

A Community-Based Vision and Living Action Plan for Downtown Hilo

December 2005

By Beth Dykstra
For The Friends of Downtown Hilo Steering Committee

Prepared for
Hawai`i Community Foundation
Hawai`i County Planning Department
Hawaii County Council
Hawai`i County Department of Research and Development
Big Island Resource Conservation and Development Council

EnVision Downtown Hilo 2025

`IKF IĀ HIJO

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BY

BETH DYKSTRA

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Big Island Resource Conservation and Development Council, Fiscal Sponsor

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"My dream for the future would be for Hilo to remain the kind of community it has always been." -Fred Koehnen, Age 85 "My family has been in Hilo for over one hundred years, so I'm concerned about its future."

-Cameron McDaniel, Age 9

Foreword

NEARLY 60 YEARS AGO, in April 1946, a massive tsunami originating across the Pacific swept into Hilo Bay on the Big Island of Hawai'i, devastating the town of Hilo and causing the loss of many lives. It was a horrible day in the history of a place better known as being a kind of paradise on earth.

True to their nature, the people of Hilo rallied in the aftermath of this disaster – rebuilding their downtown and reclaiming their community. In time, Downtown Hilo was thriving again and more beautiful than ever. Since then, tsunamis and lava flows have reminded residents of the importance of always being prepared – and planning for a less-than-predictable future.

As we begin the 21st century, a host of new challenges – population growth, economic globalization, depletion of natural resources, environmental degradation, a growing gap between rich and poor – face local communities everywhere. Collectively, these "tsunamis of change" pose a far greater threat than do the forces of water or fire. No community is immune to change – and every community would do well to think more strategically about its future.

This is exactly what Hilo has been doing. Since early 2004, the Friends of Downtown Hilo Steering Committee have engaged the people of Hilo in envisioning a preferred future for their community and developing a plan to make it happen. Through the EnVision Downtown Hilo 2025 project, hundreds of community members from all walks of life have come together to "talk story" and to share their visions for a vibrant, inclusive, more sustainable Downtown Hilo.

As an advisor to EnVision Downtown Hilo 2025, it has been my privilege to help guide Hilo's visioning process. More than any community I have worked with, Hilo's process has been "organic" – sprouting from the community's rich cultural, spiritual, ethnic and social environment. In Hilo, it's not just about having a vision for the future, it's about building the relationships and skills to make that future happen – what we planners like to call "community capacity."

In the pages to follow, you will learn about the visions that these people have for their community, a "living" action plan designed to make these visions a reality, and a strategy to implement this plan over time. With these resources in hand – and the power of nature always there to remind us to be one step ahead – I know that the people of Hilo will achieve their vision for the future.

Steven Ames Steven Ames Planning Portland, Oregon August, 2005

Executive Summary

EnVision Downtown Hilo 2025, 'Ike iā Hilo, is a Community-Based Vision and Living Action Plan for Downtown Hilo. It incorporates six vision focus areas: Creating Economic Vitality; Preserving Our Environment; Strengthening & Sustaining Our Community; Enhancing Education, Culture and the Arts; Promoting Health and Safety; and Managing Growth.

EnVision Downtown Hilo 2025 (EDH 2025) began as a grassroots effort by interested citizens, the Hilo Downtown Improvement Association (DIA) and a staff member from the County of Hawai`i Planning Department. The group evolved into the Friends of Downtown Hilo steering Committee which guided EDH 2025 from March 2004 through the development of this document. The "living plan" incorporates continued community participation and the resulting sense of community ownership.

The creation of a shared unified vision achieved through collaboration and community involvement throughout the process sets this plan apart from previous traditional planning documents. EDH 2025 will be revisited and revised as it progresses. During the implementation phase of EDH 2025, a new organized group will monitor and evaluate the Living Action Plan and its progress. Their role will be to continue to partner with public and private entities as the Living Action Plan becomes a reality.

This document tells the story of how people came together to provide authentic input and develop a 20-year community-based vision and a 5-year living action plan for Downtown Hilo. It describes the process as it unfolded, community involvement along the way and the lessons learned. Collaboration, cooperation, compromise and consensus are reflected in the process.

EnVision Downtown Hilo 2025 highlights the value of community-based visioning. It can serve as a model for other communities as they begin to collaboratively chart their future and it can provide direction for government as they form new partnerships with the community. Although impossible to capture all the exciting challenges and outcomes in a few pages, it is hoped that this document communicates the positive energy and excitement that was harnessed through this community effort.

Preface

The document that follows serves several purposes. It is a plan written for Downtown Hilo by the community. It is a story about an organic, spontaneous community visioning process. It is a model for other communities to follow when conducting their own visioning process. And it is the platform from which implementation of the Living Action Plan will begin.

Part One contains the story. This is the step-by-step, nuts-and-bolts of workshop development, committee meetings, and planning activities, all the way to development of an implementation committee. Part One ends with the lessons learned during this 15-month process and some final words by Steering Committee Leadership.

Part Two contains the Community-Based Vision and Living Action Plan. All of the ideas in this section belong to the Community.

The story, the process of EnVision Downtown Hilo 2025, is just as important as the Plan itself. The process was organic, fluid, and able to adapt to changes in circumstances. This characteristic is what makes the plan a Living Plan. This plan pays homage to all the hard work of previous community leaders and brings their work back into relevance. This plan recognizes the community's collective obligation to be a steward not only of its own neighborhood, but of nearby neighbors including the natural resources on which everyone depends.

Writing a vision for a land of superlatives is nearly impossible. There is an ineffable quality to Hilo that can be conveyed only through experience. On the neighbor islands when people meet someone from Hilo, they immediately smile and pause. Their countenance becomes contemplative, peaceful; they may sigh. A common verbal response is "I *love* Hilo. My grandmother lives there, and I always enjoyed visiting as a kid." Of course, they may be describing Pepeekeo or Kaumana or Keaukaha, but when they think "Hilo" the image of Hilo Town—Downtown Hilo—is what they see. Downtown Hilo is the very heart of Hilo; and all the citizens of Hawai`i want to see the very best for their beloved icon of Hawai`i-the-way-it-used-to-be. It is Hawai`i the way it should be.

The citizens of Hawai`i Island have spoken and drafted a very straightforward vision and pragmatic action plan. Folks here have a hard time asking for anything, and they are certainly not greedy. Just please keep their water, land, and air clean. Keep their streets safe and attractive. Keep their history and traditions alive—and maintain those traditions as the foundation of the community. Let them be free to make a living and worship as they will. Keep their children safe, teach them, and cherish them. Honor their senior citizens and respect their wisdom. And please listen to them. Respect is what this vision is all about. And it is respectfully submitted by the people of Hawai`i.

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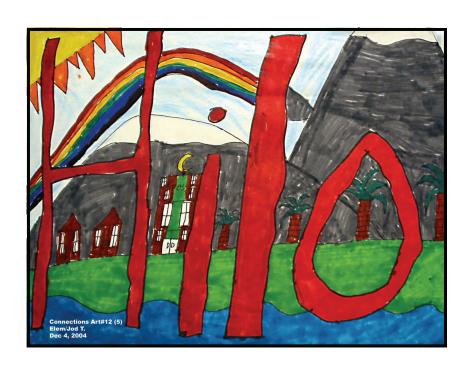
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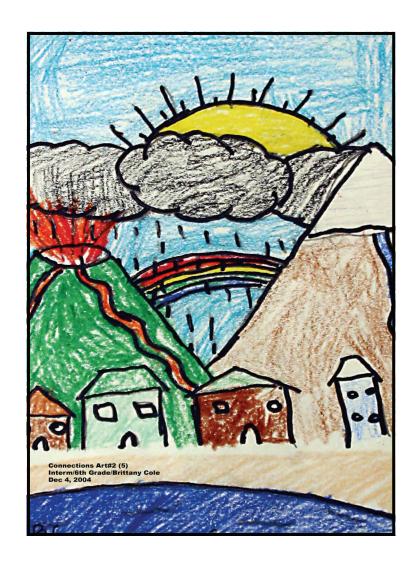
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PART ONE

DOWNTOWN HILO'S VISIONING STORY



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Community Visioning Explained

The visioning process used for Downtown Hilo is based on the "Oregon Model of Community Visioning" as featured in *A Guide to Community Visioning: Hands-on Information for*

Visioning: A process through which any community can envision the future it wants, plan how to achieve it, and begin to implement it.

Through visioning, a community answers the following questions: Where are we now? Where are we going? Where do we want to be? How do we get there? And finally, Are we getting there?

Local Communities, published by the Oregon Chapter of the American Planning Association (1993, 1998). Steven Ames, author of the *Guide*, is the developer of the Oregon Model and has worked with numerous communities across the U.S. as well as in Canada, Australia and New Zealand.

Steven's Oregon Model of Community Visioning is similar to the strategic planning process that businesses, government, and organizations use to assess effectiveness and to strategize goals. An important difference is that in community visioning the entire community must be involved, included, and on board. Steven Ames' Oregon Model of Community Visioning follows five basic steps. Each of the steps has three components: a driving question; one or more activities through which the community can respond to that question; and an end product that leads to the next step. The five driving questions, "Where are we now?" "Where are we going?" "Where do we want to be?"

"How do we get there?" and "Are we getting there?" lead the community logically to a final vision and action plan and on to implementation. The choice of activities used in each step depends on the community and the organizers of the visioning process. The activities may include surveys, public

Step 1 Step 2 Step 3 Step 4 Step 5 Driving Question: Driving Question: Driving Question: Driving Question: Driving Question: Where do we Where are we going? Where are we now? How do we get there? Are we getting there? want to be? Trends Analysis Vision Statement Action Plan Implementation and Community Profile Monitoring Activity: Activity: Activity: Activity: Activity: Collect Trend Consider Possible and Collect Descriptive Develop Goals, Implement the Vision and Information Information Preferred Scenarios Strategies, and Actions Action Plan End Product: End Product: End Product: End Product: End Product: Community Indicators and Community Values Probable Scenario Community Vision Action Plan Matrix Benchmarks

Steven Ames Planning © 2005

meetings, research, task force brainstorming, and identification of goals and actions through polling. Any media available may be used. The process can be custom tailored to fit any community.

By the time a community reaches the third step, it has developed a good idea of where it is going if current trends continue and it begins to articulate its vision of an ideal future. Broad vision ideas make way to specific vision ideas. Themes, or focus areas, emerge and the community finetunes its vision. Strategies are developed within each focus area from specific vision ideas, and the community then develops a list of specific action ideas that fit each strategy. This becomes the action plan for making the vision real. The action planning stage calls for intense critical thinking during which the community considers existing resources, possible constraints, lead partners, funding sources, and time-frames for each action idea. When the action plan is finalized the vision is ready for implementation.

The Oregon Model of Community Visioning is a flexible form of planning that anticipates changes as the process progresses. A time frame of perhaps twenty years is given to allow for implementation of some complicated long-range actions, but the plan is reviewed and evaluated at regular, shorter intervals, typically every five years. The community-based vision can be revised through another visioning process if circumstances within the community have changed to warrant revision. This constant cycle is necessary to keep the community actively involved in planning for its future. This cycle describes why EnVision Downtown Hilo 2025 is referred to as a "living plan."

The foundation of a community's vision is its collective core values, and the community's articulated vision must reflect those values. A successful visioning process is a painstaking one during which every step is checked and rechecked by the community for authenticity through consensus. Effective execution of community visioning takes a long time, involving hours of planning and a lot of hard work. The benefits of such an undertaking are well worth the effort. By visioning, a community can define its shared values in one voice, which serves to cement resolve. In the process of developing a community vision, each member of the community becomes more empowered and more positive. Through action planning, the public learns to think critically about the obstacles that must be overcome and partnerships needed to realize a vision. The visioning public also learns to think critically about the possible indirect impacts of its proposed actions. The implementation phase is the often forgotten and ignored step; however, it is a crucial element of a true living plan. With an implementation process in place, progress can be measured, actions evaluated and a system established for keeping vision partners in touch. Citizen participation creates the energy and momentum needed for positive change. And as an added bonus, this process builds capacity from within and develops community leaders of the future.

The full story of how EnVision Downtown Hilo 2025 came together follows in the next few pages. Downtown Hilo's first community workshop was held on March 22, 2004, a full six months before anyone involved had ever heard of Steven Ames or the Oregon Model of Community Visioning.

Downtown Hilo Defined

There is almost nothing better to do on a sunny day in Hilo than to enjoy a leisurely picnic lunch in Lili`uokalani Park. Spread a blanket in the shade, feel the gentle breeze blowing in from the bay, and gaze at the panorama of Downtown Hilo across the water. A ribbon of palm trees follows the crescent-shaped black-sand shoreline leading down the highway past canoe hale and into the heart of town. It is comforting to be able to identify the familiar old buildings and church steeples that climb up the lower slopes of Mauna Kea. And it is truly awe-inspiring to feel, hear and smell the ocean currents while taking in the majestic beauty of Mauna Kea, Mauna Loa, and the colors in the sky around them. Breathe in the soft fresh air and let the peaceful feeling of timelessness take over. The view of downtown is a quaint reminder of our unhurried past; its spectacular natural surroundings embrace and dwarf everything human made. This all-encompassing perspective is humbling; it is also a vitally important facet of this vision and living action plan.

Project Area

In Hawai`i, any ten people will have ten different descriptions of Downtown Hilo's boundaries. From the beginning it was decided to keep this plan to a manageable scope by defining the project area within downtown's official boundaries. This area is zoned and designated as the Downtown Hilo Commercial District (CDH). The CDH District is a small area of the City of Hilo which covers a vast area of the South Hilo District of the County of Hawai`i. The plan area is bound by Hilo Bayfront, Ponahawai Street, Kapiolani Street and the Wailuku River. There are two sub-areas adjacent to the CDH District called the Pu`ueo sub-area and the Kukuau sub-area. These neighborhoods are considered transitional areas

Mini-Lesson Learned:

Vision ideas often go beyond geographic boundaries; when visioning, however, it is important to define project boundaries. Exploring the boundaries can be an action the community decides to take on, and not the vision steering committee.

into Downtown Hilo, and each area directly impacts the other. There is no question that the effects of the plan will influence surrounding areas and vice versa. The organic nature of EnVision Downtown Hilo 2025 began with this fact and will become more evident as implementation nears. Organizers recognized that a holistic approach to planning was necessary for consensus.

Visioning adds a new dimension to a planning project—connectivity. For example, the community may want bicycle paths in its neighborhood. The bicycle paths will necessarily lead beyond the boundaries of that neighborhood. Since the process of visioning also includes action planning and implementation, issues outside the community's boundaries must be considered. Not thinking or caring about stakeholders outside a project area is counterproductive; lack of foresight will inevitably stall implementation. This critical factor is what makes visioning both very difficult and very exciting. This link to areas outside one's boundaries is what turns a simple map into a lovely tapestry. One thread runs through the entire piece; if the thread frays in an area, the rest of the tapestry suffers. The people of Hawai'i are peculiarly suited to visioning. A population that is

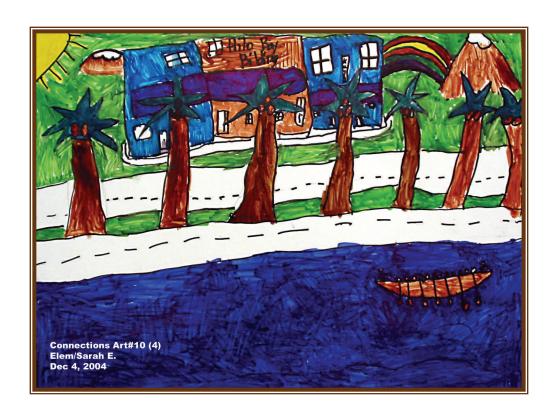
surrounded by the natural world at its most immense and at the mercy of the fiercest forces of nature cannot help but think about its history and remain constantly aware of the bigger picture. A population with a history of self-reliance has learned to think about consequences and innately knows the importance of respecting the earth and one's neighbors. Lucky we live Hawai'i—we are in the best possible position to shape our future together.

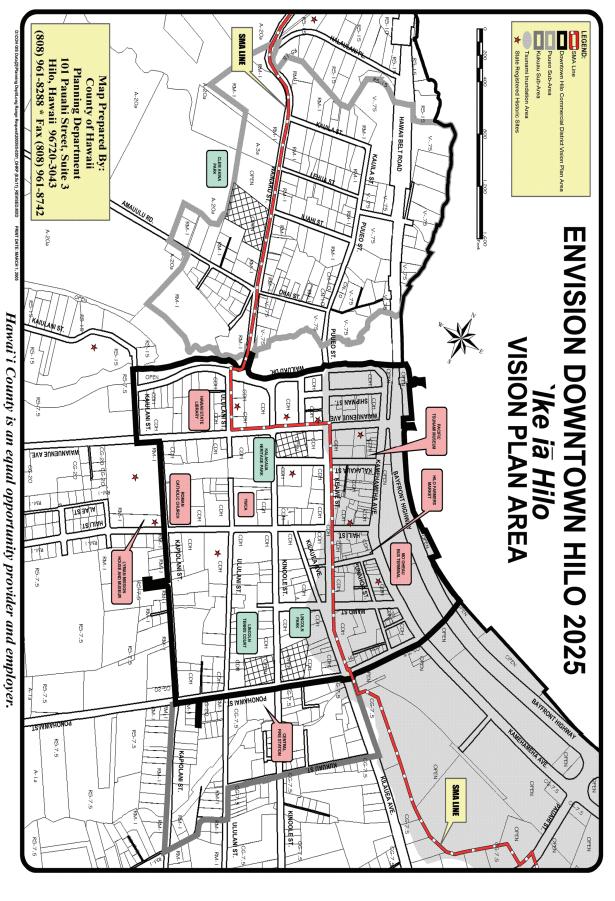
Downtown Hilo is a precious place. Its history, its mix of cultures, and its physical beauty make it like no other place on earth. This project area also brings some unique obstacles to the planning

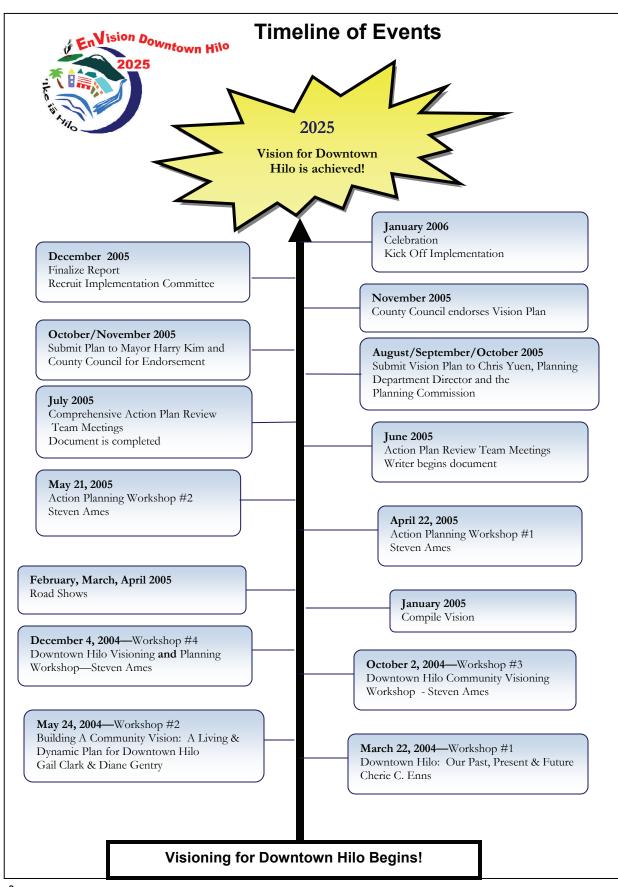
Special Management Area:

The entire State of Hawai`i is in the Coastal Zone Management (CZM) area. The SMA is identified as an area from the shoreline to a specific line inward where any development in this area is reviewed for its impact on coastal resources.

table. Downtown Hilo is located in a Special Management Area which includes a flood zone and a tsunami inundation area. Hilo Bay is a wide, beautiful picture-postcard body of water; it has also been identified as one of the impaired waters in the Hilo Bay Watershed area. As a coastal town with these and other growth-related challenges, there is a critical need to develop a workable plan that balances the needs of our growing population with the needs of our physical environment. The community remains respectful to its historical land division tradition, or *ahupua* a, and acknowledges that what makes Downtown Hilo so special and unique is its inseparable relationship with Hilo Bay, Mauna Kea and Mauna Loa.







How Downtown Hilo's Visioning Process Began

EnVision Downtown Hilo 2025 is the name of a grassroots community visioning project that began on March 22, 2004, with the first in what was to be a series of community workshops. On that day in March, however, workshop organizers and participants were unaware that they were the seed of an organic process that would eventually grow into a community-wide, even island-wide, effort. This modest, hastily arranged one-day workshop was the catalyst that pulled the public into action.

How It All Started: Workshop #1

The first community workshop featured Cherie Enns, a Smart Growth lecturer and professor of geography at University College of the Fraser Valley, British Columbia, Canada. Cherie felt a natural affinity for Downtown Hilo and made annual trips with her students. Prior to her visit in the spring of 2004, Cherie contacted both the Hilo Downtown Improvement Association (DIA) and the County of Hawai'i Planning Department (Planning Department) and generously offered to conduct a workshop on Smart Growth. Coincidentally, the DIA had recently enlisted Susan Gagorik as a Planning Department liaison to its Board of Directors. Susan and

Smart Growth: An evolving group of ideas about how to better manage urban growth and development. Smart growth principles include housing and transportation choices, compact, walkable communities, strong sense of place and preserving open spaces.

DIA's Executive Director Mary Ann Wanush brainstormed and then sold their idea of a town hall style of meeting, which would be co-sponsored by the DIA and Planning Department. Two sessions were scheduled for Monday, March 22, 2004, at historic Central Christian Church on Haili Street in Downtown Hilo. Cherie began each session with a Smart Growth presentation. The second part of each session was devoted to small group mapping exercises using poster-sized maps of the Downtown Hilo CDH. Each group placed stickers on the map which indicated the places and

features they thought were "great," "not so great," and then they added their "dreams" for Downtown.

Both audiences that day participated enthusiastically and



the organizers found that people were reluctant to leave at the close of each workshop. A simple mapping exercise had opened up discussion about possibilities and sparked an interest that was impossible to ignore. On that rainy Monday, sixty people took time from their busy schedules to share their thoughts and dreams for Downtown Hilo, and they wanted to know what was next and what they could do to help. Workshop organizers were energized by this positive response and decided that the

time was right for someone to take responsibility for keeping the

Site of Workshop #1—March 22, 2004

momentum going. Something should be done with those poster-sized maps that were now riddled with colored dots and covered with written comments. No one was sure what to do and how.

This begins Downtown Hilo's visioning story. It is a story about everyday people who came together to shape their community's future. They were called upon to suspend their 21st Century cynicism and to keep personal agendas in check. In return, they were guaranteed a safe place where every voice was heard and every opinion was respected. In the spirit of consensus and compromise, this Community-Based Vision and Living Action Plan for Downtown Hilo grew. This particular story begins on March 22, 2004; it is but the latest chapter in Downtown Hilo's long history of citizen leaders taking responsibility for their children's future.

The Living Plan Emerges

Susan Gagorik invited workshop participants to join in a debriefing session at the Planning Department. Those who attended the April 14 meeting: Mary James, Will Schaefer, Susan O'Neill, Jeffrey Mermel, Beth Dykstra, Scott Rogers, Michelle Sheehan, Alice Moon, and Susan Gagorik. This debriefing meeting was the genesis of the steering committee later known as the Friends of Downtown Hilo. True to the organic evolution of EnVision Downtown Hilo 2025, no one involved knew yet what was before them. Members of the fledgling steering committee brainstormed in hopes of answering some very basic questions: What should be done with the community input they gathered, and what would the next steps be? Community members made it known at the workshop that they wanted to see the not-so-great features fixed and they wanted to see their dreams for downtown realized.

Some of the group were familiar with the Hilo Redevelopment Plan approved by County Council Resolution No. 59-85 in 1985. This plan included ideas that were suggested at the workshop. Some felt that it would be a shame to waste an excellent existing resource and the energy, time, and money that had been put into that plan. Why reinvent the wheel? Other members however felt that a new, up-to-date plan should be developed. The one opinion on which everyone agreed was that no one wanted to waste time and energy on another plan that would sit on a shelf forgotten and collecting dust.

Members of the group were involved in local organizations that were already developing plans in a variety of mission-specific areas, including the DIA, Hawai`i Island Chamber of Commerce, Hilo Bay Watershed Advisory Group, Rural South Hilo Community Association, and Destination Hilo. Were the goals of all these planning efforts compatible or were they at cross-purposes? Were they in synch with the community's wishes? It was obvious to all that there was duplication of efforts in the community and that the local knowledge and networking base could be more efficiently tapped. Everyone agreed that there was a need to continue to meet to grapple with these issues before Downtown Hilo was overwhelmed by changing trends.

The group wondered if it were possible to change the way community and government interact and work together. The term "living plan" describes the group's idea of a planning process that adapts to change and remains alive and relevant through continuing input from the community. Implementation, measuring progress, evaluation and revision are vital components of a living plan. Instead of a linear process that moves from idea to action to completion, the living plan would take on a more circular and ongoing process. The intent was to make community planning an important part of civic life. There is power in a collaborative community/government planning process.

One of the common complaints heard at that initial community workshop was that there was too much talk and not enough action. The group knew that a follow-up workshop must be organized quickly to capitalize on the momentum from the first workshop. No one felt up to the task of facilitating a community workshop, however, and the committee realized that they needed professional help. They called on the local, dynamic facilitation team of Gail Clarke and Diane Gentry of Learning Unlimited for help. After their first strategy session with Diane, the group discovered that they could not precisely articulate what they were trying to accomplish. It had seemed clear to them that the goal was a community-based plan for Downtown Hilo, yet they could not describe what the content of the next workshop should be. Both Gail and Diane made the group back up, slow down, and really consider their plan: What is the plan? What is the vision? Who are the stakeholders? What are the next steps?

The group soldiered on in preparation for a second community workshop. They realized that they needed more community input before they could draft a vision. Keeping their living plan theory as a platform, they wanted to start the community thinking about actual implementation. To ensure buy-in, the community must be implementation partners with government and other agencies. Therefore, the second workshop was designed to accomplish both visioning and the beginning steps of action planning.

Workshop #2

The second community visioning workshop was held on May 24, 2004, in two 2 ½ hour sessions. This participatory workshop on community visioning asked the question, "What do we want Downtown Hilo to look like in one, five, or even fifteen years?" Diane Gentry and Gail Clarke led both sessions using Open-Space Technology techniques. Participants brainstormed possible categories, or focus areas, for the hundreds of vision ideas generated at this and the previous workshop. They then divided themselves into small groups by these new categories. Some of the focus areas that were identified included:

- Beautification wires, open Wailuku River, sidewalks
- Hilo as a cultural gem
- Cruise ships welcome, crafts, cafes, town squares

Open Space Technology is an approach to conferences developed in the mid-1980s.

Key Principals:

"Everyone who comes to an Open Space conference must be passionate about the topic and willing to take some responsibility for creating things out of that passion.

Whoever comes is the right people,

Whatever happens is the only thing that could have.

Whenever it starts is the right time.

When it is over it is over."

- More public restrooms and parking
- River and bay health
- Business support—education about working in Downtown and assistance for staying in business
- Safety issues and traffic public transport, sampans, parks, lighting, pedestrian access
- Recreation students, town square, special community activities (i.e. July 4th)
- Hilo as a theme city—clock tower
- Downtown housing and the homeless
- Incentives for landowners, dilapidated buildings, code changes
- Sustainability
- Pier/unlimited access to Downtown for pedestrians



The goals for this workshop were to refine the community's vision, and to begin action planning. After the workshop the group realized that their goals were far too ambitious. The evaluations from the public and from the steering committee confirmed that while the facilitators were wonderful, the small groups needed trained facilitators. Once everyone broke into small groups, they lost focus because expectations were not clearly identified. Another top criticism was that there was too much to cover in too little time.

At first the organizing group was deflated. This workshop did not meet their expectations. Everyone had volunteered long hours of hard work to prepare for this event. Gail and Diane had generously donated many *pro bono* hours to help them. In their excitement, the group had miscalculated by jumping prematurely into action planning. The volunteers decided to use this



experience as a lesson and to turn disappointment into resolve. They realized in retrospect that despite their own disappointment, the community was still excited. In addition, the ideas generated validated the results gleaned at the first workshop. Approximately 71 members of the public made the effort to attend this workshop and they expected a next step.

Between the May 24, 2004 workshop and the third workshop in October, the group took four months to take the steps necessary to ensure that this would not be another exercise in futility.

Forming the Friends of Downtown Hilo Steering Committee

Development of the steering committee is an important part of this story. Committee volunteers joined in a revolutionary way—they decided to operate in as grassroots a manner as possible, despite the organizational difficulties this caused. This seemed to be the only option if the committee wanted to remain a true voice of the community. After extensive discussions they agreed that their ideal committee structure would have a lateral structure instead of the familiar vertical hierarchy of officers.

During its initial meetings the steering committee referred to their mission: "To Build a Vibrant, Safe, and Attractive Downtown Hilo Community." This mission statement begged the question of just who was building this community. The group realized that they needed a more concrete identity and purpose. How could they communicate their purpose to the public if the committee members could not articulate that to themselves? Finally, after stumbling in their attempts to define what they were trying to accomplish, the committee received the invaluable help of Jane Testa, Director of the

Department of Research and Development for the County of Hawai`i. Jane led the committee through an eye-opening strategic planning session on June 14, 2004, that eventually led to a committee name—Friends of Downtown Hilo Steering Committee, a mission statement, and values and philosophy.

The lateral nature of the Friends of Downtown Hilo Steering Committee (FDHSC) presented challenges; however the group decided to proceed through collaboration and consensus. At times decision-making became time-consuming and confusing, and balancing discussion and action was challenging. Electronic communications can

discussion and action was challenging. Electronic communications came fast and furious. Discussions that took place at two- to four-hour committee meetings sometimes continued for days via e-mail.

Eventually FDHSC made some concessions to structure by defining some roles and setting meeting ground rules. Steering Committee meetings were becoming too long and complicated. Subcommittees were needed to handle dozens of details outside of meetings. Beth Dykstra accepted the Community Liaison position, and after she left the committee, Alice Moon agreed to

Mini Lesson Learned:

In the early formative stages, an enormous time commitment will be required from steering committee members.

Mission

The mission of the Friends of Downtown Hilo Steering Committee is to facilitate the process of building a Community-Based Vision and Living Action Plan for Downtown Hilo.

Values

The Friends of Downtown Hilo Steering Committee is a grassroots community-based group of volunteers who value and believe that collaboration, building leadership capacity, and creative opportunities for community participation and stakeholder involvement are at the heart of building a vision and living plan for Downtown Hilo.

Philosophy

Each member of the Friends of Downtown Hilo Steering Committee loves Downtown Hilo, is connected in some way with the community, and has credibility in the community.

Committee members understand that it may be impossible for the committee to completely mirror the community it serves and are dedicated to their roles as connectors to all stakeholders.

Each member is willing to leave his or her personal agenda "at the door," agrees to attend meetings, and agrees to follow meeting ground rules.

Steering Committee members must be able to multi-task, and must be both process- and task-oriented.

Steering Committee members must be visionaries with the desire to be involved in a creative and organic community-based vision process.

accept the mantle of Community Liaison. Susan Gagorik was given the title County Planning Department Liaison. Alice and Susan worked closely to guide this growing process together.

During the time that the FDHSC was processing the reams of community comments they gathered at the first two workshops and organizing their own roles, these volunteers found that they had to teach themselves new skills and tackle jobs normally left to professionals. Long meetings were held to discuss such issues as committee purpose and structure, project boundaries, identifying stakeholders, stakeholder outreach, data tabulation methods, measuring and synthesizing input and results, steering committee membership selection process, project name, tag line, and logo design selection process. Through those meetings the FDHSC members had to develop skills or else find

community members with skills in public relations, grant writing, facilitation, Web site development, graphic design, database development and management, project management, and public speaking.

Capacity Building: A process that empowers people to plan for the future, address issues, and manage and solve problems.

The hard work proved to be an essential part of this process. This is how capacity is built from within during community visioning. By taking on more difficult and daunting tasks, each committee member learned more about themselves and each other, and grew in the process. This is a parallel to the community's development and subsequent empowerment in the visioning process.

FDHSC Key Leadership Roles:

Community Liaison:

- Ensures that the project is in keeping with Mo' Bettah Together grant requirements.
- Serves as point person with Planning Department Liaison.
- Assists in moving FDHSC toward achieving its Mission.
- Presents Community-Based Vision and Living Action Plan to Planning Department Director, Planning Commission, and County Council.
- Develops relationships with Key Stakeholders.

County Planning Department Liaison:

- Ensures that project is in keeping with Coastal Zone Management funding requirements.
- Serves as key liaison with guest facilitators, trainers, and speakers.
- Works closely with the FDHSC Community Liaison to ensure that community involvement is an integral part of the vision process.

FDHSC Meeting Facilitator:

- Ensures that FDHSC meetings run smoothly and agenda items are addressed.
- Practices and receives training for developing leadership skills.

FDHSC Subcommittees and their responsibilities:

Promotions: media relations; press releases; public service announcements; Road Show schedule; Web site development; management of stakeholder and media database; proofing all FDHCS public material prior to dissemination.

Finance: apply for an manage grants; manage accounts.

Doable Projects (Easy Wins): Research current projects within the community and report on projects' progress.

Roadmap: Maintain timeline of all meetings, workshops, deadlines, task lists and itineraries.

Hospitality: Coordinate donations for refreshments at all community meetings; schedule meeting venues and make appropriate audio-visual equipment arrangements, facilitation accessories; oversee public welcome and workshop registration; secure entertainment.

Event/Content Planning: Determine content of workshops, events, and Web site; process workshop results and prepare handout content for the next workshop; organize orientation and training for visioning facilitators and recorders; develop criteria for community involvement; conduct postworkshop data assessments; review all evaluations and lessons-learned to improve successive workshops.

Ad Hoc Subcommittees: Name, Tag Line, Logo

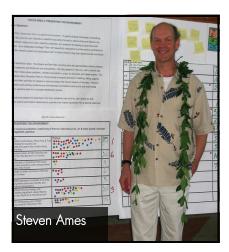
Funding

The Friends of Downtown Hilo Steering Committee decided to stay as close to the ideal of a grassroots organization as possible, and one thing that everyone agreed upon was to avoid becoming an entity that concentrated more on grant searching and reporting than on fulfilling its mission. It became clear fairly early on, however, that fulfilling its mission would require funding. The steering committee organized in April 2004, and conducted two community workshops and dozens of steering committee meetings with no money. Working with the Big Island Resource Conservation and Development Council as a 501(c) 3 fiscal sponsor, FDHSC was awarded a \$16,000 Mo' Bettah Together Grant from the Hawai'i Community Foundation on October 13, 2004. On October 21, 2004, FDHSC was awarded \$24,196.73 in Coastal Zone Management (CZM) Funds from the County of Hawai'i Planning Department. And then on February 10, 2005, \$10,000 in Hawai'i County Council Discretionary Funds was allocated to FDHSC.

Visioning with Steven Ames

The summer of 2004 was a period of reflection and self-assessment for the steering committee. Now that it had a name and an identifiable mission for itself, the new Friends of Downtown Hilo Steering Committee knew that its community project also required focus. What was

the downtown community's vision? More time was needed to develop that picture before any plan could be written. The community was waiting for a follow-up meeting, and the steering committee felt the burden of responsibility. The process was taking longer than planned, but something this important could not be rushed. While the FDHSC was rethinking its strategy and trying to develop content for the next workshop, the scope of the yet unnamed process grew to overwhelming proportions. Through Internet searching and subsequent telephone calls, the FDHSC connected with Steven Ames in Portland, Oregon. The committee knew that Steven's expertise was just what it needed. A grant application had been



submitted, and the committee took a leap of faith and invited Steven to facilitate the process. After several conference calls and hours and hours of planning, Steven Ames was on his way to Hilo to give the FDHSC some much needed expert help. Steven hit the ground running when he arrived in Hilo on September 29, 2004.

Workshop #3

Steven advised the committee that it needed to set a project timeframe and also that it needed a public marketing edge, something that the public could immediately identify. The

committee needed to come up with a name and a logo for the visioning project as quickly as possible. Hours of meetings were spent on those tasks alone. A subcommittee took the time necessary to consult Hawaiian teachers in an effort to create a tagline that was as close to a literal translation of the new slogan as possible. This subcommittee also discussed symbolism with these teachers to come up with a logo. No steering committee member had graphic art or fine art experience, and this obstacle delayed development of a logo until the assistance of a graphic artist was enlisted. At least for the upcoming workshop, the committee had a slogan, Hawaiian tagline, and a timeframe—EnVision Downtown Hilo 2025 ** **Ike iā Hilo**.

FDHSC reviewed the Oregon Model of Community Visioning with Steven and discussed ways to integrate the valuable information gathered at the first two workshops into this process. The previous workshops had failed to analyze trends and did not include opportunities to collect community input related to its shared core values. This next community workshop would address those two missing pieces and would provide the community a third opportunity to contribute thoughts to the driving questions asked at previous meetings: Where are we now and where would we like to be? In addition to preparing an agenda for the community workshop, Steven advised the committee that two ancillary activities were equally vital to successful visioning: (1) Local government must be formally consulted and invited into the process as a partner with the community; (2) community workshops must have facilitators and recorders specifically trained in community visioning for the breakout groups. The FDHSC was lucky to have a treasure trove of trained facilitators willing to help. While they had training and experience in strategic planning and group dynamics, none had ever experienced an overwhelmingly broad planning process such as this. Strategic planning with a board of directors or facilitation of a mission-specific community meeting is just a taste of facilitating

community visioning, which has a comprehensive scope and an almost unlimited list of stakeholders. Hiding in the looming cloud of unknowns in community visioning is an infinite number of opportunities to stall, derail, or halt the process. It bears repeating that visioning appears deceptively easy. It is in fact very difficult.

A seemingly straightforward plan to hold a third community workshop became three separate events. On September 30, 2004, Steven addressed Hawai'i County representatives and employees. He showed how this form of community-based planning worked in other communities and how it could be implemented in Hawai'i County. On October 1, 2004, Steven conducted community visioning facilitation training for facilitators who volunteered to assist the FDHC and also for other facilitators interested in the process. On Saturday, October 2, 2004, a six-hour community workshop was held at a packed Aupuni Center Conference Room, and the community began to draw its vision for Downtown Hilo.

Behind-the-scenes hard work:

All events required meeting rooms, invitations, flyers, telephone calls, press releases, pules, refreshments, easels and pads, pens, leis, handouts designed, printed, collated; nametags, sign-in sheets; evaluations; clean-up crews; and facilitator & steering committee debriefing meetings.

Cameron McDaniel, Connections Public Charter Schools Student—Workshop #3



Students from Hawai'i Community College began the workshop with an opening *pule*, and Billy Kenoi, of the Mayor's Office presented an energetic, local-style welcome to the community and to Steven Ames. Fred Koehnen and Bill Moore provided perspective in their "Voices of Hilo" presentations, with Fred bringing tears to the eyes of many when he talked about how important Downtown Hilo has been to him. A very brave 9-year-old Cameron McDaniel added another perspective by reporting what his classmates at Connections Public Charter School liked and didn't like about Downtown Hilo and what they would like to see in 2025. Steven explained his Oregon Model of Community Visioning to the audience and asked them to write down what they valued most about Downtown Hilo. Then the breakout groups convened to start working.

The groups were divided according to six identified focus areas: Creating Economic Vitality; Preserving the Environment; Strengthening and Sustaining our Community; Expanding Education, Culture, and the Arts; Promoting Health and Safety; and Managing Growth. Trained facilitators led their groups in profiling the community, analyzing trends, and in developing vision ideas. The groups brainstormed together and also quietly on forms that were provided for private comments. Finally the groups polled their ideas to come up with their top three answers to each driving question. Toward the end of the workshop each group facilitator presented their group's work to the entire audience.

The audience quickly picked up on an interesting trend with each report. The results were astounding—it made for a true "Aha!" moment. Somehow, each group, from focus areas as disparate as the economy, the arts, health and safety, community, and growth management, came up with startlingly similar results. It was important to all to preserve and respect the Hawaiian culture.

Mini-Lesson Learned: Not everyone feels comfortable speaking up in public. Give workshop participants the opportunity to express their thoughts privately

The bay was important to all groups, so were the historic buildings. Folks loved the Farmers Market and wanted to see it improved. The cosmopolitan nature of Hilo added to its charm and cultural wealth. Everyone loved the small-town friendliness found there. The stunning natural views were very important, and the different groups had different reasons for listing that. Adequate parking, dilapidated buildings, and unkempt vacant lots were toward the top of everyone's lists.

In an effort to have objective, agenda-free discussion groups and a balanced number of participants, the audience had been randomly assigned to specific focus areas. It could be reasoned that no matter where they were assigned, participants came with their own agendas and

would make themselves heard. But the process was too carefully planned. The facilitators were professionals who had recently been trained to keep these small groups in focus and on task; and the polling of ideas provided even tighter focus. The "Aha!" moment was real. It was one of those rare moments when almost 100 people from all different cultures, ages, economic and educational backgrounds felt joined by their shared values and visions. This moment defined the organic growth of EnVision Downtown Hilo 2025.

Workshop #4

After this successful workshop, the committee was eager to plan the next one. October and November were spent consolidating the mountain of data collected in the third workshop and integrating the data from the first two workshops. And, in the meantime, the logo was finalized with the *pro bono* assistance of a graphic designer and a Web site www.hilo2025.org was developed by a volunteer. The Workshop Content subcommittee tallied all the comments and drafted mini vision statements for each focus area. The Workshop Content subcommittee also reviewed and recorded the cards collected at Workshop #3 on which participants wrote the one thing they valued most about downtown Hilo. From this information and some applicable comments collected at the other workshops, a Values Statement emerged.

These draft values and vision statements would be presented to the community at the next workshop for review, revision, and validation. Community Workshop #4 would produce the community's shared vision for Downtown Hilo 2025 and would become the basis of the Living Action Plan. The Workshop Content subcommittee drafted a vision idea matrix, which broke down the vision ideas for each focus area.

The fourth community workshop took place on December 4, 2004, at the University of

Hawai'i at Hilo. It was a blustery Saturday and turnout was lighter than the steering committee would have liked, but it was not a surprise since there were several very popular competing events in the community that day. Despite the light attendance, workshop discussions were insightful and productive. Once again, with Steven Ames' expert guidance, the community validated the vision ideas from previous workshops by polling its top vision ideas and by adding new ideas to the matrices which had been reproduced on large easel pads. As in previous workshops, public input was recorded on these large easel pads and also on private evaluation forms. Finally the community



had an opportunity to hear reports of "easy wins," which are short-range doable actions already in process or completed. A team of writers composed the draft overarching vision and presented it that day to the community.

Members of the steering committee had an overwhelming amount of information to consolidate, classify, and interpret after the previous workshops, and after this fourth workshop, they felt completely buried. The committee's task was to finalize the values and vision statements, and immediately begin planning two separate but back-to-back stages of the process, the Road Show and the Action Planning Workshops.

The Road Show and Questionnaire

The FDHSC recognized that only a portion of the community could or wanted to attend the workshops themselves. A creative outreach plan was necessary to elicit authentic public input. A Road Show was planned to take the vision ideas that had emerged from the workshops out to the community (see Appendix for schedule). Presentations to community groups were scheduled, and over thirty Road Show events were presented.

One of the highlights of the Road Show was the Downtown Dynamos led by local stage star and FDHSC member Jeri Gertz. Jeri and her young Dynamos took their song-and-dance act literally on the road. Jeri penned lyrics to a new version of the song "Downtown" and another Hilo star Cheryl "Quack" Moore recorded the accompaniment.



The Downtown Dynamos and the Road Show Theme Song

Lyrics by Jeri Gertz
Sung to the tune of "Downtown"

Tape accompaniment Cheryl "Quack" Moore

We live in Hilo and we love our fair city
That's why we are here: Downtown!
We've come to ask you for your brilliant ideas,

Let's make Hilo shine: Downtown!

We know we can make dreams come true if we all work together

Downtown is a great place and we want to make it better How can we lose? The vision grows brighter when We know we're working together In any kine weather for Downtown!

Think 2025....Downtown! Hilo can really thrive...Downtown

The FDSC developed a questionnaire (see Appendix) that prompted each user to select his or her top five vision ideas in each of the six Vision Focus Areas. Time was allocated during each Road Show presentation for the completion of the questionnaire and the *Hawai`i Tribune-Herald* inserted the questionnaire in one edition which reached over 9,000 local residents. The survey results were painstakingly tallied and compiled, and a clear vision of the wider community emerged. Road Show events created greater public awareness of the EDH 2025 project, validated the draft vision, helped identify potential action partners, and publicized upcoming Action Planning Workshops. A tally of the results from the 725 questionnaires that were returned can be found in the Appendix.

Action Planning Workshops

Preparing for the Action Planning workshops required even more hard work on the part of the FDHSC and the workshop participants. FDHSC's Workshop Content Subcommittee analyzed all the polled vision ideas that had come out of the

Action Plan: How a community intends to arrive at its vision step-by-step over time.

Content Subcommittee analyzed all the polled vision ideas that had come out of the previous workshops, Road Shows, and the questionnaires. The subcommittee then reworded the vision ideas into strategies. For example, one of the community's top vision ideas for Focus Area 1 — Creating Economic Vitality, was that there would be a variety of transportation services bringing consumers Downtown. This vision idea was rephrased as a strategy, or a means to creating economic vitality: Strategy 1.1 – Increase access to Downtown Hilo through a variety of transportation services. At least three strategies were drafted for each focus area and FDHSC created matrices for each strategy. At the Action Planning Workshops participants would be asked to think critically about the possible existing opportunities and potential constraints for each strategy and then think of several specific action ideas to make the strategy happen. As time permitted during the small group discussions, participants would list the key partners and organizations that each action item would require for implementation.

Two Action Planning Workshops took place April 22, 2005 and May 21, 2005, again with the facilitation of Steven Ames. Typically action planning occurs behind closed doors and is reserved for a select few, perhaps an Executive Committee or Board of Directors. The Friends of Downtown Hilo Steering Committee were determined to keep EnVision Downtown Hilo 2025 a community-based effort. Action Planning Workshop attendees were selected based on their previous involvement and commitment to the visioning process. Intense work sessions led to the development of a detailed action plan in each Focus Area. The matrix used during these workshops was further refined by the Steering Committee and others during the next few weeks. What was unique about

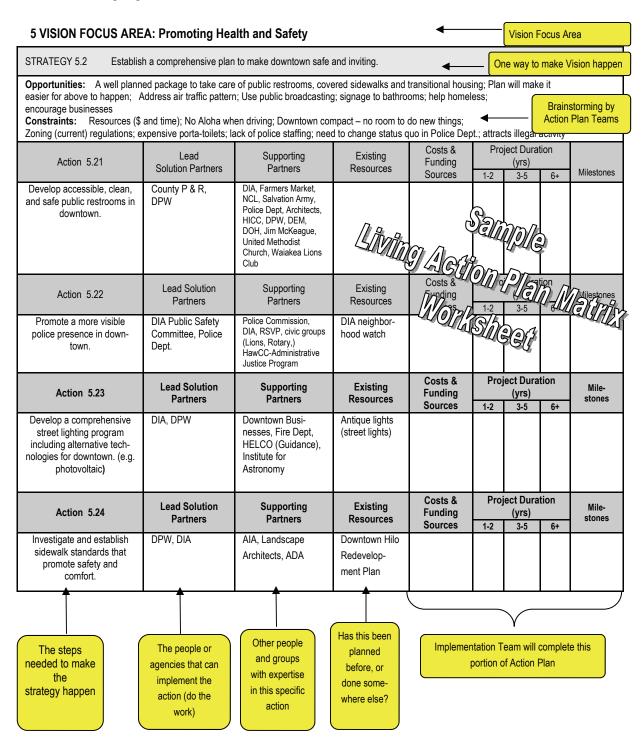
"This is where everything hits the road...it challenges the community to come up with ideas, take ownership of them, and implement them."

-James Leonard Facilitator, Comprehensive Action Planning Review Team this step was that the community itself participated in creating the Draft Living Action Plan. The task was not reserved only for the Steering Committee.

Finalizing the Draft Living Action Plan required two Action Planning Workshops, six Focus Area Action Plan Review Team (APRT) meetings, and two Comprehensive Action Plan Review Team gatherings over a three month period. James Leonard and Jiro Sumada facilitated the final APRT meetings in an intensive review of

every action included in the final plan. This was a complicated process that involved scrutinizing every strategy, every action idea, every suggested lead or supporting partner and every existing resource. The community members who participated in this stage of visioning committed an enormous amount of time and energy to finalize the action plan. FDHSC Recorder Marlene Murray is this story's unsung hero. Marlene compiled and transcribed all the data from every workshop and

meeting. Along with James Leonard and Susan Gagorik, Marlene translated the data into a usable matrix. Steering Committee members are in the process of contacting the action partners to confirm their commitment. The action plan is not a prioritized action plan. The expectations of our lead solution partners are not high-level expectations. It is hoped that they will integrate these actions into their own strategic goals as resources allow.



Stakeholder Engagement

Since day one of this process, the goal has been to make a connection with the community through continuous participation that would lead the community to trust the process and feel empowered enough to own it. The issue of defining stakeholders, finding stakeholders and reaching all stakeholders was one of the biggest challenges and the highest priority the Friends of Downtown Hilo Steering Committee had to face.

Downtown Hilo is a mixed-use community. Many stakeholders, if not most stakeholders, actually live in outlying areas. FDHSC found that the list of primary stakeholders for this project is

larger than the stakeholder list for many much-larger communities. This all-inclusive list included people who live, work, and play Downtown. Secondary stakeholders included transient residents, tourists and neighboring communities that will be affected by the action plan.

To reach such an extensive list of stakeholders is a huge task and one that the Steering Committee did not take lightly. They were well aware that the competition for the community's time and interest was stiff. This family town juggles work, school, church, civic clubs, soccer games, holiday craft fairs, charity walks, school fundraisers, and a myriad other activities; as if the lure of the beckening beach on a sunny day was not competition enough. Considering all this, the FDHSC did a remarkable job of reaching the public.

Workshop and Number of Participants who signed in	
Workshop #1 (both sessions)	54
Workshop #2 (both sessions)	71
Government Workshop	33
Facilitators' Training	69
Workshop #3	80
Workshop #4	55
Road Show Questionnaires returned out of approximately 10,000 distributed	725
Action Plan Workshop #1	54
Action Plan Workshop #2	61
Focus Area Action Plan Review Team Meetings	48
Comprehensive Action Plan Review Team Meeting #1	28
Comprehensive Action Plan Review Team Meeting #2	18
Total	1,296

FDHSC took great care to identify and reach out to all stakeholders. The list of stakeholders included people who owned land, owned a business, worked in Downtown Hilo, and anyone who was interested in Downtown Hilo. The stakeholder roster grew with each successive workshop because of the addition of previous workshop participants to the list.

Two categories of primary stakeholders were identified for each workshop. There were the primary stakeholders who were the stakeholders most affected by the outcome of EnVision Downtown Hilo, and there were the primary stakeholders for participation in workshops. The first group of primary stakeholders remained the same throughout the process. But the nature of the second group of primary stakeholders changed most notably when visioning turned to action planning. Visioning was conducted in a broad community-wide level, and the primary stakeholders included the entire community. When it came time for action planning however, potential lead and supporting partners became the primary stakeholders. They were charged with developing the action plan that would

carry out the community's vision. These lead and supporting partners will be part of the teams that will be called upon to implement the Living Action Plan.

With limited manpower, the FDHSC was able to reach stakeholders using a variety of methods including press releases to newspapers and radio stations, flyers and brochures mailed and posted and distributed by hand. Information was disseminated through the DIA's monthly newsletter. Other nonprofit organizations, schools, churches, and government officials were contacted by mail and e-mail. The Promotions Subcommittee had an army of tireless volunteers who made countless telephone calls and talked about EDH 2025 at every opportunity. The Promotions Subcommittee also scheduled and confirmed all the Road Show Presentations and designed informational displays that were set up in a variety of public places. The questionnaire reached the widest audience with over 10,000 distributed at Road Show presentations and through the Hawaii Tribune-Herald.





The community's Easy Win reporting has been one of the causes for celebration during this arduous 15-month visioning process. Easy Wins make visioning come alive and dispel the myth that visioning is just talk with no action. Indeed the ripple effect of doable action steps is already noticeable. Some of the community's vision ideas that floated to the top and became Living Action Plan Strategies or action steps during the workshops included ideas such as more recycling options, cleaning up the Wailuku River, promoting a more visible police presence, and promoting Downtown Hilo more to the wider Hilo community to name just a few. These initiatives are already underway.

Recycling: Keith De La Cruz of the Hilo Farmers Market has initiated a pilot project to encourage recycling Downtown. Three wire mesh receptacles will be installed at the Hilo Farmers Market on Wednesdays and Saturdays when the market operates. The receptacles will keep plastic water bottles, aluminum cans, and glass bottles sorted. The bonus Easy Win is that Keith has pledged all proceeds to the EDH 2025 Project to support Lead Solution Partners in a particular action.

Wailuku River Cleanup: The Wailuku River Walk Project was initiated in April, 2005 in collaboration with Downtown's close neighbor community of Pu'ueo. Jim Ednie and Steve Shropshire are leading the charge to create a park and walkway along the south side of the Wailuku River from the Singing Bridge to Reeds Island. This Easy Win is divided into three phases. The first phase will concentrate on the "Singing Bridge" to Keawe Street portion of the plan, the second phase covers Keawe Street to Wainaku Street, and the third phase finishes the project from Wainaku Street to Reeds Island. Steve and Jim are developing a master plan with the assistance of landscape architects Leonard Bisel and Brad Kurokawa, and they are in the process of obtaining bids for the landscaping and tree removal work. The organizers of this project know that this idea has been in the works for a very long time; it is one that the Hilo Downtown Improvement Association has promoted for many years. What gave this project the push it needed was that the idea was supported by the community's shared vision that was framed during EDH 2025. And now this project has the support and strength of collaborative partnerships.

Regular Newspaper Column featuring Downtown Hilo: "Around Downtown" is a monthly column started in November, 2004, in the Hawai'i Tribune-Herald newspaper. The column is printed every first Thursday of the month in the business section thanks to publisher Ted Dixon. The column came about as a direct result of the EDH 2025 process when it came up as an idea to promote the visioning process and Downtown Hilo as a great place to live, work, and play. Alice

Moon writes the column with input from Mary Ann Wanush, Executive Director of the Hilo Downtown Improvement Association and many informants or "people on the street" reporting events, activities, and businesses coming and going.

Police Presence: After Downtown's Community Police office was removed from Mo'oheau Bus Station, the entire Downtown community noticed that their less orderly residents became emboldened. The community despaired that blight and increased crime would take over the quaint Downtown streets. The DIA felt the absence most acutely and worked hard to get their good neighbors back Downtown. Happily for Downtown Hilo, the DIA was able to bring their Community Police Officer back. This Easy Win illustrates one of the truths of visioning. A vital community will always have initiatives and activities in the works whether driven by visioning or not. This activity was certainly one of the community's visions and no sooner than the community spoke and it was done.

Pu'ueo Community Association: One of the FDHSC's hardest working members had been trying to organize an association for her own neighborhood for some time. In November, 2004, Anita Politano-Steckel was able to help revitalize the Pu'ueo Community Association and attendance at meetings has increased each month. The association has applied for 501(c) 3 nonprofit status and has started to apply for grants with the goal to revitalize the neighborhood and rid the community of drug activity. The association also provides activities for children and is planning a Halloween party for October, 2005. This Easy Win is outside the EDH 2025 project area, but because what happens in Pu'ueo will affect Downtown Hilo, the project is linked to the shared community-based vision for Downtown Hilo. This Easy Win is an excellent example of the power of capacity-building. Using the knowledge and experience she obtained by volunteering with the

FDHSC, Anita has become the catalyst for positive change in a neighboring community. And the ripple-effect will continue.



Next Steps for Implementation

Prior to the publication of this Community-Based Vision and Living Action Plan, the FDHSC began paving the way for a new group of citizen leaders to take over the implementation phase of EnVision Downtown Hilo 2025. A new vision implementation group will be established to provide oversight in the implementation of the strategies and actions that were identified in the visioning process. These voluntary members will come from a wide range of stakeholders, including representatives of the Living Action Plan's Lead Solution Partners (four slots), members of government agencies (three slots), Downtown Hilo property owners (two slots), Downtown Hilo business owners and other community leaders (four slots), DIA representatives (two slots), and FDHSC representatives (two slots for a one-year transition only.)

Members will be initially nominated by an interim implementation committee of FDHSC members. An executive committee will be created consisting of a Chair, Vice Chair and Secretary Treasurer. Each member may be appointed to a two year fixed term, with the exception that seven of the fifteen members should be elected to a three year term in the initial year to ensure that there is overlap.

This group will facilitate and track the implementation process with the EDH 2025 Lead Solution Partners. There should be an annual progress report to the community at a public meeting. This meeting would include progress reports and success stories from each of the action teams, and would encourage feed back and buy in from the community.

Once the group convenes, several important decisions will need to be made to guide the implementation process. Responsibilities may include:

- Continue to secure commitment from lead solution partners.
- Evaluate and recommend amendments to the plan on an ongoing basis
- Promote the plan and educate the community.
- Obtain funding from a variety of sources including government grants, foundation grants, individual donors, and corporate sponsors.
- Develop a database of implementation activities and accomplishments that would enable the Commission to track and monitor the vision progress, and provide valuable insight into how the Living Action Plan needs to be modified, refined and updated.
- Focus on other ways to ensure that the plan remains a vital living document, and grows
 organically to adjust to trends as well as to the needs and dreams of the community.

Lessons Learned

EnVision Downtown Hilo 2025 began before anyone involved had a chance to methodically plan the process. The volunteers who facilitated this effort found themselves in a perpetual state of catching up and catching their breath. A grassroots, spontaneous visioning process is exciting; however, the learning curve is steep and learning necessarily means learning by mistake. This results in an extended time frame and stresses a volunteer steering committee to its limits. An all volunteer group cannot sustain an effort like this for long.

The FDHSC encourages any community group considering a similar program to plan and research before engaging the community. This will be one of the most difficult yet one of the most enriching things you will do. The hard work and long hours in themselves are not what makes this process so challenging; rather, it is the role that steering committee members must take on as both subjective members of the community with personal opinions and as objective facilitators dedicated to the value of an authentic community-based vision. Individual FDHSC members contributed their own "lessons learned" from their experience with EDH 2025:

Steering Committee Membership:

- Network, network, network; look for an inclusive group of volunteers with a wide variety of
 interests and talents. Find out who wants to serve on the steering committee and who should
 serve. Involve key stakeholders including government representatives in the process at the
 beginning.
- Make certain that all members understand what will be expected of them. Steering committee
 members must be willing to attend a daunting schedule of committee meetings, subcommittee
 meetings, public workshops, training sessions, and an enormous workload—all for the good of
 the community. Steering committee members will develop and agree to abide by meeting
 ground rules that are clearly posted at each meeting.
- Decide how new members will be recruited. Remember that when adding a new member midway into the process, that member will need orientation and enough education to get up to speed.
- The steering committee role is facilitative; the vision will be the community's vision, not the
 steering committee's vision. Do not expect the steering committee to represent all stakeholders.
 The primary job is to identify all stakeholders and ensure that all stakeholders are involved in the
 process.
- Select steering committee members with realistic expectations. Working with volunteers requires keeping a delicate balance between making progress and recognizing limitations. Volunteer burnout is a real risk. Guard the health and well-being of the steering committee by celebrating successes along the way.
- Recognize steering committee members who resign with written letters or certificates of appreciation.

Steering Committee Structure: Determine committee structure (or lack thereof), assign key leadership roles, and form subcommittees. Volunteers can be recruited on an as needed basis for specific subcommittee tasks.

Staff: Secure the services of a seasoned recorder right away. The recorder has perhaps the most important role in the entire process.

Steering Committee Meetings: Square away your structure, meeting agenda format, meeting schedule, meeting ground rules, and decision making process right away. Always include a "lessons-learned" review on every agenda. Figure out how you will keep communication open and flowing among all steering committee members. Plan regular training related to group process and leadership for steering committee members. Trained committee members will be able to mentor new steering committee members.

Visioning Program Development: Determine project area boundaries, next steps, and a realistic timeline. Provide adequate time to allow each stage of the visioning process to succeed. Visioning is not implementation. There will be many action-oriented people who want to start doing things right away. Without careful planning, community buy-in, and creation of a big picture with common goals, action simply become isolated wheels spinning around and around with no real positive effect other than burning up energy.

Funding: Give your committee the room it needs to work creatively by developing a budget and finding funding as soon as possible. Apply for grants and solicit private donations and corporate support from as many different sources as possible to promote the collaborative nature of the visioning process. Strive for financial transparency. Identify a Finance Chair who will establish credible bookkeeping and cash handling procedures. Acknowledge donors and sponsors publicly and also with personal notes of appreciation.

Marketing: Try to get your message out in a variety of ways to reach all stakeholders. Create a name, tag line, and logo early on to brand the process for community identification. Create letterhead, business cards, t-shirts, and hats, if appropriate. Collaborate with local media outlets to share information with the community. Develop a Web site or other vehicle for ongoing public updates.

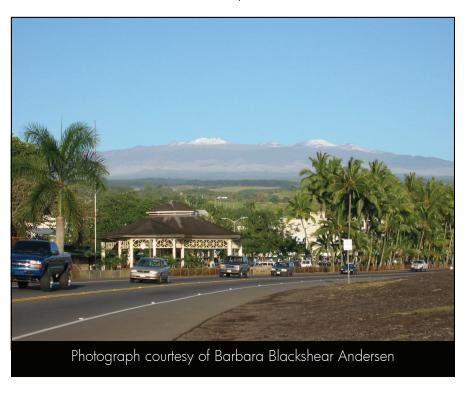
Community Workshops:

- Keep everything simple. Use few words to make a point. Directions with examples must be clear
- Recognize "Easy Wins" and provide progress reports for the community. "Easy Wins" should not be imposed on a community by external forces. Letting them emerge naturally from the community adds another level of authenticity to the process.
- Select venues appropriate for accomplishing workshop outcomes. Make accommodations for participants with special needs. Move to different venues to attract new people. Atmosphere is

- important; so is having adequate space and ensuring participants can see and hear the speakers. There should be some level of privacy for small group discussion. Don't forget to check that restrooms have adequate supplies.
- Celebrate milestones; acknowledge visible successes! The visioning may take one to two years. To keep the momentum going, have mini-celebrations along the way.
- Action planning must include a mechanism for outreach to and input from the community.
- When analyzing data obtained at a community workshop or survey for inclusion or exclusion
 from the plan, remember that there is a greater community whose voice needs to be included in
 the plan. Keeping track of information and being careful to include what the community
 articulated into the plan is not an easy task, but it is the most critically important part of the
 process.

Consultants and Other Professionals: Work with a skilled community visioning consultant from the start; one who recognizes that the visioning PROCESS is equally important as the outcome. A skilled visioning consultant understands that the process empowers the community and results in a higher level of community participation and ownership of the plan. Find other professional and technical support such as trainers for capacity-building skills and an advocate to observe, trouble-shoot, and advise. Survey development and the collection and analysis of community input are areas in which you may want to use specialists. This goes for graphic arts, Web site development, writing, and publishing. If possible, bring a writer on board at the beginning if a final report is expected. It is important that the writer understand how everything cam together in order to tell the story. Bring a community-based consultant or planning consultant on board to help compile community input and create a format for tracking information. This huge task is too much to ask of volunteers.

Above all, have FUN!!





Some Final Words

By Susan Gagorik and Alice Moon

Now that you've read our story, get ready for the results of thousands of hours offered up by hundreds of people: The Community Vision and Living Action Plan. Just as the process wasn't perfect, this isn't a perfect plan. It is, however, a genuine and committed attempt to engage community throughout an entire planning process.

As we write this, EnVision Downtown Hilo 2025 is still taking an indescribable amount of energy and commitment from many dedicated people. It takes a tremendous amount of work to be a community-based effort yet it is work well worth the tremendous effort. This effort has helped us identify what is valued most in our hometown: our stunning view planes that extend from the ocean to the mountain, our diverse culture, art and history, and our small town atmosphere.

Steven Ames describes the "tsunamis of change" that Downtown Hilo has and is experiencing. And we, as part of the community facing these changes felt a kind of 'tsunami' effect throughout the community visioning process. The momentum of people getting involved built quickly and the energy flowed into the landscape of our hearts and minds. We've seen old things revitalized and reenergized, such as the Pu'ueo Community Association. We've seen the resurrection of the Downtown Hilo Redevelopment Plan, the Wailuku River Park Plan and the Hilo Beautification Development Study – plans that have been sitting on the shelf or in storage in some dark basement. We've seen the development of new projects and "Easy Wins" encouraging us on. All of this continues to sustain us in our efforts and gives us much hope for the future even though we probably won't see all of the rippling effects from this process.

Although we've shared our lessons learned with you, there are some important words of advice we'd like to emphasize and pass on should you desire to embark on a community visioning project:

- 1. If you trust in this process you will receive the encouragement that you need and make new discoveries including new bright 'shining stars.' You will feel revitalized and energized when you are about to give up.
- 2. Although our process was completed without a planning consultant, we recommend that you pay for someone who is trained in, and clearly believes in a community-based planning process. Bring in a paid consultant at the very beginning. We ended up collecting and processing a phenomenal amount of community input without technical support and advice and produced a final report. This is not something we recommend you have a volunteer do.

- 3. We did not impose Smart Growth principles on this process. We were happy to discover that our community values and vision ideas happen to align with Smart Growth principles. During the implementation phase, we hope to explore and utilize these principles more so that we can take steps to "grow smart" in Downtown Hilo.
- 4. The health and well being of those guiding the process (your steering committee) is extremely important! At times we found ourselves wiped out and near exhaustion. Pace yourselves and take time to rest, even if it means postponing a deadline.

Community Visioning is one way for communities to begin planning for their future. It is not the only way nor is it a perfect way. However, what we gained from this process is that if communities want to grow "smartly," we need to pay attention to the planning process. By process we mean how we actually go about planning, including who we involve, how and when we involve them. The process ultimately determines the value of outcomes or results. We learned the value of asking questions every step of the way. Sometimes we asked the same questions over and over again and arrived at different answers. We accepted the fact that perhaps the old way may not always work and that we may not always have all the answers. In essence, we learned the importance of being creative and inquisitive, open to change, and letting go. This openness to other ways of thinking brought many "Aha!" moments to EnVision Downtown Hilo 2025.

As we said, community visioning is hard work. We could not have completed this process without all the countless volunteer hours of the steering committee and many others who were always willing to say, "Yes!" when asked to help. Because of all these things, we never wondered "Is this all worth it?" and words cannot express how grateful we are for all of you.

We encourage you to be an explorer – there is new territory ahead and community visioning is one way for a community to discover who they are and how they want to grow. Now on to our Community-Based Vision and Living Action Plan for Downtown Hilo 2025...



PART TWO

EnVision Downtown Hilo 2025 Yke iā Hilo

A Community-Based Vision and Living Action Plan for Downtown Hilo



Overarching Vision

In the year 2025, Downtown Hilo...

... Has a vibrant, thriving, and diversified economy that supports its residents, visitors, and local businesses with a gathering place that builds on the community's unique scientific, educational, historical, spiritual, cultural, and artistic assets.

...ls a green, sustainable environment with protected natural resources—magnificent vistas, pristine waters, pure sweet air, and historic charm.

...Carefully manages its growth and development through sound planning and policies, accommodating change while preserving its unique historical character, natural features, and quality of life.

...Is a friendly, safe, and healthy community with affordable housing, accessible health care, low levels of crime, well-maintained streets, pedestrian pathways, public places, and a wealth of recreational activities for families and youth.

...Is a global magnet for education, culture, and the arts, building on its rich Hawaiian, ethnic, and cultural diversity and shares these resources with the community and the rest of the world.

...Is synonymous with the spirit of Aloha, a community that celebrates its unique character, rich heritage, generational values, and vision for the future. Our hometown, Downtown Hilo, is a welcoming neighborhood like no other—a wonderful place to live, work, and play.



Shared Community Core Values

We believe that the following values reflect the unique character of our community and the qualities we seek to sustain and enhance as we move into the future.

Natural Environment:

We value the presence and preservation of our natural environment—the ocean, open space, fresh water and clean air, green lushness produced by the rain—while sustaining the beauty and serenity of our surroundings.

Small-Town Atmosphere:

We value the small-town atmosphere of our community—its rural and historic underpinnings, pedestrian-friendly Downtown area, and the sense of community with its focus on families and children. We value preservation of the roots of our community's history and wish to sustain its physical environment, sense of community, friendliness, and spirit of Aloha. We believe in paying homage to our past by keeping it alive and honoring those who have contributed so much.

Human and Economic Diversity:

We value the multi-cultural heritage and human diversity of our community, which contributes to the uniqueness of our social environment and extends to businesses and community activities. We strive to sustain our diverse, locally-based economy to provide opportunities for employment to all our community.

Personal Safety and Security:

We value the sense of safety and security that exists in our rural atmosphere and strive to ensure the personal safety and security of every community member and visitor. We strive to protect individuals from harm while administering to the weakened economic and emotional plight of the less fortunate.

Influence of Higher Education:

We value the close, mutually beneficial ties between our community and our university and community college. We strive to maximize our connection with international diversity.

Focus Area Vision Statements

Creating Economic Vitality



In the year 2025, Downtown Hilo is a vibrant, thriving community sustained by its diversified economy. Economic energy is maintained in part by the larger regional industries such as agriculture, transportation, government, and the high-tech research community. Downtown Hilo's primary economic powerhouse, however, is its community of entrepreneurs and small businesses. Business owners recognize the earnings potential of a downtown location and tax incentives encourage prospective businesses to move

downtown. Residents, students, and visitors all contribute to downtown's economic vitality by frequenting the many shops, restaurants, sidewalk cafes, world-famous farmers market, and all the other specialized businesses and services that are tucked among artfully restored historic buildings. Hilo's First Friday tradition has become a nightly celebration all week long. The commercial variety offered Downtown is not its only lure; Downtown Hilo is an easy place to visit too. Its mass transit options, ample public parking, pedestrian malls with covered sidewalks—all within easy walking distance to the wide bayfront boardwalk, make Downtown Hilo a destination of choice. A unique mix of industries and interests, of cultures and environment, combined with the community's adaptability when challenged by economic and natural adversity sustains Downtown Hilo's robust economy. Through this sustained economic vitality, Downtown Hilo remains the beautiful, friendly and lively town it is today—unlike any other in Hawai'i.

2 Preserving Our Environment

In the year 2025, Downtown Hilo is a breathtaking sight. Its gently sloping townscape overlooks pristine Hilo Bay and the lush Hamakua coastline and is framed by the majestic peaks of Mauna Loa and Mauna Kea. These magnificent vistas have been carefully protected, thereby ensuring the town's open, spacious atmosphere. As a designated Heritage Town with beautifully restored late 19th and early 20th century architecture, Downtown Hilo is a picturesque village with its own distinct historic style. Hilo Town's



streets are cleansed by the frequent rains and maintained by civic pride. A convenient recycling program keeps the streets litter-free. Planters spilling over with lush foliage and tropical blossoms adorn sidewalks and public spaces. Multi-modal forms of transportation including sampans, Hele-On shuttles and bicycles provide environmentally friendly choices. Hilo Bay glistens in the sun inviting

paddlers, surfers, and fishermen to enjoy Hawai`i's clean, protected waters. The Hilo Bay-Wailuku River Shoreline Park & Trail provides a scenic expanse for walking, biking, jogging, picnicking, and other activities. The views from downtown persuade people to slow down, relax, and enjoy the natural beauty around them. Residents and visitors give this fragile environment a profound respect. Preservation of its natural and historic resources is a priority that makes Downtown Hilo a special place like no other.

3 Strengthening and Sustaining Our Community

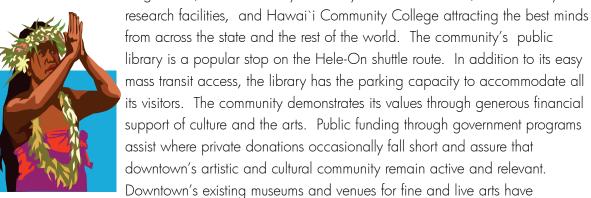
In the year 2025, Downtown Hilo is synonymous with *Aloha*. The community treasures its rich history, traditions, cultural diversity, generational community-based values, and unique character. Public and private institutions reflect the same values and collaborate to enhance this family-friendly community with a variety of youth-centered activities and ongoing programs that support lower-income households. A popular public square serves as the gathering place for residents and visitors of all ages who come to enjoy downtown's beautiful parks, theaters, museums, galleries, churches, and cultural events. There they can talk story, catch up with friends and make new ones.



Volunteerism is alive and well, and the community is known throughout Hawai`i for its history of civic participation and personal responsibility. Downtown Hilo reflects the beauty, history, and spirit of *Aloha* of its people and is a model for other communities that want to preserve that small-town feeling of old. In 2025, our hometown—Downtown Hilo— is as it always has been: a wonderful place to call home.

4 Enhancing Education, Culture and the Arts

In the year 2025, Downtown Hilo is a global magnet for education culture and the arts. It is known as Hawai`i's College Town, with the nearby University of Hawai`i at Hilo, the University's



enhanced the community's reputation as a center of education and art by actively collaborating on a variety of quality programs. These entertaining learning opportunities appeal to participants of all ages and cultural backgrounds. Clear, consistent interpretive signage, part of a comprehensive

interpretive plan for downtown, identifies significant sites and leads even the most casual visitor to discover something new. With its rich culture and history, Downtown Hilo has created a culture of learning that bridges the most ethnically and artistically diverse area in the country, and, as a community, it is proud to share this wealth with the rest of the world.

5 Promoting Health and Safety

In the year 2025, Downtown Hilo is an active, safe, and healthy community. Fresh, locally-grown produce is available seven days a week at the flagship farmers market, local groceries, and



natural food markets. Hilo Bay's bounty provides local fishermen with healthy additions to their families' meals. Downtown Hilo is a place where children can play safely in public parks under the watchful eyes of parents and grandparents who visit together while sitting on comfortable, shaded benches nearby. This walkable community is designed with the convenience and safety of the public in mind. Wide sidewalks and pedestrian malls divert speeding traffic. Cycling is a safe transportation

option thanks to an extensive system of dedicated bicycle paths within downtown and leading into downtown. Everyone knows the names of the community police officers who have become part of the community they protect. At night the streets are safely illuminated by attractive period lighting, which makes downtown nearly as lively as it is during the day. With its low crime rate, clean environment, wealth of recreational activities, and comfortable feeling of *ohana*, Downtown Hilo is the healthiest and safest place in Hawai`i.

6 Managing Growth

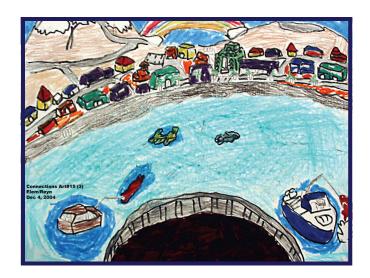
In the year 2025, Downtown Hilo has retained its small-town charm through careful planning and smart management. A tradition of collaborative partnerships between community, government, and private enterprise has ensured fair and sustainable development. At the heart of this town's smart growth success is its combination of commercial and residential use. Despite a growing population, automobile traffic downtown is light. Cyclists and quiet energy-efficient buses move easily through unhurried neighborhood streets.



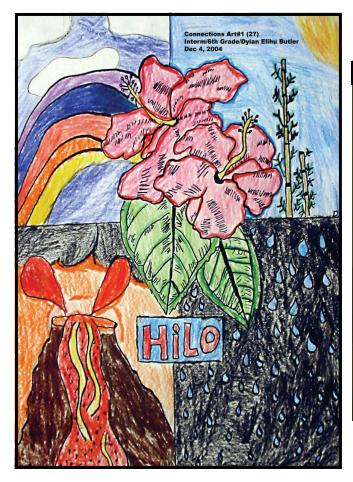
Residents can choose car-free lifestyles because almost everything they need is within easy walking distance. And for places beyond comfortable walking distances, a convenient mass transit system offers dependable, affordable travel. Historic preservation and well-designed new construction meld seamlessly, never detracting from the area's stunning natural views. New development is carefully planned to avoid any negative impact on the environment and on the region's capacity. Downtown Hilo is an example of what smart growth can do—smart growth has kept Downtown Hilo's history alive and its future bright.













The Living Action Plan

Creating Economic Vitality

	Action 1.11 Action 1.12 Action 1.13 Action 1.14 Action 1.15	Expand Hele-On routes and stops. Expand tour bus loading, unloading, and parking areas. Launch a downtown circulating shuttle. Provide bicycle racks and related amenities on buses and in parkand-ride areas. Conduct a feasibility study for a new Hilo Bay downtown pier.
Strategy 1.2	Develop walkin Action 1.21 Action 1.22	ng access from Downtown to Hilo Bayfront. Study realignment of bayfront highway. Expand the Aloha Gateway Project from Wailuku River to Suisan Bridge with projects such as a boardwalk.
Strategy 1.3		diverse commercial activities, such as boutiques and sidewalk cafés, or create a vibrant night life in Downtown Hilo. Support expansion of a "First Friday" for extended business hours. Conduct a feasibility study for allowing portable vendors and sidewalk cafés and review sidewalk vending and usage constraints. Promote existing and develop new tax incentives for downtown property owners and businesses. Explore the creation of a Business Improvement District (B.I.D.) for Downtown.
Strategy 1.4	Promote mixed Action 1.41 Action 1.42	-use development in Downtown. Develop and promote new residential uses above existing ground-level businesses. Identify and work with landowners to help develop mixed use in empty, derelict buildings and vacant lots.
Strategy 1.5	Encourage diversidents. Action 1.51 Action 1.52 Action 1.53 Action 1.54	Support and market existing events and festivals, such as Hawai`i's World Heritage Festival, Downtown Ho`olaulea, and County Band Concerts. Coordinate study on economic impact of events and festivals. Coordinate and market to draw pre- and post-convention (and other large events) visitors to Downtown Hilo. Support the development of new festivals and events, such as the Agricultural Festival and Expo in Downtown Hilo.

Increase access to Downtown Hilo through a variety of transportation services.

- Strategy 1.6 Develop a permanent major attractor in downtown to increase the number of visitors.
 - Action 1.61 Conduct a feasibility study on major attractor.
 - Action 1.62 Develop a Hula Museum.
 - Action 1.63 Develop an amphitheater on the Hilo Bay Waterfront.
- Strategy 1.7 Promote Hilo as a globally recognized producer of unique foods, arts, crafts and other products.
 - Action 1.71 Establish a permanent Farmers Market in Downtown.
 - Action 1.72 Develop partnerships to promote unique food, arts, crafts, and locally grown products in Downtown Hilo. (festivals; Ag Expo; PR)
 - Action 1.73 Develop and promote marketing campaign for Downtown Hilo.

Preserving Our Environment

- Strategy 2.1 Develop a Wailuku River Park and Trail connecting to Downtown.
 - Action 2.11 Develop a pilot clean-up project to increase visibility of the Wailuku River.
 - Action 2.12 Review existing landscape design plan and/or develop a new plan, to include consideration for connecting bikeways, paths, or lanes.
- Strategy 2.2 Protect significant view corridors, including views of Mauna Kea, Mauna Loa, the Hamakua Coast, and the ocean.
 - Action 2.21 Establish a photo inventory of existing view planes and other relevant databases.
 - Action 2.22 Establish a committee to review existing building height limitations in the Zoning Code and develop a plan to protect view corridors.
 - Action 2.23 Reduce the visual impact of utility poles and wires.
- Strategy 2.3 Promote energy-efficient, non-polluting alternative transit options for Downtown Hilo, such as bicycles, trolleys, shuttles, Sampan buses, water taxis, and a train.
 - Action 2.31 Develop a plan to redevelop downtown streetscapes to accommodate pedestrians, calm traffic, and promote alternative forms of transportation.
 - Action 2.32 Develop a system of bike lanes.
 - Action 2.33 Investigate a loaner bike program for residents and visitors.
- Strategy 2.4 Restore Hilo Bay to a clean, healthy, and pollution-free state.
 - Action 2.41 Establish a testing program to determine water quality and explore alternative methods to clean the bay and improve water circulation, including options to alter the breakwater.

	Action 2.42	Develop a comprehensive drainage and flood abatement system for downtown.
	Action 2.43	Initiate community and government cleanup efforts to make the beach more inviting.
	Action 2.44	Identify, map, and stencil storm drains to educate the public on the impacts of pollution on Hilo Bay.
Strategy 2.5	Beautify Downt Action 2.51 Action 2.52 Action 2.53	own Hilo through landscaping, plantings and related improvements. Create a comprehensive landscaping plan for Downtown Hilo. Adopt a block as a pilot landscaping project. Develop community gardens and pocket parks.
3 Strengt	thening and	Sustaining Our Community
Strategy 3.1	Develop and p Action 3.11	romote ongoing, youth-centered activities and programs. Develop and conduct a survey to assess youth needs and activities.
	Action 3.12	Develop programs as warranted based on survey.
Strategy 3.2		nentation of the Downtown Hilo Vision and Living Action Plan through akeholder efforts. Develop a non-profit commission to implement the Community-Based Vision and Living Action Plan, with continuous community involvement.
	Action 3.22	Establish a community volunteer program that is active and visible in downtown.
	Action 3.23	Develop an EDH2025 Community Resource Center.
Strategy 3.3	Create a public Action 3.31	square that serves as an actively used civic gathering place. Identify a potential site and develop a public square.
Strategy 3.4	Honor and sup	port Downtown Hilo's historical, cultural, ethnic, and spiritual
	Action 3.41 Action 3.42	Establish a community history project that includes an oral history. Promote walking tours of downtown.
Strategy 3.5	Support lower-i	ncome households through ongoing collaborative programs and
	Action 3.51	Provide emergency shelter options for Downtown Hilo's homeless
	Action 3.52	community. Develop and promote internships and/or employment programs for low-income people.
	Action 3.53	Host events and/or activities to assist and support Downtown Hilo's homeless community.

Enhancing Education, Culture, and the Arts

- Strategy 4.1 Support new and existing educational programs and activities focused on Downtown Hilo's unique cross-cultural heritage, environment, cultures arts, and institutions.
 - Action 4.11 Develop a coordinated effort of community partnerships and cooperative efforts related to education culture and the arts.
 - Action 4.12 Maintain and promote a master calendar of community events and Web sites.
- Strategy 4.2 Develop an interpretive plan and signage program that highlights Downtown Hilo's important cultural monuments and historic sites.
 - Action 4.21 Revisit and update inventory to identify buildings, structures, and sites with historic preservation potential.
 - Action 4.22 Conduct a comprehensive assessment of interpretive and other signage needs in Downtown Hilo.
 - Action 4.23 Produce the interpretive plan including priorities for signage and interpretation.
- Strategy 4.3 Support our community-centered library in Downtown Hilo.
 - Action 4.31 Conduct a feasibility study to enhance Downtown Hilo's library facilities.
 - Action 4.32 Explore options to expand library parking and accessibility to public transportation.
 - Action 4.33 Promote greater library participation in community events and activities.

5 Promoting Health and Safety

- Strategy 5.1 Develop and put in place a comprehensive all-hazards preparedness and prevention plan for Downtown.
 - Action 5.11 Develop an evacuation plan for businesses and facilities in Downtown.
 - Action 5.12 Develop and deliver an education program on all-hazards preparedness for Downtown.
 - Action 5.13 Develop and implement plan to reduce the risk of a large-scale fire Downtown.

Strategy 5.2	Establish a co	mprehensive plan to make Downtown safe and inviting.
	Action 5.21	Develop accessible, clean, and safe public restrooms in
		Downtown.
	Action 5.22	Promote a more visible police presence in Downtown.
	Action 5.23	Develop a comprehensive street lighting program including alternative technologies for Downtown. (e.g. photovoltaic)
	Action 5.24	Investigate and establish sidewalk standards that promote safet and comfort.
Strategy 5.3	Promote a pol	lution-free downtown (noise/air/water/litter pollution).

- Action 5.31 Improve trash pickup in Downtown.
- Action 5.32 Create a Malama ika Aina Program to promote and educate the need for increased recycling and for discouraging trash.
- Action 5.33 Install trash receptacles that have an option to sort for recycling.
- Action 5.34 Develop incentives for businesses to recycle.
- Action 5.35 Create a drop-off plan for developing mini-recycling centers in Downtown Hilo.
- Strategy 5.4 Make Downtown Hilo an accessible, barrier-free community, inviting to all persons with disabilities.
 - Action 5.41 Expand program to install curb cuts in Downtown sidewalks.
 - Action 5.42 Investigate and communicate information regarding universal access.



- Strategy 6.1 Establish a vehicle-free, pedestrian zone in Downtown Hilo with free public transportation. (coordinate with action 2.31)
 - Action 6.11 Develop a pilot project using an event such as "First Fridays" for a vehicle-free area. (coordinate with action 1.3)
 - Action 6.12 Create and promote a vehicle-free circulation plan for vehiclefree days.
- Strategy 6.2 Develop and implement a comprehensive plan to provide adequate parking in and near Downtown Hilo. (coordinate with action 2.31)
 - Determine parking needs for employees, shoppers, and visitors. Action 6.21
 - Action 6.22 Identify potential parking alternatives.
- Strategy 6.3 Develop a comprehensive growth management plan for Downtown Hilo through community and stakeholder collaboration.
 - Action 6.31 Reevaluate Downtown Hilo's existing geographic boundaries for possible revision.

- Action 6.32 Evaluate EDH 2025 Action Plan and its consistency with "smart growth" principles.
- Strategy 6.4 Preserve Downtown Hilo's historic character and unique assets and promote renovation of its historic buildings.
 - Action 6.41 Revisit and update inventory to identify buildings, structures, and sites with historic preservation potential. (coordinate with action 4.21)
 - Action 6.42 Research historic preservation status and incentives for a designation of historic district for Downtown Hilo.
 - Action 6.43 Revisit and update design guidelines for building renovation and construction and consider compilation of model prototypes and case studies.
- Strategy 6.5 Develop a range of housing opportunities and choices available to all income groups.
 - Action 6.51 Research, develop and publicize incentives for developers to provide housing in Downtown Hilo.







Acronyms

The complete Action Plan worksheets are included in the following pages. Abbreviations and acronyms are used in the worksheets and a glossary of these acronyms is provided below:

AAUW: American Association of University Women

ADA: Americans with Disabilities Act AIA: American Institute of Architects

AM&C: Alice Moon & Company (private business)

BIRC&D: Big Island Resource Conservation and

Development Council

BIVB: Big Island Visitors Bureau CDH: Commercial District COH: County of Hawai`i

CTAHR: College of Tropical Agriculture and Human

Resources

DBEDT: State of Hawai'i Department of Business,

Economic Development and Tourism

DCAB: Disability and Communication Access Board DCCA: Hawai'i State Department of Commerce and

Consumer Affairs

DEM: Department of Environmental Management, County of Hawai`i

DIA: Hilo Downtown Improvement Association

DLNR: Hawai`i State Department of Land and

Natural Resources

DMV: State of Hawai'i Department of Motor Vehicles

DOE: State of Hawai'i Department of Education DOH: State of Hawai'i Department of Health

DOT: State of Hawai`i Department of Transportation

DPW: Department of Public Works, County of

Hawai`i

EDH 2025: EnVision Downtown Hilo 2025 EHC Council: East Hawai`i Cultural Council FDHSC: Friends of Downtown Hilo Steering

Committee

FEMA: Federal Emergency Management Agency **GIS-UHH**: Geographical Information System,

University of Hawaii` at Hilo

HAWCC: Hawai`i Community College HCC: Hawai`i County Corrections

HCEOC: Hawai'i County Economic Opportunity

Council

HELCO: Hawai'i Electric Light Company HICC: Hawai'i Island Chamber of Commerce HIEDB: Hawai'i Island Economic Development Board HOFA: Hawai`i Organic Farmers Association HSTA: Hawai`i State Teachers Association

HSTAR: Hawai'i State Retired Teachers Association

HTA: Hawai'i Tourism Authority

HVCB: Hawai`i Visitors and Convention Bureau

JCC: Japanese Chamber of Commerce KIA: Kanoelehua Industrial Area Association KSBE: Kamehameha Schools Bishop Estate

NCL: Norwegian Cruise Line OHA: Office of Hawaiian Affairs

OHCD: Office of Housing and Community

Development

 $P \ \& \ R$: Department of Parks & Recreation, County of

Hawai`i

PATH: People's Advocacy for Trails Hawai`i PD: Planning Department, County of Hawai`i

PO: United States Post Office

PTSA: Parent Teacher Student Association

R&D: Department of Research and Development,

County of Hawai'i

RPTD: Real Property Tax Division; Hawai`i County

RSVP: Retired Senior Volunteer Program

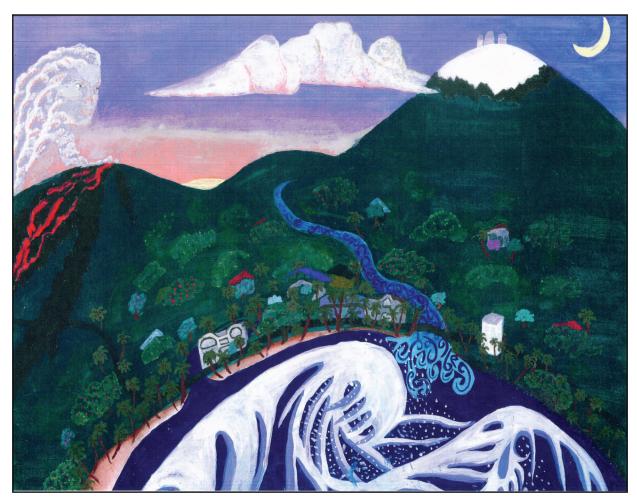
SBA: Small Business Administration, Federal Agency

SBDC: Small Business Development Center

SHPD: (Department of Land and Natural Resources)

State Historic Preservation Division **UHH**: University of Hawai`i at Hilo

WAG: Hilo Bay Watershed Advisory Group YMCA: Young Men's Christian Association YWCA: Young Women's Christian Association



Original painting created for EnVision Downtown Hilo 2025 by Jennifer Shurley—August 2005

VISION FOCUS AREA: Creating Economic Vitality

STRATEGY 1.1

Increase access to Downtown Hilo through a variety of transportation services

Opportunities: Existing Hele-On System; Federal Grants; Inexpensive shelters; Alenaio berm creates space; Alternate fuel; Expanding cruise industry Constraints: Need sites available for bus shelters; Lack of will to create change and funding; Liability and security issues

	Milestones	+		Milestones	+		Milestones	+		Milestones	+		Milestones	+
	Project Duration (yrs)	1-2 3-5 6+		Project Duration (yrs)	1-2 3-5 6+		Project Duration (yrs)	1-2 3-5 6+		Project Duration (yrs)	1-2 3-5 6+		oject Duratic (yrs)	35
22000	Costs & Funding	Sources		Costs & Funding	Sources		Costs & Funding	Sources		Costs & Funding	Sources		Costs & Funding	
اع، قاطها الله عادة عدد الله	Existing Resources)		Existing Resources)		Existing Resources)	Tom Brown, Steve Yamashiro/Russell Kokubon (former County Plan)	Existing Resources			Existing Resources	Ed Clark
	Supporting Partners) -	DIA, Destination Hilo	Supporting Partners		DIA, Destination Hilo, Mass Transit	Supporting Partners) -	NCL, UHH, DIA	Supporting Partners		Bicyde business owners	Supporting Partners	UHH, Marine Options Program, WAG, Moku o Hawai'i (Canoe Club Assoc.), Army Corp of
וכו בכל כוכווכוס, בלכה כו	Lead Solution	rarmers	Mass Transit	Lead Solution	rarmers	DPW	Lead Solution	Partners	Mass Transit	Lead Solution	rariners	Mass Transit	Lead Solution Partners	DINR
בספים ליומים ביותם מימות היה ליות ביות היה היה היה היה היה היה היה היה היה הי	Action 1.11		Expand Hele On routes/stops	Action 1.12		Expand tour bus loading/ unloading and parking areas.	Action 1.13		Launch downtown circulating Shuttle.	Action 1.14		Provide bicycle racks and related amenities on buses and in Park and Ride areas	Action 1.15	Conduct feasibility study for a new Hilo Bay downtown pier.

Milestones Milestones Project Duration (yrs) Project Duration Opportunities: Another showcase; Use of recycled materials; Increase recreational use; Incentive to clean bay; plans already in place Develop walking access from downtown to Hilo Bayfront. Costs & Funding Costs & Funding Constraints: Permits; Highway/traffic; Health issues/restrooms; Day and night safety; road specs for Bayfront and Kam Highway Sources Sources Existing Resources Existing Resources (Phase 1 – Silva St. Recreation Projects, July 2002 by Roy to Kanoelehua): Hilo Bayfront: Liliuokalani Park Ken Fujiyama Gateway Plan HICC Aloha Takemoto, Supporting Partners Wailuku River Walk Committee; ARC of Supporting Partners PD, DLNR, DIA, P&R Rotary Clubs, Steering P&R, HICC Tourism Committee, DLNR Lead Solution Lead Solution Partners Partners DOT, DPW Study realignment of bayfront Project from Wailuku River to Suisan Bridge, with projects STRATEGY 1.2 Expand Aloha Gateway such as a boardwalk. Action 1.22 Action 1.21 highway.

CTRATECY 1-2 Develop new diverse commercial activities, such as boutiques and sidewalk

SIRAIEGY 1.3	cafes that would help create a vibrant night life in Downtown Hilo.	help create a v	ibrant night lif	e in Downtov	vn Hilo.	1
Opportunities: Portable vendors compatible in tsunami established; displaced roadside vendors. Constraints: Zoning and building codes /sidewalls: Lack		zone; Carnival atmosphere; Sidewalk activity = slow down; Cruise ship/merchant connection (passport program); First Friday of models: Wearther: grouthy of DT businesses: no mixed use/little mixed use	lk activity = slow down; Cr oursinesses: no mixed use/1	uise ship/merchant conne itte mixed use	ection (passport progr	am); First Friday
		deis, vvediller, apalliry or pr	30311163363, 110 1111A64 936/ 1	illo illiyod ogo:		
Action 1.31	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	Milestones
					I-2 3-5 6+	
Support expansion of a "First Friday" for extended business hours.	DIA, AM&C	HICC, Chris Leonard (KWXX), Hilo Community Players, Palace Theatre	DIA's First Friday			
Action 1.32	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	Milestones
	= () ==	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\)	
Conduct a teasibility study for allowing portable vendors and sidewalk cafes and review sidewalk vending and usage constraints.	UHH College of Business & Economics, DIA	HICC, DPW				
Action 1.33	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding	Project Duration (vrs)	Milestones
				Sources	1-2 3-5 6+	
Promote existing and develop new tax incentives for downtown property owners and businesses.	HICC, DIA, HIEDB	State Dept. of Taxation, SBDC, SBA, Gov. Lingle, Big Isle Legislators	Current Enterprise Zone tax benefits, David Deluz, Jr.			
Action 1.34	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding	Project Duration (yrs)	Milestones
))	Sources	1-2 3-5 6+	
Explore the creation of a Business Improvement District (B.I.D.) for downtown.	DIA, HICC, HIEDB	Sen. Russell Kokubon, County Council, (Stacy Higa & Donald Ikeda)	Waikiki is B.I.D., Kona Kohala Chamber of Commerce plans			
E2						

STRATEGY 1.4 F	Promote mixed-use development in downtown.	-use developm	ent in downtov	۷n.		
Opportunities: People demand/survey; University students; Customers/research; 1st Fridays expanded Constraints: Poor lighting; Empty shops/buildings; Security/safety; Coordinated marketing; homelessness increasing; FEMA regulations; very slow permit process	nd/survey; University stude pty shops/buildings; Secu	ents; Customers/research; rrity/safety; Coordinated 1	1st Fridays expanded marketing; homelessness i	increasing; FEMA regul	ations; very slow pern	nit process
Action 1.41	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	Milestones
Develop and promote new residential uses above existing ground-level businesses.	Ala Kai Realty, DIA	Barbara Radford, OHCD	Bruce Hansen, Neil Erickson, Yuki Takeya			
Action 1.42	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	Milestones
Identify and work with landowners to help develop mixed use in empty derelict buildings and vacant lots.	DIA, DPW-Building Division, PD	DOH, Fire Dept., Hawai'i Board of Realtors, Barbara Radford	Dept. of Finance— RPTD, Historic Building Survey- Wes Segawa			

Strategy 1.5 | $^{ ext{EI}}$

Encourage diverse, local-style festivals, events, and celebrations that attract visitors and residents.

Opportunities: Existing solid events; rain-use itl; increased visitors; new population/residents; co. PEP/HTA grant program; rich culture & history; UHH EDventure program; UHH, new US/China Center

Milestones Milestones Milestones Milestones (+) +9 +9 Constraints: Funding; weather (and perception of Hilo as rainy); volunteer burnout; lack of quality accommodations for visitors and students; parking + Project Duration Project Duration Project Duration Project Duration 3-5 3-5 3-5 3-5 (yrs) (yrs) (yrs) 1-2 Costs & Funding Costs & Funding Costs & Funding Costs & Funding Sources Sources Sources Sources DT Web page, HVCB Existing Resources **Existing Resources** Existing Resources Existing Resources Steve Shropshire's Ag & BIVB Web pages, Hawai'i Innovation development with HICC) Center at Hilo Festival (in R&D, HTA Museum, DIA, Palace HICC, JCC, AM&C, Leonard, JCC, BIG, AM&C, Pua Tokumoto, Chris HTA, R&D, Lyman Museum, Tsunami Supporting Supporting Supporting Supporting BIVB, HTA, R&D, DBEDT, HIEDB Keith De La Cruz, Partners Partners Destination Hilo Partners Palace Theatre BIRC&D, DIA, Business & Economics, R&D HICC Ag & Tourism Lead Solution Lead Solution Lead Solution Lead Solution Committee, AM&C, BIVB, R&D, HVCB Partners HICC, Destination Partners Partners Partners UHH College of Hilo, R&D R&D Coordinate with and market to draw World Heritage Festival, Downtown pre- and post-convention (and other Support and market existing events large events) visitors to downtown Support the development of new Agricultural Festival and Expo in festivals and events, such as the and festivals, such as Hawaiii's Coordinate study on economic Ho'olaulea and County Band impact of events and festivals downtown Hilo. Action 1.54 Action 1.53 Action 1.52 Action 1.51 Concerts. . H H

STRATEGY 1.6 Develop a permanent major attractor in downtown to increase the number of Opportunities: George Naope wants hula museum; existing Farmers Market; Hilo's rep as cultural resource & rich resources; physical beauty, old Hawai'i; historic Milestones Milestones Milestones Milestones +9 Duration (yrs) Duration (yrs) Duration (yrs) Duration (yrs) Project Project Project Project 3-5 3-5 3-5 1-2 1-2 Costs & Funding Costs & Funding Costs & Funding Costs & Funding Sources Sources Sources Sources character; weather-rain is a distinct feature; bayfront beach =attraction; growth of tour industry; Mauna Kea AEC links Projects, July 2002 by Roy Takemoto Existing Resources Existing Resources Foundation has virtual site, Historic buildings Existing Resources Existing Resources Proposed Recreation hula museum Web Membership lists (HVCB, BIG), PD Hank Hennessy, Hilo Bayfront: (esp. Kulana Kanakaole Naauao) Supporting Partners EHCC, Lyman Museum, Palace Theatre, Bishop Supporting Partners Supporting Partners Supporting Partners Constraints: Lack of parking; not enough hotel rooms; can infrastructure support? Museum, KSBE BIVB 9 Lead Solution Partners Lead Solution Partners Lead Solution Partners Lead Solution Partners UHH College of Business George Naope, Kanakaole Foundation, & Economics, R&D Merrie Monarch visitors. P&R; DINR Develop an amphitheater on Conduct feasibility study on the Hilo Bay Waterfront. Develop Hula Museum. Action 1.63 major attractor. Action 1.62 Action 1.61 Action

STRATEGY 1.7

Promote Hilo as a globally recognized producer of unique foods, arts, crafts and other products.

Opportunities: Ag base exists, lots of top notch artists and cultural practitioners; healing arts highly represented; existing festivals; existing centers and museum; visitor demographic changing.

Constraints: Some "turl" issues with existing groups; no centralized clearinghouse for inventory.

	Milestones			Milestones		Milestones		Milestones	
	Project Duration (yrs)	1-2 3-5 6+		Project Duration (yrs)		Project Duration (yrs)		Project Duration (yrs) (yrs) 6+	
	Costs & Funding	Sources		Costs & Funding Sources		Costs & Funding Sources		Costs & Funding Sources	
./:	Existing	Resources		Existing Resources	Dept. of Ag, R & D, CTAHR, KTA	Existing Resources	Buy Hawai`i Campaign, Downtown Logo/ brand already in place, Maui Chamber of Commerce	Existing Resources	
	Supporting	Partners	DIA, DPW, PD	Supporting Partners	BIVB, HTA, BIRC&D, HOFA, KTA, HI Farm Bureau	Supporting Partners	HICC, Destination Hilo, HTA, KTA Mountain Apple Brand	Supporting Partners	
	Lead Solution	Partners	Keith De La Cruz, Mike Silva	Lead Solution Partners	HICC—Ag Committee, R & D	Lead Solution Partners	BIVB, DIA-Promotion Committee Work with 4.2	Lead Solution Partners	
	Action 171		Establish a permanent Farmers Market in downtown.	Action 1.72	Develop partnerships to promote unique food, arts, crafts, and locally grown products in Downtown Hilo. (festivals; AG Expo; PR)	Action 1.73	Develop and promote marketing campaign for Downtown Hilo.	Action	57

" 2 VISION FOCUS AREA: Preserving Our Environment

Develop a Wailuku River Park and Trail connecting to downtown. STRATEGY 2.1

Opportunities: Desire to maintain the beauty, Coconut Island and other sites for view opportunities (foot of Waianuenue); Desire to see and keep in touch with a committee of the control of the control

owth to	Milestones		Milestones	
ınage gr ninhibite	ion (yrs)		ion (yrs)	
e to ma codes; u	Project Duration (yrs)		Project Duration (yrs)	
;; Desir Iding a	Proj		Proj	
ne recreational areas Is to build within bui	Costs & Funding Sources		Costs & Funding Sources	
ay and extending into th gs; Private property righ	Existing Resources	David Tamura's Hilo Beautification Development Study—Hilo Downtown Landscape Improvements, Leonard Bisel, Brad Kurokawa	Existing Resources	Hilo Bayfront: Proposed Recreation Projects, July 2002 by Roy Takemoto
' special events along the ba er bank. . allow for multi-story building	Supporting Partners	Leonard Bisel, Brad Kurokawa, Pu'ueo Community Association, Reeds Island Property Owners Association, DPW, DINR, PD, WAG, BIRC&D, UH Geography Department, Key Clubs, Boy Scouts.	Supporting Partners	Leonard Bisel, Brad Kurokawa, Pu'ueo Community Association, Reeds Island Property Owners Association, DPW, DLNR, PD, WAG, BIRC&D, UHH-Planning and Geography
recreational activities, vublic parcels along riv dollars; Building codes obility to develon par	Lead Solution Partners	Wailuku River Walk Steering Committee ARC of Hilo	Lead Solution Partners	Wailuku River Walk Steering Committee, Bike Systems Advocates (Sandy Bonk) Work with 2.32
nature; Desire to have available recreational activities/ special events along the bay and extending into the recreational areas; Desire to manage growth to preserve the views; contiguous public parcels along river bank. Constraints: Lack of budgeted dollars; Building codes allow for multi-story buildings; Private property rights to build within building codes; uninhibited	Action 2.11	Develop a pilot clean-up project to increase visibility of the Wailuku River.	Action 2.12	Review existing landscape design plan/or develop new plan, to include consideration for connecting bikeways, paths or lanes.

STRATEGY 2.2

Protect significant view corridors, including views of Mauna Kea, Mauna Loa, Hamakua Coast and ocean.

with nature; Desire to have available recreational activities/special events along the bay and extending into the recreational areas; Desire to manage growth Opportunities: Desire to maintain the beauty; Coconut Island and other sites for view opportunities (foot of Waianuenue): Desire to see and keep in touch to preserve the views.

Constraints: Lack of budgeted dollars; Building codes allow for multi-story buildings; Private property rights to build within building codes; Uninhibited economic Growth; existing overhead utility lines.

	Milestones		Milestones		Milestones	
	Project Duration (yrs)		Project Duration (yrs) 6+		Project Duration (yrs) 6+	
	Costs & Funding Sources		Costs & Funding Sources		Costs & Funding Sources	
	Existing Resources	Old photos at Lyman Museum, Pacific Tsunami Museum, HTH Coast Guard Records, Fire Dept., County Film Commissioner	Existing Resources	Existing recreational areas, Building code, Zoning Codes, General Plan, County Arborist Committee, Downtown Honolulu View Shed Study	Existing Resources	DPW, Civil Defense, FEMA
	Supporting Partners	lyman Museum, HTH, County Film Commissioner	Supporting Partners	DPW, AIA (architects)	Supporting Partners	HELCO, Verizon, Cable TV
a onni y inico.	Lead Solution Partners	UH Hilo Geography Dept. and Art Dept.	Lead Solution Partners	PD, DIA	Lead Solution Partners	DIA, DPW
economic Clowm, existing overnedd uning intes.	Action 2.21	Establish a photo inventory of existing view planes and other relevant data bases.	Action 2.22	Establish a committee to review existing building height limitations in the Zoning Code and develop a plan to protect view corridors.	Action 2.23	Reduce visual impact of poles and wires.

STRATEGY 2.3)			
	Hilo, such as bicycles, trolleys, shuttles, Sampan buses, water taxis, and a	cles, trolleys, st	nuttles, Sampa	an buses, wo	ıter taxis, ar	nd a
The second secon	train.					
Opportunities: Reduce traffic congestion; more efficient traffic flow, free-up more parking stalls; more pedestrian traffic=more purchases; less air and noise pollution; people will relate to each other more-more connectedness; promote health and jobs.	congestion; more efficient onlution; people will relate t	efficient traffic flow, free-up more parking stalls; more pedestrian traffic=more opportunities to shop & make I relate to each other more-more connectedness; promote health and jobs.	parking stalls; more per connectedness; pror	oedestrian traffic=mo note health and jobs	ire opportunities to	shop & make
Constraints: Footprint of Downtown is small in physical size=challenge to be cost effective; limited space to park people movers (bus & sampans); existing bus terminal in need of improvements; no pier for water taxi; overcoming special interests to bring visitors downtown.	ntown is small in physical s ements; no pier for water ta	ize=challenge to be cost xi; overcoming special ir	t ettective; limited spa nterests to bring visitors	ce to park people n s downtown.	novers (bus & samp	oans); existing
Action 2.31	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	Milestones
Develop a plan to redevelop downtown streetscapes to accommodate pedestrians, calm traffic, and promote alternative forms of transportation.	DPVV, DIA Work with 2.51, 6.1, 6.2	Bicycle System Advocates (Sandy Bonk), DOT, Mass Transit, DIA, PD	Downtown Hilo Redevelopment Plan, Current planning process for Kam Ave.			
Action 2.32	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	Milestones
Develop a system of bike lanes.	DPW, Mass Transit	DPW, P&R UH-H; bike clubs and stores, Bicycle Sys- tem Advocates (Sandy Bonk)	Porfland and Eugene Oregon systems			
Action 2.33	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs) 1-2 3-5 6+	Milestones
Investigate a loaner bike program for residents and visitors.		DIA	Bicycle Systems Advocates (Sandy Bonk)			

Restore Hilo Bay to a clean, healthy and pollution-free state. STRATEGY 2.4

Opportunities: Current and desired recreation activities both for community and visitors; Is a gathering place; Is a place where people can gain physical and

Constraints: Shipping needs must continue to be addressed; Bayfront is a major traffic corridor; Accessibility is limited due to the highway and the fence; Lack of money to

	address evaluation and clean up; Storm drains into bay clogged-results in flooding; Existing cesspools in downtown leach waste into Hilo Bay; non-point sources.	orm drains into bay clogç	ged-results in flooding; Existing cess _l	pools in downtown leach v	vaste into Hilo Bay; na	on-point sources.	
	Action 2.41	Lead Solution Partners	Supporting Partners	Existing	Costs & Funding Sources	Project Duration (yrs)	Milestones
						1-2 3-5 6+	
	Establish a testing program to determine water quality and explore alternative methods to clean the bay and improve water circulation, including options to alter the breakwater.	WAG, UНН, DPW	Army Corp of Engineers, UHHilo Marine Science, Moku o Hawai'i (Canoe Club Association), WAG, DIA, Recycle Hawai'i, NCL, DOT, DINR, Sea Grant, DPW, DEM, PD, DOH	Draft Hilo Bay Watershed Restoration Plan, Proposed breakwater and water circulation study.			
	Action 2.42	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	Milestones
	Develop a comprehensive drainage and flood abatement system for downtown.	DINR, DPW	Army Corp of Engineers, WAG, DOH, DOT	Draft Hilo Bay Watershed Restoration Plan, Proposed breakwater and water circulation study			
	Action 2.43	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	Milestones
	Initiate community/government clean up efforts to make the beach more inviting.	WAG, Moku o Hawai'i (Canoe Club Association), P&R, Keep Hawai'i Beautiful	UHHilo Marine Science, WAG, DIA, Recycle Hawai'i, NCL, Army Corp of Engineers, DOT, DINR, P&R	Community Volunteers, Court-ordered volunteers, Matson Ka Ipu Aina Program			
	Action 2.44	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	Milestones
61	Identify, map, and stencil, storm drains to educate public on pollution impacts on Bay.	WAG, BIRC&D	Sea Grant, DOH, Key Clubs (Hilo & Waiakea High), Girl Scouts, DPW	DOH, BIRC&D, Home Depot			

Milestones Milestones Opportunities: Available mulch; Nursery foliage/Resources; Rain (no sprinklers); Showcase new ideas; Peer pressure; Native plants/Xeriscape; Involve Project Duration (yrs) Project Duration Beautify Downtown Hilo through landscaping, plantings, and related Costs & Funding Costs & Funding Constraints: Maintenance costs; Maintenance responsibility; Available space; Homeless issues; Follower mentality Bike System Advocates, Hilo Pier to Downtown Corridor, Recreation Projects, David Chambers of Commerce, Outdoor Circle, Plant Existing Resources Resources Existing Bayfront: Proposed Tamura Documents Societies nurseries, P&R, service organizations-Rotary, Waiakea Lions Club key clubs, Waiakea HICC, DIA, P&R, Sandy Bonk, PATH, Supporting Supporting Partners HICC, private Lions Club improvements. Lead Solution Lead Solution Work with 2.51 Partners landscaping plan for Downtown Create a comprehensive Adopt a block as a pilot landscaping project. STRATEGY 2.5 Action 2.52 Action 2.51 <u>.</u> <u>E</u>

Milestones

Project Duration

Costs & Funding

Advocates, Hilo Bayfront:

Waiakea Lions Club

Circle, DPW,

Proposed Recreationa Projects, David Tamura

documents

HICC's Aloha Gateway

Existing Resources

Supporting

Lead Solution

Partners

Partners

Project, Bike System

Beautiful, Outdoor

Keep Hawai`i

Develop community gardens

Action 2.53

and pocket parks.

Milestones Milestones Opportunities: Should be physically close to schools; existing groups; need to develop activities for youth after they finish school; publicity-newspapers and radio; community needs leaders already involved who can connect more people/organizations; Headstart-helping families; Downtown Dynamos Constraints: Lack of communication and coordination among existing groups; access to facilities and locations for action items; parent involvement. 3 VISION FOCUS AREA: Strengthening and Sustaining Our Community Develop and promote ongoing youth-centered activities and programs. +0 Project Duration Project Duration 3-5 (yrs) Costs & Funding Costs & Funding Sources Need sites available for bus shelters; Lack of will to create change and funding; Liability and security issues UHH College of Volcano Skate Resources Existing Resources Existing Business and Economics Park Rotary Club (park at P&R, Boys & Girls Army, Community Baseball, Football leagues, Moku o Club Association) Supporting Partners Hawai`i (Canoe Ice Pond), PTSAs, Club, Salvation YWCA, Soccer, Supporting Police Officers, Partners Connections New Lead Solution Lead Solution Partners Partners Palace Theatre, Public Charter YWCA, P&R, survey to assess youth needs warranted based on survey. Develop and conduct a STRATEGY 3.1 Develop programs as and activities. Action 3.12 Action 3.11

STRATEGY 3.2 Promote implementation of the Downtown Hilo Vision and Living Action Plan through collaborative stakeholder efforts.

Reps; Schools-	ers.	Milestones		Milestones		Milestones	
tion Hilo, Council F	eel like stakeholde	Project Duration (yrs) 1-2 3-5 6+		Project Duration (yrs) 6+		Project Duration (yrs) 1-2 3-5 6+	
Association, Friends of Downtown Hilo, other organizations, County, Destination Hilo, Council Reps; Schools-	entity; Residents don't fe	Costs & Funding Sources		Costs & Funding Sources		Costs & Funding Sources	
n Hilo, other organizati	s; Need one unifying (Existing Resources		Existing Resources	Court-ordered community service, Kulani prisoners, Navy & Coast Guard	Existing Resources	
n, Friends of Downtowr	esistance from residents	Supporting Partners	PD, DPW, R&D, Police, DIA, OHCD, P&R, Mass Transit, BIRC&D	Supporting Partners	Hawai`i Island United Way, RSVP	Supporting Partners	Hawai`i Island United Way
Improvement Association		Lead Solution Partners	EDH 2025 Implementation Committee	Lead Solution Partners	EDH 2025 Implementation Commission	Lead Solution Partners	EDH 2025 Implementation Commission
Opportunities: Active Downtown Improvement	get youth organizations involved (including high schools). Constraints: Who would coordinate?, Getting "buy-in"; Resistance from residents; Need one unifying entity; Residents don't feel like stakeholders.	Action 3.21	Develop a non-profit commission to implement the Vision and Living Action Plan, with continuous community involvement.	Action 3.22	Establish a community volunteer program that is active and visible in downtown	Action 3.23	Develop an EDH 2025 Community Resource Center

Create a public square that serves as an actively used civic gathering place. STRATEGY 3.3

expansion; create pedestrian mall area from Farmers Market to Palace Theatre with shops along the way; close certain roads, change traffic patterns and Opportunities: Mamo-Ponahawai need redevelopment in to walking area; Old Hilo Hotel; Palace Theatre & Pescatore; Mo`oheau Bandstand-involves

parking.

Constraints: Many owners-hard to get agreement, level of use might exceed Bandstand use; noise; weather; parking; Farmers Market difficult to expand.

Milestones		Milestones	
Project Duration (yrs) 1-2 3-5 6+		Project Duration (yrs) 1-2 3-5 6+	
Costs & Funding Sources		Costs & Funding Sources	
Existing Resources	Hillsborough Plan, Anchorage Plan	Existing Resources	
Supporting Partners	DPW, P&R, Mass Transit, DOT, DIA	Supporting Partners	
Lead Solution Partners	Q	Lead Solution Partners	
Action 3.31	Identify a potential site and develop a public square.	Action 3.32	

STRATEGY 3.4	Honor and suppor heritage.	support Downtown Hilo's historical, cultural, ethnic, and spiritual	lilo's historic	sal, cultural, e	thnic, and	spiritual
Opportunities: Diverse base (religion, culture ethnic etc.; support with 3.4 Civic gathering Constraints: Outside developments changir leadership-need to identify; deterioration of c	Opportunities: Diverse base (religion, cultures) exists; Partnering with native Hawaiian groups could tie in with existing community calendars; combine ethnic etc.; support with 3.4 Civic gathering place. Constraints: Outside developments changing the landscape and spaces that could be used; Ethnic/cultural traditions celebrated elsewhere; lack of leadership-need to identify; deterioration of old buildings; lack of leadership applies to all strategies.	rhering with native Haw cape and spaces that c s; lack of leadership app	vaiian groups coul ould be used; Eth olies to all strategie	d tie in with existing or hic/cultural traditions	community calend	dars; combine here; Lack of
Action 3.41	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	Milestones
Establish a community history project that includes an oral history.	ory lyman Museum, Tsunami Museum, UHH College of Hawaiian Language	Library, Hilo Women's Club, Hawai'i Japanese Center, AAUW, Kamehameha Alumni Association, Palace Theatre	Hilo Women's Club, UH Manoa & Hilo Oral History Project, Kepa Maly			
Action 3.42	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs) 1-2 3-5 6+	Milestones
Promote walking tours of downtown.	f Lyman Museum, Tsunami Museum	BIVB, HICC, DIA	AAUW, Steamy Chow, Boy Scouts			

STRATEGY 3.5

Support lower-income households through ongoing collaborative programs and activities.

Opportunities: Second-story spaces available for housing; increase affordable housing rentals.

Constraints: Owners may not be interested in mental health issues; abuse of low-income housing rules; lack of enforcement; zoning/permitting issues; funding; need to identify land/locations for rentals; parking problems increased with more people; lack of coordination among agencies helping mentally ill may resist help.

Milestones		Milestones		Milestones	
Project Duration (yrs)		Project Duration (yrs)		Project Duration (yrs)	
Costs & Funding Sources		Costs & Funding Sources		Costs & Funding Sources	
Existing Resources		Existing Resources		Existing Resources	
Supporting Partners	Goodwill, Salvation Army, Interfaith Council, DPW, DIA, Police	Supporting Partners	HICC, DIA, KIA, Kalakaua Culinary Institute, Goodwill, HCEOC, ARC of Hilo, Alu Like	Supporting Partners	DIA, AM&C
Lead Solution Partners	East Hawai`i Coalition for the Homeless, OHCD, Community Alliance Partners	Lead Solution Partners	Workforce Development, HIEDB	Lead Solution Partners	Community Alliance Partners, EHCC
Action 3.51	Provide emergency shelter options for Downtown Hilo's homeless community.	Action 3.52	Develop and promote internships/employment programs for low income people.	Action 3.53	Host events/activities to assist and support Downtown Hilo's homeless community.

4 VISION FOCUS AREA: Enhancing Education, Culture and the Arts

Support new and existing educational programs and activities focused on STRATEGY 4.1 | Downtown Hilo's unique cross-cultural heritage, environment, arts and institutions. Opportunities: DOE buy in; Public involvement in events at local arts association; Get more money from legislation; Increase public funding—write letters. Solicit local Constraints: No public funding; limited private donations; competition for private funds between community programs; people don't see arts as important as parking. money; promote value of arts and culture; assist teachers and facilitate teachers to better integrate local arts; ask "Is it good for the avina, the host culture, visitors?"

)	Milestones			1 1.4 4	Milestones		
-	Project Duration (yrs)	3-5 6+		Project Duration	F	3-5 6+	
	Proje	1-2		Proje		1-2	
-	Costs & Funding	Sources		Costs &	Funding	Sources	
))	Existing Resources			: :	Existing Resources		HI Journal, DIA- Moʻoheau Bus Station, KTA, Radio, DBED, RC&D, GOHAWAII.com; ART@EHCC.org
=	Supporting Partners		Pua Kanahele, Rocky Jensen, DIA, AM&C, P&R-Culture and the Arts, Area schools (UHH, Haw/CC, Na'alelo, UHH Student Activities Council, Johnny Lum Ho, Connections Public Charter School	:	Supporting Partners		HICC, Mynah Bird- KHBC, EHCC
-	Lead Solution Partners		EHC Council, Palace Theatre, Lyman Museum	: - -	Lead Solution Partners		AM&C, HTA, DIA
-	Action 4.11		Develop a coordinated effort of community partnerships and cooperative efforts related to education, culture, and the arts.	::	Action 4.12		Maintain and promote a master calendar of community events Web site.

Develop an Interpretive Plan and signage program that highlights Downtown Hilo's important cultural monuments and historic sites. STRATEGY 4.2

Opportunities: Ask "Is it good for the aina, the host culture, visitors? Value no bill BDS (existing signage ordinance); invite more walking tours; historical markers, cultural historians (AAUW)

Constraints: No eyesores; need improved walkways; don't do too much.

	Milestones			Milestones		Milestones	
	yject Durati (yrs)	1-2 3-5 6+		Project Duration (yrs)		Project Duration (yrs)	
	Costs & Funding Sources)		Costs & Funding Sources		Costs & Funding Sources	
	Existing Resources		R&D, GIS-UHH Geography, Charter Schools, DINR Historic Preservation Division, Steamy Chow, Historic Building Survey by	Existing Resources	Walking tours	Existing Resources	
)	Supporting	5	Palace Theatre, HTA, Lyman Museum	Supporting Partners	DIA, Lyman Museum, HTA, AAUW (Eileen McGallin), Nelson Makua, DPW, DOT	Supporting Partners	DIA, HTA, Nelson Makua, Sig Zane, Iyman Museum, Palace Theatre
105 (5 (5.15): 50.00	Lead Solution Partners)	DIA, HIEDB Work with Action 6.41	Lead Solution Partners	DIA, HICC Tourism Committee, HIEDB	Lead Solution Partners	DIA, HICC Tourism Committee, HIEDB
	Action 4.21		Revisit and update inventory to identify buildings, structures, and sites with historic preservation potential.	Action 4.22	Conduct a comprehensive assessment of interpretive and other signage needs in Downtown Hilo.	Action 4.23	Produce the interpretive plan including priorities for signage and interpretation.

STRATEGY 4.3	Support our community centered library in Downtown Hilo.	nity centered libra	ary in Dowr	ıtown Hilo.	П	ш
Opportunities: Ask "Is it good for the <i>aina</i> , the host Constraints: State funding	or the <i>aina,</i> the host culture, visitors?"	ıtors?"				
Action 4.31	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs) 1-2 3-5 6+	Milestones
Conduct a feasibility study to enhance Downtown Hilo's library facilities.	nance Hilo Public Library,					
Action 4.32	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs) 1-2 3-5 6+	Milestones
Explore options to expand library parking and accessibility to public transportation.	ary Hilo Public Library, blic DOE, Friends of Hilo Public Library	Hilo Methodist Church, Mass Transit, State legislators	Church share parking			
Action 4.33	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs) 1-2 3-5 6+	Milestones
Promote greater library participation in community events and activities.	ion in Hilo Public Library, s. DOE, Friends of Hilo Public Library	AM&C, HSTA, HSTAR, Connections Public Charter School				

5 VISION FOCUS AREA: Promoting Health and Safety

STRATEGY 5.1

Develop and put in place a comprehensive all-hazards preparedness and prevention plan for downtown.

resources; To identify area leaders or point persons and the various responsibilities/tasks needed; To think of other opportunities; To do signage; Need for a post plan; To ID those who would Opportunities: To educate everyone; Will force people to flesh out a comprehensive plan for all types of disasters; To dovetail the educational, cultural, historic; to collaborate and share be stranded; Use of public broadcasting to help with educational piece. See 5.14

Constraints: Downtown is compact, limiting escape routes; Turf wars among different jurisdictions; Takes money; Number of cruise line visitors on vist days-how to educate them? The attitude that nothing will happen if others things will take precedence (see 5.14).

Milestones		. Milestones		Milestones	
Project Duration (yrs)		Project Duration (yrs)		Project Duration (yrs)	
Costs & Funding Sources		Costs & Funding Sources		Costs & Funding Sources	
Existing Resources	CD Island Disaster Plan, Phone Book Emergency Plan, Officer Sanborn's Hoʻolaulea Evacuation Plan, Connections Public Charter School Plan, Red Cross, Pacrific Tsunami Museum, other evacuation plans.	Existing Resources	Aloha Room (at wharf), HVB, Bus Terminal, Hawai'i Tribune Herald, County Newsletter	Existing Resources	Building Code, existing Fire Safety Plan, fire hydrants, Historic Preservation Society
Supporting Partners	Connections Public Charler School, Police Dept., Fire Dept., DPW	Supporting Partners	CD, Police & Fire Depts., Connections Public Charter School, HICC, Pacific Tsunami Museum, Hilo Farmers Market, Sack –N Save, KTA, DMV, car rental agencies, Center for the Study of Active Volcanoes	Supporting Partners	HELCO, Board of Realtors, Economic Development Corp., DPW-Building Division
Lead Solution Partners	DIA Public Safety Committee, Civil Defense (EOC)	Lead Solution Partners	DIA Public Safety Committee, Civil Defense	Lead Solution Partners	Fire Department, Civil Defense
Action 5.11	Develop evacuation plan for businesses and facilities in downtown.	Action 5.12	Develop and deliver an educational program on all hazards preparedness for downtown.	Action 5.13	Develop and implement plan to reduce risk of large scale fire in downtown.

STRATEGY 5.2	Establish a c	a comprehensive plan to make downtown safe and inviting.	n to make do	owntown safe	and inviting	
Opportunities: A well-planned package to take care of public restrooms, covered sidewalks and transitional housing; Plan will make it easier for above to happen; Address air traffic pattern; Use public broadcasting; signage to bathrooms; help homeless; encourage businesses.	age to take care of Use public broadcas	public restrooms, covered sidesting; signage to bathrooms;	lewalks and transitio help homeless; enc	nal housing; Plan will ourage businesses.	I make it easier for a	above to
Constraints: Resources (\$ and time); No Aloha when driving; Downtown compact-no room to do new things; Zoning (current) regulations; expensive portatoilets; lack of polict staffing; need to change status quo in Police Dept.; attracts illegal activity.); No Aloha when c o change status quo	triving; Downtown compact-r in Police Dept.; attracts illeg	no room to do new t al activity.	hings; Zoning (curren	t) regulations; exper	ısive porta-
Action 5.21	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	Milestones
Develop accessible, clean, and safe public restrooms in downtown.	County P&R, DPVV	DIA, Farmers Market, NCL, Salvation Army, Police Dept., HICC, DPW, DEM, DOH, Jim McKeague, United Methodist Church, Waiakea Lions Club				
Action 5.22	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	Milestones
Promote a more visible police presence in downtown.	DIA Public Safety Committee, Police Dept.	Police Commission, DIA, RSVP, civic groups (Lions, Rotary), HawCC Admin. of Justice Program	DIA neighborhood watch			
Action 5.23	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	Milestones
Develop a comprehensive street lighting program including alternative technologies for downtown. (e.g. photovoltaic)	DIA, DPW	Downtown businesses, Fire Dept., HELCO (for guidance), Institute for Astronomy	Antique lights (street lights), Sandy Bonk			
Action 5.24	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs) 1-2 3-5 6+	Milestones
Investigate and establish sidewalk standards that promote safety and comfort.	DPW, DIA	AIA, Archifects Association, ADA	Downtown Hilo Redevelopment Plan			

STRATEGY 5.3	Promote a po	Ilution-free dow	pollution-free downtown (noise/air/water/litter pollution).	air/water/litt	er pollution).	П
Opportunities: Gas stations and wharf to reduce emissions by filter. Constraints: No coordinated educational effort for community and business; no incentives.	and wharf to reduce en educational effort for c	nissions by filter. ommunity and business;	no incentives.			
Action 5.31	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	Milestones
Improve trash pick-up in downtown.	DPVV	Refuse companies, Recycle Hawai`i	Pilot Project			
Action 5.32	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs) 6+	Milestones
Create a Malama I ka Aina Program to promote and education the need for increased recycling and for discouraging trash.	DEM, Recycle Hawai`i	Trash pick-up companies, Kupuna programs in schools, Jeri Gertz and the Downtown Dynamos, KTA, Sack 'N Save	Adopt a Highway			
Action 5.33	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs) 6+	Milestones
Install and maintain trash receptacles which have option to sort for recycling.	DEM, DPW, ARC of Hilo	DIA, Connections Public Charter School, YMCA, HawCC, Recycle Hawai'i, Keep Hawai'i Beautiful	ARC of Hilo, Atlas Recycling			
Action 5.34	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs) 1-2 3-5 6+	Milestones
Develop incentives for businesses to recycle.	DEM, DIA	Chambers of Commerce	Other communities which have implemented recycling incentive programs, Diversion grants, Preston McKibben			
Action 5.35	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	Milestones
Create a drop-off plan for developing mini-recycling centers in downtown Hilo.	DIA, Recycle Hawai`i, DEM	Hawai'i Innovation Center at Hilo, Hawai'i Island Board of Realtors	DIA's inventory of building and property owners, Preston McKibben			

STRATEGY 5.4	Make Do persons v	Make Downtown Hilo an accessible, barrier-free community, inviting to all persons with disabilities.	n accessible, b	arrier-free cor	nmunity, inv	iting to all
Opportunities: ADA information is available; Constraints: Lack of public/private monies;	is available; g ate monies; res	; guidelines exist, local persons with disabilities can help. resistance by business owners due to cost and other factors.	rsons with disabilities ners due to cost and	can help. other factors.		
Action 5.41	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	Milestones
Expand program to install curb cuts in downtown sidewalks.	DPW	Brad Kurokawa, DIA, Adrienne Oliver, Center for Independent Living, Disabilities Rights Hawa'i (DRH), Neil Erickson	Existing Transition Plan, Urban Forestry, Hawai'i Island Palm Society, Disabilities & Communication Access Board, Sandy Bonk			
Action 5.42	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	Milestones
Investigate and communicate information regarding universal access.	Disabilities Rights Hawai`i, HTA	DCAP	County Mass Transit, Taxi & transportation companies			

6 VISION FOCUS ARI	US AREA:	EA: Managing Growth	Growth			
STRATEGY 6.1 Fra	Establish a vehic transportation. (v	Establish a vehicle-free, pedestrian zone in Downtown Hilo with free public transportation. (work with 2.31)	ian zone in D)	owntown Hila	o with free	public
Opportunities: Vacant lots; opportunity for expansion of economic activity; existing development promotes pedestrian access. Constraints: No coordination or collaboration in place; no incentives; need to research how other communities achieved this.	ortunity for expansio r collaboration in plo	n of economic activity ice; no incentives; nee	; existing developm ed to research how	nent promotes pede other communities	strian access. achieved this.	
Action 6.11	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	Milestones
Develop a pilot project using an event such as "First Fridays" for a vehicle-free area.	DPW, PD, DIA Work with 1.3	HICC, BIVB, Connections Public Charter School, NCL, Hawai`i Innovation Center of Hilo, HDOT, Police, Fire, AM&C, Friends of the Palace Theatre	Urban Land Institute, UH Manoa Center for Smart Building Design, Traffic Design State/ COH			
Action 6.12	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	Milestones
Create and promote a vehicle- free circulation plan for vehicle- free days.	DIA, DPW, Police Dept.	FDHSC				

Develop and implement a comprehensive plan to provide adequate parking Milestones Milestones Project Duration (yrs) Project Duration (yrs) +9 +9 3-5 1-2 Constraints: Absentee landowners; people don't like to walk far; don't want over one-story parking structures. Costs & Funding Funding Costs & Sources Sources in and near Downtown Hilo. (work with 2.31) Parking Analysis, Feb. Existing aerial photos, underutilized parking Existing Resources Existing Resources Downtown Hilo PD, Taxi service, 2004 by DPW areas Supporting Supporting Partners Partners Opportunities: Vacant lots; existing off site parking underutilized. DINR Lead Solution Lead Solution Partners Partners DPW, DIA DPW, DIA Identify and develop potential parking employees, shoppers and visitors. Determine parking needs for Action 6.22 Action 6.21 alternatives. STRATEGY 6.2

Develop a comprehensive growth management plan for Downtown Hilo through community and stakeholder collaboration. STRATEGY 6.3

Opportunities: Continue community-based visioning/planning process; Examine what's been well done elsewhere; right time: community

interest/energy is high. Constraints: Absentee ownership; Competing state and county jurisdictions; Cost of changing infrastructure; Funding limitation; Building code req in flood zone; Tsunami hazard.

Milestones			Milestones		
ration	+9		ration	+9	
Project Duration (yrs)	3-5		Project Duration (yrs)	3-5	
	1-2			1-2	
Costs & Funding	Sources		Costs & Funding	Sources	
Existing	Resources	Urban Land Inst., ahaupua`a maps	Existing	Kesources	Ewa and Kailua, Oahu case studies.
Supporting	rdineis		Supporting	Partners	Urban land Inst., OHCD
Lead Solution	ranneis	DIA, PD, EDH 2025 Implementation Commission	Lead Solution	rarmers	PD, DIA, EDH 2025 Implementation Commission
Action 6.31		Reevaluate Downtown Hilo's existing geographic boundaries for possible revision.	Action 6.32		Evaluate EDH 2025 Action Plan and its consistency with "smart growth" principles.

STRATEGY 6.4	Preserve Downtor renovation of its	owntown Hilo's historic of its historic buildings.	Preserve Downtown Hilo's historic character and unique assets and promote renovation of its historic buildings.	l unique ass	sets and pre	omote
Opportunities: National historic preservation groups exist. Constraints: Restrictions set by national groups; landowners lack financial resources; no incentives.	oric preservation group cy national groups; lan	ss exist. downers lack financi	al resources; no incentive	Š.		
Action 6.41	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs) 1-2 3-5 6+	Milestones
Revisit and update inventory to identify buildings, structures, and sites with historic preservation potential.	to DIA, Lyman and Museum, AAUW on Work with 4.21	HICC /	Barbara Andersen, DIA, DINR, SHIPD, Internet-small comm. Network, UH Manoa, Hawai'i Redevelopment Plan, Historic Building Survey by Segawa & Assoc., Jim McKeague			
Action 6.42	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs) 1-2 3-5 6+	Milestones
Research historic preservation status and incentives for designating Downtown Hilo as a "historic district."	status DIA, Historic ng Hawai`i ic Foundation	DLNR, UHH, DLNR Historic Preservation Division, Bruce Hansen, Jim	DINR, Lyman Museum, SHPD			
Action 6.43	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs) 1-2 3-5 6+	Milestones
Revisit and update design guidelines for building renovation and construction and consider compilation of model prototypes and case studies.	elines DIA	PD, Barbara Andersen	City & County of Honolulu consultants who worked on existing plans.			

Constraints: Parking limitations; Compliance with historic preservation requirements; Structural integrity/cost; Regulatory limitations; Conflicting Milestones Opportunities: High demand for housing; Available spaces not in use; Empty lots available for infill; Vertical space under zoning code. Develop a range of housing opportunities and choices available to all priorities (safety, historic preservation, housing, etc.); ADA req.; Limited funding opportunities (Fed, State, COH); sewers hookup Project Duration (yrs) Funding Sources Costs & Trust Fund, case Rental Housing studies, County Existing Resources Legislature, Council Board of Realtors, Landlords, DEM, Supporting Partners Developers, Finance Lead Solution Partners income groups. PD, OHCD incentives for developers to provide Research, develop and publicize housing in Downtown Hilo. STRATEGY 6.5 Action 6.51

Strategy .						П
Opportunities: Constraints:						
Action .	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	Milestones
Action .	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	Milestones
Action .	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	Milestones
Action .	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs) 1-2 3-5 6+	Milestones

Strategy .	П	ı	П	ı	ш	ш
Opportunities: Constraints:						
Action .	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	(yrs) Milestones 6+
Action .	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	(yrs) Milestones 6+
Action .	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	(yrs) Milestones 6+
Action .	Lead Solution Partners	Supporting Partners	Existing Resources	Costs & Funding Sources	Project Duration (yrs)	(yrs) Milestones

Lead Solution Partners (Number of actions)

- Hilo Downtown Improvement Association * (32)
- 2. County Department of Public Works * (18)
- 3. County Planning Department * (8)
- 4. Hawai'i Island Chamber of Commerce (8)
- 5. County Parks & Recreation Department * (6)
- County Department of Research & Development * (6)
- 7. Hawai`i Island Economic Development Board (6)
- 8. EDH2025 New Implementation Committee * (5)
- 9. County Mass Transit (4)
- 10. County Department of Environmental Management * (4)
- 11. Lyman Museum * (4)
- 12. State Department of Land and Natural Resources (4)
- 13. Alice Moon & Company * (3)
- 14. County Civil Defense (3)
- 15. East Hawai'i Cultural Council * (3)
- 16. Hilo Public Library (3)
- 17. State Department of Education (3)
- 18. UHH College of Business & Economics (3)
- 19. Watershed Advisory Group * (3)
- 20. ARC of Hilo (2)
- 21. Big Island Visitors Bureau (2)
- 22. Community Alliance Partners (2)
- 23. County Office of Housing and Community Development * (2)
- 24. County Police Department (2)
- 25. Friends of Hilo Public Library (2)
- 26. Hawai'i Tourism Authority (2)
- 27. Palace Theatre (2)
- 28. Recycle Hawai`i * (2)
- 29. Pacific Tsunami Museum (2)
- 30. Wailuku River Walk Steering Committee *(2)
- 31. YWCA (1)
- 32. AAUW (1)
- 33. Ala Kai Realty, Co. (1)
- 34. Barbara Andersen * (1)

- 35. Big Island Resource Conservation and Development Council (1)
- 36. Bike Systems Advocates * (1)
- 37. Connections Public Charter School * (1)
- 38. County Fire Department (1)
- 39. Keith De La Cruz * (1)
- 40. Destination Hilo (1)
- 41. Disabilities Rights Hawaii (1)
- 42. East Hawai'i Coalition for the Homeless (1)
- 43. Hawai`i Visitors and Convention Bureau (1)
- 44. Historic Hawai'i Foundation (1)
- 45. Kanakaole Foundation (1)
- 46. Keep Hawai'i Beautiful (1)
- 47. Merrie Monarch (1)
- 48. Moku o Hawai'i (1)
- 49. George Naope (1)
- 50. Mike Silva (1)
- 51. State Department of Transportation (1)
- 52. UHH Art Department (1)
- 53. UHH College of Hawaiian Language (1)
- 54. UHH Geography Department (1)
- 55. UH-Hilo (1)
- 56. Workforce Development Board (1)

^{*} Commitment secured from these partners

The Living Action Plan "Parking Lot"

The EnVision Downtown Hilo 2025 plan is a living plan, evolving and growing with the community. This page is specifically for your notes, including trends, observations, comments and any actions you would like to see which may have an impact on Downtown Hilo and this Community-Based Vision.



Below are a few examples:

- The Super Ferry
- Mauna Kea Discovery Center

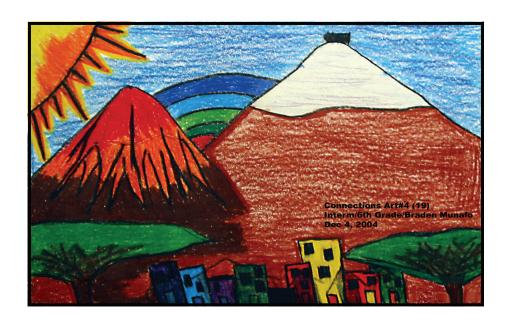
South Hilo Landfill closure

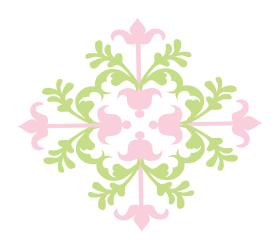
- University of Hawai`i at Hilo Pharmacy School
- Rising gasoline prices
- Lobby and improve technology of gas pumps to reduce fumes

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APPENDIX





The Friends of Downtown Hilo Steering Committee Members:

Barbara Andersen Kanani Aton Keith De La Cruz Jeri Gertz Gregg Hirata Mary James Catherine Kamau Susan Gagorik Alice Moon Adrienne Carlin Oliver Susan O'Neill Steven Shropshire Anita Politano-Steckel Dolly Strazar Meredith Tanioka Leslie Takayama Lynnette Uyesato Marlene Murray, Recorder

Past Steering Committee Members:

Tom Brown
Beth Dykstra
Jeff Frankhouser
Taj Gunther
Peter Heffron
Zendo Kern
Jeffrey Mermel
Scott Rogers
William Schaefer

Writer: Beth Dykstra

The Road Show Schedule

February 3, 2005 February 10, 2005 February 17, 2005	County of Hawai`i Planning Director Chris Yuen Councilman Stacy Higa Councilman Donald Ikeda
March 3, 2005	Mayor Harry Kim, Managing Director Dixie Kaetsu, DPW Director, Bruce McClure, Parks & Recreation Director Pat Engelhard, and Parks & Recreation Deputy Director Pam Mizuno
March 10, 2005	DIA Board of Directors
March 10, 2005	E.B. DeSilva School
March 13, 2005	Reeds Island property owners
March 14, 2005	Walk & talk session Downtown Hilo
March 14, 2005	Japanese Chamber of Commerce & Industry of Hawai`i Board of Directors
March 15, 2005	Waiakea Lions Club
March 16, 2005	Big Island Resource Conservation & Development Council
March 18, 2005	Rotary Club of Hilo
March 19, 2005	YWCA
March 22, 2005	Walk & talk session Downtown Hilo
March 23, 2005	Rural South Hilo Community Association
March 23, 2005	Elks Lodge
March 24, 2005	Radio interview with Mynah Bird on KHBC Radio
March 26, 2005	Panaewa Hawaiian Homelands Community Center's Prince Kuhio Day Ho`olaulea
March 29, 2005	Radio interview with Community Forum on KPUA Radio
March 30, 2005	Professor Emmaline DePillis' Business Class
March 30, 2005	Hilo Bay Watershed Advisory Group
April 2, 2005	Sidewalk display outside Connections Public Charter School during Merrie Monarch Parade
April 5, 2005	Rotary Club of South Hilo
April 6, 2005	Radio interview with Russ Roberts on KBIG Radio
April 6, 2005	Pu`ueo Community Association
April 7, 2005 April 9, 2005	Visioning Questionnaire insert distributed in the Hawai`i Tribune-Herald Manu Meyer's MED Class
April 9, 2005	Display at Hilo Farmers Market
April 9, 2005	Display at Downtown Sack 'n Save
April 14, 2005	Boy Scout Leaders' meeting
April 15, 2005	Alu Like Kupuna
April 19, 2005	Panaewa Hawaiian Home Lands Community Association
April 20, 2005	Sunrise Rotary Club
April 20, 2005	Keaukaha Community Association
May 12, 2005	Wainaku-Kaiwiki Community Association

YOUR vision idea for our community:

'Ike iā Hilo



What's Your Vision for Downtown Hilo?

The EnVision Downtown Hilo 2025 Vision Statement is still a DRAFT document. We need your help! We want to know what YOU think...

Over the past year, the **Friends of Downtown Hilo Steering Committee** held a series of workshops to gather community input for a **Vision and Living Plan for Downtown Hilo**. Below, you'll find a questionnaire with key vision ideas which have received the most support to date. Your responses will help us prepare the final vision and plan. **Please check (\(\) your top five (5) vision ideas for each of the following vision focus areas.** If you have a new vision idea that is <u>not</u> already listed, please write it in the blank space below the vision ideas. For additional information about EnVision Downtown Hilo 2025, please visit our Web site at <u>www.Hilo2025.org</u>.

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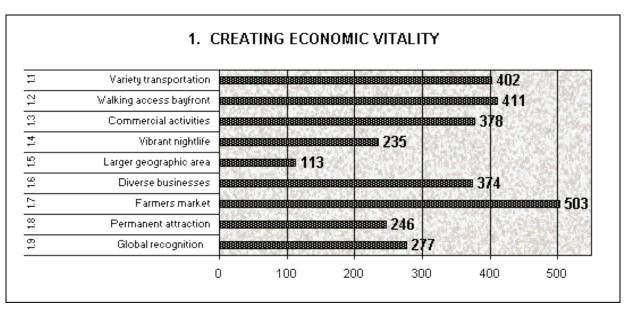
		II GREATING ECONOMIC VITALITY
	1.1	Access to Downtown Hilo is increased through a variety of transportation services.
	1.2	There is easy walking access from Downtown Hilo to a Hilo Bayfront Boardwalk.
		Commercial activities, such as cafés, exist on sidewalks and along the Bayfront.
		A vibrant nightlife exists due to a diverse mix of residential and commercial uses.
		Boundaries defining Downtown Hilo include a larger geographic area.
		Diverse local-style boutiques and businesses attract residents and visitors alike.
		A permanent Farmers Market.
		A permanent attraction increases visitors to Downtown Hilo.
		Hilo is globally recognized as a producer of unique foods, arts, crafts and other products.
		sion idea for economic vitality
10	UK VI	sion idea for economic vitality
		• BRE/ERHING THE ENHIRANMENT
		2. PRESERVING THE ENVIRONMENT
		2.1 An activity-filled Hilo Bay and Wailuku River Park and Trail connects to Downtown.
		2.2 Sampan buses, solar street lights, and lanes for scooters and bikes.
		2.3 Significant views of Mauna Kea, Mauna Loa and Hamakua are protected.
		□ 2.4 The historic character of Downtown Hilo is preserved.
		□ 2.5 Alternative transit options, including trolley, shuttles, water taxies, and a train.
		□ 2.6 Hilo Bay is clean , healthy and pollution-free.
		2.7 After school environmental-centered activities are available.
		□ 2.8 Bike racks on buses and Park and Ride areas.
		□ 2.9 Landscaping improvements beautify Downtown Hilo.
		□ 2.10 A Downtown Recycling Center.
		□ 2.11 Drainage and flood abatements are in place.
YO	UR v	ision idea for the environment:
		•
3.	S T	RENGTHENING AND SUSTAINING OUR COMMUNITY
		Youth-centered activities and programs are ongoing.
		EnVision Downtown Hilo 2025 is implemented through a collaborative stakeholder effort.
		A Community Clearinghouse/Meeting Place exists for networking and collaborative efforts.
		Downtown Hilo's historical assets and strengths are promoted.
		A beautiful and actively-used public square and civic gathering place is built.
		Downtown Hilo honors & welcomes its cultural, ethnic, multi-generational & spiritual heritage
		Cultural and historic celebrations occur regularly.
		Ongoing collaborative efforts help support lower income families.
		Community volunteers are active and visible in Downtown Hilo.
	3.10	O Programs educate people on how unique and special Hilo is.

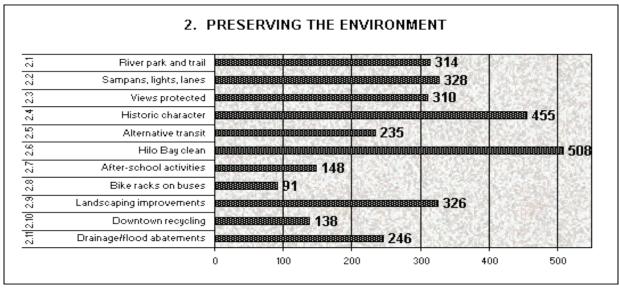
4.	EX	PANDING EDUCATION, CULTURE AND THE ARTS				
		Educational activities focus on Downtown Hilo's environment, culture and institutions.				
ш	4.2	Signage with an Interpretive Plan highlights important cultural monuments and historic sites.				
	4.3	Strong partnerships strengthen and expand activities related to Education, Culture and the Arts.				
		A state of the art special event center exists.				
		A renovated top notch library exists. UHH is actively involved in local arts, music and cultural events.				
	4.7	An amphitheater is located on the Hilo Bayfront.				
		Neighborhood cooperatives cultivate local arts and cultural activities. A world festival on Culture and the Arts is held.				
		ion idea for education, culture & arts:				
		PROMOTING HEALTH AND SAFETY				
		A disaster plan is in place for Downtown Hilo. Clean and safe public restrooms are accessible to everyone.				
		Wide, covered sidewalks provide shelter, safety and comfort.				
		A visible 24-hour police presence deters crime and ensures public safety.				
		A system of bike lanes exists throughout Downtown. Transitional housing options are available for the homeless community.				
		Downtown Hilo is safe, well-lit, and inviting.				
	5.8	Regulatory standards for noise/air/water/litter pollution are in place and enforced.				
YOUR vision idea for health and safety:						
	6.	MANAGING GROWTH				
		A vehicle-free, pedestrian-only core area exists with free access to public				
П		ransportation.				
		Adequate Parking is available in downtown. Growth is managed through community and stakeholder collaboration.				
		Land use regulations are based on "smart-growth" principles.				
		Downtown's historic buildings have been renovated.				
		Community gardens and "pocket parks" provide a strong sense of place. A Design and Historic Preservation Plan is developed in consultation with the				
ш		ommunity.				
	6.8	A range of housing opportunities and choices are available to all income groups.				
		Energy-efficient and non-polluting forms of commerce and transportation are				
promoted. YOUR vision idea for managing growth:						
1.	1. Do you have any questions or comments?					
2.	Are `	YOU willing to work on a team to help implement/achieve some of these vision ideas? YES NO				
3.	Whic	h of the above Focus Areas/Vision Idea would you like to work on?				
If	you an	swered YES above, please fill out below:				
		rganization:Phone:				
_		Fax: Email Address:				

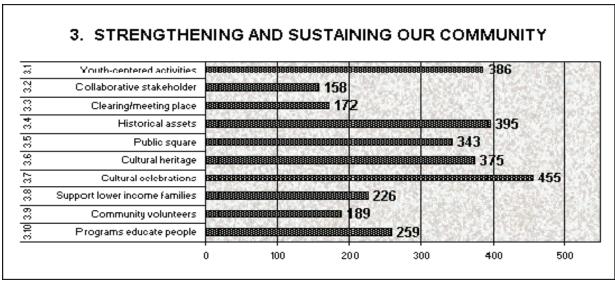
tHANK YOU!

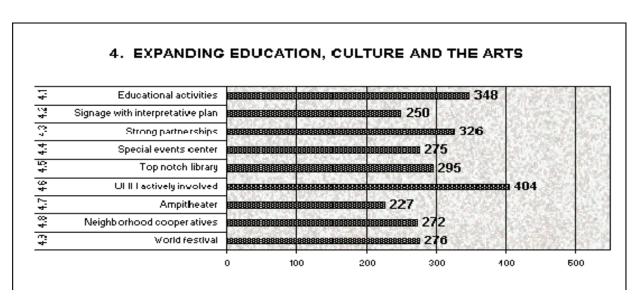
Please mail or drop off this entire sheet, no later than April 15, 2005, to: County of Hawai`i Planning Department, 101 Pauahi Street Suite 3, Hilo, HI 96720-3043. If you have any questions, please contact Susan Gagorik at 961-8288.

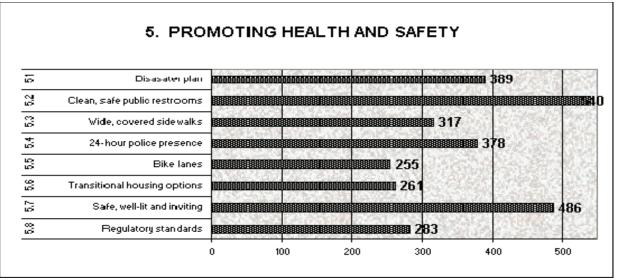
Other Drop off points: KTA Downtown Hilo/Puainako, Information Center @ Downtown Mo'oheau Park Bus Terminal, Hilo Farmer's Market, Koehnen's Interiors

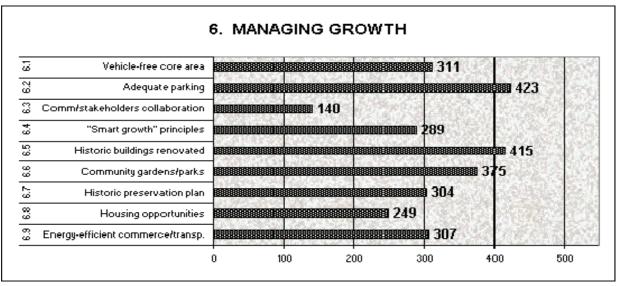












Definitions

Action: A specific project or activity intended to help implement a given strategy.

Action Plan: How a community intends to arrive at its vision, step-by-step over time.

Capacity Building: A process that empowers people to plan for the future, address issues, and manage and solve problems.

Coastal Zone Management: The federal Coastal Zone Management (CZM) Program was created through passage of the Coastal Zone Management Act of 1972. Since approval of Hawai'i's program in 1977 (Chapter 205A, Hawai'i Revised Statutes), remarkable results have been achieved. This unique federal-state partnership provides a proven basis for protecting, restoring and responsibly developing the nation's important and diverse coastal communities and resources.

Community Values: A community's most deeply held shared ideals and beliefs against which its vision can be measures. Core community values are guiding principles and the foundation for a community's vision and action plan.

Constraints: Things that may impede the implementation of a strategy.

Easy Wins: Vision-friendly activities or doable projects that are visible and that can be organized and accomplished simply, inexpensively and quickly—ideally in less than one year.

Lead Solution Partners: Groups, organizations and government agencies that are willing to take the lead role for achieving an action. Includes individuals, groups, organizations or agencies. There may be more than one, but recommend no more than three.

Living Plan: A plan that doesn't sit on the shelf because it tells the story and includes people who were involved to make the plan. It is based on community values, and is alive and organic. Process is equally important as the results. It involves a process that builds leadership capacity in the community, provides numerous opportunities for community participation and stakeholder involvement, and encourages collaboration between various private, public and government entities; and encourages networking between existing resources in the community.

Milestones: Targets or concrete goals achieved along the way that tell us whether we are completing an action. They measure accomplishments and tell us how and by when. Examples: studies published, committees formed, policies adopted, structures build, numbers attained, etc.

Opportunities: Things that may promote the implementation of a strategy.

Smart Growth: An evolving group of ideas about how to better manage urban growth and development. Smart growth principles include: mix land uses; take advantage of compact building design; create a range of housing opportunities and choices; create walkable communities; foster distinctive attractive communities with a strong sense of place; preserve open space, farmland, natural beauty, and critical environmental areas; strengthen and direct development toward existing communities; provide a variety of transportation choices; Make development decisions predictable, fair, and cost-effective; encourage community and stakeholder collaboration in development decisions.

Special Management Area: SMAs are an area where significant attention is paid to the potential impact that a development may have on coastal qualities. In particular, negative impacts on drainage, view planes, historic and cultural artifacts, coastal erosion, and shoreline access must be avoided, minimized and/or mitigated. The SMA includes all lands and waters beginning at the shoreline and extending inland or mauka for at least 100 yards. The SMA does not include any areas or waters seaward of the shoreline because the State has jurisdiction beyond the shoreline.

Strategy: A major initiative designed to achieve some aspect of our community's overarching vision. In the visioning process, strategies are the community's vision ideas rephrased as a path to achieving those ideas.

Supporting Partners: Groups, organizations, agencies or individuals who would support or are needed to achieve an action. Includes agencies who require permits, code amendments, etc.

Sustainability: Meeting the needs of the present without compromising the needs and opportunities of future generations.

Trends: Key external forces of change that are driving our community into the future.

Vision Focus Areas: The central themes around which a vision is organized.

Vision Road Show: A phase in the visioning process, when vision ideas and workshop results to date are taken out to the wider community to increase public involvement, identify potential vision partners and interested community members, and invite them to participate in the planning for vision implementation.

Vision Timeframe: A target year for the vision. For Downtown Hilo the target year is 2025. (Note: some of our vision will be achieved long before the target year is reached.)

Visioning: A process through which any community can envision the future it wants, plan how to achieve it, and begin to implement it. Through visioning, a community answers the following questions: Where are we now? Where are we going? Where do we want to be? How do we get there? Are we getting there?

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Guest Facilitators

Cherie Enns, Professor and Smart Growth Lecturer – Visioning Workshop # 1 Gail Clarke and Diane Gentry, Learning Unlimited

Workshop Co-Sponsors

Hilo Downtown Improvement Association County of Hawai`i Planning Department County of Hawai`i Department of Research & Development Hawai`i County Resource Center

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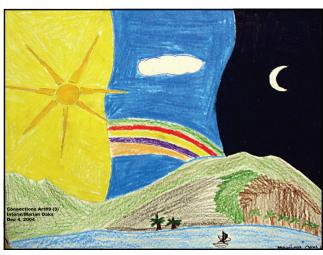
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