

chapter three

Vision

An Urban Village for the 21st Century –

We believe our Kaka’ako lands hold great promise for Honolulu and the entire State.

The vision for Kaka’ako is to create a progressive, twenty-first century living community that will act as a catalyst for innovation and nurture the evolution of a vibrant urban-island culture within a beautiful neighborhood that is healthy and sustainable.

The Kamehameha Schools 2000 to 2015 Strategic Plan defines our values as an organization. Within the Strategic Plan, we state affirmatively that it is a goal for Kamehameha Schools to “manage the portfolio of resources to derive an overall balance of **Economic, Educational, Cultural, Environmental, and Community** returns”. These values and goals guide and inspire us in the planning process toward the outcomes we seek from the development of Kaka’ako.

The art and opportunity is to find the right balance for the existing conditions and constraints. Through our **extensive planning efforts, which have spanned over 15 years, involved substantial community outreach**, and proceeded through various economic cycles, we believe we have arrived at a vision and plan that represents the right balance for us as an organization and the community at large. This plan is rooted in our organizational values of Education, Culture, Environment and Community, while providing the appropriate economic returns needed to steward these lands forward in a manner that will provide financial resources to support our educational mission in perpetuity.

The Evolution of the Vision

In 1976, the Hawai’i State Legislature enacted legislation creating the formation of the HCDA. In accordance with the legislation, HCDA embarked on a four-phased planning program that culminated in the adoption of the Mauka Area Plans and Rules in 1982. The original planning vision for the Mauka Area proposed a mixed-use community, with a focus on large lot development through land consolidation. The development projects envisioned by the Mauka Plan and Rules were tall slim towers on parking platforms, with a mixture of commercial, industrial and residential uses.

Pauahi Place Master Plan (1994)

In 1994, Kamehameha Schools sought approval of a master plan under the existing HCDA rules. This plan submittal, referred to as the Pauahi Place Master Plan (PPMP), was proposed to guide the long-term development of Kamehameha Schools’ Kaka’ako properties. The vision was to “create a pedestrian-oriented urban village designed to accommodate demand for office, residential, retail and light industrial space in Honolulu’s urban core in a manner that is both self-sustaining and integrated with activities on adjacent lands”. As envisioned, the project provided for 8 million square feet of mixed-use development.

Due to economic and non-economic factors, large-scale development anticipated under the PPMP did not occur, and in 2005 Kamehameha Schools determined that the proposed plan should be vacated. Under an agreement with HCDA executed in December 2005, the PPMP was terminated.

Kaka’ako Strategic Implementation Plan (2004)

Prior to the termination of the PPMP, Kamehameha Schools initiated a planning and re-visioning process for Kaka’ako that culminated in the Kaka’ako Strategic Implementation Plan (SIP) in December 2004. Kamehameha Schools embarked on this initiative due to convergent forces that lead to a dramatic shift in the importance of the Kaka’ako District both to the community and to Kamehameha Schools’ asset base and endowment. These forces included a rapidly changing residential market and the opening of the John A. Burns School of Medicine (JABSOM).

The SIP planning process commenced in July 2004. The objectives included developing a vision, physical master plan and development implementation strategy to guide future stewardship of Kamehameha Schools’ land in Kaka’ako. This process involved stakeholder meetings and workshops with representatives from the Kaka’ako Improvement Association, the Kaka’ako Neighborhood Board, Enterprise Honolulu and HCDA. Input regarding priorities was also garnered from various additional groups and points of view. What emerged from this process were three core Vision Elements. These are:

- **Roots and Wings**
- **Stewardship of the Land**
- **Creating an Urban Village**

roots & wings

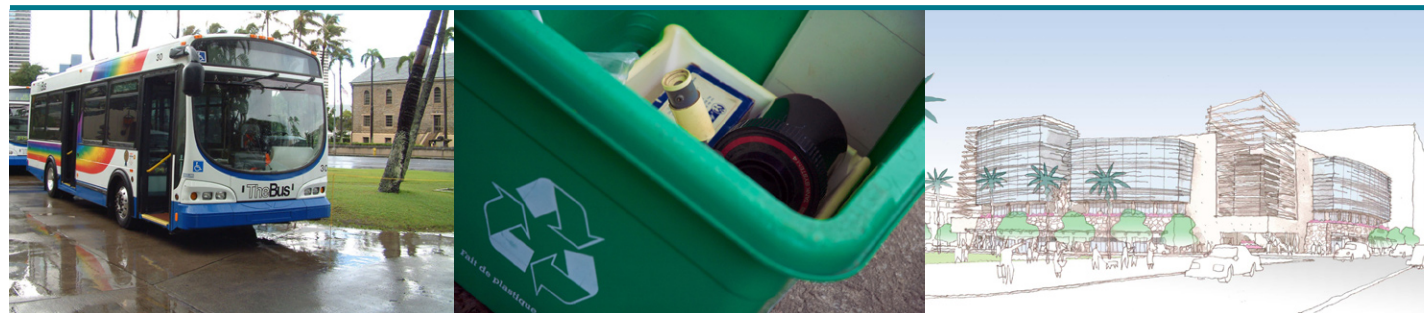
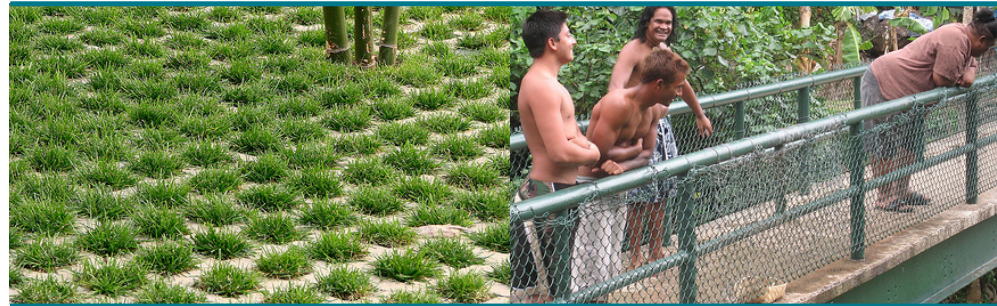
The concept of “Roots and Wings” speaks to the dual nature of sensitive and thoughtful urban regeneration. The **Roots** aspect looks back and reflects a deep understanding and commitment to the surrounding community, its history and evolution over time, and the stake of the existing residents, workers, business people and institutions within it. **Wings** represents a forward-looking attitude and how the district can embrace the latest in technology, creativity, innovation and cultural trending so that it propels the community forward in both economic and social vitality. Some of the key principals within this Vision Element are:

- A place where **people** who have left Hawai‘i **can return** to live, work, shop and play.
- A place which **empowers** the people of Hawai‘i **to aspire**.
- A place of **innovation** where new business opportunities are created in the **emerging life science industries**.
- A **leading edge** example that is a **model of redevelopment**.
- A place that is **progressive** and forward thinking.
- A place embracing **state-of-the-art technology**.
- A community that provides a **diversity of housing**.
- A district that is **local yet global**.



where people who left
can return

stewardship of the land



Hawaiians have always embraced stewardship for their islands. The original **ahupua'a land management** principles recognized the interdependencies of ecosystems and created a synergy of uses in land use decisions. Building upon this rich legacy of land management, Kamehameha Schools adopted stewardship of the land as one of its key Vision Elements in the SIP. More specific to Kaka'ako, these stewardship principles include:

- Embracing **sustainable land and building practices** by developers within the district.
- Strengthening linkages to the **islands' heritage** and spirit.
- Celebrating the **natural environment** by enhancing mauka/makai linkages with views, and pedestrian and activity corridors.
- Creating a sustainable and **vibrant cultural life**.
- Ensuring economic sustainability by adopting **flexible development strategies** that can flourish through various economic cycles.
- Honoring and **protecting wahi kūpuna** (ancestral sites) inclusive of all cultural resources and iwi they contain.

kuleana
community

urban village

Kaka‘ako presents a one-of-a-kind opportunity for a true mixed-use “urban village”. Its **central location**, coupled with its **proximity to employment** in Downtown and the emerging life science/innovation developments makai of Ala Moana, are unique to Kaka‘ako. These advantages, which are more prominent today than when the State Legislature first articulated the urban village vision in 1976, were embraced during our 2004 community outreach. What resulted was a re-affirmation of the principle of mixed-use development within the urban core. Some of the key principles within this Vision Element are:

- **Integrating** the neighborhood into the **surrounding community**.
- The neighborhood must have a clear **sense of community** with **full time residents** and workers finding ways to connect with each other and the place.
- A **pedestrian-friendly district** where residents can meet most daily needs without an auto.
- A neighborhood that contains **local serving commercial** uses for the population.
- A **diversity of housing** able to attract a broad demographic mix.
- A **vibrant culture** and active street-life.



6:00 am

7:00 am

8:00 am

9:00 am

Kaka‘ako is a mixed-income and mixed-use neighborhood. It expresses a progressive viewpoint through sustainability, new approaches to transit, geographically sensitive design and support of local entrepreneurs. Like all great neighborhoods, it embraces its location and transcends physical definitions to fulfill deeper human needs.



11:00 am

12:00 pm

1:00 pm



4:00 pm

5:00 pm

6:00 pm

7:00 pm

a day in kaka‘ako

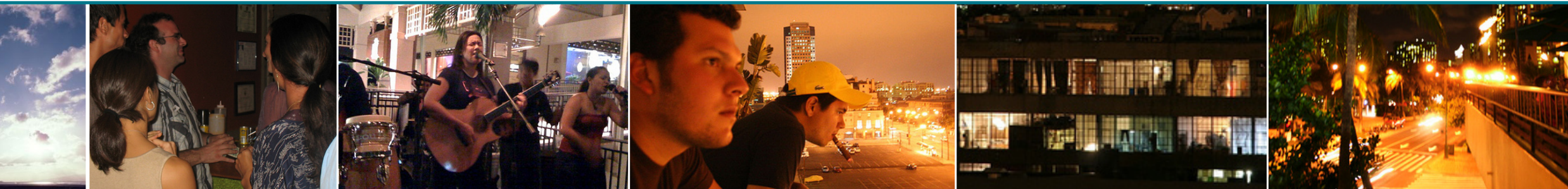


10:00 am



2:00 pm

3:00 pm



8:00 pm

9:00 pm

10:00 pm

11:00 pm

12:00 am

mixed use community
vibrant

Kaiāulu ‘o Kaka‘ako Master Plan (2008)

The vision set forth in the Kaiāulu ‘o Kaka‘ako Master Plan (KKMP) is consistent with and builds upon the principles, visions and goals of all prior area plans. While there have been enhancements to key Vision Elements within the KKMP, the ongoing community outreach process since July 2008 has confirmed the continuity of the area’s vision.

One vision enhancement is in the area of stewardship and environmental sustainability. Within the KKMP, there is more detailed expression of what it means to be environmentally sustainable and some of the strategies available to achieve this outcome. These elements are more clearly articulated in Chapter 6.

Additional research and focus group studies were conducted in the area of developing a livable urban environment. While catch-phrases like “live, work, play” or “urban village” are becoming sufficiently common-place to lose their relevance, it is clear that developing an urban village involves substantially more than creating new building forms and having residential housing. It requires a commitment to community and providing the types of lifestyle choices demanded by those who make this their neighborhood of choice.

The enhancements related to our vision of an Urban Village are specified in greater detail in Chapter 4 – Urban Design Framework. Within this section, we discuss the importance of connections through gathering places, the need for well designed open space, the importance of beauty within an urban cityscape, the benefits of a healthy pedestrian-friendly environment, and the need for diversity in housing and community serving commercial uses. Each of these urban design elements have drawn from a combination of extensive case studies to understand common features that make special communities unique, as well as focus group sessions to understand how we can infuse that sense of uniqueness into an urban island lifestyle that is presently limited or not available.

We believe the KKMP as described in Chapters 4 through 9 creates a compelling case for the vision of Kaka‘ako. It is a vision that provides a multitude of public benefits; it is a vision that will create a unique community largely absent from the urban environment in Honolulu today; it is a vision that offers an exciting cultural environment that can nurture growth in the emerging innovation sectors of the Hawaiian economy, and it is a vision that is sustainable and aligned with the values of Kamehameha Schools.

