

Līhu'e Civic Center Mobility Plan

November 2023

This project was funded through an appropriation by the Hawai'i State Legislature for transit-oriented development planning in Act 6, Session Laws of Hawai'i 2020.

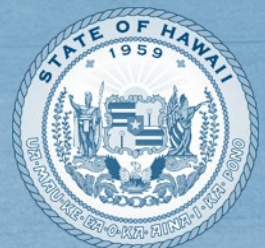
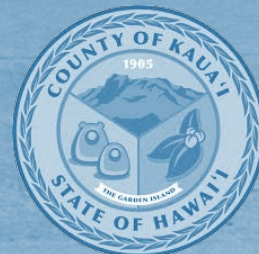


Table of Contents

1	Introduction	1
	Important Questions	1
	Lihu'e and the Civic Center	10
2	Existing Conditions	20
	Summary of Key Findings.....	20
	Transportation Options and Challenges.....	22
	How People Actually Get Around.....	35
	Needs of Civic Center Users	43
3	Recommendations	53
	Principles.....	53
	Design Recommendations	55
	Policy Recommendations	60
	Mobility Hub Characteristics	72
4	Implementation	74
	Potential Funding Sources	74
	Final Considerations	78
	Appendices	80

Table of Figures

Figure 1	Historical Changes in Town Core Area Street Design and Land Use.....	14
Figure 2	Biking and Pedestrian Infrastructure.....	24
Figure 3	Summary of Public Transit Service at Civic Center (2023)	27
Figure 4	The Kaua'i Bus Fares (2023).....	27
Figure 5	Parking Inventory Map	31
Figure 6	Parking Inventory by Ownership	32
Figure 7	Parking Inventory, by Type	32
Figure 8	Parking Utilization Map.....	32
Figure 9	Comparison of Past, Goal, and Current Mode Share in Kaua'i	35
Figure 10	Commute Flow TO LCCMP Census Area	36
Figure 11	Commute Flow FROM LCCMP Census Area.....	36
Figure 12	Top 50 Origin-Destination Commute Flow	37
Figure 13	Annualized Average Daily Traffic (2021).....	38
Figure 14	Annualized Average Daily Traffic by Street Segment (2021).....	39
Figure 15	Kaua'i County Major Employers	40
Figure 16	Descriptions of Non-driving Experiences at Civic Center	44
Figure 17	Map of Active Transportation Improvements	56
Figure 18	Map of Public Transportation Improvements.....	57
Figure 19	Map of Parking Improvements.....	58
Figure 20	Parking Benefit District Improvements	64



1 INTRODUCTION

IMPORTANT QUESTIONS

What is the purpose of this plan?

The Līhu'e Civic Center Mobility Plan (LCCMP) is a study and guide focused on the overall transportation system in and around the government and commercial complexes surrounding the Kaua'i Civic Campus. It builds upon recent planning efforts (including the Līhu'e Community Plan and Līhu'e Town Core Urban Design Plan), concepts for transit-oriented development (TOD) at the Civic Center and surrounding properties, and the USDOT Transportation Investment Generating Economic Recovery (TIGER) funded improvements to the Rice Street corridor.

The plan updates guidance for multi-modal transportation improvements (including parking management), policy strategies, and a possible mobility hub that incorporates a wide range of transportation needs and services. The area of focus includes the Līhu'e Civic Center, nearby State of Hawai'i and private properties, but also considers the role that surrounding corridors play in accessing the Civic Center.

This Plan incorporates mobility as an organizing framework to strengthen future redevelopment surrounding the Līhu'e Civic Center.

Limited time to read about the Plan?

An online StoryMap summarizes its key recommendations.

Visit <https://plankauai.com>

What past work does this plan build upon?

Existing mobility options, right-of-way permitting mechanisms, and mobility regulations were reviewed to help understand the current multimodal mobility landscape of the island and community. Additionally, the team reviewed multiple plans applicable to the Līhu'e Civic Center Mobility Plan Study Area. These were critical sources in providing context and continuity for this project. These resources include:

- 2010 Līhu'e Town Core Urban Design Plan
- 2013 Multimodal Land Transportation Plan
- 2015 Līhu'e Community Plan
- 2017 Statewide Strategic Plan for Transit-Oriented Development (and subsequent revisions and updates)
- 2017 Rice Street Revitalization Study
- 2018 Kaua'i County General Plan
- 2018 Kaua'i Short-Range Transit Plan
- 2022 Hawai'i Statewide coordinated Transit Plan
- 2022 Energy Transitions Initiative Partnership Project

What is the Mobility Plan's Study Area?

The Līhu'e Civic Center Mobility Plan (LCCMP) Study Area is the center of civic and community activity for Līhu'e and the entire island of Kaua'i. The LCCMP Study Area contains a variety of uses and services, including:

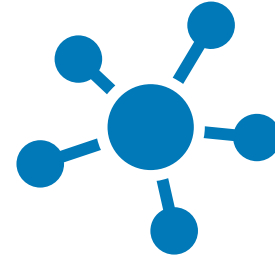
- **Civic Engagement:** Kaua'i County Council Meetings, Other State and County Boards and Commission Meetings
- **Education:** Wilcox H. Elementary School, Public Library
- **County Government:** County Administrative Offices
- **State Government:** State Administrative Offices
- **History and Culture:** Kaua'i Museum, Historic County Building and Lawn
- **Public and Social Services:** Driver Licensing and Vehicle Registration, Property Permitting, Property Tax Collection, Supplemental Nutrition Assistance Program (SNAP) Benefits, Community Health Center (KDHO)
- **Recreation:** Kalena Park, Quick Build Skatepark, County Park
- **Transit:** 'Eiwa Street (Civic Center) Transit Stop and Transfer Hub
- **Dining, Shopping and Nightlife:** Rice Street, Kūhiō Highway



Detailed descriptions and maps of the Study Area are on Pages 12-13.

What is a Mobility Hub?

A mobility hub – which is a key concept for consideration in this plan – is a quality place where frequent transit service and suitable mobility choices are brought together to support intuitive and easy travel for users of all ages, abilities, and backgrounds. It's going to vary on the context and location, but there are some shared characteristics for all mobility hubs.



It's at a **strategically selected site** where different modes of transportation come together seamlessly. On the island, this would be more than just a transfer stop between Kaua'i Bus services. It would also function as a transportation center for people to easily access points near and far, whether by walking, biking, a taxi, a ride summoned by your phone, a shuttle to a resort, or a shared car. The siting and the design of this is critical and the use of a mobility hub depends on the existence of a major trip generator like a civic center, a school, or a main street.

It's also a **quality place for beginning or ending a journey outright**. Mobility hubs are where people willingly and comfortably gather not just to go places, but to get lunch at a food cart, meet up with friends or colleagues, pick up packages at a locker, and decide the next place to go to. New development projects can also play a role in the growth, design, and offerings of a particular mobility hub.

A mobility hub is **custom tailored to support each community's unique mobility needs**, public realm, customer experience, and information needs. This starts with how the phrase "mobility hub" is described and perceived. Is "mobility hub" necessarily the most appropriate name for a major multi-modal transportation node within the Lihu'e community context? When prompted about alternative names or terms, project partners responded with the following suggestions:



Mobility Hub Names suggested at March 2023 Stakeholders Workshop.

What is TOD?

Transit-Oriented Development Defined

TOD is an acronym for Transit-Oriented Development. The precise definition of this term, which has been used across the world, will vary depending on the place and context, but TOD is a catch-all term for building development which is within a close and accessible distance to public transportation. This proximity to transportation means that there are technically multiple available transportation options. The extent to which a TOD is truly “transit-oriented” depends on a variety of factors, including the frequency and time span of that proximate transit service, the safety and convenience of walking and/or bicycling routes to connect the site, and the general availability of options. The development is not limited to single-use; in fact, mixed-uses are beneficial to such an area.



Helping People Park Only Once

TOD is a component of a well-planned community in which all essential daily needs are near one another. Even if somebody drives to a TOD area, the intent is for them to “park once” to take care of all their needs when visiting the area. To achieve this, the public and private sector must be intentional about designing spaces and streets and managing parking, all with convenience, safety, and other human-centered goals in mind. Alternatively, in a development or area in which all visitors are driving to every destination regardless of their relative distance, the increase in trips and vehicles will also mean an increase in congestion and collisions.

When TOD Gets It Wrong

Sometimes, transit-oriented development acts more simply like “transit-adjacent development.” These are developments that are built with little to no consideration of the nearby transit use. Some of the following design and management decisions imperil the intent of TOD planning:

- Sidewalks are not directly connecting building entrances to the nearest transit stop and other important destinations.
- The location of building entrances are more convenient for people parking their cars -- at the expense of people walking to the building.
- On-site parking is built to a ratio more indicative of areas in the United States where there is absolutely zero transit service.

- On-site parking is mostly restricted from the public or shared use, lessening the efficiency and cost-effectiveness of the area's parking supplies.
- Too much unused parking supply in locations where there could just be open space.
- The appearance on buildings and other surfaces in the public realm is generic and sterile, lacking any community contribution or identity.
- There are no incentives for people not to own a car.

"Transit-adjacent development" is a byproduct of a failure to realize the environmental and social benefits of coordinating land use with the presence of major transit service access. It can also lead to long-term problems, such as no productivity in mode shifts, pollution, and debt for the capital costs of underutilized parking facilities. Planning efforts and special zoning has sought to make transit-adjacent more transit-oriented, but it also requires an intentional commitment by all sectors to ensure equitable outcomes and urban design improvements over the status quo.

Other Names for TOD to Fit the Local Context

Specific to Līhu'e, future development and redevelopment can also technically be called "infill development", which is located on sites of former buildings and existing vacant spaces in between buildings.

With TOD's definition so variable, it might make more sense to use a different term for a small town in Kauaʻi, where a heavy rail station would not work as well as in Honolulu. Some potential terms could include "Pedestrian Oriented Development," "People Oriented Development," or "Park-Once Development." In another example, the 2018 Kauaʻi County General Plan has a recommendation for "Transit-Ready Development."

"New development that is 'transit ready' has sufficient density and walkability to encourage use of the bus system. Such projects, especially when constructed near transit hubs, can help increase bus ridership and improve the efficacy of the bus system. In recent years, the State has placed an emphasis on transit-oriented development. As a result, there is an opportunity to explore workforce and affordable housing development on state- owned parcels adjacent to bus stops."

Why are concepts like TOD being mentioned in the rural context of Kauaʻi?

Transit-oriented development (TOD) is mentioned as a term within Statewide guidance which has involved all four Counties, but the smaller-scale context of Kauaʻi must be acknowledged and incorporated into the definition. The old police station, located at 3060 'Umi Street, was first identified in 2017 as a TOD site by the State Strategic Plan for Transit-Oriented Development, with the caveat that "a zoning amendment is required to allow residential use

on the Civic Center site. In addition, Lihu'e Civic Center site's historic resources must be evaluated and considered as part of the redevelopment plan."

Despite the designation of a site in the center of Lihu'e as TOD by the State, the County has not codified "Transit-Oriented Development." This plan is one step towards adding a nuance around what that should mean in the unique rural and small-town context of Kaua'i. This may include validating "infill development" as a reoccurring goal in rural TOD, especially to meet housing growth targets and mandates. Another action to consider is building upon the definition of "transit-ready development" from the 2018 County General Plan.

What community insights contributed to this plan?

The plan origins involved a thorough review of the entire transportation system in central Lihu'e and the Civic Center area. Because of the complex history and nature of the region, multiple efforts were undertaken to collect inputs from project partners, community leaders, and the public between 2022-2023.

Interviews

A series of in-person and virtual interviews were held with community members and Civic Center users to understand attitudes, concerns, knowledge, and experiences with respect to mobility, parking, and land use needs. The project team interviewed representatives of County and State agency partners, local business owners, and non-profit organizations. Interview subjects were asked to identify conditions they felt should be preserved or changed as the area is developed as well as key issues preventing people from getting to their destination at the Civic Center.

Employee and Visitor Survey

Nearly 70 Civic Center users completed a 22-question Employee and Visitor Survey that covered: demographics, mobility and parking needs, transportation attitudes and preferences, and willingness to change travel behavior with different conditions. The Employee and Visitor Survey was designed to understand the Civic Center's mobility and parking needs, traveler attitudes and preferences, and the likelihood of changing travel choices with different design, policy, and service interventions. Open for 5 weeks in the summer of 2022, the survey was administered online using Survey Monkey and in-person at an on-site pop-up booth outside of the Civic Center Department of Motor Vehicles (DMV) to engage community members and staff accessing services at the Civic Center. County staff promoted the survey with flyers posted at local business and transit stops, social media posts, and public announcements through KIPL radio station. Survey results are summarized in [Appendix 1](#).



Booths for people to take the survey were set up outside the DMV entrance.

Site Walking Tour

The project team organized, facilitated, and transcribed a guided walking tour to capture community feedback on their experience traveling within and around the Civic Center and gather ideas for design, policy, and placemaking interventions to address issues and concerns. When developing the route, the project team considered key land uses, opportunity sites, and catalytic development projects currently underway that could promote greater multimodal connections throughout the Civic Center. Participants primarily consisted of community partners and County staff. Each participant was given a map with the walking tour route and were asked to document noteworthy features, barriers, and opportunity sites along the way. Participants also had the opportunity to share anecdotes from past experiences walking, biking, or driving around the Civic Center area.



Site walking tour at the Memorial Hall parking lot.

Meetings, Presentations, and Workshops

Public Meeting

In June 2022, the project team hosted a public meeting to share key findings, ask questions, and discuss next steps. The meeting was held in-person and virtually through Zoom to allow project partners and community members unable to attend in-person to participate. Attendees had the opportunity to reflect on key themes from a visioning exercise and share their thoughts on what themes resonated with their own experiences of the Civic Center by responding to interactive polling questions on Mentimeter. The meeting ended with a question-and-answer session where attendees provided their candid thoughts on preliminary design and policy changes. A recap of the presentation is in [Appendix 2](#).



Results of June 2022 public meeting live poll on desired improvements to the study area.

Stakeholders Workshop

In March 2023, the project team hosted a follow-up meeting with project partners and stakeholders to gain consensus around key findings (particularly around transportation and parking demand), clarify needs for daytime and nighttime user groups, ask questions, and discuss next steps. The meeting was held virtually through Zoom. Attendees had the opportunity to ask questions, reflect on key needs, and voice agreement or disagreement with a key question regarding whether Civic Center.

Responses were documented using interactive polling questions on Mentimeter. The meeting ended with a question-and-answer session. Slides from this meeting are in [Appendix 3](#).

Final Presentation

The final presentations to the State Transit-Oriented Development (TOD) Council were held in October 2023 and will be held again in November 2023. Slides from the October presentation are in [Appendix 4](#).

What new analyses was conducted for this plan?

Summary of Analysis

Qualitative and quantitative analyses were performed to inform the mobility market, needs assessment, and parking demand specific to the Līhu'e Civic Center Mobility Plan (LCCMP) Study Area and Parking Study Area. The relevant inputs include:

- U.S. Census Data for a variety of socioeconomic factors, including income, poverty status, disability status, commute mode choice, and age
- Online Employee and Visitor Survey conducted Spring 2022
- Parking demand analysis conducted in Summer 2022
- Qualitative feedback gathered during on-site walk audit with community partners and County Planning Staff
- Qualitative feedback gathered during on-site goals and visioning workshop
- Analysis of on-site physical conditions, including presence or absence of bicycle and pedestrian infrastructure and quality of transit service
- Longitudinal Employer-Household Dynamics (LEHD) Origin and Destination Data (2020)

Parking Supply and Demand Count Details

Parking supply and demand in and around the Civic Center was documented during peak times of activity, including while school was in session. A parking inventory was conducted in June 2022 at County, State, and privately-owned surface parking lots immediately surrounding Civic Center buildings, adjacent parking facilities that support demand overflows, and on-street parking spaces. These facilities are known in this plan as the Parking Study Area. Occupancy counts were held on June 29, June 30, August 31, September 1, and September 2, 2022, for all the facilities that were part of the inventory. The project team collected occupancy data for 2,100 parking spaces located within the Parking Study Area in the morning (between 10:00 a.m. to 12:00 p.m.) and evening (from 5:00 p.m. to 7:00 p.m.).

For More Information

The appendices to this plan report will profile the sum of such analyses in greater detail.

LĪHU'Ē AND THE CIVIC CENTER

The Circle Building/Former Shopping Mall at the Crossroads of Kaua'i



The Līhu'e Civic Center complex sits near the northeast corner at the intersection of Līhu'e's two major commercial corridors: the north-south Kūhiō Highway (Hawai'i State Highway 56) and east-west Rice Street.

Surrounded by nearly 500 spaces of surface parking, the Civic Center is situated 1.5 miles southwest of Līhu'e Airport, the largest airport (and only one with commercial interstate service) on the Island of Kaua'i. The Civic Center also sits minutes from some of the most beautiful coastlines and desirable resorts in the Pacific. At the Civic Center complex, residents and visitors can access a variety of important civic services and functions, including driver's license renewal, Council meetings, camping permits, planning permits, and workforce development, among others. If one had to access this site, they are technically able to do so by multiple modes of transportation. The Civic Center is the literal and figurative intersection of land and services owned by multiple governments – State and County – along with hundreds of dedicated employees serving the island of Kaua'i.

The Unique Built Environment of Līhu'e

Kapa'a, Princeville, and Pūhi, for example, are also among the most relatively active and populated places on the island, but those places are not the same place as Līhu'e. There are multiple examples that makes Līhu'e's Town Core – including the LCCMP Study Area, the Civic Center, and Parking Study Area collectively stand apart from other locales on the island:

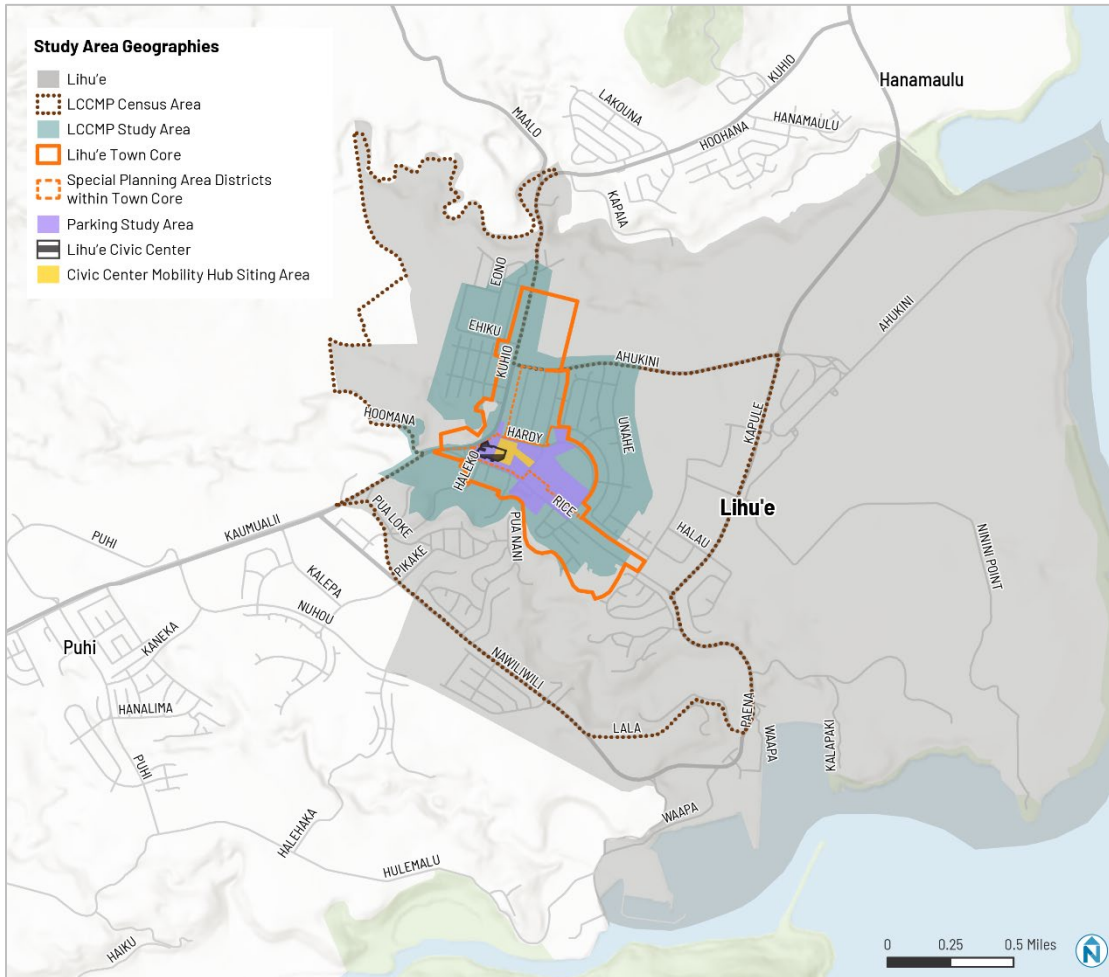
- The concentration of County and State offices and related government jobs as the seat of Kaua'i County.
- The concentration of transit service at the 'Eiwa Street (Civic Center) bus stop. No location elsewhere has more Kaua'i Bus routes meeting at the island.

- The presence of paid metered parking.
- The proximity to the largest airport on the island.
- The interconnected street grid, filled with consistent rows of buildings—some dating back to the 1930s—along with mixed land uses, continuous sidewalks, and other built environment characteristics are indicative of a small town's central "Main Street" (2018 General Plan, page 79).

The figures on the following two pages are an overview of the Study Area geographies referenced in the Lihue Civic Center Mobility Plan (LCCMP).

Study Area Geography

REGIONAL OVERVIEW



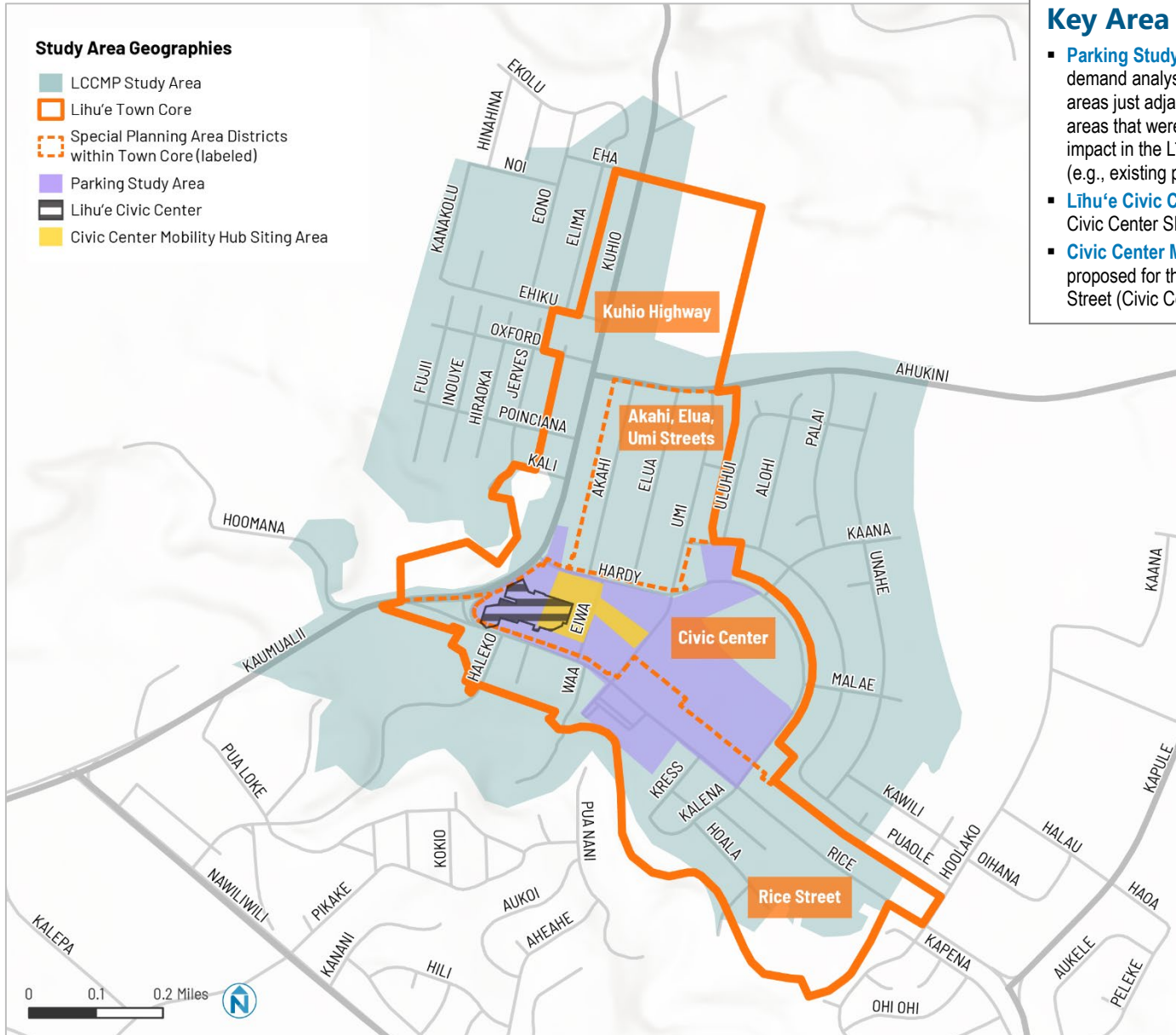
Key Area Definitions

The following terms refer to geographies mentioned throughout this document and plan. They are shown in order of diminishing size (largest to smallest):

- **Greater Lihue or Lihue Planning Area:** One of 5 large subdivisions encompassing the full island, each one touching the center and the coastline. Used for more granular estimates on housing growth in the County General Plan.
- **Lihue Urban Edge or Lihue:** The boundary of the town is primarily for contextual market analysis purposes related to the rest of the island. Also used for parts of origin-destination analysis, this definition is inclusive of the Harbor and the airport.
- **Lihue Civic Center Mobility Plan (LCCMP) Census Area:** Census geographies which intersect with the 15-minute walkshed surrounding the Civic Center. Used in defining some Census and American Community Survey statistics, along with commute flows. Fully understanding this area may be limited due to a lack of granularity in the geographies.
- **LCCMP Study Area:** This includes the Civic Center and the area within a short walking distance, and commonly includes areas considered to be the center of Lihue's Town Core. A 15-minute walkshed limit was created in GIS analysis and modified due to additional identified barriers. It should be noted that the tolerance for walking distances will vary by person.
- **Lihue Town Core:** Also known as the "Town Core" area, this is the County of Kaua'i Lihue Town Core Urban Design Plan study area. It extends slightly beyond the 15-minute walkshed (e.g., Wal-Mart) and is the combination of the multiple SPA districts mentioned below.
- **Special Planning Area (SPA) Districts:** Defined by the County of Kaua'i Lihue Town Core Urban Design Plan, SPAs are subsets of the Town Core area. Each one intersects with the 15-minute walkshed. Boundaries are specifically to call out the different planning requirements within Lihue, in particular the parking minimums across land uses. The Civic Center SPA encompasses the Civic Center and is mostly bounded by Rice Street, Hardy Street, and Kūhiō Highway.

(Continued on next page)

STUDY AREA



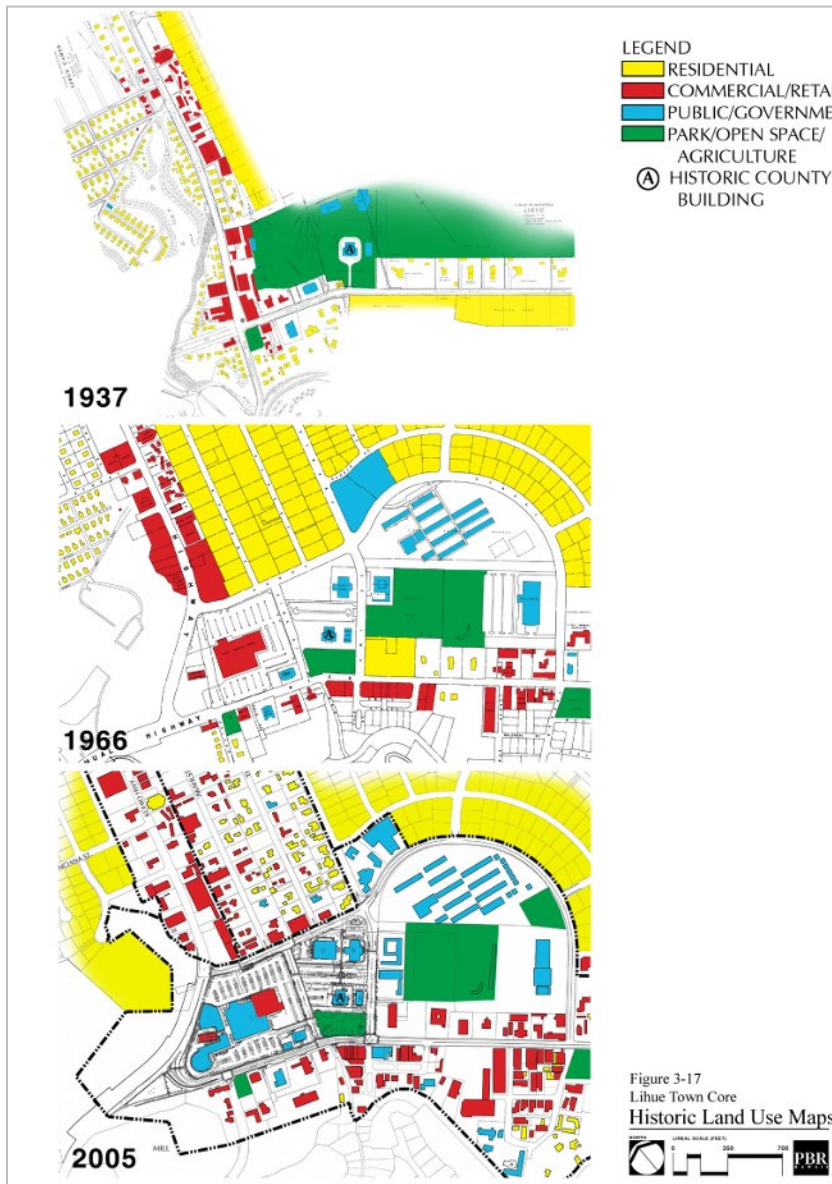
Key Area Definitions (continued)

- **Parking Study Area:** Boundary specific to parking supply and demand analysis performed as part of this project. It includes areas just adjacent to the parking spaces studied and excludes areas that were not counted and would not necessarily have an impact in the Lihue Civic Center SPA's parking supply/demand (e.g., existing private off-street residential parking).
- **Lihue Civic Center:** The building of County offices within the Civic Center SPA.
- **Civic Center Mobility Hub Siting Area:** The specific lot proposed for the mobility hub, which is adjacent to the 'Eiwa Street (Civic Center) transit stop and transfer location.

A Quick History of Līhu'e Mobility Planning

Consisting of numerous transitions, Līhu'e's story and transportation history is long, varied, and complex. Community members and historians have undertaken significant efforts to uncover the history of the region, most recently documented and illustrated in *Līhu'e: Root and Branch of a Hawai'i Town* (Griffin, 2014). For more information, please visit the Public Library or consult the Town Core Plan or refer to one of the other multiple plans referenced for this project.

Figure 1 Historical Changes in Town Core Area Street Design and Land Use



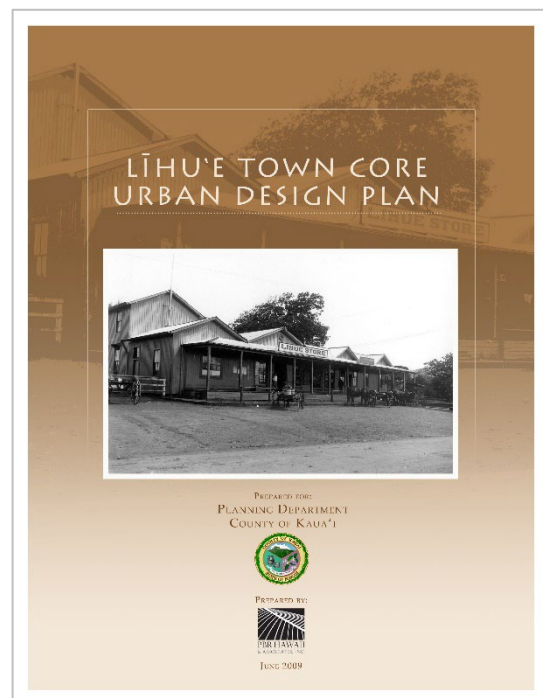
Source: 2010 Līhu'e Town Core Urban Design Plan

Specific to transportation, the core of Lihū'e experienced a variety of changes related to its relationship with automobiles over the 20th Century and 2000s. The crossroads between the prominent streets of Rice Street and the Highway used to be at a right angle, with small-scale buildings fronting the street.

The expansion in the roadway capacity of the Highway created a realignment of this intersection to include slip lanes, along with a widening of the roads and destruction of pedestrian-scaled buildings near the intersection. Subsequent sprawl and decentralization of the Lihū'e Town Core intensified with the expansion of the highway, the provision of free and abundant surface parking across the island, and the opening of new shopping centers and big-box retail in the outskirts of Greater Lihū'e.

The 2010 **Lihū'e Town Core Plan** identified a need for complete streets that accommodate multiple transportation modes. This was a new step in County and State interest in transportation's connection to public health and land use. Districts within the Town Core were zoned for a variety of land uses:

- **Civic Center** is zoned for government and public facility uses.
- **Rice Street Neighborhood** is zoned for mixed-used development with a commercial emphasis.
- **Kūhīo Highway Neighborhood** zoned is zoned for mixed-used development with a commercial emphasis and open space.
- **'Akahi/'Elua/'Umi Street Neighborhood** is zoned for mixed-used development with a residential emphasis.
- **Old Lihū'e Mill Site** is zoned for special treatment for historic and cultural preservation.



Lihū'e Town Core Plan

Development standards and design guidelines were created out of this effort, and the County's Code was amended by Ordinance to reflect the SPAs making up the Lihū'e Town Core area.

In 2014, the County received technical assistance from Smart Growth America to conduct a **Parking Audit Workshop for Lihū'e Town Center**. The workshop provided the community

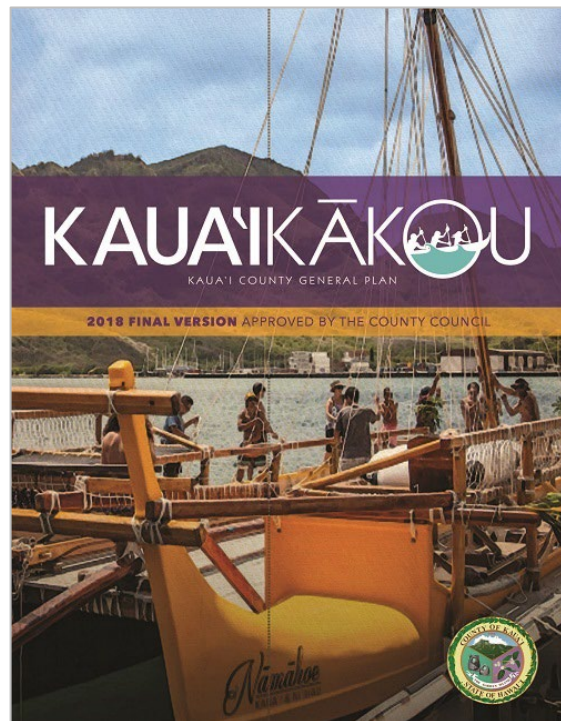
with new ways to think about parking supply and demand, and the relationship of parking to transportation and land use. Recommendations included:

- "In partnership with the State, develop and implement a parking management plan for the Līhu'e Civic Center."
- "Establish staff resources and funding for Countywide parking enforcement."
- "Consider the establishment of parking districts in town centers."

The concern about the mismatch of parking supply and demand has persisted since the 2014 workshop. The **Līhu'e Community Plan**, completed in 2015, built off this trend by recommending the County "consolidate parking and implement street modifications called for in the Līhu'e Town Core Urban Design Plan (UDP) to transition the area to a "park once" environment, where locals and tourists can arrive by car or transit and be able to complete several errands at once."



Līhu'e's identity as the major convergence point and growth area on the island was reinforced when viewed with a countywide planning lens. **The Kaua'i Kākou 2018 General Plan** (Kaua'i County General Plan) identifies community development and growth management priorities for the island of Kaua'i over a 20-year planning horizon. The Kaua'i General Plan covers six planning districts on the island and guides land use and development decisions, reinvestment, and capital improvements based on the community's vision for Kaua'i's future. The Kaua'i General Plan mentions two goals around the subject of permitting and code changes that support the idea of context-sensitive vehicle-miles travelled (VMT) reduction requirements for proposed land use projects:



- "Build upon place types in future Community Plans and update zoning and development standards to be place-based."
- "Support State Land Use Boundary Amendment Petitions for new Urban District consistent with the Future Land Use Map."

The Kaua'i General Plan includes a Future Land Use Map for the Council County, Planning Commission, and Land Use Commission (LUC) to consider during reclassification decisions as well as to guide future action by developers and elected officials. The boundaries are generalized and require regulatory action to be implemented. The Kaua'i General Plan aims to meet housing needs while preserving agricultural land and other natural resources, encouraging housing development near pre-existing urban cores to promote densification allow for more walkable places and "increase overall community health through design that supports safe and accessible spaces". The plan's transportation goals include modal shift to multimodal travel and decreasing vehicle miles traveled to reduce carbon emissions, as well as a more connected, safe network of pedestrian and bicycle routes to support mode shift targets.

The General Plan also identified Lihu'e as a major growth area, slated for over 4,000 future housing units. To help ready the community for absorbing the new growth without compromising the safety of multimodal transportation options, additional investment was taken.

A federal Transportation Investment Generating Economic Recovery (TIGER) Grant of \$13 million (supplemented by an additional \$2 million contribution from the County) funded **the reconstruction of Rice Street and adjacent streets in the Town Core area**, bringing traffic calming treatments, signalized crossings, protected bicycle facilities, transit stop amenities, a multi-use path connecting the State Office Building and other multimodal improvements to the LCCMP Study Area. The project was awarded in 2015, supported by the 2017 Rice Street Revitalization Study, and construction was completed in 2021.

The TIGER grant project's completion coincided with additional movement towards realizing multimodal networks throughout the State. **The Hawai'i Department of Transportation's (HDOT) new directive under Hawai'i Senate Bill 1402 (HI SB1402), signed into law on July 1, 2021**, calls for the department to create motor vehicle, bicycle, and pedestrian networks and new annual reporting requirements to track how projects achieve complete streets, equity, and climate action goals. SB 1402 specifically directs HDOT to coordinate with each county to develop and implement networks of bicycle and pedestrian pathways to connect all public schools, libraries, retail centers, and residential areas. It would additionally direct counties to create physically separated/protected pedestrian exercise and active health pathways in residential and high-density communities. The bill also establishes new annual reporting requirements for HDOT to detail how planned projects implement the 11 goals listed. In Section 1 of HI SB1402, the Legislature notes that "vehicles now account for nearly

two-thirds of Hawai'i's greenhouse gas emissions, as the state's car-centric ground transportation system does not offer people convenient transportation alternatives." Also, the Legislature expresses that low-income people are disproportionately burdened by the transportation system, as they must spend higher proportions of their income to afford car access, lack multimodal transportation infrastructure, and are more likely to be killed by traffic collisions.

Conclusion

Many of these evolutions in planning, policy, and design have parallels to the story of other towns and cities in the United States, which have re-evaluated the automobile-centric design decisions and programmatic priorities of the mid-20th Century by re-introducing more multimodal investment and accommodations, and in many cases, the elimination of minimum parking requirements. Unfortunately, automobile use levels are still stubbornly unsafe, and annual pedestrian deaths have increased.

The 2020s are already affected by the global pandemic and climate crisis. Programs and a commitment to environmental health are steadfast values of the community. County and community have taken notable steps to improve the experience and safety of the Civic Center and the surrounding areas. Successful examples of current developments in transportation and placemaking include:



Kaua'i bus shelter with solar panels.

- The emergence of Kalena Park as an active space used by the community,
- The continued prosperity following the COVID-19 pandemic of nightlife and recreation on Rice Street,
- The reconstruction of Rice Street to be ensure safer crossings and calmed traffic for everybody to use,
- The organic growth of a skate park,
- The ongoing work of the County to improve connections between the Harbor and Civic Center as part of the upcoming Connect Lihu'e project,
- The installation of four bus shelters and a pedestrian-oriented wayfinding system along 'Eiwa Street, serving as the main transfer point for the Kaua'i Bus,
- The growth of community-centered events like the Rice Street Block Party.

In addition to the unique attributes and story of the Civic Center, the island of Kaua'i has characteristics which are unique compared to other locations within Hawai'i. Notably, Kaua'i has a smaller population when compared to Maui and O'ahu. Compared to other county seats in the State, Lihu'e is the smallest in population.

There could be few opportunities to expect quick growth in transportation options in a place that still maintains a rural and small-town character. This size may limit the market for private interventions in the shared and emerging mobility spheres. At the same time, the need still exists, especially as Lihu'e plans for 4,000 new housing units and demand for access on the island grows. The presence of major resorts along the coastline and protected areas in the mountains has contributed to a booming tourist economy; 2023 is expected to mark a full return to pre-COVID levels of visitors to Kaua'i.

Ultimately, codified code reform and refreshed policy will help ensure that Kaua'i successfully adds much-needed housing to town centers, including in Lihu'e. The best possible outcomes will be reductions in traffic congestion, vehicular crashes, and transportation costs – all to the benefit of Kaua'i's residents.



Hardy Street, the northern edge of the Civic Center Special Planning Area (SPA) District.



2 EXISTING CONDITIONS

SUMMARY OF KEY FINDINGS

Līhu'e's multimodal network includes physical conditions, mobility services, and community awareness and outreach working together to support people's journeys within the community and across the island. The complex observations about the current conditions of the Līhu'e Civic Center area are summarized in this chapter, along with Appendices, relating to the mobility market and parking conditions. The most critical and salient observations about the current transportation picture of Līhu'e Civic Center are described in this section.



Līhu'e is the primary growth area on the island, slated for 4,000 new housing units, a new community center, and various retail developments. It is expected that over the next few years, Līhu'e will see an increase in trip demand.



Only one out of every 8 commuters chooses a transportation mode other than a car. This is based on the US Census Bureau's recent set of 5-year estimates for journeys to work. However, if we focus in on the 7 commuters using a car, one of those will be carpooling, that's about 13.6% of total commuters, which is higher than 10.4% county wide. Overall, this finding is indicative of the inherent challenge for an area that is otherwise intended to be the most "transit oriented" place on the island.



Līhu'e lacks consistent and safe connections to the pedestrian and bike network, despite all the great work in and around the Civic Center, including intersecting sidewalks, pedestrian pathways, and on-street bike lanes, especially along Rice Street. If one were to add up all the miles of roads and streets within the 15-minute walkshed area, over half of those miles lack sidewalks and/or

bike lanes. The Civic Center is just one node at the neighborhood-scale and there are gaps for people who wish to walk or bike into Rice Street and the Līhu'e Town Core area.



For people staying at the Nāwiliwili Harbor or coming from the cruise terminal, there are no sidewalks or bike lanes connecting Nāwiliwili Road to Rice Street, a gap that forces people to walk in the road shoulder at great risk or wait for a bus with limited frequencies.



Similar challenges exist if you are walking north toward Wal-Mart. Not many sidewalks north of Ahukini Road exist. Thus, if you do not have access to a car, you either take a risk walking on the shoulder or you are dependent on the bus schedule. Additionally, **while there are connections between Civic Center and Puhi, some of the neighborhoods lack sidewalks.** Safer connections between the Civic Center and Puhi will be critical as infill development continues.



Līhu'e has a diverse and dense population that can support transit; more people would ride buses if service were more frequent and across a longer span of the day. For example, the hourly daytime service of The Kaua'i Bus shuttle connecting central Līhu'e to Nāwiliwili Harbor (Route 70) may not be sufficient to handle crowds of visitors coming from the cruise terminal. People hoping to get to the Līhu'e Civic Center will forego waiting an hour for the next bus and will either choose to spend a premium amount on a taxi/ride-hailing service, walk uphill along a narrow paved shoulder, or simply halt their local journey (and contributions to the Līhu'e Civic Center economy) altogether.



Parking can be a stressful experience. In specific locations on busy school days, including along 'Umi Street and parking lots near Elsie H. Wilcox Elementary School, high parking demand makes it hard for some drivers to find a convenient space. Survey results show that respondents find parking spaces too small, unclear, or difficult to navigate around other drivers and parking areas. A typical Kaua'i driver is willing to walk no more than 2 minutes from where they parked. However, when looking at the parking located at the Civic Center area, parking spaces are generally underutilized: over half of all spaces are vacant during peak hours. This can result in wasted spaces and maintenance costs. There is an opportunity for more active management of parking spaces, and even distribution of demand.

TRANSPORTATION OPTIONS AND CHALLENGES

Walking



Guidance for neighborhood walking in Kalena Park

Current Options

The area within a short walk of the Civic Center is full of sufficiently accessible sidewalks and crosswalks, as evidenced by the recent improvements to Rice Street. Signalized accessible intersections with high-visibility crosswalks are passable and usable. New facilities and pathways have lighting scaled to pedestrians. Traffic is calmed by the presence of medians along Hardy Street and a roundabout at the intersection of Hardy and 'Umi Streets. Public art and small parks contribute to a vibrant neighborhood ambiance, where conditions may be deficient along the Rice Street corridor. This is mainly a consequence of heat and sun; there are limited places for shade. Aside from bus shelters and the sporadic awning, the only respite from the elements while walking is under a selection of large mature canopy trees, such as outside the Bank of Hawai'i at Rice Street. Along locations where surface parking and driveways edge up to the sidewalk and driveways, shade from the elements is hard to come by. Additionally, the placement of hedges, utilities, fences, and other barriers rarely makes for a pleasant walking experience.



Art near the Historical Monument and Garden

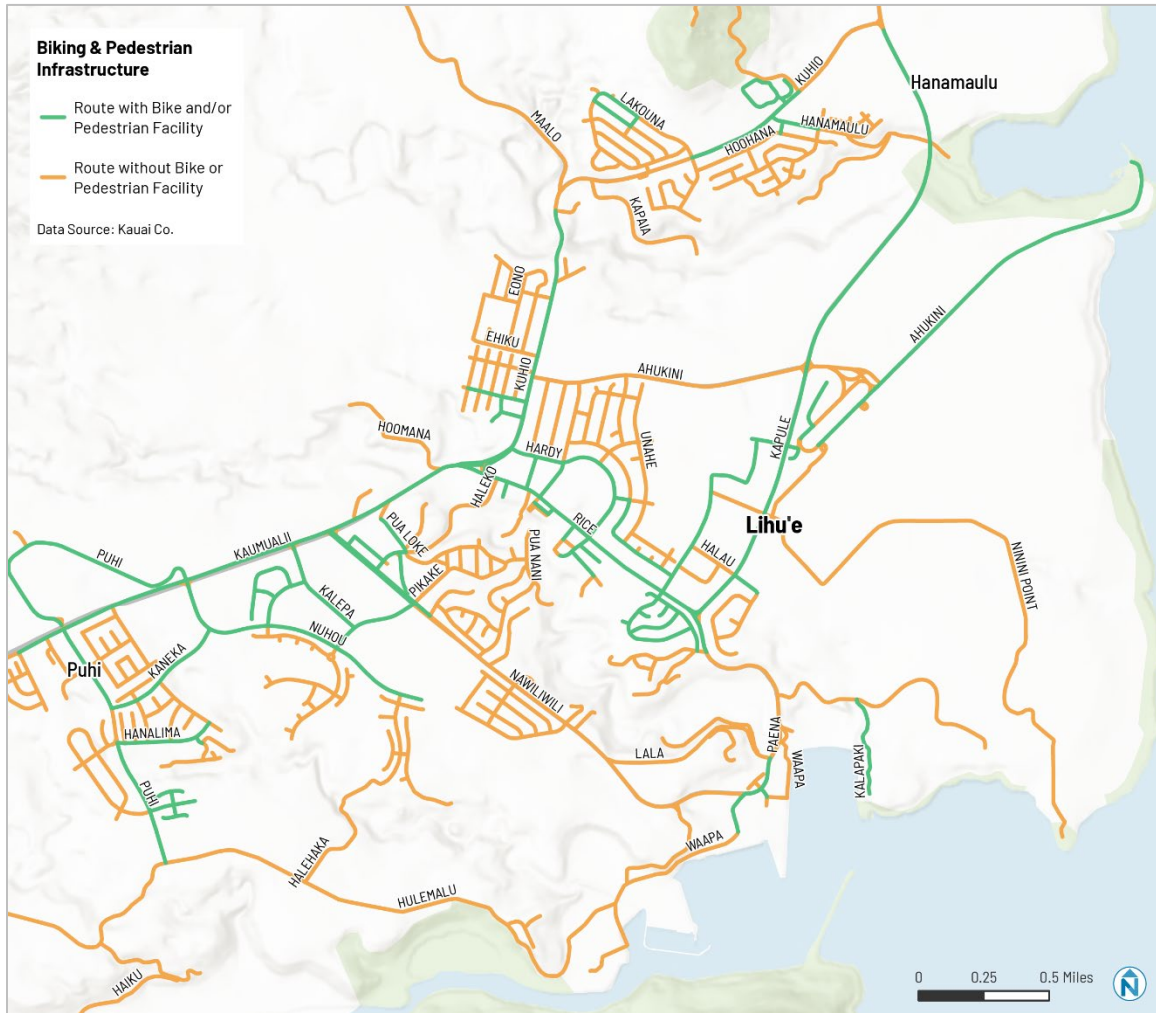
Along the State-owned Kūhiō Highway, conditions are compromised. Although there is another continuous commercial and retail area, there are few opportunities available for people to safely cross the street. Signalized crossings are concentrated to the north of the general central Lihu'e area at the intersections of 'Ehiku, Akuni, and Poinciana. There are no such intersections along the 1/3 mile of roadway between Poinciana and Rice. Unsignalized crosswalks are required to be honored by State law, but speeding drivers going uphill at night may fail to immediately register pedestrians in the middle of the street.

Current Challenges

As highlighted on the map on the next page, the gaps that exist in the pedestrian network are more for accessing the Civic Center and not within the Civic Center itself. Nevertheless, there is evidence people are accessing this location.

Other missing pedestrian facilities are along streets which have been identified in past plans as relatively intractable. Adding six-foot sidewalks to both sides of mixed-use blocks like 'Akahi Street would either require closing vehicular traffic lanes or crossing property lines.

Figure 2 Biking and Pedestrian Infrastructure



Biking



On-street bicycle lanes along Hardy Street on the way to Wilcox School.

Current Options

The improvements to Rice Street have also brought some new protected bicycle lanes surrounding the outskirts and approaches to central Līhu'e. Bicycle parking is available to the public primarily as short-term stationary outdoor racks near the Civic Center entrances, as well as newer racks along sidewalks.

The Kaua'i Bus has outfitted bike racks on its vehicles, allowing for people to connect even longer distances without needing a car or taking an exhaustingly long walk or ride to a final destination.

Bikes on Rice is a free monthly group ride intended for people of all ages and abilities in the area. Starting and ending at Kalena Park, the Bikes on Rice is an example of how safe bicycling encouragement and awareness persists throughout the community.

Current Challenges

The success of bicycling in the area depends on both a solid network and an available supply. With Līhu'e travel flows primarily going beyond the distance it takes to do a 20-minute bike ride, there is limited documentation of existing use and patterns on the island. These scarce findings, along with Kaua'i's rural and small-town feel compared to other islands, inhibits the potential for a massive and permanent investment by the shared mobility and micro-mobility markets for bicycle share or scooter share programs. Aside from the occasional bike shop or resort amenity (neither of which will be available 24 hours a day or 7 days a week), it can be challenging finding a rental bicycle to use for meeting short-term needs in the area.

Transit



Riders on The Kaua'i Bus.

Current Options

Most of the fixed transit routes provided by Kaua'i Bus directly serve the Lihu'e Civic Center – specifically at a transfer hub along 'Eiwa Street. The formal name of this major stop is 'Eiwa Street (Civic Center), and it was refurbished with new sidewalks, shelters, and restroom amenities following the reconstruction of Rice Street through the U.S. Department of Transportation Investment Generating Economic Recovery (TIGER) Grant. From this major transfer hub, riders are a one-seat transit ride away from major destinations like Kukui Grove Mall, Lihu'e Airport, and the eastern and northern shore communities of Kap'aa and Hanalei, respectively.

In 2022 and most of 2023, service on the Kaua'i Bus was provided 7 days a week on an hourly basis. The following tables show current transit service and fares at the Civic Center.

Figure 3 Summary of Public Transit Service at Civic Center (2023)

Numbered Route(s)	Route Name	Direct Destinations from Civic Center	Service Hours (Monday-Saturday)	Frequency
100/200	Kekaha-Līhu'e (100) Mainline	LIH Airport Courthouse	5:15AM-10:45PM	60 mins
	Līhu'e-Kekaha (200) Mainline	Kukui Grove Kekaha	5:25AM-9:00PM	60 mins
400/500	Hanalei-Līhu'e (400) Mainline	Kukui Grove KCC	5:15AM-10:45PM	60 mins
	Līhu'e-Hanalei (500) Mainline	Kapa'a Princeville Hanalei	5:25AM-9:00PM	60 mins
70	Līhu'e Shuttle	Kukui Grove Nāwiliwili Harbor	5:55AM-9:40PM	60 mins
800/850	Līhu'e-Wailua (800)	Kukui Grove KCC	Departures: ▪ 6:30AM-7:30AM ▪ 7:30AM-8:30AM	2 trips
	Wailua-Līhu'e (850)	Wailua Homesteads	Departures: ▪ 12:30PM-1:30PM ▪ 4:30PM-5:30PM ▪ 6:30PM-7:30PM	3 trips

Figure 4 The Kaua'i Bus Fares (2023)

Pass Type	General	Discount
Fixed Route Single-Trip		
Mainline	\$2	\$1
Shuttle	\$0.50	\$0.25
Frequent Rider Pass		
One Day Pass	\$5	\$2.50
Monthly Pass	\$50	\$25
Annual Pass	\$550	\$275

The route providing the most coverage inside of the Lihu'e Civic Center Mobility Plan (LCCMP) study area is Route 70, the Lihu'e Shuttle. The segments most of interest are along Rice Street and Kūhiō Highway. The Shuttle runs to Lihu'e from Puhī via Nāwiliwili Harbor. Running uphill from the Harbor, the Shuttle covers the full length of Rice Street, before turning northbound on Kūhiō Highway and making a left on Poinciana Street to serve the Lihu'e Gardens residential area. The Shuttle then backtracks to the Civic Center and the 'Eiwa Street Transit Hub before completing the loop around the Civic Center complex once more to run northbound to the Wal-Mart.

ADA Paratransit door to door service is available but only for certified eligible passengers living within ¼ mile of a Kaua'i Bus route during times in which Kaua'i Bus is in operation.

Current Challenges



Overcrowded boarding of a Civic Center-bound shuttle

Despite recommendations from the Short-Term Transit Plan (SRTTP) to improve frequencies on The Kaua'i Bus to every 30 minutes, the most frequent routes systemwide are still running on an hourly basis. The longer wait times may be inconvenient for passengers running on tight schedules. Also, for passengers travelling long distances across the island, the wait adds to an already sizable amount of travel time, making the Kaua'i Bus not competitive with the automobile from a time standpoint.

The limited supply in transit operators is a national trend that was exacerbated by the COVID-19 pandemic, and Kaua'i is no exception. This shortage in drivers has affected the availability of service and is a roadblock to expanded public transportation service on the island. Sunday service was suspended indefinitely August 27th, 2023.

One notable destination not directly served from the transit center is the Po'ipū shuttle. However, it is important to contextualize this service with the role the Civic Center transfer point plays in the daily lives of people who live in Kaua'i rather than tourists. As noted in studies of the mobility market of Līhu'e, the most travelled destination and origin points are located to the north in Wailua and Wailua Homesteads.

Other than measures to increase the frequency of bus service, the SRTP recommended that Kaua'i Bus take the following actions specific to Līhu'e:

- Addressing the order of stops for routes serving both Līhu'e Gardens and 'Eiwa Street (Civic Center)
- The establishment of a direct shuttle to Puhi which is different from the Līhu'e Shuttle (though multiple routes currently connect Civic Center to Kukui Grove)

Driving



View of a reconstructed Rice Street

Current Options

Car rental is available throughout the greater Līhu'e Area, including at Līhu'e Airport and on-street via the car-sharing app Turo.

Current Challenges

Traffic congestion has been a recurring feature of the island and documented in many other plans. During the hours before and after daytime work shifts in Civic Center, there is a noticeable increase in traffic along both Rice Street and the Highway. A unique traffic flashpoint has also emerged in Līhu'e due to the presence of the only McDonald's restaurant for at least 7 miles. Following the closure of other closer locations of the global fast-food chain, demand for drive-thru access at McDonald's regularly spills into the highway corridor, affecting the flow of traffic.

Kūhiō Highway remains a high-volume road, with over 30,000 average annualized daily traffic (AADT) counts southwest of the Rice Street intersection. At this complex intersection, a fatal hit-and-run crash occurred most recently in 2022.

Parking



Existing parking lot at Mobility Hub site

Current Options

The parking inventory that was taken for this study includes Civic Center parking lots, along with parking facilities immediately adjacent to the Civic Center parcels. This makes for a total of **2,098 spaces**, including 1,968 off-street and 130 on-street parking spaces. A total of 74 ADA spaces exist throughout the off-street parking lots. Off-street parking facilities are all surface lots, and predominantly paved.

Figure 5 Parking Inventory Map

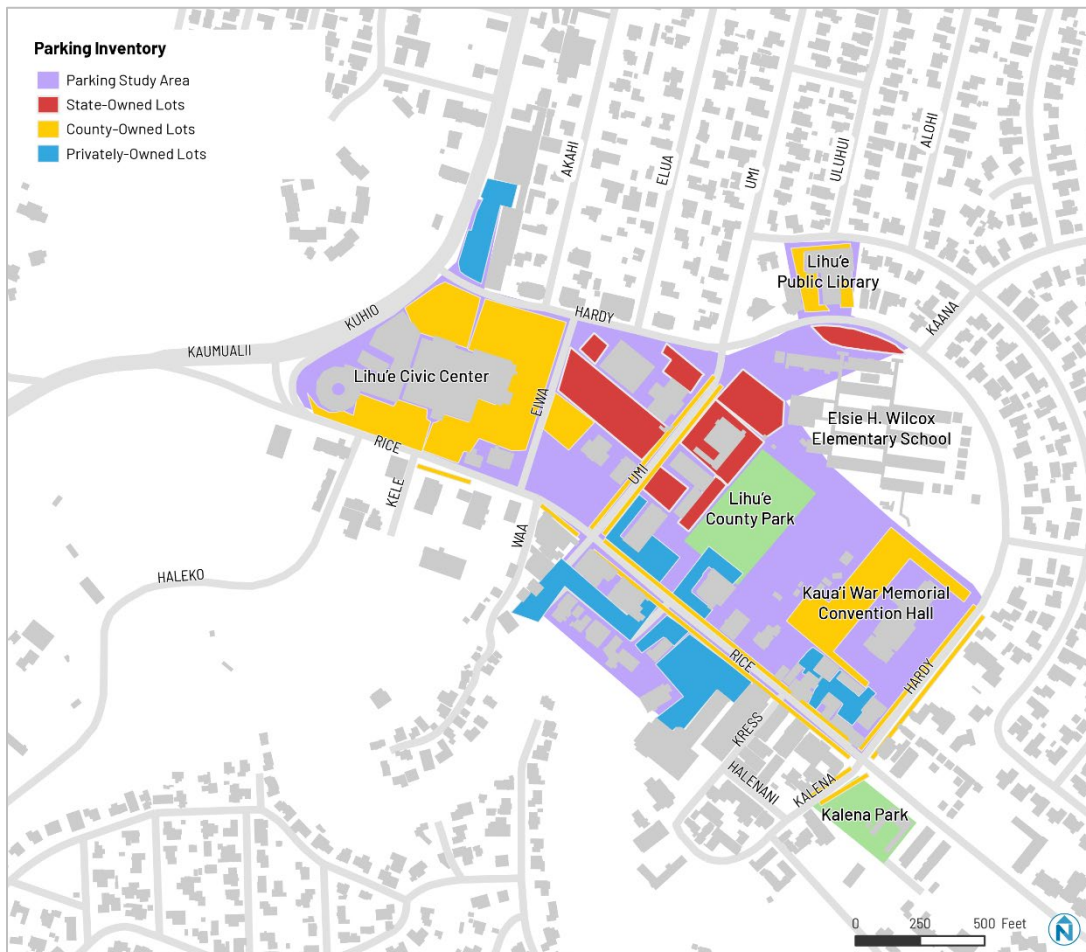


Figure 6 Parking Inventory by Ownership

Lot Owner	Spaces	Percent of Total Inventory
State	485	23%
County	835 (+130 on-street)	46%
Private	648	31%

In addition to nearly half of all surface lots in the area being owned by the County of Kaua'i, 55% of the spaces are reserved spaces that are unshared between other nearby uses, 10% of spaces limited for commercial customers, which leaves only 35% of all inventory (approximately 730 spaces) available to drivers looking to park in the downtown area.

Figure 7 Parking Inventory, by Type

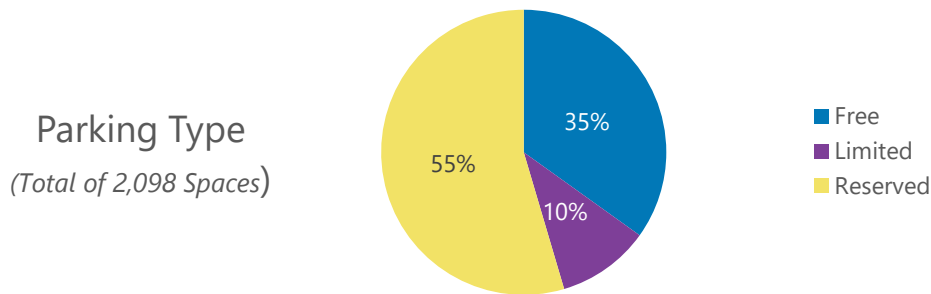
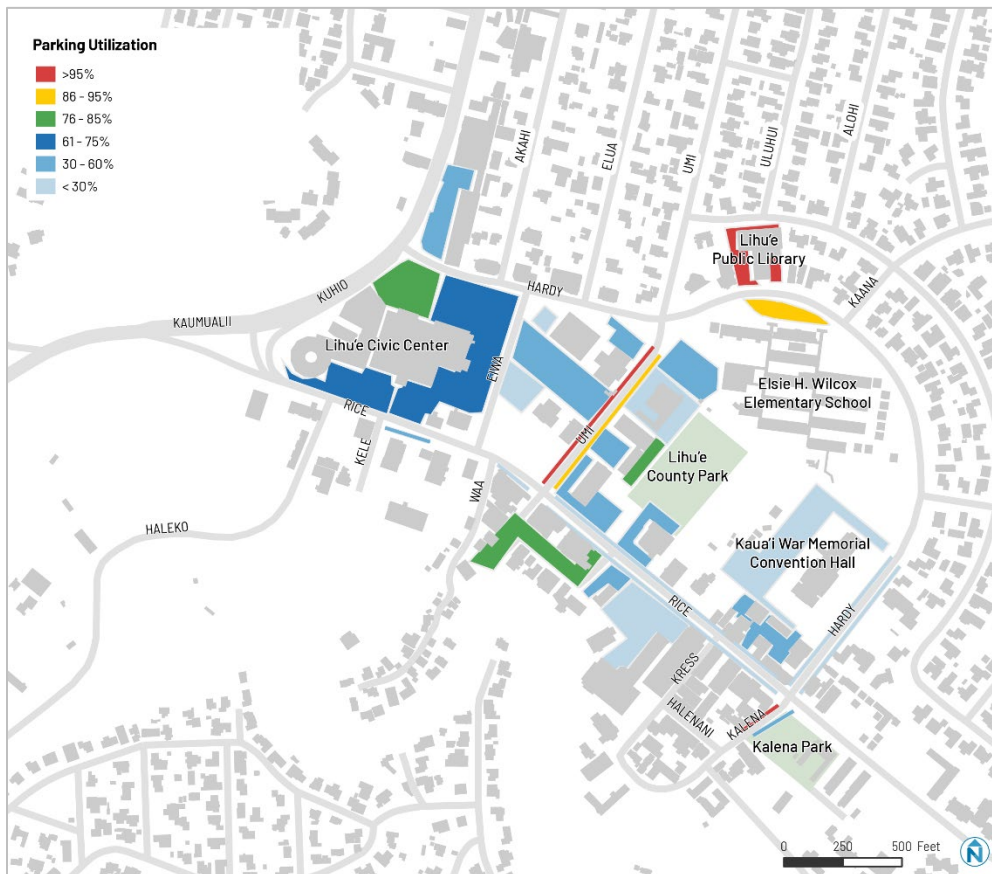


Figure 8 Parking Utilization Map



It should be noted that the map of peak parking utilization (Figure 8) is a snapshot of demand on a school day in 2022. With future redevelopment being considered on existing surface lots, the specific parking supply and demand numbers in this area may change. However, it is evident that while some locations in proximity to the Wilcox School have high parking utilization, there are many facilities in the area with an abundance of vacant parking spaces.

In the Civic Center Special Planning Area (SPA), the County Code currently requires 1 parking space for each 200 square feet of retail or office space (and 1 space per each 400 square feet in the other SPAs) and 1 space for each 8 seats in assembly areas. Some incentives are provided to reduce parking requirements such as the provision of bicycle parking or proximity to transit stations.

Unlike most other places on the island, there are examples of user fees for parking spaces, including:

- The State requires their employees to pay-to-park. The State parking fee is on the State and County employees' contract set as actual negotiated rates.
- The presence of meters for visitors in State Facilities, including the Health Department surface lot off 'Umi Street.

For more details on the existing supply and demand of parking in the area, please visit [Appendix 6](#).

Current Challenges

Parking has been a concern of the County since 2014, when it conducted a parking audit workshop of the Lihū'e Civic Center with assistance from Smart Growth America.

Introducing the concept of parking meters is a contentious topic in many locations, but in the case of Lihū'e, that is not an issue. However, the implementation of priced parking to date is inconsistent with the goal of maintaining availability across a given area. Many people visiting the area are not expecting to pay for parking, and the behavior is revealed in the fact that only 56% of the Health Department's 34 metered spaces were occupied at peak times. If user fees are not priced according to demand, then the entire purpose of metering in the first place is questionable.

Interviews with community members touched on a theme of general dissatisfaction with the current utilization and management of parking supplies and access pathways to Civic Center. Some spoke of a desire to create a parking management authority in the area. This desire stems from the observed reality that when viewed as a holistic parking supply the Civic Center area has a fair amount of available parking, but people are not willing to pay or walk a distance for those spaces. This is at odds with another reality – that parking is expensive to

construct and maintain. On average, an urban surface-lot parking space costs about \$600 per year for operations and maintenance. This includes repairs, maintenance, cleaning, lighting, property taxes, insurance, administration, access control, and enforcement costs. This average would suggest that the 712 spaces of excess parking among the studied sites represent over \$420,000 in unnecessary annual costs to maintain the infrastructure¹.

A new parking structure would be expensive to build, maintain, and would still not be many people's first choice for where they would want to park. For example, anyone hesitant to wait for the bus due to anxiety about encountering other people would not be interested in parking in a structure – especially if parking is available outside or directly on Rice Street. If new parking supply were to be underutilized, it would be effectively a waste of resources and land. Parking demand needs to be monitored and reviewed on a regular indefinite basis before the County or State makes such an investment.

¹ NOTE: The above estimates are taken from [2020 estimates](#) for operations and maintenance costs for surface parking spaces in non-urban residential areas of O'ahu. Adjustments for inflation were included.

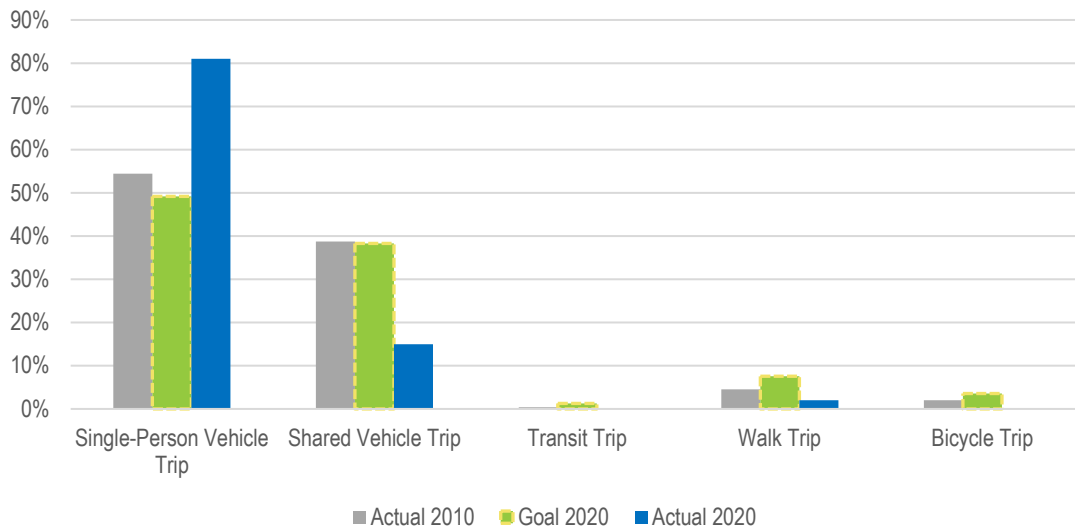
HOW PEOPLE ACTUALLY GET AROUND

The island of Kaua'i is generally rural in nature, so the center of Lihue stands out as among the few locations on the island that comes close to having characteristics that are typically considered "urban." This is evident in the transportation infrastructure and design: signalized crossings for pedestrians, a major transfer point in the entire system's network, alleyways functioning as parallel streets for deliveries and additional access, and the presence of paid parking. Areas with a diversity of existing transportation options are typically in high demand locations, requiring the safe and efficient passage of a significant number of people moving in and out, balancing supply and demand.

Mode Choice

When it comes to the mode of transportation taken by workers, the County is falling short of ambitious goals set by the 2013 Multimodal Land Transportation Program.

Figure 9 Comparison of Past, Goal, and Current Mode Share in Kaua'i
(2010 Actual* vs. 2020 Goal vs. 2020 Actual**)



* County of Kaua'i Multimodal Land Transportation Plan

** County of Kaua'i Bus Space Needs Assessment (Fehr & Peers)

When compared to countywide mode choices, the actual use of these multiple transportation options in the LCCMP Census Area is not significantly different. In 2000, just over 93% of workers living in the LCCMP Census Area drove or rode a personal vehicle to work. In 2020, that figure was 89%.

Travel Flows

Most commuters travelling to Līhu'e reside in the Eastern side of the island including areas like Kapa'a and Pūhi. Līhu'e residents are mostly commuting to tourism-centric areas like Po'ipū and 'Ōma'o.

Figure 10 Commute Flow TO LCCMP Census Area

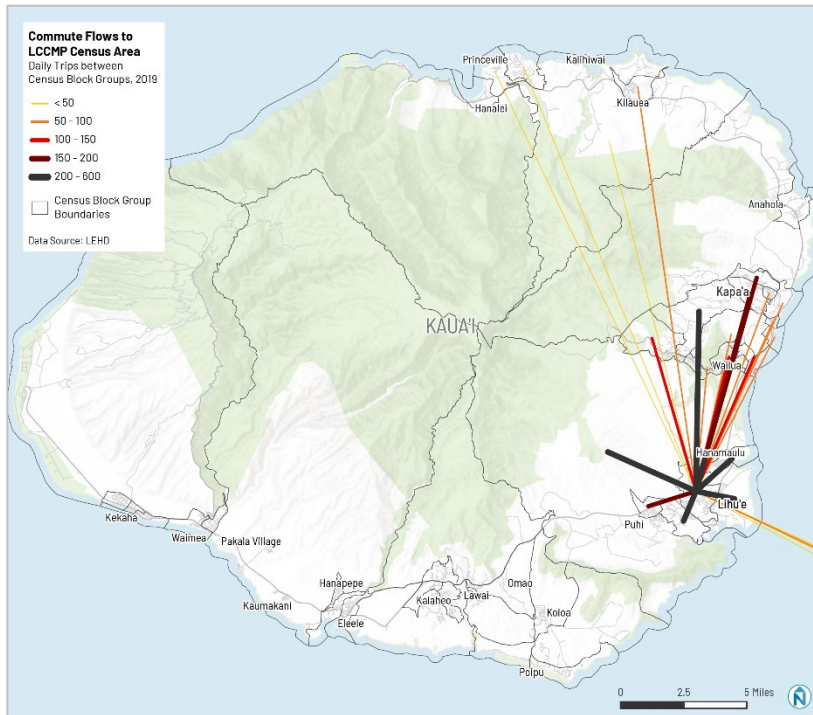
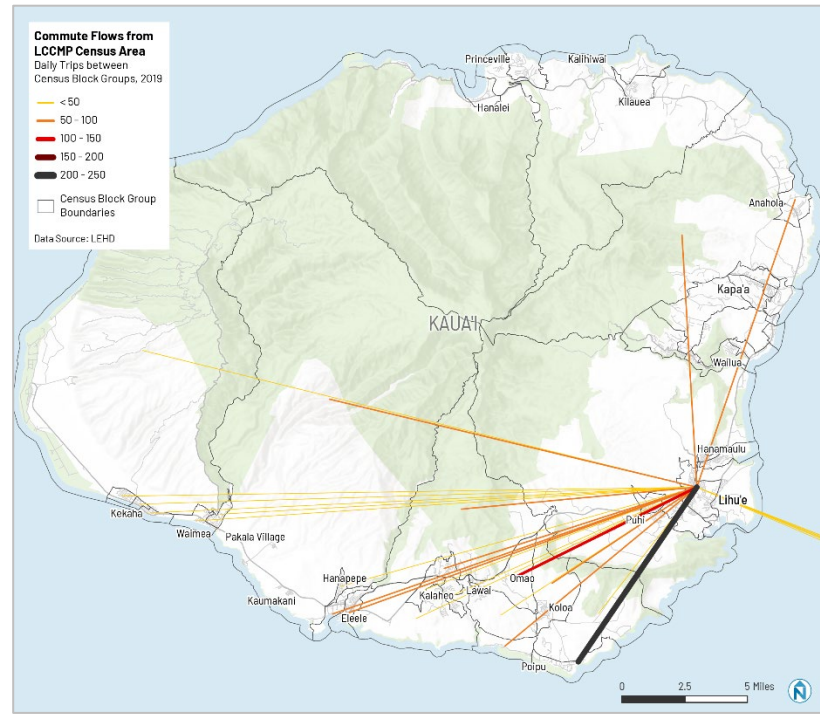
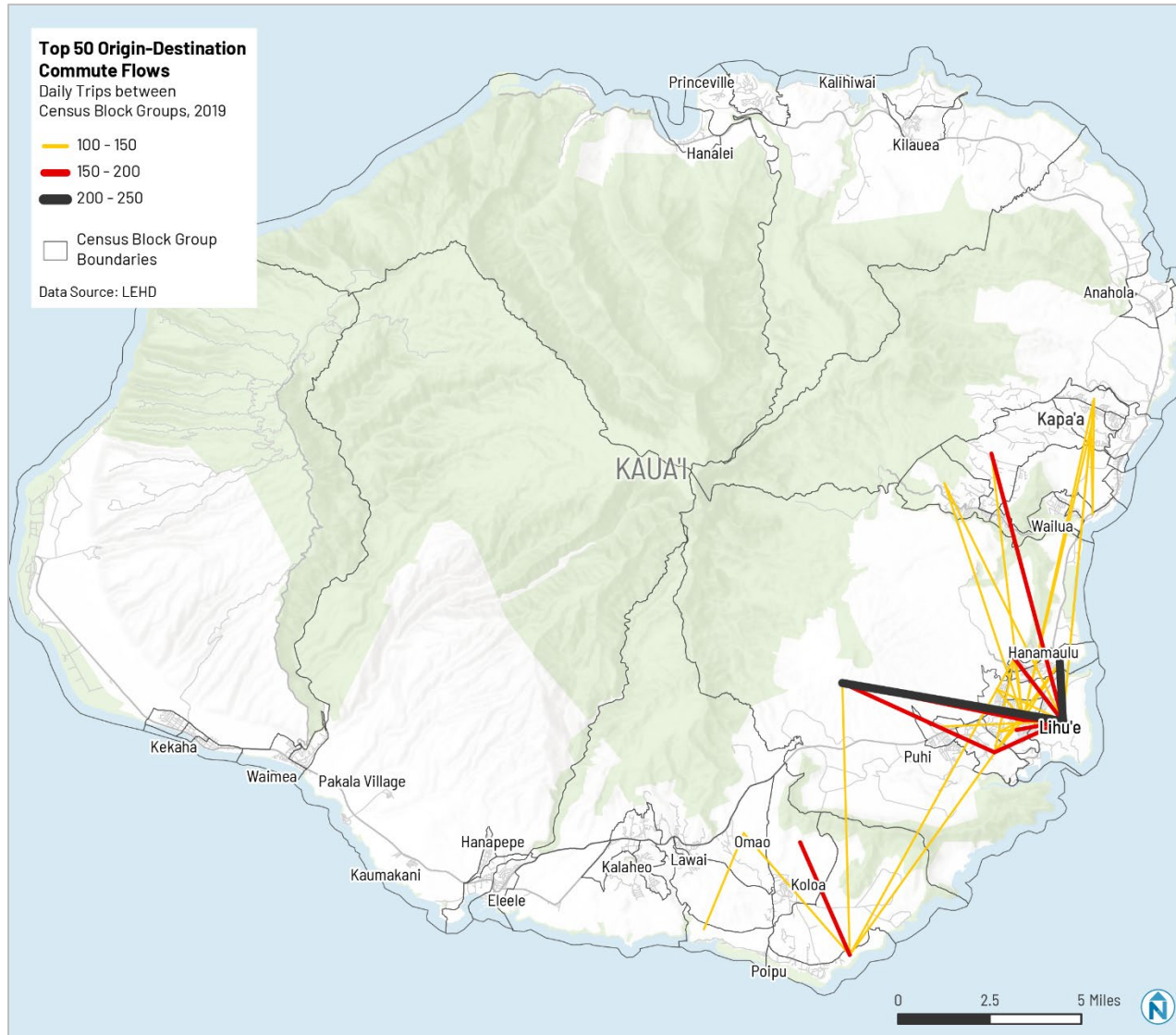


Figure 11 Commute Flow FROM LCCMP Census Area



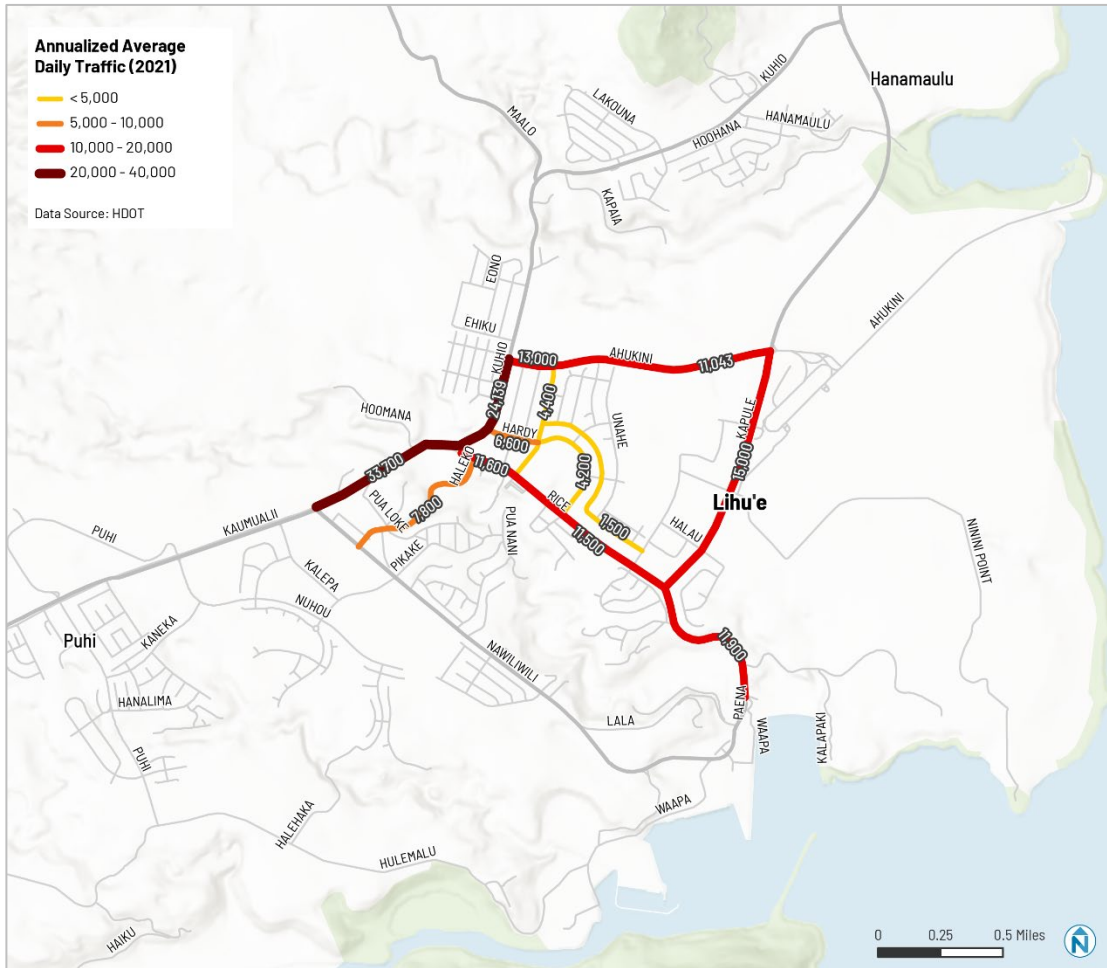
The map below illustrates the origin/destination commute flow for the island's top 50 destinations.

Figure 12 Top 50 Origin-Destination Commute Flow



The map of traffic volumes at right shows primary circulation streets in the Lihue Town Core occurs along all streets with pavement markings and traffic signals (Ahukini Road, Kapule Highway, Rice Street, and Kūhiō Highway). The road with the most volume in the area (Kūhiō Highway) goes in the south and west direction from Civic Center towards Puhi and points beyond. There is also a street running parallel to this Puhi connection (Haleko Road), which, despite its narrow and indirect design, is still used by a portion of drivers. If traffic volumes continue on an upward trajectory, the Southwest intersection of the Civic Center may continue to be a problematic intersection with merging lanes from three major traffic streets.

Figure 13 Annualized Average Daily Traffic (2021)





New roundabout at the northeast corner of the Civic Center campus.

Figure 14 Annualized Average Daily Traffic by Street Segment (2021)

Street Segment	Annualized Average Daily Traffic (AADT) in 2021 (HDOT)
Kaumuali'i between Nāwiliwili and Rice	33,700
Kūhiō between Rice and Ahukini	24,139
Kapule between Rice and Ahukini	15,000
Ahukini between Kūhiō and 'Umi	13,000
Rice/Nāwiliwili Between Kapule and Harbor	11,900
Rice between Kūhiō and 'Umi	11,600
Rice between 'Umi and Kapule	11,500
Ahukini between 'Umi and Kapule	11,043
Haleko between Rice and Nāwiliwili	7,800
Hardy between 'Umi and Kūhiō	6,600
'Umi between Rice and Ahukini	4,400
Hardy between 'Umi and Rice	4,200
Puaole between Hoolako and 'Umi	1,500



The Aloha sign is a memorable feature in Kalena Park.

Major Trip Generators

The County is the largest employer on the island, and the dominant presence of County and State offices in the Lihu'e Civic Center makes the user base unlike any other.

Adding to the activity in the area is Elise H. Wilcox Elementary School. The school generates significant seasonal changes in the traffic conditions during the school year in the form of staff

parking demand, boarding and alighting school buses, and family vehicles for pick-up and drop-off. Some families may carpool to the school.

If solutions addressing parking and transit in other communities and locations are targeted for the tourist set, then solutions involving Lihu'e Civic Center should instead be geared towards the unique base of government employees and contractors working on site, along with the school community.

Figure 15 Kaua'i County Major Employers²

Employer	Primary Location	Employees	% of County Employment
County of Kaua'i	Lihu'e	1,295	4.64%
Wilcox Health	Lihu'e	846	3.03%
Grand Hyatt Kaua'i Resort & Spa	Koloa	810	2.90%
'Ohana Pacific Management Co.	Lihu'e, Ōma'o	371	1.33%
Kaua'i Veterans Memorial Hospital	Waimea	275	0.99%

Source: County of Kaua'i Comprehensive Annual Financial Report for the Fiscal Year Ended June 30, 2023

² Note: Total Primary Government Employees for County listed. Figures do not include people employed by the State of Hawai'i or the Federal Government

For more details on the existing mobility market on the island, Līhu'e, and the LCCMP Census Areas, please visit Appendix 5.

Looking at Future Development



As the State and County grapple with the ongoing housing emergency, building affordable housing that is accessible to the local workforce is increasingly a priority for County decisionmakers. County-owned lands within the Līhu'e Civic Center and town core present an opportunity for the County to build much-needed affordable housing, while fulfilling the goals expressed in the Līhu'e Town Core Urban Design Plan to provide increased housing options for people at all economic levels, create a vibrant mixed-use community, and develop higher density housing in the urban center of Kaua'i within close proximity to jobs, commercial uses, and services.

Development scenarios are depicted along with the Mobility Hub design in [Appendix 7](#).

Development Scenario 1

Development Scenario 1 is a modest development scenario that envisions one multifamily affordable housing development at the northeast corner of the County-owned parcel at the intersection of 'Eiwa Street and Hardy Street. The subject area is currently used for surface parking, providing 134 parking stalls for civic center visitors and employees. This scenario includes the potential development of a 45,000 square-foot, 3-story residential building with 45 units (1,000 sf gross floor area per unit assumed). The remaining area could accommodate approximately 68 parking stalls, resulting in a net parking loss of approximately 66 stalls.

Development Scenario 2

- Development Scenario 2 shows additional affordable housing developments on state- and county-owned parcels surrounding the Līhu'e Civic Center that are

currently used for surface parking and suitable for redevelopment. These four affordable housing opportunities are described below:

- **Affordable Housing #1:** Affordable Housing #1 involves the redevelopment of the northeast corner of the large county-owned parcel bounded by Kūhiō Highway, Hardy Street, 'Eiwa Street, and Rice Street. The area currently provides 134 parking stalls. The potential housing development is the same 45,000 sf, 3-story residential building with 45 units (1,000 sf gross floor area per unit assumed) as shown in Development Scenario 1. The remaining area could accommodate approximately 68 parking stalls, resulting in a net loss of 66 parking stalls.
- **Affordable Housing #2:** Affordable Housing #2 involves the redevelopment of the northwest corner of the large county-owned parcel bounded by Kūhiō Highway to the west, Hardy Street to the north, 'Eiwa Street to the east, and Rice Street to the south. The subject area currently provides 92 parking stalls. The potential housing is a 39,600 sf, 3-story residential building with 39 units (1,015 sf gross floor area per unit assumed). The remaining area could accommodate 20 parking stalls, resulting in a net loss of 72 parking stalls.
- **Affordable Housing #3:** Affordable Housing #3 involves the redevelopment of the approximately one-acre state-owned parcel located at 3060 'Umi Street. The area currently provides 129 parking stalls. The potential housing is a 34,125 sf, 3-story residential building with 33 units (1,004 sf gross floor area per unit assumed).
- **Affordable Housing #4:** Affordable Housing #4 involves the redevelopment of the southwest corner of the county owned Kaua'i War Memorial Convention Hall parking lot located at 4191 Hardy Street. The potential housing is an 18,600 sf, 3-story residential building with 18 units (1,033 sf gross floor area per unit assumed). The development would result in a net loss of 32 parking stalls.

NEEDS OF CIVIC CENTER USERS



The last crosswalk at Rice Street before the Highway intersection

Līhu'e's multimodal mobility network and the Civic Center site features exist to support the community's access to major destinations to all County residents, employees, and visitors. Previous sections review the ways in which the transportation network in the Līhu'e Civic Center Mobility Plan (LCCMP) Study Area is designed, operated, maintained, and experienced – along with present site, network, and operational strengths and weaknesses.

This section highlights opportunities to enhance people's experience making journeys and spending time in the LCCMP Study Area.

Feedback Themes

Synthesizing a single perspective of all residents and visitors to the area is impossible given the diversity of backgrounds and experiences, but there are some themes which emerged from the numerous comments and suggestions provided to the County over the project process (as described in the report introduction).

A desire for more convenient transportation options

Many comments submitted by survey respondents and interviewed project partners centered around the subjects of parking availability, better public transit services, and new micro-mobility options, underscoring a larger theme of convenience and comfort. The feelings of comfort on transit in certain cases may be a byproduct of limited frequency. For example, the experience of waiting for a bus or walking too long to a destination is not desirable if individuals are feeling uncomfortable or unsafe. Notably, the desire is common;

over half of all respondents to the Employee and Visitor Survey expressed at least some interest in the bus or other non-driving needs.

At the same time, this need for convenience can be an issue occurring at the expense of certain transportation modes; some comments expressed skepticism about carpooling due to individuals' attachment to their cars and the challenges associated with coordinating rides with others.

Specific to transit, Employee and Visitor Survey respondents who ride Kaua'i Bus in Civic Center will do so from 2 to 7 days a week. Forty percent of them will also ride or drive a vehicle into the LCCMP Study Area. The majority say that riding the Kaua'i Bus is easy, but long travel times and uncomfortable experiences waiting at the bus stop are mentioned as well.

Transit Options

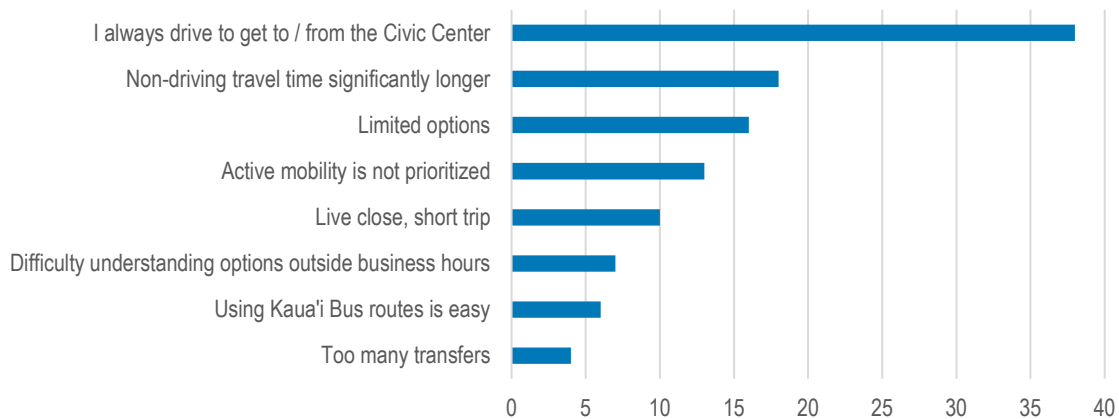
Transit rider comments reflected a desire for more expanded options³:

“The bus passes need to be sold at the civic center. Charging station and bike storage ought to be available.”

“Public transportation is working—as long as I haven't got a late shift.”

“More frequent routes. Every 30 minutes as opposed to every hour. Connect the 70 Shuttle to the airport.”

Figure 16 Descriptions of Non-driving Experiences at Civic Center
(by number of survey responses)



Another survey in 2022 (for the Energy Transitions Initiative Partnership Project) asked respondents to rank three statements “in terms of its importance to you in order to use a bus (instead of a rental car) for some or all of your trips while you are on the island (with 1 being most important and 4 being the least important).”

³ Comments are full verbatim sentences and have only been lightly edited, if at all, for typos and grammar.

The most important statement was that the "Bus is convenient and can get to all sights easily" with an average rank of 1.83. This was significantly ahead of statements related to safety/comfort and cost-competitiveness compared to a car.

Island-Wide Comments

"I don't think the cost of the bus is the problem on Kaua'i. The problems are the headways and inability to get to the places ones wants to go with your gear and other family members."

"Kaua'i isn't densely populated enough to warrant public transport as they likely do on O'ahu or the contiguous United States in terms of frequency and routes, but it would be nice to see more options for public transport. I would consider public transport if it would cut down my time, if I felt that they were kept in relatively clean condition, and prices were reasonable/affordable."

An interest in optimized parking

Feedback comments also touched on ideas about how to make parking a more accessible and efficient system.

Overall, half of the Employee and Visitor survey respondents voiced satisfaction with the number of parking spaces.

Many of the respondents to the Employee and Visitor survey were Civic Center employees, and thus, there were firsthand experiences and suggestions for how to arrange the locations of offices and departments so that busier locations can have more proximate access to parking. Concern was also voiced over comfort for people walking to more remote parking spots, suggesting that solar panel structures could be built to provide shade.

Parking Comments

"Move the busy departments to the middle of the building instead of at the end. Then there would be more parking closer to those departments (especially motor vehicle registration or drivers licensing)."

"Would be good to have special parking for employees in the back and have customer parking in the front or close to the departments."

"It would be wonderful to have more shaded parking options. Trees or covered parking lots that support solar maybe. Side note: I believe there is too much parking in Lihu'e. Space that could be used for outdoor markets or housing."

"County vehicles take too many of the parking spots."

"Hard to get through the lots, parking feels tight and there's a lot of other drivers to watch out for."

"Limited priority customer parking. Better identified employee parking. "

There is also a perceived division between what the most prominent parking spaces are for. Multiple people felt that too many spaces in the immediate Civic Center area were reserved for employees and fleet vehicles, forcing guests and people on business to walk much further.

Championing local culture and environment

Change has been something longtime members of the community have accepted, if begrudgingly. Some people

recall a time in which there was

more retail activity along Rice Street, and while there is a longing for those times, they often continue to do their shopping in locations just outside of the Civic Center area like Kukui Grove and Wal-Mart.

Civic Center is seen as a public gathering space that should be accessible and open to all. Some comments expressed protectiveness over existing historical buildings and parklands. One community member, through expressing concern over the future of the āina across the island, highlighted a conscious awareness regarding the essential role of land in shaping the Native Hawaiian identity.

Preserving the community's culture and character is a need when change happens to the Līhu'e Civic Center area, and project partners and community members alike made a positive observation about the elevation of colorful artistry on display throughout the center of Līhu'e.

Local Culture/Environment Comment

"Murals and local artists can really enrich spaces. Some on Maui and O'ahu will go to places to walk around murals."

Daytime Needs and Use Cases



Pop-up skate park outside the Civic Center building.

During daytime hours, activity in the area is concentrated in the Civic Center SPA, Wilcox Elementary School, and surrounding and adjacent streets. People are both working in and visiting the Civic Center's departments and patronizing surrounding shops and services. Thus, daytime activity is associated with unique set of users and factors around transportation decisions.

Factors When Considering Transportation Options

In the daytime, walking is stifled by the heat and the sun. This places a low time limit for office employees walking to lunch or from their car. Biking is available on the plateau of the immediate Civic Center area, but is limited in availability. People biking currently need to own a bike or commit to renting a bike catering to tourists. Riding the bus is available, and there are multiple transit transfer opportunities, but frequency may not be timed to surges in demand. Hailing or sharing a ride is not particularly prolific or accommodated. Instead, driving and parking dominate the daytime scene. Parking utilization has peaks of availability during school pickup/drop-off times. If there is a higher tolerance for walking, one can usually find a parking space in the area, as total utilization never surpasses half full.

Example Users



Grace, commuter from Wailua

Non-Līhu'e Resident, Frequent Visitor

Users like Grace likely reside in other high population areas such as Poipu and Wailua. Many trips to Līhu'e come from Wailua, which has the highest concentration of people with disabilities in the county, and higher rates of people and households living below poverty. While only a small number, there are more households in Wailua without access to a vehicle than other areas. More people in Wailua take transit to get to work than residents in other areas. The predominant mode choice is still driving, which may be attributed to limited multimodal options connecting Wailua to Līhu'e and longer travel distances. Transit demand in Wailua is relatively higher than other areas; this is also reflected in terms of existing mode choice patterns. Compared to other areas, Wailua residents experience greater levels of poverty and have higher concentrations of people with disabilities and households without access to a vehicle than other parts of the island.

Grace lives outside the Līhu'e area and visits the Civic Center *at least* twice a week (104 times per year). Non-Līhu'e residents have an expectation of regular parking availability in roughly the same location but can mostly find parking without difficulty or within a short walking distance of their destination if necessary. However, they are not interested in having to walk for too long.

On-Site Needs for Mobility Services

- Provide safe and comfortable bus stops.
- Provide express transit service for employees.
- Increase transit frequency.
- Provide fast-charging public electric vehicle charging infrastructure.
- Providing more robust Dial-a-Ride service for seniors and people with disabilities.

On-Site Needs (Design & Access)

- Provide places to sit and relax.
- Provide well-maintained pedestrian paths.
- Provide sidewalks to connect to transit.
- Provide bikeways for people of all ages and abilities.
- Strengthen connections between building entrances and walkways for people walking, rolling, and strolling, not just those who drive.



Kai, local resident from Līhu'e

Līhu'e Resident, Frequent Visitor

Līhu'e residents like Kai are generally high-income and experience lower rates of poverty compared to other areas on the island. They also are more likely to have access to a vehicle. A large proportion of the county's youth and senior populations reside in Līhu'e. The predominant mode choice is driving alone, followed by carpooling.

Kai lives in Līhu'e and visits the Civic Center at least twice a week (104 times per year). They visit the Civic Center for work and travel purposes, such as to catch Kaua'i Bus fixed route or a shuttle. They spend their time in the area working, dining, shopping, and attending special events.

Many of the trips occurring within Līhu'e start and end in Līhu'e. There is high propensity for both transit and shared mobility for neighborhoods adjacent to Civic Center, but the predominant mode is still driving alone or carpooling, and thus, users like Kai may tend to drive to the Civic Center and park on site. Residents associated with the school, on school days, may find parking difficult during peak hours and a bit unclear where to park. 'Umi Street in particular can be a difficult area to navigate in the morning hours.

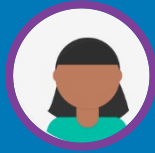
Compared to other parts of the island, more people bike and walk to work, though the overall number is small. Transit ridership at the stop level is relatively high in Līhu'e (likely due to the availability and easy access to main transit lines). This suggests transit usage might be attributed to people coming into Līhu'e from other parts of the island to access jobs and other goods and services.

On-Site Needs for Mobility Services

- Provide transit customer service center and ticket vending.
- Provide end-of-trip facilities for people riding bicycles.
- Provide fast-charging electric vehicle charging infrastructure.
- Provide shared mobility services that are easily accessible at the Civic Center.

On-Site Needs (Design & Access)

- Bring housing or destinations close to transit.
- Add on-site mobility options with accessible pathways that connect neighboring areas to mobility services.
- Strengthen connections between building entrances and walkways for people walking, rolling, and strolling, not just those who drive.



Ava, visitor from Princeville

Non-Lihu'e Resident, Infrequent Visitor

These users likely live or stay in West Kaua'i or North Shore. This user may be someone who just moved to Kaua'i or is a visitor needing to access Civic Center services (e.g., building permit or DMV) or accessing transportation hub to connect to other parts of the island. Otherwise, they spend their time in the area shopping and attending special events.

Pat lives outside of Lihu'e and visits the Civic Center at most once a week (52 times per year). Non-Lihu'e residents who travel infrequently to the Civic Center likely need access to on-site services. Because travel distances from neighboring areas outside of Lihu'e are extensive and bus frequencies are limited, people like Pat may feel more inclined to drive to the Civic Center. Visitors might come to the Civic Center to access available transportation options or patronize nearby businesses, but with few options connecting them from home to Lihu'e, they will mostly opt to drive.

County services provide plenty of parking for visitors. During peak AM hours, lots are not more than 85% full, meaning that drivers can find parking right away. However, Pat wishes not to add to the number of car trips while in Lihu'e. Thus, they hope for a "park once" district experience that uses improved multimodal connections to access multiple places in a single visit. These modes could include walking, micromobility, or demand-responsive transit.

On-Site Needs for Mobility Services

- Replace fixed-route with demand-responsive transit (e.g., microtransit, TNC, shuttle service).
- Provide fast-charging public electric vehicle charging infrastructure.

On-Site Needs (Design & Access)

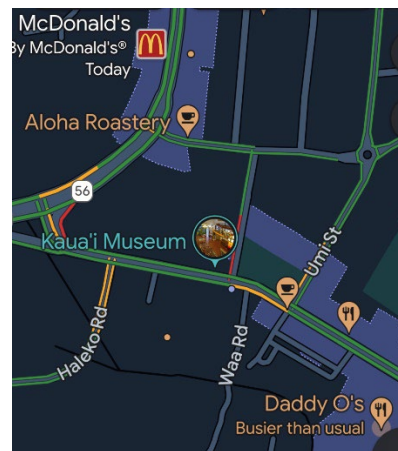
- Comfortable, protected bus shelters for people waiting to use Kaua'i bus to connect to other areas on the island.
- Accessible and shaded biking and walking paths between transit stops and the Civic Center.

Evening Needs and Use Cases



During evening hours, activity in the area is concentrated in the commercial corridors.

Commercial activity is quantitatively substantial enough for the commercial strips near the Civic Center to show up as high-traffic and “busier than usual” areas on mainstream mapping apps like Google Maps (see image at right). This trend, which may also occur during the weekends, shapes a different set of transportation needs than when the Civic Center offices are in full operation during weekday daytime hours.



Example of “Busier than Usual” areas during the evening and weekends near Civic Center

Factors When Considering the Transportation Options

In the evening, walking is more comfortable from a temperature standpoint, but visibility is limited to where pedestrian-scaled lighting is: primarily along major sidewalks, entrances and crosswalks. Biking and scootering may require the use of lights and safety gear to ensure some visibility to drivers, but not every biker or scooter might own such items. Riding the buses continues into the evening, with some routes ending earlier than others. The last public buses run up to 10:45 pm, which is earlier than last call at several bars along the Rice Street and Kūhiō Highway corridors. Thus, transit is essentially impossible for restaurant and bar employees to use when working the closing shift. Hailing a ride becomes a default option for people unable to operate a vehicle late at night, but one must usually have to decide between a very expensive fare or a very long wait time, if not both. After drinking alcohol, it can be unsafe for people of all ages and abilities to walk, bike, or drive all the way home. Thus, a hailed ride or bus is such an option, though it is a last resort. If people cannot find a ride with a designated driver, they may choose to put themselves and their neighbors in danger behind the wheel.



Ben, employee returning home

Līhu'e Resident, Frequent Visitor

Users like Ben likely live in Līhu'e but work in other job-rich areas like Wailua or Poipu. If they commute by car to elsewhere on the island, they are assured of a parking space in their private garage or driveway when they return home. Ben lives in Līhu'e near the LCCMP Study Area, but visits the specific Civic Center area *at most* once a week (52 times per year) for shopping, dining, and recreation.

Residents like Ben are likely to drive to and from destinations within Līhu'e and the Civic Center because parking is challenging at their destination and/or it's difficult to walk and bike to their destinations due to lack of infrastructure and heat. These users, who do have the benefit of a private parking space at their residence, may also be open to using transit or shared mobility instead of utilizing the public lots available in the Civic Center depending on convenience factors and timing.

On-Site Needs for Mobility Services

- Accessible and shaded biking and walking paths connecting neighboring areas to the Civic Center
- Additional transit service and shared mobility options provided on site

On-Site Needs (Design & Access)

- Provide bikeways and pedestrian pathways for people of all ages and abilities
- Improve transit service
- Provide additional shared mobility options



3 RECOMMENDATIONS

Following a series of **guiding principles** for future mobility and access at Līhu'e Civic Center, there are two unique series of recommendations for transportation improvements in Līhu'e Civic Center:

Design Recommendations: a toolkit of site-specific improvements to the multimodal transportation infrastructure, design and/or regulations of the Civic Center area, and

Policy Recommendations: a series of high-level transportation and/or land use policy recommendations for the County to consider enacting.

Additionally, guidance is provided on the **specific location and components of a mobility hub**.

PRINCIPLES

The recommendations are anchored by the following proposed Visions and Principles for multimodal transportation improvements in the Civic Center.

We envision a vibrant and welcoming Civic Center where everyone enjoys safe, comfortable, and affordable mobility choices and public spaces that promote local culture, community health, and sustainability. We heard that the Līhu'e Civic Center mobility hub and networks of mobility services, streets, and public spaces should:

Provide transportation options that work for all

Whether it's more frequent transit or on-demand shared mobility (e.g., car share, bike share, scooter share), people can access affordable and easy-to-use transportation options that are enjoyable and efficient for most people. More people choose to leave their car behind for most trips to and from the Civic Center.



Provide a transit, bicycle, and pedestrian friendly environment

Safe and comfortable linkages throughout the Lihū'e Civic Center prioritize the comfort of people walking, rolling, and strolling. The area features shaded walkways and gathering spaces, easy-to-understand wayfinding, and pedestrian-scale lighting.



Accommodate anticipated development

Mobility hub amenities, services, and networks consider future demand while creating a livable community for residents, employees, and visitors who are here now.



Support the local economy

Employment opportunities are provided by diverse restaurants, shops, public spaces, and other amenities that make the Lihū'e Civic Center a vibrant community gathering space.



Preserve and improve open spaces

Accessible, comfortable, and well-maintained gathering spaces welcome people to come hang out, eat, host special events, and connect with colleagues, family members, and friends.



Enhance the area's social, cultural, and historical identity

Murals, public art, parklets, and other placemaking elements celebrate the local culture, promote the local artists, and strengthen the neighborhood's social cohesion.



DESIGN RECOMMENDATIONS



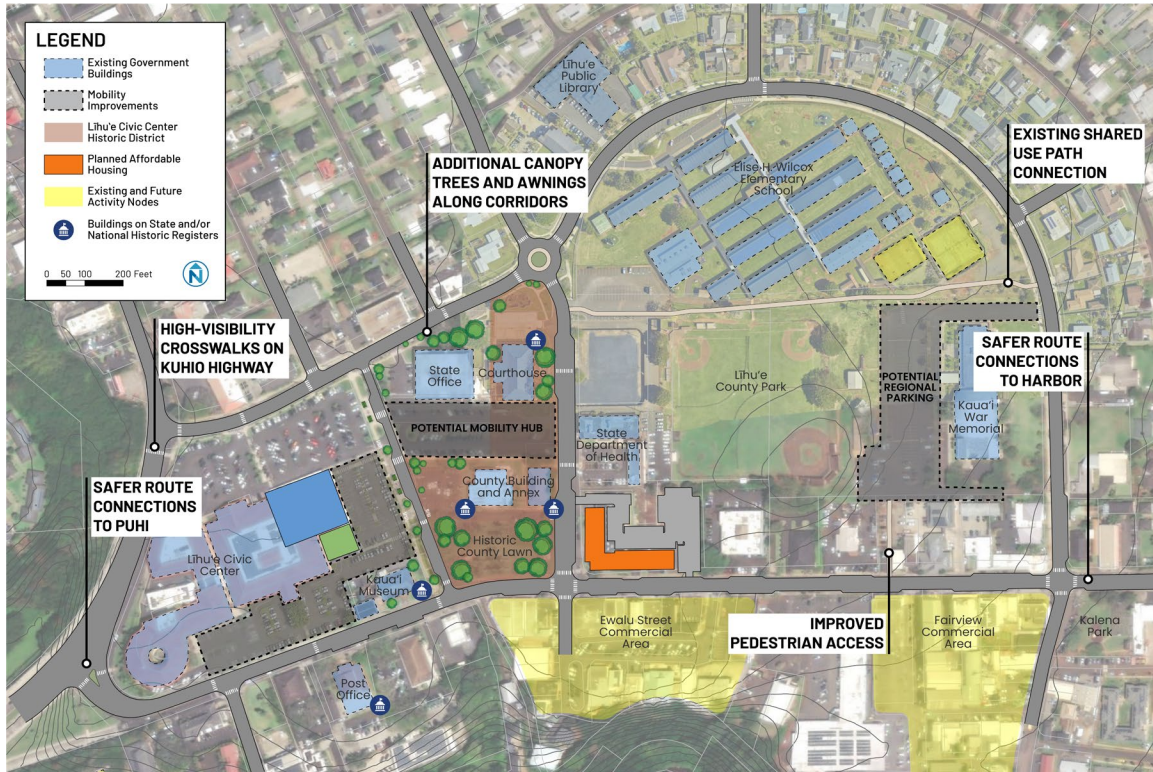
Recent changes include installation of multiple new bus shelters at the Civic Center transit hub on 'Eiwa Street.

There are some upcoming changes being made to the Mobility Hub Area. Redevelopment projects and new developments are already on their way within the Līhu'e Town Core. To respond to the ongoing housing crisis and catalyze transit-oriented and infill development where many people work, the County wishes to accommodate appropriately sized residential development at the Civic Center area.

Design improvements are all a priority due to their inclusion in past plans and the need to continue upgrading Town Core infrastructure to meet the demand of future development.

The following maps outline some infrastructure upgrades that are recommended to support the increased capacity, including accommodating future redevelopments and developments.

Figure 17 Map of Active Transportation Improvements

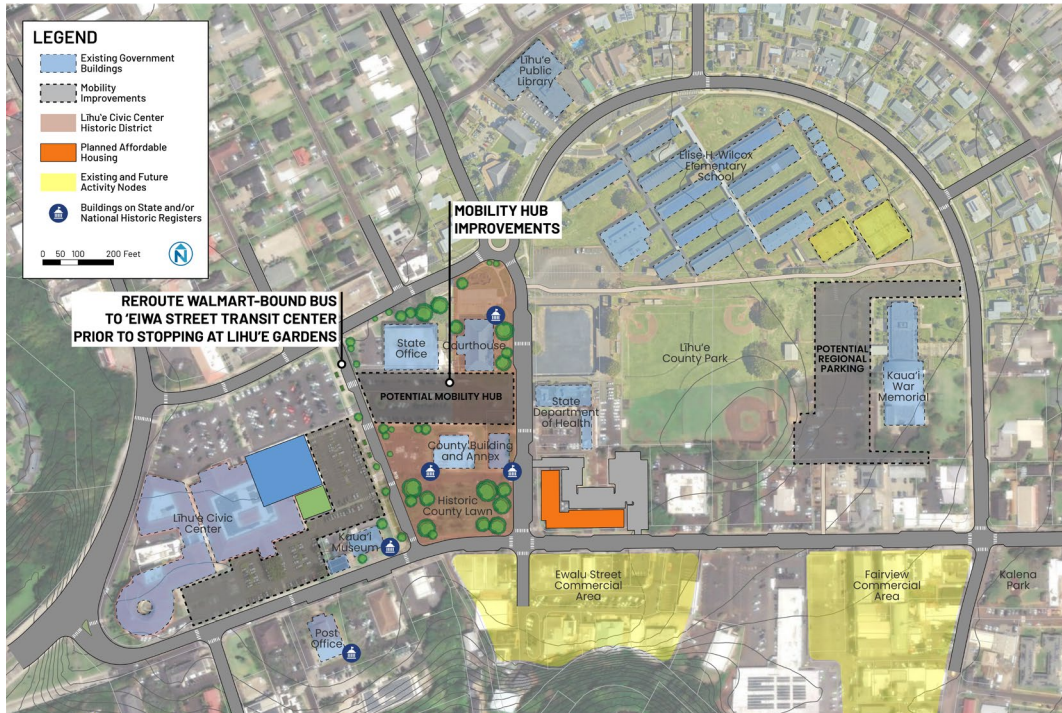


Active Transportation Improvements

Lighting: Effective pedestrian lighting requires appropriately scaled lampposts along sidewalks, alleyways, and direct paths to bus stops, building entrances, and parking facilities.

High-Visibility Crosswalks: To improve safety, crosswalks should be highly visible using contrasting paving materials, paints, or lighted signals.

Rectangular Rapid Flashing Beacons: Rapid flashing beacons can be effective at alerting drivers along both low- and high-capacity arterial streets, not just along 'Eiwa or 'Umi Streets.

Figure 18 Map of Public Transportation Improvements

Public Transportation Improvements

Bus Amenities: At the central “hub,” all buses (whether Kaua'i Bus, paratransit, or a different shuttle) should be assigned a loading zone connected by a continuous sidewalk (as a curbside or an island connected by crosswalks). Buses on layover should be assigned spaces separate from the loading zones.

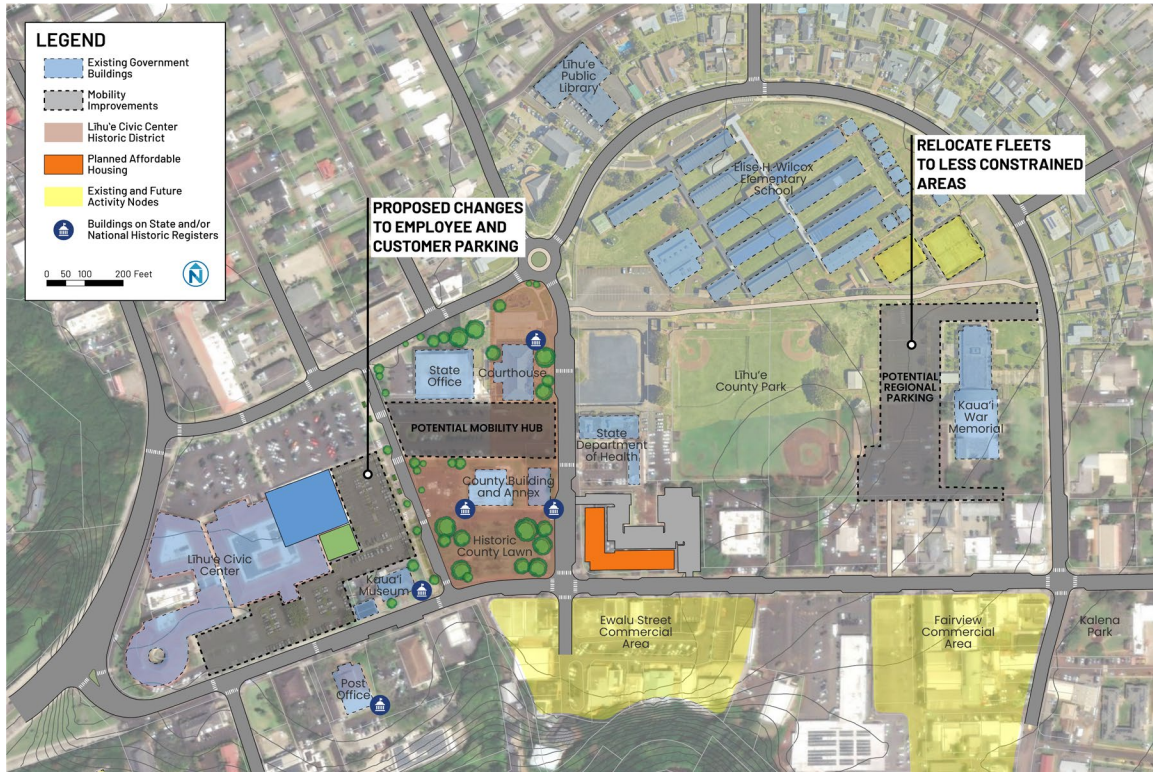
Access for Riders: Pedestrian crosswalks shall be located within clear sightlines of bus drivers and accommodate pedestrian desire lines to be as short and direct as possible. Fences and barriers should be minimized.

Bus Route Alignments: If the transit center along 'Eiwa Street is intended to be a major hub, it should continue to be a place where one can transfer to a one-seat ride to most other points on the island.

Bus Stop Order: If the Civic Center transit center along 'Eiwa Street is intended to be a transit hub, it needs to take precedence in the order. Currently, Route 70 is currently designed to stop at Lihue Gardens before stopping at the main hub at 'Eiwa Street in both directions. In the case of a bus running west along Rice Street, the quarter-mile diversion to Lihue Gardens will add multiple minutes of travel time for people trying to get around the Civic Center to access the Mobility Hub. Thus, the order of the stop at Lihue Gardens should be reversed for buses travelling in the direction of Wal-Mart.

Information for riders: Customer information improvements to consider including are in-stop maps that show the whole bus network, stop-specific schedule and transit arrival times, travel time to major destinations, and possible destinations within walking distance from stop.

Figure 19 Map of Parking Improvements



Parking Improvements

Accessible parking: In parking lots and structures (off-street facilities), there is a minimum number of accessible parking spaces required by Americans with Disabilities Act (ADA) guidelines set by the United States access board. ADA compliance extends to other elements of the parking experience, such as the height of signage and interface of a parking meter.

Parking meters: The primary goal of parking meters (or any pricing of parking) is not to generate revenue, but rather to make it as easy as possible to find a parking space and to improve the experience of people who drive to the area. In the long-run, payment through a few select multi-space parking meters or a mobile app will be more efficient and accessible than monitoring, collecting, and maintaining numerous single-space parking meters.

Parking utilization/availability: When at least 85% of the spaces along a street or 90% of the spaces in a lot are regularly occupied, that means the parking utilization at that facility is so high that locals and visitors may perceive the area as deficient in available parking. At the same time, a facility that is less than 50% full may not be an effectively utilized resource, especially when considering demand for other land uses like recreation, conservation, and housing.

Parking design: Every entity, (County, State, and private sector) should adhere to all effective design standards if making any changes to parking supplies (e.g., parking placed in the back of the parcel).

Public Space Improvements



Today's visitors benefit from past decisions to plant canopy trees.

Canopy Trees: Additional maintenance and street sweeping of tree droppings must be factored into the addition of trees on or adjacent to sidewalks.

Expanded Skate Park: The skate park, which organically became a fixture of the southeastern side of the Civic Center building, would be expanded to reinforce a commitment to multiple recreational opportunities in the community.

POLICY RECOMMENDATIONS

There are nearly 1,000 vacant parking spaces in and immediately surrounding the Civic Center Special Planning Area (SPA) during today's peak. Because of this significant amount of underutilized space, there is no short-term or medium-term need to invest in building more parking supply, even when factoring in future development scenarios and their estimated impacts on parking demand. The details behind this parking demand analysis are available in [Appendix 6](#).

The policies to prioritize for this area are focused on a more effective utilization of existing supplies, along with investment by government and commitment by future developments into realistic transportation options tailored to all users. These recommendations are in keeping with themes the project team absorbed during public feedback, along with principles developed with project partners around providing transportation options, accommodating development, and preserving open spaces.

Whereas site-specific design improvements are all a priority, the policy recommendations are broken down into two tiers of actions: **Immediate and Short-Term (Within the next three years)** and **(Medium- and Long-Term (Within the next six years))**.

The following policy recommendations are intended to support the future of multimodal transportation and parking management in the Lihu'e Civic Center and the Lihu'e Civic Center Mobility Plan (LCCMP) Study Area.

Require TDM for All New Development

A transportation demand management (TDM) ordinance can ensure that future developments in the Civic Center area don't exacerbate strain on vehicle congestion/parking use. TDM requirements will typically be fulfilled by programs for on-site tenants, employees, and visitors.

Policy Precedent

"Consider implementing Transportation Demand Management strategies with County of Kaua'i employees who work in Lihu'e as a pilot program that can be replicated by other employers. Strategies may include the following: Staggered work hours; Bulk rate bus passes; and Incentives to encourage commuting by other than single-occupancy vehicles."

– 2018 General Plan

Example items to require may include:

- A monthly subsidy for employees and residents in the Civic Center area to flexibly spend on transit passes, bicycles (including gear and repairs), or carpool expenses
- Preferential parking spaces for carpooling or shared vehicles
- A parking cash-out policy whereby employees who may be offered parking are also offered monthly cash benefits or free transit passes in exchange for giving up their free or employee-paid parking

TDM programs have been shown to significantly reduce commuting by single-occupant vehicle, particularly when financial incentives are provided. When considering the multimodal options and programs which commuters and residents may use subsidies for, maintaining flexibility is key. Limiting subsidies to just micro-mobility or just carpool expenses, for example, will hinge on the successful implementation of a specific scooter share service or a carpool match, respectively. With inevitable shifts in the market and user preferences, subsidies should instead be distributed as flexible transportation dollars, allowing residents and employees in the Civic Center and Town Core areas access to multiple services.

The next developments in the Līhu'e Town Core can be the first of their kind in the County to regularly monitor their parking utilization, trip generation, and report the findings back to the County. Following the data in real time will help track the effectiveness of TDM programs, which can then be re-tailored if necessary to meet changing conditions.

TDM requirements can also encourage developments to think more holistically and collaboratively with neighbors to find efficiencies in sharing parking supplies and sponsoring transportation programs.

Immediate and Short-Term TDM Actions

- Codify requirements for development submissions within the Urban Area as defined by General Plan, including:
 - Have all employers and new developments post informational material on transit schedules, transit fares, ride hailing, and taxi options in a conspicuous area of the building's ground floor.
 - Take inventory of already available and underutilized parking supplies within one-quarter mile of the parcel limits, regardless of existing regulations.
 - Establish a set of required TDM programming options (e.g., parking cash-out program, mobility subsidy).
- Establish a system for employers and property managers to monitor annual trips and digitally submit to the County for tracking progress.
- Enact a flexible multi-modal mobility subsidy for State and County employees focused on transit, bicycle, micromobility, and vanpooling/carpooling.

Medium- and Long-Term TDM Actions

- Continue monitoring mode shares for each participating development.
- Coordinate with Business Associations and/or Business Improvement Districts to finance and pilot new programs (for example, a guaranteed-ride-home reimbursement program for emergencies).

Set Parking Utilization Targets

Parking utilization is the percentage of total parking spaces not in use at any given time. The “sweet spot,” or target parking utilization, is typically 85-90%. When utilization is higher, finding a parking spot is difficult and drivers tend to “circle” for an available spot; with utilization is below 85% for large portions of the day, parking is underutilized, which can reduce the vibrancy of a downtown and induce increased single-occupancy vehicle use. Plus, parking spaces cost money to maintain and operate; when they are underutilized, that expense goes to waste.

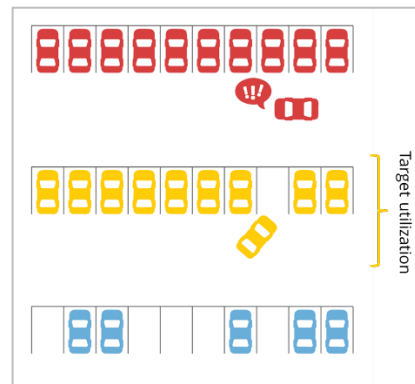
Setting a parking utilization (or availability) target helps codify expectations for a smoother distribution of parking demand throughout an area's parking supply. 85% occupancy is optimal for on-street parking, which ensures that drivers are not circling around looking for spaces.

Before installing meters or pricing, governments need to recognize their purpose is to achieve availability, not revenue. Thus, setting a specific on-street target in the code is recommended prior to installing new meters or pricing schemes. Then, on-street target become the standard by which public parking utilization periodically monitored. If a utilization target is exceeded on a regular basis, paid parking rates may need to be considered to help ensure availability. If parking utilization is far below the target rate in locations where there is paid parking (for example, the metered spaces in front of the State’s Department of Health building), the reduction of prices, or even the removal of such meters would be considered.

For State and County employees, a separate definition for parking availability could be established as the number of long-term permits available for off-street parking facilities.

Policy Precedent

Redwood City, California has codified a target on-street occupancy rate.



The “sweet spot” of parking utilization when the facility is actually being used but somebody can still find a space.

Immediate and Short-Term Utilization Actions

- Define parking utilization targets as the main performance measure in Town Centers.
- Using parking occupancy collection guides, establish regular semi-annual counts during typical weekdays. Parking counts should capture current sources of parking demand related to: County and DMV business during the daytime, restaurant activity in the lunch hour and early evenings, and school days at Elsie H. Wilcox Elementary.

Medium- and Long-Term Utilization Actions

- Formally define thresholds for changing regulations.

Līhu'e Mobility Manager and Parking Benefit District

As noted earlier, parking management solutions should be focused on using the existing parking more effectively. A major impediment to this is the siloing of spaces in neighboring facilities by County, State, and private owners, each with their own interests and regulations. A centralized system of management, promotion, and monitoring parking in the Town Core Area (or a contiguous area at least including the Parking Study area) needs to be developed to provide more overall effective utilization across user groups. For a community the size of Līhu'e, the trajectory of such a system should start with a single manager to champion parking management solutions for the whole Līhu'e Town Core area, and, over time, eventually evolve towards the establishment of a parking benefit district.

A parking benefit district is a pool of parking spaces managed by a central entity that seeks to increase the efficiency and effectiveness of its supplies. The benefit comes from the reinvestment of parking revenue in the form of neighborhood reinvestments such as street and sidewalk improvements, and TDM programs that support all developments. The district can also support efforts to monitor parking/traffic conditions.

The established district would have responsibilities to monitor parking availability, procure hardware/signage, and promote district-wide parking. These responsibilities may differ for visitor-focused spaces (free and metered) and employee-focused spaces (permits), but they are all in the service of maintaining an effectively utilized shared pool of parking spaces.

The following figure illustrates the range of community facilities that can be enhanced through such a district.

Policy Precedent

"Implement recommendations from the Līhu'e Town Core Parking Audit study currently under development. These include a Līhu'e Town Core Multimodal Access and Circulation Plan, consideration of Shared Parking and Parking Districts for the area between the Līhu'e Civic Center and War Memorial Convention Hall, and development of a Rice Street streetscape plan."

– 2015 Līhu'e Community Plan

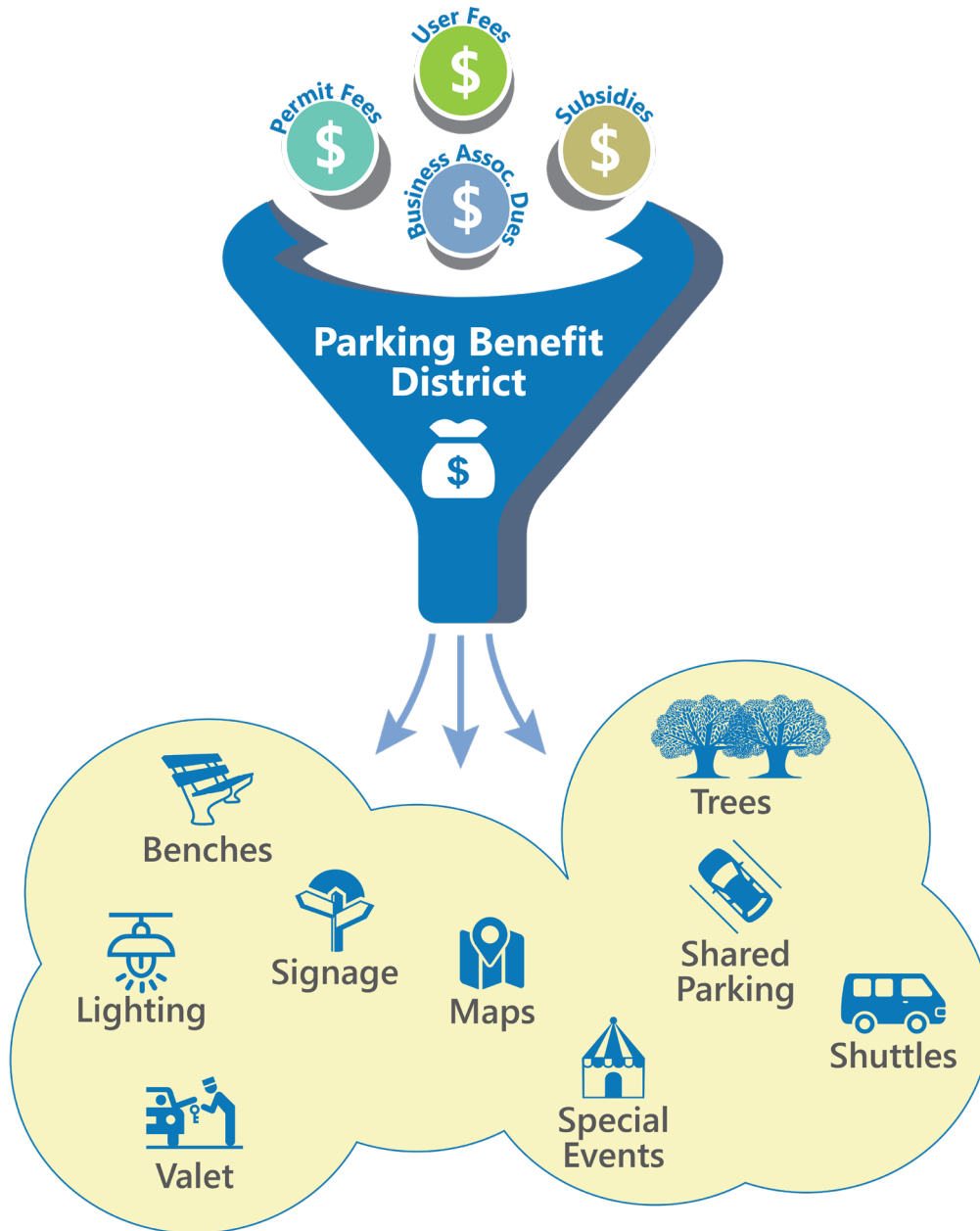
"Consolidate parking and implement street modifications called for in the Līhu'e Town Core UDP to transition the area to a 'park once' environment, where locals and tourists can arrive by car or transit and be able to complete several errands at once."

– 2015 Līhu'e Community Plan

"Parking districts that consolidate parking in key locations to serve multiple properties, and shared parking between sites, are strategies that are needed to encourage infill development."

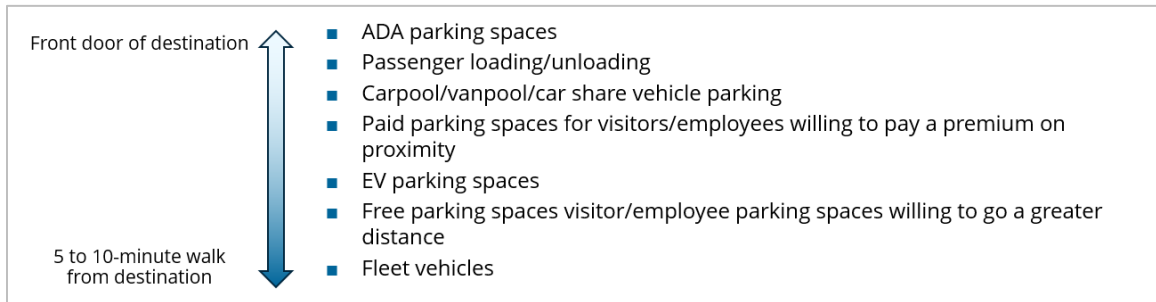
– 2018 Kaua'i County General Plan

Figure 20 Parking Benefit District Improvements



Parking benefits districts help fund an array of community facilities.

A typical driver in Kaua'i expects to walk 5 minutes or less from their parking spot to their destination. Thus, certain designated spaces need to be prioritized when considering parking accessibility, and people can transparently weigh the tradeoffs between proximate parking versus remote parking.



Guide to prioritizing parking spaces based on walking distance to traveler's front door.

Immediate and Short-Term Mobility Manager/PBD Actions

- Hire a Mobility Manager (1 full-time equivalent) who is responsible for commuter services, programming, and placemaking in the Lihu'e Town Core. This Mobility Manager would interface between representatives of the County and State governments with regards to coordinating the distribution of fleet vehicles and reserved parking spaces. This does not necessarily need to be a government position, but they should still promote transportation and parking options to Civic Center employees and visitors. Local business owners and leaders of Business Associations may wish to be involved in the hiring process.
- Begin coordinating between the County and State around restructuring fee revenue sharing terms, parking enforcement capabilities, and management and maintenance of Civic Center parking supplies.
- Begin coordinating with any partners who have discussed or considered the creation of a Business Improvement District specific to the same area.
- Begin identifying new funding sources and applying for grants to support additional multimodal improvements that improve access to underutilized parking locations.

Medium- and Long-Term Mobility Manager/PBD Actions

- Continue identifying funding source(s) for such an operating district.
- Coordinate the design and placement of wayfinding systems at all points of a journey, including approach to area, entrance to parking facilities, and the walk from parking to destination front door.

Encourage Shared Parking

In mixed-use developments or developments with shared parking, the conventional method of calculating parking demand often results in an oversupply of parking spaces for reasons that are explained in the following sections. Although there are many different types of potential shared parking arrangements (opportunities typically occur between a public and private entity or multiple private entities), the essence of shared parking is **that it permits the provision of less than the minimum parking normally required if two or more uses have peak demand at different times of day or day of week.**

Shared parking is not allowed within the Civic Center Special Planning Area (SPA). Thus, many of the largest surface lots within a short walk of the 'Eiwa Street Transit Center sit empty or underutilized due to the different demand throughout the day. If housing is to be considered for the Civic Center SPA, shared parking needs to be allowed.

A visitation survey in 2021-2022 identified the peak hours of activity for the Civic Center complex as 9 AM to 1 PM. This is typically the opposite of the evening and overnight hours when parking demand is at its highest for hospitality and housing. While areas outside of the Civic Center SPA allow shared parking, it is within the SPA where shared parking can be beneficial.

Policy Precedent

"Where uses and activities are mixed within the same building, project, or development and do not occur simultaneously (i.e. offices on the ground floor open during daytime hours and residential units on upper floors), parking spaces may be shared."

– *Līhu'e Town Core Urban Design Plan (specific to the Rice Street and Kūhiō Highway Neighborhoods)*

What Does Shared Parking Look Like?

Shared parking agreements between public and private entities, or between two private entities, include provisions on lease terms (e.g. 5 year term at \$x/year), revenue sharing, liability, maintenance and upkeep responsibilities, and more.



Immediate and Short-Term Shared Parking Actions

- Codify the allowance of shared parking for the Civic Center SPA.
- Draft allowances for development submissions within the Urban Area as defined by General Plan, including:
 - Allow off-site parking provided they are connected by a clearly defined pedestrian connection between the parking area and parcel.

Medium- and Long-Term Shared Parking Actions

- Continue working with the State to ensure that shared uses and public availability are allowed in State-owned parking supplies.

Revise Parking Requirements

Parking minimum requirements in the Lihu'e Civic Center Mobility Plan (LCCMP) Study Area only consider land use, development size, and the presence of multimodal transportation facilities (e.g., bus pull-outs and bicycle parking). The presence of such multimodal facilities, if included in a development, can incent the reduction of required vehicular parking (known in the code as a "parking bonus"). However, these facilities may go unused if not aligned with an existing network.

Policy Precedent

Norman, Oklahoma recently eliminated requirements on parking supplies by simply amending its code to say, "recommended parking" instead of "required parking."

In reality, parking demand is affected by additional variables like the geographic context, demographic characteristics of the community, the levels of available transit service, the extent of parking regulation on-site, the supply of available parking nearby, the availability of safe walking and biking infrastructure, transportation demand management (TDM) programming, vehicle ownership rates, and the share of senior and affordable residential units.

Eliminating parking minimums removes a major cost hurdle for developers. Allowing developers and their lenders to decide the number of parking spaces they believe is necessary for the specific market in Greater Lihu'e and the Parking Study Area is a more-cost efficient approach, especially when current parking supplies in the Parking Study Area remain underutilized. In the long run, this will also help reduce an oversupply of parking and encourage alternative modes of transportation while freeing up space for more development (including parks and open spaces for recreation).

Establishing parking maximums provides critical guidance on appropriate parking supplies for development teams while ensuring there is no oversupply of new parking provided. This is in recognition of the limited developable land within Greater Lihu'e. This can be implemented through fixed maximums with little or no exceptions, or flexible maximums with development of shared parking and improvements of mobility options.

Allowing the unbundling of residential-serving parking spaces from residential units by requiring property owners to lease parking spaces separately is a way to increase housing affordability. In developments where property owners have constructed parking supplies, residents who do not own vehicles would not need to pay for an unused parking space, and thus can opt out of this expense. This also allows more spaces to be available to larger households with multiple vehicles, as well as the general market of individuals in the area wishing to ensure a reserved space.

Ultimately, the parking supply needs to be right sized to avoid building excess parking space and incentivizing driving over all other modes of transportation (a behavior that will only contribute to more traffic congestion, collisions, and pollution). Eliminating minimum parking

requirements, when paired with TDM requirements, can stop the cycle of car dependence in communities.

Immediate and Short-Term Parking Requirement Actions

- Codify the elimination of parking minimums in areas within a half-mile of a Kaua'i Bus transfer stop.
- Codify the allowance of unbundled parking in areas within a half-mile of a Kaua'i Bus transfer stop.

Medium- and Long-Term Parking Requirement Actions

- Explore the addition of parking maximums, based off actual peak data observations across a variety of land uses on the island.

Invest in Bus Drivers and Operations Staff

The most important resource in transportation are the people who work to provide the actual transportation. This includes the team of individuals with the County who drive the buses, maintain the fleet, and dispatch services, among other responsibilities. Unfortunately, the Kaua'i Bus has experienced a shortage of drivers to the point that countywide service on Sunday was suspended at the end of August 2023.

Policy Precedent

"Increase mainline service frequency to every 30 minutes, with 15-minute frequency at peak times on peak routes."
– 2018 Kaua'i County General Plan

The shortage of transit drivers is a national trend that was exacerbated by the COVID-19 pandemic. The reasons vary from lack of skilled drivers, low pay compared to other employers hiring commercial drivers (such as freight and logistics companies), frustrations dealing with unruly passengers, and restrictions on who can be hired based on a criminal record.

The frequency and reliability of public transportation, along with the viability of transit plans, will suffer from this current shortage of drivers. Cutting service is never easy, especially when there are people who want to ride transit but already had concerns about the frequency or span of service. If people cannot depend on transit due to limited service, they may decline to ride transit. And if transit continues to be held to a standard centered around ridership, then transit with relatively greater losses in riders will experience further cuts in funding. If funding decreases, the agency may have no choice but to balance the bottom line by cutting even more service or raising fares. This cycle of problems needs to stop if transit is to be a viable option for current and potential riders.



The Kaua'i Bus announced service cuts in 2023.

Raising the compensation of bus drivers is not the silver bullet, but it needs to be competitive, and the experience of drivers needs to improve. Beyond reviewing existing pay, transit agencies can consider incentives for attendance, commit to transparency in performance, meet drivers in person on a regular basis to hear their experiences, sponsor the commercial driver's license (CDL) training of drivers, and upgrade facilities for wellness purposes.

TransitCenter, a national think tank on public transportation, identified the driver shortage in 2019, and made three key suggestions for driver retention:

- Put the health and wellness of drivers first through provision of restroom access and creating opportunities for exercise at depots
- Increase pay, fast-track raises, and allow clear pathways for promotion
- Add greater flexibility to the job by eliminating route restrictions for part-time drivers, reductions of shifts split by unpaid breaks, and allowance of shift swapping⁴

Immediate and Short-Term Staff Actions

- Review existing pay, benefits, and licensing requirements for The Kaua'i Bus, along with school districts, to identify opportunities for improvement.
- Convene employee representatives in the County and State to review existing pay, benefits, and licensing requirements to identify opportunities for improvement.
- Consider adding incentives for attendance and other performance metrics.
- Confirm a commitment to transparency to all drivers regarding performance indicators.

Long-Term Staff Actions

- Continue to meet with drivers on-site at garages/breakroom on an (at least) annual basis with drivers to inquiry about satisfaction with assignments, responsibilities, personal wellness, benefits, and job access.

⁴ <https://transitcenter.org/wp-content/uploads/2019/08/BusDriving.pdf>

Eliminate Barriers to Shared Mobility and Spaces

This policy recommendation is simply around allowing the private sector and non-profits to be more involved in the implementation of solutions. With entities like the County experiencing staffing shortages and the State unable to maintain its surrounding public realm, there will need to be more involvement from the Business Associations which have been established.

Policy Precedent

"While not all national trends may be currently prevalent on Kaua'i, it is anticipated that both public and private transportation services linked to technological advances will affect Kaua'i's transportation system over the General Plan's timeframe.

"As the jurisdiction responsible for Kaua'i's belt highways and major roads leading to the airport and Nāwiliwili Harbor, the [Hawai'i Department of Transportation] HDOT is a key partner in Kaua'i's land transportation network. Thinking of our transportation network as an integrated system will require continued collaboration between the County and the State in planning across jurisdictions and across modes."

– 2018 Kaua'i County General Plan

Immediate and Short-Term Shared Mobility Actions

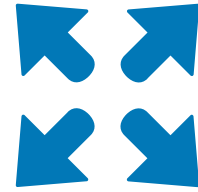
- Coordinate with the State, businesses, and future Business Improvement District entities to provide supplemental maintenance and monitoring of Civic Center spaces, along with the mobility hub and other possible future public spaces.

Medium and Long-Term Share Mobility Actions

- Coordinate with resorts and major employers to develop connecting fixed-route and/or demand-responsive shuttles for employees wishing to cash-out of their parking spaces
- Advocate for renewal of County excise tax (sunsetting in 2028).
- Advocate for revisiting State requirements for public school students to pay to ride the bus.

MOBILITY HUB CHARACTERISTICS

The mobility hub is a centrally located area where public transport, shared transport, and active transport options converge to enhance regional transportation access, connectivity, and sustainability. The mobility hub is the central infrastructure that facilitates the successful implementation of the Līhu'e Civic Center Mobility Plan (LCCMP), by providing an assortment of shared transit options that accommodate the redevelopment of surface parking lots and resulting loss of existing parking stalls.



The envisioned mobility hub - depicted in [Appendix 7](#) - is in the center of the block bounded by 'Eiwa Street to the west, Hardy Street to the north, 'Umi Street to the east, and Rice Street to the south. The existing surface parking lot currently provides 130 parking stalls for state and county use. The mobility hub would occupy approximately half of the parking lot and redesignate the existing parking use for shared mobility uses. The mobility hub configuration depicted in the development scenario graphics includes the following uses:

- **38 parking stalls** designated for some combination of carshare, rideshare, electric vehicle, and/or fleet vehicle parking;
- **28 motorcycle/moped parking stalls** designated for some combination of scooter-share parking, day parking, and long-term resident parking;
- **2 protected bike parking areas** with space to accommodate some combination of 40 bicycle, e-bike, or bike-share parking spaces;
- **Additional drop-off/pick-up spaces.**

Collectively, these mobility hub amenities provide transportation options for a greater number of users than the existing land use alternative of surface parking for vehicles. Shared mobility options centrally located at the Līhu'e Civic Center would facilitate affordable housing development, densification of the town core, and the public's transition to more sustainable transit options. Parking stalls in the mobility could also serve the dual purpose of staging food trucks, coffee trucks, mobile libraries, or other retail or service pop-ups. The presence of professional staff in this public realm would provide an additional layer of visibility and comfort to people using the hub or passing through the space.

Skatepark and Greenspace

The remaining parking lot area not dedicated to mobility hub uses would be redeveloped as a public park and skatepark. The envisioned public park and skatepark would create a physical connection between the Kaua'i County Courthouse, Historic County Building, County Building Annex, and historic county lawn – the four historic resources



that comprise the Līhu'e Civic Center Historic District – as well as create valuable public recreation space within the Civic Center, further fulfilling goals expressed in the Līhu'e Town Core Urban Design Plan.

Childcare Center Improvements

A new outdoor play area is proposed at the center of the large county-owned parcel bounded by Kūhiō Highway, Hardy Street, 'Eiwa Street, and Rice Street, adjacent to the new childcare center planned for the former Big Save location. The outdoor play area would reconfigure the internal circulation of the surface parking lot and result in a net loss of 24 parking stalls.



4 IMPLEMENTATION

POTENTIAL FUNDING SOURCES

Federal

The County is actively aware of funding programs and opportunities following the 2021 passage of the Infrastructure Investment and Jobs Act and the 2022 passage of the Inflation Reduction Act. In addition to formula funds such as renewed operating assistance apportionments to The Kaua'i Bus via the Hawai'i Department of Transportation (HDOT), the County successfully received discretionary grants for the Puhi Road reconstruction and the Poipu Road Safety and Mobility project.



Looking forward, there is still ongoing potential for competitive grants, particularly those through the United States Department of Transportation (USDOT). Such relevant grants may include the Reconnecting Communities and Neighborhoods (RCN) Program, which combines apportionments for the Neighborhood Access and Equity (NAE) program and the Reconnecting Communities Pilot (RCP). Over \$1.8 billion in funds for construction, community planning, and regional partnerships are expected in the upcoming round of grants through RCN.

The County and State should not be going alone in pursuing and championing funding opportunities from the federal government. Some competitive grants may hinge on participation from the private and non-profit sectors.

For example, grants furnished through the Environmental Protection Agency's (EPA) National Clean Investment Fund and the Clean Communities Investment Accelerator will create loan funds that may interest local Kaua'i credit unions in support for greenhouse gas and air pollution reduction projects. The fact that such programs are targeted to rural communities, low-income communities, and tribal communities may overlap with town centers throughout the County.

State

Paid Parking Revenue

The County would need to negotiate an agreement to share revenue in return for supporting the maintenance and parking enforcement of State-owned lots.

The State Highway Fund is made up of four key funding sources—vehicle registration fees, weight taxes, rental/tour vehicle surcharges, and fuel taxes—as well as other miscellaneous sources. Only about 50% of the total Highway Fund is available for capital projects. The level of state funding available in a given year varies significantly, in part due to non-capital costs such as salaries. Furthermore, the Hawai'i Department of Transportation (HDOT) manages federal funds and programs and distributes them to the local levels of government.



Rental Motor Vehicle, Tour Vehicle, and Car-Sharing Vehicle Surcharge (RV Tax)

The RV Tax, updated in August 2019 through State Bill (SB) 162, increased the amount of the rental motor vehicle surcharge tax deposited into the State Highway Fund from \$3 to \$5 per vehicle per day.



EV and Alternative Fuel Surcharge

In 2019, the Hawai'i Legislature enacted a new \$50 annual surcharge on electric and alternative fuel vehicle registrations. The fee serves as a partial replacement for the gas tax.



Safe Routes to School (SRTS)

The State's Department of Transportation (HDOT) manages the Federal SRTS program. HDOT also manages the SRTS program special fund, which consists of state funds collected as traffic violation surcharges and distributed to the counties to expend. Funding is competitive, and Kaua'i County must apply to receive SRTS funding. This is also a reimbursable grant program, so costs must be paid before submitting for reimbursement.



Transportation Alternatives Program (TAP)

TAP provides funding for programs and projects defined as transportation alternatives, including on- and off-road pedestrian and bicycle facilities; infrastructure projects for improving non-driver access to public transportation; community improvement activities; environmental remediation; recreational trail program projects; and safe routes to school projects. Kaua'i County must apply for TAP funding, which is awarded on a competitive basis.



County

Car Rental Taxes / Surcharge

Across multiple planning efforts, community members have voiced a consistent message around car rentals. They would prefer to see more visitors choosing go car-free while on the island. With record numbers of visitors and ongoing traffic congestion, an argument can be made for the environmental and social costs of allowing so many visitors to rent vehicles. Some options to consider include:



- Create a real property tax classification structure for car rental companies, separate from industrial uses; Bill 2828, introduced in 2021, sought to address this.
- Coordinate with the State regarding the use of rental concession fees out of Lihu'e Airport to go to shuttle operations to connect the airport to resorts and town centers
- Kaua'i County could advocate to the State Legislature to consider an additional increase in the rental car surcharge to fund additional transportation projects on the island. It should be noted that this fee increased by \$0.50 per day in 2023.

Paid Parking Revenue

If parking fees are ever charged by the county, it should be codified that all revenues will go solely towards improvements and jobs within the parking benefit district (and this should be explicitly communicated to the buying public on all meters).



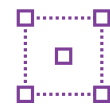
Highway Beautification Fund

Some of the proceeds from a County fund (Highway Beautification and Disposal of Abandoned or Derelict Vehicles Revolving Fund) supported by a vehicle registration fee can be used for improving the streetscapes along County roadways.



Community Facilities District

A Community Facilities District (CFD) can be established to finance capital projects that serves a public or governmental purpose and has a "useful life" to be at least 5 years or longer. Projects with community-wide benefits could include transit, bicycle, and pedestrian improvements, and the special improvements do not need to be limited to the boundaries of the established CFD. The amount of funds that could be generated is dependent on the size of the district and the property value within it.



Non-Profit

Grants

Programs dedicated to complete streets, complete communities, and similar values espoused in the Līhu'e Civic Center Mobility Plan (LCCMP) (e.g., the AARP Community Challenge) are available on a recurring basis. They will usually require participation and leadership from non-profit organizations and partners of the County, but they can be another way to fund pilot programs and install improvements.



FINAL CONSIDERATIONS

Moving ahead, the Lihū'e Civic Center Mobility Plan (LCCMP) is one step in an ongoing planning effort to update transportation initiatives on the island through plans and policies that shape how mobility hubs, infill developments, and other multimodal transportation solutions are considered. As unique as Lihū'e is, what happens in the County Seat invariably has influence across the island. The following considerations are suggested for productive implementation of these plans and policies moving forward.

Take a human-centered approach

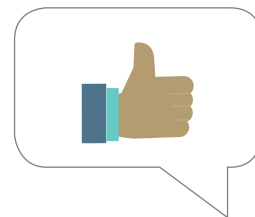
Implementing and evaluating improvements to transportation infrastructure must be human-centered. As comprehensive as this planning effort was, there are items



that cannot be fully documented by today's data standards. These are the kinds of latent pain points experienced by people that are difficult to describe. For example, if we are trying to understand places where driving and crossing the street are unsafe, we cannot solely get an answer on documented crash data. We need to take experiences of "close calls" seriously – those are warning signs that can equate to either a future crash or a current discouragement for people travelling to Lihū'e. Because transportation is so common and universal an experience, not everybody can immediately answer a question about what the public and private sectors could be doing to make conditions better. In future efforts, it will remain important to actively listen, but also ask helpful follow up questions. An answer like "build more parking" should be qualified by a follow up question like "is there a place you wish you could park, but you cannot currently do so, and if so, would you be willing to pay to park there?" Questions like these do not need to be part of another plan, but rather part of an ongoing program evaluation to determine how the incremental roll-out of parking management solutions can continue to be useful and utilized.

Shift the focus from planning to action

While government needs to be accessible, attentive, and empowering to communities, the fatigue experienced with so many plans and levels of engagement needs to be considered as well. One indicator of how this affected the Lihū'e Civic Center Mobility Plan (LCCMP) is the low turnout of the Employee and Visitor survey: 68 responses is a small sample size for Greater Lihū'e. Multiple surveys have already been distributed to the community, touching on similar transportation and urban design themes,



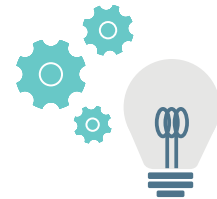
including a 2022 survey sponsored by the Hawai'ian Tourism Authority, a 2018 survey for the Short-Range Transit Plan, and a 2017 survey getting community sentiments on Rice Street prior to the TIGER-funded reconstruction.

At the same time, with limited government resources to make quick capital investments, the private sector will continue to make strides towards its own building plans and be a catalyst toward the implementation of land use plans already enacted by the County. Residents should feel empowered to be respectfully engaged with the process.

In the absence of another mobility survey, the public should continue to know they have an open line to the County, and that the County will be prepared to listen and consider how planned projects and programs are in the interests of residents (particularly if associated with the reduction of traffic congestion, the cost of living, or other universal needs). Trust with the public must also continue to be built with the successful implementation of programs and pilots.

Keep pilot programs flexible

Pilot programs need to be nimbly monitored and promoted for the entire duration. It may be good optics to invest more heavily in the outreach and promotion of a new program, but the success of the program should be monitored throughout. If a private partner is involved in the operation, then the agreement should allow for this kind of flexibility. A new shuttle route, for example, may need to change its time span of service or stop location based on initial feedback. Such adjustments should certainly wait a pre-determined amount of time before implementation to allow adjustment and acclamation, but they should not be forbidden. Additional outreach should be considered towards the end of the process to understand how users can be retained and the program be permanent.



APPENDICES

For More information...

A1. [Survey Results Summary](#)

A2. [Public Presentation](#)

A3. [Workshop Presentation](#)

A4. [Final Presentation](#)

A5. [Mobility Market Analysis](#)

A6. [Parking Demand Analysis](#)

A7. [Mobility Hub Site Plan and Development Scenarios](#)

A8. [Pedestrian Access to Transit & Seamless Integration from Short-Range Transit Plan](#)

A9. [High-Level Cost Estimates for Multimodal Design Improvements](#)