

KALAELOA STRATEGIC PLAN 2005-2010



HAWAI'I COMMUNITY DEVELOPMENT AUTHORITY
May 2005



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INTRODUCTION

The Kalaeloa Community Development District (Kalaeloa) was conceived with the announced closure of the Barbers Point Naval Air Station in 1993. Federal, state, and city government representatives, area stakeholders and the public coordinated the completion of a Community Redevelopment Plan for Kalaeloa that defined land use and ownership amongst various government entities.

Since Barbers Point Naval Air Station formally closed in 1999, previously inaccessible beaches and recreational spaces became open to the public at large. Further, conveyed lands and facilities have provided support for education, homeless assistance, veterans' support, general aviation, and limited commercial enterprises.

Despite such uses and programs however, the vast majority of Kalaeloa remains unoccupied and the uses articulated in the Community Redevelopment Plan remain unfulfilled. The reasons for this are many and can be seen as a mix of: complicated conveyance procedures, progressively decaying infrastructure, waning government commitment, environmental contamination, potential military reuse, uncertain entitlements and brokering agreements, and community divestment.

Given the current state of Kalaeloa and the surrounding region, *“what is the long-range vision for Kalaeloa and what actions and strategies should HCDA implement over the next five (5) years towards this vision?”* This is the central question that was pursued during the strategic planning process.

In July 2002, the Hawai'i Community Development Authority (HCDA), through action of the legislature, became responsible for facing these challenges and creating opportunities for the redevelopment of Kalaeloa. Since the start of 2005, HCDA's Kalaeloa Subcommittee and staff discussed the need to move forward and created a working document for a 5-year strategic plan. In March, the HCDA authorized the release of a draft for discussion with the broader community. Following a series of key stakeholder and community meetings in April, the draft was finalized and adopted by the HCDA in May 2005.



VISION AND MISSION

VISION STATEMENT

KALAELOA is a *WAHI HO'OKELA*
(CENTER FOR EXCELLENCE)
within the 'Ewa region.

KALAELOA is a CENTER
where Hawai'i's people come together
to share knowledge, develop expertise,
and advance themselves
while remaining respectful of past and place.

Through the pursuit of EXCELLENCE,
KALAELOA is a model for achievement
to surrounding communities,
the islands of Hawai'i, and the world.

MISSION STATEMENT

OUR MISSION
is to lead a sustained,
long-term public/private commitment
for the realization of
KALAELOA as a CENTER FOR EXCELLENCE
through partnerships, planning,
advocacy, and stewardship.



CORE VALUES AND GUIDING PRINCIPLES

CORE VALUES & GUIDING PRINCIPLES

In our programs and the way we operate, we embrace and strive for excellence.

We respect the places of Kalaeloa, throughout Kanehili from the plain of Kaupe'a to the shores of Kualaka'i.

We will pursue a balance of preservation and restoration of cultural and natural resources, the creation of public and recreational areas and the development of economic enterprises.

We embrace the values of diligence, resourcefulness, and innovation held by native Hawaiians who first inhabited Kalaeloa and incorporate these values into the redevelopment and uses within the District.

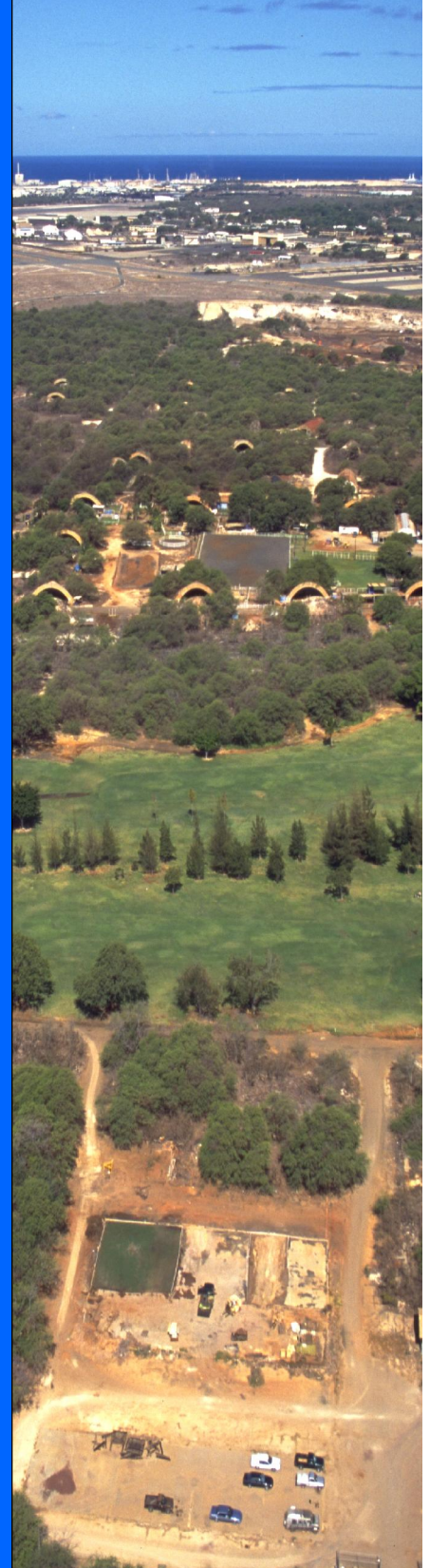
We acknowledge existing Federal, State, City & County of Honolulu and private land owners within Kalaeloa and respect the importance of their missions, plans, responsibilities and interests.

We support the multiplicity of uses at Kalaeloa and encourage the achievement of excellence in many fields of endeavor, including: education, research, technology, environment, defense, commerce, sports, culture and the arts.

We will focus redevelopment resources to create both social and economic value by emphasizing community needs, education, open space, recreational facilities, and quality careers and jobs.

We understand that realization of Kalaeloa as a Center for Excellence requires a sound fiscal strategy of public-private partnerships for the creation of successful businesses, meaningful careers, increased land values, and an increased tax base.

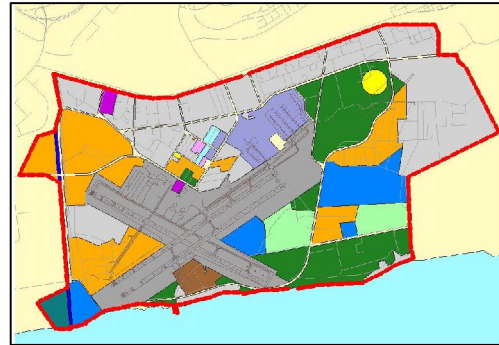
We recognize that the vision for Kalaeloa cannot be achieved without meaningful community involvement, and commit to integrate community needs and interests into the redevelopment process.



KEY FACTORS FOR REDEVELOPMENT

CHALLENGES

- ∅ The land ownership and management in Kalaeloa is fragmented amongst various government agencies, each with their own authority, mission, and land use plans.
- ∅ The conveyance of surplus parcels and land brokerage are incomplete and involve a complex process of coordinating with Federal, State, and City & County of Honolulu rules and regulations. Several government agencies have withdrawn interest in parcels they were designated to receive.
- ∅ Utility infrastructure (sewer, water, electrical, communications) are substandard or in various states of disrepair; uncertainties exist with respect to transfer of ownership of various utility systems.
- ∅ Kalaeloa, like much of the 'Ewa Plain, has very little topographic slope and requires alternative means for draining storm water run-off.

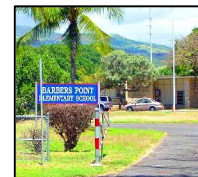
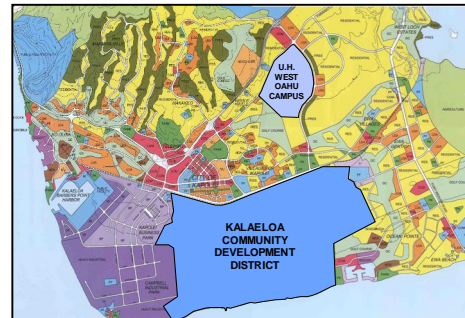


- ∅ The existing facilities, common areas, and structures within Kalaeloa are in various states of disrepair and frequently experience vandalism and littering.
- ∅ Roadway ownership in Kalaeloa varies between the Navy, State, City, and private entities. Maintenance of roadways, rights-of-way, and sidewalks is infrequent, posing safety hazards for motorists, bicyclists, and pedestrians.
- ∅ Enforcement and emergency response actions are complicated and time-consuming due to overlaps in jurisdiction and the lack of signage delineating parcel boundaries and areas for public access.
- ∅ Public transportation service within Kalaeloa is limited in coverage area, frequency, signage, and points of access.

KEY FACTORS FOR REDEVELOPMENT

OPPORTUNITIES

- Ø Kalaeloa is situated within the 'Ewa District of Oahu, which the City & County of Honolulu has designated as one of the primary urban growth areas of the island.
- Ø There are approximately 1,500 acres of unentitled land that is either owned by, or has been allocated to, the U.S. Navy, the Department of Hawaiian Home Lands, and the City & County of Honolulu.
- Ø A functioning airfield with associated infrastructure and buildings is located in Kalaeloa and suitable for general aviation use. The airfield serves as a designated “reliever airport” for Honolulu International Airport and is the air base for the U.S. Coast Guard search and rescue operations.
- Ø There are community and recreational facilities, including white sand beaches, rental housing, an elementary school, ball fields, a community center, and a Navy golf course, recreational center and horse stables.



- Ø Kalaeloa is in close proximity to the City of Kapolei, quality residential neighborhoods, a high school and middle school, the future site of the University of Hawai'i West Oahu campus, new Hawaiian Home Land residential developments, Ocean Pointe, Kapolei Business Park, State and County government facilities, new shopping centers, and other community services.
- Ø There are unique Native Hawaiian cultural sites and burials in Kalaeloa that must be protected and preserved.
- Ø There are small clusters and habitats of rare and endangered plant and animal species in Kalaeloa that require protection and preservation.

NEAR-TERM PRIORITY ACTIONS AND TIMELINE

NEAR-TERM PRIORITY ACTIONS AND TIMELINE	2005	2006	2007	2008	2009	2010
PARTNERSHIPS						
1. Partner with Kalaeloa land owners and the community in a manner consistent with the core values and vision for Kalaeloa.	→					
2. Enter into cooperative use agreements with community groups, area schools and non-profits in support of common area maintenance, cultural resource preservation & ecological restoration programs, and educational research projects.	→					
PLANNING						
1. Review, update, and amend the 2001 Kalaeloa Community Redevelopment Plan to reflect the current conditions, core values and vision for Kalaeloa.	→					
2. Coordinate all planning efforts with existing Federal, State and City land use plans, adjacent private land development projects, and the values, needs, and ideas of the community.	→					
3. Advance the means for development by promulgating administrative rules pursuant to HRS 206E that are coordinated with Federal, State, and County plans, policies, and guidelines.	→					
4. Update and amend existing infrastructure plans to reflect current conditions in Kalaeloa and the infrastructure plans for the Leeward Oahu region, and begin design on the first phase of improvements.	→					
ADVOCACY						
1. Resolve roadway and utilities issues by coordinating with appropriate government agencies and utility service providers.	→					
2. Actively engage the U.S. Navy to review and coordinate their future land use plans and federal conveyance processes in a manner consistent with the vision for Kalaeloa and that maximizes the benefit to the community and the Navy.	→					
3. Serve as the Kalaeloa “ombudsman” to provide up-to-date information about the redevelopment process and to respond to community questions and concerns.	→					
STEWARDSHIP						
1. Develop rules and regulations that address the need for all land owners to use best management practices for the care of land and water resources at Kalaeloa.	→					
2. Secure adequate financial resources to meet capital improvement and operational needs in Kalaeloa.	→					
3. Provide safety for Kalaeloa users through improvements in signage, enforcement, street lights, and emergency response services.	→					
4. Identify, prioritize, and act on immediate maintenance and improvement needs.	→					



The Hawai'i Community Development Authority (HCDA) was established by the State Legislature in 1976 to supplement traditional community renewal methods by promoting and coordinating public and private sector community development.

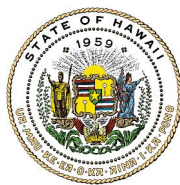
HCDA plans for and revitalizes urban areas in the State that have been identified by the Legislature to be in need of timely redevelopment. Its legislative mandate empowers HCDA with comprehensive planning, regulation and development responsibilities.

HAWAI'I COMMUNITY DEVELOPMENT AUTHORITY

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