

County of Kaua'i

Coconut Marketplace Mobility Hub Plan

2025

N NELSON
NYGAARD



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1 INTRODUCTION

Coconut Marketplace Mobility Hub (CMMH) is envisioned as a major transportation center that makes it easier for people who live, work, and visit the eastern side of the Island of Kaua'i to get around.

The following report provides detailed documentation of planning and analysis efforts during the course of the CMMH Plan. For a more concise presentation of mobility hub recommendations, please refer to the Lookbook and Executive Summary.

EXECUTIVE SUMMARY

The **Coconut Marketplace Mobility Hub (CMMH) Plan** is a guide tailored for the Coconut Marketplace shopping center and the surrounding communities of Wailua and Kapa'a on the east side of Kaua'i. This plan helps identify the ways and means of expanding transportation access to opportunities in the immediate area for a variety of people.

The study process, which occurred primarily in 2023 and 2024, included field observations, data collection, stakeholder outreach, and open conversations about how to inform the path forward and a comprehensive approach to strategic leadership that involves the public, private, and non-profit sectors. Key themes which emerged from this effort include:

- Improving the visitor experience;
- Validating existing conditions of on-site parking demand;
- Interest in the possibilities presented by coordinated public private partnerships from local property owners and visitor industry representatives;
- Supporting partners' interest in developing a high-quality shuttle line connecting Coconut Marketplace to Līhu'e Airport;
- Understanding the necessary steps to help realize Coconut Marketplace as a mobility hub located at the gateway to other points of the east side of the island, and;
- Ensuring the hub works for residents as users, and provides opportunities for the community and local businesses to benefit.

Many community plans validate the need for expanding multi-modal transportation choices on Kaua'i for residents and visitors alike. The continued perspectives and insights provided by community leaders and government agencies during the CMMH planning process have also illuminated a mix of opportunities to bring variety and functionality to the ways people can choose to get around the island. At the same time, this ambitious and complex effort to establish a mobility hub at Coconut Marketplace will require partnerships with public and private entities and sustained levels of investment in people and infrastructure.

Challenges and Opportunities

Traveling to, from and around Coconut Marketplace presents unique challenges and opportunities tied to the local infrastructure and mobility network context. Each transportation mode and traveler has distinct needs, and examining the specific challenges and opportunities helps define strategic improvements and next steps to establish a successful mobility hub.

- There are few opportunities and fewer incentives for people to visit the area without driving a private rental car or vehicle. Some findings across the multiple transportation modes reveal:
 - The immediate parking supply surrounding Coconut Marketplace provides ample capacity to meet current demands. Shopping center parking lot occupancy peaks in the afternoons, but even at this hour a significant portion of the total supply remains available.
 - Existing transit services to the area are limited in span of service and frequency. These limitations, combined with the extended walking distance to bus stops from Coconut Marketplace, may not serve visitors' and residents' transportation needs.
 - Existing gaps in the pedestrian and bicycle infrastructure and lack of clarity about available routes and travel distances may discourage walking and biking as viable options, despite the proximity of Coconut Marketplace to a rich variety of destinations.
- At the same time, there is a strong, sustained, desire to see less traffic congestion on the island, particularly between the commercial centers of the island like Lihu'e and Coconut Marketplace. Resident and visitor satisfaction surveys deployed by the visitor industry, community plans, and community feedback validate this assertion.
- At Coconut Marketplace, several types of travelers cross paths, each with unique transportation needs. They include visitors, residents, and employees. Each user group has a variety of unique transportation needs, and may stand to benefit from

thoughtful improvements to accessing Coconut Marketplace and surrounding properties.

Mobility Hub Recommendations and Implementation

Recommendations for Coconut Marketplace are broken down into two timeframes. The short-term recommendations, which were developed with input from many stakeholder conversations in collaboration with representatives from a wide range of industries and interests, include:

- Establish a shuttle connecting Coconut Marketplace with LIH Airport.
- Bring back on-site car share and/or other car rental services.
- Close the gaps in Ke Ala Hele Makālae with visual cues, clear wayfinding and consistent path labeling.
- Add wayfinding for hotels and other nearby destinations.
- Provide a dynamic information booth, which can serve as a visible core of the mobility hub.

Recommendations were developed with an understanding that investments and coordination efforts must be sustainable and effective. Short-term improvements will lay the groundwork for Coconut Marketplace to become the island's next transportation center in the long-term. The long-term recommendations include:

- Future intersection signalization / roundabout at Kapa'a Bypass, Kuhio Highway, and Papaloa Road.
- New stops for The Kaua'i Bus along Kuhio Highway with pedestrian access to the Marketplace.
- A coalition of non-profit leadership implementing transportation demand management for the area.
- Expansion of marketing, branding, and wayfinding.
- Initial rollout of a Kapa'a area shuttle.
- Construction of planned extensions of Ke Ala Hele Makālae to Līhu'e.

The CMMH planning process sparked important conversations among stakeholders about the need to build additional capacity for implementing recommended strategies. A framework for implementation of these recommendations details the necessary steps for investing, coordinating, and managing future transportation improvements and programming in and around Coconut Marketplace. A variety of approaches for generating revenue that could fund the implementation of recommendations are also considered,

including visitor and user fees, contributions from properties and businesses, and grants and government funds.

2 PLANNING PROCESS AND PURPOSE

The CMMH plan was envisioned, developed and refined in coordination with multiple project partners across the public, private, and non-profit sectors. This chapter sets the stage for the plan's concept with a description of the process and reasoning for the project itself.

PLANNING PROCESS

From 2023 to 2025, the County of Kaua'i's Office of Economic Development (OED) worked with a consultant team to study Coconut Marketplace, facilitate conversations with project partners, and document a common understanding and consensus around the next steps that private, public, and non-profit actors can take in improving transportation access to the site. This section summarizes the full set of meetings, on-site documentation, and previous efforts that shaped the CMMH project.

Mission Statement

During a kickoff meeting in 2023, the project team, in coordination with project partners, defined a mission statement for the project:

Coconut Marketplace Mobility Hub (CMMH) is envisioned as a major transportation center that makes it easier for people who live, work, and visit the eastern side of the Island of Kaua'i to get around.

The mission of this project was originally centered around the need to accomplish the following:

- Sharpen a vision for the transportation center
- Estimate its effectiveness and feasibility
- Develop a high-level road map for implementation

Figure 1: Coconut Marketplace Farmers' Market



What is a mobility hub?

A mobility hub is a centrally located place in which multiple transportation services are brought together to support easy and seamless travel experienced by people of all ages, abilities, and backgrounds. More than just a transportation center, it is a quality place where people gather for all sorts of activities and services. Each mobility hub will have a unique design that responds to the specific context of its location, and all will share some common characteristics:

- **Mobility hub amenities support transportation options that allow people to get around by a variety of modes.** The node of multimodal access can activate the area and bring an additional layer of visibility and comfort to people using the hub or passing through the space.
- Today, Coconut Marketplace is a quality place with a distinct location where people can drive and walk to access accommodations, meals, shopping, and work. Visitors can already get to and from this location by taxis, ride-hailing vehicles, and shuttles from the cruise terminal, and **Coconut Marketplace's success as a mobility hub will depend on the introduction of additional high-quality transportation services**, like on-site rental cars, shuttles to other essential destinations, useful wayfinding systems, and a connected bike and pedestrian path network.
- Mobility hubs have a great range in their complexity because **they need to be useful and representative of the communities who live and work in the area.** Coconut Marketplace's unique composition and context would be reflected in the design of the mobility hub.

Planning and Engagement Activities

Over the full duration of the CMMH planning process, the project team checked in with other project partners to share experiences, listen to perspectives, and receive feedback with regards to the transportation needs and strategies for the Coconut Marketplace area and its multiple user bases. This iterative process has helped ensure that future implementation will continue to be driven by the great variety of dedicated and passionate project partners who participated along the way. Additionally, there were multiple opportunities for the project team to collect information about the real-time transportation and parking conditions and experiences on the ground. These efforts are summarized as follows:

- **A stakeholder advisory committee convened multiple ties** throughout the process, including October 2023, March 2024, and October 2024. People responsible for the management and operation of properties and programs on-site and in

proximity to Coconut Marketplace, along with various County and State agencies and non-profits, were among the committee's representatives. State Representative Kate Nakamura was also a participant in the committee.

- The project team facilitated an **extended walking tour and working charrette on the Coconut Marketplace property** in October 2023 to support project kickoff. The stakeholder advisory committee and property representatives attended in person and discussed transportation preferences and existing conditions with the consultant team. Photographs also documented existing conditions at Coconut Marketplace.
- Two **online meetings were open to the public in December 2023 and January 2025**. Both meetings were facilitated by the project consultant team. During these meetings, audience members asked questions of the project team and provided insights into their preferences for the plan's vision and recommendations.
- A **full inventory of Coconut Marketplace's on-site parking supply and demand was documented** in November 2023 and June 2024.
- Multiple **meetings specifically dedicated to the planning of a shuttle connecting Coconut Marketplace to the airport** were held in March 2024, July 2024, and October 2024. These meetings were attended by representatives of various County agencies (including the Mayor's Office, Engineering Division of the Department of Public Works, and the County Transportation Agency) along with Representative Nadine Nakamura, Speaker of the House, of Kauai's District 15, the Hawai'i Department of Transportation's Airports and Highways divisions, a representative from Kalukalu, an Economic Resilience Center, and the Hanalei Initiative. During the shuttle planning effort, multiple alternative routes were assessed for estimates on operations and costs. The findings from this effort are detailed in Appendix A.
- For each mobility hub recommendation, the project team provided high-level **cost estimates, implementation guidance, and case study examples** for stakeholder consideration. Additionally, **tools for planning future shuttle service and operations** and high-level **diagrams of mobility hub concepts** for Coconut Marketplace were developed.

Plans and Policies Reviewed

Like any planning effort, the CMMH Plan builds upon and complements the hard work behind other recent and applicable policies and plans. Local, County, State, and Federal planning and policy efforts all contribute to a collective precedent for planning in and around Coconut Marketplace today. The following plans and policies were reviewed by the project team as part of this current planning effort:

- County Path and Bikeways Master Plan (Currently ongoing)

- East Kauaʻi Community Plan Update (Currently ongoing)
- Līhuʻe Airport Optimization Plan (Currently ongoing)
- Līhuʻe Civic Center Mobility Plan (2023)
- Energy Transitions Initiative Partnership Project (2023)
- Bike Plan Hawaiʻi Refresh (2022)
- North Shore Mobility Study (2022)
- Bipartisan Infrastructure Law (2021)
- Hawaiʻi Physical Activity and Nutrition Plan 2030 (2021)
- Hawaiʻi Tourism Authority (HTA) Kauaʻi Destination Management Action Plan 2021-2023 (2020)
- Hawaiʻi Tourism Authority (HTA) Strategic Plan 2020-2025 (2019)
- County of Kauaʻi Street Design Manual (2018)
- Kauaʻi Short Range Transit Plan (2018)
- Kauaʻi Kakou General Plan (2018)
- RISE Initiative (2018)
- Kauaʻi Multi-Modal Land Transportation Plan (2013)

A full list and description of reviewed plans is provided in Appendix B. Although these resources address many topics beyond mobility hub implementation, many address themes and concepts that help build a case that strategic transportation investments should be tied to future economic development and land use decisions about the Coconut Marketplace and surroundings. These findings are described in the following section, which also presents the larger context and role of Coconut Marketplace in Kauaʻi's overall transportation landscape.

PROJECT PURPOSE AND CONTEXT

Coconut Marketplace is a potential mobility hub site along with several others around the island. This section presents the variety of factors that make Coconut Marketplace a practical starting point for building out a network of mobility hubs across the island, including the rich variety in the surrounding land uses, opportunities to address local transportation challenges, and overarching themes found in applicable plans and policies.

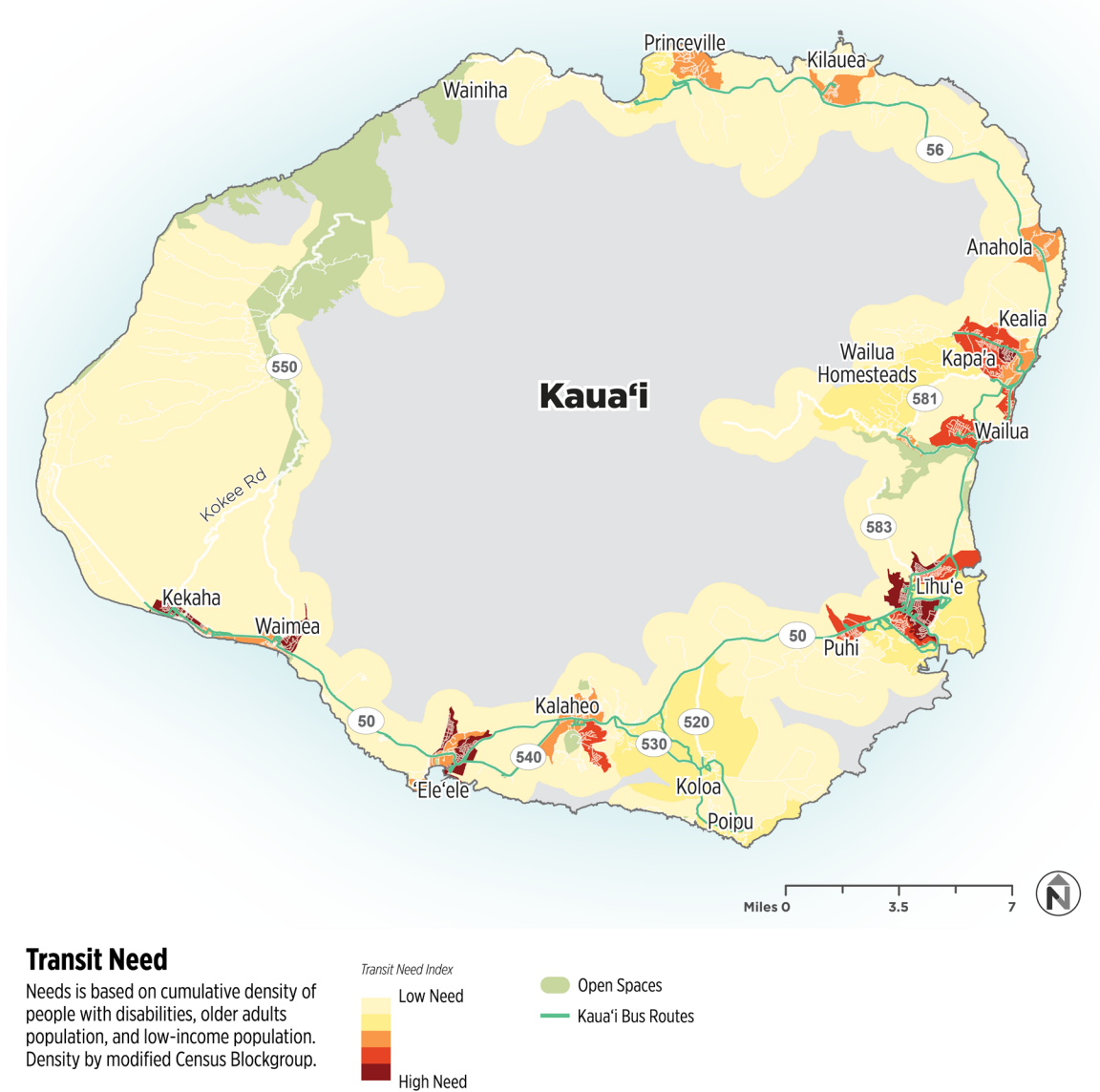
Figure 2: Map of Possible Mobility Hub Locations



Coconut Marketplace in the Islandwide Context

Coconut Marketplace is located on the east side of Kaua'i, between Wailua and Kapa'a. You can see it on the *makai* side of Kuhio Highway. Along the highway, Coconut Marketplace and neighboring Wailua are part of a necklace of approximately a dozen significant nodes or centers of economic activity on the island of Kaua'i. These nodes – which are all connected to one another by the State's highway system – correspond to locations of relatively high transit need as identified in Figure 3.

Figure 3: Transit Need Index for All Census Block Groups in Kaua'i



Source: Hawai'i Department of Transportation Coordinated Human Services Transit Plan, 2022

There are a variety of differences between the CMMH Plan area and other high transit need areas on the island. The walkable shopping center design is a contained environment, facing inward and surrounded by off-street parking, making it different than a traditional "main street" town center like Rice Street or Hanapepe Road. At the same time, the compact size and emphasis on greenery make Coconut Marketplace unlike the "big box store" and mall retail environments in places such as between Lihue and Puhi. The CMMH Plan area is a short walk from the shoreline and several hotels. While this area is smaller in scale than the

commercial and visitor hubs in Poipu and Princeville, Coconut Marketplace benefits from its proximity to Kapa'a, a historic and dynamic district on the East Side, and Ke Ala Hele Makālae, a celebrated multimodal path that runs adjacent to the beach on the east side of the island.

Surrounding Neighborhood

Coconut Marketplace is one of several destinations for shopping, dining, entertainment, and other activities in the Wailua area. These adjacent properties may be potential partners for future mobility hub implementation efforts, as their customer base could benefit from transportation solutions:

- Kaua'i Shores, a hotel outfitted with a full bar/restaurant (Lava Lava Beach Club), located on the makai side of Papaloa Road to the south.
- Aston Islander on the Beach, a hotel accessible via the Coconut Marketplace parking drive aisles and Aleka Loop. Also on the property is a small shopping center of restaurants, sporting goods, and a tattoo parlor.
- Courtyards at Waipouli, a community of multi-family residential, short-term rental, and timeshare units on the mauka side of Papaloa Road.
- Several retail and community-focused properties on the mauka side of Papaloa Road, where local residents frequent, including Kintaro Japanese, Kaua'i Community Health, and Kinipopo Shopping Village.
- Kapa'a Sands, a community of short-term rental and timeshare units on the makai side of Papaloa Road.
- Retail properties west of Lanakai Street on the makai side of the Highway.
- Kaua'i Coast Resort at the Beach Boy, a community of rental and timeshare units outfitted with a restaurant (Hukilau Lanai), accessible via the makai side of Aleka Loop.
- Plantation Hale Suites, a hotel accessible via the mauka side of Aleka Loop.
- Longs Drug Store, a major retailer accessible via the mauka side of Aleka Loop.
- Sheraton Kaua'i Coconut Beach Resort, a full-service hotel with conference/entertainment facilities and restaurants, accessible via the makai side of Aleka Loop.
- Waipouli Beach, Lae Nani Beach, and Kukui Heiau, shoreline lands of cultural and environmental significance.

Reasons to Plan Transportation Around Coconut Marketplace

Coconut Marketplace presents a unique opportunity to build momentum for more multimodal travel across the island. This location was selected for studying future mobility improvements because:

- **This stretch of Kuhio Highway is consistently among the most congested roadways on the island** and is the site of contra flow traffic lanes and future proposed roadway improvements.
- **Coconut Marketplace is conveniently located in relation to the airport** and presents a potential gateway for people travelling north from Lihue Airport to nearby lodgings in Wailua, the bustling center of Kapa'a which has a large residential population, and points beyond, including Anahola, Kilauea, Princeville, and Hanalei.
- There is an opportunity to develop long-term solutions to record high visitor numbers and rental car shortages with investments at this location with so many visitors – **approximately 15% of all Kaua'i visitor lodging units are located in the Wailua-Kapa'a area**, which could potentially serve 210,000 of the 1.4 million annual visitors.
- It is **visible and easy to access from many nearby points** - You can see the Marketplace on the *makai* side of Kuhio Highway, in a clearing between the commercial centers of Wailua and Kapa'a, and you can easily walk to it from a variety of nearby hotels, condominiums, and homes within Wailua.
- The presence of **a mobility hub may expand awareness of local destinations and resources**. Visitors who are staying nearby may find the Marketplace to be a pleasant discovery. It is a dynamic and compact complex of single-story buildings, full of places to eat, grab a coffee or a keepsake, learn jiu jitsu, and sign up for outdoor adventures. Unlike most of the other shopping centers in nearby communities, Coconut Marketplace's store fronts are oriented around a pleasant and shaded park. The walkable appeal in the center of Coconut Marketplace is a contrast to the roads, parking lots, and blank walls surrounding its structures on the outside. Sometimes, part of the surface lot is converted into a farmers' market that is regularly full of people buying and selling produce and value-added products.
- There is a **convergence of funding opportunities, political support and business interest** – County and State Representatives are actively looking for multimodal solutions to expand mobility choices for residents and visitors.

Findings from Past Plans and Policies

Recommendations for Coconut Marketplace build upon the precedents set by planning efforts on Kaua'i along with the range of supportive policies across multiple levels of government. The following observations about transportation issues, community needs, and potential partnerships provide an overview of the content reviewed during the CMMH planning process. A more detailed review of plans is included in Appendix B.

Transportation is connected to life and the environment.

Many plans note the ways in which transportation can directly affect the quality of life throughout Kaua'i's communities. From a public health perspective, the State's Physical Activity and Nutrition Plan sets ambitious goals to growing active transportation facilities like walking and biking to bring more well-being and physical activity to communities. Specific emphasis is placed on "low-stress" facilities which can be used by people of all ages and abilities.

Transportation improvements are also imperative for reducing impacts to an already changing climate. The loss of access following the 2021 landslide in Hanalei and the devastation wrought by the 2023 fires in Lahaina are among the several recent examples of extreme weather events that underscore the urgency for action.

The Kaua'i Kakou General plan states that "Kaua'i must reduce ground transportation emissions by 100% by 2045." This alone cannot be done by switching to electric vehicles and still relying on building roads – it requires a shift in how people choose to get around, by opting for more trips that could become more easily done on foot, bicycle, or bus.

The role of transportation in reducing environmental impacts and building upon Hawai'i's commitment to guardianship, sustainability, and resilience is significant.

Leveraging tourism and partnerships for the greater good is important.

Kaua'i's tourism demand, along with its economic and environmental ramifications, has essentially recovered from the state of the COVID-19 pandemic, but the long-term vision around the relationship with tourists and the island still applies.

The General Plan opts to revitalize the designated Visitor Destination Area (VDA) in Wailua (of which Coconut Marketplace is situated), while also recognizing the importance of partnerships to "develop alternative transportation options for visitors, including shuttles and car sharing, to reduce visitor impact on our roads, highways, and scenic places." Tourists – especially those who are repeat visitors "might also appreciate such efforts to preserve the

environment and culture.” The General Plan is also optimistic about a building “common set of values between visitors and residents” but notes such action “requires improved transit options,” among other things¹.

Completed in 2020 during the midst of COVID-19, the Kauaʻi Destination Management Action Plan affirms the General Plan goals by additionally prioritizing multi-modal transportation shift through “Action E: Encourage low-impact green rides to improve the visitor experience, reduce island traffic, increase small business opportunities, and meet climate action goals,” and specifically “E.1 Foster and promote diverse mobility choices so that visitors may elect alternatives to renting cars for their entire stay.”

Solutions following from the Hanalei Initiative’s North Shore Mobility Study are seen by project partners as a precedent for context-sensitive transportation solutions for the tourist set. In 2019, the current iteration of the North Shore Shuttle launched. A limit placed on vehicular site access has helped the shuttle-- which connects Waipa to more sensitive destinations further down the road -- grow in relevance as a convenient alternative.

Several plans, policies and ongoing community conversations call for a focus on environmental stewardship and opportunities to educate visitors. The General Plan Kauaʻi Kakou General Plan explicitly supports educational programs fostering knowledge about local culture and history. The Kauaʻi Tourism Strategic Plan seeks to reinforce authentic Native Hawaiʻian culture and local Kauaʻi culture as part of the visitor experience. Shuttle service and a mobility hub with visitor information present an opportunity to educate and share curated local insights that are designed by and managed by residents. In this way, the mobility hub supports direct communication between the local community and tourists, and can help elevate awareness of history and control access to sites. This approach builds on the North Shore Shuttle example, where the Hanalei Initiative effectively manages the shuttle access, and also educates shuttle riders with messaging crafted by people from the North Shore. When the community leads information sharing and educational messaging, residents and tourists alike benefit from context sensitive sustainable transportation solutions across Kauaʻi and Hawaii.

Continued planning and action is necessary.

Looking ahead, new opportunities to invest in multimodal transportation options are emerging from the Bipartisan Infrastructure Law, and the multiple competitive grant awards to the County of Kauaʻi. Plans like the updated Bike Plan have identified facilities on Kauaʻi as a priority investment to meet public needs and expand multimodal networks and access.

¹ County of Kauaʻi, *Kauaʻi Kakou General Plan*, https://drive.google.com/file/d/131_c8upwnluedpOfInXcT3NHHscLUpbT/view, 2018.

The coming update to the East Kaua'i Community Plan will include a focus on transportation and circulation, considering major congestion issues and opportunities to address connectivity challenges on the east side of the island. Funding for an Island-wide County Path and Bikeways Master Plan will identify existing and new segments for active transportation connectivity. Another upcoming plan with implications for transportation demand on the east side of the island is HDOT's assessment of possible updates to Līhu'e Airport.

3 EXISTING TRANSPORTATION CONDITIONS AND NEEDS

The starting point for realizing a successful mobility hub requires a clear picture of how people arrive at Coconut Marketplace, whether by driving and parking, riding the bus, or bicycling and walking. This review identified attributes of the transportation system which are challenging for users, and present opportunities for strategic improvements that could expand transportation choices and shift the way people travel to and around Coconut Marketplace.

CONDITIONS BY TRANSPORTATION MODE

This review examines parking availability, transit access, and the overall barriers to safe multimodal travel in and around Coconut Marketplace. Findings from this review include:

- The immediate parking supply surrounding Coconut Marketplace provides sufficient capacity to meet current demands. Occupancy peaks in the afternoons, but even at this hour is significantly below full utilization.
- Existing transit services to the area are limited in span of service and frequency. These limitations combined with the extended walking distance to bus stops from Coconut Marketplace may not serve visitors' and residents' transportation needs.
- Existing gaps in the pedestrian and bicycle infrastructure and lack of clarity about available routes and travel distances may discourage walking and biking as viable options, despite the proximity of Coconut Marketplace to a rich variety of destinations.

Parking Conditions

Like other commercial centers on the island, Coconut Marketplace attracts a variety of vehicular traffic for the purposes of shopping, visiting, dining, working, and deliveries -- and therefore has been designed to accommodate parked vehicles. The analysis below summarizes parking supply, current parking demand and possible future challenges.

Parking Supply

As of June 2024, there are 324 parking spaces on the Coconut Marketplace property. These surface lot spaces surround the retail development on all sides (see Figure 4). This parking

supply primarily serves employees and retail customers. However, Coconut Marketplace does have a history of sharing this supply for other specific uses, including car share vehicles, storage of kayaks and equipment, and possibly some formalized agreements for overnight hotel guest parking spillover. Additionally, some of the parking spaces on the *mauka* side of the Coconut Marketplace core are held for a farmers market occurring two days a week from 9:00 a.m. to 1:00 p.m.

Figure 4: Overview of Parking Inventory at Coconut Marketplace



Parking Demand

To gain a better understanding of how the supply of 324 parking spaces surrounding Coconut Marketplace is used, staff from the County of Kauaʻi, along with Coconut Marketplace property management and security staff, counted the number of vehicles

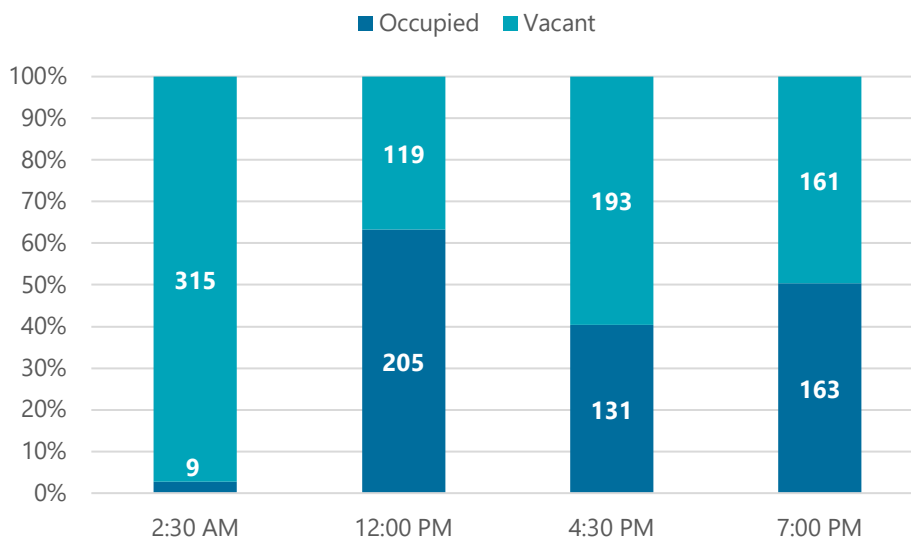
parked in the facility during two seasons and over several days of the week and times of day. Parked vehicles were first counted on Friday, November 3, 2023. Another round of counts occurred from Monday, June 17 to Sunday June 23, 2024 to capture parking use patterns during a typical week in the high season.

For all days, counts were conducted at five specific times to identify variations in demand:

- 2:30 AM, representing overnight parking
- 12:00 p.m., representing typical midday parking
- 4:30 p.m., representing typical late afternoon parking
- 7:00 p.m., representing typical evening parking

The highest number of parked cars at Coconut Marketplace was observed at noon on Tuesday, June 18, in which 205 parking spaces, approximately 63% of the total supply, were occupied. Parking supply and occupancy for all count times on this peak date are presented in Figure 5.

Figure 5: Parking utilization by time of day on Tuesday, June 18, 2024



The highest parking count was observed at 12:00 p.m. on Thursday, June 20, and at 7:00 p.m. on all other days. Total occupancy never exceeded 58% other than the peak Tuesday count; in other words, nearly half or more parking spaces remained unused throughout the week. More detailed information about the parking analysis is included in Appendix C.

Possible factors in parking demand

With on-site counts showing that available parking is plentiful in Coconut Marketplace, there is no need to build additional parking. Nevertheless, parking may still be perceived as a concern.

Currently, there is no planned new development or construction in the area, but future additions, whether in the form of retail, dining, or residences can increase the demand for parking and driving to the area, and may also add to concerns or perceptions of constrained parking.

Coconut Marketplace shares similar characteristics to other shopping centers in terms of the uses and times factoring into parking demand peaks. Commercial retail, services, dining, and even the presence of the farmers market during the midday hours each contribute to the peak demand occurring in the early afternoon. In the evening, demand may be driven by dining and restaurants, along with visitors shopping at the ABC Store following their arrival to Kaua'i.

Overnight counts were conducted to identify the impact of potential spillover from nearby hotels where parking lots are more constrained. However, fewer than 10% of all spaces were found to be occupied during overnight hours when demand for parking at hotels and rental properties peaks.

"Out-of-pocket" costs paid by the driver, or lack thereof, can also impact parking demand. "Out-of-pocket" costs refer to the fees that a user is transparently charged for the act of parking and thus must consciously pay. Parking is free of charge in Coconut Marketplace, along with the majority of all shopping centers on the island, like Kukui Grove. In fact, most parking is free of charge on Kaua'i, aside from State properties. Therefore, while Coconut Marketplace is not attracting shoppers solely because of free parking, establishing paid parking may deter visitors, even if it incentivizes more people walking or using other modes of transportation to the shopping center.

Hotel guests may be enticed to park at Coconut Marketplace compared to valet service at hotels where there is a charge, but hotels offer other free self-park options that may be closer to the front door of their residents. It should be noted that even when free self-parking is offered to hotel guests, the costs of parking is bundled into the resort fees, which are included on the final bill.

Even with free parking at Coconut Marketplace, the cost of driving manifests in other ways. The cost of gasoline in Kaua'i, one of the few "out-of-pocket" fees that most drivers pay, is among the most expensive in the country.

Parking Management Strategies

While current parking demand is met without actively managing the current supply, the parking demand may change over time as mobility hub services and strategies are put into place and activity levels around Coconut Marketplace change. In the future, if parking demand increases, there are many ways to manage parking access to meet evolving needs without building more parking supply.

In the Coconut Marketplace area, several parking management strategies could be especially effective to encourage multimodal travel when traveling without a car is possible. Pricing is the most effective lever for parking management, because when vehicle storage is not provided free of charge, people must actively think about their parking choices and are more likely to minimize their parking time or consider other modes. While paid parking is uncommon on Kaua'i, as noted above, there are many ways to introduce cost-based parking management tools in response to specific needs. As a rule, while supply is unconstrained, there is no need to use parking pricing, but if demand increases and parking supply is constrained enough to inconvenience those in need of a parking space, context sensitive parking pricing can encourage people to use the resource more judiciously.

At Coconut Marketplace shopping center and mobility hub:

- If customer parking is limited and shopping center staff or other area employees are filling valuable parking spaces, use strategies to encourage employees to park in low demand areas and to carpool. If lower-value/less convenient parking spaces are available, these may be free for employees, while the higher-value parking spaces appealing for customers require a paid permit for those occupying spaces longer than typical customer visit times. Shopping center management could introduce a parking cash-out program for employees, offering a modest cash incentive to employees who do not require vehicle storage, and in doing so, would encourage carpooling and multimodal access.
- As parking demand increases and if it becomes useful to manage customer parking access, pricing could be introduced in the highest demand locations, to encourage shorter stays and more frequent turnover in the most convenient parking spaces, while free or lower-priced parking may still be available in less convenient locations.
- Pricing for all users can reflect varying demand at different times of day and different days of the week. For example, if parking demand remains low on weekdays and is very constrained on weekend, parking could remain free Monday through Thursday, and require payment Friday through Sunday.

At hotels near CMMH and in the larger Wailua- Kapa'a area:

- As discussed above, parking is bundled into the resort fees at Kaua'i hotels, which allows hotels to collect revenue from guests that cover the cost of maintaining on-site parking, but hides the cost of parking within a package of costs other ambiguous resort amenities. If hotels split the cost of parking out from the resort fee, or, in other words, unbundle the parking fees, customers will see the parking line item on their bill.
- If parking is unbundled from resort fees, customers who do not require overnight parking can opt out of a hotel parking permit and reduce their cost per night. This presents a financial incentive for guests to minimize the number of nights they require overnight car storage, and in doing so could reduce demand and make spaces available for those who prefer or require daily access to a personal vehicle.

There are many precedents for parking pricing – access to the limited parking supply conveniently located close to popular beaches requires payment; valet parking at hotels and restaurants makes convenient parking available for a price; and parking is unbundled from resort fees at many hotels on other islands. These management tools are useful and accepted by customers and visitors where parking demand is high and supply is constrained, and parallel tools could be implemented gradually over time at Coconut Marketplace when demand arises.

Transit and Hired Vehicle Access Conditions

Coconut Marketplace can be accessed by a variety of modes in addition to privately operated cars, including public transit (The Kaua'i Bus), a hired vehicle (like a taxi, Uber, or Lyft), or, in less frequent instances, a private shuttle (for example, the Clarks Hawaii tours tied to cruise ship arrivals on the island).

The Kaua'i Bus

Bus Service

The closest fixed-route bus connection to Coconut Marketplace is provided by the County of Kaua'i's public transportation service, The Kaua'i Bus. Service to Coconut Marketplace is available via the following routes:

- Mainline Route 400, with direct connections to Hanalei and Lihu'e Civic Center, running hourly from 6:15 a.m. to 10:15 p.m. Monday through Saturday

- Routes 800 and 850, which are circulators around the Hanalei and Kapa'a areas combine for 5 runs a day, mostly concentrated from 6:30 a.m. to 8:30 a.m., in the midday hour of 12:45 to 1:45 p.m., and again in the evening from 5 p.m., to 7:30 p.m.

Limitations in funding and a shortage of available drivers since the COVID-19 pandemic have curtailed service levels on the Kaua'i Bus. Systemwide, the most frequent routes are hourly and there is no Sunday service.

All of the island's commercial centers have some degree of transit coverage. Transfers can be made from Līhu'e Civic Center to the majority of the transit system (including access to Līhu'e Airport), an approximately 20 minute ride from Wailua. There is no one-seat ride from Wailua to Līhu'e Airport, which may reflect that current service is designed for commuting purposes and essential local transportation as opposed to visitor needs. Additionally, Kaua'i Bus vehicles are not equipped with luggage racks, making it prohibitively difficult for bus riders to carry on large luggage.

Bus Stops

The Kaua'i Bus used to stop at Coconut Marketplace, but direct fixed-route service was discontinued in 2016. The nearest Kaua'i Bus Stop is for Hanalei-bound buses on the Highway at Lanikai Street, approximately a 1/3 mile walk from Coconut Marketplace.

Līhu'e-bound buses stop at the near side of the Highway and Haleilio Road, about a 2,000 foot (0.38 miles) walk. Pedestrians accessing this stop from Coconut Marketplace must cross at the far side of the intersection of the Highway and Haleilio Road and then backtrack to the stop on the near side of the intersection. There is no marked or signalized crosswalk on the near side of the intersection, which is closer to Coconut Marketplace.

HDOT requires planned bus stops along highways to either have a pullout from traffic or be moved to an off-street location. Therefore, buses always have to yield to traffic when pulling in from a stop back onto Kuhio Highway, which may further slow transit travel time.

Paratransit Service

For certified passengers who cannot access fixed-route buses, Coconut Marketplace is within the mandated service area ADA Complementary Paratransit, also provided by The Kaua'i Bus. Passengers using this service can receive curb to curb service, with pickups and drop-offs available at Coconut Marketplace.

Fares, Information, and Payment

Kaua'i Bus fares are \$2 for single rides, \$5 for one-day passes, and \$50 for monthly passes. The Kaua'i Bus recently began accepting tickets purchased via a mobile phone application. This availability has helped improve convenience, as users do not need to find exact change

or visit a designated transit pass retailer, as long as they have access to a smartphone and are informed of about the app and how to use it.

Shuttles

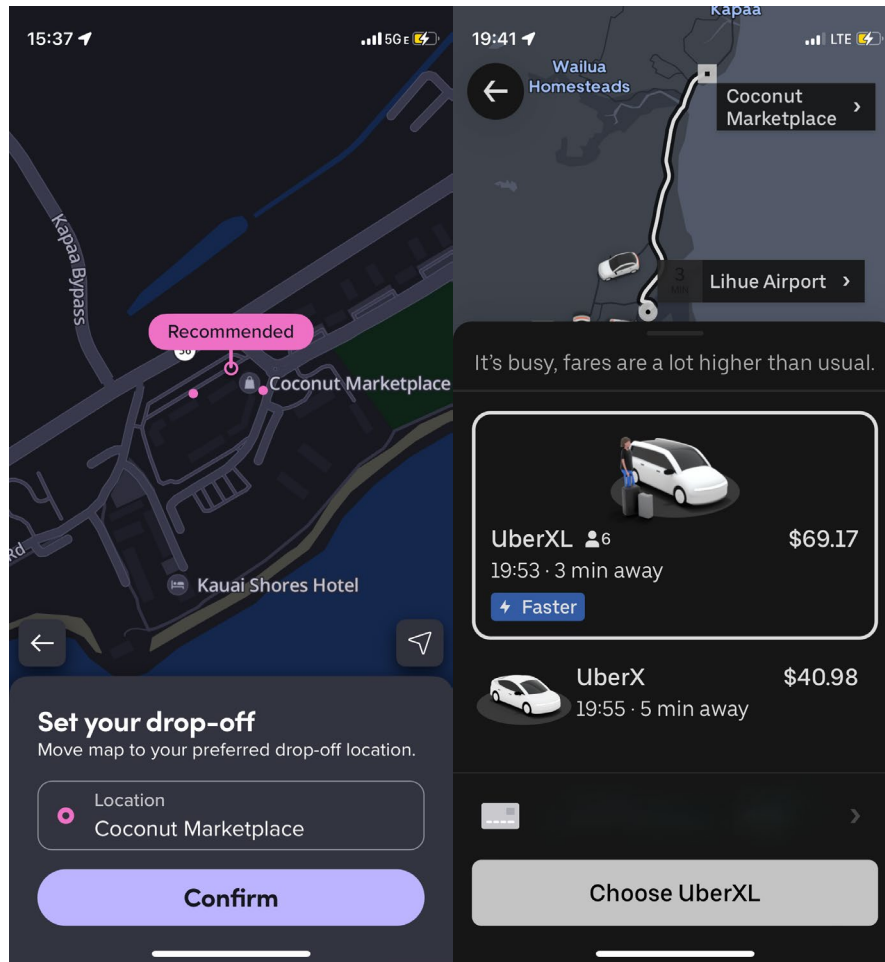
Shuttle service on Kaua'i is run through private and non-profit organizations and several private shuttle tours pass Coconut Marketplace on the highway. Some tour companies use Coconut Marketplace and the surrounding area as a meeting place to pick up guests for excursions and will transport them in vans and small shuttles.

On the North Shore, the Hanalei Initiative operates a shuttle for visitors and is often cited as a success and potential example for additional visitor-serving shuttle service around the island. Of note, the Hanalei Initiative shuttle operates in a unique context, providing access to Ha'ena State Park, a destination where private vehicle access has been strictly limited. No such shuttle currently exists in the Coconut Marketplace area.

Other Alternatives to Driving: Ridehailing and Taxis

Coconut Marketplace's distinct pick-up and drop-off zone for shuttles is also sometimes used by transportation network companies (TNCs). For trips that start or end at "Coconut Marketplace" Uber drivers are directed to the new curbsides on the southwestern corner of the shopping center. Meanwhile, Lyft drivers are directed to one of three "recommended" locations on the northern side of the shopping center.

The availability and cost of Ubers and Lyfts vary wildly and are a function of supply and demand. Waits can be as few as 3 to 5 minutes during the late afternoons, which coincides with multiple trans-Pacific flight arrivals at the airport, but they can also be as long as 30 minutes. Prices also vary; rides to the airport cost between \$17 and \$60. There is also no guarantee of a wheelchair-accessible vehicle.

Figure 6: Screenshots of Existing Uber and Lyft Services

Taxis are available on hire and are typically dispatched via calls from hotels and restaurants.

Possible factors in demand for transit, shuttles, and other alternatives to driving

The span of limited circulator service offers clues about peak demand for the commercial retail, service, and dining uses around the Wailua Area. Similar to parking demand, **transit demand may coincide with the morning, midday, and early evening time periods.**

Most establishments in Coconut Marketplace close by 9:00 p.m., which is within the window of available service along the mainline 400 route. However, **the distant walk from Coconut Marketplace to the current bus stop – especially at night -- may be discouraging** to some potential riders. Additionally, employees who may be finishing work after the posted closing time are served only by the last bus at 10:15 p.m., which may or may not align with

their schedules. Following closing time, more expensive TNCs and taxis become the only alternative to transit.

Another key transit demand factor **is the prominence of information and perceived convenience of the bus to access final destinations**. When a visitor arrives in Līhu'e Airport, there is very little signage, kiosks, directions, or information about how to ride The Kaua'i Bus unless they speak with a person at the Visitor Information Program (VIP) booths. Kaua'i Bus has substantial online resources on real-time vehicle locations and bus schedules, but finding these web sites requires additional effort or familiarity with the system and resources.

As CMMH stakeholders discussed shuttle service and access to Līhu'e Airport, some expressed interest in a park and ride lot near Coconut Marketplace as an alternative to airport parking. Long-term vehicle storage might make a Coconut Marketplace airport shuttle appealing and practical for residents who live further north and can't access CMMH by other modes. However, such vehicle-centric shuttle access is not compatible with the mobility hub's focus. A park and ride lot would encourage car trips to Coconut Marketplace, and would introduce a new demand for long-term/overnight car storage. There is currently no expressed interest from current Coconut Marketplace area land owners to build a new parking lot for long-term car storage, and there is no reason to accommodate this low value use of space within this dynamic shopping center.

Multimodal Conditions

Pedestrian

The pedestrian experience is at the heart of why people like visiting Kaua'i. Some examples of this manifest in:

- The small plazas, active sidewalks, and pleasant small shops in town centers like Kapa'a, Koloa, and Hanalei.
- The many exciting opportunities to explore the coastline and various spots to relax and enjoy the view both on and off resort properties.
- The awe-inspiring hikes for miles across state parks and nature preserves
- The appealing walkable courtyard of shops, restaurants, and options at Coconut Marketplace

Figure 7: End of sidewalk at The Kaua'i Bus Stop



Limited existing sidewalks make the journey from the Kaua'i Bus stop to Coconut Marketplace longer and less direct than it could be.

As people are already walking and rolling to, from, and around Coconut Marketplace and neighboring properties, many visitors may also want to walk and roll to other nearby destinations, such as the Sheraton resort and Kapa'a town. However, as one ventures out, they are likely to confront a variety of physical barriers, including:

- No striped crosswalks along the Highway for nearly one continuous mile between Haleilio Road and Kamoā Road.
- No sidewalks along the Highway between the north end of Aleka Loop, past Kamoā Road to Uhelekawawa Canal bridge.

- No paved pedestrian route one between the north end of Aleka Loop and retail and dining destinations at Kamoā Road; pedestrians must traverse ditch alongside the Highway and the edges of surface lots.
- No striped crosswalks directly connecting Coconut Marketplace sidewalks to the southern end of Aleka Loop.
- Limited lighting and narrow right-of-way for public access path from Papaloa Road to the shoreline.
- Inconsistent signage placement and styles to mark public access points to the shoreline or shared-use paths like Ke Ala Hele Makālae and Moanakai Road.

It is impractical to expect a pedestrian to travel extra distance to stay on designated pedestrian paths, sidewalks and crosswalks when there are few opportunities to cross a street or take the most direct path of travel to their destination. These limitations compromise pedestrian safety and diminish the appeal of walking in Kaua'i.

Bicycling

Ke Ala Hele Makālae is a gem in the network of Kaua'i trails. With connections to Kapa'a and Keālia Beach, the trail offers a scenic alternative to the Highway and a place for easy low-cost adventures for families visiting and living in the area. To get to the trail from Coconut Marketplace, one must follow a series of inland pathways and marked sidewalks before linking up with a protected bicycle lane on the coast parallel to Moanakai Road. These connections are well-intentioned pieces of an incomplete access network, but there is an opportunity to make sure that more people in and around Coconut Marketplace can easily and safely get to Ke Ala Hele Makālae.

In particular, the barriers that need to be addressed include:

- The unmarked gap between protected facilities along Papaloa Road sidewalk and Highway sidewalk connections to Ke Ala Hele Makālae.
- The unclear and unpaved connection along portion of Ke Ala Hele Makālae south of the Sheraton resort.

Figure 8: Marked Bicycle Routes along Ke Ala Hele Makālae and Moanakai Road



Newly applied thermoplastic markings in the pavement and simple barriers from traffic are intuitive for bikers hoping to navigate past existing network gaps to access the established trail network.

Overall Challenges and Opportunities

Despite its prominent location on the East Side, there are several existing challenges that hinder easy or safe access to Coconut Marketplace and surrounding destinations. Barriers to access may vary depending on the specific needs and abilities of the person, and the mode of transportation they are using. For example, a person walking may feel unsafe and unsure of how to reach their destination without a car. Meanwhile, drivers who are visiting from the mainland may struggle with navigating intersections for the first time. Infrequent transit service limits bus connections. Addressing these various barriers is important to improving the accessibility and viability of Coconut Marketplace as a future transportation center.

There is a strong desire to see reduced traffic congestion.

Island residents, visitors, and tourism groups are united in a need for solutions that ease congestion, particularly between the commercial centers of the island like Līhu'e and Coconut Marketplace. Resident and visitor satisfaction surveys deployed by the visitor industry, community plans, and community feedback validate this assertion.

No existing incentives for people to visit the area without driving a private rental car.

There is no such thing as “free parking”. Even if parking is “free of charge” for guests, there are costs which fall on the land and property owner. Visitors are not necessarily aware that their parking costs are bundled into the costs and fees associated with their room reservation. Without any financial disincentive to park, the decision to use a single-occupancy rental car for getting around the island will depend on other factors, like perceptions of convenience, time-savings, and the overall visitor experience.

Successful mobility hubs and new transportation choices require active promotion from many sources.

Many visitors may perceive alternatives to driving as inconvenient -- or they are simply unaware of those options. Visitors arriving at the airport have no easy way to purchase transit passes, navigate the local bus system, or explore private shuttle options, and may be unaware of off-site car rental options. Even if time-saving conveniences and viable alternatives are available elsewhere, visitors may still choose to rent a car at the airport, simply due to a lack of knowledge. Because the Visitor Information Project (VIP) booth at the Līhu'e Airport is a state-run entity, it must provide impartial information and avoid

advertising specific offerings. Additional existing resources, such as getaroundkauai.com and real-time tracking of the Kaua'i Bus service, could be promoted with a combination of search engine optimization and deliberate placement in pre-arrival emails and communications with visitors. These information resources will become increasingly valuable when there are more practical solutions for traveling between Līhu'e Airport and Coconut Marketplace, and mobility hub services and infrastructure are in place to support multimodal access and flexible travel options for visitors once they arrive.

With proximity to resorts and town centers alike, Coconut Marketplace can be a starting point for car-free or car-light journeys.

Wailua's commercial center is a relatively compact environment of shopping, restaurants,, beaches, parks, trails, and resorts. These proximate options make it easier for visitors to get around by foot or bicycle, and therefore may not need to rent a car for every single day of their stay.

NEEDS BY POTENTIAL USERS

The mobility and access needs and preferences for somebody on Kaua'i will vary depending on their relationship to the island. For example, according to the Kaua'i Transportation Preferences Survey developed by the National Renewable Energy Laboratory (NREL) in partnership with the County², over 78% of residents perceive the island as "very" or "extremely congested" with traffic. Visitor responses indicate a more varied perception of congestion, likely based on their experiences with driving in other places, with 32% of tourists responding the same way, and 54% of tourists responding that the island is "a little congested." In summary, traffic congestion is often recognized as a pain point for residents and visitors alike, and strategies to improve mobility and expand transportation choices will make the experience better for both groups in the future. There is no "one-size-fits-all" experience, and different solutions will meet different needs and find different champions.

Creating user personas is a way to convey the benefits of future transportation improvements and how they may vary from person to person. **At Coconut Marketplace, several personas cross paths, each with unique transportation needs. They include visitors, residents, and employees.** The following summaries present an overview of the variety of people who interface with Coconut Marketplace today, and what a mobility hub

² County of Kaua'i Office of Economic Development, *Energy Transitions Initiative Partnership Project Survey*, 2022.

could mean for them in the near future when multimodal access improvements present more choices for getting to, from and around Coconut Marketplace.

Visitors at Coconut Marketplace may include:

- People going to a restaurant, shop, grocery store, or for a leisurely walk at the Marketplace.
- People staying at a nearby hotel, and thus are able to access and afford lodging on the Hawaiian Islands, the most expensive average daily rate for lodging in the United States³.
- People en route to a condominium rental or timeshare.
- People en route to other accommodations and destinations across the island.



Visitors often have more flexible travel patterns than residents and employees, possibly bringing experience using different modes of transportation at home or in other locales, may be willing to spend more money on getting around and adjust their timing, and with time, even if their time flexibility is not always self-perceived.

Historically, nearly three out of every four arrivals on the island are likely to rent a car. Most visitors today expect to drive a vehicle shortly after they land at Līhu'e Airport, because the Kauai Bus does not allow large luggage on-board, and travelers may not be aware of the few other options off-site for renting a car or taking a shuttle, such as hotel carshare, hotel shuttles, or private airport shuttles. These visitors are already willing to board a shuttle bus that circulates to the rental car centers at the airport and wait in line for their rental, or take a Turo van to a nearby Turo parking lot in Līhu'e -- even if they will not use the rental car during every day of their visit to Kaua'i, which averages just over a week.

³ Hawai'i Tourism Authority, *Hotel Performance Report*, Accessed via <https://www.hawaiitourismauthority.org/media/12191/hta-december-2023-hawaii-hotels-performance-final.pdf>, 2023

Some visitor groups –may prefer to rent a car the full duration of their stay for convenience and flexibility. However, we know that some visitors are willing to try something different if they can find a viable alternative. Over 80% of visitors responding to the Kaua'i Transportation Preferences Survey said they would take a shuttle from the airport if they could rent a car closer to their lodging. Given the high cost of lodging and meals in Kaua'i, visitors may be especially inclined to rely on a shuttle for some of their travel and rent a car for fewer days if it proves to be more cost-effective.

When a full service mobility hub and associated amenities are in place, visitors staying near Coconut Marketplace at one of the Wailua properties can skip the airport rental car lines and start their vacation with a convenient shuttle trip. They will be pleasantly surprised to find so many activity options within walking and biking distance of their room. They may be enticed to explore the coastline using bicycles provided by their hotel or rental, or rent a bike from Coconut Marketplace or a shop along the path or in nearby Kapa'a town. If the weather is more appealing than what they are used to back home, visitors may especially enjoy walking long distances as long as they can intuitively follow a continuous network of pathways and walkways without feeling like they are unmoored or lost. If they have several hours of excursions, they may opt to rent a car at the Marketplace for the day. The ease of walking to and from their lodging to the Marketplace to secure the vehicle is much easier and more convenient than finding one's way back to the airport. At the end of their trip a return shuttle will bring them back to Līhu'e Airport, with luggage, gifts, sunburn, and all.

Ultimately, the visitor may prioritize convenience, though they desire seamless, reliable, frequent, high-coverage, quick, and affordable transportation. To make their utilization of a mobility hub a success, the visitor needs these things, as well as wayfinding systems, easily accessible information, convenient booking and reservation systems, safe and comfortable routes for their mode choice, and a variety of transportation modes to meet different needs throughout their trip.

Figure 10: Important Visitor Market Findings



Source: Hawaii.gov Visitor Statistics and Kaua'i Transportation Preference Survey

Residents who travel to and through Coconut Marketplace include:

- People running errands or going to a restaurant, shop, grocery, store, appointment, class, or leisurely outing at the Marketplace.
- People utilizing Ke Ala Hele Makālae for physical activity.
- People living in nearby communities, including Wailua, Waipouli, and southern Kapa'a,
- People working at one of the shops, restaurants, lodgings, and offices in Wailua and Kapa'a
- People driving past Coconut Marketplace on the Highway en route to other destinations on Kaua'i



Flexibility, independence, and almost unlimited access granted with car culture keeps some residents tethered to car travel instead of exploring other modes. This choice contributes to the traffic congestion along the Highway that residents and visitors have both flagged as an inconvenience, but which cause is often attributed just to visitors.

For the residents that don't have a car, cannot drive, who seek additional physical activity, or who would like to choose alternative modes of transportation for trips that work for them, the mobility hub will provides local conveniences and benefits. For those residents, riding transit, biking, walking, carpooling or getting picked up may be essential modes of travel. Because residents' travel is so often time constrained and in service of practical needs, they are likely to prioritize frequent, convenient transit service seven days a week for a variety of trip types. Residents may also desire safe spaces to recreate and exercise, and could utilize car share and bike share options for additional flexibility. Airport shuttles would give residents more independence for trips to the airport, no longer having to choose between asking friends and family to make the round trip for drop off and pickup or paying for high cost long-term parking at the airport.

For residents to more easily make local east side trips without driving and best utilize this mobility hub, it must offer frequent transit connections, safe and shaded biking and pedestrian paths mauka to makai, affordable and diverse multi-modal transportation services, and an airport shuttle.

Employees who work at and around Coconut Marketplace include:

- Residents of Kaua'i working in hospitality, services, and recreation
- Residents of Kaua'i working in retail and dining with shifts extend beyond official operating hours
- People living more than a short walking distance away from their workplace



Coconut Marketplace area employees' transportation needs are shaped by the commute to and from their homes, and their travel times correspond to the beginning and ending of their

shifts, which may vary widely over the course of a day and week. Employees may also need to access nearby destinations for a meal or errands outside of work hours (e.g., Longs Drugs, Safeway). Just like with residents, there is a desire for reduced traffic congestion.

Employees commuting to Coconut Marketplace would most benefit from the same mobility hub amenities that are valuable to residents, especially convenient transit with a transit stop positioned closer to – or at – the Coconut Marketplace, and frequent and convenient service available seven days a week, along with safe walking routes to get from the bus door to their workplace.

4 MOBILITY HUB RECOMMENDATIONS

CONSIDERATIONS

Coconut Marketplace is positioned to serve as a model for future mobility hub planning, supporting ongoing efforts to establish a future network of connected communities across the island. Creating a truly functional mobility hub requires strategic investments, stakeholder coordination, and phased implementation. Some components of CMMH are already in place, while others require cooperation and investment to be realized and successful.

Some improvements can be achieved **quickly, efficiently, and at a relatively low cost**. For example, a hotel property is free to adjust its rates for valet parking or paint an accessible pathway through its own parking lot. These small but impactful changes help enhance the area's transportation networks and systems.

Other improvements will be relatively low-cost but will require coordination, and a few conversations and supports will go a long way to ensure their successful implementation. For example, the owners of Coconut Marketplace may be hesitant to assume the full responsibility of maintaining a secure restroom for visitors passing through. A shared cost model in which multiple stakeholders pay for staffing and supplies may address this concern. Establishing a visitor-friendly information booth for shuttle passengers could also be achieved through such a partnership.

Finally, there are elements **requiring both coordination and a significant investment**. These are the elements that will be among the most visible to people on the island, like a shuttle or a bicycle path.

The following **recommendations in this mobility hub plan are organized into a phased approach** to transform Coconut Marketplace into an effective transportation center. These recommendations were developed with an understanding that investments and coordination efforts must be sustainable and effective. Short-term improvements will lay the groundwork for Coconut Marketplace to become the island's next transportation center in the long-term.

SHORT-TERM RECOMMENDATIONS

Short-term recommendations were developed iteratively with input from many stakeholder conversations in collaboration with representatives from a wide range of industries and interests. These recommendations are short-term because they set the starting foundation of

a functional mobility hub that genuinely expands travel choices for getting to, from, and around Coconut Marketplace. The recommendations detailed in this section include:

- **Close the gaps in Ke Ala Hele Makālae** with visual cues, clear wayfinding and consistent path labeling. Use surface treatments along with signage and thermoplastic pavement markings to lead pedestrians and cyclists from Coconut Marketplace to the closest path links, and to make on-street connections easier to navigate.
- Add **wayfinding** systems for hotels and other nearby destinations so visitors can easily make their way from the shuttle to their accommodations, and can find their way around the shopping center and to nearby destinations throughout their stay.
- **Bring back on-site car share** and/or other car rental services to provide visitors with short-term access to cars so they can visit destinations beyond the Wailua-Kapa'a area. This service should be clearly marketed to visitors so they are confident that they can enjoy flexible travel throughout their stay even if they don't pick up a rental immediately upon arrival at the airport. Residents who live in the area and don't have access to a vehicle will also be able to utilize this service for day-trips.
- **Establish a shuttle connecting Coconut Marketplace with Līhu'e Airport.** The initial rollout should feature targeted marketing campaigns designed to raise awareness among visitors about the convenient option of traveling to Kaua'i and reaching their hotel via shuttle. Additionally, the campaign should highlight the benefits for residents, offering an alternative to airport rides and the costs of long-term parking. Service should be designed to align with airport arrival and departure times, with easy access to schedule information and fare payment systems.
- Provide a **dynamic information booth**, which can serve as a visible core of the mobility hub, offer shelter and access to other site amenities and comforts, and make the arrival and departure experience seamless and easy while providing curated information about other nearby destinations and modes of travel.

Close the gaps in the sidewalk and bicycle networks

Ke Ala Hele Makālae is a unique local gem that should be easily accessed from all parts of the Coconut Marketplace area. Closing gaps in both pavement and awareness will help make the travel experience easier and more comfortable for visitors and residents who are connecting to Coconut Marketplace, the waterfront path, and nearby shops and restaurants without a car.

WHAT does this include?

- Closing the unpaved gap in Ke Ala Hele Makālae between the Kauaʻi Coast Resort at the Beachboy and the Sheraton Kauaʻi Coconut Beach Resort
- Applying colorful paint or markings on the pavement that follow the most direct bicycle routes between Coconut Marketplace and Ke Ala Hele Makālae.
- Changing – and raising -- the pavement denoting crosswalks surrounding the Coconut Marketplace property on the makai side, to increase the visibility of direct routes and the people walking there.
- Additional pedestrian-scaled lighting in the same style as Coconut Marketplaces' walkways along the new paths.
- In the long run, if the Kauaʻi Bus were to re-introduce a “Coconut Marketplace” stop but along the highway, construct wide, well-lit walkways and a signalized crosswalk connecting both sides of Kuhio highway stops to the Marketplace.

WHY does this matter?

- A successful mobility hub and transportation center depends on the ease of connecting people to multiple services, options, and facilities. An incomplete network of pathways and bikeways will continue to limit the local use and value of anything called a mobility hub.

HOW does this get done?

- **Private Properties** along Aleka Place and Aleka Loop work together and agree to easements to create improved pathways with upgraded pedestrian-scaled lighting fixtures.
- **Property owners** and **County** consider pathways to closing gap in Ke Ala Hele Makālae, and to extend the pathway south to Līhuʻe as described in the original plan.
- Continued stakeholder coordination with **HDOT** and the design team during Highway improvements, to ensure that pedestrian facilities are substantially upgraded.
- **Property owner** of land between Beachboy and Sheraton and **County** explore solutions to closing unpaved gap on Ke Ala Hele Makālae, and **County** completes construction of path to Līhuʻe.

COST: \$\$ (\$500k - \$1M)

Additions to the wayfinding system

Every transportation center – from a bus stop to an airport – has a system of signs and cues that help people get to their next destination. The Coconut Marketplace area will

need a coordinated wayfinding system so it can be easily navigated by visitors of all ages and abilities.

WHAT does this include?

- Additional directional signage pointing towards Coconut Marketplace at path intersections and access points, including approximate walking and biking times.
- Consistent wayfinding system and branding including icons of people walking and biking, approximate distances, approximate times, and arrows to Ke Ala Hele Makālae, shuttle stop, bus stops, hotels, restrooms, and Coconut Marketplace.

WHY does this matter?

- A legible and easily navigable system of sidewalks and paths helps to overcome other current obstacles, like the condition of pavement, limited lighting, and currently unclear direction to destinations to and from Coconut Marketplace.
- People need guidance and assurance that they are correctly making connections to their destinations and understanding how to utilize the mobility hub and surrounding network, as well as setting expectations for what the journey will look like and how long it will take.
- Presents a consistent shared identity around Coconut Marketplace, the mobility hub, and multi-modal infrastructure to the general public.
- Clear directional signage towards areas around Coconut Marketplace where spaces are more regularly available can help shift perceptions about limited parking.

HOW does this get done?

- **Community stakeholders, Properties, and County** agree on consistent place naming and styles.
- **Property owners** install customized and consistent directional signage on their properties.

COST: \$ (Less than \$500k)

Bring back on-site car share

Short-term walk-up car rentals (also known as car share) are a convenient option for people wishing to take short-term trips that require driving (for example, remote hikes and large grocery hauls). A coordinated reintroduction of on-site car share and rental car services to Coconut Marketplace will provide flexibility to people choosing not to rent a car for the full duration of their vacation.

WHAT does this include?

- Marked and signed parking spaces at Coconut Marketplace – and visible from the pick-up and drop-off curb –that are reserved for car share users 24/7.
- Incorporation of an easy link to join and download a car share app in all hotel and shuttle marketing.

WHY does this matter?

- Access to a short-term rental car at Coconut Marketplace makes it easier to limit overall rental car use and encourages visitors to choose other modes of transportation, limiting traffic in the long-run.
- Visitors can spend less time waiting at the airport for car rental pickup.
- Visitors need to be assured they can rent a car somewhere other than the airport if they are going to consider taking a shuttle.
- Use of short-term rental car reduces demand for overnight parking at hotel lots.

HOW does this get done?

- **Coconut Marketplace Property** and **car share vendors** or **electric vehicle (EV) charger providers** coordinate on provisions for additional EV charging stations at these car share spaces as an incentive to car share providers.
- **Coconut Marketplace Property** and **future entity** responsible for mobility hub and/or airport shuttle management coordinates with **car share vendors** to establish program.
- **Hotel properties** regularly promote this program and instruct guests on how to make a reservation.

COST: \$-\$\$ (Less than \$500k-\$1M)

Initial roll-out of a shuttle to and from Līhu'e Airport

A mobility hub is designed to provide transportation access and serve as a travel gateway to other parts of the region. Adding direct airport shuttle service to Coconut Marketplace would bring visitors directly to their first destination on the island, reduce traffic congestion associated with visitors on Kuhio Highway, and provide a fast, safe, and easy connection to the airport.

WHAT does this include?

- An operating shuttle, stopping at Coconut Marketplace every 20 to 30 minutes during daytime hours.

- Promotional opportunities for the shuttle, including links in all area hotel bookings and information at the airport.

WHY does this matter?

- A convenient, frequent, and dependable shuttle service for arriving visitors will make it easier to skip the line and hassle of getting and parking a rental car on days when they don't need to travel by private vehicle, thereby reducing rental car usage.
- A shuttle provides the option for residents to skip coordinating airport drop-offs and paying for multi-day airport parking.
- The journey from the Coconut Marketplace shuttle stop to nearby accommodations must be a seamless combination of easy navigation and customer-friendly attention.

HOW does this get done?

- Establish **entity**, such as an east side mobility hub non-profit or dedicated business improvement district, to manage a shuttle, which may include contracting an operator.
- **Entity** ensures online booking system for ease of pre-arrival planning and post-arrival reservations.
- **Entity** coordinates with **credit card companies** to establish easy on-board payment methods and technologies.
- **Entity** coordinates with **properties** to promote the shuttle and receive commissions for promotion.
- **Entity** coordinates with **HDOT** to provide shuttle information at airport and secure a prominent visible stop and layover area. **HDOT** updates signage to include all transportation modes that are available.
- Additional detail about shuttle implementation recommendations is provided in the Shuttle Plan document.

COST: \$\$\$ (Greater than \$1M)

Provide a dynamic information booth

With a focus on addressing visitor needs for comfort and information, an information booth providing a centralized point of contact helps answer questions and welcome visitors who may otherwise be unfamiliar with the area and wider travel choices.

WHAT does this include?

- An appealing shelter from the sun and rain, placed alongside attractive signage and prominent bike parking meeting industry standards.
- A staffed booth for visitor-targeted education, information, and potential mobility hub vendor booking, and a kiosk for purchasing transportation tickets or making reservations.
- A routinely cleaned and monitored set of restroom facilities for the usage of hub users and drivers.
- Cooling stations, shade, and seating will reduce user discomfort from the consistent heat.

WHY does this matter?

- People arriving need to feel confident and secure the moment they step off the shuttle – this will be their first experience on Kauaʻi outside of the airport!

HOW does this get done?

- **Coconut Marketplace property manager** and **hub vendors** can pool resources for mobility hub maintenance and re-stocking of restroom facilities. Marketplace tenant rent may provide additional funding as hub increases foot traffic and revenue for existing shops and restaurants.
- **Coconut Marketplace property manager, local community organizations, visitor industry organizations** may all have a role in establishing, identifying funding for, and/or staffing an information booth and kiosk for booking tickets and reservations.
- **Local community organizations** work with the **visitor industry** to develop content to educate visitors about culturally appropriate information, dos-and-don'ts, safe and encouraged places to visit, and more at this site.

COST: \$\$ (\$500k-\$1M)

Defining success in the short-term

The short-term traction of these recommendations is vital for the long-term viability of a mobility hub in Coconut Marketplace. If success is achieved early in the mobility hub's evolution, trust will continue to be built, more stakeholders will support mobility improvements, and options will continue to be publicized to a diverse range of potential users.

Great experience: In the short-term, it is crucial for any new services to work harmoniously and effectively. A bad experience, like a long wait time without an update or getting lost trying to find Ke Ala Hele Makālae, could discourage people from using the mobility hub and

relying on services. Positive word-of-mouth recommendations are an important tool for communications, and success. Essential near-term investments must:

- Support a coordinated transition toward more reliance on the shuttle for airport access and short-term rental cars for other occasional trips that require driving.
- Make it easier to navigate and connect to destinations near and around Coconut Marketplace without a car.
- Close the gaps on Ke Ala Hele Makālae so visitors can confidently enjoy this unique local gem.

Coordinated effort: Improving multimodal connectivity and access throughout the Coconut Marketplace area will require collaboration between property owners and management, non profits, visitor industry, business associations, State and County representatives and agencies. To initiate early investments and continue these efforts to support full mobility hub build out, this coordinated effort calls for:

- A coalition of support and shared responsibility for implementing mobility hub build infrastructure, path improvements, expanded bike network, wayfinding, shuttle and shuttle stop.
- An entity that will operate shuttle service, starting with convenient service to and from Līhu'e Airport.
- Local leadership or dedicated staff (this could be a person within an existing or newly established new non profit) who can find grant opportunities, or work with Federal, State, and County funding sources to gather resources; this person and/or organization could also set timelines for improvements and implementation, engage stakeholders, hold collaborators accountable, involve other community and island leaders, and ensure clear and effective communication for forward progress.

Evolution over time: The exact shape of longer-term recommendations will respond to specific needs and use patterns that develop as mobility hub recommendations are implemented. The design, maintenance and additional future investments will depend on:

- The success of short-term investments outlined above.
- Input from ongoing conversations about community priorities.
- Changes in mobility patterns and demands for multimodal access as developments come online and other factors continue to adjust.
- New and emerging transportation infrastructure, funding and policy opportunities.

LONG-TERM RECOMMENDATIONS

The following improvements are recommended for consideration in the longer-term timeline:

- **Design improvements along Kuhio Highway**, which may include significant changes in roadway design and present new opportunities for safer and more direct multimodal travel to and from Coconut Marketplace.
- **Expanding the scale of improvements to the bicycle and pedestrian network to include closing gaps in the islandwide trail network** to help benefit people accessing points south from Coconut Marketplace.
- Additional **shared micromobility systems, such as bicycle share and scooter share**, to help support demand for making short trips in the Wailua area that are faster than walking but more convenient than driving and parking a vehicle.
- **An organized approach to providing transportation demand management programs and incentives**, which would complement and support newly expanded ways for people to walk, roll, drive, bike, and ride transit to and from the Coconut Marketplace.
- Additional **shuttle connections from Coconut Marketplace to other destinations on the island**, including Kapa'a.

Several factors will directly drive the decision to invest and implement in the following long-term investments, including:

- The **effectiveness and lessons learned from short-term investments** and program implementation.
- Continued **significant increases in demand for visiting and residing on the east side of the island**.
- **Sustainability of public-private partnerships** supporting the investment, implementation, and management of short-term recommendations.
- Increased **capital commitments** from the State.
- Input from **ongoing conversations with community leaders**.

Improve safety by design along the Highway

Over the past several years, the Hawai'i Department of Transportation (HDOT) has performed roadwork on sections of Kuhio Highway, including resurfacing near Wailua Beach Park and the provision of a lane that officially flexes in the direction of peak travel to and from Līhu'e. Over the long-run, HDOT may consider improvements to the stretch of the Highway adjacent to Coconut Marketplace.

WHAT does this include?

- Roundabout at the currently unsignalized intersection of the Highway, the Kapa'a Bypass, and Papaloa Road.
- Continuous and direct sidewalks along the makai side of the Highway, connecting Wailua businesses to Kapa'a businesses and providing additional access for people walking and biking between communities.
- A direct crosswalk across the Highway at the Haleilio Road intersection, allowing one to legally cross from any corner at the signalized intersection and reducing the walking distance for people coming from the *mauka* side of Wailua and existing Lihu'e-bound bus transit stops.
- A far-side stop in front of CM going northbound.

WHY does this matter?

- The Highway is under the purview of the State of Hawai'i, which, following the passage of Hawai'i Senate Bill 1402, committed to bicycle and pedestrian transportation networks that connect, among other places, retail centers.
- The current configuration of the Kuhio Hwy intersections at Lanikai Street and Aleka Loop do not accommodate efficient or signalized left turns and could slow transit operations if Kaua'i Bus added a stop within Coconut Marketplace. In the case of Papaloa Road, left turns cannot be made at all onto the Highway from either end, forcing Lihu'e-bound drivers to use a more limited set of options.

HOW does this get done?

- **HDOT** would need to lead the planning, design, and implementation of roadway improvements for all modes.
- The **County** will need to be involved on matters involving intersecting local roads (**Public Works Engineering Division**) and existing transit corridors (**the Kaua'i Bus**).
- **Local community members and organizations** can be involved in the process by supporting specific improvements that will benefit their own transportation experiences.

COST: \$\$\$ (*Greater than \$1M*)

Expand trails network

Closing vital gaps in local bicycle and pedestrian infrastructure will help improve the safety and accessibility of Coconut Marketplace and surrounding areas, and will address long-term multimodal planning goals for the County and State.

WHAT does this include?

- Approximately four miles of multi-use pathway and access paths connecting Lae Nani Beach in Wailua to Hanamaulu.
- Additional pedestrian and bicycle facilities along Kuhio Highway.

WHY does this matter?

- The existing shared-use path system Ke Ala Hele Makālae, has been a federally funded effort undertaken by the County. Phases I and II have opened and provide widely celebrated access to the coastline along the island's East Side.
- A walkable and bikeable path-of-travel consistent with the long-term vision for Ke Ala Hele Makālae, connecting Kapa'a and Wailua to points further south in the direction of the island's commercial and civic center and north to more beaches and coastal destinations, would close a significant gap in the island's robust network of pathways.
- A new path-of-travel can conform to capital and environmental limitations on new coastal construction while also providing a secondary and parallel right-of-way for emergency access purposes if necessary.
- The Highway is under the purview of the State of Hawai'i, which, following the passage of Hawai'i Senate Bill 1402, committed to bicycle and pedestrian transportation networks that connect, among other places, retail centers. There may be opportunities to incorporate bicycle and pedestrian facilities along Kuhio Highway, especially where new highway construction is planned, and where these facilities could connect with sidewalks and bike routes on local streets.

HOW does this get done?

- Completing future phases of Ke Ala Hele Makālae must address challenges related to alignment, elevation and property acquisition, and will require local leadership from **County** elected officials and staff.
- The **County Planning Department** will coordinate with the **Public Works Engineering Division** on the initial planning and concepts during the County's bicycle-pedestrian trails update process. The **County** will also need to help support programming of design and construction.
- The **County** will need to be involved on matters involving intersecting local roads (**Public Works Engineering Division**) and existing transit corridors (**the Kaua'i Bus**).
- **HDOT** would need to be involved in the planning, design, and implementation of roadway improvements for all modes along Kuhio Highway and at points where Ke Ala Hele Makālae directly affects State property or the State's highway system.

- The **County** and **State** may need to arrange easements with properties, including State and private facilities along the designed path extension.
- **Local community members and organizations** can be involved in the process by supporting specific improvements that will benefit their own transportation experiences.

COST: \$\$\$ (*Greater than \$1M*)

Expand shared micromobility systems

Hotels in the Coconut Marketplace area today offer a variety of bicycles for short-term rental and use. Expanding these options will ensure that there is more capacity, availability, and variety for users beyond just those who are staying in the hotels.

WHAT does this include?

- An incremental increase in the supply of shared bicycles, scooters, and/or neighborhood electric vehicles (NEVs) available for short-term rental by guests, visitors, residents, and businesses.
- Public outreach and marketing of these micromobility options, prior to and following introduction.

WHY does this matter?

- Local trips can be easily achieved with increased shared micromobility systems, as bicycles and scooters help visitors and employees expedite trips that would otherwise include walking in the heat or searching for a parking space.
- Owning or renting a car becomes less necessary with the knowledge that, at Coconut Marketplace, one can access a vehicle that meets the needs of any trip distance or type. This helps both visitors and residents make more trips without using a car, and reduces traffic congestion generated from short trips that can be made by other modes.

HOW does this get done?

- **Hotels and rental properties** can continue to promote the use of sustainable transportation by expanding and marketing their existing fleet of shared bicycles for hotel guests.
- **CM Property** and future **east side mobility hub non-profit** coordinates with micromobility providers to establish micromobility programs and define service requirements.

- **Hotel properties and general managers** regularly promote this program and instruct guests on how to access shared micromobility services.
- The future **east side mobility hub non-profit** could connect with neighborhood bicycle rental shops about their respective markets, needs, and capacities for expansion.
- The future **east side mobility hub non-profit** could issue a Request for Information for private and non-profit **micromobility providers** to express interest in establishing new bike share or scooter share systems on the East Side.
- The **County**, in coordination with the **State Department of Transportation**, should establish guidelines for micromobility, including maximum speeds, service areas, and the procedures with which **micromobility providers** must move vehicles in response to sidewalk accessibility complaints; if this requires legislation, **County or State legislators** may be involved.
- The **County**, through grants, may consider opportunities to support reduced user fees and complementary helmets, lights, and safety gear.

COST: \$\$ (\$500k-\$1M)

Plan for transportation demand management

Reducing congestion and improving the overall travel experience for residents, employees, and visitors requires continued attention, marketing, and refinement to ensure that community values and merchants' needs are reflected in the available transportation options.

WHAT does this include?

- A coalition of non-profit organizations and businesses responsible for marketing transportation options, coordinating businesses, and monitoring success.
- Revenue generating uses to help sustain programming and improvements (which may include user fees, licensed vendors and concessionaires, contributions from businesses, and grants from governments or non-profits).
- Provide retail shopping discounts for people who walk, bike, or ride transit to Coconut Marketplace.
- Provide subsidies for employees on the same shift who carpool or vanpool to work.
- Hiring of a dedicated mobility manager or coordinator to publicize and monitor transportation programs and incentives across Wailua and Kapa'a.

WHY does this matter?

- Future growth may necessitate shared parking agreements between businesses, making proactive and neutral coordination important for balancing parking supply and demand.
- A dedicated entity overseeing transportation initiatives ensures accountability in the form of consistent program evaluation, adaptation, and improvement.

HOW does this get done?

- The **entity leading the implementation of short-term strategies** would begin to assume additional transportation program roles and monitor the performance of each service and program.
- **Local properties, businesses, and organizations** agree to pay dues and help support capacity for transportation coordination and mobility management with the understanding that they will both experience reductions in parking demand and traffic *and* not be directly responsible for overseeing program management.
- **All parties** share marketing materials and collaborate around program improvements.

COST: \$\$ (\$500k-\$1M)

Initial rollout of a Kapa'a shuttle

Continued investments in the Coconut Marketplace mobility hub could include additional shuttle connections serving an expanded base of visitors, employees, guests, and residents with connections to Kapa'a.

WHAT does this include?

- Expansion of the shuttle system to include other considered route alternatives, starting with an extension to Kapa'a town.
- Designation as Coconut Marketplace as a transfer location between shuttle routes.
- Shuttle stops at one of multiple possible Kapa'a destinations (for example, Ke Ala Hele Makālae trailhead/entrance or Kapa'a Town Park).

WHY does this matter?

- A frequent shuttle to Kapa'a will help reduce the perceived distance and inconvenience that visitors may feel about driving and parking there.
- Potential stakeholders in Kapa'a will have more interest in participating and supporting CMMH improvements if they are included into this expanded transportation network.

- A shuttle connecting to Kapa'a will provide another mode choice for residents in the Coconut Marketplace area to make trips to central Kapa'a for errands and other trips as an alternative to the Kaua'i Bus.
- Expanding shuttle service makes the newly built shuttle stop at Coconut Marketplace useful for more local residents and visitor-focused tours; in the long-term, shuttle ridership growth at this location could support demand for future educational tours, and connections to an islandwide mobility hub network.

HOW does this get done?

- **Entity** responsible for management of Airport Shuttle, works with **County of Kaua'i** and Kapa'a community leaders to finalize routing and Kapa'a shuttle stops.
- **Entity, properties, CMMH information booth, and community leaders** promote expanded service to Kapa'a.

COST: \$\$\$ (*Greater than \$1M*)

5 IMPLEMENTATION

The CMMH planning process sparked important conversations among stakeholders about the need to build additional capacity for implementing recommended strategies.

When moving from the planning phase to taking action, there are several management factors to consider, including topics related to costs, partnerships, and accountability.

- Costs can be considered in two categories – how much up-front **capital investment** is necessary, and how much **operation resourcing** is needed for continued success. It may be in the interest of multiple parties to consider **opportunities to reduce costs**, and what those tradeoffs and compromises may look like.
- Forming strong partnerships will be essential to maximize available resources. The necessary roles and responsibilities for **coordination with other government, private, and non-profit entities** will need to be clearly delineated and solidified in formal and informal agreements.
- **Performance measures** can gauge the success of the various implemented improvements, in addition to potentially persuading future partners and securing expanded grant funds.

Figure 11 presents a detailed framework for three key mobility hub elements that need to be established and managed: parking, shuttles, and the mobility hub on-site.

Figure 11: Implementation Matrix

Implementation considerations	Parking management	Shuttle management	On-Site Mobility Hub management
Capital investments	<ul style="list-style-type: none"> ▪ Installation of static and dynamic signage showing directions to available spaces around parking facilities ▪ Security cameras (if needed in the long-term) 	<ul style="list-style-type: none"> ▪ Cutaway vehicles outfitted with luggage racks ▪ Stop amenities at Coconut Marketplace and Airport stops, including static and dynamic signage, guidance arrows and accessible paths of travel, distinct shelter with seats, and electronic information kiosk, including airport check-in and hotel contact info 	<ul style="list-style-type: none"> ▪ Comprehensive wayfinding signage ▪ Pavement, markings, and any necessary added infrastructure for new bicycle and pedestrian facilities ▪ Infrastructure to support a visitor-focused information booth as needed (after making use of existing leasable retail space) ▪ Infrastructure to support car share/rental

Implementation considerations	Parking management	Shuttle management	On-Site Mobility Hub management
Operational resources needed	<ul style="list-style-type: none"> ▪ Parking enforcement ▪ Coordination and communication with property managers 	<ul style="list-style-type: none"> ▪ Drivers, maintenance, customer service, accounting, recruiting/training, and marketing 	<ul style="list-style-type: none"> ▪ Dedicated roles in customer service and communication with property managers
Cost reduction considerations	<ul style="list-style-type: none"> ▪ Scaling costs by sharing parking maintenance and operations costs across multiple neighboring properties 	<ul style="list-style-type: none"> ▪ Contracting out service and operations to entities with existing fleets ▪ Reducing year-round to seasonal service only ▪ Compromising high-frequency all-day standards ▪ Scaling down amenities at stop locations 	<ul style="list-style-type: none"> ▪ Staffing resources through volunteer, internship, and hospitality apprenticeship programming
Coordination with other government entities	<ul style="list-style-type: none"> ▪ County of Kaua'i to incentivize policies supporting mobility hub function, such as process to require shared parking and unbundling of parking fees from resort fees ▪ County of Kaua'i may assist in recording shared parking agreements between properties, should need or interest arise 	<ul style="list-style-type: none"> ▪ County, State and visitor industry representatives to explore and share potential funding or grant opportunities ▪ HDOT for airport involvement, facility design considerations, and highway shuttle route awareness ▪ The Kaua'i Bus for transit system coordination (e.g., fare reciprocity and payment programs and vehicle tracking) 	<ul style="list-style-type: none"> ▪ County of Kaua'i to develop quick build, short-term streetscape redesign demonstration projects to improve pedestrian safety in tandem with Safe Routes to School coordinator ▪ HTA to assist cultivation of information and communications with hospitality industry
Coordination with other private and non-profit entities	<ul style="list-style-type: none"> ▪ Retail, hotels, and other area employers to support transportation demand management programs (e.g., incentives for customers and employees who carpool, ride transit, bike and walk to Coconut Marketplace) 	<ul style="list-style-type: none"> ▪ Hire charter bus and/or transit contracting services provider for shuttle bus operations ▪ Hotels, airlines, and retail for promoting shuttle options 	<ul style="list-style-type: none"> ▪ Hotels for coordinating expedited check-in, and connective rides on Neighborhood Electric Vehicles (NEVs)

Implementation considerations	Parking management	Shuttle management	On-Site Mobility Hub management
Performance measures	<ul style="list-style-type: none"> Optimal parking utilization, indicating supply is effectively managed to meet evolving demands (a typical target parking occupancy rate is approximately 85%, as this maintains approximately 15% of the total parking supply for flexible access to help ensure people are not spending excessive time searching for a parking space). Customer complaints and commendations Utilization of car share vehicles 	<ul style="list-style-type: none"> Number of riders per vehicle hour of operation by route Reductions to average daily traffic on the Highway at points between Līhu'e and Hanalei Customer satisfaction with hotels, rental hosts, visiting, and airport experience Average number of days of car rentals among visitors Visitor transportation mode choices, specifically for car share, taxi/ridehailing, and transit 	<ul style="list-style-type: none"> Customer service requests (by phone, email, and in-person) Visitor satisfaction Tickets, passes, and memberships sold (including shuttles, car share, The Kaua'i Bus, micromobility)

RESPONSIBLE PARTNERS

These recommendations should be implemented in partnership with local stakeholders to ensure that investments reflect community priorities and strengthen the local multimodal system.

- **Community stakeholders, Properties, and County** agree on consistent place naming and styles.
- **Property owners** work together to agree to easements and create improved pedestrian access.
- **HDOT coordinates with stakeholders** to upgrade pedestrian facilities with highway improvements.
- **Property owners** make various site-specific investments (pedestrian-scaled lighting, new signage).
- **Property owners/managers and car share vendors** coordinate to establish and expand access to short-term car rentals.

- **Hotel properties and managers promote** multimodal access to visitors, including shuttle and car share in place of full stay rental car.
- **A shuttle service management entity is established** such as a non-profit to implement and sustain airport shuttle service.
- **Property managers** and/or **community/Visitor industry organizations** support staffing an information booth/kiosk.
- **Property managers** and/or **community/visitor industry organizations** pool resources to support mobility hub maintenance and visitor facilities.
- **Local community organizations** work with the **visitor industry** to develop content to educate visitors about culturally appropriate information, dos-and-don'ts, safe and encouraged places to visit, and more.

REVENUE CONCEPTS

All recommendations will require investments, and creative approaches to revenue generation may fill gaps and establish sustainable funding sources. There are three main revenue categories:

- **Visitor and user fees**, driven by direct consumer and tourism activity.
- **Contributions from properties and businesses**, in which Coconut Marketplace and its neighbors collectively support improvements with the understanding that their businesses, employees, and patrons will benefit.
- **Grants and government funds**, taxpayer and foundational support for improvements that help realize area outcomes that benefit the economy, environment, or the quality of life of residents.

The following tables include a description of potential revenue sources within each of these three categories, and the pros and cons to consider.

Figure 12: Visitor and User Fees

Funding Source	About	Pros	Cons
Hotel Room User Fees	Revenue for mobility hub programs and improvements could be incorporated into resort fees for hotel guests, combined into existing resort fees.	Could generate substantial revenue with minimal burden to visitors, including by unbundling parking fees from resort fees.	Collecting new fees would require authorization from State Legislature. Hotel resort fees have recently been under scrutiny by consumer advocates.
Rental Car User Fees	A surcharge for all on-island or airport car rentals, combined with existing fees.	Could generate substantial revenue with minimal burden to visitors.	Collecting new fees would require authorization from State Legislature.
Paid Parking Revenue	Fees for parking could come from a variety of sources, including existing valet charges by hotels and meters at State facilities or newly established paid parking facilities.	Funds could be flexibly spent on transit and other multimodal transportation options.	Depending on the location, parking demand may not be at a level to necessitate paid parking and therefore, will not generate significant revenue.
County Transient Accommodations Tax (TAT)	Expands revenue-generating fees to include licensed timeshares and other non-hotel accommodations.	Assigning some Kaua'i TAT funds to a largely Visitor related project will show direct benefit to Visitor Industry who are paying higher Real Property taxes and TAT. Shifting to regenerative visitor industry with a smaller ecological footprint can improve the quality of life for Hawai'i's people.	This funding stream also goes to other County projects. Not necessarily sustainable for government to continue to invest and lift up more shared transportation operations indefinitely beyond heavily federally funded transit system.

Figure 13: Contributions from Properties and Businesses

Funding Source	About	Pros	Cons
Bulk Passes	Passes for a variety of transportation and parking needs (including shuttles, public transit and advanced parking/rental reservations) could be purchased by hotels, hosts, or employers.	Generates revenue while boosting ridership and allows employers to offer tax-deductible benefits. Bulk purchases allow for some cost-savings per individual unit.	Participation is voluntary and would require extra work to maintain awareness and usage of such passes
Business Improvement District/Tourism Improvement District	Nonprofit organization requiring dues by businesses and properties within a specific area for transportation and other improvements.	Could be used to fund transit capital and operations. Funds could be controlled by those most likely to benefit.	Would require property tax increase and enabling legislation by Kaua'i Council.
Community Facilities District	A special property taxing district for a designated area for the purpose of funding public infrastructure improvements.	Could be used to fund transit capital projects.	Could require property tax increase and is not a typical funding source for operations. Precedents in Kaua'i are limited.
Development Impact Fees or other surcharges	Fees administered to development as a condition of development reviews and approval by the County's planning department, scaled by relative size and impact.	Setting conditions and costs for any new or additive development on the island may help mitigate environmental impacts and residential discomfort. Fees could be waived for affordable housing.	Would require enabling legislation by Kaua'i Council. May present hurdles to developments and thus not produce as much revenue as intended.
Vendors	Contracts for the operation of concessions, sponsorships, special events, and other revenue-generating functions in proximity to the mobility hub site.	Extends new opportunities to local businesses and cultivates public-private partnerships. The presence of vendors also can help keep an area populated and positively shape perceptions of security.	Additional resources may be needed for auditing and internal controls.

Funding Source	About	Pros	Cons
Rent	Leases with multi-modal services supporting mobility hub activities and new Coconut Marketplace businesses responding to new mobility hub customers.	Mobility hub activity may generate an increase in Coconut Market place customer activity and demand for additional multi-modal services.	Additional resources may be needed to address increased activity at the shopping center and surrounding private streets and properties.
Seed funding	The support provided by the Hawai'i Tourism Authority (HTA) toward a North Shore Shuttle in the early stages is an example of seed funding.	Helps with capacity building, refining implementation details, and overcoming other initial operational obstacles.	There may be an expectation is that more permanent funding is needed, or that the

Figure 14: Grants and Government Funds

Funding Source	About	Pros	Cons
Federal or non-profit competitive grants	This may include discretionary enabled by recent legislation including the Bipartisan Infrastructure Law (BIL), but also competitive funds from a variety of non-profits.	A strong public-private partnership and clear problem statement may make for a compelling application. Best for capital costs.	Few grants cover operations; some may require a clear plan for moving forward before original funding is provided. Time-limited, won't last forever.
State of Hawai'i	With the State interested in reducing congestion at beaches and parks and on highways, discretionary funds from the Legislature or allocated in budget by State Visitor Industry leadership may be used for a variety of supportive projects.	State, particularly the Visitor Industry, can also replicate this model on other islands if it is successful on Kaua'i. Aligns with priorities identified in the Hawai'i State Planning Act and the state's Tourism Functional Plan for regenerative tourism.	Long-term funding is not guaranteed. Discussions are not finalized, and nexus between park and airport access may be difficult to establish.
Highway Beautification Fund	A revolving fund supported by resident car registration fees that is dedicated towards the maintenance and upkeep of statewide roadways.	Funds could help support capital improvements for people walking and driving along County roads.	Funds would not go to transit or privately-owned roads.

Funding Source	About	Pros	Cons
County General Excise and Use Surcharge	Levied tax funds that are dedicated towards capital and operational costs for public transportation.	Supports transit operations, which is not common in many other transit-related revenue sources.	Sunsets in 2030.

6 THE ROAD AHEAD

Consolidating practical and user-friendly transportation options around Coconut Marketplace can improve the quality of life for everybody. Visitors will have an improved arrival experience and stay on the island. Local accommodations, properties and businesses will have opportunities to grow with greater flexibility. Residents will also have access to more services, amenities and opportunities.

Although implementing this plan will require partnership with public and private entities and present unique challenges, there are many community plans that validate the need for expanding multi-modal transportation choices for residents and visitors alike. The investments and tools to establish a functional mobility hub will require cooperation and will be more effective when implemented together, and we hope this plan supports the variety of efforts necessary to make progress at Coconut Marketplace. The work done to date, and the future implementation efforts to build out a fully functioning and dynamic mobility hub at Coconut Marketplace can serve as a model for future mobility hub planning, and support ongoing efforts to establish a future mobility hub network that connects communities around the island.

APPENDICES

APPENDIX A: SHUTTLE ALTERNATIVES

APPENDIX B: DETAILED PLAN REVIEW

APPENDIX C: PARKING DEMAND ANALYSIS