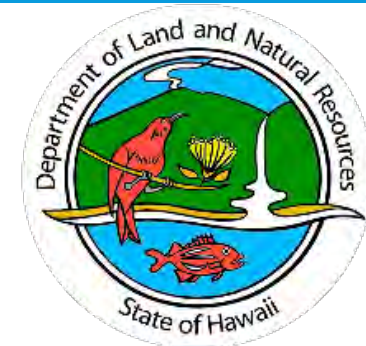




Ala Wai Small Boat Harbor

Redevelopment Plan



- To better serve Hawaii's boating public, DOBOR developed a Strategic Plan in 2019.
- The 2019 Strategic Plan calls for a Public-Private Partnership (P3) management model at DOBOR facilities.
- DOBOR's planned Request for Proposals (RFP) is for a lease of fast lands at Ala Wai Small Boat Harbor.
- There is significant interest in leasing submerged lands at Ala Wai Small Boat Harbor, which requires a statutory amendment (HB1089).

STATUTORY AUTHORITY TO LEASE BOATING FACILITIES

§200-2.5 Disposition of state boating facility properties. (a) Notwithstanding any law to the contrary, the board may lease fast lands and submerged lands within an existing state boating facility by public auction, a request for proposals, or by direct negotiation pursuant to section 171-59 and chapter 190D, for private development, management, and operation; provided that any lease of fast lands or submerged lands pursuant to a request for proposals shall be subject to section 200-2.6, regardless to which state boating facility the fast or submerged lands are attached. Act 299, SLH 2001

[§200-2.6] Ala Wai boat harbor; leases. The fast lands and submerged lands of the Ala Wai boat harbor that may be leased include the following:

- (1) All fast lands and submerged lands described in the request for qualifications or request for proposals issued by the division of boating and ocean recreation of the department on November 25, 2008;
- (2) The fast land described as a portion of tax map key: (1) 2-3-37-12, composed of approximately 112,580 square feet, presently used for harbor offices and permitted vehicular parking; and
- (3) The fast land described as a portion of tax map key: (1) 2-3-37-12, which is a triangular area located Diamond Head of Mole B, presently used for permitted vehicular parking. [L 2011, c 197, §2]

DOBOR BACKGROUND



- Act 272 (1991) transferred 13 mandates from DOT to DLNR for small boat harbors (SBH) and ocean recreation management, creating DOBOR. The transfer included \$300 million in deferred maintenance but no additional funding to address the backlog.
- DOBOR Regulatory scope:
 - All ocean activities occurring within 3 nautical miles from the shorelines of each island
 - 16 small boat harbors (SBHs)
 - 17 standalone boat launch ramps
 - 6 piers, wharves, and docks
 - 8 offshore mooring areas
 - Waikiki Beach and Kaanapali Beach
 - Registration and titling for approx. 14,000 vessels operating in Hawaii waters
 - Approx. 2,000 SBH mooring permittees statewide; approx. 870 commercial permittees statewide
- 127 positions authorized: 93 filled, 34 vacant (~30% vacancy rate).

DOBOR'S STATUTORY MANDATES

HRS Section 200-3:

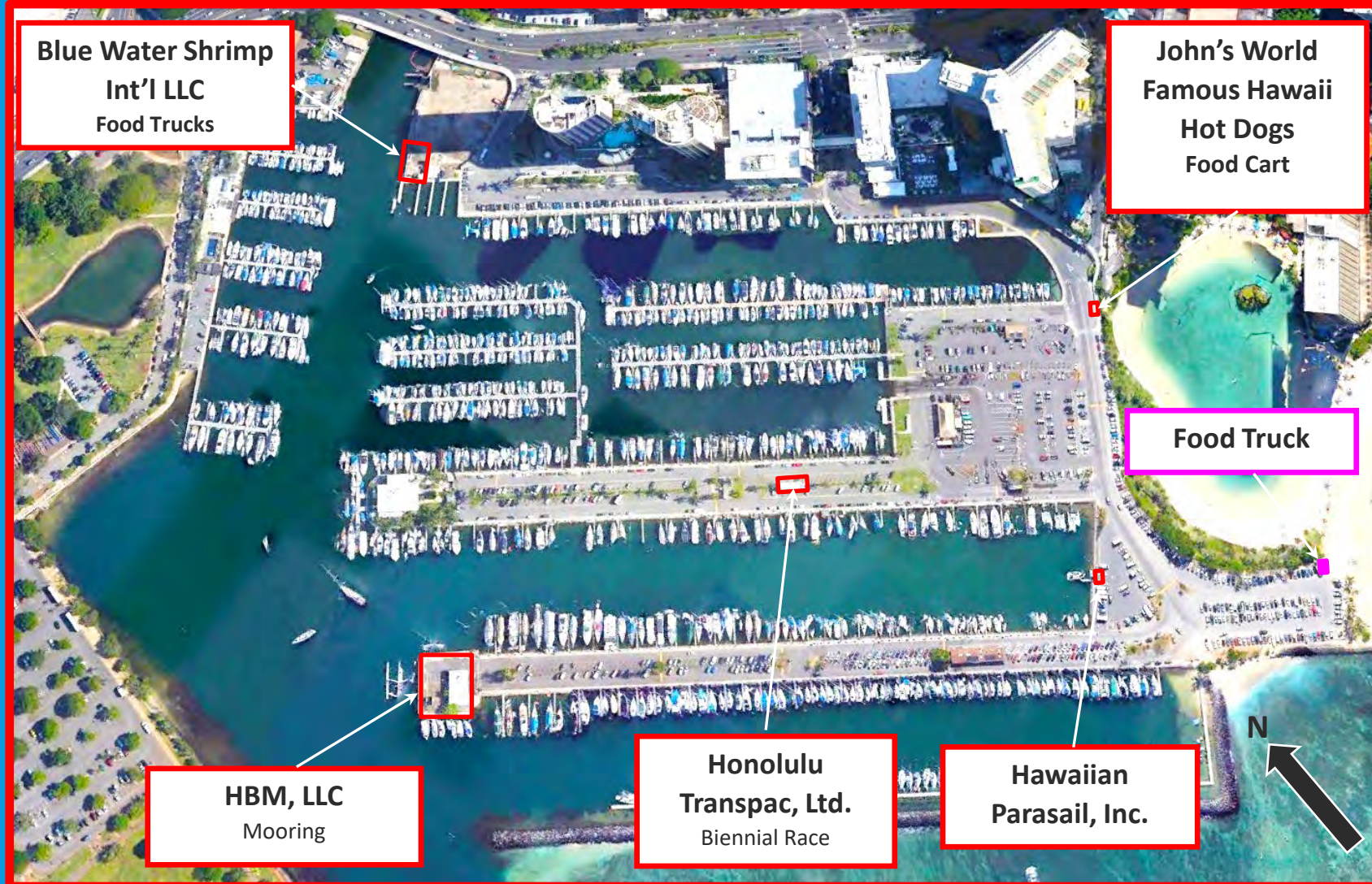
1. Managing and administering the ocean-based recreation and coastal areas programs of the State;
2. Planning, developing, operating, administering, and maintaining small boat harbors, launching ramps, and other boating facilities and associated aids to navigation throughout the State;
3. Developing and administering an ocean recreation management plan;
4. Administering and operating a vessel registration system for the State;
5. Regulating the commercial use of state waters and marine resources, including operations originating from private marinas;
6. Regulating boat regattas and other ocean water events;
7. Administering a marine casualty and investigation program;
8. Assisting in abating air, water, and noise pollution;
9. Conducting public education in boating safety;
10. Administering the boating special fund;
11. Assisting in controlling shoreline erosion;
12. Repairing seawalls and other existing coastal protective structures under the jurisdiction of the State; and
13. Removing nonnatural obstructions and public safety hazards from the shoreline, navigable streams, harbors, channels, and coastal areas of the State.

ALA WAI SBH BACKGROUND



- The Gateway to Waikiki
- Constructed in the 1950s
- Largest small boat harbor in the State
- 747 boat slips
- 900 vehicle parking stalls
(329 Paid, 312 Permitted, 300 Free)
- Dry storage for 22 vessels on trailers
- Liveaboards: Up to 129 allowed by statute,
41 currently permitted

Current Dispositions:



- 5 Revocable Permits
- 1 Food Truck (Concession)
- 1 Parking RP
- 3 Leases

Current Dispositions:

- 5 Revocable Permits
- 1 Food Truck (Concession)
- 1 Parking RP
- 3 Leases



LEGEND
 Paid Parking (329 Stalls)
 Permit Parking (312 Stalls)
 Free Recreational Parking (300 Stalls)



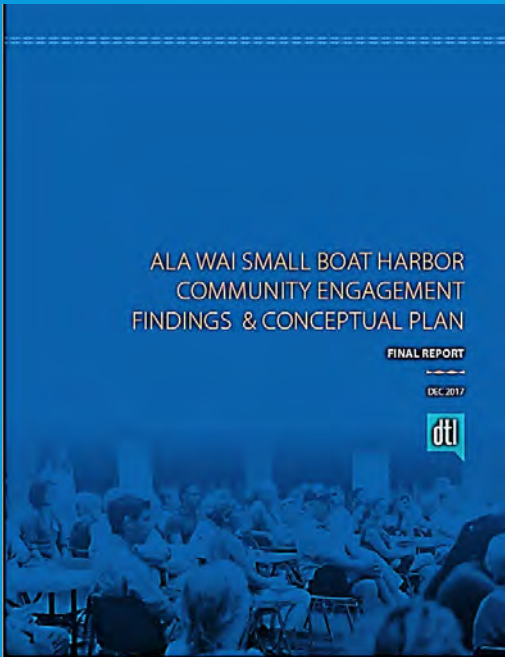
Current Dispositions:

- 5 Revocable Permits
- 1 Food Truck (Concession)
- 1 Parking RP
- 3 Leases



1st RFP for Ala Wai SBH

- **2008** RFP for Upgrades to:
 - Haul-Out Lot
 - Fuel Dock
- **2009** Honey Bee USA, Inc. selected as developer.
- **2010** Due diligence: EA, soils test & County permits.
- **2011** Amendment to extend the deadline to address concerns resulting from due diligence.
- **2012** Statutory exemption from County permits & amendment to plan.
- **2013** 55-year lease issued to Honey Bee USA, Inc.
- **2015** Lease termination due to lessee bankruptcy.



2nd RFP Planning (2017)

- Hired DTL LLC
- Numerous community engagement meetings
- Conceptual Plan provided to DOBOR for 2nd RFP, based on community input





2nd RFP Attempt (2019)

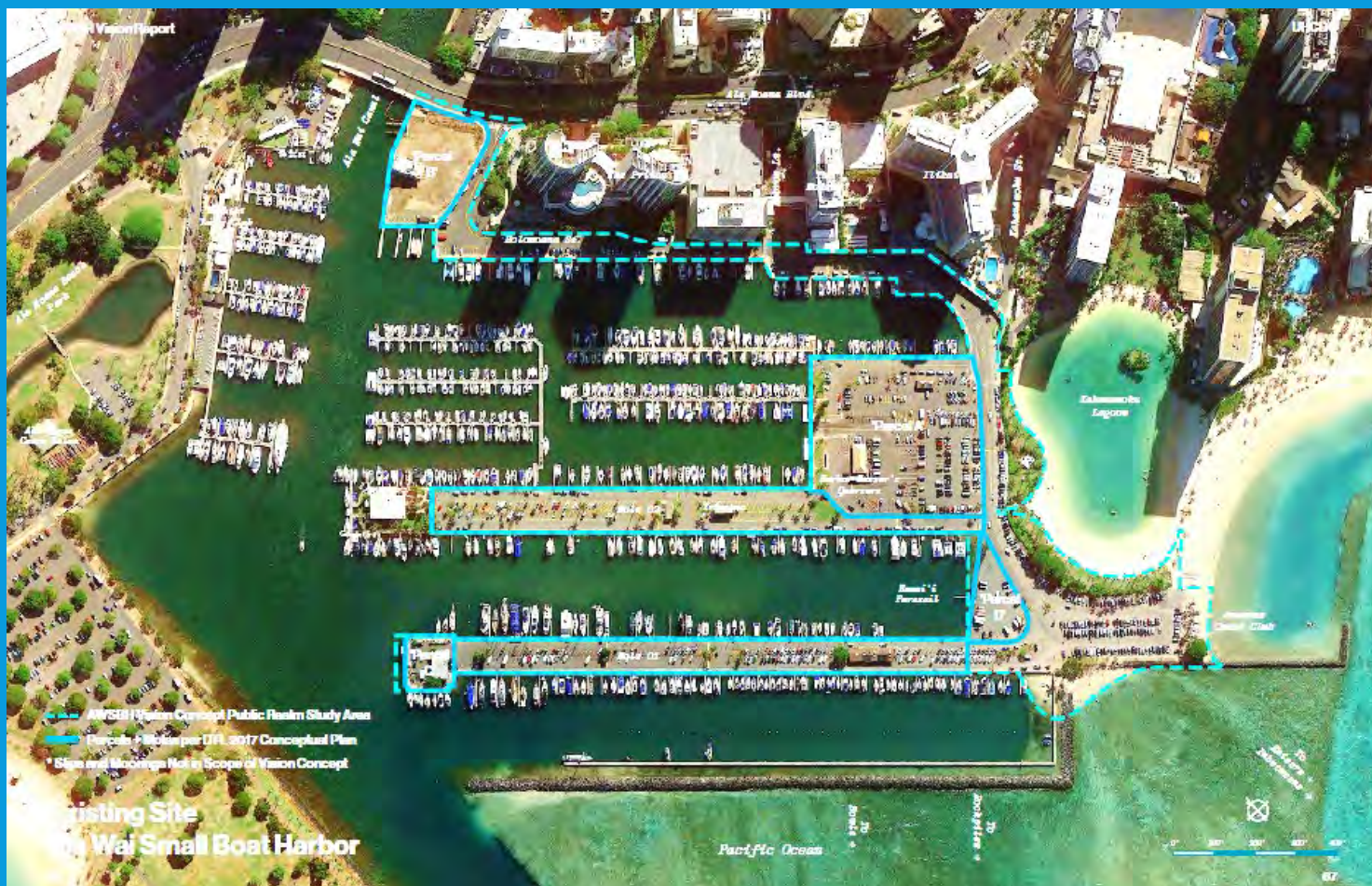
- For developing the harbor to meet the needs of users.
- Seeking improved aesthetics as the gateway to Waikiki & improve facility management.
- Additional parcels added for development.

Did not result in any acceptable proposals.



2022 Vision Plan

- Hired University of Hawaii Community Design Center to create a vision plan for Ala Wai Small Boat Harbor
- Based on existing zoning, special design district criteria, and Waikiki gateway design guidelines.
- Vision Plan includes 2 design proposals.



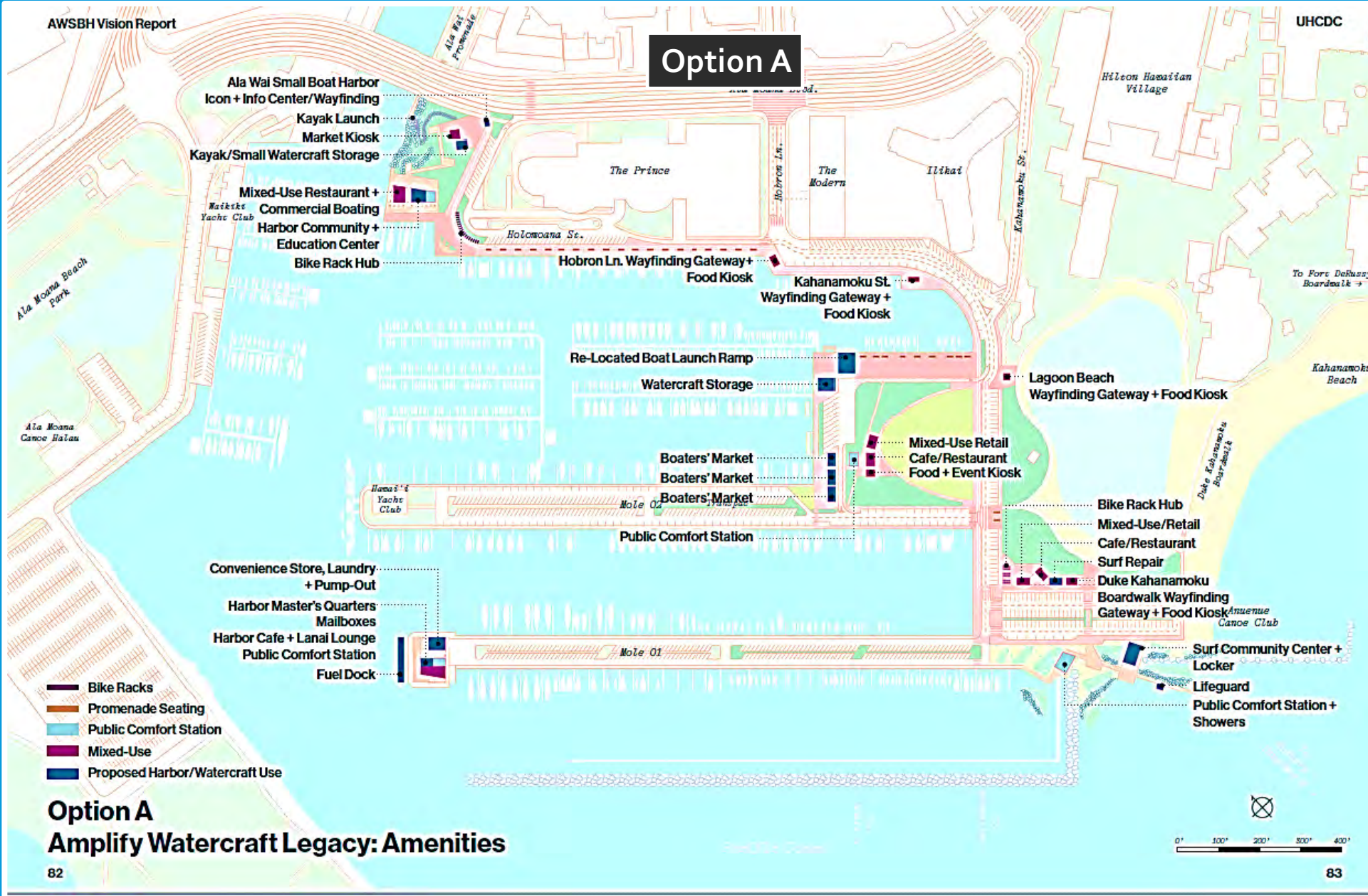
3rd RFP Attempt (On Hold)

Based on 2022 Vision Plan,
which incorporated:

- Stakeholder Engagement
- Environmental Considerations
- Traffic considerations
- Green Space requirements
- Sea Level Rise factors

The Board of Land and Natural Resources approved issuance of this RFP in October 2022.

Option A

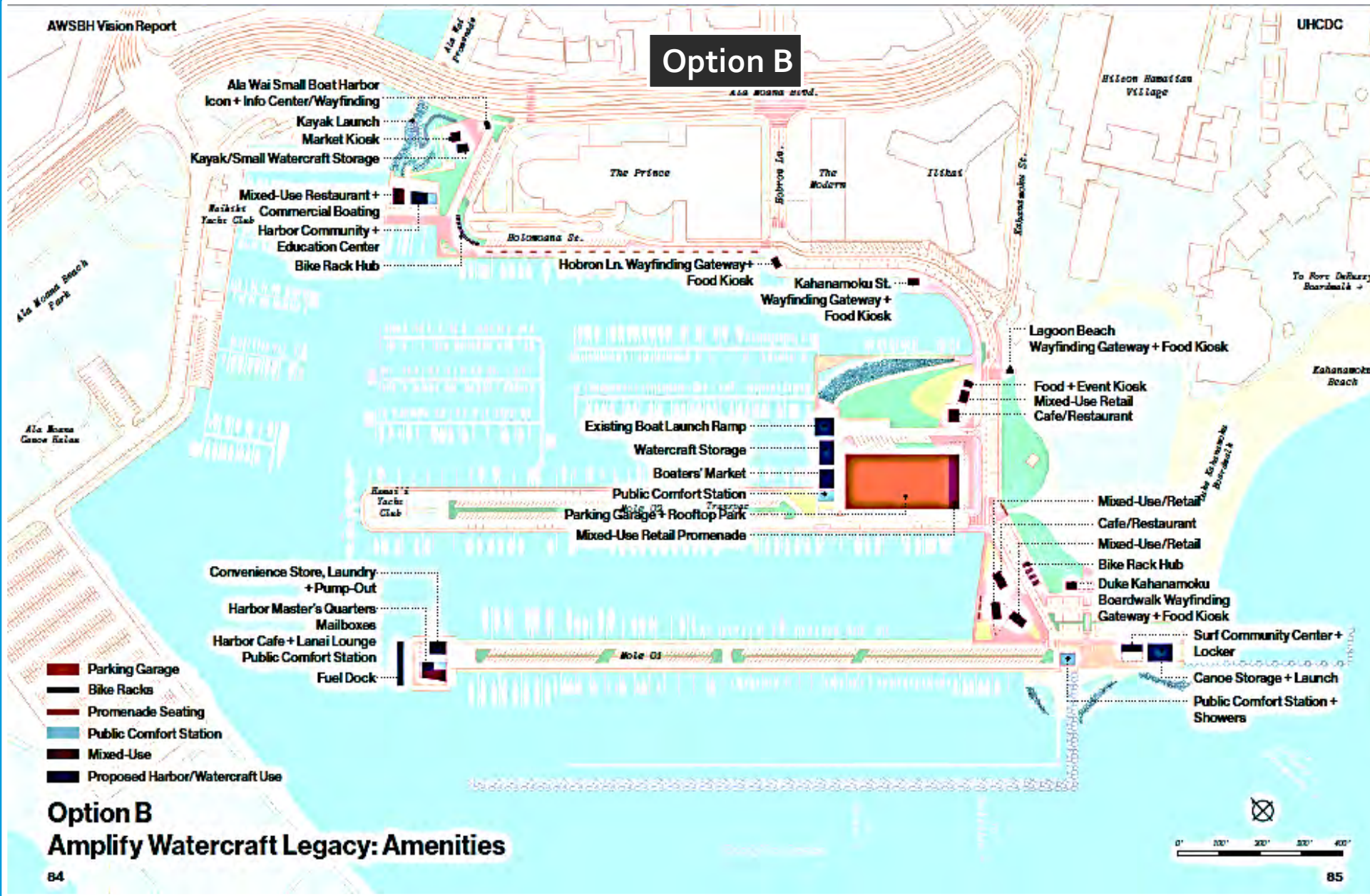


Option A
Amplify Watercraft Legacy: Amenities

Option A

- Gateway to Waikiki Education & Community Center
- Bike Rack Hubs
- Watercraft Launches
- Waterpark
- Surf Community Center
- Duke Kahanamoku Board Walk
- Restaurants & Other commercial Areas

Option B



Option B
Amplify Watercraft Legacy: Amenities

Option B

- Convenience Store
- Laundry
- Storage/Lockers
- Parking Structure
- Kiosks
- New Harbor Master Office
- Fuel Dock

Option A

PROJECT COST SUMMARY				
PROJECT: ALA WAI SMALL BOAT HARBOR	ESTIMATE NO.: 21-022			
LOCATION: HONOLULU, OAHU, HAWAII	PROJECT NO.: NA	DATE: 5/5/2022		
ARCHITECT: UHDC	SUBMITTAL: CONCEPTUAL R&M	CHECKED BY: B. KATAYAMA		
QTY BY: E. YAMAMOTO	PRICES BY: E. YAMAMOTO	DATE CHECKED: 5/5/2022		
DESCRIPTION	QTY	UNIT	UNIT COST	TOTAL

PROJECT COST SUMMARY

COST BELOW INCLUDES ESCALATION TO MIDPOINT OF CONSTRUCTION, LOCATION FACTOR, DESIGN CONTINGENCY, AND CONTRACTOR MARKUPS

OPTION 'A'

MOBILIZATION/ DEMOBILIZATION	1	LS		\$94,215,811
CIVIL- SITEWORK/ IMPROVEMENTS	1	LS		\$84,194,419
CIVIL - MECHANICAL UTILITIES	1	LS		\$18,604,847
SITE ELECTRICAL/ TELECOM	1	LS		\$23,737,219
LANDSCAPING - PLANTING	1	LS		\$12,327,315
LANDSCAPING - PLAZA + PROMENADE	1	LS		\$12,176,552
RE-PAVING VEHICULAR	1	LS		\$10,264,743
*NUMBERS ABOVE INCLUDE ALL AREAS IN OPTION A				
HARBOR COMMUNITY + EDUCATION CENTER	1	LS		\$14,135,407
WATERCRAFT PARK	1	LS		\$9,804,968
DUKE K. BOARDWALK KIOSKS + BIKE HUB	1	LS		\$3,840,725
SURF COMMUNITY CENTER	1	LS		\$7,265,514
MARITIME WELCOME CENTER	1	LS		\$19,150,162
PUBLIC REALM	1	LS		\$1,037,167
DUKE K. BOARDW. STORMW. GARD+GATEWAY	1	LS		\$609,469
*NUMBERS ABOVE INCLUDE ONLY STRUCTURES				
TOTAL ESTIMATED CONSTRUCTION COST, ROUNDED,	1	LS		\$251,364,319
				\$251,000,000

Option B

PROJECT COST SUMMARY				
PROJECT: ALA WAI SMALL BOAT HARBOR	ESTIMATE NO.: 21-022			
LOCATION: HONOLULU, OAHU, HAWAII	PROJECT NO.: NA	DATE: 5/5/2022		
ARCHITECT: UHDC	SUBMITTAL: CONCEPTUAL R&M	CHECKED BY: B. KATAYAMA		
QTY BY: E. YAMAMOTO	PRICES BY: E. YAMAMOTO	DATE CHECKED: 5/5/2022		
DESCRIPTION	QTY	UNIT	UNIT COST	TOTAL

PROJECT COST SUMMARY

COST BELOW INCLUDES ESCALATION TO MIDPOINT OF CONSTRUCTION, LOCATION FACTOR, DESIGN CONTINGENCY, AND CONTRACTOR MARKUPS

OPTION 'B'

MOBILIZATION/ DEMOBILIZATION	1	LS		\$42,769,764
CIVIL- SITEWORK/ IMPROVEMENTS	1	LS		\$86,084,843
CIVIL - MECHANICAL UTILITIES	1	LS		\$18,604,847
SITE ELECTRICAL/ TELECOM	1	LS		\$23,737,219
LANDSCAPING - PLANTING	1	LS		\$11,208,886
LANDSCAPING - PLAZA + PROMENADE	1	LS		\$11,406,696
RE-PAVING VEHICULAR	1	LS		\$11,056,676
*NUMBERS ABOVE INCLUDE ALL AREAS IN OPTION B				
HARBOR COMMUNITY + EDUCATION CENTER	1	LS		\$14,135,407
WATERCRAFT PARK	1	LS		\$102,128,850
DUKE K. BOARDWALK KIOSKS + BIKE HUB	1	LS		\$5,363,328
SURF COMMUNITY CENTER	1	LS		\$9,142,037
MARITIME WELCOME CENTER	1	LS		\$19,150,162
PUBLIC REALM	1	LS		\$1,037,167
DUKE K. BOARDW. STORMW. GARD+GATEWAY	1	LS		\$609,469
*NUMBERS ABOVE INCLUDE ONLY STRUCTURES				
TOTAL ESTIMATED CONSTRUCTION COST, ROUNDED,	1	LS		\$356,445,353
				\$356,000,000

Estimated Development Costs

Option A:
\$251,000,000

Option B:
\$356,000,000



Mahalo



Modernizing Ocean Recreation Management in Hawai`i

Strategic Action Plan - 2019

Department of Land
and Natural Resources

Division of Boating
and Ocean Recreation



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Message from the Administrator

When I assumed control over the Department of Land and Natural Resources' Division of Boating and Ocean Recreation (DOBOR) in 2007, I immediately made changes to improve its service and efficiency. At first the changes were incremental. In recent years the changes have grown in scope, influence, and impact to address statewide issues and needs.

Now I feel it is time for the most sweeping, significant set of changes we have ever pursued, which will change the entire character of DOBOR. This strategic plan lays out an ambitious course we have chosen for the foreseeable future. There are opportunities for everyone to play a part in the transformation about to take place. We invite you to join us in partnership.

So, to offer a preview of what is to follow, the Division of Boating and Ocean Recreation (DOBOR) proposes a win-win strategy to ensure that the small boat harbors are operated at their maximum potential and at the same time dedicate much needed staff and resources to the coastal areas program.

As the popularity of ocean recreation has grown, so too has the need to ensure the safety of users. In recent years, boating accidents have decreased nationwide, accidents involving ocean-based activities, such as paddle sports, have increased. Hawai'i is not an exception to this national trend.

In order to provide state-of-the-art services to our ocean enthusiast and recreational boating communities, DOBOR must devote greater attention to managing ocean recreation. This is a shift that demands a new, multifaceted, responsive

strategy. The division's first strategic action plan is an effort that will help make the transition over the next five years towards managing ocean recreation more efficiently and effectively. The plan confronts challenges to making this vital shift and lays out the critical actions DOBOR will take to achieve its goal. We welcome input and discussion as we implement this strategic plan.

Each year, progress towards our goal will be measured and evaluated. The strategic plan will help the division prioritize achievable and specific tasks that contribute to the strategic objectives. In this way, we plan to make ocean recreation in Hawai'i, in a myriad of forms, safe and enjoyable for all.



Edward R. Underwood
Administrator
Division of Boating and Ocean Recreation
Department of Land and Natural Resources

DOBOR's strategic plan advocates a public-private partnership (PPP) approach to harbor management. The plan is divided into three sections: The introductory section presents a brief overview and history of DOBOR, the current state of the division, and an overview of the strategic plan. The following section, "Where We Are Going," provides a closer look at the public-private partnership strategy and how it would enable the division to achieve key goals. Finally, the third section, "The Roadmap to Getting There," lays out the path to implementation.

The Early Years

During the 1991 legislative session, via Act 272, Session Laws of Hawai‘i, the Legislature transferred the boating and coastal areas program from the Department of Transportation (DOT) to the Department of Land and Natural Resources (DLNR). Out of necessity, the Division of Boating and Ocean Recreation (DOBOR) was born within DLNR.

DOBOR was made responsible for regulating recreational and commercial use of State small boat harbors, moorings, and facilities as well as most activities occurring in and on State waters. DOBOR’s regulatory scope covers a wide range of ocean-related matters, from issuance of use permits for harbors and ocean recreation management areas to regulation of ocean activities, such as diving, kayaking, surfing, and jet skiing. These governmental regulatory functions are contained in thirteen mandates (Hawai‘i Revised Statutes §200-3), which act as guidelines for serving the State:

1. Managing and administering the ocean-based recreation and coastal areas programs of the State;
2. Planning, developing, operating, administering, and maintaining small boat harbors, launching ramps, and other boating facilities and associated aids to navigation throughout the State;
3. Developing and administering an ocean recreation management plan;
4. Administering and operating a vessel registration system for the State;
5. Regulating the commercial use of State waters and marine resources, including operations originating from private marinas;
6. Regulating boat regattas and other ocean water events;
7. Administering a marine casualty and investigation program;
8. Assisting in abating air, water, and noise pollution;
9. Conducting public education in boating safety;
10. Administering the boating special fund;
11. Assisting in controlling shoreline erosion;
12. Repairing seawalls and other existing coastal protective structures under the jurisdiction of the State; and
13. Removing non-natural obstructions and public safety hazards from the shoreline, navigable streams, harbors, channels, and coastal areas of the State.

DOBOR operations have been funded primarily by the Boating Special Fund. The Boating Special Fund was established by the Hawai‘i State Legislature in the early 1970s. The sources of revenue for the Boating Special Fund include harbor fees, mooring fees, commercial fees, a portion of the State’s fuel tax, and lease rent from property under DOBOR’s jurisdiction. DOBOR also receives a federal grant through the U.S. Coast Guard (USCG) for the State’s boating safety campaign. The federal funds are a 50/50 match. Capital improvement projects are funded through bonds authorized by the Legislature when possible.

At the time of the division’s transfer from DOT to DLNR, there was approximately \$300 million dollars in deferred maintenance in the recreational small boat harbors, launch ramps, and other related facilities. Some progress has been made, but this list continues to grow as the facilities age.

The management and operation of the State’s boating facilities is only one of the thirteen mandates associated with the boating and coastal areas program. Running small boat harbors has always consumed the majority of DOBOR’s personnel hours and resources, yet the thirteen statutory mandates require an equal allocation of resources between boating and ocean recreation management.

Where We Are Now

Revenue generated through DOBOR's funding sources, has never been sufficient to keep pace with ever-increasing demands for maintenance and services.

Ala Wai Small Boat Harbor has undergone substantial improvements since DLNR assumed management. But it is always in need of repairs and maintenance. The waters of the harbor also collect marine debris from the densely populated community. Damaged infrastructure and polluted waters detract greatly from the harbor's appeal. Situated in a key tourism area, it could offer more to Hawai'i's people and visitors.

The Ala Wai Small Boat Harbor is just one example of a State small boat harbor that can be better managed in order to protect the resource sustainably and serve the people of Hawai'i. Situated near Ala Moana Center, a premier retail complex that draws 48 million shopping visitations annually, the Ala Wai should offer safe and aesthetically pleasing facilities. Yet, the harbor languishes in disrepair.

Although the Ala Wai stands out as the highest net income-generating harbor, its earning potential remains untapped. Like other State harbors, the harbor itself underperforms in revenue; it is the parking revenues that account for Ala Wai Small Boat Harbor's comparative "success." Transforming the facility requires a revision of management strategy to enable the asset to generate greater revenues, a change that is possible through public-private partnerships.



At the core of the problem lies an inefficient harbor management model. Although harbor management represents just a single statutory mandate, it depletes a disproportionate share of DOBOR's personnel resources. Furthermore, investing substantial funds and staff into the harbors has not produced a commensurate return.

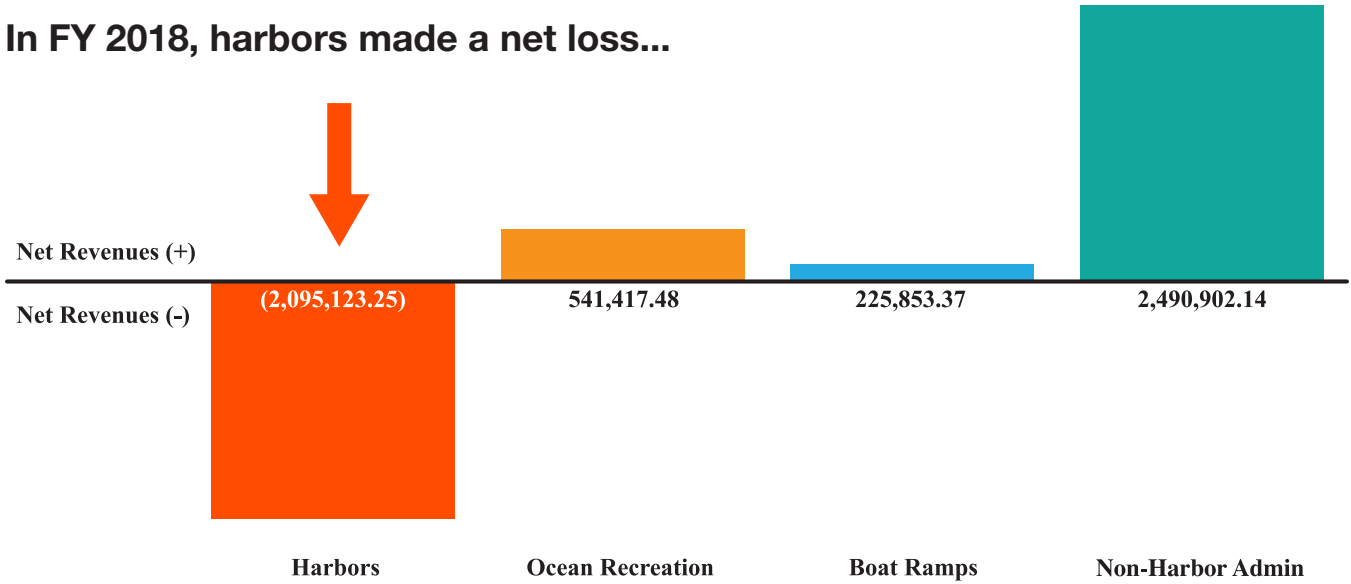
Revenue generated by the harbors does not even begin to offset management and maintenance costs. For the past several years, harbor management as a whole operated at a net loss. In fiscal year (FY) 2018, for example, Hawai'i's small boat harbors incurred a net loss of nearly \$2 million while consuming 69% of staff resources.

In fact, over the past five years, an average of as much as 84.2% of staff resources were allocated towards harbor management.

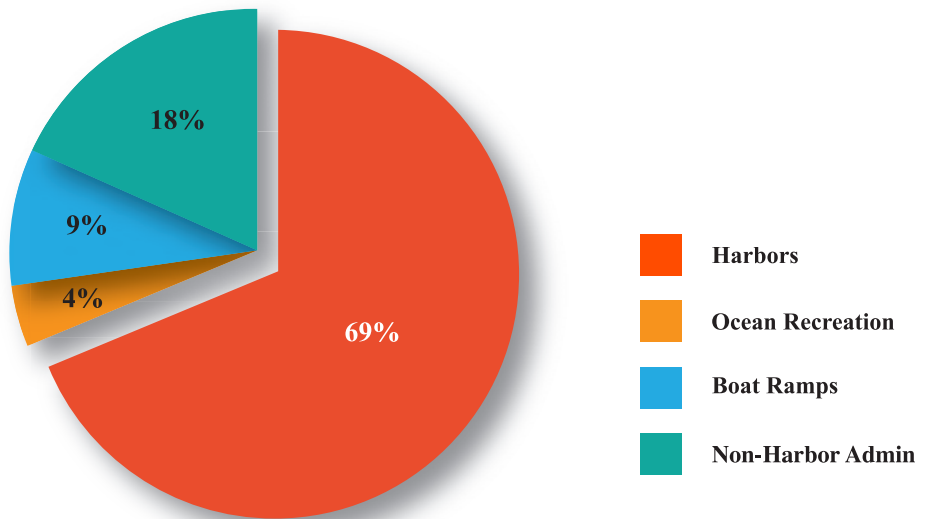
This drain on staff and funding underlies root causes of the division's inability to adequately execute its statutory mandates.

The coastal areas program has grown immensely over the years, continually adding to DOBOR's list of responsibilities even though DOBOR has no dedicated staff or dedicated funding to address this mandate.

In FY 2018, harbors made a net loss...



... Yet consumed most of staff resources



Staff Resources

Correcting Course

In Hawai‘i, on every island, we are never more than an hour from the ocean. Hawai‘i’s residents and more than nine million visitors each year use the nearshore waters for swimming, recreational fishing, surfing, snorkeling and more. Our boating community is small but diverse. Our nearshore waters are rich with marine life. Above and below the water, and on the shores, millions of people use and enjoy Hawai‘i’s oceans. Almost monthly, a new type of device is being introduced to our waters or an already present device is being used in a different way. But the boom in ocean recreation, the weather, and Hawai‘i’s landscape and culture - the engine that keeps Hawai‘i’s economy healthy - does not result in a windfall in funding for DLNR or DOBOR.

By seizing opportunities and changing the way it does business, DOBOR has slowly adapted and evolved. By 2019, with good leadership, DOBOR has built a financial base to meet many, but not all, of its needs. This is quite an achievement in itself, taking into account DOBOR’s history and origins, but that is only a small piece of the puzzle compared with what is to come. The management model that DOBOR inherited at its inception does not allow the division to fulfill its statutory mandates and meet its needs – it was and continues to be a system that shackles the division. But, this failing system also presents a challenge and an opportunity to embrace change.



Strategic Plan Overview

In the absence of increased funding and staff, DOBOR is working smarter, and more efficiently, to fulfill its mandates and reach its potential. *The division is proposing to shift to public-private partnership small boat harbor management, moving staff away from day-to-day direct harbor management, allowing staff to prioritize the exclusive governmental functions of ocean recreation management, rulemaking, oversight, and enforcement.* To do this, DOBOR has developed a Strategic Plan for modernizing and revitalizing Ocean Recreation Management in Hawai‘i.

The plan will:

- Serve as a forward-looking roadmap that will guide DOBOR in developing an effective management model, sustainably managing the State’s assets, and protecting the natural resources in the face of a growing visitor economy and changing environment.
- Communicate DOBOR’s strategic priorities to decision-makers, staff, and partners effectively, so that they can gain a clear understanding of these priorities and can assist with implementation efforts.
- Identify strategic plan priorities in the State’s annual budget for DOBOR and DLNR.
- Detail a critical shift in management practices and philosophy that will help DOBOR fulfill its intended purpose.

Strategic Plan Direction

The strategic plan presents a future-oriented vision for the division: to modernize and revitalize *ocean recreation management* in Hawai‘i through a strategic redesign of DOBOR’s system for small boat harbor, staff, resource, and asset management.

DOBOR’s vision is aligned with its mission and calls for a shift away from its current practice of directly managing harbors achieved through a public-private partnership (PPP) asset management strategy. The PPP approach is a proven model that has demonstrated success for harbors in almost every other jurisdiction in the nation. This shift will allow DOBOR to execute its State functions more effectively and facilitate efforts to accomplish three main goals:

Goal 1: Expand ocean recreation management to meet DOBOR’s statutory mandate

Ocean recreation plays a substantial role in Hawai‘i’s economy, community, and culture. DOBOR needs to balance its focus between boating and ocean recreation management by shifting greater attention towards the latter. Expanding ocean recreation management will allow DOBOR to provide a safe and enjoyable experience for all residents and visitors on all State waters, not just within boating harbors and facilities.

Goal 2: Provide world-class boating facilities and services

As a State with a significant number of ocean recreation enthusiasts and millions of residents and visitors alike who participate in ocean-based activities, Hawai‘i should have the facilities and services required to meet the needs of these populations. State harbors are in desperate need of maintenance, improvements, and other developments necessary to adequately meet the expectations of the public.

Goal 3: Effectively manage DOBOR’s real property

The State is underutilizing the opportunity to generate revenue from State-owned fast lands. Fast lands have immense commercial development potential to attract greater foot traffic in harbor areas and yield higher income to the State. Through this strategic plan, DOBOR can realize a more efficient management and development scheme that takes advantage of this opportunity.

Where We Are Going - Fixing the System

DOBOR's plan fully leverages the advantages of public-private partnerships to empower DOBOR to fulfill its statutory mandates and its ambitions for Hawai'i's small boat harbors and ocean recreation management.

The plan entails achieving balance between boating and ocean recreation mandates by allocating more resources to developing excellent and effective ocean recreation

management while continuing to streamline core boating functions. The division aims to establish a robust public-private partnership-based system statewide to transform its recreational harbors into world-class marinas that meet the needs of millions of residents and visitors. At the same time, optimization enabled by public-private partnerships will free DOBOR staff to provide much-needed safety, education and enforcement for the State's ocean enthusiasts.



The Solution: A Public-Private Partnership Approach

Public-private partnerships hold the key to a strategic redesign that enables harbors to operate at their maximum potential while staff engage in managing ocean recreation.

Public-private harbor management, a proven approach that has demonstrated success for jurisdictions across the country, offers the optimal approach.

States that have partnered with private entities have found that private organizations can conduct harbor management successfully and efficiently. For these states, partnerships have brought in capital for much-needed infrastructure development, optimized revenue to honor the public interest, and freed up resources to allocate towards other needs, advantages that Hawai‘i direly needs.

*Public-private partnerships allow the State access to the advantages private companies offer **WITHOUT** privatization.*

Public-private partnerships allow the State to access key advantages private companies have without diminishing the State’s regulatory authority. In a public-private partnership, the State contracts harbor management or leases its assets to a private entity while retaining ownership, governmental oversight, and control of fees. Public-private partnerships are different from privatization, in which the State sells its assets, transferring ownership to a private entity. DOBOR already has demonstrated the economic viability of the concept on a small scale with Waikīkī Yacht Club, Hawai‘i Yacht Club, La Mariana Sailing Club and Ke‘ehi Marine Center. These four operations pay DOBOR just under \$825,000 per year through long-term leases of fast lands, and manage their own boating operations on those lands. Now we will attempt implementation on a larger scale encompassing entire harbor facilities.

DOBOR is prohibited from privatizing by selling its assets by State law. Instead, it recognizes that private companies offer crucial advantages over State government. Since private firms can seek funding from sources the government may not be able to access, maintenance, renovations, and other improvements can be performed more cost effectively. Moreover, because firms aim to increase their customer base, they are adept at making business decisions that satisfy consumer needs and can respond more quickly to change as needs arise. Private firms can find the most cost-effective and efficient way to manage a harbor as a business while simultaneously prioritizing customer satisfaction.

Private companies provide successful harbor management solutions across the US.

Across the United States, governments have connected with private entities to increase revenue, provide improved management and infrastructure, and ensure that State resources remain focused on critical governmental functions. While Hawai‘i is unique in that it has not fully embraced this proven strategy, it has recognized the potential benefits of allying with private companies. Harbor management by private entities is not a new idea: in 1993, the Office of State Planning pointed out that “[p]rivate enterprise can play a large role in providing necessary capital” for boating infrastructure.

The benefits of managing harbor assets in conjunction with private entities were highlighted in a recent survey. In 2017, the Hawai‘i Coral Reef Initiative (HCRI) conducted a national survey on harbor management practices, consulting and interviewing ten governments in seven states. The survey found that *only 1% of the harbors surveyed nationally were*

state-owned. States contracted harbor management out to private companies either fully or piecemeal, by service or function. These government entities have found working with private companies to be the best way to:

- Manage harbor assets efficiently in terms of revenue;
- Shift limited staff resources to areas where they are really needed (i.e. for rule-making, oversight, enforcement, and safety education);
- Develop infrastructure by partnering with private entities.

Interviewees included Chicago Park District, Illinois; New York; Titusville, Florida; and Kewalo Basin, Hawai‘i.

Chicago Park District, IL

Chicago Park District first turned to a private company to manage its ten harbors and 6,000 boat accommodations in 1995. Since partnering with Westrec Marinas of Encino, California, Chicago Park District has not looked back. The largest municipal system of harbors in the U.S., Chicago Park District Harbors offers sophisticated amenities for locals and visitors, including fueling facilities and floating docks. Over the past few years, these popular harbors have had occupancy rates greater than 98%. In the two decades following Chicago Park District's implementation of this management strategy, net revenues increased from \$0 to \$13.5 million.

New York

Like Chicago Park District, New York State has enjoyed greater revenues through partnering with a private management company. New York has the ninth highest boating community in the US, with over 400,000 registered motorized vessels and roughly 300,000 non-motorized vessels. The State has always bid out management of its harbors to private companies. One of its marinas plans to bring in as much as \$10 million over the 25-year rental period. The harbor development company that operates and maintains New York's Buffalo River Marina Complex will invest that revenue in harbor development.



Titusville, FL

After contracting a private company to manage its harbors, the City of Titusville also experienced a dramatic increase in revenues. Occupancy increased from 50% to 60% to 96%. This partnership enabled Titusville to overcome its debt of \$300,000 and generate \$120,000 in positive working capital. Managed and operated by F3 Marina, an industry leader, Titusville Marina provides full-service amenities that cater to boaters' needs. Among its many sophisticated features are fixed and floating docks, a store that sells boating equipment and cleaning gear, a fuel dispensing station, a laundry area, and WiFi throughout the facility.

Kewalo Basin, HI

Through its successful implementation of a public-private partnership (PPP) strategy, Kewalo Harbor on O'ahu has demonstrated that this approach can provide successful, effective harbor management solutions and infrastructure development to Hawai'i's harbors. Under the Hawai'i Community Development Authority's (HCDA) jurisdiction, Kewalo Basin is leased to the Howard Hughes Corporation (HHC) which contracts harbor management to Almar Marina Management Company. The former brings in capital for infrastructure development, while the latter manages the facilities.

HCDA has a very different mandate from that of DLNR/DOBOR. HRS §206E granted HCDA the power to develop areas of Honolulu and leverage public-private monies. In the case of Kewalo Basin, this authority allowed HCDA to attract a private funder (HHC) to propose capital improvements. The understanding at work here is that fair market rent set by appraisal will attract a business entity, such as HHC, to conduct the improvements. Currently, much of Kewalo Basin is slated for or undergoing planned improvements that will be funded by HHC. In these types of partnerships, because capital improvement funds come from private partners, State funds requested from the Legislature can stretch further.



A model of successful public-private partnership in Hawai‘i, beautiful Kewalo Harbor will enjoy streamlined management while offering world-class facilities through partnership with Howard Hughes Corporation.

Kewalo Harbor fronts the Ward Village area, an integrated commercial and residential setting not far from Ala Moana Shopping Center. Selected by HCDA in 2014 for a lease agreement through a competitive process, the Howard Hughes Corporation (HHC) embarked on its improvement and modernization project for Kewalo Basin in 2015. Howard Hughes Corporation is improving harbor facilities, providing better safety and security services, and upgrading docks. Howard Hughes Corporation also aims to increase foot traffic to Kewalo Harbor via strategic marketing.

In the years to come, boaters can look forward to state-of-the-art infrastructure and services. Other objectives include greater management efficiency and higher numbers of moored vessels. The future-oriented improvement plan also supports fishing, recreational vessel and tour activities while recognizing the importance of Kewalo as a valuable resource and aiming to maintain Kewalo Basin for the community.

Through the PPP strategy, Kewalo Harbor benefits from investments to improve infrastructure while the State retains regulatory oversight of the asset. This management model serves all parties: the State is free to focus on providing exclusive governmental functions, boaters gain improved facilities and services, and the resource is responsibly stewarded, maintaining the public trust.

Kewalo Basin demonstrates that the PPP model can work in Hawai‘i applied to an entire harbor facility and that large corporations are interested in investing in the islands.

As the HCRI national survey and the success of Kewalo Basin clearly indicate, public-private partnerships offer the optimal harbor management solution Hawai‘i needs. For this reason, PPPs form the crux of DOBOR’s plan to revitalize a dysfunctional harbor system. These collaborative arrangements will allow DOBOR to replace outmoded, ineffective practices with modern, proven approaches, while the Boating and Ocean Recreation Division preserves ownership of its assets and the Board of Land and Natural Resources (BLNR) retains control over fees.

When DOBOR enters into partnerships with private companies on a larger scale than it has in the past, its small boat harbors can be brought up to par with world-class marinas and other successful harbors throughout the country. This management scheme will produce better services, a more satisfied boating community, increased services, and increased capital and revenue for improvements, and, most importantly, enable the State to responsibly steward its assets and resources.

Through leveraging the advantages of public-private partnerships, DOBOR's new management model supports the division in fulfilling its duty to better serve its ocean recreation management and boating purposes. The vision for DOBOR set forth in this strategic plan supports three goals:

1. Expand ocean recreation management to meet DOBOR's statutory mandate;
2. Provide world-class boating facilities and services;
3. Effectively manage DOBOR's real property.

Each goal translates the main vision into specific actions that move this plan forward.

Goal 1: Expand ocean recreation management to meet DOBOR's statutory mandate

Through implementing the PPP strategy, DOBOR will free existing staff that it will then shift toward ocean recreation management tasks to balance its allocation of resources between its two primary statutory mandates. Contracting resource-intensive harbor management responsibilities to private partners will enable DOBOR to expand ocean recreation management and fulfill the mandate without needing to increase staff numbers. This rebalancing will empower staff to provide critical State functions for the broader ocean-user community. DOBOR will be able to serve more ocean enthusiasts through greater ocean recreation management planning, oversight, education, and enforcement, as well as meet the needs of more ocean users and recreational boaters in the State.

Goal 2: Provide world-class boating

By implementing the public-private partnership strategy and transitioning to more of an asset management model, DOBOR will not only perform necessary repairs and improvements to its small boat harbors, but again, transform them into world-class marinas. By maintaining a degree of engineering oversight in the development process, the harbors can be transformed in a way that is sensitive to community needs and concerns.

Goal 3: Effectively manage DOBOR's real property

Through the PPP model, DOBOR will streamline current operations and effectively manage its real property. DOBOR aims to transfer duties irrelevant to primary State functions to private partners, allowing the division to more fully utilize its assets by further developing its fast lands to generate revenue. Because the fast lands could bring in substantive financial resources, capitalizing on the potential of these assets presents a significant opportunity to increase revenue for core operations.

Within its fast lands, DOBOR has identified two areas with considerable revenue potential, pictured in the figure below. The figure shows an overhead view of the Ala Wai Small Boat Harbor and highlights the areas where the State generates money. The fast lands are outlined in yellow and are accompanied by a text indicator detailing the amount of revenue the land generated, based on DOBOR income statements for FY 2018. One opportunity is to enhance the fast lands that are currently under-utilized. Since these parcels can potentially generate substantial income for the State, cultivating the commercial development of these assets can

add greater value. Another is to take advantage of the vacant lot next to the Hawaii Prince Hotel. This site presents an important opportunity to attract businesses that will draw more foot traffic and encourage greater economic activity.

Once harbors under its jurisdiction are leased to companies in the partnership model, DOBOR will be able to work on optimizing revenue to the State by making the best use of its fast lands. This strategy presents a far more efficient means to yield significant revenue than expending resources on deferred maintenance for harbors operating at a net loss.

Ala Wai Small Boat Harbor Revenue Sources



**Total Revenue generated from
Fast Lands in FY2018 = \$1,914,816**

- Legend**
- Free Parking
 - Paid Parking
 - Fast Lands (includes submerged parcels)
 - Slip Fees

The Roadmap to Getting There

DOBOR’s strategic plan is divided into four phases. It begins with a preparatory stage, continues with an initial implementation phase followed by rigorous assessment, and culminates with full implementation of the PPP strategy and the achievement of all three of DOBOR’s goals. DOBOR looks forward to establishing a well-designed system that enables effective harbor management and developing balanced staff allocation between boating and ocean recreation management, providing world-class boating services, and optimizing asset revenues by 2025.

Phase 1 (2019-2020): Setting the groundwork

During the initial phase, DOBOR will make all necessary preparations to implement PPPs at its boating facilities. Currently, HRS Chapter 200 authorizes DOBOR to lease fast and submerged lands at the Ala Wai Small Boat Harbor. DOBOR will seek to clarify its authority to enter into PPPs at small boat harbors statewide through legislative action. DOBOR will then be able to move forward with a statewide PPP plan. DOBOR will identify criteria and management candidates and determine metrics to gauge performance. DOBOR will also identify revenue-generating services to be contracted out and outline tasks associated with contracting these services to private companies. At this time, DOBOR will also release requests for proposals (RFPs) for management of each of its harbors. Initial groundwork to rebalance staff between boating and ocean recreation management by apportioning greater staff resources toward the latter will also commence during this stage. The division will develop a staffing plan for adjusting staff duties to achieve a balance between harbor management and ocean recreation management tasks. DOBOR will determine prioritization of ocean recreation management tasks.

Phase 2 (2020-2021): Initiating PPP at the first harbors

Once the groundwork has been laid, DOBOR will begin implementing its newly designed public-private partnership strategy. Through the RFP process initiated in 2019, DOBOR will select private entities with which to partner and issue them long-term leases to attract funds for improvement projects. The selected companies will perform harbor management, maintenance, and improvement project tasks under the division’s supervision. During this phase, DOBOR will also formulate plans to optimize any remaining harbor revenue-generating services. This process will continue until all of DOBOR’s facilities are being managed through a PPP and are optimized to maximize returns. DOBOR will submit a report on its progress to the Legislature by the end of 2021.

Phase 3 (2022-2024): Assessing the program and building on progress

In 2022, DOBOR will begin evaluating the PPP program, assess services, revenue, cost, and maintenance. Assessment data will guide adjustments that will be made to the PPP-based management strategy in the future. At the close of 2024, DOBOR will submit a report on progress to the Legislature.

Phase 4 (2025): Implementing the partnership strategy at all DOBOR harbors

Following careful preparation and assessment during the first three phases, the fourth stage calls for establishment of a rigorously evaluated, robust public-private partnership-based management system across all harbors under DOBOR’s jurisdiction. DOBOR will advance progress toward its goal of statewide PPP harbor management by continually adding any remaining facilities and fast lands to the program, performing assessment, and making adjustments aimed at optimization. During this phase, DOBOR will complete optimization of all relevant services. DOBOR will finalize staffing and finish equally allocating staff between boating and ocean recreation management duties and attend to real property management tasks to optimize revenue from fast lands.

The course charted by this strategic plan culminates with this concluding phase, at which point maximum advantages of the partnership-based system are realized, maintained, and improved upon as necessary.

Developed after extensive dialog with marina management companies to obtain feedback, the proposed system adapts strategies that have been used successfully in other, similar programs to address the constraints DOBOR must grapple with. DOBOR proposes this public-private partnership-based harbor management program with full confidence that it will be successful, bringing the division closer to its goal of modernizing and revitalizing ocean recreation management in Hawai‘i.

2019

- Clarify statutory authority to give DOBOR ability to enter into public-private partnerships (PPP)

2020

- Legislature approves PPP at first harbor(s)
- Release requests for proposals (RFPs)

2020-2021

- Initiate PPP at first harbor(s)
- Submit report to Legislature on progress

2022-2024

- Assess first PPP harbors; services, revenue, cost, maintenance
- Submit report to Legislature on progress

2025

- Modify PPP program as necessary
- Implement PPP at all DOBOR harbors

Conclusion

DOBOR's harbors of tomorrow should be clean, modern and well-maintained. They should serve as true community centers of boating and ocean recreation activity in the islands and gateways to access a rich resource for residents and visitors alike. We have an opportunity to create a space where people congregate, meet friends and family, enjoy the ocean waters and watch the sun rise and set. When sailors arrive in Hawai'i and when residents visit our facilities, our harbors must meet or exceed expectations, offer world-class amenities, activities and resources. They should be, and can be, inviting.

The path to developing world-class facilities is very long and uncertain with DOBOR's current system of direct governmental harbor management. The current management strategy for the State small boat harbors that has been in place since they were first constructed has proven to be ineffective and is now outdated. In order to accomplish our goal to offer better services and modernize the facilities, DOBOR needs to enter into collaborations with the private sector and the community to make this vision a reality.

The coastal areas program requires DOBOR to manage all activities taking place in state waters from the shoreline and three miles out to sea. This includes regulating commercial and recreational vessel activities, maintaining aids to navigation, and assisting with protecting marine resources. However, DOBOR does not have a dedicated funding source or dedicated staff to carry out this mandate.

A win-win situation is created by entering into different management scenarios that will allow for more resources and staff time to be allocated to the coastal areas program while ensuring that the small boat harbors are maintained and by offering quality service to the community and visitors alike.

We invite you all to join in this important transition for Hawai'i's ocean community to rejuvenate our harbors and coastal areas program in Hawai'i.

It is up to us all to build on the rich and colorful ocean-going tradition of our host culture and re-establish Hawai'i as a place where our people can safely enjoy and thrive in our ocean, a magnet for international boat traffic and a hub for adventurers crisscrossing the Pacific.

— Mahalo —

August 2022

Ala Wai Small Boat Harbor Vision Report

State of Hawai'i Department of Land & Natural Resources,
Division of Boating & Ocean Recreation

University of Hawai'i Community Design Center

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Note:

This report summarizes academic proof-of-concept design research and serves as a conceptual design tool intended to inform future request for proposals for the Ala Wai Small Boat Harbor. This report does not serve as a traditional planning document.

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Division of Boating and Ocean Recreation Boating Facilities on the Island of O'ahu

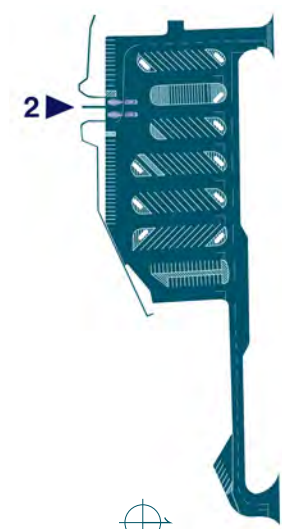




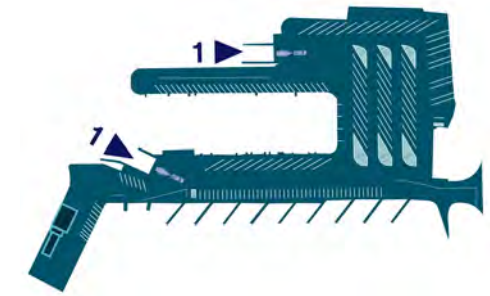
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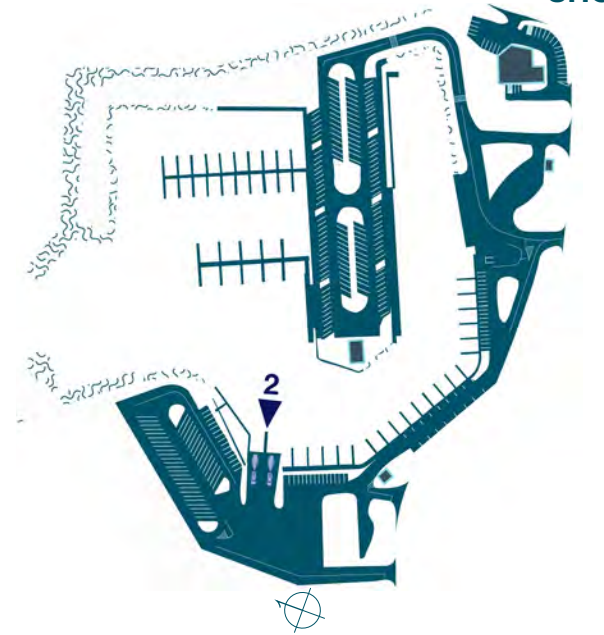
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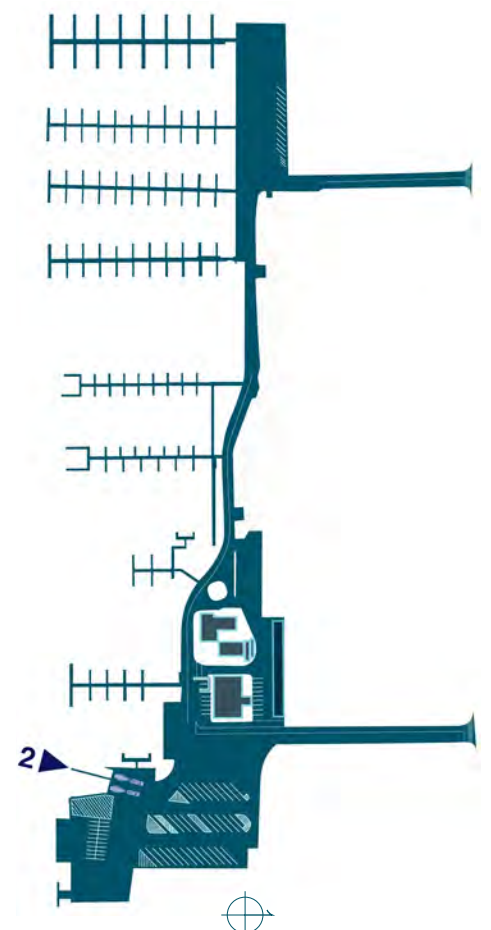
Maunalua Bay



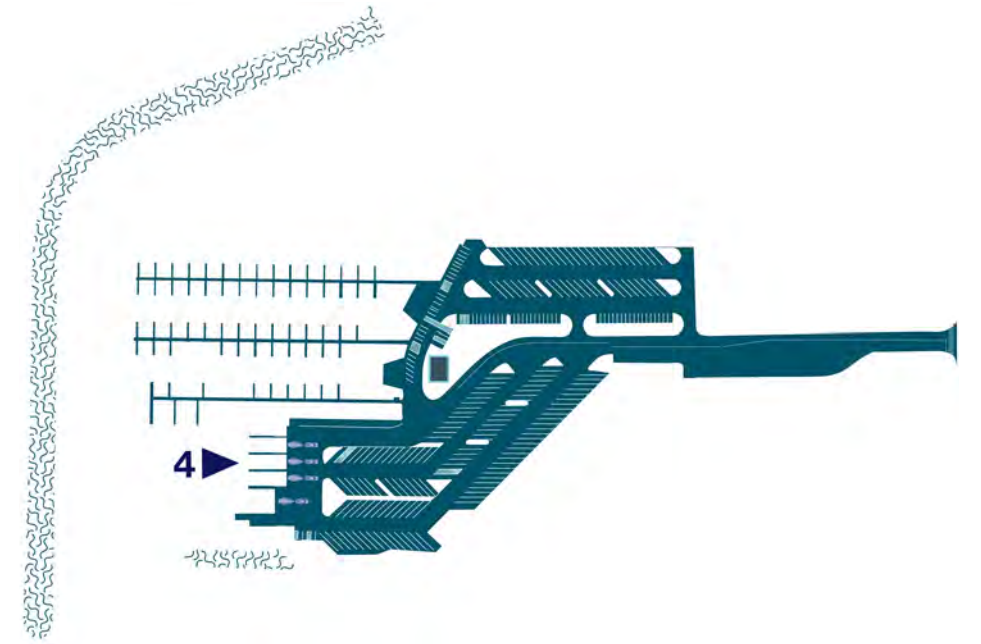
He'eia Kea Boat Harbor



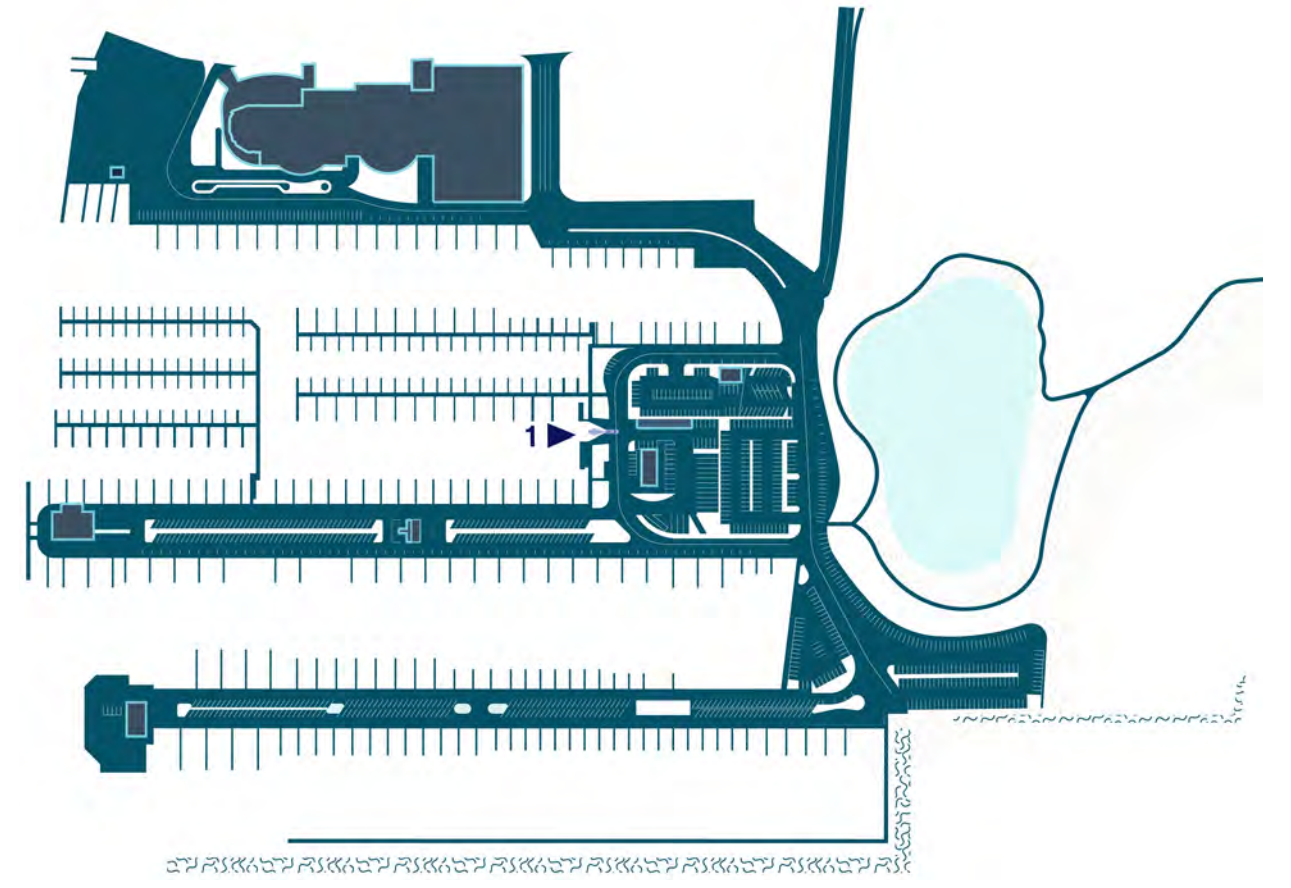
Hale'iwa Boat Harbor



Ke'ehi Harbor/Lagoon



Wai'anae Boat Harbor



Ala Wai Small Boat Harbor

▲ Launch Ramp

Division of Boating and Ocean Recreation Boating Facilities on the Island of O'ahu



Introduction

Site History + Significance

The Ala Wai Small Boat Harbor (AWSBH) is located between Ala Moana and Waikīkī on the island of O‘ahu. It is home to the Hawai‘i Yacht Club, Waikīkī Yacht Club, Anuenue Canoe Club, 129 liveaboard yachts, and has some of the most popular surfing spots along the south shores of O‘ahu. Adjacent to the Harbor are the Prince Waikīkī Hotel, The Modern Honolulu, the Hilton Hawaiian Village Resort, Ilikai Hotel, and the Duke Kahanamoku Lagoon and Beach.

The Harbor lies in the moku (district) of Kona, and the ahupua‘a (land division) of Waikīkī, within the ‘ili (subdivision) of Kālia, which was renowned for its bountiful fishponds and abundant reefs where he‘e (octopus), i‘a (fish), limu (seaweed), and ‘opae (shrimp) were once gathered (DTL, 2017). Dredging the Ala Wai Canal to make room for development in Waikīkī in the early 1900s changed the landscape of Kālia. The excavated material from the reef was used to fill pristine Waikīkī marshland paving the way for urban development. This included building up the land to house

the Ala Moana Shopping Center and Magic Island, a constructed peninsula to close off the eastern end of the unused harbor-to-harbor-boating channel (DTL, 2017). The AWSBH was constructed in 1935. The Transpacific Yacht Race – a long-distance sailing contest – introduced by King Kalakaua in 1886 brought attention to the Ala Wai Harbor. A 1460-foot breakwater was constructed for mooring yachts² which was also mentioned in the \$6 million infrastructure improvement plans approved by Governor Linda Lingle in 2008 (DTL, 2017).

Today the AWSBH is managed by the State of Hawai‘i Department of Land and Natural Resources Division of Boating and Ocean Recreation (DOBOR). It has 699 berths, 85 moorings, 22 dry storage spaces, a vessel washdown area, a small boat ramp, and a harbor office (DOBOR, 2020).

Vision Report Background

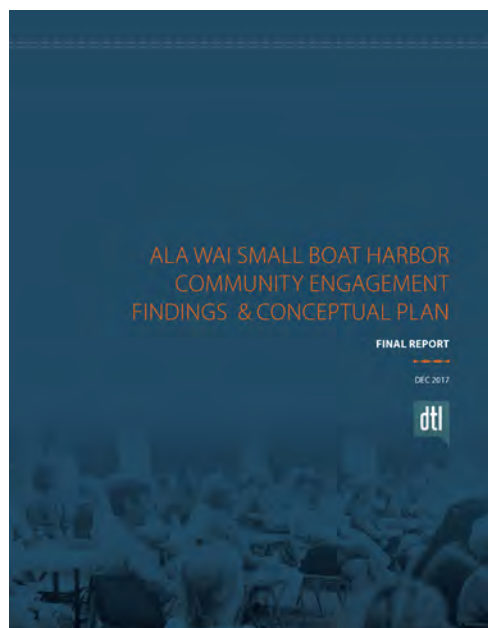
A team of faculty in the University of Hawai‘i Community Design Center, School of Architecture, and the Department of Urban

and Regional Planning were commissioned by DOBOR to create a concept/vision plan for the AWSBH and generate a conceptual cost estimate for the vision plan. The purpose was to offer insight for future requests for proposals for the harbor. This report summarizes the process and outcomes of the project. It should be noted that the project deliverables did not include feasibility assessments.

Drawing on the findings from community engagement facilitated by DTL in 2017, DOBOR’s Strategic Plan completed in 2019, and a guided site visit with Senator Sharon Moriwaki and the AWSBH Working Group, the team prepared two concepts for the harbor that they shared with key stakeholders to gather feedback. The concepts are also informed by other relevant reports and data.

2 About the Transpac Race. <https://transpacyc.com/transpac-yc/welcome-to-transpacific-yacht-club>

Context



2017 Ala Wai Small Boat Harbor Community Engagement Findings & Conceptual Plan

In efforts to gather input from harbor stakeholders to inform future development on three state-owned parcels, DOBOR engaged the services of DTL, LLC, a Hawaiian strategy studio. Over a period of six months (July-December 2017), DTL conducted two public workshops that were attended by 274 people, and 8 stakeholder meetings with participation from 13 organizations and 52 individuals

(DTL, 2017). According to its report, *Ala Wai Small Boat Harbor Community Engagement Findings & Conceptual Plan*, people's memories of the AWSBH coalesced around two themes: i) an ocean-based lifestyle – learning to surf, spending time at the yacht clubs, sailing, boating, fishing, and swimming; and ii) gathering for events or spending time with friends and family – watching the sunset and fireworks, BBQs, the annual Transpac race, and the homecoming of Hōkūleʻa.

Existing conditions at the three state-owned parcels at the AWSBH described by DTL are:

Parcel A — 3.47 Acres
(Lagoon Parcel - Existing Harbor Management Office and Surrounding Parking Area)

- The parking lot was leased to Diamond Parking Services, LLC; however, the lease has been terminated.

Parcel B — 1.34 Acres
(Ala Moana Blvd Site - Former Haul-Out Site)

- Mostly undeveloped besides the sidewalk.
- This site was leased to Ala Wai Marine Ltd. for boat haul out and repair, parking, and storage.

Parcel C — 0.35 Acres
(Fuel Dock Site)

- Deteriorating fuel dock and convenience store, both of which are now inoperable.
- This site was leased to Magic Island Petroleum Inc. who notified the State that without a long-term lease, maintaining the fuel dock was not economically feasible.

DTL's stakeholder engagement highlighted the following concerns:

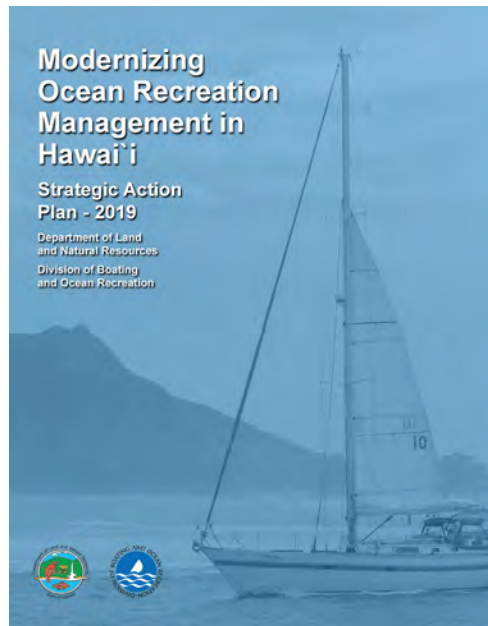
1. Maintenance and Site Improvements
Landscaping; addressing pollution, safety, and parking issues; creating a pedestrian and bike-friendly pathway; showcasing the cultural and historical importance of the 'ili of Kālia; signage; storage units for boaters/boat lockers.

2. Investment

Improved management model; the harbor is understaffed and poorly managed; reinvestment of revenue generated by the harbor for harbor improvements.

3. Built Environment

New construction should not be more than four stories; potential uses should include harbor-related commercial activities (i.e., fueling, repair, rentals), visitor accommodations (if not in competition with surrounding hotels) and food and small retail outlets, convenience stores, food trucks; services such as a haul-out, fuel dock, pump-out, and laundry facility are necessary to support harbor functions; the culture and history of Kālia are deep-rooted and should be foregrounded; access and parking for ocean users should be prioritized (currently, the parking lot designated for ocean users is being used by hotels and construction workers); slips should be utilized for charters (drop-offs/pick-ups); need to connect the harbor to the rest of Waikīkī; develop a vision for the harbor (e.g., Boston Harbor) instead of piecemeal parcel development.

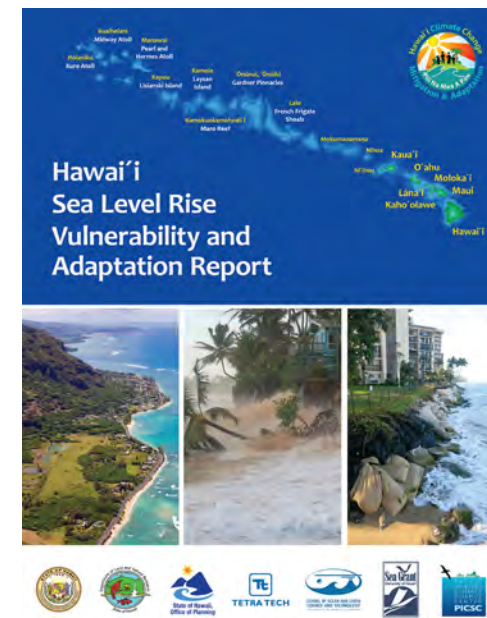


**2019 Strategic Action Plan
Modernizing Ocean Recreation
Management in Hawai'i**

DOBOR's Strategic Plan, *Modernizing Ocean Recreation Management in Hawai'i: Strategic Action Plan 2019*, highlights two key challenges in managing the harbor efficiently – funding and human resources. It proposes shifting to a public-private partnership to align DOBOR's staff priorities with governance (rulemaking, oversight, and enforcement) while leaving the day-to-day harbor management to the contracted

private entity. The Plan provides a roadmap for managing the harbor in the face of a growing visitor economy, communicating its strategic priorities clearly to its partners to facilitate implementation and identifying the priorities in the State's annual budget for DOBOR and DLNR. The three goals outlined in the Plan are:

1. **Expand ocean recreation management to meet DOBOR's statutory mandate**
2. **Provide world-class boating facilities and services**
3. **Effectively manage DOBOR's real property**



**2017 Hawai'i Sea Level Rise
Vulnerability and Adaptation Report**

This report presents a statewide sea level rise vulnerability assessment and recommendations to minimize exposure through adaptation. The assessment utilizes the combined surface area of three hazards – passive flooding, annual high wave flooding, and coastal erosion – to project the sea level rise exposure area (SLR-XA) for four scenarios (0.5 ft., 1.0 ft., 2.0 ft., and 3.2 ft. of sea level rise). The report suggests that current and future development should plan for 3.2 ft. of sea

level rise.

Other sources of information and data, including interactive maps, were gathered from the [Hawai'i Sea Level Rise Viewer](#), a web-based app developed by the Pacific Islands Ocean Observing Systems at the University of Hawai'i, and a practicum report prepared by a team of graduate students in the Department of Urban and Regional Planning in 2020. A community survey² conducted for the practicum report reiterates some of the findings in the DTL report. The majority of survey respondents (62%) reported that they drive to the harbor, 22% reported that they walk or bike and only 4% take public transit. About 79% of respondents reported that the current status of the harbor does not foster connections among different users (harbor residents, recreational users, locals, and visitors). They generally expressed concern about the poor management of the harbor, empty and damaged slips, and impounded boats that generate no revenue for the harbor's much-needed repairs and upkeep (DURP, 2020).

² The survey was administered online and had 144 respondents.

Process + Timeline

Vision Concept Principles

Drawing on the previous engagement and findings summarized above, the UHCDC team developed three design principles that provide the foundation for the conceptual plans.

1. Provide Accessibility for all of the Diverse Harbor Users

Envisioning the harbor as a public space that reaches into and connects the adjacent neighborhoods will increase opportunities for an array of users. The current land uses at the harbor offer limited connectivity – physical and visual.

2. Celebrate and Amplify Watercraft Legacy and Sense of Community

As highlighted in the previous community engagement, the cultural and historical significance of Kālia and people's memories of the harbor are central to deepening their connections to the place.

3. Serve as a Model for Resilient Coastal Public Space

Adapting the AWSBH to a changing climate is a key consideration in the conceptual plans. Sea level rise projections suggest the need for any future development in the low-lying coastal areas on O'ahu to consider its impacts. Photos taken during the Hawai'i and Pacific Islands King Tides Project² show flooding at the Ilikai Hotel parking, higher sea levels between Mole 1 and Parcel D, and the boat launch ramp (Hawai'i Sea Grant King Tides Project, 2016). The AWSBH is also vulnerable to inland flooding, particularly during extreme events (Kim, 2015).

² A publicly accessible crowd sourced dataset of photos, observations, date, time, and location of places throughout Hawai'i and Oceania to inform research, policy, and decision making across the state and Pacific region. See [Hawai'i and the Pacific King Tides Project](#).

Listen Learn for ideas



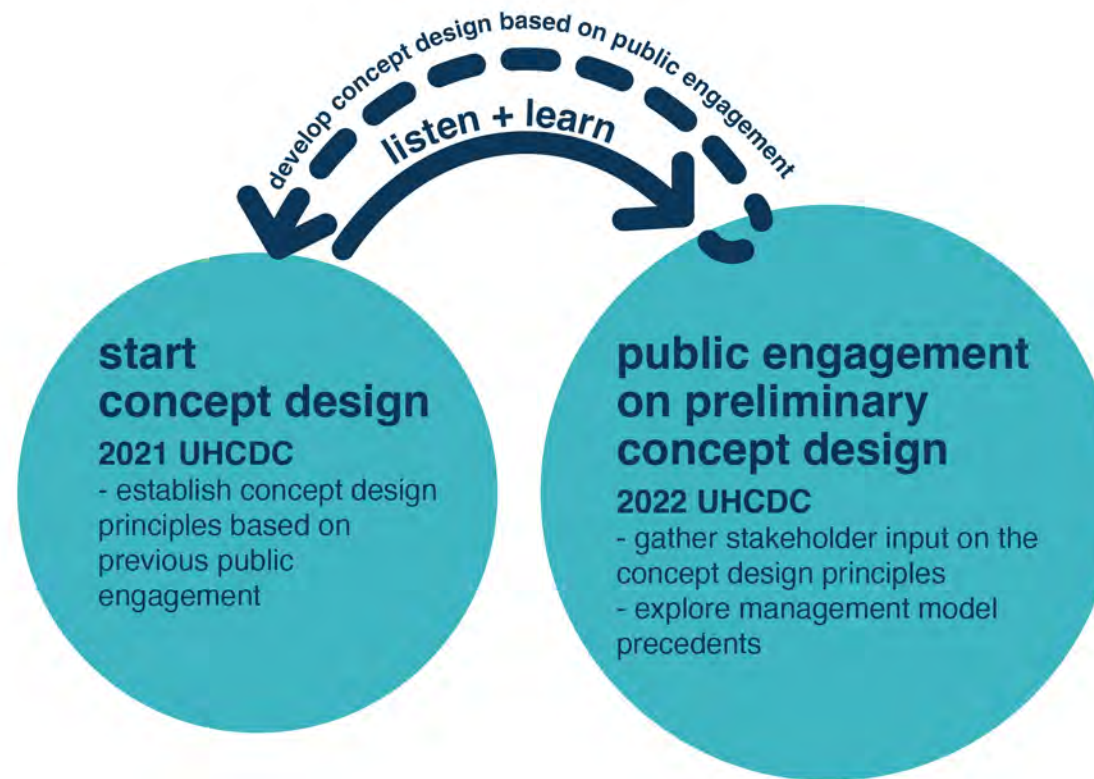
Concept Design from ideas



Report on ideas & design

<p>community engagement 2017 DTL</p> <ul style="list-style-type: none"> - workshops + meetings online - establish baseline understanding of the site - gather input from the general public - provide final report of findings 	<p>stakeholder engagement 2020 DURP</p> <ul style="list-style-type: none"> - interview + survey - gather harbor users' perception on climate change, land use, and accessibility issues - interview climate change experts about adaptation recommendations - provide preliminary recommendations 	<p>site visit with the AWSBH working group 2021 UHCDC</p> <ul style="list-style-type: none"> - conduct site observations to identify improvement opportunities - gather AWSBH working group's input about key issues
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Summer 2021



Fall 2021-Spring 2022

<p>concept design vision report 2022 UHCDC</p> <ul style="list-style-type: none"> - recommendations on concept design principles and management precedents
--

Spring 2022

walkway connecting from Ala Moana to AWBH the rest of Waikīkī

multi-modal accessibility - bike and pedestrian path
maintain/expand parking

restore harbor related commercial activities
pumping station fueling, repair, rentals fix damaged slips
no new dry dock boat yard canoe hale storage for harbor users landscaping

self-sufficiency investment needed for repairs and upkeep

Reinvest profit directly back to harbor
no residential buildings privatization low slip rate town homes
visitor accommodation not competing with surrounding hotels no night clubs or hotels welcome center
no high-rise (no more than 4 stories) community center

return to original harbor purpose cultural center
incorporate culture and history of Kālia

wifi public use create destination safety cultural attraction "Hawaiian village" architecture

trash collection create vision for the harbor environmental remediation & protection

retail ice police station trailer parking stalls harbor-ocean pollution concerns

picnic & grill area for boaters only laundry

convenience store restaurants **Sea Level Rise Adaptation Plan**

outdoor cafe food truck food & beverage harbor master office to old fuel doc station site

DESIGN PRINCIPLES





Existing Conditions + Site Opportunities

Multi-Modal Access (Bus Routes, Bike Routes, Pedestrian Routes on the South Coast)

The main access to the harbor is at the intersection of Ala Moana Boulevard and Hobron Lane, a four-way intersection with signalized turning lights. Two other access points from Ala Moana Boulevard are at Holomoana Street, a right in/right out intersection with no signalized turning lights, and at Kahanamoku Street, a three-way intersection with signalized turning lights. The closest bus stop is located at the intersection of Ala Moana Boulevard and Hobron Lane, a five-minute walk from the harbor. However, the lack of signage makes it difficult to locate these access points (DURP, 2020).

Pedestrian Access

Pedestrian access to the harbor is challenging as it entails crossing the busy, six-lane Ala Moana Boulevard which has only one crosswalk to Hobron Lane. At the harbor, a lack of shade trees and appropriate signage for wayfinding are noticeable and make walking uncomfortable. There are no dedicated bike lanes and limited bike

parking in the area, making it uninviting for bicyclists.

The Harbor is adjacent to several pedestrian networks. The Ala Moana Beach Park Walk and Magic Island running loop are a five-minute walk west of the Harbor. The Ala Wai Promenade is also located just north of Ala Moana Boulevard, but currently lacks direct connection to the Harbor. Duke Kahanamoku Lagoon and Fort DeRussy Boardwalks are located on the eastern edge of the AWSBH. Creating direct pedestrian connections to these existing networks and a cohesive pedestrian route through the Harbor has the potential to create a unified pedestrian network throughout the South Coast of O'ahu.

A new rail system is currently under construction. The closest rail station will be located at the Ala Moana Shopping Center which is a 10-minute walk.

Vehicular Access

A parking inventory of the AWSBH shows that it has a total of 1,025 parking spaces along Holomoana Street, Mole 1, Mole

2, Parcel A, Parcel D, and the Ala Moana Bowls Parking Lot. The majority of these parking spaces are designated as free public parking (60.7%) with the remaining reserved for permit parking (35.5%) and boat and trailer parking (3.8%). There is limited metered parking, paid hourly parking, or private parking (DURP, 2020).

Watercraft Access

The AWSBH has limited capacity to accommodate transient boats (about 1-2% of the total number of boat slips). It lacks basic boating amenities and services such as fueling, maintenance, a convenience store, a pump-out station, and laundry facilities, making the harbor uninviting for boaters, especially those in transit from other harbors or crossing the Pacific Ocean (DURP, 2020).

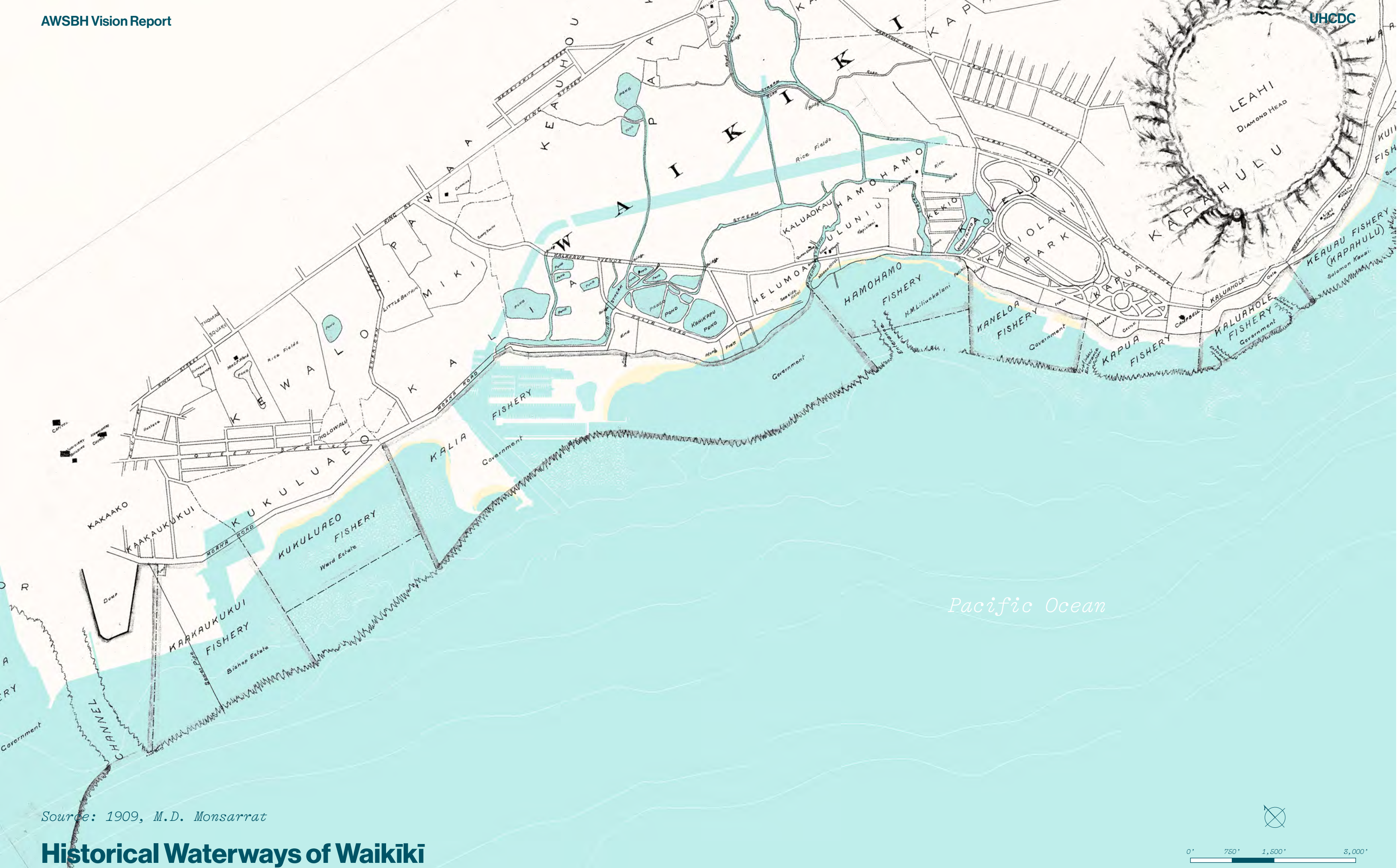
Urban Heat Island

Structures such as buildings, roads, and other infrastructure absorb and re-emit the sun's heat more than natural landscapes such as forests and water bodies. Urban areas where these structures are concentrated and vegetation and tree

canopy are limited become "islands" of higher temperatures relative to outlying areas. These pockets of heat are referred to as "heat islands." This effect increases energy costs (e.g., for air conditioning), air pollution levels, and heat-related illness.

3' of Sea Level Rise

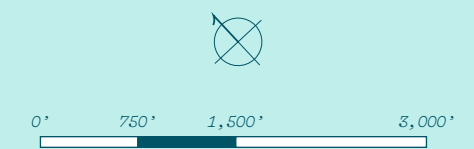
According to the Hawai'i Sea Level Rise Vulnerability and Adaptation Report (2017), tidal flooding in 2017 resulted in beach overwash and erosion at Waikiki, and flooded roads and businesses in the Mapunapuna area of O'ahu. Across all sectors, 3,800 structures and approximately 9,400 acres of land in the SLR-XA with 3.2 feet of projected sea level rise could potentially be damaged resulting in immense economic losses. A number of these structures are hotels in Waikiki. The report, therefore, calls for long-term preparedness for sea level rise adaptation by private and public entities in Waikiki (p. 160).

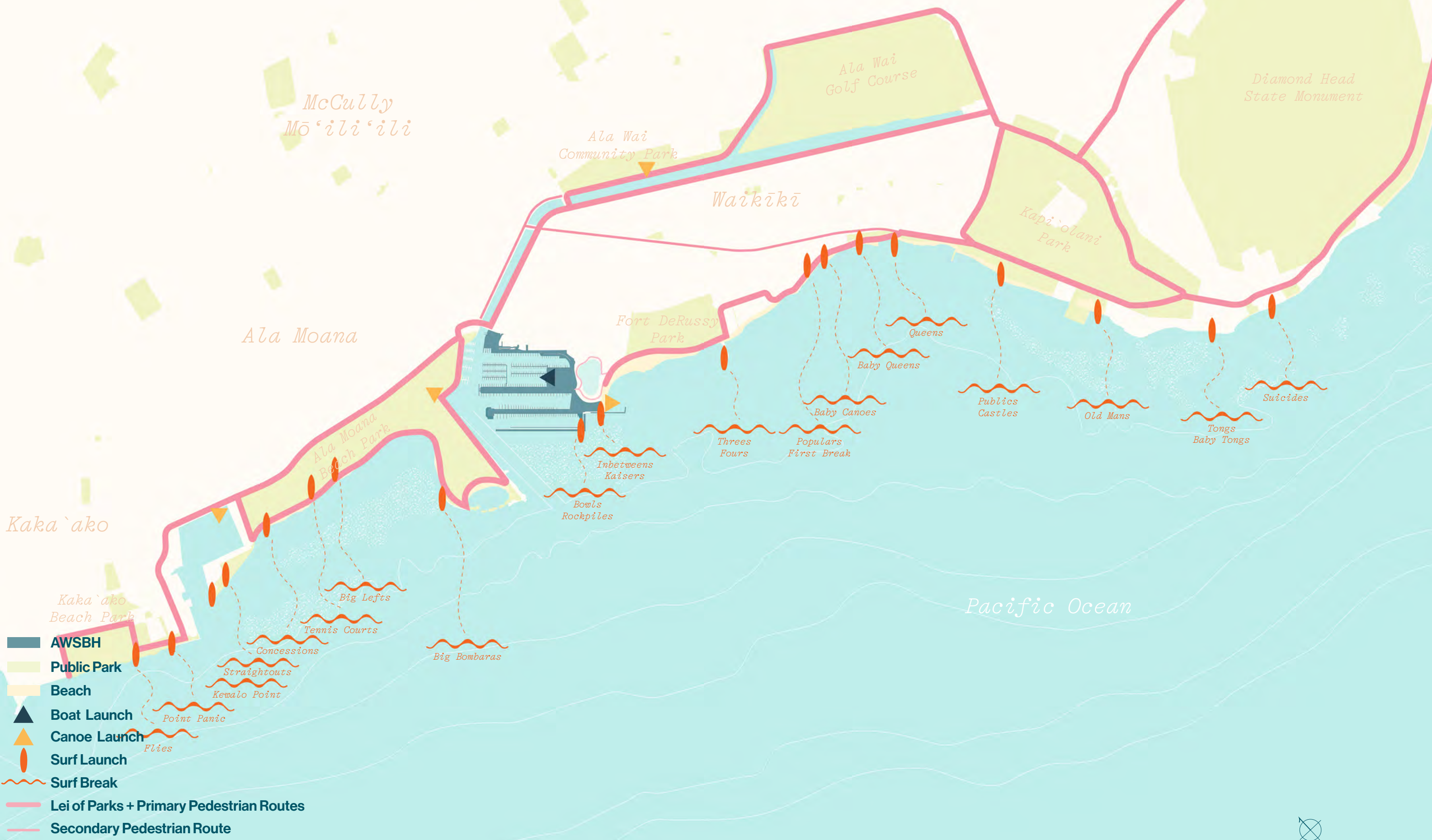


Source: 1909, M.D. Monsarrat

Historical Waterways of Waikiki

Pacific Ocean





Existing Pedestrian + Watercraft Access on the South Coast of O'ahu





▲ Proposed Watercraft Access + Gateways

Missing Link
Ala Wai Small Boat Harbor as a Critical Link for Pedestrian and Watercraft Access on the South Coast of O'ahu





- **Multi-Modal Lane**
Physically separated from traffic and shared with walkers and runners
- **Shared Road - Low Stress**
Low speeds and limited traffic
- **Shared Road - Medium Stress**
25MPG speed limit, substantial traffic or some shoulder on high speed roads.
- **Shared Road - High Stress**
Frequent fast traffic and limited to no shoulder
- **Biki Station**
- **Scooter Station**
- **Bus Route**
- Bus Stop**

Source: Hawai'i Bicycling League

Existing Multi-Modal Public Access

Pacific Ocean

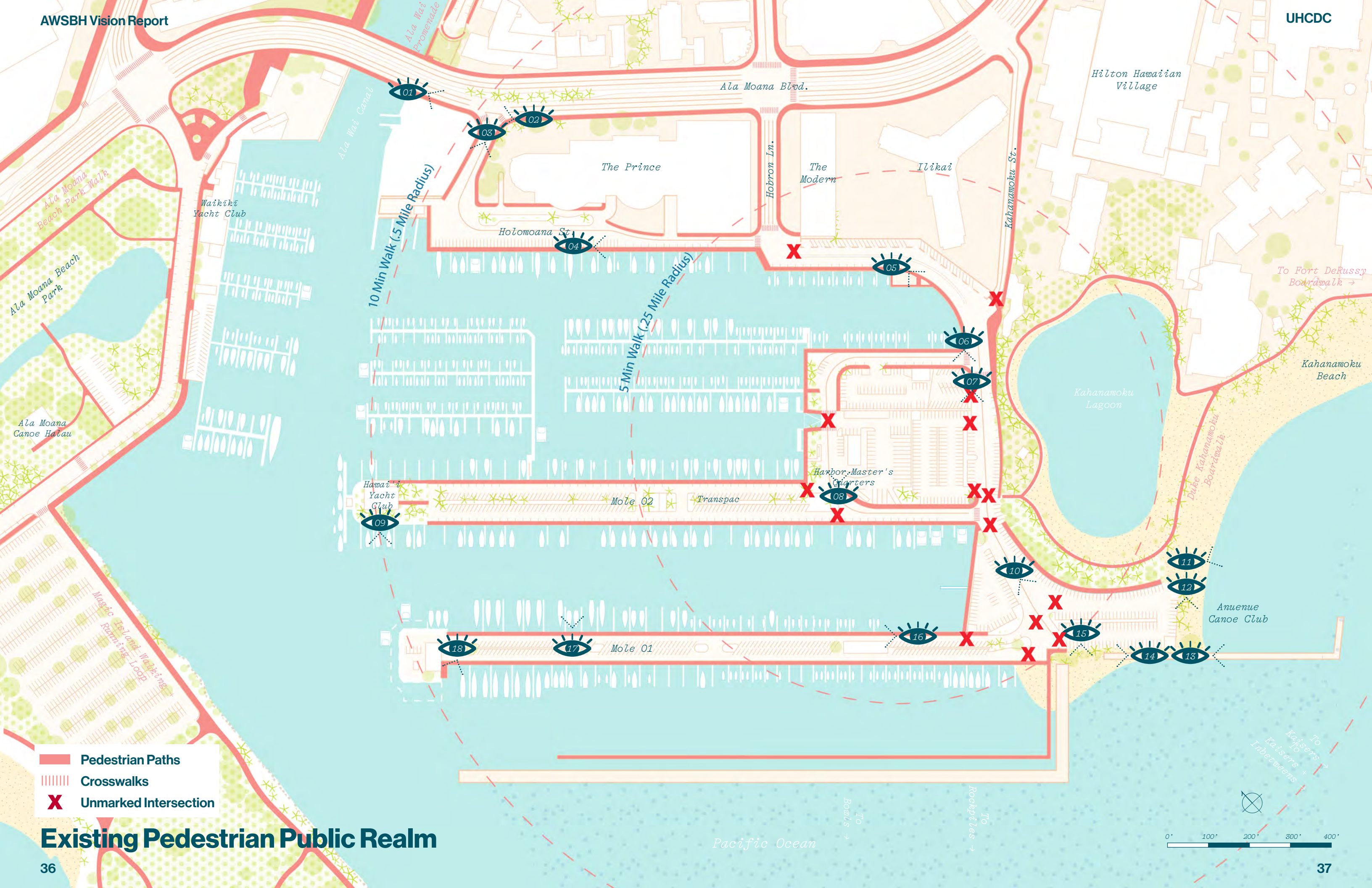




- Road
- P Parking Garage
- Public Parking
- Permit Parking
- Metered Parking
- Boat Parking

Existing Vehicular Access





- Pedestrian Paths
- - - - Crosswalks
- X Unmarked Intersection

Existing Pedestrian Public Realm





01 Looking Makai from Ala Moana Blvd. Bridge



02 Existing Harbor Entry at Holomoana + Ala Moana Blvd. Bridge



03 Looking Makai from Holomoana St. Entry



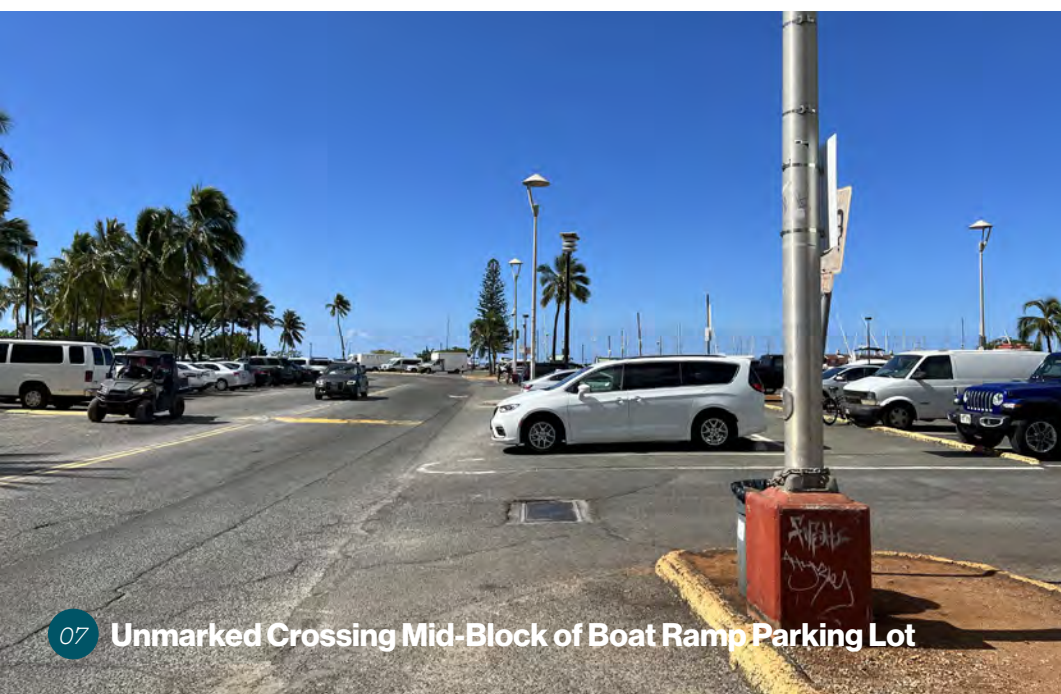
04 Looking West on Holomoana St. at the Prince Hotel



05 Ilikai Parking at Holomoana St.



06 Looking Makai from Holomoana + Entry to Boat Ramp Parking Lot



07 Unmarked Crossing Mid-Block of Boat Ramp Parking Lot



08 Unmarked Crossing Near Harbor Master's Quarters



09 Looking Makai from Hawai'i Yacht Club



10 Looking East at Holomoana + Ala Moana Bowls Parking Lot



11 Diamond Head from Edge of Ala Moana Bowls Parking Lot



12 Outrigger Storage at Ala Moana Bowls Parking Lot



13 Popular Surf Access Route from Ala Moana Bowls Parking Lot



14 Erosion at Makai Edge of Ala Moana Bowls Parking Lot



15 Popular Surf Access + Gathering Spot at Harbor's Beach Area



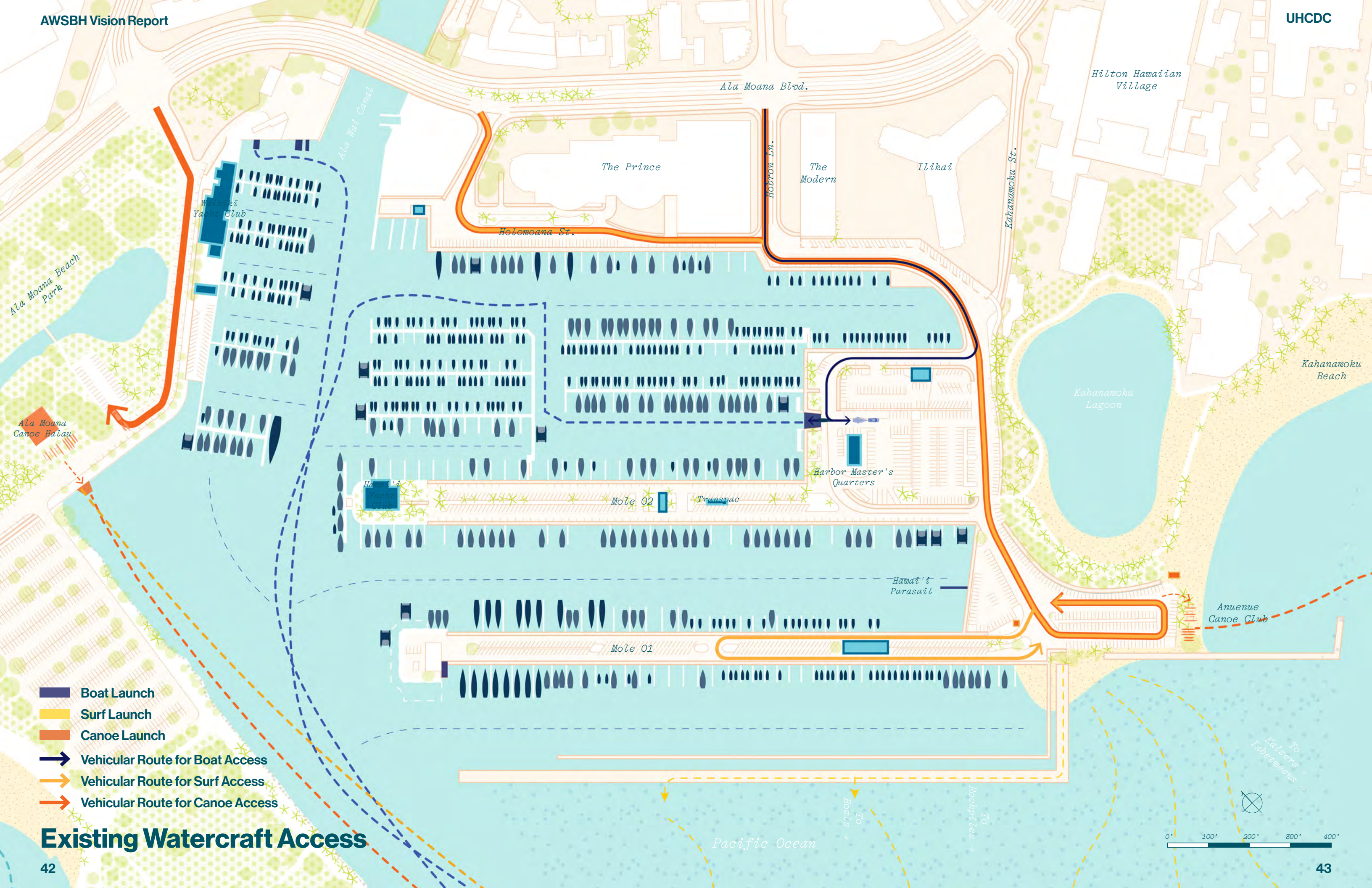
16 Looking West at Mole 01



17 AWSBH Working Group Tour of Liveboard Watercraft



18 Looking Makai at End of Mole 01



Ala Moana Blvd.

Hilton Hawaiian Village

The Prince

The Modern

Ilikai

Waikiki Yacht Club

Holomoana St.

Hobron Ln.

Kahanamoku St.

Ala Moana Beach Park

Ala Moana Canoe Balau

Kahanamoku Beach

Kahanamoku Lagoon

Harbor Master's Quarters

Hawa'i'i Yacht Club

Mole 02

Transpac

Hawa'i'i Parasail

Anuenue Canoe Club

Mole 01

- Boat Launch
- Surf Launch
- Canoe Launch
- Vehicular Route for Boat Access
- Vehicular Route for Surf Access
- Vehicular Route for Canoe Access

Existing Watercraft Access

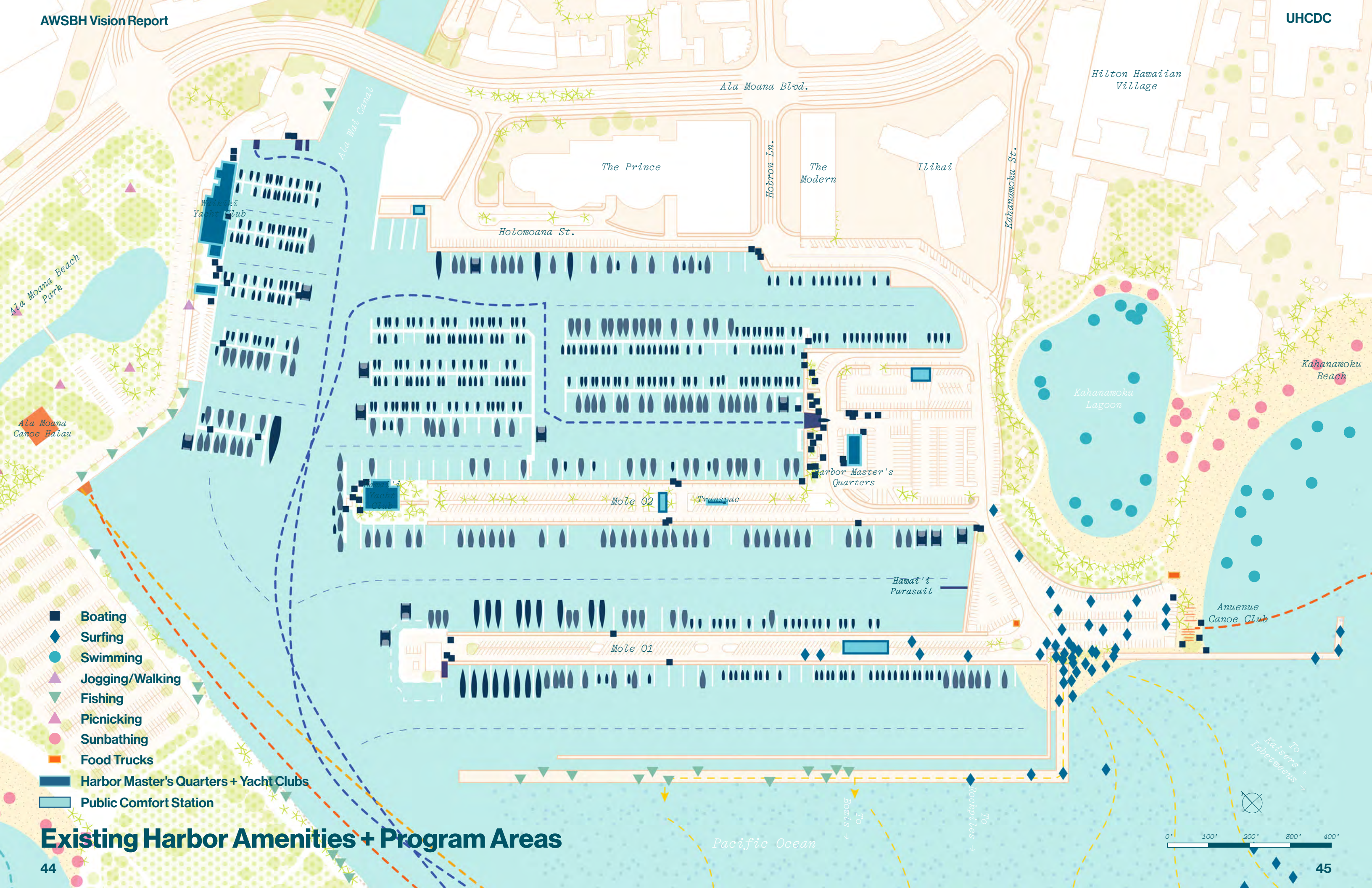
Pacific Ocean

To Boulders

To Rockpiles

To Kulisers + Inberweens





Existing Harbor Amenities + Program Areas

- Boating
- ◆ Surfing
- Swimming
- ▲ Jogging/Walking
- ▼ Fishing
- ▲ Picnicking
- Sunbathing
- Food Trucks
- Harbor Master's Quarters + Yacht Clubs
- Public Comfort Station





Existing Tree Canopy Cover

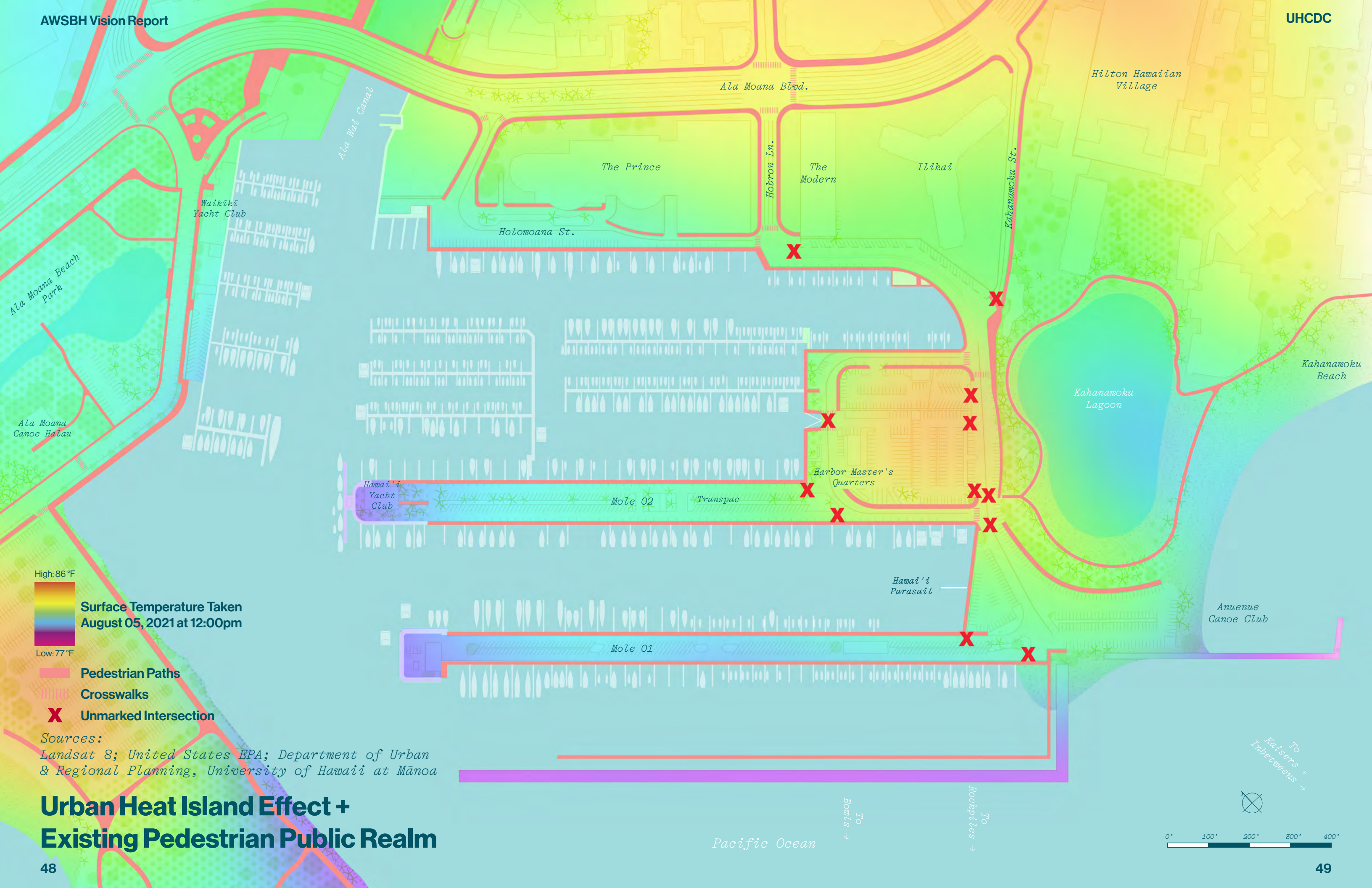


To
Kaisers +
Inberweens →

To
Rockpiles →

To
Bowls →

Pacific Ocean



High: 86 °F



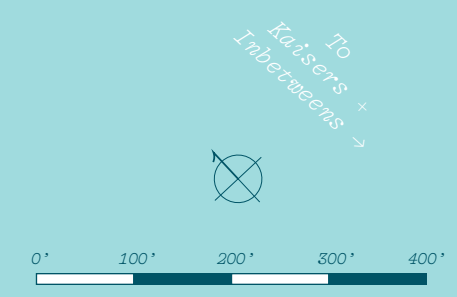
Surface Temperature Taken August 05, 2021 at 12:00pm

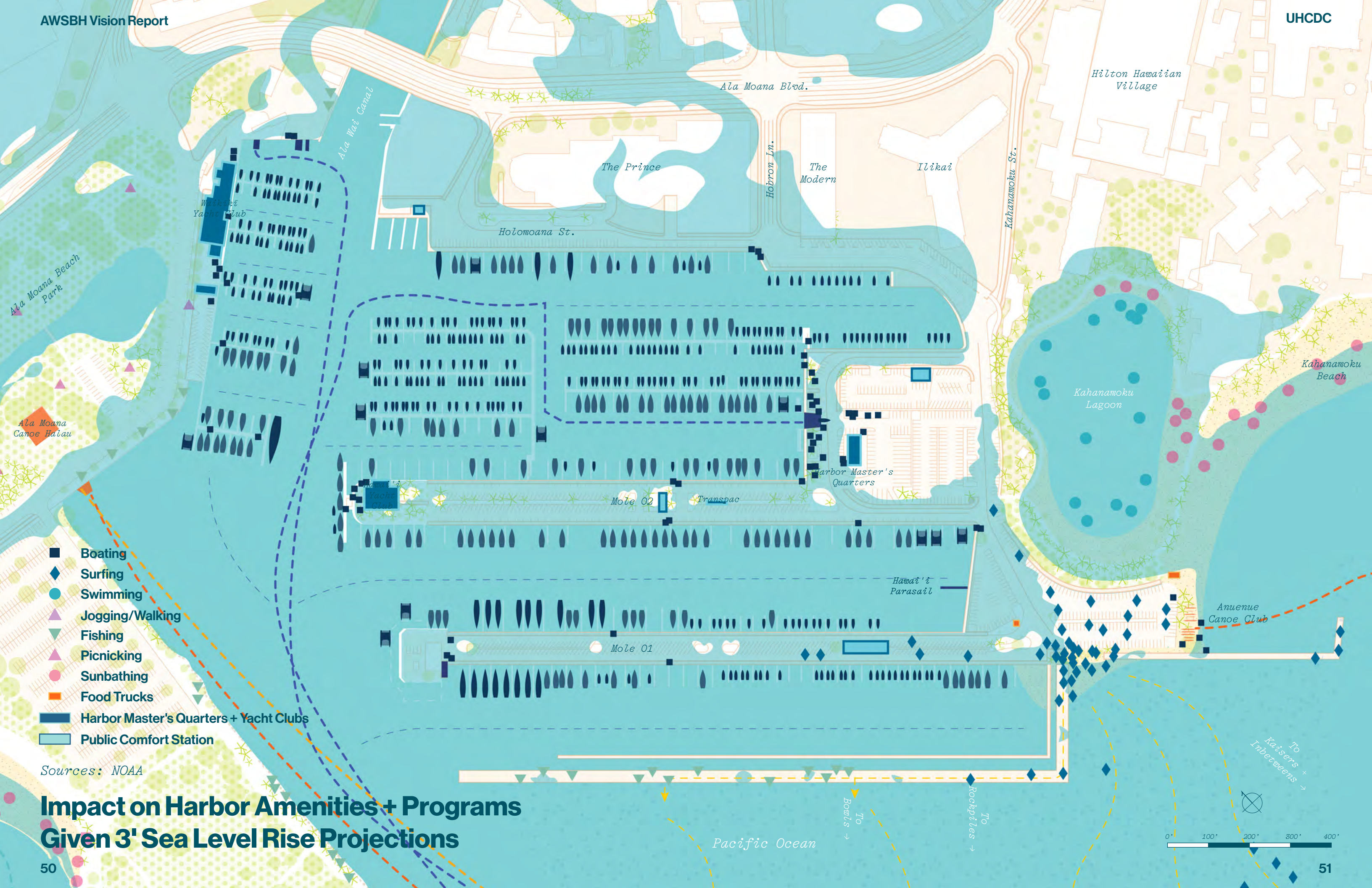
Low: 77 °F

- Pedestrian Paths
- - - Crosswalks
- X Unmarked Intersection

Sources:
 Landsat 8; United States EPA; Department of Urban & Regional Planning, University of Hawaii at Mānoa

Urban Heat Island Effect + Existing Pedestrian Public Realm





Sources: NOAA

Impact on Harbor Amenities + Programs Given 3' Sea Level Rise Projections

Guiding Concept Design Question:

How can we utilize sea level rise adaptation as an opportunity to amplify a thriving watercraft community and create equitable, accessible public spaces for all harbor stakeholders?

Stakeholder Engagement

The UHCDC team decided to gather feedback from stakeholders through focus group discussions. Since the concepts generated took into consideration the comments from a previous engagement with stakeholders, the participants were asked to provide substantive feedback about the overarching design principles and specific features that sought to transform the harbor into an active and inclusive public space.

Focus Group Meetings

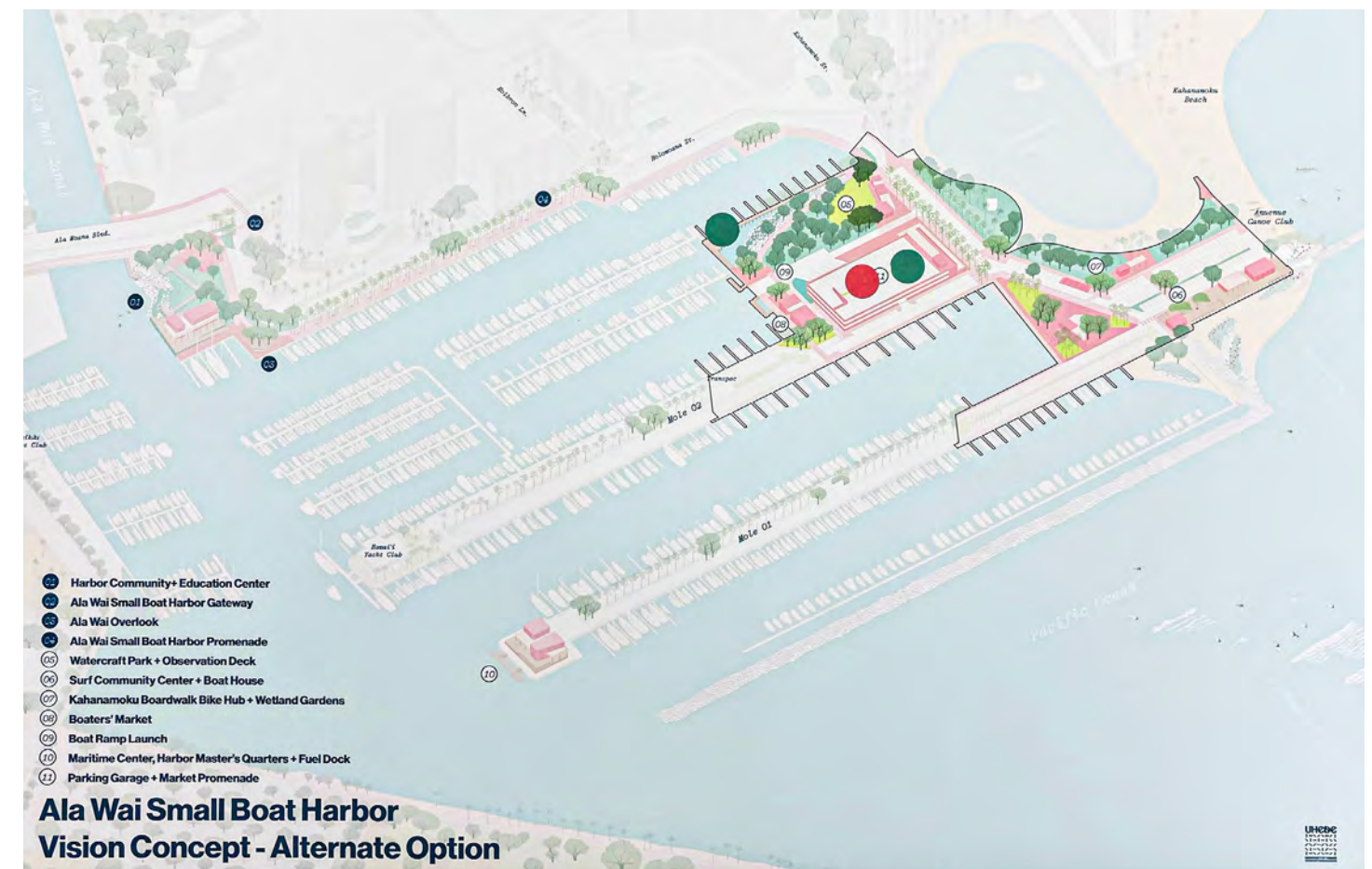
The team hosted four focus group discussions with stakeholders between December 2021 and April 2022. To maintain continuity, the names of those invited for the focus groups were drawn from the list of participants in the engagement workshops conducted by DTL in 2017. These included members from recreational user groups, the neighborhood board, business improvement associations, and liveboards (Appendix A).

Each focus group had 4-12 participants and lasted between 1-2 hours. All meetings were scheduled on weekday evenings to

accommodate participants' availability after work hours. The meetings typically entailed a short presentation by the UHCDC team to review key aspects of the concepts followed by a facilitated discussion. Each participant was provided a slide deck. They were able to review poster boards and other relevant materials before the discussion which focused on the following questions:

1. What features of the vision plan resonated with you/your group?
2. What do you think could be improved?
3. Is there anything you do not see in the vision plan that you would like the team to consider?

All responses were recorded. Participants also provided feedback on the poster boards. The information shared in the focus groups was posted on a website with public access. All participants were encouraged to share the URL with their respective constituencies.





Focus Group Discussion

Stakeholder Feedback

1. What features of the vision plan resonated with you/your group?

Participants found the overarching design principles compelling. The features of the concept designs that resonated with them were the promenade, the park adjacent to the lagoon, amenities (shade trees, comfort station), identity/signage and wayfinding, watercraft access (commercial and public), and multi-modal access to the harbor. There was support for turning the street adjacent to the businesses into a one-way street to accommodate the promenade. Participants stated that this could be feasible provided there is adequate surface parking for the businesses. Having a sign that welcomes visitors was very well-received, especially by Prince Waikīkī and the hotels adjacent to the harbor as was privileging people over cars.

2. What do you think could be improved?

Participants suggested that the team consider greening the roof of the

proposed parking structure (and even consider a community garden for the liveboards like the ocean-friendly garden in Kaka‘ako), re-examine the location of the boat ramp, provide a pump-out station, storage spaces for small boats to include non-residents, and space for fuel polishing. They pointed out that residential areas in Waikīkī need access to public space including parks other than the pocket parks available to them. However, it is important to have ‘eyes on the street’ and keep such spaces active such as by hosting food vendors and encouraging neighborhood watch groups. Participants also suggested bringing public transit to the site (bus, trolley or shuttle running from Ala Moana) and considering precedents to adapt the existing moles to projected sea level rise. Another concern was traffic congestion on the proposed one-way street during large events such as fireworks (which coincides with the end of sailing) and the ability to reserve parking spaces for residents.

3. Is there anything you do not see in the vision plan that you would like the team to consider?

Participants expressed concern about trash mitigation, the state of disrepair of the moles, the lack of space and services for larger boats (800 Row), the maintenance of the large park space (homelessness, irrigation, trash collection), security issues, and the reduction in surface parking spaces. Some participants pointed out that commercial boat operations could require dredging.

Ala Wai Small Boat Harbor Concept Designs

Concept Design Options

The UHCDC team developed and refined two concept design options based on the feedback received from the focus group participants: Option A and Option B. While both options propose the same programmatic elements, Option B maintains the existing location of the boat launch, the existing alignment of Parcel D's eastern edge, and the Harbor's existing parking numbers through the introduction of a proposed parking garage (see p. 66).

Both concept design options maintain essential Harbor functions, provide access to the water for many different scales of watercraft, provide inclusive community gathering spaces for all of the Harbor stakeholders, and incorporate sea level rise adaptation strategies that ensure these activities can thrive over time. The boat slips are not included in the scope of the Concept Designs. The slip amenities such as storage lockers, access, and parking on Moles 01 and 02 are unaltered in both design options.

Connect the Coast!

Proposed Pedestrian Public Realm

The Ala Wai Small Boat Harbor Promenade is the primary pedestrian connective fabric of the Concept Design Options. The Promenade provides identifiable and safe access to the water and the many watercraft activities of the Harbor. It includes a pedestrian walkway and a two-lane bikeway. A single type of distinctive paving material, visually coherent trees that provide shade and a comfortable walking experience, and consistent seating elements reinforce the identity of The Promenade. Wayfinding Gateways with food kiosks are found at critical entrances and intersections including Ala Moana Boulevard, Hobron Lane, and Kahanamoku Street, along the edge of Duke Kahanamoku Lagoon Beach and Boardwalk.

These Promenade Gateways are meant to provide a cohesive identity for the harbor, signage to orient visitors, comfortable and shaded spaces for users to rest, and essential connections to the adjacent public parks and pedestrian networks such as the Ala Wai Promenade and Duke Kahanamoku

Boardwalk. Two Bike Hubs are also located along The Promenade - one at the Ala Wai Overlook and the other mauka of the Ala Moana Bowls parking lot, where the bikeway portion of The Promenade ends. The Bike Hubs include bike racks, canopy for shade, and seating areas. These multi-modal connections have the potential to link a much larger pedestrian network on the South Coast of O'ahu.

Future recommendations include dedicating an east-bound lane on Ala Moana Boulevard to the multi-modal bikeway portion of The Promenade. This would allow for The Promenade to connect to existing multi-modal lanes in Ala Moana Beach Park and the Ala Wai Promenade. Adapting the Duke Kahanamoku Boardwalk into a multi-modal path would allow for the bikeway to extend beyond the Harbor and create a more extensive bike route along Waikiki. A pedestrian crosswalk or scramble at the intersection of Ala Moana Boulevard and Holomoana Street would help to reinforce this space as the main pedestrian entry point for the Harbor and connect the Ala Wai Promenade. It would also provide safe

access to the Harbor for residents of the adjacent neighborhood.

Connect the Coast!

Proposed Vehicular Access

The vehicular access to the AWSBH should support necessary harbor functions, and watercraft access, and not detract from the pedestrian experience of the Harbor. The treatment of vehicular access in the Concept Design Options primarily involves re-striping and adjustments to lane widths and the orientation of parking. Changes to the vehicular circulation pattern are found in the portion of Holomoana Street between Hobron Lane and Ala Moana Boulevard and in the vicinity of Watercraft Park. In both design options, Holomoana Street is converted into a westbound one-way road along the Prince Hotel to accommodate the width of The Promenade.

In Concept Design Option A, Kahanamoku Street is straightened so that its alignment is parallel to the western edge of Watercraft Park (Parcel A) and perpendicular to the Moles. This adjustment allows for more efficient vehicular circulation and

a consistent, visible, and safe pedestrian procession to the makai edge of the Harbor. In Option B, this adjustment to the road only occurs along the eastern edge of Watercraft Park, maintaining the vehicular circulation along the eastern edge of the Parcel D boundary.

In both options, the vehicular circulation in Watercraft Park (Parcel A) is converted into a one-way westbound road. The lane reduction is meant to encourage slower vehicular speeds and foster a safer pedestrian experience. In Option B, the main function of this road is to access the boat launch and the parking garage.

Future considerations include an in-depth traffic engineering study to analyze vehicular circulation patterns and parking use and efficiency.

**Amplify Watercraft Legacy
Proposed Amenities**

The Promenade provides access to several nodes of activity that celebrate and amplify the existing watercraft character and communities of the Harbor. Each node contains wayfinding elements, watercraft amenities, food, mixed-use, and public comfort stations. These nodes are meant to encourage a safe experience of the Harbor, use throughout the day, and provide gathering places for the existing Harbor communities.

The introduction of small watercraft, kayak, and surf locker storage and universally-accessible kayak and surf launches expand the opportunities for unique experiences of the water and watercraft access in the Concept Design Options. Option A relocates

the boat launch to the northern edge of Watercraft Park (Parcel A) and maintains the current location of the Anuenue Canoe Club and boat storage. Option B maintains the existing location of the boat launch and proposes new canoe storage and launch for the Anuenue Canoe Club. The floating fuel dock at the Maritime Welcome Center (Parcel C) provides necessary access to fuel and acts as a gateway for watercraft arriving from their voyages throughout the Pacific.

As a model for resilient coastal public space, the Ala Wai Small Boat Harbor built structures should incorporate sustainable building systems such as water catchment and recycling, passive cooling, and solar power, and incorporate sea level rise adaptation strategies.

**Catalyze Coastal Ecologies
Proposed Plant Communities**

The Concept Design Options propose four different plant communities: Urban Marsh Habitat, Coastal Strand, Riparian/Stormwater, and Lawn. The planting strategies are meant to help create a cooler and more comfortable coastal public space, catch and filter stormwater runoff generated from the impervious surfaces within the Harbor, improve the health of Waikiki’s urban ecosystems, and create flood-adapted spaces that will remain resilient during king tide events in the near term and help to protect against sea level rise in the long term (New York City Department of Parks and Recreation, 2017).

The Urban Marsh Habitat located at the Harbor Community and Education Center

(Parcel B) contains native riparian sedges, forbs, ferns, and shrubs that will provide essential habitat for diverse shore birds, fish, and crustaceans along the South Coast, where many of these species have been lost to land reclamation. Additionally, this habitat is adapted to coastal tidal and flood events, and will help minimize the impacts of wave action in storm events, and filter water and catch debris flowing down the Ala Wai Canal (New York City Department of Parks and Recreation, 2017).

The Coastal Strand plant community contains native salt-water tolerant and flood-resilient vines, forbs, and shrubs that will assist in stabilizing the Harbor’s beach and coastal edges, dissipating the impacts of heightened wave action in storm events and provide habitat for shore birds. This community will help restore many of the species that once thrived in the coastal areas of Kālia and Waikiki as a means of creating a more resilient coastal edge that will remain resilient despite the impacts of sea level rise.

The Lawn community is found in Watercraft Park (Parcel A). It provides a space for Harbor users to seek respite or for children to play on a daily basis and where community members can gather for events such as the fireworks display, outdoor movie screenings, and concerts.

The Riparian/Stormwater community contains native sedges, forbs, and ferns and is proposed throughout the Harbor adjacent to roads and activity nodes. Its main purpose is to help minimize the urban heat island effect, reintroduce essential riparian habitat, and to catch, store, and filter urban and stormwater runoff before it

enters the sewer system or coastal waters. Each activity node should direct its urban runoff to these areas for on-site water filtration. In addition to providing every day best practices for managing urban runoff, this community is also adapted to storm surge and flood events. As a place that is so deeply tied to the ocean, it is important that the Harbor serve as an example of how plant communities can create more resilient coastal public spaces.

**Catalyze Coastal Ecologies
Proposed Tree Canopy**

The Concept Design Options propose four different categories of tree canopy: Promenade Palm, Street Shade Tree, Riparian Tree, and Specimen Shade Tree. The Promenade Palms are found along The Promenade and are an essential element for reinforcing its identity. They provide a comfortable, shaded pedestrian experience throughout the Harbor. The Street Shade Trees are located in clusters along The Promenade and plazas. These trees are important for creating comfortable, shaded spaces where users can sit outside and enjoy the Harbor’s views. The Riparian Trees are located throughout the Harbor in the Urban Marsh and Riparian/Stormwater plant communities. This category includes native tree species that are salt-tolerant and adaptable to flood events. The Specimen Shade Trees are large, native species located in the community lawn. Their main purpose is to offer respite by providing plenty of shade.

**Catalyze Coastal Ecologies
Proposed Resiliency Strategies**

The Concept Design Options propose four strategies for coastal resiliency and sea

level rise adaptation. The first resiliency strategy is to insert Flood-Adapted Habitat areas that contain riparian/stormwater plant communities. While these areas do not deter the effects of sea level rise, they benefit the ecological health and biodiversity of the Harbor, catch and filter stormwater on an everyday basis, and help to absorb wave energy, and slow floodwaters in the event of a significant storm surge event (New York City Department of Parks and Recreation, 2017).

Living Shorelines are the second resiliency strategy proposed by the Concept Design Options. They are a type of coastal edge that use riparian plants and harder elements such as basalt rip-rap, stones, and intertidal reefs to protect against storm surge, reduce coastal erosion, dissipate wave energy, improve water quality, and provide flood-adapted habitat (New York City Department of Parks and Recreation, 2017 and AI, 2018).

Living Shorelines are an essential alternative to traditional shoreline armoring techniques such as bulkheads and seawalls because they offer an opportunity to restore coastal habitat for shore birds and fish, and could improve overall ecosystem health in Waikīkī and the greater South Coast of O‘ahu. The Living Shorelines proposed in the Concept Designs are unique to the Harbor as they are combined with watercraft access. The Living Shoreline in the Urban Educational Marsh also serves as a kayak launch while that at the Surf Community Center protects and adapts the beach to allow for continued surf access.

The third resiliency strategy is to Elevate.

If located in a zone impacted by three feet of sea level rise, proposed structures are elevated on decks two to three feet above this zone. This Elevate strategy is evident in the Harbor Community and Education Center, the Surf Community Center, and the Maritime Welcome Center. Universally-accessible boardwalks, sloped walks and ramps are available in each of these places to ensure equitable access. In areas that are a foot or less below the three-foot sea level rise elevation, fill is used as the Elevate strategy. This approach is found at the north and west edges of Watercraft Park in Option A and the west edge in Option B.

The fourth resiliency strategy is to Protect. In the near-term, the Protect option is found in Option A along the western edge of The Promenade south of Watercraft Park. In this option, a vertical living seawall provides seating for Harbor users, habitat for fish, shellfish, and crustaceans, and protects against floodwaters.

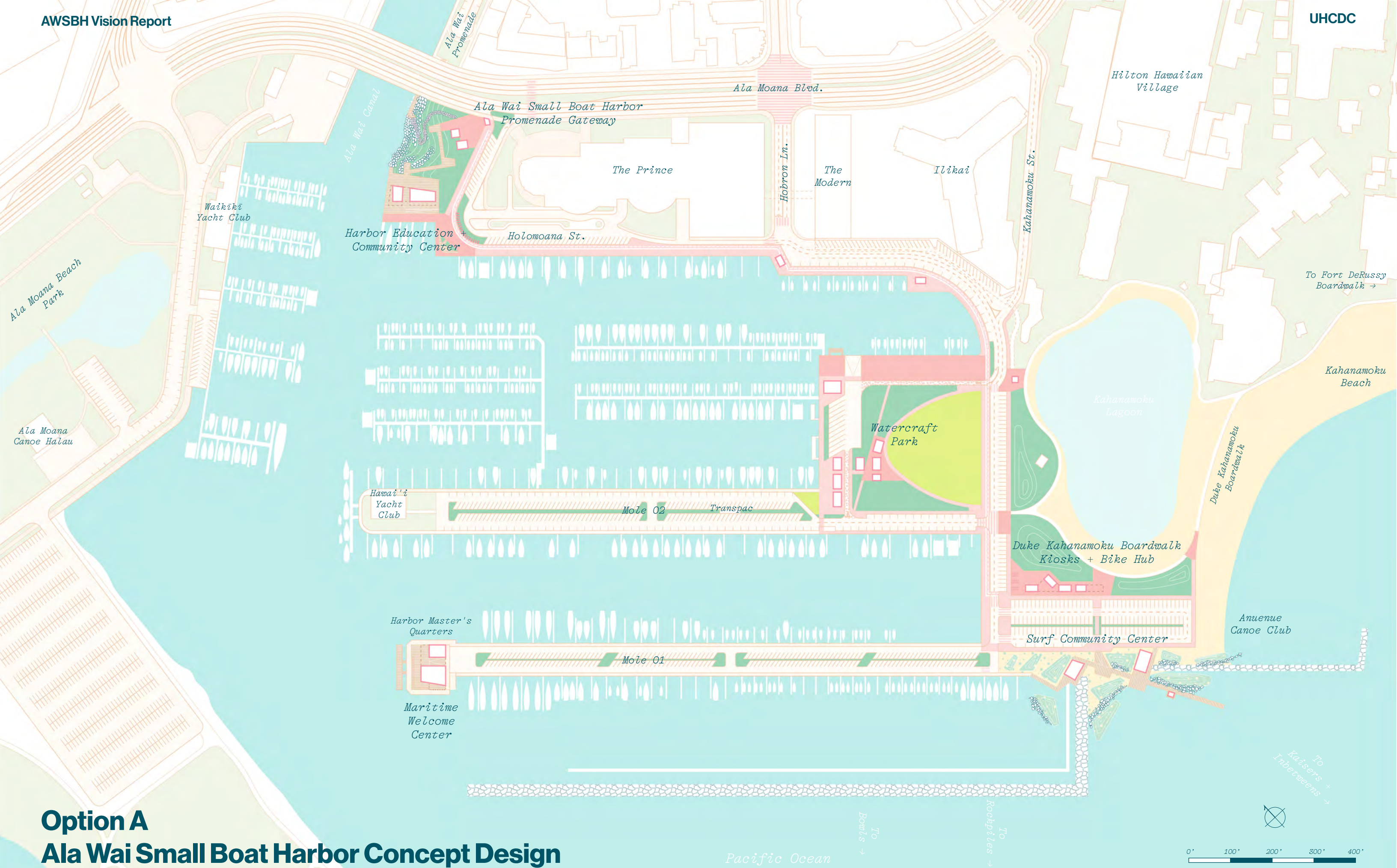
Longer-term sea level rise considerations for the Harbor include protection along the edge of The Promenade for the length of Holomoana and the elevation of the Moles. The Protect strategy for The Promenade could include a seawall that acts as seating and helps to protect against floodwaters. This approach would require elevating the moorings. Long-term sea level rise adaptation along this edge requires a more in-depth study, particularly for the existing infrastructure and hotels located in this portion of the Harbor.



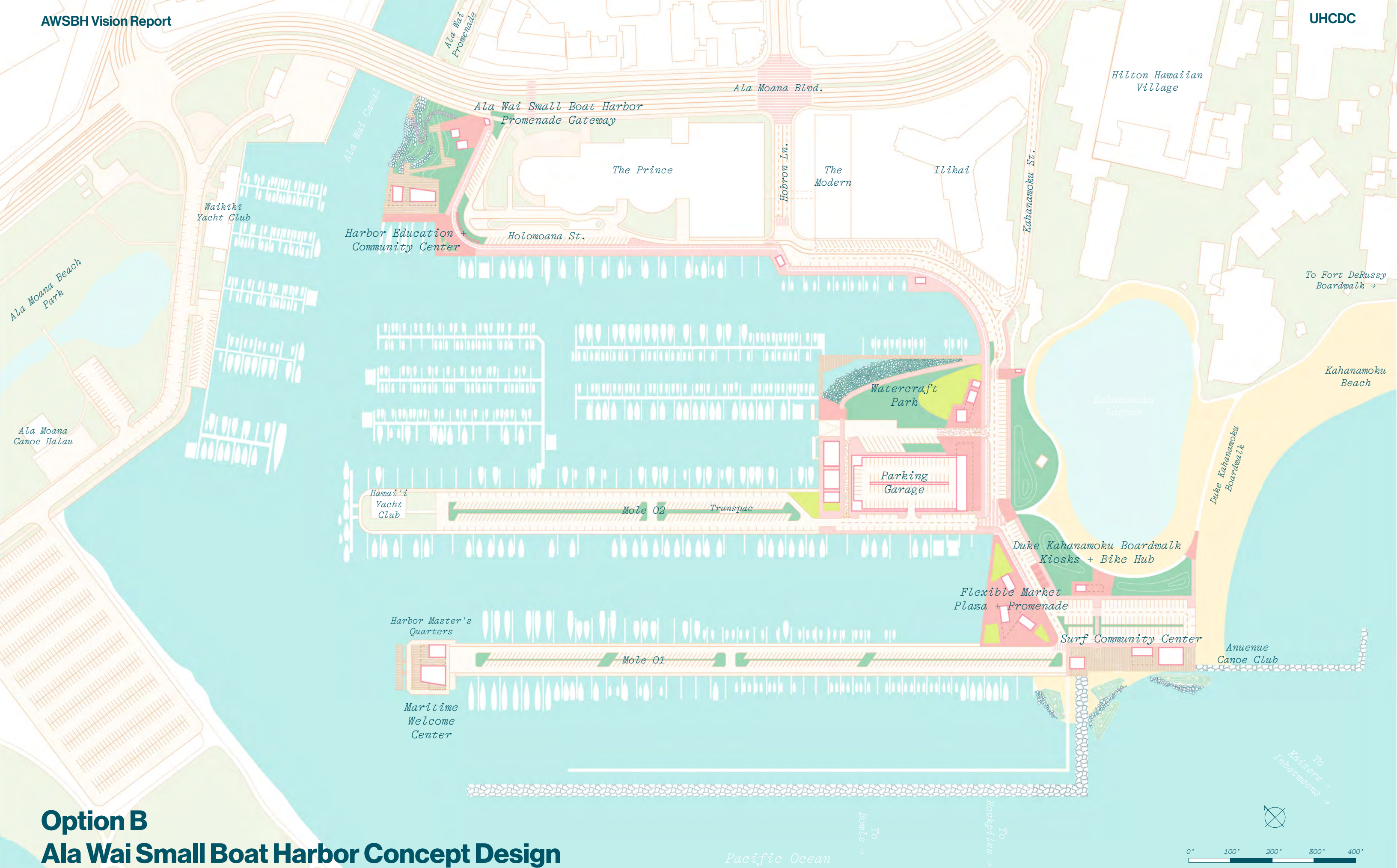
- AWSBH Vision Concept Public Realm Study Area
- ▬ Parcels + Moles per DTL 2017 Conceptual Plan
- * Slips and Moorings Not in Scope of Vision Concept

Existing Site Ala Wai Small Boat Harbor

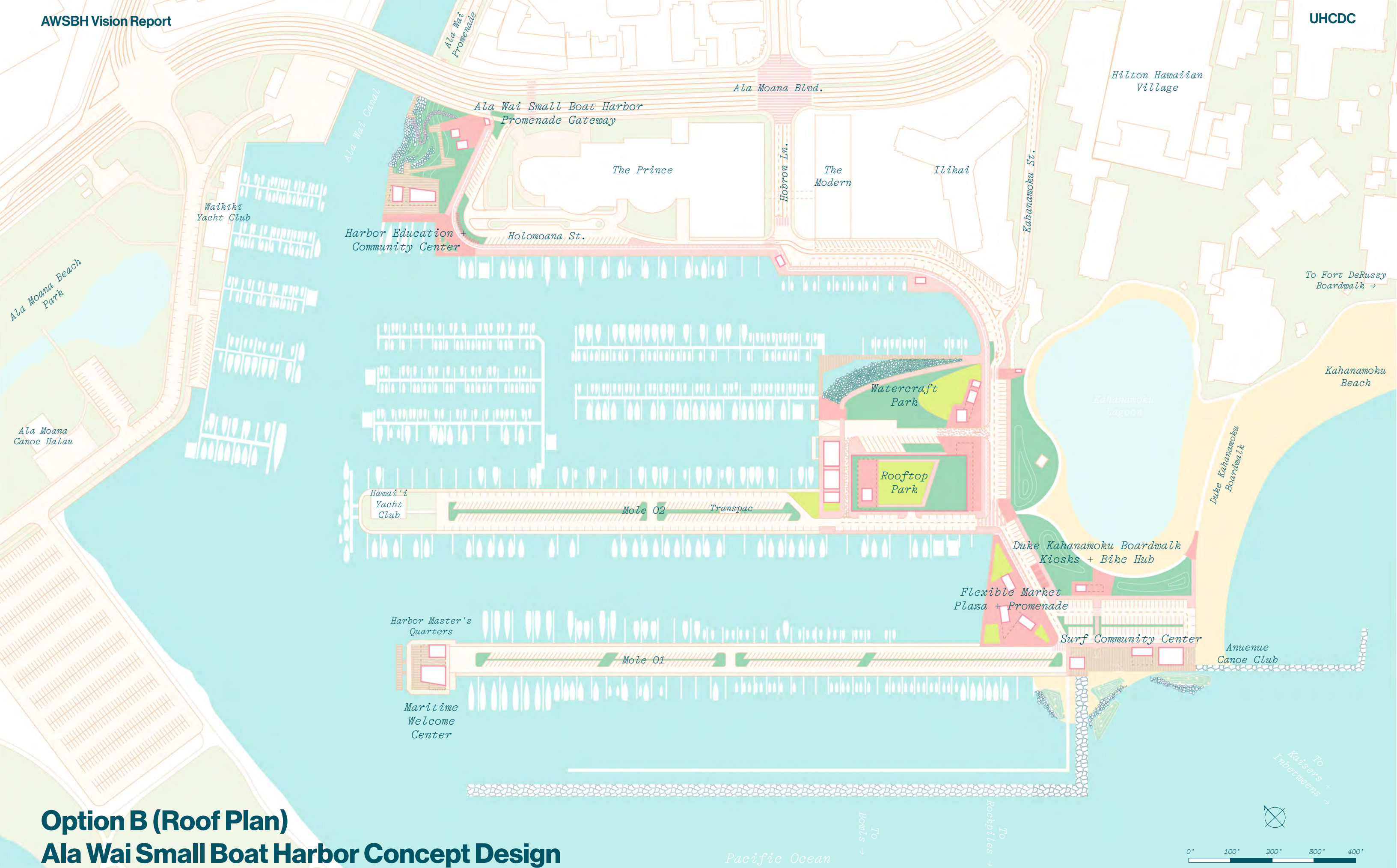




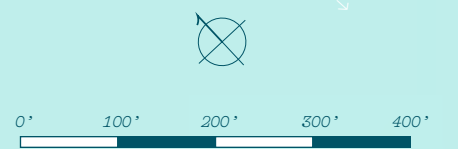
Option A Ala Wai Small Boat Harbor Concept Design

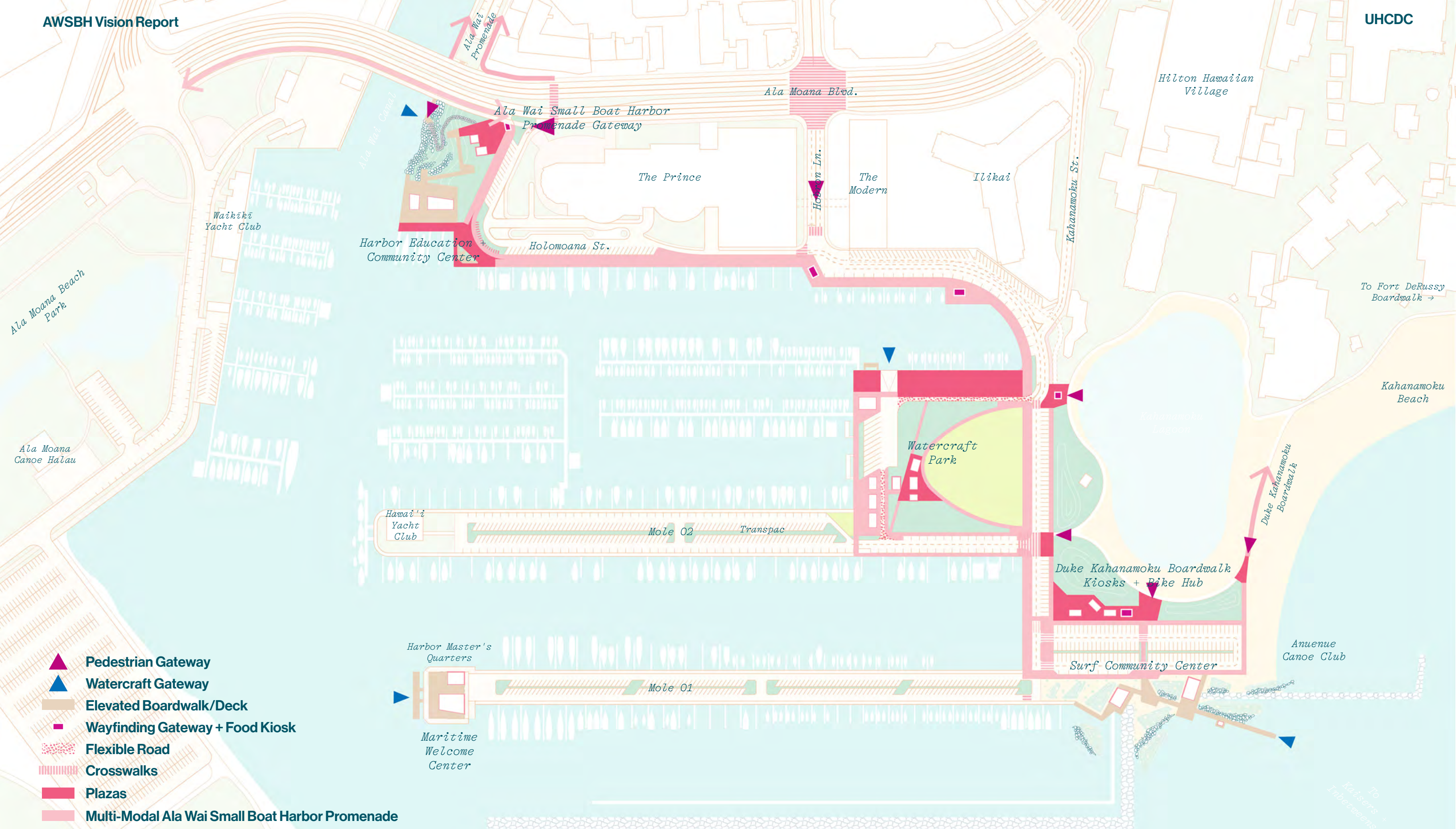










Option B
Ala Wai Small Boat Harbor Concept Design



Option B (Roof Plan)
Ala Wai Small Boat Harbor Concept Design





-  Pedestrian Gateway
-  Watercraft Gateway
-  Elevated Boardwalk/Deck
-  Wayfinding Gateway + Food Kiosk
-  Flexible Road
-  Crosswalks
-  Plazas
-  Multi-Modal Ala Wai Small Boat Harbor Promenade

Option A

Connect the Coast! Pedestrian Public Realm + Access

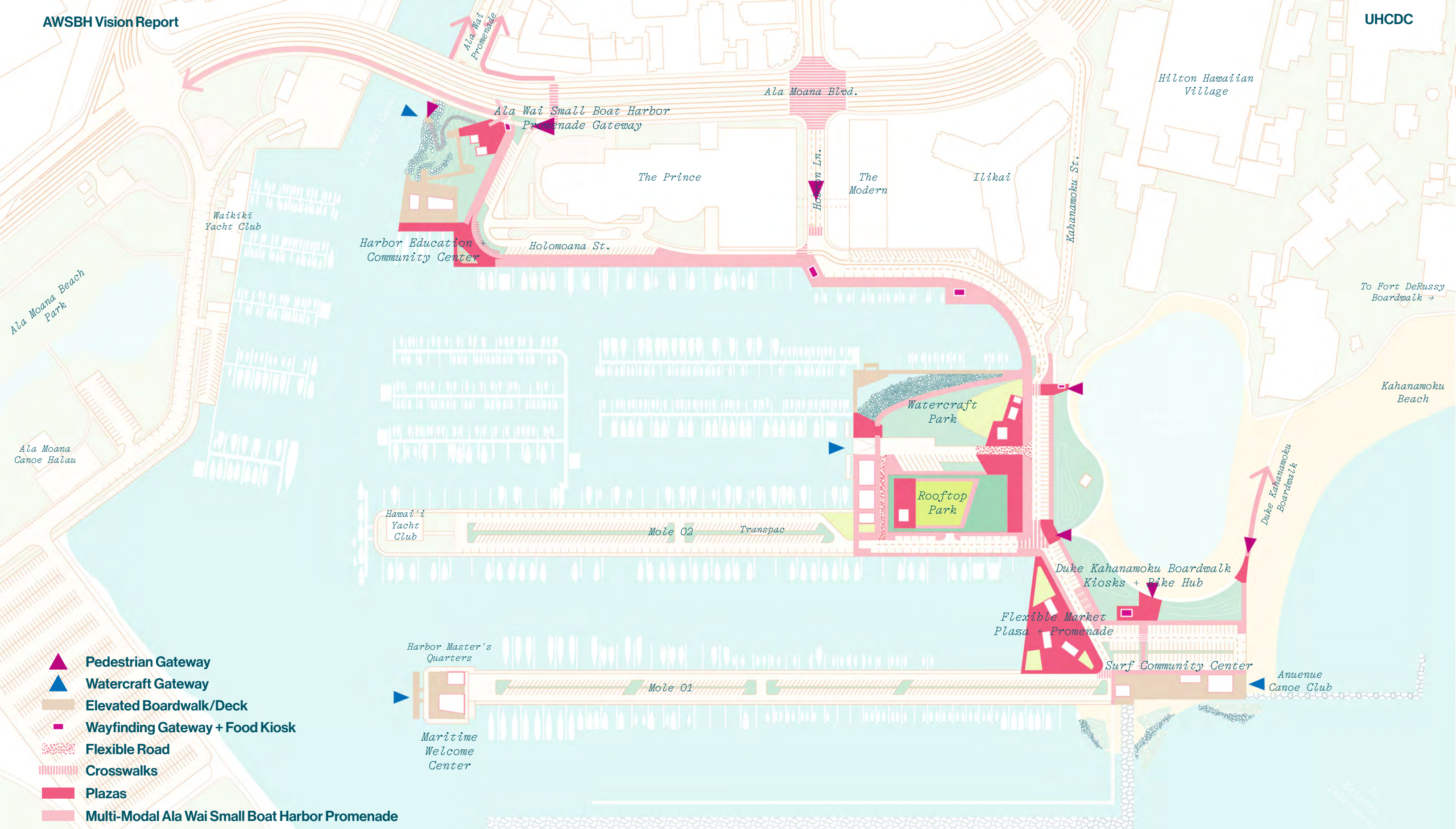
Pacific Ocean









To
Powells →

To
Rockpiles →

To
Kaisers +
Inlanders →



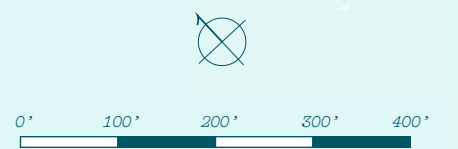


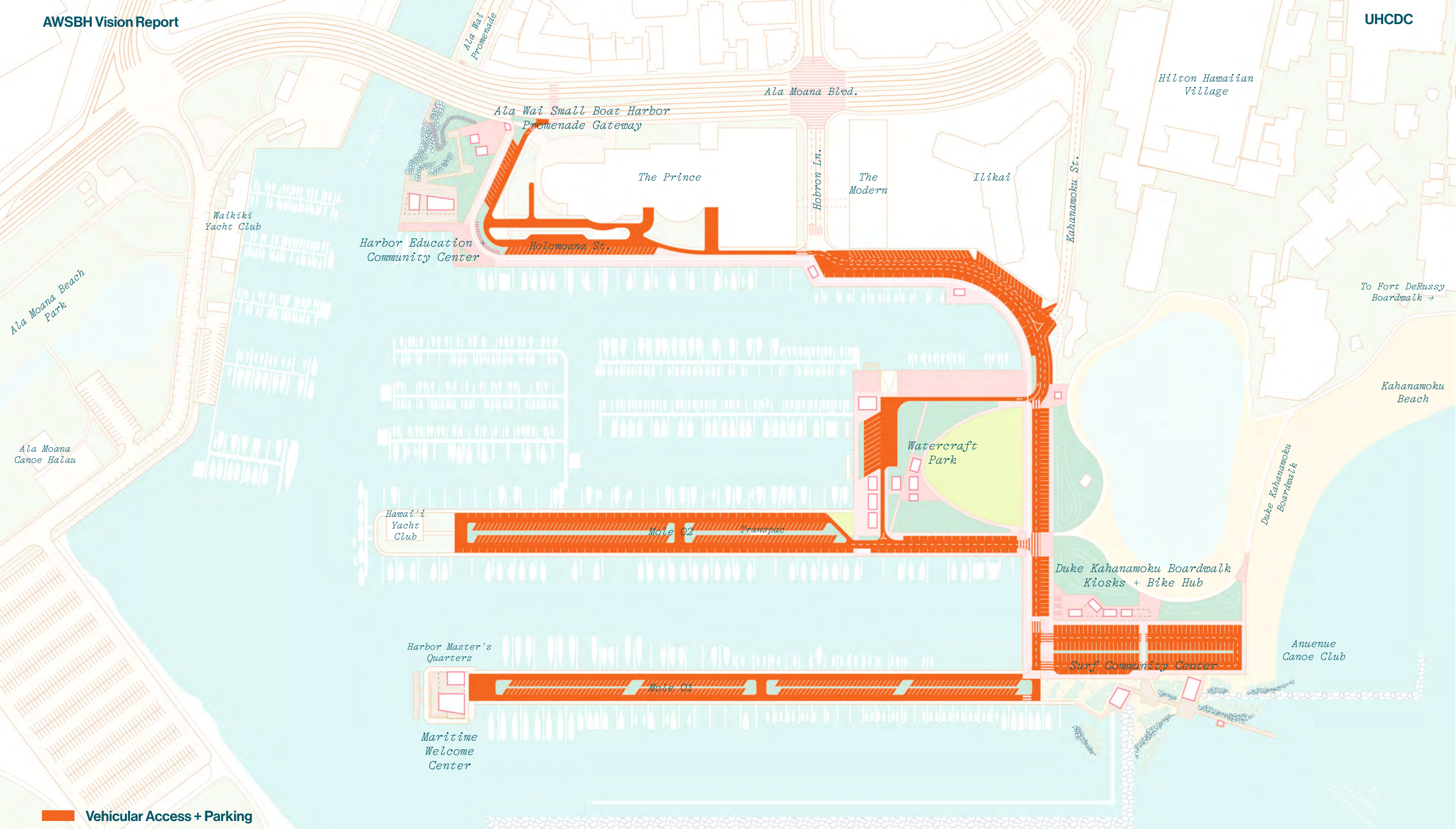
-  Pedestrian Gateway
-  Watercraft Gateway
-  Elevated Boardwalk/Deck
-  Wayfinding Gateway + Food Kiosk
-  Flexible Road
-  Crosswalks
-  Plazas
-  Multi-Modal Ala Wai Small Boat Harbor Promenade

Option B

Connect the Coast! Pedestrian Public Realm + Access

Pacific Ocean

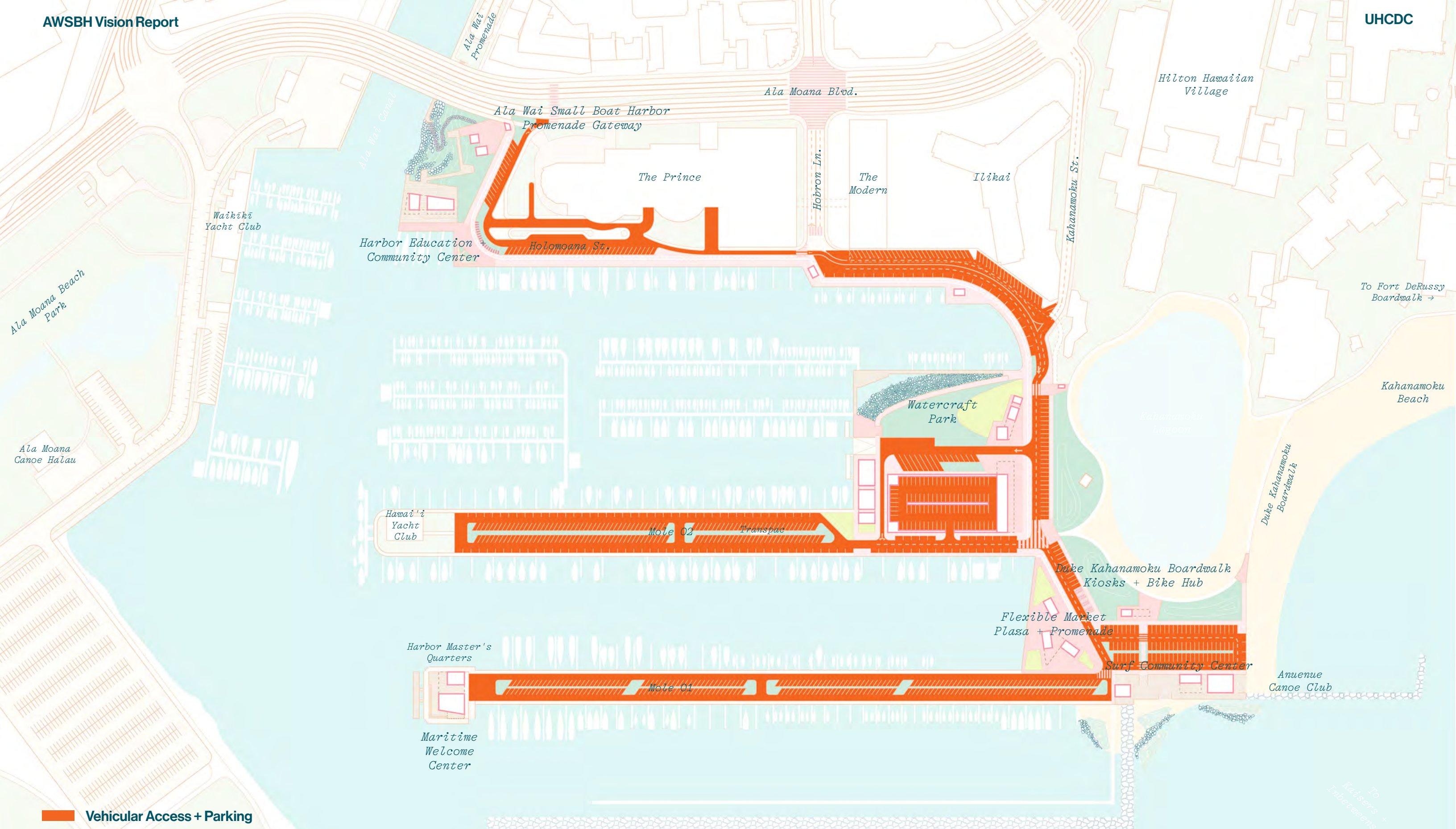




Orange Line Vehicular Access + Parking

Option A Connect the Coast! Vehicular Access





 Vehicular Access + Parking

Option B Connect the Coast! Vehicular Access

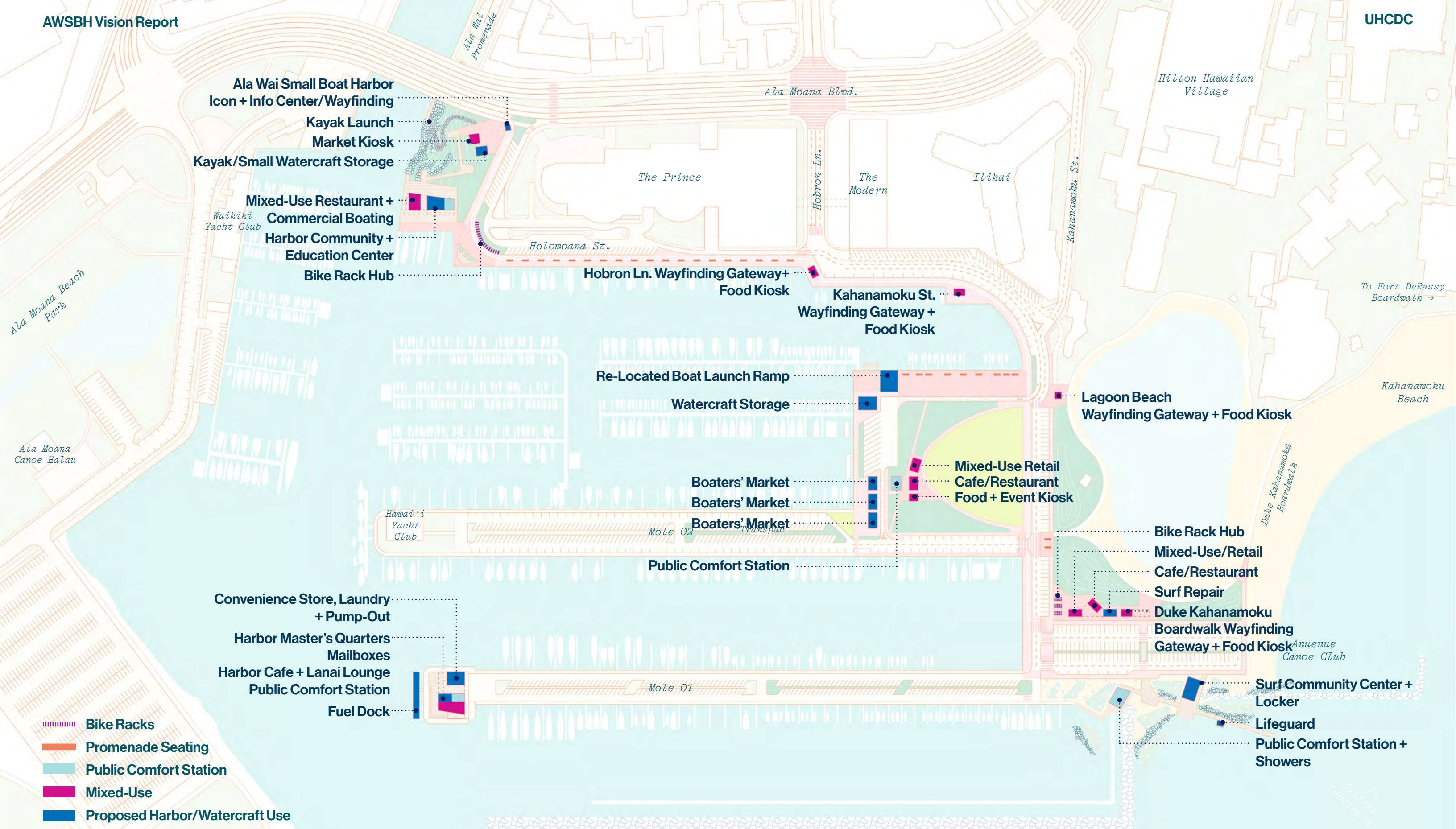
Pacific Ocean

To
Powells →

To
Rockpiles →

To
Kaisers +
Inbeams →

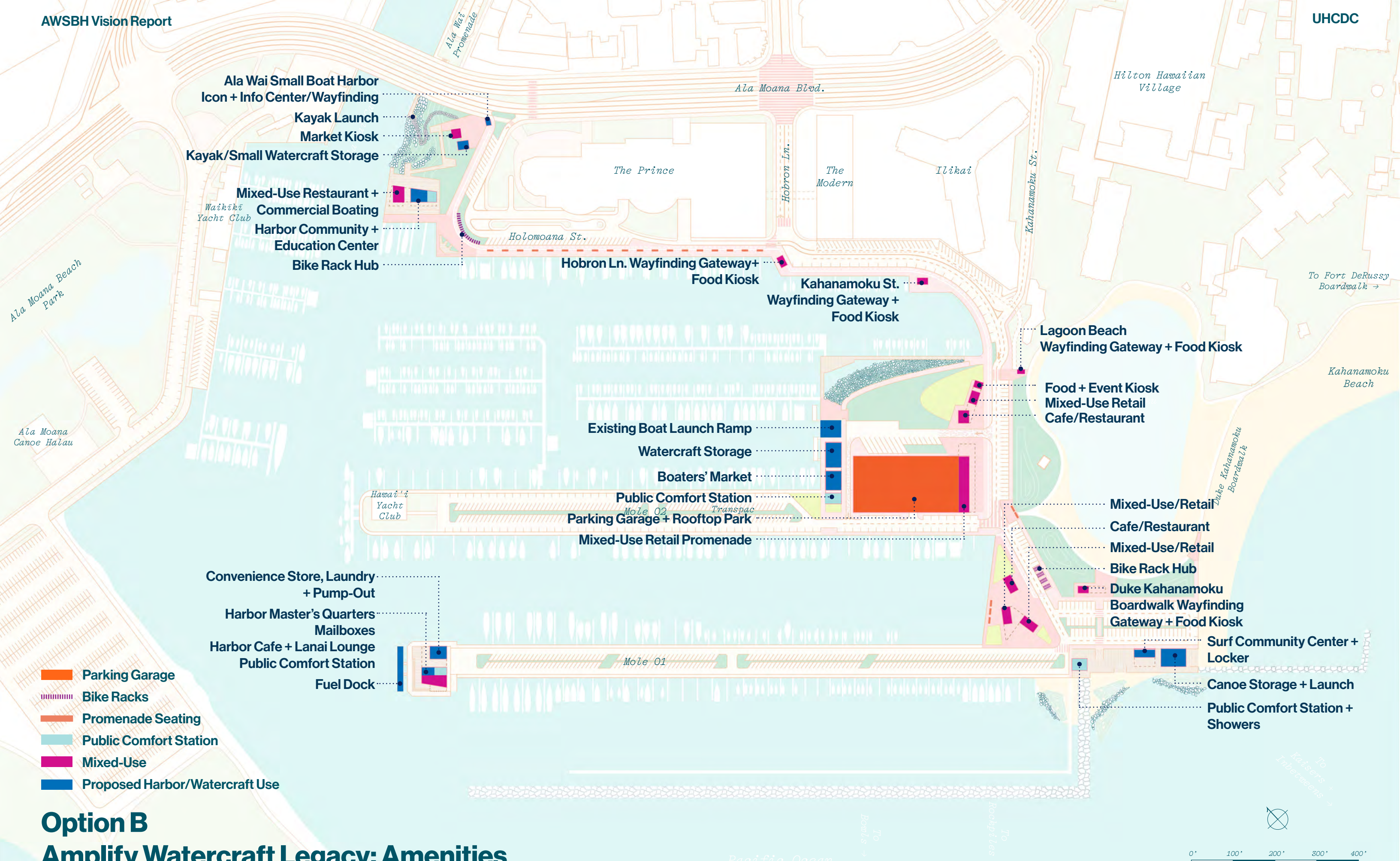




Option A

Amplify Watercraft Legacy: Amenities





Ala Wai Small Boat Harbor
 Icon + Info Center/Wayfinding
 Kayak Launch
 Market Kiosk
 Kayak/Small Watercraft Storage
 Mixed-Use Restaurant +
 Commercial Boating
 Harbor Community +
 Education Center
 Bike Rack Hub

Hobron Ln. Wayfinding Gateway+
 Food Kiosk

Kahanamoku St.
 Wayfinding Gateway +
 Food Kiosk

Lagoon Beach
 Wayfinding Gateway + Food Kiosk

Food + Event Kiosk
 Mixed-Use Retail
 Cafe/Restaurant

Existing Boat Launch Ramp
 Watercraft Storage

Boaters' Market

Public Comfort Station
 Parking Garage + Rooftop Park

Mixed-Use Retail Promenade

Mixed-Use/Retail
 Cafe/Restaurant
 Mixed-Use/Retail
 Bike Rack Hub

Duke Kahanamoku
 Boardwalk Wayfinding
 Gateway + Food Kiosk

Convenience Store, Laundry
 + Pump-Out

Harbor Master's Quarters
 Mailboxes
 Harbor Cafe + Lanai Lounge
 Public Comfort Station

Fuel Dock

Surf Community Center +
 Locker

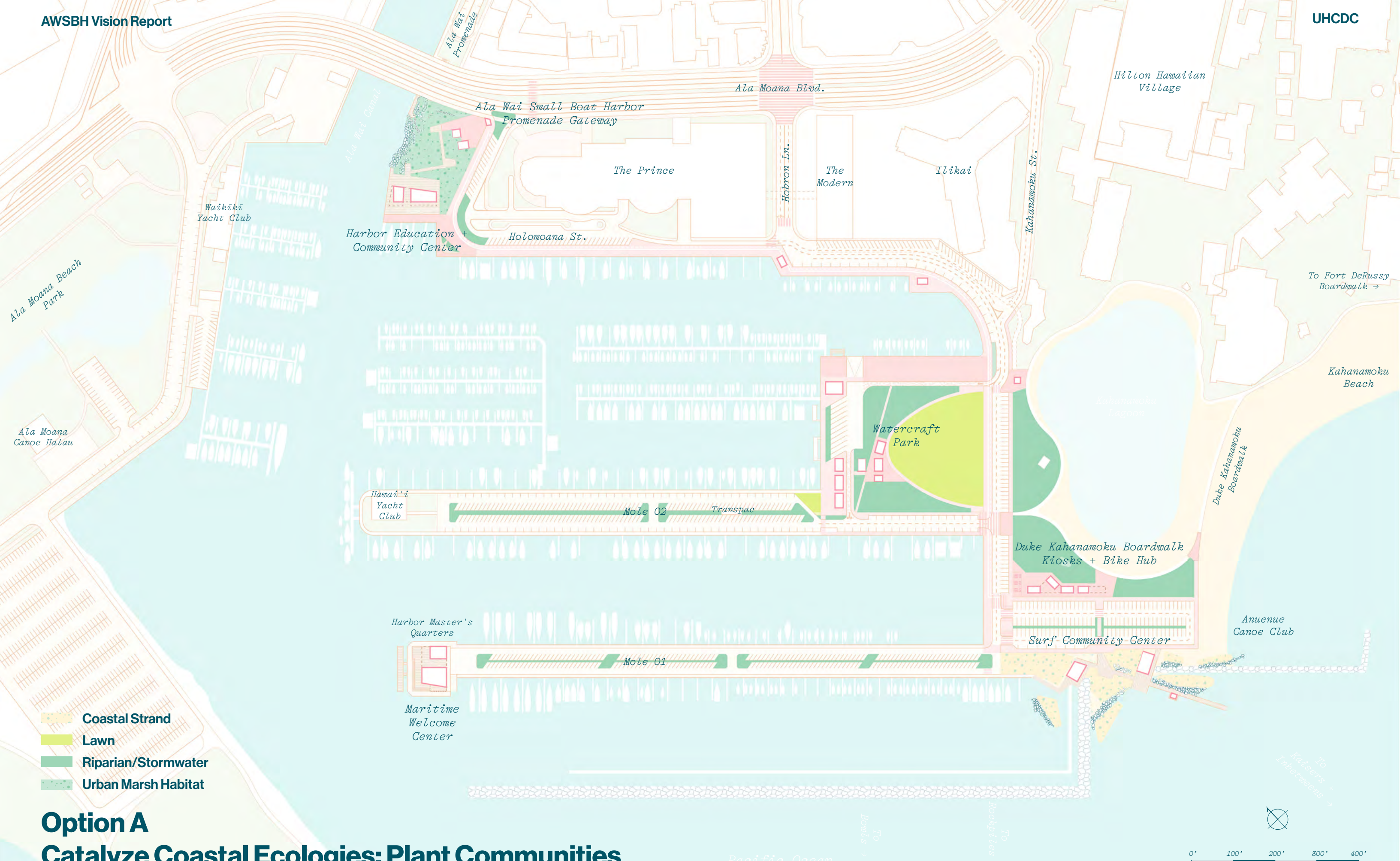
Canoe Storage + Launch

Public Comfort Station +
 Showers

- Parking Garage
- Bike Racks
- Promenade Seating
- Public Comfort Station
- Mixed-Use
- Proposed Harbor/Watercraft Use

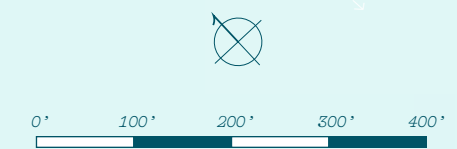
Option B

Amplify Watercraft Legacy: Amenities



Option A

Catalyze Coastal Ecologies: Plant Communities





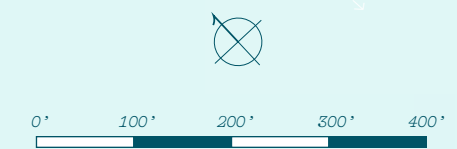
Option B

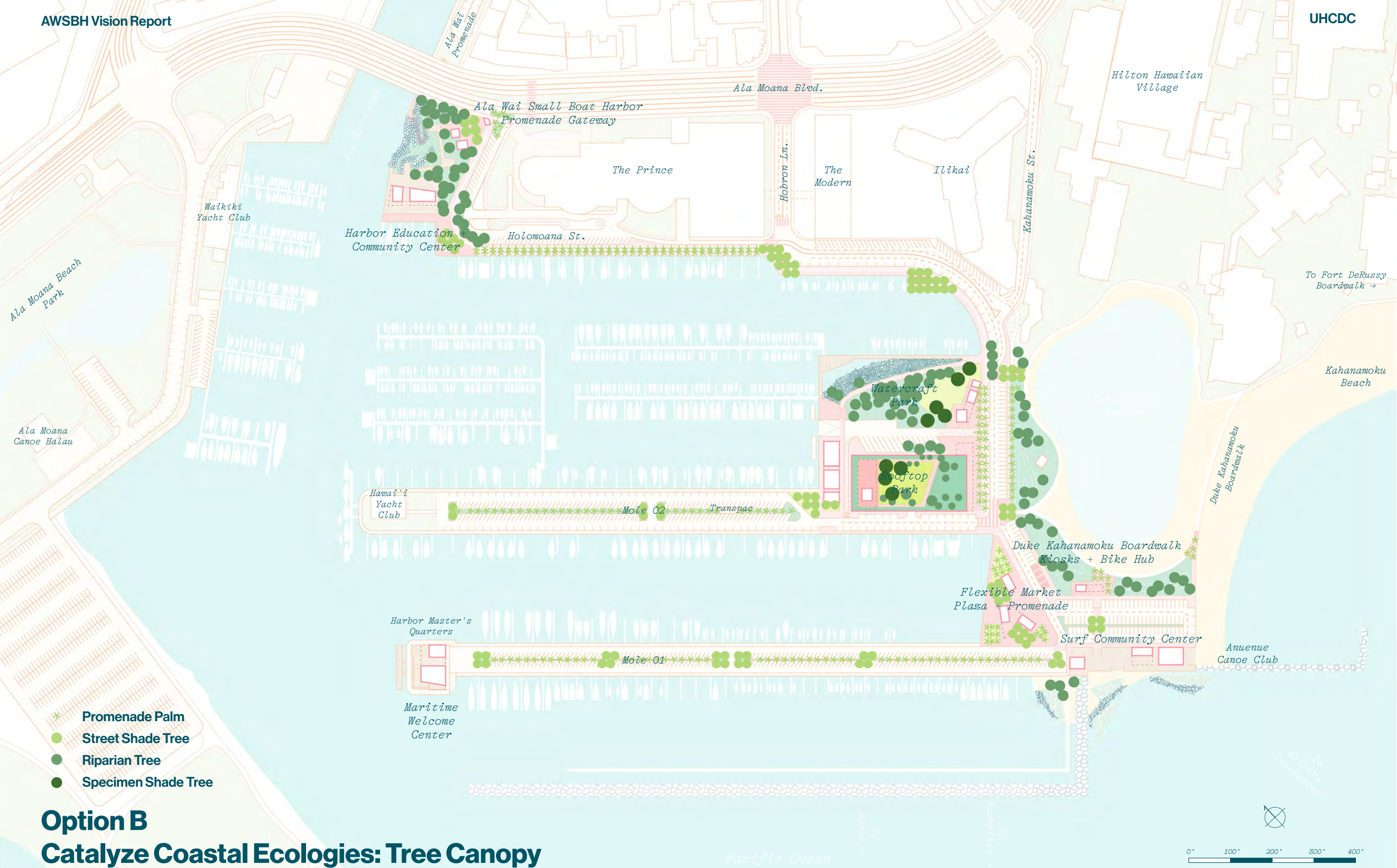
Catalyze Coastal Ecologies: Plant Communities



Option A

Catalyze Coastal Ecologies: Tree Canopy

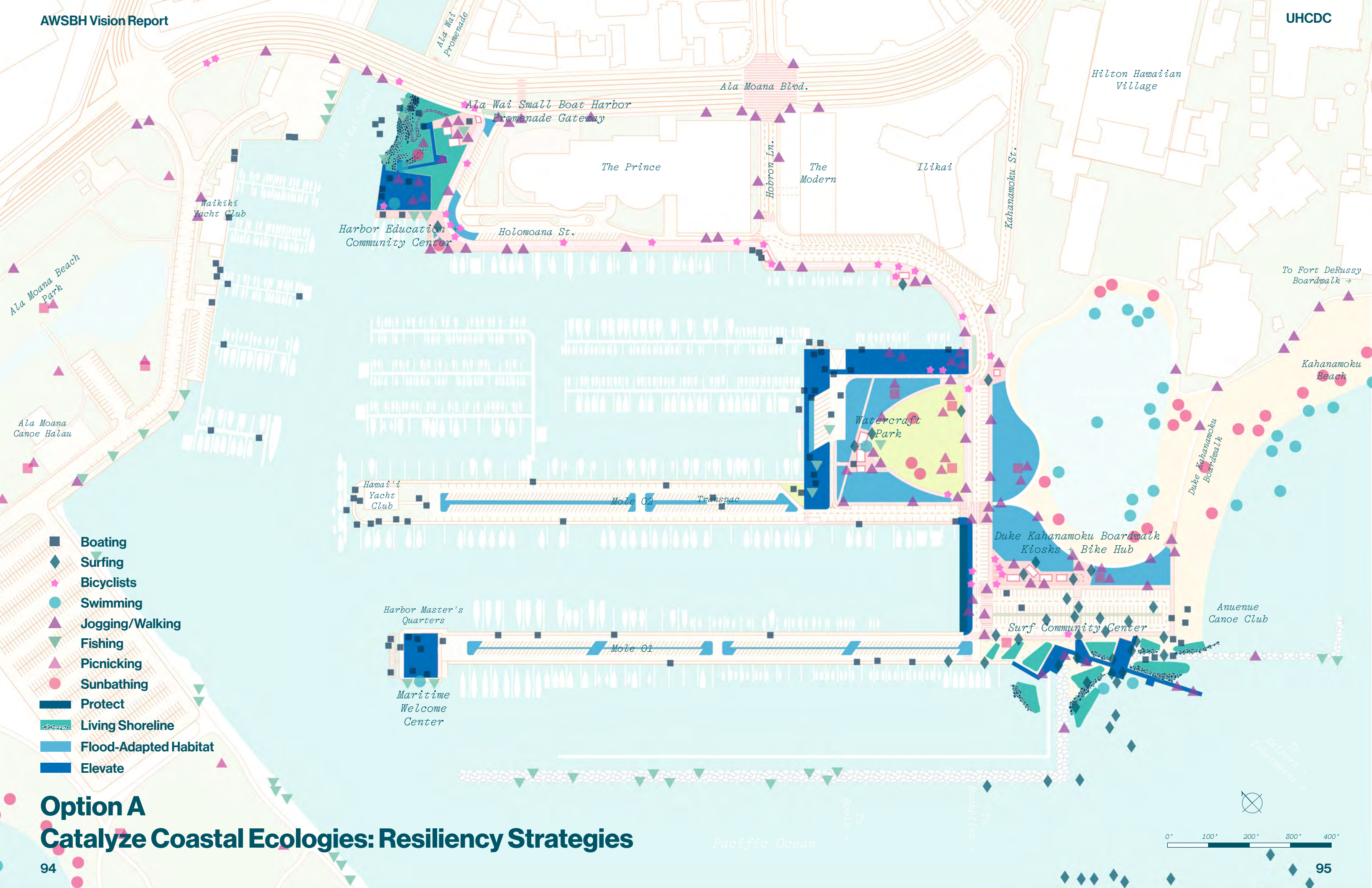




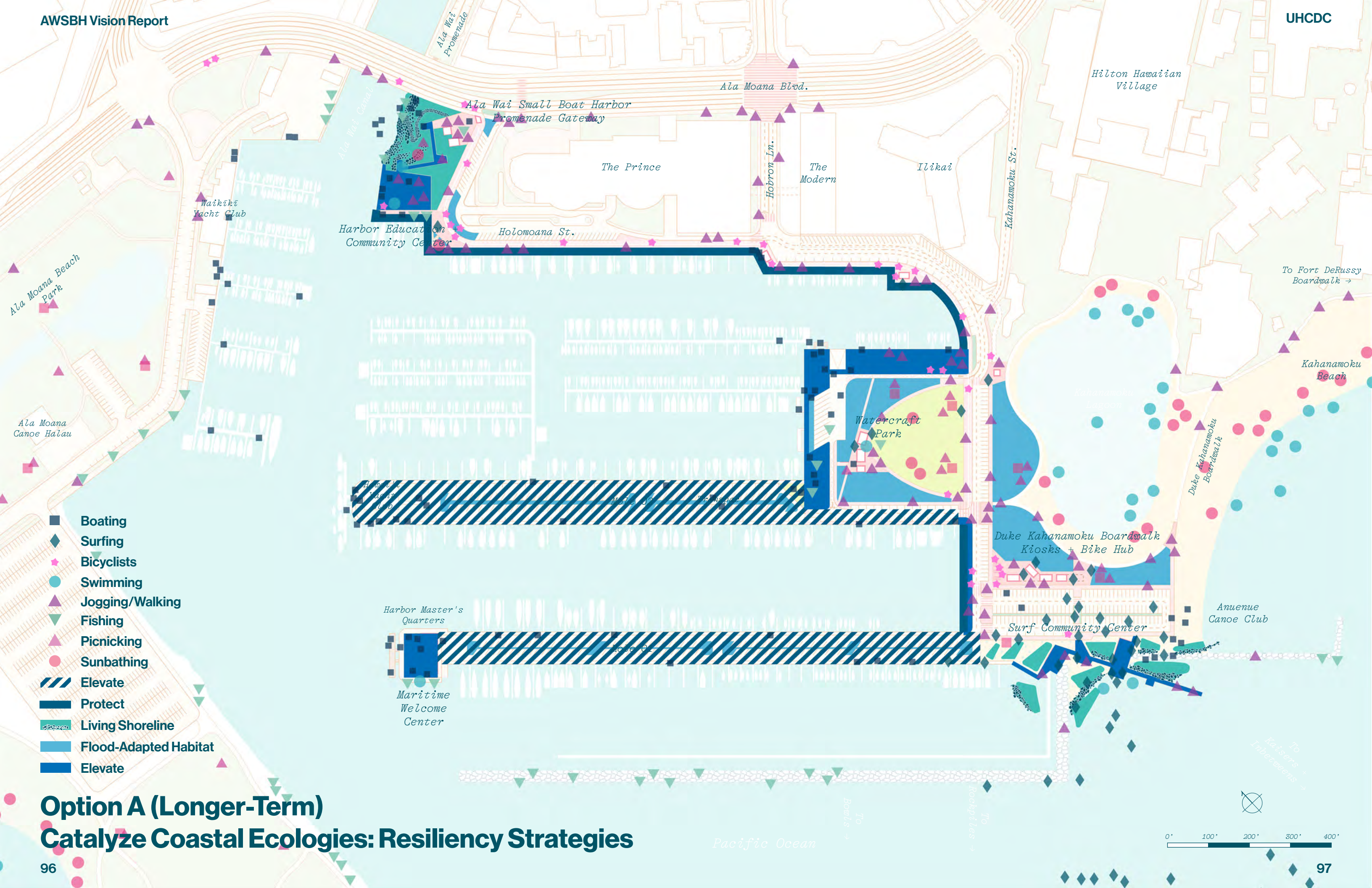
Option B

Catalyze Coastal Ecologies: Tree Canopy





Option A Catalyze Coastal Ecologies: Resiliency Strategies



Option A (Longer-Term) Catalyze Coastal Ecologies: Resiliency Strategies



Pacific Ocean

To
Powells →

To
Rockpiles →

To
Kaisers +
Ingram →

To Fort DeRussy
Boardwalk →

Duke Kahanamoku
Boardwalk

Duke Kahanamoku Boardwalk
Kiosks + Bike Hub

Surf Community Center

Anuenue
Canoe Club

Harbor Master's
Quarters

Maritime
Welcome
Center

Watercraft
Park

Kahanamoku
Beach

Hilton Hawaiian
Village

Ilikai

The
Modern

The Prince

Holomoana St.

Ala Moana Blvd.

Ala Wai
Promenade

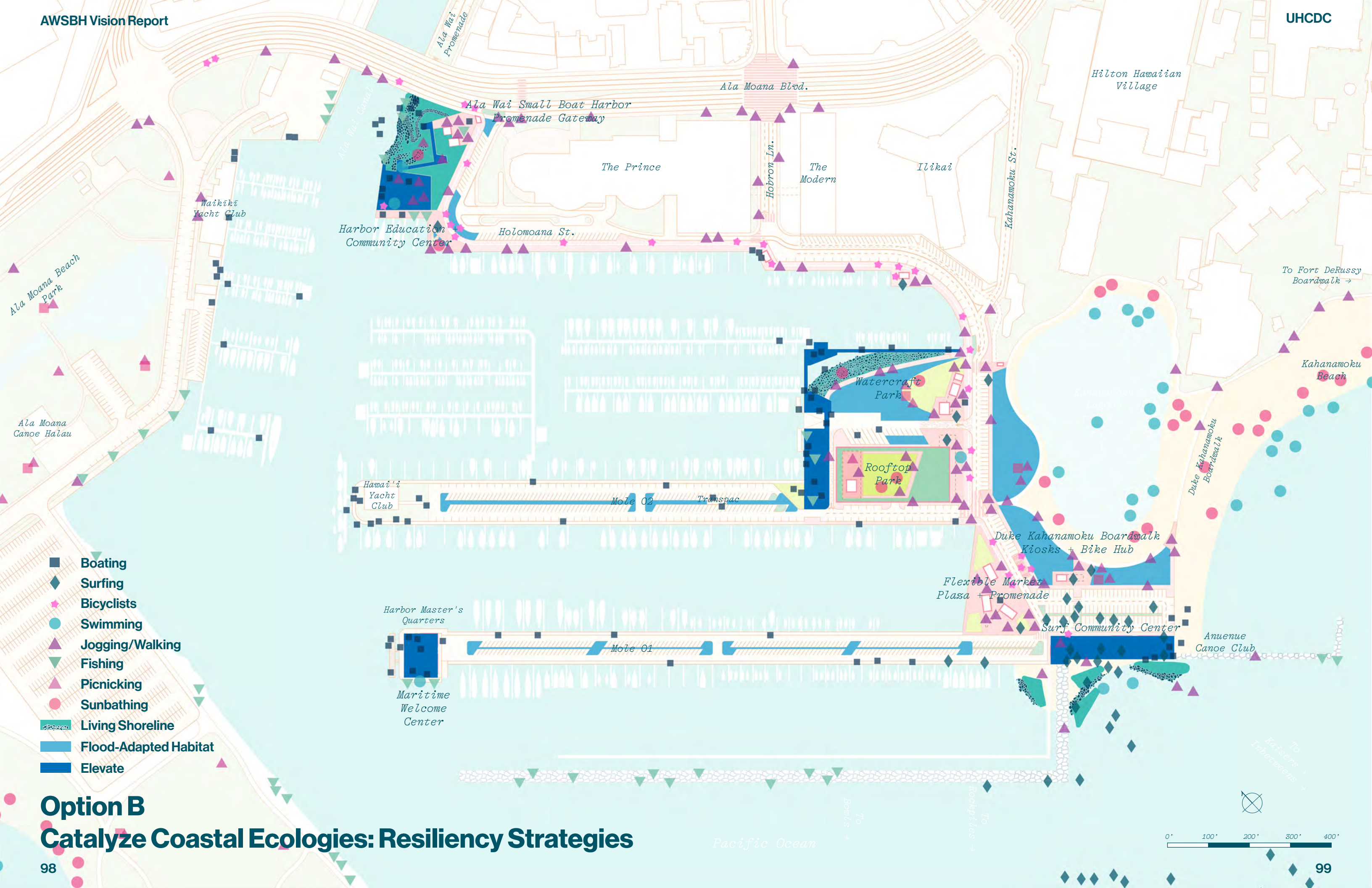
Ala Wai Small Boat Harbor
Promenade Gateway

Harbor Education
Community Center

Waikiki
Yacht Club

Ala Moana Beach
Park

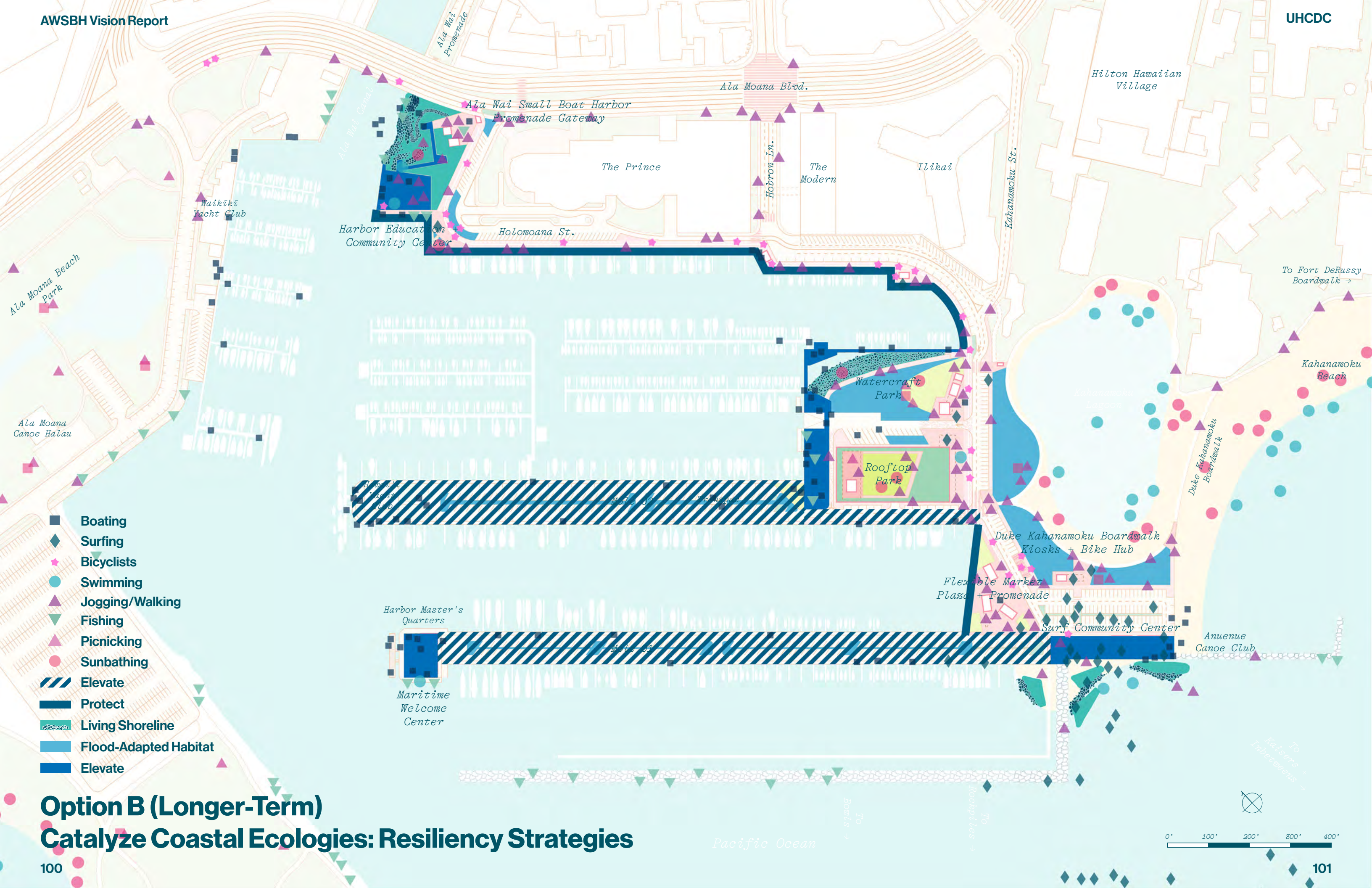
Ala Moana
Canoe Halau



Option B

Catalyze Coastal Ecologies: Resiliency Strategies





Option B (Longer-Term) Catalyze Coastal Ecologies: Resiliency Strategies





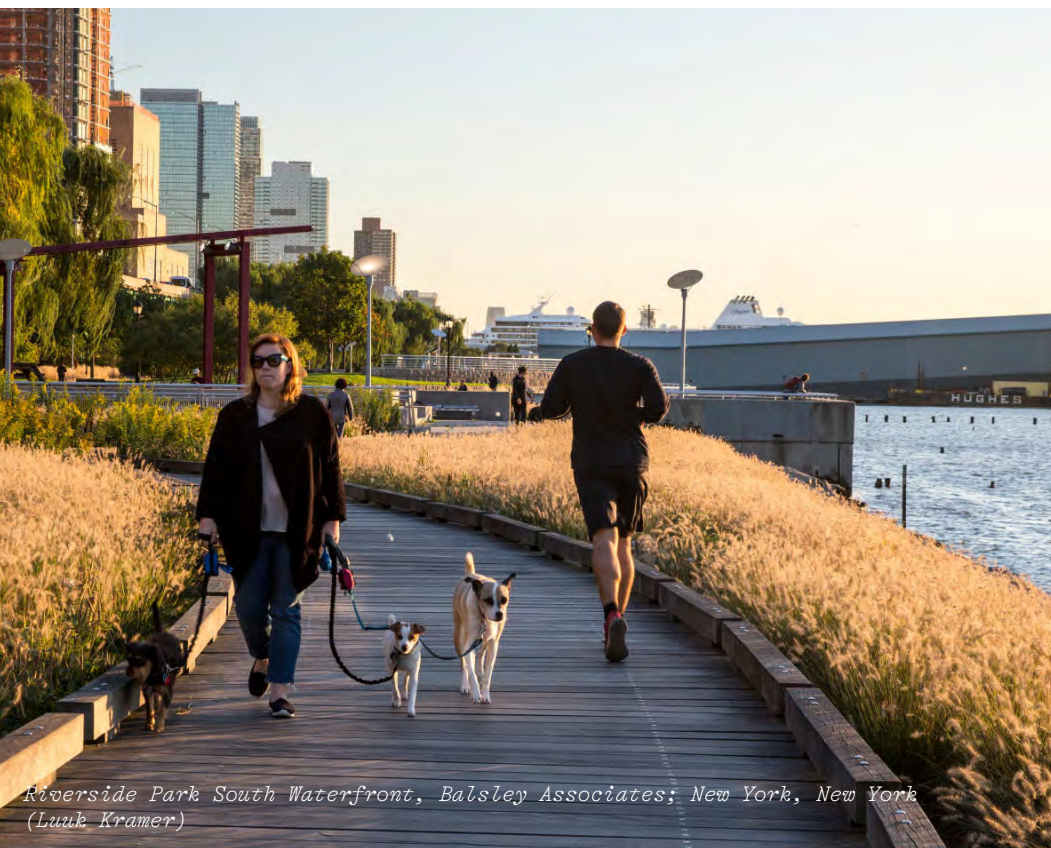
Ijburg, Architectenbureau MVRDV; Amsterdam, Netherlands (Luuk Kramer)



Beach Green Dunes, Local Office Landscape and Urban Design; New York, New York (fastcompany.com)



Clippership Wharf Living Shoreline, Halvorsen; Boston, Massachusetts (Ed Wlosek)



Riverside Park South Waterfront, Balsley Associates; New York, New York (Luuk Kramer)



Harvard Science and Engineering Complex, Stinson, Alston, MA (Phoebe White, 2021)



Clippership Wharf Living Shoreline, Halvorsen; Boston, Massachusetts (Ed Wlosek)

Elevate

Flood-Adapted Habitat

Living Shoreline



*Niederhafen River Promenade, Zaha Hadid Architects; Hamburg, Germany
(Piet Niemann, archdaily.com)*



*Central Seawall, Field Operations; Seattle, Washington
(Magnusson Klemencic Associates)*



*Metamorphous, Paul Sangha Landscape Architecture; Vancouver, BC, Canada
(Tim Swanky)*



*Chicago Riverwalk, Sasaki, Chicago, Illinois
(Christian Philips, 2016)*



*Central Seawall, Field Operations; Seattle, Washington
(Magnusson Klemencic Associates)*



*Living Seawalls, Reef Design Lab - Sydney Institute of Marine Science;
Sydney Institute of Marine Science (Alex Goad)*

Protect Seawall + Amphitheater

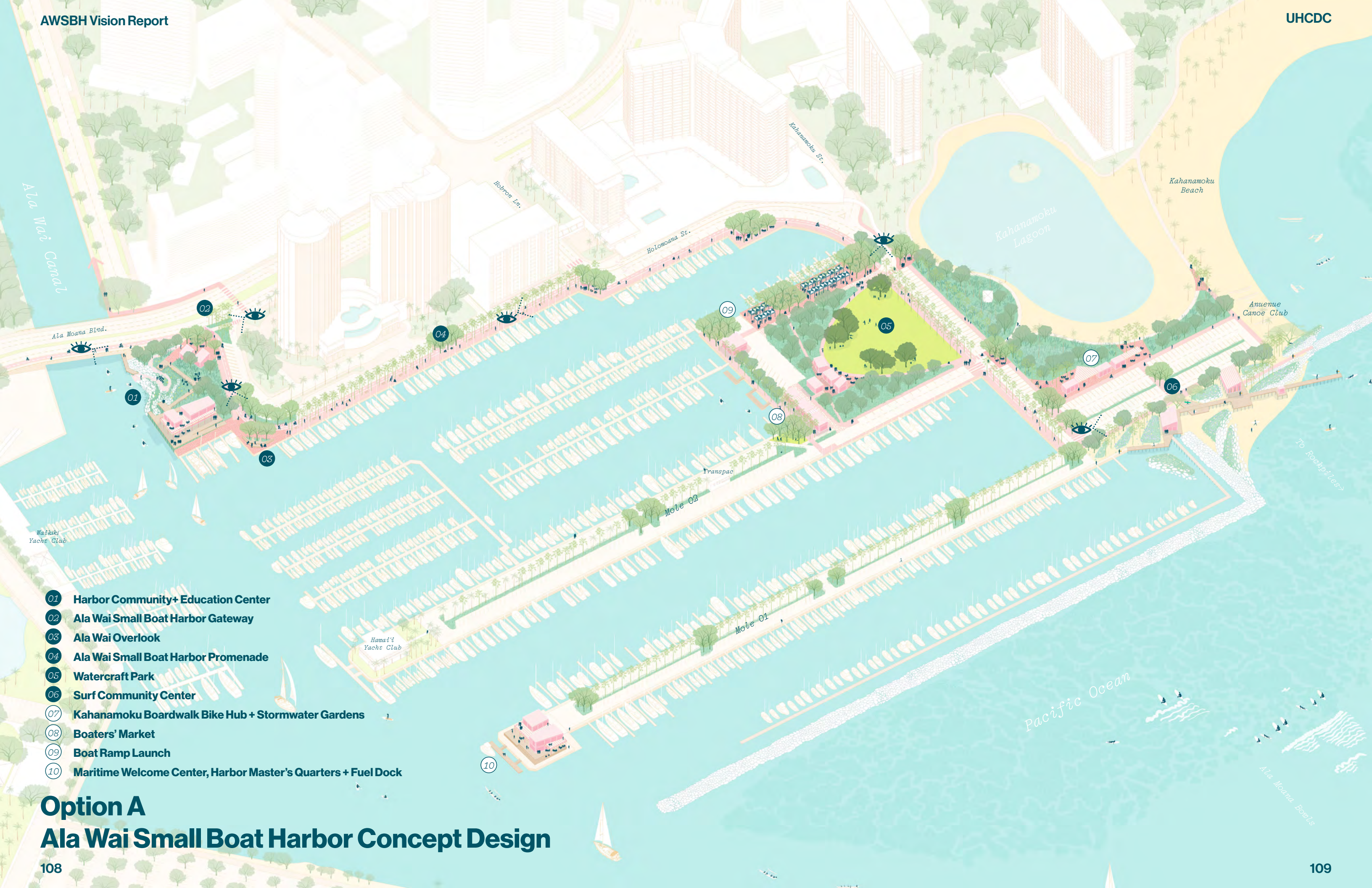
Protect Living Seawall

Protect Living Seawall + Sculpture



- - - AWSBH Vision Concept Public Realm Study Area
- Parcels + Moles per DTL 2017 Conceptual Plan
- * Slips and Moorings Not in Scope of Vision Concept

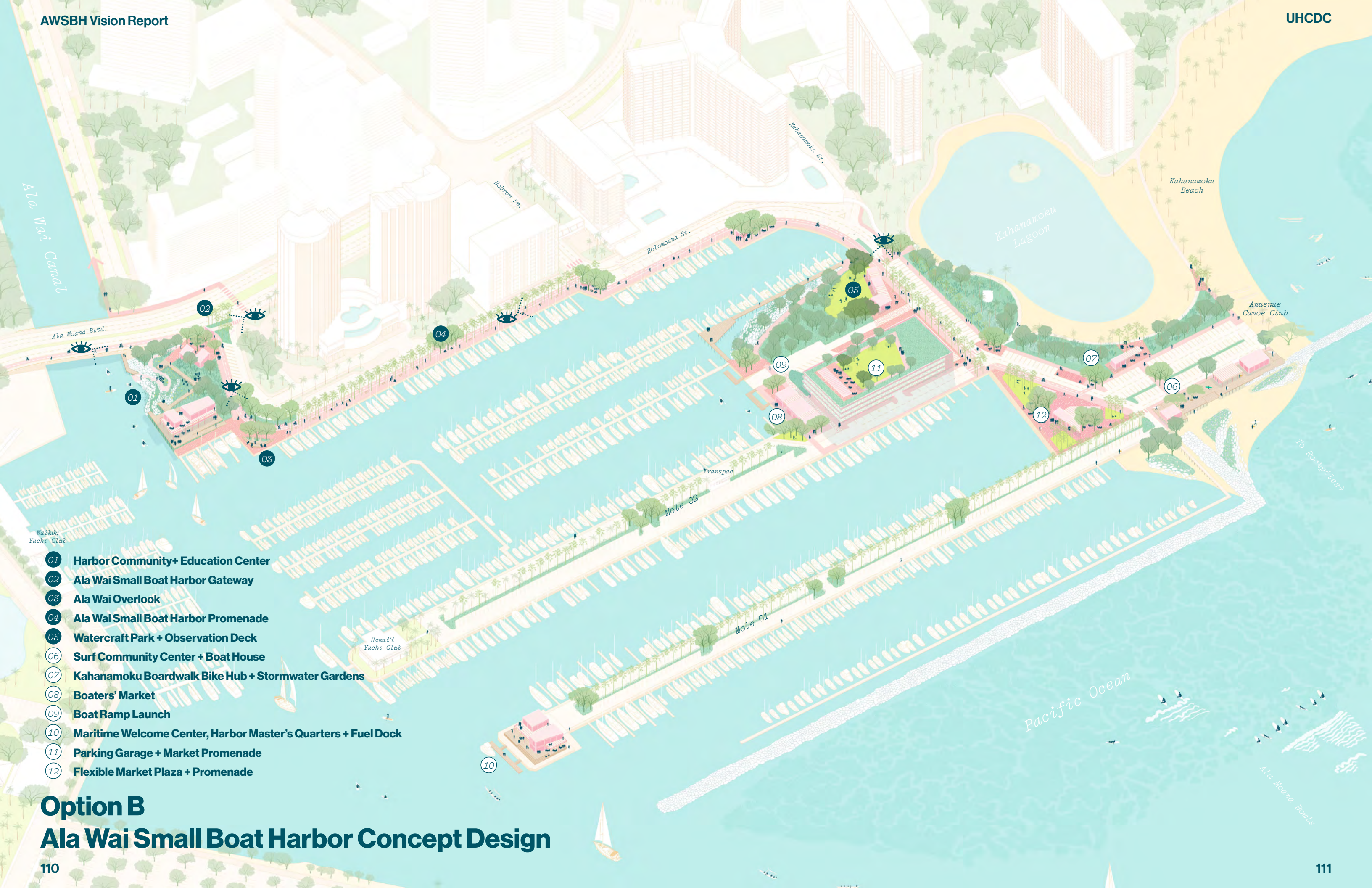
Ala Wai Small Boat Harbor Existing Site



- 01 Harbor Community+ Education Center
- 02 Ala Wai Small Boat Harbor Gateway
- 03 Ala Wai Overlook
- 04 Ala Wai Small Boat Harbor Promenade
- 05 Watercraft Park
- 06 Surf Community Center
- 07 Kahanamoku Boardwalk Bike Hub + Stormwater Gardens
- 08 Boaters' Market
- 09 Boat Ramp Launch
- 10 Maritime Welcome Center, Harbor Master's Quarters + Fuel Dock

Option A

Ala Wai Small Boat Harbor Concept Design

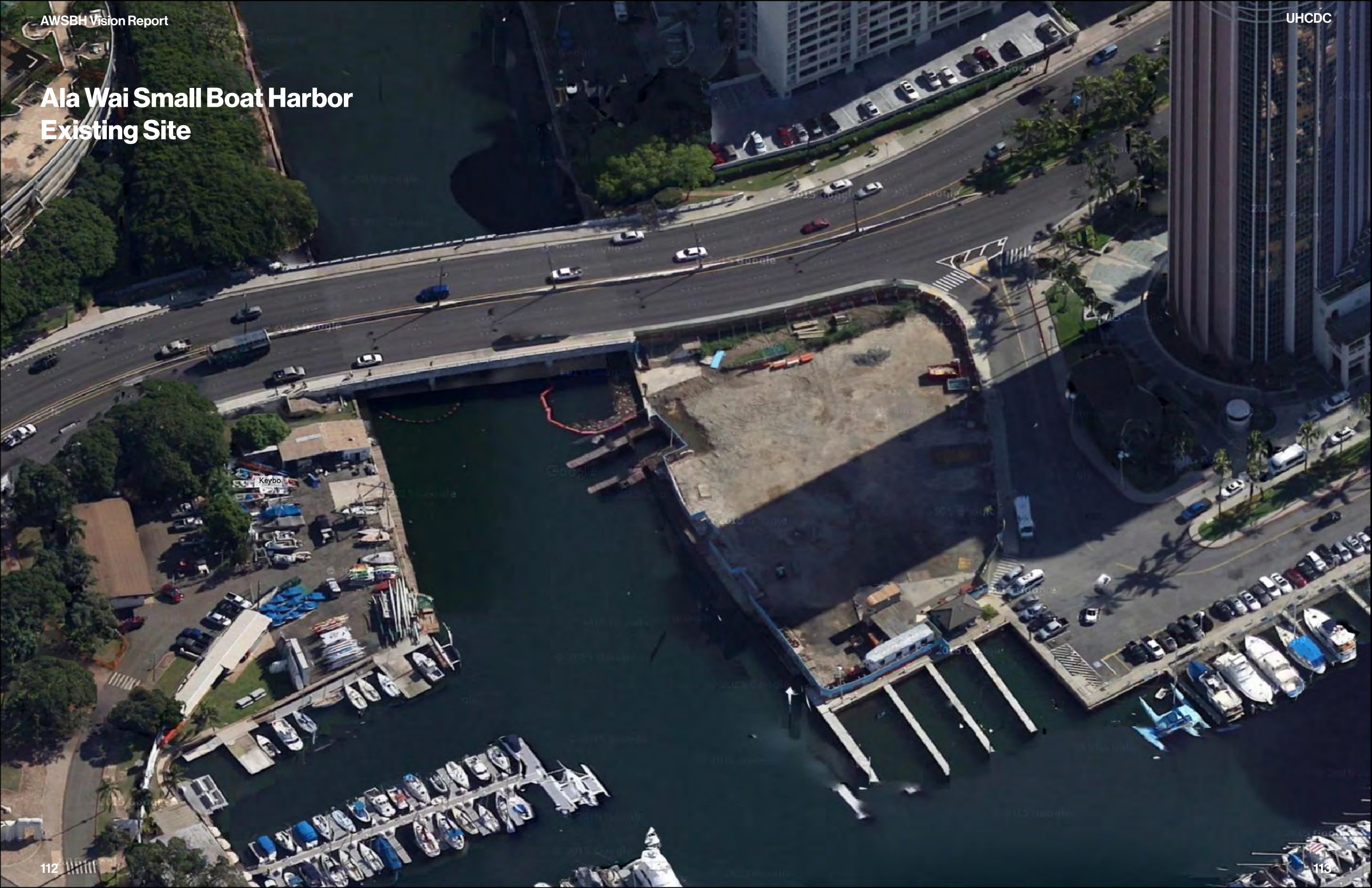


- 01 Harbor Community+ Education Center
- 02 Ala Wai Small Boat Harbor Gateway
- 03 Ala Wai Overlook
- 04 Ala Wai Small Boat Harbor Promenade
- 05 Watercraft Park + Observation Deck
- 06 Surf Community Center + Boat House
- 07 Kahanamoku Boardwalk Bike Hub + Stormwater Gardens
- 08 Boaters' Market
- 09 Boat Ramp Launch
- 10 Maritime Welcome Center, Harbor Master's Quarters + Fuel Dock
- 11 Parking Garage + Market Promenade
- 12 Flexible Market Plaza + Promenade

Option B

Ala Wai Small Boat Harbor Concept Design

Ala Wai Small Boat Harbor Existing Site



Harbor Community + Education Center

The Harbor Community and Education Center acts as the main pedestrian entry to the Ala Wai Small Boat Harbor and Promenade. A pedestrian gateway is located at the intersection of Ala Moana Boulevard and Holomoana Street. A plaza containing an iconic information kiosk, market and cafe, and kayak storage act as the attractors for this gateway. A pedestrian crosswalk at this intersection and a dedicated bike lane amplify this site's identity as the main entrance to the Harbor.

The Ala Wai Small Boat Harbor Promenade and a universally-accessible elevated boardwalk connect this plaza to the Harbor Community and Education Center. Elevated on a deck above the three-foot sea level rise elevation, the Center houses conference rooms and classrooms for community meetings and school groups, a public comfort station, a restaurant, and mixed-use commercial space. The slips located makai of the Center are dedicated to commercial boating activities and offer an opportunity for local fishermen to dock and sell their catch in the market kiosk. The Ala Wai Overlook and Bike Hub is a comfortable shaded space where visitors can sit and watch the watercraft activities and competitions.

Unifying the site is the Urban Educational Marsh and kayak launch. The Marsh is a living shoreline that helps to restore native riparian habitat essential for shore birds, fish, and crustaceans, filter urban runoff, catch debris flowing down the Ala Wai Canal, and adapt this site to sea level rise and storm events. It creates opportunities for educating local school groups about habitat restoration and sea level rise adaptation. Outdoor classrooms are located on the elevated boardwalk and in an amphitheater adjacent to the kayak launch. The universally-accessible kayak launch allows small watercraft access to the water and the Ala Wai Promenade Gateway - an elevated boardwalk that connects the site to the Ala Wai Promenade beneath the Ala Moana Boulevard Bridge.







01 Harbor Community + Education Center



a

Ala Wai Promenade Gateway

b

Harbor Community + Education Center

c

Urban Educational Marsh + Watercraft Access





a

Ala Wai Small Boat Harbor



b

c

Kauai Cafe



Sea Ranch Entry Marker, Sea Ranch, California
(Lawrence Halprin Collection, 1965)

Shake Shack, Madison Square Park, New York, New York
(Union Square Hospitality Group, 2004)

Weiliu Wetland Park, Yifang Ecoscape; Xi'an, China
(Yifang Ecoscape, 2019)



Northampton Park, STIMSON; Northampton, Massachusetts
(Ngoc Doan, 2016)

Chicago Riverwalk, Sasaki, Chicago, Illinois
(Christian Phillips, 2016)

Will Smith Zoo School, Lake Flato Architects; San Antonio, Texas
(Andrea Calo and Dror Baldinger, 2014)

a

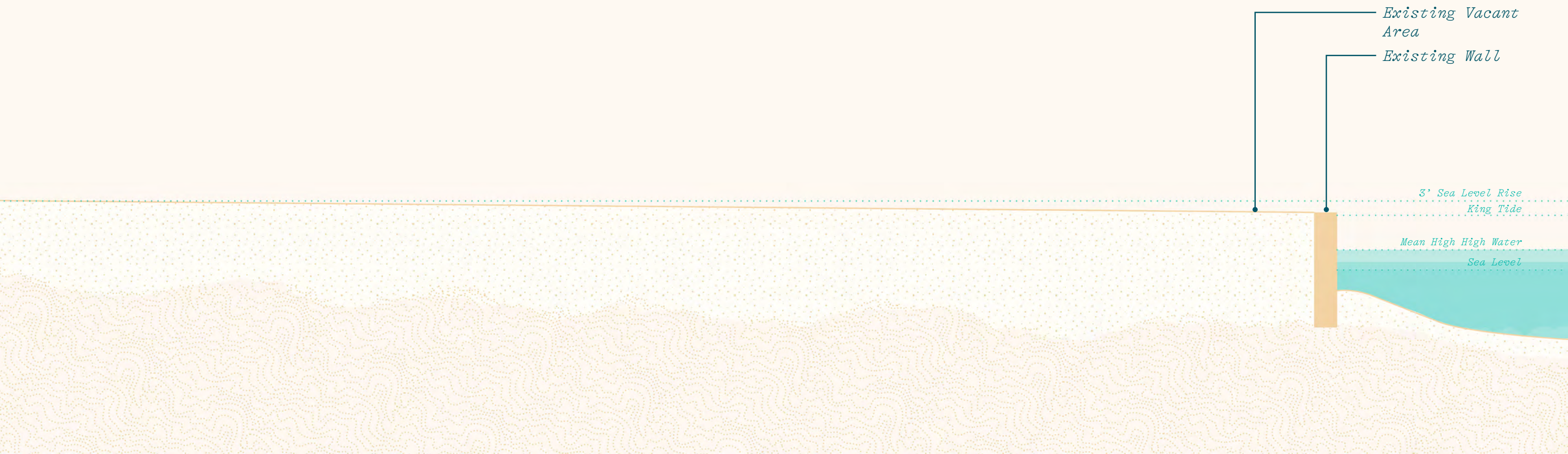
Ala Wai Small Boat Harbor Icon + Wayfinding

b

Kiosks + Night Market

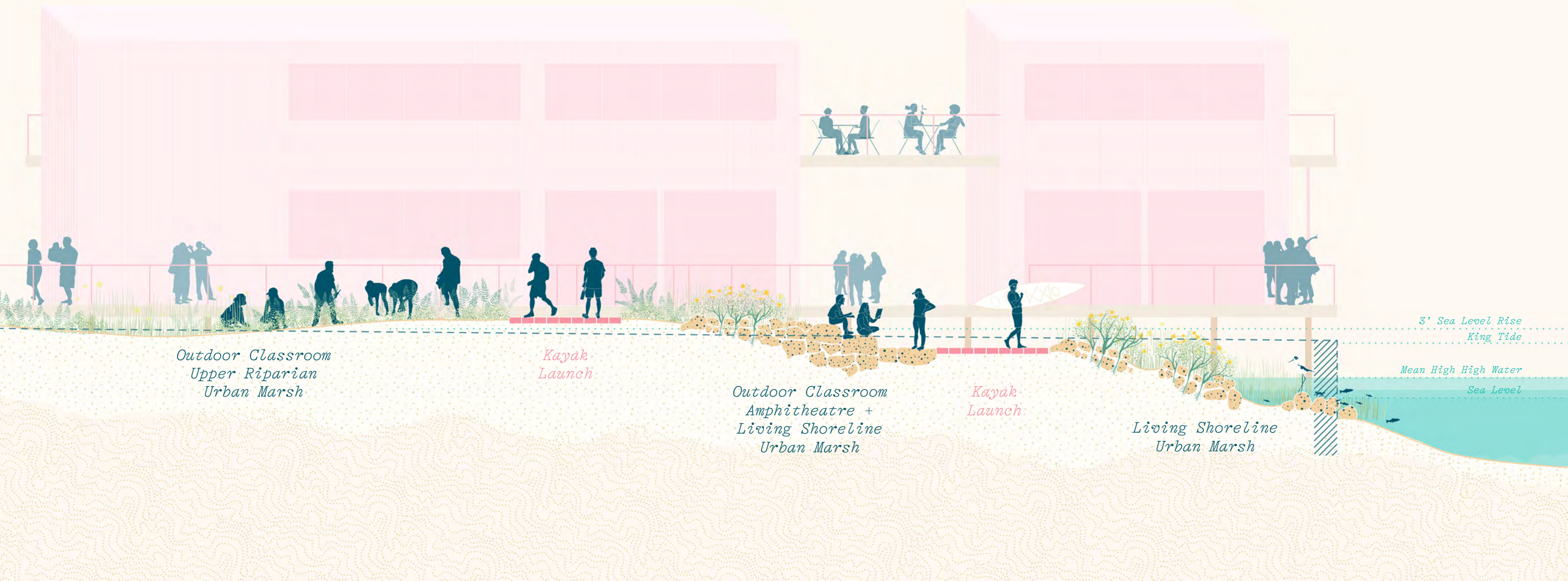
c

Urban Educational Marsh + Outdoor Classroom



Existing 'Parcel B'





*Outdoor Classroom
Upper Riparian
Urban Marsh*

*Kayak
Launch*

*Outdoor Classroom
Amphitheatre +
Living Shoreline
Urban Marsh*

*Kayak
Launch*

*Living Shoreline
Urban Marsh*

*3' Sea Level Rise
King Tide*

*Mean High High Water
Sea Level*

Options A+B Harbor Community + Education Center





b

c

a

03 Ala Wai Overlook



The Waterfront Promenade at Aker Brygge, Link Landskap, Oslo, Norway (Tomasz Majewski, 2015)



Campbells Cove, Context Landscape Architecture, Sydney, Australia (Brett Boardman, 2020)



Lincoln Center Bosque, Matthews Nielsen, New York, New York (Deep Root, 2015)



Passeig Marítim de la Barceloneta, Ajuntament de Barcelona, Departament de Projectes Urbans, Jordi Henrich, Olga Tarrasó, Jaume Artigues Barcelona, Spain



Chicago Riverwalk, Sasaki, Chicago, Illinois (Christian Phillips, 2016)



Surly Brewing, HGA, Minneapolis, Minnesota (Paul Crosby, 2016)

a

Ala Wai Small Boat Harbor Promenade + Bikeway

b

Ala Wai Overlook Seating Element + Watercraft Viewing

c

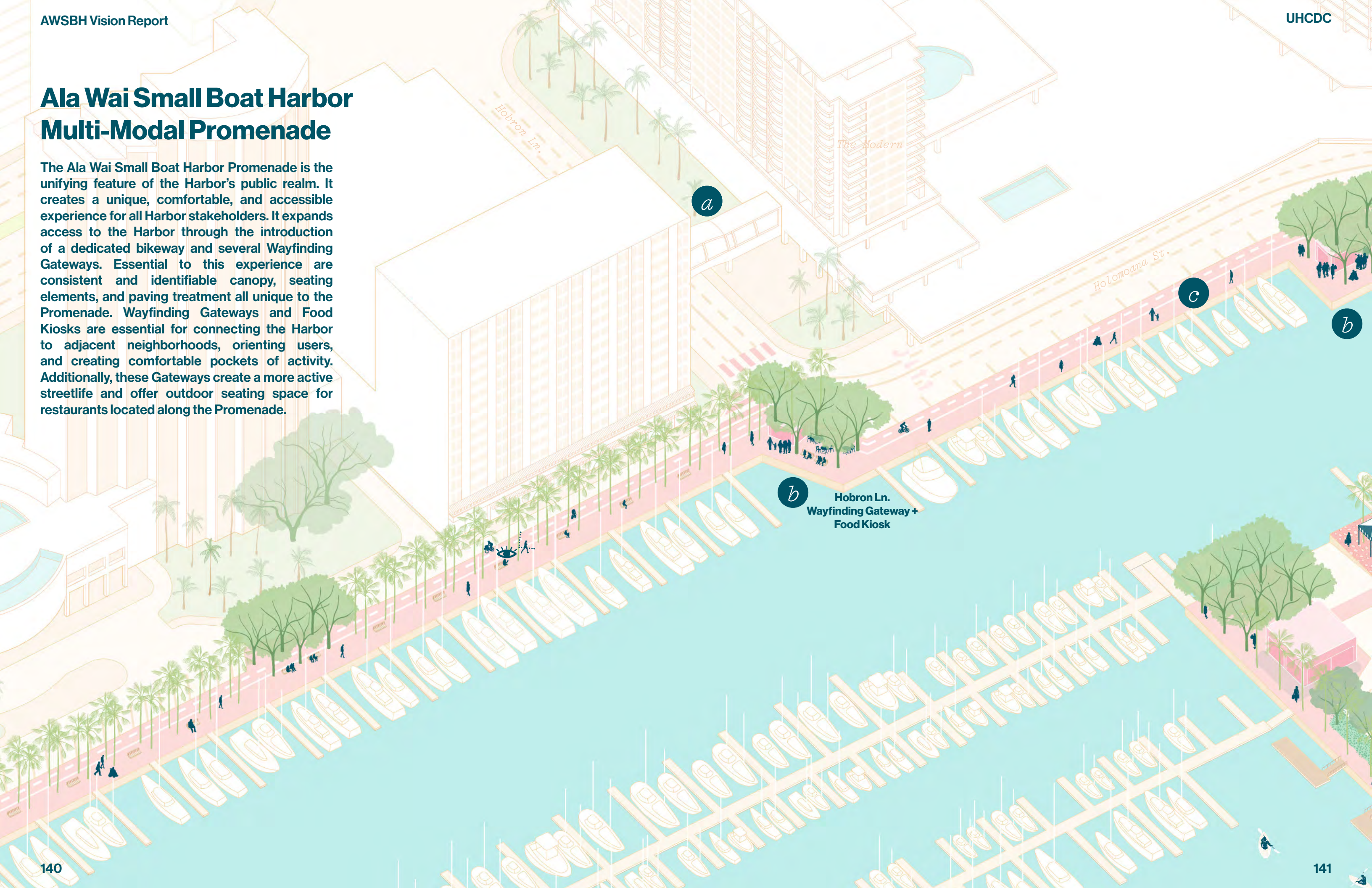
Consistent Pockets of Urban Canopy/ Shade + Bike Hubs

Ala Wai Small Boat Harbor Existing Site



Ala Wai Small Boat Harbor Multi-Modal Promenade

The Ala Wai Small Boat Harbor Promenade is the unifying feature of the Harbor's public realm. It creates a unique, comfortable, and accessible experience for all Harbor stakeholders. It expands access to the Harbor through the introduction of a dedicated bikeway and several Wayfinding Gateways. Essential to this experience are consistent and identifiable canopy, seating elements, and paving treatment all unique to the Promenade. Wayfinding Gateways and Food Kiosks are essential for connecting the Harbor to adjacent neighborhoods, orienting users, and creating comfortable pockets of activity. Additionally, these Gateways create a more active streetlife and offer outdoor seating space for restaurants located along the Promenade.



b Hobron Ln.
Wayfinding Gateway +
Food Kiosk



Seattle Central Waterfront, Field Operations, Seattle, Washington
(Field Operations)



Arbory Bar & Eatery, Jackson Clements Burrows, Melbourne, Australia
(John Gollings, 2015)



Superkilen, Topotek, Copenhagen, Denmark
(Iwan Ban, 2012)



Jardín Botánico, Bet Figueras, Barcelona, Spain
(Landesine, 2009)



Arbory Bar & Eatery, Jackson Clements Burrows, Melbourne, Australia
(John Gollings, 2015)



Copacabana Promenade, Roberto Burle Marx, Rio de Janeiro, Brazil
(Alamy)

a

Promenade as Wayfinding Device

b

Kiosk Gateways + Pockets of Activity

c

Identifiable + Unified Promenade Paving





d

f

e

04

Ala Wai Small Boat Harbor Promenade



La Rambla, Barcelona, Spain

The Waterfront Promenade at Aker Brygge, L&K Landskap, Oslo, Norway
(Tomasz Majewski, 2015)

Split Waterfront, 3LHD, Split, Croatia
(3LHD, 2010)



Split Waterfront, 3LHD, Split, Croatia
(3LHD, 2010)

East Bayfront Water's Edge, DTAH and West 8, Toronto, Canada
(Waterfront Toronto, 2014)

El Moll de la Fusta, Paseo Maritimo, Barcelona, Spain
(Bellitalia)

d

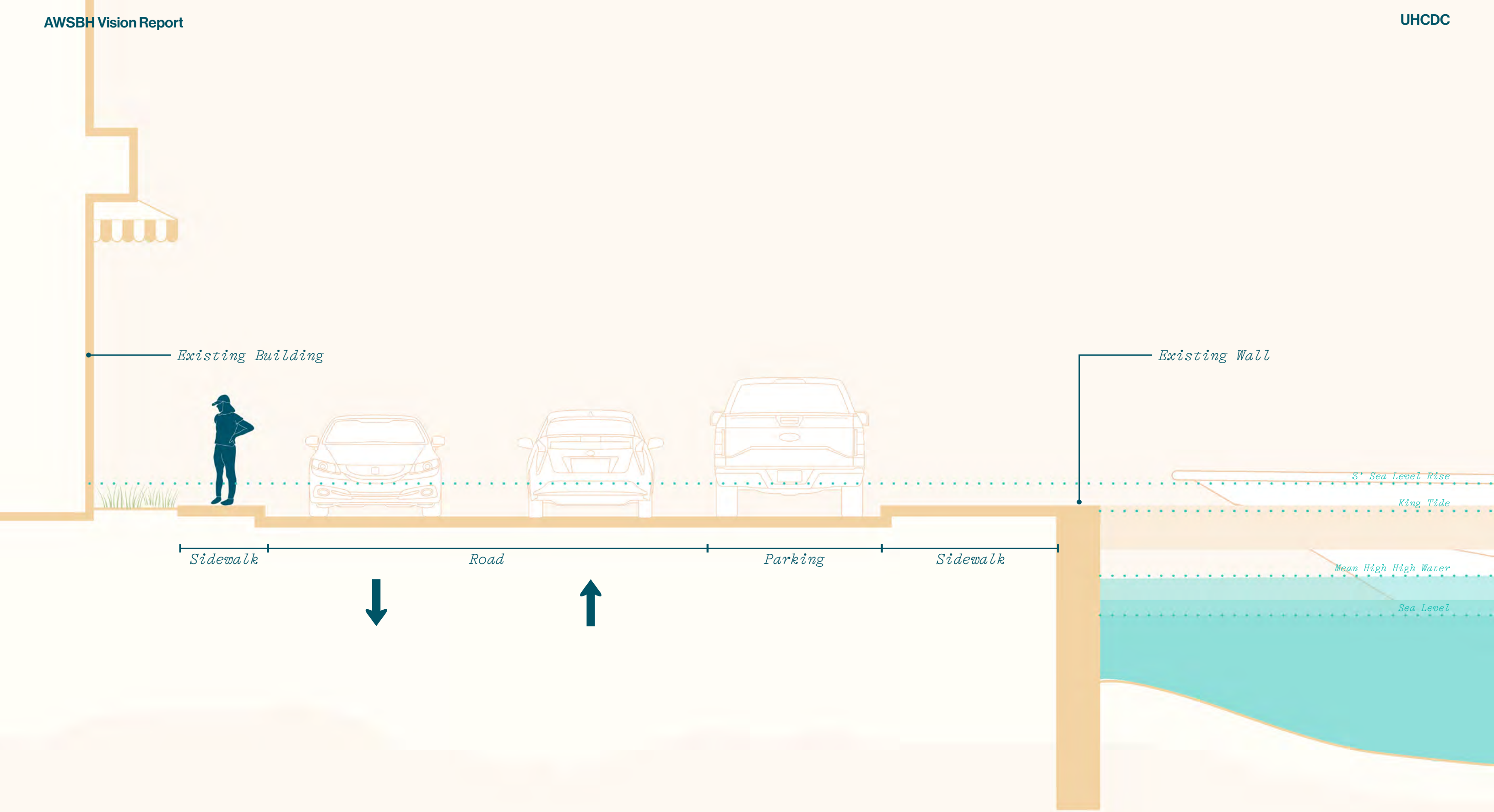
Activated Streetlife

e

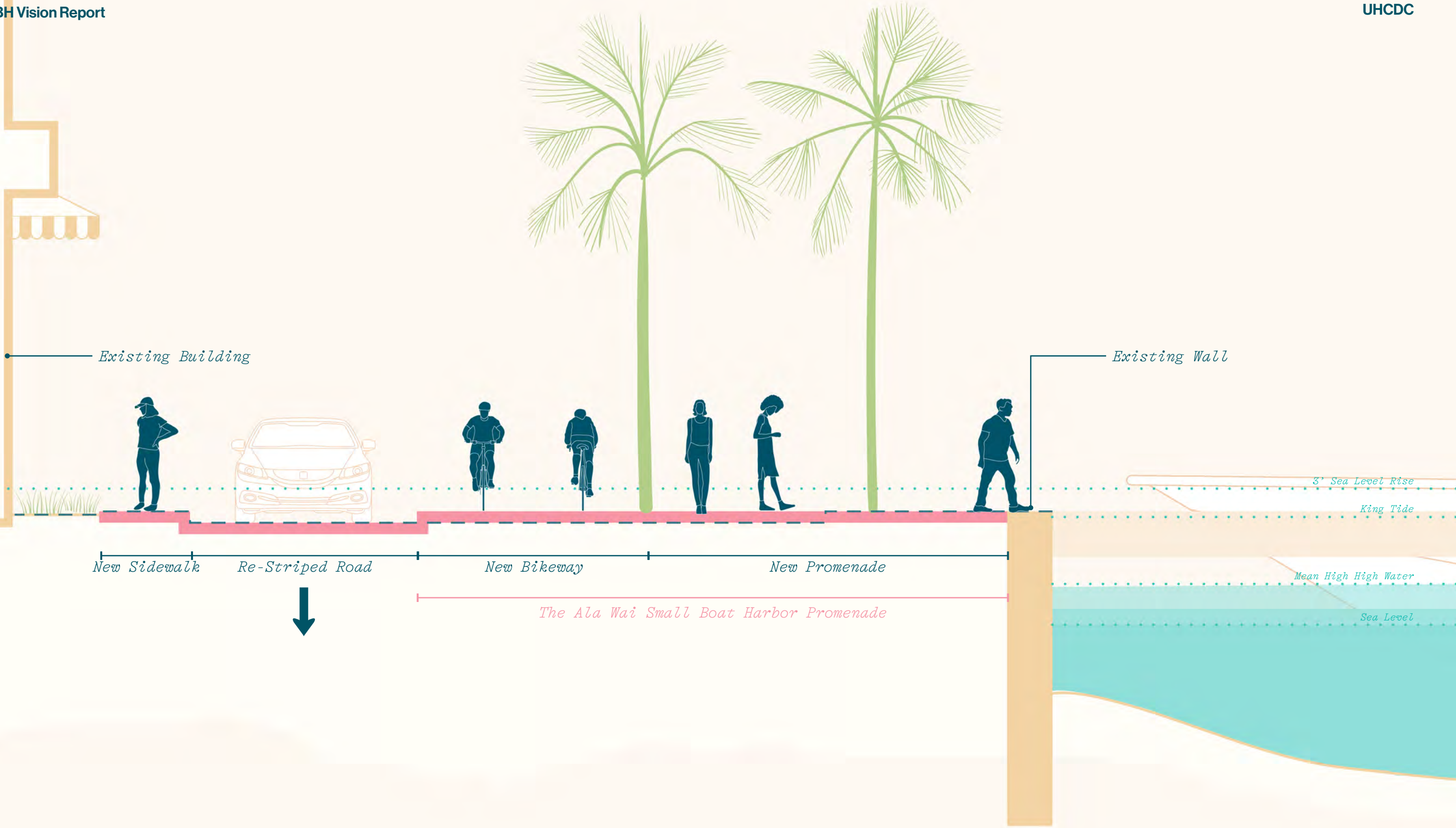
Consistent + Comfortable Seating

f

Trees as Reinforcing Harbor Promenade Identity



Existing Holomoana St. at Chart House



Options A+B
Ala Wai Small Boat Harbor Promenade at Chart House



Ala Wai Small Boat Harbor Existing Site



Watercraft Park Option A

Watercraft Park is the Harbor's largest social gathering space.

In Option A the identifying features of the Park are the central Community Event Lawn, the Flexible Market Promenade, the Boat Launch and Boaters' Market. The Community Event Lawn provides a space for everyday recreation and relaxation for families, children, and community members and larger events such as observing the fireworks, outdoor movie nights, and performances. A series of Riparian Gardens border the lawn and frame views towards Diamond Head and the Lagoon Beach. These gardens filter stormwater runoff generated on-site, help to protect against storm surge and flood events, and contribute to the resilience of the Harbor. A cluster of kiosks and a public comfort station located at the center of the Park create an active node throughout the day.

Two entry plazas and prominent pedestrian crossings are located at the northern and southern corners of the Park, reinforcing connections to the adjacent Lagoon Beach and Duke Kahanamoku Boardwalk. The Flexible Market Promenade on the northern edge of the Park offers a comfortable, shaded space for regularly-scheduled farmers' market and food truck events. The Boaters' Market on the western edge of the Park contains a small watercraft storage structure, boat trailer parking, and a series of marine supplies shops that sell canvas, rope, bait and tackle, and other goods essential to watercraft and liveaboard activities.

A westbound, one-way road borders the edge of Watercraft Park and provides access to the relocated Boat Launch. Reducing the road width is meant to calm traffic speeds, create a safe pedestrian experience, and provide critical access to the Boat Launch. Special paving similar in character to the plaza paving is meant to further assist in calming traffic.



Watercraft Park Option B

In Option B the characteristic features of Watercraft Park are the Community Event Lawn, the Observation Deck, Living Shoreline Intertidal Shelves, the Boat Launch and Boaters' Market, the Parking Garage and Rooftop Park, and a Mixed-Use Retail Promenade. In this option, Watercraft Park is bisected by a one-way road and boat trailer parking that provides access to the existing Boat Launch. The Community Event Lawn is oriented towards the western views of the Harbor, as well as the Living Shoreline and elevated Observation Deck - two elements that provide resiliency strategies for Watercraft Park and unique experiences of the water. Another lawn space is located on the Rooftop Park, extending the opportunities for community events and performances. The Parking Garage preserves the amount of parking spaces in this portion of the Harbor, while also allowing for the majority of the site to serve community and Harbor functions.







05 Watercraft Park — Option A



Harvard Science Plaza, Stoss, Cambridge, Massachusetts
(Harvard University)



Brooklyn Bridge Park, MVVA; Brooklyn, New York
(Alexa Hoyer, 2010)



North Wharf Promenade, TCL/WA Landscape Architecture, Auckland, New Zealand
(Simon Devitt, 2012)



Bryant Park Holiday Market, New York, New York



Barangaroo Reserve, PWP Landscape Architecture, Sydney, Australia
(PWP, 2019)



Rhone River Banks, In Situ Architectes Paysagistes, Lyon, France
(In Situ, 2011)

a

Flexible Market Promenade

b

Harbor Community Event Lawn

c

Stormwater Infrastructure



a

b

c

05 Watercraft Park — Option B



Salesforce Transit Center, PWP, San Francisco, California (PWP)



Brooklyn Bridge Park, MVVA; Brooklyn, New York (Alexa Hoyer, 2010)



Pier 4, Reed Hilderbrand, Boston, Massachusetts (Hao Liang)



111 Lincoln Road, Raymond Jungles and Herzog De Meuron, Miami, Florida (Stephen Dunn Photography)



Brooklyn Bridge Park, MVVA; Brooklyn, New York (Sherwood Design Engineers)



Brooklyn Bridge Park, Pier 5 Wetland, MVVA; Brooklyn, New York (Sherwood Design Engineers)

a

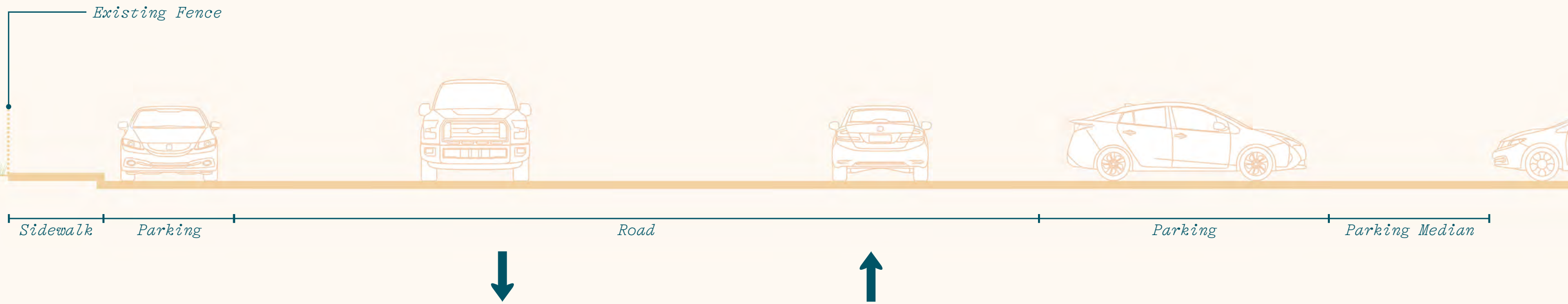
Parking Garage Rooftop Park + Promenade Market

b

Harbor Community Event Lawn

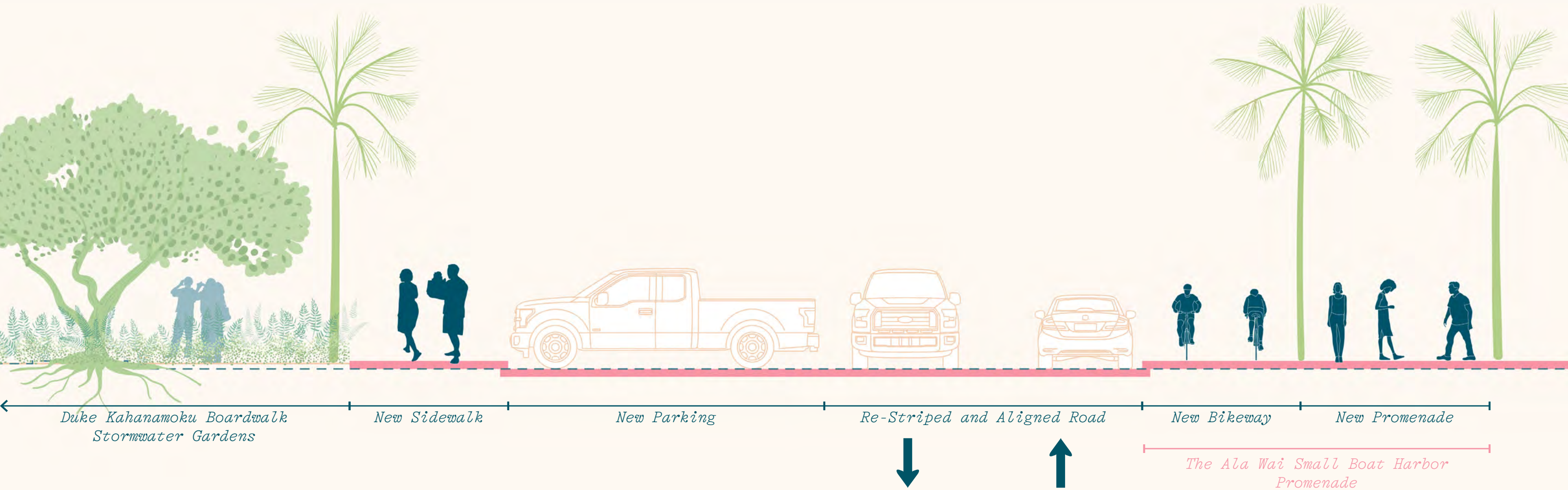
c

Observation Deck + Intertidal Shelves



Existing Kahanamoku St. Between Lagoon + Harbor Master's Quarters





Options A + B
Kahanamoku St. Between Lagoon + Watercraft Park

Ala Wai Small Boat Harbor Existing Site



Surf Community Center Option A

The Surf Community Center and Duke Kahanamoku Boardwalk Kiosks and Bike Hub are an essential and historically significant site for surf and canoe ocean access. Both Concept Design Options propose amenities and resiliency strategies that ensure gathering space for the recreational users that revolve around this access. Living Shoreline Intertidal Shelves help to attenuate wave action, stabilize and adapt the beach to sea level rise, and increase coastal strand and juvenile fish habitat.

In Option A, a deck and boardwalk are elevated above the three-foot sea level rise elevation and host essential opportunities for community gathering as well as a Public Comfort Station and Surf Community Center and Locker. The Surf Community Center and Locker provides space for surfers to store their boards and hold community events. As sea levels rise, the boardwalk will act as the new surf launch.

The Duke Kahanamoku Boardwalk Wayfinding Gateway and Bike Hub are the terminus of the Promenade bikeway. This activity node enhances the connectivity between the Lagoon and Harbor. Bordering the Boardwalk Kiosks and Bike Hub are the Stormwater Gardens. These gardens filter stormwater runoff generated on-site, help to protect against storm surge and flood events, and contribute to the resilience of the Harbor. Future considerations include extending the bikeway to the Duke Kahanamoku Boardwalk, Fort DeRussy Boardwalk, and Waikiki Promenade.

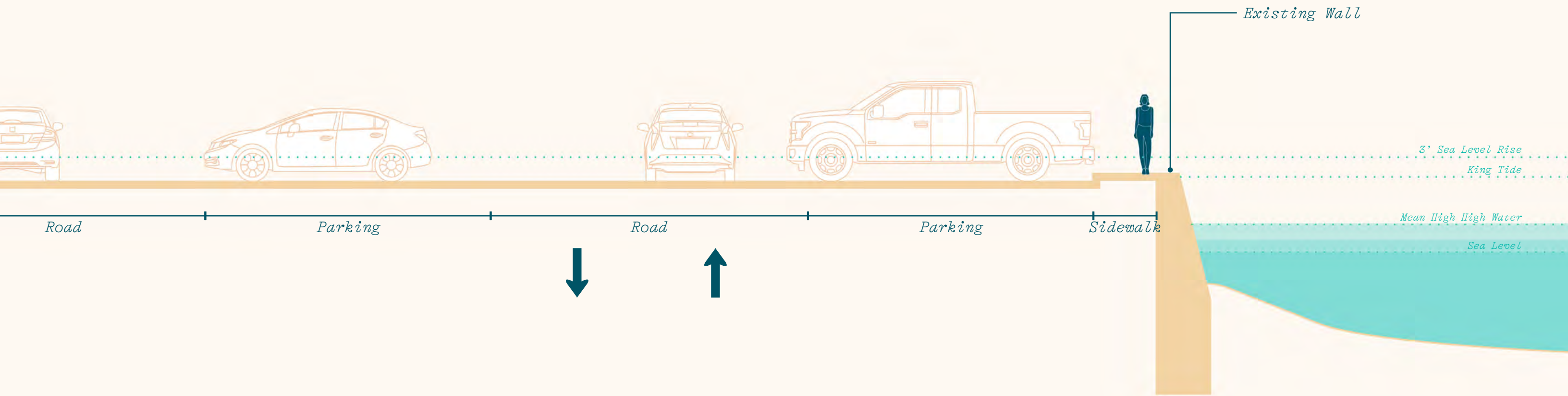


Surf Community Center Option B

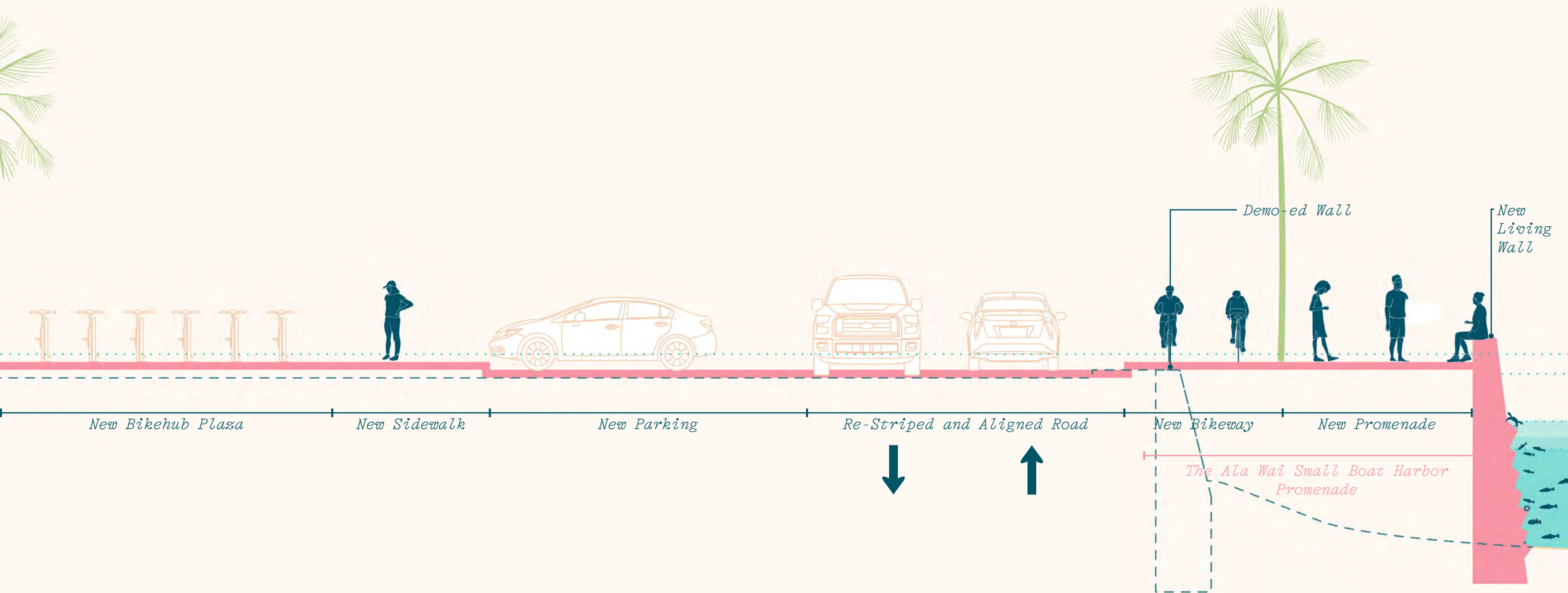
Concept Design Option B proposes similar amenities and resiliency strategies to Option A, with the exception of the Flexible Market Plaza and Promenade and the Canoe Storage. In this Option, the alignment of Parcel D's western wall and road are maintained. The resultant space is a Flexible Market Plaza and Promenade containing a cafe, mixed-use kiosks, small lawns for lounging, and flexible plaza space for hosting weekly farmers' markets and food trucks.

Similar to Option A, Option B proposes an elevated Public Comfort Station and Surf Locker. Additionally, a Canoe Storage and elevated canoe launch for the Anuenue Canoe Club are also proposed as part of this option. The intention is to adapt canoe access to sea level rise.

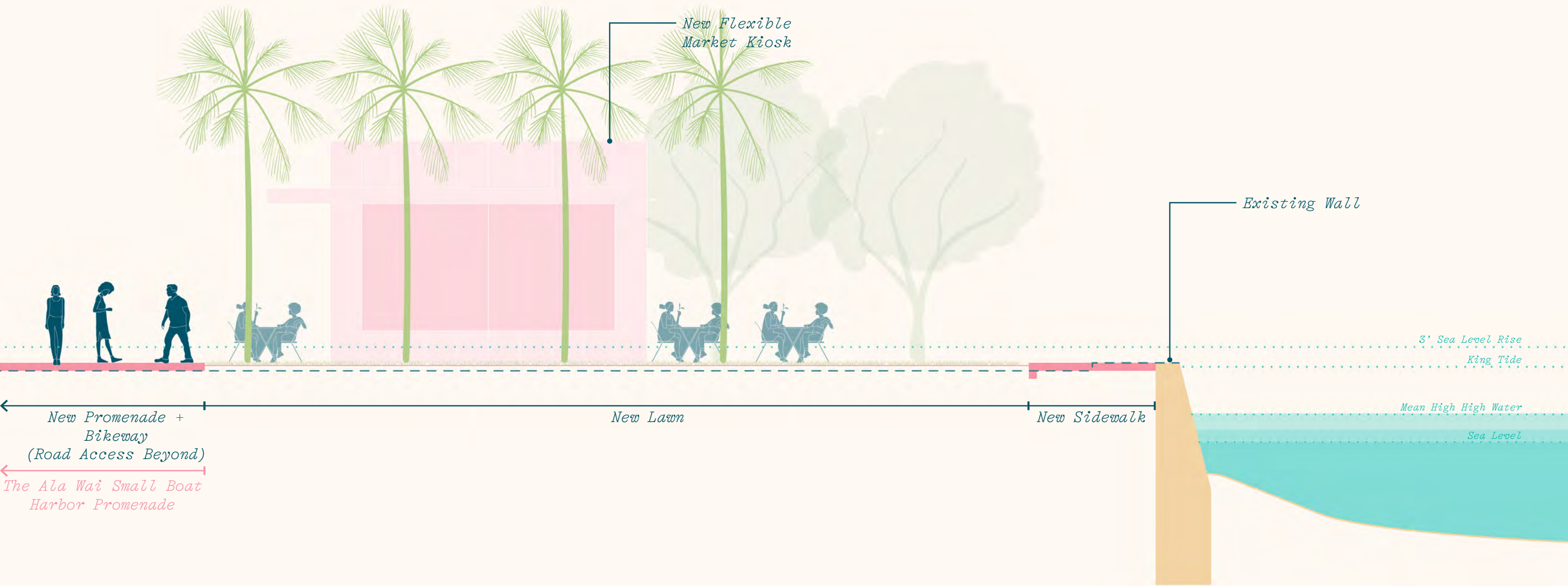




Existing 'Parcel D'



Option A Ala Wai Small Boat Harbor Promenade + Bike Hub



Option B

Flexible Market Plaza + Promenade







b

a

c

b

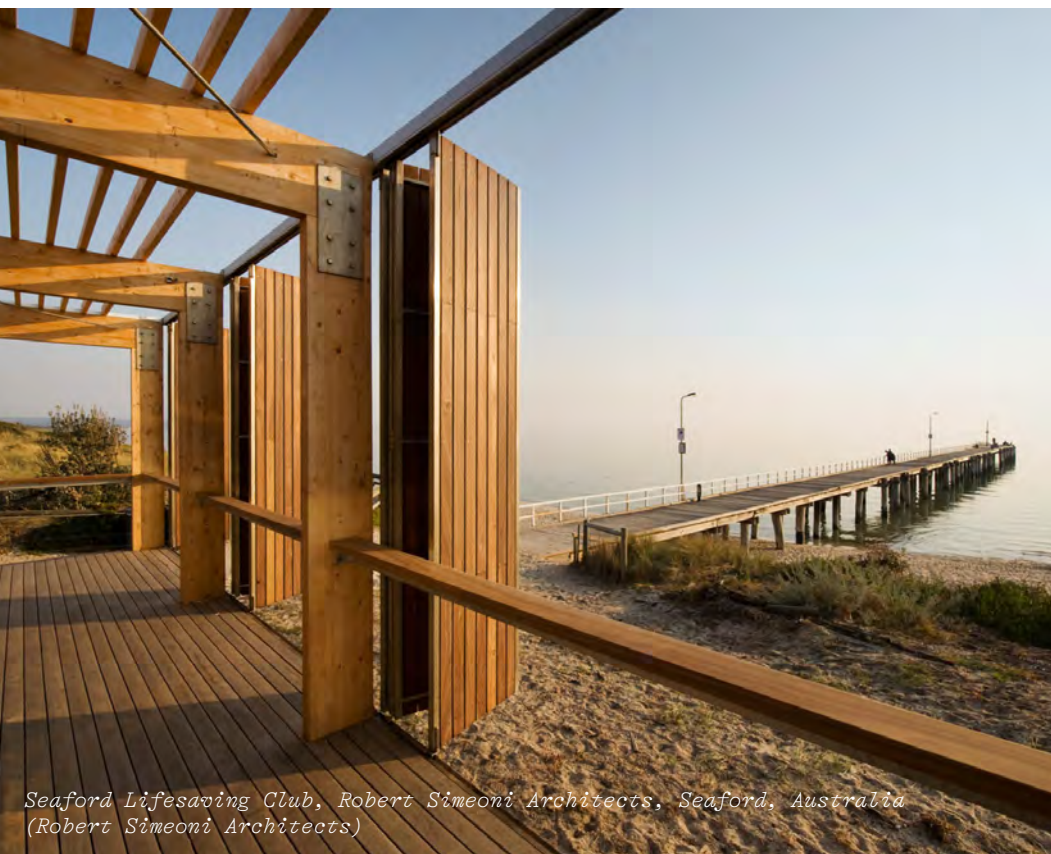
06 Surf Community Center



The Infinite Bridge, Gjode & Poulsen Arkitekter, Aarhus, Denmark (Gjode & Poulsen Arkitekter, 2015)

Canal Swimmer's Club, Atelier Bow-Wow; Bruges, Belgium (Filip Dujardin, 2015)

Barangaroo Reserve, PWP Landscape Architecture, Sydney, Australia (PWP, 2019)



Seaford Lifesaving Club, Robert Simeoni Architects, Seaford, Australia (Robert Simeoni Architects)

La Lobera Community Center, WMR Arquitectos, Puyuya, Chile (Sergio Pirrone)

The Beach at Expedia Group, Surfacedesign Inc., Seattle, Washington (Marion Brenner, 2021)

a

Elevated Boardwalk

b

Surf Locker + Community Center

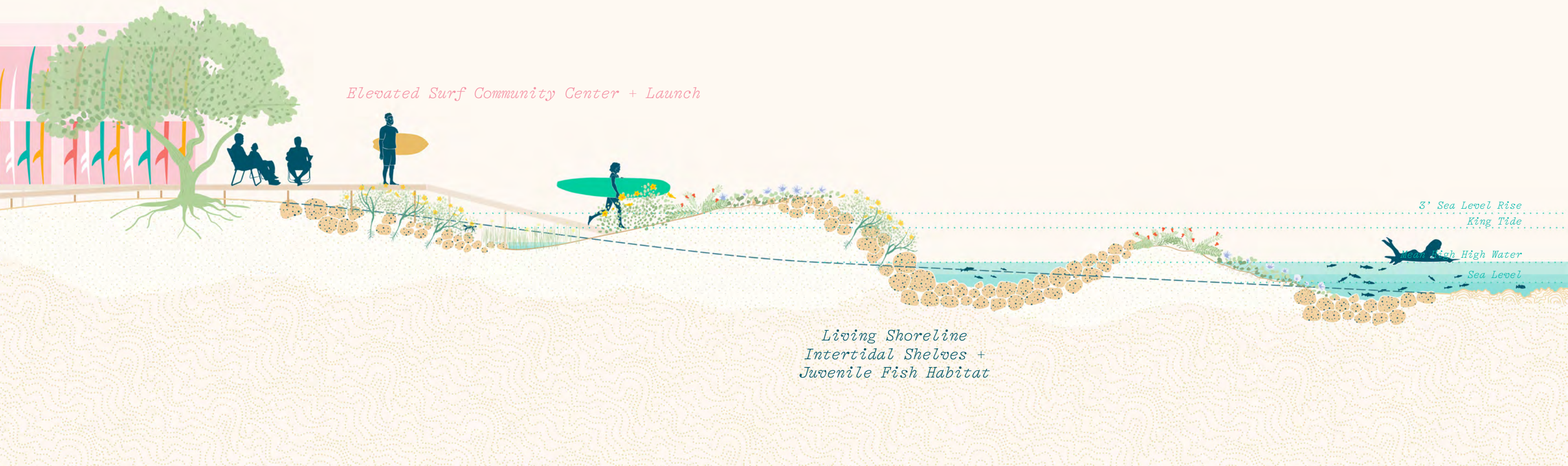
c

Living Shoreline Intertidal Shelves



Existing Beach at Ala Moana Bowls Parking Lot





Options A + B

Surf Community Center + Living Shoreline



Ala Wai Small Boat Harbor Existing Site



Maritime Welcome Center

The Maritime Welcome Center is the ocean gateway to the Ala Wai Small Boat Harbor. It is the part of the Harbor that visiting boats first see upon arrival from their voyages. This site, therefore, houses several harbor functions and acts as a community space for liveboards, boaters, and other users. The proposed building complex contains the Harbor Master's Quarters, a Convenience Store, Laundromat, Pump Out Station, Mailboxes, Public Comfort Station, and Lanai Cafe. It is elevated on a deck above the projected three-foot sea level rise. The deck and rooftop lanai provide spaces for users to socialize and watch races and regattas, surf session, and the sunset. Upon arrival, visiting boats may moor at the proposed floating Fuel Dock, check in with the Harbor Master, and receive inspection.





Port of San Francisco Ferry Building, San Francisco, California
(City and County of San Francisco)



Manifesto Market, Chybik + Kristof; Prague, Czech Republic
(Alex Shots Buildings, archdaily.com)



Kalvebod Waves, JDS Architects; Copenhagen, Denmark
(JDS Architects, 2014)



Clipper Yacht Harbor Fuel Dock, Sausalito, California



Le Parc du Chemin de l'Île; Mutabilis Landscape Architecture, Paris, France
(Hervé Abbadie, 2015)



Brooklyn Bridge Park, Pier 5 Wetland, MVVA; Brooklyn, New York
(Sherwood Design Engineers)

a

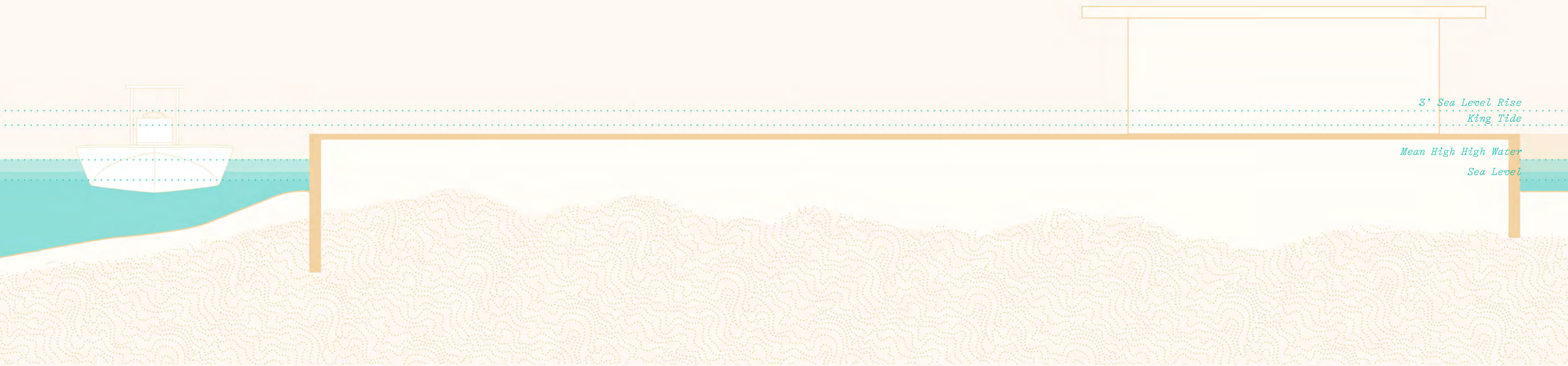
Maritime Welcome Center Gateway + Fuel Dock

b

Harbor Cafe + Lanai

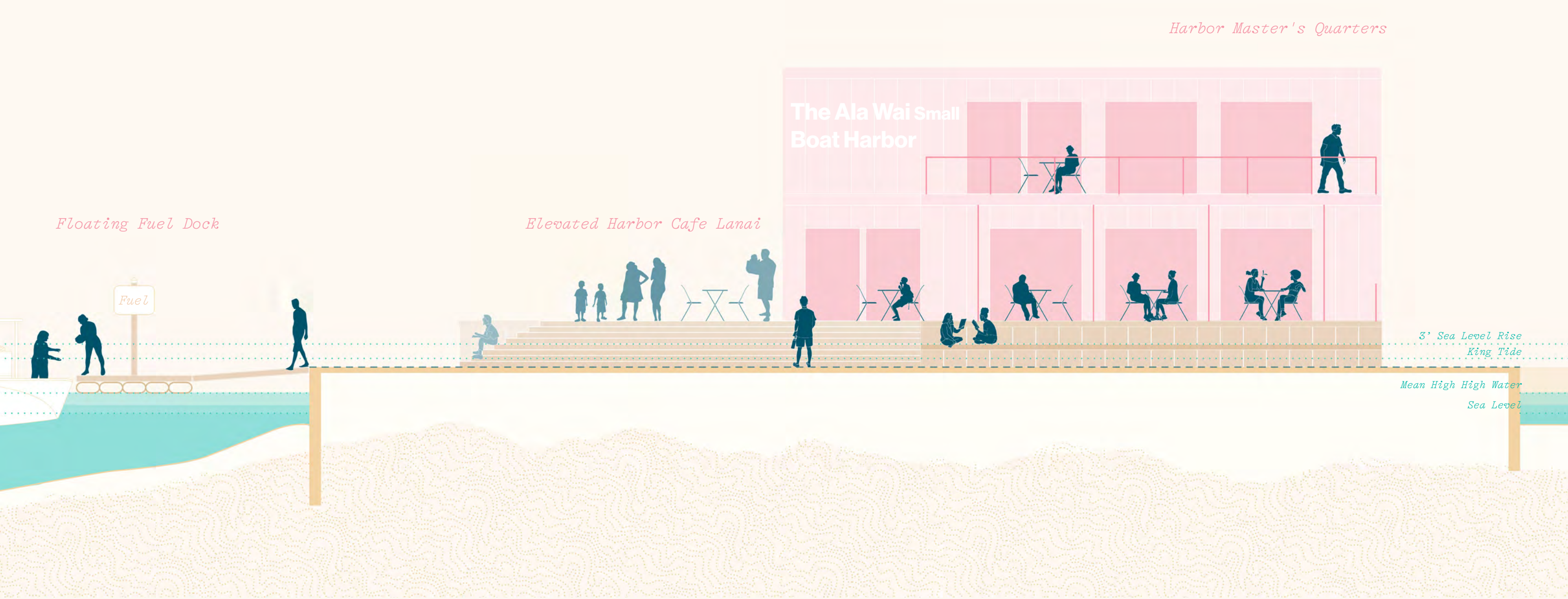
c

Harbor Master's Quarters + Rooftop Views of Watercraft Activities



**Existing
'Parcel C'**





Options A + B
Maritime Welcome Center + Harbor Master's Quarters



Management Plan Precedents

DOBOR's Strategic Plan calls for a public-private partnership for managing the AWSBH. The matrix on the following pages presents a summary of seven harbor management precedents that could be instructive. The precedents were selected for their similarities with the AWSBH.

ALA WAI SMALL BOAT HARBOR

OWNED BY: State of Hawai`i

OPERATED BY: Department of Land & Natural Resources (DLNR)

LOCATION: Waikiki, O`ahu

AREA: Land 11 acres

LINKS: [Harbor Map](#)
[Official Website](#)

MANAGEMENT TYPE: Currently managed by DLNR, Parking is contracted to private company.

FINANCIAL MODEL: Revenue generated from three sources:
- Paid parking
- Slip fees
- Fast lands (FY 2018 = \$1,914,816)

FACILITIES:
- 699 Slips with dock
- 22 Dry storage space
- Vessel washdown
- MSD pumpout
- Harbor office, restrooms, & showers

BUSINESSES & CLUBS:
- Hawai`i Yacht Club
- Waikiki Yacht
- Royal Hawaiian Ocean Racing Club

SLIP MAX LENGTH: 85'

30' BERTH RATE: \$390/month + other fees

1 / KEWALO BASIN

OWNED BY: State of Hawai`i

OPERATED BY: Howard Hughes Corp.

LOCATION: Kaka`ako, O`ahu

AREA: Land 27 acres
Water 30 acres

LINKS: [Harbor Map](#)
[Official Website](#)
[Rates](#)
[Available Document](#)

MANAGEMENT TYPE: Publicly owned & Private operator Public-Private Partnership (PPP model)

FINANCIAL MODEL: PPP to revitalize marina.

In 2014, the State entered a 35-year lease with Howard Hughes Corp. with the option to extend by 10 years.

The plan of the operating company includes:
- Approx. \$20 million investment for renovating the dock, establishing waterfront promenade, and increasing security.
- Pay \$14 million in lease rent for the first 30 years.
- Increase the number of boat slips from 144 to 244.
- Maintain/enhance harbor as commercial small boat harbor.

FACILITIES:
- 144 Slips with dock
- Fuel dock, harbor master's office
- Marine dry dock and shipyard
- Fish auction facilities on Ahui Street
- Tuna cannery
- Ice plant (only one in operation currently)
- Support services along the area adjacent to Ala Moana Park
- Wayne Marine Supply and Services and offices for cruise and excursion
- UH Kewalo Basin Marine Mammal Lab

BUSINESSES & CLUBS:
- Sailing
- Sport fishing
- Whale watching
- Scuba diving
- Parasailing
- Submarine

SLIP MAX LENGTH: 100'

30' BERTH RATE: \$610/month + other fees

RELEVANCE TO AWSBH: Kewalo basin is a local example of Public Private Partnership (PPP).

The harbor is expected to keep its history and identity as a commercial boat harbor (commercial fleets, ex tuna packers cannery, fish market) while improving facilities for public access.

Developing commercial buildings and repurposing existing buildings are proposed with a new parking structure.

It may inform the type of businesses that can be brought into the AWSBH.

The harbor development is included in the Kaka'ako Makai Parks Master Plan so that the waterfront development in Kaka'ako area is coherent.

2 / PILLAR POINT

OWNED BY: San Mateo County Harbor District

OPERATED BY: San Mateo County Harbor District

LOCATION: Half Moon Bay California

AREA: Land 20 acres
Marina 45 acres

LINKS: [Harbor Map](#)
[Official Website](#)
[Rates](#)
[Available Document](#)

MANAGEMENT TYPE: Publicly owned & operated with Private vendor contracts

FINANCIAL MODEL: Special district property tax provides flexibility to encourage diverse uses
- Special district owner/operator receives \$0.03/\$1 of county property taxes (2/3 of district revenue)

Direct revenue: Commercial fishing
- Commercial fishing vessels occupy 50% of berths (98% occupancy)
- 3 Whole fishery leases on pier (4 hoists)
- Fresh fish sales permitted off boats
- Visitors drawn to restaurants & charter boats

FACILITIES:
- 369 Berths
- Commercial fishing facilities
- Floating docks
- Backlands building (harbor master's office, commercial buildings, ice-making facilities etc.)

BUSINESSES & CLUBS:
- Year 'Round Sport Fishing
- Seasonal Whale Watching
- Seafood Restaurants
- Kayak & Stand Up Paddling
- Surf Shop
- Pillar Point Fuel Dock - Fuel and Ice
- RV park
- Wholesale Fish Purveyors

SLIP MAX LENGTH: n/a

30' BERTH RATE: \$316/month + other fees

RELEVANCE TO AWSBH: Although it has fewer berths than AWSBH, Pillar Point has a range of facilities and businesses related to water activities (sport fishing businesses, seafood restaurants, kayak & stand up paddling, surf shop, marine services, RV park, wholesale fish purveyors).

It may inform the type of businesses that can be brought into the AWSBH.

3 / OYSTER POINT MARINA & PARK

OWNED BY:	City of South San Francisco	MANAGEMENT TYPE:	Publicly owned & operated with Private vendor contracts	FACILITIES:	- 408 Berth Marina - Boat launching ramp - 300' Fishing pier - Park with hiking / jogging trails, picnic facilities, & a 2.5 acre sandy beach - Ferry service	RELEVANCE TO AWSBH:	Slightly smaller than AWSBH, but Oyster Marian & Park is located near a large park and sandy beach.
OPERATED BY:	San Mateo County Harbor District	FINANCIAL MODEL:	Revenue generated from: - Slip rental (70.7% largest) Increased average 1.6% /year from 2013-2018 - Rent & concessions (19.4%) - Other fess (9.9%) (Transient dockage, launching fees, dock box fees, etc.)	BUSINESSES & CLUBS:	- Oyster Point Yacht Club - Vessel Charters - Kite Surfing - Dragon Boats - Westwind Yacht Management - Pump Out Services	RELEVANCE TO AWSBH:	It also has few facilities compared to the Pillar Point marina but is focused on water activities. The strategic plan of the San Mateo County Harbor District says it has strong finance, which can be of interest.
LOCATION:	Oyster Point, California			SLIP MAX LENGTH:	n/a		
AREA:	Land 33 acres			30' BERTH RATE:	\$269/month + other fees		
LINKS:	Official Website Rates Available Document						

4 / BERKELEY MARINA

OWNED BY:	City of Berkeley	MANAGEMENT TYPE:	Publicly owned & operated with Private vendor contracts	FACILITIES:	- 100 Dry storage space - 1000 Total capacity for slips of tie-ups - Transient Berths or Tie Ups - Electricity, & Water on Dock - Fishing Tackle & Fuel Sales - Gear Lockers - Day Use or Picnic Areas - Restaurant, Snack Bar - Restrooms, Showers	RELEVANCE TO AWSBH:	Berkeley Marina has a similar financial issue to AWSBH. With their current financial model, the revenue can't cover the expense by end of 2022. It also has few facilities offered to the public; other than slips, boat launching ramp, and fishing pier, there is not a lot of revenue-generating activities to attract visitors.
OPERATED BY:	City of Berkeley	FINANCIAL MODEL:	Operating Revenues (2019) - Berth rental fees (55%) - Hotel lease (21%) - Other leases (14%) - Other boating fees (5%) - Youth programming (2%) - Other (2%) - Water-based recreation (1%) The marina fund will see reserve depletion by end of 2022 so they are working on a new plan (BMASP) to close the funding gap. They see 1) pier-ferry project 2) BMASP underway as two opportunities to increase revenue.	BUSINESSES & CLUBS:	- Berkeley Yacht Club - Cal Sailing Club - Olympic Circle Sailing Club - UC Berkeley Cal Adventures - Berkeley Racing Canoe Center	RELEVANCE TO AWSBH:	The BMASP is proposed to close the financial gap by adding revenue-generating facilities, including a ferry stop.
LOCATION:	Berkeley, California			SLIP MAX LENGTH:	100'		
AREA:	100 acres (Total)			30' BERTH RATE:	\$394/month + other fees		
LINKS:	Harbor Map Official Website Rates Available Document						

5 / SAN FRANCISCO MARINA

OWNED BY:	City & County of San Francisco	MANAGEMENT TYPE:	Publicly owned & operated with Private vendor contracts	FACILITIES:	- 727 Berths, includes 15 end ties for guest berthing vessels up to 90 feet LOA - Free pump out stations & commercial fuel dock - No liveaboards	RELEVANCE TO AWSBH:	San Francisco Marina has few facilities on its premises. Instead of adding new facilities, they have increased the slip fee to cover the increasing cost.
OPERATED BY:	City & County of San Francisco	FINANCIAL MODEL:	Marina rebuild supported by higher fees & shift to larger slips	BUSINESSES & CLUBS:	- St. Francis Yacht Club - Golden Gate Yacht Club	RELEVANCE TO AWSBH:	No liveaboards are allowed in this marina.
LOCATION:	Marina District, San Francisco, California			SLIP MAX LENGTH:	90'		
AREA:	Land 19 acres Water 39 acres			30' BERTH RATE:	\$448/month + other fees		
LINKS:	Harbor Map Official Website Rates Available Document						

6 / ALAMITOS BAY MARINA

OWNED BY: City of Long Beach

OPERATED BY: City of Long Beach

LOCATION: Long Beach, California

AREA: Land 10 acres
Water 200 acres

MANAGEMENT TYPE: Publicly owned & operated with Private vendor contracts

FINANCIAL MODEL: Marina rebuild supported by lean operating budget; upland development follows.

- Rebuild & reconfigured 1646 slips over 13 years
- \$105M rebuild financed by bonds secured by marina fund net revenues (3 marinas): operating expenses = 56% gross revenue
- Slip fee increase average 2.3%/year

Upland development of waterfront restaurant & brew pub (city land) + 215K sqft coastal mall (private land)

FACILITIES:

- 1,646 Slips
- On-site designated boater parking
- Mailboxes for live aboard boaters
- Showers and restrooms
- Pump out stations
- Lockable dock boxes
- Courtesy dock phones
- On-site fuel dock services
- Fee-based wi-fi services
- On-site oil recycling
- 24-hour security patrols

BUSINESSES & CLUBS:

- Alamitos Bay Yacht Club
- Long Beach Yacht Club
- Seal Beach Yacht Club
- Little Ships Fleet
- Navy Yacht Club of Long Beach

SLIP MAX LENGTH: 115'

30' BERTH RATE: \$483/month + other fees

RELEVANCE TO AWSBH: Alamitos Bay Marina has an issue with parking due to increased visitors after the redevelopment of the close-by private & public land, parking became a concern for liveaboards.

Currently, except for two rows of dedicated parking for liveaboards, all other parking is free public parking.

The city has conducted a study to understand how to utilize the parking space.

LINKS: [Harbor Map](#)
[Official Website](#)
[Rates](#)
[Available Document](#)

7 / DANA POINT HARBOR

OWNED BY: Orange County

OPERATED BY: Dana Point Harbor Partners LLC
Dana Point Harbor Partners Drystack LLC

LOCATION: Orange County, California

AREA: Land 107 acres
Water 170 acres

MANAGEMENT TYPE: Publicly owned & Private operator Public-Private Partnership (PPP model)

FINANCIAL MODEL: Public-private partnership to vitalize marina and waterfront commercial district.

County entered into a 66-year ground lease with water development to operate the marina, replace/repair/reconfigure existing infrastructure, develop new revenue-generating projects in accordance with land use plan: 2 hotels with 266 rooms; 110,000 sqft commercial use

FACILITIES:

- 2,254 Slips
- Fuel dock
- Bilge pad exchange
- Bait station
- Shipyard (boat repair facility, hardware store)

BUSINESSES & CLUBS:

Range of facilities for:

- Dining
- Dopping
- Water activities
- Hotels, etc.

See links for full list

SLIP MAX LENGTH: 85'

30' BERTH RATE: \$738/month + other fees

RELEVANCE TO AWSBH: Dana Point Harbor is one example of public private partnership model.

The county leased the harbor to two private companies for 66-years.

The private companies have built hotels, commercial centers, and other water activity facilities.

Although AWSBH is not planning to be transformed into either commercial center or hotel, public private partnership can be a solution in designing and managing the waterfront redevelopment project.

LINKS: [Harbor Map](#)
[Official Website](#)
[Rates](#)
[Available Document](#)
[Businesses & Clubs](#)

Conceptual Cost Estimate

A conceptual cost estimate was prepared by J. Uno and Associates on May 05, 2022 based on Concept Design Options A and B. The purpose of this cost estimate is to offer insight for potential phasing and to inform future requests for proposals for the Harbor.

Option A

Overall study area [Non-structures]
Structures only

Option B

Overall study area [Non-structures]
Structures only

J. Uno Associates Cost Estimate

CATEGORY
Estimated Cost: \$

Mobilization / Demobilization
\$34,215,811

Civil - Sitework / Improvements
\$84,194,419

Civil - Mechanical Utilities
\$18,604,847

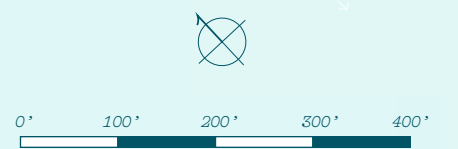
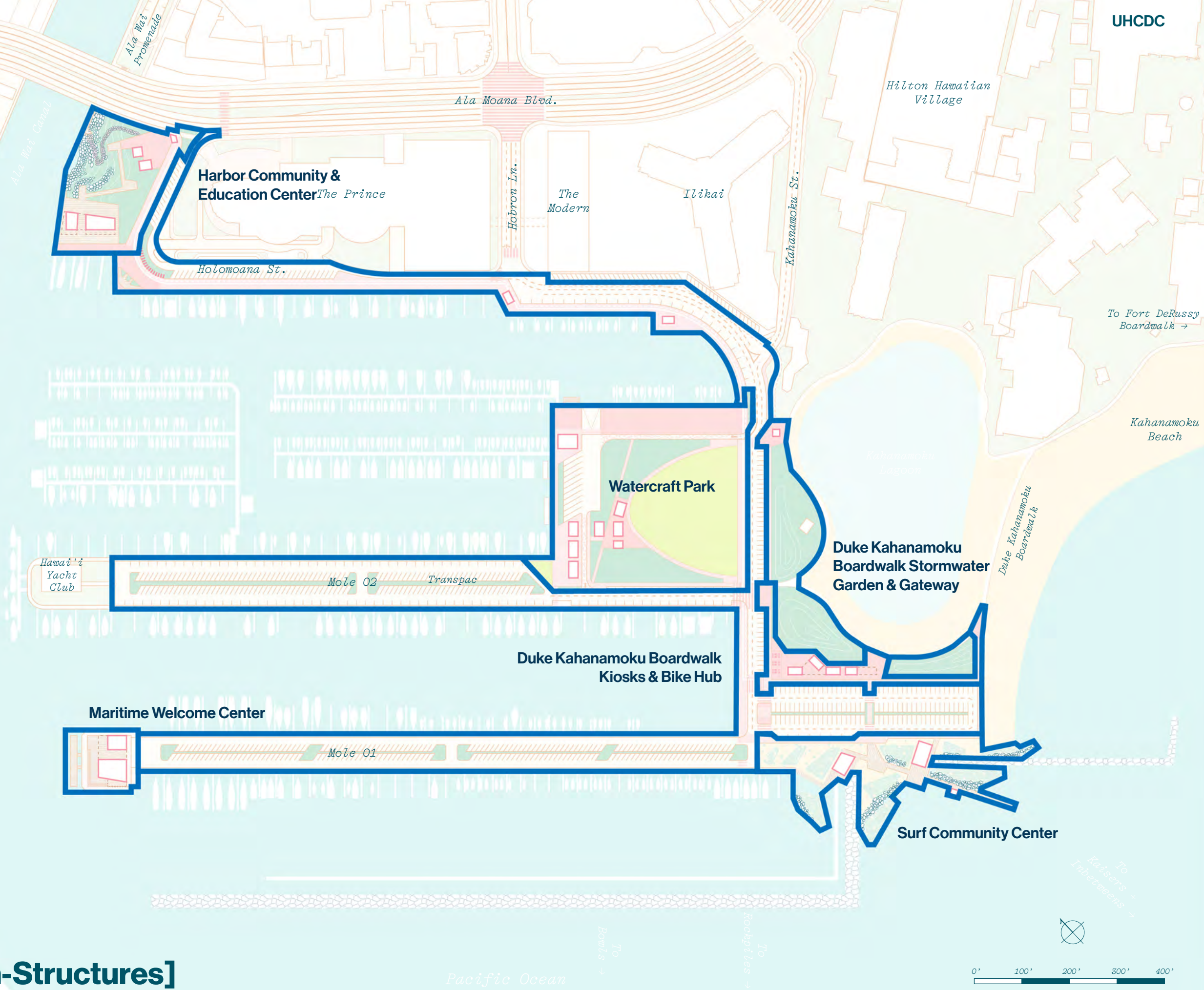
Site Electrical / Telecom
\$23,737,219

Landscape - Planting
\$12,327,315

Landscape - Plaza & Promenade
\$12,176,552

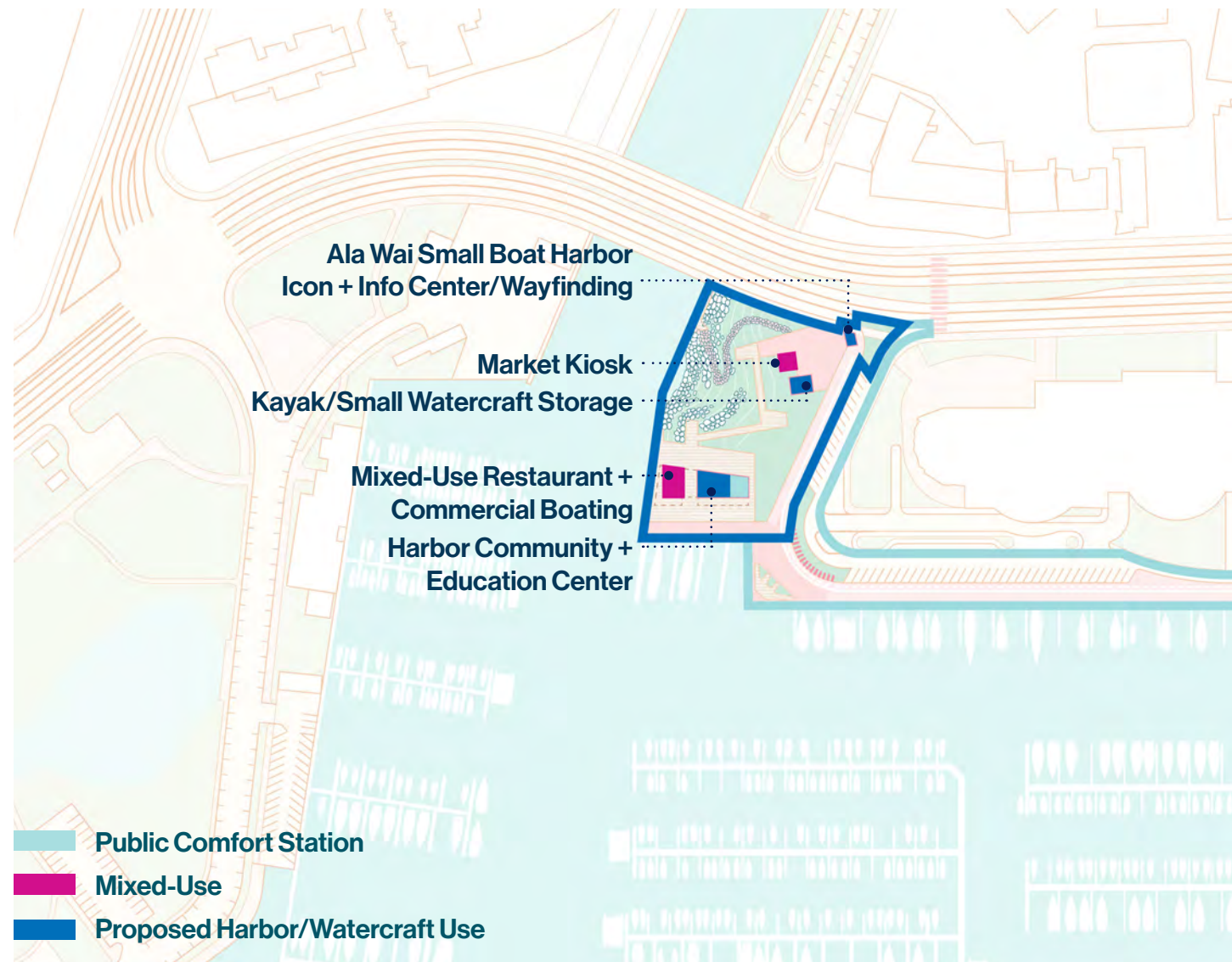
Re-paving Vehicular
\$10,264,743

Option A
Overall Study Area [Non-Structures]



Harbor Community & Education Center

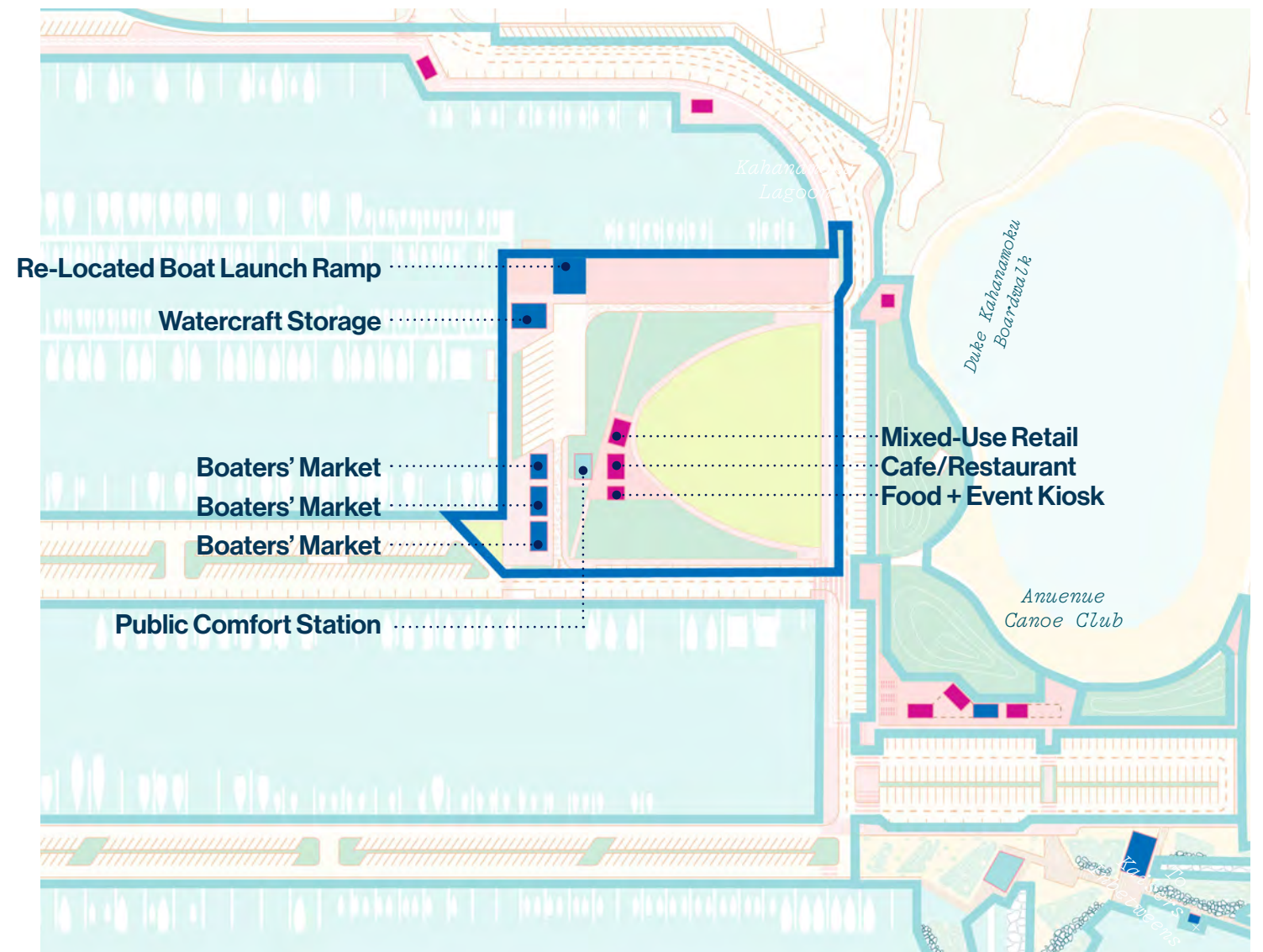
Estimated cost: \$14,135,407



Option A Structures Only

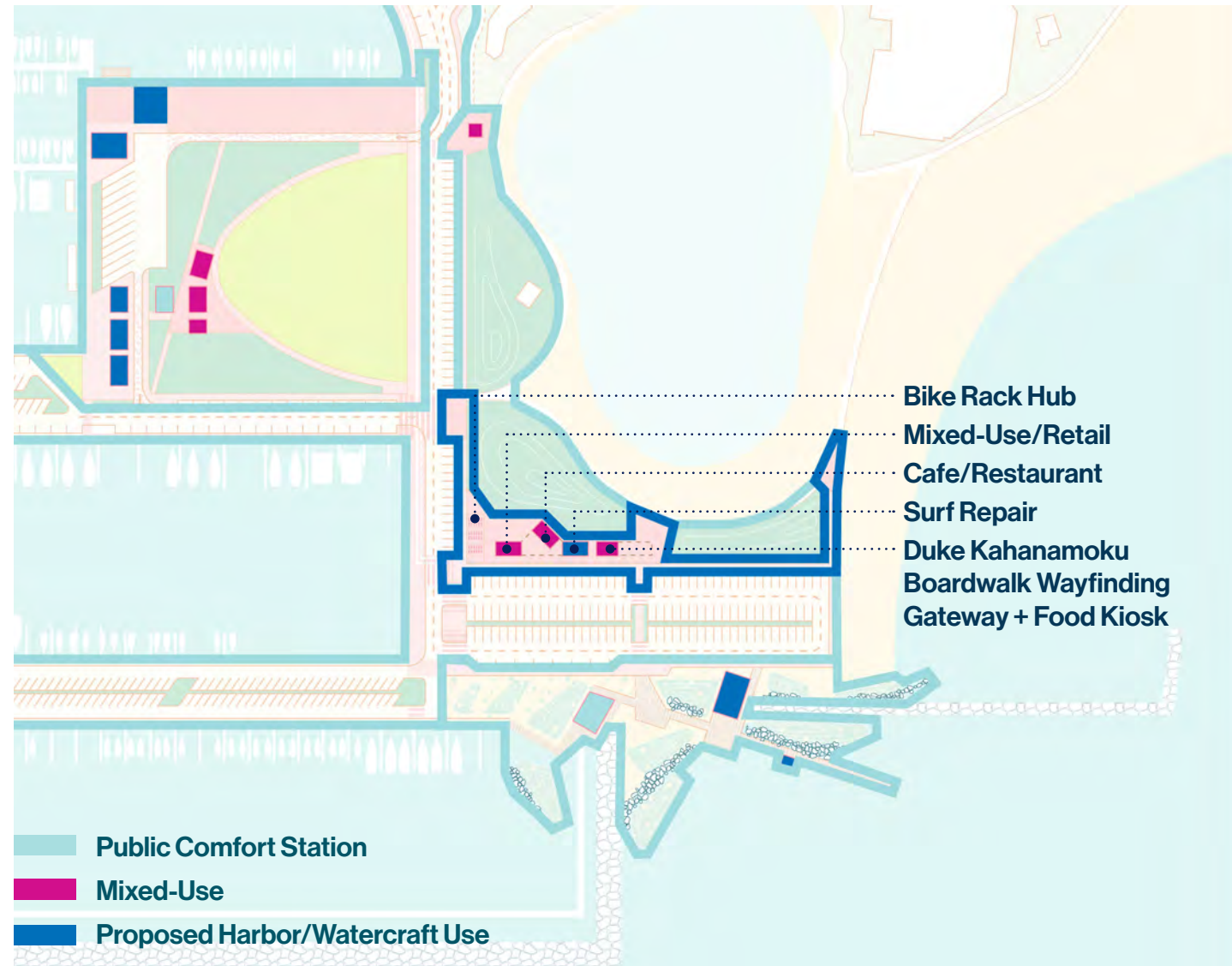
Watercraft Park

Estimated cost: \$9,804,968



Duke Kahanamoku Boardwalk Kiosks & Bike Hub

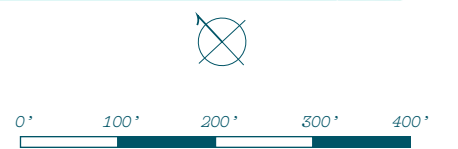
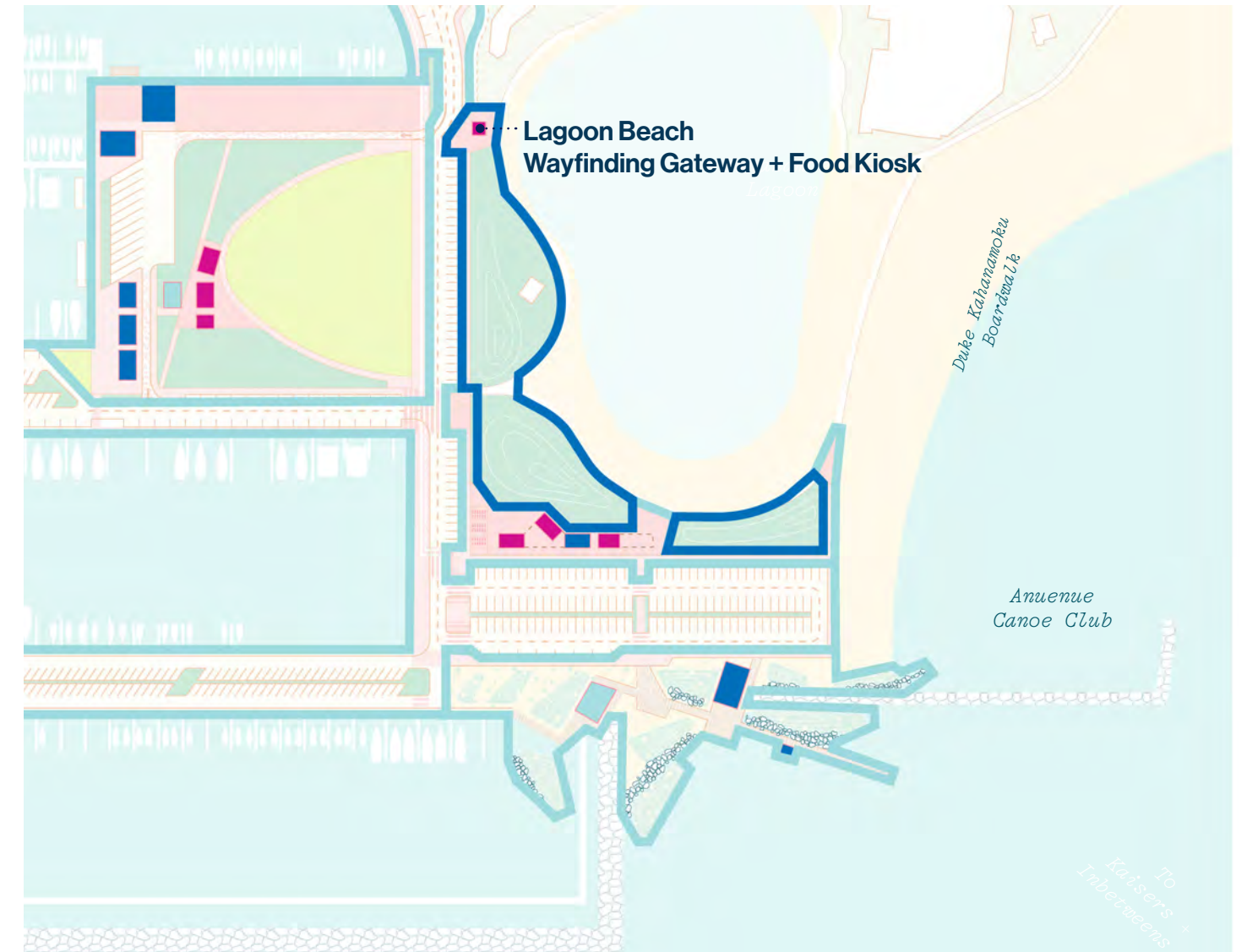
Estimated cost: \$3,840,725



Option A Structures Only

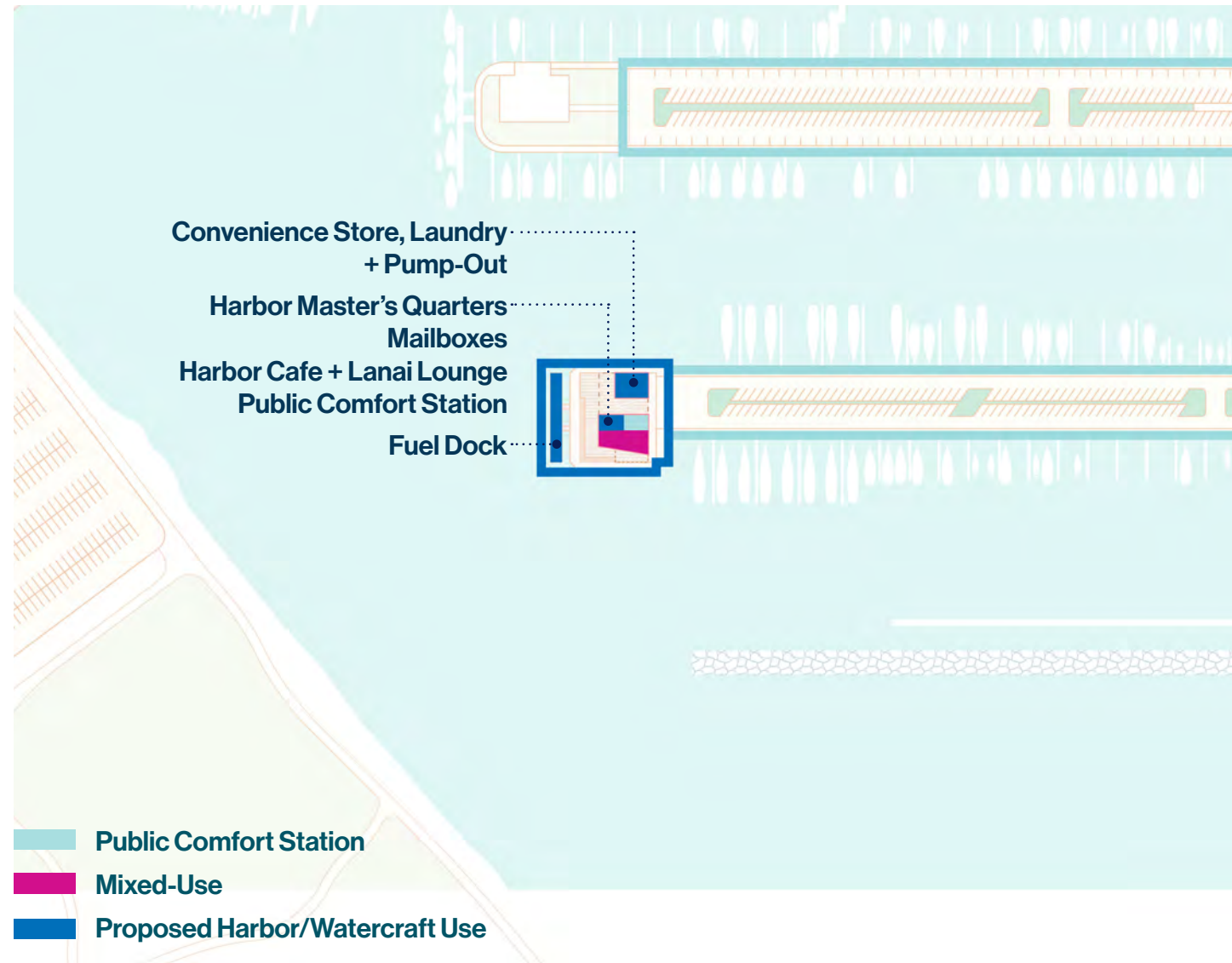
Duke Kahanamoku Boardwalk Stormwater Garden & Gateway

Estimated cost: \$609,469



Maritime Welcome Center

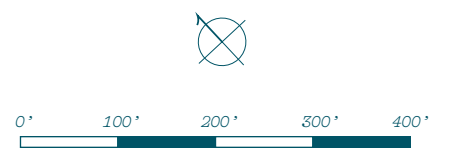
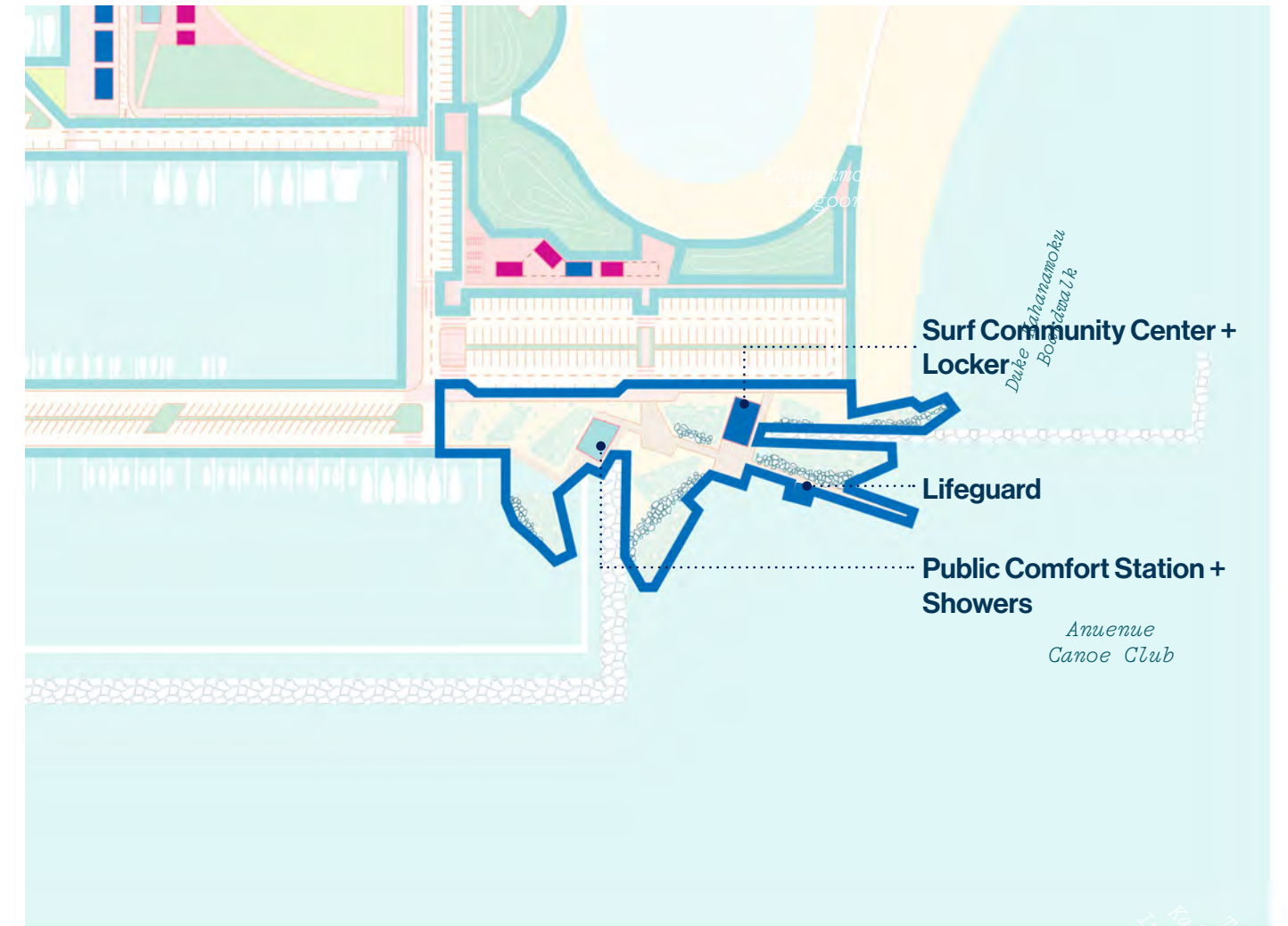
Estimated cost: \$19,150,162



Option A Structures Only

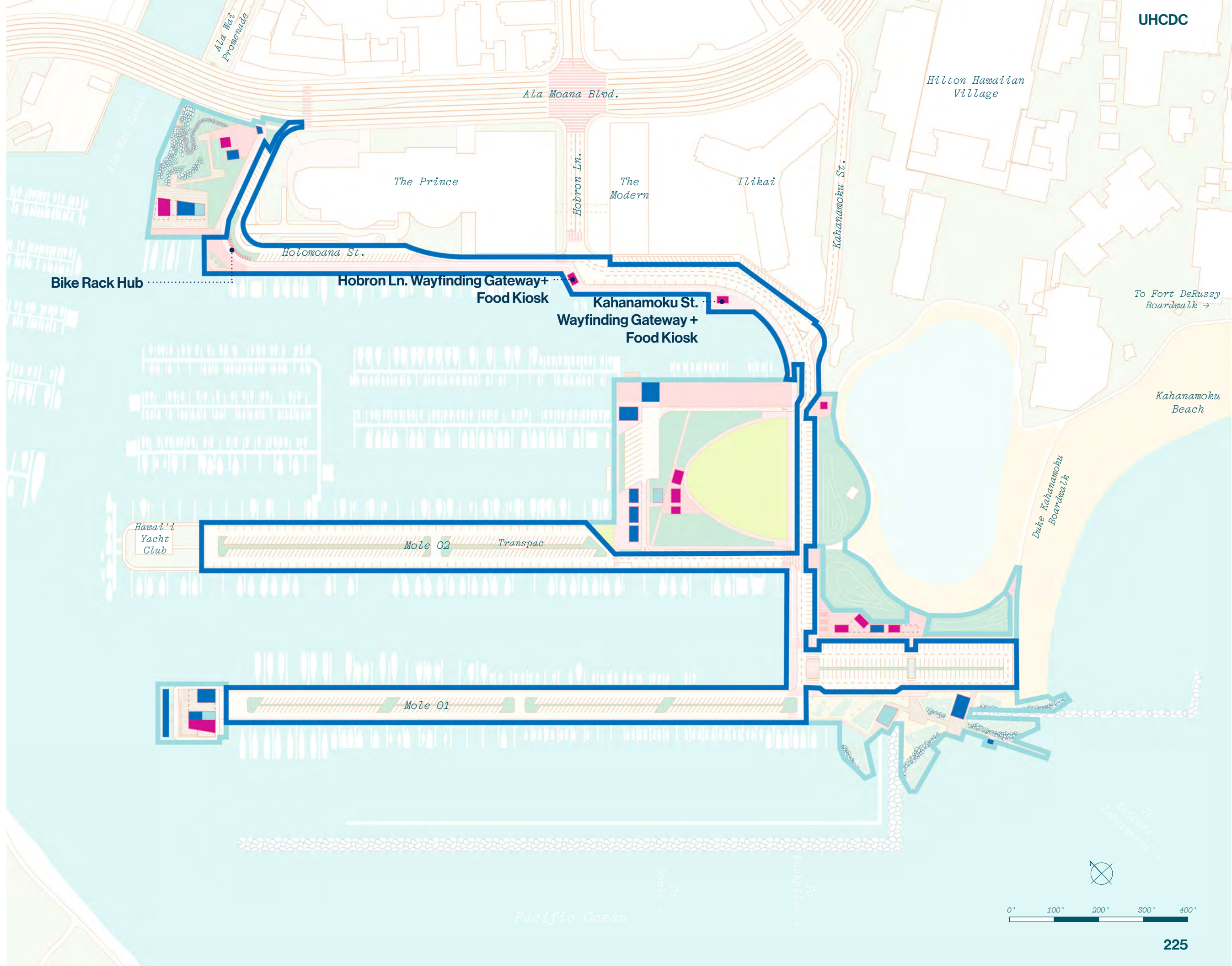
Surf Community Center

Estimated cost: \$7,265,514

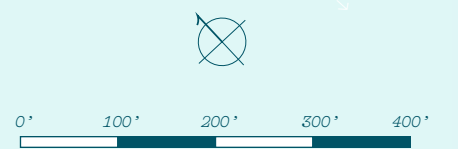


Public Realm

Estimated cost: \$1,037,167



Option A Structures Only



CATEGORY
Estimated Cost: \$

Mobilization / Demobilization
\$42,769,764

Civil - Sitework / Improvements
\$86,084,843

Civil - Mechanical Utilities
\$18,604,847

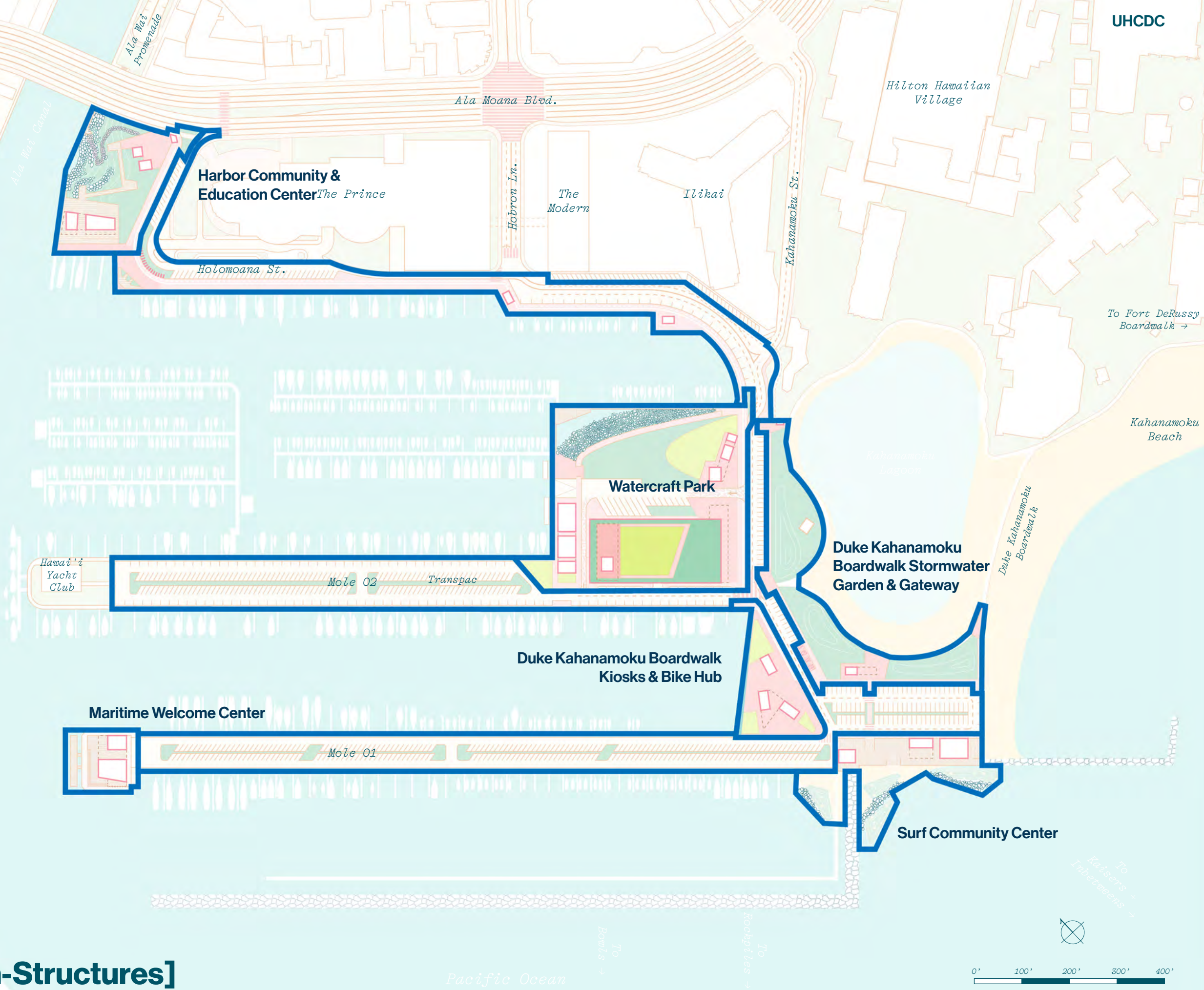
Site Electrical / Telecom
\$23,737,219

Landscape - Planting
\$11,208,886

Landscape - Plaza & Promenade
\$11,406,696

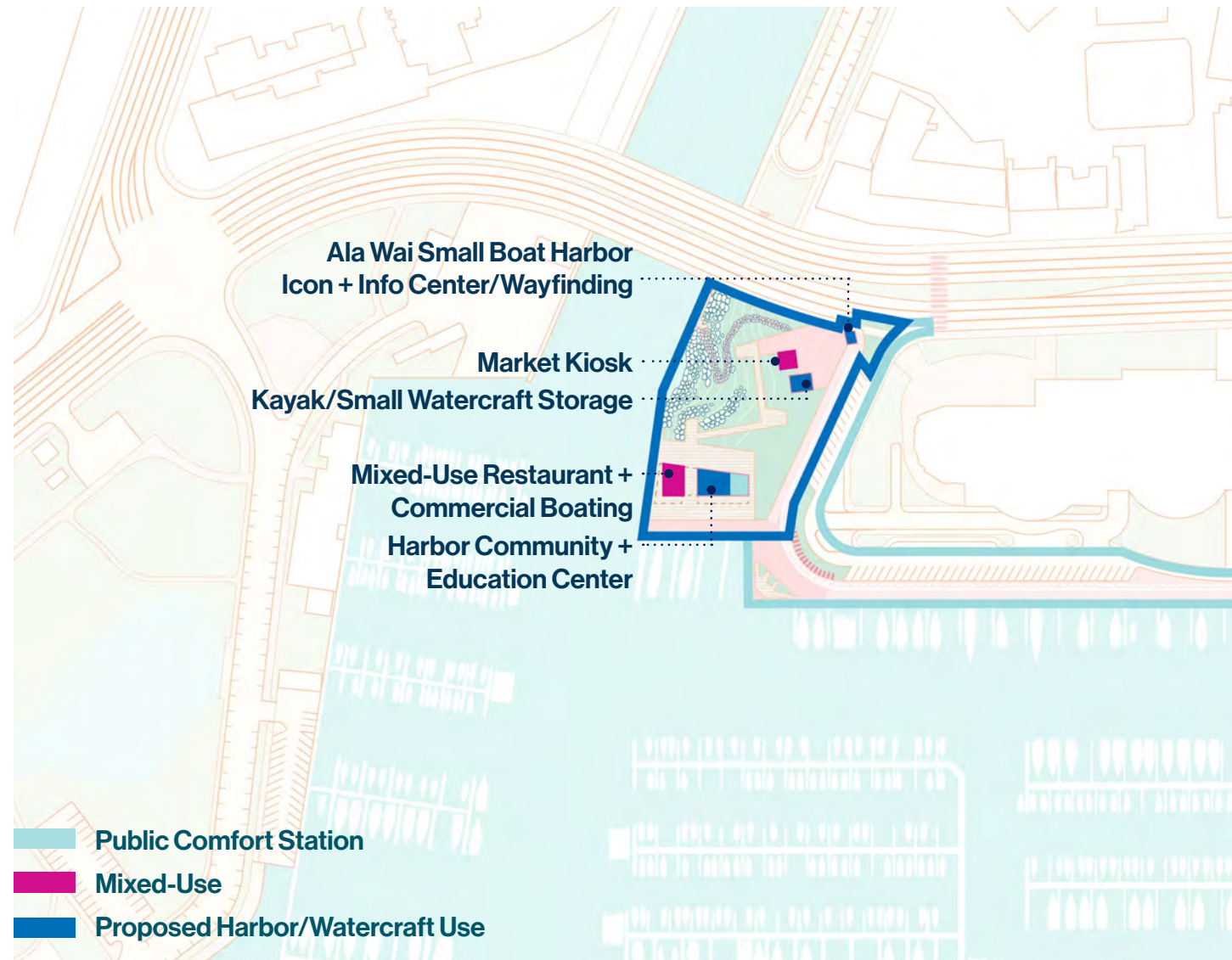
Re-paving Vehicular
\$11,066,676

Option B
Overall Study Area [Non-Structures]



Harbor Community & Education Center

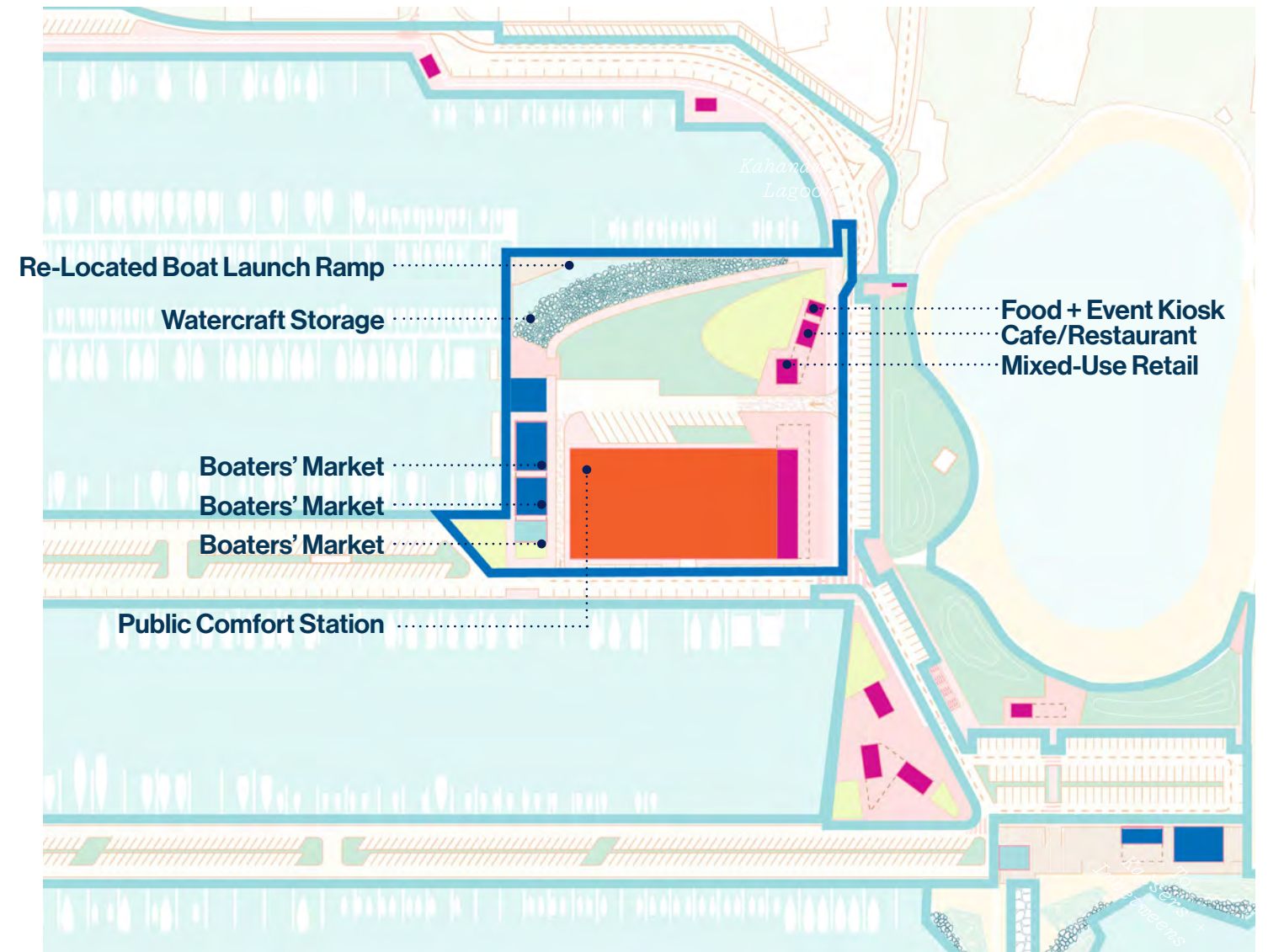
Estimated cost: \$14,135,407



Option B Structures Only

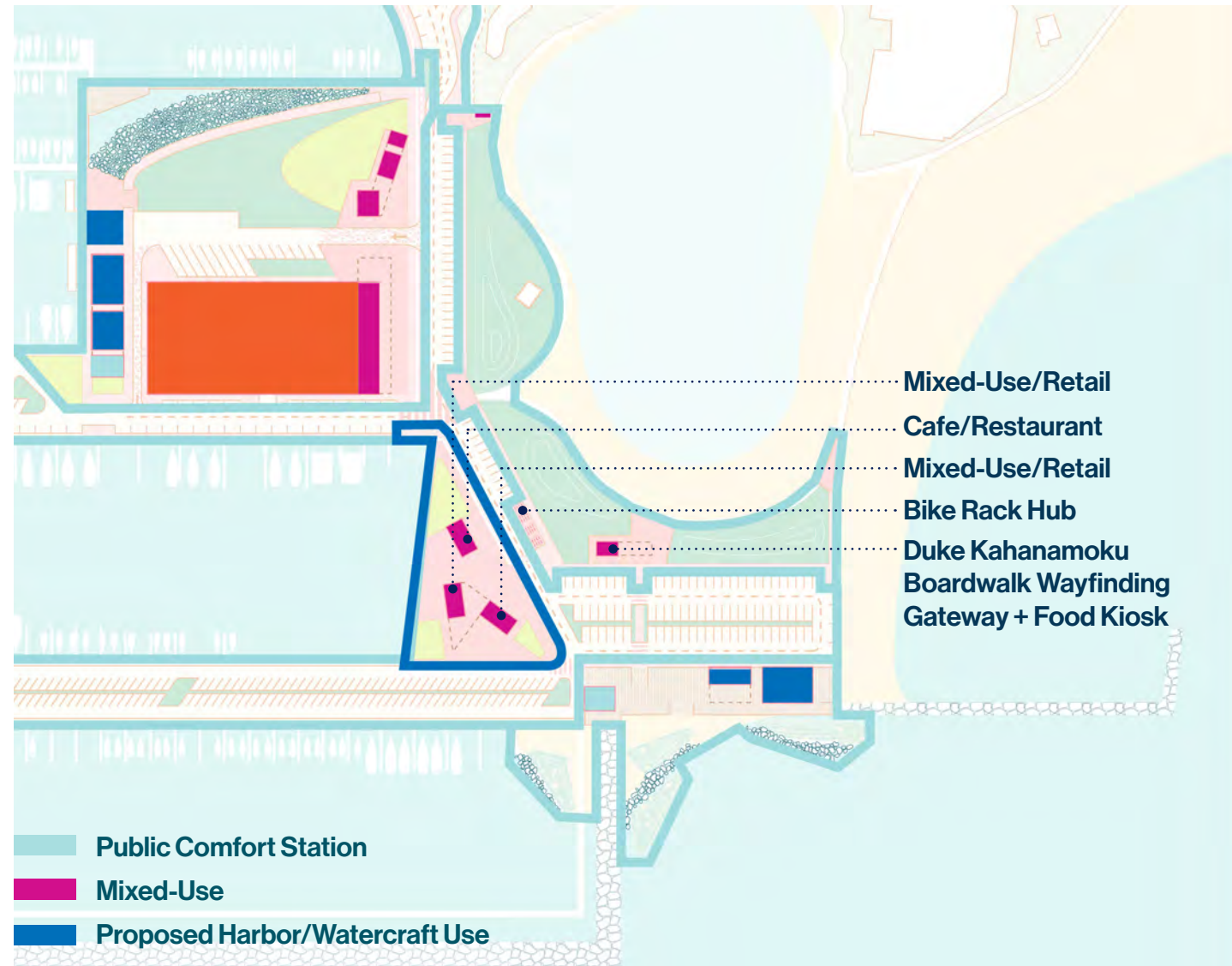
Watercraft Park

Estimated cost: \$102,128,850



Duke Kahanamoku Boardwalk Kiosks & Bike Hub

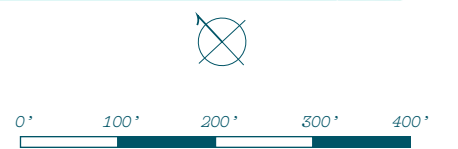
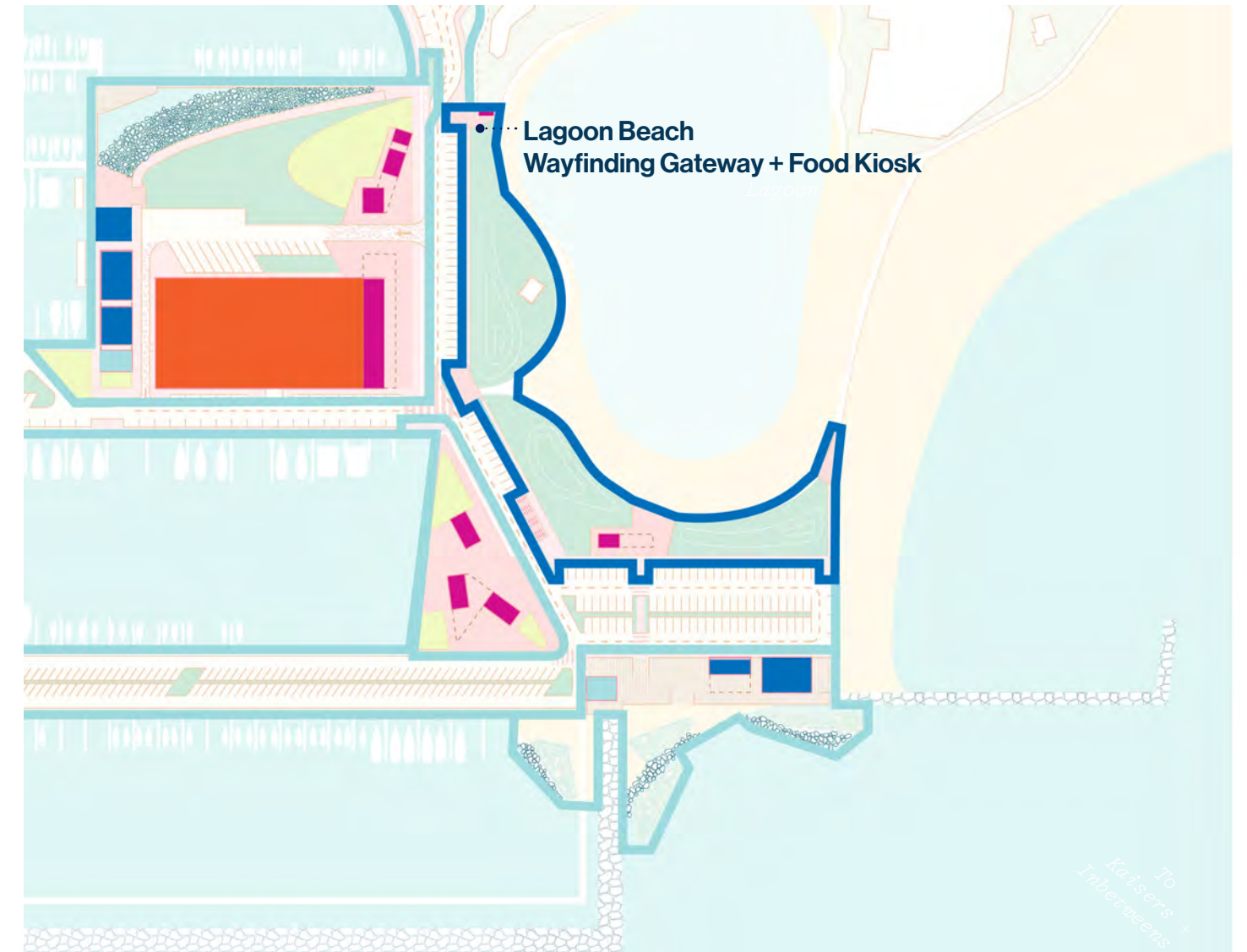
Estimated cost: \$5,363,328



Option B Structures Only

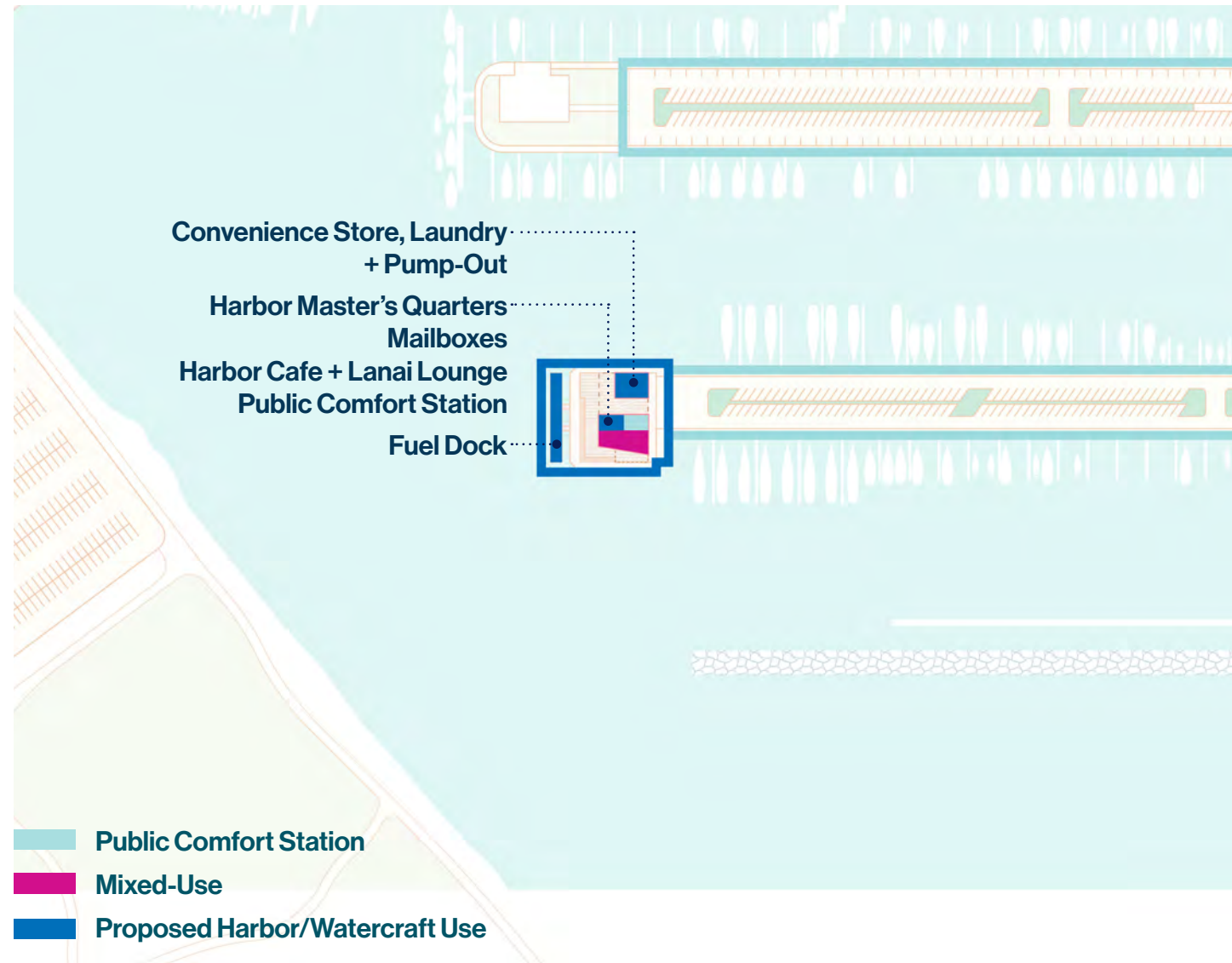
Duke Kahanamoku Boardwalk Stormwater Garden & Gateway

Estimated cost: \$609,469



Maritime Welcome Center

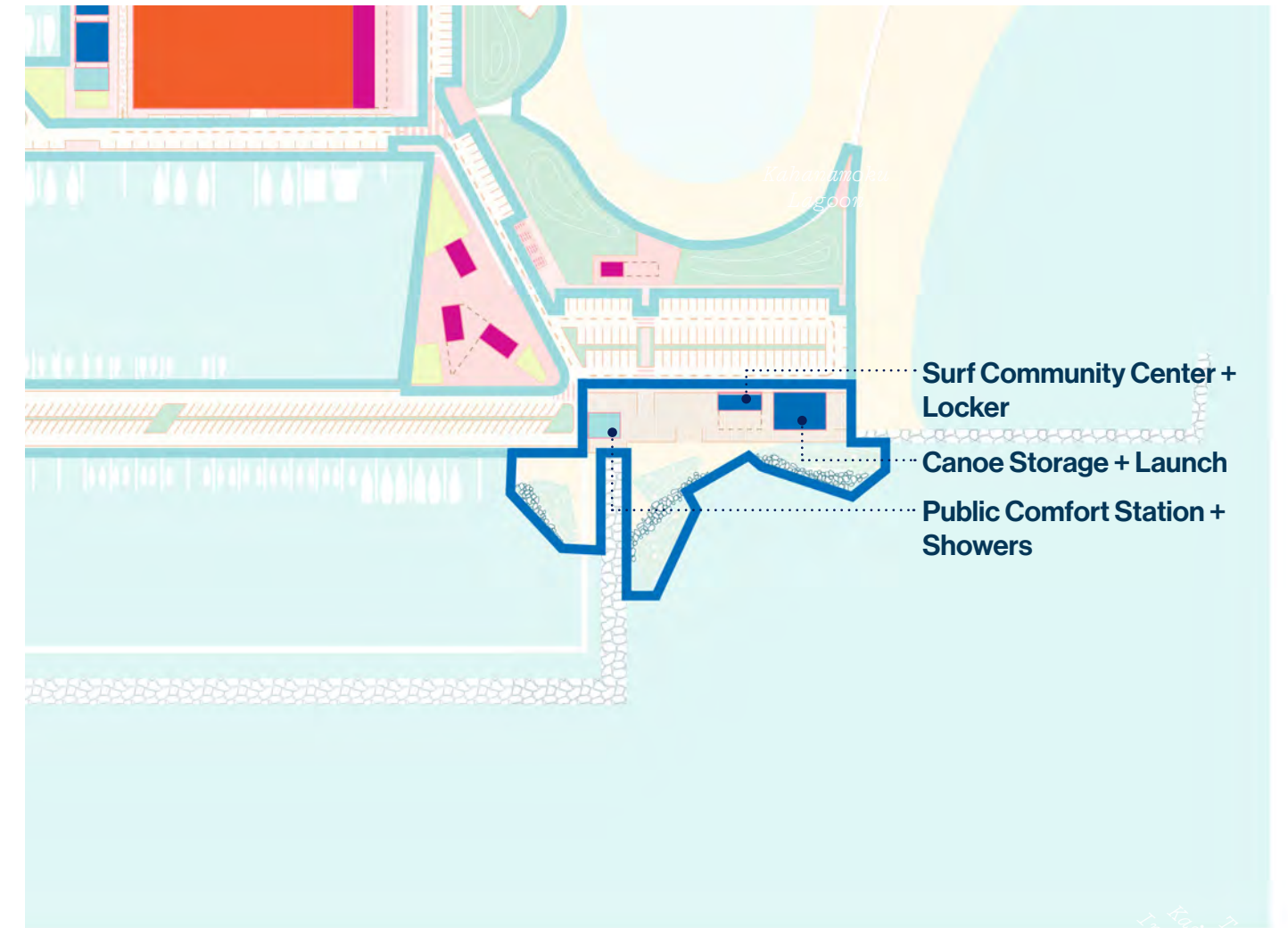
Estimated cost: \$19,150,162



Option B Structures Only

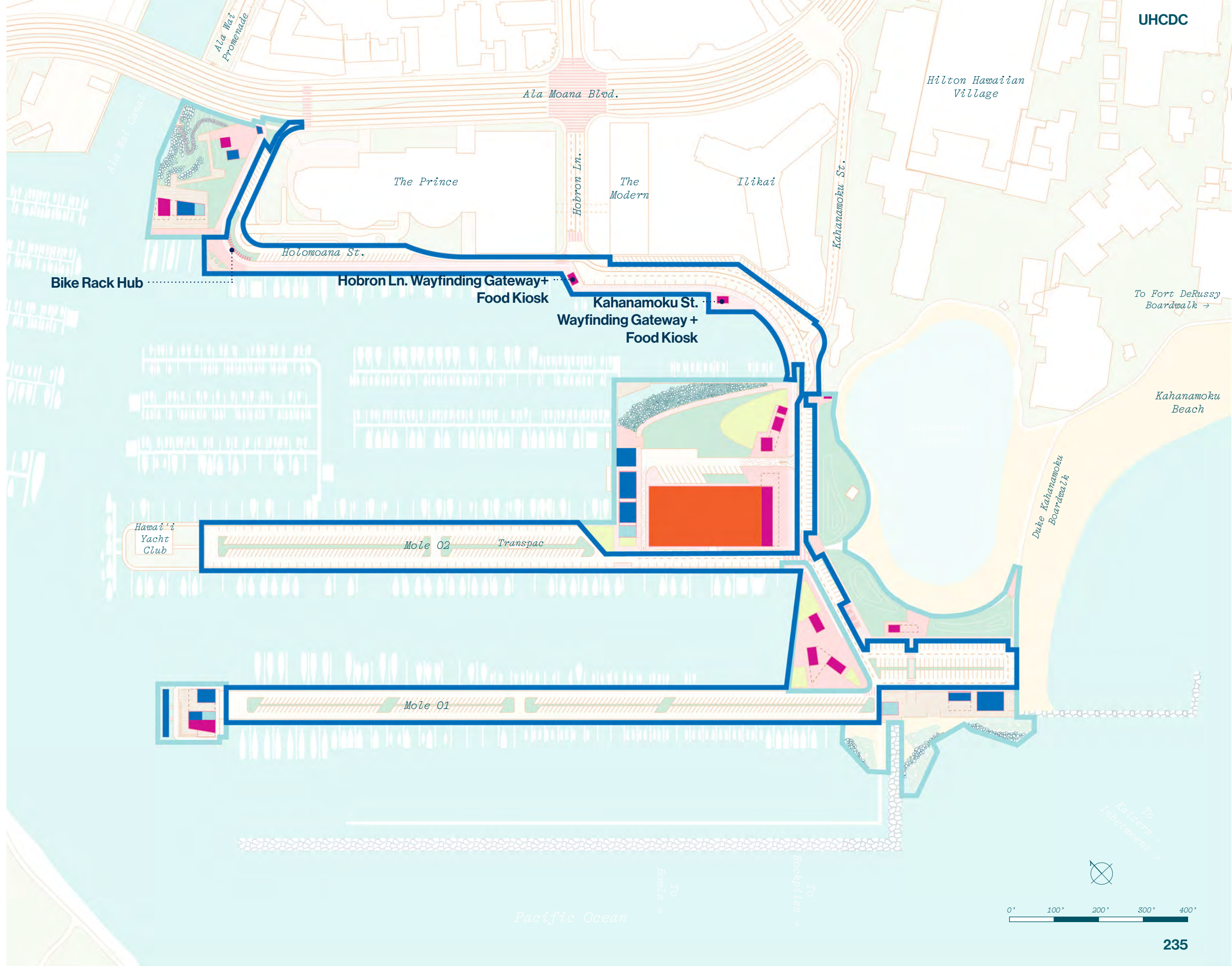
Surf Community Center

Estimated cost: \$9,142,037

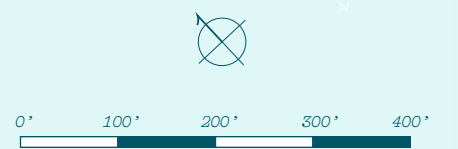


Public Realm

Estimated cost: \$1,037,167



Option B Structures Only





■ CONSTRUCTION COST CONSULTANTS



Cost Estimate for:

PROJECT NAME:	UNIVERSITY OF HAWAII COMMUNITY DESIGN CENTER ALA WAI SMALL BOAT HARBOR
LOCATION:	HONOLULU, OAHU, HAWAII
DATE:	5/5/2022
PROJECT NO.:	NA
J. UNO NO.:	22-027
PREPARED FOR:	UHCDC
SUBMITTAL:	CONCEPTUAL ROM

P R O J E C T C O S T S U M M A R Y

	PROJECT:	ALA WAI SMALL BOAT HARBOR	ESTIMATE NO.:	22-027
	LOCATION:	HONOLULU, OAHU, HAWAII	PROJECT NO.:	NA
	ARCHITECT:	UHCDC	DATE:	5/5/2022
	QTY BY:	E. YAMAMOTO	SUBMITTAL:	CONCEPTUAL ROM
			CHECKED BY:	B. KATAYAMA
			PRICES BY:	E. YAMAMOTO
			DATE CHECKED:	5/5/2022

DESCRIPTION	QTY	UNIT	T O T A L	
			UNIT COST	TOTAL

PROJECT COST SUMMARY

COST BELOW INCLUDES ESCALATION TO MIDPOINT OF CONSTRUCTION, LOCATION FACTOR, DESIGN CONTINGENCY, AND CONTRACTOR MARKUPS

OPTION 'A'

MOBILIZATION/ DEMOBILIZATION	1	LS	\$34,215,811
CIVIL - SITEWORK/ IMPROVEMENTS	1	LS	\$84,194,419
CIVIL - MECHANICAL UTILITIES	1	LS	\$18,604,847
SITE ELECTRICAL/ TELECOM	1	LS	\$23,737,219
LANDSCAPING - PLANTING	1	LS	\$12,327,315
LANDSCAPING - PLAZA + PROMENADE	1	LS	\$12,176,552
RE-PAVING VEHICULAR	1	LS	\$10,264,743


*NUMBERS ABOVE INCLUDE ALL AREAS IN OPTION A

HARBOR COMMUNITY + EDUCATION CENTER	1	LS	\$14,135,407
WATERCRAFT PARK	1	LS	\$9,804,968
DUKE K. BOARDWALK KIOSKS + BIKE HUB	1	LS	\$3,840,725
SURF COMMUNITY CENTER	1	LS	\$7,265,514
MARITIME WELCOME CENTER	1	LS	\$19,150,162
PUBLIC REALM	1	LS	\$1,037,167
DUKE K. BOARDW. STORMW. GARD+GATEWAY	1	LS	\$609,469

*NUMBERS ABOVE INCLUDE ONLY STRUCTURES

TOTAL ESTIMATED CONSTRUCTION COST, ROUNDED,	1	LS	\$251,364,319
			\$251,000,000

P R O J E C T C O S T S U M M A R Y

	PROJECT:	ALA WAI SMALL BOAT HARBOR	ESTIMATE NO.:	22-027
	LOCATION:	HONOLULU, OAHU, HAWAII	PROJECT NO.:	NA
	ARCHITECT:	UHCDC	DATE:	5/5/2022
	QTY BY:	E. YAMAMOTO	SUBMITTAL:	CONCEPTUAL ROM
			CHECKED BY:	B. KATAYAMA
			PRICES BY:	E. YAMAMOTO
			DATE CHECKED:	5/5/2022

DESCRIPTION	QTY	UNIT	T O T A L	
			UNIT COST	TOTAL

PROJECT COST SUMMARY

COST BELOW INCLUDES ESCALATION TO MIDPOINT OF CONSTRUCTION, LOCATION FACTOR, DESIGN CONTINGENCY, AND CONTRACTOR MARKUPS

OPTION 'B'

MOBILIZATION/ DEMOBILIZATION	1	LS	\$42,769,764
CIVIL - SITEWORK/ IMPROVEMENTS	1	LS	\$86,084,843
CIVIL - MECHANICAL UTILITIES	1	LS	\$18,604,847
SITE ELECTRICAL/ TELECOM	1	LS	\$23,737,219
LANDSCAPING - PLANTING	1	LS	\$11,208,886
LANDSCAPING - PLAZA + PROMENADE	1	LS	\$11,406,696
RE-PAVING VEHICULAR	1	LS	\$11,066,676

*NUMBERS ABOVE INCLUDE ALL AREAS IN OPTION B

HARBOR COMMUNITY + EDUCATION CENTER	1	LS	\$14,135,407
WATERCRAFT PARK	1	LS	\$102,128,850
DUKE K. BOARDWALK KIOSKS + BIKE HUB	1	LS	\$5,363,328
SURF COMMUNITY CENTER	1	LS	\$9,142,037
MARITIME WELCOME CENTER	1	LS	\$19,150,162
PUBLIC REALM	1	LS	\$1,037,167
DUKE K. BOARDW. STORMW. GARD+GATEWAY	1	LS	\$609,469

*NUMBERS ABOVE INCLUDE ONLY STRUCTURES

TOTAL ESTIMATED CONSTRUCTION COST, ROUNDED,	1	LS	\$356,445,353
			\$356,000,000

PROJECT NOTES & BASIS OF COST ESTIMATE

	PROJECT:	ALA WAI SMALL BOAT HARBOR	ESTIMATE NO.:	22-027	
	LOCATION:	HONOLULU, OAHU, HAWAII	PROJECT NO.:	NA	
	ARCHITECT:	UHCDC	DATE:	5/5/2022	
	QTY BY:	E. YAMAMOTO	SUBMITTAL:	CONCEPTUAL ROM	
			CHECKED BY:	B. KATAYAMA	
		PRICES BY:	E. YAMAMOTO	DATE CHECKED:	5/5/2022

PROJECT NOTES & BASIS OF COST ESTIMATE

BASIS OF ESTIMATE:

Project Type: New Construction, Addition/ Renovation, Renovation
 Estimate Purpose: Construction Budget Determination
 Estimate Level: Conceptual
 Method: Quantity Takeoff, Square Foot

ESTIMATING TEAM & QUALITY CONTROL:

Lead Estimator: E. Yamamoto, Project Estimator
 Estimator(s): Zachary Caldevera, Junior Estimator
 Quality Control: B. Katayama, Chief Estimator
 Quality Control: J. Uno, CCP, PMP, VMA, LEED AP BD+C, Principal Estimator

REFERENCED DOCUMENTS:

Name of Documents: Ala Wai Small Boat Harbor
 Level of Documents: Vision Concept Design
 Provided By: UHCDC
 Date Provided: April 13, 2022

CONTRACT & BIDDING ASSUMPTIONS:

Contract: Design-Bid-Build
 Bidding Situation: Non-restrictive, competitive bids from a minimum of 4 to 5 qualified prime contract bidders.
 If the number of bidders amounts to less than this minimum amount, cost increases may occur.

ESTIMATED CONSTRUCTION SCHEDULE & DURATION:

Bid Date: January 1, 2024
 Bid Award Date: April 1, 2024
 Construction Start Date: June 1, 2024
 Construction End Date: June 1, 2028
 Contract Duration: 51 Months

COST BASIS:

Material Costs: Based on historical local data & vendor quotes.
 Labor Costs: Prevailing wage union rates & fringe benefits.
 Labor Productivity: Based on historical local data & vendor quotes.
 Equipment Costs: Based on historical local data & vendor quotes.

MARKUPS:

Design Contingency: Allowance to cover various construction cost increases due to design incompleteness and design and detail changes.
 Prime Contractor: Prime contractor markups include field overhead, home office expenses, profit, bonds and insurance.
 Sub Contractor(s): Sub contractor markups include field overhead, home office expenses and profit.
 Bonds & Insurances: The estimate includes Bonds & Insurances.
 Taxes: The estimate includes Hawaii General Excise Tax (GET) on the overall contract amount.
 Escalation to Midpoint: The estimate includes Escalation to the Approximate Midpoint of Construction.

PROJECT NOTES & BASIS OF COST ESTIMATE

	PROJECT:	ALA WAI SMALL BOAT HARBOR	ESTIMATE NO.:	22-027	
	LOCATION:	HONOLULU, OAHU, HAWAII	PROJECT NO.:	NA	
	ARCHITECT:	UHCDC	DATE:	5/5/2022	
	QTY BY:	E. YAMAMOTO	SUBMITTAL:	CONCEPTUAL ROM	
			CHECKED BY:	B. KATAYAMA	
		PRICES BY:	E. YAMAMOTO	DATE CHECKED:	5/5/2022

PROJECT NOTES & BASIS OF COST ESTIMATE

EXCLUDED COSTS:

1. Soft Costs
2. Furniture, Fixtures & Equipment (FF&E) Unless Otherwise Noted
3. Owner's Construction Contingency (Change Orders From Unforeseen Conditions)
4. Owner's Scope Contingency (Change Orders From Owner's Scope Changes)
5. Hazmat/Environmental Costs
6. Miscellaneous repairs on the waterfront/boat slips

GENERAL NOTE:

This estimate is an opinion of probable construction cost created by J. Uno & Associates, Inc (J. UNO). It is based on delivered information, documentation and prices assumed to be true, accurate and valid at the time of estimation. J. UNO uses proprietary procedures and formulae in producing this estimate, and it represents our experience and qualifications as construction cost professionals generally familiar with the industry in respective areas. J. UNO shall not be held liable for design changes made after this estimate has been submitted, nor for errors and omissions not exposed during a normal design review process. The recipient of this estimate is urged to review it carefully and address any discrepancies. This estimate shall not be altered without prior consent from J. UNO.

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Appendix A

Focus Group Participants

Focus Group Participants	No Response	Shared Focus Group Materials	Attended In-Person/Zoom
Ānuenue Canoe Club		x	
Waikiki Yacht Club			x
Hawai'i Yacht Club			x
Save Our Surf			x
Surfrider Foundation O'ahu Chapter			x
Hilton Hawaiian Village Waikiki Beach Resort	x		
The Modern Honolulu	x		
Ilikai Hotel & Luxury Suites		x	
Prince Waikiki			x
Waikiki Neighborhood Board			x
Waikiki Beach Special Improvement District (WBSIDA)			x
Waikiki Improvement Association (WIA)			x
Waikiki Business Improvement District (WBID)			x
The Ilikai Apartment Building	x		
Makai Society	x		
Ala Wai Small Boat Harbor Working Group (liveboards)			x
Sustainable Coastlines Hawai'i	x		
Senator Waikiki		x	
City Parks Director	x		
City Council Chair Waikiki	x		
Representative Waikiki	x		

