

**KAILUA VILLAGE BUSINESS IMPROVEMENT DISTRICT**

**FIVE-YEAR STRATEGIC PLAN**

**2013 - 2018**

**JUNE 2013**



## 1. INTRODUCTION

This document sets forth an updated five-year Strategic Plan for the Kailua Village Business Improvement District (KVBID). The functions of the Strategic Plan include:

- Provide framework for high-level decisions involving the core fundamentals and operations of KVBID.
- Provide a basis for more detailed implementation and funding planning.
- Explain the need and purpose of KVBID in order to inform, educate and promote the District.
- Encourage ongoing review and assessment of the KVBID to stimulate change and improvement for the District.

The Strategic Plan is a dynamic document that will be periodically reviewed and maintained to provide ongoing direction for the KVBID. The Strategic Plan will be updated by the KVBID Strategic Planning Committee, with input from stakeholders. Comments on the Strategic Plan can be submitted to the Committee via e-mail at [kailuavillage@gmail.com](mailto:kailuavillage@gmail.com).

## 1. PURPOSE AND BACKGROUND

### ***Mission:***

*Our mission is to make Historic Kailua Village a model sustainable community that is a better place to invest, work, live and play.*

**Vision:** *To work cooperatively to improve and maintain the physical appearance and aesthetics of public rights of way, open spaces, and parks, by increasing cleanliness and security, so to attract long term sustainable business and community activity in Historic Kailua Village.*

Prior to the inception of the Kailua Village Business Improvement District (KVBID) in 2007, the physical appearance and general ambience in and around Historic Kailua Village had noticeably deteriorated. So much so that visitors and residents avoided coming to town as it was perceived as dirty and crime ridden. Not only did the decline have a negative impact on businesses, the quality of life was diminished for those who live here. The appreciation for the historical and cultural significance of the area was weakened as well.

KVBID is a collaborative effort between business, government and area residents to develop and implement creative solutions to improve the cleanliness, attractiveness, community and economic vibrancy of Historic Kailua Village. District taxpayers are assessed according to property tax valuations and these assessments return directly to KVBID to fund programs and improvements within Historic Kailua Village.

KVBID is committed to promoting Historic Kailua Village as a model sustainable community. KVBID's vision of sustainability for Historic Kailua Village includes:

- **Economic Sustainability:** Support local businesses and promote Historic Kailua Village as a place to invest, work, live and play.
- **Environmental Sustainability:** Support the use of renewable resources and the protection of our environment.
- **Social Sustainability:** Promote programs and services to care for the people that live and work in Historic Kailua Village in a balanced manner.

## 2. ACHIEVEMENTS AND SUCCESSES

- KVBID was established by County Ordinance 07 171 on December 11, 2007. The boundaries of the District and assessment zones are shown on Figure 1. The District received its first funding in February 2008.
- KVBID launched 'clean and safe' initiatives in Historic Kailua Village, including: security patrols on bicycles and roving vehicular patrols; janitorial services including daily sweep crews to clean public sidewalks, planters and streets; and landscape installation and maintenance along Kuakini Highway, Palani Road, Henry Street and sections of Alii Drive.
- KVBID works with County Department of Public Works to identify and correct clean and safe deficiencies e.g. street light outages, degradation of roadway surfaces, sidewalk hazards, etc.
- With partial grant assistance from the County of Hawaii, KVBID installed new trash receptacles District-wide.
- KVBID supported a grant valued at \$200,000 for the Hawaii Police Department from the Hawaii Tourism Authority that funded the installation of security cameras at known hot spots throughout the village.
- KVBID developed landscape guidelines and defined a suggested landscape palette of cohesive landscape materials for the District.
- KVBID developed a landscape master plan incorporating hardscape concepts for the District.
- KVBID developed the District's brand position as Historic Kailua Village that combines the rich history, culture and traditions with spectacular nature, remarkable recreational opportunities and a legendary peaceful experience.
- Core brand messaging and a visual logo were embedded in all communication materials, environmental design, signage concepts, street furniture and landscapes.
- KVBID funded a study examining current parking practices and inventory to initiate short-term parking solutions in the village. KVBID has endorsed its initiative to self-manage and maintain public parking lots with revenues supporting District parking improvements. KVBID is working with County Department of Public Works to advance the initiative.
- KVBID supported the fast-tracking of an emergency overnight homeless shelter in the District. The overnight facility is now operational.

- KVBID planned and designed new park concepts for Kailua Playground to upgrade surroundings and expand park use. Concepts have been presented to County Department of Parks and Recreation and improvements await funding.
- KVBID recognized the need to enhance Kuakini Highway, between Palani Road and Makala Street, to improve roadway standards as a village gateway.
- KVBID sponsors and supports the Keauhou-Historic Kailua Village shuttle that reduces vehicular traffic and improves circulation, brings visitors in to the District, promotes convenience and improves quality of life.
- KVBID created, manages and produces Kokua Kailua, a monthly marketplace event designed to encourage visitors and residents into the village. Estimated monthly event attendance: 4,000 people.
- KVBID designed, purchased and annually installs holiday décor as part of its Kailua Kalikimaka initiative to encourage buying local.
- KVBID designs, purchases and installs street banners to brand the District and support iconic events held in Historic Kailua Village.
- KVBID designed, created and installed distinctively branded interpretive signs that share the history, culture and ocean assets of the District.
- KVBID developed and promotes Kau Kau Kailua to encourage visitors and residents to dine out within the District.
- KVBID created, updates and maintains its [HistoricKailuaVillage.com](http://HistoricKailuaVillage.com) website that attracts over 1,000 unique visitors monthly.
- KVBID drafted a County Ordinance for control and management of publication racks in public spaces that was eventually approved.
- KVBID designed and installed branded publication racks on Alii Drive to house magazines and newspapers.
- KVBID successfully undertook the challenge of sponsoring and establishing Alii Drive as Royal Footsteps Along the Kona Coast, a Hawaii Scenic Byway (2010-2011).
- In 2011-2012 Historic Kailua Village earned several awards/rankings that celebrated KVBID progress:

- Ranked #6 Best U.S. Destination by TripAdvisor
- Voted Top Hawaiian Island by Travel + Leisure
- Ranked as a 2012 Top 10 U.S. Travel Destination by Lonely Planet
- In 2013, KVBID launched its smartphone app Kona Royal Footsteps – an interpretive experience that shares the stories of seven centuries of royal history in seven miles and maps all points of interest.
- In 2013, KVBID developed its Sports and Active Lifestyles Calendar for Historic Kailua Village to promote and support active, healthy lifestyles in the District.

### **KVBID RECOGNITION AWARDS**

Pualu Awards 2008, Kona-Kohala Chamber of Commerce  
Business Innovation Award

Koa Anvil Award of Excellence 2010, Public Relations Society of America – Hawaii Chapter  
Events & Observances: Kokua Kailua

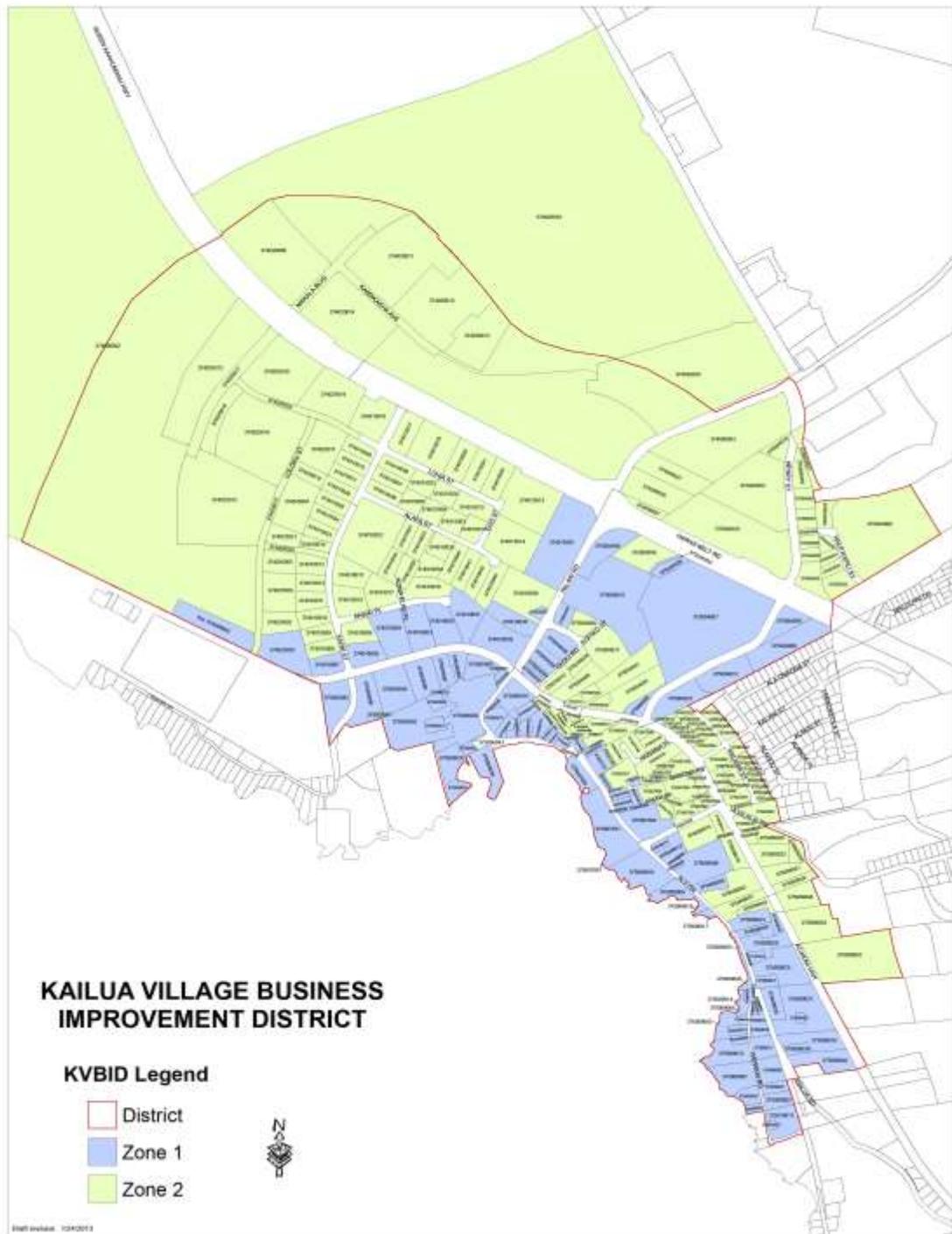
Pualu Awards 2010, Kona-Kohala Chamber of Commerce  
Visitor Industry Marketing Award: Kokua Kailua

Pualu Awards 2011, Kona-Kohala Chamber of Commerce  
Culture & Heritage Award

Historic Preservation Commendation 2011, Historic Hawaii Foundation  
Royal Footsteps Along the Kona Coast Hawaii Scenic Byway

Environment Preservation Award 2011, Hawaii Chapter of the American Planning Association  
Royal Footsteps Along the Kona Coast Corridor Management Plan

### 3. Figure 1 - District Boundary Map



#### 4. BOARD COMMITTEES & STRATEGIC OBJECTIVES

Strategic initiatives represent the overarching goals to be implemented to fulfill the vision and mission of KVBID. Strategic initiatives are categorized and assigned to Board committees to facilitate implementation of the initiatives.

##### **Board Committees**

##### **Finance Committee**

*Mission: The KVBID Finance Committee is dedicated to enhancing the quality of life in Historic Kailua Village with fiscally responsible management and oversight of KVBID resources. Finance Committee initiatives include:*

- Provide overall fiscal management and oversight for KVBID.
- Annual preparation, submission and approval of District budget.
- Review and establish District rate of assessment annually.
- Certify District's TMK assessment list annually.
- Function as the KVBID audit committee.
- Provide the treasury function for KVBID.
- Identify sources and eligibility for grants.

##### **Governance Committee**

*Mission: The KVBID Governance Committee is dedicated to oversight of KVBID and its Board of Directors. Governance Committee initiatives include:*

- Oversee the nomination and election of board members.
- Oversee and maintain 501(c)(3) status.
- Develop and promote efficient, effective and best management practices.
- Provide notice to members and stakeholders for KVBID meetings.
- Annually review Board Code of Conduct, policies and compliance.
- Annually review Bylaws.
- Conduct annual Election of Officers.
- Preside over Annual Meeting.
- Resolve conflicts of interest.

##### **Marketing & Special Events Committee**

*Mission: The KVBID Marketing & Special Events Committee oversees brand management and is dedicated to marketing the District and supporting events that promote the District. Marketing & Special Events Committee initiatives include:*

- Oversee Historic Kailua Village brand management.
- Create special events that further the brand.
- Strategically manage KVBID special events including Kokua Kailua, Kailua Kalikimaka and Kau Kau Kailua.
- Develop branded KVBID merchandise.
- Develop KVBID marketing campaigns.
- Conduct stakeholder surveys.
- Oversee communication tools: enews, advertising, public relations.
- Review website analytics and website content.

### **Placemaking Committee**

*Mission: The Placemaking Committee is dedicated to creating unique, inviting public spaces that are comfortable and create a friendly social climate that defines the character of Historic Kailua Village. Placemaking Committee initiatives include:*

- Define and develop places within the District that enhance the quality of life for residents and visitors.
- Develop interpretive and wayfinding signage for the District.
- Develop and promote landscape guidelines and design standards for the District.
- Develop and promote architectural guidelines and design standards for the District.
- Develop and promote lighting design standards for the District.
- Map out public spaces, and identify priorities for maintenance and improvements.
- Identify and map historic sites in the Village and develop interpretation materials.
- Develop branded environmental design e.g. publication racks, seating, crosswalks, gateways.

### **Program Services Committee**

*Mission: The KVBID Program Services Committee is dedicated to enhancing the quality of life in Kailua Village by working with janitorial, security, and state and county agencies to improve and maintain the safety, cleanliness, and aesthetic appearance of public rights-of-way, open space and parks, and common areas within Historic Kailua Village. Program Services Committee initiatives include:*

- Improve and maintain District cleanliness.
- Increase and maintain District safety.
- Improve and maintain the aesthetic appearance of KVBID.
- Encourage local businesses to upgrade storefronts and signage.
- Annually review service contracts.
- Maintain HistoricKailuaVillage.com website.
- Subcommittee: Alii Drive Standards

### **Public Private Partnership Committee**

*Mission: The Public Private Partnership Committee is dedicated to enhancing our District by creating and building positive relationships between public and private for the good of the community; to be a sustainable catalyst that fosters proactive solutions. Public Private Partnership Committee initiatives include:*

- Partner with governmental agencies to facilitate services currently provided by those agencies.
- Encourage greater parking availability and facilities management, improve traffic circulation and increase public transportation options.
- Promote and support a pedestrian- and bike-friendly community.
- Facilitate in the improvement of public spaces including roadways and sidewalks.
- Support initiatives to improve conditions for the homeless.
- Monitor and interface with governmental agencies on issues related to the District.
- Subcommittee: Kuakini Connection

**Strategic Planning Committee**

*Mission: The KVBID Strategic Planning Committee is committed to providing support and direction to KVBID stakeholders to facilitate the vision and mission of the KVBID. Strategic Planning Committee initiatives include:*

- Update and maintain the Strategic Plan.
- Develop benchmarks to track the effectiveness of the KVBID.
- Obtain feedback from stakeholders.
- Identify strategic partners and alliances and establish partnerships with KVBID.
- Develop and introduce legislation to promote the vision and mission of the KVBID.
- Represent the District and monitor issues and initiatives related to the Kona Community Development Plan.
- Subcommittee: Scenic Byway

## 5. FINANCING THE DISTRICT

To raise and sustain revenue, District taxpayers will be assessed annually and the assessment will be paid in two equal payments in February and August. Assessments to Zone 1 taxpayers are \$1.75 per \$1,000 of assessed value, and 58 cents per \$1,000 in Zone 2. Residents with active homeowner exemptions on file with the County will be assessed a cap rate of \$100 annually or the actual assessment whichever is less. All residential condominium apartments with the District will be assessed at the Zone 2 rate.

Grant funding is actively being pursued to provide supplemental funding for the District.

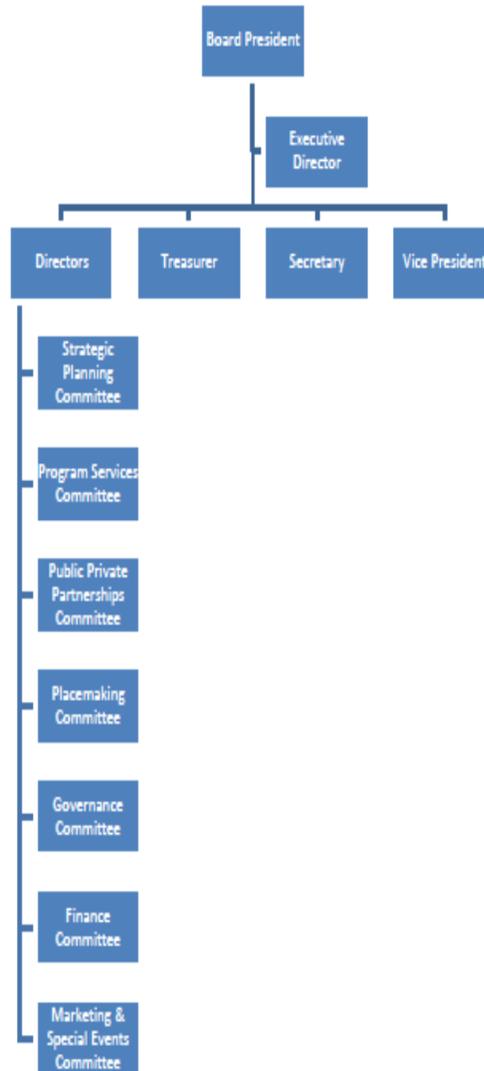
Budget allocations are determined by the KVBID Board of Directors. Uses of Funds include: Public Space Management & Security; Streetscape Cleaning and Maintenance; Placemaking and Strategic Improvements; Outreach, Marketing and Special Events; Grant Projects; and Operating Support/Administration/Professional Fees.

## **6. ORGANIZATIONAL STRUCTURE**

KVBID operations are overseen by the seventeen (17) member board of directors, which consists of fifteen (15) voting directors and two (2) non-voting directors. Four of the seventeen board members shall be appointed: 1.) The director of public works or the director's designated representative, who shall be a non-voting member; 2.) The director of finance or the director's designated representative, who shall be a non-voting member; 3.) The mayor or the mayor's designee, who shall be a voting member; and 4.) The council member of the district within which the majority of the land area within which the district is located or the council member's designated representative who shall be a voting member. With the exception of the four (4) appointed board seats, the remaining thirteen (13) directors shall be elected by the landowners and/or lessees of land.

KVBID committees provide for a collaborative planning effort among board members, district taxpayers, and the public. Committees develop and implement the strategic initiatives for the District.

**Figure 2 - KVBID Organizational Chart**



**KVBID Board of Directors FY2013-14**

Eric von Platen Luder – KVBID President, Huggo's

Lynn Taube – KVBID Vice President, Holualoa Companies

Vivian Landrum – KVBID Secretary, Kona-Kohala Chamber of Commerce

Monique Peacock – KVBID Treasurer, The Commercial Group

Marie Aguilar, Eclectic Craftsman

Jane Clement, representative for Council Member Kanuha

Mattson Davis, Manini Holdings

Jeanne Kimi, Keoki's Donkey Balls & Coffee

Byron Moku, representative for Mayor Kenoi

Jim Moore, resident

Michele Otake, Queen Liliuokalani Trust

Nancy Sakamoto, CB Richard Ellis

John Shackelford, West Hawaii Today

Riley Smith, Lanihau Properties LLC

**Ex Officio**

Warren Lee, County Director of Public Works

Nancy Crawford, County Director of Finance

## 7. Five-Year Strategic Initiatives and Funding Plans

### I. Clean Team and Aloha Ambassadors

*Create an attractive and welcoming environment within Historic Kailua Village.*

#### **Short Term Objectives**

1. Maintain day-to-day cleanliness, appearance, and security of Historic Kailua Village.
  - a. Review contracts with janitorial and security vendors for competitive pricing and services. Determine appropriate adjustments as necessary.
 Funding Source: KVBID Budget
2. Draft and introduce ordinance language to allow sidewalk dining, address sidewalk encroachments, address disorderly conduct and discourage panhandling.
  - a. Research similar ordinances in small towns/villages for successful language.
  - b. Draft Ordinance language and submit to County Council for review.
 Funding Source: KVBID budget
3. Encourage and collaborate with other organizations to promote cultural interpretation via the Royal Kona Footsteps Smartphone APP.
  - a. Contact organizations to share APP's cultural and historical content.
  - b. Develop a budget for APP upgrades, release an RFP to solicit bids to upgrade the APP along with a timeline for implementation.
 Funding Source: KVBID Budget
4. Determine need for more surveillance cameras throughout Historic Kailua Village.
  - a. Add additional cameras as necessary to the current system in place throughout the village.
  - b. Work with the Hawaii Police Department to fund camera systems additions and related IT and training.
 Funding Source: Grant/County CIP

#### **Long Term Objectives**

1. Coordinate pedestrian and landscaping improvements to provide linkages from parking lots and other public spaces throughout Historic Kailua Village
  - a. Define all potential public spaces and parking areas in the Village that would benefit from landscape improvements.
  - b. Establish easements from landowners to the KVBID as necessary for landscaping.
  - c. Solicit bids for landscape improvements with the concurrence of county and/or state agencies.
 Funding Source: KVBID budget/CIP
2. Initiate a recycling program within Historic Kailua Village
  - a. Evaluate and determine best practices for successful recycling including receptacles, vendors, county regulations and labor unions.
  - b. Communicate recycling objectives to Landowners, Tenants and the Community.
  - c. Initiate the recycling program.
 Funding Source: KVBID budget/County budget
3. Advocate the undergrounding of utility lines with the County and utility providers along Alii Drive and throughout the District.
 Funding Source: CIP

#### **Champions**

Program Services Committee  
 Public Private Partnership Committee  
 Strategic Planning Committee

## II. Public Realm

*Work to improve the public realm in order to create a clean, high-quality and unified look and feel within Historic Kailua Village.*

### Short Term Objectives

1. Collaborate with County to manage/improve roadway maintenance, pavement markings, traffic signs, graffiti, and security cameras.
  - a. Establish lines of communication with the County as to areas needing improvements.
  - b. Maintain monthly communication with the County as to ongoing improvement needs.
 Funding Source(s): No funding required
  
2. Deliver a plan to address the lighting and pedestrian needs along Alii Drive
  - a. Review existing lighting and pedestrian needs along Alii Drive.
  - b. Determine a scope of work and issue an RFP to address an improved lighting plan along Alii Drive.
  - c. Develop a plan to address pedestrian needs within Historic Kailua Village.
 Funding Source(s): Plan: KVBID budget; Implementation: CIP/Grants
  
3. Advocate “housing first” opportunities for chronic homelessness.
  - a. Determine possible application of a “housing first” policy.
  - b. Support the implementation of the “housing first” policy.
 Funding Source(s): No KVBID funding required
  
4. Further initiative to improve Kuakini Highway from Palani Road to Kaiwi Street with bicyclist and pedestrian safety as a priority.
  - a. Advocate for improvements related to bicyclist and pedestrian safety along Kuakini Highway.
  - b. Work with the County and adjacent landowners to determine additional improvements to improve the safety of bicyclists and pedestrians in the area.
 Funding Source(s): CIP
  
5. Identify Kailua Pier beautification opportunities.
  - a. Determine beautification opportunities at Kailua Pier.
  - b. Establish a list of prioritized projects to beautify Kailua Pier.
 Funding Source(s): KVBID budget/DLNR budget

### Long Term Objectives

1. Assist in the creation of a County park at Oneo Bay.
  - a. Review the opportunity/obstacles to create a County park at Oneo Bay.
  - b. Determine a schematic plan for a County park at Oneo Bay.
  - c. Advocate for the creation of a County park at Oneo Bay.
 Funding Source(s): CIP/grants
  
2. Create a gathering place around a “renewed” public open space (Hale Halawai/Emma’s Square).
  - a. Review opportunities /obstacles to create a gathering place within Historic Kailua Village.
  - b. Determine a schematic plan for a “renewed” public open space.
  - c. Advocate for the creation of a gathering place within Historic Kailua Village.
 Funding Source(s): CIP/grants

3. Seek funding for Kuakini Highway improvements (Palani Road to Kaiwi Street).
  - a. Work with the County and adjacent landowners to design additional improvements along Kuakini Highway.
  - b. Implement the construction of improvements along Kuakini Highway.
 Funding Source(s): CIP/Landowners/grants
  
4. Implement beautification project(s) for Kailua Pier.
  - a. Determine a work plan for Kailua Pier and beautification projects.
  - b. Seek funding to design and build the various beautification projects.
  - c. Implement the work plan to beautify Kailua Pier.
 Funding Source(s): CIP/DLNR/grants
  
5. Create an “urban trail” along the oceanfront from Bubba Gumps to Kona Inn and onto Kailua Pier.
  - a. Determine a route for the “urban trail” along the oceanfront.
  - b. Work with the County and landowners to determine a schematic plan toward the creation of the “urban trail.”
  - c. Seek funding to design and build the “urban trail.”
  - d. Construction the “urban trail” along the oceanfront.
 Funding Source(s): CIP/Landowners/grants

#### Champions

KVBID Public Private Partnership Committee

KVBID Placemaking Committee

KVBID Strategic Planning Committee

### **III. Economic Development**

*Emphasize economic development as one of the core work programs.*

#### Short Term Objectives

1. Implement phased KVBID Parking Plan within Historic Kailua Village.
  - a. Establish pilot project at County Parking Lot, Likana Lane, and Saron Road.
  - b. Expand parking management responsibilities.
 Funding Source(s): Self-funding; net returns to District/County
  
2. Encourage and expand ridership on County bus and private trolley systems within Historic Kailua Village.
  - a. Review bus and trolley stop locations and advocate for improvements as necessary.
  - b. Seek to expand convenient transportation services that reduce traffic within the District.
 Funding Source(s): CIP/grants
  
3. Advocate improvements to the temporary parking lot on KS lands and future Nani Kailua Street extension aligned with Oneo Bay/Alii Drive circulation.
  - a. Seek improvements to the temporary lot on KS lands.
  - b. Seek improvements to the future Nani Kailua Street extension and permanent parking lot.
 Funding Source(s): No funding required
  
4. Increase activities for residents and visitors within Historic Kailua Village.
  - a. Maintain a calendar with the activities within Historic Kailua Village.
  - b. Increase partnerships and sponsorships of activities within Historic Kailua Village.
 Funding Source(s): KVBID budget/grants

5. Research DBEDT Enterprise Zone (EZ) designation opportunities within Historic Kailua Village.
  - a. Determine benefits and opportunities of the EZ designation.
 Funding Source(s): No funding required

#### Long Term Objectives

1. Expand phased parking management.
  - a. Facilitate the construction of and management of the Nani Kailua Street extension parking lot.
  - b. Coordinate landscape improvements and linkages.
 Funding Source(s): Self-funding
2. Establish other incentives including potential for tax abatements (outside of the DBEDT/EZ program).
  - a. Perform a cost/benefit study to include not only fiscal and economic effects, but social ones as well.
  - b. Periodic evaluation of all tax incentive programs.
  - c. Strategic planning to assure that incentives promote the benefits to Historic Kailua Village.
 Funding Source(s): No funding required
3. Establish additional Enterprise Zone (EZ) incentives at the State and County levels.
  - a. Facilitate discussions with State and County tax departments to determine potential tax incentive programs.
  - b. Determine implementation of additional EZ and other tax incentives.
 Funding Source(s): No funding required

#### **Champions**

KVBID Strategic Planning Committee  
 KVBID Placemaking Committee  
 KVBID Public Private Partnership Committee

## **A. Business Attraction**

*Partner with property owners and public agencies to create an environment that supports local businesses.*

#### Short Term Objectives

1. Promote the Royal Kona Footsteps Scenic Byway.
  - a. Promote use of Kona Royal Footsteps APP and Historic Kailua Village Logo.
  - b. Fund marketing budget for APP.  
Encourage Hawaii Department of Transportation to install Scenic Byway signage.
 Funding Source(s): KVBID budget
2. Research guidelines from other destinations regarding Alii Drive redevelopment.
  - a. Contact other destinations that have created guidelines that are in place in their community.
  - b. Determine from the guidelines what can be mirrored along Alii Drive.
 Funding Source(s): No funding required
3. Discuss with property owners beautification opportunities.
  - a. Determine what parcels are in need of upgrades to buildings and landscaping.
  - b. Facilitate meeting with property owners/managers to discuss opportunities.
 Funding Source(s): No funding required

4. Support a Kailua Village Farmer's Market that aligns with the character and aesthetics of Historic Kailua Village.
  - a. Research and evaluate business model.
  - b. Encourage market development.
 Funding Source(s): Study initiative to determine funding needs
5. Assist landowners in attracting new tenants to their properties.
  - a. Facilitate a discussion with landowners and their real estate brokers on challenges and opportunities.
 Funding Source(s): KVBID budget FY14-15 & collaborating partners

#### Long Term Objectives

1. Establish operational guidelines for retail establishments within Historic Kailua Village.
  - a. Research and evaluate existing guidelines.
  - b. Facilitate meetings with property owners/managers to create the criteria for the guidelines.
 Funding Source(s): KVBID budget FY 2014-15

#### Champions

KVBID Placemaking Committee  
KVBID Strategic Planning Committee

## **B. Transportation and Planning**

*Work to create a multi-modal transportation system within Historic Kailua Village.*

#### Short Term Objectives

1. Study roadway network and pedestrian ways through the District.
  - a. Conduct a Walk Audit of the Kailua Village.
  - b. Research and define Complete Streets and how it may enhance the village for safe travel routes for pedestrians, bicyclists, motorists, transit users, freight and emergency drivers.
  - c. Study and compare information from the audit with communities that have implemented Complete Streets.
 Funding Source(s): Grants
2. Continue to evaluate effectiveness of KVBID support for Kailua-Keauhou Shuttle.
  - a. Monitor and evaluate the ridership.
 Funding Source(s): No funding required
3. Locate and design a trail network with walking, jogging and biking pathways.
  - a. Research any studies that have determined locations for pathways.
  - b. Facilitate meetings with organizations that can provide input.
  - c. Advocate to landowners and County officials the benefits that walkability can do to enhance the village for a healthier business environment.
 Funding Source(s): CIP/grant
4. Continue discussion with the County Planning Department in the implementation of the Kona Community Development Plan (KCDP).
  - a. Request updates from the County on timeline of the KCDP.
 Funding Source(s): No funding required
5. Evaluate adding an employee shuttle service to and from an employee parking lot within Historic Kailua Village.

- a. Research cost of shuttle.  
Funding Source(s): KVBID budget FY 2015-16

#### Long Term Objectives

1. Establish pedestrian friendly pathways.  
Funding Source(s): CIP
2. Expand shuttle service within Historic Kailua Village
  - a. Based on the ridership evaluation.  
Funding Source(s): KVBID budget FY 2015-16
3. Advocate acquiring parcel for transit hub/public open space.
  - a. Facilitate discussions with County based on need.  
Funding Source(s): CIP

#### **Champions**

KVBID Placemaking Committee  
KVBID Public Private Partnership Committee  
KVBID Strategic Planning Committee

## **C. Research and Information**

*Continue to research and gather data as to the efforts within Historic Kailua Village.*

#### Short Term Objectives

1. Research grant programs that may bring benefit to Historic Kailua Village.
  - a. Hire a grant writer to research and apply for grants.  
Funding Source(s): KVBID budget FY 2013-14
2. Increase cultural activities and opportunities.
  - a. Grant writer to research and apply for grants.  
Funding Source(s): Grants
3. Share the historical context of the area with visitors, residents, merchants and businesses within Historic Kailua Village.
  - a. Kona Royal Footsteps APP  
Funding Source(s): Completed

#### Long Term Objectives

1. Evaluate data from Kona Royal Footsteps APP.  
Funding Source(s): No funding required
2. Evaluate statistics as to performance of established programs within Historic Kailua Village.
  - a. Request statistics from Program Committee to discuss and evaluate.  
Funding Source(s): No funding required
3. Redefine programs as to changing needs in the community.  
Funding Source(s): TBD

#### **Champions**

KVBID Placemaking Committee

KVBID Strategic Planning Committee

## IV. Branding & Public Relations

*Focus on marketing, branding and promoting Historic Kailua Village.*

### Short Term Objectives

1. Fabricate and install branded parking, bus and wayfinding signs.
  - a. Advocate for utilizing the branded signs that have already been designed by KVBID.
  - b. Work with State/County to purchase and install signs within the village gateways.
 Funding Source(s): CIP
2. Design directional maps and signage for Historic Kailua Village.
  - a. Utilize KVBID branded signs that have already been designed by KVBID.
 Funding Source(s): CIP
3. Design and install branded gateway monuments.
  - a. Research what design criteria for monument sign allowable on highway median.
  - b. Fund design work for monument.
  - c. Advocate importance of designating the Historic Kailua Village gateways for the benefits to the economy of the district.
 Funding Source(s): CIP
4. Design and install branded Historic Kailua Village street signs.
  - a. Advocate for utilizing the branded signs that have already been designed by KVBID.
  - b. Work with State/County to purchase and install signs within the village gateways.
 Funding Source(s): CIP
5. Design and install branded patterned crosswalks within Historic Kailua Village.
  - a. Advocate for utilizing the branded signs that have already been designed by KVBID.
  - b. Work with State/County to purchase and install signs within the village gateways.
 Funding Source(s): CIP

### Long Term Objectives

1. Distinguish Historic Kailua Village as a “destination” like no other
  - a. Collaborate with BIVB, HVCB, HTA, Resorts, Hotels, and other businesses within the travel industry to promote Historic Kailua Village.
 Funding Source(s): KVBID budget/partnerships
2. Establish Historic Kailua Village Logo items (poster, shirts, souvenirs, etc.) for sale on the website and in stores along Alii Drive.
  - a. Research manufacturers for inventory costs.
 Funding Source(s): Investigate licensing opportunities
3. Seek to create a museum within Historic Kailua Village.
  - a. Research museum theme , location opportunities and partnership potential.
 Funding Source(s): Corporate sponsorships

### Champions

KVBID Placemaking Committee

KVBID Marketing & Special Events Committee

## A. Electronic Marketing

*Create access to electronic marketing.*

### Short Term Objectives

1. Monitor activity on the website.
  - a. Review website activity reports.
  - b. Provide direction as to any necessary adjustments, as needed.
 Funding Source(s): Ongoing; no funding required
2. Evaluate social media application.
  - a. Review social media sites from other jurisdictions with similar mission.
  - b. Determine appropriate application for social media.
 Funding Source(s): No funding required

### Long Term Objectives

1. Constantly refresh the website.
  - a. Evaluate website content and its value added features to the mission.
  - b. Determine redesign criteria, as needed.
  - c. Execute update to refresh the website, as needed.
 Funding Source(s): Ongoing; KVBID budget
2. Update the Royal Kona Footsteps APP.
  - a. Review activity reports and evaluate performance.
  - b. Determine need for updates to information, inclusion of new data, and enhancement features and execute as needed.
 Funding Source(s): KVBID budget/grant
3. Generate revenue opportunities from advertising.
  - a. Establish a plan to solicit advertising within Historic Kailua Village, on the website and/or Royal Kona Footsteps APP.
  - b. Implement the advertising plan, as needed.
 Funding Source(s): Self-funding
4. Implement the social media application.
  - a. Create a social media application.
  - b. Launch the social media application.
 Funding Source(s): KVBID budget/grant

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## B. Print, Media, & Video Promotion

*Collaborate with local businesses to produce marketing information related to print, media and video promotion for Historic Kailua Village.*

### Short Term Objectives

1. Create a marketing brochure for residents and visitors of Historic Kailua Village.

- a. Solicit proposals from marketing firms to assist in the creation of a brochure.
- b. Select a marketing firm to assist in the creation of a brochure.
- c. Design and publish a brochure on Historic Kailua Village.

Funding Source(s): Advertising driven

2. Collaborate with the Kona-Kohala Chamber of Commerce.
  - a. Nurture ongoing relationship with the Kona-Kohala Chamber of Commerce.
  - b. Seek opportunities to collaborate on events, advertising, and/or issues affecting the District.

Funding Source(s): No funding required

3. Attract more visitors to the area by working with the Big Island Visitors Bureau (BIVB) and Hawaii Tourism Authority (HTA).
  - a. Foster promotional opportunities with the Big Island Visitors Bureau and Hawaii Tourism Authority.
  - b. Seek opportunities to collaborate toward attracting more visitors to the area.

Funding Source(s): KVBID marketing funding needed

#### Long Term Objectives

1. Encourage local business to advertise through KVBID's website and Royal Kona Footsteps APP.
  - a. Continue to implement the advertising plan and outreach program.
  - b. Seek opportunities to encourage existing and new businesses to advertise on the website and APP.
  - c. Implement the advertising plan, as needed.

Funding Source(s): Self-funding

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## **C. Presentations, Trade Shows and Conferences**

*Develop a marketing plan to attract new businesses to Historic Kailua Village.*

#### Short Term Objectives

1. Establish an educational program for schools and visitors for Historic Kailua Village.
  - a. Encourage a curriculum for educating schools students and visitors on Historic Kailua Village.
  - b. Share the education program during presentations, trade shows and conference within Historic Kailua Village.

Funding Source(s): Grant

2. Prepare feasibility analysis of developing a welcome/visitor's center along Alii Drive.
  - a. Establish a list of possible sites for a welcome/visitor's center along Alii Drive.
  - b. Perform due diligence on these sites.
  - c. Prepare a development feasibility analysis for each site.
  - d. Evaluate the development feasibility for each site and provide a recommendation as to implementation.

Funding Source(s): Grant

3. Invite local schools to become involved in Historic Kailua Village.
  - a. Establish a school outreach program.
  - b. Encourage schools and organizations to participate in activities and projects within Historic Kailua Village.

Funding Source(s): No funding required

Long Term Objectives

1. Implement a merchant educational program for Historic Kailua Village.
  - a. Establish a curriculum and outreach to educate local merchants on business practices, incentive programs, marketing, landscape improvements, building maintenance, etc.
 Funding Source(s): Grant/KVBID budget/partners

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**V. Community Events**

*Produce special event in order to build and foster a sense of community between the visitor and residents.*

Short Term Objectives

1. Support other organizations implementing events within Historic Kailua Village.
  - a. Monitor events within Historic Kailua Village.
  - b. Determine support infrastructure required to assist organizations in putting on successful events.
  - c. Establish a plan to provide support to organizations for their events.
 Funding Source(s): KVBID budget
2. Research themed events related to culture, wellness, fitness events, etc.
  - a. Determine a list of possible themed events within Historic Kailua Village.
  - b. Determine possible partners to implement these events.
 Funding Source(s): No funding required

Long Term Objectives

1. Establish a community events venue for public gatherings.
  - a. Establish venue criteria to locate possible locations.
  - b. Research possible community events venue locations
  - c. Evaluate and determine appropriate venues for public gatherings.
 Funding Source(s): CIP

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**A. Annual Events**

*Continue annual events in Historic Kailua Village.*

Short Term Objectives

1. Continue Kokua Kailua events monthly
  - a. Evaluate performance and economic impact of Kokua Kailua events on an annual basis.
  - b. Determine necessary enhancements to the events, as needed.
  - c. Implement enhancements, as needed.
 Funding Source(s): Self-funding
2. Continue Kailua Kalikimaka annually
  - a. Evaluate performance of Kailua Kalikimaka events on an annual basis.

- b. Determine necessary enhancements to the events, as needed.
  - c. Implement enhancements, as needed.
- Funding Source(s): KVBID budget

3. Evaluate Kau Kau Kailua (Restaurant Week) annually
  - a. Evaluate performance of Kau Kau Kailua event.
  - b. Determine if this event is a value added feature for Historic Kailua Village.

Funding Source(s): KVBID budget

#### Long Term Objectives

1. Produce additional cultural opportunities at Kokua Kailua
  - a. Seek additional cultural opportunities at Kokua Kailua.
  - b. Identify appropriate added cultural feature(s) at each Kokua Kailua event.
  - c. Implement added culture feature(s), as deemed appropriate.

Funding Source(s): KVBID budget
2. Support other organizations implementing events within Historic Kailua Village.
  - a. Monitor events within Historic Kailua Village.
  - b. Determine support infrastructure required to assist organizations in putting on successful events.
  - c. Establish a plan to provide support to organizations for their events.

Funding Source(s): No funding required

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## **B. New Events**

*Develop new events to attract more activity to Historic Kailua Village.*

#### Short Term Objectives

1. Establish a Tiki Torch lighting program along Alii Drive
  - a. Implement, install and maintain a Tiki Torch lighting program along Alii Drive.

Funding Source(s): KVBID budget
2. Determine a list of new events that would encourage active lifestyles.
  - a. Research active lifestyle events at other locations for possible application.
  - b. Determine a list for possible “new” events.
  - c. Seek partners and sponsors to create at least one new event a year.

Funding Source(s): No funding required
3. Create special events within the District on selected day(s) each month (e.g. First Friday).
  - a. Research special events at other locations for possible application.
  - b. Determine a list for possible “special” events within District.
  - c. Seek partners and sponsors to create at least one new “special” event a year.

Funding Source(s): KVBID budget/grants

#### Long Term Objectives

1. Attract residents to Historic Kailua Village
  - a. Research what will draw residents to visit and participate more in events within Historic Kailua Village.
  - b. Seek to implement events, features and/or improvements to attract more residents to shop, dine, walk and ride through Historic Kailua Village.

Funding Source(s): TBD

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## **VI. Parks and Open Space**

*Create unique opportunities to build community, identity and assets within Historic Kailua Village that attracts residents, businesses and visitors.*

**Short Term Objectives**

1. Identify possible areas to create parks and open space within Historic Kailua Village.
  - a. Assemble information related to the County's Kailua Master Plan and Kona Community Development Plan, property ownership map, and existing parks and open spaces.
  - b. Observe informal gathering places within Historic Kailua Village.Funding Source(s): Grants
2. Implement major improvements to Kailua Playground.
  - a. Develop conceptual plans for Kailua Playground improvements.
  - b. Establish a development plan and budget for the design and construction of the project.
  - c. Secure funding for the construction of the project's improvements.Funding Source(s): County CIP & Grants
3. Determine possible programs of parks and open space within Historic Kailua Village.
  - a. Review attractions/events within Historic Kailua Village that will draw residents, businesses and visitors to the area.
  - b. Seek landowners and businesses support in providing additional resources and services to the area.Funding Source(s): Grants, Sponsorships & Donations

**Long Term Objectives**

1. Partner with the County of Hawaii to transform Hale Halawai.
  - a. Share vision for the Hale Halawai site with the County of Hawaii.
  - b. Establish a proposal to redevelop Hale Halawai.
  - c. Present redevelopment proposal to the County of Hawaii.
  - d. Discuss how to implement design and construction of the proposed project.Funding Source(s): County CIP & Grants
2. Partner with adjacent landowners to create unique green spaces within Historic Kailua Village.
  - a. Identify possible landowners and share the vision of the KVBID to create unique green spaces within Historic Kailua Village.
  - b. Seek landowner involvement in creating a vibrant Historic Kailua Village.
  - c. Determine possible projects to implement new and unique green or open spaces throughout the Historic Kailua Village.Funding Source(s): County CIP & Grants

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