

chapter one

Introduction & Historical Background

Introduction

Kamehameha Schools was founded in 1887 by the will of Bernice Pauahi Bishop, great-granddaughter and last royal descendant of Kamehameha the Great. Kamehameha Schools' mission is to fulfill Pauahi's desire to **create educational opportunities** in perpetuity to improve the capability and well-being of people of Hawaiian ancestry.

Since its founding, Kamehameha Schools has graduated more than 20,500 young men and women. In addition to its campus-based educational programs, Kamehameha Schools administers outreach efforts including a comprehensive college financial aid and counseling program. Other outreach efforts include Kamehameha Schools partnership preschools, charter schools funding, Extension Educational Services, and Mālama 'Āina and 'Āina Ulu programs for eco-cultural and stewardship initiatives. In total, Kamehameha Schools spends approximately \$82 million annually in community-based educational initiatives such as those described above, in addition to spending approximately \$200 million annually at its three campuses. Our educational outreach is entirely privately funded and reliant on the performance of our Endowment portfolio. In fiscal year 2008, Kamehameha Schools spent \$273 million on our campus and outreach education.

In 2000, Kamehameha Schools underwent an organizational strategic planning effort that involved extensive community outreach to define our Vision, Mission, Guiding Principles and Strategic Goals. This effort culminated in the "Kamehameha Schools **Strategic Plan** 2000 to 2015" (the "Strategic Plan") completed in September 2000. The Strategic Plan guides our key decisions as it embodies the principles and values of Kamehameha Schools. Therefore, in formulating the future vision for Kaka'ako we looked to the Strategic Plan for guidance to ensure that we mālama i ka 'āina, practice ethical, prudent and culturally appropriate stewardship of these legacy lands in a manner aligned with the values of Kamehameha Schools.

Today, Kamehameha Schools manages its lands across the State as a **dynamic portfolio** to optimize Cultural, Environmental, Educational, Community and Economic values and returns that support the Mission of Kamehameha Schools. The art and opportunity is integrating these values in thoughtful ways for different conditions that exist throughout our portfolio of holdings. As a result, the way in which these outcomes are expressed varies for specific areas and opportunities. The plan presented in this application, which has been developed in concert with meaningful community outreach, embodies our values as an organization and optimizes the multiple returns we seek in a manner that fully supports the Vision and Mission of Kamehameha Schools.



Purpose of the Master Plan

The purpose of the Kamehameha Schools’ Kaiāulu ‘o Kaka‘ako Master Plan (KKMP) is to set forth Kamehameha Schools’ vision within its Kaka‘ako mauka properties. It is also to provide “a long-range development plan for an area within the mauka area which describes the overall character of development envisioned within said area and the manner in which development projects will be implemented”. (Mauka Area Rules §15-22-201) By declaring its redevelopment intentions via an HCDA Master Plan permit, it is Kamehameha Schools’ goal to improve its properties in a timely and cohesive manner and in accordance with HCDA’s Mauka Area Plan and Rules.

The Plan presented herein characterizes a new neighborhood close to the economic heart of Honolulu. This new neighborhood presents a range of housing opportunities - including reserved housing. The Plan envisions support for neighborhood serving and other small businesses. It further envisions active community places, open spaces, and other public benefits, all within the framework of a beautiful, healthy and sustainable neighborhood that creates a vibrant urban environment.

The HCDA’s Vision for Kaka‘ako is that it becomes the most desirable and sustainable urban place in Hawaii in which to work, live, learn, and play. Further, HCDA’s mission has been, in part, to “serve as an infrastructure developer” and “to expeditiously implement Kaka‘ako’s master plan.” Under HCDA’s leadership major investments have resulted in infrastructure improvements throughout most of the lands described in this KKMP. These infrastructure improvements were designed and planned by the City and County and the State to accommodate Honolulu’s growth. Some examples of these efforts include improvements to South Street and Ala Moana Boulevard that have facilitated better traffic flow and drainage, as well as the underground placement of power and communication lines.

These actions have already facilitated a more desirable and attractive Kaka‘ako, and Kamehameha Schools shares the same aspirations as HCDA for the Kaka‘ako district to become “the most desirable and sustainable urban place in Hawaii to work, live, visit, learn, and play”. Kamehameha Schools looks forward to continuing these efforts and making this shared vision come true.

Area History

Kaka‘ako has enjoyed a varied and colorful history. Traditional pre-contact land tenure in Kaka‘ako (Ka‘ākaukukui) indicates that this area was comprised of fishing villages situated in a coastal wetland landscape dominated by fishponds and salt ponds. It was a place of work, innovation, small business, and community contribution; a place to live, work and play.

In the 1700s and early 1800s, the Kaka‘ako area was a fishing settlement for persons who may have worked on the fishing ship, the Namahana. The presence of numerous fishponds also suggests that there was a strong chiefly influence over the area. Traditional land division boundaries demonstrate that the area was divided into ‘ili lele or “jumping strips”, so coastal residents could use the inland valleys of Nu‘uanu, Pauoa, Makiki, and Mānoa.

By the time of the Māhele in the mid-1800s, the region had become a popular residential area for Hawaiian royalty due to its proximity to Honolulu and the harbor. Most of the Land Commission Awards reference Kaka‘ako being designated for high ranking ali‘i or members of the extended royal family. There is very little evidence of hoa‘āina (native tenants) making land claims to properties in this region.



A View of Honolulu, from the Catholic Church Artist: Paul Emmert, 1850's



Queen Street, Honolulu 1856 Artist: George Henry Burgess, 1856

During the mid-1800s, the area was best known for expansive **salt ponds** that provided hundreds of tons of salt for export. Some of the salt and seaweed from the ponds were also used by area residents.

The Kaka’ako settlement and nearby locations are depicted on the 1810 map. Early place names include **Ka’ākaukukui** (the Northern Light), and Kuloloia, the former name for the beach that runs from Fort Street to Kaka’ako. Honuakaha is the area of Honolulu near Kawaiaha’o Church, and Kaholoakeāhole is a waterfront district of Honolulu which translates to “the running of the āhole fish” (Pukui’s Place Names of Hawai’i, 1974).

In 1853, a mechanic named David M. Weston foresaw the need for a metal foundry and machine shop in the rapidly growing town of Honolulu. He petitioned his sponsor in Boston for a \$2,000 loan, obtained a lease from Bishop Estate and established the **Honolulu Iron Works** on 10 acres that same year. He also made arrangements with a flour mill company to occupy the same building and share the steam engine as a power source.

By the 1880s, residential construction began with the filling of fishponds, marshes, and mudflats starting with the area closest to downtown. Some of the cow paths evolved into the residential streets seen today. Around the turn of the century, Kaka’ako flourished as a residential settlement where immigrant workers joined the Hawaiian community to form areas such as **Squattersville**, a shantytown which sprang up along the District’s makai border. Different ethnic groups resided within the community, and they banded together at election time to encourage some of the most rousing political rallies in the Territory.

In the mid 1800s to early 1900s, the **Pohukaina School** served as a school for the illegitimate offspring of Hawaiian women and foreign men and eventually became an elementary school for the Kaka’ako area. **Margaret “Mother” Waldron**, a teacher from 1913 to 1934, was instrumental in keeping young boys out of gangs. The park land donated by Kamehameha Schools honors her contributions to the area.

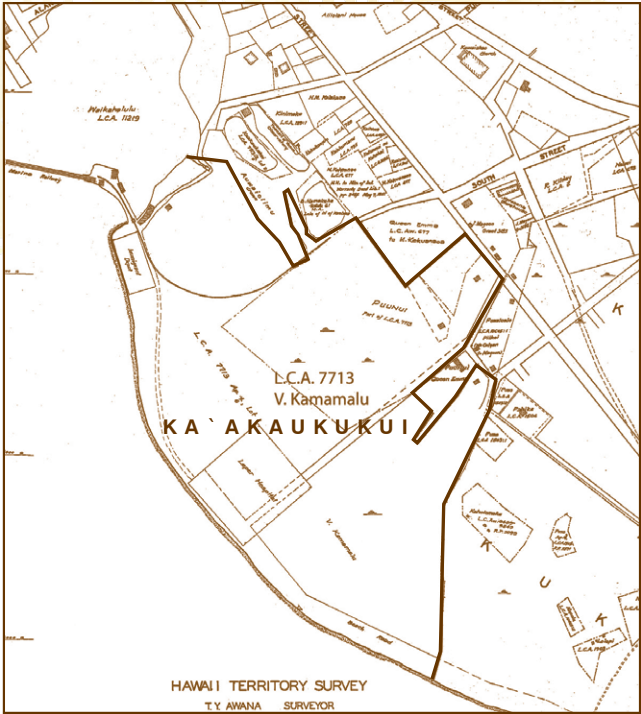
The complex of Kaka’ako changed dramatically after World War II. Zoning changes from residential to commercial encouraged a myriad of small businesses to spread throughout the district. **Warehousing**, wholesaling, and similar types of industries moved into Kaka’ako and slowly displaced the residential population.

In 1974, one of the first extensive planning efforts for Kaka’ako was conducted and recommended changing Kaka’ako from an industrial and commercial center to a mixed-use area that would allow for light industrial, commercial, and residential activities. These planning efforts eventually resulted in the HCDA Mauka Area Plan and Rules incorporating the concept that living near work would help to alleviate urban sprawl, relieve traffic congestion and make more efficient use of the land. In 1983, an Environmental Impact Statement (EIS) was prepared for the Mauka Area Plan and was updated in 1985. This EIS assessed the impact of the redevelopment of the mauka area to support substantial commercial, industrial, and residential growth. In 1987, the Honolulu Iron Works gave way to **Restaurant Row** and its companion residential project, **Waterfront Towers**, followed in 1990.

Today, Kaka’ako is a district with limited residential housing, discontinuous streets and buildings that are approaching the end of their economic lives. The existing parks remain un-programmed and underutilized. These conditions were cited by the HCDA as a major impetus towards redevelopment: “The Kaka’ako district, if not redeveloped or renewed, has the potential to become a blighted and deteriorated area. Because of its present economic importance to the State in terms of industry and subsequent employment, there is a need to preserve and enhance its value and potential.” (Mauka Area Rules §15-22-1) This plan offers the opportunity to bring residents and small businesses back into Kaka’ako and to reinvigorate historical features that should be celebrated such as Mother Waldron Park.



Kaka’ako area, ca. 1810



Detail of 1884 government survey map of Kewalo (Bishop 1884)

Kamehameha Schools
History in Kaka‘ako

In 1848, the land apportionment known as the Māhele took place, and enabled Kekūana‘ōa, Queen Emma, Victoria Kamāmalu and Princess Ruth Ke‘elikōlani to claim tracts of Kaka‘ako as part of their chiefly lands. Eventually, these tracts were bequeathed to Bernice Pauahi Bishop and became part of her estate (see 1884 map on previous page). This land legacy is shown graphically on this page.

These lands remain largely intact today under the stewardship of Kamehameha Schools and are described in Chapter 2, Existing Conditions.

Previous Kamehameha
Schools Kaka‘ako Planning
Efforts

This Kaiāulu ‘o Kaka‘ako Master Plan application integrates over 15 years of Kamehameha Schools’ planning efforts for its Kaka‘ako lands. Significant Kamehameha Schools’ planning efforts include the Pauahi Place Master Plan (1994) and Strategic Implementation Plan (2004) described below.

Pauahi Place Master Plan (1994)

In 1994, the HCDA approved a master plan and development agreement for the Kamehameha Schools’ lands in Kaka‘ako in accordance with HCDA rules in place at the time. Called the Pauahi Place Master Plan (PPMP), the PPMP specified redevelopment of over 53 acres of Kamehameha Schools’ lands located in mauka and makai areas of the Kaka‘ako District. In the decade that followed the PPMP approval, market conditions changed significantly, and the PPMP was not responsive to market needs. By 2003 Kamehameha Schools also felt that the PPMP contained excessive density that was unsuitable to the location. Still, during this time period, the CompUSA building was ultimately developed within the framework of the PPMP.

As market conditions changed and investment in Kaka‘ako languished, the HCDA revised its development rules to encourage greater investment activity in Kaka‘ako. Recognizing the need to plan more strategically and engage development under current rules, Kamehameha Schools and HCDA agreed to vacate the Pauahi Place Master Plan. The Termination of the Master Plan Permit for Pauahi Place was executed by both parties in December of 2005.

Strategic Implementation Plan (2004)

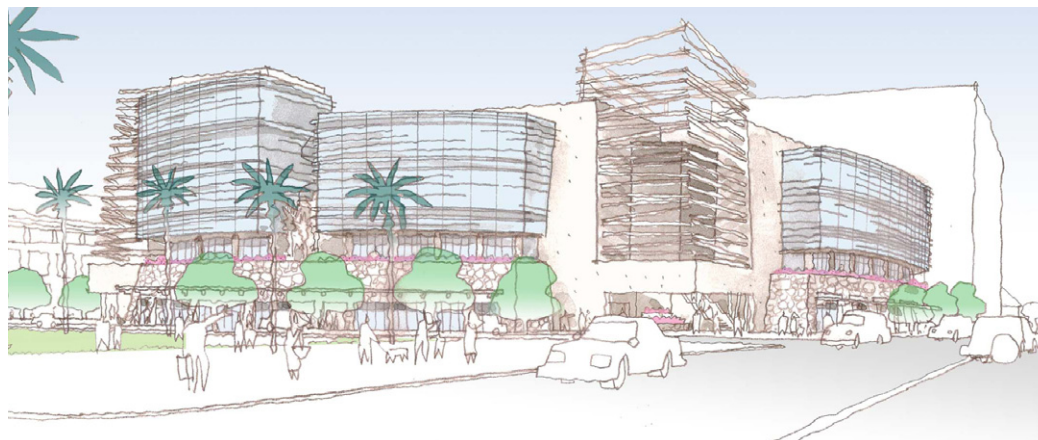
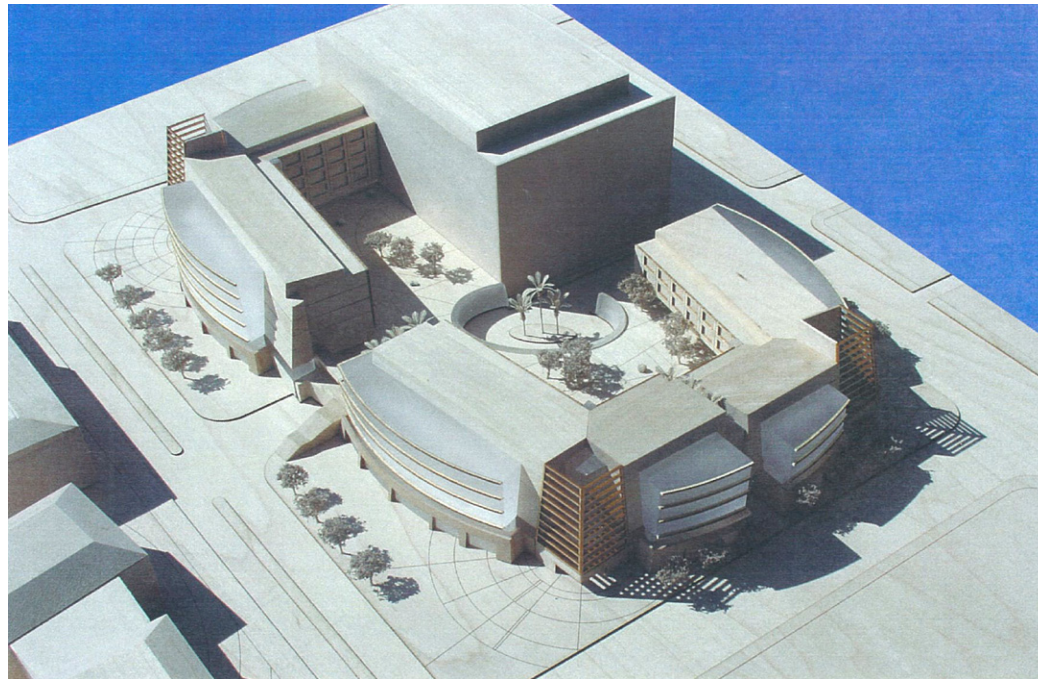
Concurrent with the decision to vacate the PPMP, Kamehameha Schools embarked on a strategic planning effort in 2004 that culminated in a Strategic Implementation Plan (“SIP”) to guide future decision making within the District. The SIP provided a framework for Kamehameha Schools to quickly respond to changing market conditions and development opportunities. While the SIP was not prepared or processed as an HCDA Master Plan application, the process involved stakeholder workshops and the formation of key vision themes within an urban design framework.

During the development of the SIP, several meetings and workshops were held with representatives from the Kaka‘ako Improvement Association, Ala Moana - Kaka‘ako Neighborhood Board, Enterprise Hawai‘i, local businesses, and HCDA. The SIP process garnered stakeholder input and viewpoints regarding the future of Kaka‘ako. Stakeholders also informed the Vision Elements, Urban Design Framework, and prioritization of catalyst projects. The guiding planning principles that emerged from this stakeholder process include:

- Roots and Wings
- Stewardship of the Land
- Urban Village

The linkage of the SIP planning principles to the current vision for Kaka‘ako will be detailed further in Chapter 3.





Innovation Center Model and Rendering

Investing Today for Kaka‘ako Tomorrow

Building upon its 2004 Strategic Implementation Plan, **Kamehameha Schools** is embarking upon this HCDA Master Plan application process to publicly declare its intent for its **mauka area lands** and secure governmental approvals associated with these plans. In preparing this application, Kamehameha Schools has embraced the spirit and vision of Kaka‘ako’s rich history and past planning efforts, and is actively pursuing partnerships to redevelop the mauka lands in alignment with the State’s vision of creating a **vibrant and safe urban mixed-use neighborhood that is healthy and sustainable**.

Exploration of Partnerships

Kamehameha Schools is exploring partnerships to implement development projects at appropriate times and as market conditions will allow to **enliven** Kaka‘ako and promote development of the community vision expressed within this Master Plan.

Investment in the Greater Kaka‘ako District

While not specifically located within the KKMP application area, there has been extensive investment made by the State of Hawai‘i to the emerging innovation sectors of the economy on property makai of Ala Moana Boulevard, an area adjacent to the KKMP application lands. This includes the development of the John A. Burns School of Medicine (JABSOM). Future investments are also anticipated with the planned Cancer Research Center and Bio-Safety Lab. Kamehameha Schools is also embarking on the planning and design of an **Innovation Center** on the makai side of Ala Moana. This facility is envisioned as a vehicle to promote collaboration among students and professionals that will put research into application and potential commercialization, thereby increasing job opportunities and further nurturing innovation industry growth in Hawai‘i.

At full build-out (400,000 square feet), the Innovation Center could consist of three five-story laboratory buildings providing over 1,200 high-wage and living-wage jobs as well as new **career opportunities** for the youth of Hawai‘i. The initial phase of the Innovation Center, currently in design, consists of a five-story building (137,000 square feet). This facility could break ground as early as 2010.

Adjacent to the Innovation Center, Kamehameha Schools is working to site the main distribution element of a 25,000-ton **seawater air conditioning** district cooling system that will be owned and operated by Honolulu Seawater. This renewable energy system is designed to cool buildings in the downtown core using cold deep ocean water. Seawater air conditioning (SWAC) is a cost-effective and attractive **“green energy”** investment, and a smart way to use renewable energy for air conditioning. When fully built, the system has the potential to cool forty of downtown Honolulu’s largest buildings. As the landlord for this distribution system, Kamehameha Schools is excited to support this emerging green energy technology and hopes to employ the technology to future developments upon our lands in Kaka‘ako.

These significant district investments in Kaka‘ako are integral to Kamehameha Schools’ vision for development of the lands within the KKMP. Kamehameha Schools believes that the innovation and environmental technology investments provide **community returns** in the form of living-wage jobs, **educational returns** in the form of workforce training and **environmental returns** in the form of deployable sustainable energy solutions. We also believe that for the innovation industries to succeed on a larger scale, additional investments in housing and community infrastructure are needed to create an urban environment and culture that nurtures growth in the innovation sectors of the economy. We view these community and lifestyle investments as one more element that will differentiate Hawai‘i in the global innovation marketplace, and this understanding has been guiding our planning efforts for lands within the KKMP.

Community Engagement

Continuing the community outreach initiated by the SIP, Kamehameha Schools has hosted several meetings with representatives from the Kaka‘ako Improvement Association, the Kaka‘ako Neighborhood Board, as well as area businesses, residents, and HCDA. Kamehameha Schools provided the stakeholders the opportunity to renew the vision and revisit issues.

Kamehameha Schools has met with individuals, small groups of two or three, and larger groups of 15, 20 and 30. These groups have included **business owners, retirees, urban professionals, residents and commuters, community leaders, civic groups, and cultural groups;** all with connections to this district and with tremendous passion for our island and our state. These groups were given the opportunity to be heard and provide input into the plan development.

It is Kamehameha Schools’ intent to keep these channels – and others – open throughout the planning and implementation process. This will **keep the dialog interactive** and continue to incorporate the flow of good ideas.

Cultural Resources Program

Kamehameha Schools is committed to responsible land stewardship and the protection of our **wahi kūpuna** (ancestral places) including iwi kūpuna (ancestral remains). An ali‘i trust and an organization dedicated to the education of Native Hawaiians, Kamehameha Schools recognizes its obligation to the perpetuation of our **cultural resources** and assets for **future generations**. The Kaka‘ako region, formerly known as Ka‘ākaukukui, is part of the original land legacy passed down by Victoria Kamāmalu to Bernice Pauahi Bishop, traceable to the lineages of Kohala and Kona chiefs, as well as foreign advisors that aided Kamehameha I in his unification of Hawai‘i.

The cultural resource stewardship component of this plan is aligned with a number of strategic goals for Kamehameha Schools including:

- Strategic Plan Goal 6.2 – Manage lands to protect and enhance ecosystems and the wahi kūpuna (ancestral sites inclusive of all cultural resources and iwi) they contain.

Cultural Resource Protection Strategies

Kamehameha Schools has taken a **proactive approach to cultural resource stewardship** for the re-development of its lands in the Kaka‘ako (Ka‘ākaukukui) region including the lands covered by the KKMP. In 2007, an ethno-historical study of Kaka‘ako was completed by Garcia and Associates, which investigated traditional Hawaiian land use through a combination of methodologies including: archival research, historic maps, photographs, Māhele awards, Hawaiian language newspaper articles, and oral history interviews of individuals who lived and worked in the area from the 1920s through the 1960s. The project also included the geo-referencing of historic maps from Kamehameha Schools’ internal map collections, the State of Hawai‘i Survey Office, publications, and Sanborn Fire Insurance maps. Approximately 30 historic maps were used that depicted changing land use patterns over time. This extensive background research with special emphasis on Kamehameha Schools’ parcels has provided valuable insight and context in predicting the potential occurrence of historic properties and cultural features in the subsurface of Kaka‘ako.

Kamehameha Schools has begun developing an Archaeological Inventory Survey Plan for all of its sixteen properties (29 TMK parcels) on the mauka side of Ala Moana Blvd. Focus has shifted to the mauka properties as previous studies have verified and concluded that the Kamehameha Schools’ land parcels makai of Ala Moana Boulevard consist of dredge fill placed upon a shallow near-shore reef and that there is no potential of encountering burials or cultural resource deposits in this area.

The Archaeological Inventory Survey Plan will be the beginning of a long-term iterative process between archaeological investigations and development planning. This initial plan will utilize our previous ethno-historical study, along with a host of other information (such as previous archaeological studies, geotechnical information, stratigraphic information, and field work results- ground penetrating radar with ground truthing) to develop a strategy for sampling subsurface deposits in both the pre- and post- demolition stages of development. Given the constraints posed by existing buildings and current ongoing business in the area, this is the most progressive and proactive strategy that can be developed within the urban corridor to address and mitigate the potential discovery of iwi kūpuna.

Having a preemptive plan will provide Kamehameha Schools with a **framework for archaeological investigations** in the region and, more importantly, allow for **meaningful consultation** to occur with the State Historic Preservation Division (SHPD), any lineal and cultural descendants from the area, and the O‘ahu Island Burial Council (OIBC). Once the Archaeological Inventory Survey Plan is approved, subsurface testing will occur in two phases. Phase one of the actual archaeological inventory survey will begin in open areas available for testing prior to demolition. Phase two will apply to the entire property after demolition.

As implementation of the Master Plan unfolds, Kamehameha Schools will adopt a **rigorous approach to ensure the proper protection and treatment of Hawaiian cultural resources**. Early identification and consultation with stakeholders, appropriate groups and government agencies will help Kamehameha Schools identify proper protocols for the treatment of any cultural resources that may be found.



HCDA Kaka'ako District Boundaries

Role of HCDA

The 1976 State Legislature created the Hawai'i Community Development Authority (HCDA) to plan for and revitalize **underutilized urban areas** in the State. These areas were termed "Community Development Districts". By definition, these districts were determined to be underutilized and deteriorating but with potential, once redeveloped, to address the needs of Hawai'i's people and provide **economic opportunity**. In creating the HCDA, the Legislature also designated the Kaka'ako area of Honolulu as the Authority's first Community Development District.

The Kaka'ako Community Development District's Mauka Area is a **450-acre area** bounded by Pi'ikoi Street, King Street, Punchbowl Street, and Ala Moana Boulevard, and is inclusive of a small outlying parcel 'Ewa of the District and the Kamehameha Schools' lands covered by this application.

Once created, HCDA established a Mauka Area Plan and Mauka Area Rules to establish permitted development in the areas mauka of Ala Moana Boulevard. To date, only a portion of this growth has been realized in Kaka'ako.

HCDA Mauka Area Rules supersede City and State regulations regarding land use, zoning, planning and development of property within the District. As such, Kamehameha Schools is embarking on this Master Plan application under the Mauka Area Rules.

