

# KALIHI-PĀLAMA ACTION PLAN



September 2004

For:

City and County of Honolulu  
Department of Planning and Permitting



and

Kalihi-Pālama Vision Group 6

By:

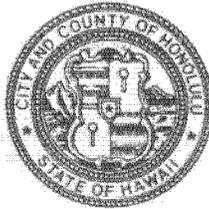
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## BACKGROUND, PURPOSE, AND SCOPE

The Kalihi-Pālama Community Vision Group No. 6 and the City and County of Honolulu (City) Department of Planning and Permitting (DPP) initiated the **Kalihi-Pālama Action Plan** as part of the “21<sup>st</sup> Century O‘ahu, A Shared Vision for the Future” (known as the “visioning process”) that was launched by Mayor Jeremy Harris in 1998. The island of O‘ahu was divided into 19 Vision Group areas. The intent of the visioning process was to give each of the Vision Groups the opportunity to create a vision for the future of their neighborhoods. This process would result in the identification of programs or projects that would implement the community’s vision. Each Vision Group was given \$2 million annually to fund their vision projects. It was the Vision Group’s responsibility each year to identify and prioritize projects to be implemented in their community.



*King Street beautification project.*

For Kalihi-Pālama Vision Group 6, beautification of King Street was the first project selected. The project would extend from Middle Street to Liliha Street.

Improvements included sidewalk repair with handicap accessibility, character-style lighting, and street trees with irrigation system. The \$2 million yearly allocation was not enough to fund the entire length of the beautification project. Thus, the project was phased over a 4- to 5-year period.

Because the first several years of the vision funds were targeted for completion of the King Street beautification project, Vision Group No. 6 decided to fund a master plan that would identify future important projects in their community. This master plan would serve as a guide for prioritizing projects after the King Street project was completed. Thus, the “Kalihi-Pālama Action Plan” was funded through the vision process.

The scope of the Action Plan was to conduct extensive research on physical, environmental, social, and economic factors; to analyze data and identify assets and liabilities; and to solicit community ideas and concerns through a series of meetings with individuals, community groups,

organizations, and government agencies. The objective was to identify actions that the City could fund to improve the quality of life for residents, businesses, and visitors. The identified actions were categorized into areas of focus for which design guidelines were developed. This report provides a summary of the research effort, the analysis of the data, and the recommended actions and guidelines needed to fulfill the community vision.



*Community Meeting.*

The information, findings, and planning conclusions contained in this report provide a foundation for the recommended guidelines. Conceptual plans for site-specific areas were developed to illustrate the types of improvements that the community desired. These conceptual plans serve as examples for the improvement of other areas in Kalihi. Because Kalihi-Pālama contains neighborhoods with unique characteristics, each project scope will need to be clearly defined and incorporate the desires of the community on a case-by-case basis.

This study covers approximately 8,500 acres situated in the primary urban center of Honolulu and consists of Neighborhood Boards 14 (Liliha, Alewa, Pu‘unui, Kamehameha Heights), 15 (Kalihi-Pālama), and 16 (Kalihi Valley). The northern boundary is the ridgeline of the Ko‘olau Mountains. The eastern boundary is Pali Highway and Liliha Street. The southern boundary is the coastline of Honolulu Harbor, including Sand Island. The western boundary is Likelike Highway, Fort Shafter, and Middle Street (see Figure 1).

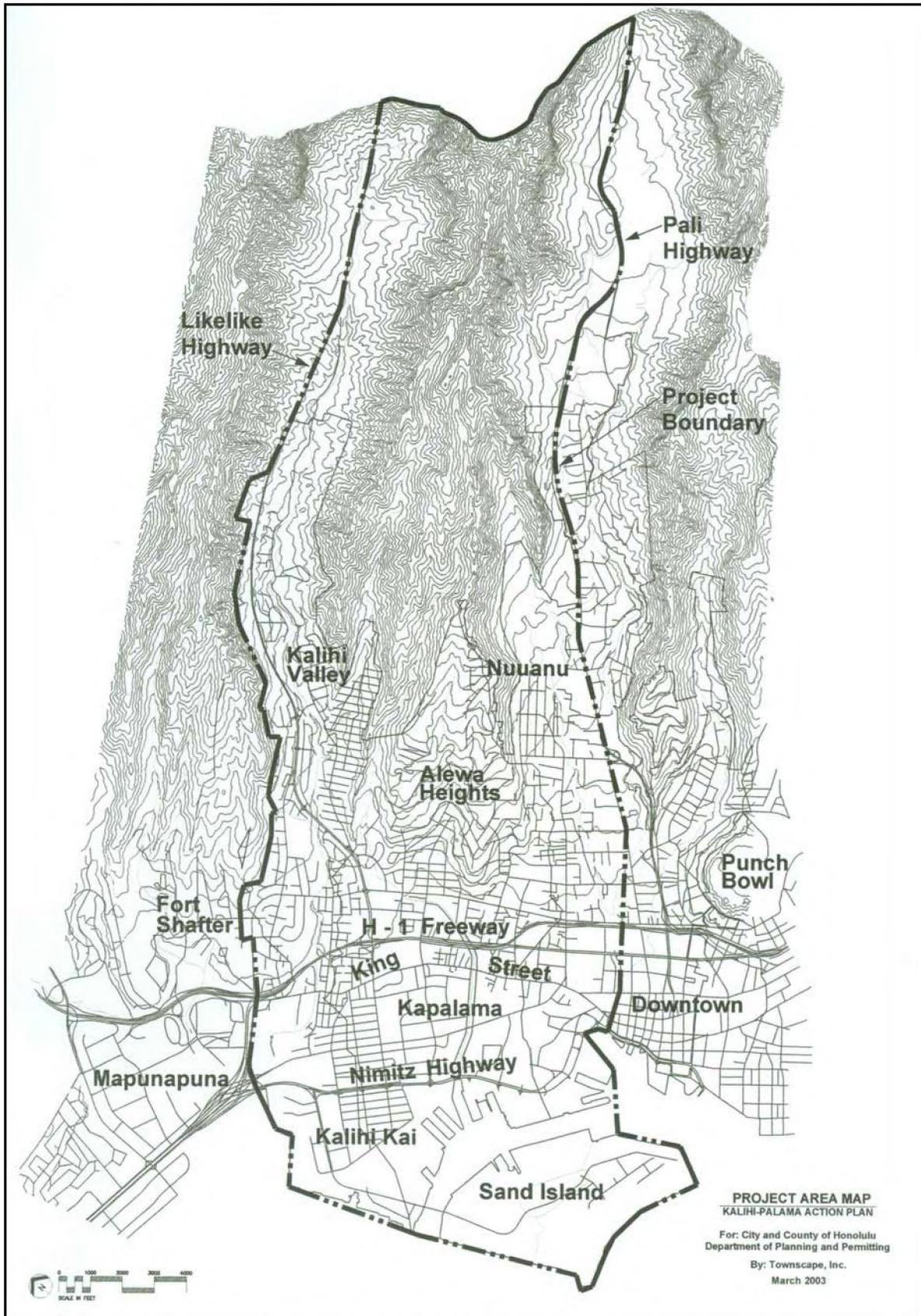


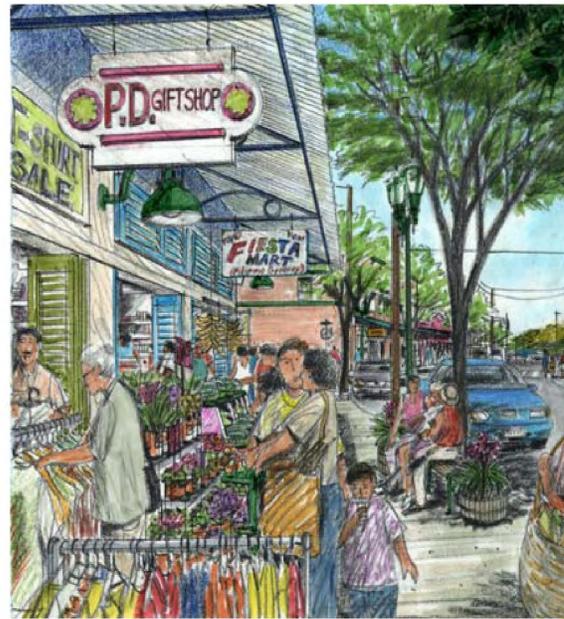
Figure 1. Kalihi-Pālama Project Area

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## SECTION 1. KALIHI-PĀLAMA VISION FOR THE FUTURE

This section presents the Kalihi-Pālama Vision Statement and the community-based values expressed in that vision. This statement was prepared as a result of the Kalihi-Pālama Vision Group’s participation in the Mayor’s “21<sup>st</sup> Century O’ahu, A Shared Vision for the Future” initiative of 1998.

Kalihi-Pālama is a diverse community with a variety of cultures and economic activities. A very high percentage of the population is of Asian ancestry compared to the rest of O’ahu and the State, and many are foreign born. The area is generally characterized by stable, single-family, residential neighborhoods. Economically, Kalihi-Pālama contains a large industrial area, Honolulu Harbor, and many small businesses. Institutionally, the area has three hospitals, the Oahu Community Correctional Center, and the Honolulu Community College, as well as public and private schools. Significantly, approximately 50% of Oahu’s public housing stock is located in Kalihi-Pālama.



*Lively economic scene along King Street.*

Kalihi-Pālama was one of the first areas to be developed on O’ahu. As a result, the infrastructure is old and substandard and, based on Census statistics, the population is aging. As downtown Honolulu flourished, Kalihi-Pālama became the backyard that was neglected over the years. The City’s visioning process provided the opportunity for the residents of Kalihi-Pālama to begin to shape their community into an area that would improve their quality of life. Thus, this Action Plan is intended to identify actions and physical improvements that can be implemented to attain the community’s vision.

## 1.1 KALIHI-PĀLAMA VISION

This is the Kalihi-Pālama Vision Statement that was developed in December 1998:

*“Our vision for the future of Kalihi is one of pride and multi-cultural harmony; of living and working together; of preserving our treasures for young and old. We see a Kalihi that is visually, economically, and socially inviting; a place that promotes our natural beauty from mountain to ocean.”*

## 1.2 KALIHI-PĀLAMA VALUES

The vision process resulted in an expression of community-based values:

*“We value the beauty, history, and cultural diversity of Kalihi.”*

Kalihi-Pālama’s beauty lies in the Ko‘olau Mountains, Kalihi Valley, Kalihi and Kapālama Streams, and the Honolulu waterfront. Historically, Kalihi-Pālama, with the advent of the Honolulu Harbor, was one of the first areas to be developed. The cultural diversity lies in the people that live, work, and play in Kalihi and the many families and small companies that own and operate stores, restaurants, specialty services, and manufactured goods that cater to the multitude of ethnic groups of the area.

*“We seek a future community that is more livable and enjoyable.”*

Kalihi-Pālama is truly Oahu’s crossroads containing major transportation systems that connect the east to the west, and the north to the south. Major transportation corridors and internal road networks should move people to our businesses, shopping areas, and historic features -- places that are convenient and safe for residents and visitors alike. Kalihi-Palama is a pedestrian-friendly community for children, adults and seniors. We envision a network of bikeways and pedestrian paths that connect community activities. Traffic along Nimitz Highway is rerouted through a proposed Sand Island expressway that will connect areas to the west of Kalihi-Pālama to downtown Honolulu and Waikīkī, creating a beautiful waterfront corridor.



***Vision of a healthy urban environment:*** This rendering of Kalihi Street captures a healthy urban environment that includes traffic calming applications for safe streets and a clean and active commercial strip. There is character-style street lighting, with landscaping along the streets and within the park.

***“We are an economically vibrant community... now and in the future.”***

Businesses in the area contribute to keeping the community clean and safe, and assist with employing residents as much as possible. There is strong support from the community for part-time business opportunities, such as home-based business, bed and breakfast establishments, and tours of Kalihi. Many successful residents grew up in Kalihi and have fond memories of their neighborhoods, and they may be able to contribute to our community development fund. Economic readiness programs are also encouraged in public housing projects. Development of the Honolulu waterfront supports a vibrant community.

*“We value education as the means to sustain the future of our community.”*

Educational partnerships are encouraged to improve the quality of the education system, such as scholarships for Kalihi students to attain higher education, to encourage local businesses to participate in “school to work” programs, and to develop partnerships with educational institutions to support life-long learning.



***Lo'i Kalo Cultural Park:*** In this vision of a renovated Lo'i Kalo Park, cultural features like taro patches and the hale pili (grass house) serve the local schools, residents, and visitors. Planned activities at the redesigned cultural park would include: culture-based classes and workshops for local schools and community organizations, and community work days.

*“We value recreational opportunities within our community.”*

As opportunities arise, more parks and green space are developed to break up the densely developed areas. Existing parks such as Sand Island, Lanakila Park, and Kalakaua Gym, host events such as Sunset at the park, local craft festivals, and food fairs. There is community pride and a sense of ownership of our parks. Kapālama Canal should be improved for greater community use and aesthetic pleasure.

*“The health, safety, and welfare of our community are fundamental to Kalihi’s future.”*

Kalihi-Pālama upholds a healthy and safe environment for its residents. Police maintain visibility in our community. Basic services, like street lights, storm drains, and sewer systems, are well functioning. A broad spectrum of health program are available to keep our families healthy. Keep drug dealers and users out of our community! Kalihi Pālama residents, businesses and agencies pool resources to keep vital community programs in operation.



***Kalihi-Pālama Multi-Cultural Market Place at the OCCC Site:*** Envision this vibrant economic and community space that incorporates adaptive reuse of existing buildings and offers a venue for an open market and valued social services. Other features provide tot lots, pedestrian paths, green spaces, and an open-air stage.

*“We treasure our elders and have much to learn from them.”*

Recognize that we can learn from, and create opportunities for, our seniors to contribute to the health and well-being of our community. Kalihi Pālama hosts venues for intergenerational learning. There is adequate health care and stable housing conditions for our seniors.

***“We are a diverse community with a broad spectrum of housing needs.”***

New housing opportunities are limited because most of the area has been developed; where possible, encourage housing options such as multi-generational and affordable housing, senior housing, and “‘Ohana plus” housing for aging homeowners. Special financing, such as cooperative housing, should help young families and seniors in the housing market.



***“We cherish the natural beauty of our mountains, valleys, streams, waterways, and waterfront, seeking to preserve and enhance their future.”***

The valley slopes and the mountainsides that form the backdrop for Kalihi should be preserved and protected. The streams need to be cleaned and the stream banks restored.

***“We treasure our youth and are dedicated to helping them create a bright future.”***

Our youth are a community resource! Opportunities should allow young people to contribute to the community -- establish a clearinghouse for part-time employment training. Increase the number of sporting opportunities that teach team work and help build character.



*Community workshop.*

***“We are a community, which values working together.”***

Government, businesses, and residents work together to improve the perception of Kalihi by sponsoring community festivals that celebrate Kalihi-Pālama pride and cultural diversity.

## SECTION 2

### KALIHI-PĀLAMA URBAN ENVIRONMENTAL CONCEPT

The Kalihi-Pālama Urban Environmental Concept is a graphic illustration of the major environmental features of the area. This graphic is a reflection of the community’s vision and the “end state” of Kalihi Pālama that was compiled from the many ideas gathered from community meetings. “Current” projects that were in the State and City 2001-2003 approved budget and projects proposed in various master plans are also included in this graphic.

Due to the developed nature of the area, the graphic shows four major land uses: 1) the upper forested and undeveloped area that is mainly conservation lands; 2) the low-density residential neighborhoods below the conservation lands and above the H-1 Freeway; 3) the mixed-use neighborhoods from the H-1 Freeway down to Nimitz Highway; and 4) the industrial and port facilities makai of Nimitz Highway, including Sand Island. For the most part, significant changes or growth are not anticipated. However, improvements or enhancement of existing conditions to beautify the area to make it a safe and better place to live, work, and play are envisioned. The following describes the elements of the Kalihi Pālama Urban Environmental Concept:

#### 2.1 AHUPUA‘A

Ahupua‘a is the traditional native Hawaiian land division that extends from the uplands to the sea. There are three ahupua‘a in the Kalihi-Pālama project area. The boundaries are shown in a heavy red dashed line and are as follows:

- a. Kalihi Ahupua‘a – The Kalihi Ahupua‘a is on the western side of Kalihi-Pālama and generally contains Kalihi Valley and Kalihi Kai on the makai side of the ahupua‘a.
- b. Kapālama Ahupua‘a – The Kapālama Ahupua‘a is a smaller area that contains Kamehameha Heights on the mauka side and the area between Kalihi Street and Kapālama Canal on the makai side.
- c. Nu‘uanu Ahupua‘a – The Nu‘uanu Ahupua‘a includes ‘Alewa Heights, Nu‘uanu Valley, and makai to Iwilei between Kapālama Canal and River Street.

## 2.2 CONSERVATION AREA

The large area shaded with green shows the conservation lands. This area should be replanted with native species to protect the watershed. The introduced plant species presently occupying the conservation areas may not retain storm water runoff as well as native species that occupied the area in the past because the understory is less dense than typical native forests. Feral ungulates (pigs) or other animals that destroy or feed on vegetation should be controlled to minimize soil erosion.



*Mauka conservation lands.*

## 2.3 ‘ELEPAIO UNOCCUPIED CRITICAL HABITAT

This area is shown on the map with a long dashed red line with red stippling (dots) within the conservation lands. ‘Elepaio (a species of flycatcher) has not been seen in this area for over 20 years. However, the U.S. Fish and Wildlife Service (USFWS) designated a large portion of the conservation area as the ‘Elepaio Unoccupied Critical Habitat. Currently, there are no guidelines from USFWS as to what this designation means in terms of restrictions. Predators of the ‘elepaio include rats and mongoose. If there was a way to control the rats and mongoose in the upper Ko‘olau Mountains, the area could be reforested with native plants to restore the habitat of the ‘elepaio. Feral ungulates should also be eradicated or controlled because they destroy vegetation.

## 2.4 LIMIT OF URBAN BOUNDARY

The urban boundary is depicted by a short, dashed, black line that separates the Conservation District from the urbanized areas. Generally, no new urban development should occur mauka of this urban boundary line.

## 2.5 LOW-DENSITY RESIDENTIAL AREA

The unshaded areas of the map, generally above the H-1 Freeway to the “limit of urban boundary,” should be maintained as low-density residential. These areas should be limited to single-family residential and low-rise walk-up apartments. Roadways should be improved to

provide an efficient movement of traffic, adequate on-street parking, landscaping, and safe pedestrian walkways. Infrastructure should be upgraded to current standards and overhead utilities should be placed underground.

## 2.6 MIXED-USE AREA



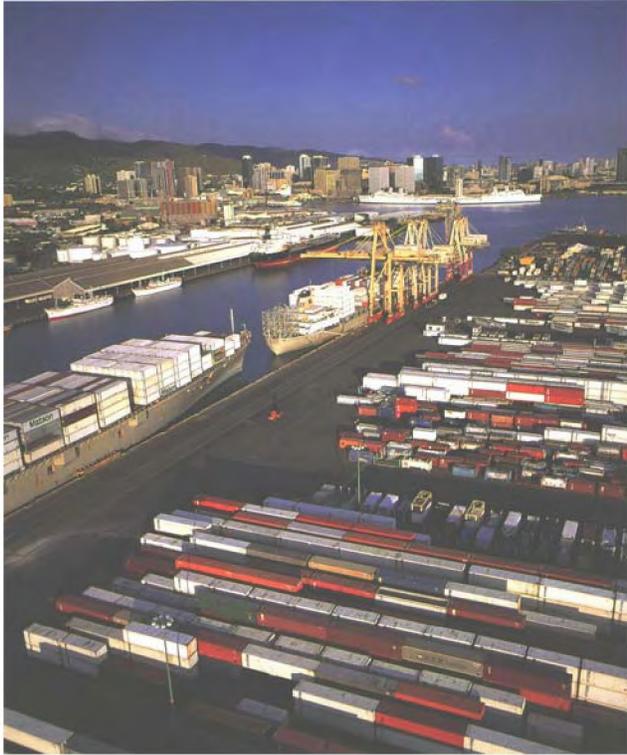
*Photo of existing Dillingham Plaza.*

The area between Nimitz Highway and the H-1 Freeway is shaded with vertical black lines. This area should be maintained as a mixed-use zone that includes light industrial, manufacturing, office commercial, retail commercial with an emphasis on “mom and pop” shops, single-family residential, and low-rise apartments. Existing buildings should be revitalized or reconstructed to blend with the current historic architectural style of structures to maintain the character of the area. Roadways and pedestrian/bike paths should also be improved to provide a safe environment. Overhead utilities should be placed underground and infrastructure upgraded to current standards. Where possible, vacant lots should be acquired for off-street parking for businesses and residents or they should be developed into park space.



*Computer simulation of a revitalized Dillingham Plaza.*

## 2.7 PORT FACILITIES



*Honolulu Harbor.*

All of the lands makai of Nimitz Highway have been shown with blue diagonal lines. These port facilities should be maintained for maritime uses and not developed for retail commercial or residential uses, except for the areas near downtown Honolulu. Streets should be improved to accommodate large vehicles and to provide adequate parking and walkways for both businesses and residents. Overhead utilities should also be placed underground and infrastructure upgraded to current standards. The State’s O’ahu Commercial Harbors 2020 Master Plan should be implemented (see Appendix G).

## 2.8 STREAMS

The major streams in the area have been outlined in blue. In many areas, streams are used as a dumping ground for urban waste. These streams should be cleaned and preserved. There is a potential along portions of certain streams to include trails or paths, such as along Kapālama Canal. Owners alongside the streams should consider an “Adopt A Stream” program to prevent further pollution and improve stream water quality, including receiving ocean waters.

## 2.9 ROADS



*Photo of existing Liliha Street.*

There are a number of major roads that traverse the Kalihi-Pālama neighborhood as illustrated by thick black dashed lines. These major roads include: H-1 Freeway, Likelike Highway, School/Middle Streets, Vineyard Boulevard, King Street, Dillingham Boulevard, Nimitz Highway, Kalihi Street, Houghtailing Street/Waiakamilo Road, and Liliha Street. These streets should be beautified with landscaping, bikeways, pedestrian-friendly walkways, and character-style lighting; overhead utilities should also be placed underground. Bike paths have been shown with brown dotted lines along most of the major roadways. Other roadways should be improved to current City standards and to provide a safe environment for pedestrians.



*Computer simulation of a revitalized Liliha Street.*

## 2.10 KING STREET CORRIDOR



*Tamashiro Market.*

King Street contains numerous “mom and pop” shops, shown with red diagonal lines. This small-town character should be maintained. There are also a number of historic buildings along King Street. These buildings should be preserved and a “heritage corridor” developed for historic tours along King Street. The Heritage Corridor would begin at a new museum on King Street and travel along King Street and to other historic areas in Kalihi. The tour would identify historic sites as well as historic businesses, such as Tamashiro Market and Elena’s Filipino Food. Historic sites are shown as black asterisks (\*).

## 2.11 COLLEGE TOWN

A large blue dashed circle has been shown around Honolulu Community College (HCC). This entire area surrounding the campus should be developed into a “college town” to include apartments or dormitories and commercial establishments that cater to student needs, such as copying services and fast food eateries. Because of the Hi-Tech and specialized trade focus of HCC’s curriculum, businesses related to these industries should be located near the College Town. This concept would be in alignment with recent discussions about a “Technology Corridor.” A study to determine the extent of the College Town and the related uses should be conducted. A study of this nature will involve a number of different parties, including, but not limited to, the University of Hawai‘i, landowners, business owners (new and existing), and residents.

## 2.12 COMMERCIAL NODES

The major commercial nodes have been shown with a large red asterisk (\*). The smaller of the two commercial nodes is Kamehameha Shopping Center. The larger commercial node includes Dillingham Shopping Center, Waiakamilo Shopping Center, Kapālama Center, and Kokea Center in the vicinity of Waiakamilo Road and Dillingham Boulevard. These commercial nodes

should continue as major commercial shopping areas. Big-box commercial nodes should be limited to the Iwilei area.

### 2.13 GATHERING PLACES

Two major gathering places have been shown with a green asterisk (\*) that would cater primarily to the Kalihi-Pālama community. The first is shown at Kalihi District Park and the second at the current site of the O‘ahu Community Correctional Center (OCCC), which would be converted into a community gathering place when OCCC is moved. These gathering places would be used for large community activities. Adaptive reuse of existing buildings at OCCC should be utilized, where appropriate. A community center and/or multi-cultural marketplace at the OCCC site should be considered. Other gathering places include the public libraries, schools, and parks. Sand Island State Park and Bishop Museum are island-wide gathering places located in Kalihi-Palama.



*Oahu Community Correctional Center.*

### 2.14 SCHOOLS



*Ka'iulani School.*

All public and private schools have been shown with blue asterisks (\*). Blue asterisks with circles around them are the private schools. School district boundaries have been shown with blue dashed lines. The school sites are also viewed as community centers within Kalihi-Pālama. Schools, both public and private, also serve as gathering places that can be used by the residents for community activities. Facilities should be maintained to accommodate the appropriate level of community use and provide a healthy environment for learning.

## 2.15 PARKS

Park facilities have been shaded a light green. These park facilities should be appropriately landscaped to provide shade. Park furniture and security lighting should be installed. As the opportunity arises, vacant lands adjacent to existing park facilities should be acquired so that park facilities can be upgraded to current City standards. Other larger vacant lands that become available should be considered for park development to increase recreational amenities in the area.



*DeCorte Park Tot Lot.*

## 2.16 SAND ISLAND PARK

Sand Island Park is shaded green. The park should be extended to the western/makai side of Sand Island and include more day and night activities.

## 2.17 CURRENT PROJECTS

Projects that have been proposed by the Federal, State, and City governments; the private sector; community; and visioning group are listed below. Federal and State projects are those projects being proposed under various master plans. The State projects also include those projects listed in the approved State budget for the Fiscal Year 2001-2003. With a few exceptions, the projects listed under the City were funded through the Fiscal Year 2001-2003 approved budgets.

- **Federal**
  - Fort Shafter Flats Park
  
- **State of Hawai'i**
  - Sand Island Park Renovations
  - Sand Island Container Yard Improvements
  - Feasibility Study of Tunnel Under Kalihi Channel
  - Container Terminal, Produce Center, Airport Warehouses, and Fuel Storage at the Former Kapālama Military Reservation, Piers 41 and 42

- Inter-Island Cargo Yard at Piers 39 and 40
  - Future Bridge Near Kapalama Stream (Makai of Nimitz Highway) and a Perimeter Road Around Honolulu Harbor
  - Domestic Commercial Fishing Village at Piers 36 to 38
  - Ferry Terminal at Pier 19 (Completed)
  - Pier 16-18 Improvements
  - Elderly Complex at the OR&L Site
  - Relocate O‘ahu Community Correctional Center
  - Contra-Flow Lane on Nimitz Highway During the A.M. Peak Hour
  - Bikeway Extension Along Dillingham Boulevard from Nimitz Viaduct to Waiakamilo Road
  - Widen H-1 Freeway by One Lane, Eastbound, Middle to School Streets
  - Lanakila Multi-Purpose Senior Center Safety Renovations
  - Kuhio Park Terrace (Hope VI) Revitalization and Resource Center
  - Kalihi Valley Homes Renovation
  - Band Room Renovation at Dole Intermediate School
  - Likelike Highway Rehabilitation, Emmeline to Burmeister Streets
  - Renovate Buildings at HCC for High-Tech Program
  - Statewide Bicycle Paths/Lanes
- **City**  
(Work Phase: L = Land, P = Planning, D = Design, C = Construction, I = Inspection, E = Equipment, R = Relocation, A = Art, O = Other)
    - Upgrades to Sand Island Wastewater Treatment Plant – Multiple Projects (L, P, D, C, I, E)
    - New Force Main from the Hart Street Pumping Station to the Sand Island Wastewater Treatment Plant (SIWWTP) (P, L, D, C, I)
    - Upgrade Hart Street Pumping Station (L, D, C, I, E)
    - Mokauea Street Improvements (D, C, I)
    - Pu‘uhale Road Flood Improvements (P, D)
    - Middle Street Transit Station (L, P, D, C)
    - Iwilei Transportation Station (P, D)
    - Kalihi-Pālama Bus Maintenance Yard Improvements (P)
    - Relief Sewer Line Along Kokea Street From the H-1 Freeway to Nimitz Highway (L)
    - Kohou Street Improvements (P, D, C, I)

- Kapālama Canal Beautification Study (P)
- Incinerator Demolition (D, C, I)
- Kalihi-Waena Park Improvements (D, C)
- Kalihi Fire Station Improvements (D, C, I, E)
- Relief Sewer Line Along Houghtailing Street, Damien High School to Hālonā Street, Along Hālonā to Kohou Street (L, D, C, I, E)
- Sidewalk Improvements Along Judd, Lanakila, School, ‘Alewa, and Houghtailing Streets (L, P, D, C, I)
- Puna Street and Skyline Road Improvements (P, D)
- Pu‘unui Park Improvements (D, C)
- ‘Alewa Park Improvements (D, C)
- Kunawai Park Improvements (D, C)
- Kalihi Stream Relief Sewer Line, School Street to the H-1 Freeway (P, D)
- Kalihi Stream Relief Sewer Line, Dole Intermediate School to Nalani‘ehā Street (L, D, C)
- Kalihi District Park Improvements (L, D, C)
- Kalihi Police Station Expansion (D, C)
- Kalihi Bridge Improvements (L)
- Kalihi Street Redesign Bend Near Valley View Terrace and Include Sidewalks (L, P, D, C, I)
- Honolulu Bicycle Paths/Lanes (Master Plan)
- Downsizing of Nimitz Highway (Mayor’s Proposal)
- Pedestrian Promenade Along the Makai Side of Nimitz Highway, Middle Street to Iwilei Road (Mayor’s Proposal)
- Sand Island Parkway with Tunnel Under Fort Armstrong (Honolulu Channel) (Mayor’s Proposal)
- La Mariana Marina (Mayor’s Proposal)
- **Private Sector**
  - Ford Dealership on the Corner of Waiakamilo Road and King Street (Kamehameha Schools)
  - Kitchen Incubator on ‘Umi Street (Pacific Gateway Center)
  - New Hope Chapel (Location still to be determined)
- **Community**
  - Performing Arts Center at Sand Island Park

- Kapālama Canal Beautification - Lama Trees, One-Way Kohou and Kōkea Streets
- Kalihi Valley Welcome Sign at Intersection of Likelike Highway and School Street
- Kalihi District Park Erosion Control
- Kupehau Park Redesign with ADA Standards
- Nihi Valley Street Improvements for Better On-Street Parking
- Kalihi Street Sidewalks and Planting Strip
- Likelike Highway Landscaping with Native Plants
- 99-Acre Nature Park
  
- **Visioning Group**
  - Museum at OR&L Site
  - Entry Sign at King Street/Dillingham Boulevard Intersection
  - Entry Sign to Banyan Court
  - Dillingham Boulevard Beautification
  - King Street Beautification (Design and Construction)
  - Waiakamilo/Houghtailing Streets Beautification
  - All Streams – Restoration and Beautification to Include Paths/Trails, Where Appropriate

The following Current Projects map shows all of the projects listed above. This map is followed by the Urban Environmental Concept map that illustrates the “End-State” for Kalihi-Pālama and includes the projects listed above.

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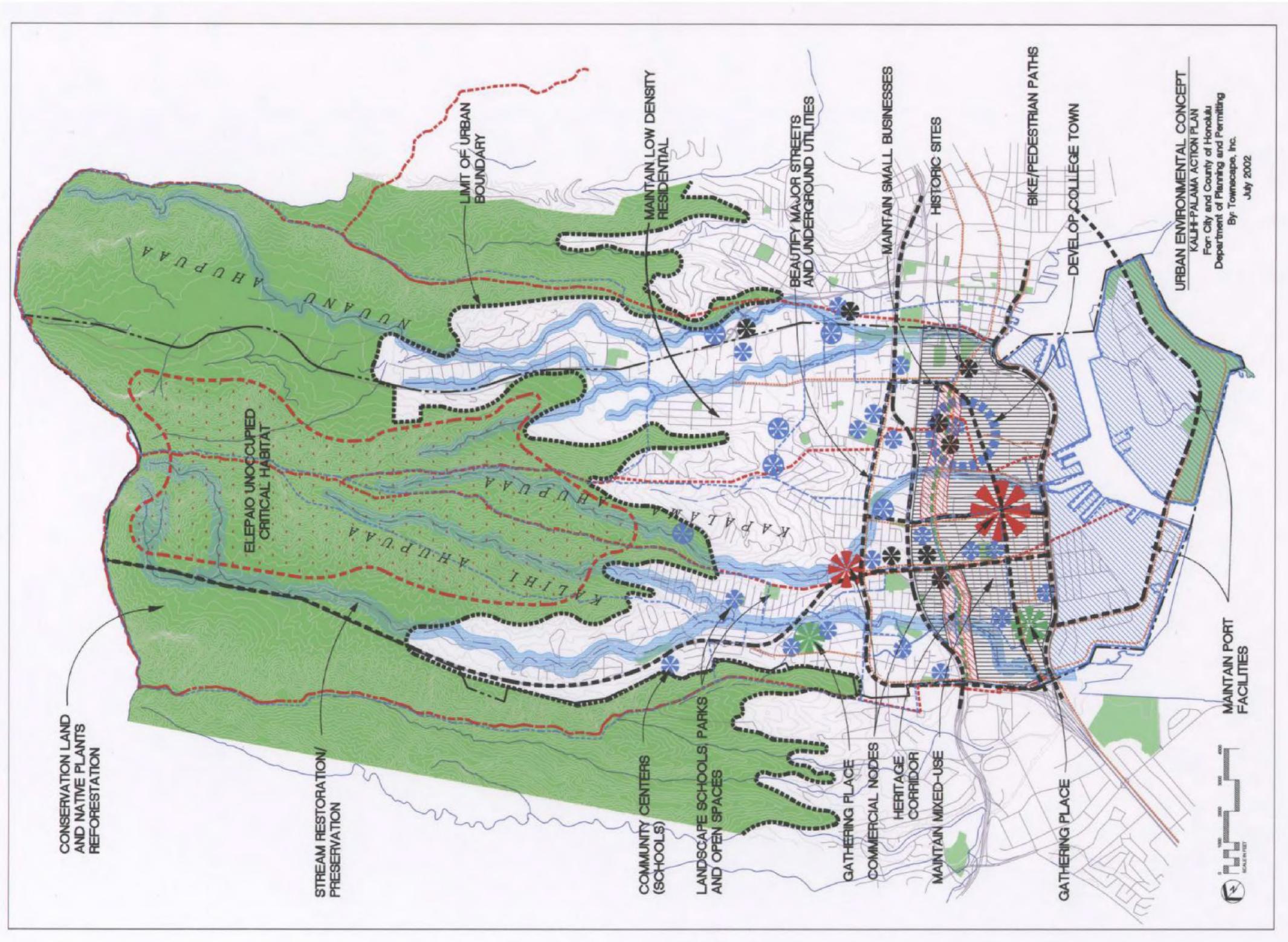


Figure 2-2: Urban Environmental Concept

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## **SECTION 3**

### **AREAS OF FOCUS**

The elements of the Urban Environmental Concept were categorized into “Areas of Focus” in an effort to establish specific guidelines that can be applied to projects that are proposed in the Kalihi-Pālama area. These guidelines should be considered when planning new projects.

Because there are varying types of neighborhoods and conditions, not all of the guidelines listed in each area of focus may apply. The details of each project should be scoped to meet the needs of the community it serves. All projects should also conform to the City’s General Plan, the Development Plan Common Provisions, the Primary Urban Center Development (PUC) Plan Special Provisions, and the Revised PUC Development Plan (when adopted).

Lighting recommended within the areas of focus should consider efficient lighting and be based on light standards. Lighting should be located to minimize light spillage and glare to nearby properties.

There are five basic areas of focus that are in concert with the overall vision of Kalihi-Pālama to improve the quality of life for residents and businesses. For each area of focus, specific improvements to consider including in the scope of a project have been identified. Depending on the location and nature of the project, some of the guidelines may or may not apply. However, it does provide a checklist of items to consider when planning new projects.

The five areas of focus are:

1. Open Space and Recreation
2. Community Revitalization
3. Beautification
4. Activity Centers
5. Environmental Restoration

### 3.1 OPEN SPACE AND RECREATION

Kalihi-Pālama is a densely populated neighborhood that has very little open space to provide visual relief from the built environment. There is a deficiency of parks in the project area of approximately 200 acres, based on City standards. The existing parks that are available lack adequate facilities when City park standards are applied because most of these parks were built before standards were established.



*Kunawai Park*

The homeless are a concern at parks because of access to restroom facilities, shelter, and water. In some cases, barbecue grills and picnic tables are also available and serve as cooking and eating facilities for the homeless. Although these types of amenities are convenient for family picnics, community gatherings, and festivals, these amenities may not be appropriate in areas where there is insufficient night lighting and security or if located in somewhat remote areas. Vandalism is also a concern in dark, secluded areas. Notwithstanding, some of these park amenities may be appropriate in areas of high visibility and if facilities can be adequately secured to reduce vandalism. The following is a list of items to consider when developing open space and recreational facilities:

- Develop parks according to City park standards.
- Provide adequate signage to show City ownership and permitted uses.
- Provide pedestrian and bicycle connections between parks and other uses.
- Provide informational/directional signs indicating the preferred paths and crossings to the park.
- Provide gateway elements such as signs, landscaping, and architectural elements at parks for an inviting appearance.
- Provide sufficient lighting in and around parks to deter illicit activity.
- Plant vegetation of cultural or historical significance to the Kalihi-Pālama area.



*Banyan Court*

- Use planting material near fencing to soften the hard image.
- Plant trees within the park to provide shade for park users.
- Establish a system to reserve park amenities for special family or community celebrations.
- Explore the possibility of creating mini-parks and tot lots in conjunction with non-profit groups, churches, or schools.
- Provide picnic tables, barbeque grills, benches, drinking fountains, and trash cans.
- Secure picnic tables, trash cans, benches, etc. to prevent vandalism.
- Provide a public telephone.
- Provide adequate parking areas.
- Incorporate handicap-accessible paths to parks from adjacent areas.
- Build park facilities to ADA requirements.
- Provide tot lot and play equipment.
- Provide access for park users and physically challenged persons to areas of the park that have a significant change in elevation through the installation of stairs and ramps.
- Establish an “eyes on the park” system whereby people in neighboring parcels would provide added security by monitoring activities occurring within the park.
- Establish an aggressive park acquisition program to purchase vacant parcels located near existing parks to bring parks up to current City standards.

### 3.2 COMMUNITY REVITALIZATION

Because Kalihi-Pālama was one of the first areas of Honolulu to be developed, many of the buildings and infrastructure are old. Buildings are in need of revitalization or replacement because they are old, substandard, and not properly equipped with today’s technology.



*Typical residential street.*

Roadways lack curbs, gutters, and sidewalks and have a very narrow right-of-way width. In addition, many of these roadways are privately owned. Some of the roadways do not have adequate drainage facilities. Therefore, the roads tend to be flooded during and after storm events. In areas where sidewalks, curbs, and gutters are available, they need to be repaired and brought up to ADA standards. Underground sewer and water lines are also old and substandard.

The goal for community revitalization and beautification focuses on creating safe, clean, and visually pleasing living environments while maintaining the historic character. There are three types of community revitalization: 1) residential, 2) mixed-use, and 3) industrial. A description of these areas is provided below with the various actions to consider when improving these neighborhoods.

### 3.2.1 Residential Neighborhood Revitalization

Residential neighborhoods are areas where the primary land use is residential. These areas exist mainly above the H-1 Freeway and below the conservation zone. Smaller pockets of residential areas also exist below the H-1 Freeway. Improvements to consider when projects are being proposed in residential areas are as follows:



*Typical residential neighborhood.*

- Improve roadways for better on-street parking where right-of-way is sufficient. If the right-of-way is insufficient, consider acquiring property to widen the roadways, such that the appropriate improvements can be installed for safe pedestrian and vehicular movement.
  - Improve or construct sidewalks for safer pedestrian traffic and include ADA requirements, where appropriate.
  - Improve bus stops to include shelters, benches, and safe setback from streets.
- 
- Upgrade undersized sewer lines.
  - Replace old water lines.
  - Improve drainage facilities to prevent ponding or flooding.
  - Install underground electric, telephone, and cable television lines.
  - Improve street lighting and install character-style lighting on major collector roads or where appropriate.
  - Plant street trees along roadways to provide shade and to create a visually pleasing streetscape.
  - Consider a one-way street pattern to accommodate on-street parking and for safer movement of traffic where appropriate.
  - Revitalize/rehabilitate existing housing.

- Design and install gateway and entrance treatments to define major neighborhood boundaries.
- Modify intersections for safe pedestrian crossing.
- Provide sufficient signage for pedestrian crossings, bikeways, speed limits, etc.
- Provide traffic calming devices to reduce speeding on roadways.

### 3.2.2 Mixed-Use Revitalization

The mixed-use areas exist mainly between the H-1 Freeway and Nimitz Highway. These areas include light industrial, manufacturing, commercial (office and retail), and residential, both single-family and multi-family. Because of the residential component, easy pedestrian access to other uses is important to reduce the need to drive. For commercial uses, nearby parking is essential to allow customers from outside the community easy access to patronize the businesses. Large trucks that are typically associated with industrial and manufacturing uses also need to be accommodated. These types of uses provide a unique mix that is characteristic of Kalihi-Pālana.



*Typical mixed-use street scene.*

The PUC land use policies and recommendations for mixed-use development should be applied where applicable. This concept integrates commercial uses on the ground floor with apartment units on upper floors. The streets would also be redesigned to attract pedestrian-oriented commercial activity, which would be safer and pedestrian-friendly.

Although some of these uses are not compatible with one another by today's standards, it does provide a convenience for those who work, live, and play in the area. A resident could be within walking distance of all the urban amenities, including work, recreation, shopping, and dining. To the extent possible, this mix of uses should be maintained.

- Maintain sufficient on-street parking.
- Acquire vacant properties for off-street parking.
- Improve bus stops with shelters, benches, and safe setback from streets.

- Provide sufficient lighting along streets.
- Consider an efficient one-way circulation pattern, where appropriate, to allow for safe vehicular movement and pedestrian walkways, while also providing adequate on-street parking.
- Acquire setbacks along roadways where appropriate to provide for necessary improvements.
- Improve or construct sidewalks for safer pedestrian traffic.
- Upgrade undersized sewer lines and replace old sewer lines.
- Replace old water lines.
- Improve drainage facilities to prevent ponding and flooding.
- Install underground electric, telephone, and cable television lines.
- Recognize the importance of highly traveled streets in the Kalihi-Pālama area and consider the following improvements for a visually pleasing driving and walking experience:
  - Highly traveled streets include: Kalihi Street, Mokauea Street, Dillingham Boulevard, Waiakamilo Road/Houghtailing Street, School Street, Nimitz Highway, King Street.
  - Provide sidewalks with ADA standards.
  - Provide bike lanes.
  - Consider character-style lighting, where appropriate.
  - Plant street trees.
  - Consider landscaped medians where appropriate.
  - Improve building facades fronting these streets.
  - Provide adequate signage for pedestrian crosswalks, bike lanes, speed limits, etc.

### 3.2.3 Industrial Revitalization

Kalihi-Pālama houses a large portion of the industrial activity on O‘ahu. It is worth noting that the project area contributes to approximately 1/3 of Oahu’s industrial economic activity. This area is generally makai of Nimitz Highway to the Honolulu Waterfront, including Sand Island. Although much of the area between Nimitz Highway and the waterfront is designated for industrial use, there are a few single-family and multi-family parcels scattered amongst the industrial uses. The residential component poses a design challenge because large container trucks and young children do not mix well.



Over a long-term period, it is probably inevitable that the residential parcels will be converted to industrial use. Thus, the focus of the development guidelines for this area caters to the industrial users rather than the residential; but, the improvements described above in the mixed-use areas should also be considered.

Sidewalks are already constructed in much of the Kalihi Kai area but the area lacks landscaping. Landscaping with trees in areas where large vehicles travel could pose a problem where tree branches extend into the roadways. However, planting of street trees could be successful with the careful selection of proper species and size.

- Consider a one-way street pattern to maintain on-street parking and to allow safer movement of large vehicles where appropriate.
- Upgrade undersized sewer lines.
- Replace old water lines.
- Identify isolated areas of flooding and improve drainage facilities to prevent ponding and flooding.
- Install underground electric, telephone, and cable television lines.
- Renovate or reconstruct old buildings.
- Plant landscaping on properties to visually break up the mass of large industrial buildings.

### 3.3 BEAUTIFICATION



*Landscaping along Kapālama Canal.*

Beauty and cleanliness in the surrounding environment give people a sense of contentment, pride, and order. It does, however, require effort on the part of the community to keep their surroundings aesthetically pleasing. While vandalism and graffiti oftentimes mar the beauty of our neighborhoods, efforts to improve the appearance of our built and natural environment should be implemented. The following is a list of guidelines to consider when improving our surroundings:

- Plant street trees along roadways.
- Plant landscaping along fences or hard surfaces to soften the appearance.
- Use drought tolerant/low water use plants and xeriscaping principles for all landscaping.
- Incorporate efficient irrigation systems such as drip irrigation systems with moisture detection sensors to avoid operation during rain and if adequate moisture is present in soil.
- Renovate or reconstruct buildings that characterize the history of the area.
- Install character-style lighting along major roadways.
- Create parks and open space to provide visual relief from the built environment.
- Install underground electric, telephone, and cable television lines.
- Enforce the use of nonpotable water for the irrigation of large landscaped areas if a suitable supply is available.
- Organize community clean-up events to remove debris or cover graffiti.
- Construct entry features to neighborhoods.
- Install character-style signage within neighborhoods for specific features within the community (community centers, parks, historic sites or buildings, and activity centers).
- Consider installing art work in parks (i.e., sculptures).

### 3.4 ACTIVITY CENTERS

The intent of the activity centers is to provide a unique place for people to visit and patronize businesses to boost the economy in Kalihi and provide gathering places for community members to build social capital and improve community spirit. These areas could host open markets, festivals, and fairs. There are several site-specific areas that were identified as activity centers. These activity centers include: 1) King Street Multi-Cultural Heritage Corridor from Liliha Street to Middle Street (see Section 4), 2) Honolulu Community College (HCC), and 3) the site of the O‘ahu Community Correctional Center (OCCC). A non-site specific activity center is a multi-cultural marketplace. The community wants a multi-cultural marketplace established somewhere in Kalihi. However, the location and size of this use need to be determined. This marketplace would be a venue where businesses, farmers, entrepreneurs, and residents can



*Open market*

provide their services and goods (i.e., fruits, vegetables, clothing, jewelry, produce, crafts, banking services, educational opportunities, etc.).

The following lists the guidelines that should be considered for each of these activity centers:

### **3.4.1 King Street Multi-Cultural Heritage Corridor**

This activity center extends along King Street from Liliha Street to Middle Street. King Street was one of the first major roadways to be constructed and contains a number of historic buildings that are on the State and National Register of Historic Places. There are numerous “mom and pop” shops and a variety of ethnic establishments that cater to the diverse multi-cultural population. A detailed description of this project is presented in Section 4.

### **3.4.2 Honolulu Community College Town**

Honolulu Community College (HCC) specializes in the education of industries, such as carpentry, aeronautics, automotive, and high technology. HCC has partnered with companies like Cisco and Sun Microsystems where classes are held at HCC to teach students the necessary skills to eventually work for these companies. These partnerships inspired the concept of a technology corridor in the vicinity of HCC, which then evolved into the concept of a “College Town” around HCC.



*Honolulu Community College.*

The College Town concept takes further advantage of HCC’s location by providing students “hands-on” training opportunities with the nearby aeronautic, marine, and automotive industries located a short distance from campus. The College has facilities near Honolulu International Airport for the Aeronautics Maintenance and Commercial Aviation programs, automotive and heavy equipment shops on Kokea Street, and the Marine Education and Training Center at Sand Island.

Surrounding establishments and new developments, would cater to the needs of the students. Because of the close proximity of the school to these industries, the students could walk rather than drive to work, resulting in reduced traffic. This concept is consistent with the existing IMX zoning designation.

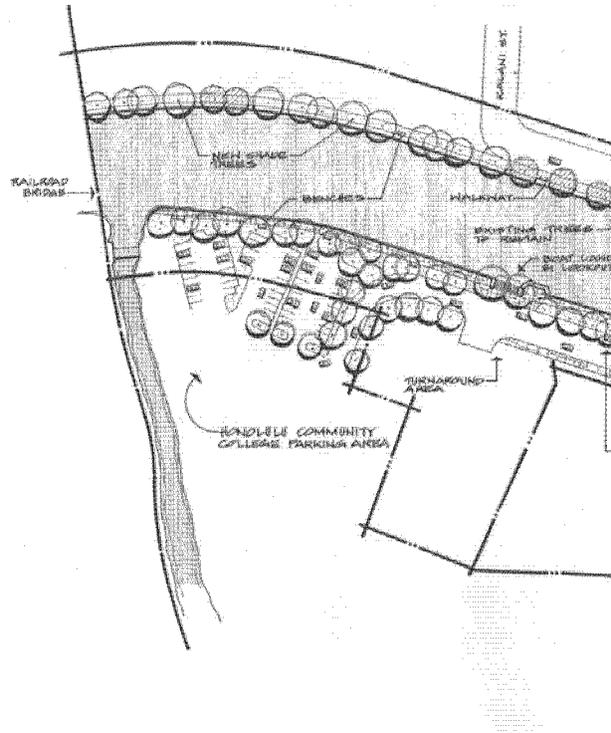
Currently, monthly parking is available on campus or in the parking lot near Nimitz Highway for a fee. However, many of the students park along the local streets for free. The Kapālama Canal Beautification Study (1980) showed conceptual sketches for a one-way system on Kohou and Kokea Streets and the possibility of dead-ending Kokea Street near Dillingham Boulevard.

These sketches also show possible sites for parking lots on the HCC side of Kokea Street. If this plan is implemented, much of the on-street parking will be removed but accommodated in a parking lot. These improvements should be coordinated with the plans for HCC and the plans for a College Town to reduce or mitigate possible impacts on the surrounding area from vehicular or pedestrian traffic.

The extent of the College Town is still to be determined. This project would require a collaborative effort amongst many different stakeholders, such as the University of Hawai‘i, City, landowners, businesses, and the community. A master plan to determine the types of uses needed for a College Town

will be needed. Depending on the outcome of the master plan, changes in the zoning designation may be needed (i.e., off-site housing for students or teachers). Some of the actions to consider for this activity center are as follows:

- Prior to development of the College Town, prepare a master plan to identify the types of services needed, employment opportunities, and housing.
- Redevelop the HCC campus and surrounding areas into a “College Town” that provides services that cater to students and University-based needs (i.e., computer software and hardware stores, restaurants, print shops, book stores, school supplies).
- Improve vehicular access and parking.
- Improve pedestrian circulation on campus and to nearby business establishments.
- Provide attractive landscaping.
- Provide adequate night lighting in and around the campus.



*Portion of plan from 1980 study.*

- Provide outdoor and indoor gathering places.
- Revitalize the HCC campus (buildings and infrastructure).
- Provide nearby dormitories or apartments.
- Provide pedestrian and vehicular connections to King Street.
- Clean up the incinerator site of hazardous materials and use the land for campus expansion.

### 3.4.3 Redevelopment of O‘ahu Community Correctional Center Parcel

The State has been considering moving the O‘ahu Community Correctional Center (OCCC) to Hālawā. As a result, the community has been lobbying elected officials about transforming the site into uses that would serve the community. (See artist’s rendering on page 3-14).



*Oahu Community Correctional Center.*

There is a long list of suggestions provided by the residents on the types of uses that could be accommodated at the site. During a site visit of OCCC, the buildings appeared to be in sturdy condition. Adaptive reuse should therefore be considered. A study to determine the best use for the site should be conducted with community input.

While some of the uses may not be compatible with one another, they are listed in order of type of use, as follows:

#### **Community Services/Activities**

- Multi-cultural marketplace
- Cafeteria – meals-on-wheels
- Music center with stage and ballrooms
- Multi-purpose rooms
- Games (dominos, chess, bridge, mahjong)
- Mentorship programs
- Crafts
- Night activities; youth advisors
- Youth activities; gym, programs, computer classes for youth and seniors
- Speakers bureau; candidates night
- Open fields for tournaments
- Community gardens
- Handivan center
- Farmer’s market

- Police staging area
- Reading, research, computer room
- Public internet access node
- Major sports venue
- Center for Pacific and Asian performing arts

#### **Educational Services**

- Pre-school
- Culinary classes
- Auto maintenance classes
- HCC branch site
- Youth enrichment areas; aspiring teachers
- Driver training
- Low-income day care

#### **Offices**

- Office for social services
- Office for MADD (Mothers Against Drunk Driving)
- Business incubator
- One-stop employment center
- Banking services

#### **Health Services**

- Community use and not drug treatment
- Health monitoring services

#### **Senior Citizen Services**

- Language programs for seniors and citizenship
- Relocate Lanakila Senior Center to OCCC
- Senior-citizen band
- Assisted living for seniors
- Low-cost senior medication pharmacy
- One-stop senior-citizen center
- Geriatricians with health agencies

#### **Commercial**

- Gift center that sells crafts by seniors
- Movie theaters
- Computer communications center:  
AOL/Microsoft

### 3.4.4 Multi-Cultural Marketplace

The site to house the multi-cultural marketplace has not yet been determined, although it was suggested for the OCCC site. This type of facility is envisioned as having indoor and outdoor sales of goods and services that would require some fixed facilities and some outdoor space for an open market. The development of a multi-cultural marketplace in Kalihi is appropriate because of the diverse ethnic mix of the population. A



*Open market.*

multi-cultural marketplace would provide the venue where residents and businesses can share their cultural products with others. This marketplace is not expected to compete with Chinatown because Chinatown caters to the Chinese population. It is expected that this marketplace will cater to the large Filipino population of the area and to other ethnic groups, such as Micronesians, Pacific Islanders, and Hawaiians.

- Conduct a feasibility study to determine the location of the site.
- Prepare a master plan to determine the types and location of uses.
- Integrate a permanent/semi-permanent, multi-cultural marketplace for local vendors to sell ethnic crafts, food products, and services.
- Provide open space and park facilities for picnics.
- Provide adequate parking



*O'ahu Community Correctional Center.*



*Artist's rendering of Revitalized OCCC Property.*

### 3.5 ENVIRONMENTAL RESTORATION

Environmental issues are always a concern because, if the natural environment is disrupted, it can have an effect on our quality of life. For instance, leptospirosis was never a major concern in streams in the past. People played and swam in streams with no fear of contracting the bacteria. However, today, most streams on O‘ahu have the potential of bacterial presence. People are warned against entering streams if they have any open wounds through which the bacteria can enter their system. Therefore, a concerted effort to prevent negative environmental effects and restore the environment to a better condition is very important.

#### 3.5.1 Watershed Management

The Corps of Engineers, Department of Land and Natural Resources, and the Board of Water Supply have begun a process of collaborative watershed studies. These studies are being conducted to identify actions needed to improve O‘ahu’s watersheds, streams, and coastal waters. It is assumed that these three agencies will take the lead in implementing the recommended actions outlined in the study to improve the watershed. It will take a long time to improve conditions in the watershed; however, there are some specific actions that can be done to prevent further degradation of the watershed, as follows:

- Develop community-based stewardship programs to manage legal access to the conservation district.
- Control feral pigs and other animals that feed on or destroy vegetation to minimize erosion and increase percolation into the groundwater.
- Plant native trees and vegetation in the watershed.
- Control or eradicate invasive, non-native plant species.
- Respect the community policy to cease the dumping of displaced contamination in the Kalihi-Pālama area from neighboring vicinities.



*Kalihi Stream.*

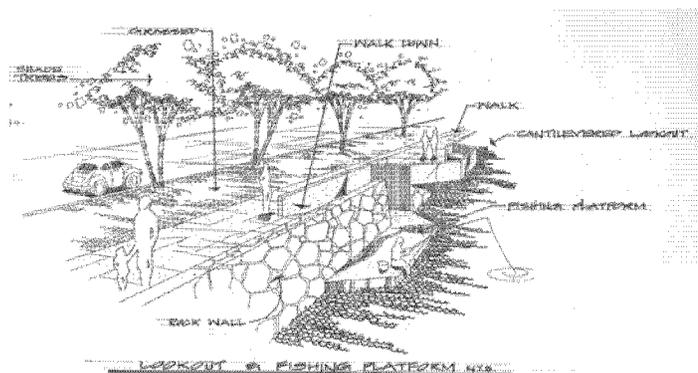
### 3.5.2 Stream Restoration/Preservation

Streams originate in and are directly related to the watershed. The watershed study will also address actions related to streams. Some of the actions identified are scientific in nature, such as monitoring water quality or stream biota, and other actions may require Department of Army and possibly State permits. However, permits notwithstanding, there are physical actions that can be taken to improve streams in Kalihi:

- Remove debris from streams.
- Develop an “Adopt A Stream” program.
- Preserve the stream corridor through the establishment of stream setback restrictions.
- Establish bioremediation and “clean” plants at Kupehau Park and Kapālama Canal.
- Remove vegetation, such as mangrove, near the mouth of streams to increase stream flow to prevent flooding.
- Stabilize stream banks to minimize erosion.
- Establish a public awareness program on the resulting negative consequences of stream contamination from debris, pesticides, herbicides, and hazardous wastes.

### 3.5.3 Kapālama Canal Beautification

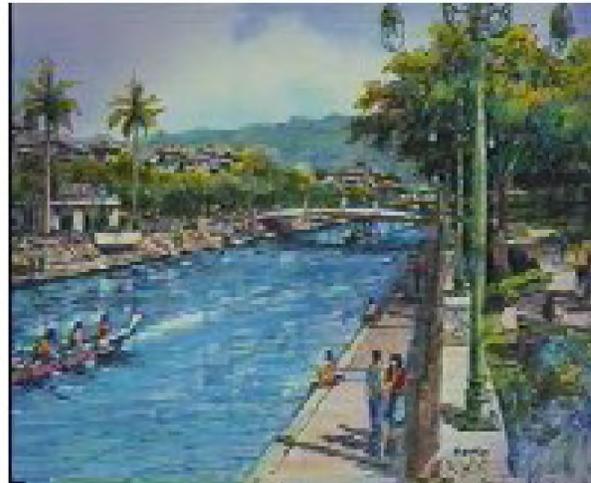
Kapālama Canal extends from the H-1 Freeway to the ocean. Above the H-1 Freeway, the stream is generally in its natural state. Kapālama Canal (Canal) was constructed in 1938 by the City as a flood control project for Niuhelewai Stream. As urbanization developed around this controlled waterway, the community felt that the Canal was a good asset and wanted to increase its aesthetic quality and provide a recreational amenity for the area.



*Sketch of a portion of Kapalama Canal (1980 report).*

In 1971, a master plan was prepared for the Canal to develop a long-range plan for flood control improvements, beautification, and recreational potential. In 1978, conceptual plans, engineering

drawings, and cost estimates were developed to include the recommendations of the 1971 master plan. This study was prepared in collaboration with an advisory committee that consisted, in part, of community members. The concepts developed in the 1978 study are still valid today, based on conversations with the community for this Kalihi-Pālama Action Plan. A third plan was prepared in 1980 that also illustrated the improvements of the two previous plans. This plan provided various alternatives for the development of the Canal and Kohou and Kokea Streets. These plans were never implemented because of the high construction costs. However, the Kalihi-Pālama Community Council (KPCC) has played an active role in incrementally improving the appearance of the Canal by lobbying for funds to plant trees and construct picnic tables.



*Artist's rendering of Kapālama Canal beautification.*

The actions to be taken toward the beautification of the Kapālama Canal begin with the need to develop a phased approach based on the 1980 Kapālama Canal Flood Control, Landscaping, and Beautification Plan:

- Establish a one-way traffic pattern system on Kohou and Kokea Streets.
- Construct curbs and gutters with on-street parallel parking.
- Construct walkways between the curb and edge of the Canal.
- Provide landscaping along the Canal.
- Provide park furniture (picnic tables, gazebo, lighting, trash receptacles).
- Construct a retaining wall along the stream banks to prevent erosion.
- Tier the stream edge to allow access to water for fishing, crabbing, walking, biking, and viewing.
- Dredge the Canal.
- Construct a pedestrian bridge over the Canal near HCC.

## SECTION 4 ACTION PLAN

This section of the report provides examples for improvement projects and illustrates how the guidelines listed in the “Areas of Focus” can be applied to a project. Site-specific areas around Kalihi-Pālama were identified as sample projects to show how multiple areas of focus would be addressed for a project site. Implementation strategies are included for each project sample to show what steps are needed. In addition to the sample projects, two other actions are discussed. These two actions are: 1) a “Park Program” and 2) establishing a “Community Development Corporation” (CDC). These two actions are presented for community consideration in the event government funding for priority projects cannot be obtained.

### 4.1 KING STREET MULTI-CULTURAL HERITAGE CORRIDOR

#### 4.1.1 Introduction

The King Street Multi-Cultural Heritage Corridor extends from Liliha Street to Middle Street. King Street’s unique features are due to the ethnic diversity of the area, which supply the abundant food stores, specialty services, and restaurants. When tied together, these diverse elements represent the foundations for the Kalihi-Pālama Multi-Cultural Heritage Corridor. Once the King Street Corridor has been established, these concepts and ideas can be extended to other areas in Kalihi-Pālama. The history, legends, and stories (Appendix B) can be utilized on tours, at a museum, or at a building site via historic markers and signs.

This section discusses the implementation strategy for the Kalihi-Pālama Multi-Cultural Heritage Corridor. It will provide a description of implementing activities, potential funding methods, and a 4-year time line.



*Historic Kaumakapili Church.*

### 4.1.2 Vision and Goal

The goal of the King Street Multi-Cultural Heritage Corridor is to showcase the historical and cultural resources of the Kalihi-Pālama community. The Corridor can enhance the quality of life of residents and businesses by protecting, preserving, restoring, and interpreting the multi-cultural resources of the area. Showcasing the Multi-Cultural Heritage Corridor may afford greater economic and social stability to the Kalihi-Pālama community and attract visitors to the area.

- Preserve historic structures.
- Protect, maintain, and creatively utilize the area’s historical and archaeological sites for the enjoyment of community residents, visitors, and future generations.
- Create pedestrian walkways and bikeways that connect cultural areas.
- Develop cultural/historical centers such as OR&L Terminal, Pālama Theater, Pālama Settlement, and Kaumakapili Church.
- Sponsor community festivals celebrating Kalihi’s pride, highlighting the community’s diverse cultures and integrating business and residential activities.

### 4.1.3 Resource Opportunities

The following resources along the King Street Corridor offer interpretive opportunities that detail the cultural and historical fabric of Kalihi-Pālama:

- **King Street Eateries**

Kalihi-Pālama’s multi-cultural character is best represented by the numerous ethnicities, such as, Japanese, Chinese, Filipino, Vietnamese, Thai, and Hawaiian. These ethnic groups operate a large number of eateries along King Street.



*Elena's Filipino Food Restaurant.*

- **Town Within A Town Character**

The older buildings serve as distinctive reminders of the heritage of Kalihi-Pālama. Rehabilitation or restoration activities of unique buildings along the King Street Corridor can strengthen Kalihi-Pālama’s small town character as well as promote economic revitalization.

- **Unique Shops**

Tamashiro Market, Hawaiian Vintage Gift Shop, Kalihi Bowl, and countless other “mom and pop” shops located along King Street contribute to the historical and contemporary dimensions of the Heritage Corridor.

- **Historic Sites and Points of Interest**

Historic sites, churches, people’s markets and other community-based activities and resources are attractions located along the King Street Corridor.

- **Gathering Places**

Gathering places include schools, parks, museums, and libraries. These are areas where the community can gather for cultural or historic events.



*Kalihi Bowl.*

#### 4.1.4 Objectives

- **Establish the Kalihi-Pālama Heritage Corridor**

- Designate the Kalihi-Pālama Multi-Cultural Heritage Corridor along King Street.
- Incorporate walking or trolley tours along the Corridor route.
- Establish a Kalihi-Pālama Community Museum at a location along the Heritage Corridor.
- Develop a calendar of Kalihi-Pālama festivals, activities, and events along the Corridor.
- Develop a Kalihi-Pālama Directory and Z-Card walking maps.
- Use the legends and stories in Appendix B for tours, signage, and brochures.

- **Rehabilitate Kalihi-Pālama’s Distinctive Buildings**

- Inventory the most important and significant historic buildings that the community deems worthy of preservation and/or rehabilitation activities.
- Utilize “A Town Within A Town Plan” (1993) for certain restoration activities.
- Incorporate site signage or markers on select historic buildings.

- **Collaborate With Kalihi-Pālama Families, Organizations, and Businesses**

Community-based leadership is important to setting in motion a series of incremental initiatives that build community support.

- Establish the Kalihi-Pālama Community Development Corporation (CDC) to lead the rehabilitation and revitalization efforts. The CDC should be able and capable of receiving and disseminating funds for enhancing historic properties and cultural resources. (Another section of the Action Plan provides details on CDC’s and the potential application to Kalihi-Pālama.)



*Community leaders.*

- Partner and network with organizations that advocate the Kalihi-Pālama Heritage Corridor goals and objectives. Work with organizations that have a proven track record in historic preservation initiatives and that can provide guidance on planning and development.
  - Bishop Museum
  - Kalihi-Pālama Culture and Arts Society
  - Historic Hawai‘i Foundation
  - University of Hawai‘i Mānoa
  - Honolulu Community College
- Organize a base of volunteers interested in promoting, identifying, and maintaining the historical and cultural properties of Kalihi-Pālama.

#### 4.1.5 Implementing Activities

- **Inventory of Historical and Cultural Resources**

The Kalihi-Pālama historical and cultural resources inventory identifies and makes recommendations on the preservation of the historical and cultural resources. When the Kalihi-Pālama area's historic buildings and cultural resources are protected and made the focal points of the community, they will serve to attract visitors seeking heritage tourism opportunities.

- Product:** Inventory Report of historic cultural properties and resources in the area
- How:** Private-public partnerships; utilize service learning options with the University of Hawai'i and Honolulu Community College; seek advice from Bishop Museum and State Historic Preservation Division as to inventory program development
- Who:** Kalihi-Pālama Community Development Corporation; University of Hawai'i Architecture and Historic Preservation Program; Honolulu Community College; Bishop Museum; State Historic Preservation Division
- Duration:** 1 Year
- Cost:** \$20,000—Archival and historical research, materials reproduction, report reproduction, supplies, transportation, professional fees
- Funding Strategy:** Small grants

- **Prepare a Kalihi-Pālama Preservation Plan**



*Older building along King Street.*

The purpose of the plan is to guide the efforts to preserve and protect the valuable historical and cultural resources of the Kalihi-Pālama area. The plan is a road map for future activities with an eye toward achieving certain preservation goals. The plan may influence the direction of changes and development to be sensitive to historic preservation and cultural resource values.

Socially, the Kalihi-Pālama community benefits when there is pride in its history and mutual concern for the protection of its historical and cultural assets. Healthy physical growth is promoted when the community has a well-defined and concerted planning approach for the protection of historic structures and cultural resources. Environmentally, Kalihi-Pālama benefits when historic buildings are restored and rehabilitated rather than demolished and sent to a landfill.

**Product:** Kalihi-Pālama Preservation Plan Report  
**How:** In-kind contributions, service-learning projects  
**Who:** Kalihi-Pālama Community Development Corporation; University of Hawai‘i Architecture and Historic Preservation Program and Department of Urban and Regional Planning; Honolulu Community College; Bishop Museum; State Historic Preservation Division  
**Costs:** \$20,000  
**Duration:** 1 to 2 years  
**Funding**  
**Strategy:** Small grants

- **Rehabilitate Buildings**

**Product:** Rehabilitated Buildings--Based on cultural and historical inventory, select buildings for rehabilitation and/or reconstruction. Implement “A Town Within A Town” guidelines  
**How:** Public-private partnerships, service-learning projects, in-kind contributions  
**Who:** Kalihi-Pālama Community Development Corporation, public agencies, private businesses, labor unions, business associations  
**Costs:** Due to unique rehabilitation circumstances, cost estimates would be determined on a building-by-building basis  
**Duration:** 2 – 3 years planning, design, and reconstruction  
**Funding**  
**Strategy:** Multi-year grants; tax credits



- **Develop a Calendar of Corridor Activities**

**Product(s):** Festivals, Walking Heritage Trail, Trolley Tours, Kalihi-Pālama Eateries  
 Directory, Z-cards

**How:** Public-private partnerships

**Who:** Kalihi-Pālama Community Development Corporation; private businesses;  
 Kalihi-Pālama Business Association; City Office of Economic Development;  
 State Department of Business, Economic Development and Tourism

**Costs:** Commensurate with scale of activities

**Duration:** Concurrent Preservation Plan development

**Funding**

**Strategy:** Grants; in-kind contributions

#### 4.1.6 Heritage Corridor Program Plan 4-Year Look Ahead

**Table 4-1. Heritage Corridor Timeline**

Activity	Year 1	Year 2	Year 3	Year 4
Submit grant application to conduct focused inventory of buildings with rehabilitation potential and associated costs.	➔			
Conduct inventory in conjunction with UHM, HCC and other professionals involved with Historic Preservation initiatives.		➔		
Submit grant application for multi-year funding for rehabilitation of select buildings based on inventory.			➔	
Begin rehabilitation projects.				➔
Organize partnerships.	➔			
Develop calendar of events and sponsor activities.		➔		

#### **4.1.7 Financing and Funding**

Paying for planned rehabilitation projects will require funds from private businesses or landowners. Other funding options are listed below:

- **Federal Funding Sources**

##### **Save America’s Treasures**

Grants are administered by the National Park Service (NPS) in partnership with the National Endowment for the Arts (NEA). The NPS awards and administers grants for historic structures and sites, including historic districts, sites, buildings, structures, and objects. The NEA administers grants associated with collections, including intellectual and cultural artifacts, documents, and works of art.

##### **Transportation Enhancements Funding**

The Transportation Equity Act for the 21st Century (TEA-21) re-authorized the transportation enhancements program through 2003. Transportation enhancements include some of the following: acquisition of scenic easements and scenic or historic sites; scenic or historic highway programs (including the provision of tourist and welcome center facilities); historic preservation; rehabilitation and operation of historic transportation buildings, structures, or facilities (including railroad facilities and canals); preservation of abandoned railroad corridors (including the conversion and use thereof for pedestrian and bicycle trails); archaeological planning and research.

##### **Federal Rehabilitation Tax Credit**

The Tax Reform Act of 1986 [PL 99-514] created a 20% tax credit for the certified rehabilitation of certified historic structures and a 10% tax credit for the rehabilitation of non-historic, non-residential buildings built before 1936. A tax credit lowers the amount of tax owed.

##### **National Trust for Historic Preservation Grant and Loan Programs**

The National Trust for Historic Preservation provides leadership, education, and advocacy to save America’s diverse historic places and revitalize communities. The following describes these grants and loans:

The **Preservation Services Fund** provides non-profit organizations and public agencies matching grants from \$500 to \$5,000 (typically from \$1,000 to \$1,500) for preservation planning and education efforts. Funds may be used to obtain professional expertise in areas such as architecture, archaeology, engineering, preservation planning, land-use planning, fund raising, organizational development, and law as well as preservation education activities to educate the public.

The **Johanna Favrot Fund** for Historic Preservation provides non-profit organizations and public agencies grants ranging from \$2,500 to \$10,000 for projects that contribute to the preservation or the recapture of an authentic sense of place. Individuals and for-profit businesses may apply only if the project for which funding is requested involves a National Historic Landmark. Funds may be used for professional advice, conferences, workshops, and education programs.

The **National Trust's Community Partners** administers the loan programs described below. Eligible applicants are tax-exempt, non-profit organizations and local governments; organizations may enter into partnerships or joint ventures, provided the applicant is pivotal to project execution. Eligible projects involve the stabilization of historic properties in conformance with the Secretary of Interior's Standards.

- The **National Preservation Loan Fund** provides loans to establish or expand local and statewide preservation revolving funds; to acquire and/or rehabilitate historic buildings, sites, structures and districts; to purchase easements; and to preserve National Historic Landmarks.
- The **Inner City Ventures Fund** offers below-market rate loans of up to \$150,000 to non-profit community organizations for site-specific projects and \$200,000 for revolving funds to help revitalize older, historic neighborhoods for the benefit of low- and moderate-income residents. Funds may be used for acquisition, rehabilitation, and related capital costs for projects that offer housing. Priority is given to organizations and neighborhoods participating in the National Trust's Community Partners Program.

#### **The National Endowment for the Humanities**

The National Endowment for the Humanities was founded by Congress in 1965 to promote progress and scholarship in the humanities and arts. Non-profit education or

cultural institutions, such as schools and historical societies, are eligible for grants. Grants may be used for renovation and adaptive reuse.

### **The Preservation Technology and Training Grants (PTTG)**

PTTG is among the few preservation and conservation grants programs devoted to training, technology, and basic research. The purpose of the grants programs is to ensure an effective and efficient system of research, information distribution, and skills training in all of the related historic preservation fields. Proposals are accepted annually.

- **Hawai‘i Funding Sources**

#### **Historic Hawai‘i Foundation (HHF)**

The Historic Hawai‘i Foundation works to preserve the unique architectural and cultural heritage of Hawai‘i. The Hawai‘i Preservation Services Fund was created by a \$100,000 grant from the HHF to the National Trust for Historic Preservation for grants throughout Hawai‘i. Grant applicants must be non-profit incorporated organizations, public agencies, or educational institutions capable of matching the grant amount dollar-for-dollar. Grants range from \$1,000 to \$10,000. Awards are made in the following categories: consultant services, preservation education, co-sponsored conferences.

#### **Bishop Museum**

Designated the State Museum on Natural and Cultural History in 1988, Bishop Museum’s mission is to record, preserve, and tell the stories of Hawai‘i and the Pacific. The Hawaiian and Pacific Studies Department offers services integral to the completion of archaeological reports. These include expertise in archaeological inventory survey, archaeological data recovery excavations, Geographic Information System, field mapping, graphic illustrations, and databasing and historical archaeology.

#### **State Historic Preservation Division**

The State Historic Preservation Division (SHPD) works to preserve and sustain reminders of earlier times which link the past to the present. SHPD's three branches, History and Culture, Archaeology, and Architecture, strive to accomplish this goal through a variety of activities.



*Current view of King Street.*



*Artist's rendering of King Street Multi-Cultural Heritage Corridor.*

## **4.2 RESIDENTIAL NEIGHBORHOOD REVITALIZATION – KALIHI UKA PARK AND SCHOOL**

### **4.2.1 Introduction**

The Kalihi Uka Park and School site was selected as a model project because this area provided an opportunity to include many of the guidelines in a number of different areas of focus. The park, school, commercial buildings, and surrounding residential uses were included in the concept plan. This project includes four of the five areas of focus: 1) open space and recreation, 2) revitalization, 3) beautification, and 4) activity center. The goal of this project is to create an activity center for social interaction and enhancement of the environment to create an inviting place for the community to gather.



*Kalihi-Uka Park open field.*

Kalihi Uka Park and School is located along Kalihi Street between Nobrega and Lehua Streets in Kalihi Valley. The tax map key (TMK) number for the park is 1-3-35:1 and the TMK number for the school is 1-3-36:15. Because of the small size of the school property (1.11 acres), the school uses the park as its playground during recesses. The park size is 1.2 acres. Access to the park is hampered by the extensive fencing that defines the boundaries of the school and the park because the school is owned by the State and the park is owned by the City. To access the park, children need to walk down a ramp that exits onto the sidewalk of Nobrega Street, then to the entrance gate to the park. This situation poses a safety issue for the children because of the need to travel off the school property to enter the park.

This project would include traffic calming applications for safe streets, revitalization of commercial buildings along Kalihi Street, landscaping along the streets, landscaping within the park, landscaping within the school grounds, and replacing street lighting with character-style lighting along Kalihi Street and adjacent residential streets. This project can be used as a prototype neighborhood revitalization effort that can be applied to other areas in Kalihi.

### 4.2.2 Existing Conditions

Preliminary recommendations in the City’s Parks Master Plan (which is not yet finalized) indicated that Kalihi Uka Park should be turned over to Kalihi Uka School because of the small size of the park of approximately one acre. The Department of Education (DOE) is not interested in accepting the property due to concerns with loitering, graffiti and other nuisances. In addition, the Kalihi-Palama community, i.e., Kalihi Valley in particular, opposes the transfer of the park to DOE because the park is used frequently for community activities. If DOE gains jurisdiction over the park, the park would be closed after school hours and would not be available for community use unless arrangements can be made with DOE for use of the facility.

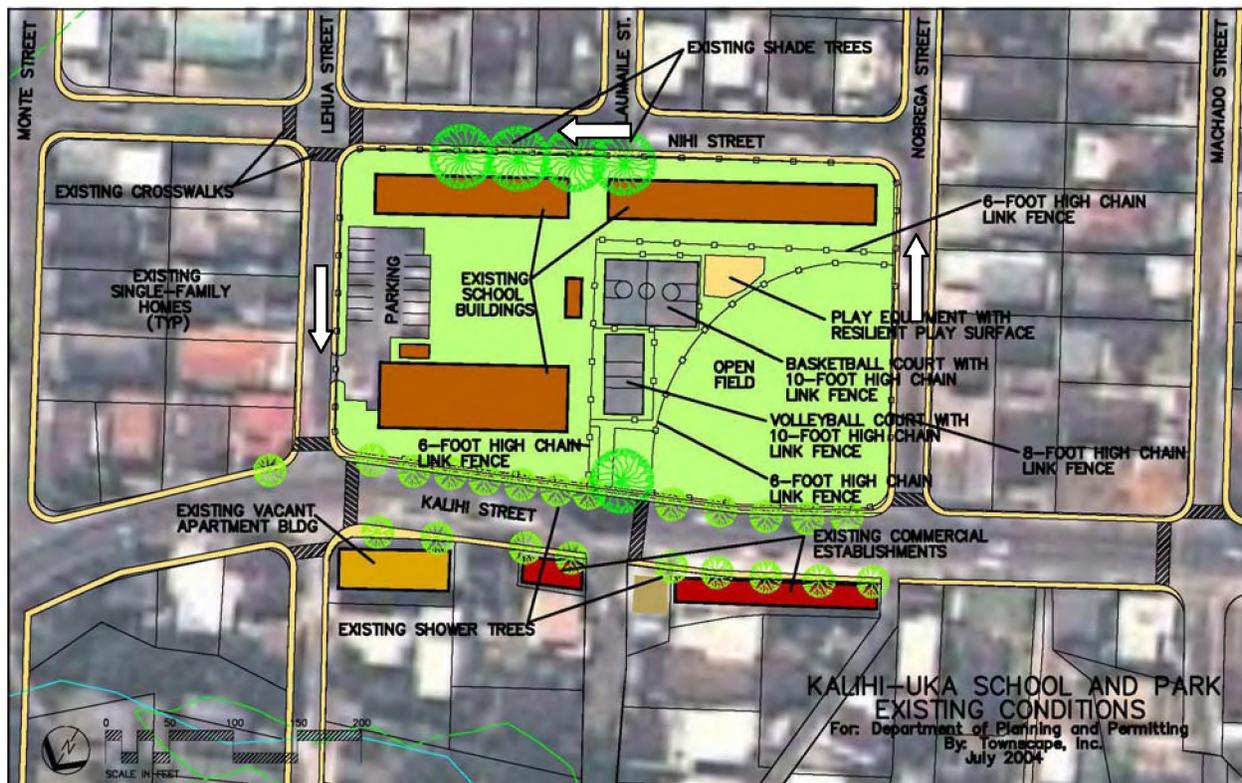


Figure 4-2: Kalihi Uka School and Park Existing Conditions

The open space area of the park is in the shape of a baseball field and is grassed. A wall and 6- to 8-foot high fencing enclose this open space area and no baseball facilities or landscaping are present. Beyond the wall and fence, the ground elevation is 3 to 4 feet higher than the open field

and that area contains play equipment, a basketball court, a volleyball court, and a parking lot for approximately four cars. The volleyball and basketball courts are also enclosed with 10-foot high chain link fences. An asphalt ramp leading down to the open field also has a wall and a 6-foot high fence that separate the park from the school facilities. Except for one large monkeypod tree near the parking lot, no other trees or shrubs are present in the park.



*Asphalt ramp down to open field.*

Kalihi Uka School contains three buildings with a 15-car parking lot. Two classroom buildings line the Nihi Street side of the property. The administration building and cafeteria front Kalihi Street and the parking lot is along Lehua Street. A small open field area is located in the center of the property and is grassed with no trees. An office in the administration building has been set aside for the park.

Kalihi Street, fronting the school, park, and commercial buildings, has sidewalks and landscaping. However, the side streets lack landscaping, except for a small section of Nihi Street adjacent to the school. Residential streets in this area have a 30-foot right-of-way that includes a 20-foot wide pavement with on-street parking on one side and 5-foot sidewalks on both sides of the street. According to the City, residential streets in this area are classified as “various”, i.e., roads that are owned by more than one entity, such as City, private, and State.

### **4.2.3 Proposed Improvements/Actions**

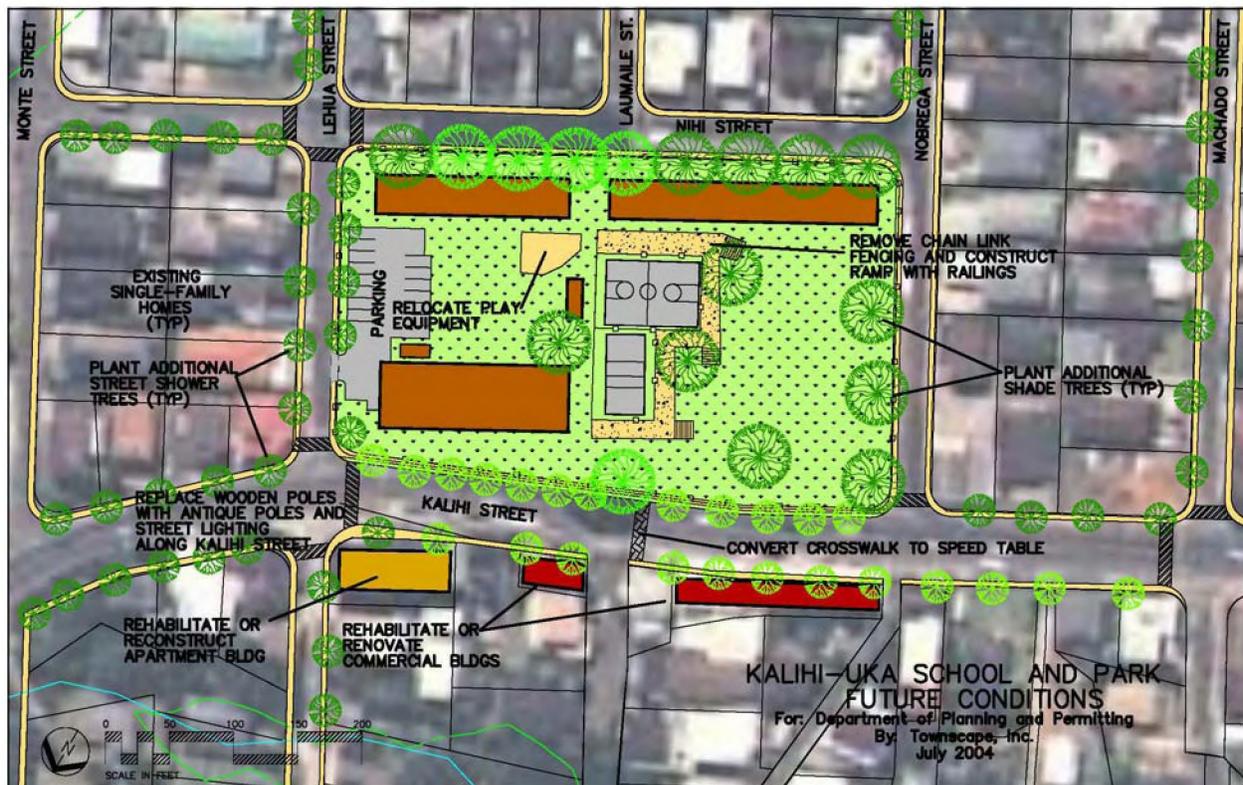
There are numerous fences and an interior wall that separate property boundaries and the various recreational activities. For example, fencing separates the State DOE property from City-owned park land. The Action Plan proposes that these internal fences and walls be removed and the land graded to gradually descend from the school to the open field of the park. Currently, children from the school, using the park during recess, need to exit onto Nobrega Street or the park’s parking lot to enter the park’s open field; this could pose some hazardous conditions. The fencing that demarks the State and City property should remain and access gates be built into the existing fencing so that children may safely access the park. In order to facilitate movement and aesthetic quality, the fence and wall that separate the hard court facilities and the lower ball field should be removed. This will require re-grading of the site to provide a smooth transition from the school to the park.

The 8-foot high fence that encloses the existing park site could be lowered to a 4-foot high fence similar to the fence height that encloses the school grounds. If any ramps are needed to transition from the school to the park grounds, handrails should be used in lieu of fencing.



*Play equipment in park.*

Site inspection and discussions with teachers at Kalihi Uka School indicated that the soil within the park site is very rocky and uneven and, therefore, dangerous when the children are running in the field. Thus, the park may need additional soil to cover the rocks and level the ground. Landscaping should be added to provide shade for the children on both the school grounds and the park. Although the park appears to be constructed for baseball, the park is not equipped for that sport. Backstop, baseball diamond, and pitcher’s mound are not available. This field is used



**Figure 4-3: Kalihi Uka School and Park Future Conditions**

by the school during recesses and by the community for informal outdoor play and community events.

The play equipment that is currently adjacent to the basketball court should be moved, possibly to the open space area on the school grounds to separate these two uses. Smaller children could come within harm's way from the quick movements related to basketball.

An existing bus stop fronting the school is near a crosswalk on Kalihi Street. Visual observation indicated that people disembarking the bus use this crosswalk, which is not ADA compliant. Because of heavy vehicular traffic on Kalihi Street, pedestrians tend to wait at this crosswalk for a significant period of time before being able to cross the street. The crosswalk should be turned into a speed table or other traffic calming measure to slow traffic in this area and it should be designed with ADA requirements. The only other traffic calming measure that has been constructed in Kalihi-Pālama is located at Kohou and Houghtailing Streets and no other traffic calming measures are planned for this area. A bench or bus shelter should also be installed at the bus stop.



*Lehua Street scene.*

Residential streets in the vicinity of the school have been improved with curbs, gutters, and sidewalks. However, there is no planting strip or trees along the residential streets, except for Kalihi Street. Trees should be planted along the side streets for shade and aesthetics provided that improvements meet ADA requirements. These trees should be planted within the right-of-way or within the adjoining property if the shoulder precludes the installation of trees.

Other revitalization strategies for Kalihi Street include store front restoration along the neighborhood commercial strip. As a matter of consistency, “A Town Within a Town Plan” (1993) outlines various revitalization standards and should be used to guide restoration efforts. Since trees have already been planted in this vicinity, decorative-style street lighting should be installed. For safety reasons, however, sufficient lighting should be a priority so as not to create dark areas. The vacant apartment building on the corner of Lehua and Kalihi Streets should be revitalized or reconstructed. Section 4.8 of the Action Plan provides detail as to how a Community Development Corporation may assist with establishment and operation of a community-owned institution.

#### **4.2.4 Cost Estimate**

The cost of this project would be in the range of \$200,000 to \$300,000 depending on the number of trees and street lights. This cost would include grading and re-grassing of the property, removal of internal fences and walls, street trees, character-style lighting, speed table, park trees, and relocation of the play equipment.

Renovation costs for the commercial and apartment buildings would be an initiative of the respective landowners. Renovation costs could range from \$60 to \$100 per square foot depending on the level of repair work. Reconstruction of the buildings could range from \$100 to \$150 per square foot depending on the type of reconstruction.

#### **4.2.5 Implementation Strategy**

For the park and school, a partnership would need to be established between the City and the State. For private properties, landowners would be responsible for the upgrades to their property. Because of the urbanized nature of the area, no special permits or approvals will be required. However, the typical approvals and permits, such as construction plan approval, street tree plan approval, grading permit, and building permit would be required. This project is a straight-forward design and construction effort.





*Artist's rendering of Kalihi Street Revitalization.*

### 4.3 MIXED-USE REVITALIZATION

#### 4.3.1 Introduction

The mixed-use areas of Kalihi-Pālama occur generally mauka and makai of King Street for a few blocks. These areas contain single-family homes, apartments, retail commercial, office commercial, manufacturing, and industrial uses. Many of the streets are narrow with no curbs, gutters, sidewalks, or trees. Street lighting in some areas is inadequate and creates dark, unsafe conditions that promote crime.



*Pu'uhale Road near Zippy's.*

The goal of the mixed-use revitalization project is to make the streets safe for pedestrians, residents, businesses, and vehicles by improving the street conditions with sufficient night lighting, beautifying the area with landscaping, and providing safe movement of pedestrians and vehicles. This project will encompass a few blocks and it could be used as a prototype pilot project that can be applied to other mixed-use areas within Kalihi-Pālama.

#### 4.3.2 Existing Conditions

The area that was selected as the pilot project is makai of King Street from Mokauea Street to Gulick Avenue and between Wilcox Lane and King Street. This area was selected because many of the streets have a setback established by the City for roadway improvements and the existing street and lighting conditions are below current standards. These substandard conditions contribute to unsafe streets for both pedestrian and vehicular traffic.

Streets within this area have a variety of existing right-of-way widths from 20 to 56 feet. Some of the streets are privately owned and others have a “various” jurisdiction. According to the City, residential streets in this area are classified as “various”, i.e., roads that are owned by more than one entity, such as City, private, and State. Several of the roads within this area have a setback requirement that was established by the City. Certain improvements are required according to City Ordinance when an owner or lessee is issued a building permit to construct or reconstruct a building on the property, in an area zoned for any use other than residential or agricultural.

The setbacks vary from 5 to 20 feet. These setbacks are generally for roadway widening or improvements, such as sidewalks, curbs, and gutters. Streets that have established setbacks include Gulick Avenue and Waterhouse and Kopke Streets. Gulick Avenue has a few parcels with a 5-foot setback. Along Waterhouse Street, there is a 5-foot setback on both sides of the street. Kopke Street has a 20-foot setback on two blocks on the eastern side of the street.

In general, setbacks are enforceable when the cumulative cost of the project is more than \$100,000 over a 12-month period and where alteration would result with an increase in the floor area of the existing building. Also,

roadway setbacks may exist in residential-zoned properties. In those instances, the City would construct the future road widening improvements; however, private improvements would be done so as to recognize the existence of the setback line.

The lot sizes in this area range from 1,500 sq. ft. to 17,700 sq. ft. However, the typical lot size is about 3,200 sq. ft. Because of the small lot sizes, acquiring the setback may cause a hardship for the landowners. In the case of a property on the corner of Kopke and Waterhouse Streets, the lot size is about 1,500 sq. ft. If the setback along both Kopke (20 feet) and Waterhouse (5 feet) Streets were acquired, the lot size would be reduced to about 700 sq. ft. This is the most extreme case in the area. If some of these smaller parcels were combined with adjacent properties, acquiring the setbacks may be more feasible.

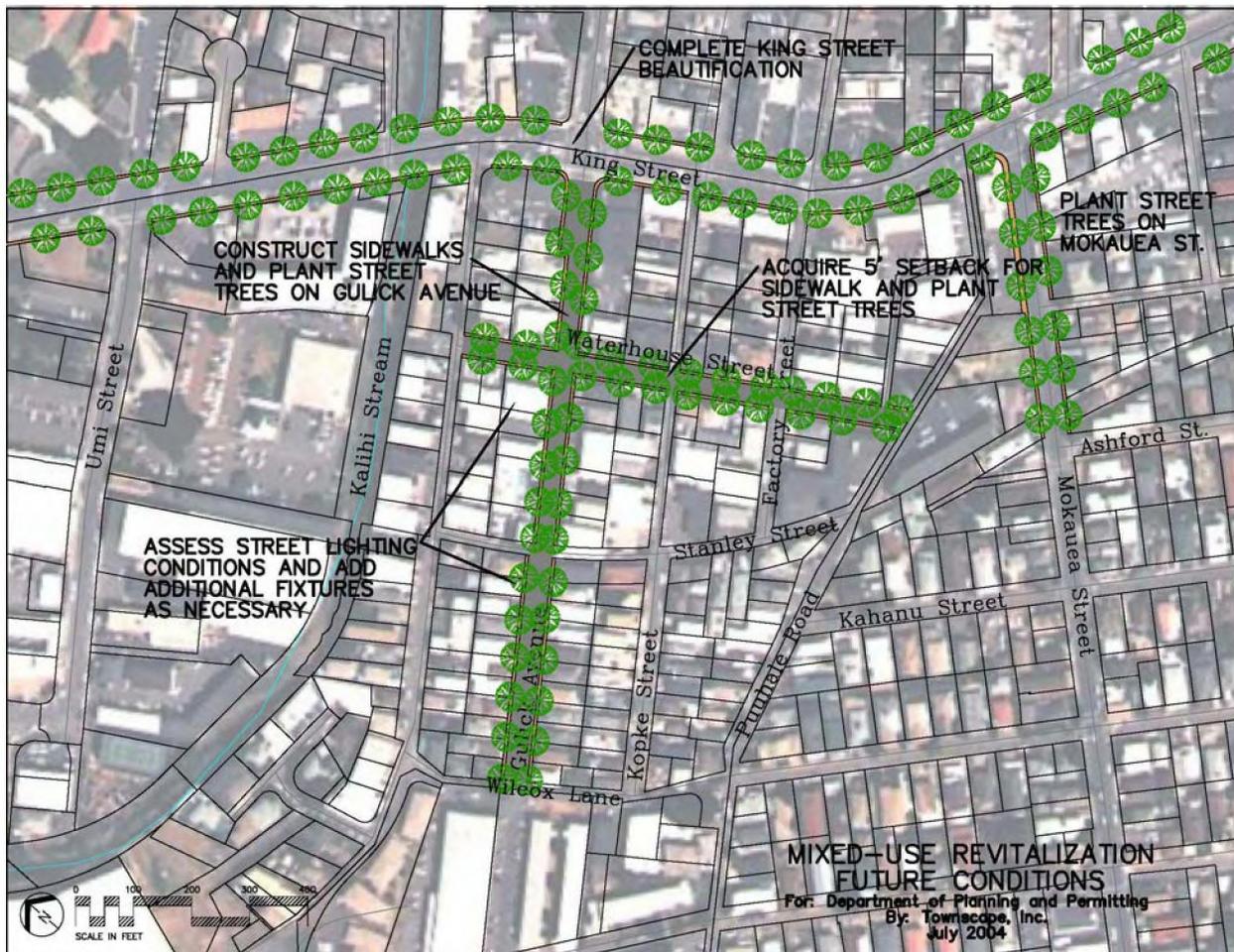
#### **4.3.3 Proposed Improvements/Actions**

Despite the setback constraints on some of the properties, Gulick Avenue and Waterhouse Street have been identified for acquisition of the setback for roadway widening and beautification improvements as an initial step towards enhancing this area. The improvements would include sidewalks, street trees, and underground utilities. Street lighting throughout this area from



*Waterhouse Street.*

Mokauea to Umi Streets and from Wilcox Lane to King Street should be assessed for adequacy and additional lighting installed, if needed.



**Figure 4-4: Mixed-Use Revitalization Future Conditions**

On Mokauea Street, the sidewalks should be improved and street trees planted. The improvements throughout this area should be an extension of the King Street beautification project that is currently being constructed. As other improvement projects move east and west of this area, Mokauea Street can also be incrementally improved.

In the future, as properties become consolidated into larger parcels, setbacks along other streets in this vicinity should be acquired and improved. The one-way street circulation system through this area should be maintained so as not to impact on-street parking, which is a necessity for the businesses in the area.

A transportation plan that addresses vehicular and pedestrian circulation for the entire study area should be considered to improve circulation, especially in the areas below School Street.

#### **4.3.4 Cost Estimate**

This project is estimated to cost between \$1,200,000 to \$2,000,000 for 6-foot wide sidewalks on both sides of the street, streets trees, new lighting, site work and demolition. To reduce cost, sidewalks on only one side of the street could be considered.

#### **4.3.5 Implementation Strategy**

This project would be a capital improvement project of the City and County of Honolulu. The setbacks should be acquired and improvements constructed by the City. Permits and approvals required include a construction plan approval, street tree plan approval, and building permit.

### **4.4 INDUSTRIAL REVITALIZATION**

#### **4.4.1 Introduction**

Most of the southern side of Kalihi-Pālama, below Dillingham Boulevard, is zoned for industrial use. However, multi-family and single-family uses still exist within these zones.

It is anticipated that the residential uses will eventually be replaced by industrial uses. However, until such time that the area does not have full-time residents, improvements that can accommodate pedestrian traffic and large vehicles should be considered, especially near Pu'uhale School. Students that go to Pu'uhale School live within these industrial areas and typically walk to and from school. In an effort to provide safe streets for the children, this area was selected for improvement.



*Colburn Street.*

#### 4.4.2 Existing Conditions



*Typical existing street scene.*

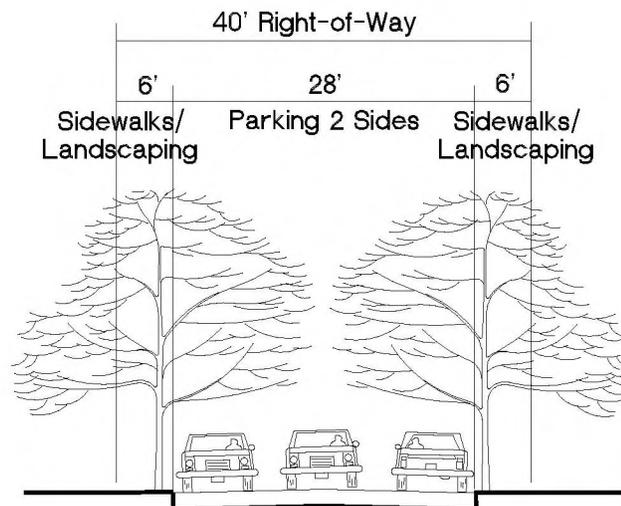
The area around Pu‘uhale School from Nimitz Highway to Dillingham Boulevard between Pu‘uhale Road and Mokauea Street was identified as the pilot project area for industrial revitalization. The internal streets include Colburn, Hau, and Kalani Streets. Hau and Kalani Streets are privately owned and Colburn Street has a “various” designation. The right-of-way width of these streets is 40 feet with a pavement width of approximately 16 feet and dirt shoulders.

This area contains overhead utilities and has poor drainage facilities. During and after storm events, the streets throughout this area are flooded.

#### 4.4.3 Proposed Improvements/Actions

Improvements along the internal streets should consider sidewalks for pedestrians and street trees for shade and visual relief from the built environment. These improvements would eliminate on-street parking that businesses depend on for employees or customers. To continue on-street parking, a one-way system along these streets should be considered. The 40-foot wide one-way road could include:

- One 12-foot wide travel lane
- 6-foot wide sidewalks, both sides
- 8-foot wide parking, both sides



TYPICAL CROSS SECTION

This roadway configuration will be able to accommodate pedestrian traffic, large vehicles, and on-street parking. This type of roadway improvement could also be used for a two-way system,

similar to the streets in the Kalihi Kai area. Streets in Kalihi Kai also have a 40-foot right-of-way with an identical configuration noted above. Vehicles yield to on-coming traffic by pulling over into driveways prior to proceeding. Pu‘uhale Road and Mokauea Street should also include improved sidewalks and street trees.

A drainage study should be prepared for this area to eliminate flooding. Drainage improvements should be part of the street improvements.

There are six contiguous vacant parcels owned by Hawaiian Host between Dillingham Boulevard and Colburn Street that total 30,000 sq. ft. These parcels could be purchased and developed into a park for residents in the neighborhood.



Figure 4-5: Pu‘uhale School Industrial Revitalization Future Conditions



*Current makai view along Pu'uhale Road.*



*Artist's rendering of improvements along Pu'uhale Road.*

#### 4.4.4 Cost Estimate

The estimated cost for this project would range from \$2,000,000 to \$2,500,000. This cost includes street trees, 6-foot sidewalks on both sides of the street, new street lights, and grading. To reduce cost, consideration should be given to constructing sidewalks on one side of the street rather than on both sides of the street.

#### 4.4.5 Implementation Strategy

Although the streets through this area are private, the City has initiated projects whereby the improvements are owned by the City. Alternatively, the landowners could collaborate and contribute funds to construct the improvements, similar to the Sand Island Business Association improvements. The City could offer some tax exemptions to the landowners to help ease the financial burden. Approvals and permits required include construction plan approval, street tree plan approval, and a building permit.

### 4.5 PARKS PROGRAM

The Parks Program focuses on ways to finance additional parks and facilities through public and private funding opportunities because there is a shortage of park acreage and park facilities. This park program could be administered by a Community Development Corporation (CDC) or in conjunction with the City when planning or improving existing City parks. This section discusses ways that the community can participate with the City to improve existing parks or to develop new parks in an effort to provide the required park acreage and facilities, based on City standards.



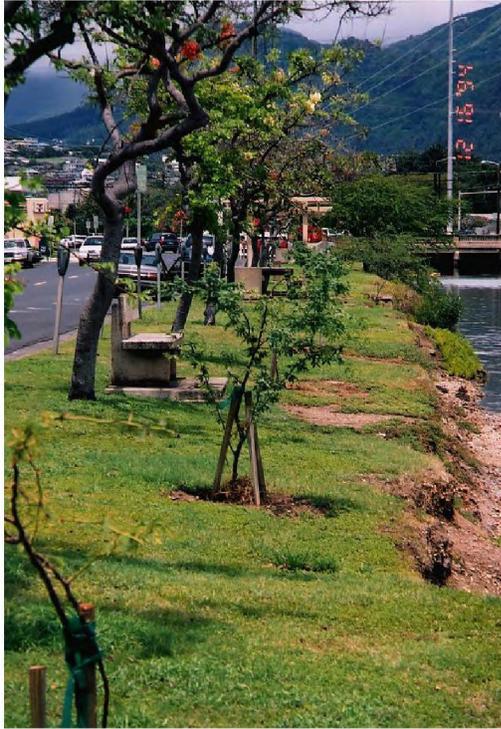
*Lo'i Kalo pond.*

The Kalihi-Pālama project area has a deficit of approximately 200 acres of park lands, based on City standards. In addition, the existing parks lack adequate park facilities and size when compared to those same standards. The deficiencies of acreage and facilities are attributed, in part, to the early development of the Kalihi-Pālama area prior to the establishment of park criteria.

#### **4.5.1 Program Goals and Objectives**

- **Update public facilities to meet changing public demand**
  - Emphasize multiple uses at various parks, for example, redefine the use of Lo‘i Kalo Park to fulfill recreational, cultural, and educational goals of the Kalihi-Pālama community.
  - Emphasize the historic aspects of parks in the Kalihi-Pālama area by inventorying historically and culturally significant parks.
  - Use culturally and ethnically significant plants and trees in public park landscaping to represent the Kalihi-Pālama community, for example, restore lama trees to Kapālama or plant a tree for every ethnic group represented in the community. Landscaping should also consider the microclimate to ensure sustainability.
  
- **Manage the public realm efficiently and economically**

Utilize community-based partnerships with the City Department of Parks and Recreation to address issues of park maintenance and operation, the timing of maintenance activities, obsolete rules and regulations, and generating community interest to care for parks through an “Adopt the Park” program.



*Kapālama Canal landscaping and benches.*

- **Reclaim abandoned property and/or purchase vacant property for safe public park use**
  - Establish parks and playgrounds near schools and residences where there is vacant property available for acquisition.
  - Ensure park safety with adequate lighting, off-street parking, emergency phones, traffic calming devices, adequate police patrols, and ADA-compliant infrastructure.
  
- **Combine recreation with other functions**
  - Implement the Kapālama Canal Beautification Plan (1980).
  - Provide linear parks by landscaping bikeways and pathways throughout Kalihi-Pālama .
  - Apply urban forestry plans to the Kalihi-Pālama area.
- Provide more public landscaping of highways, schools, and existing parks to create more shade that would soften the dense urban environment.

#### **4.5.2 Financing a Park Organization**

While the City may be willing to pay for some of the costs for park acquisition and renovation, additional funds will be needed. One of the most effective ways to continue to meet the needs and demands for parks and recreation is through private and public partnerships. The most common method for funding parks is to combine local, public sector, and private sector funds with funds from State, Federal, and additional private sector sources. Many communities (through a non-profit organization in most instances) leverage local money by matching outside funds through a variety of funding sources for land acquisition and facilities construction.

#### **4.5.3 Funding Characteristics and Specific Funding Options**

The following table summarizes the various public and private funding resource characteristics and the advantages and disadvantages:

**Table 4.2. Funding Characteristics**

Source	Provides Funds	Repayment	Advantages	Disadvantages
Taxes	Immediately	By all taxpayers immediately	Preserves borrowing ability; saves on interest costs	Insufficient funds; may not equate payment to benefits received.
Special Assessments and Special Districts	Immediately	By assessing customers at construction; if bonded 10-30 years	Makes funds available immediately; matches payments and benefits	Requires legislative approval; may seriously impact assessed customers
User Charges	Immediately	By rate payers immediately	Eliminates need for borrowing or reserves	Impractical for large projects; may make rates erratic from year-to-year
Reserves	In future	By rate payers each year until reserve is adequate	Eliminates need for borrowing; improves financial stability of system	Can be politically difficult; hard to protect reserves for intended uses; impractical for large projects
Negotiated Exactions or Impact Fees	Immediately	By developers or customers immediately	Requires new customers to pay for impacts they place on system	Political problems—anti-development; ineffective in no growth areas; affects housing affordability
Grants	Immediately	No repayment	Source of free money	Reporting and administration burdensome; may not be in accordance with county priorities
Public-Private Ventures	Varies	By private investors and taxpayers	Total costs to county government reduced	Complicated coordination; time consuming

Source: Urban Parks Institute.

#### 4.5.4 Funding Considerations and Options

Funding for a park organization is typically divided into two types: funding for operations and funding for capital projects. In order for a park organization to accomplish its goals, both types of funding would be necessary. Operation funds support the annual budget that pays for salaries, programs, and rent. This budget would need to grow as the organization grows and develops. Capital funds, on the other hand, are one-time expenditures used to build or restore a landscape or facility. Capital budgets are generally larger and a capital fundraising campaign may last several years.

According to a study by the Urban Parks Project for Public Spaces, a non-profit’s operating budget may fall into three levels: small (\$1,700 to \$45,000), medium (\$100,000 to \$450,000), and large (\$1 million to \$23 million). An organization with a smaller level operating budget functions as assistance providers and public advocates. Funds may be sufficient to pay staff salaries and/or administrative costs; conduct fundraising activities, public programs, or events; and produce publications. These organizations are comprised primarily of volunteer staff. Mid-level operations maintain roles as co-managers or sole managers. Greater financial depth

allows for a larger share of funding for administration and professional staff, fundraising, public programs and events, maintenance and operation, public relations, marketing, and membership development and services. Large operations have roles as co-manager and sole manager. They are able to allocate larger portions of funds to the above-mentioned areas and may spread services into visitor services or facilities rentals.

Finding funds to cover even a modest operating budget is one of the biggest challenges facing a park organization. This section suggests different private and public sources for revenue generation.

- 1. Endowment Income and Investment Fund Income** (i.e., interest, dividends, and capital gains) occasionally may replace annual fundraising. To be successful, this strategy requires a dedicated and enormous fundraising campaign that would not be likely until an organization is large, well-established, and considered financially credible.
- 2. Trust Funds** for land acquisition and facility development is administered by a private advocacy group, or by a local commission. Money may be collected from a variety of sources, including municipal and county general funds, private grants, and gifts.
- 3. Local Foundations** are typically the first sources for funding a new organization. Local foundations are typically approached for seed money, start-up grants, and occasionally for capital campaigns; they may require matching funds.
- 4. Individuals**, typically through membership dues, are a common source of revenues for a new organization. Key to this strategy is to tap individuals who care deeply about a park and are willing to contribute at a higher level. Individuals can contribute funds raised through events. For example, some groups have developed extensive **catalogues** of ways for individuals to invest in parks, from sponsoring a waste receptacle to a child's term in summer camp.
- 5. Private Corporations** are a likely source of funds. This may be an effective strategy among corporations with giving programs, with offices near parks, or with employees who are part of the park's organization. Should a park begin to enhance the corporation's image, funds have the potential to grow.
- 6. Contract for Services** with a municipality is a common form of government sources. A contract specifies services that a park organization would perform with a specified

budget. A government entity may also make a grant to the organization in support of the park.

7. **Earned Income** can come in the form of rental income, program fees, or admission sales.
8. A **Leasing Plan** that programs and enlivens park spaces into a coordinated whole can change a park's image and revitalize it. Should a park department be willing to cede some control through a contractual agreement, a park organization could then recycle the income from fees and sales into its own budget. This can be a substantial, stable, and long-term source of operating income.

To access private-sector funding sources, a park organization is most likely to have a tax-exempt designation under Section 501(c)(3) of the U.S. Internal Revenue Code of the Internal Revenue Service. This designation indicates that the purposes of the organization are charitable, religious, or educational and as such, will qualify funds from a donor as tax deductible (a considerable incentive) or, in the case of foundations, be an eligible candidate for charitable funds. This ability to tap private funds makes a non-profit an attractive partner to municipal park departments and presents an incentive to match the private funds. In the early stages, a group may use the tax-exempt status of a third party and as it matures, achieve its own designation.

#### 4.5.5 Park Program Plan 4-Year Look Ahead

This section recommends a 4-year look into the future for the goals, objectives, and funding for a park organization and program.

**Table 4-3. Kalihi-Pālama Parks Organization Program Plan**

Activity	Year 1	Year 2	Year 3	Year 4
Organize Ad Hoc Parks Committee to participate in non-profit organizing activities	➔			
Apply for organization seed funding for project planning and organization.	➔			
Develop Parks Organization Business Plan	➔			
Ad Hoc Committee to develop and submit 501(c)(3) application		➔		
Develop detailed park program for Capital Improvements or Program Operations		➔		
Facilities design and permits process		➔		
Facilities construction begin			➔	
Multi- year fundraising activities		➔	➔	

### 4.6 LO’I KALO PARK

#### 4.6.1 Introduction

Commonly referred to as “Fat Man Park,” Lo’i Kalo Park is located at 1243 Lo’i Kalo Place, TMK 1-6-5:31. The City is the fee owner and in 1999, the community group, Nā Hoaaloa o Lo’i Kalo, adopted the park. The community vision and goal for Lo’i Kalo Park respond to changing public demand for the use of the park as a cultural and educational learning center. As a result, there is a need to review and possibly revise the Adopt-A-Park agreement between the City Department of Parks and Recreation and Nā Hoaaloa o Lo’i Kalo community organization to change the designation to a cultural park and to give Nā Hoaaloa o



*Lo’i Kalo Park.*

Lo‘i Kalo more flexibility in the activities and actions needed at the park, such as planting trees or other landscaping.

#### 4.6.2 Existing Conditions



*New pavilion.*

Lo‘i Kalo Park is accessed via School Street onto Lo‘i Kalo Place. The park is designated as a passive recreational mini-park by the City. It is bordered by Kapālama Canal to the west and residential apartments and homes along the remaining park boundaries. The park is owned by the City and is approximately 1.877 acres. The Board of Water Supply (BWS) owns an inactive pump station (known as Jonathan Springs) at the park site. The BWS plans to use the station for water quality monitoring in the future. Adjacent to the BWS pump station is a gravel parking lot off Lo‘i Kalo Place that can accommodate approximately eight to ten cars. A

horseshoe pit is located within the parking lot. The entire park property is fenced and there is no interior park lighting.

A pavilion is located at the makai end of the park. Funds to construct the pavilion were provided by the City. The Nā Hoaaloha community group coordinated efforts with a labor union, that provided a project supervisor, and with HCC, that provided two apprentices from the carpentry and masonry program. The pavilion is often used by neighborhood schools for cultural learning. There is no comfort station due to the park size and “passive” use designation. A drinking fountain is located next to the pavilion.

The park environment is host to a variety of endemic trees and shrubs: kukui, kamani, hala, hau, noni, kō (sugar cane), he‘e poi, niu, lama, and pua aloalo (native white hibiscus). According to community members’ research of Bishop Museum records, the remains of a medicinal heiau are believed to be located on the property. Archaeological data recovery would be needed to confirm the presence of this heiau. A pond, approximately 500 sq. ft., is located in the center of the park with drainage into Kapālama Canal. The south banks of the pond are cemented. The park is in good condition and is home to a flock of ducks.



Figure 4-6: Existing Lo'i Kalo Park

Prior to the community organizing to adopt the park, Lo‘i Kalo was known as a place of illicit activity. The park was overgrown and unkempt; the public restroom facility was not usable and heavily covered with graffiti. In general, the park was neglected and unsafe. The park has benefited greatly by the community’s care. The restroom was demolished and replaced with a pavilion. Nā Hoaaloha has organized clean-ups (an on-going activity), coordinated kūpuna-led tours for school children, constructed a new pavilion, and planned neighborhood security watches. Hawaiian cultural practices now conducted on-site include tapa making, carving poi boards to pound poi, and gathering noni for personal use and kukui and kamani nuts for making lei.

### 4.6.3 Proposed Improvements/Actions

The ideas presented below for Lo‘i Kalo Park offer park users a unique cultural environment to enjoy while promoting needed support for educational and community-sponsored activities.

- Review the Adopt-A-Park agreement that currently exists between the City Parks and Recreation Department and Nā Hoaaloha o Lo‘i Kalo to allow more flexibility to perform activities and make changes within the park, such as landscaping.
- Create public and private management structures that ensure public access and security measures, control costs, and provide adequate oversight by the City as well as sufficient flexibility to the Nā Hoaaloha organization to fulfill the community plan.



*Kupuna explaining uses for native plants.*

Update facilities and public spaces to meet changing user demands or conditions by:

- Reopening taro patches as a cultural learning experience and for consumption of taro
- Reconstructing pond walls to hold the water in-place
- Constructing terraced gardens for the growth of other plants, such as sweet potato
- Organizing the community to build a traditional grass house (Hale Pili) for use as a classroom
- Interpret traditional cultural property to educate people
- Signage markers for the various plant species and the medicinal heiau
- Adaptive reuse of the BWS pump station into a comfort station since none exists.



Figure 4-7: Lo'i Kalo Future Conditions

Security at the park is a big issue that will need to be resolved because the park is in a very secluded place and people tend to congregate in the dark parking lot area. The following suggestions may provide security improvements:

- Installation of interior park lighting
- Increase citizen patrol of the park
- Clearly marked and visible pedestrian pathways throughout the park

#### **4.6.4 Cost Estimate**

The cost for the improvements is estimated between \$130,000 to \$200,000 for the construction of the Hale Pili, conversion of the pump station to a restroom, terracing, pond walls, tool shed, and lighting.

#### **4.6.5 Implementation Strategy**

A public-private partnership will be necessary to implement the planned improvements. Capital improvement projects could be financed by the City. Partnerships with Nā Hoaaloha o Lo‘i Kalo or other private companies and unions in the Kalihi-Pālama area could provide discounted labor, supplies, and equipment. Non-profit organizations could apply for funding grants to match public funds or to provide additional money for particular projects within the park.

Approvals and permits needed would be construction plan approval, building permit, and possibly a grading permit for the terraced gardens.



*Current view of Lo'i Kalo Park.*



*Artist's rendering of Lo'i Kalo Park.*

## 4.7 DECORTE PARK

### 4.7.1 Introduction

DeCorte Park was identified by the community as needing additional park facilities. Improvements would include planting shade trees, covering open drainage channels, and constructing stairs to access the lower ball field. The goal is to make the park a more inviting, enjoyable, and safe place for leisure and recreation.



*DeCorte Park makai view.*

### 4.7.2 Existing Conditions

DeCorte Park is 3.9 acres in size and contains a softball field, restrooms, two playing courts, a tot lot, and two parking lots. The TMK is 1-3-27:1 and is owned and maintained by the City. The park is accessed via Perry Street and Maliu Street dead-ends at the park boundary. A foot path to the park begins at Kamohoali‘i Street and extends alongside the tot lot into the park. The park is located in the back of a residential neighborhood and abuts the base of Kapālama Ridge. The larger parking lot can accommodate ten vehicles with one space reserved for handicap parking. The second parking lot is located adjacent to the tot lot and can accommodate four vehicles. The comfort station is approximately 1,000 sq. ft., contains a covered open space area, and is handicap-accessible.

A softball field occupies the makai end of the park and is at a lower elevation from the rest of the park. A ramp leads down to the ball field for the physically challenged. The ball field is separated by a retaining wall and fence from the upper section of the park. This upper section of the park contains a large open space that lies between the softball field and playing courts, is adjacent to the comfort station, and abuts the base of the Kapālama Ridge. A chain link fence separates the open space from Kapālama Ridge. The two playing courts are



*Dangerous open drainage channel.*

suitable for volleyball and basketball. The courts are fenced and open drainage channels have been installed around the court area.

A new tot lot with a parking lot is located across from the DeCorte Park parking lot along Perry Street. The play area with equipment is approximately 1,600 sq. ft.

#### 4.7.3 Proposed Improvements/Actions

The park appears to be well maintained, based on a visual assessment of the site. However, the park could use additional landscaping and park amenities, such as picnic tables. Like many of the parks in Kalihi, the park is substandard in size. A vacant lot at the end of Maliu Road is currently vacant and contains 4,733 square feet. The TMK is 1-3-27:76 and it is privately owned with a zoning designation of R-3.5. This lot could be acquired by the City to expand the park acreage and provide additional park facilities. A suggestion made by community members was to relocate the existing play equipment to an area near the restrooms. The play equipment is currently located next to an electric substation on the Perry Street side of the park, which the community feels is unsafe should an explosion occur at the substation. If the lot is acquired, there is a possibility of relocating the play equipment to this new site.



*Ramp to baseball field.*

This park is used by the community for various community activities other than baseball games, such as Easter egg hunts. However, access from the upper park to the baseball field is via a long, wheel-chair ramp that descends from the restroom, alongside the parking lot, then alongside the length of the baseball field. Therefore, it was recommended that a gate and stairs be installed to provide easier access to the ball field from the upper areas of the park.

The park also lacks landscaping for shade. The only trees on the site are a few alongside the ridge next to the courts and one plumeria tree near the restroom.

Proposed park improvements include:

- Planting shade trees in the open space area of the park
- Placing grates over the open drainage channels for safety
- Purchasing vacant lot located at Maliu Street for additional park facilities
- Add night lighting for security
- Install a gate with stairs to access the upper open space to the ball field
- Consider picnic tables.



Figure 4-8: DeCorte Park Improvements

#### **4.7.4 Cost Estimate**

The estimated cost for these improvements is between \$50,000 and \$60,000. These costs include drainage grates, trees, lights, and the stairs with gate. If the vacant lot is purchased, the tax assessment value of the lot is approximately \$160,000 and would need to be added to the total cost.

#### **4.7.5 Implementation Strategy**

These improvements would be an initiative of the City. The lead agency would be the Department of Parks and Recreation in conjunction with the Department of Design and Construction.

### **4.8 COMMUNITY DEVELOPMENT CORPORATION**

To implement some of the recommendations of this Action Plan, a Community Development Corporation (CDC) could be established. This section describes how a CDC can be created to implement projects.

#### **4.8.1 Introduction**

Since their inception in the 1960's, CDC's have made tremendous contributions to the health and well-being of communities across the U.S. Community economic development, embodied in Community Development Corporations, represents a strategy among local communities to define their own needs, control their fate, and create viable local communities. CDC's are the principal vehicle for community economic development. While CDC's cannot do everything alone, they can be a central catalytic force in a community.



*Home in need of revitalization.*

## 4.8.2 Background

A CDC is a locally created and community-owned institution. Born during the War on Poverty era, CDC's received federal funding and were codified under the Equal Opportunity Act's Special Impact Program. The model CDC was organized in 1964 in the Bedford-Stuyvesant neighborhood in Brooklyn, New York. At the onset, CDC's engaged in a range of activities, including management and finance of large and small commercial projects, operating medium to small manufacturing companies, and financing small retail businesses. They were heavily involved with the development and rehabilitation of housing and human services programs. A common strategy (and one that is still used today) was to purchase abandoned or tax-delinquent properties (both public and private) that were viewed as harmful to the community. Federal and private funds and a combination of contract and community labor were used to rehabilitate them.

By the late 1970's, CDC's began to supply equity capital, loans, incubator space, planning, marketing, and accounting assistance rather than starting and managing their own businesses. The few new business ventures that did open, tended to be small and sought out specialized markets. By the 1980's, sharp drops in Federal funding affected core operating expenses, which resulted in reductions in staff size and a greater tendency to be brokers of various projects. This dramatic decline in Federal subsidies resulted in a narrower focus on housing development. There was, however, a parallel increase in corporate and charitable support for community development, which served to usher in a new generation of organizations. "Intermediaries," an innovation of community development, receive grants and low-interest loans from foundations, banks, corporations, and the public sector and use this financial pool to provide grants, loans, and credit enhancements to other CDC's.



*Home in need of revitalization.*

While CDC's are active in a wide range of community-improvement and community-building activities, the vast majority of CDC's today are still involved with creating affordable housing. Between 1960 and 1990, for example, CDC's produced approximately 14% of all Federally subsidized housing units, excluding public housing (Vidal, 151). In recent years, CDC's have developed ideas and strategies that build upon past experience. "Passive tools" like zoning exceptions, business and building code waivers, and tax breaks

are spreading. There are a variety of new forms of financial organization, for example, Community Loan Funds (CLF's) or revolving loan funds.

Most evaluations of CDC's point to the lack of core support as a barrier to their ability to build institutional strength. Three factors contribute to successful CDC's: skilled staff, strong leadership, and sufficient external support (Shiffman, 1989). The future of CDC's now revolves around partnerships and collaborations among many community institutions. In general, the mix of activities conducted by a CDC depends on community needs, staff capacity, and the availability of funding and technical assistance.

### 4.8.3 What is a CDC?

A CDC is generally organized as a non-profit 501(c)3 corporation. CDC's can evolve into complex structures due to their range of purposes. A CDC will typically use a subsidiary structure that reflects its range of activities, with for-profit or non-profit arms and functional divisions, such as property management, construction, rehabilitation, and social services.

A CDC can impact communities by leveraging resources commonly garnered from outside its own community. Accomplishments are often the result of community-based effort, diverse resources, and support from other institutions, such as government agencies, intermediaries, foundations, banks, education and training institutions, trade associations, and technical assistance providers. Regardless of the range of activities undertaken by a CDC, there are generally three basic types of assistance they need: funding, technical assistance, and political support. These three elements, when coordinated into programs, meet the particular needs of the CDC and its communities.



*Community leaders.*

Some CDC's work on two levels: first, they focus on "smaller catchment" areas within their neighborhoods (for example, where there is a large housing presence to direct and facilitate coordinated service efforts) and second, they act as catalysts, brokers, incubators, organizers,

etc., to bring needed services and initiatives to distressed neighborhoods. As a comprehensive initiative, a CDC's program may address the following aspects of community life:

1. Economic opportunity and security, for example, job training and development, revolving loan funds, commercial revitalization, and development.
2. Adequate physical development and infrastructure, including housing, transportation, public amenities, and services.
3. Safety and security: broad initiatives include land-use zoning, community policing, and crime prevention.
4. Well-functioning institutions and services, i.e., schools, parks, and recreation.
5. Social capital: promoting a rich, diverse social fabric and strong community voice.

What is important is the attention paid to the interrelationship among these five areas of community life in order to understand a neighborhood's strengths as well as needs and to further shape strategies that will have a combined impact over time. What is required is an integrative and comprehensive planning approach that recognizes the social, economic, and physical needs in order to develop opportunities for personal, group, and community growth.

As an instrument of community revitalization, a CDC's program plan builds from the assets present in the community that are in distressed situations. Through multi-year strategic investments, a parcel of land, for example, is utilized in a way that is consistent and contributes to a community's economic and social vitality. As a diverse enterprise, CDC's commonly undertake two or three different but related problems. "Strategic clusters," i.e., one field of work materially reinforces the other, best describes the work CDC's currently pursue. This synergy helps to make various programs more effective in combination than individually. Moreover, there is the simple inescapable fact that a lack of funds results with each activity having to address more than one function.



*Sand Island Park.*

#### **4.8.4 Kalihi-Pālama Action Plan -- Related Areas of Involvement**

CDC's are commonly involved in six related areas which are described below. This section reviews how the Kalihi-Pālama Action Plan could be assisted by a CDC-type organization. A

CDC will rely on a high degree of collaborative enterprise to become successful. Collaborative efforts, therefore, must be intensive, extensive, and continuous.

**Community Planning:** By enlisting people’s creativity and vision, a community plan can develop a sense of optimism and common ownership. A practical community plan focuses energy and resources among many supporters and investors who can make a redevelopment program work. The Kalihi-Pālama projects listed below would involve many stakeholders and would involve complex undertakings in terms of planning and development. A CDC organization could potentially convene stakeholders to initiate project dialogue for large projects, such as HCC, College Town, Multi-Cultural Marketplace, or redevelopment of OCCC.



*Commercial building in need of revitalization on King Street.*

**Economic Development and Market**

**Revitalization:** Fundamental issues in this area deal with business vacancies, deferred maintenance, inappropriate commercial tenants, lack of credit, and the constant struggle for customer traffic. Dealing with economic development and market revitalization reinforces job preservation, stabilizing the residential base, building home ownership, and maintaining a mix of incomes. Implementation of the King Street Heritage Corridor could potentially increase economic activity and market demand.

**Employment and Individual Opportunity:** Neighborhood development programs offer employment opportunities and affect quality of life. Some CDC’s have concluded that the location of the job is less important than the destination of the paycheck and how it is used. In areas where welfare recipients and unemployment are high, programs concentrate on basic skills, job readiness, and retention. A Kalihi-Pālama CDC should make an effort to recruit, train, and build capacity among all of its community members relative to the operation of the CDC itself. Further, a related set of issues affects the employment opportunities that are developed as a result of the programmatic efforts. The CDC should attempt to advocate for economic development projects that provide opportunities for employing community residents.

**Quality of Life:** Establishing community control involves transforming and renovating buildings as well as making areas safe and inviting for residents and investors. Inclusion or enhancement of parks to break up the dense urban environment can also improve the quality of life.



*Kalihi-Uka Park.*

**Youth and Families:** Healthy, well cared for people are less likely to contribute to criminal activities. Statistically, the Kalihi-Pālama area consists of a high percentage of low-income families, due in part to the high number of immigrant families. A CDC could assist the community by coordinating programs for learning the English language and job training.

**Education:** Charter schools may represent an opportunity for CDC's to help shape the future of public education in some communities. It is important for a CDC to find the right role, developing or co-developing a facility, brokering a location and helping with financing, or marshaling community leadership. Other options for a CDC include the development of an education "portfolio" of activities. The Roosevelt "Village Center" in Oakland, California, acted on their vision for social services, youth development, and other after-school activities by establishing parent and youth councils and eventual governance of the Center. A local CDC helped the Council to branch into neighborhood clean-ups, traffic calming, and playground rehabilitation.

#### 4.8.5 The Need to Plan For A CDC

Establishing a CDC will require careful planning. The following questions are meant to set the tone for the kinds of issues that should be considered during the initial planning phases of a CDC:

- Does the CDC organizational plan address the needs of all of the area's residents, particularly those most in need—e.g., the poor; the disabled; the homeless; the chronically ill; large families; the unemployed and underemployed; single heads of households; and victims of racism, sexism, and class discrimination?

- Given the problems and needs, are the plans, goals, and proposed activities accomplishable? Are priorities set? If so, what is the time frame and who will implement the project?
- How are organizational roles determined? Are there gaps in services, activities, or development functions? How are these gaps to be filled?
- Does the plan contain capacity-building strategies for staff, boards, and constituencies within the community?
- How, when, and by whom is the plan evaluated and modified?

**4.8.6 CDC Implementation Program**

The following is a three-year timeline for the establishment of a CDC:

**Table 4-4. CDC Implementation Timeline**

Activity	Year 1	Year 2	Year 3
Kalihi-Pālama Vision Group organizes interested community members, businesses, financial institutions, and community organizations to participate in preliminary CDC organization activities			
Establish a CDC “Interim Group” that applies for planning and development funds to assist with organizing activities			
Interim group consults with legal counsel, accounting, financial, and/or human resource professionals to assist with specific organizational policies and procedures			
CDC Interim Group submits 501(c)(3) application			