

chapter eight

Implementation

HCDA's Mauka Area Rules require that master plan applications address, "The manner in which the master plan will be implemented, including the responsibilities of the authority and the landowner, and the proposed phasing of development".

This Master Plan projects redevelopment of the majority of Kamehameha Schools' mauka Kaka'ako lands **over the next 15 years**. Due to this extended timeline, the exact timing and details of redevelopment are subject to future market conditions and cannot be precisely determined at present. It is also important to note that some parcels of property within the project area may be developed for transitional uses within timeframes shorter than the full implementation of the Master Plan.

The KKMP provides **flexibility** to address market conditions at the time individual projects are built. This is essential because future development phasing will be affected by lease negotiations and contractual obligations, market demand, and economic conditions. For this reason, it should be understood that the phasing of individual project components, as well as their specific locations, may change as the Plan is implemented over the next 15 years. An extension to the KKMP may also be necessary depending on economic and development conditions during this period. However, any such changes would be in accord with the vision of the overall Master Plan and the vision of HCDA, and be subject to HCDA's development permit process for individual projects.

Proposed Project Phasing

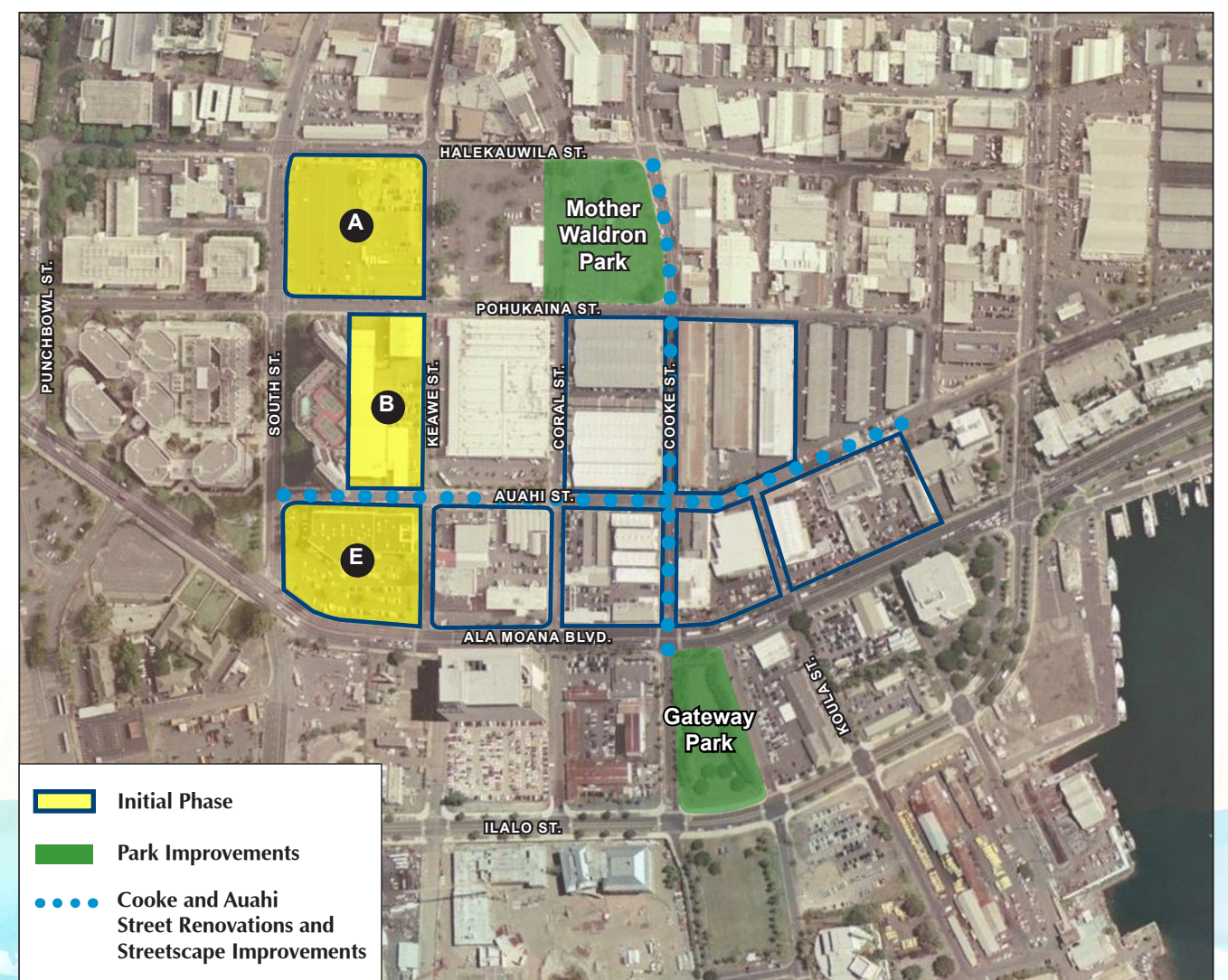
While this Master Plan is designed to be implemented over 15 years, Kamehameha Schools recognizes the importance of the **first phase of implementation** as a **catalyst to reenergize the mauka neighborhood**.

Initial Phase

In the initial phase of implementation, Kamehameha Schools anticipates investment in both public facilities and private landholdings. Timing of the initial phase and following phases will be a function of signs of economic growth and will likely include a coordination of timing with the Innovation Center project. Possible initial phase efforts include:

- **Land Blocks for Initial Phase of Development - Blocks A, B, E**

Land block redevelopment is anticipated to begin on the 'Ewa side of the KKMP lands and may include all or parts of Blocks A, B, and E. Commencing development at this end strengthens connections with Restaurant Row, Waterfront Towers and the government and business uses Downtown. These blocks can establish the 'Ewa side of the neighborhood and provide a variety of housing types, community supportive retail and human scale plazas and courtyards, as described in Chapter 5.



Initial Phase

• **Park-to-Park Connection**

Many years ago Kamehameha Schools, as part of its community improvement efforts, contributed the lands which are now Mother Waldron and Gateway Parks. The improvement of these parks into safe, active, and enjoyable community amenities and the development of a Cooke Street promenade linking the two parks are essential to making Kaka’ako a beautiful, vibrant and healthy neighborhood. The improvement of these parks can also be a signature project to help the HCDA realize more of its vision that Kaka’ako become, “the most desirable and sustainable urban place in Hawai’i to work, live, visit, learn and play”. Kamehameha Schools intends to build upon its original transfer of these park lands by collaborating with HCDA to plan and begin improvements to both parks and Cooke Street in the initial phase of Master Plan implementation.

• **Cooke and Auahi Street Renovations and Streetscape Improvements**

During the initial phase, Kamehameha Schools will also work with HCDA and the City and County of Honolulu to identify street level improvements along Auahi and Cooke Streets to enhance the pedestrian experience and to better unify the neighborhood along these major crossroads. The benefit of these early phase improvements is that current residents, neighbors and visitors can begin to feel and enjoy a more cohesive and attractive community in the works. Such enhancements are an important step that initiates the development of neighborhood opportunities in both the ‘Ewa-Diamond Head and mauka-makai direction of the district. In appropriate cases, select sidewalk and landscape improvements can be initiated before redevelopment of the land blocks as envisioned in this Master Plan.

On blocks with longer redevelopment horizons, building renovations and façade improvements can be made to existing structures. Where feasible, adaptive reuse approaches can be employed to support existing and new local business, create incubator space, and attract new tenants that will make up the rejuvenated and creative neighborhood of Kaka’ako. While the ultimate use for many existing buildings will change and evolve throughout the development of the neighborhood, thoughtful adaptive reuse strategies provide early stage renewal opportunities within the community.

Future Phases

The timing and scope of future land block development is difficult to predict with great precision. However, as economic conditions permit and development phases unfold over time, the KKMP guides continued enhancements to the streetscapes and general public realm. Evolving organically, but within the vision set forth for the neighborhood, future redevelopment will be consistent with the HCDA rules governing this KKMP.

Each specific project’s street setbacks and pedestrian realm will be refined and updated with industry best practices to create an ever improving vibrant and safe community. This is particularly true on the Cooke Street corridor where walkways and plaza spaces are conceived as community amenities linking Gateway Park to Mother Waldron Park.

It is important to add that concurrent with the proposed physical redevelopment of its lands, Kamehameha Schools is committed to ongoing programs of archaeological and cultural resource stewardship and community engagement as described below. These are commitments embedded in our organizational Strategic Plan and responsibilities we take seriously as a Native Hawaiian organization committed to the well being of our people.

Responsibilities of HCDA and Kamehameha Schools

Kamehameha Schools intends to implement the KKMP in accordance with the HCDA Mauka Area Plan and Rules. With each proposed development project, Kamehameha Schools intends to submit the appropriate development permit applications to HCDA. It is HCDA’s responsibility to review, process, and take action on each development permit in accordance with its rules and any Development Agreement established for this Master Plan.

Archaeological/Cultural Resource Stewardship

Kamehameha Schools is deeply committed to ensuring the proper respect for and treatment of iwi kūpuna and cultural resources and is leading a proactive program of cultural stewardship. Given the Kaka’ako area’s history of habitation and discovery of iwi kūpuna at locations within the district, it is understood that there may be iwi kūpuna present in the lands owned by Kamehameha Schools.

In master planning its mauka Kaka’ako lands, Kamehameha Schools has engaged in several efforts to identify potential cultural sites within its properties, including an ethno-historic study and targeted subsurface archaeological testing (see Chapter 1 for details regarding these efforts). This information has provided valuable insight and context for predicting the occurrence of historic properties and features, including human burials. The understanding gained from this process and through talking with the appropriate people will be incorporated as the Master Plan is implemented as well as in specific project planning.

Throughout implementation of the KKMP, Kamehameha Schools will continue to conduct research and inventory testing, identify and meet with stakeholders and appropriate government agencies, and work with descendents and other Hawaiian community members to identify protocols for the treatment of any cultural resources that may be encountered.

Community, Tenant, and Agency Relations

Kamehameha Schools has engaged community representatives since the initiation of the Strategic Implementation Plan in 2004 and throughout the master planning process. This consultation, like all good relationships, is contemplated to be ongoing through the approval process and into implementation. These efforts may include group meetings, individual meetings, and access to key Kamehameha Schools’ representatives as the KKMP is implemented.

As Kamehameha Schools considers individual redevelopment projects within the KKMP, care will be taken to plan for potential tenant relocations within the Master Plan area, to other Kamehameha Schools’ lands or to other lands. First, it should be noted that this is a long-term development that will not involve wholesale displacement of tenants throughout the district. Further, as noted in the Chapter 2, many of the existing tenants are vibrant small businesses that we feel are compatible with the future neighborhood vision. We will actively seek to retain these tenants as development progresses. It is intended that this program of phased development and pro-active tenant retention will minimize the number of relocation requirements. However, where relocation is necessary, Kamehameha Schools will work closely with tenants to provide advance notice and identify alternatives that may be present upon other Kamehameha Schools lands outside the district.

In addition, Kamehameha Schools representatives will regularly meet with HCDA regarding plan implementation and improvements to public spaces throughout and adjacent to the Master Plan area.



