Kaka'ako Makai

Conceptual Master Plan Final Report

April 2011

Hawaii Community Development Authority

MVE PACIFIC

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Kaka'ako Makai

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Aerial view of Kakaako Makai circa 1950

PREFACE

The Hawaii Community Development Authority (HCDA), in the Fall of 2009, retained MVE Pacific and its team of development and planning specialists to lead a community-based master planning process for Kakaako Makai. Building upon the three years of work completed by the Kakaako Community Planning Advisory Council (CPAC) to establish a vision for the future of Kakaako Makai, the consulting team, over a fourteen month period, analyzed physical site characteristics, reviewed the local economic influences, market demand and viability of commercial and other land uses, while engaging the public collaboratively through extensive stakeholder interviews, a series of hands-on workshops, open houses and focused meetings, culminating in a master plan direction for future of the Kakaako Makai district.

The consulting team has prepared, and included in this final report, a summary of the public engagement process and outcomes, including all supporting process data and graphic materials from the execution of the project. This report includes the overall vision, program, concept alternatives and diagrams developed during this community-based process. The report also offers financial and economic analysis and recommendations for the district, as well as suggestions for development implementation over time.



Aerial view of Kakaako Makai

INTRODUCTION

With its prime waterfront location between Waikiki and downtown Honolulu, spectacular views of the ocean, mountains and city skyline, along with the general nature of its current level of "under-development", this former landfill and industrial use area known as Kakaako Makai has become the focus of considerable attention and interest. The most recent attempt to develop Kakaako Makai involved a proposal to construct a residential and mixed-use project on 37 acres of State-owned land. The winning proposal's high-rise luxury condominium component received such strong public opposition and political pressure that the State Legislature adopted several resolutions, including a prohibition of residential land uses within the Makai area of Kakaako.

The list of stakeholders and interested parties for Kakaako Makai is extensive. The Kakaako Community Planning Advisory Council (CPAC) was formed in large part because the controversy surrounding the previous development proposal was based upon the perception that the community had been shut out of the planning process. The CPAC includes representation from many of the significant community stakeholders such as park advocates, the surfing community, academicians, along with advocates for the arts and cultural communities. Other significant CPAC members include the University of Hawaii's John A. Burns School of Medicine and Kewalo Marine Laboratory, Kewalo Basin Harbor interests, and Kamehameha Schools (the largest private landowner in Kakaako Makai).

Many of these stakeholders recognize both the challenges and the potential for developing the Makai Area for public benefit uses. These divergent interests are now resolved to move forward and establish a conceptual master plan to guide future development and its implementation. The legislative mandate to develop a cultural gathering place at Kakaako Makai continues to resonate with many of the stakeholders and now clearly frames the community's future objectives vision for the Makai Area.

The Makai Area contains approximately 44 acres of centrally located and easily accessible parks and public facilities. However, in many ways the area seems to be a hidden resource and invisible to the community at large. Users of the park are currently local area residents, many of whom enjoy the sense of open space, relative seclusion and expansive mauka and makai vistas. With its history of industrial activity, access to the



Kakaako Makai Districts

shoreline and near shore water had been challenging. Nonetheless, the Makai Area became an oasis for "locals" to pursue body-surfing and board surfing at the area's highly regarded surf breaks. However, in addition to maintaining access to the near shore waters for public enjoyment, improvement or enhancement of the Makai Area's park facilities and constructing new public gathering place activities clearly appeals to community stakeholders.

The CPAC has formulated Guiding Principles for the Makai Area that envision: the area as a place that is a safe and secure place for residents and visitors; sustaining public uses on public-owned lands for the greater public good; offering enriching cultural facilities; incorporating a Hawaiian sense of place in the design of area public facilities; and future sustainable operation of the area's public facilities. Future public gathering place activities may be derived from venues such as a surf museum, performing arts center, Hawaiian music and dance museum, and farmers market. Potential general enhancement and improvements to the existing park and open space resources (e.g., waterfront promenade, additional informal play fields) will also improve the site's attractiveness as a sought-after gathering place. However, besides park and public facilities, the conceptual master plan recognizes that construction of a limited amount retail, restaurants and other venues promoting local products in the Makai Area will also be necessary to create a public gathering place where the community may also celebrate the depth of its rich cultural diversity.

As the conceptual master plan estimates public facility development costs at approximately $50 million, the current economic downturn, prohibition on residential activities in the area and a resistance to for-profit land uses, create a serious challenge to financing public facility improvements in the Makai Area. Accordingly, we must work to identify and secure funding for the proposed public facilities and improvements whether through grants, bond measures, private benefactors or through public/private development efforts. Despite the limitations for financing these public improvements, it is important that the Legislature, the HCDA, stakeholders and the community at large continue to make the realization of this conceptual master plan a priority and not another plan that languishes on book shelves and coffee tables. As such, while construction of public facility improvements identified in the conceptual master plan for the Makai Area may occur in phases and appear protracted, the vision and objectives remain sound and must not be abandoned.







PLANNING PROCESS CHRONOLOGY AND MILESTONES

The recent evolution of the planning process for Kakaako Makai:

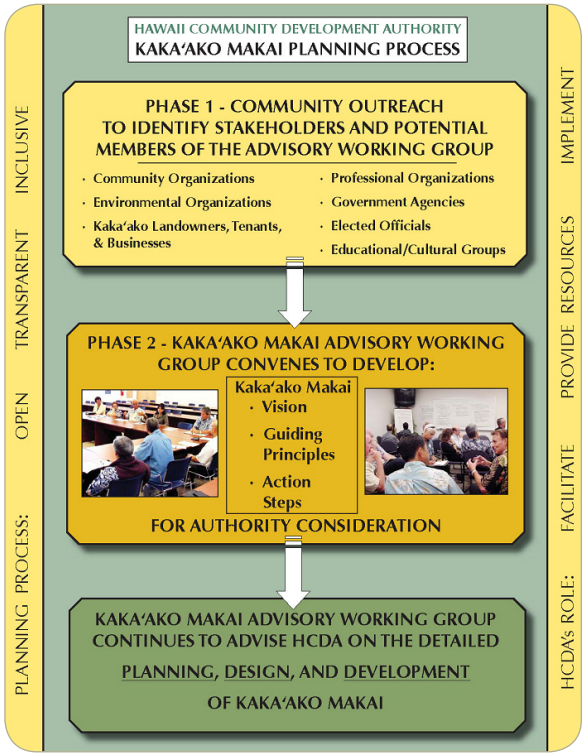
January, 2005 -
Kakaako Makai Developer Request for Proposal (RFP)
In January 2005, the HCDA issued a Request for Proposal (RFP) in an effort to engage a private development entity to plan and construction public and private facilities at Kakaako Makai. In September, 2005, the HCDA selected A&B Properties' proposal over five others that had been submitted.

Subsequently, a contingent of well-organized community members mounted strong opposition to the development proposal by A&B Properties. The primary reason for the community's opposition was the proposed sale of public land for private development and use and a perceived lack of opportunity for community involvement in the project.

2006 - House Concurrent Resolution 30
The voice of public opposition was heard at the State Legislature. House Concurrent Resolution 30 (HCR 30) called upon the HCDA to rescind the A&B Project and to convene a working group of interested stakeholders to meaningfully participate in the development, acceptance, and implementation of any future plans for the development of Kakaako Makai. Other statutory amendments established new hearing procedures for the HCDA and removed the prerogative of the HCDA to approve any residential development in the Makai Area. Refer to Appendix 19 for a description of several statues and resolutions that apply to Kakaako Makai.

November, 2006 - Stakeholder Engagement
In November 2006, to comply with HCR 30, the HCDA engaged independent planning consultant, Townscape Inc., to organize an advisory working group that would participate and assist in the Kakaako Makai Area planning process. This initial outreach effort was focused specifically on getting high-level input and ideas about the future of Kakaako Makai from a diverse set of stakeholders and on forming an advisory working group that would give advice, on an ongoing basis, to the HCDA. Between December 2006





and mid-April 2007, a list of 132 stakeholder names was generated, 54 individuals and groups were invited to be interviewed, and 47 interviews were conducted. The stakeholders interviewed included: citizen and community groups; environmental groups; land owners; recreational groups; professional and business groups; visitor industry groups; arts and cultural groups; historic preservation groups; city and state departments; and elected officials. For the complete summary of these stakeholder interviews see Appendix 1, in this report.

While the results of the interviews were not universal nor conclusive, sentiments emerged that public land should be used for public purposes with the vision that Kakaako Makai be an inviting place for Hawaii residents, comfortable and engaging, and a people-oriented place. Others expressed that there should be an emphasis on green space with continued and enhanced access to the harbor and ocean while promoting commercial and recreational use of the water. When development occurs, many felt that it should be mixed use with an emphasis on cultural and arts facilities.

Spring, 2006 - The formation of "CPAC"

As a part of that initial engagement of stakeholders, the HCDA held a workshop in March 2007 to discuss the role of the advisory group and stressed that its role was advisory and that the group would, at the end of the planning process, provide recommendations to the HCDA on the vision for the future of Kakaako Makai and guiding principles regarding future development of the area. The HCDA also provided funding for meeting facilities and a meeting facilitator for the group. In April 2007, the HCDA invited these stakeholders and the broader community to form an advisory group with the objective of developing a vision and principles to guide the future development of the area. The HCDA envisioned this process as a 'bottom up' planning process and ensure meaningful public participation.

During 2007, the participants of this advisory group elected to name themselves, the Kakaako Makai Community Planning Advisory Council ("CPAC"). The CPAC spent its first ten months selecting a facilitator, adopting operating principles, defining the roles of participants, participation and representation protocols and reaching consensus on a unified purpose. Over the following seven months, the group identified interests, concerns, and aspirations for the future of Kakaako Makai and narrowed this information down to a statement of initial Guiding Principles.

In February 2008, CPAC elected four officers as well as creating two ex officio positions for Kamehameha Schools and the Office of Hawaiian Affairs as major stakeholders in the area, indicating an inclusive approach and a desire to speak as the voice of the community.

The Spark M. Matsunaga Institute for Peace at the University of Hawaii was retained to facilitate the group's meetings, which were held each month and open to the public where various interests, concerns, and aspirations the CPAC meeting participants shared for the future of Kakaako Makai were discussed, leading to the development of the Guiding Principles for the Kakaako Makai Master Plan. By the end of the facilitation contract, the CPAC had organized itself and started conducting community meetings on its own. The CPAC developed its own procedures to gather and select input from the community for the Vision and Guiding Principles, which was intended to serve as the primary guiding document for future planning of the area.

PLANNING PROCESS CHRONOLOGY AND MILESTONES

Adoption of the Vision Statement and Guiding Principles

Recognizing the importance of respecting all interests, every member's ideas and comments were heard and incorporated into a list of 270 nominations for Guiding Principles. Through a careful process involving multi-voting, computer analysis, tabulation, and cross-referencing of keywords, the group reduced the number of guiding principles to 32, and eventually to the 14 in the final form. In November 2008, the CPAC adopted the Guiding Principles by consensus. In January 2009, the CPAC also adopted a Vision Statement for Kakaako Makai, also by consensus.

The development of a Vision Statement and Guiding Principles for Kakaako Makai involved many hours of work contributed by a dedicated group of community volunteers. In all, over the period from March 2007 through January 2009, 47 public meetings were conducted by the CPAC. Their commitment and efforts, along with the Vision and Guiding Principles, were to continue into the next planning phase.

VISION STATEMENT

THE HAWAIIAN PLACE OF KAAKAUKUKUI AND KUKUKUAEO

Kakaako Makai is the community's gathering place. A safe place that welcomes all people, from keiki to kupuna, with enriching cultural, recreational and educational public uses. A special place that continues the shoreline lei of green with scenic beauty, connects panoramic vistas mauka to makai, and encourages ecological integrity of land, air and sea. Kakaako Makai honors, celebrates and preserves its historic sense of place, Hawaiian cultural values and our unique island lifestyle for present families and future generations.

GUIDING PRINCIPLES



Community Cultural Gathering Place

Establish Kakaako Makai as a gathering place where community and culture converge in response to the natural scenic beauty of the green shoreline open space.

- Celebrate the intertwined cultures of the community by ensuring a welcoming gathering place for a broad cross-section of people diverse in age, income and ethnicity.
- Provide enriching public recreational, cultural and educational opportunities for residents and visitors alike through Kakaako Makai's scenic coastal and marine environment, the Native Hawaiian cultural heritage, compatible facilities and activities, and historic sites and settings.



Hawaiian Culture & Values of the Ahupuaa

Base the framework for planning, decision-making and implementation of the Kakaako Makai master plan on Native Hawaiian values and traditional and customary rights and practices protected by the State.[1]

- Emphasize the host Hawaiian culture.[2]
- Incorporate the ahupuaa concept and spirit of caring for, conserving and preserving the self sustaining resource systems necessary for life, including the land that provides sustenance and shelter, the natural elements of air, wind and rain extending beyond the mountain peaks and streams of pure water, and the ocean from the shoreline to beyond the reef where fish are caught.
- Adopt the ahupuaa lifestyle of individual kuleana working together and contributing to the whole for a greater level of stewardship, conservation, and proper management of resources with contemporary land-use benchmarks, such as growth boundaries and carrying capacity.
- Assure that the planning of collective or individual traditional features, settings, and activities will be overseen by Hawaiian historic and cultural experts to prevent misinterpretation or exploitation.



Open View Planes

Protect, preserve and perpetuate Kakaako Makai's open view planes from the mountains to the sea as an inherent value of the Hawaiian ahupuaa and an important public asset for residents, visitors and future generations.[3]

- Ensure planning and development safeguards to identify, document, retain, restore and protect makai-mauka and diamond head-ewa open view planes to the Koolau mountains, Diamond Head (Leahi) and the Waianae mountains as seen from the view vantage areas and vicinities of Kakaako Makai's public lands and Kewalo Basin Harbor.

GUIDING PRINCIPLES



Coastal and Marine Resources

Preserve, restore and maintain Kakaako Makai's valuable coastal and marine resources for present and future generations.

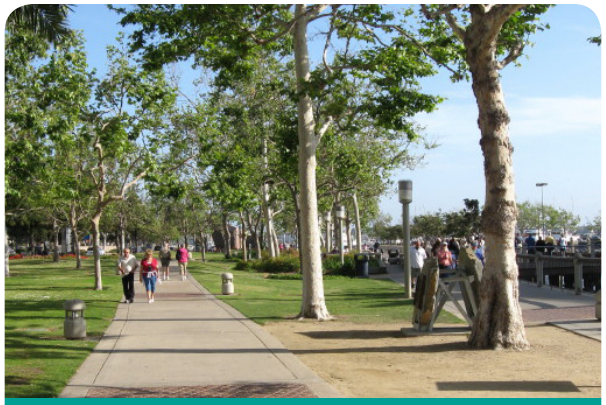
- Enable the monitoring, protection, restoration, and conservation of natural coastal and ocean resources, including reef and marine life, through responsible stewardship and sustainable practices.
- Protect and sustain the coastal environment for cultural uses including fishing, ocean gathering, surfing and ocean navigation.



Expanded Park and Green Space

Ensure expansion of Kakaako Makai's shoreline parks as significant landscaped open spaces[4] joining the lei of green parks extending from Diamond Head (Leahi) to Aloha Tower.

- Implement the Hawaiian values of the ahupuaa and malama aina by preserving shoreline open space, protecting scenic coastal and marine resources, and respecting the natural interaction of people, land, ocean and air.
- Welcome residents and visitors alike with green open space, abundant shade trees and opportunities for family recreation.
- Use the established park planning standard of at least 2 acres per 1000 residents as a benchmark to assure sufficiency of park space to contribute to the health and welfare of Kakaako Mauka's growing population and offset increased urban density, noise and pollution.



Public Accessibility

Provide open and full public access to recreational, cultural and educational activities within and around Kakaako Makai's parks and ocean shoreline.

- Ensure complete public recreational access with minimal impact to the environment, including drop-off accommodation of ocean recreation equipment and connections to public transportation.
- Provide a shoreline promenade and tree-lined paths to safely and comfortably accommodate pedestrians, bicyclists and the physically impaired.
- Provide sufficient shared parking complementary to the natural setting to support all uses in Kakaako Makai, with workplace parking available for recreational and cultural users during non-working hours.



Public Safety, Health & Welfare

Ensure that Kakaako Makai is a safe and secure place for residents and visitors.

- Keep public use areas safe day and night for public comfort and enjoyment.
- Ensure that exposure to land and ocean is environmentally safe for people and marine life by assuring timely investigation, determination, and remediation of contaminates.
- Ensure that Kakaako Makai remains free and clear of elements, activities and facilities that may be potentially harmful to the natural environment and public well-being, including laboratories containing and experimenting with Level 3 or higher bio-hazardous pathogens and/or biological toxins known to have the potential to pose a severe threat to public health and safety.[5]



Public Land-Use Legislation - Public Use of Public Lands in the Public Interest

Recognize and respect the effort and intent of the Hawaii State Legislature to uphold the greater public interest by ensuring and sustaining public uses on Kakaako Makai State public lands for the greater public good.

- Preclude the sale of public land and development of housing in Kakaako Makai;[6]
- Demonstrate commitment to serve the highest needs and aspirations of Hawaii's people and the long-term good of Hawaii's residents and future generations through community-based planning;[7]
- Restore the site-dependent use of Kewalo Basin Cove to the Kewalo Keiki Fishing Conservancy.[8]



Kewalo Basin

Ensure that the Harbor's identity is retained with continued small commercial fishing and excursion boat uses, keiki fishing, marine conservation, research and education, and accessible open space expanding the lei of green between Ala Moana Park and Kakaako Waterfront Park.

- Enable continued functional commercial boating uses at Kewalo Basin Harbor[9] and preserve the beneficial relationships between the existing small commercial fishing and excursion boat businesses and land-based maritime support service businesses.
- Ensure that Kewalo Basin will continue as a State of Hawaii commercial harbor and valuable public facility asset by repairing, maintaining and enhancing the harbor for small commercial fishing and excursion boat use.
- Ensure the protected use of Kewalo Basin Cove for Kewalo Keiki Fishing Conservancy keiki fishing and marine conservation programs.
- Support Kewalo Marine Laboratory's valuable marine biology and ecosystems research and education in the vicinity of Kewalo Basin.
- Ensure preservation of Kewalo Basin Park, the net house and parking lot for public use, improve existing facilities within the park, and provide green open space between Ala Moana Park and the channel frontage.[10]

GUIDING PRINCIPLES



Cultural Facilities

Offer public enrichment opportunities through both fixed and flexible cultural facilities that celebrate the diverse cultures of Hawai'i and blend compatibly with the shoreline open space.

- Contemplate compatible indoor and outdoor performance venues that encourage the teaching, practicing, and presentation of hula, theater, music, dance, and other performing and visual arts, with an outdoor multi-cultural festival space for Honolulu's diverse ethnic communities.[11]
- Contemplate educational facilities, such as an exhibition hall with permanent, interactive and rotating exhibits, museums communicating the cultural history of the area, and places for traditional Hawaiian cultural practices.[12]
- Establish a cultural market stocked by local farmers, fishers and Hawaiian traditional craft makers to reflect the Hawaiian values of gathering and trading in the ahupuaa between the mountains and the sea.[13]



Small Local Business

Apportion a limited number of small local businesses to assist in cooperatively sustaining Kakaako Makai's public use facilities.

- Ancillary small businesses may include diverse local restaurants, cafés, small shops, markets or other uses that will complement the recreational, cultural, harbor or other public facilities serving the community interest.[14]
- Encourage small local enterprises that emphasize the Hawaiian culture and support traditional local products, rather than large corporate retailing attractions.



Site Design Guidelines - A Hawaiian Sense of Place in Landscape, Setting and Design

Ensure that Kakaako Makai's public use facilities are compatible in placement, architectural form, and functional design within the landscape of the shoreline gathering place.[15]

- Provide and maintain abundant native coastal plants and trees to blend the scenic and sensory qualities of the coastal environment and create a Hawaiian sense of place.
- Identify, protect, preserve, restore, rehabilitate, interpret and celebrate Kakaako Makai's historic sites, facilities, settings, and locations.
- Maintain the quality of coastal environmental elements including natural light, air and prevailing winds.
- Mandate sustainability principles, conservation technologies, and green building standards for buildings, grounds and infrastructure.[16]



Community/Government Planning Partnership

The Kakaako Makai Community Planning Advisory Council places the public interest first and foremost, and will strive to uphold the greater good of the community in partnership with the HCDA as the public oversight agency by:

- Openly working with the community, the HCDA and the HCDA's planning consultants as guaranteed by government commitment to ongoing community representation and involvement throughout the master planning process;
- Openly communicating with the State Legislature and other elected public officials;
- Committing the time and effort required to meet the goals and objectives of the Kakaako Makai planning process, and advocating responsibly in the public interest both collectively and individually, notwithstanding premature or conflicting proposals.



Future Funding & Management

Assure and assist viable and sustainable operation of public uses and facilities on State public land in Kakaako Makai through public/private partnerships and 501(c)(3) non-profit management[17] similar to successful park conservancies and their stewardship programs.

- The community land conservancy will be essential in determining safeguards to restore, protect and perpetuate Kakaako Makai's natural shoreline resources and view planes, historic and recreational resources, and public uses on State public lands in the public interest as a quality of life benchmark.
- This conservancy may be a public/private partnership of the Kakaako Makai Community Planning Advisory Council (CPAC), the Hawaii Community Development Authority (HCDA) or current oversight agency, and private contributing interests to both monitor and underwrite public use on State public land in service to the public good.[17]

[1]Hawaii State Constitution, Article XII, Section 7. Inform the planning process by the principles and traditions of the ahupuaa, and inspire the master plan by the interconnected relationship of people.

[2]206E-34(c)(5), Hawaii Revised Statutes. The Hawaiian host culture is emphasized as pre-eminent yet inclusive of other cultures.

[3]Significant Panoramic Views Map A-1, Honolulu Primary Urban Center Development Plan.

[4]Inclusive of Kewalo Basin Park, Kakaako Waterfront Park and Kakaako Gateway Park.

[5]Protection of the public health and safety is first and foremost in this area a) immediately adjacent to a Shoreline recreation area and the urban population center, b) in close proximity to a regional beach park and the Waikiki primary visitor destination, and c) within the updated tsunami zone. http://beta.abc3340.com/news/tories/1007/460171.html and http://www.nytimes.com/2007/10/05/us/05labs.html?_r=1.html

[6]§206E-31.5, Hawaii Revised Statutes.

[7]HCR 30, 2006.

[8]Act 3, 2007, Special Session.

[9]§206E-33(2), Hawaii Revised Statutes.

[10]Inclusive of greenbelt connections between Ala Moana Park and Kewalo Basin Park, between the Net House and Kewalo Basin Channel, and between Ala Moana Boulevard and Kewalo Basin to Point Panic.

[11]§206E-34(d)(3), Hawaii Revised Statutes.

[12]§206E-34(d)(5), Hawaii Revised Statutes.

[13]§206E-34(a) and (b), Hawaii Revised Statutes.

[14]§206E-34(d)(2), Hawaii Revised Statutes.

[15]Encourage private development mauka of Ilalo Street to compliment the gathering place concept of the Kakaako Makai public use area on public lands by providing landscaped set-backs and inviting open architecture at the street level.

[16]Ensure reasonable carrying capacity with limited infrastructure for sufficient water supply, storm-water drainage and waste disposal.

[17]206E-34(c)(3), Hawaii Revised Statutes.

PLANNING PROCESS CHRONOLOGY AND MILESTONES

November, 2009 through March 2011 -
Kakaako Makai District Master Plan
During 2009, HCDA selected MVE Pacific and its multi-disciplinary team to lead the formulation of a community-based master plan to envision and shape the future of the approximately 200 acres of public land makai of Ala Moana Boulevard in the Kakaako District. The MVE Pacific team included community outreach specialists, economists, engineers, and cultural experts along with place-making experts, urban planners, architects, and landscape architects offering experience in public consensus building and national and international public waterfront planning, design and development.

A comprehensive community outreach, conducted as a critical step in planning for the future of Kakaako Makai, entailed a wide breadth of activities to engage the district stakeholders in a vital conversation of their aspirations and vision for the property. An endeavor of this magnitude is seldom successful in the long term without identifying and adapting to the current and future social, political and economic conditions locally, regionally and beyond. Both independent research and information gained directly through individual and small group meetings with constituents, regulatory agencies, development professionals and just ordinary community folks with an interest in the future were interviewed prior to any initial conceptual planning. A process for community outreach and collaborations was developed as these discussions progressed and led to an approach that considered the necessity to communicate, analyze, consider, adapt and re-communicate with this wide body of stakeholders in a series of meetings, workshops, focused group sessions, open houses, interactive websites and other forms of direct collaboration.

Commencing with a meeting in November 2009 where the MVE Pacific team and the planning process were introduced to the public and culminating in late October 2010 with the presentation of conceptual plan diagrams, the master planning effort entailed a total of three open community workshops, a week-long open house, fourteen CPAC meetings, eleven “project team” meetings, stakeholder interviews with representatives of 45 groups including 95 individuals, and twelve “focused group” work sessions. Through the HCDA’s public consultation web portal, 114 comments had been recorded as of October, 2010, and through traditional means of phone calls and letters, public input has continued to be received and is included in its totality in this report in Appendices 17 and 18. The following sections of this report illuminate the tremendous effort by HCDA and the community in following through with the mandate for a ‘bottom up’ community planning process in arriving at conceptual master plan for Kakaako Makai.

November, 2009 - Team Introduction and “Kick-Off” Meeting
The members of the MVE Pacific planning team, along with members of the Kakaako Community Planning Advisory Council (CPAC) and the HCDA project team, introduced themselves to the community in November of 2009. This public meeting, held at the offices of the HCDA, included a team presentation of physical planning principles from both a cultural and place-making perspective.

Peter Apo, a part of the Project planning team, provided a cultural and philosophical perspective to community planning and described the history of the site, its role in the Honolulu Ahupuaa, (the traditional Hawaiian subdivision of land from the mountain to the sea), keys to a successful development process and the

importance of transforming the property into a gathering place and source of pride for the community. Project for Public Spaces (PPS) staff provided insights on the ingredients that make up great public places and waterfronts by presenting international examples and honing in on land use relationships as well as subtle urban design details.

A process and general timeline describing the series of events and milestones that would ultimately lead to a conceptual master plan being forwarded to the HCDA for adoption was developed. Additionally, an outline of the planning and outreach process was prepared diagrammatically in front of the attendees for discussion and critique. This process was characterized by four major components: (1) Research & Information Gathering, (2) Community Meetings and Workshops, (3) Program Development and Conceptual Plan Alternatives and (4) Creation of a Preferred Plan and Financial Feasibility Analysis.

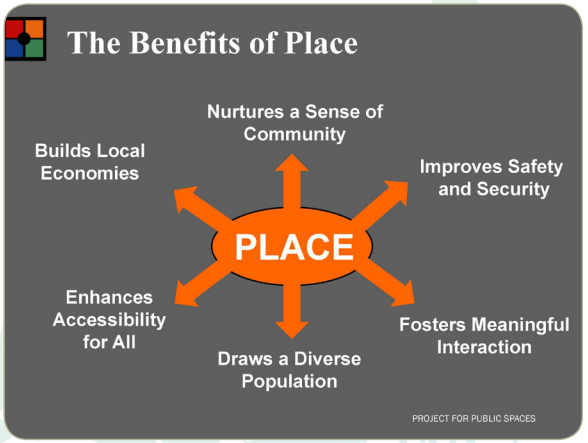
CPAC members shared their insights both personally and as a group about the creation, meaning, purpose and intent of each of the guiding principles and fielded questions about them from other members of the public and the planning team. As the CPAC had been designated as a critical and integral component of the community outreach and planning collaboration process throughout the entire evolution of the project, it had been deemed critical that they participate actively in every step of the process.

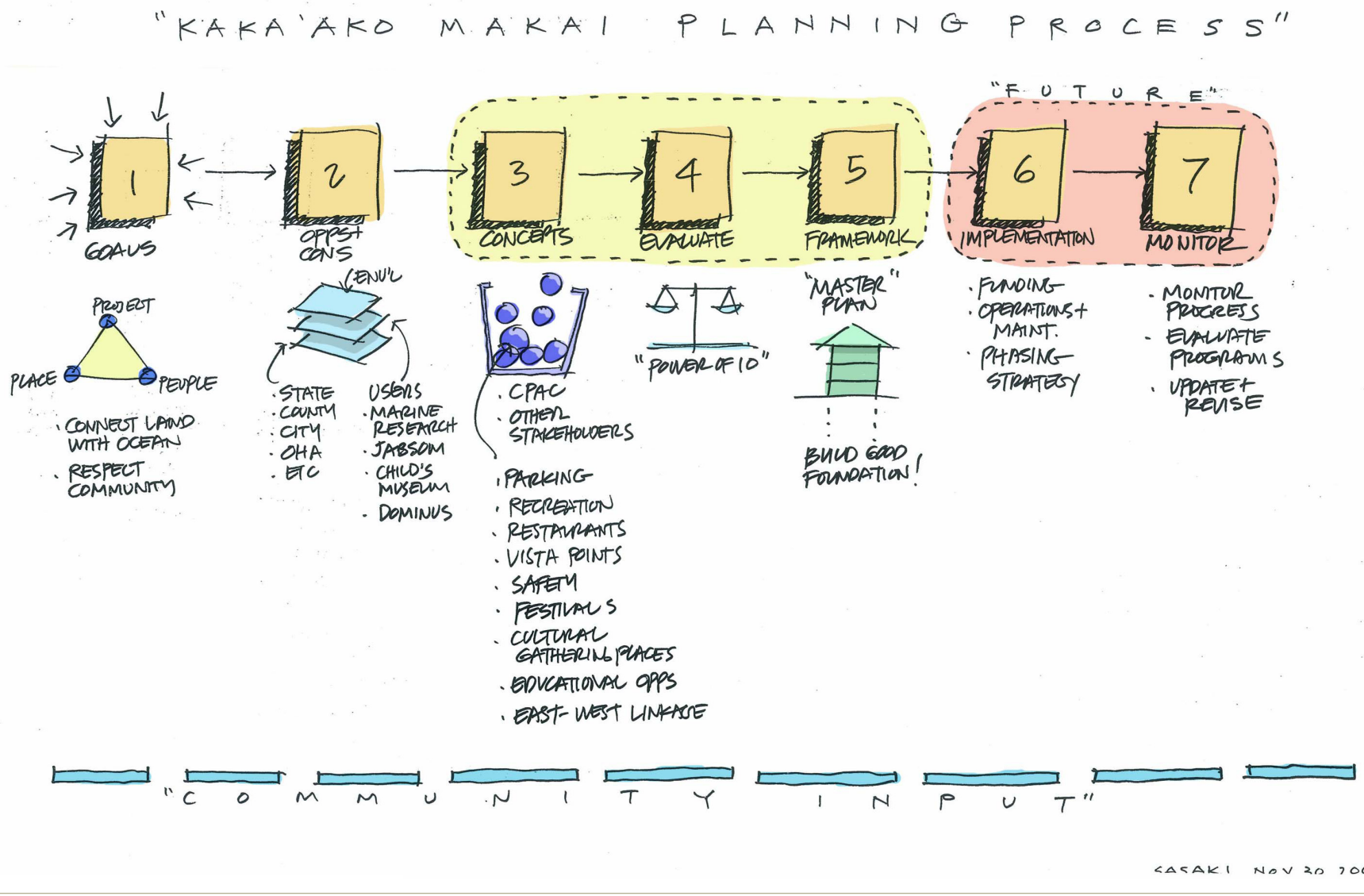
An open discussion identified ways in which these planning principles, public engagement events and process can complement the work already accomplished by the CPAC with their creation of the Vision and Guiding Principles for Kakaako Makai.

For the complete slide presentation of this initial community meeting, see Appendix 3.








"KAKA'AKO MAKAI PLANNING PROCESS"
"FUTURE"
1
GOALS
2
OPPST CONS
3
CONCEPTS
4
EVALUATE
5
FRAMEWORK
6
IMPLEMENTATION
7
MONITOR
PROJECT
PLACE
PEOPLE
· CONNECT LAND WITH OCEAN
· RESPECT COMMUNITY
ENV'L
· STATE
· COUNTY
· CITY
· OHA
· ETC
USERS
· MARINE RESEARCH
· JABSOM
· CHILD'S MUSEUM
· DOMINUS
· CPAC
· OTHER STAKEHOLDERS
"POWER OF 10"
"MASTER PLAN"
BUILD GOOD FOUNDATION!
· FUNDING
· OPERATIONS + MAINT.
· PHASING STRATEGY
· MONITOR PROGRESS
· EVALUATE PROGRAMS
· UPDATE + REVISE
· PARKING
· RECREATION
· RESTAURANTS
· VISTA POINTS
· SAFETY
· FESTIVALS
· CULTURAL GATHERING PLACES
· EDUCATIONAL OPPS
· EAST-WEST LINKAGE
"COMMUNITY INPUT"
SASAKI Nov 30 2009

PLANNING PROCESS CHRONOLOGY AND MILESTONES

Research November, 2009 – January 2010
At the initial phases of this effort, the consultant team researched and analyzed the property to develop an understanding of the context of this community of Kakaako, from its physical and environmental characteristics to the history of the land and people, and from the political and economic challenges to the social opportunities. From this basis, the community engagement phase of the master planning effort began.

Kakaako Makai has a unique and complex history. From its origins as wetlands with fish and salt ponds to mid 20th Century land expansion and industrial uses and even today as the singular urban waterfront redevelopment opportunity for Honolulu, this place continues to build on its history and as a critical public resource for all of Oahu. An in-depth study of the Cultural Anthropology was commissioned by the Project Team in order to establish the critical understanding of the areas past, so a vision could be supported for the future. The study is included in full in Appendix 2.

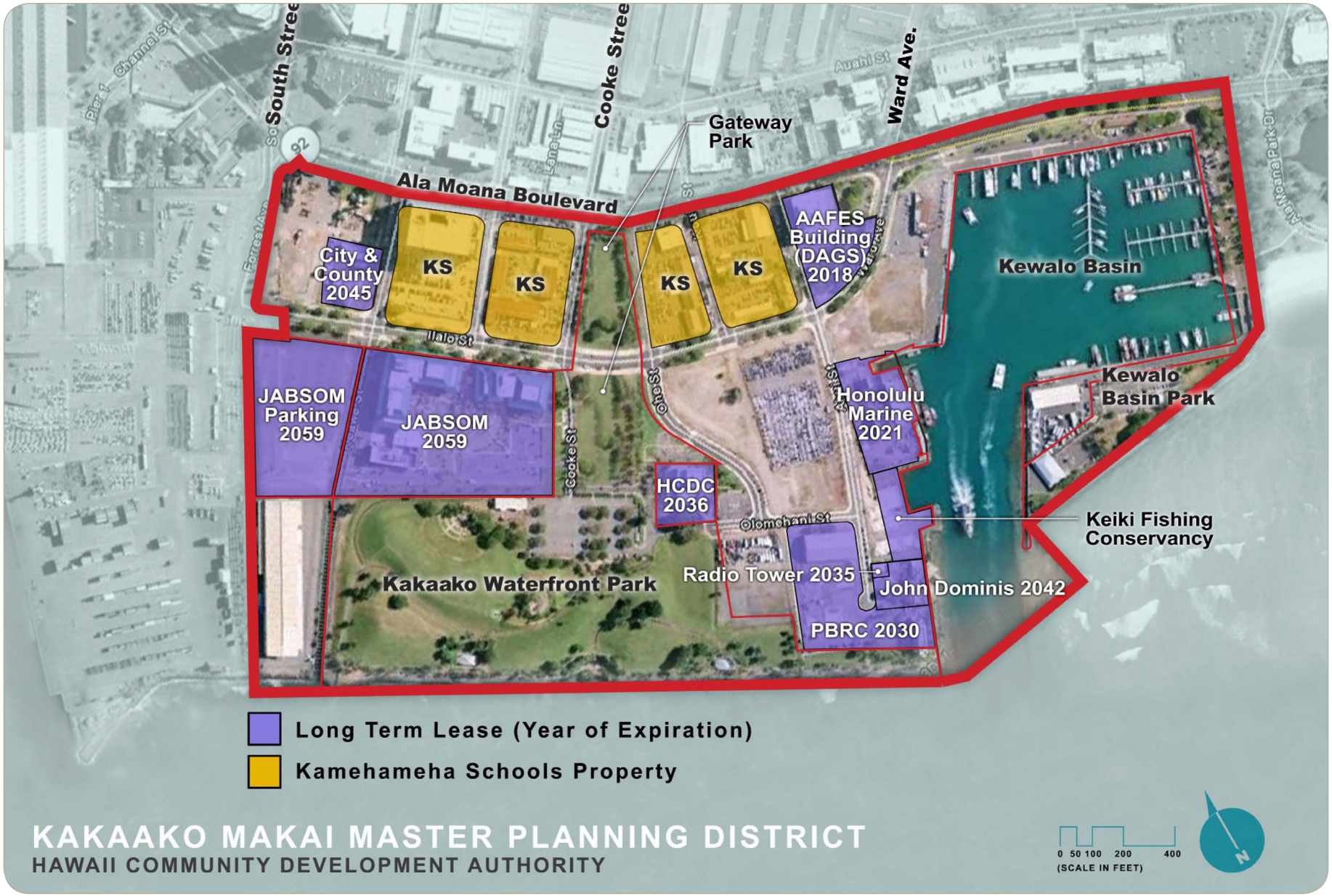
The physical makeup of the site was evaluated. This included a survey of community resources such as parks, recreation, education, civil and cultural opportunities in the area within and immediately surrounding the Honolulu ahupuaa. Also depicted in a series of studies were land uses, property ownership and lease arrangements, the condition and capacity of the roads, circulation and utility infrastructure, as well as the environmental and social patterns of the district to understand the resources to retain and those needing improvements.

The Planning Team took time to understand the extensive previous history and current planning of the Kakaako and greater Honolulu urban waterfront. As an example, in recent years, two major land owners in the neighboring Mauka community received master plan permits for long term mixed-use redevelopment master plans of substantial size and impact to the overall Kakaako area, which will lead to important synergistic opportunities for the future of the public Makai lands. Specifically, immediately mauka of the project is the 28-acre Kamehameha Schools Kaiaulu o Kakaako community as well as the Ward Neighborhood master plan of General Growth Properties to the east on the land of the Victoria Ward Estate.









Kakaako Makai Land Ownership and Leases

PLANNING PROCESS CHRONOLOGY AND MILESTONES

These two projects, along with long term plans for the improvements of Honolulu Harbor, Kewalo Basin Harbor, Ala Moana Park and Ala Wai Boat Harbor, will all have influences on the substance, character and function of the future of Kakaako Makai.

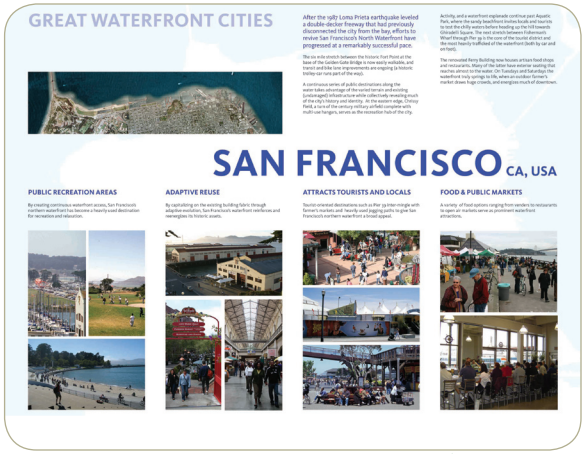
Relevant international case studies, including project examples in such diverse places as San Francisco, Vancouver, Oslo, and Brisbane were assembled to provide the community with further background and understanding of waterfront planning and design and inspiration for applying these principals to Kakaako Makai.

November, 2009 – January 2010 Stakeholder Interviews

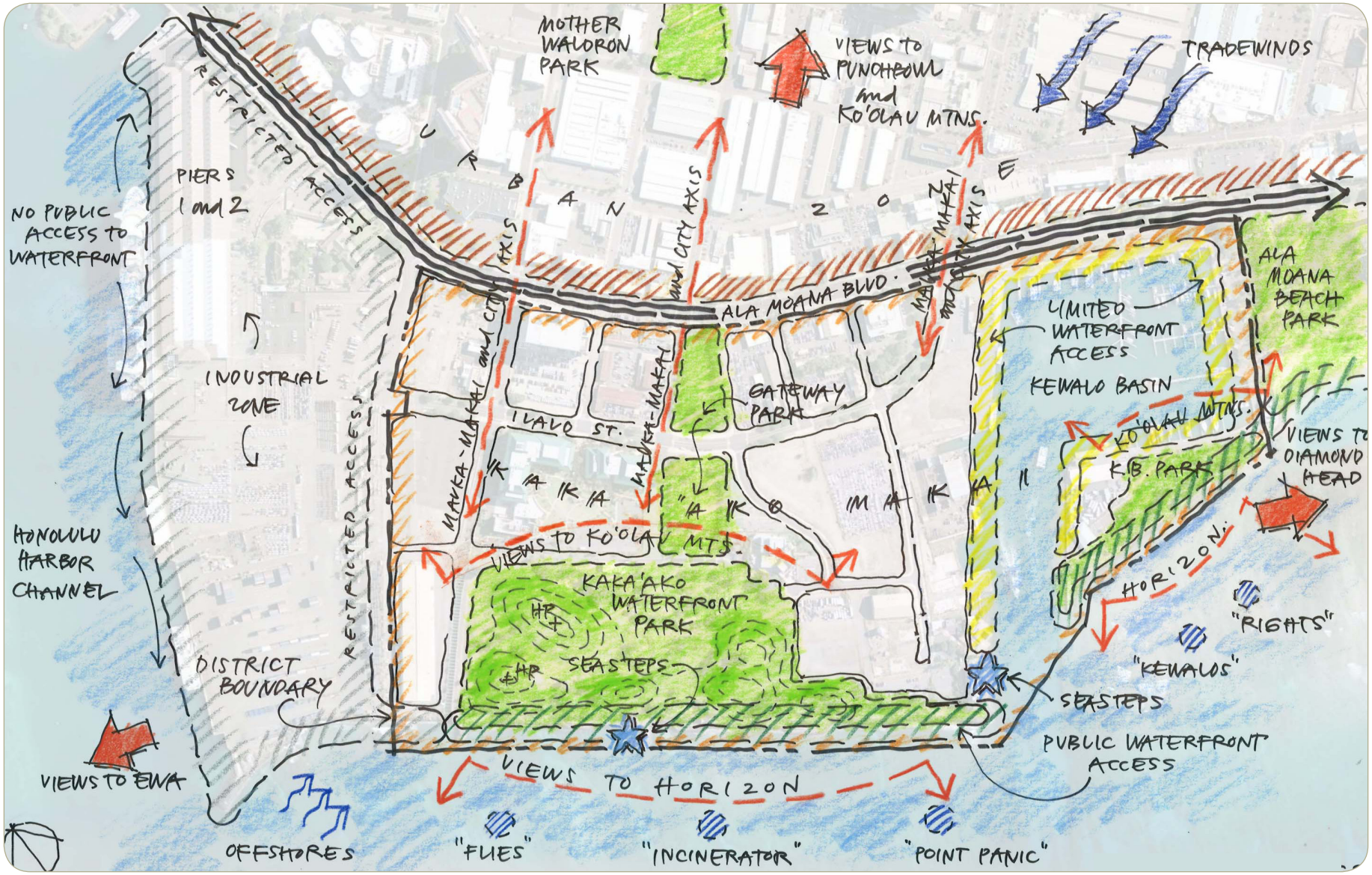
An extensive interview process was conducted with key stakeholder groups and individuals to understand their desires and perspectives on Kakaako Makai and its future. Included in the interviewing process were stakeholders such as: CPAC members; landowners; representatives of the Kamehameha Schools; Park and Ocean user groups; State and County Agencies; Professional Groups; and various Culture and Arts groups. In total, 45 groups, consisting of 95 individuals, were interviewed and their thoughts and suggestions documented during this time frame.

Detailed summaries of these interviews (see Appendix 4) were prepared and analyzed for broader Project Team review. A summary of the stakeholders' key concepts and suggestions was compiled for distribution at the community planning workshop scheduled for January 2010. The research and context discoveries and other information gained in the interviews would lay the foundation for a series of important first community hands-on planning exercises.

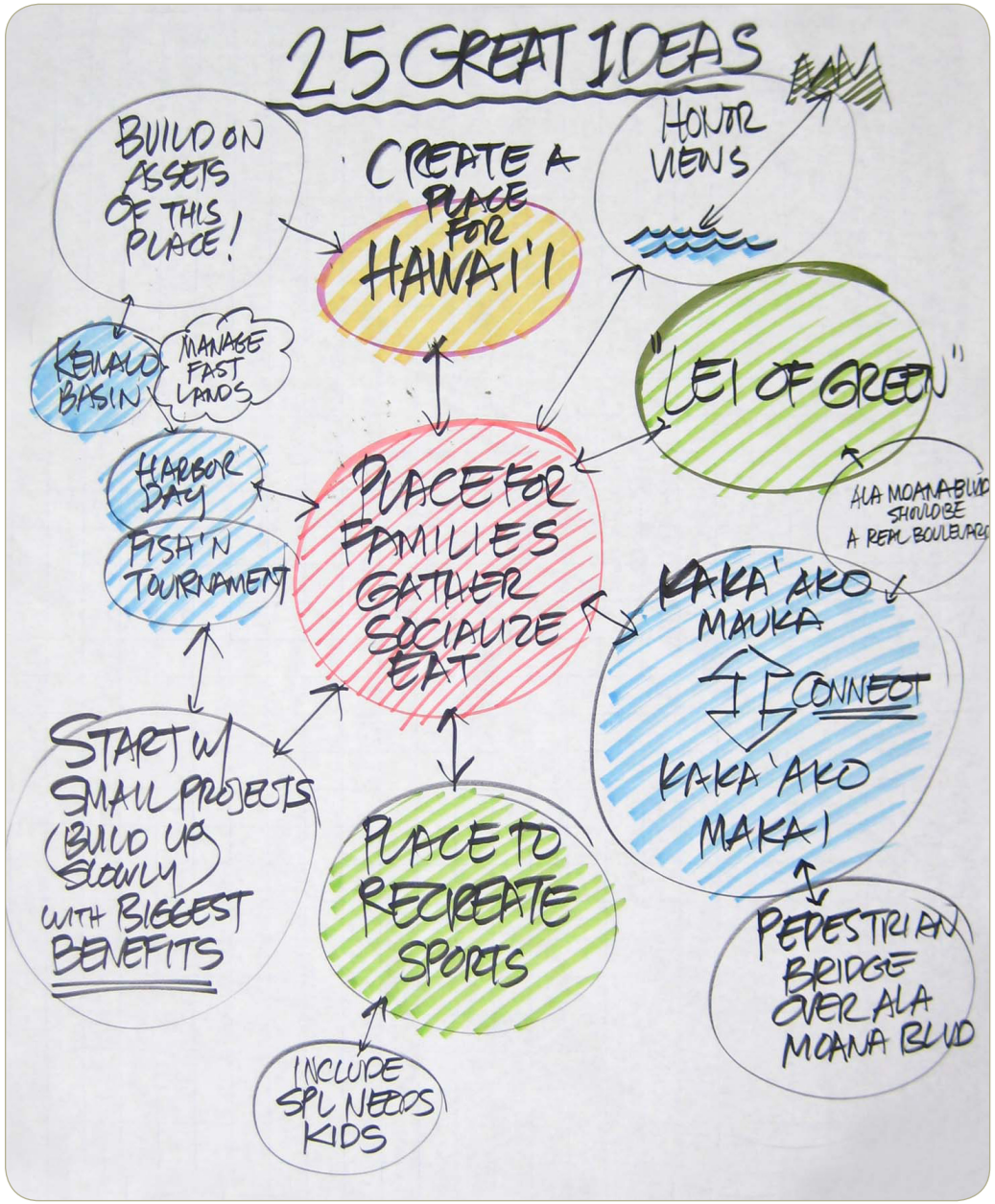








Site Characteristics



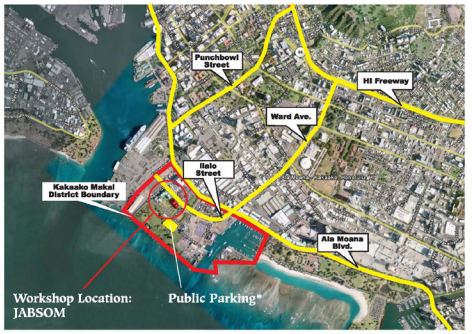
"25 Great Ideas" for Kakaako Makai

Planning the future of Kakaako Makai

HCDA
Better Communities for Tomorrow

The community is invited to a weekend of public meetings designed to inform and gather input on the future planning of the Kakaako Makai District. These collaborative sessions will be held on January 30, 31 and February 1, 2010 at the John A. Burns School of Medicine.

The Kakaako Makai District offers the potential of becoming the gathering place for the residents of Honolulu and visitors alike. The HCDA has worked with community groups represented by Kakaako Makai Community Planning Advisory Council (CPAC) and other stakeholders in establishing a vision and guiding principles for future development of the area. You can access the vision and guiding principles on the HCDA webpage (http://hcdaweb.org/kakaako-makai-advisory-working-group). The goal of this public workshop is to build on the vision and guiding principles and develop "gathering place" concepts for Kakaako Makai. During the workshop you will learn what makes popular gathering places in Hawaii and other national and international communities work, assess the opportunities and constraints and identify programs, uses and activities that will contribute to sustainable development of the area.



WORKSHOPS ON SATURDAY, SUNDAY AND MONDAY
JANUARY 30TH - FEBRUARY 1ST

Kulia Grill at Medical Education Building
John A. Burns School of Medicine (JABSOM)
Kakaako Waterfront Campus
651 Ilalo Street
Honolulu, HI 96813



***Public parking available at the Gateway Park parking lot**

Saturday:
Community Discussion
8:00am-5:30pm
Sunday:
Site Tour and Visioning
1:00pm-5:30pm
Monday:
Presentation and Reception
6:00pm-8:30pm

PLEASE RSVP TO: **808-594-0311**

Kaka'ako Makai



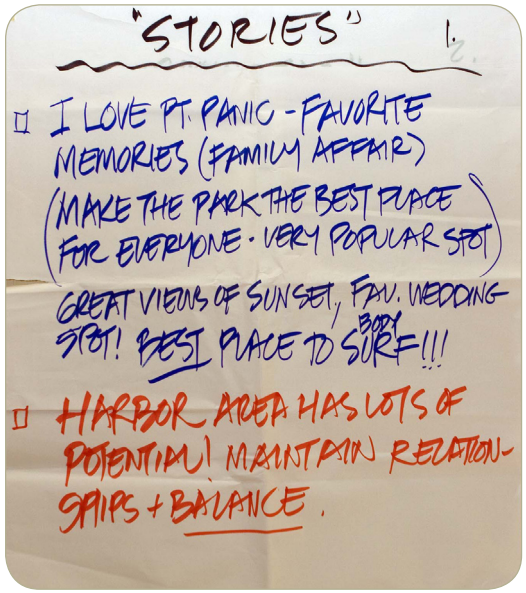
Kakaako Makai Community Workshop Public Notice



Circulation and Access

Community Workshop No. 1 - January 30 - February 1, 2010
A three-day workshop was held in late January, 2010 to engage the community and stakeholders directly in the planning process. The HCDA made extensive efforts to notify the community of the workshop through the use of fliers, internet notices, e-mail broadcast and newspaper announcements. The workshop was held at the John A. Burns School of Medicine facilities taking advantage of convenient parking, multi-purpose rooms, classrooms, auditorium and other facilities but, most importantly, the proximity to the Makai Area.

Beginning on a Saturday morning, the workshop commenced with a series of informational and exploratory team and community-led presentations of the history of Kakaako Makai, the visioning work completed by CPAC, site context and waterfront planning principles.

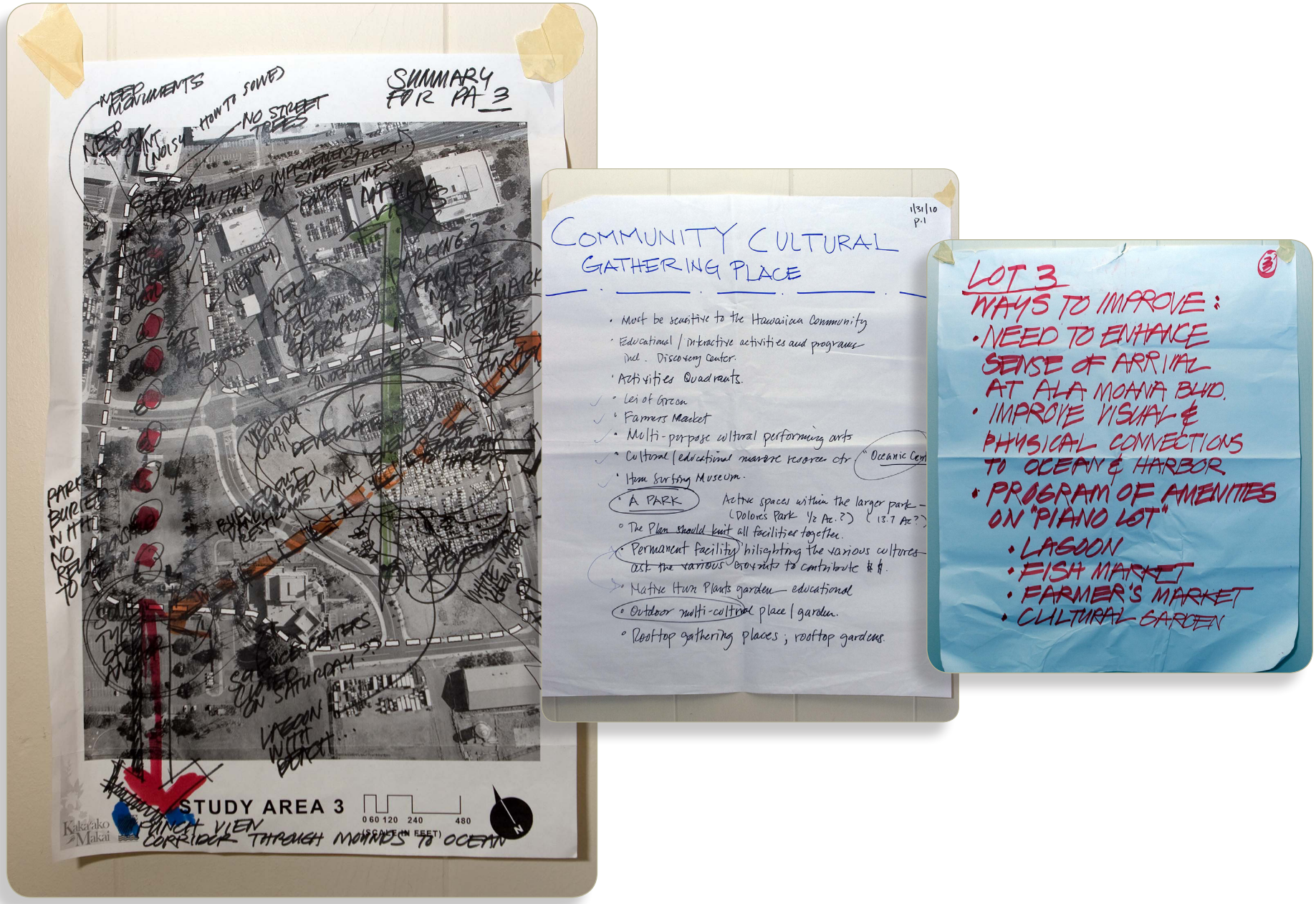


As one of the main goals of the Workshop was to gather public input, participants were invited throughout the course of the event, to informally place their suggestions on a site map of the area. Some attendees even shared personal memories of growing up in and around Kakaako and what the future of the Makai area would mean to them.

A series of planning exercises were conducted to elicit public input and participation. The first such exercise involved the dividing of attendees into seven groups to physically walk and visually assess pre-determined sub-areas of the entire Kakaako Makai District. By dividing the participants into teams, the entire site, while encompassing over 100 acres, was able to be covered by the group in a relatively short time frame. Utilizing specially devised evaluation tools provided by the Project for Public Spaces (PPS), the seven groups then held internal discussions to evaluate the positive and negative attributes of these sub-areas. The groups were also tasked with considering how to reinvigorate the area with public gathering place activities.

There was no shortage of observations and creative ideas that resulted from this exercise. In some instances, participants proposed to tie the west side of the Makai Area to the historic Immigration Center and encourage tourists from cruise ships to explore the district while enhancing the street-scape on Ala Moana Boulevard. The participants acknowledged the need to integrate Kakaako Makai into the greater community. At a "big picture level", there were suggestions to improve view corridors to the ocean as seen through the existing Gateway Park and relocate other existing facilities to improve public enjoyment in critical locations. There were also more focused suggestions such as the introduction of more shade trees, establishing better access into the water, or providing for better sidewalk connections.

In this exercise, as well as in ensuing exercises, the groups then presented their findings and recommendations to other the workshop attendees.



Community Workshop Notes

Sunday's workshop event included an additional team presentation on the creation of great gathering spaces and featured case study work depicting successful public waterfronts throughout the world. Intended to inspire the participants and illustrate potential, these examples demonstrated possible design elements and ideas that could apply to Kakaako Makai.

An additional team exercise that day, involved comparing and contrasting initial observations on the physical characteristics of Kakaako Makai against specific CPAC Guiding Principles. Information gathered in this exercise could then be applied to physical land use organization and related physical planning concepts.

In the latter part of the afternoon, the community members were organized into three new teams to envision and sketch initial master plans that represented their collective values and recommendations. While there was some commonality between the schemes, such as the desire to create a continuous waterfront pedestrian promenade around the entirety of Kakaako Makai, a range of ideas regarding the use of the land emerged. Facets such as open space and pedestrian connectivity, cultural facilities and other physical improvements were the subject of much of the group planning exercise. These community-generated master plan concept sketches were then shared with the overall group for review and discussion with highlights of the plans as follows:

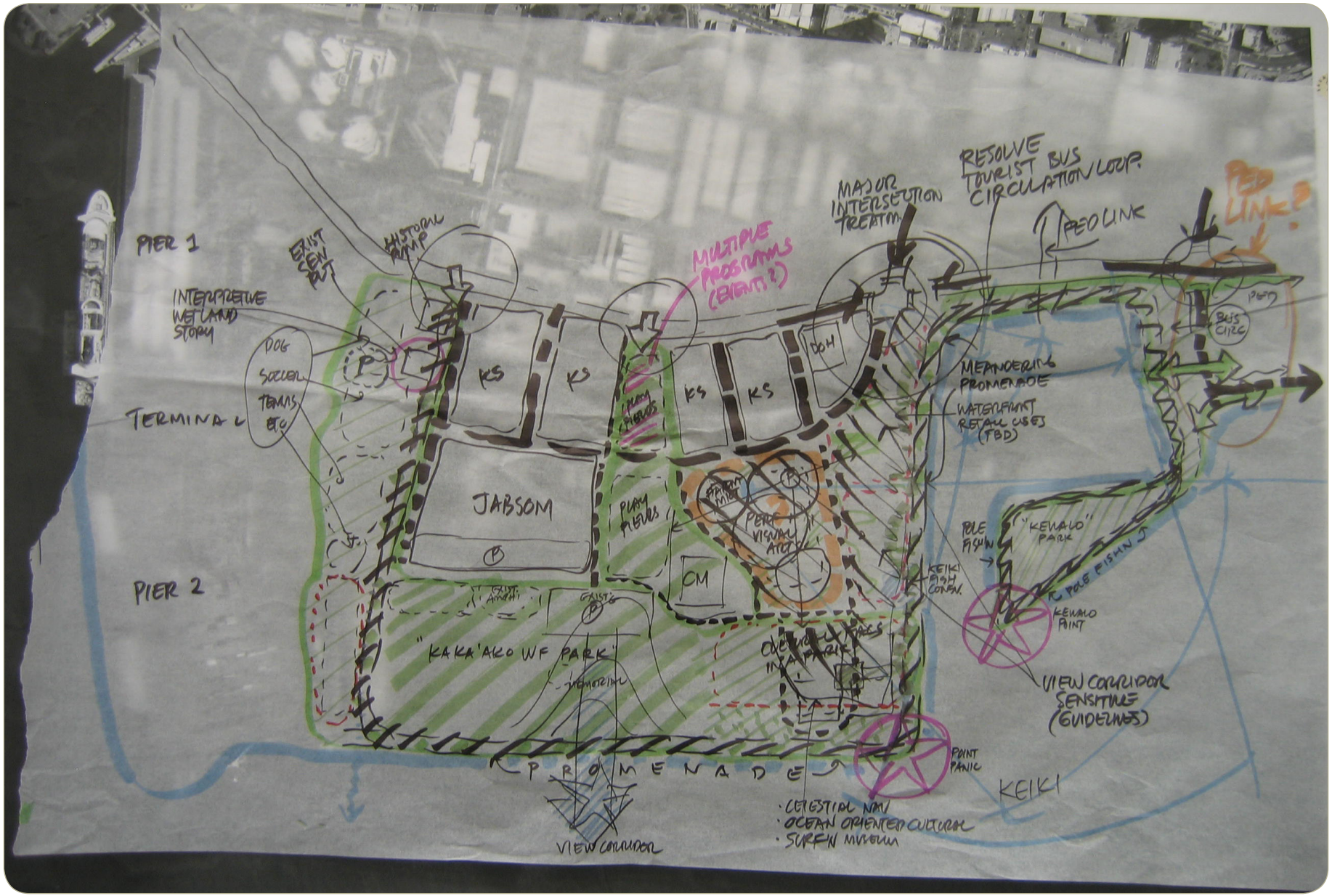
Group One recommended park space be expanded in land adjoining Kewalo Basin Park and suggested that the Eva side of the property be considered for future green expansion. A hub of social and cultural activities was recommended for the "Piano Lot."

Group Two also wanted to strengthen the green attributes of both Kewalo Basin Park and Kakaako Makai Park by eliminating buildings and relocating parking lots. In an effort to enhance public enjoyment of Point Panic, they recommended that the Marine Lab be relocated adjacent to the Keiki Fishing Conservancy site. Reserving the waterfront for the public promenade, development activity would be concentrated in and near the Piano Lot and also flanked the northerly and easterly edges Kewalo Basin.

Group Three sought to expand green space throughout the core of the property and felt that urban intensification within the Makai district be limited to the Kamehameha Schools property with a small amount of development adjacent to the entrance of Ala Moana Park. Their recommendations also included concepts to convert pipes and culverts to open swales for stormwater control and other such measures that could lead to the creation of a "green refuge" in the midst of an otherwise urban environment.

The final session of the three-day workshop, held on Monday evening, was well attended, attracting many of the participants from the weekend sessions along with additional interested community members. The audience was provided with a presentation summary of the workshop activities and was then invited to review and discuss the findings and outcomes. Members of the public were provided the opportunity to offer further input and collaboration both, in the group setting as well as in an informal social setting, after the presentation.

To review the comprehensive notes, discussions and outcomes from Workshop No. 1, see Appendix 5.



Group 1 Master Plan Concept



Group 2 Master Plan Concept



Group 3 Master Plan Concept

PLANNING PROCESS CHRONOLOGY AND MILESTONES

Focused Group Meetings, March-May, 2010

The Planning team, along with the HCDA and CPAC gathered to evaluate the successes and remaining challenges brought by of the first workshop. This group reached a consensus that the number of attendees was somewhat insufficient and may not have adequately represented a true cross-section of the community. To ensure that a broader cross section of the community was involved in planning the future of Kakaako Makai, new tasks were developed calling for the consultant team to further engage specific groups of important stakeholders and interested parties in an organized conversation to identify their interests and objectives relating to the future of Kakaako Makai. Through this effort, it was intended that all significant community voices would be heard and that their recommendations would be factored into to master planning proposals.

As an example, the first of what would come to be known as "Focused Group Meetings" brought together the interest of the local Science and Education stakeholders and included existing Kakaako Makai tenants such as the John A. Burns School of Medicine, the Hawaii Children's Discovery Center, the Kewalo Marine Lab and representatives of Kamehameha Schools, to discuss potential synergies of their current and future programs. All Focused Groups considered how each entity or organizations might benefit from the future planned development of the Makai Area and with each other.

During the early spring of 2010, Focused Group meetings with eleven major stakeholder groups, that had been considered to be under-represented at the initial workshop, were convened. The thorough nature of the feedback and additional input received produced what was universally accepted as a remarkably comprehensive engagement of specific community stakeholders that had not previously participated in the public input process. To review the detailed summaries of each of these Focused Group Meetings, refer to in Appendix 7.

After Workshop No. 1, to assist the community in understanding the HCDA's expectations with respect to the process and outcomes of this master planning effort, HCDA Executive Director Anthony Ching outlined the "Makai Area Objectives" which were presented at the monthly CPAC community meeting as well as to the HCDA Authority members. This presentation is included in Appendix 6.

ALL FIGURES PRELIMINARY ORDER OF MAGNITUDE FOR DISCUSSION PURPOSES

Table 5.
Net Cost/(Value) of Opportunity Sites (capital cost)
Kaka'ako Makai Master Planning
HCDA

$millions

	Scenario 1 Lower Density/ Lower Value	Scenario 2 Medium Density/ Medium Value
Net Cost of Opportunity Sites (capital cost)		
Parks & Open Space	$12.3	$1.9
Private Office	none in Scenario 1	($6.9) (4)
State Office Use (2)	see Note (1)	see Note (1)
Cost of Surface Parking (3)	$13.0	$16.3
Subtotal	$25.3	$11.2
Cultural / Public Market:		
Fresh Food Pavilion (& Farmers Market)	($0.5) (4)	($0.8) (4)
Retail/Restaurant	($8.0) (4)	($12.1) (4)
Arts & Cultural (1)	$7.3	$8.2
Subtotal	($1.3)	($4.6)
Total Net Cost of Opportunity Sites	$24.0	$6.6

---

(1) For Arts/Cultural uses initial assumption is that 30% of capital costs are funded by grants, donors, etc.
(2) State Office use is assumed to be revenue and cost neutral with respect to this analysis, except the cost of parking, which is included as a cost of the overall project.
(3) Cost of surface parking does not yet assume any parking income; a parking study is being undertaken. Higher density scenarios will likely requiring structured parking garages at ±$35K per stall vs. surface at ±$6K per stall.
(4) Offsetting value from Private Office, Fresh Food Pavilion, and Retail/Restaurant can be realized through a pre-paid ground lease from these uses.

ALL FIGURES PRELIMINARY ORDER OF MAGNITUDE FOR DISCUSSION PURPOSES

Table 6.
Summary of Economics (New Development)
Kaka'ako Makai Master Planning
HCDA

$millions

	Scenario 1 Lower Density/ Lower Value	Scenario 2 Medium Density/ Medium Value
Total Capital Cost Feasibility		
District-wide Public Improvements (from Table 3)	$52.8	$52.8
Net Cost of Opportunity Sites (from Table 5)	$24.0	$6.6
Feasibility Gap Requiring Add'l Funding Sources	$76.8	$59.4
Operating/Maintenance Costs		
District-wide Operating/Maintenance Costs (1)	- est. $3-$4 million/year	
Potential Add'l Sources to reimburse cost of Public Improvements (after project is built)		
CFD Financing	$19.2	$21.5
Tax Increment Financing	$13.7	$15.3
Total	$32.9	$36.7

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(1) Potentially, district-wide operating costs such as street and park maintenance can be paid by owners of private development in Kaka'ako Makai through the Waterfront CAM.

Project Team Meetings - May, 2010

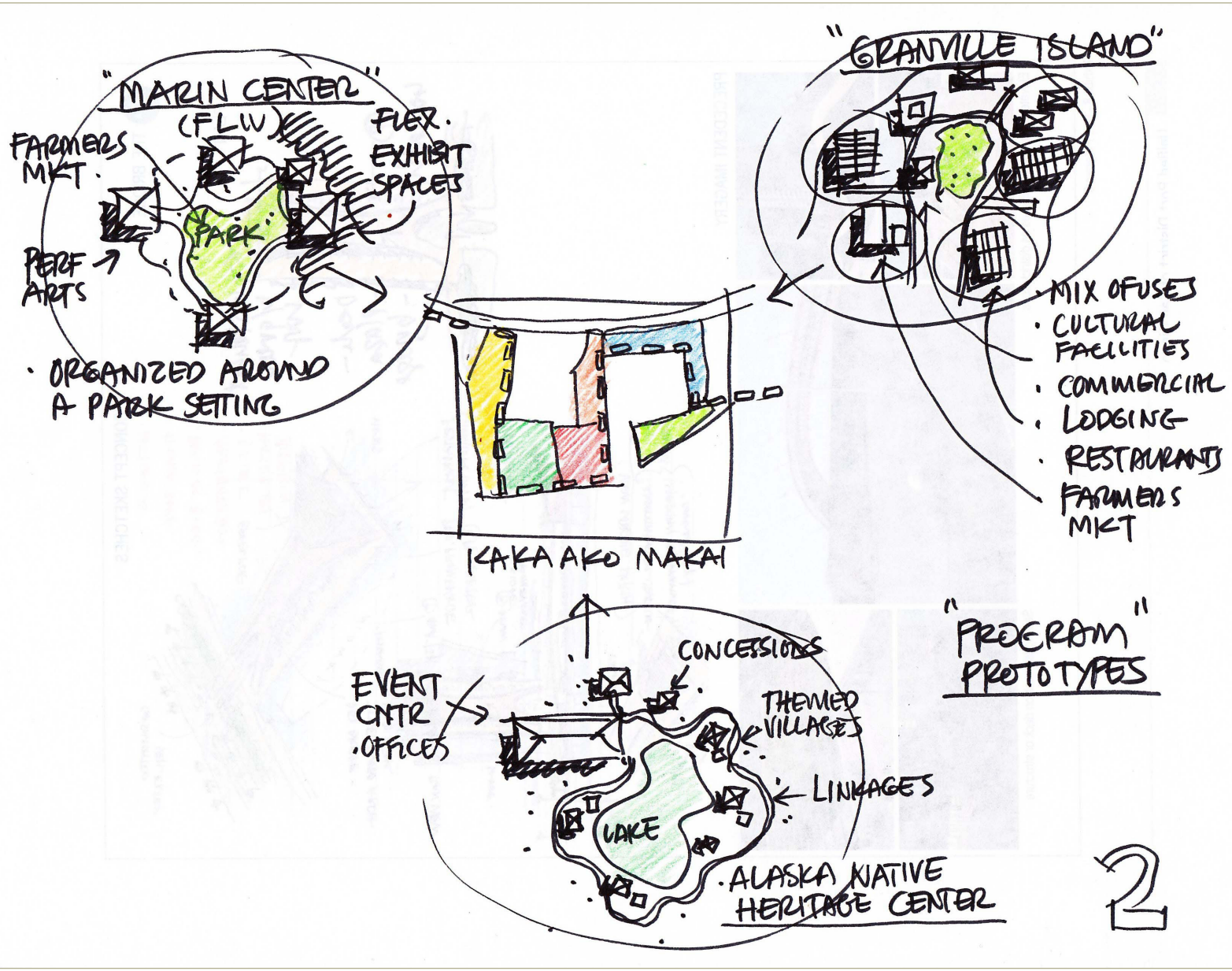
A group of stakeholders, HCDA staff and project consultants known as the "Project Team" was assembled to direct the master planning project. The Project Team consisted of the HCDA Executive Director and Kakaako Director of Planning and Development, four members of the HCDA Authority Board, a designated group of CPAC members, along with the professional planning consultants. The Project Team was charged with evaluating all of the community input and data assembled by the consultants and providing direction for the project.

The first May 2010 Project Team meetings discussed how the community concepts derived from the first Workshop and subsequent Focused Group interviews would be evaluated and organized. Specific Land Use options and other development programming variables were introduced at this session, as well as in the next two Project Team sessions. An in-depth presentation by the consulting team's economist, Keyser Marston, provided the Project Team with an initial briefing of the financial challenges that could face the development of non-revenue producing public facility projects in the Makai Area, given the state of the local economy, while also discussing predicted demand for allowable land uses on site and their resulting land values.

An economic discussion framed around site "self sufficiency" further illustrated the challenges of establishing potential revenue streams to the State to offset costs for on-site park enhancements and expansion along with other public facility improvements. Residential uses were characterized as having the capacity of generating the highest land value for the site, and though prohibited, were identified as having the best ability to generate necessary revenue to offset the cost of constructing desired public facilities. As residential development in the Makai Area is prohibited, other private real estate development options were assessed. Given the 15-20% vacancy levels in commercial office and high concentrations of retail in-place nearby, the market value for these uses in the Makai Area was characterized as low. Revenue generation from an on-site cultural marketplace or farmers market was also considered to be negligible. Hotel uses, unless developed with an associated for-sale residential component, were also characterized as largely infeasible in the current and foreseeable economic market. The consultant team also provided a depiction of preliminary "order of magnitude" costs associated with the improvement of public amenities, as well as the proposed culture and arts facilities.

A subsequent session with the Project Team explored successful case studies for cultural gathering places and how these might contribute ideas for consideration, in the context of the Kakaako Makai sites. One such example was Yerba Buena in San Francisco, where proceeds from the Marriott Hotel paid for parks, as well as maintenance of public facilities.

Other topics included identification of specific catalyst opportunities that could be implemented in early phases with the goal of starting "small", building upon initial success then follow with further capital improvements and investment. In light of the limitations of probable funding availability, the consultant team articulated a strategy for a reduced amenity program and ways to bring meaningful incremental improvements to Kakaako Makai without incurring the need for more major capital commitment. This



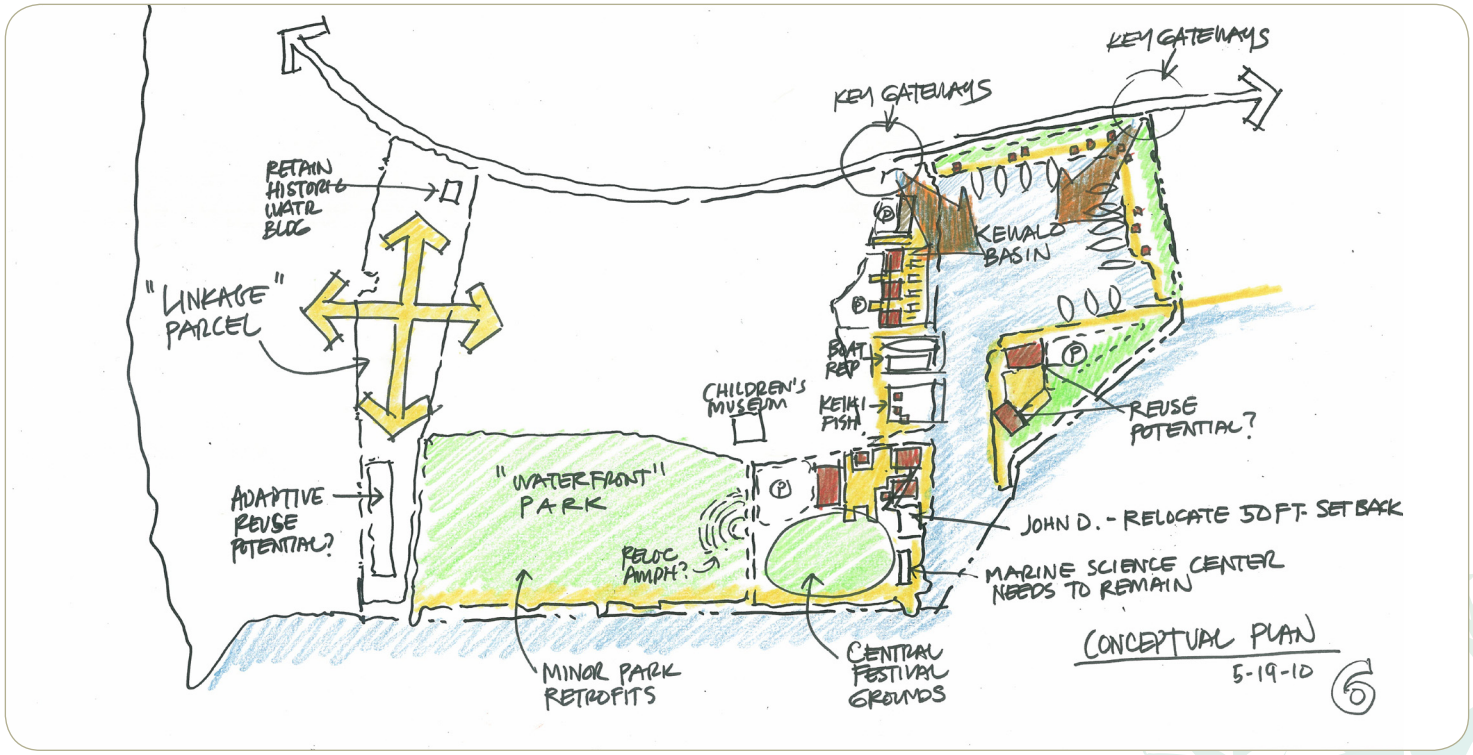
Program Prototypes

phased approach included the introduction of medium sized cultural marketplace on the "Cannery" site, the conversion of undeveloped property near Point Panic into festival grounds and incremental waterfront promenade improvements. The scheme was intended to demonstrate that a "modest" capital investment could contribute to significantly improved public enjoyment of the district particularly along the west side of Kewalo Basin Harbor.

The feasibility of various sources of financial backing were identified, including the establishment of a Community Finance District that would utilize on-site and potentially off-site property assessments and contributions. Other options identified included public funding, through the passage of bond measures or use of the State's general budget and direct charitable contributions for the construction of the proposed culture and arts facilities or other improvements.

The Project Team continued an open discussion of financial methods that might be utilized to finance public facility improvements in the Makai Area. Though the Project Team was cautioned by the economic consultant that such programs have a low probability of coming to fruition, charitable contributions and purchase/ management by land conservancies were also contemplated.

Further information on these Project Team Meetings is included in Appendix 8.



Conceptual Plan Exhibit from Project Team Meeting No. 2



Master Plan Vision Scheme 1 presented at Community Workshop No. 2

Community Workshop No. 2 - June 17, 2010

On June 17, 2010, a second community workshop was convened at the Hawaii Convention Center. This evening workshop was convened to offer the general public an opportunity to review the progress of the work by the Project Team. MVE Pacific and the Planning Team prepared several alternative master plan concepts based on feedback from Focused Group and Project Team meetings. At the direction of HCDA staff, all alternative concepts included revenue generating components. The event attracted a large audience as an estimated 120 members of the public participated. In addition to having the attendees view and learn about the progress and outcomes that had been made in the evolution of the Kakaako Makai master planning process, an economic overview with several case studies, along with three alternative master plan concepts were presented.

Jerry Keyser of Keyser Marston provided an economic overview and summarized the realities of funding the various proposed park and public facility improvement projects. He stressed that, with the currently troubled market for office and retail, land values and revenues generated from the site from private investors will be very limited. He also emphasized that should some form of housing (even age-restricted, workforce related or affordable) be considered, it could generate some of the capital resources needed to pay for future public benefit improvements in the Makai Area.

Three conceptual master plan "Vision" alternatives were prepared and presented to further explore and vet the topics discussed in the Project Team Forums. These alternatives represented a range of development philosophies for contrast and comparison. Each alternative "vision" diagram depicted a cultural marketplace on the Cannery site and new pedestrian promenades extending along the waterfront as an initial phase of development in an effort to stimulate rejuvenation of important sites in of the Makai Area.

Scheme 1 assumed that only limited funds would be available for public benefit improvements and focused on a conservative approach to Phase One development supported by development of significantly less costly surface parking (e.g., $1,500/stall) to support increased activity in the Makai Area. However, Scheme 1 required that much of the Makai Area be left under-developed leaving room for the master plan to evolve in the future. This scheme was prepared to illustrate that, without some degree of economic sustainability (revenue generating land uses), the public's vision for a vastly improved Kakaako Makai may not be realized in the near term without a major infusion of public funds.

Schemes 2 and 3 introduced options where public/private investment programming, including possible housing uses, could bring potential economic advantage in supporting increased levels of public facilities development including more extensive park renovation and improvements. In these scenarios, office or research facilities similar to the John A. Burns School of Medicine (JABSOM) were proposed for the Makai Area. Office and research facilities have the potential to attract non-profit investment that create direct jobs and stimulate the overall economy though growth in related businesses. Locations for arts and cultural institutions, such as desired by the community, were woven into the two schemes. The two schemes contemplated development intensities that would necessitate the construction of more costly multi-level parking structures (e.g., $35,000 to $40,000 per stall) to accommodate increased public activity in the area. To further complete a broad range of possible master plan development scenarios, one alternative "plan overlay" was included that explored the feasibility of introducing a Presidential Library to the district.



Master Plan Vision Scheme 2 presented at Community Workshop No. 2

Efforts by the consultant team to include revenue-generating and economically stimulating land uses (e.g., commercial office development, research facilities, hotel/work force/affordable housing) to the master plan as a possible off-set to the estimated $104 million park and public facility improvement costs were met with considerable vocal, and in some instances, harsh resistance from members of the audience. Those members of the public continued to express their vehement opposition to the inclusion of any type of hotel or residential housing component or increased commercial activity in the Makai Area such that the cultural planning consultant (Mr. Peter Apo – Peter Apo Company) had to call for a "pule" or prayer involving all workshop participants to restore some semblance of order to the workshop. However, while breakout sessions where members of the public were given the opportunity to review and discuss the three schemes presented was then convened, it was clear that there was no consensus for considering any inclusion of significant commercial office or any amount of residential housing to the master plan. The community members expressed their belief that economic considerations should not dictate the planning and development of Kakaako Makai. There was general consensus among the community participants that the State owned lands in Kakaako Makai should be used for public facilities that support a public purpose.

Workshop 2 was successful in exploring a wide variety of programming elements. It also made clear that the community expected public facilities, including park improvements and expansion in Kakaako Makai. The community strongly opposed any residential development in the area. There was a general consensus that the area should remain in public use and there should be limited commercial use. Though the suggestion of residential use in the Makai area created controversy at the meeting, it reinforced in no uncertain terms the community's opposition to the idea and its desire for public use of the area. Though confrontational at times, the second community workshop provided the Project Team important feedback on the community's needs and desires, as well as on the limits of potential development and implementation strategies.



Master Plan Vision Scheme 3 presented at Community Workshop No. 2



Master Plan Vision Scheme 3 with Presidential Library "overlay" at Kewalo Basin Park, presented at Community Workshop No. 2



Open Space / Public Benefit Uses Diagram

PLANNING PROCESS CHRONOLOGY AND MILESTONES

While the agenda of workshop 2 called for exploring a wide variety of potential land use patterns and financing options, the vocal opposition to including residential uses of any kind did not allow for any real discussion with workshop participants of the economic analysis and alternatives developed by the Project Team. Given the likely opposition to any financing or implementation strategy calling for housing to be included as an element of the financing and implementation analysis and the lack of other alternatives, the HCDA Executive Director, from that point on, limited the master planning effort to only documenting those activities and public facility improvements which were either subject to legislative directions or which enjoyed broad support by the stakeholders and the community.

A complete summary of the information presented and comments received at Workshop No. 2 is available in Appendix 9.





RE-STATEMENT OF SITE VISION / VISION COMPONENTS

Vision: Create or Reinforce

- A Gathering Place for the Community
- A Cultural Public Market
- An Arts / Cultural Center
- A Place for Locals where Tourists are Also Welcome
- Existing Medical and Ocean Research Elements
- A Place that Capitalizes on the Positives of the Site
  - The Marina and Kewalo Basin
  - Ala Moana Boulevard to Ocean
  - Children's Discovery Center (Upgrade)
  - Park (Upgrade) and Surfer Energy
  - Initial Eating / Drinking Theme
  - Potential Linkages for Critical Mass
- Land Uses that Generate Value Consistent with the Vision

STRATEGY TO ACHIEVE THE VISION

- Proceed in Increments: Expect Plan to Evolve of 10-20 Years
- Initial Steps to Include Festivals / Celebrations and Cultural Public Market
- Build 1st Increment that Brands the site and is Consistent with:
  - The Vision
  - Gathering Place
  - Improving Site Identity
  - Attracts People
- Later Steps are Built as Funding and Market Conditions Permit
- Create Linkages that Reinforce Place / Site Recognition
- Maximize Public Access to Water's Edge
- Use Interior Parcels for Temporary Uses Including Surface Parking with Later Permanent Uses

"25 GREAT IDEAS FOR KAKA`AKO MAKAI"

1. **Plan and design a PLACE FOR HAWAII** – not a copy of a waterfront place from somewhere else!
2. **Create a "LEI OF GREEN"** that extends from Waikiki through Ala Moana Beach Park, Kewalo Basin, Kakaako Makai Waterfront, Ala Moana Boulevard to Aloha Tower Marketplace and Downtown Honolulu.
3. **CONNECT Kakaako Mauka and Kakaako Makai.** Plan for Mauka and Makai land use, circulation, and development in a coordinated and comprehensive way.
4. The NUMBER ONE PRIORITY for Kaka`ako Makai should be **providing PLACES for groups and families to gather, socialize, actively recreate and eat** in a pleasant outdoor setting.
5. Start the development process with one or more relatively **small scale, "easy to do" projects** that will benefit a lot of people!
6. Recreational facilities at Kaka`ako Makai could **include special facilities for physically challenged children and adults.**

LAND USE CATEGORIES: Cost, Dollar Sources, Success Likelihood

4 Basic Choices	*Costs/Value*	*Likely Source*	*Success Likelihood*
Active or Passive Park	O+M[1] Cost: Significant	Waterfront Cam	Paid by Land Users so more use = more money
		Government	Possible but Gov't tries to limit cost
	Capital Cost: $1-$2M± / acre	Government	Gov't tries to limit cost
		Private Donation	Uncertain, if ever
Arts/Cultural	O+M Cost: Significant	Membership or Donations	Probable but amount uncertain
	Capital Cost: $400-$500± / sq. ft.	Private Donation	Possible but uncertain timing
		Government	Possible support with uncertain timing
Modest Positive Land Value Uses Examples are: -Retail/Restaurant -Fresh Food Pavilion -State Office Use	Land Value: $2M± / acre	Private or Government Capital	Likely Potential Early Timing
High Land Value Uses Examples are: -Residential -Condo/Hotel	Land Value: $5-7M± / acre	Private Capital	Likely on Return of Market

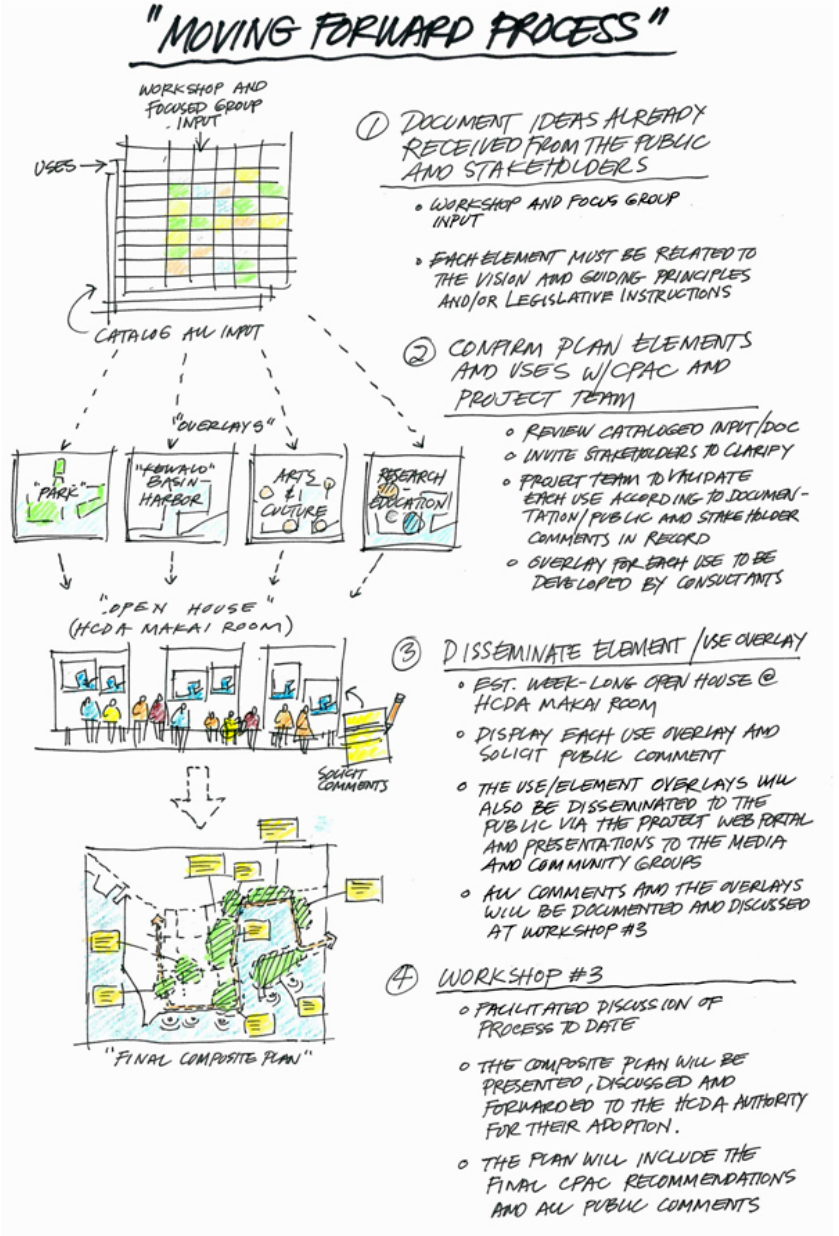
FOCUSED GROUP MEETING SUMMARY

- **Park, Open Space and New Development**
  - **Maintain and expand** open space
  - The **"medium density"** concept plan from Workshop No. 1 is a **good balance of open space to developed areas**
  - **Baltimore Inner Harbor is a comparable** example of public benefit and open space
  - Provide **day and evening** activities and opportunities
  - Support economic development of **small local businesses**
  - Identify and preserve **important view planes**, both mauka and makai
  - Consider amending **building height rules** in certain places
  - Implementation, management and maintenance through **Public/Private Partnerships** are recommended.
  - Community or Botanical **Gardens**. Specimen **Trees**
  - Enhance and **activate** the waterfront zone
  - Think beyond the boundaries of Kakaako Makai. It's a **part of the larger community. Urban** character.
  - Orient to the surrounding neighborhood, careful of inward focus
  - **Consider land reserves** for programs that may take years/decades to implement
  - Pier 1 and 2 will continue as container yards for next 25 years. Careful planning of adjacent uses is highly recommended

Project Team Meetings - Continued - July through September, 2010

Community feedback from the second Workshop in June 2010 strongly indicated the community's opposition to any residential development in Kakaako Makai. CPAC has also continuously expressed its opposition to residential development in the Makai area. The community and CPAC also strongly believed that the development of HCDA owned land in Kakaako Makai should not be driven by economic viability. Participants in Workshop 2 expressed their desire that most of Kakaako Makai should remain as an open park and any necessary development should occur in a park like setting. The Community and CPAC's sentiment was that the public improvements in Kakaako Makai should be funded through public funds or through a non-profit conservancy. Developing these public facilities should not have to depend on commercial or residential development for funding. As stated earlier, there was a strong belief among the community members and the CPAC that economic considerations should not dictate the future development of Kakaako Makai.

Based on the community and CPAC feedback from the June 2010 Workshop, HCDA staff directed the MVE Pacific Planning Team to prepare a strategy for moving forward and prepare a "basis of planning" for development uses that were supported by the vision and guiding principles developed by CPAC. Economic considerations were to remain subservient to community desires and alternative financing mechanism was to be explored to fund public facility projects. A strategy for moving forward was developed and discussed at subsequent Project Team Meetings.



With some important boundaries established (i.e., the plan would focus on those activities mandated by statute or were otherwise nearly universally supported) and feedback from the broader community received, the Project Team began a series of evaluations that would ultimately lead to the community input-based Concept Plan. Beginning with an update to the process moving forward, the Project Team reconvened and evaluated a detailed breakdown of uses and ideas communicated through all the collaborative community outreach sessions to date. A matrix of the uses was prepared, discussed and approved by consensus within the Project Team and became the "basis of planning" upon which continued program analysis and planning was based.

The Project Team developed nine broad categories of uses that formed the basis of planning for Kakaako Makai. The nine use categories agreed upon were:

- Park Expansion and Enhancement
- Waterfront Access, including Parking and Circulation
- Kewalo Basin Harbor and Support Facilities
- Cultural Public Market Place
- Arts and Cultural Programming
- Marine Science and Education
- Life Science and Education
- Civic Use
- Historic Preservation

These nine categories of uses were based on Legislative Directives, CPAC's Vision and Guiding Principles, Community Stakeholder Interviews, comments from Community Workshops 1 & 2 and community feedback received through the HCDA public consultation web-portal. The "Basis of Planning - Program Element Outline", a matrix of uses depicting these nine categories, was utilized in continuing future discussions. Refer to the table on the following page.

Utilizing the matrix and established priorities, the series of nine categories of land uses was evaluated one at a time, creating what came to be known as the "nine overlays" or partial site plans that would make up the eventual "Composite Program" Concept Plan for the district. The complete summary and outcomes of this series of Project Team meetings is included in Appendix 10.

Kakaako Makai District Master Plan																																
Basis of Planning - Program Element Outline																																
	Priority	1									1					1													2			
	Layer	Park Expansion / Enhancement									Waterfront Access - Incl. Parking and Circulation					Kewalo Basin Harbor and Support Facilities									Cultural Public Market Place						
Source	Elements	Expanded Green Space / Preserve Open View Planes	Repair & Renovation Program for Exisitng Facilities	Improved Comfort Facilities	Expanded Picnic and Shade Elements	Active Recreational Uses	New Gateway Park Element	Water Play Feature (s)	Community Center	Community Gardens	Waterfront Promenade	Ocean Access & Safety	Parking	Improve Connectivity and Circulation, including Private and Public Multimodal Transportation. Disabled Accessibility Improvements	Ala Moana Boulevard Improvements - Mauka-Makai Access	Commercial Small Boat Harbor & Support Facilities	Maintenance Haul-out and Repair Facility	Marine Retail Village - Services and Food	Expand Operations Kiosks	Fuel Dock	Improved and New Comnfort Stations with Showers	Community Center (@ Net Shed)	Secure Public Loading Area	Farmers Market	Fish Market	Retail Outlets for Ethnically Diverse Products	Ethnic Themed Service Related Businesses, including Restaurants	Theatres, Stages and Arenas - Showcase Cultural & Community Performing Arts	Exhibition Space or Museums Showcasing International and Local Artwork
Legislative Statutes																																
Cultural Public Market Place - 206E-34													•										•	•	•	•	•	•			
Keiki Fishing Conservancy - Act 3, 2007 Special Session																																
CPAC - Vision and Guiding Principles																																
Community Cultural Gathering Place		•				•																										
Hawaiian Culture and Values of the Ahupuaa											•																					
Open View Planes		•																														
Coastal and Marine Resources												•																				
Expanded Park and Green Space		•			•	•					•																					
Public Accessibility		•				•					•	•	•	•																		
Public Safety, Health and Welfare																																
Public Land Use Legislation - Public Use of Public Lands in the Public Interest																																
Kewalo Basin		•											•			•																
Cultural Facilities									•													•	•						•		
Small Local Business																		•								•	•				
Site Design Guidelines A Hawaiian Sense of Place in Landscape, Setting and Design			•		•																											
Community and Government Partnership																																
Future Funding and Management		•	•																													
Community Stakeholders (November-January Interviews)		•	•	•	•	•		•			•	•	•	•	•	•	•	•	•			•		•	•	•	•	•	•	•	•
Community Public Workshop No. 1		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•		•	•		•			•	•	•	•	•	•	•	•
Community Focused Groups (February-June Meetings)																																
Science and Education			•																							•			•		
Culture & the Arts													•	•	•		•												•		
Historical and Cultural																														•		
Surfers and Park Users		•	•	•	•	•		•			•	•	•	•							•	•										
Environmental Organizations		•						•		•				•																		
Professional Organizations		•			•	•					•		•	•	•																	
Kakaako Neighborhood Groups		•																														
Kewalo Basin Stakeholders											•	•		•		•	•	•	•	•	•	•									
State Agencies														•	•									•							
Urban Land Institute Hawaii														•																		
Community Public Workshop No. 2		•			•	•				•	•		•	•	•									•							
HCDA Public Comment Portal (Limehouse)		•	•		•				•		•	•	•	•		•						•		•					•		
Count		14	7	3	8	8	1	4	3	3	10	7	10	12	6	5	3	4	3	1	3	5	1	7	4	5	4	7	3			

Kakaako Makai District Master Plan																																	
Basis of Planning - Program Element Outline																																	
	Priority			2						2						3					4					4							
	Layer	Cultural Public Market Place		Arts and Cultural Programming						Marine Science and Education						Life Science and Education					Civic					Historic Preservation							
Source	Elements	Museums or Other Educational Facilities Focusing on the History and Cultures of Ethnic Groups within Hawaii, incl. Hawaiian History	Local Food & Lunch Wagons. Other Small Local Businesses	Hawaiian Museum of Music and Dance	Performing Arts Multi-Purpose Complex - Indoor & Outdoor	Surfing and Watersports Museum and Hall of Fame	Area for Community Cultural Celebrations	Other Arts and Cultural Programming	Keiki Fishing Conservancy	Kewalo Marine Lab	Oceanographic Center / Aquarium	Harbor Historic Interpretive Center / Museum	Other Educational Programming	John A. Burns School of Medicine	Hawaii Cancer Research Center	Hawaii Childrens Discovery Museum	Other Life Science Programming		State Office Building Replacement	Sherrifs Station	District Welcome and Interpretive Center	OHA - Office of Hawaiian Affairs Headquarters		Historic Pump Building	Fort Wall	Childrens Discovery Museum (Former Incinerator)	Fisherman's Wharf Restaurant	Kewalo Basin	Kula Kai - Historic Sampan	Kewalo Basin Historic Ice Chute	Support Historic Preservation
Legislative Statutes																																	
Cultural Public Market Place - 206E-34		●	●	●	●	●	●					●									●											
Keiki Fishing Conservancy - Act 3, 2007 Special Session									●																							
CPAC - Vision and Guiding Principles																																	
Community Cultural Gathering Place		●						●					●																			
Hawaiian Culture and Values of the Ahupuaa		●																										●		●			
Open View Planes																																	
Coastal and Marine Resources								●					●															●	●				
Expanded Park and Green Space																																	
Public Accessibility								●					●																				
Public Safety, Health and Welfare																																	
Public Land Use Legislation - Public Use of Public Lands in the Public Interest									●																								
Kewalo Basin									●	●			●															●		●			
Cultural Facilities		●		●	●		●	●																					●	●	●		
Small Local Business			●																									●					
Site Design Guidelines A Hawaiian Sense of Place in Landscape, Setting and Design																																	●
Community and Government Partnership																																	
Future Funding and Management																																	●
Community Stakeholders (November-January Interviews)		●	●	●	●	●	●	●		●	●	●	●								●	●		●		●	●	●	●				
Community Public Workshop No. 1		●	●		●	●	●	●		●	●		●	●	●	●				●	●	●		●	●	●	●	●					
Community Focused Groups (February-June Meetings)																																	
Science and Education										●	●			●	●	●																	
Culture & the Arts				●	●																			●	●			●		●			
Historical and Cultural				●	●	●						●																					
Surfers and Park Users		●	●			●		●			●		●																				
Environmental Organizations					●			●		●	●		●			●																	
Professional Organizations					●								●																				
Kakaako Neighborhood Groups																				●													
Kewalo Basin Stakeholders												●																					
State Agencies			●																														
Urban Land Institute Hawaii			●														●																
Community Public Workshop No. 2			●		●			●		●							●																
HCDA Public Comment Portal (Limehouse)		●	●	●				●		●		●																					
Count		8	9	6	9	5	4	10	3	7	5	5	9	2	2	3	2		0	2	3	2		3	2	2	2	6	4	3	4		



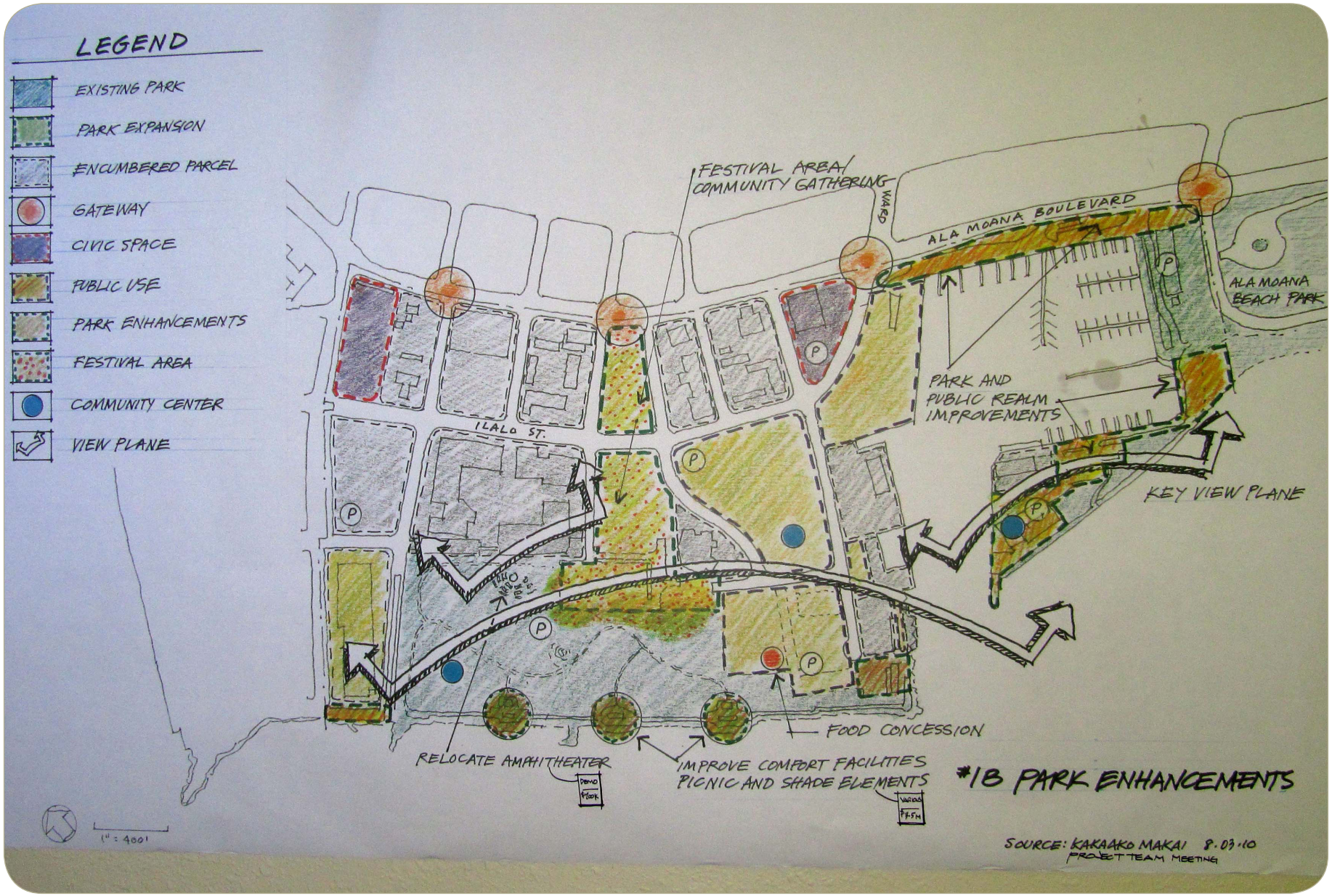
Basis of Planning: Park Expansion

PLANNING PROCESS CHRONOLOGY AND MILESTONES

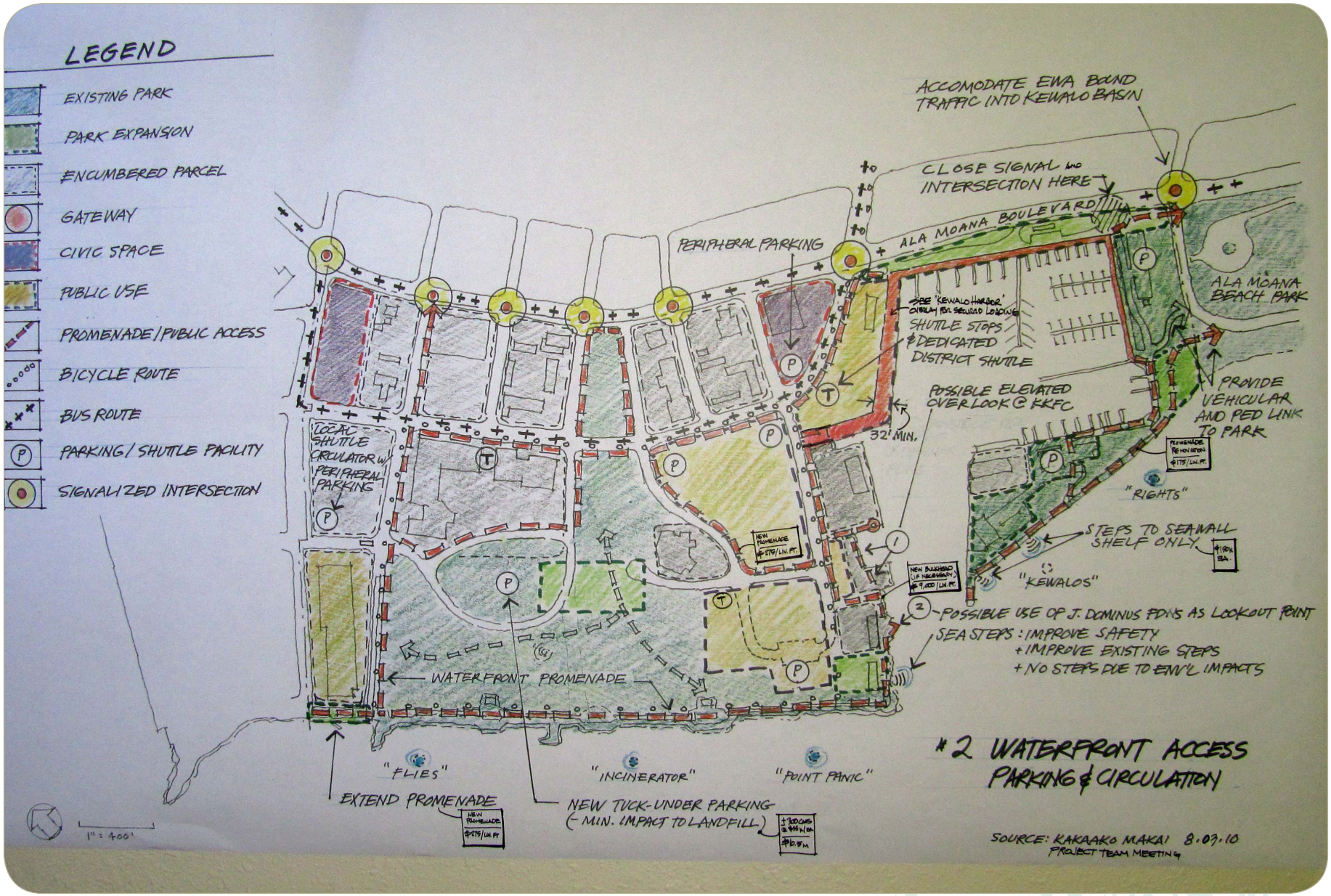
Before committing the nine overlays to broader public comment using a formal workshop format, the Project Team organized an informal week long Community Open House to gain yet further feedback from the broader community on the ideas and priorities established to date.

Community Open House - September 27, 2010 through October 2, 2010
As with the past two community forums, the Open House, a week-long event, was an opportunity for the community to again review the progress of the planning effort and was held at the HCDA offices. Presentation materials at the Open House consisted of a series of exhibits and other supporting materials that showcased the work of the community to date, as well as the nine site plan overlays developed through the preceding Project Team work sessions. The public was offered the opportunity to share and record its thoughts and reactions to these nine diagrams by evaluating them in terms of STRENGTHS, PROBLEMS, OPPORTUNITIES and THREATS, sometimes referred to as a SPOT analysis. Again, a wide variety of feedback was received and recorded, allowing the Project Team to continue with next steps and the preparation of a community consensus-based plan. Approximately 100 members of the public visited the open house. 40 provided comments.

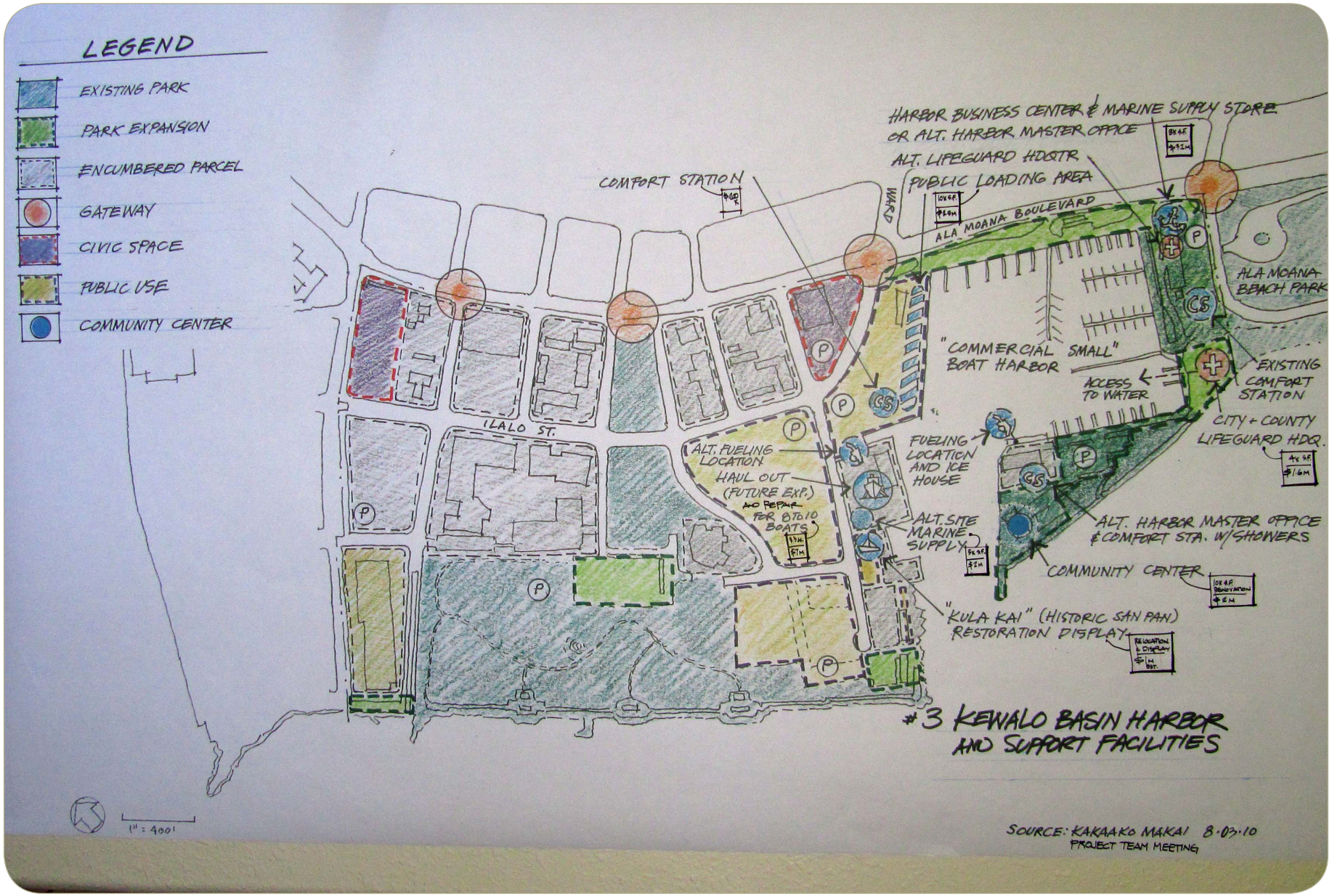
These comments were recorded and summarized for the Project Team's review. The Open House presentation materials and public comments are included in Appendix 11.



Basis of Planning: Park Enhancements



Basis of Planning: Waterfront Access and Parking & Circulation



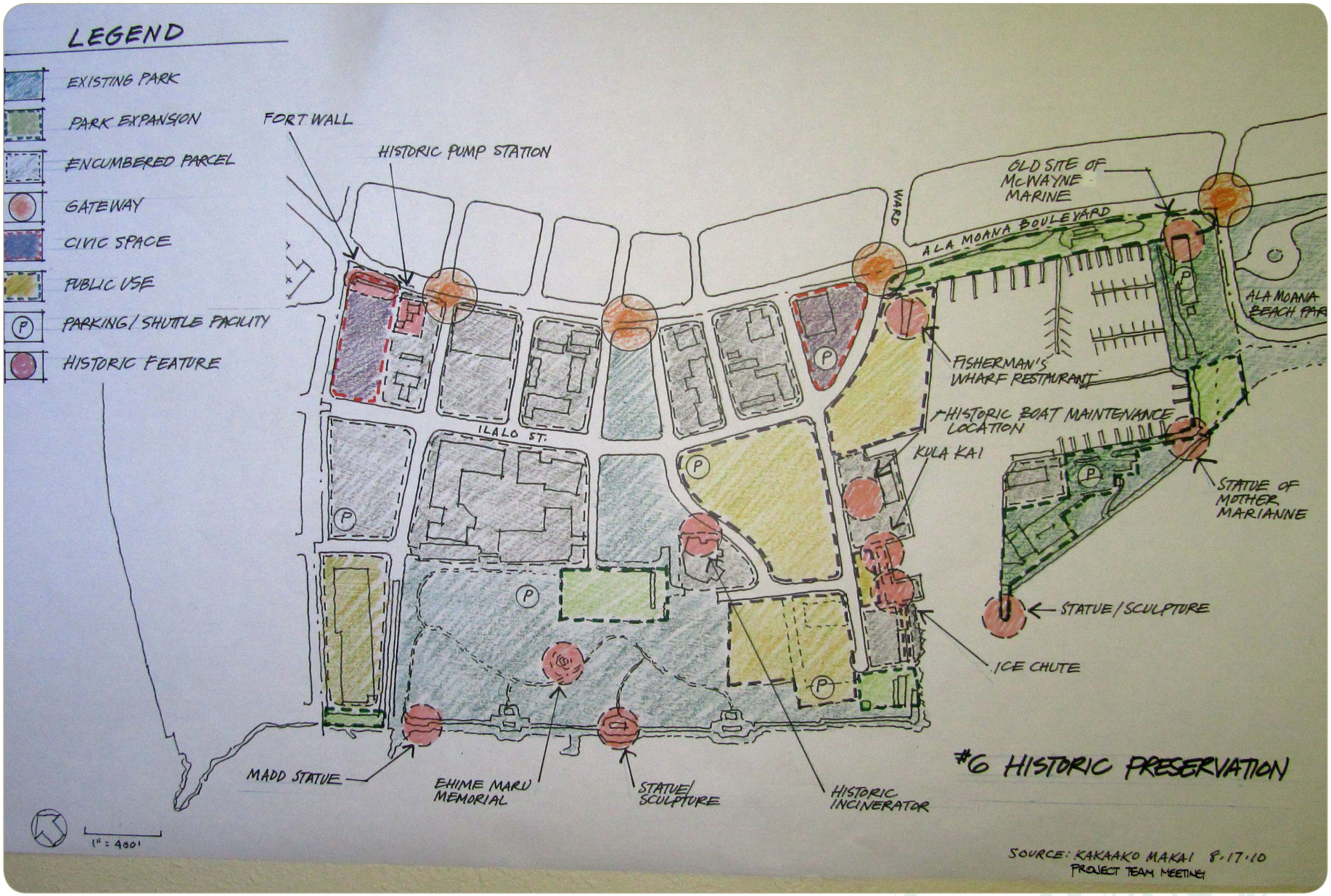
Basis of Planning: Kewalo Basin Harbor and Support Facilities



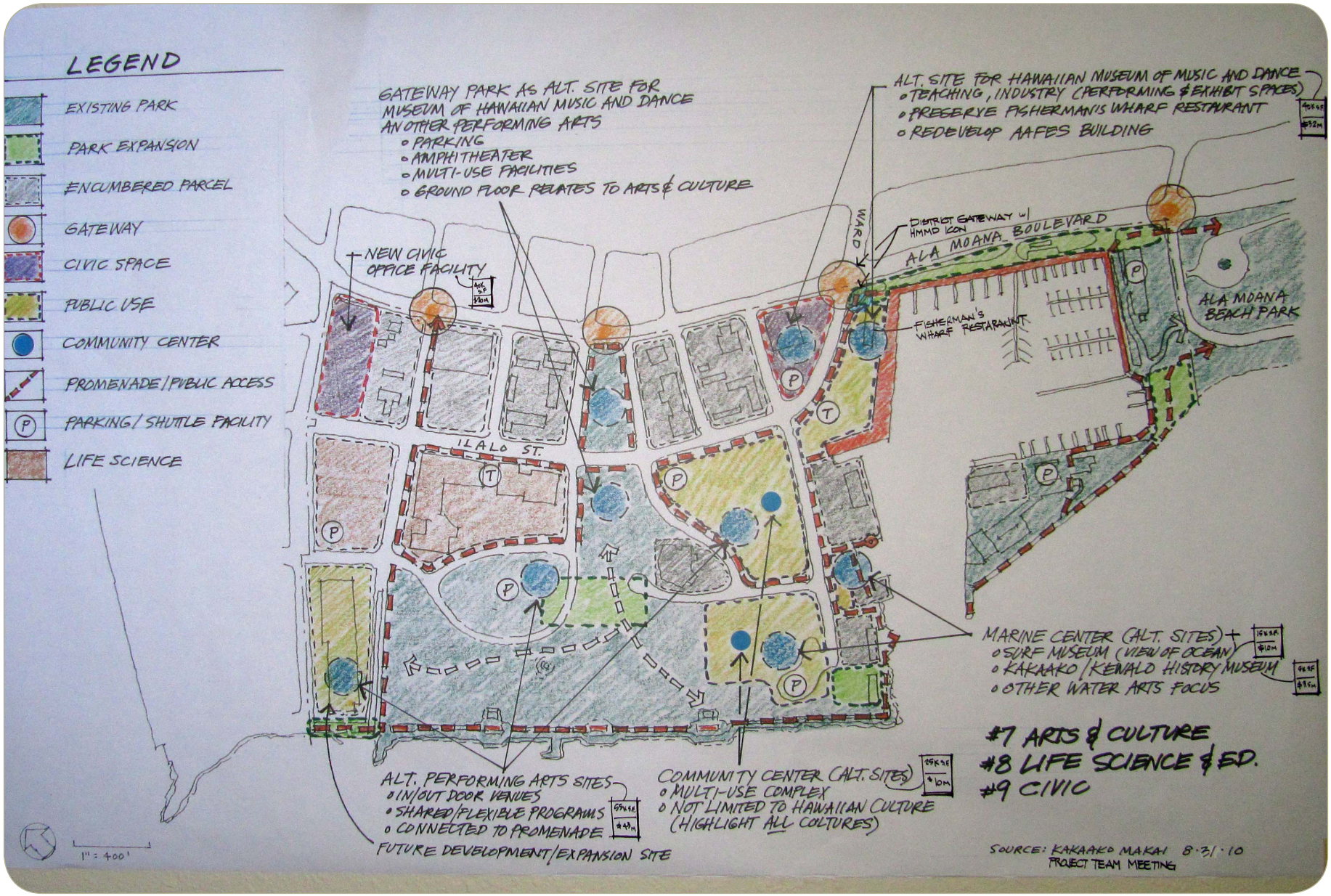
Basis of Planning: Cultural Public Market, Marine Science and Education - Alternate A



Basis of Planning: Cultural Public Market, Marine Science and Education - Alternate B



Basis of Planning: Historic Preservation



Basis of Planning: Arts & Culture, Life Science & Education, Civic

Project Team Meetings Continued - October, 2010
With the additional input, support and direction from the community generated through the Open House, the Project Team continued with an intensified schedule of work sessions to develop a "composite" concept plan that consolidated and reconciled key components identified in the nine program overlays. Program elements were reviewed for initial size (square footage), requisite parking and related approximate development costs. Several "tests" of program fit and configuration were explored and a resulting preferred conceptual scheme was reached.

Notes from these meetings and site plan tests are included in Appendix 12.

Final Community Workshop No. 3 - October 28, 2010
With a conceptual program and plan developed, the final in this series of public workshops was held at the Hawaii Convention Center. With brief introduction for the attendees and instructions for the evening's event, the public was asked to gather in small informal groups and review and comment on the conceptual master plan that had been developed by the Project Team. More great feedback was offered. Given the lack of opposition and the generally positive comments that was received at the workshop, it was concluded that the conceptual master plan effectively represented the aspirations and vision of a broad set of community participants. No further modifications to the conceptual master plan were made subsequent to this Workshop.

Presentation materials, including the conceptual master plan and comments received from the Public at Workshop No. 3 can be reviewed in Appendix 13. The Project Team's review of the outcomes and discussion of next steps is included in Appendix 14.

In all, commencing in the Spring of 2010, eleven Project Team meetings were conducted. In addition, a total of fourteen CPAC public meetings were held from November, 2009 through the end of the year, 2010 to discuss the development of the conceptual master plan.



Kakaako Makai Composite Program Concept Plan

THE PLAN - CONNECTING KAKAAKO MAKAI'S PAST TO THE PRESENT AND FUTURE AS A COMMUNITY GATHERING PLACE

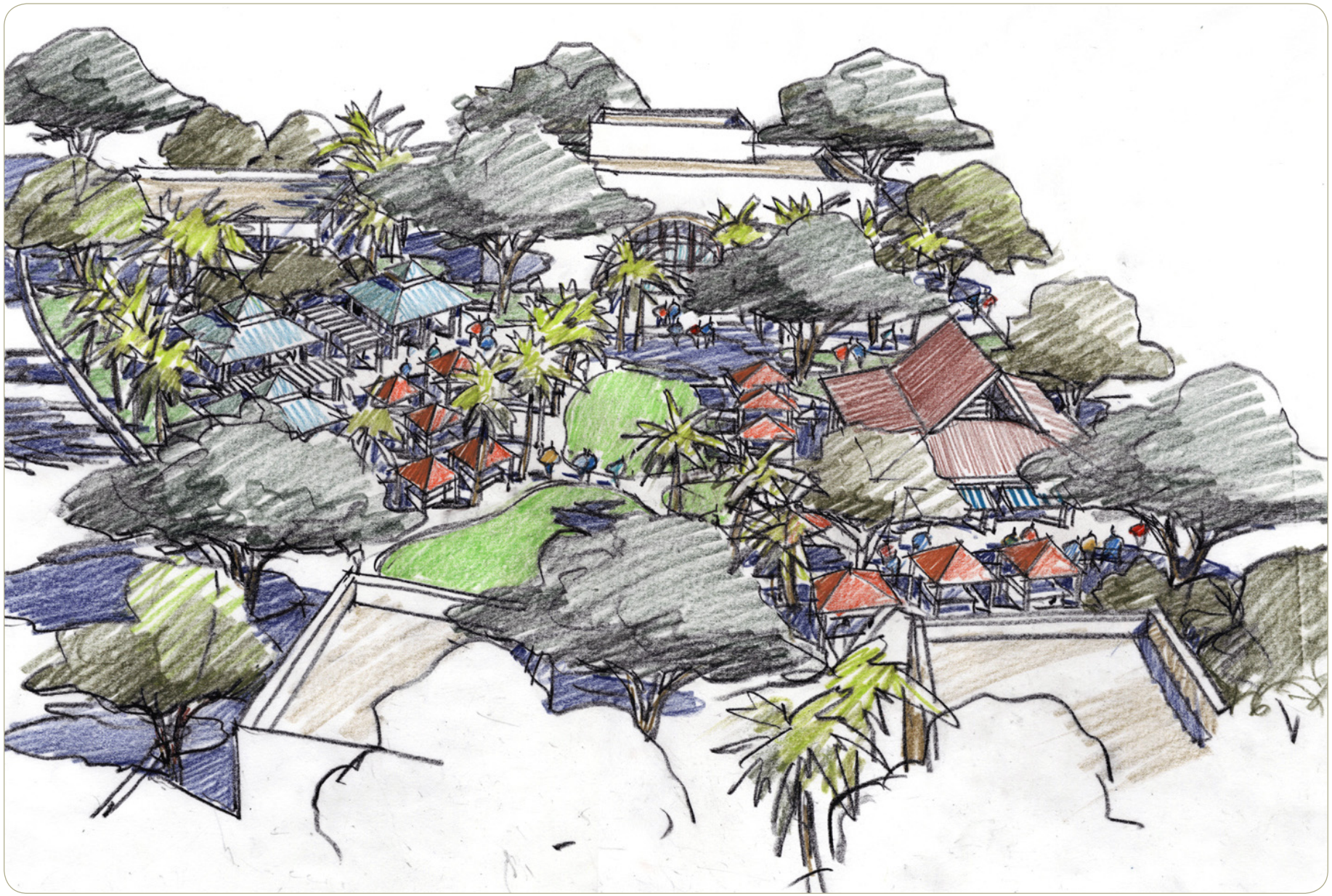
Composite Conceptual Master Plan

Representing the culmination of several months of direct public input through Project Team meetings, workshops, open houses and focused discussions, a "conceptual master plan" was prepared in October for presentation and review. Intended to depict a general framework of access and circulation, land uses with respective intensities, open space networks, and areas designated for future improvements, the plan represents the desires and recommendations of CPAC and other interested stakeholders. The level of information described on the plan, though clearly intended to demonstrate that detailed programming and design work is not yet underway, provides estimated construction costs such that members of the public and government officials can gain a general understanding of the financial commitment needed for implementation of the proposed uses and improvements.

The conceptual master plan essentially contains three major approaches to developing Kakaako Makai and focuses on the HCDA controlled lands only. Properties controlled by others, including Kamehameha Schools, though depicted in diagrams prepared during the public participations stages of this effort, are not included in the plan. The three major components are:

- Designating land uses on currently unimproved State lands;
- Proposing re-development of selected existing State lands with new land uses; and
- Identifying and recommending improvements to existing park and public facilities in need of enhancement or expansion.

Execution of the conceptual master plan will be contingent on the availability of public funding, community/public facility financing fees or programs and designated contributions for specific public facilities. As such, a long range phasing and implementation strategy will need to be formalized and will be subject to adjustments and modifications resulting from future State budgets and market and economic influences.



Bird's Eye View of "Piano Lot" Activity Hub

THE PLAN - CONNECTING KAKAAKO MAKAI'S PAST TO THE PRESENT AND FUTURE AS A COMMUNITY GATHERING PLACE

Land Use

Unimproved and "under-improved" properties primarily include the "Piano Lot," the waterfront parcel containing the Fisherman's Wharf restaurant (Cannery Lot) and lands adjacent to Point Panic. Proposed uses on these sites include the following:

"Piano Lot". This site is proposed to become a new activity hub within the Kakaako Makai district. It will primarily include only "public benefit uses" such as a performing arts center, museum, community center, farmers market and fish market. Pedestrian circulation is anticipated to traverse the site providing convenient linkages along landscaped pathways from Kewalo Basin to existing Kakaako Makai park facilities. Community gardens, designated for the property, are envisioned to both create further animation for the spaces framed within the proposed facilities as well as independently attract residents and visitors. The synergy of day and evening uses promises to promote a steady stream of visitors to the site. A two-level parking structure, with mixed use spaces as liners on the perimeter at ground level, is proposed on the Piano Lot to provide convenient visitor access to the proposed activities, while not directly in the central park setting.

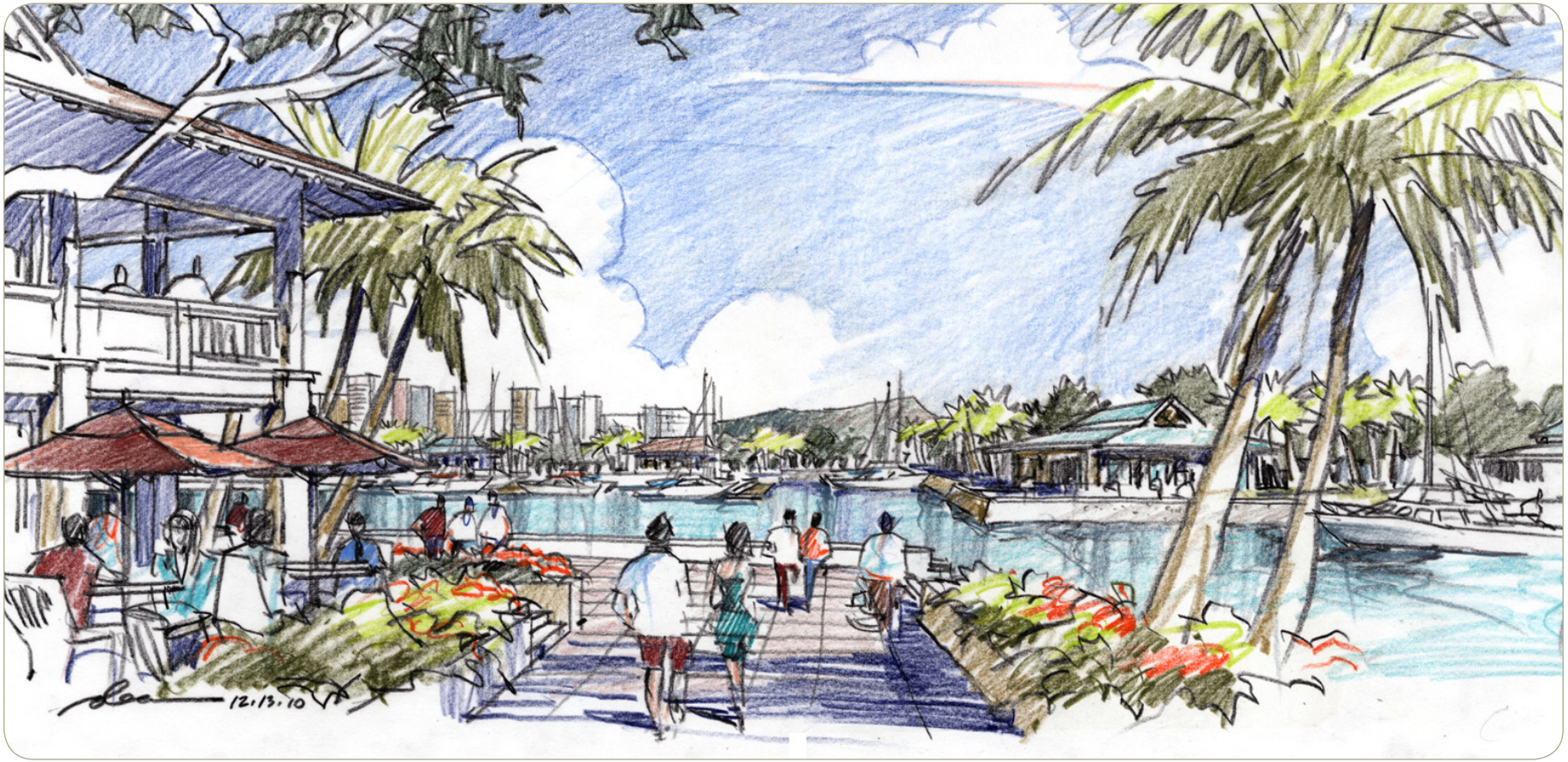


"Piano Lot" Site Plan

Preliminary order of magnitude cost estimates indicate that it would cost approximately 104 million dollars to complete the proposed public facilities and related park like setting landscaping on the Piano Lot.

THE PLAN - CONNECTING KAKAAKO MAKAI'S PAST TO THE PRESENT AND FUTURE AS A COMMUNITY GATHERING PLACE

Cannery Lot Site. The Cannery Lot is situated next to the Kewalo Basin Harbor and was the historic site of the tuna packers company. As with the Piano Lot, development of this site will produce significant public facilities including a 40,000 square foot facility celebrating Hawaiian music and dance and a marketplace with shops, restaurants, and open-air retail kiosks. Proposed buildings on the site, including a renovated Fisherman's Wharf Restaurant, will be set back from the harbor to accommodate development of a pedestrian promenade and enhance public access to the wharf of the Kewalo Basin Harbor. The development of a pedestrian promenade within the parcel will create a desired links between the Ala Moana Park, the Kakaako Waterfront Park and beyond. Completion of this pedestrian promenade will activate the "lei of green" along the City's waterfront.



View from Cannery Lot

The buildings planned for both the Piano and Cannery Lots are located in a “park-like” landscaped setting with ample room for passive enjoyment. The conceptual master plan establishes open space requirements within the Piano, Cannery and Point Panic lots that range from forty, to as much as seventy percent, of the gross lot acreage. As open space requirements are typically no more than 10 percent of the land area in most conventional developments, the plan, through its generous open space, will ensure that a “park-like” landscape will be created and maintained. The plan also accommodates the renovation of the Fisherman’s Wharf Restaurant in its current location. The proposed uses, open space elements and waterfront setting promise to create a gathering place for Honolulu residents and visitors seeking an authentic local recreational and cultural experience. In order to optimize use of this site for public enjoyment and reinforce the “park-like” setting with landscaping, plazas and other gathering spaces, parking structures, versus surface parking lots, have been strategically placed within the Makai Area. A parking facility, with commercial spaces lining the perimeter along Ilalo Street, for the proposed uses to be developed on the Cannery Lot will have to be constructed on the triangular State office (AAFES building) property located alongside of Ala Moana Boulevard.



The Cannery Lot Site Plan

Preliminary cost calculations for the planned facilities on the Cannery Lot are estimated at approximately 90 million dollars. This is the estimated cost to construct the proposed facilities and landscaping as depicted in the conceptual master plan.

THE PLAN - CONNECTING KAKAAKO MAKAI'S PAST TO THE PRESENT AND FUTURE AS A COMMUNITY GATHERING PLACE

Point Panic and Adjacent Land. Point Panic, featuring outstanding views sweeping from the ocean to Diamond Head and the Waikiki skyline, was identified by numerous stakeholders as being potentially one of the most prominent locations in the district. As a result, if land adjacent to Point Panic, currently occupied by the Kewalo Marine Lab or by the John Dominis Restaurant, were to become available, every effort should be made to acquire these parcels to accommodate expansion of passive recreational uses and access to the water's edge at Point Panic.



View from Point Panic

On-street and off-street parking in this location is envisioned to be improved with enhanced effective circulation and lot configurations, including observation and drop off areas, to ease the congestion that is currently experienced in that location.

Realizing the high scenic value of the location, stakeholders noted that the building occupied by the Kewalo Marine Lab obstructs the highly valued Diamond Head views, given its location at Point Panic. As the Kewalo Marine Lab itself has been deemed to constitute a positive and appropriate land use and should remain within the District, the conceptual master plan calls for the facility to be relocated to a less visually prominent site. Vacant waterfront land adjacent to the Keiki Fishing Conservancy, with its marine conservation and educational mission, on Kewalo Basin Cove represents a potential site for the construction of a modern, expanded version of the Marine Lab, while retaining proximity to its current seawater infrastructure. The expanded park facilities are anticipated to represent a significant contribution to the future vitality of the District.

Although valuable park space could be created on the property currently occupied by the John Dominis restaurant, the plan does not depict the incorporation of that facility in any park expansion because of the long-term lease for the site held by the restaurant operator. The owner of the John Dominis facility is demolishing the existing structure and constructing a new facility on the site. The new structure will be pulled back from the water's edge and provides for future extension of the waterfront promenade around the Point Panic.



Point Panic Site Plan

The cost of park expansion along Point Panic including a new Kewalo Marine Lab is estimated to be 70 million dollars. If HCDA contemplates acquisition of the John Dominus lease for park expansion, the estimated cost of acquisition is expected to be approximately 61 million dollars. costs will be required to implement the proposed facilities and relocations as currently depicted. An additional estimated 61 million dollars would be needed for acquisition of the lease held by the John Dominis Restaurant and to implement ensuing park improvements.

THE PLAN - CONNECTING KAKAAKO MAKAI'S PAST TO THE PRESENT AND FUTURE AS A COMMUNITY GATHERING PLACE

Kewalo Basin Waterfront. As much of the property surrounding Kewalo Basin Harbor is vacant, stakeholders see an opportunity to facilitate enhanced public access to, and enjoyment of, the waterfront. While much of Kewalo Basin Harbor activity will continue to capitalize on the existing maritime attractions such as commercial fishing, fishing charters, dinner cruises, and parasailing, this "working waterfront" represents a unique opportunity to combine public access with commercial endeavors. Physical improvements along the Kewalo Basin waterfront currently include service driveways, parking and other such utilitarian elements. To capitalize on the harbor attractions, the conceptual master plan envisions the development of "people-friendly" improvements that include creating a pedestrian promenade along the harbor's edge that will include enhanced paving, landscaping, benches, lighting and other "street furniture." Other "people-friendly" aspects of the plan includes: kiosks along the pedestrian promenade; a permanent retail venue at the location of the former McWayne Marine; restoration of the iconic Fisherman's Wharf Restaurant site; and the development of maritime related activities at the Cannery Lot. Current harbor tenants will generally remain in their current locations to preserve continuity of locally owned small businesses in the harbor. These improvements are intended to coexist with the



View from Kewalo Basin

necessary functions of a working waterfront such as Harbormaster operations and vessel repair facilities.

These improvements will create the activity needed to stimulate pedestrian traffic and add to the dynamics already present in the area. These activity nodes, the pedestrian promenade and physical landscape improvements, will also entice Basin visitors to stroll the area and discover the nearby retail shops, restaurants, museums and cultural facilities at the Cannery Lot site and the Piano Lot, further adding to overall viability of the proposed uses.



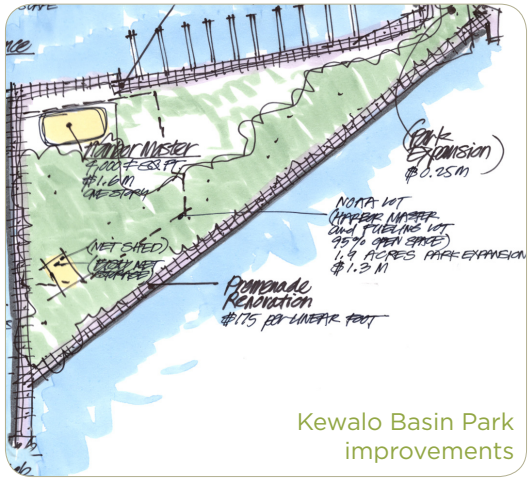
Kewalo Basin Improvements

The conceptual master plan also includes the development of a lifeguard station by the City and County of Honolulu at the Diamond Head edge of the Kewalo Basin Harbor. The 4,000 square foot station will provide ocean emergency responders with a convenient landing site in the harbor and a base to support their Ala Moana Park operations. The station is projected to cost $1.6 million dollars.

Preliminary estimates indicate that approximately 12.6 million dollars of improvements will be required to construct the proposed Kewalo Basin waterfront facilities and landscaping enhancements as depicted in the plan.

THE PLAN - CONNECTING KAKAAKO MAKAI'S PAST TO THE PRESENT AND FUTURE AS A COMMUNITY GATHERING PLACE

Kewalo Basin Park. The Kewalo Basin Park is a popular destination for many local residents with its under-stated ocean-front location and excellent vistas. However, large, un-landscaped parking lots, barriers to pedestrian connectivity along the waterfront and to Ala Moana Park and the presence of facilities that have limited viability in this highly valuable location, contribute to the public's desire to expand and enhance the park. While no detailed design concepts have been developed as yet, proposals for the site include the improvement of a continuous waterfront promenade, the expansion of passive green space and shade trees, reconfiguration of parking and circulation and the introduction of a new Harbor Master facility. The park is anticipated to continue to attract surfing and other ocean-related recreational activities for the community with expansion of complimentary uses and other improvements to the existing net shed building and the area currently utilized by the National Oceanic and Atmospheric Administration (NOAA) program.



Kewalo Basin Park improvements

Preliminary calculations estimate that approximately 4 million dollars will be required to implement the proposed facilities and park enhancements, as currently depicted.

Kakaako Makai Waterfront Park and Gateway Park

Despite providing acres of well-maintained verdant open space and boasting spectacular mauka and makai views in a dramatic waterfront setting in the midst of a bustling metropolis, the Kakaako Waterfront Park is viewed by a broad section of stakeholders as being largely under-utilized and represents an unfulfilled opportunity to serve the recreational needs of current and future residents. The park's topography is dominated by rolling mounds created when the former landfill site was converted to a primarily passive park. The topography is not conducive to establishing active recreational areas and creates some access difficulties. In addition to improvements to the park interface and expansion near Point Panic, a number of improvements to the existing park were recommended by stakeholders and incorporated into the conceptual master plan:

Gateway Park Improvements



- Relocation of the existing surface parking lot and consolidation into a structure located further west within the property to strengthen the relationship of the Makai Gateway Park to Kakaako Waterfront Park. Replace the existing parking lot with multi-purpose park uses that may include informal play areas, picnic areas, and related landscaping;

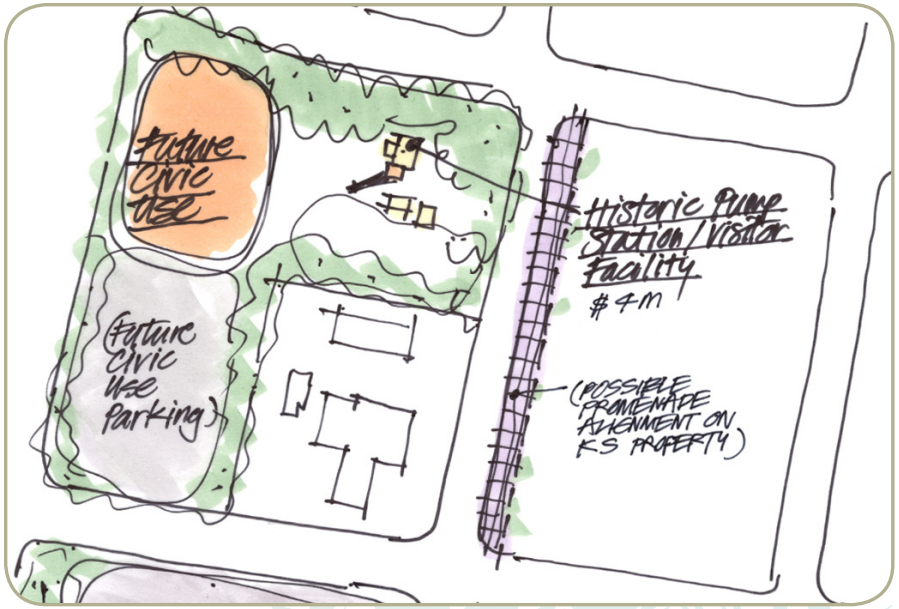
- Provide additional parking and circulation to connect to Keawe Street to enhance park access and activate the of westerly portions of the park;
- Relocate amphitheater further east within the park to be more centrally located and build upon the synergy of nearby proposed uses. Capitalize on Diamond Head vistas;
- Introduce a "water play" fountain feature and gardens to the Makai Gateway Park to further animate and provide the type of facility that would generate increased use of the park
- Install additional picnic tables, barbeque pits and other park facilities; and
- Construct an enhanced pathway system within the Waterfront Park to improve connectivity between the park and other locations within the Kakaako region.

Preliminary calculations estimate that approximately 40 million dollars will be required to implement the proposed park enhancements as currently depicted in the conceptual master plan. These improvements include the construction of a parking structure and relocation of the existing amphitheater.

Future Development (areas west of Keawe Street alignment)

While lands within the western reaches of the district (i.e., Ewa of Keawe Street) were the subject of some discussion through the outreach effort, there was no consensus for any future proposed uses. The waterfront portion of that land area is presently occupied by a large warehouse structure which is used as a homeless shelter, but also is set apart from the rest of the district by an open drainage channel and related fencing. A large flat site north of the warehouse property has been committed to the John A. Burns School of Medicine on a long-term lease for development of cancer research activities. While some opportunity in the future may justify construction of a centralized parking structure or other uses, for the time being, this property has not been designated for any future public improvements. An opportunity for development does exist in a relatively small undeveloped parcel fronting Ala Moana Boulevard at the northwest corner of the site. It has been designated for civic-related uses and may fulfill programmatic needs as they may be identified in the future. It is also adjacent to the historic Pump Station complex (listed on the National and State Register for Historic Places), which could serve as a new gateway and visitors center for Kakaako Makai Some members of the community have expressed the opinion that this portion of Kakaako Makai Area could be suited for commercial development.

As the nature of future development for the Forrest Avenue and Keawe Street have not yet been determined, estimated costs for improvement has not been determined at this time.



Future Development - Northwest Corner



Open Space and Public Access

The desire to expand park lands in the Makai Area, enhance open space and increasing public access of the waterfront resonated throughout the master planning process. Accordingly, the conceptual master plan has identified several locations for park expansion as discussed previously. In summary these areas include:

- Underdeveloped land adjacent to Point Panic;
- Landscape enhancement to land surrounding the Kewalo Basin; and
- Reconfiguration of parking and relocation of inconsistent land uses at Kewalo Basin Park to expand green space

All proposed development areas including the Cannery Lot, the Piano Lot and the Kewalo Marine Lab/ Kewalo Keiki Fishing Conservancy site will feature significant passive landscape elements, walkways and publicly accessible open space. These open space features are intended to create a "buildings-in-a-park" setting and become the theme for the entire district, where the landscape is dominant and buildings have a subservient role in the design and character of the environment.

As a meaningful method to unite various activities in the Makai Area and provide connectivity throughout the district and to the extensive waterfront open space "lei of green" network within Honolulu and Waikiki, a continuous waterfront promenade is featured in the conceptual master plan. The only interruption envisioned to the promenade will occur at the current site of Honolulu Marine, where the integration of active shipyard, maintenance and repair facilities poses a challenge and conflicts with the creation of greater pedestrian and public access. This promenade promises to be popular with pedestrians, joggers and recreational bicyclists as the largely uninterrupted pathway will not only enhance public enjoyment of the diverse Kakaako Makai waterfront and draw residents and visitors to the site, but will promote connectivity to other parts of the greater downtown waterfront community. An extension of the promenade is also proposed along Keawe Street and Ewa portions of the Makai Area to link the parks and open space resources of the area to Ala Moana Boulevard and ultimately downtown Honolulu.

Project Circulation

The conceptual master plan seeks to capitalize on the roadway and utility improvements already in place in the Makai Area. Ilalo, Cooke, Olomehani and Ahui Streets have already been improved and will serve as major traffic circulation and transit corridors. The conceptual master plan includes the development of additional improvements such as a regional promenade linking the Makai with the Mauka Area. New transit stops might also be established on Olomehani and Ilalo Streets to enhance non-vehicular and pedestrian access to the Makai Area.



To enhance vehicular circulation, the plan contemplates using the existing signalized intersection of Ala Moana Boulevard and Kamakee Street as an entry to Kewalo Basin Harbor and the Ala Moana Park. Vehicular and bus access to the Kewalo Basin Harbor is currently unnecessarily complex and may be retarding public access to the harbor. Access to the Ewa side Makai Area might be improved if Forrest Avenue were also upgraded to accommodate both container traffic and visitors to the waterfront attractions and public facilities.

The conceptual master plan has, by design, located public parking for the region in parking structures located at the periphery of the Makai Area. The idea of establishing a circulating trolley was introduced during project team and workshop events. The trolley would serve as a means for visitors and their cars to be connected without having the area's attractions being overshadowed by utilitarian parking facilities.

Improvements to Ala Moana Boulevard to enhance Mauka/Makai pedestrian circulation and improvement of the visual qualities of the arterial was the topic of discussion at a number of the workshops. Though worthy of future study, it is considered to be a peripheral element of the Kakaako Makai planning effort and was not included in the conceptual master plan at this time. Ideas pertaining to shuttle systems, pedestrian bridges over Ala Moana Boulevard and water ferry service were identified but were also considered to be outside the scope of the land use and programming effort.

Form and Character

In keeping with a buildings-in-a-park theme, many stakeholders voiced a desire to limit the height of proposed structures to one- and two-story configurations. Some facilities, such as the performing art center may exceed that profile to accommodate necessary operational requirements. While discussions of architectural character were considered pre-mature due to the conceptual programming and land use constraints of the conceptual master plan, it is anticipated that Makai Area Design Guidelines already in place for the district will remain substantially valid.



Crafting a Gathering Place

The Kakaako Makai neighborhood described in the conceptual master plan is a Gathering Place of well-connected, multi-use public destinations that fulfill the community's shared aspirations. The community planning process revealed, in a powerful and transformative way, the passion of the people and their vision for the Makai Area. This process can serve as a precedent for future community-based planning efforts throughout the city of Honolulu. Implementation and realization of the conceptual master plan presents the community with a great opportunity to create one of Honolulu's most significant and vibrant destinations. However, it is important to recognize that while comprehensive, the process followed to date and the plan that has been developed may not be enough to guarantee success.

As a cultural gathering place, Kakaako Makai should truly be Honolulu's community waterfront destination. The Makai Area represents the confluence of land and water, connecting the mountains to the sea. Consequently, it is a tapestry which speaks simultaneously of the land's rich history and of stories yet to be told. Fulfillment of this community vision will be achieved through the creation of multi-use destinations within the revitalized Waterfront, Makai Gateway and Kewalo Basin Parks, community and cultural centers, vital public markets and civic resources and their public spaces. The public spaces in the parks should be conceived as the anchor attraction, replete with a spectrum of uses that appeal to young and old, active and disabled, from all cultures and communities. It is essential that the broad range of stakeholders continues to be the source of ideas that will continue a vision rich in layers of uses, amenities, and principles that reflect the heart and soul of the community's vision.

Measures to Assure that Kakaako Makai will become a Great Waterfront District

Continue to Refine the Public Space. By orienting the parks reuse and revitalization around vibrant, active public spaces, new elements will complement existing destinations, support the kind of activities that the community would like to see here, and result in a whole that is greater than the sum of its parts.

The public spaces in Kakaako Makai are being programmed to support future, as well as existing, recreational cultural, educational and commercial uses on the site. Future design considerations must provide flexible opportunities for outdoor displays, demonstrations, seating, classrooms, performance, markets and community social and cultural gatherings.

Continue to Place Public Goals are the Primary Objective. A major goal of this planning effort was to strike a balance between maintaining existing facilities and creating newly accessible public space and incorporating public and private development to ensure the future of a healthy waterfront. As a result of public workshops, open houses and discussion sessions, the public vision and goals for the area were made explicit first, and then posited against scenarios for economic sustainability and long term success. Throughout the process it was maintained that Kakaako Makai is an inherently public asset. As long as the redevelopment plans that follow from this planning effort adhere to that ideal, community engagement - and, ultimately, local ownership and pride - success will be assured.

Build on Existing Assets & Context. Placemaking around community anchors will be an important way to reinvigorate the Kakaako Makai district and waterfront. Proposed civic institutions, such as the performing arts center, with adjoining public spaces can become vibrant destinations as well as catalysts for revitalizing the land uses around them. On a broader basis, a revitalized Kakaako Makai will provide important synergy and cultural, open space and recreational resources to meet the needs of the larger community, including the Kamehameha Schools and Ward Neighborhood properties in adjoining Kakaako Mauka. The collective Mauka and Makai district, when redeveloped, promises to have a highly positive impact to the broader community and beyond as it accommodates anticipated growth without sprawling into “greenfield” locations.

Until the recent economic downturn, many cities had come to rely almost exclusively on private development for their growth and economic vitality. As this source of capital funding may not be available, due to the weight of the public facilities that are proposed to be developed, the need for finding other partners becomes paramount to assuring that the conceptual master plan will be realized. At the same time, developers need to be attracted back to city centers where they may find new and innovative opportunities for investment in places that already have many assets upon which to build and where there are ready partners who are in agreement on a way forward. The cultural marketplace with its proposed shops, restaurants and related commercial, civic and cultural facilities may provide such an opportunity.

An important next step for realizing the conceptual master plan will be to tie the future public spaces - physically, programmatically, and visually - to the existing assets and surrounding context. Continuing to engage with the Hawaii Children's Discovery Center, the Kewalo Marine Laboratory, Kewalo Keiki Fishing Conservancy and the John A. Burns School of Medicine will help these current district assets continue to identify ways to take their current programming "out of the box" and move it into the public spaces surrounding their facilities.

Further refinement is needed to determine what specific infrastructure, access and amenities would be required in these public spaces to allow this to happen. How can they co-program to serve their common audiences? How can everyone collaborate - to fundraise, share resources - to begin shaping the public realm to benefit their constituents and the public alike? These are some of the questions that need to be discussed in moving forward with implementation of the conceptual master plan.

An informal analysis of how to link surrounding neighborhoods to the Parks was undertaken but additional considerations for the reconfiguration of Ala Moana Boulevard, the streets internal to the district and the creation of new pedestrian pathways across Ala Moana into Mauka area to strengthen connectivity between destinations needs further discussion. This is important for this project for a number of reasons, the first being the fact that Mauka/Makai pedestrian connections should be given a top priority. Shared parking facilities were suggested to be located on mauka side of Ala Moana Boulevard on private properties and also on the periphery of Kakaako Makai to reduce the degree to which automobiles are permitted to penetrate the . area should be given further consideration. Similarly, addition of bicycle paths, connected sidewalks, pathways enhanced with lighting, landscaping and paving, as well as the exploring feasibility of a jitney or shuttles, that were suggested for moving a large numbers of visitors in and out of Kakaako Makai, should be considered in the future.







Work with a Shared Community Vision. The community visioning process deliberately does not lock in a master plan into a prescribed solution. The process instead represented a citizen-driven initiative that outlined a set of goals - ideals to strive for - that set the stage for people to think boldly, make breakthroughs and achieve new possibilities for the Kakaako Makai district. This vision is therefore necessarily adaptable and can be implemented gradually and starting with small experiments it promises to become more powerful through time as public enthusiasm for making bold changes gains support.

In other words, creating a Public Gathering Place does not happen overnight. A process of "lighter-quicker-cheaper" development and implementation steps may prove to be the most effective way to redevelop and transform Kakaako Makai from what it is to that which the community would like to have. This will involve making small scale, short term improvements, evaluating their effectiveness according to pre-determined criteria, and modifying them as needed. At that time phasing in longer term changes, in particular, the construction of new buildings and facilities, should begin. It will start with activating the public spaces with uses, activities, amenities and programs that reflect the community vision. Such facilities as the farmers market could provide such a catalyst.

Create Multiple-use Destinations by Tapping the "Power of 10". Through Through decades of work, project planning team members have found that the most effective way to propel a visioning process is to set a goal of creating ten great destinations along a waterfront, an idea referred to as the "Power of Ten". This concept focuses on destinations, rather than "open space" or parks, and enables a genuine community-led process to take root. Residents, businesses, community organizations and other stakeholders all join in to help identify the key destinations and then define the uses and activities they want to see at each place.

The design of multi-use destinations within Kakaako Makai should be aimed to create a "setting" or a stage for the uses that emphasize the authentic qualities of the place. This approach goes beyond the simple concept of "mixed-use" toward a way of design and development that builds authentic places by sustaining uses and activities that are complementary. When successful, such places have their own "organic" life and a true sustainability that stems from the relationships between activities and the people who make them happen either by participating or running them – users, tenants, and community organizations. For example, the Kakaako Makai public markets could be a defining element for the entire site that includes arts, crafts, culture, cooking classes of traditional foods, dining and event space, play areas, community gardens and much more. More than the sum of its parts, this type of destination could become an authentic cultural gathering place that celebrates the local heritage, while drawing visitors as well.

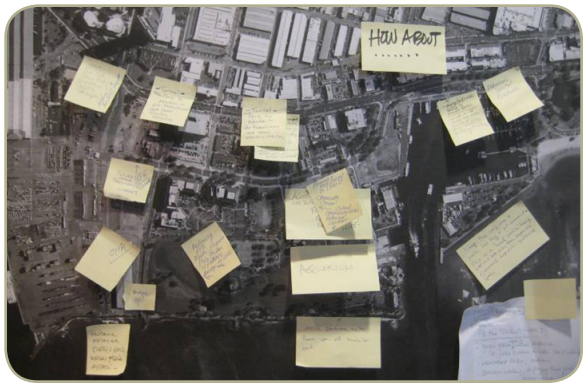
The Power of 10 exercise was a component of early public workshops during this planning process and was useful in identifying great destinations throughout the district. Part of the next steps should be to prioritize the activities for each destination, consider placements on the conceptual master plan to determine appropriately sized spaces for each, determine ways of linking them together, and the physical assets and amenities that each will require. For example, throughout the green space along the

water's edge, people suggested more amenities and pedestrian paths to allow for more use, a covered performance space, a passive recreation area, taking down fences, and installing a play sculpture and fountain around the Hawaii Children's Discovery Center. These ideas can be further explored in future community forums.

Connect Destinations Along the Kakaako Waterfront. Destinations within Kakaako Makai should be connected to one another and incorporated into a vision for the waterfront as a whole. A waterfront that is continuously walkable with a variety of activities along the way will successfully link destinations, allowing the appeal of each one to strengthen the place as a whole. These events may range from passive shade structures and benches to more active retail and food kiosks to plazas, event spaces and marketplaces.

It's important to understand that too much passive, one-dimensional, open space puts a damper on the inherent vibrancy of waterfronts, as evident in many spots throughout great cities such as Toronto, New York City and Vancouver, - cities that have relied too heavily on "greening" their waterfronts without including those other public activities that draw people for different reasons at different times. The world's best waterfronts use parks as connective tissue, using them to link other destinations together. Helsinki, Stockholm, Sydney, and Baltimore have successfully employed this strategy. This should be the strategy for developing Kakaako Makai.







Maximize Opportunities for Public Access. As it is essential that the waterfront be accessible for everyone to the greatest extent possible, the conceptual master plan has identified a nearly continuous waterfront promenade. The proposed promenade is intended to introduce new walkways in areas where they don't exist (such as the Ewa side of the Kewalo Basin Harbor and the proposed connection between the oceanfront and Ala Moana Boulevard along the Keawe Street alignment), formalize access where public interface is loosely defined (areas surrounding the Kewalo Basin Harbor), and improve existing pathways as needed (Kakaako Waterfront Park and Kewalo Basin Parks oceanfront promenade). As waterfronts with continuous public access are much more popular and successful than those where public space is interrupted, even small stretches should not be unimproved or ignored, like the area along the Honolulu Marine property, as these omissions may greatly diminish the experience. When opportunities arise in the future, due to changes in land use, every effort should be taken to assure public access to the waterfront. The Honolulu community felt very strongly that the shoreline should be accessible to the public and not sold to, or controlled by, private entities for their sole rights of use.

Access also means that people can actually interact with the water in numerous ways, from surfing, swimming and fishing, to picnicking or strolling along the parks or harbor promenade. Improving access to, and use of the Point Panic park area, while improving and maintaining view corridors across Kewalo Basin to Diamond Head, were strongly supported and represented in the plan. As it is often more difficult to gain access to the ocean in Kakaako Makai, suggestions of nearby water and fountain play areas within the park were also seen as desirable improvements.

Balance Environmental Benefits with Human Needs. While a wide variety of uses can flourish on a waterfront, many successful destinations embrace their natural surroundings by creating a close connection between human and natural needs. Marine biologists and environmentalists today promote the restoration of natural shorelines - at least where marine uses do not dominate - and advocate replacing crumbling bulkheads and culverts with natural vegetation that will improve water quality, and revive fish and wildlife habitat. However, this natural restoration should not preclude human use. Boardwalks, interpretive displays, and even more active uses such as playgrounds and picnic areas can be incorporated into the shoreline design without sacrificing environmental benefits.

The environmental constraints and opportunities of the Makai Area were comprehensively discussed during this planning process. There were suggestions for using Kakaako Makai as demonstration project for water management best practices, specifically developing green strategies for treating the stormwater which flows from Mauka through the site and into the ocean, amongst other suggestions for building an environmental integrity in the planning and development of the area.

Start Small to Make Big Changes. Good public spaces don't happen overnight, and no one has all the answers about improving a place right at the outset. Placemaking is about more than planning. Many great plans get bogged down because they are too big, too expensive, and simply take too long to happen. Increasingly, cities around the world are turning to low-cost, "pop-up" projects to jump-start these destinations through creative strategies grounded in the local assets and priorities.

These lighter, quicker, cheaper urban “interventions” provide a powerful means of translating community visioning into physical reality. Demonstration projects can transform the cityscape into a laboratory for refining the vision, experimenting with programming and providing a boost to areas in need.

To keep the momentum going, demonstrate short term wins and reinforce its commitment to creating a great waterfront park full of terrific community gathering places and destinations, HCDA should prepare a short term plan of action, including changes and improvements that can be developed, funded, and implemented in the short term. These immediate improvements can take many forms and may include events that showcase the neighborhood as a community and cultural gathering place with increased amenities ranging from improvements to park amenities like benches and shade pavilions to recreation rentals and/or an initial public market on the Piano Lot.

Ensure That New Development Fits Within The Community’s Vision. Waterfront areas such as the Kakaako Makai are too valuable public assets to simply allow developers to dictate the terms of growth and change. This is not to say that private development should be unwelcome or discouraged - on the contrary, it is necessary to the future of a healthy waterfront. However, whatever is built must contribute to the goals set forth by the community, not detract from them. This is a key challenge. Achieving the right balance, providing spaces for people to enjoy free of charge while generating the revenue necessary to maintain and manage the park and the public facilities into the future was a key goal of this planning effort. Many of the best waterfronts in the world integrate commercial activity and development to support public benefit in a way that this plan will, in time, fully define. The public’s vision should comes first revitalizing Kakaako Makai and new developments should be tailored to meet the community’s shared goals and aspirations.









Kakaako Makai Today

LOOKING FORWARD - IMPLEMENTATION CONSIDERATIONS

Encourage 24-Hour Activity. Great waterfronts are often places that are full of people, day and night. They are the sites of festivals, markets, fireworks displays, concerts and other high-energy gatherings. A high concentration of residential development limits the diversity of waterfront use and creates constituencies invested in preventing 24-hour activity from flourishing. Through this process, many stakeholders expressed their opinion that the development of housing in Kakaako should remain prohibited in the Makai Area. Implementation of adjacent opportunities for residential development, however, mauka of Ala Moana Boulevard should infuse the Makai district with a positive day/night population.

Design And Program Buildings To Engage The Public Space. Any building on the waterfront should add to the activity of the public spaces around it. When successful, the result is an ideal combination of commercial and public uses. The Project Team and the community identified a series of small scale and market type retail uses for the Ewa edge of the Kewalo Basin, made recommendations for stand-alone kiosks, and cafes with outdoor seating, all of which will connect people to, and allow them to enjoy, the Kewalo Basin Harbor.

Manage, Manage, Manage! Ongoing comprehensive management will be essential to maintaining the Makai Area and sustain a diverse variety of activities and events throughout the year. The HCDA, CPAC and on-site stakeholders should explore the option of a Park Conservancy, as noted in the guiding principles. Further discussion of Park Conservancies can be found in Appendix 16. Business Improvement Districts (BID) that have been so successful in many downtowns, if considered, would represent a partnership between waterfront businesses and organizations and those in the surrounding district, so that waterfront programming, such as temporary exhibits of local artists or music by local musicians, reflects the community and gives the place an unique character.







Environmental Sustainability and Stewardship

The conceptual master plan for Kakaako Makai is firmly rooted in a holistic approach to planning and development. It identifies complementary land use concepts in order to protect and enhance public access to the ocean, Kewalo Basin harbor, and associated historic and recreational amenities unique to this waterfront area. The objective of the conceptual master plan is to define itself through programs that are community-based and responsive to the opportunities and constraints of the area. Land use programs are therefore focused on the preservation and enhancement of the native Hawaiian host culture through public-private partnerships centered on the arts, culture, education, and the environment.

Included at the core of the Kakaako Makai planning process is the concept of sustainability. Its strategy is in harmony with the State of Hawaii's 2050 Sustainability Plan, and draws strength from respecting and protecting the environment, cultural values, and other unique assets of Hawaii. The planning process reflects Hawaii 2050's definition of sustainability as its foundation:

- Respect the culture, character, beauty and history of our state's island communities;
- Strike a balance among economic, social and community, and environmental priorities; and
- Meet the needs of the present without compromising the ability of future generations to meet their own needs.

TThe discussion points below seek to address an array of issues that encompass the needs of the Kakaako Makai community. Each of these categories responds to the concerns shared jointly by the CPAC and the broader Kakaako community as expressed through the planning process to date.

Incorporate sustainable planning initiatives

- Reclaim Mauka-Makai principles for Kakaako Makai to express the idea of connecting the planning area to neighborhoods and resources mauka and the immediate region as a unified district where the financing, maintenance, and operation of facilities are shared.
- Establish a strong "Hawaiian Sense of Place" throughout the district's public realm, maintaining and strengthening Kakaako Makai as one of the city's premier Community Gathering Place.
- Identify an urban design framework of streets, plazas, promenades, and parks that organizes the district, but allows flexibility in land use and building types for longevity.
- Utilize the organizational concepts of state-of-the-art processes of sustainable planning and construction. The U.S. Green Building Council's (USGBC) new Leadership in Energy and Environmental Design (LEED) Neighborhood Development rating system, for example, integrates principles of smart growth, urbanism, and green building, and reflects the assimilation of values typified by the concept of connecting Mauka-Makai.
- Adopt a system of metrics to identify and monitor sustainability goals of the master plan. Programming components to be monitored should include pertinent technical and public cost/benefit data for soil remediation and coastal marine conservation; renewable energy; water reuse; recycled solid waste; and related consumption efficiency measures and management.

Perpetuate and preserve native cultural planning principles

- Acknowledge the concept of ahupuaa, the ancient Hawaiian principle of land division that provided native people with a variety of resources from the mountaintops to the sea. An ahupuaa was also important to identity and ancestry. Kakaako is located in the Makai portion of the Honolulu ahupuaa.
- Support the distinctly Hawaiian values of malama aina—to care for the land—as a core concept of planning and developing land uses on Kakaako Makai.
- Kakaako is a shoreline community and should therefore reflect the dynamic qualities that define shoreline places throughout the entire region, including ocean views, mountain views, coastal habitats, and access to the water.
- Build upon existing native cultural programs and historic site uses (i.e., the Kewalo Keiki Fishing Conservancy, water recreation, Kewalo Basin) with complementary facilities and activities that enhance the legacy of Hawaiian history.
- Complement Hawaiian historical identity with forward-looking features that address shifts in culture and resource use that acknowledges the dynamism of the world today. Opportunity exists to present Kakaako Makai not as a cultural time capsule, but as a living, breathing paradigm of Hawaii's outlook, a harmonic blend of the past and the future.

Urban regeneration

- The strategic location and historic ownership of the land requires that its regeneration provide an ongoing connection with, and contribution to, the local community, recognizing that the Makai Area does not exist in isolation and that physical connections and linkages are critical to its success.
- Celebrate the natural environment by enhancing Mauka-Makai connections with views, pedestrian, and activity linkages. Accentuate the district's relationship to the sea with enhancements and connections to Kakaako Waterfront Park and other proposed waterfront activities. Reflect Hawaiian and other cultural interpretations of the natural environment through sculpture, murals, and interpretive design elements throughout the Makai Area.







- While physically "self-contained", the Makai Area must be integrated into the surrounding community and be a part of the larger Kakaako neighborhood. Public transit, shuttles, bicycle trails, pedestrian promenades, and shared parking facilities will support this goal.
- Kakaako Makai should function as a pedestrian precinct, meaning that the entire district should be planned to provide accessibility throughout with a comprehensive bicycle and pedestrian trail system.

Resource conservation and management

- Recognize the dependence Hawaii has for its food and energy consumption needs.
- Conserve and manage resources unique to Kakaako Makai by encouraging the conservation, preservation, and enhancement of critical ecological elements on land, in the air, and in the sea. Maintain and enhance open view planes—including views mauka and makai—unique to the waterfront.
- Provide for storm water management planning that will incorporate a variety of best management practices that respond both to neighboring areas and to Kakaako Makai's own geologic conditions.
- Protect and enhance community longevity by providing for public health, safety, and welfare.
- Ensure the expansion of Kakaako Makai's shoreline parks. This will create significant landscaped open spaces that, in turn, will contribute to a continuous "lei of green" that will eventually connect Diamond Head to the Aloha Tower. Provide open and full public access to recreational, cultural, and educational activities within and around Kakaako Makai's parks and ocean shoreline.

Building for future generations

- Require sustainable land development and building practices by committing to meet internationally recognized green development and building standards. Utilize resources from the USGBC, including the LEED Neighborhood Development and other appropriate green building rating programs, to establish benchmarks and metrics for development.
- Recognize and evaluate past planning and development efforts to identify "lessons learned". Acknowledge the complexities inherent in Kakaako Makai's history both in its socio-cultural context and in the context of development in Honolulu. Entrust the community, governing agencies, and design professionals with a commitment to integrate their efforts toward culturally, environmentally, and financially sustainable solutions.
- Site improvement practices should incorporate state-of-the-art engineering strategies, including those for storm water management, vehicular traffic and circulation management, pedestrian and bicycle access, plant material selection, wind and solar orientation, habitat protection, and community outreach and involvement.
- Support high-performance and high-efficiency in building construction techniques related to energy and water conservation, indoor environmental quality, and use of renewable materials and resources. Demonstrate a commitment to exemplary innovation and design for development and uses.
- Ensure sustainability in the cultural life of the district by encouraging a vibrant mix of activities, land uses, family, and cultural elements. Create a 'mixed use' environment in every sense of the term. Reflect Hawaii's identity as a cultural crossroads by supporting ethnic, economic, civic, and

social diversity. Make recreational, educational, and cultural uses and activities a cornerstone of the district.

- Support cooperation of local businesses in sustaining Kakaako Makai's public use facilities with diverse enterprises serving the local community's interests and needs.
- Provide for community outreach and involvement throughout the planning and use of Kakaako Makai. Provide environmental education facilities and model features, including site and building technology elements that demonstrate the processes involved in resource use and conservation.

The conceptual master plan, a broad framework for development in Kakaako Makai, will be strengthened by the incorporation of the cultural and land stewardship principles outlined here.









Economics

Opportunities and Constraints

The Makai Area clearly enjoys a set of natural assets that will serve as the foundation for its long term success, most notably the area's waterfront location and unrivaled views. The site is also situated adjacent to Ala Moana Park, the up and coming Ward Neighborhood and Kamehameha Schools properties in Kakaako Mauka, as well as close proximity to Waikiki, and downtown Honolulu. There are also many existing assets on site which can and should be built upon going forward. Such existing uses include the parks (Kakaako Waterfront Park, Kewalo Basin Park, and Makai Gateway Park), the Kewalo Basin Harbor, the Children's Discovery Center, surfing and fishing along the waterfront, the University of Hawaii John A. Burns School of Medicine (JABSOM), and the University of Hawaii Cancer Center now under construction. Given these geographic and natural advantages and existing assets upon which to build, the Kakaako Makai area has many of the elements necessary for long term success.

At the same time, Kakaako Makai also has a set of challenges that must be overcome to successfully implement the vision. Among these are environmental remediation costs for much of the soils in the district and the need for additional infrastructure improvements over the long term, such as an extension of Ilalo Street to Punchbowl Street and construction of a new bulkhead wall on the ewa edge of Kewalo Basin. There are also long-term leases encumbering some of the key redevelopment parcels including John Dominis restaurant, Honolulu Marine, and the Kewalo Marine Lab. Other long term leases are for uses that will likely remain including the Kewalo Keiki Fishing Conservancy and the University of Hawaii facilities. There are also market constraints related to the ability to pay for the envisioned improvements. These market considerations are discussed later in this section. Finally, in order to become a vibrant, community gathering place, Kakaako Makai will have to transform its image, as there are currently certain elements that detract from it including the outdated industrial uses, homeless encampments, and car lots. Improvement to the properties along Ala Moana Boulevard is particularly important given their prominence as a "front door" to the property.

Land Use Considerations

Within Kakaako Makai there are opportunities for redevelopment on sites that are vacant or under-utilized such as the Piano Lot and the Cannery Lot. There are also opportunities to improve upon existing uses such as possibly adding comfort stations and picnic facilities in the park areas. The community has identified a number of potential uses for Kakaako Makai consistent with its publicly stated vision. These include parks and recreational uses, arts and cultural uses such as museums, gathering places for community festivals, a farmers market, as well as other event spaces. The State Legislature has also mandated that a Cultural Public Market place be a part of any long-term plans for Kakaako Makai. Current land use rules for the district preclude residential and hotel uses.

One challenge with regard to the financial feasibility of the conceptual master plan is that there are few income generating uses that can attract significant private investment. Residential and hotel uses could generate significant private investment, but these uses are not allowed. Other private commercial uses such as office or retail/restaurant could support private investment, but the extent of these uses that the market can support is somewhat limited at this time. Barring significant changes to the land uses that are allowed to be built, successful implementation of the conceptual master plan will likely rely heavily upon the financial commitment of government entities, foundations, individual and corporate donors, and other philanthropic support.

Project Costs

The planning team has assessed, on a preliminary basis the range of costs that might be required to achieve the community's vision. Since many of the uses are not well defined, any cost estimating performed at this stage was preliminary, and order-of-magnitude in nature. However, these preliminary assessments do provide useful insight into the range of investment that might be required to complete the conceptual master plan vision. Costs can be broken down into different categories including the following:

- Land lease costs: Since the State of Hawaii owns most of the property in Kakaako Makai, land rent would be paid to the State. The State's preference would be to achieve a market rate land rent on land leases to third parties; however, the State does have a record of providing below-market leases to non-profit and other public benefit users.
- Backbone infrastructure costs and other district-wide costs such as environmental remediation: The State of Hawaii has funded many of the infrastructure costs in the district to date, in part through improvement district fees. The ability of the State to fund future infrastructure costs will help with financial feasibility.
- Site development costs, including sitework, building construction costs, and parking facilities: Some of the land uses contemplated for Kakaako Makai are likely, by their nature, to have high up front capital costs such as museums, marine science facilities and performing arts centers. A well developed parking plan will be necessary to ensure that adequate parking is provided for all the uses, but it will be important to capitalize on shared parking opportunities where possible to keep parking costs to a minimum.

- Annual operating and maintenance costs including servicing of debt (if applicable). Long-term success of the conceptual master plan vision will require a sound plan for funding annual operating expenses. This could be challenging given that some of the land uses being contemplated are not likely to generate sufficient income to fully offset operating costs, such as the parks and recreational uses. Currently the HCDA spends about $1 million per year maintaining the area's park facilities.

Depending on the combination of land uses that might eventually be built and the sizes of buildings and other improvements, the upfront capital costs alone to build out the conceptual master plan could be in the rough range of 250 Million to 350 Million dollars. Of particular note, the conceptual master plan does not include a significant amount of private income-generating uses such as residential, hotel, office, or retail/restaurant, either because of current regulatory restrictions or because they are not compatible with the community's long-term vision. If this remains the case, it is unlikely that any significant amount of private investment (other than private philanthropy) can be raised to help offset the future costs to implement the conceptual master plan.

Financing Mechanisms

Most private, market rate real estate projects are financed through a combination of private debt and equity. The amount of debt and equity is determined in large part by the annual income that the project is expected to generate. The income must be sufficient to support not only the operating costs of the project, but also the debt service to repay the debt and net cash flow to generate a sufficient return on the private equity. However, as noted, the conceptual master plan does not currently envision any significant amount of private commercial projects but instead favors public and non-profit uses. While some of these uses might support some debt financing, typically, these types of uses are heavily subsidized by governmental sources, foundations, and philanthropic organizations. The financial consultant team has helped facilitate the successful development of many challenging redevelopment projects throughout California and the West. Many of these projects have involved similar economic challenges to those at Kakaako Makai, including the need for new infrastructure, environmental remediation, and projects with public and non-profit uses that are not self-supporting. In many cases, these projects have included direct government grants and financial assistance from other parties and most have utilized some combination of financing mechanisms beyond the traditional private debt and equity. The following is a brief discussion of some of these tools.

- Property Tax Increment – Property Tax Increment Financing (TIF) is a method of financing through the capturing of a portion of the increase in property taxes over a fixed "base amount" within a specified redevelopment district. The tax increment can be used to sell bonds to fund or reimburse for capital improvements. TIF can help close feasibility gaps and provide incentive for development to occur sooner than would otherwise be possible. TIF would require collaboration with the City and County of Honolulu since TIF involves a redirection of a portion of property taxes.

- Community Finance District (CFD) Financing – CFD financing is a method of financing public facilities within a special district using tax exempt bonds. The debt service of the bonds, which benefits from a low interest rate due to the tax exemption, is paid by property owners in the district through a special tax or assessment above existing tax rates. Though commonly implemented across the nation, CFD financing has not yet been utilized in Hawaii.

- BIDS & Other Assessment Districts – Business Improvement Districts (BIDs) and other assessment districts are mechanisms to collect ongoing fees from a group of property owners in a district to pay for operating and maintenance costs, and sometimes capital improvement costs.

- CAM – Common Area Maintenance (CAM) charges are ongoing fees on property owners to pay for operating and maintenance costs for a project or area. There already exists a Waterfront CAM charge for property owners in Kakaako Makai that pays for public improvements such as street and park maintenance, security, and landscaping although the state currently pays the majority of these costs.

- Conservancies – In general, conservancies are non-profit organizations dedicated to the implementation, maintenance, and operation of a public purpose asset, such as a park, often

done in partnership with public agencies. Conservancies can be very effective at raising funds from individual, corporation, and foundation donors, as well as public grants, however the success of fund raising is dependent upon a group of donors dedicated to the specific purpose. Conservancies are discussed in greater detail in Appendix 16.

Case Studies

It can be instructive to learn from the experience of other similar redevelopment projects to help guide the path to successful implementation. This section provides three examples of large-scale redevelopment projects with similarities to what is envisioned for Kakaako Makai, and some of the key lessons that can be learned from each.

- Mission Bay, San Francisco, CA: Mission Bay is a 300+ acre redevelopment project in San Francisco located south of downtown and adjacent to the San Francisco Bay. Mission Bay was formerly the site of the Southern Pacific Railyards and was heavily used for industrial uses. The property's owner, Catellus (the real estate arm of the railroad), developed a plan to redevelop Mission Bay, but these plans were challenged by the need for significant backbone infrastructure improvements and the removal of old industrial structures.

  Over the course of the past ten years Mission Bay has experienced a tremendous transformation, sparked by the construction of a new University of California San Francisco (UCSF) Mission Bay research campus, including a new Women's and Children's hospital which is now under construction. In addition to UCSF, the area has been transformed by new buildings for the burgeoning biotech/high-tech industries, new residential projects, a new light rail line, and a variety of park improvements. The San Francisco Giants stadium, AT&T Park, was completed in 2000 and is located at the northern entrance way to Mission Bay along the waterfront. Some of the keys to the success of Mission Bay have been the way a major university presence has helped "re-brand" the area and catalyze development







of other new projects, and how a mix a public and private uses has provided sufficient value in the project to attract investment for necessary infrastructure. In addition, the City and County of San Francisco and its Redevelopment Agency, working with Catellus, have been instrumental in making the project a success through investing Property Tax Increment into public improvements, as well as through other efforts to attract new businesses to the area. A CFD was also utilized.

- Yerba Buena Gardens, San Francisco, CA: Yerba Buena Gardens is located in a roughly 20-block area in the South of Market area of downtown San Francisco, adjacent to Moscone Convention Center. The project area had long been a blighted area suffering from disinvestment, crime, and homeless people. The San Francisco Redevelopment Agency had a vision to convert the area into a public and cultural gathering place for San Francisco residents, workers, as well as visitors.

  Through investment of Property Tax Increment dollars, as well as significant investment from philanthropic organizations, the Redevelopment Agency led the effort to implement the vision. Today, Yerba Buena Gardens is the home of the Yerba Buena Center for the Arts, the Museum of Modern Art (MOMA), the Contemporary Jewish Museum, the Museum of the African Diaspora, the Mexican Heritage Museum, Zeum (a children's media and technology museum), and a 5-1/2-acre esplanade park which hosts numerous public performances and events each year. Significant contributors to the economic success of the area are new retail, hotel, and residential projects through new property taxes, transient occupancy taxes, and sales taxes generated by these uses. In addition, the Redevelopment Agency struck an agreement with Marriott in which the new hotel (located adjacent to the park) dedicates a percentage of its gross revenues every year toward maintenance and operation of the park. This balance of public and private/income-generating uses and public-private partnerships has contributed greatly to the project's financial viability.

- Granville Island, Vancouver, Canada: Granville Island is a successful waterfront public gathering place in Vancouver, British Columbia. Granville Island formerly was a heavy industrial area focused on the forestry, mining, construction and shipping industries. Following a decline in the industrial businesses on the site, the Canadian government took it upon itself to redevelop the site into a publicly oriented market and gathering place. Granville Island is now the home of a successful public food market including a farmers market, performing arts venues, a community center, art galleries, and a marina. Granville Island is a good example of mixing public uses with income generating uses, such as retail and a hotel, creating a vibrant gathering place for locals and visitors alike, and stimulating new economic activity from a stagnant industrial area. The sponsorship of the project by the Canadian government was instrumental.

Implementation Strategies

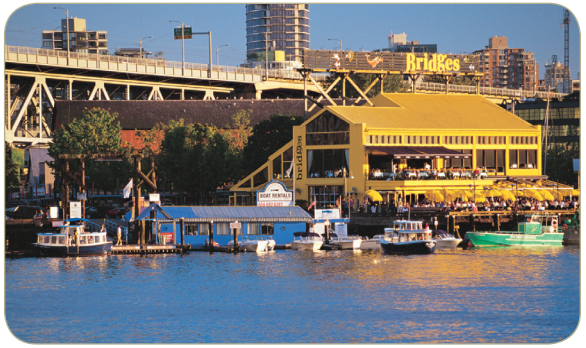
Throughout the planning process, The HCDA and the Planning Team has participated in meetings with community members and stakeholders to hear their concerns and aspirations for the future of Kakaako Makai. This collaboration to evaluate land use options for the various "opportunity sites" included the assessment of the preliminary costs to build out the conceptual master plan concept, including costs of infrastructure and environmental remediation,

as well as testing the financial feasibility of various land uses, both those desired and supported by the community as well as those opposed. Through this process and through the Planning Team's experience with redevelopment projects elsewhere, they have drawn some conclusions on how the project might be successfully implemented. The following is a discussion of some of these success components

- Master Project Sponsor – In order to manage the process of redeveloping Kakaako Makai to achieve the vision, the project needs a "master" project sponsor who is responsible for overseeing the project and managing the many parties who will be involved. Typical project sponsors include the property owner, a master developer, or a partnership involving the property owner and key stakeholders. In the case of Kakaako Makai, the sponsor might be either HCDA or a new partnership involving HCDA and other key stakeholders in a joint powers arrangement. It is possible too that the project sponsor could be some form of conservancy. Regardless of who the project sponsor is or what form it takes, the essential element is to have a single entity that has the designated responsibility to implement the Master Plan and the necessary resources for this purpose.

- Expect Incremental Growth – Given the extent of public and non-profit uses envisioned for the Makai Area, and given the limited resources from governmental and charitable sources, it is expected that the conceptual master plan will be developed in an "organic" way, in incremental steps, and that full implementation will take many years to achieve. Financing tools such as Property Tax Increment, CFD, and others, as well as the addition of more income-generating commercial uses can help contribute to financial feasibility and expedite the pace of build out. However, patience and time will likely be needed to fully realize the conceptual master plan vision.







- Set the Stage for Development – The master project sponsor can help promote development by setting the stage for development to occur when opportunities present themselves. Completion of planning and predevelopment activities are important because they can be performed when economic and real estate conditions are in a down cycle, but which set the legal and regulatory framework to act quickly when opportunities arise in the future. Activities that the master project sponsor can engage in include project marketing, fundraising, coordination of property owners and stakeholders, maintenance and repair projects and, as funding become available, remediation and demolition, finding a viable solution for the homeless on the property, and installation of basic infrastructure.

- Focus on Catalyst Projects – Given the likely incremental approach to developing the site, implementation of the conceptual master plan would be assisted by one or more successful catalyst projects. Such a catalyst project does not have to be a large-scale project. Potential catalyst projects could be a farmers market or swap meet, ongoing community festivals or other community-oriented public gatherings. The goal of a catalyst project is to bring people to the site, to transform how the community thinks of the place, to strengthen its image, and to stimulate future development consistent with the vision.

- Develop Strategic Partnerships – Successful implementation of the conceptual master plan will require partnerships with key parties including the State of Hawaii, the City and County of Honolulu, Kamehameha Schools, the Kewalo Basin Harbor interests, local non-profit organizations, community leaders and key community stakeholders.

- Remain Flexible – Successful implementation of the plan will be aided by flexibility on the part of decision makers with respect to specific uses that are developed, their location and timing. Adoption of a conceptual master plan that is flexible is important for establishing the overall vision for the area and for identifying the range of land uses that are desired. A rigid master plan that is prescriptive of the specific uses and has a rigid approach to implementation would be undesirable if the vision for the area is to be successful in the long-term.

Phasing Strategies

Initial Phase

Throughout the planning process, considerable discussion was directed to the topic of plan implementation and phasing. The state of the economy and related impacts to the real estate industry, land use restrictions imposed on the property, limitations on local and state budgets and political climate all have an influence on advancing the conceptual master plan for Kakaako Makai into reality. The conceptual master plan that evolved through this effort ultimately places considerable emphasis on public funding, private contributions or non-profit financing mechanisms for implementation. That stated, a number of strategies have been described below that can help convert the vision into reality.

With limited or no lease encumbrances, relocation costs or major site work, currently undeveloped properties pose a logical location to initiate physical improvements.
Incremental development of the Cultural Public Marketplace, with the first increment on the Cannery Lot, is one scenario for introducing new development to the area. It is envisioned that the HCDA might ready the site for development and issue an RFP to interested developers to execute this component. The size of the phase would be contingent upon the prospective private developer's market and feasibility analysis, expectations on potential subsidies and other such factors. The HCDA will need to develop a detailed site plan for the area, with community participation, before a request for proposal to develop the site could be issued.

Some public facility projects, such as a portion of the waterfront pedestrian promenade and park improvements could be implemented immediately with Legislative funding in the next year or two. Development of these public facilities will most likely attract interest from private developers to develop the commercial elements of the conceptual master plan such as the cultural public market.

If the size of the initial development is kept modest, a portion of the temporary on-grade parking on the Piano Lot could fulfill parking requirements in the early phases. Interim, inexpensive structures could be constructed on the Piano Lot to serve as a community center or even a small performing arts venue. These structures would be temporary in nature and will be replaced as funding becomes available for more permanent structures envisioned in the conceptual master plan.

The Piano Lot could be used for a farmers market. The HCDA has already installed the necessary infrastructure on the Piano Lot to support a farmers market. Farmers market operators such as the Farm Bureau of Hawaii could start a market on this site without much capital investment. A farmers market will serve as an attractor and bring much needed public activity to the area.

Timing for the majority of other uses proposed in the conceptual master plan on the Cannery Lot and Piano Lot will be subject to funding resources. While each of the entities have expressed serious interest in the site, the Hawaiian Museum of Music and Dance, depicted in the conceptual master plan to be located on the Cannery Lot, appears to have the strongest financial support and could be among the first uses to be implemented. Subject to the continued availability of land within the conceptual master plan, the other uses could be accommodated for an extended duration into the future depending upon their securing of funding.

BARACK OBAMA PRESIDENTIAL LIBRARY AND MUSEUM

The conceptual master plan presents general land use, location and scale of facilities in the Makai Area as it was conceived by legislative directions and community/stakeholder input. However, as the conceptual master plan is a long term strategy, it must retain some flexibility. Viable uses not anticipated or thoroughly analyzed during the community outreach process may surface and must be evaluated by the HCDA and reviewed and debated in the public forum for possible implementation.

One such example is the potential for the Barack Obama Presidential Library and Museum to be located in Honolulu and at Kakaako Makai. As his birthplace, the State of Hawaii has deeper ties to the president and his family than any other location. The state is bound up with almost every chapter of what the President calls his unlikely personal story. As Michelle Obama has observed, "You can't really understand Barack until you understand Hawaii."

To lead the State's campaign to persuade President Obama that the State of Hawaii and Kakaako Makai will provide the best home for his library and museum, the University of Hawaii has assembled a team and launched a multifaceted program. A development scenario depicting this facility on the Kewalo Basin Park was presented to the public as a part of the June public workshop. Subsequently, this proposition, outlined in a formal letter to the HCDA by representatives of the University of Hawaii, Manoa (UHM), not only describes rationale behind the selection of the Makai Area to locate the Library, but also summarizes general programming and acreage requirements for such a facility. While the future intentions of the federal government and President Obama have not as yet been conveyed, the potential development of such a facility at Kakaako Makai must be contemplated until such time that future development at the Makai Area renders such a concept impractical or another location is selected by the federal government and President Obama.

Presidential libraries and museums rank among the nation's most important cultural and educational institutions. Managed by the National Archives and Records Administration (NARA), they preserve documents and artifacts associated with a presidency and make them available to the public, while offering a rich assortment of museum, cultural and educational programming. There are currently thirteen presidential libraries administered by NARA. According to the precedent begun by Franklin D. Roosevelt, these facilities are built with private financing (with the outgoing president leading the fundraising) but are managed in perpetuity by the federal government, generally in partnership with a presidential foundation and a research university.

Most presidential complexes include not just preservation and research space but also museums and university-run educational institutions. Traditionally, these libraries are located in a president's home state, but the competition among universities and municipalities to house them is often fierce. Bid development typically begins shortly after a president's inauguration and culminates with the president making site and design decisions toward the end of his last term.

In April 2010, the state legislature adopted a resolution calling for the president to locate his museum and library in the State of Hawaii. The University of Hawaii has taken the lead role and is

currently in the process of developing a formal proposal to President Obama, who will make a final decision, with construction taking place after he leaves office. A formal site-selection process has only just begun, but Kakaako Makai has been identified as a preferred location. The committee notes that the creation of a world-class presidential museum in Kakaako Makai would help this under-utilized site realize its full potential as a community gathering place. In synergy with the Children's Discovery Center and the University of Hawaii's medical research facilities, along with community gardens, public performance and meeting places, a shorefront promenade, expanded park space, and perhaps a future museum of Hawaiian culture and the arts, the presidential library could provide the resources and attention to transform Kakaako Makai into a marquee cultural, educational, and ecological district.

The UHM's selection committee report illustrates that if President Obama selects Hawaii as the site for his presidential library and museum, the project would bring numerous benefits to the islands. These benefits include:

- An infusion of outside resources that will boost Hawaii's economy, as these institutions are built with private funds raised by the president and managed in perpetuity by the federal government.
- The addition of a world-class institution to Hawaii's cultural landscape that will help make Honolulu a research and business destination and bolster the state's leading industry.
- The construction of an iconic facility with ambitious environmental goals that will advance green building in the state, revitalize island architecture, and redefine Honolulu's skyline.
- The creation of a top-notch policy institute that will bring together civic and community leaders to meet tomorrow's challenges.

The report notes that Hawaii has several comparative advantages as a site for the Obama presidential library and museum, including:

BARACK OBAMA PRESIDENTIAL LIBRARY AND MUSEUM

In accord with the University's motto, "Maluna a'e o nā lāhui a pau ke ola ke kanaka"—"Above all nations is humanity"—siting the Obama library in Hawaii will signal a global outlook and reaffirm America's status as a "Pacific nation," as the president put it at the 2009 APEC summit. Hawaii will provide a nurturing home for Obama's legacy. As the state that voted for Obama in higher percentages than any other and that stuck with the president through the first midterm elections, Hawaii's people and policy makers will enthusiastically support the Obama library from conception to construction and beyond.

From the point of view of the UHM site-selection committee, Kakaako Makai presents numerous advantages as a potential home for a presidential library and museum, among them:

- A spectacular natural setting with mauka-to-makai vistas and surrounding green space that can properly showcase an iconic edifice and provide breathtaking views from inside it.
- Existing parkland that can, in concert with mixed public uses, provide space for Michelle Obama's wellness garden, a community lo'i, creative landscaping with native plants, and an outdoor amphitheater that could be shared with other institutions.
- An under-utilized urban setting with synergistic proximity to public schools, university research facilities, and other museums and educational institutions.

The UHM site-selection committee also believes that a presidential library and museum would add value to redevelopment in Kakaako Makai, by providing:

- Resources to support adjacent institutions, serve the public, and supplement state and municipal dollars, thus enhancing the viability of existing and proposed features, including an outdoor amphitheater, group meeting spaces, a community lo'i, parking structures, cultural markets, and an oceanfront promenade.
- Robust educational and cultural programming, including rotating exhibition space, that can help define Kakaako Makai as a leading cultural, educational, and ecological district.
- The attraction of large numbers of visitors and locals who will support adjacent institutions, small businesses, and will encourage greater park usage, thus protecting oceanfront green space for future generations while adding much-needed vitality and activity to the area during weekends and evenings.
- Around-the-clock security, funded by the federal government, that will not only protect presidential records and, at times, the first family, but will provide piece of mind to the surrounding community, visitors, and proximate institutions.

UHM's proposal for an Obama presidential library and museum in Kakaako Makai would complement existing and proposed uses of the area and is compatible with existing statutes and the vision for the district as formulated by the Kakaako Community Planning Advisory Council (CPAC). Specifically, plans would:

- Emphasize Hawaiian culture and the values of the ahupuaa by encouraging native-plant landscaping, including a working lo'i, advancing a social justice research and teaching agenda with a focus on indigenous issues, protecting the shoreline with generous setbacks, and envisioning temporary and permanent museum exhibits that encourage visitors to grapple with Hawaii's conflicted historical relationship to the United States.

- Protect open view planes by limiting verticality and developing architectural plans that emphasize natural features of the landscape.
- Facilitate access to the area by encouraging the creation of inviting entry portals and the extension of a shoreline promenade, while providing resources for shared parking, organizational meeting spaces, and outdoor performance space.

The Presidential Library and Museum proposal estimates a preliminary program of approximately 120,000 square feet in a building configuration of between 2 and 5 stories on a land area of 5 to 6 acres. Complementary exterior program spaces may include an additional 10 acres of land area, much of which is similar to the proposed uses of this Kakaako Makai conceptual master plan. The estimated demand for parking for this type and size of facility and is 200 stalls and is compatible with the conceptual master plan's initial parking facility development strategy and the overall district's goal of shared parking for all makai area uses.

The complete Barack Obama Presidential Library and Museum proposal, program outline, along with design suggestions from several University of Hawaii students, can be found in Appendix 15.

The HCDA has received support for including the presidential library in the conceptual master plan from several individuals, organizations and elected officials. The CPAC has expressed strong opposition to a presidential library in Kakaako Makai. Public comments received by HCDA regarding the presidential library can be found in Appendix 18.

As implementation of the conceptual master plan moves forward, various uses that may be viable but were not vetted during this planning process will surface. As that happens, the HCDA, the community, including CPAC will need to create the opportunity to discuss those uses in a public forum and if necessary amend the conceptual master plan to include those uses. The discussion on the presidential library is provided here as a potential use that may be viable in Kakaako Makai. Despite support from members of the public, various organizations and elected officials, the presidential library, for now, is not included in the conceptual master plan. More public discussion on this matter will need to occur to amend the conceptual master plan to include the presidential library.

Position Statement - March 22, 2011

Many years ago, the sun rose on a quiet and beautiful morning, a humble family stood at the water's edge, looked toward the ocean, raised their hands to block the sun rising over Diamond Head and remarked, "Such a beautiful place." The ocean and the blue sky, the sound of the surf covering a reef full of fish….and a cool breeze. They reflected on a most outstanding moment and wondered….why do we always stop and say, "Such a beautiful place."

Many decades have passed and many things have changed, some say for the better and some say for the worse, and yet at the edge of Kaka'ako Makai, we always stop and say, "Such a beautiful place."

The Kaka'ako Makai Community Planning Advisory Council (CPAC) and its participants from the community appreciate the opportunity to share a moment dedicated to Kaka'ako Makai. Upon request by HCDA, CPAC would like to present its position on the initial Kaka'ako Makai Conceptual Master Plan Final Report (draft) dated January 2011.

The mission of the CPAC is to create "a gathering place in Kaka'ako Makai" in collaboration with HCDA, various stakeholders and organizations from the community. Throughout the planning process, our group experienced an abundance of energy and input from a diverse mixture of individuals and groups. Despite moments of chaos we found comfort in the knowledge that our vision for the Master Plan was supported by laws the State Legislature created to provide guidance, and to ensure that the voice of the community be heard.
During the first phase of the community-based Kaka'ako Makai

The Vision for Kakaako Makai

(The Hawaiian Place of Ka'ākaukukui and Kukuluāe'o)
Kaka'ako Makai is the community's gathering place. A safe place that welcomes all people, from keiki to kūpuna, with enriching cultural, recreational and educational public uses. A special place that continues the shoreline lei of green with scenic beauty, connects panoramic vistas mauka to makai, and encourages ecological integrity of land, air and sea. Kaka'ako Makai honors, celebrates and preserves its historic sense of place, Hawaiian cultural values and our unique island lifestyle for present-day families and future generations.

Planning

CPAC found the Vision for Kaka'ako Makai to hold the promise of a beautiful sunrise, but as the planning process unfolded the Vision became nearly as elusive. As we review the plan and renderings today, we see beginnings of what our group envisioned. We are encouraged that our joint efforts have produced a plan that describes a "Hawaiian Sense of Place" in a "Park Like Setting" with "Open View Planes." Our preference has always been for simple, practical and open designs that invite a gamut of public recreational, cultural and educational activities from early morning to late evening.

The Vision and Guiding Principles were meant as guiding criteria for the elements, concepts and design of the Master Plan. In reviewing the plan, we find a high level of correlation between the Vision and Guiding Principles and the primary plan elements:

- Park Open Space Expansion and Park Recreation Enhancement
- Waterfront Access and Circulation ~ "Lei of Green" Promenade & Dedicated Trolley/Shuttle
- Cultural Public Market ~ Cultural exchange and enrichment featuring historic, cultural, recreational and educational facilities in a park setting.
- Historic & Cultural Preservation:
  - » Museum for Hawaiian Culture and Arts ~ Hawaiian Cultural Preservation Center
  - » Surfing Exhibition ~ Birthplace of Surfing
  - » Kula Kai Fishing Sampan Exhibition ~ Commercial Tuna Fishing Heritage
  - » Kaka'ako/Ala Moana Pumping Station & Fort Wall ~ Registered Historic Structures
- Research, Education and Performing Arts:
  - » Kewalo Basin Marine Research Center ~ Marine Resources Management
  - » Kewalo Keiki Fishing Conservancy ~ Marine Conservation and Youth Education
  - » Children's Discovery Center ~ Youth Learning and Exploration
  - » Performing Arts Center ~ Performing Arts, Arts Education and Cultural Groups
- Community Center & Community Gardens ~ Gathering Center for Honolulu Communities
- Farmer's Market and Fish Market ~ Local farm produce, local seafood, local arts & crafts
- Kewalo Basin Harbor ~ Retaining Commercial Fishing & Commercial Boat Tours
- Fisherman's Wharf ~ Restoration of the Landmark Structure and Harbor Related Retail
- Public Safety:
  - » Training and Watch Station for City Lifeguards
  - » Sheriff's Department
  - » Harbor Master Facility

At present, the main criticism of the current Master Plan Draft speaks to its degree of completion. Some feel the plan should go into further detail and others find the lack of detail provides flexibility during this time of economic uncertainty. It is debatable whether a highly structured and detailed approach is better than a more flexible conceptual framework. The statement that appears best applicable is "Start Small to Make Big Changes." In this way new features may be given the opportunity to grow and be tested in tandem with the development of a more detailed plan.

Finance and Implementation

Various financing mechanisms have been considered for the plan; however there still exists uncertainty on how financing for the projects might ultimately be accomplished. Taking example from the large variety of successful small businesses in Hawaii, it could be argued that there are many ways to raise funds in support of the various non-profit elements. Structuring and organizing the many community stakeholders groups will be necessary to grow support for each element of the plan.

The plan mentions a Master Project Sponsor and suggests that HCDA or a new partnership involving HCDA and other key stakeholders could form a joint power arrangement. CPAC believes the Master Project Sponsor could play an important role in organizing the various non-profit groups and project developers. CPAC believes this entity may be better defined by the State Legislature as a committee, board or conservancy created to work with the HCDA, community members, existing stakeholders and new stakeholders to coordinate the phasing and implementation of the Master Plan. The Master Project Sponsor should assist non-profit groups with development tools such as organizational structure and approach, grant writing, and identifying marketing and research resources to advance fundraising efforts.

Concerns have arisen regarding implementation of the plan. Discussions with HCDA revealed the possibility that elements of the plan may be subject to future foreclosure. CPAC believes that a strong commitment by HCDA and the community to uphold the Vision and Guiding Principles is essential to ensure that development elements will be executed as planned.

Opportunities

The current conceptual plan offers abundant opportunity both for new projects and to enhance existing facilities. We are confident that each project will provide a balanced approach that ensures its plans and objectives are well defined and will be executed with high ethical and cultural values and in accordance with the Vision and Guiding Principles.

The "Lei of Green" Promenade expansion is perhaps the most popular improvement in the Master Plan. The expansion consists of an uninterrupted, wide and accessible pedestrian promenade connecting the Kewalo Basin Park to Ala Moana Park, continue around the Kewalo Basin Harbor, past Fisherman's Wharf and continue around the Gateway Park throughout Kaka'ako Makai. The promenade would give park users a scenic pathway around Kaka'ako Makai, thus preserving iconic ocean views, reinforcing "A Hawaiian Sense of Place" and providing connections to parking and featured facilities.

The current Waterfront Promenade will be extended at the ewa end of the park, over the drainage culvert and into the area fronting the Next Step warehouse. The promenade will extend mauka along the culvert and down Forrest Ave. to Ala Moana Blvd. The plan also calls for promenade expansion of the area fronting the John Dominis restaurant site as part of the redevelopment project and throughout the area.

CPAC has received comments requesting that the plan include a connection of the promenade from the proposed Waterfront Park Parking lot to the Children's Discovery Center and continue into the Piano Lot and Kewalo Basin harbor area.

Park Expansion is a high priority for the community. The plan complies with the community's request for park open space expansion to areas including the Look Lab site and Waste Water site located makai of Olomehani St. Park expansion will also occur at the ewa end of Waterfront Park and along the shoreline and over the drainage culvert to include the area fronting the Next Step warehouse. Plans are to convert the Waterfront Parking lot to park green space upon completion of a new parking structure makai of JABSOM and the Cancer Research Center at the current amphitheater site.

Areas for expansion in the more distant future include the Kewalo Basin Research Center, which is slated for relocation, and the John Dominis site upon conclusion of its remaining 32-year lease. Amenities such as trees, benches, pavilions, tables, barbeque pits and water features such as fountains and wading pools will be incorporated in existing and expansion areas.

The plan defines future development in the Kaka'ako Makai area as a "Park Like Setting." This would include open spaces around planned facilities, and building heights that are considerate of existing "View Planes" as described in the Guiding Principles.

CPAC has received numerous requests for park expansion from the community and park users, including a petition with 500 signatures. Many requested more pavilions and trees. However, it is required that the impermeable membranes located under the berms and hills in the Waterfront Park remain intact to keep hazardous

materials away from the public. Further study of the Landfill Closure Plan will be needed before shade trees, pavilions and amenities can be added.

Plans to convert the Waterfront Parking lot to green park space have been viewed favorably by CPAC. The structure would allow use by the medical school during weekdays and public use for weekend and evening events. The expanded park area features flat landscape, shade trees and surrounding green spaces that could support festivals and events. However, there are concerns whether park users will enjoy free parking and/or different rates than JABSOM users.

CPAC has discussed the ewa end of Waterfront Park to which access is currently barred by a gate and barbed wire fencing. As a result, the ewa side of park is underused and secluded, creating safety concerns. The plan offers increased public access to the Ewa end of Waterfront Park. The addition of parking, park amenities and shade will greatly enhance security and accessibility of this very scenic area.

The Public Cultural Market is a concept theme that will unify the areas as a historic, educational, recreational and cultural exchange throughout the Kaka'ako Makai park setting. Plan elements within the Cultural Market will be featured as elucidated below. The synergistic location of the centers, facilities and sites in close proximity to one another would attract, entertain and enlighten local residence and visitors.

- Research, Education and Performing Arts
  - » Kewalo Basin Marine Research Center
  - » Kewalo Keiki Fishing Conservancy
  - » Children's Discovery Center
  - » Performing Arts Center
- Historic Preservation
  - » Museum for Hawaiian Culture and Arts
  - » Kula Kai Hawaiian Fishing Sampan & Kewalo Basin Ice Chute
  - » Surfing Exhibition
  - » Kaka'ako/Ala Moana Pumping Station & Fort Wall

- Community Gathering
  - » Farmer's Market and Fish Market
  - » Community Center & Community Gardens
- Commercial Harbor
  - » Kewalo Basin Harbor
  - » Fisherman's Wharf Restaurant

Kewalo Basin Marine Research Center – Plans are to relocate mauka to a new facility with classroom spaces, display areas, expanded research areas, meeting rooms and office space. The location of the research lab along Kewalo Basin is critical to its requirements for pristine seawater from two existing seawater pipes. After relocation the current site will become expanded park.

CPAC strongly supports the facility for purposes of research and higher education devoted to ocean management and marine environmental conservation.

Kewalo Keiki Fishing Conservancy (KKFC) is a non-profit organization whose mission is to teach keiki how to fish and preserve our Hawaiian fishing culture. The KKFC operates on the Ewa side of the Kewalo Basin harbor channel using a modular building and open-air class.

Children's Discovery Center has been renovated and continues to serve the children of Honolulu. The former incinerator is an iconic structure in Kaka'ako Makai and has received brownfields funding.

Performing Arts Center - A proposed Performing Arts Center intends to fulfill the following needs:

1. A performance venue suitable for public performances "in the park" such as theatre, symphonic and pops concerts, ballet, traditional ethnic music and dance (e.g., Hawaiian, Okinawan, Taiko, Filipino, Tahitian, Celtic, etc.), and performances by youth educational organizations such as Hawaii Youth Symphony, Hawaii Youth Opera Chorus, Ballet Hawaii, Honolulu Theater for Youth and others.
2. A covered open-air venue that is suitable for all-weather use, welcoming to individuals from all walks of life and does not duplicate already existing venues in Honolulu (e.g., Blaisdell, Hawaii Theatre, Mamiya, Kapiolani Bandstand, etc.). The open-air quality would be in keeping with the informal park atmosphere and eliminate the need for costly windows and air conditioning.
3. Cost effective use of space would include educational facilities and office space for youth arts/culture education (HACY) beneath the performance and seating areas and on the surrounding mezzanine such that the facilities could be in use on a quasi-continual basis and therefore to some degree self-supporting.
4. An informal massing study (attached) demonstrates that the concept is feasible within the proposed footprint of 50,000 sq. ft. (the study needs updating which can easily be achieved by a qualified architect).

The Museum for Hawaiian Culture and Arts will be a center for Hawaiian culture, arts, music and dance. This project is the most advanced in its planning and includes a legislative report and business plan. The Hawaiian Music Hall of Fame (HMHF) board of directors is the entity overseeing this project. HMHF is requesting funding at the current legislative session for the project design plan.

CPAC has received requests from the HMHF board to consider changes to its location on the Master Plan. It is currently situated next to the industrial Marine Repair dry-dock facility along the ewa side of the Kewalo Basin Harbor. The HMHF board has concerns that this location may not be appropriate for the practice of traditional *kahiko, mele* and *hula* due to noise and fumes from the repair facility. Although the HMHF is grateful for any available location, their preference is for a location adjacent to open park space and near convenient parking for the practice of *kahiko, mele* and *hula* and to host large open air festivals and events.

CPAC has received comments to the effect that a cultural center is unlikely to succeed in a retail environment such as the one proposed in the current Master Plan. In addition, it has been mentioned by various constituents that the various culture/arts facilities would benefit from proximity to one another, creating opportunities for synergy on various levels.

The Kula Kai Hawaiian Sampan Exhibition would feature the last remaining commercial *aku* (skipjack tuna) fishing boat. The Kula Kai and the fabled Ice Chute that formerly served the fishing boats will be displayed as part of the history of Traditional Aku Fishing in Kewalo Basin.

CPAC has concerns about the condition of the Kula Kai vessel, which is currently moored in Kewalo Basin and is considered non-seaworthy. Prompt action should be taken to properly store the boat in preparation for restoration and display.

The Surfing Exhibition will celebrate Hawaii's unique island watersport heritage and display the history of surfing and its birthplace in Hawaii. The location at the makai, Diamond Head corner of the Piano Lot is ideal, featuring open views of the Point Panic surf area and the Waterfront Park shoreline.

CPAC has been in discussion with surfing historians, surf contest spokesmen, surf conservation directors and surf retailers. The name "Hawaii Watersports and Surfing Exhibition" was suggested. It is desired that the surf exhibition focus on surfing history and artifacts. Prominent watermen and waterwomen could be depicted for their role in history; however the main focus should be on historical displays.

Farmer's Market and Fish Market opportunities for purveyors of local farm produce, local seafood and local arts and crafts to offer goods at the Farmer's Market and Fish Market. Kaka'ako Makai will become the permanent location for the flagship Farmer's Market.

CPAC has been in discussion with the Department of Agriculture and various Farmer's Market groups. The farm groups are interested in having a presence on the Piano Lot asphalt parking area as an interim step towards a permanent facility.

Community Center and Cultural Gardens will provide opportunities for public gathering, social events and meeting space. A Native Hawaiian Coastal Botanical Garden planned adjacent to the Community Center can also feature agricultural exhibits.

Kewalo Basin Harbor opportunities would include retaining commercial fishing & commercial boat tours. The plan also supports improvements to the Cannery Lot with harbor related ancillary retail shops, cafes and the continuation of the "Lei of Green" Promenade.

The Fisherman's Wharf Restaurant is considered an iconic historic feature of the Kewalo Basin harbor. The Kewalo Basin stakeholders view the Fisherman's Wharf as a landmark and its renovation key to revitalizing the harbor area. Other improvements that could boost economic feasibility might include shops, cafés and harbor related retail.

Parking and Access needs will be met by three (3) new multi-level parking lots and a surface level expanded Point Panic parking lot.

The largest multilevel parking structure is located makai of the Cancer Research Center and JABSOM. It will house 900 cars and service the medical school and activities in the Waterfront Park. Upon completion of the structure, the existing Waterfront Park parking lot will be converted to park green space. It is anticipated that the University of Hawaii will pay for its share of the facility.

A second parking structure is located on the AAFES lot at the corner of Ala Moana Blvd. and Ilalo St. across from Fisherman's Wharf. The multilevel structure will provide 650 stalls to shops and cafés on the Cannery Lot, Kewalo Basin Harbor, Performing Arts Center, Museum for Hawaiian Music and Dance and the Farmer's and Fish Markets. The structure will also include retail shops along the sides of the lot at street level.

A third, smaller multilevel parking structure is situated on the Piano Lot at the corner of Ilalo St. and Ohe St. 250 stalls will accommodate the Center for Performing Arts. The structure will feature street level retail shops which complement other facilities on the Piano Lot including the Performing Arts Center, Farmer's and Fish Markets, Hawaii Surfing Exhibition and the new Community Center.

CPAC has held discussions with regard to location and purpose of these multi-level parking lots and the projected expenditure as described in the plan:

$36 MM – JABSOM, Cancer Research Center, Waterfront Park
$26 MM – AAFES Lot, Kewalo Basin Harbor
$10 MM – Piano Lot, Cannery Lot, Kewalo Basin

$72 MM – Total Expenditure

Although multi-level parking increases the cost of Kaka'ako Makai development, the open space it will conserve is highly desired. The concept of peripheral parking as used in the plan allows for the *piko*

or center of Kaka'ako Makai to remain open park space. Multi-level structures will allow for larger scale events and support community gathering throughout the Public Cultural Market.

The locations for the JABSOM and AAFES parking lots appear suitable, however there have been comments that the Piano Lot parking structure should be moved to the Diamond Head corner of Ilalo St. and Ahui St. to better serve Kewalo Basin and allow the Performing Arts Center to move next to the Gateway Park.

Point Panic parking will remain in the vicinity of the beloved bodysurfing area but will be enlarged and moved slightly mauka to create a larger waterfront area. Expanding the parking lot will allow recreational users free parking and improved access to the ocean for surfing, fishing, paddle boarding and diving.

CPAC has met with park users and ocean recreational stakeholders who wish to restore the Point Panic parking exit at the ewa end to connect with Olomehani St. Most users consider the existing parking lot essential to the traditional bodysurfing area and for general picnic, lunch and gathering purposes.

Traffic Circulation has been an issue of concern in the Kewalo Basin harbor area. At the present time, vehicular traffic can only enter the harbor going in the Diamond Head direction on Ala Moana Blvd. from the entrance fronting the Fisherman's Wharf and the entrance next to Ala Moana Park.

CPAC has discussed traffic issues with Kewalo Harbor basin stakeholders. Suggestions included: a) modify traffic flow to allow ingress from the intersection of Ala Moana Blvd. and Ward Ave. going ewa, and b) consolidate the Ala Moana Park road and the Kewalo Basin Park road to form a single route that services both areas. Planning would require both State and City & County approval.

Safety and Security

"A Safe Place" is among the highest priority concerns for the vision of Kaka'ako Makai.

An Interim Sheriff's Department Office will be located in a modular structure on Forrest Avenue. Since Kaka'ako Makai falls under the jurisdiction of the Sheriff's Department, its presence will provide a greater sense of security in the area.

Although the plan does not mention the Interim Sheriff's Department Facility, CPAC hosted a presentation by the Sheriff's Department on its plan for an interim office to be located on Forrest Ave. Future plans could incorporate a permanent Sheriff's Department Office that overlooks Kaka'ako Makai and provides local citizens and visitors with a sense of greater security in the area.

City and County of Honolulu Life Guards participated in the planning workshops and proposed a training and rescue station near Ala Moana Park. Their needs require a Jet Ski launch in Kewalo Basin for rescue operations, and a training and rescue station. This facility is highly desired by CPAC and the community both for life guard training and water safety along the Ala Moana, Kewalo Basin and Waterfront Park shoreline.

CPAC welcomed the participation of the Honolulu Life Guards (HLG) in the Master Planning process. The HLG representative requested that HCDA consider an interim helipad for rapid evacuation of trauma or emergency victims to hospitals. This request relates directly to the previously mentioned issue of traffic congestion in the area and was mentioned by the HLG representative as critical to the life or death of many rescue victims.

The Harbor Master Facility is slated for relocation to the current NOAA site along Kewalo Basin harbor channel. The Kewalo Peninsula location would allow the Harbor Master to observe activity throughout the entire Kewalo Basin harbor area.

Homeless – The recent influx of homeless in the area is a major concern. The current "beautification" program appears promising. Many believe a good solution would be to implement the Master Plan and establish projects that create activity in the area.

Conclusion

In the course of the past five years, CPAC has worked diligently toward the completion of the Kaka'ako Makai Master Plan. We are excited about continuing our efforts as we join others to make our vision reality. We stress the importance of remaining focused on the Vision and Guiding Principles for direction in the implementation process and we look forward to the time where our communities and our visitors may come, share and enjoy the many things we treasure in Kaka'ako Makai. Although we have encountered many challenges, CPAC views this Conceptual Master Plan as a major milestone in the future of Kaka'ako Makai. **Such a Beautiful Place**