WE MUST RE-ENVISION THE FUTURE OF O‘AHU. COVID-19 has forced us to confront uncomfortable truths. Families had to wait for hours to get food. Workers had to wait for weeks in frustration and agony for their unemployment checks. But what we also saw were communities figuring out ways to feed their neighbors in need. In a spirit of abundance, people sewed masks and gave them away to frontline workers.

In these moments, I find hope in the stories of a community united in the face of adversity. Everyday heroes are responding to the call to provide immediate supplies, relief, food, shelter, empathy, and aloha. Since March, our campaign volunteers delivered over 14,000 meals and hundreds of face masks to our neighbors and families in need. Our island’s ability to rise above divisiveness, build bridges, and tear down barriers is ultimately what will allow us to thrive as a community. Now we must carry these lessons and entrepreneurial action into our recovery as a community.

We should all now be convinced that our health is the most important thing. Leading a healthy recovery will require a clear vision for our future. Our vision for the next decade and beyond is rooted in the belief that a healthy O‘ahu depends on healthy people, a healthy economy, and a healthy environment.
As Mayor, I will bring people together, take action, and elevate the next generation of leadership to build a better future for all of us:

1. **INCLUSIVE LEADERSHIP.** We are facing an unprecedented crisis that will take the commitment, work, and efforts of everyone in our community. We can’t continue to pit communities against one another — instead, we need to come together to solve our toughest problems. Our administration will be inclusive, open, and diverse. When we work together as one, we can solve anything.

2. **ACTION ORIENTED.** For decades, our brightest minds in Hawai‘i have come up with detailed plans and ideas to bring about positive change in our policies, government, and communities. But those ideas haven’t been implemented because of a lack of leadership, political will, and courage. Action does not require excessive planning. Action needs to happen now.

3. **FORWARD THINKING.** We need to raise up the next generation of leaders who will go beyond and innovate to build the just and equitable future that will benefit all of us. It’s time for new leadership from those who are rooted in our unique core values and will challenge us to grow in new ways.
Our policies and actions will prioritize the long term health and well being of our residents. We need to act on plans and ideas that clearly state that our community health comes first, such as the statewide 2018 Community Health Needs Assessment. All our recovery efforts must ensure that the health, safety, and fair treatment of all O‘ahu residents always come first.

**Strengthen Response to COVID-19 and Future Health Emergencies**

- **Testing. Contact Tracing. Treatment.** Cities around the world that are successful in managing the spread have focused on testing and contact tracing. We have a responsibility to protect our frontline workers in hospitality, tourism, and healthcare. To ensure the long-term safety of our community as a whole, until we have a vaccine, anyone who wants a COVID-19 test will get a test under my administration.

- **CARES Act Spending for O‘ahu Residents and Businesses.** I will prioritize future federal relief money for strengthening the safety net for all residents, small business loans and grants, programs that put people back to work, and increasing access to health emergency testing.

- **Establish the Health Emergency Resiliency Fund.** We will dedicate a portion of the City’s existing Stability Fund to support the people in the face of future economic hardship.
Guarantee Access to Basic Needs for All

- **End Homelessness with Housing.** The number one priority for my Administration will be to implement my *Housing for All Plan*. We will address the housing shortage for O’ahu residents by directly building needed affordable housing to end homelessness and overcrowding, working in partnership with developers and communities to deliver workforce housing where it’s needed the most, and requiring offshore investors and Wall Street firms to do more to help O’ahu families survive and thrive in a place we call home.

- **Take Care of Our Physical and Mental Health.** While mental health services are traditionally the responsibility of the State, the City must step in to ensure our families and communities are safe and healthy. The City will be a partner in filling the gaps of the system, including leveraging CARES Act funds to support community health centers and increasing resources for mental health.

- **Create Good Jobs.** One job should be enough to provide a basic quality of living for a family. A healthy recovery means jobs are safe, dignified, and integrated with a sustainable future.

- **Food Security.** We will support the food infrastructure to ensure healthy, locally sourced food is available to all communities, especially in times of crisis. We will continue keiki and kūpuna meal programs, make city land available for community gardens, scale City purchases of local food, and create more opportunities for farmers to utilize appropriate lands.

- **Connection to People.** Spending time with family and friends is a key ingredient to healthy and purpose filled life. The city can create more opportunities for these kinds of interactions by activating city parks and spaces with cultural and community events, farmers markets, and volunteer activities.

Restore Public Trust Between Government and Communities

- **Lead with Integrity.** Trust is built not with promises and platitudes on the campaign trail, but with hard work, honesty, and transparency each and every day.

- **Establish an Office of Community Engagement.** Good planning and a robust democracy mean that our communities have meaningful engagement in the decisions of the City before they are made. This office will work proactively and directly with community members and City departments and leaders.
Let’s **RECOVER** and **RE-ENVISION** an economy that values the health and quality of life of our people first. Let’s be bold and make long term investments in people and infrastructure that will improve our health, kickstart our economy, and give our keiki a promising future. To create a new economy is no small task. The voices of the status quo will ring out loudly, saying that it can’t or shouldn’t be done. If we are able to tackle this challenge, not only will our communities benefit, we will create a new and thriving economy along the way.

**RECOVER**
Immediate short term actions to get people back to work

**Rebuild a Healthier Version of Tourism**

- **Put the Safety of Our Workers and Community First.** If workers and residents can’t be confident that they are healthy, we can’t fully get back to work. The City will establish contact tracing, safety, and sanitation protocols and standards in order to hold employers accountable and protect our community and hospitality workers.

- **Implement Green Visitor Fees for Sustainable Tourism.** Implementing ideas like green visitor fees that will help preserve our natural resources, and supporting community-based tourism management plans like in Hā'ena and Hanauma Bay will allow us to be better stewards of those resources.
• **Attract Higher Quality Visitors.** Ten million visitors a year put the health of our workers, our environment, and our way of life in jeopardy. We need to reorient our tourism industry to attract less total visitors but more high end visitors who will spend more per person. We need to also promote leaving our island in a better condition than when one arrived by attracting visitors who share our values of safety, shared responsibility, and caring.

**Spur Construction By Investing in Physical Infrastructure**

• **Build More Wastewater Infrastructure.** Utilizing the City’s AA+ Bond rating, we must unlock the private sector’s ability to build additional housing units by expanding our sewer capacity, especially within the urban core and along the rail line.

• **Complete Rail Responsibly.** We will finish the rail project to Ala Moana, expand Complete Streets Modifications, prepare for changes in urban mobility technologies, and implement the O’ahu Bike Plan recommendations.

• **Maintain Our Parks.** City parks are at the core of every community on O‘ahu and a key component to our physical and mental well being. We will invest into the repair, maintenance, and upgrades of facilities around the island.

• **Fix the Department of Planning and Permitting.** To assist the construction sector in creating jobs, the City must automate and reform the permitting process to allow projects to get through quicker while placing more emphasis on inspection and compliance.
RE-ENVISION
Long term actions to create a diversified economy

Invest in Our People

- **Support Local Entrepreneurs and Small Business Owners.** We must stop waiting for outside new industries and companies to come to Hawai‘i from abroad. Instead we must attract and support local entrepreneurs, creators, incubators, accelerators, and small business owners by providing funding, applied research opportunities, access to markets, and places to connect to each other and incubate ideas.

- **Train Skilled Workers.** I will expand the City-operated WorkHawai‘i Division to bring resources at a much larger scale to retrain skilled workers as the demand for a diversified workforce increases in a post-COVID-19 economy. We will partner with private sector employers, unions, and non-profit partners to support people as they transition into fields that pay a living wage, including new jobs centered on health and safety within our public facilities, hotels, offices, and restaurants.

- **Recruit and Retain the Next Generation of Public Servants.** With progressive thinking and cutting edge technology, we will make the City and County of Honolulu a sought after place to work. We will attract ambitious and entrepreneurial thinkers to fill the nearly 1,700 empty positions in City government, resulting in a stronger workforce and a faster, more reliable service delivery to residents.
Invest in Innovation and Technology

- **Upgrade City IT Systems.** The City must upgrade IT systems across all City departments to provide better and more efficient services, improve communication with citizens, and set an example that Honolulu can be on the cutting edge of technology.

- **Focus on Green Tech.** We will invest city resources into technology opportunities where the City can reduce waste, eliminate greenhouse gases, and improve efficiencies in the following areas: energy consumption and production, waste processing, water treatment, traffic management and predictive analytics, and alternative building materials and treatments.

- **Honolulu Small Business Innovation Fund.** We will create a City fund to offer patient, long term capital to O‘ahu entrepreneurs and small businesses that focus on Smart City and Green Technologies that aim to solve city problems. This will create pathways for local talent to try new ideas, and attract investment capital to local grown solutions.

- **Increase Community Access to High Speed Broadband.** Telework, telehealth, and distance learning innovations are only as effective as every O‘ahu resident’s ability to connect to the internet. We will utilize City infrastructure to ensure that every child, every employee, and every patient is guaranteed access to critical e-services, regardless of where they live and what they can afford.
Our physical and mental health is interconnected with the health of our land. The O'ahu Resilience Strategy needs to be implemented now. Climate change and sustainability are the global issues of our lifetime and a new generation of powerful voices have taken up the challenge. I stand with them and stand with our ‘āina, recognizing that the time has come to take action to accelerate our resiliency goals in the face of climate change.

**Aggressively Act on Climate Change**

- **Enact the Climate Action Plan.** Climate change is the single greatest threat to our island community. From the O'ahu Resilience Strategy, I will enact into ordinance the City’s first comprehensive Climate Action Plan within my first 100 days to reduce greenhouse gas emissions and speed up the City’s renewable energy goals.

- **Lead the Transition to Clean Energy.** We will analyze the City’s total energy needs, opportunities to optimize our energy consumption through the installation of renewable energy infrastructure, and reduce City spending on wasteful energy practices. The City will prioritize 100% solar on residential rooftops and support the completion of the Downtown and Waikīkī District Cooling Projects.

- **End our Dependence on Fossil Fuels.** We will transition buses in our City fleet to electric buses; expand our efforts to make all neighborhoods on O‘ahu accessible by foot, bike, bus, and rail; and continue to expand public charging stations and outlets to increase adoption of electric vehicles.
Mālama ʻĀina — Protect our Natural Resources

• **Protecting Our Freshwater.** Water is life and we must do everything we can to protect our water supply for future generations by sustainably managing our forests consistent with the Oʻahu Watershed Management Plan, increasing the use of recycled water, and mitigating any risk posed to our aquifer.

• **Care for Our Ocean.** Our ocean has sustained our health by nourishing our bodies with food, recreation, and healing. Just as the City has managed access to Hanauma Bay to allow it to regenerate and heal, we must look at applying that approach to other beaches so that our oceans can sustain for generations to come.

• **Reduce Solid Waste.** We cannot have a healthy environment nor people if we are burying our trash in a landfill near residential communities. We must accelerate the adoption of all facts of the Integrated Solid Waste Management Plan and find innovative solutions to eliminate the need for all landfills on Oʻahu.

Strengthen the Connection Between People and Place

• **Ensuring Access to our Special Places.** Whether family gatherings at beach parks, hiking our favorite trail, participating in traditional cultural practices, or enjoying moments of solitude in the forest, access to our special places are slowly being eroded due to overcrowding, safety issues, or poor maintenance. We must maintain these connections and manage access in order for our community to thrive.