legislature funding for technical studies and capital improvement projects in Kalaeloa.
3. **Infrastructure Planning:** The current infrastructure systems in Kalaeloa must function more efficiently to meet the demands of existing users. Further, implementation of the Kalaeloa Master Plan requires upgrading these systems or installing of new water, electrical, sewer, roadway, drainage, and telecommunication systems. Therefore, HCDA will be working with appropriate governmental agencies and utility companies to improve existing services as well as prepare detailed infrastructure master plans for future development.
4. **Community Outreach:** HCDA, through its Kalaeloa Field Office, will expand the level of community outreach and enter into partnerships or cooperative use agreements with community groups, area schools and non-profits to support common area maintenance, cultural resource preservation, ecological restoration programs, and educational research projects. Additionally, HCDA will continue to serve as the “ombudsman” for the community, provide up-to-date information about the redevelopment process, and respond to inquiries and concerns.



MASTER PLAN SUMMARY

MASTER PLAN HIGHLIGHTS:

3 million square feet of light industrial, commercial, retail and office space

Estimated 7,000 jobs created

Approx. 6,350 residential units (min. 30% affordable)

Transit-oriented development and regional connections

Opportunities for high-technology development

Alternative energy development to promote self-sufficiency

New public schools

Preservation of recreation, open space and shoreline

Protection of cultural sites & endangered species through a Native Hawaiian Culture & Education Center

FINANCIAL SUMMARY:

Total value - industrial, residential, and commercial: \$3.13 billion

Total cost - all infrastructure, land, and construction: \$3.35 billion.

Feasibility gap (cost exceeds value): \$221 million

Public investment: \$251 million

Federal grant sources: \$15 million

State bond funds: \$236 million

In May 2005, HCDA started a broad planning process to assess the development of Kalaeloa and respond to changes in conditions, in and around the area, as well as data gaps in prior plans. Using the Strategic Plan's core values and vision as a foundation, HCDA hired Belt Collins Hawai'i to prepare the Kalaeloa Master Plan.

The scope of work involved preparing a status report, economic analysis, master plan, and aircraft carrier assessment. Additionally, public and stakeholder input was a principal requirement of the contract. Funding for the Master Plan was provided through a grant from the U.S. Economic Development Administration with 50% matching funds provided by the State Legislature.

HCDA and Belt Collins Hawai'i conducted public workshops in May, July and August 2005. Numerous meetings were also held with Federal, State, and City agencies and elected officials. Presentations and updates were also provided to neighborhood boards in Waianae, 'Ewa, and Kapolei/Makakilo/Honokai Hale.

A Draft Kalaeloa Master Plan was completed in September 2005 and included a phased, mixed-use development spanning a 20-year period focusing on:

- Improving connectivity within the 'Ewa region;
- Integrating a regional transportation system;
- Creating new employment opportunities;
- Constructing public educational facilities;
- Providing affordable workforce housing; and
- Preserving open space, recreation and cultural resources.

A public hearing was held on November 2005 and testimony was received from various federal, state and county agencies, utilities, community organizations, private developers and concerned individuals. The Draft Kalaeloa Master Plan was amended in response to the comments received and the U.S. Department of Defense Quadrennial Defense Review and Fiscal Year 2007 Budget.

On March 1, 2006, at a publicly-noticed meeting, HCDA voted unanimously to adopt the Kalaeloa Master Plan and directed staff to transmit the Plan to the Governor and Navy for their respective approval and concurrence. On August 23, 2006, the Governor approved the Kalaeloa Master Plan as the revised and amended Community Development Plan for the Kalaeloa Community Development District.

STRATEGIC PLAN SUMMARY

CORE VALUES AND GUIDING PRINCIPLES

In our programs and the way we operate, we embrace and strive for excellence.

We respect the places of Kalaeloa, throughout Kanehili from the plain of Kaupē'a to the shores of Kualaka'i.

We will pursue a balance of preservation and restoration of cultural and natural resources, the creation of public and recreational areas and the development of economic enterprises.

We embrace the values of diligence, resourcefulness, and innovation held by native Hawaiians who first inhabited Kalaeloa and incorporate these values into the redevelopment and uses within the District.

We acknowledge existing Federal, State, City & County of Honolulu and private land owners within Kalaeloa and respect the importance of their missions, plans, responsibilities and interests.

We support the multiplicity of uses at Kalaeloa and encourage the achievement of excellence in many fields of endeavor, including: education, research, technology, environment, defense, commerce, sports, culture and the arts.

We will focus redevelopment resources to create both social and economic value by emphasizing community needs, education, open space, recreational facilities, and quality careers and jobs.

We understand that realization of Kalaeloa as a Center for Excellence requires a sound fiscal strategy of public-private partnerships for the creation of successful businesses, meaningful careers, increased land values, and an increased tax base.

We recognize that the vision for Kalaeloa cannot be achieved without meaningful community involvement, and commit to integrate community needs and interests into the redevelopment process.

In September 2004, HCDA discussed the need for a vision and direction in Kalaeloa. Consequently, HCDA contracted Townscape, Inc. to prepare a 5-year Strategic Plan and formed a subcommittee of members to work with staff. Funding for the Strategic Plan was provided through a grant from the U.S. Economic Development Administration with 50% matching funds from the State Legislature.

Throughout the remainder of 2004 and early 2005, HCDA identified core values and guiding principles that would be used to anchor a vision for Kalaeloa and define HCDA's mission and near-term objectives in reaching the vision.

A Draft Kalaeloa Strategic Plan was completed in March 2005 and workshops were held with government officials, stakeholders and the community to receive input. Nearly 100 people participated in the process. HCDA integrated the comments received in April 2005 and prepared a final version of the Kalaeloa Strategic Plan. In May 2005, the HCDA unanimously adopted the 5-year Kalaeloa Strategic Plan (2005-2010).

The core values and guiding principles contained in the Strategic Plan (see right) lead to a Vision Statement:

Kalaeloa is a Wahi Ho'okela (Center for Excellence) within the 'Ewa District. Kalaeloa is a Center where Hawai'i's people come together to share knowledge, develop expertise, and advance themselves while remaining respectful of past and place. Through the pursuit of excellence, Kalaeloa is a model for achievement to surrounding communities, the islands of Hawai'i, and the world.

The Strategic Plan also defined a Mission Statement for HCDA:

Our Mission is to lead a sustained, long-term public/private commitment for the realization of Kalaeloa as a Center for Excellence through partnerships, planning, advocacy, and stewardship.

HCDA further recognized many events will occur that may affect the redevelopment of Kalaeloa in terms of market demand, economic cycles, governance policy and timing. Nonetheless, it is important however, that through these events, the vision established in the Kalaeloa Strategic Plan and the core values that it is founded upon remain constant.

KALAELOA MASTER PLAN -- PREFERRED LAND USES

