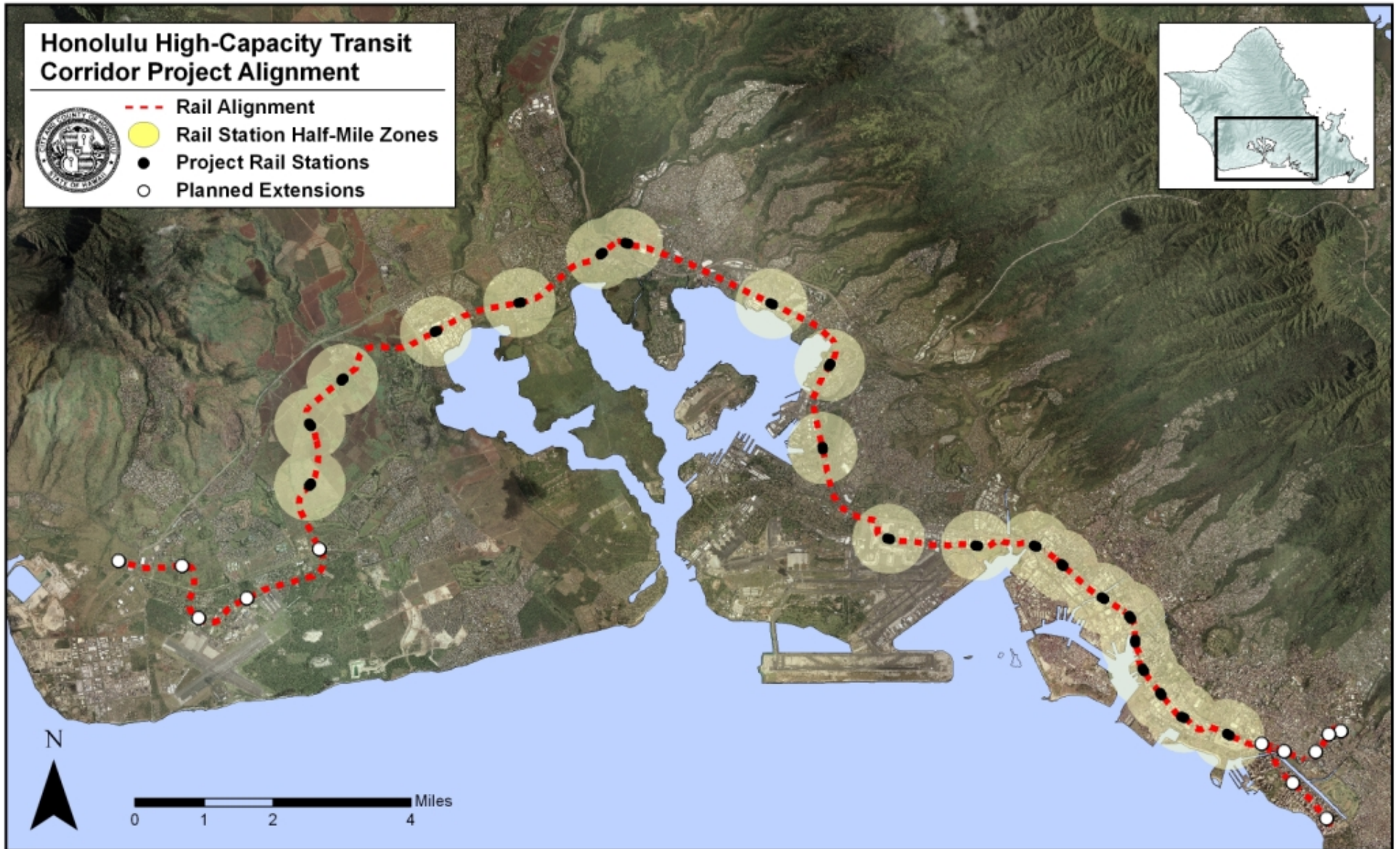


Achieving Equity thru Planning

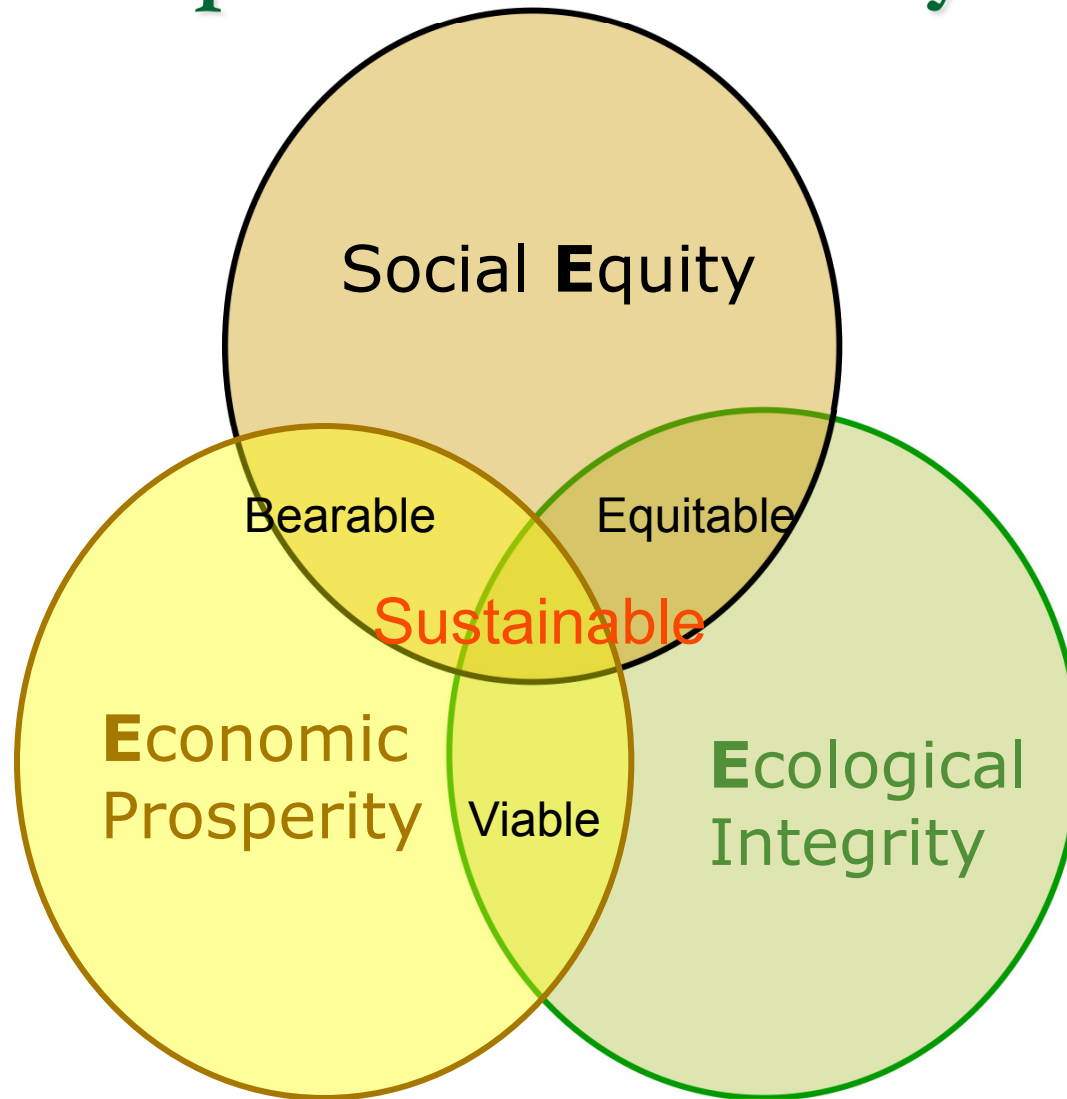


get on **BOARD!**
Transit Oriented Development

Regional Approach



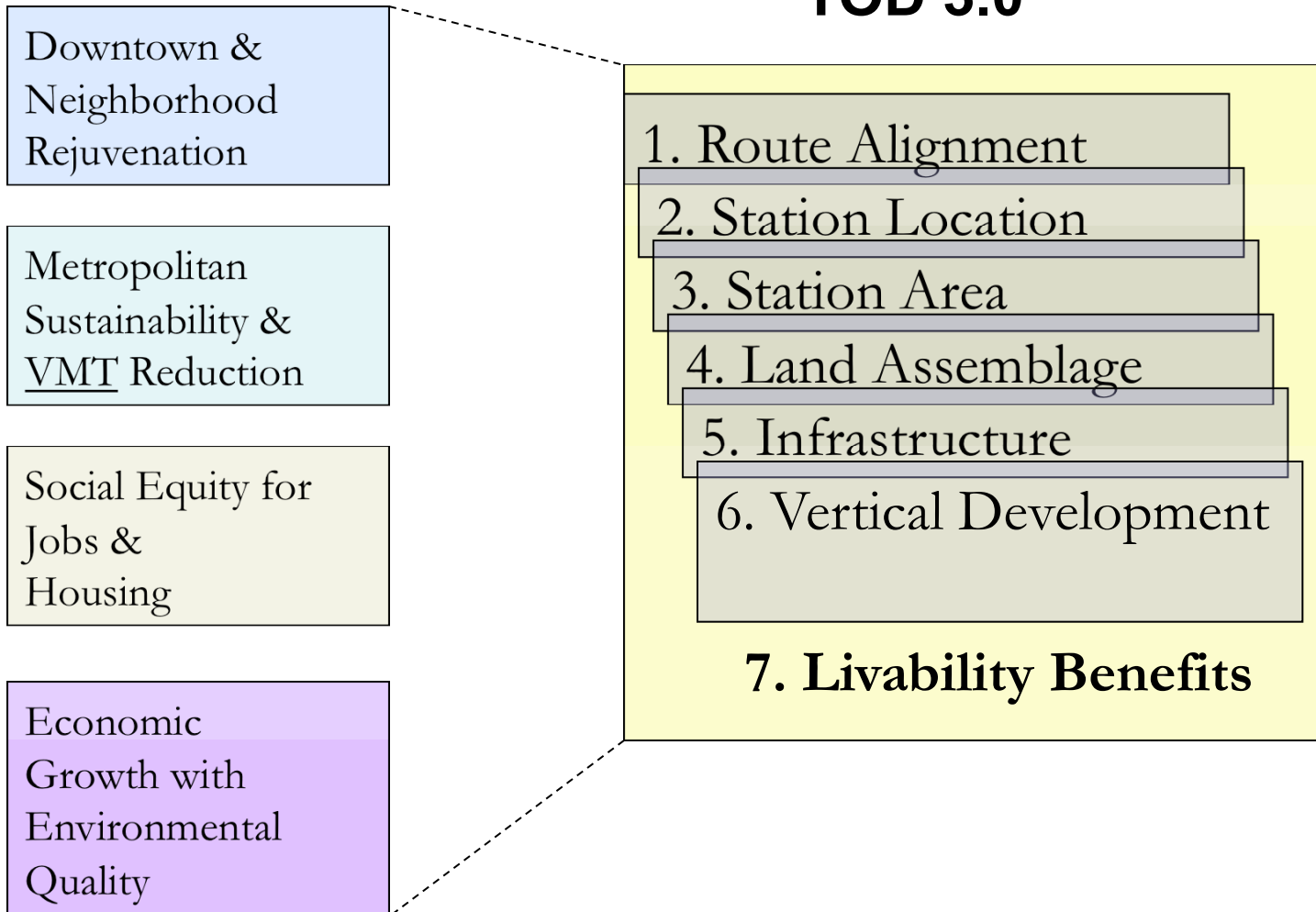
The Concept of Sustainability



Fairness, inclusion & mobility

Potential Livability Benefit Outcomes associated w/TOD

TOD 3.0

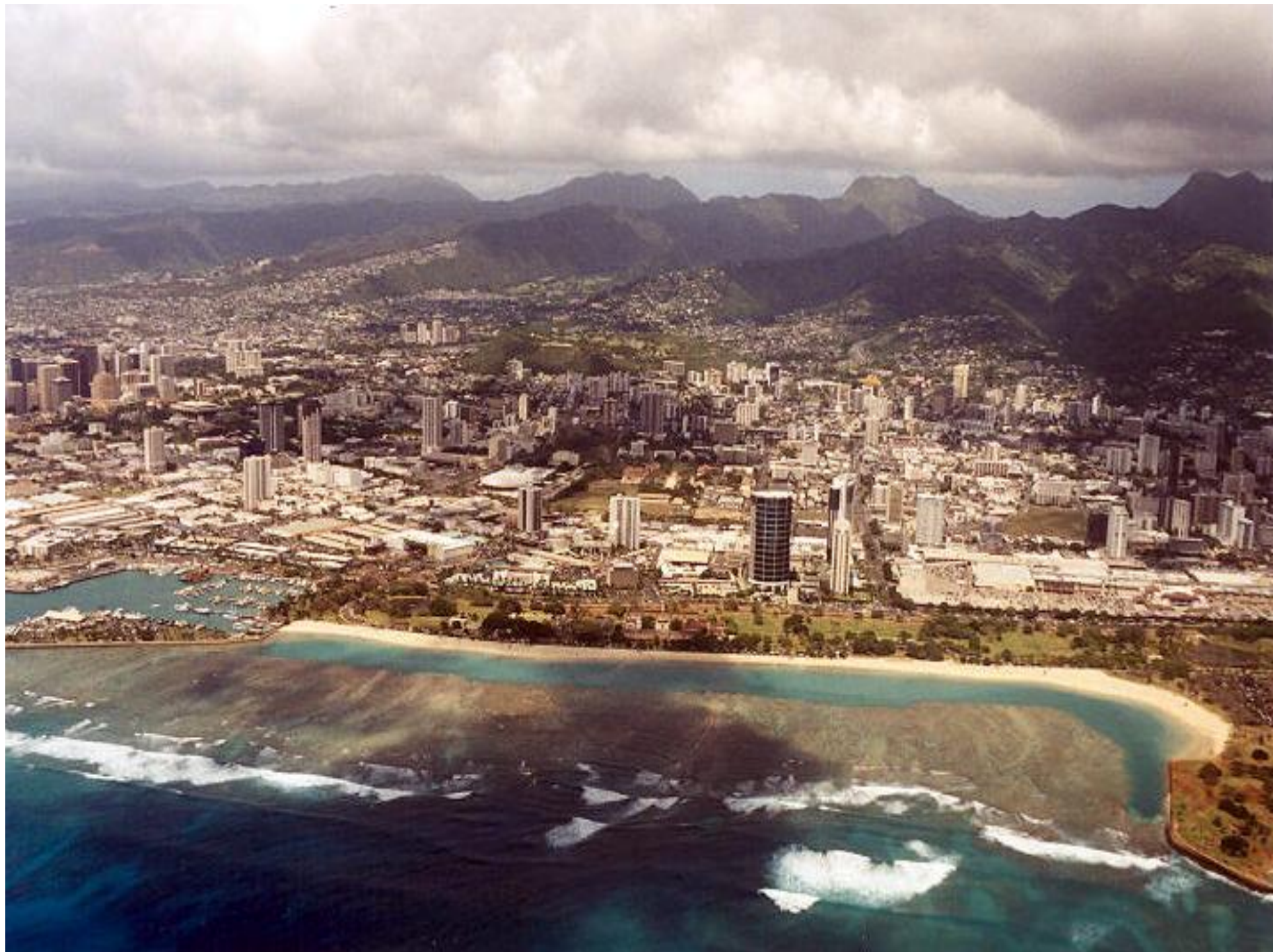


Definition

Achieving regional equity means considering both people and place. A competitive and inclusive region is one in which **members of all racial, ethnic, and income groups have opportunities to live and work in all parts of the region, have access to living wage jobs** and are included in the mainstream of regional life. It is also one in which **all neighborhoods are supported to be vibrant places with choices for affordable housing, good schools, access to open space, decent transit** that connects people to jobs, and healthy and sustainable environments.

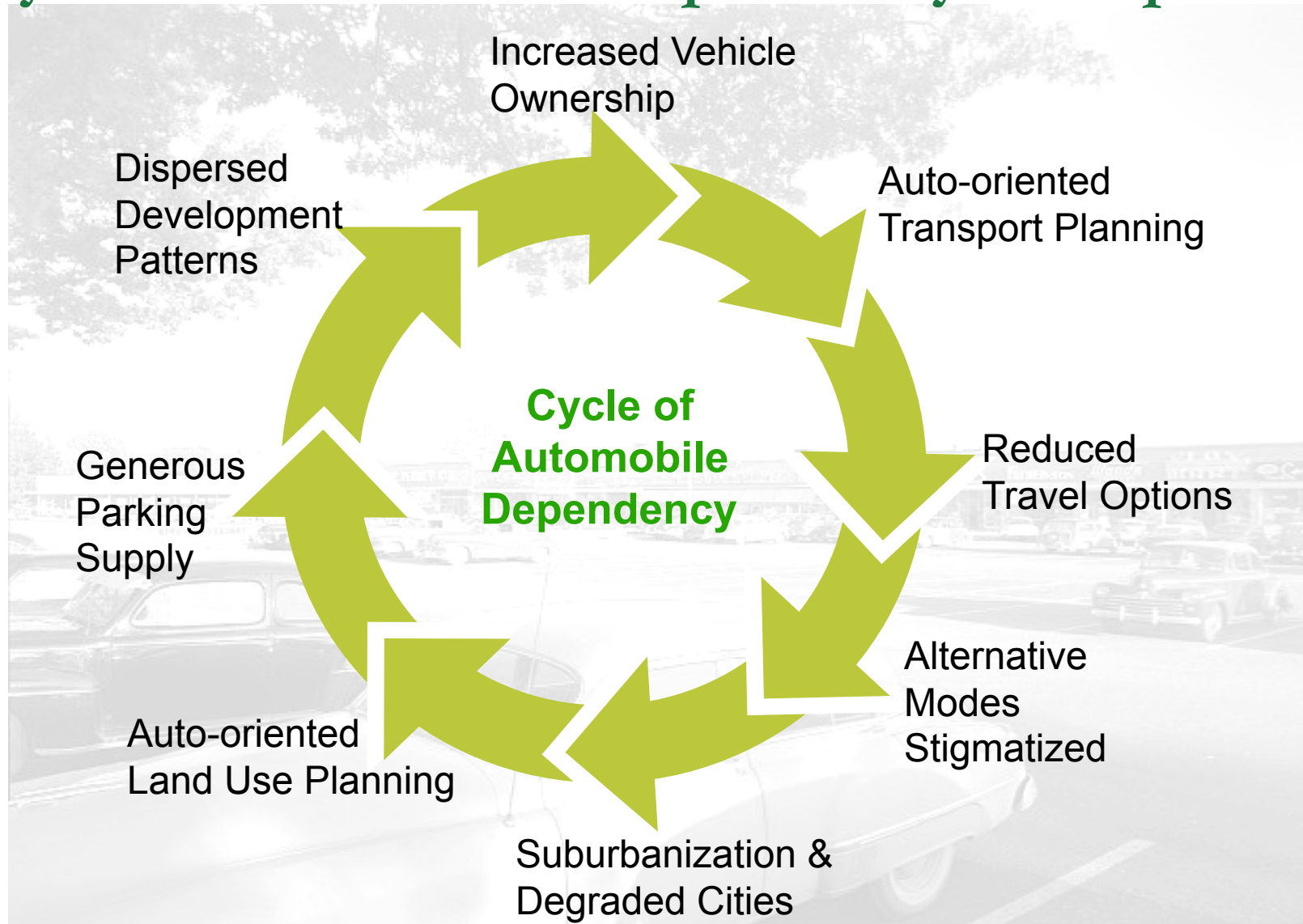
Community development has an unusual and challenging three-pronged mission.

- 1. Improve the economy of a community by increasing the income and wealth of the residents and stimulating private investments. There is significant emphasis on placing the assets and the economic fate of the community within the control of the residents.**
 - 2. Enhance the physical nature of the neighborhood, from its housing to its shopping areas, transportation, public spaces, and environment.**
 - 3. Strengthen the social bonds among the people in the neighborhood – their neighborliness; their readiness to collaborate; their willingness to support initiatives that would increase job opportunities; and to socialize with one another.**
-





Cycle of Automobile Dependency and Sprawl



Share of Zero-Vehicle Households in Top 100 Metropolitan Areas, by Income

Zero-vehicle households

Low Income

60%

Middle Income

24%

High Income

17%

Households with a vehicle

Low Income

24%

Middle Income

34%

High Income

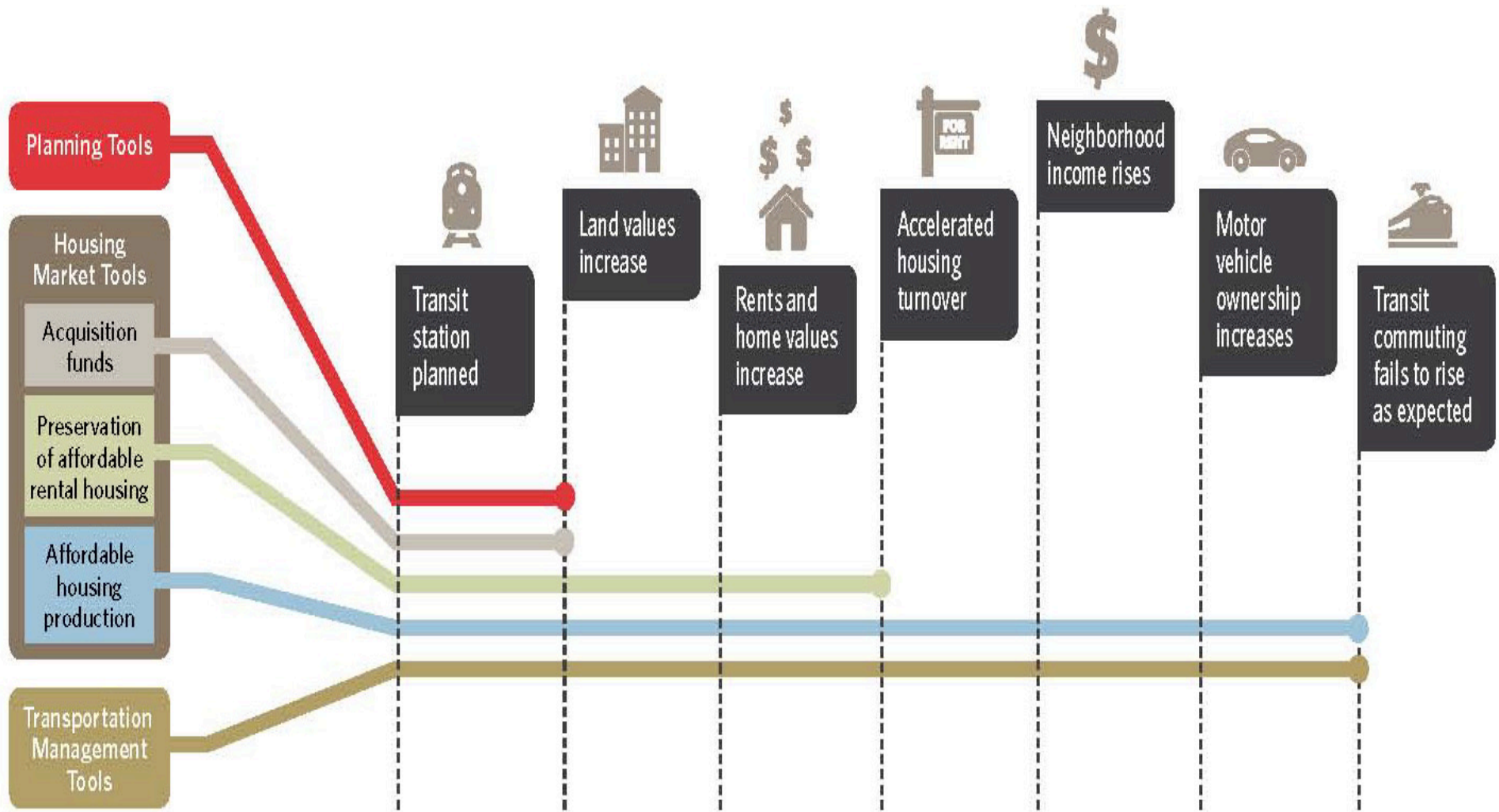
42%

Source: Brookings Institution analysis of Nielsen Pop-Facts and 2008 American Community Survey

Appendix. Zero-Vehicle Household Demographic and Transit Metrics (cont.)

Metropolitan Area	Zero-Vehicle Households: Basics			Coverage Rate				Job Access Rate			
	Total Households	Low-Income Share	Households without Coverage	Metro	Rank	City	Suburb	Metro	Rank	City	Suburb
Greensboro-High Point, NC	19,309	75.8%	6,616	65.7%	86	94.8%	11.6%	30.1%	74	30.3%	21.9%
Greenville-Mauldin-Easley, SC	15,505	64.8%	8,391	45.9%	100	97.9%	32.8%	33.3%	63	39.6%	28.4%
Harrisburg-Carlisle, PA	16,238	83.6%	3,624	77.7%	72	100.0%	64.8%	35.7%	53	44.4%	28.0%
Hartford-West Hartford-East Hartford, CT	39,649	72.8%	3,664	90.8%	31	100.0%	84.9%	39.4%	40	52.7%	29.1%
Honolulu, HI	30,793	69.1%	230	99.3%	1	99.7%	97.8%	74.5%	1	83.0%	47.1%
Houston-Sugar Land-Baytown, TX	122,517	73.2%	32,630	73.4%	77	97.7%	27.1%	32.5%	66	35.2%	12.8%
Indianapolis-Carmel, IN	35,784	72.3%	7,939	77.8%	71	97.4%	22.6%	39.3%	41	40.0%	30.1%
Jackson, MS	13,674	85.0%	6,771	50.5%	99	98.3%	2.3%	40.6%	36	40.8%	29.6%
Jacksonville, FL	30,709	69.1%	230	99.3%	1	99.7%	97.8%	74.5%	1	83.0%	47.1%
Jacksonville, FL	33,521	71.4%	6,130	87.7%	58	89.4%	5.8%	30.4%	72	33.5%	7.2%
Kansas City, MO-KS	46,443	69.5%	11,171	75.9%	73	95.5%	50.4%	24.2%	87	28.5%	11.6%
Knoxville, TN	16,607	56.8%	8,180	50.7%	98	97.3%	6.9%	29.1%	76	29.6%	22.5%
Lakeland-Winter Haven, FL	14,271	49.4%	4,650	67.4%	84	91.4%	59.5%	23.0%	88	34.0%	17.2%
Las Vegas-Paradise, NV	50,601	61.6%	2,928	94.2%	22	97.8%	92.3%	58.6%	9	65.3%	54.7%
Little Rock-North Little Rock-Conway, AR	17,278	77.7%	6,724	61.1%	91	92.2%	38.5%	42.4%	28	46.4%	35.5%
Los Angeles-Long Beach-Santa Ana, CA	358,705	68.2%	3,248	99.1%	2	99.9%	98.1%	36.0%	52	44.9%	24.7%
Louisville-Jefferson County, KY-IN	40,631	74.4%	6,345	84.4%	55	97.3%	42.9%	43.4%	26	45.4%	27.4%
Madison, WI	14,723	78.3%	2,979	79.8%	64	99.8%	38.6%	63.6%	5	65.5%	53.4%
McAllen-Edinburg-Mission, TX	17,136	67.0%	6,263	63.5%	88	98.7%	56.7%	15.3%	97	31.4%	5.8%
Memphis, TN-MS-AR	40,098	69.9%	7,947	80.2%	62	99.1%	22.0%	32.8%	65	35.0%	3.4%
Miami-Fort Lauderdale-Pompano Beach, FL	177,048	63.4%	5,020	97.2%	8	100.0%	96.2%	19.7%	92	29.1%	16.4%
Milwaukee-Waukesha-West Allis, WI	58,324	71.4%	5,380	90.8%	30	100.0%	68.8%	54.3%	11	57.7%	42.3%
Minneapolis-St. Paul-Bloomington, MN-WI	89,111	69.4%	9,242	89.6%	33	100.0%	76.9%	40.0%	39	47.2%	28.4%
Modesto, CA	10,184	56.5%	453	95.6%	14	100.0%	91.9%	41.1%	35	56.2%	26.7%
Nashville-Davidson--Murfreesboro--Franklin, TN	33,003	63.5%	14,595	55.8%	94	92.3%	6.6%	33.6%	62	34.8%	6.3%
New Haven-Milford, CT	34,746	71.2%	1,757	94.9%	19	100.0%	91.8%	30.9%	71	45.1%	21.0%
New Orleans-Metairie-Kenner, LA	43,699	65.1%	5,817	86.7%	43	99.8%	67.1%	44.5%	22	49.7%	32.9%
New York-Northern New Jersey-Long Island, NY-NJ-PA	2,093,861	49.6%	27,957	98.7%	3	99.9%	92.5%	48.8%	17	51.9%	31.8%
Ogden-Clearfield, UT	6,770	74.8%	374	94.5%	21	100.0%	89.8%	48.6%	18	52.6%	44.8%
Oklahoma City, OK	25,718	73.8%	7,935	69.1%	81	87.0%	42.3%	27.9%	78	33.3%	9.4%
Omaha-Council Bluffs, NE-IA	21,140	70.3%	3,103	85.3%	47	98.8%	52.4%	40.1%	38	42.9%	27.2%
Orlando-Kissimmee, FL	39,661	59.6%	8,360	78.9%	65	99.8%	73.0%	19.6%	93	31.3%	15.1%
Oxnard-Thousand Oaks-Ventura, CA	10,200	48.7%	935	90.8%	29	97.4%	82.1%	25.1%	85	30.7%	15.7%
Palm Bay-Melbourne-Titusville, FL	10,782	60.5%	1,878	82.6%	56	90.0%	81.4%	8.3%	100	6.1%	8.7%

Breaking the Cycle of Unintended Consequences in Transit-Rich Neighborhoods



Multiple Approaches to Support TOD

Revitalization & Intensification	Neighborhood Preservation & Stability	Access & Connectivity
<p>Increase density/ development</p> <p>Revitalize commercial corridors</p> <p>Develop affordable housing</p> <p>Assist existing residents economically (workforce development)</p> <p>Enhance economic/job growth</p>	<p>Prevent displacement of vulnerable households</p> <p>Preserve historic buildings</p> <p>Preserve single-family neighborhoods</p> <p>Enhance community activities (parks, schools, etc.)</p> <p>Maintain and enhance a particular local identity</p>	<p>Increase transit ridership</p> <p>Overcome barriers to walking/biking</p> <p>Improve safety</p> <p>Improve urban design</p>

		Directing Neighborhood Change			
		Tier 1	Tier 2	Tier 3	Tier 4
Catalyze Market Driven TOD	Tier 1		•Pearlridge		
	Tier 2		•Ala Moana	•Ho’opili •East Kapolei •UH West Oahu	•Downtown
	Tier 3	•West Loch •Waipahu	•Kapalama	•Pearl City •Chinatown	•Leeward CC
	Tier 4		•Kalihi	•Middle Street	•Aloha Stadium •Pearl Harbor •Airport •Lagoon Drive
	Tier 4				

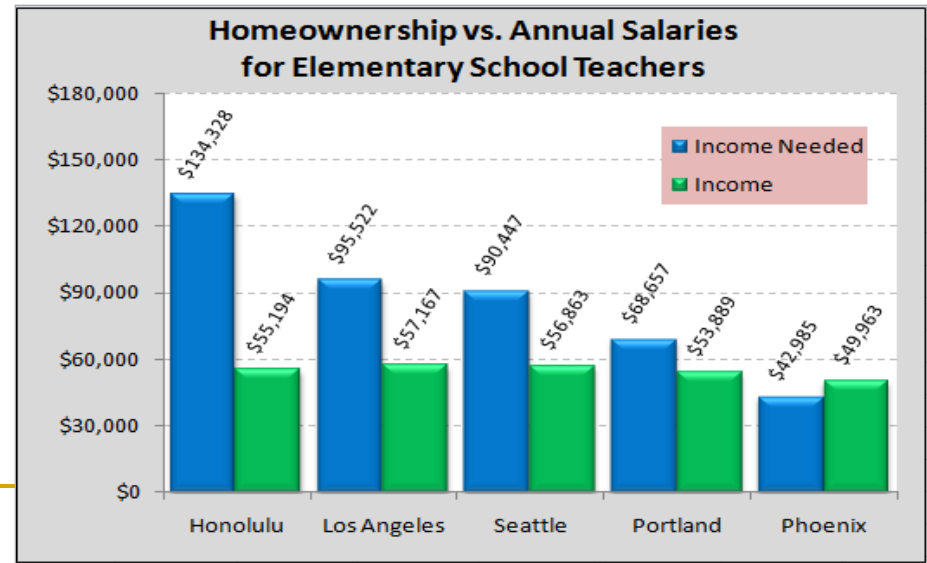
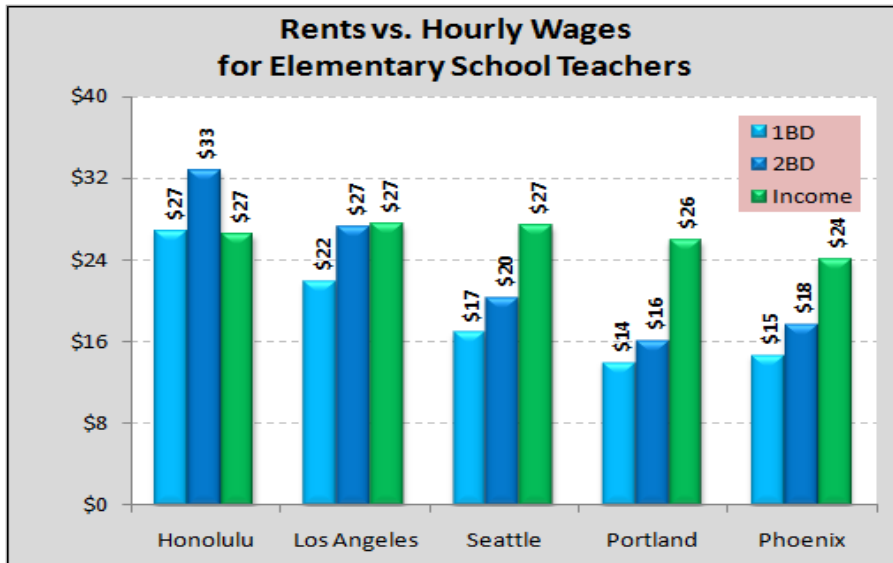
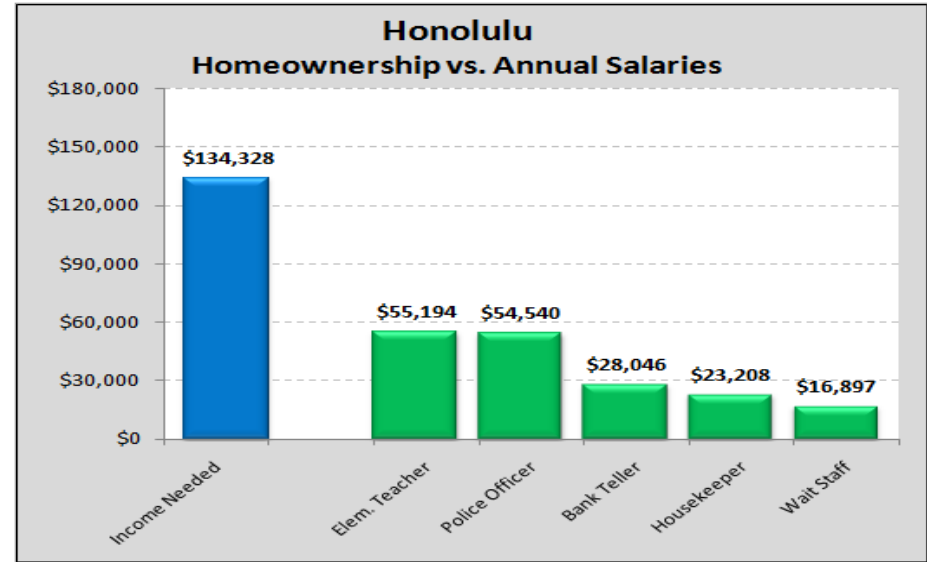
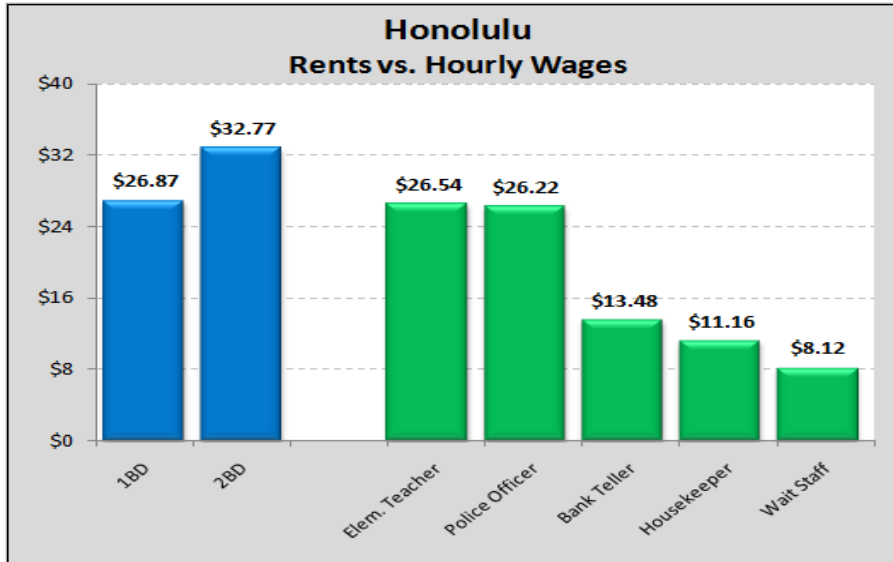


Critical TOD Priority Stations

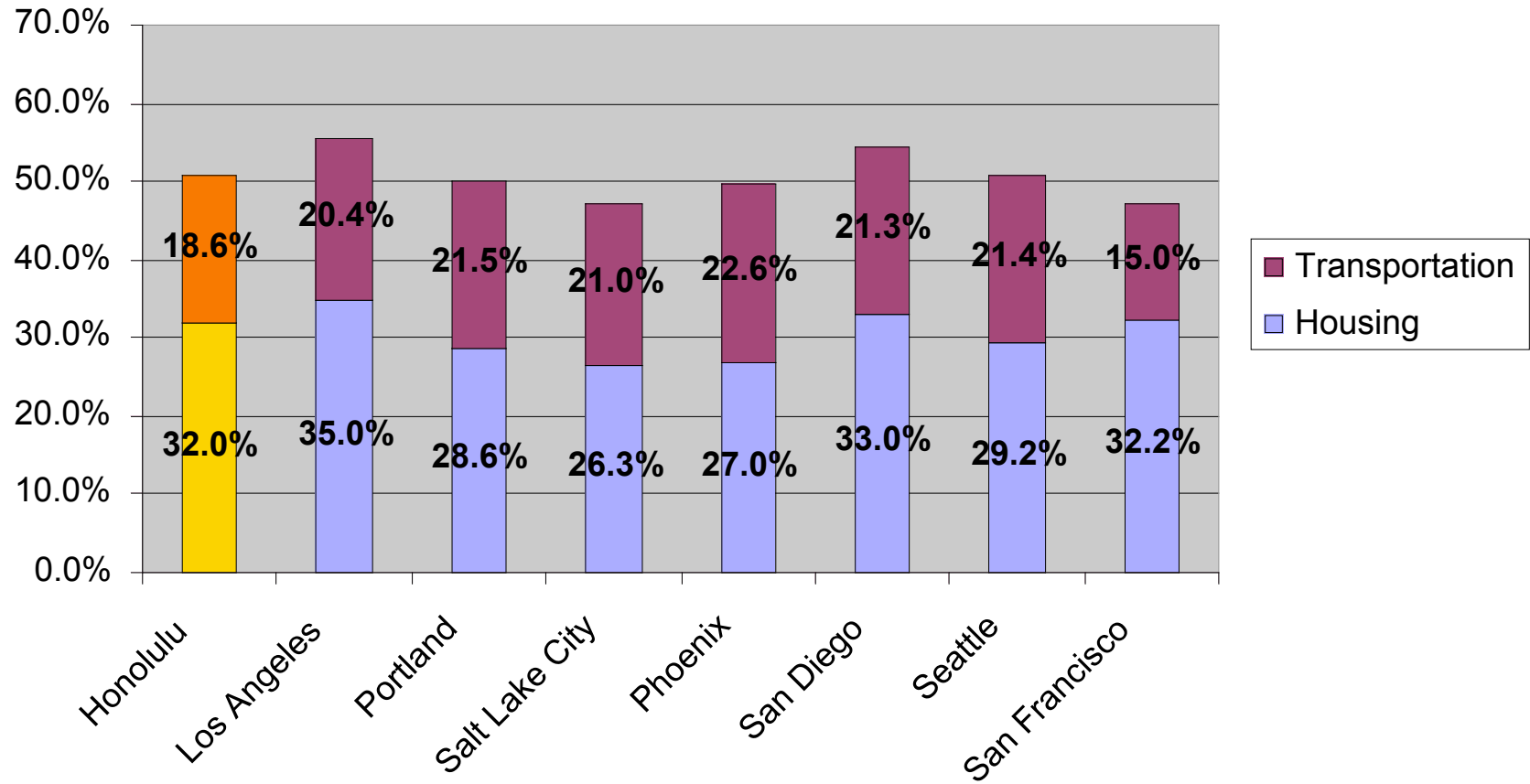


TOD Stations of Regional Importance

Workforce Housing



Combined Housing and Transportation Costs % of Household Income



Source: <http://htaindex.cnt.org>

Market Trends

- **New real estate development in Honolulu is challenged by high construction costs which result from:**
 - **Strong labor unions and associated high cost of labor**
 - Although recent declines in construction activity have reduced labor rates – military construction projects continue to support Oahu’s relatively high construction wages
 - **High cost of land**
 - Approximately 1% of Hawaii’s land is developable;
 - The supply of developable land is constrained by:
 - Mountains
 - Military owned lands
 - State of Hawaii owned lands
 - Privately-owned lands
 - **Premium cost of materials which usually must be imported**
 - Hawaii does not have plentiful natural resources that are generally used in traditional building materials
 - **Other factors**
 - Expectation that developers pay for infrastructure upgrades
 - Length of time required for permit and entitlement review timeline
 - Zoning considerations (i.e. green space and parking requirements)
-

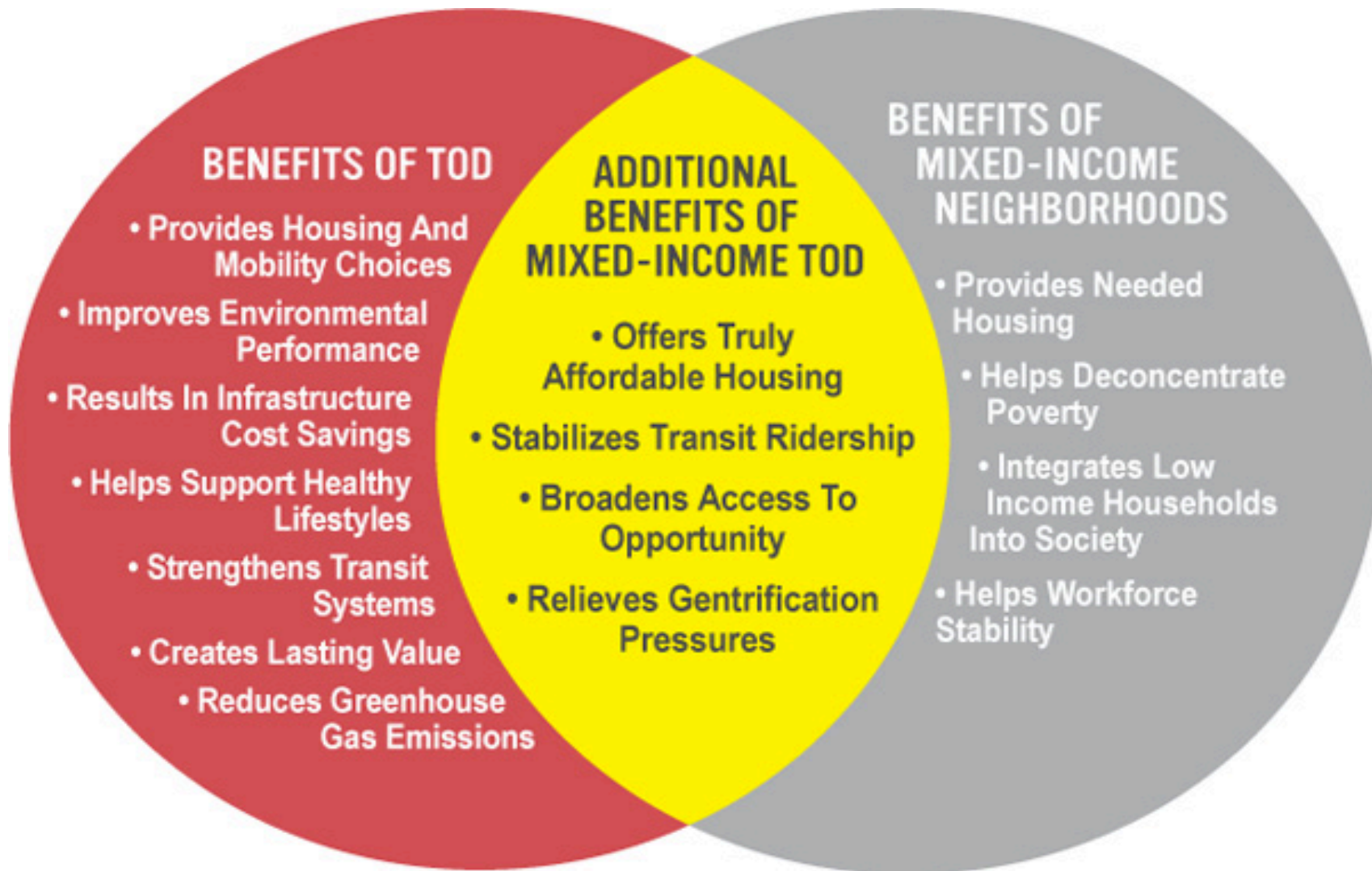
Market Trends

- **A large portion of new housing comes in the form of single family housing** development in Ewa and Mililani. Single Family Housing is generally less risky than multi – family (can build as needed and is usually cheaper to build).
 - **Rental housing is a non – starter in Honolulu due to high construction costs.** The rental market is addressed via condo rentals
 - **Condo development currently makes up a small fraction of new housing deliveries in Honolulu due in large part to construction costs** which make new condo ownership unrealistic for typical condo buyers such as singles and young couples.
 - **Most new condo development is at price points geared toward empty nesters or off – shore investors (+\$400/sf)** and has been delivered in upscale properties located in the Kaka Ako and Ala Moana neighborhoods.
 - *Residents of these upscale condos are not typically passengers of public transit*
-

Housing Challenges

1. Affordable housing and rental housing, both have negative connotation – NIMBY's.
 2. Typically, projected market rents do not support new multi-family (rental) construction;
 3. Hawaii is dominated by service-sector industries, whose average employee wage scales do not support the purchase of housing (for-sale)
 4. The majority of employer assisted housing programs focus heavily on demand-side (for-sale) programs.
-

Goal: Increase Workforce Housing near Transit



Building Community Wealth around Transit

TOWN HALL MEETING

Tuesday, April 6, 2010

6:00 p.m. Registration
W. R. Farrington High School Auditorium
1564 North King Street

WHAT is Transit-Oriented Development (TOD)?

Transit station neighborhoods become home to new shops and restaurants, services, community facilities, jobs, housing choices, and great public spaces that take advantage of the convenience of transit.

WHY should I attend this event?

Hear local and national experts discuss the benefits of TOD and how it can create economic opportunities in your community.

WHO should attend?

Anyone interested in the exciting potential of TOD.

RSVP by April 5 requested • Register today!

Becker Communications • phone: 533-4165
email: teambecker@beckercommunications.com

Hosted by *Mayor Mufi Hannemann*
City and County of Honolulu

get on BOARD!
Transit Oriented Development

For more information: www.honoluludpp.org/planning



The Jacobs Community Development Group

A Network of Mission-Related Organizations Supporting the Resident Ownership of Neighborhood Change



Jacobs Family Foundation
Grants and Investments

Jacobs Center for Neighborhood Innovation
Community Building



Jacobs Family Foundation

The Jacobs Family Foundation (JFF) explores new philanthropic roles and relationships for strengthening under-invested neighborhoods by making grants and other investments that support innovative, practical strategies for community change. Its Neighborhood Grants Program funds resident groups and neighborhood organizations that serve or support The Village at Market Creek. JFF also makes program-related investments in the form of low-interest loans, loan guarantees, and recoverable grants that advance the development of the Village.

Jacobs Center for Neighborhood Innovation

The Jacobs Center for Neighborhood Innovation (JCNI) is an operating foundation that explores and implements new ways to partner for sustainable community change through entrepreneurial projects, hands-on learning relationships, and the creative investment of resources. Designed to assist residents in organizing, planning, and piloting their ideas, JCNI provides capacity-building, learning exchanges, financial services, and other strategic support needed to structure, test, evaluate, and sustain those projects.

Diamond Management, Inc.

Diamond Management, Inc. (DMI) is a training business that develops blighted properties and recycles that value back in the neighborhoods through local contracting, capacity-building, job creation, businesses development, and the resident ownership of assets. Residential and commercial development is supported through project management, construction, and property management, with a focus on double-bottom-line impact.

Market Creek Partners, LLC

Market Creek Partners, LLC (MCPLLC) is a community development limited liability company that unites diverse communities in creating social and economic strength through innovative resident-owned developments in the Diamond Neighborhoods. Market Creek Plaza, the company's primary asset, is a \$23.5 million, 10-acre community-planned project featuring a major supermarket, restaurants and retail shops, as well as multicultural public art. Its "Community Development IPO" creates access for residents to participate as individual owners. In addition, the Neighborhood Unity Foundation – a community foundation planned and led by residents – is an owner of this important asset.

Market Creek Community Ventures

Market Creek Community Ventures are businesses being piloted or in development with the long-term goal of resident ownership. Each contributes to the vitality and double-bottom-line goals of The Village at Market Creek. Some hold land for commercial and residential projects being planned, designed and built by community residents. Others are business ventures that offer community residents opportunities for employment, management training, and ultimately business ownership.

Market Creek Community Ventures
Economic and Business Development



Market Creek Partners, LLC
Asset Building



Diamond Management, Inc.
Physical Development





This project can be dynamic and vital.

Home

- [Community Ownership](#)
- [What Makes This Different?](#)
- [Community Teams](#)
- [Project Overview](#)
- [Community Art](#)
- [MCP Update Newsletter](#)
- [Shop at Market Creek](#)
- [The Village Center at Market Creek](#)
- [Public-Private Partnerships \(Financing\)](#)
- [In The News](#)

Project Overview

Project Location

- 10-acre site at the corner of Market Street & Euclid Avenue
- Easily accessible to Highways 805, 94 & 15
- 5 minutes from downtown
- Next to Trolley & Bus Transfer Station
- State Enterprise Zone, Federal Enterprise Community

Financial Overview

- Total project cost \$23.5 million
- Total Jacobs Center investment to-date \$28 million
- Land doubled in appraised value in the first two years

Project Innovations

- Development of an innovative network of community teams coming together to build a community vision
- Broad community involvement in design and development of a commercial project
- Creation of innovative program-related investment tools for social-purpose investors
- Design of an owner-builder, mentor-protégé construction program which is comprehensive in scope and is providing a vehicle for more than half the project to be built by the neighborhood

Economic Impact

- More than 1,700 new jobs in the neighborhood
- 360 construction jobs with training for emerging contractors, supported by contractor working lines of credit
- Nine working teams, involving thousands of residents and businesses, build skills in every aspect of project
- Community ownership strategy; hundreds of committed community residents investing their own capital in the project, building wealth by rebuilding their neighborhood

Social and Cultural Impact

- Chollas Creek restored (part of City's plan), natural vegetation, walking paths
- 500-seat outdoor amphitheater
- Unique architectural character created by multicultural team
- Multi-cultural values expressed in MCP through community art estimated at \$ 1.4 million
- Safe place for intergenerational and multi-ethnic interactions



Contact Us | Jacobs Family Foundation | Jacobs Center for Neighborhood Innovation | The Diamond Neighborhoods | News and Information



Before



After



Community Ownership

What Makes This Different?

- Unity & Understanding
- Neighborhood Identity
- Skills & Experience
- Individual & Community Assets
- Redevelopment by Community Developers

Community Teams

Project Overview

Community Art

MCP Update Newsletter

Shop at Market Creek

The Village Center at Market Creek

Public-Private Partnerships (Financing)

In The News



What Makes This Different?

What sets Market Creek Plaza apart from other developments is its network of teams, which bring out the natural creativity, problem-solving, and risk-taking of residents in their neighborhoods.

While each building block by itself may not be unique, together they are interwoven in such a way as to create an innovative foundation for community building. The five building blocks of that foundation are:



Please click on any of the following building blocks.



Community Ownership

What Makes This Different?

- Unity & Understanding
- Neighborhood Identity
- Skills & Experience
- Individual & Community Assets
- Redevelopment by Community Developers

Community Teams

Project Overview

Community Art

MCP Update Newsletter

Shop at Market Creek

The Village Center at Market Creek

Public-Private Partnerships (Financing)

In The News



Building Block #4

Individual & Community Assets

Market Creek Plaza will be Community-Owned

JCNI undertook the challenge of working with the community to develop an ownership strategy for residents and stakeholders. Creating ways to build profits that can be re-invested in the neighborhoods is the backbone of the unique wealth creation strategy that emerged from the Ownership Design Team. The team's work was modeled on the Native American tribes' theory of thirds: a third for personal benefit, a third for **community benefit**, and a third for **on-going development**.

What has been launched is a self-generating system of wealth creation in the neighborhood. Profits from the Plaza will go back into the neighborhood through a neighborhood-controlled community foundation. This will provide ongoing access to resources generated from within the community for future projects or services. In addition, a portion of Market Creek Plaza's profits will provide resources for ongoing commercial development within the neighborhood.

Go Back



Key Elements for Successfully Leveraging the Transit Investment (symposium panel)

- There must be political consensus and support of the vision, goals and objectives of the concept. The symposium was an indication that there is broad support for the approach, but also a recognition of the challenges in implementing the concept, as discussed below.
- The City must develop the skills and resources to participate effectively as a development partner. The City should investigate the possibility or opportunity for a public-private catalyst project.
- The community must have the capacity to act on its own behalf. There are few community-based economic development organizations in Honolulu. Providing the resources to enhance the capacity of the existing organizations or creating one or more entities that are sustainable, is a significant challenge. However, the current model of engagement, based upon the volunteer efforts of neighborhood activists and organizations seems limited in its focus and breadth of involvement.





Location:

95-850 Moanalua Road & Kaonohi Street
Pearlridge, Honolulu, HI

TMK(s): (1) 9-8-013: 13 & 15

Property Size: 13.981 Acres (609,012 Sq. Ft.)

Zoning: B-2 Business Community

Current Use: Kamehameha Drive-In Swap Meet

Proposed Use: Mixed-Use Development

Allowable FAR: 2.5 (3.5 with Open Space Bonus)

1,522,530 Sq. Ft. - 2,131,542 Sq. Ft.

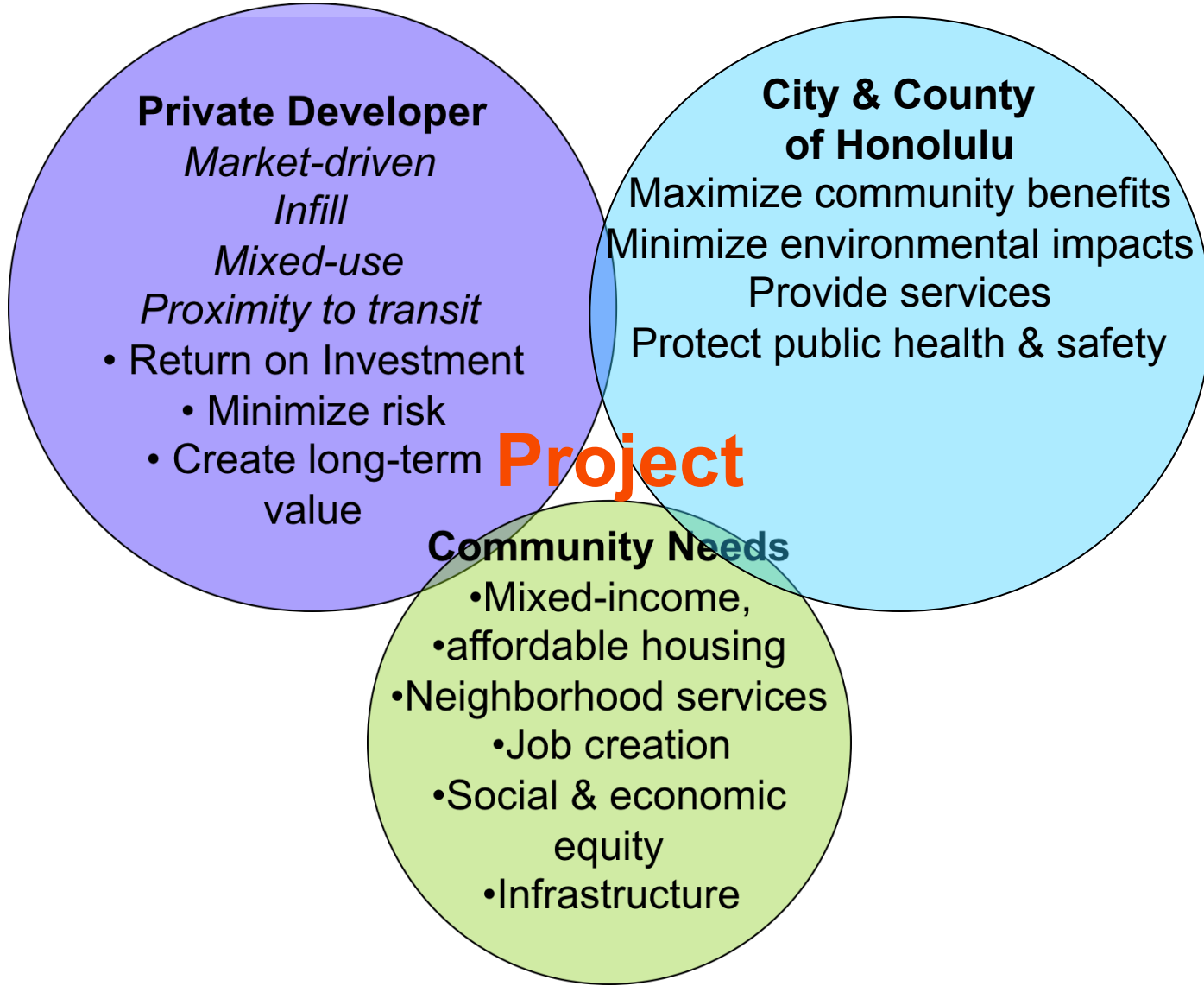
Height Limit: 60 Ft.

Property Description:

- Located across the street (Ewa) from the Pearlridge Shopping Mall and fronts on both Moanalua Road and Kaonohi Street
- Characterized by a steep elevation change/sloping condition of over 30 feet from the northwest corner to the southeast corner of the site
- Four properties that border the site are zoned B-2, I-2, A-1, and R-5

Development proposal by Robertson Properties for the former Kamehameha Drive-in site.

Omni-use Project
Moanalua Road & Kaonohi Street
Pearlridge, Honolulu



Community Challenge Planning Grant

\$40 million total – Honolulu received \$2.3m max grant + 20% match) to: Foster reform and reduce barriers to achieving affordable, economically vital, and sustainable communities.

- **Development of master plans or comprehensive plans** that promote affordable housing co-located and/or well connected w/retail, businesses..aligned w/..transportation plans;
 - **Development & implementation of plans and strategies** that promote livability and sustainability;
 - **Revisions to zoning codes**, ordinances, building standards, or other laws to **remove barriers.....;**
 - **Revisions to building codes to promote ...energy efficiency.....;**
 - **Strategies for creating or preserving affordable housing** for low, very-low, and extremely-low families or individuals.....;
 - **Strategies to bring additional affordable housing** to areas that have few housing opportunities.....;
 - **Planning, establishing, and maintaining acquisition funds and/or land banks for development, redevelopment, and revitalization for the development of affordable housing**
-

Transit-Oriented, Employer Assisted, Workforce Housing Strategy

■ Project Scope and Work Plan

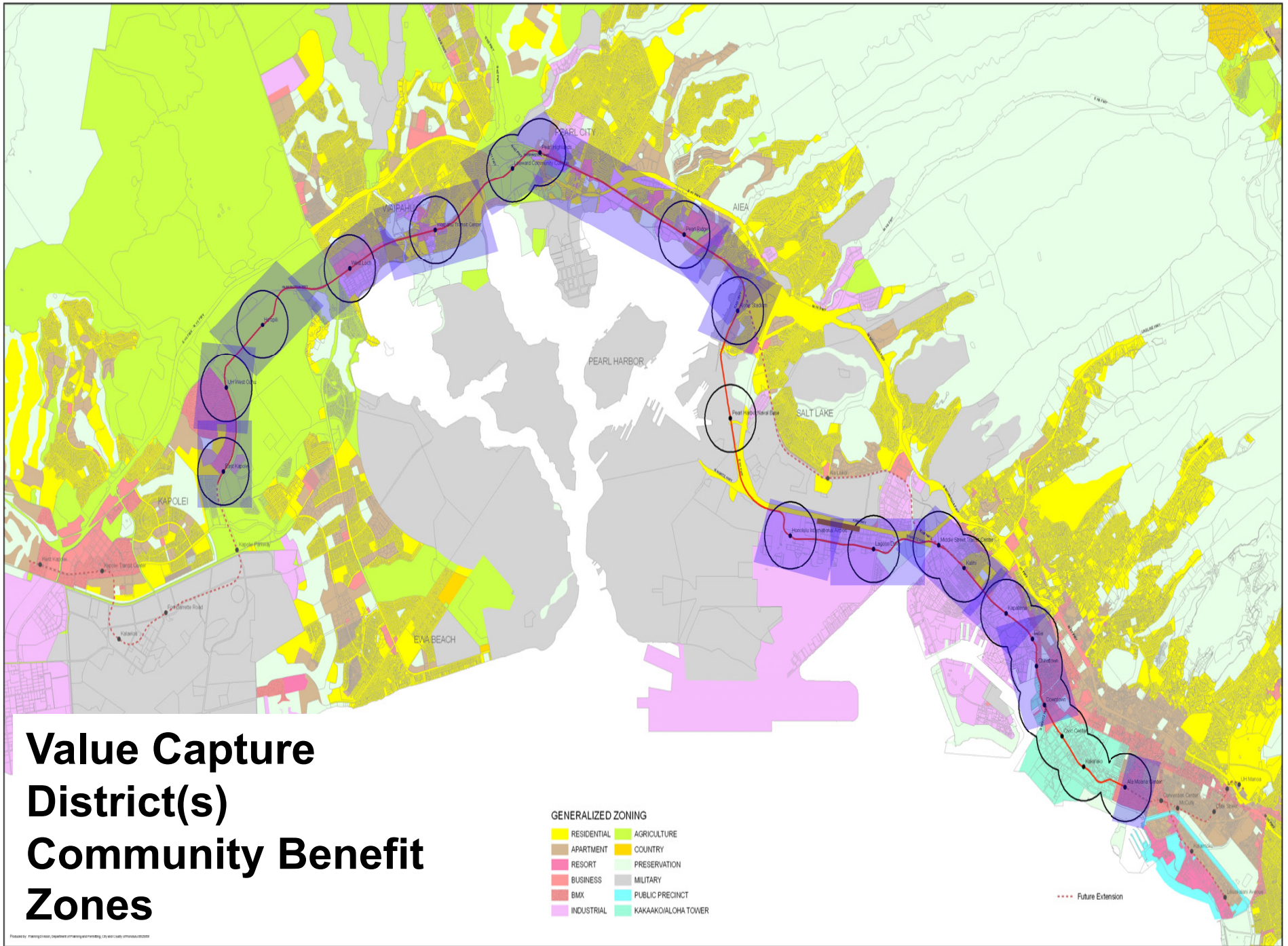
- ⇒ Build on existing federal, state, and county housing programs through public-private partnerships
- ⇒ Compliment current Neighborhood TOD Plans and future policy updates
- ⇒ Provide programming capacity to support integrated housing and transit projects
- ⇒ Identify housing units and land along the transit corridor for preservation, rehabilitation, acquisition and infill development.
- ⇒ Coordinate funding to secure property for workforce housing and provide and provide TOD housing finance tools for pre-development, land banking, rehabilitation, and other activities.
- ⇒ Revise regulatory processes.

■ Proposed Project Budget

- ⇒ \$4 million total: \$3m from HUD grant, \$1m from Honolulu's Housing Development Special Fund
 - ⇒ Additional in-kind contribution of staff time and partners
 - \$3,500,000 seed money for housing
 - \$500,000 for staffing, consultants & research
 - \$3,600,000 million Total
-

Strategies

1. Focus on creating mixed-income workforce housing opportunities near transit .
 2. Engage employers and employee unions to expand employer assisted rental housing programs;
 3. Focus on preservation of existing housing units and; opportunities for acquisition and rehabilitation/adaption of existing structures;
 4. Actively pursue modifications to state and local regulatory policies to reduce impediments to create more affordable, energy-efficient housing.
-



Summary TOD Efforts

Completed

- **Station area plans for 8 stations**
- **Value Capture and market analysis for transit corridor**
- **First community-wide meeting held on July, 2007 at Leeward Community College. Second community-wide meeting held on April, 2010 at Farrington High School. Over 50 public meetings held in association with TOD planning efforts.**
- **Proposed 4 bills to the legislature in 2010**
- **In 2006, toured cities with successful TOD program. In addition to city staff, participants included elected officials, state representatives and private sector representatives**
- **Held 2 Symposiums featuring national experts**

In Progress/Future actions

- **11 station area plans underway**
 - **Land Use Ordinance review & revisions**
 - **Transition to Honolulu Area Transit authority**
 - **Awarded Community Challenge Grant from the Department of Housing & Urban Development to implement a TOD-Affordable Housing project**
-

PARTNERSHIP APPROACH:

Collective, long-term, sustained, and strategic investments are needed in order to produce important community development outcomes. In addition to brokering a common agenda, these partnerships are building the capacity of community-based groups and other stakeholders to ensure strong local leadership. These coalitions help increase the flow of resources into neighborhoods, define and execute market-based strategies, and develop new approaches to creating and seizing neighborhood development opportunities.

partnership
approach

sophisticated
market
analysis

regional
connections

targeted
neighborhood
planning

marketing
neighborhoods

aggressive
land
assembly

housing
development/
rehab tools

economic
development

procedures
that measure
impact