

SCR174 / SR104

PROPOSED SD1: URGING THE ESTABLISHMENT OF KOREATOWN AND DEVELOPMENT OF A MASTERPLAN FOR THE DEVELOPMENT OF A KOREATOWN.



**DEPARTMENT OF BUSINESS,
ECONOMIC DEVELOPMENT & TOURISM**

NEIL ABERCROMBIE
GOVERNOR
RICHARD C. LIM
DIRECTOR
MARY ALICE EVANS
DEPUTY DIRECTOR
JESSE K. SOUKI
DIRECTOR
OFFICE OF PLANNING

OFFICE OF PLANNING

235 South Beretania Street, 6th Floor, Honolulu, Hawaii 96813
Mailing Address: P.O. Box 2359, Honolulu, Hawaii 96804

Telephone: (808) 587-2846
Fax: (808) 587-2824

Statement of
JESSE K. SOUKI
Director, Office of Planning
Department of Business, Economic Development, and Tourism
before the
SENATE COMMITTEE ON WATER, LAND, AND HOUSING
SENATE COMMITTEE ON TOURISM
AND
**SENATE COMMITTEE ON TRANSPORTATION AND INTERNATIONAL
AFFAIRS**
Thursday, April 12, 2012
1:15 PM
State Capitol, Conference Room 225

in consideration of
SCR 174 and SR 104 PROPOSED HD 1
**URGING THE ESTABLISHMENT OF KOREATOWN AND DEVELOPMENT OF A
MASTER PLAN FOR THE DEVELOPMENT OF A KOREATOWN.**

Chairs Dela Cruz, Kim, and English, Vice Chairs Solomon, Kouchi, and Espero, and
Members of the Senate Committee on Water, Land and Housing; Tourism; and
Transportation and International Affairs.

The Office of Planning (OP) is excited by the concept of establishing a Koreatown
and a master plan for the development of a Koreatown. However, we must **oppose** this
resolution, which (as of April 9, 2012, 4:00 p.m.) is similar to HCR169, HD1 Proposed;
HR61, HD1 Proposed; and HCR87, HD1 Proposed.

First, in order for the legislature to ensure successful completion of the tasks assigned
to OP in the subject resolution, the legislature must provide adequate staff and/or funding.
To begin preparing an adequate plan, OP would need approximately \$250,000 to \$400,000 to

hire a consultant. Even if adequate staff and funding were provided, the time for deliverables is not practicable. At least two years would be required to complete the recommended deliverables.

Second, the City and County of Honolulu (City) would be the proper entity for carrying out such a task. They engaged a consultant for similar work, which resulted in the attached report entitled, "Rediscovering Chinatown Honolulu." In addition, most of the area slated for Koreatown is within a half-mile of the planned Ala Moana Center rail transit station. This is prime area for transportation oriented development (TOD). The City is currently engaged in establishing Neighborhood Transit-Oriented Development Plans, which is part of the City's TOD planning process. The planning proposed in the subject resolution is premature, if not duplicative, of the City's efforts.

Third, OP's limited resources are currently fully employed. Although the Office of Planning's resources have diminished, OP has leveraged its resources to conduct comprehensive, long-range and strategic planning. As an example, OP sought federal funds to help offset the 30% general fund budget reductions in 2009. However, federal funds have constraints. These funds must be used for purposes of the grant and usually have matching requirements. About 50% of OP's staff is federally funded and the remaining staff provides a portion of the one to one match requirement for these funds.

In addition to the projects and programs discussed in our recent *Fiscal Year 2010 – 2011 Office Of Planning Report to the Twenty-Sixth Legislature Regular Session of 2012* (available at <http://hawaii.gov/dbedt/main/about/annual>), I would like to highlight the following projects.

Climate Change Adaptation Policy

OP worked with numerous stakeholders to develop a climate change policy to be included as a Priority Guideline in Part III of the Hawaii State Planning Act, HRS ch. 226. (SB 2745 and HB 2483 Relating to Environment) *A Framework for Climate Change Adaptation in Hawaii*, was prepared in November 2009. This was a collaborative effort of the Ocean Resources Management Plan Working Group with the assistance of the University of Hawaii, Center for Islands Climate Adaptation and Policy. OP is working with the Ocean Resources Management Plan Policy and Working Groups, University of Hawaii Center for Island Climate Adaptation and Policy, U.S. Army Corps of Engineers, and other stakeholders on issues pertaining to climate change adaptation. This work is made possible through federal Coastal Zone Management Act grant funds and matching OP services-in-kind.

National Ocean Policy

Governor Abercrombie designated the Director of OP as his representative for initiatives of the National Ocean Council (NOC) and the designated US Pacific Islands region (American Samoa, Guam, CNMI, and Hawaii). OP through its Coastal Zone Management Program received a \$250,000 competitive grant award from the National Oceanic and Atmospheric Administration (NOAA) to strengthen the Ocean Resources Management Plan and implement the National Ocean Policy.

Ocean Resources Management Plan (ORMP) Update

An update of the ORMP is underway. The ORMP sets forth guiding principles and recommendations for the State to achieve comprehensive and integrated ocean and coastal resources management. HRS §205A-62 charges the Coastal Zone Management (CZM) Program with the review and periodic update of the ORMP, as well as coordination of the overall implementation of the plan. The ORMP is an integrated, place-based approach to management of ocean resources in the islands, based on recognition of the ecological connections between the land and sea, the link between human activities and its impacts on the environment, and the need for improved collaboration and stewardship in natural resources governance.

Charged with coordinating meaningful interagency and multi-sectoral engagement for plan implementation, the CZM Program established an ORMP Policy Group and an ORMP Working Group. These groups have been meeting consistently since they originated in 2007, and have continuously reached out to new partners and grown stronger as it becomes more evident that collaborative governance is essential for effective natural and cultural resource management. (CZM Federal funds; matched by OP services-in-kind)

Sustainability 2050

OP worked with the UH Public Policy Center for the passage of Act 181 (2011), which made the Hawaii 2050 Sustainability Plan a Priority Guideline under the Hawaii State Planning Act. OP coordinated and facilitated the two-day workshop by the Governors' Institute on Community Design to allow Administration decision-makers to consider how to implement sustainability under the New Day agenda, Hawaii 2050 Sustainability Plan, and State Planning Act.

OP, in coordination with the Governor's office and the Chief Information Officer, are working on an interagency, statewide strategic plan to further these objectives and make that information available online. OP is also working on securing potential funding to support the Administration's planning efforts in the urban core.

2010 Hawaii Statewide Comprehensive Economic Development Strategy (CEDS)

Accepted in March 2011 by the United States Economic Development Administration (EDA), the 2010 CEDS (Report) is an economic development strategy document for the State of Hawaii to increase Hawaii's economic competitiveness. The Report supports key industry clusters through proposed strategies and projects for implementation. Completion and acceptance of the Report demonstrates that the State of Hawaii has gone through a deliberative and thorough planning process to provide a framework for recommending projects for EDA funding. A CEDS is a precondition to obtain funding under most EDA grant programs.

The 2010 CEDS was a collaborative effort with OP, the State Department of Business and Economic Development and Tourism (DBEDT); the Economic Development Alliance of Hawaii (EDAH); Enterprise Honolulu; Economic Development Boards; County Economic Development Agencies; community, business, non-profit and other organizations; and the public. (\$133,360 EDA Federal Funds; match provided by services-in-kind by OP and economic development agencies and organizations).

Planning for Rural Economic Development

Planning for Rural Economic Development (Rural Report), 2010, examines rural economic development in Hawaii. Prepared by SMS Marketing and Research Services, Inc., the Rural Report defined "rural", identified rural communities statewide, and developed a baseline of socio-economic conditions of rural communities. Best practices were then

identified through a nationwide and statewide review of rural communities who have successfully integrated economic development while maintaining rural character. Lastly, recommendations to support rural economic development in Hawaii were provided (\$100,000 EDA Federal Funds; matched by OP services-in-kind).

Master Plan for Agricultural Resources at Hoesa

Master Plan for Agricultural Resources at Hoesa (Master Plan), July 2011, is comprised of an environmental assessment and a site plan for the development of an agricultural resource center and processing facility in North Kohala, Island of Hawaii. The Master Plan provides the basis for moving forward with land acquisition, design, and construction of this facility. It will help the residents of North Kohala move closer to their goal of strengthening this rural area's local economy.

The resource center envisioned in the plan will support small farmers and ranchers to ensure the future of agriculture and ranching in the region. Kahua Paa Mua, Inc. and the Hawaii Future Farmers of America Foundation prepared the plan for OP and County of Hawaii (\$20,000 EDA Federal Funds; matched by in-kind services from OP, Department of Research and Development, County of Hawaii, Hawaii Future Farmers of America Foundation and Kahua Paa Mua, Inc.).

Food Self-Sufficiency Strategy

OP was awarded a federal grant of \$100,000 from EDA to develop a strategic plan to increase food security and self-sufficiency in Hawaii. The Special Plans Program has begun work on the development of this plan in cooperation with the State Department of Agriculture.

Natural Disaster Economic Recovery Strategy

The goal of this grant is to improve economic recovery after natural disasters. OP will prepare a Natural disaster economic recovery strategy as a supplement to the CEDS to address pre-disaster continuity planning and post-disaster recovery actions for both public and private sectors. OP will work closely with State Civil Defense on this project (\$150,000 EDA Federal Funds; matched by OP services-in-kind).

Economic Development Strategy for Native Hawaiian Communities

The goal of this grant is to prepare an economic development strategy for native Hawaiian communities in cooperation with the Department of

Hawaiian Home Lands (\$150,000 EDA Federal Funds; matched by OP services-in-kind).

Coastal Nonpoint Source Pollution Control Program (CNPCP)

OP through the Coastal Zone Management Program is working to reduce polluted runoff into our ocean and streams. Hawaii Watershed Planning Guidance 2011 was created to help local community organizations understand and prepare watershed plans in compliance with EPA guidelines for funding through Section 319 of the Federal Clean Water Act and serve as a means to reintroduce all CNPCP management measures. The Guidance presents a user friendly, step by step guide to ensure that as watershed plans are developed and updated in Hawaii, appropriate CNPCP management measures will be considered to achieve water quality improvements. The program is conducting training to government and other organizations on reducing coastal nonpoint source pollution. This work is made possible through federal Coastal Zone Management grant funds and matching OP services-in-kind.

In addition to the above specified projects, which leverage general funds for additional federal funding support, OP has updated its Web site to provide agencies and the public with better access to information about our programs and services. We provide planning expertise and support to various state agencies and programs and coordinate with county and federal agencies on initiatives of statewide concern. For example, these activities include, but are not limited to, membership on the Oahu Metropolitan Planning Organization (OMPO) Advisory Committee, the City's Transit Oriented Development (TOD) Advisory Committee, the Pacific Regional Ocean Partnership, and interactions with military planning officials.

Thank you for the opportunity to provide testimony on these measures.

DEPARTMENT OF PLANNING AND PERMITTING
CITY AND COUNTY OF HONOLULU
650 SOUTH KING STREET, 7TH FLOOR • HONOLULU, HAWAII 96813
PHONE: (808) 768-8000 • FAX: (808) 768-6041
DEPT. WEB SITE: www.honoluluapp.org • CITY WEB SITE: www.honolulu.gov

PETER B. CARLISLE
MAYOR



DAVID K. TANOUE
DIRECTOR

JIRO A. SUMADA
DEPUTY DIRECTOR

April 12, 2012

The Honorable Donovan M. Dela Cruz, Chair
and Members of the Committee on Water,
Land, and Housing

The Honorable Donna Mercado Kim, Chair
and Members of the Committee on Tourism

The Honorable J. Kalani English, Chair
and Members of the Committee on Transportation
and International Affairs

State Senate

State Capitol

Honolulu, Hawaii 96813

Dear Chairs Dela Cruz, Kim, English and Committee Members:

Subject: SCR 174 and SR 104, Proposed SD1
Establishment of Koreatown

The Department of Planning and Permitting **opposes** the Proposed SD1 for SCR 174 and SR 104, based on home rule and the City and County of Honolulu's role in the development of community-based plans. This resolution would direct the Office of Planning to develop a master plan for "Koreatown", in coordination with our department, for the area generally defined by Census Tracts 36.01 and 36.02.

The City and County of Honolulu has prepared many neighborhood plans. We have found that one of the prerequisites for a successful plan – one that moves beyond the planning phase and into implementation – is community support. While we are aware of the label Koreatown, we are not aware of a strong desire to introduce Korean architecture and urban design to the Keeaumoku Street area.

Further, "specialized design plans" would imply special design regulations. We are not aware that residents and businesses in the proposed area, whether connected to Korean culture or not, desire Korean designs. More importantly, additional permits and reviews will be required to develop such a character.

We also note to be done well, with good community participation, neighborhood plans need significant planning support. Given our limited staffing, our planning efforts will depend on consultant services. We would recommend funding this effort with about \$400,000.

The Honorable Donovan M. Dela Cruz, Chair
and Members of the Committee on Water,
Land, and Housing

The Honorable Donna Mercado Kim, Chair
and Members of the Committee on Tourism

The Honorable J. Kalani English, Chair
and Members of the Committee on Transportation
and International Affairs

State Senate

Re: SCR 174 and SR 104, Proposed SD1

April 12, 2012

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In 2007, we prepared a needs assessment and conceptual design study for a Korean Cultural and Community Center, working with an advisory committee made up of Korean-American leaders and others. We completed the task and the community leaders were able to proceed with fundraising for the project, including land acquisition.

Lastly, we are beginning the planning process for the area around the Ala Moana rail transit station. It will include the area referenced in these resolutions. We expect to hold the first community meeting this summer. If the residential and business communities raise the desire of developing a Koreatown character to the area, we are willing to consider it as part of our transit-oriented development plan.

In short, this resolution is not justified given the limited resources at both the state and city levels of planning. Rather than encouraging inter-governmental coordination and maximizing use of scarce government resources, it is redundant with ongoing city work and infringes on home rule. Thank you for this opportunity to testify.

Very truly yours,



David K. Tanoue, Director
Department of Planning and Permitting

DKT:jmf

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~~Dane Wicke~~

From: mailinglist@capitol.hawaii.gov
Sent: Monday, April 09, 2012 12:54 PM
To: WLH Testimony
Cc: mendezj@hawaii.edu
Subject: Testimony for SCR174 on 4/12/2012 1:15:00 PM

Testimony for WLH/TSM/TIA 4/12/2012 1:15:00 PM SCR174

Conference room: 225
Testifier position: Support
Testifier will be present: No
Submitted by: Javier Mendez-Alvarez
Organization: Individual
E-mail: mendezj@hawaii.edu
Submitted on: 4/9/2012

Comments:

TESTIMONY IN SUPPORT OF S.C.R. No.174 (The Establishment of Koreatown and Master Plan for the development of such)

Honorable Chair Dela Cruz and members of the Senate Committee (Water, Land and Housing):

My testimony has four parts: The origin of Koreans to Hawaii, the effect of Hallyu (Korean wave) on other ethnic groups in the isles, the significance of a Koreatown situated in Honolulu, and the importance of promoting a win-win situation for our State.

Resolution SCR 174 aptly describes the arrival of Koreans to Hawaii in 1903, primarily as prospective sugar plantation workers. Hence reiteration of known details is unnecessary. However, the not as well-known information is that, unlike the Japanese and Chinese workers who remained faithful to the sugar industry, many of the Koreans left the plantations within two decades. Many Koreans who left their homeland came from urban settings rather than farm lands. They found physical labor in the sugar fields demanding and strenuous. Those who left worked for companies and retailers, or set up small businesses (e.g. neighborhood stores, tailor shops, laundry). Their children, the second generation, bettered themselves in the academics and entered the professional fields or became white-collared workers.

(I am a product of two Korean immigrants whose purposes for coming to Hawaii were different. Mother came as a single (unmarried) young teen-ager during World War I, 1917, for an American education. This was a rarity for those times! Father arrived a year earlier to assist a business friend who sponsored him. My parents were married a few years after arriving in Hawaii.

(I was with the Department of Education for over 30 years as a teacher, Intern Teacher Supervisor, State Speech Program Specialist. Upon the demise of my bedridden mother, I went to Stanford University and obtained a Master's Degree in Educational Administration. My last position with the D.O.E. was Administrator, Communication Arts Section, State Office.)

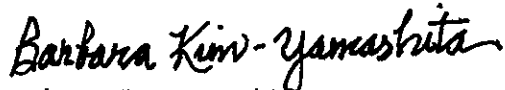
My mother laid a very positive foundation in me...that with a solid education, good character traits, and enough "get-up-and-go," I or anyone else can become successful. But with success, she admonished, also comes a sense of responsibility to oneself, to others, including the environment in which I live.

Hawaii is my total environment. More Koreans have entered Hawaii as contrasted to my growing up years. Korean culture, history and traditions were once least known as contrasted to that of the Japanese and Chinese. The Korean War made more of the world cognizant that such a country existed. In recent years, Hallyu (the Korean Wave) sent ripples around the globe. Hawaii's people were into things Korean.

As for other ethnic groups, fortunately on Oahu there is the Japanese Cultural Center, the Okinawan Center, Chinatown, and the Waipahu Filipino Community Center as examples. To establish a Koreatown would add color and vibrancy to our environment for islanders and visitors, and would positively impact the economy of our State.

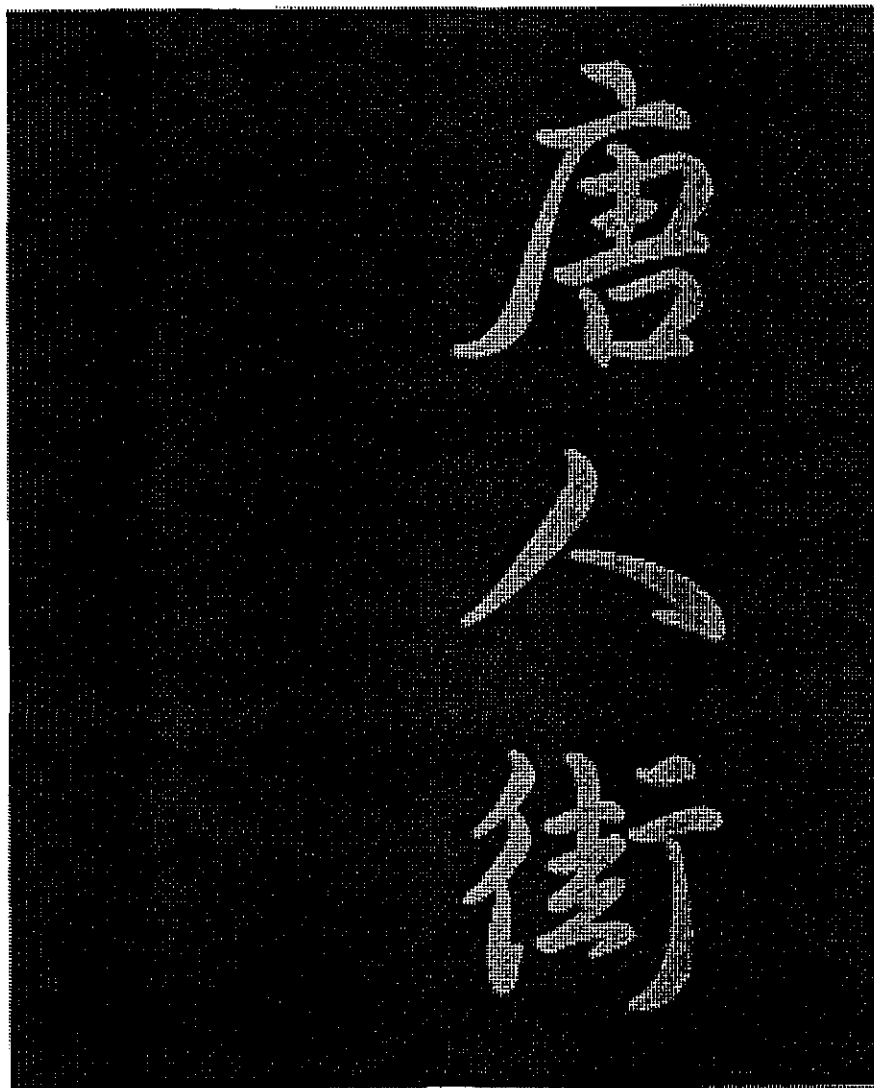
Lastly, to promote a win-win situation for Koreatown and the State, we in the Korean community need to alert and educate Korean businesses and all others among us that the establishment of Koreatown brings with it responsibility. The idea of give-and-take must be an inherent part of Koreatown. Businesses need to make money. But, as an integral part of the Hawaii community, giving and helping for the betterment of community causes and projects should be par for the course. Positive behavior and action by Koreans and all other ethnic groups can continue to make Hawaii a viable State, an exemplar melting pot of races.

Thank you!

A handwritten signature in black ink that reads "Barbara Kim-Yamashita". The signature is written in a cursive, flowing style.

Barbara Kim-Yamashita

1296 Kapiolani Blvd. #4108 Honolulu, Hawaii 96814



Rediscovering Chinatown Honolulu

A Commitment to Partnership

Developed and prepared by
Bedrock, a brand consulting and design firm

For the City and County of Honolulu
Department of Planning and Permitting
November 17, 2006

"How can we improve our place? There are so many restrictions and construction costs are increasing."

"I am just trying to make a better life for myself and my family."

"There's no parking."

"I like doing all of my grocery shopping there."

"Why can't they do something about the homeless? They make the place look and feel bad."

"I go there for knickknacks...I love it down there."

"It's so dirty and it smells."

"It's where all of the Chinese people hang out...that's what attracts the locals to Chinatown."

"It's not safe, especially at night."

"I can't afford to live in a house or apartment. Plus, there isn't enough available affordable housing and the waiting list is so long."

Before you read on...

Here you will find some of the many comments about Honolulu's Chinatown. Some of them reflect real conditions based on real experiences. Others reflect perceptions based on individual preferences or biases, or third-party comments. Interestingly enough, not much has changed since the inception of Chinatown in the mid-to-late 1800s. Many of the problems of the past continue to plague our Chinatown today and other Chinatowns across the country.

Whatever the views may be, positive or negative, real or perceived, they have helped to shape Chinatown into what it is today. And that's where we'd like to begin... because this book is about rediscovery.
Rediscovering Chinatown.

To *rediscover* is to see something as if for the first time. Many of us visit or Chinatown often. But many times we come with preconceived ideas and impressions collected from our own and others' past experiences. To *rediscover* Chinatown means for us to see with new eyes, removing the blinders and seeing all that is in the periphery. If we are open to considering new points of view from different customer groups, we can *rediscover* the uniqueness of Chinatown and ensure its survival.

The "customer" is our broad term for any person who comes into contact with Chinatown. Customers can be those who come to visit, to shop, to dine, and to be entertained here. They can be visitors from abroad, local residents, or even residents of Chinatown. Customers can also be merchants, landowners, organizations, employees, or members of the arts community. As we walk in their shoes, we begin to understand them in a holistic way—what they see, what they feel, what they smell, what they encounter...what they experience.

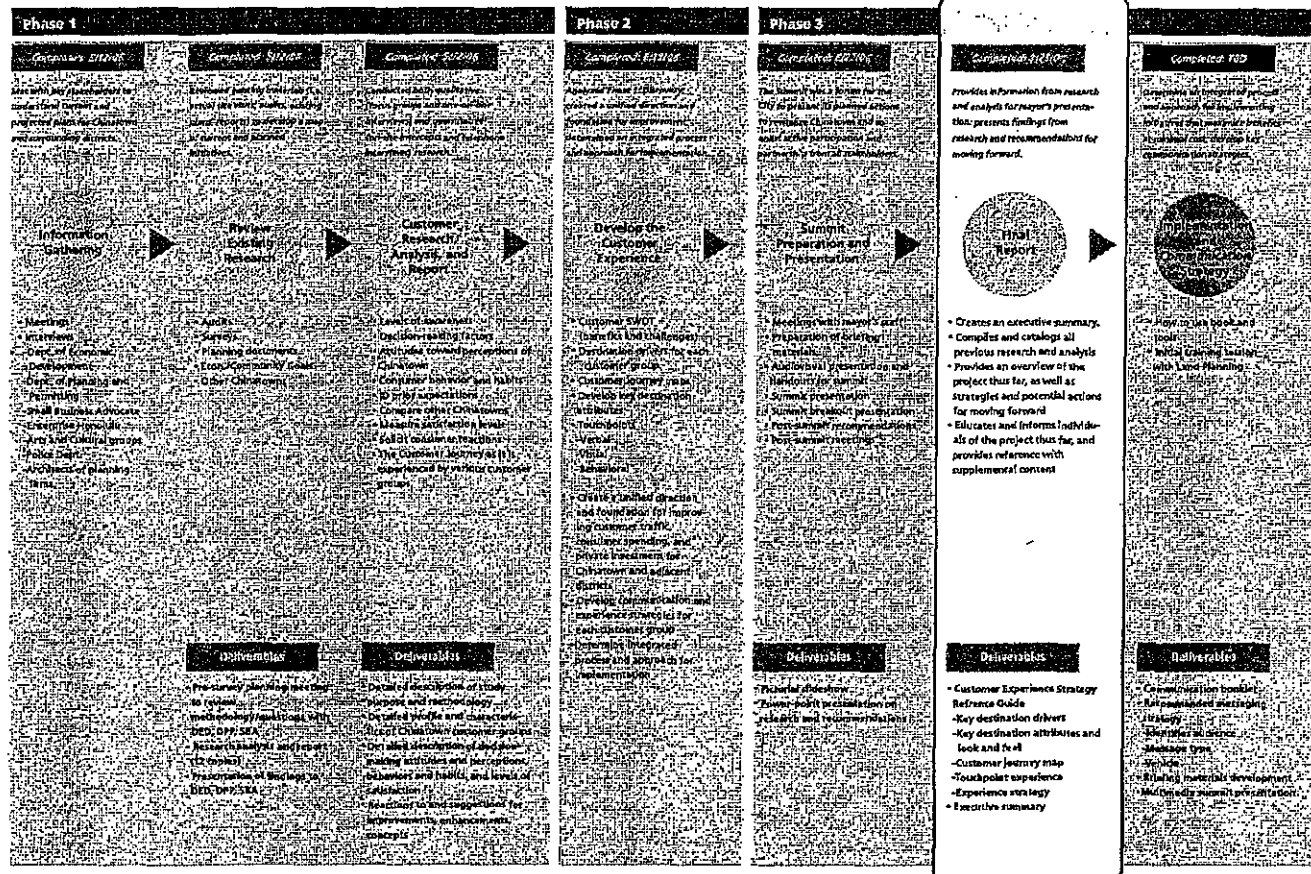
This book has been formed and informed by looking through the customers' eyes. From the first chapter, you will not only see the people of Chinatown, but also catch a glimpse of their lives. You will see beyond the everyday transactions, and uncover the gems as you follow the customer on their journey through Chinatown.

Through the eyes of the customer, you will see new opportunities—opportunities that will cause you to *rediscover* Chinatown and see it, as if for the first time.

Enjoy your journey!

"Vegetables are fresher. I feel they are organically grown."

Bedrock shaping customer experiences



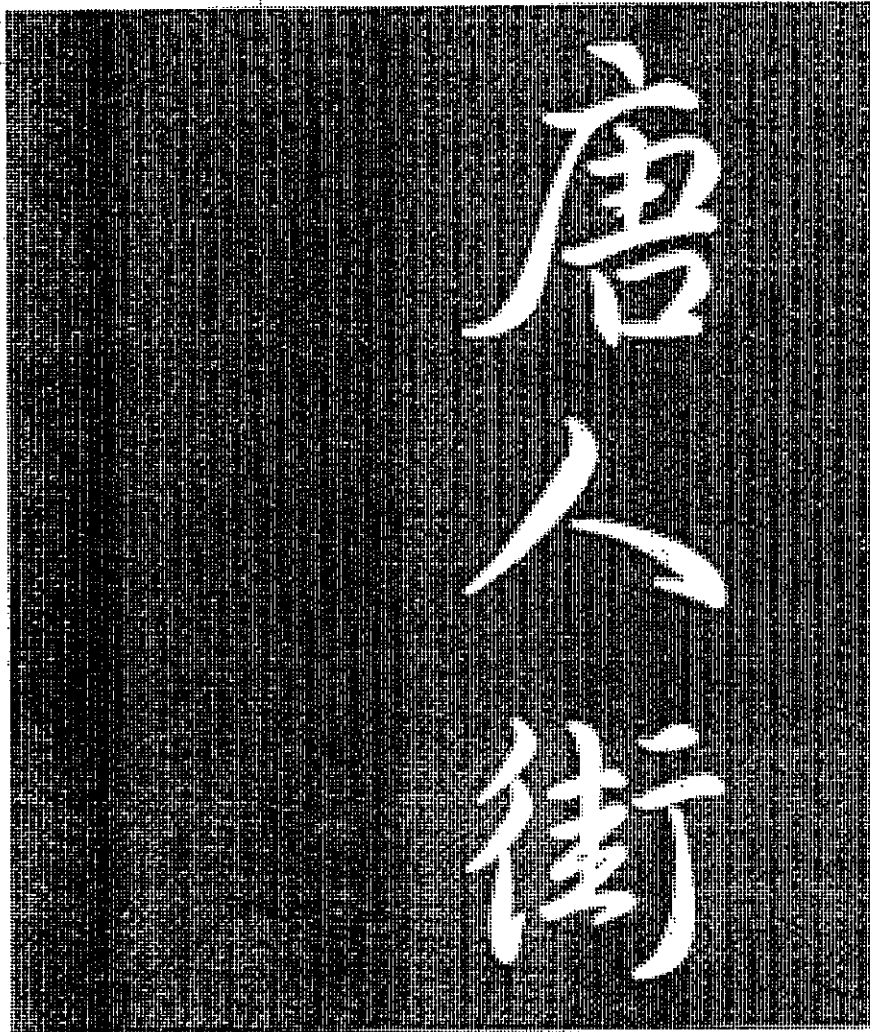
Our intent in developing this book is to:

- Understand the current situation holistically
- Encourage open communication among stakeholders
- Define a process for prioritizing issues
- Outline a plan for the creation and implementation of solutions

By establishing a common platform for all stakeholders where perceptions can be managed through a collaboration process, we can view the Chinatown situation holistically and from the customer's vantage point, and seek viable solutions in an informed manner.

Our recommendations came out of a rigorous process that ensured our understanding of the people of Chinatown. In addition, we delved into the history and the current situation, and studied other Chinatowns. Only through this holistic view and strong understanding of the people of Chinatown were we able to bring forth new information. To the left is an abbreviated view of the timeline and process.

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A Different Approach

The Chinese characters *Tong Yan Gai* for "Chinatown" have been chosen for the cover of this book. *Tong Yan Gai* means "China/Chinese," "people," and "street." The added element in this version of "Chinatown" is the Chinese character for "people."

So, why focus on people? There have been many studies done of Chinatown, with the emphasis and effort placed on preserving the aesthetic and historical features of the buildings. This study is different. It is taken from the perspective and context of the "people." At the heart of Chinatown are the people. Who are they? Why do they go there? What do they do? What would make them come back?

To answer these questions, we conducted formal research focused on customer perceptions, including focus groups, interviews, surveys, a review of existing studies, and research on other Chinatowns. Additionally, to understand Chinatown's true potential, we not only analyzed Chinatown's strengths and weaknesses but also analyzed its opportunities for growth and the threats that could cause disruption. This is where our process began. Our project focused on uncovering, identifying and assessing the perceptions people have of Chinatown. Our goal for this project was

"to create a unified foundation and process plan for Chinatown and adjacent districts by enhancing the overall customer experience, increasing pedestrian traffic, boosting consumer spending, and encouraging private investment."

We envision Honolulu's Chinatown to be a "one-of-a-kind destination" for Hawai'i's residents and visitors—an example for other communities here who, together, desire to capture and preserve the quality and distinctive lifestyle of their community while envisioning and providing for the future needs of their people.

Our study, *"Rediscovering Chinatown"* through the customer's eyes, ensures that the plans we make today

will be in the best interest of Chinatown's people. All initiatives will be a delicate balance between preserving the distinctive attributes of Honolulu Chinatown and providing the economic and social tools necessary for a prosperous future. As we continue to build on new and exciting experiences for Chinatown, we'll need to better manage the basic needs of the community in order for the proposed initiatives to be successful.

Life is a journey of multiple experiences and as we plan for inevitable changes, we will need to keep the people's heart and minds in the forefront of all discussions.

The journey doesn't end here...

Bedrock shaping customer experiences

Our journey begins with a brief description of our key findings.

The History of Chinatown

The Chinatown of today is a result of the many events and circumstances that occurred in its rocky past. It has survived the fire in 1900, racial discrimination and regulations, gentrification and re-classification, and the constant threat of extinction. The people of Chinatown, especially those who have lived through this, remember the hardships and turmoil as they go through their daily lives and routines. More importantly, it is through these lenses that they respond to current ideas for improvement. To dismiss this understanding of Chinatown could be viewed as a lack of respect, which could cause a defensive posture, cause miscommunication, and annoy those with that memory.

The People of Chinatown

The people of Chinatown have been the lifeblood of Chinatowns all over America. As the next generation is born as American citizens, they assimilate into society and move out of Chinatown. Although it is widely recognized that Chinatown's people are of Asian descent, most don't understand the reasons for which they immigrated to the United States: freedom, opportunity, and diversity. Once in America, however, many face the pressures from social and legal obstacles that were not a part of their understanding of the "American dream."

Destination Drivers and Deterrents

Many of the issues and challenges that face Chinatown are well-known and have existed for quite some time. Unfortunately, there has continued to be a struggle to provide enough insight into the issues to provide solutions. What has differentiated our process is the understanding of what drives customers to Chinatown and what deterrents—both real and perceived—would cause them not to return. More importantly, we need to recognize that the drivers and deterrents are interrelated and affect one another.

Tracking the Customer Journey

Once there is a basic understanding of the drivers and deterrents, it is absolutely crucial to consider the fact that people develop their perceptions of Chinatown based on their experiences, and not in a vacuum. That is why it is key to examine their journeys, understanding that the accumulation of those individual experiences which we call touchpoints, begins to formulate opinions in the minds of the people. In addition, it is important to realize that people view the touchpoints as a whole, adding one to another like a simple math formula: bad experience + satisfactory experience = bad experience, or good experience + great experience = great experience.

Understanding Other Chinatowns

Honolulu Chinatown, the oldest Chinatown in the United States, is still in the early stages of the planning process compared to other, newer Chinatowns who have already begun the process of revitalizing their communities. The advantage is that the Honolulu Chinatown can learn from the other Chinatowns' mistakes and successes. Some of the issues to be conscious of are

- Prohibitive regulations that don't allow for positive changes
- Gentrification due to rising property values
- Gentrification due to changes in industry and relevance of the industry to the residents
- The preservation of people, place and culture
- Considerations about name changes or utilizing different names
- Understanding the impacts of assimilation
- Understanding the organic nature of Chinatowns

Key Findings

Assessing the Opportunities

Before developing solutions, it is important to stress the opportunities that make Chinatown a viable and lively community:

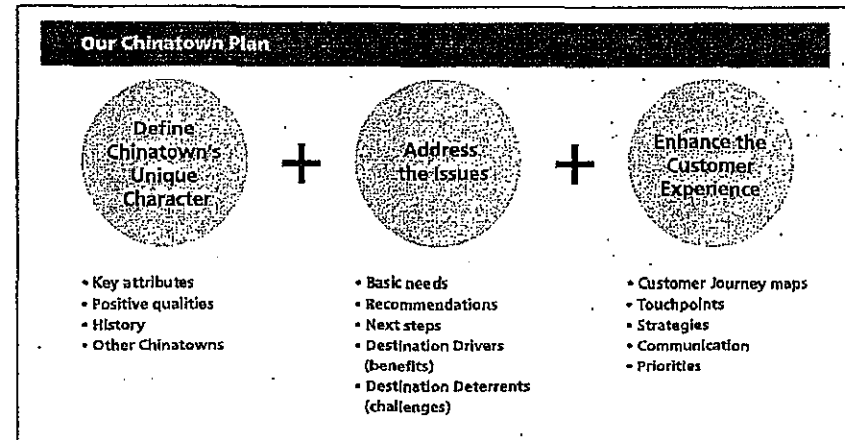
- Cross-cultural interactions that can create a unique social and cultural experience
- Being the first community to emphasize the cultural nature of the area
- Using its heritage to cater to specific customer groups
- Chinatown role as a major element in O'ahu's destination marketing
- Chinatown could become a place for increasing housing supply/business incubation

Assessing the Threats

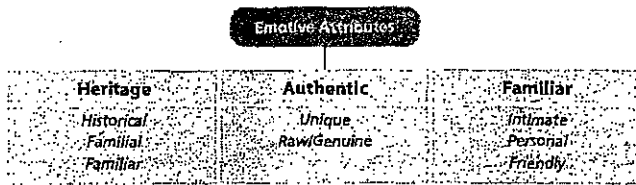
Yet, as we look toward the future, we must be mindful of the threats which pertain to all customer groups:

- Misunderstanding or mismanagement of public perspectives threatens the viability of Chinatown's culture and lifestyle.
- Regulations, while necessary to encourage orderly development and the preservation of historic resources, can stifle cultural resurgence and economic growth.
- Lack of immigration can affect the viability of the community and the authenticity of the experience.
- Lack of pride or care of the environment allows the negative issues and qualities to exist.
- Current economic forces increase the threat of gentrification.

Through our research, interviews, and meetings with stakeholders, a unified direction was formed. It was upon this foundation that we developed the following process:



Bedrock shaping customer experiences



Chinatown's Unique Character

THE IMPORTANCE OF ATTRIBUTES

Developing a set of attributes to describe Chinatown as a destination ensures the following:

- Addresses the emotional value and impact on people's perception of Chinatown
- Maintains the "essence" and uniqueness of Chinatown
- Provides a filter for future actions and decisions

By uncovering and discovering the needs of the stakeholders (landowners, employees, retailers, residents) and customers, we begin defining the character, desired personality, qualities, and vocabulary that describe the Chinatown experience. Of particular importance is the ability to define Chinatown's key attributes, or the positive qualities that recommendations should be "filtered" through.

One list describes the "sense of place" for Chinatown—what we would like to see and experience on a physical and visual level. The other list, what we call "emotive attributes," helps us to begin describing what we would like our customers to feel and how we would like them to behave as they rediscover Chinatown.

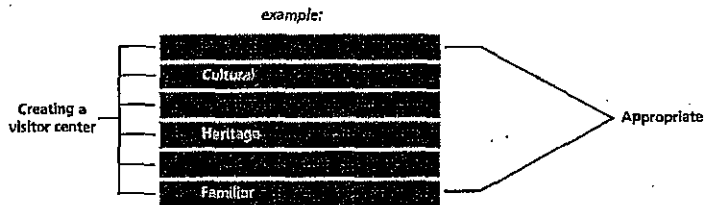
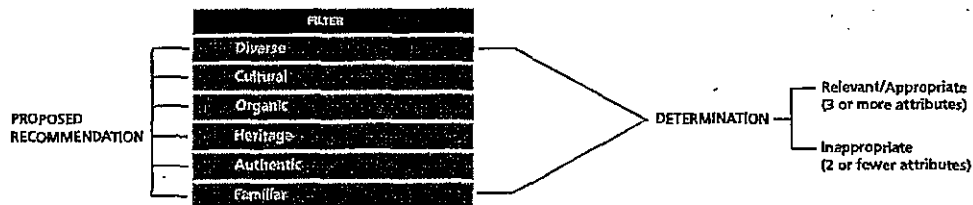
USING THE FILTER:

- Step 1: Identify the proposed recommendation.
- Step 2: Determine which attributes, if any, are represented by the recommendation.
- Step 3: Based on that assessment, determine if the recommendation is appropriate or inappropriate.

Assessment Ranking System:

- 3 or more attributes = appropriate/relevant
- 2 or fewer attributes = inappropriate

Please review the example (below/left), it puts the proposal of creating a visitor center through the filter. Since it fulfills 3 of the 6 attributes, the action is deemed appropriate—creating a visitor center will support cultural aspects through exhibits and displays, as well as reinforce heritage. It will also provide a familiar place that will blend with Chinatown's landscape.

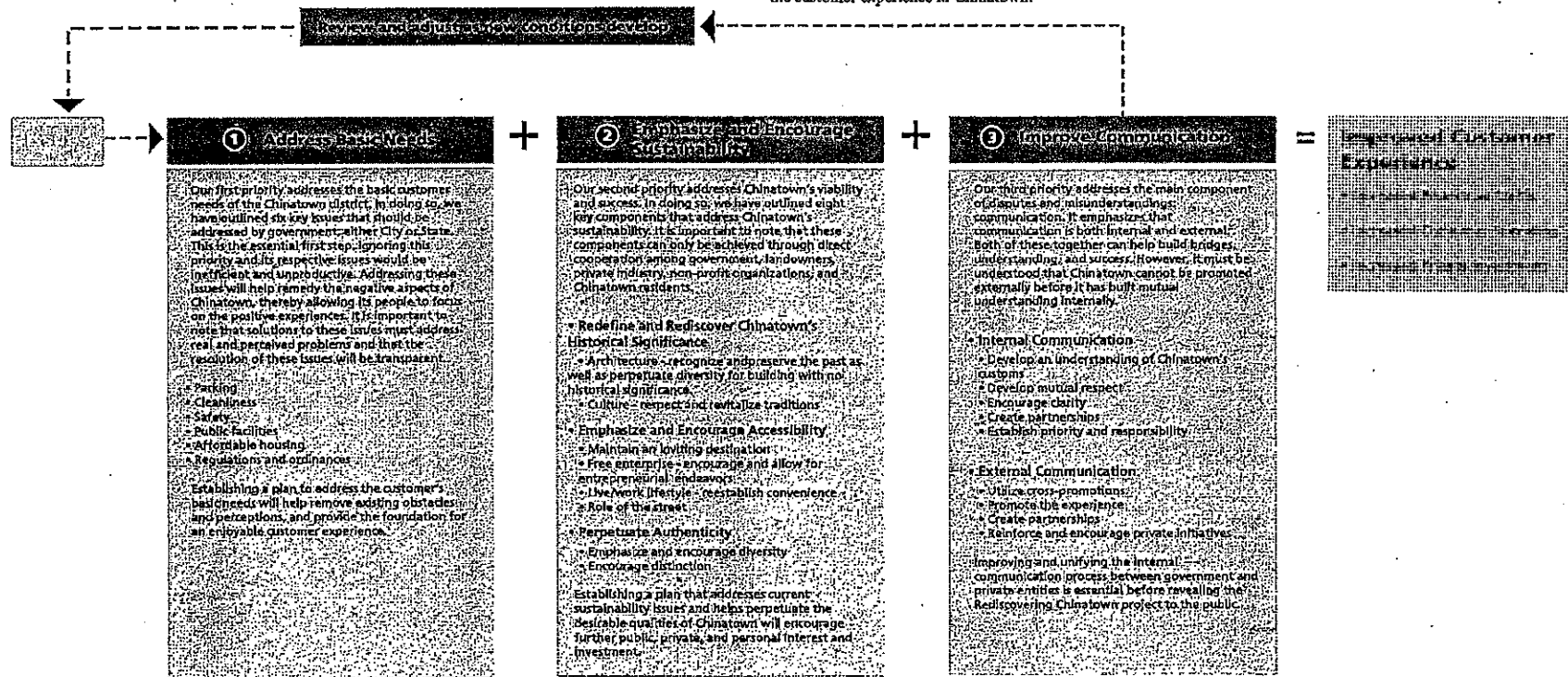


A Winning Formula

As issues come forth, we have determined that there are three priorities that create a winning formula for Chinatown: address basic needs, emphasize and encourage sustainability, and improve communication. The result is an improved customer experience with increased pedestrian traffic, increased consumer spending, and increased private investment.

- Priority #1: Address basic needs. These basic needs come from our findings, which reveal the negative perceptions or deterrents—the minimum required for improving the customer experience in Chinatown.

- Priority #2: Emphasize and encourage sustainability. These positive qualities, or destination drivers, become opportunities for emphasizing Chinatown's historical, cultural, and distinctive values, to be leveraged and preserved for economic development.
- Priority #3: Improving communication. This is the bridge that supports the first two priorities as both internal and external communication become crucial in unifying all stakeholder and customer groups.



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Recommendations:

	Parking	Cleanliness	Safety	Public Facilities	Affordable Housing	Regulations and Ordinances
<p>Strategies</p> <p>Ease of Access: Parking needs to not only be easy to find (wayfinding and directional signage), but also easy to access (both ingress and egress) for both user groups.</p> <p>Conveniently Located: It is important to place parking lots in strategic locations that converge with an edge (travel paths, district, pedestrian and primary destination points of areas).</p> <p>Demand by Time of Day: By managing the customer journey (e.g. you can define the time/area of demand by using different times of the day).</p> <p>Cost: Depending on the area, the price one pays to park should be addressed.</p>	<p>Culture vs. Cleanliness: Cleaning by Chinatown Street users here (e.g. drop-in to the daily cultural events and restoration of Chinatown) and the community to be.</p> <p>Vertical Interest: Areas where people have a vested interest will be used and maintained.</p> <p>Responsible Party: It is essential to identify who would be responsible for the cleaning (e.g. City, private sector, etc.) and how to coordinate.</p> <p>Street Cleaning: Areas where the cost of cleaning is high and the environmental impact is high should be addressed.</p>	<p>Healthcare: All parties (real estate, business, government, organizations, law enforcement) must agree to participate to make Chinatown a safer place.</p> <p>Empowerment: Empowerment is a key component in helping the community take action and create a safe place for all.</p> <p>The Past - Historical perceptions of Chinatown being unsafe are inevitably mirrored in history. Good strategies, communication and marketing of the new Chinatown needs to emerge.</p> <p>Time of Day: By reducing the departing patterns of the customer (e.g. morning, afternoon, evening) need to be addressed for safety issues (lighting, additional police presence, community groups).</p>	<p>Community Empowerment: Allow the involvement of community in the supervision of public facilities to make improvements (e.g. safety, security, cleanliness, etc.).</p> <p>Conveniently Located: Strategic City public facilities in locations that converge with edge (travel paths, district, pedestrian and primary destination points of areas).</p> <p>Accessibility: Public facilities should be accessible to all users (e.g. elderly, disabled, etc.).</p>	<p>Breaking the Cycle - Establishing affordable housing that is available to the mid-market and to those of modest means would infuse new blood in the community and improve the conditions at the lowest level.</p> <p>Affordable Housing and Homelessness: Lack of affordable housing in Chinatown is directly connected to the problem with homelessness. With few tenants, some new tenants, this in turn will create a natural demand for housing.</p> <p>Opportunities: With an increase in affordable housing, Chinatown can increase the number of new residents who in turn will promote restaurants and stores.</p> <p>Decision-Making: Utilize the special design process to help encourage development by providing all stakeholders and neighborhood facilitation.</p>	<p>Review and Revise Ordinances: Based on the Original Building Use, there is a need to update the rules that make it difficult to build mixed-use projects with public and private sector partnerships.</p> <p>Collaboration Among City, State and Private Sector: In this context, discussion, mutual collaboration among parties is important to gather buy-in and generate support from all groups.</p>	<p>Review and Revise Ordinances: Based on the Original Building Use, there is a need to update the rules that make it difficult to build mixed-use projects with public and private sector partnerships.</p> <p>Collaboration Among City, State and Private Sector: In this context, discussion, mutual collaboration among parties is important to gather buy-in and generate support from all groups.</p>
<p>Actions</p> <p>Wayfinding: Develop a new system to help people find parking, including icons, colors and distinct symbols.</p> <p>Extend Time Limits: Extend metered time limits from one to two hours.</p> <p>Develop More Transportation and Long-term Parking Solutions: Look into enabling park (e.g. underground @ Ala Park), new development, downtown shuttles, car-jit, shared car stops for shuttles, car-carts for valets, and taxi and shuttle stops.</p>	<p>Clean the Streets: Power wash streets and sidewalks (e.g. weekly, monthly, quarterly) to remove graffiti, stains and other marks.</p> <p>Improve Street Cleaning: Hire additional regular cleaning staff.</p> <p>Graffiti and Posters: Identify and remove graffiti from walls and buildings.</p> <p>Review & Improve Trash Pickup Method.</p>	<p>Reduce Vagrancy: Vagrancy by homeless, prostitutes and drug dealers must be monitored and addressed by new ordinances and laws, needs to be public/private partnership.</p> <p>Police Visibility/Accessibility: Main police presence in the streets and public areas in less visible public areas (parking lots, parks, restrooms), utilize merchant and community watch programs to monitor and report safety issues.</p> <p>Lighting: Improve light quality (white), improve energy efficiency, establish merchant watch program initiative.</p>	<p>Establish New Public Restrooms: Locate in convenient and accessible locations (e.g. near parks, public transit, etc.).</p> <p>Establish a Visitor Center: Create a central location for visitors to get information, maps, etc.</p> <p>Public Art: Commission public art to enhance the community.</p> <p>Community Watch: Encourage community members to monitor and report safety issues.</p>	<p>Establish a Model to Encourage Affordable Housing Development: Develop an efficient and profitable model for affordable housing and mixed-use projects with public and private sector partnerships.</p> <p>Collaboration Among City, State and Private Sector: In this context, discussion, mutual collaboration among parties is important to gather buy-in and generate support from all groups.</p>	<p>Review and Revise Ordinances: Based on the Original Building Use, there is a need to update the rules that make it difficult to build mixed-use projects with public and private sector partnerships.</p> <p>Collaboration Among City, State and Private Sector: In this context, discussion, mutual collaboration among parties is important to gather buy-in and generate support from all groups.</p>	<p>Review and Revise Ordinances: Based on the Original Building Use, there is a need to update the rules that make it difficult to build mixed-use projects with public and private sector partnerships.</p> <p>Collaboration Among City, State and Private Sector: In this context, discussion, mutual collaboration among parties is important to gather buy-in and generate support from all groups.</p>

Recommendations:

	Redefine and Rediscover Chinatown's Historical Significance		Emphasize and Encourage Accessibility				Perpetuate Authenticity	
	Architecture	Culture	Maintaining an Inviting Destination	Free Enterprise	Live/Work Lifestyle	Role of the Street	Emphasize and Encourage Diversity	Encourage Distinction
Strategies	<p>Flexibility - Allow for other uses of buildings without inherent historical value.</p>	<p>Education - Perpetuate and educate each generation on its culture, ensuring that traditions are practiced and handed down from one generation to the next.</p>	<p>Basics - Improve parking and pedestrian conditions. This includes addressing parking challenges and safety measures that would make the experience enjoyable and remove the negative perceptions of the district.</p>	<p>Simpler Support Structure - Create simpler guidelines, regulations and support systems for new and existing businesses. All of Chinatown's business professionals English speaking.</p>	<p>Diversity - Attract a greater variety of housing and business options and opportunities for residents, business owners and employees, while preserving the physical, social and economic character of Chinatown.</p>	<p>Streetscape - Diversify streetscapes by developing new ways of utilizing the building frontages and sidewalks. Streets can be diversified by occupying specific issues/parts during different times of the day.</p>	<p>Diversity - Protect the inherent value of the people, place, and culture, and discourage homogeneity. Being diverse does not always mean you get rid of the old to create something new; it can mean that something old can be viewed or embraced in a new way.</p>	<p>Reinforce Qualities - Encourage the heritage and culture of Chinatown. There are certain qualities that make Honolulu Chinatown different from other communities in Hawaii. These qualities need to be an integral part of the decision-making process because they are the essence of Chinatown.</p>
	<p>Mixed-use Developments - Developments that are innovative and economically feasible, and enhance Chinatown's sense of place, and help meet the community's basic needs should be encouraged.</p>	<p>Supportive Communication - Building awareness externally as well as internally is essential to the perpetuation of culture. Establish the value of culture by creating supportive information.</p>	<p>Support and Assistance - Encourage immigration of outside cultures by creating fewer barriers for in the social assistance housing, employment, and providing assistance will remove the fears of emigrating.</p>	<p>Restrictions - Allow for smaller tenant spaces with fewer use restrictions to help make it easier for businesses to afford rent and for laborers to find new tenants.</p>	<p>Restrictions - Encourage accessibility to a variety of live/work opportunities by reviewing relevant building and use regulations.</p>			
	<p>Innovative Design - By allowing for contextual and innovative design, the beauty and wonder of Chinatown can be expressed, encouraging the creation of new designs that reflect the characteristics and culture of Chinatown.</p>	<p>Documentation - Create a master list of traditions/events including date, significance and sequence.</p> <p>Diversity - Take pride in the cultural diversity of Chinatown (not only Chinese, but Asians from all over the world) and emphasize the culture as part of being an American.</p>		<p>Entrepreneurial Spirit - Explore ways of encouraging and supporting entrepreneurial endeavors.</p>		<p>Customer Friendly Streets - By strategically using storefronts as main attractions for activity and developing new innovative ways to make them customer friendly, Chinatown can become a destination.</p>	<p>Authenticity - Allow for things to occur organically, naturally, through competition and the need for distinction. Whether it's size, color, race, culture, language, or design, authenticity creates a mosaic of images that entice the senses while remaining true and real.</p> <p>Context - Being diverse does not mean that it's not contextual. Without a association or relationship, it would not be authentic to create something out of context.</p>	<p>Reinforce Location and Sense of Place - What makes Honolulu Chinatown distinct from other Chinatowns is its location. Leverage this to make it attractive to people from all over the world.</p>
Actions	<p>Facilitation - Facilitate meetings to begin discussions with stakeholders regarding Chinatown's architectural design.</p>	<p>Master Calendar - To identify existing activities and further opportunities for events, develop a master calendar as well as district calendars.</p> <p>Visitor Center - Design and build a visitor center.</p> <p>Support Communication - Develop support communication to assist in building cultural awareness.</p>	<p>Maintenance Measures - Develop maintenance measures to ensure that the strategies are implemented.</p>	<p>Incentives - Provide incentives for landlords to create smaller, more affordable tenant spaces.</p> <p>Linguistic Assistance - Provide multilingual assistance for businesses through governmental and governmental collaboration.</p>	<p>Analysis - Conduct an analysis of the economic impact of the regulations and how it affects the community socially. This discussion should be facilitated by the city and led by cooperation with key groups in Chinatown.</p> <p>Discussions - Organize discussions with landlords to provide housing solutions.</p>	<p>Restrictions - Remove restrictive building and use regulations that would hinder diverse streetscapes.</p> <p>All Way Crosswalks - Create these at pivotal intersections (Hotel and Mutual).</p>	<p>Develop applications - Using the Chinatown attributes and filter, develop a conceptual approach to address applications.</p>	<p>Education - Establish education programs for Chinatown that reinforce its character and heritage.</p>

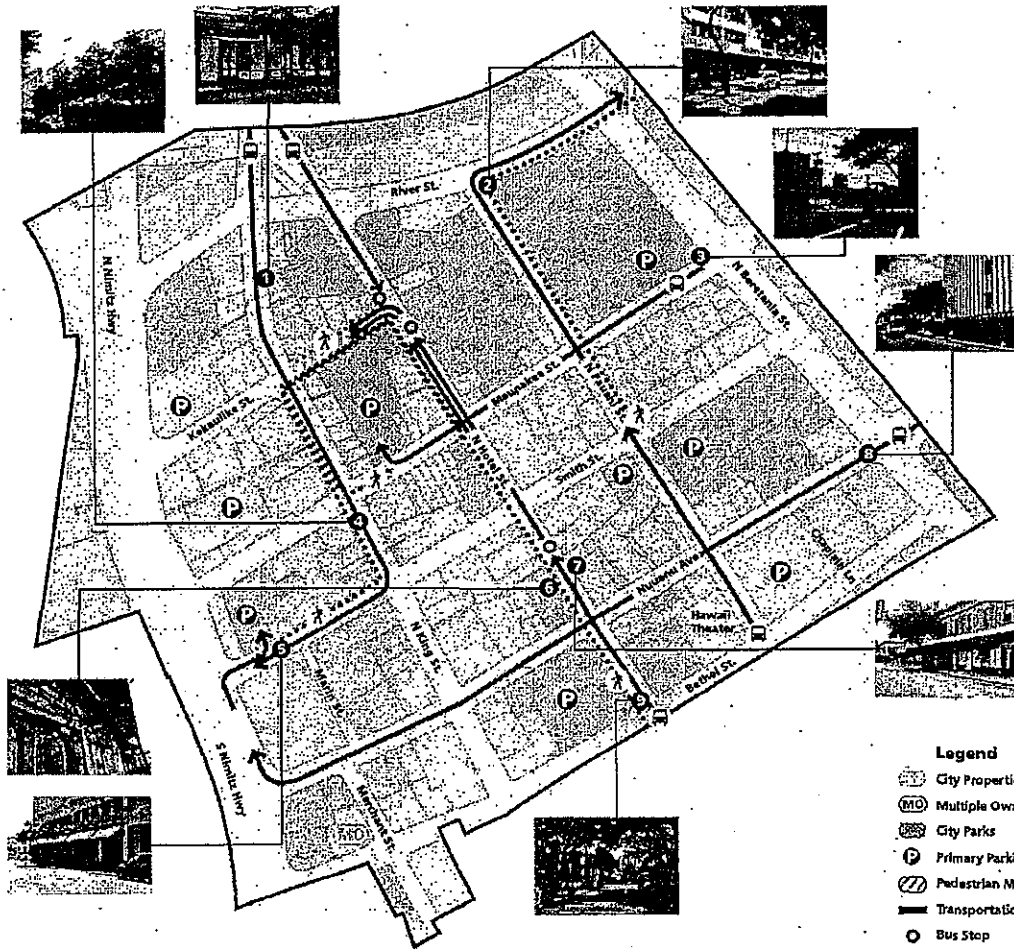
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Recommendations:

Internal Communication						
	Residents	Merchants/ Employees	Landowners	Organizations	Arts	Government
Strategies	<p>Develop Mutual Respect In order for meaningful communication to occur, both parties must have mutual respect for each other. To do this, especially in Chinatown, will require understanding and integrity. Like many Asian cultures, it is important to communicate respectfully to "save face" to both parties.</p>					
	<p>Clarify For internal communication to be effective, it must be clear. Any omissions or errors, either verbal or written, can cause inestimable harm. It is best to ensure that the purpose is clearly defined, a plan rigorously developed, and the reasoning logical.</p>					
	<p>Cooperate In order for internal communication to be successful, it must be cooperative. This cooperation can be achieved by understanding who the key stakeholders are, what communication method should be used, what the objectives are, and how the outcome can be mutually beneficial. It is important to understand that finding acceptable situations is the goal, not pointing fingers.</p>					
<p>Coordinate Emphasize coordination among various parties to allow for fairness and understanding, and to avoid conflict. Coordination should build upon established mutual respect, clarity, and cooperation.</p>						
Actions	<ul style="list-style-type: none"> • Prepare a PowerPoint presentation with photos and key findings. Identify participants (stakeholders) and schedule overview sessions. • Conduct stakeholder review sessions followed by a Chinatown walk-thru. • Facilitate debriefing sessions following the walk-thru. • Document findings and recommendations for addressing the identified resources, and create implementation timelines. • Develop a coordinated implementation plan with timeline. 					

External Communication		
	Locals	Tourists
Strategies	<p>Utilize Cross-Promotions Cross-promoting is efficient because it promotes more than one offering and addresses multiple customer demands. By doing so, it provides extra value, real or perceived, to the customer.</p>	
	<p>Promote the Experience Many times conflicts occur over boundaries, yet it is the weaving of the diverse cultures of Chinatown that makes it special. Boundaries create obstacles to cooperation and understanding. Instead of encouraging tolerance, to avoid boundaries, promote that each individual experience becomes part of the whole, which in turn, adds dimension and enhances the whole experience.</p>	
	<p>Create Partnerships Partnerships capitalize on strengths and build efficiency, especially when situations require additional capabilities. Whether they be public/private partnerships or otherwise, they are usually very effective. To build partnerships, you must have mutual respect and be clear about your purpose, plans, and goals.</p>	
	<p>Reinforce and Encourage Private Initiatives There are times when the local government does not support a specific project. To avoid this, it is important to encourage and reinforce private initiatives, providing the necessary support and guidance for their success. Doing so, encourages other private initiatives to occur and reinforces the community's power to effect change. Being successful requires direct cooperation and coordination.</p>	
Actions	<ul style="list-style-type: none"> • Identify key audiences (resident, owners, customers, etc.) • Develop key messages • Develop content (information) • Establish communication type (inform, direct, promote, educate, etc.) • Develop media vehicles 	

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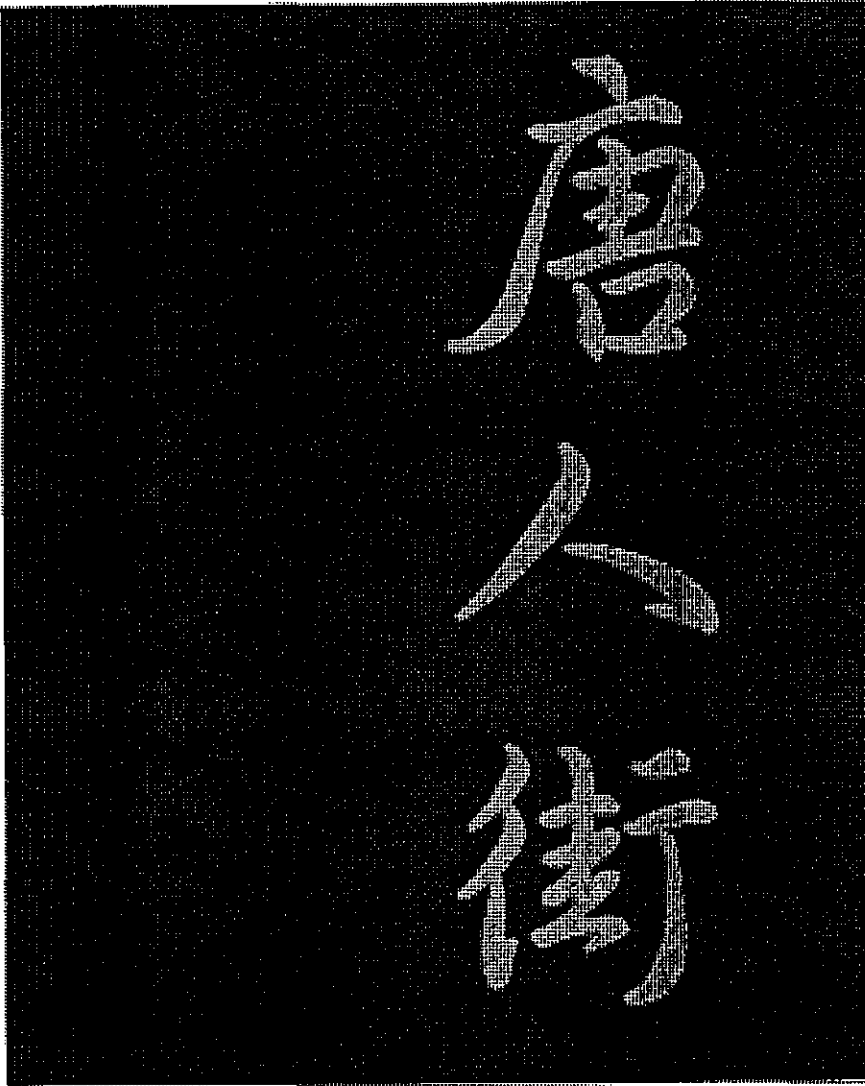


The Customer Experience: Enhancing the customer experience requires a holistic view, and our findings and assessment culminate in a strategy for economic growth from an all-encompassing cultural, social, environmental and sustainable perspective. In addition to addressing the issues, we have mapped the existing customer journey—both the positive and negative “touchpoint” experiences—by car, by bus, and by walking. These “touchpoints” affect the senses: what people see, feel, smell, and touch. As we begin to overlay the morning, noon and evening journeys “through the customer’s eyes,” we develop a strategy that addresses the basic needs, the sustainability of Chinatown and a method for improving both internal and external communication. For more detailed information and customer journey maps, please review the section called “Tracking the Customer Journey.”

POTENTIAL ACTIONS:

- Touchpoint 1: Discourage vagrants, encourage landlord/tenant improvements and opening of new businesses, increase canopy lighting.
- Touchpoint 2: Reduce vagrancy, especially when it is linked to illegal activity. Cleaning and maintenance is necessary in this general area.
- Touchpoint 3: Improve the sense of arrival. Maunakea is the main street for Chinatown and needs to look that way. Work with landlords/tenants to seek improvements (better lighting, use of color, banners, etc.).
- Touchpoint 4: Find tenants for vacant spaces. Improve façades.
- Touchpoint 5: Improve wayfinding and signage.
- Touchpoint 6: Building condition is of utmost importance. Encourage and support landlord/tenant repair. Choose building color schemes carefully.
- Touchpoint 7: Reduce vagrancy, especially in relation to drug traffickers. Encourage new tenant mix through landlord/City partnerships, use for streetscape fixtures (benches, trash receptacles, etc.).
- Touchpoint 8: Heighten sense of entry on Nu'uuanu Avenue. Improve wayfinding to find parking. Improve lighting, especially around mid-block. Reduce vagrancy.
- Touchpoint 9: Fu Dogs signify arrival, but don't suggest a festive environment. Use more color, clean up bird and tree droppings, and improve lighting to help enhance the Chinatown experience.

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Rediscovering Chinatown Honolulu

A Commitment to Partnership

Developed and prepared by
Bedrock, a brand consulting and design firm

For the City and County of Honolulu
Department of Planning and Permitting
November 17, 2006

"How can we improve our place? There are so many restrictions and construction costs are increasing."

"I am just trying to make a better life for myself and my family."

"There's no parking."

"I like doing all of my grocery shopping there."

"Why can't they do something about the homeless? They make the place look and feel bad."

"I go there for knickknacks...I love it down there."

"It's so dirty and it smells."

"It's where all of the Chinese people hang out...that's what attracts the locals to Chinatown."

"It's not safe, especially at night."

"I can't afford to live in a house or apartment. Plus, there isn't enough available affordable housing and the waiting list is so long."

Before you read on...

Here you will find some of the many comments about Honolulu's Chinatown. Some of them reflect real conditions based on real experiences. Others reflect perceptions based on individual preferences or biases, or third-party comments. Interestingly enough, not much has changed since the inception of Chinatown in the mid-to-late 1800s. Many of the problems of the past continue to plague our Chinatown today and other Chinatowns across the country.

Whatever the views may be, positive or negative, real or perceived, they have helped to shape Chinatown into what it is today. And that's where we'd like to begin... because this book is about rediscovery. *Rediscovering Chinatown.*

To *rediscover* is to see something as if for the first time. Many of us visit or Chinatown often. But many times we come with preconceived ideas and impressions collected from our own and others' past experiences. To *rediscover* Chinatown means for us to see with new eyes, removing the blinders and seeing all that is in the periphery. If we are open to considering new points of view from different customer groups, we can *rediscover* the uniqueness of Chinatown and ensure its survival.

The "customer" is our broad term for any person who comes into contact with Chinatown. Customers can be those who come to visit, to shop, to dine, and to be entertained here. They can be visitors from abroad, local residents, or even residents of Chinatown. Customers can also be merchants, landowners, organizations, employees, or members of the arts community. As we walk in their shoes, we begin to understand them in a holistic way—what they see, what they feel, what they smell, what they encounter...what they experience.

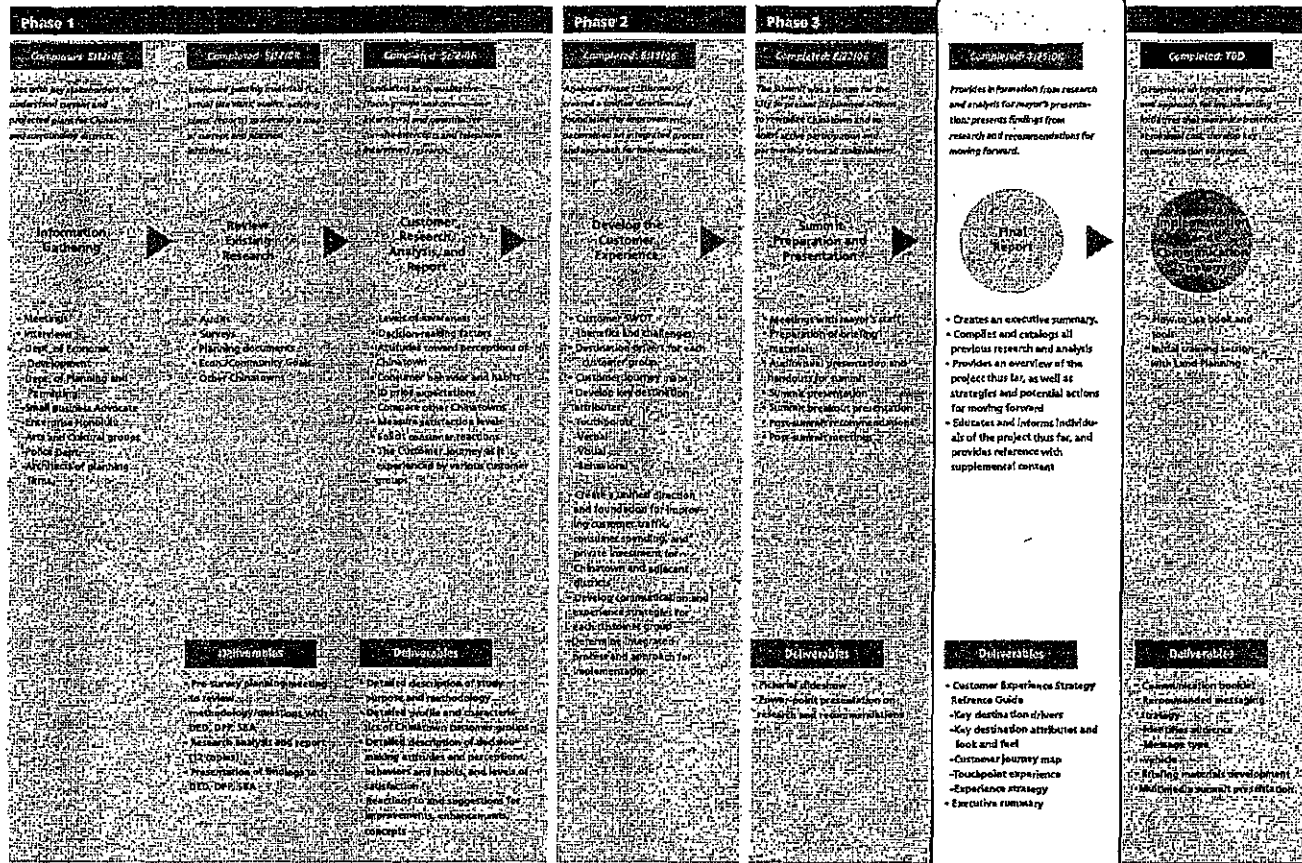
This book has been formed and informed by looking through the customers' eyes. From the first chapter, you will not only see the people of Chinatown, but also catch a glimpse of their lives. You will see beyond the everyday transactions, and uncover the gems as you follow the customer on their journey through Chinatown.

Through the eyes of the customer, you will see new opportunities—opportunities that will cause you to *rediscover* Chinatown and see it, as if for the first time.

Enjoy your journey!

"Vegetables are fresher. I feel they are organically grown."

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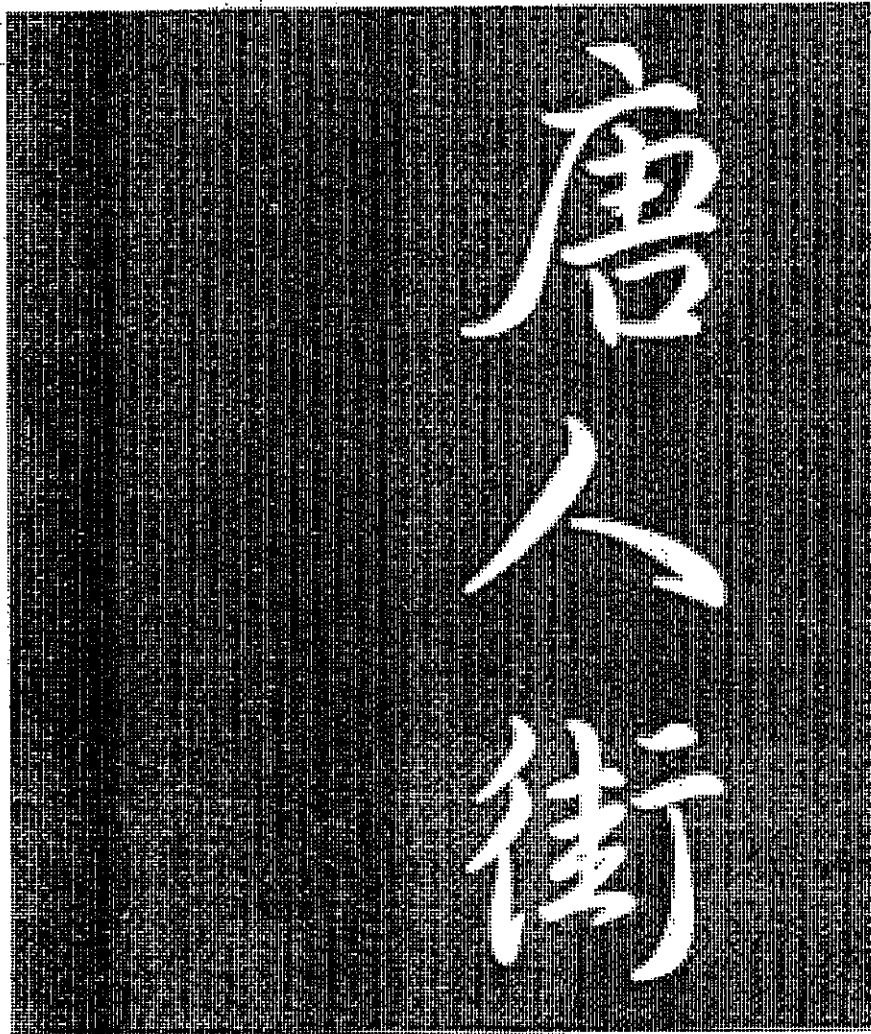


- Our intent in developing this book is to:
- Understand the current situation holistically
 - Encourage open communication among stakeholders
 - Define a process for prioritizing issues
 - Outline a plan for the creation and implementation of solutions

By establishing a common platform for all stakeholders where perceptions can be managed through a collaboration process, we can view the Chinatown situation holistically and from the customer's vantage point, and seek viable solutions in an informed manner.

Our recommendations came out of a rigorous process that ensured our understanding of the people of Chinatown. In addition, we delved into the history and the current situation, and studied other Chinatowns. Only through this holistic view and strong understanding of the people of Chinatown were we able to bring forth new information. To the left is an abbreviated view of the timeline and process.

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A Different Approach

The Chinese characters *Tong Yan Gai* for "Chinatown" have been chosen for the cover of this book. *Tong Yan Gai* means "China/Chinese," "people," and "street." The added element in this version of "Chinatown" is the Chinese character for "people."

So, why focus on people? There have been many studies done of Chinatown, with the emphasis and effort placed on preserving the aesthetic and historical features of the buildings. This study is different. It is taken from the perspective and context of the "people." At the heart of Chinatown are the people. Who are they? Why do they go there? What do they do? What would make them come back?

To answer these questions, we conducted formal research focused on customer perceptions, including focus groups, interviews, surveys, a review of existing studies, and research on other Chinatowns. Additionally, to understand Chinatown's true potential, we not only analyzed Chinatown's strengths and weaknesses but also analyzed its opportunities for growth and the threats that could cause disruption. This is where our process began. Our project focused on uncovering, identifying and assessing the perceptions people have of Chinatown. Our goal for this project was

"to create a unified foundation and process plan for Chinatown and adjacent districts by enhancing the overall customer experience, increasing pedestrian traffic, boosting consumer spending, and encouraging private investment."

We envision Honolulu's Chinatown to be a "one-of-a-kind destination" for Hawaii's residents and visitors—an example for other communities here who, together, desire to capture and preserve the quality and distinctive lifestyle of their community while envisioning and providing for the future needs of their people. Our study, *"Rediscovering Chinatown"* through the customer's eyes, ensures that the plans we make today

will be in the best interest of Chinatown's people. All initiatives will be a delicate balance between preserving the distinctive attributes of Honolulu Chinatown and providing the economic and social tools necessary for a prosperous future. As we continue to build on new and exciting experiences for Chinatown, we'll need to better manage the basic needs of the community in order for the proposed initiatives to be successful.

Life is a journey of multiple experiences and as we plan for inevitable changes, we will need to keep the people's heart and minds in the forefront of all discussions.

The journey doesn't end here...

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Our journey begins with a brief description of our key findings.

The History of Chinatown

The Chinatown of today is a result of the many events and circumstances that occurred in its rocky past. It has survived the fire in 1900, racial discrimination and regulations, gentrification and re-classification, and the constant threat of extinction. The people of Chinatown, especially those who have lived through this, remember the hardships and turmoil as they go through their daily lives and routines. More importantly, it is through these lenses that they respond to current ideas for improvement. To dismiss this understanding of Chinatown could be viewed as a lack of respect, which could cause a defensive posture, cause miscommunication, and annoy those with that memory.

The People of Chinatown

The people of Chinatown have been the lifeblood of Chinatowns all over America. As the next generation is born as American citizens, they assimilate into society and move out of Chinatown. Although it is widely recognized that Chinatown's people are of Asian descent, most don't understand the reasons for which they immigrated to the United States: freedom, opportunity, and diversity. Once in America, however, many face the pressures from social and legal obstacles that were not a part of their understanding of the "American dream."

Destination Drivers and Deterrents

Many of the issues and challenges that face Chinatown are well-known and have existed for quite some time. Unfortunately, there has continued to be a struggle to provide enough insight into the issues to provide solutions. What has differentiated our process is the understanding of what drives customers to Chinatown and what deterrents—both real and perceived would cause them not to return. More importantly, we need to recognize that the drivers and deterrents are interrelated and affect one another.

Tracking the Customer Journey

Once there is a basic understanding of the drivers and deterrents, it is absolutely crucial to consider the fact that people develop their perceptions of Chinatown based on their experiences, and not in a vacuum. That is why it is key to examine their journeys, understanding that the accumulation of those individual experiences which we call touchpoints, begins to formulate opinions in the minds of the people. In addition, it is important to realize that people view the touchpoints as a whole, adding one to another like a simple math formula: bad experience + satisfactory experience = bad experience, or good experience + great experience = great experience.

Understanding Other Chinatowns

Honolulu Chinatown, the oldest Chinatown in the United States, is still in the early stages of the planning process compared to other, newer Chinatowns who have already begun the process of revitalizing their communities. The advantage is that the Honolulu Chinatown can learn from the other Chinatowns' mistakes and successes. Some of the issues to be conscious of are

- Prohibitive regulations that don't allow for positive changes
- Gentrification due to rising property values
- Gentrification due to changes in industry and relevance of the industry to the residents
- The preservation of people, place and culture
- Considerations about name changes or utilizing different names
- Understanding the impacts of assimilation
- Understanding the organic nature of Chinatowns

Key Findings

Assessing the Opportunities

Before developing solutions, it is important to stress the opportunities that make Chinatown a viable and lively community:

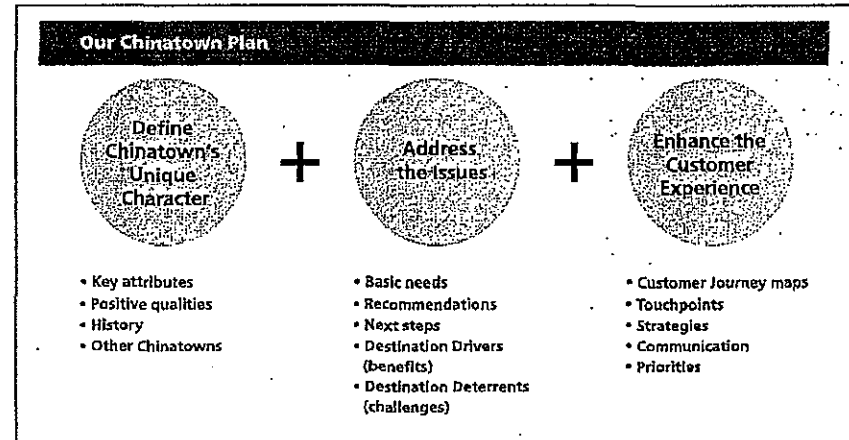
- Cross-cultural interactions that can create a unique social and cultural experience
- Being the first community to emphasize the cultural nature of the area
- Using its heritage to cater to specific customer groups
- Chinatown role as a major element in O'ahu's destination marketing
- Chinatown could become a place for increasing housing supply/business incubation

Assessing the Threats

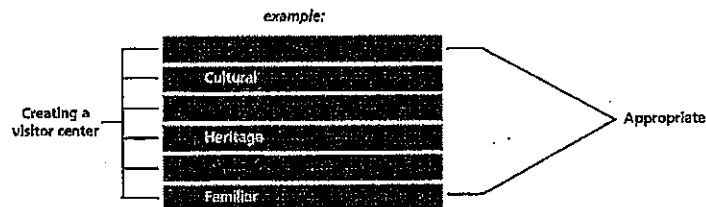
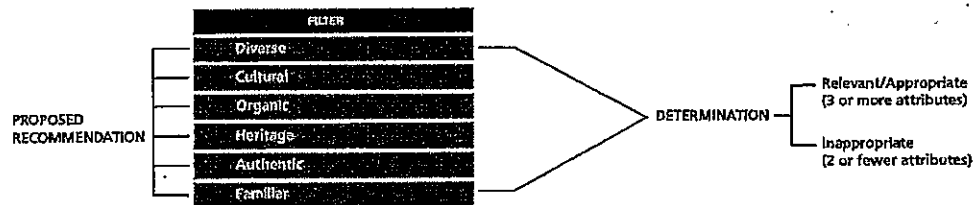
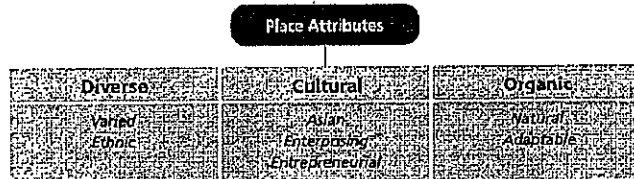
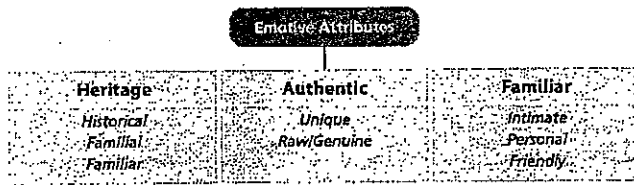
Yet, as we look toward the future, we must be mindful of the threats which pertain to all customer groups:

- Misunderstanding or mismanagement of public perspectives threatens the viability of Chinatown's culture and lifestyle.
- Regulations, while necessary to encourage orderly development and the preservation of historic resources, can stifle cultural resurgence and economic growth.
- Lack of immigration can affect the viability of the community and the authenticity of the experience.
- Lack of pride or care of the environment allows the negative issues and qualities to exist.
- Current economic forces increase the threat of gentrification.

Through our research, interviews, and meetings with stakeholders, a unified direction was formed. It was upon this foundation that we developed the following process:



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Chinatown's Unique Character

THE IMPORTANCE OF ATTRIBUTES

Developing a set of attributes to describe Chinatown as a destination ensures the following:

- Addresses the emotional value and impact on people's perception of Chinatown
- Maintains the "essence" and uniqueness of Chinatown
- Provides a filter for future actions and decisions

By uncovering and discovering the needs of the stakeholders (landowners, employees, retailers, residents) and customers, we begin defining the character, desired personality, qualities, and vocabulary that describe the Chinatown experience. Of particular importance is the ability to define Chinatown's key attributes, or the positive qualities that recommendations should be "filtered" through.

One list describes the "sense of place" for Chinatown—what we would like to see and experience on a physical and visual level. The other list, what we call "emotive attributes," helps us to begin describing what we would like our customers to feel and how we would like them to behave as they rediscover Chinatown.

USING THE FILTER:

- Step 1: Identify the proposed recommendation.
- Step 2: Determine which attributes, if any, are represented by the recommendation.
- Step 3: Based on that assessment, determine if the recommendation is appropriate or inappropriate.

Assessment Ranking System:

- 3 or more attributes = appropriate/relevant
- 2 or fewer attributes = inappropriate

Please review the example (below/left), it puts the proposal of creating a visitor center through the filter. Since it fulfills 3 of the 6 attributes, the action is deemed appropriate—creating a visitor center will support cultural aspects through exhibits and displays, as well as reinforce heritage. It will also provide a familiar place that will blend with Chinatown's landscape.

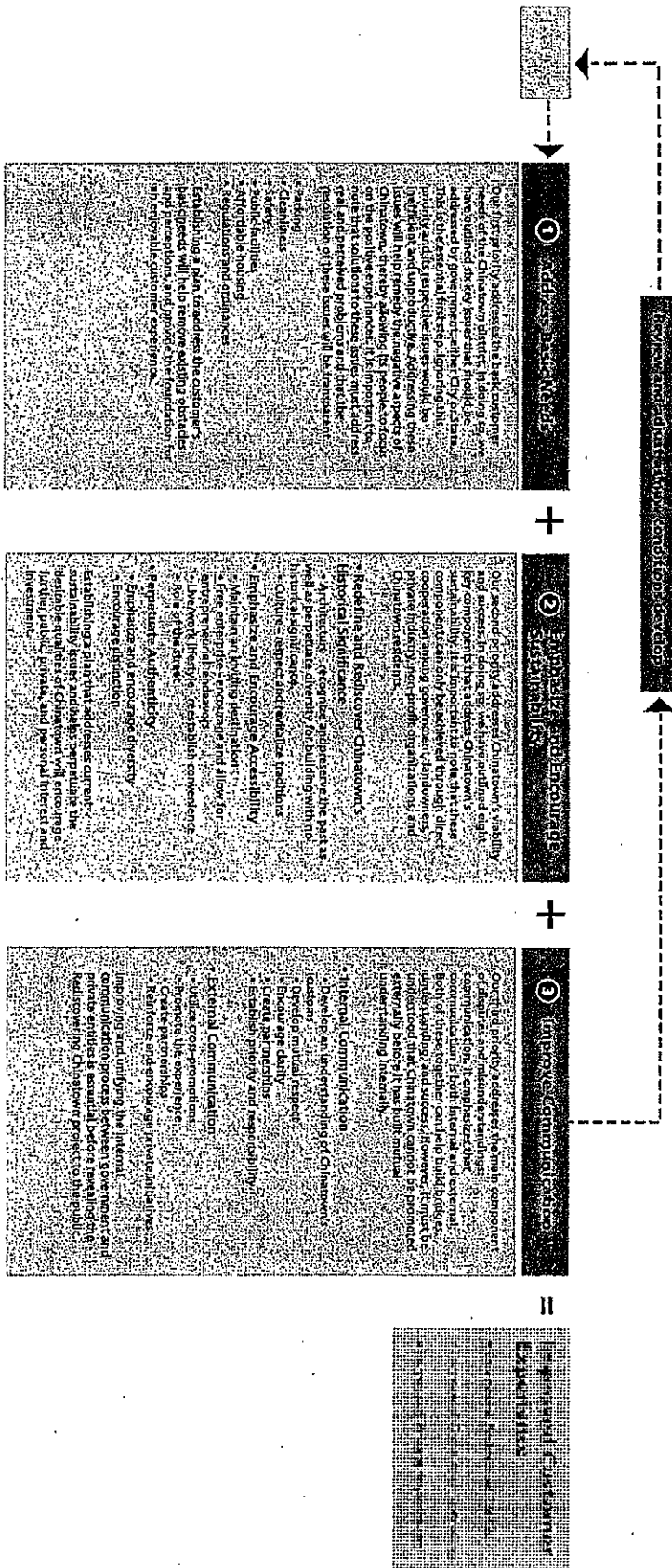
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A Winning Formula

As issues come forth, we have determined that there are three priorities that create a winning formula for Chinatown: address basic needs, emphasize and encourage sustainability, and improve communication. The result is an improved customer experience with increased pedestrian traffic, increased consumer spending, and increased private investment.

- Priority #1: Address basic needs. These basic needs come from our findings, which reveal the negative perceptions or deterrents—the minimum required for improving the customer experience in Chinatown.

- Priority #2: Emphasize and encourage sustainability. These positive qualities, or destination drivers, become opportunities for emphasizing Chinatown's historical, cultural, and distinctive values, to be leveraged and preserved for economic development.
- Priority #3: Improving communication. This is the bridge that supports the first two priorities as both internal and external communication become crucial in uniting all stakeholder and customer groups.



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Recommendations:

Strategies	Parking	Cleanliness	Safety	Public Facilities	Affordable Housing	Regulations and Ordinances
<p>Base of Access: Parking needs to not only be easy to find (wayfinding and directional signage), but also be easy to access (open spaces and green) for each user group.</p> <p>Conveniently Located: It is important to place parking lots in strategic locations that coincide with specific transit paths, transit pedestrian and primary destination points of areas.</p> <p>Design: By using a variety of strategies, the customer/parking needs you can determine the areas of demand by using during different times of the day.</p> <p>Cost: Depending on the use, the price one pays to park should be addressed.</p>	<p>Wayfinding: Develop a new system to help people find parking, including (large) visible and distinct symbols/signage, including above parking lot entry/signage, and walking signs/protection, ensuring existing signs closer to street cut-in for visibility.</p> <p>Expand Time Limits: Expand metered time limits from one to two hours.</p> <p>Develop More: The expansion and long-term parking solutions.</p> <p>Look into available land: Underground & Above Ground developments, downtown shuttles, jail, heated bus stops for shuttles, cash cars for valets, and taxi and shuttle apps.</p>	<p>Customer Cleanliness: Cleaning for Christmas should involve street cleaning, but it is also important to have street cleaning on the day of Christmas and its aftermath.</p> <p>Vertical Streets: Street cleaning, but it is also important to have street cleaning on the day of Christmas and its aftermath.</p> <p>Vertical Streets: Street cleaning, but it is also important to have street cleaning on the day of Christmas and its aftermath.</p> <p>Vertical Streets: Street cleaning, but it is also important to have street cleaning on the day of Christmas and its aftermath.</p>	<p>Holistic Issue - All Parties: (Identify) Businesses, government, organization, law enforcement must agree to participate to make Chinatown a safer place.</p> <p>Empowerment / Empowerment: A key component in making the community safer and create a safe place for all.</p> <p>The Past - Historical Perception of Chinatown: Many people feel that Chinatown is a scary place, and this perception is often passed on to younger generations. This perception is often passed on to younger generations.</p> <p>Time of Day - BY reviewing the day-by-day patterns on the customer/parking, determine areas that need to be addressed for safety, hours (lighting, additional police presence, community patrol).</p>	<p>Community Empowerment: Allow community members to have a say in the development of public facilities and the surrounding area. Community members can provide input on the development of public facilities and the surrounding area.</p> <p>Community Empowerment: Allow community members to have a say in the development of public facilities and the surrounding area. Community members can provide input on the development of public facilities and the surrounding area.</p>	<p>Breaking the Cycle - Establishing affordable housing that is available to the mid-market and to those of lower income/middle class has been a goal of the community and improve the standards at the street level.</p> <p>Affordable Housing and Homelessness - List of Affordable Housing: In Chinatown is directly connected to the problem with homelessness. With new tenants comes more traffic. This in turn will act as a natural deterrent for homeless.</p> <p>Opportunity: With an increase in affordable housing, Chinatown can increase the number of high-rental residents who live with patronize restaurants and stores.</p> <p>Create a Model to Encourage Affordable Housing Development: Develop an efficient and profitable model for affordable housing and mixed-use projects with public and private sector partnerships.</p> <p>Collaboration Among City, State and Private Sector: From the onset of discussion, mutual collaboration among parties is important to garner buy-in and generate support from all groups.</p>	<p>Review and Update Ordinances: Based on the physical building that is being built, and the location of the building, the ordinance should be updated to reflect the new building and its location.</p> <p>Historical Significance: Determination of historical significance of buildings and structures is important to ensure that the buildings and structures are protected and preserved.</p>

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Recommendations:

	Rediscover and Redefine Chinatown's Historical Significance	Maintaining an Inviting Destination	Free Enterprise	Live/Work Lifestyle	Role of the Street	Emphasize and Encourage Diversity	Repetitive Authenticity	
Architecture	<p>Flexibility - Allow for other uses of buildings without diluting historical value.</p> <p>Mixed-use Developments - Developments that are innovative and economically feasible, and enhance Chinatown's sense of place, and help meet the community's needs should be encouraged.</p> <p>Innovative Design - By allowing for contextual and innovative design, the beauty and wonder of Chinatown can be expressed, encouraging the creation of new designs that reflect the dynamism and culture of Chinatown.</p>	<p>Education - Permitting and educate each generation on the culture, ensuring that traditions are practiced and passed down from one generation to the next.</p> <p>Supportive Compensation - Adding incentives, especially as well as the opportunity to the perpetuation of culture. Establish the value of culture by opening up the information.</p> <p>Occupational - Create a variety of job opportunities and incentives.</p> <p>Diversity - Take pride in the cultural diversity of Chinatown. Don't only Chinese, but Asian from all over the world and emphasize the culture as part of being an American.</p>	<p>Supportive and Attractive - Encourage investments in Chinatown's infrastructure, including transportation, public safety, and other amenities that enhance the quality of life and attract visitors and residents.</p> <p>Historical Preservation - Preserve and restore historic buildings and structures that contribute to Chinatown's unique character and heritage.</p>	<p>Flexibility - Allow for other uses of buildings without diluting historical value.</p> <p>Supportive Compensation - Adding incentives, especially as well as the opportunity to the perpetuation of culture. Establish the value of culture by opening up the information.</p> <p>Occupational - Create a variety of job opportunities and incentives.</p> <p>Diversity - Take pride in the cultural diversity of Chinatown. Don't only Chinese, but Asian from all over the world and emphasize the culture as part of being an American.</p>	<p>Flexibility - Allow for other uses of buildings without diluting historical value.</p> <p>Supportive Compensation - Adding incentives, especially as well as the opportunity to the perpetuation of culture. Establish the value of culture by opening up the information.</p> <p>Occupational - Create a variety of job opportunities and incentives.</p> <p>Diversity - Take pride in the cultural diversity of Chinatown. Don't only Chinese, but Asian from all over the world and emphasize the culture as part of being an American.</p>	<p>Flexibility - Allow for other uses of buildings without diluting historical value.</p> <p>Supportive Compensation - Adding incentives, especially as well as the opportunity to the perpetuation of culture. Establish the value of culture by opening up the information.</p> <p>Occupational - Create a variety of job opportunities and incentives.</p> <p>Diversity - Take pride in the cultural diversity of Chinatown. Don't only Chinese, but Asian from all over the world and emphasize the culture as part of being an American.</p>	<p>Flexibility - Allow for other uses of buildings without diluting historical value.</p> <p>Supportive Compensation - Adding incentives, especially as well as the opportunity to the perpetuation of culture. Establish the value of culture by opening up the information.</p> <p>Occupational - Create a variety of job opportunities and incentives.</p> <p>Diversity - Take pride in the cultural diversity of Chinatown. Don't only Chinese, but Asian from all over the world and emphasize the culture as part of being an American.</p>	<p>Flexibility - Allow for other uses of buildings without diluting historical value.</p> <p>Supportive Compensation - Adding incentives, especially as well as the opportunity to the perpetuation of culture. Establish the value of culture by opening up the information.</p> <p>Occupational - Create a variety of job opportunities and incentives.</p> <p>Diversity - Take pride in the cultural diversity of Chinatown. Don't only Chinese, but Asian from all over the world and emphasize the culture as part of being an American.</p>
Strategies	<p>Facilitation - Foster meeting to begin discussion with stakeholders regarding Chinatown's architectural design.</p> <p>Market Studies - Identify existing activities and opportunities for development, develop a market analysis, as well as district studies.</p> <p>Visitor Center - Design and build a visitor center.</p> <p>Support Communication - Develop support communication to seek in building cultural awareness.</p>	<p>Market Studies - Identify existing activities and opportunities for development, develop a market analysis, as well as district studies.</p> <p>Visitor Center - Design and build a visitor center.</p> <p>Support Communication - Develop support communication to seek in building cultural awareness.</p>	<p>Market Studies - Identify existing activities and opportunities for development, develop a market analysis, as well as district studies.</p> <p>Visitor Center - Design and build a visitor center.</p> <p>Support Communication - Develop support communication to seek in building cultural awareness.</p>	<p>Market Studies - Identify existing activities and opportunities for development, develop a market analysis, as well as district studies.</p> <p>Visitor Center - Design and build a visitor center.</p> <p>Support Communication - Develop support communication to seek in building cultural awareness.</p>	<p>Market Studies - Identify existing activities and opportunities for development, develop a market analysis, as well as district studies.</p> <p>Visitor Center - Design and build a visitor center.</p> <p>Support Communication - Develop support communication to seek in building cultural awareness.</p>	<p>Market Studies - Identify existing activities and opportunities for development, develop a market analysis, as well as district studies.</p> <p>Visitor Center - Design and build a visitor center.</p> <p>Support Communication - Develop support communication to seek in building cultural awareness.</p>	<p>Market Studies - Identify existing activities and opportunities for development, develop a market analysis, as well as district studies.</p> <p>Visitor Center - Design and build a visitor center.</p> <p>Support Communication - Develop support communication to seek in building cultural awareness.</p>	<p>Market Studies - Identify existing activities and opportunities for development, develop a market analysis, as well as district studies.</p> <p>Visitor Center - Design and build a visitor center.</p> <p>Support Communication - Develop support communication to seek in building cultural awareness.</p>
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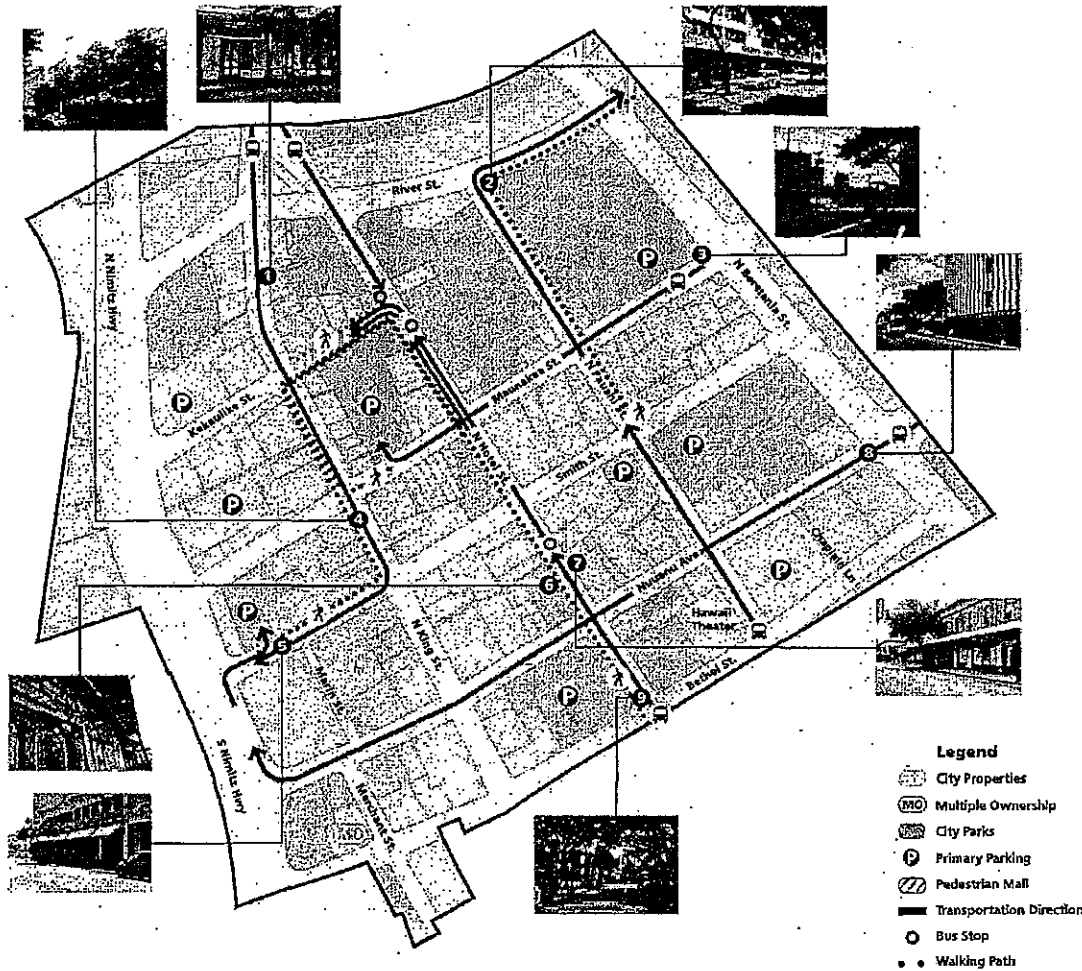
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Recommendations:

Internal Communication						
	Residents	Merchants/ Employees	Landowners	Organizations	SPS	Government
Strategies	<p>Develop Mutual Respect In order for meaningful communication to occur, both parties must have mutual respect for each other. To do this, especially in Chinatown, will require understanding and integrity. Like in many Asian countries, it is important to communicate respectfully to "save face" for both parties.</p>					
	<p>Clarify For internal communication to be effective, it must be clear. Any omissions or errors, either verbal or written, can cause inestimable harm. It is best to ensure that the purpose is clearly defined, a plan is rigorously developed, and the reasoning is logical.</p>					
	<p>Cooperate In order for internal communication to be successful, it must be cooperative. This cooperation can be achieved by understanding who the key stakeholders are, what communication method should be used, what the objectives are, and how the outcome can be mutually beneficial. It is important to understand the situation, create a situation if the need, not pointing fingers.</p>					
	<p>Coordinate Emphasize coordination among various parties to allow for fairness and understanding, and to avoid conflict. Coordinations should build upon established mutual respect, clarity, and cooperation.</p>					
Actions	<ul style="list-style-type: none"> • Prepare a PowerPoint presentation with photos and key findings. • Identify participants (stakeholders) and schedule overview sessions • Conduct stakeholder review sessions followed by a Chinatown walk thru • Facilitate debriefing sessions following the walk thru • Document findings and recommendations for addressing the identified resources, and create implementation timelines • Develop a coordinated implementation plan with timeline. 					

External Communication		
	Locals	Tourists
Strategies	<p>Utilize Cross-Promotion Cross-promoting is efficient because it promotes more than one offering and addresses multiple customer demands. By doing so, it provides extra value, real or perceived, to the customer.</p>	
	<p>Promote the Experience Many lines conflict across boundaries, yet it is the weaving of the diverse cultures of Chinatown that makes it special. Boundaries create obstacles to cooperation and understanding. Instead of encouraging tolerance, to avoid boundaries, promote that each individual experience becomes part of the whole, which in turn, adds dimension and enhances the whole experience.</p>	
	<p>Create Partnerships Partnerships capitalize on strengths and build efficiency, especially when situations require additional capabilities. Whether they be public/private partnerships or otherwise, they are usually very effective. To build partnerships, you must have mutual respect and be clear about your purpose, plans, and goals.</p>	
	<p>Reinforce and Encourage Private Initiatives There are times when the local government does not support a specific project. To avoid this, it is important to encourage and reinforce private initiatives, providing the necessary support and guidance for their success. Doing so empowers other private initiatives to occur and reinforces the community's power to effect change. Being successful requires direct cooperation and coordination.</p>	
Actions	<ul style="list-style-type: none"> • Identify key audiences (resident, owners, customers, etc.) • Develop key messages • Develop content (information) • Establish communication type (inform, direct, promote, educate, etc.) • Develop media vehicles 	

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The Customer Experience: Enhancing the customer experience requires a holistic view, and our findings and assessment culminate in a strategy for economic growth from an all-encompassing cultural, social, environmental and sustainable perspective. In addition to addressing the issues, we have mapped the existing customer journey—both the positive and negative “touchpoint” experiences—by car, by bus, and by walking. These “touchpoints” affect the senses: what people see, feel, smell, and touch. As we begin to overlay the morning, noon and evening journeys “through the customer’s eyes,” we develop a strategy that addresses the basic needs, the sustainability of Chinatown and a method for improving both internal and external communication. For more detailed information and customer journey maps, please review the section called “Tracking the Customer Journey.”

POTENTIAL ACTIONS:

- Touchpoint 1: Discourage vagrants, encourage landlord/tenant improvements and opening of new businesses, increase canopy lighting.
- Touchpoint 2: Reduce vagrancy, especially when it is linked to illegal activity. Cleaning and maintenance is necessary in this general area.
- Touchpoint 3: Improve the sense of arrival. Maunakea is the main street for Chinatown and needs to look that way. Work with landlords/tenants to seek improvements (better lighting, use of color, banners, etc.).
- Touchpoint 4: Find tenants for vacant spaces. Improve façades.
- Touchpoint 5: Improve wayfinding and signage.
- Touchpoint 6: Building condition is of utmost importance. Encourage and support landlord/tenant repair. Choose building color schemes carefully.
- Touchpoint 7: Reduce vagrancy, especially in relation to drug traffickers. Encourage new tenant mix through landlord/City partnerships, use for streetscape fixtures (benches, trash receptacles, etc.).
- Touchpoint 8: Heighten sense of entry on Nu'uuanu Avenue. Improve wayfinding to find parking. Improve lighting, especially around mid-block. Reduce vagrancy.
- Touchpoint 9: Fu Dogs signify arrival, but don't suggest a festive environment. Use more color, clean up bird and tree droppings, and improve lighting to help enhance the Chinatown experience.

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