## Hawaii Interagency Council for Transit-Oriented Development

## Minutes of Meeting No. 33

Tuesday, January 14, 2020 9:30 am

Hawaii Community Development Authority Community Room, 1st Floor 547 Queen Street, Honolulu, Hawaii

Members/ Mary Alice Evans, Office of Planning (OP), Co-Chair

Designees Denise Iseri-Matsubara, Hawaii Housing Finance and Development Corporation

Present: (HHFDC), Co-Chair

David DePonte, Department of Accounting and General Services (DAGS)

Robyn Loudermilk, Department of Education (DOE) Darrell Ing, Department of Hawaiian Home Lands (DHHL)

Heidi Hansen Smith, Department of Health (DOH)

Malia Taum-Deenik, Department of Human Services (DHS)

Wayne Takara, Department of Public Safety (PSD)

Benjamin Park, Hawaii Public Housing Authority (HPHA)

John Fink, Stadium Authority (SA)

Carleton Ching, University of Hawaii (UH) Harrison Rue, City and County of Honolulu (City)

April Surprenant, County of Hawaii Lyle Tabata, County of Kauai Pam Eaton, County of Maui

Betty Lou Larson, Catholic Charities, Housing Advocate

Bill Brizee, AHL, Developer Representative

Members/ Sara Lin, Office of the Governor

Designees Suzanne Case, Department of Land and Natural Resources (DLNR)

Excused: Jade Butay, Department of Transportation (DOT)

Aedward Los Banos, Hawaii Community Development Authority (HCDA)

Representative Henry Aquino, House of Representatives

Senator Lorraine Inouye, State Senate

Cyd Miyashiro, American Savings Bank, Business Community Representative

Ryan Okahara, U.S. Department of Housing and Urban Development, Honolulu Office

(HUD) (Ex-officio)

Other Deepak Neupane, HHFDC Kenneth Masden, DOE

Alternates Kathy Sokugawa, City and County of Honolulu

Present: Marc Takamori, County of Maui

TOD Council Rodney Funakoshi, OP Staff: Ruby Edwards, OP

Carl Miura, OP Aaron Setogawa, OP

Guests: Blue Kaanehe, DLNR

Lauren Yasaka, DLNR Allen Kam, Belt Collins

Noelle Cole, City and County of Honolulu Dina Wong, City and County of Honolulu Franz Kraintz, City and County of Honolulu Rae Ferraivolo, City and County of Honolulu

Veronica Rocha, Essential Leap

Derek Inafuku, UH-Honolulu Community College

Andrew Tang, City and County of Honolulu Brandon Soo, City and County of Honolulu Ty Shiramizu, City and County of Honolulu Tim Houghton, City and County of Honolulu

Ben Trevino, Honolulu Authority for Rapid Transportation

Barry Usagawa, City and County of Honolulu Board of Water Supply

Grant Murakami, PBR Hawaii

David Arakawa, Land Use Research Foundation

George Atta

Harlee Meyers, City and County of Honolulu

### 1. Call to Order

Denise Iseri-Matsubara, Co-chair, called the meeting to order at 8:33 a.m.

### 2. Introduction of Members

Members and guests introduced themselves.

# 3. Review and Approval of Minutes of November 12, 2019 Meeting

It was moved by Pam Eaton, seconded by Lyle Tabata, and unanimously voted to approve the November 12, 2019 meeting minutes as circulated.

## 4. Presentations

# <u>District Systems Infrastructure: An Approach for Affordable, Resilient, Healthy</u> Communities, Cole Roberts, ARUP

Cole Roberts set the context for considering district systems approaches by reviewing points he made in a September 2018 presentation to the TOD Council on sustainability and resiliency. With climate change and sea level rise, governments will need strategies for <u>both</u> mitigation (to reduce greenhouse gas emissions) and adaptation (to increase resilience to impacts of climate change). Society has to recognize a problem, choose to act to remedy or avoid the problem, and take actions that are effective. He noted growing recognition of the problem: Hawaii Business Magazine published articles in September 2018 and January 2020 on the cost of climate change in Hawaii and the future liabilities associated with it. The legal system nationally and internationally is beginning to recognize possible future legal liability from failing to act based on oncoming risk.

One of the ways to lead into effective action is through use of district systems for infrastructure. Most facility design focuses on the needs of individual buildings; district systems serve the needs of multiple buildings and project parcels. The University of Hawaii campus is an example of a district system with a centralized plant. As a district system becomes larger, it also becomes more cost effective and affordable. With denser, walkable communities, there is an opportunity to capture

district system efficiencies. The efficiencies that are gained by dense, walkable communities, such as TOD, are less costly than strategies to shift to onsite and offsite renewable energy.

The State has a 100 percent renewable energy goal. The best way to reach it is by investing first in density, walkability, and efficiencies in buildings and systems that serve these dense communities. As population increases, different strategies can be utilized to save energy and reduce carbon emissions. Building design itself can result in a 30-40 percent cost savings. By increasing density by a factor of two, this can result in a 70 percent savings on energy usage as well as reduction in carbon emissions.

At a bigger scale, projects can find innovative ways to finance the systems. Owners of district systems can build and finance themselves, which is the most profitable, or they can enter into a public private partnership (P3) with a third party. Right now, the majority of projects are financed on a per parcel basis.

Roberts observed that district systems can complement many elements in the City's Oahu Resilience Strategy: reduction of utility costs, development of resilience hubs, expansion of district cooling, and achieving regional environmental goals, such as sea level rise mitigation. District systems weave together the different interests of property owners and managers by connecting and helping them to work together. It has several benefits including social capital component, innovation side, and a self-sufficiency piece. High performing districts system which utilize renewable, thermal and electrical technologies reduces utility costs and optimize performance for buildings and key infrastructure/operation systems.

Most office or residential buildings have transportation, site, amenities, and mechanical elements. In a place-based approach that uses a district system, you can move much or all of these offsite, freeing up site area to provide more walkable space or open space or other amenities. This can result in significant space, water, carbon, operational, and cost savings.

There are about 200 district-scale projects in the United States and Canada. The Honolulu Seawater Air Conditioning Project is an example of a proposed district system in Hawaii.

District system facilities have even been successfully designed and built to serve as attractive destinations and gathering spaces for residents and tourists in places like Sacramento and Palo Alto, California, Chicago, Illinois, Vancouver, Canada, and Hammarby-Sjostad, Sweden.

One of the most notable things about district systems is the operational cost savings that can be realized over the operational and maintenance expenses of a distributed system with individual systems and operational staff. With each building having its own maintenance staff, the costs can get into the millions of dollars every year. Instead, if air conditioning and other services are centralized, the system will be more fully optimized resulting in consolidated emissions by using tighter controls, better building insurability benefits, safer building occupancy, and more sophisticated controls. The savings could be used for other purposes.

With a district system, there is a major opportunity to recover heat produced when buildings are cooled and heated. When cooling system operates, the heat can be used to create hot water that can be shared with buildings in the area. Even though there are major upfront capital costs, it can provide tremendous savings over the life of the system.

Betty Lou Larson asked if the system can be expanded to accommodate growth. Roberts explained that this type of approach is very modular, as an example, the UH-West Oahu campus initially installed two chillers, others will be added as the campus expands over time. In this situation, the pipes are planned for the eventual build out. It is much easier to expand systems when the developer plans for the full development of a TOD area rather than a retrofit, like the sea water air conditioning system in downtown Honolulu. Harrison Rue added that district systems have proven to save a lot of money rather than having individual units in each building.

# Flexible Adaptation Pathways: An Approach for Sea Level Rise and Flood Infrastructure, Jack Hogan, ARUP

The flexible adaptation pathway is a concept that ARUP has applied in other areas around the world. The adaptation pathway approach is most appropriate in larger scale, district-wide protection against coastal flooding, storm surge, and sea level rise.

It is an enormous challenge to bring everyone together to plan for large scale, long-term infrastructure projects. At the same time, the threat of climate change and changing nature of socio-economic conditions can make planning and implementing projects that much more difficult. The focus around Iwilei-Kapalama as a district area is largely on sea level rise and various scenarios for potential non-storm condition, high-tide levels, which adds major uncertainty to planning in this district.

For sea level rise, the uncertainty is around when and how much. At the turn of the century, the projection plot on the Kapalama Canal shows that the downstream water level will stay below 2 feet of sea level rise for an intermediate scenario and almost 5 feet at the high scenario. Mayor Caldwell has issued a directive making 6 feet the planning benchmark for City planning for critical infrastructure.

Cities around the world, including in the United States, often default to a static approach to uncertain risks or hazards, resulting in a static optimal plan using a single, most likely future. Similarly, another approach has been to develop a robust plan that will result in acceptable outcomes in the most plausible future world. Both approaches are valid and successful in most cases. However, if the future is different, then the projects undertaken are likely to fail.

A third approach is an Adaptive Dynamic Planning approach that is especially compelling when large-scale construction projects are considered in the context of inevitable climate change and sea level rise. Some examples of this approach are the Dutch Delta Works Program and the Thames Estuary 2100 Project (London, United Kingdom) are looking at major, long-term upgrades. An adaptation pathways approach provides the best way to plan for action considering future uncertainties.

The flexible adaptation pathway model is like navigating a metro line using a metro map. There are several ways to get to the destination depending on the circumstances. The following are the core concepts of the flexible adaptation pathway approach:

A. Real Options – Infrastructure options that are fitted with flexibility to adapt to future changes, rather than for a specific design scenario;

- B. (Avoid) Potential Lock-Ins When an option leads to a failure to adjust adequately to a changed environment; path-dependency of investment decisions can lead to stranded assets if conditions change.
- C. No Regrets Options Options that achieve positive outcomes under all plausible projections of climate change. An example would be riding a trainline heading to the city's center where a different options are available to continue to a destination.
- D. Trigger and Tipping Points A tipping point is when a particular action is no longer adequate for meeting objectives; a trigger indicates when a decision is needed for a forthcoming action.
- E. Flexible Adaptation Pathway Map Path of actions that result in least regrets and achieves overall objectives.

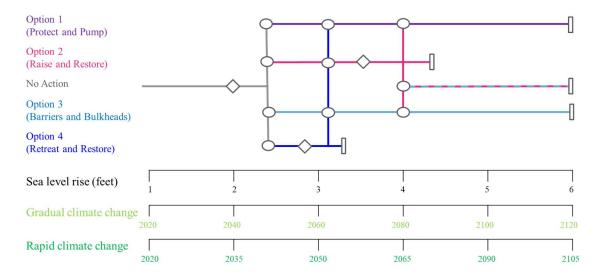
Hypothetical application of the flexible adaptation pathway using Iwilei-Kapalama as a case study. Planners would need to set objectives, such as ensuring adequate infrastructure capacity and flood protection for TOD-area investments through 2100. The way to get there is to develop various adaptation options that would achieve the goal. For the purposes of illustrating how the flexible adaptation pathway approach might be used in the Iwilei-Kapalama area, ARUP proposed the following broad options:

- A. Option 1 Protect and Pump. This is similar to the Dutch polder model where a large sea wall is built to protect the shoreline area and pumps are installed to drain collected water during extreme events like a storm.
- B. Option 2 Raise and Restore. Instead of a seawall, backfill, grading, and bulkheads are used to elevate the waterfront parcels, ports, and TOD areas to provide protection. This would also add in a wetland restoration component.
- C. Option 3 Barriers and Bulkheads. The parcels along the waterfront areas and upland are raised and tide barriers are installed to protect it from sea level rise.
- D. Option 4- Retreat and Restore. The option expands the wetland area for future restoration. However, it sacrifices potential development and shrinks the areas that need to be protected.

The next step is to overlay two sea level rise projection timelines: one for gradual climate change with sea level rising by 3 feet by 2060, and a second timeline for more rapid climate change by 2050. Using these two timelines, a 6-foot sea level rise is expected to take place around 2120 for gradual climate change and 2105 under the rapid climate change scenario.

Next would be to apply a flexible adaptation pathway map (see below), including tipping points, transfer stations, and adaptation triggers to the two sea level rise projection timelines. For the next 10 years, the community would go through a planning process looking at various options.

At 2 feet of sea level rise, decision makers will need to make investments and a commitment to one of these options because of the adaptation trigger. However, this commitment does not have to be permanent and can be flexible as conditions change. For example, if planners select the Retreat and Restore Option (#4), there is going to be another adaptation trigger before Year Three. At this point, planners would need to transfer to one of the other options. The options that go beyond 2100 are ones that meet the desired objectives for resilience or adaptation. In this hypothetical, nine different pathways and hybrid approaches are possible. Based on cost analysis performed, Pathway 3 (Option 2- Raise and Restore plus Option 3- Barriers and Bulkheads) appears to have the best net present value.



The core findings for this illustrative modelling would be:

- A. Port and waterfront parcels require protection in all scenarios (no-regrets solutions).
- B. Raising parcels is effective as a standalone solution (eventual transfer essential).
- C. Implementing seawalls or tide barriers two early could be economically inefficient.
- D. Restoration combined with protection leads to co-benefits and high net present value.
- E. Upfront costs of hard infrastructure can be deferred but only temporary.
- F. Early commitment to a protection or retreat-focused option promotes path-dependence,

Having an action and trigger time can be very helpful. It shows what needs to get done at what point, as seen below in this hypothetical application.

Trigger	Action (Hypothetical)
Sea Level Rise (SLR) 1 ft	Initiate comprehensive flexible adaptation pathways study
SLR 2 ft	Raise all waterfront parcels
	Restore lower Iwilei wetland
SLR 3 ft	Install pump stations
SLR 4 ft	Construct tidal barriers
	Reinforce waterfront bulkheads
SLR 5 ft	Monitoring
SLR 6 ft	Evaluate future plans.

Roberts added that while this is a hypothetical application of how the pathway approach would work, these scenarios were developed with Iwilei-Kapalama in mind.

Mary Alice Evans asked if a flexible adaptation pathway approach could be applied to heat mitigation in the built environment, since heat impacts are more near-term and may contribute inequitably to social stress and economic disruptions in communities. Hogan said there are examples in literature of this approach being applied to a number of different hazards, including heat stress and managing the urban heat island effect. It has also been used for drought mitigation, water

management, and hurricane protection. Rue commented that the City's contract for the TOD design guidelines has some recommendations for handling heat. Roberts mentioned that a lot of forward acting governments and developers are seeing district heat pumping as part of a flexible adaptation pathway because as air conditioning increases, the production of heat increases, and this heat can be tapped for heating water.

Hogan pointed out that even though sea level rise is going to take place over a long period, the type of infrastructure needed for adaptation has a very long lead time for planning. Some decision points are coming up in the next decade where projects need to be committed to, invested in, and implemented.

Rue added that the Kapalama Canal Project is a perfect example where a contract had to be redone, more money added, and models recalculated when the Mayor's directive came out to plan for 3.2 feet and 6 feet by the end of the century. The project was initially working off a 2.2-foot sea level rise assumption.

As adaptation investments can be costly, Hogan said the cost burden is distributed and handled on a case-by-case basis. It is better to do the protections first before significant development happens. One option is to pay the costs upfront and pay it off over time. Another option is a P3-type procurement, which means the initial costs may not be as high, but it is paid off at a higher sum over time. In addition, incentives can be used. Once the area is protected, then development can come in and development value in an area increases. Federal, State, counties, and developers may participate in cost sharing of these investments.

#### 5. Proposal to Establish a TOD Affordable Housing Work Group

Rodney Funakoshi presented a proposal to establish a TOD Affordable Housing Work Group that will come up with an action plan for accelerating the development of affordable housing on State lands in TOD areas. Currently, the TOD Council has been working on three priority areas. However, the other TOD areas on Oahu need to be looked at. One of the items that the group would need to come up with is a 10-year numerical goal and determine how it will be achieved. Funakoshi reviewed a proposed list of initial State agency members.

Iseri-Matsubara commented that several housing groups have already been established, including the Governor's housing stakeholder working group and another formed by the legislature. If this work group is established, its efforts need to be aligned and coordinated with them and not be duplicative. One of the focuses of the other groups is the rail corridor.

Bill Brizee asked if a private developer representative can be included. David Arakawa emphasized that developer representatives need to be involved for their knowledge. Iseri-Matsubara added that it would be helpful to have them as partners. Arakawa also mentioned that the administration will change in about two years, but the stakeholder groups and agency staff will be needed for continuity.

Eaton asked if the Neighbor Islands are going to have a similar work group. Funakoshi responded saying it initially focused on Honolulu and, but, at some point, it could be expanded.

Heidi Hanson-Smith requested that a report be presented to the Council, so that the neighbor islands can provide input.

Kenneth Masden asked that DOE be added to the work group. DOE is starting to look at development on some of their properties. DOE has a large amount of land in the urban corridor and is willing to partner with other agencies.

Malia Taum-Deenik raised a concern that bond issuers are less likely to fund areas where it is going to be impacted by climate change. She suggested adding someone from the Department of Budget and Finance (B&F). Funakoshi indicated that since B&F is not a member of the Council, it should be okay to add them.

ACTION: Bill Brizee moved to establish a TOD Affordable Housing Working Group; Larson seconded. The motion was unanimously approved. The following are the TOD Council members that will serve on the group:

- 1. Office of Planning
- 2. Hawaii Housing and Finance Development Corporation
- 3. Hawaii Public Housing Authority
- 4. Hawaii Community Development Authority
- 5. Department of Accounting and General Services
- 6. Department of Land and Natural Resources
- 7. Department of Education
- 8. University of Hawaii
- 9. Governor's Office
- 10. Representative from the Legislature
- 11. Affordable Housing Advocate
- 12. Developers Representative.

# 6. New TOD Projects to include in the State TOD Strategic Plan

Funakoshi explained that since the State TOD Strategic Plan is meant to be a living document, new TOD projects emerge and need to be incorporated. This will allow formal recognition and enable the TOD Council to monitor and support project implementation. Two projects are being proposed for inclusion:

A. <u>HHFDC's Iwilei Infrastructure Master Plan</u>. Deepak Neupane summarized the project, which involves preparation of development programs and land use master plans for various Stateowned parcels near the planned Iwilei transit station, in total approximately 34 acres. He acknowledged the work already done by PBR Hawaii, RM Towill, the City, and private landowners. The programs/plans, together with anticipated projects, will be used as a basis to determine required infrastructure improvements in the vicinity of the Iwilei transit station. An Environmental Impact Statement (EIS) or Environmental Assessment (EA) meeting the requirements of Hawaii Revised Statutes (HRS) Chapter 343 will be prepared to assess impacts associated with development of the State-owned projects and construction of infrastructure improvements. Electrical capacity remains a big challenge for this area. Undergrounding may

require some type of private-public investment to fund the upfront costs. Initial development is going to be the Liliha Civic Center. They are hoping to start construction in 2024.

Iseri-Matsubara asked about the status of the memorandum of understanding (MOU) with the City regarding electrical capacity improvements. Neupane said he received comments from the City, and the MOU will be sent to HHFDC's deputy attorney general for review.

Larson asked how this project fit with the district system approach. Neupane answered by saying that it should. Currently, heating and cooling are not in the infrastructure study. If the State does not want to develop a district system, then it would fall to a third party.

Carleton Ching inquired if there should be collaboration with HART as they move through Dillingham Boulevard and start relocating utility lines so that utilities can be upgraded at the same time. Neupane said power is on a separate track. It probably makes sense to make improvements for water. Rue said the City electricity study showed too many pipes and other things going through Dillingham, which is why routing along Nimitz Highway and King Street is being pursued.

B. County of Kauai Waimea Site Master Plan – Lyle Tabata said the County of Kauai was offered the opportunity to purchase 417 acres last fall. It is classified as agriculture. Fifty-six acres are designated in the Kauai General Plan as residential community. The County will need to do a land use district boundary amendment. The lands, formerly owned by the Kikiaola Land Company, are at the base of the Kokee Mountain range and adjacent to Waimea Middle School, Kauai Veterans Memorial Hospital, and County facilities. The Kauai bus route currently goes along Kaumualii Highway on the south of the property. The site master plan will include site design and costs for proposed housing, future managed retreat area, recreational space, and community facilities. The site may also serve as a climate change and coastal hazards resiliency hub for the West Kauai community. A shared-use path may be included that connects the towns of Waimea and Kekaha. The contractor is PBR Hawaii, and the project should take about 18 months to complete.

ACTION: Eaton moved to include the two projects into the State TOD Strategic Plan; Robyn Loudermilk seconded. The motion was unanimously approved.

#### 7. Delegation of Legislative Testimony Authority to Co-Chairs

Funakoshi said that this has been done for several years due to the tight deadlines for testimony during the legislative session. The proposal delegates authority to the Co-Chairs to testify, prepare testimony, and report back to the TOD Council under certain circumstances, including positions on the State TOD Strategic Plan, administrations bills, measurers that propose to give the TOD Council additional resources/powers or revise or diminish the TOD Council's existing responsibilities, programs, or resources, and measures relating to TOD.

ACTION: Loudermilk moved to delegate legislative testimony authority to Co-Chairs as specified in the delegation proposal; Larson seconded. The motion was unanimously approved.

# 8. TOD-related CIP Requests and TOD-related Legislative Proposals to be Considered in the 2020 Legislative Session

Funakoshi explained that the TOD Council is required by statute to review all TOD-related CIP budget requests to the Legislature. For Fiscal Year 2020-2021, the following three CIP projects have been included in the Governor's Supplemental Budget.

A. DOE – Construction of Pohukaina Elementary School, \$20 million. Loudermilk said their request is for construction of a 4-story Pohukaina Elementary School to serve the dense development anticipated in Kakaako. The design would utilize a compact footprint within the urban setting. The school is part of HHFDC's 690 Pohukaina Project, which is a mixed-use residential project with a significant affordable housing component. DOE has identified it as a priority project. Both the 690 Pohukaina Project and Pohukaina Elementary are identified in the State TOD Strategic Plan as priority TOD projects. Construction of the new campus is consistent with the State TOD principle to maximize the co-location of State facilities and services as part of a high-density, mixed use development. The request is for \$20 million in CIP funds, which is the remaining amount needed to construct the school. Previously, the project has received \$5 million for design and \$40 million for construction.

Rue asked if the school is a separate tower. Loudermilk confirmed that it was separate but adjacent.

Iseri-Matsubara asked what lapse date for the \$40 million was. Loudermilk said she would get that information to her.

B. PSD – Professional Services to Acquire or Construct Replacement Facility for the Oahu Community Correctional Center (OCCC), \$20 million. Wayne Takara explained that the EIS to relocate the OCCC to the Halawa area was approved in 2018. The Plan Review Use (PRU) is up for review in late January by the City Council. The \$20 million requested is to retain professional services of a consultant that specializes in corrections to assist PSD in conducting a P3 solicitation for the project.

This process will include, but is not limited to, a Request for Invitations (RFI) and/or Expression of Interest (EOI), Request for Qualifications (RFQ), Request for Proposals (RFP), Review of Qualified Proposals, and award to the most qualified developer team. The selected consultant shall be part of a Project Management Team providing professional services and support to the State and PSD, from project solicitation to project completion of a new turnkey OCCC facility. The consultant would also support examination of other innovative project delivery initiatives, such as leveraging multiple projects if deemed beneficial to the State.

The most important aspect is for the consultant to prepare a business case for the project, which would conceptualize the project and recommend a financial structure for the project. The Request for Information should be out in the first quarter of 2020. The desired completion

timeframe is 2025-2026. Any delays will increase the cost of the project, which is estimated at about \$600 million.

Eaton commented that she likes the idea of establishing a business case upfront for P3 or other procurement proposals. If successful, it could be used by other agencies as a model for their projects.

C. <u>HPHA – School Street Campus Redevelopment Project</u>, \$2.5 million. Park described the School Street campus redevelopment project, which would include new offices and provide approximately 800 senior rental affordable units, retail, and community spaces in three towers. The project is being processed as a 201-H project. They are targeting 30-60 percent AMI. The request is for \$2.5 million for planning. The estimated total project cost is \$373 million. If planning funds are secured, HPHA would be requesting \$30-35 million for construction in 2021. The project will be built over 2-3 phases over 10-12 years. Desired construction start date for the first phase is 2021.

Iseri-Matsubara stated that it is very important that everyone requesting funds be available to answer any questions whenever called upon by the Legislature, since agencies are more familiar with project details. If possible, it would be good to meet with the money committee and/or CIP chairs early, before hearings.

Funakoshi noted that OP had included a \$1.5 million request for TOD CIP planning funds to kickstart planning for some of the Neighbor Island projects, but the budget request did not make it into the Executive Budget.

ACTION: Eaton moved to endorse the three TOD-related CIP projects for recommendation for funding by the Legislature; Larson seconded. The motion was unanimously approved.

## 9. Next Steps - Future Agenda Topics

A. Tuesday, February 11, 2020- State TOD Planning and Implementation Project, Oahu. Presentation by PBR Hawaii and David Taussig and Associates

#### 10. Announcements

• Funakoshi announced that the East Kapolei, Halawa-Stadium, and Iwilei-Kapalama Permitted Interaction Groups will be meeting on infrastructure costs and financing options today and tomorrow.

## 11. Adjournment

There being no further business, the meeting was adjourned at 11:38 a.m.

Note: All meeting materials are posted at <a href="http://planning.hawaii.gov/lud/state-tod/hawaii-interagency-council-for-transit-oriented-development-meeting-materials/">http://planning.hawaii.gov/lud/state-tod/hawaii-interagency-council-for-transit-oriented-development-meeting-materials/</a>.