

KAMEHAMEHA SCHOOLS MISSION AND STRATEGIC PLAN



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

Since 1887, Kamehameha Schools has graduated more than 20,500 young men and women. Today, Kamehameha Schools has an enrollment of more than 6,550 students, preschool through grade 12.

In addition to its campus-based educational programs, Kamehameha Schools also administers outreach efforts including a comprehensive college financial aid and counseling program that distributes approximately \$15 million each year to native Hawaiian secondary school graduates. Other outreach efforts include Kamehameha

Schools and Kamehameha Schools partnership preschools around the State and Mālama 'Āina and 'Āina Ulu programs for eco-cultural and stewardship initiatives.

Over the past few years, Kamehameha Schools has undergone a profound self-examination and transformation informed by an extensive strategic planning process. Under the leadership of the chief executive officer (CEO), management team, and the Board of Trustees, Kamehameha Schools has pledged greater openness with regard to the management of its endowment, lands, investments, and expenditures, and has implemented a number of goals and programs in support and furtherance of its mission.

The **Kamehameha Schools Strategic Plan 2000 to 2015** ("Strategic Plan") was completed in September 2000 and includes a **summary of goals and priorities** which are listed below:

- Goal 1: Kamehameha Schools will provide and facilitate a wide range of integrated, quality educational programs and services to serve more people of Hawaiian ancestry.
- Goal 2: Kamehameha Schools will work with families and communities in their efforts to meet the educational needs of people of Hawaiian ancestry.

- Goal 3: Kamehameha Schools will cultivate, nurture, perpetuate and practice 'Ike Hawai'i (which includes Hawaiian culture, values, history, language, oral traditions, literature, and wahi pana – significant cultural or historical places – etc.)
- Goal 4: Kamehameha Schools will foster the development of leaders who focus on service to others.
- Goal 5: Kamehameha Schools will optimize the value and use of current financial and non-financial resources and actively seek and develop new resources.
- Goal 6: Kamehameha Schools will mālama I ka 'āina: practice ethical, prudent and culturally appropriate stewardship of land and resources.
- Goal 7: Kamehameha Schools will continue to develop as a dynamic, nurturing, learning community.

For additional background, please review Kamehameha Schools Annual Reports and Strategic Planning documents at <http://www.ksbe.edu>.

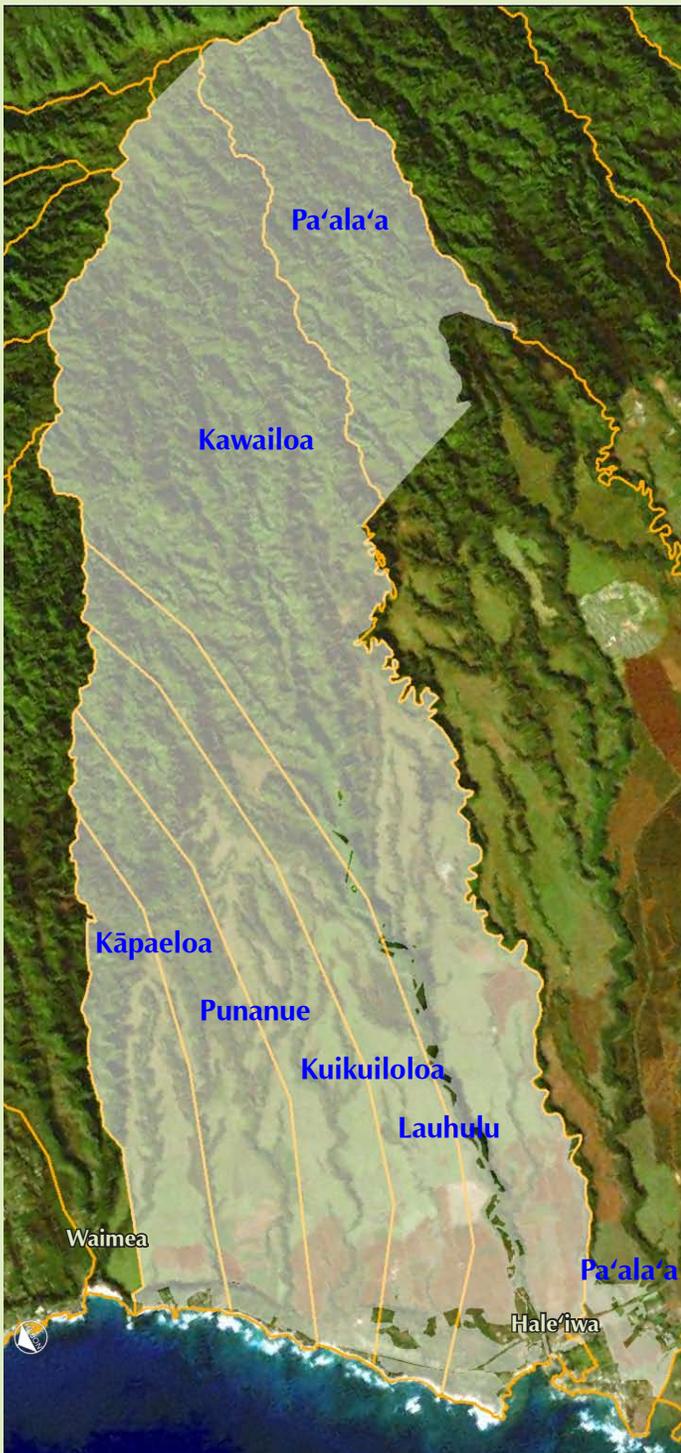
NORTH SHORE INFORMATION

CULTURE AND
HISTORY

ENVIRONMENT

DEMOGRAPHICS

SUSTAINABLE COMMUNITIES
PLAN MAP



Kamehameha Schools North Shore lands include five entire ahupua'a (Kawaiiloa, Lauhulu, Kuikuiloloa, Punanue and Kāpaeloa) and part of one ahupua'a (Pa'ala'a), all within the moku of Waialua. *(Disclaimer: These ahupua'a are estimated boundaries that were established before the Māhele, but was never surveyed individually when the Great Māhele was established.)* These vast lands constitute one of the largest contiguous ahupua'a and watershed areas on O'ahu still in a relatively natural state. The total acreage of these lands is approximately 26,200 acres, with roughly 15,000 acres in conservation lands, 9,000 acres in agricultural lands, and 2,200 acres in rural lands.

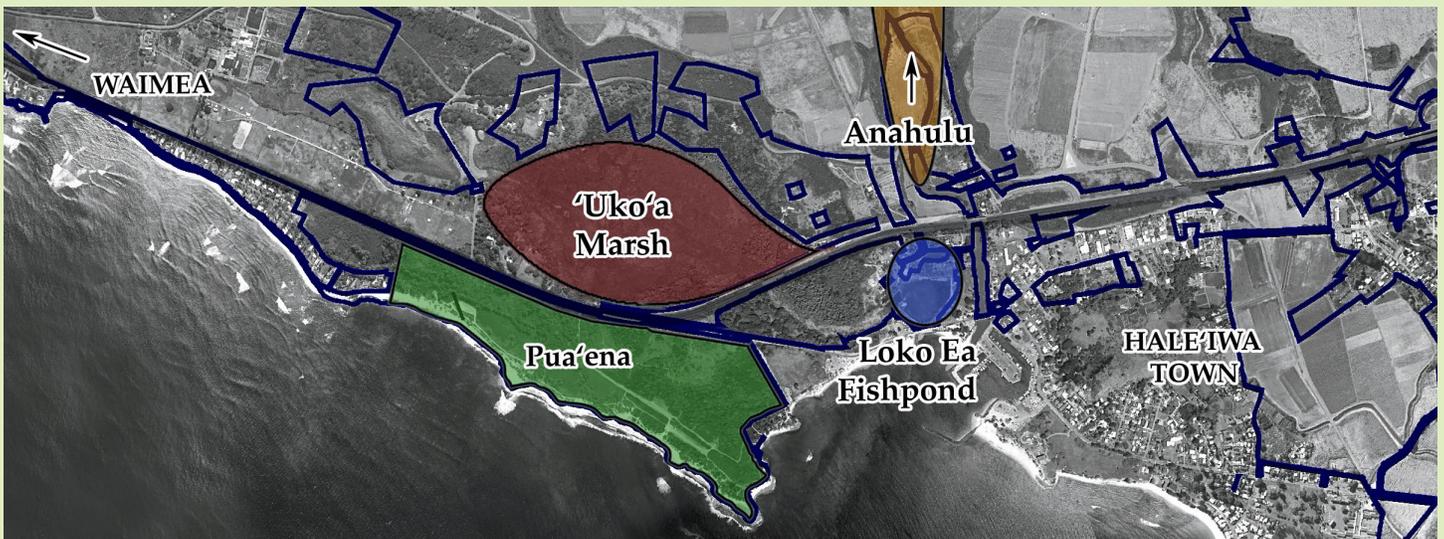
Kamehameha Schools is committed to reviving the use and knowledge of the place names of the area. Look for the use of ahupua'a names and other place names in future projects.

CULTURAL LANDSCAPE & RESOURCES

The Kamehameha Schools North Shore lands are known for their rich abundance of water and fishponds. Native Hawaiians cultivated lo'i kalo near streams, planted dryland gardens, and constructed fishponds which provided food to the kua'āina, the country people, and the ali'i, royalty, entrusted with the protection and sustainable productivity of these resources. The lands in the core area around Waialua and Kaiaka Bay are believed to have supported 6,000-8,000 people prior to Western contact.

One important element of the cultural landscape of Waialua is its strong connective force to the traditional understandings of spiritual realms and forces linked to physical tangible sites. The overall concentration of archaeological sites throughout the moku indicate that, Waialua was viewed as an important area to invoke and sustain mana (spiritual force and energy) for purposes of political and social order.

The concept of wahi pana is a cultural interpretation of spatially defined areas. Wahi pana are sacred spaces that include such cultural properties as heiau sites, sacred pōhaku, burial grounds, weather phenomenon, or any natural or geographical features that are associated with deities or significant natural, cultural, or historical events.



Cultural Sites near Hale'iwa

Pua'ena



The ancestral belief is that Pua'ena serves as a leina, an area of the physical realm where the souls of the departed pass on into the afterlife. This site has an associative linkage, both in name and cultural function, to Ka'ena Point which is also a leina, located on the lae that joins the moku of Waialua and Wai'anae. In modern times, Pua'ena has been the site of a military airfield. Much more remains to be discovered about the significance of Pua'ena and how best to ensure that its cultural relevance and importance is secured.

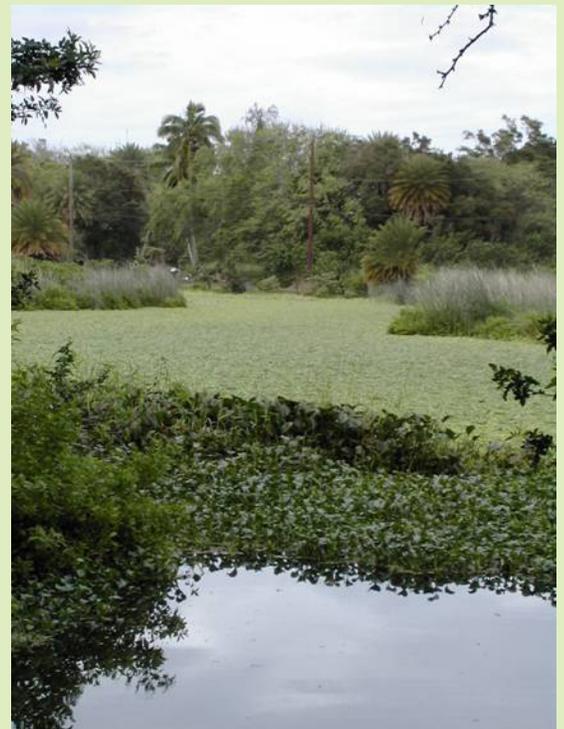
'Uko'a Marsh

'Uko'a fishpond was an abundant source of food for native Hawaiians since the time of Kakuhihewa in the 16th Century. Historic native accounts document that Kamehameha himself helped to restore the life-giving waters of this fishpond after his political consolidation of the islands in 1810.

The distinguishing feature of the pond was its ample fish stock; comprised of a distinctive school of 'anae and āholehole whose skin colorings emulated the markings of various types of other fish species. Historical accounts indicate that there was a kapu of extracting the white 'anae, which was considered as belonging to Laniwahine, the mo'o kia'i of this pond.

The waters of 'Uko'a emanate from streams originating in the upper ma uka lands and from lower springs. However, records from 1883 indicate that 'Uko'a fishpond was believed to have a subterranean connection with the ocean since the waters of the pond would be adversely affected during the presence of strong offshore conditions and stormy weather. Over time, the erosion from intensive sugar cultivation carried soil into the pond and the siltation and other changes were results due to accommodating the demands required by the sugar era.

While the marsh is mostly being managed for bird wetland habitat today, remnants of the fishpond history and significance remain.



Loko Ea Fishpond



Loko Ea fishpond is linked physically and historically to 'Uko'a fishpond. The ponds of 'Uko'a and Loko Ea were considered as bountiful sources of choice fish, and as such were considered favorite locales of the ruling ali'i. In recent history it was leased to various families who continued its operation as a fishpond. With the expiration of the most recent caretaker agreement, it has not been let out again.

Work days here established as a first step to clean-up the site, and the fishpond house was renovated, with the overall goal of restoring the fishpond as a healthy and productive ecosystem.

Anahulu Gulch

The Anahulu Gulch or Stream corridor is known for its abundance of post-contact archaeological sites, as evidence of the many kaukau ali'i who lived here in the historic period. Today it is a quiet stream area with a patchwork of ownership which makes access for education and stewardship activities challenging. Dole Food Company owns most of the Anahulu kuleana parcels which are surrounded by Kamehameha Schools' lands.



Nā Heiau

Encroachment of cattle, overgrowth of invasive plant species, ease of access, and a lack of known information are prevalent issues for several heiau situated on Kamehameha Schools lands. Of critical importance is developing a comprehensive understanding of each site to inform how best to restore and protect these sensitive sites.

References:

Anahulu: The Anthropology of History in the kingdom of Hawai'i. 1992. Patrick Kirch and Marshall Sahlins.
Cultural Impacts Assessment for Proposed Green Waste Recycling Improvements in Kawaiiloa. 2002. Group 70 International.
Documentary Review of Resources Regarding the Ahupua'a of Kawaiiloa and Pa'ala'a, O'ahu. January 2007. Hui Maka'āinana.
Pele and Hi'iaka: a Myth from Hawai'i. 1915. Emerson, Nathaniel.

ENVIRONMENT

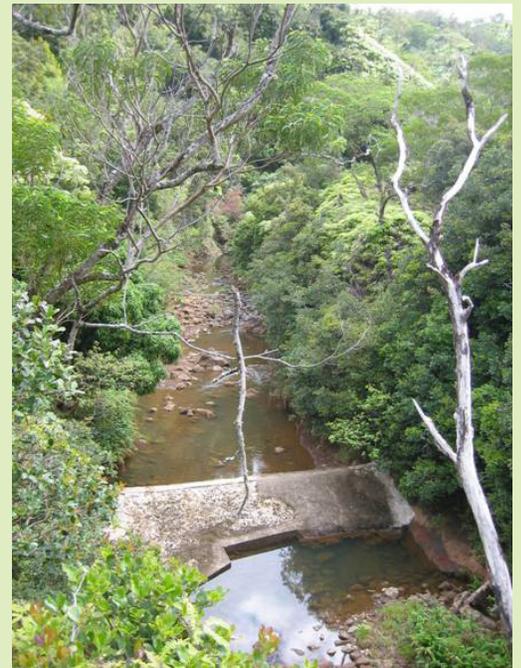
The Kamehameha Schools North Shore lands are one of the single largest land holdings on O‘ahu that is still in a relatively natural condition from ma uka to ma kai.

Natural resources are inherently cultural resources from a Hawaiian perspective. For example, each of the elements of the natural world (plants, land, rocks, ocean, animals, etc.) has a connection to the spiritual realm; these are reinforced with cultural protocols that are a part of resource utilization.

Water Resources

These lands are known for their abundant water resources. The vast undeveloped 15,000 acres of upper conservation lands contain a rainfall hot spot with the highest annual rainfall on O‘ahu. The ma uka lands are also home to O‘ahu’s only true bog (Lehua Mahanoe Bog). The high precipitation of the ma uka lands coupled with a large recharge area equate, to abundant ground and surface waters. These water resources were economically important in the sugar cane plantation era and are also essential for today’s agricultural uses.

Partial previous drainage with quality and quantities of freshwater flowing into the nearshore waters play in important role in the marine ecosystems.



‘Uko‘a Marsh



This marsh was once a productive fishpond as previously discussed. Siltation and other changes have created what is now a marsh that provides bird habitat to four endangered species of water bird: ae‘o (*Himantopus mexicanus knudseni*), ‘alae ‘ula (*Gallinula chloropus sandwicensis*), koloa maoli (*Anas wyvilliana*) and ‘alae Ke‘oke‘o (*Fulica alai*). Nearly all the plant species in this area are introduced and not native.

Kamehameha Schools is the process of engaging a company, that provides ecosystem services to landowners in Hawai‘i, to conduct restoration and stewardship at the marsh.

Ma Uka Lands

The ma uka lands have relatively intact native forest areas compared to other forests on O'ahu. This is in part because the terrain is largely inaccessible. The upper ma uka lands, with protected and preserved large intact communities of native species, are similar to areas near Volcano on Hawai'i Island and the H-3 Corridor.

Drum Road at the ma kai edge of the ma uka conservation area, provides vehicular access. This is also a dividing line between a higher abundance of native species ma uka of Drum Road and the higher abundance of introduced/alien species ma kai of the road. The map to the right highlights areas with native versus introduced species using Gap Analysis Program (GAP) data. This data is part of an effort to "keep common species common" by providing information on common native species. For the North Shore, native forest species commonly include 'ohi'a, lama, koa and uluhe.

A portion of the KS' conservation lands are leased to the U.S. Army through the lease of conservation lands for training purposes. The U.S. Army has developed the O'ahu Training Areas Integrated Natural Resources Management Plan 2002-2006 and Environmental Assessment for all the lands under its management.

Both Kamehameha Schools and the U.S. Army are members of the Ko'olau Mountains Watershed Partnership (KMWP), a hui of conservation landowners which coordinates cooperative conservation management initiatives.

The existing fenced enclosure, Pe'ahinā'ā, at the summit was constructed under KMWP and is designed to protect native species.



Threats

The two primary threats to the native ecosystem include invasive species and fire. Invasive species can spread quickly and push out native plants and animals. The weed species that most needs to be monitored is Albizia trees. If allowed to grow uncontrolled, these trees could quickly change the ecosystem of the entire watershed. Other weed species to monitor include rubber tree and kahili ginger. Ungulates (hoofed animals like pigs, goats and cows) are invasive species in this region that can also destroy native plants and habitat.

Fire, as evidenced by the Waialua fires on the slopes of the Wai'anae Mountains in 2007, can have a destructive force with lasting impacts. Initially, there is a loss of natives and introduced species; then, the bare ground without intervention is re-vegetated with the robust introduced species out competing the native species.

References:

Conservation Management of 'Uko'a Wetland. August 1999 Jennifer Maile Crummer.

'Uko'a Marsh Reconnaissance – Level One Report. 1995 U.S. Fish and Wildlife Service Pacific Islands Ecoregion.

O'ahu Training Areas Integrated Natural Resources Management Plan 2002-2006 and Environmental Assessment. 25th Infantry Division Light and U.S. Army, Hawai'i.

Integrated Wildfire Management Plan O'ahu and Pohakuloa Training Areas. October 2003. 25th Infantry Division Light and U.S. Army, Hawai'i.

DEMOGRAPHICS

The Kamehameha Schools North Shore lands serve as a resource for both the local community and the entire island. However, Kamehameha Schools' goal is to first serve and involve the local community, especially those of native Hawaiian ancestry. Within the census tracts that include KS lands, 1,582 persons, or 19% of the total population, are native Hawaiian. This is slightly above the O'ahu average of 17% native Hawaiians (see table right).

Employment & Income

Native Hawaiians on the North Shore have a higher unemployment rate (11%, compared to other North Shore residents at nearly 7%) and have a higher percentage of public assistance (25%, compared to 8% for other North Shore residents). While household income for native Hawaiian households is above the average North Shore total, when calculated based on average household size, the per person income for native Hawaiians is less than for the total population.

Household Size

The median household size for native Hawaiians on the North Shore is 3.96 persons per household. This is greater than the O'ahu-wide average of 2.95 and for the O'ahu native Hawaiian population of 3.47 persons per household. This statistic may relate to the limited opportunities for native Hawaiian families to purchase additional housing for the next generation. It may also relate to the relative higher unemployment numbers and limited resources and purchasing power for the native Hawaiian demographic group on the North Shore.

Education

The percentage of native Hawaiian preschool age children on North Shore at 10% is far below the island-wide percentage of 27%. However, the percentage of North Shore native Hawaiians who are 5-18 year old, at 31% is above the island-wide percentage of 27%. Higher educational levels differ for native Hawaiians versus total population on the North Shore; while nearly 32% of native Hawaiians have attended and or graduated from college, the percentage is over 55% for all North Shore residents.

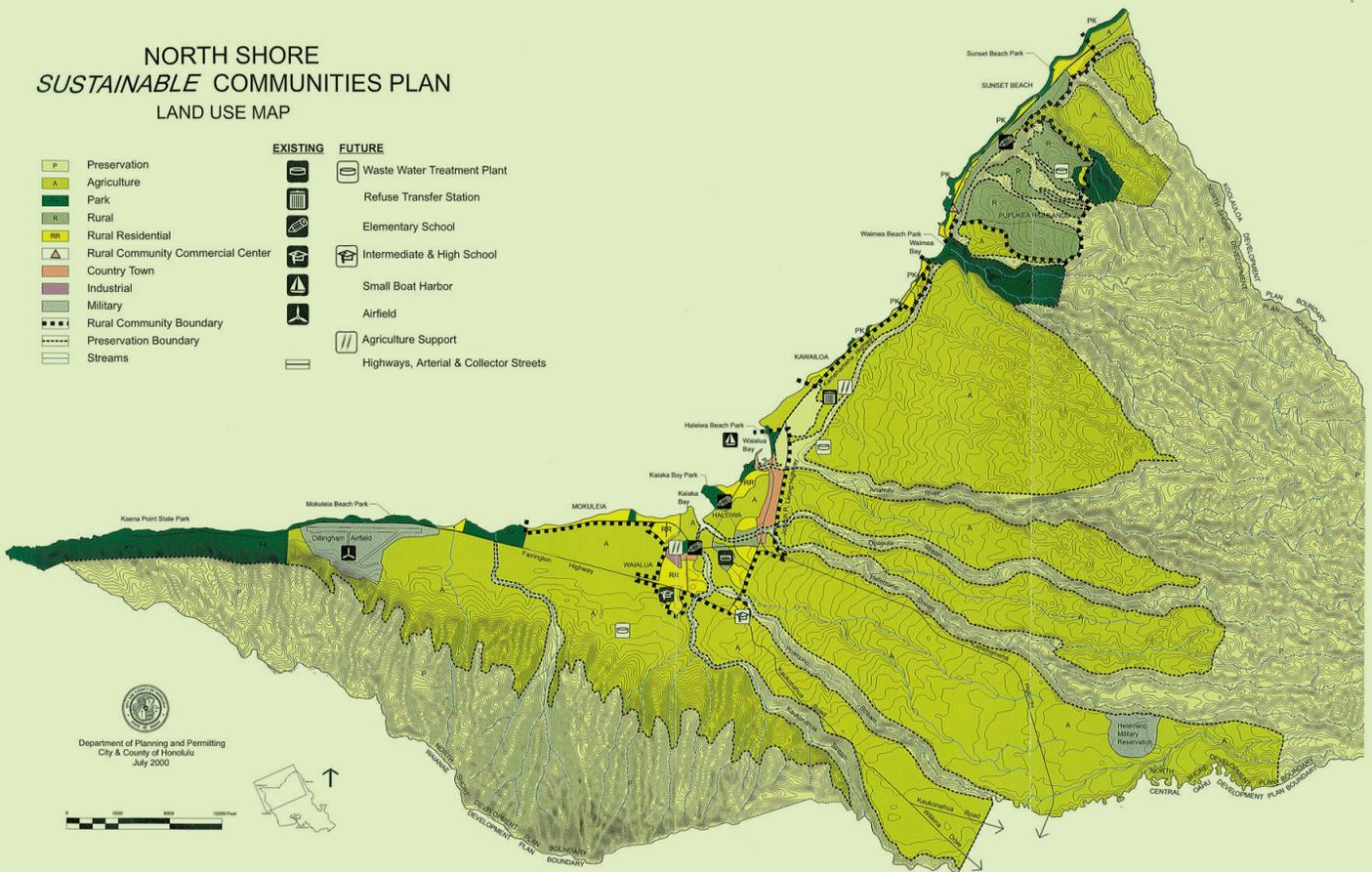
NORTH SHORE SUSTAINABLE COMMUNITY PLAN

The City and County of Honolulu Sustainable Communities Plan (2000) provides planning guidance for maintaining “the rural character, agricultural lands open space, natural environment, recreational resources and natural beauty of Oahu’s northern coast. ...growth is limited to ‘infill’ areas within or adjacent to built-up areas to accommodate existing and future housing and employment needs.”

The Kamehameha Schools North Shore Plan honors the values and efforts to implement the North Shore Sustainable Communities Plan by proposing projects consistent with its guidance.

NORTH SHORE SUSTAINABLE COMMUNITIES PLAN LAND USE MAP

EXISTING		FUTURE	
P	Preservation	WWT	Waste Water Treatment Plant
A	Agriculture	RTS	Refuse Transfer Station
Park	Park	ES	Elementary School
R	Rural	IHS	Intermediate & High School
RR	Rural Residential	SBH	Small Boat Harbor
R-CC	Rural Community Commercial Center	AIR	Airfield
CT	Country Town	AS	Agriculture Support
I	Industrial	H	Highways, Arterial & Collector Streets
M	Military		
RCB	Rural Community Boundary		
PB	Preservation Boundary		
S	Streams		



PLAN VISION AND COMMUNITY INVOLVEMENT

KS FIVE VALUES

COMMUNITY INVOLVEMENT

VISION AND GOALS

COMMUNITY TESTIMONY

KAMEHAMEHA SCHOOLS 5 VALUES



Kamehameha Schools Hawai'i lands are managed as a dynamic portfolio to optimize the five Kamehameha Schools' values (**culture, environment, education, economics and community**) and generate returns to support the mission of Kamehameha Schools.

Based on these values, opportunities were identified for Kamehameha Schools' North Shore lands during the visioning process.

Cultural Returns

Returns that support the understanding and perpetuation of customary beliefs and values, history, social forms, and way of life for native Hawaiians.

North Shore Opportunities

- Protect and preserve wahi kūpuna
- Provide appropriate access for stewardship and educational opportunities
- Regain an understanding of the cultural legacy of these lands and landscapes
- Share the place names and cultural understanding with the community



Environmental Returns

Returns that protect, maintain, and restore native habitats, endangered species, and ecologically and geologically unique and pristine areas, and preserve their availability and usefulness for future generations of native Hawaiians.

North Shore Opportunities

- Preserve the ma uka lands' diversity
- Provide appropriate access for stewardship, education and hunting
- Require sustainable land use practices for agriculture lessees
- Implement sustainable technologies and alternatives for commercial and residential wastewater treatment and drainage
- Investigate sustainable transportation options to mitigate traffic impacts from commercial and residential projects



Educational Returns

Returns that provide a cost-effective educational benefit to native Hawaiians through the current or potential use of an asset in Kamehameha Schools educational programs and / or potential to extend the educational reach of Kamehameha Schools.

North Shore Opportunities

- Provide a permanent location for a preschool facility
- Utilize cultural and natural resources for educational purposes
- Maximize internship opportunities through the various lessees' activities
- Offer mutually beneficial research opportunities especially for sustainability initiatives



Economic Returns

Returns that provide economic benefit to Kamehameha Schools on a positive cost/benefit basis that meet or exceed their respective risk adjusted return requirements.

North Shore Opportunities

- Optimize returns in balance with other Kamehameha Schools' values
- Balance near-term and long-term returns and values
- Restore the productivity of the agricultural lands for positive net return on investment
- Develop alternative energy



Community Returns

Returns that positively impact communities in ways that benefit native Hawaiian well-being.

North Shore Opportunities

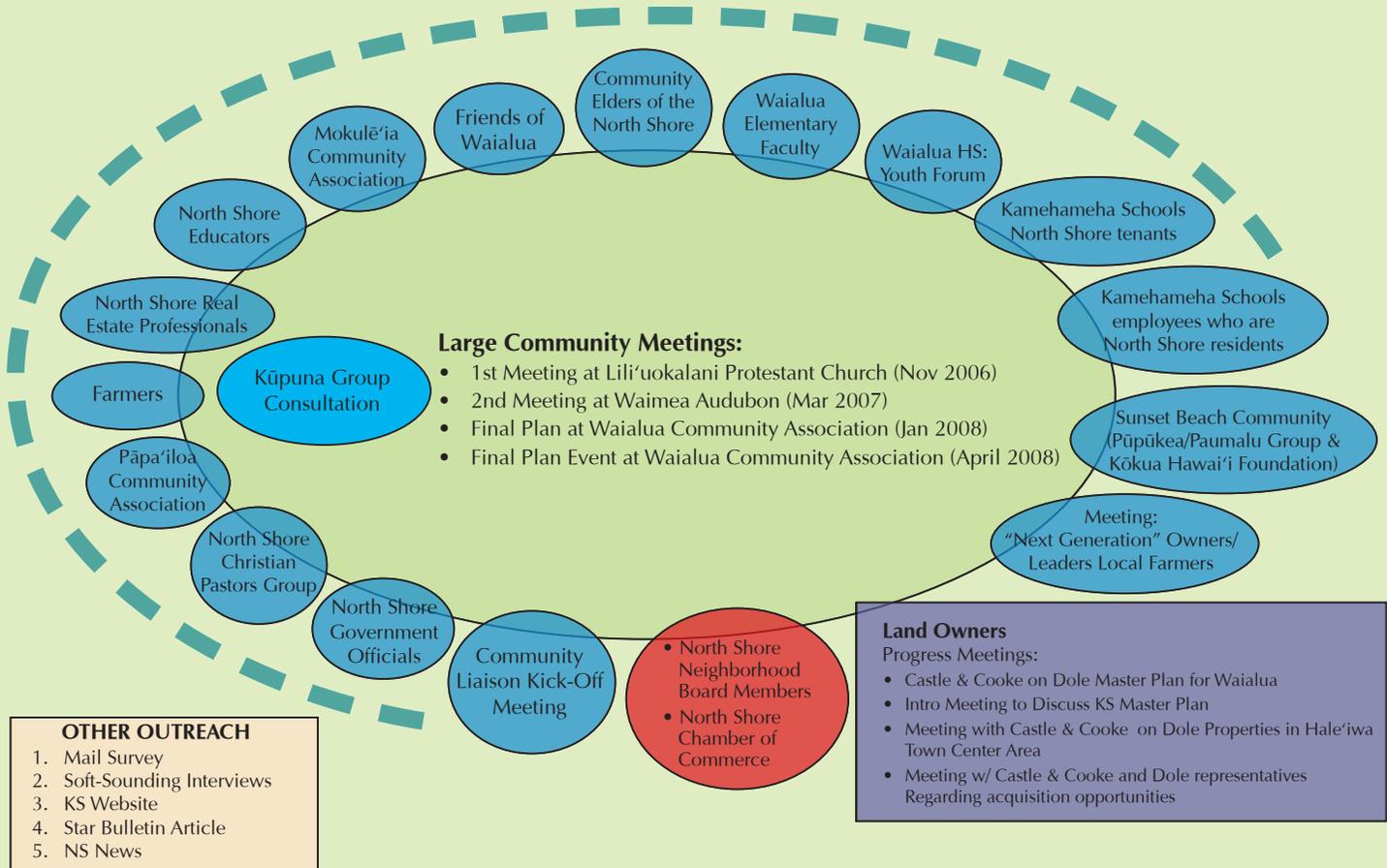
- Provide rental and ownership opportunities for local residents
- Encourage locally owned businesses as lessees
- Increase job opportunities in agriculture and commercial sector through new lessee agreements
- Create a physical town center and recreational space in Hale'iwa Town
- Reconnect local North Shore residents with the lands through increased appropriate access to ma uka and ma kai resources.
- Utilize the lands as an island-wide resource for the Hawaiian community to support and sustain cultural practices and knowledge



COMMUNITY INVOLVEMENT

COMMUNITY INVOLVEMENT

A substantial community involvement process was undertaken for the North Shore Plan. Beginning in July 2006, representatives of Kamehameha Schools conducted a series of discussions with the North Shore community regarding the future desires for the lands of Pa‘ala‘a to Kāpaeloa. The community visioning and input was incorporated into the guiding vision for the plan and particular concerns and issues were considered in the development of the specific projects.



Community Process

Kūpuna

The community consultation process began by following the protocol of consulting with the kūpuna of the moku o Waialua. The overall goals of the planning process and proposed plan for community consultation were vetted with kūpuna for their mana‘o. The kūpuna gave their blessing and support for the process and continued throughout to actively engage members of the North Shore Hawaiian community to be a part of the process.

Small Group Meetings

Meetings with small groups of three to eight individuals with common interests provided venues for listening and learning. The stakeholders represented a cross section of the North Shore residents and included businesses owners, farmers, conservationists, native Hawaiians, real estate professionals, pastors, residents neighboring

Kamehameha Schools' lands and others. These more than 20 small group meetings informed the process of community concerns and visions for the North Shore and were used to share the draft Plan with the community.

Community Liaison Meetings

Meetings with 10 to 12 recognized community leaders were convened to present plan goals, research findings, and initial planning concepts. These small group meetings provided input on the direction of the process, helped to inform the project team with feedback on the Plan development, and were used to present the draft Plan.



Youth

A youth forum was held with students from Waiialua High School to engage them in the planning process. Two meetings were held in 2007 to present plan concepts and encourage direct input from the students regarding their desired future for the North Shore region.

North Shore Neighborhood Board

Another element of the community process included interaction with members of the North Shore Neighborhood Board (NSNB) No. 27. KS representatives provided periodic updates to the NSNB through their attendance at monthly meetings.

“Soft Sound” Interviews

A series of individual interviews were conducted in 2006 by independent third party social impact consultant John M. Knox, Ph.D. A group of community leaders were interviewed regarding their thoughts about the past, present and future direction of Kamehameha Schools land holdings and activities on the North Shore.

Elected Officials

Key elected officials in the region include State Senator Robert Bunda, State House Representative Michael Magaoay, and City Council Member Donovan Dela Cruz. KS representatives briefed these officials regarding the planning process, and members of their staff have participated in the broader community meetings.

Community Survey

A formal mail-out survey was conducted in 2006, with 3,000 questionnaires sent to randomly selected addresses in the Waiialua and Hale'iwa zip codes. With a response rate of approximately 18%. The findings of the survey were reported at a large community meeting in 2007. Overall trend in the survey results indicate sizable interest in seeing continued protection of green / open space and agricultural lands, expanded services in Hale'iwa, more affordable housing, and the creation of a farmers' market.

Large Community Meetings

Three large community meetings were held during the 2006-2008 planning period. An initial meeting was held in March 2007 at Lili'uokalani Church in Hale'iwa. This session with over 40 community members was an interactive process to elicit group input on their values and hopes for the future. A second public meeting was held at the Pihake Pavilion of Waimea Valley Park in September 2007 with over 70 people. This meeting included presentation of the survey findings and initial planning concepts were presented and discussed.



The draft Plan was presented to the broader community in January 2008 at a meeting held at Waialua Community Association in Hale'iwa where over 50 people attended. Extensive small group meetings were also used to share the draft Plan and reached an additional 70 community members. A celebration was held in April 2008 at Waialua Community Association with interactive exhibits and tours to mahalo the community for their participation and allow them to experience the Final Plan.

Kamehameha Schools North Shore Website

The Kamehameha Schools North Shore website provides the broader community with access to general information about the Plan, survey results, notes and exhibits from prior community meetings, and updates on the process.

VISION AND GOALS

The three contributors integrated into the plan vision were – the Kamehameha Schools Strategic Plan, Kamehameha Schools Values, and Community Involvement input.

North Shore Plan Vision

Kamehameha Schools implements sustainable land management on its North Shore lands, that upholds traditional Hawaiian cultural values and knowledge to create a healthy community and abundance for future generations.



North Shore Plan Goals

- The legacy of Pa‘ala‘a-Kāpaeloa* is honored and supported by the Hawaiian and local community.
- Traditional cultural uses are practiced and linked to present activities and sustainability.
- Lands provide experiential educational opportunities for learners island-wide.
- Lands create income to support KS' mission.
- Ecosystem diversity is protected and enhanced.
- Agricultural lands are preserved and provide food and energy.
- A healthy and diverse community thrives and is supported by affordable housing, land access, native Hawaiian presence, sense of place, and economic strategies in alignment with community values.

* Disclaimer: These ahupua‘a are estimated boundaries that were established before the Māhele, but was never surveyed individually when the Great Māhele was established.

Legacy of Kamehameha I

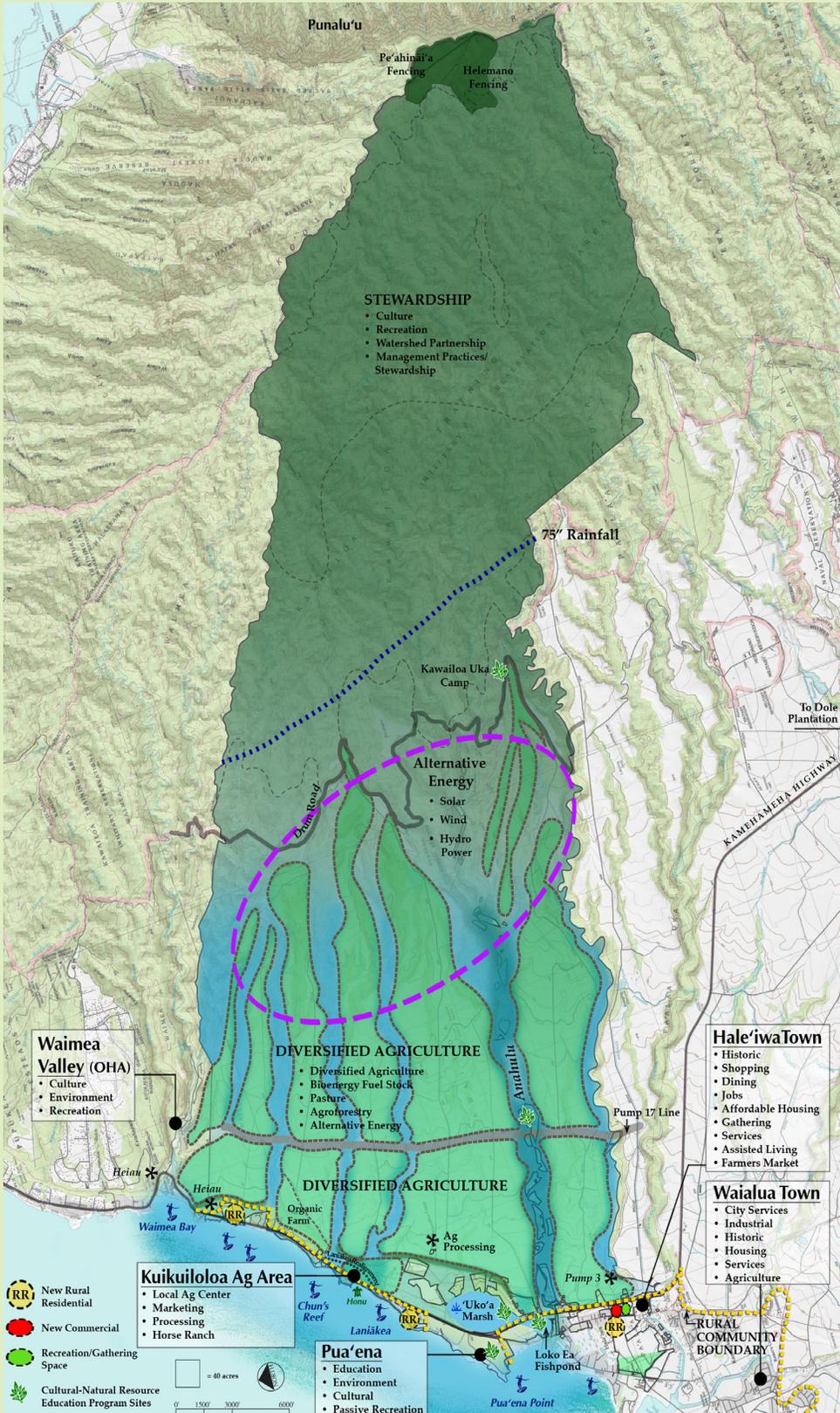
I ka noho ‘ana o Kamehameha iā O‘ahu, ua ho‘āla a‘e ‘oia i nā ali‘i a me nā maka‘āinana e mahi ‘ai, a ‘oia pū nō kekahi e hele i ka mahi ‘ai a e lawelawe nō ho‘i ma kekahi hana, inā he amo pōhaku, amo lā‘au paha. A ‘ike ho‘i nā ali‘i, nā ‘aialo a me nā maka‘āinana, ua lawelawe paka ko lākou haku me ka ‘auamo ‘ana a laila, ‘o ka pupukahi a‘ela nō ia o ka hana. Pēlā nō ‘oia i hana ‘ai iā Kawainui, iā Ka‘elepulu, ‘Uko‘a, Maunalua a me nā loko a pau o O‘ahu.” (Ku‘oko‘a: ‘Aukake 3, 1867, Helu 35)

While Kamehameha resided on O‘ahu, he incited the chiefs and citizens to farm, and he too personally attended to food production and providing service in the capacity of carrying stones, or perhaps timber. And the chiefs, the attendants and the people knew that their leader served them by shouldering the burden of industry thus fostering a spirit of unity and cooperation. This is what he did for Kawainui, Ka‘elepulu, ‘Uko‘a, Maunalua, and all the ponds of O‘ahu.

The KS North Shore lands are Kamehameha I legacy lands. The quote above speaks to his hands-on and innovative approach that brought the land to productivity for his people. Kamehameha’s example of implementing informs the development and implementation of this Plan’s vision, goals, themes and projects.

The legacy of Kamehameha I also permeates through the Plan goals that address cultural legacy and practices, learning on the land, productivity to support people while protecting the resources. Following Kamehameha I’s leadership in land management, KS strives to serve as the example for sustainable practices on the North Shore and around the State.

PLAN MAP AND KEY PROJECTS



Plan Map

The Plan map is a physical embodiment of the Plan vision statement. Water nourishes agricultural lands which produce food, jobs, income, and alternative energy for the community. Wind production on agricultural lands supplies some of the energy needs of the local community. The low lying coastal area provides a place where basic retail services supporting residents are paired with a community gathering place to promote community building. New development is kept to appropriate areas and housing is targeted for local residents. Cultural sites are protected and utilized as opportunities for stewardship and education by people from around the island as they learn about and reconnect with Hawaiian history and culture.

Key Projects

To begin implementing the vision statement for the North Shore, seven key projects were chosen. The basis for this selection included the ability of the projects to embody the KS' five values, impact change in the near term, and represent a cross section of the geographic areas. These projects are discussed briefly below.

Key Project #1

'Āina Ulu Project: Loko Ea Fishpond Restoration



The pond has a long and rich history as a productive, sustainable fishpond that produced favorite fish of the ruling ali'i, including Queen Lili'uokalani who visited the fishpond when she was on the North Shore. The entire pond is owned by KS, and surrounding lands are owned by a variety of landowners, including KS.

The Loko Ea house on the edge of the pond has been repaired and renovated so it can serve as a meeting/gathering place for fishpond related activities in addition to serving as the KS North Shore office.

The end goal of this project is to restore the site to a productive functioning fishpond stewarded and managed by a community entity in collaboration with KS that will educate and provide food for people of the area. The first year of this project will provide time to conduct research - archaeological, cultural, and water

quality studies - on the pond and surrounding area to inform KS and its partners as to how to best proceed with the restoration effort.

Community fishpond work days are held the third Saturday of each month.



Key Project #2

Agricultural Water Improvements



With the closure of Waialua Sugar in 1996, KS inherited a more than 100-year-old water system and largely vacant agriculture lands. KS is working to promote the continuation of agriculture on the North Shore through diversified agricultural leasing and infrastructure improvements.

The biggest barrier to re-establishing agriculture on the North Shore is water reliability. The North Shore lands are reliant on a combination of water sources. Rainfall is not sufficient for most crops, especially close to town where rainfall levels are much lower. Wahiawā Reservoir water is controlled off-site by other landowners, and therefore, not reliable for KS lands.

The focus of increasing water reliability is on improving the old irrigation system to decrease losses (evaporative and ground seepage) and supplementing the surface water with groundwater.

Water system improvements are needed to improve surface water system from the diversion to the ditches that transport the water. Improvements are also needed to restore the groundwater source to provide water during seasons with limited rainfall. In total \$4.5 million in expenditures are planned for the water system improvements.

For the agricultural lands below the bluff, an agricultural water allocation has been obtained from the Honolulu Board of Water Supply and lessees will be transitioning to this new and reliable potable water source. Water and other infrastructure improvements to the Kuikuiloloa Ranch area will secure long term leases with existing and new tenants. The BWS water will be utilized for the Punanue Organic Farm that will increase diversified agriculture acreage and KS' commitment to sustainability.

The upper agricultural lands will not likely be irrigated; those lands may be utilized for timber crops, biofuels, or pasture. In addition to economic benefits, the improvement of the water system will result in an increase in diversified agriculture acreage and corresponding increase in food production for these irrigated lands.



Key Project #3

Alternative Energy (Wind and Solar) Development

Several forms of energy production seem quite promising on KS North Shore lands. Wind energy has shown great promise for economic returns from preliminary studies. Solar radiation levels indicate that solar energy production may be economically feasible. In-line hydropower may be possible within the irrigation system to take advantage of the significant volumes of water being transported by drops in elevation.

Wind power will be the first to be explored with the completion of meteorological stations to gather data to assess the feasibility of constructing structures to harness the winds energy.



In-line hydro electric capability could also result in electricity for on-site use

or for sale. Additionally, KS may explore using current, and potentially new, reservoirs to “store” water, for potential energy production during the times it is most needed; pump storage allows the utilities to even out the variation in power production that is common in alternative energies like wind and solar and might enhance the overall economics of the alternative energy projects.

The wind technology has a relatively small footprint will likely be compatible with most agricultural uses.

Key Project #4

Matsumoto Redevelopment

The area around the famous Matsumoto Shave Ice is part of a historic area within the Hale'iwa Special Design District that encompasses all of the properties along Kamehameha Highway. Any improvements or redevelopment in this area must comply with the guidelines for the Special District that help maintain the historic plantation feel of the town.



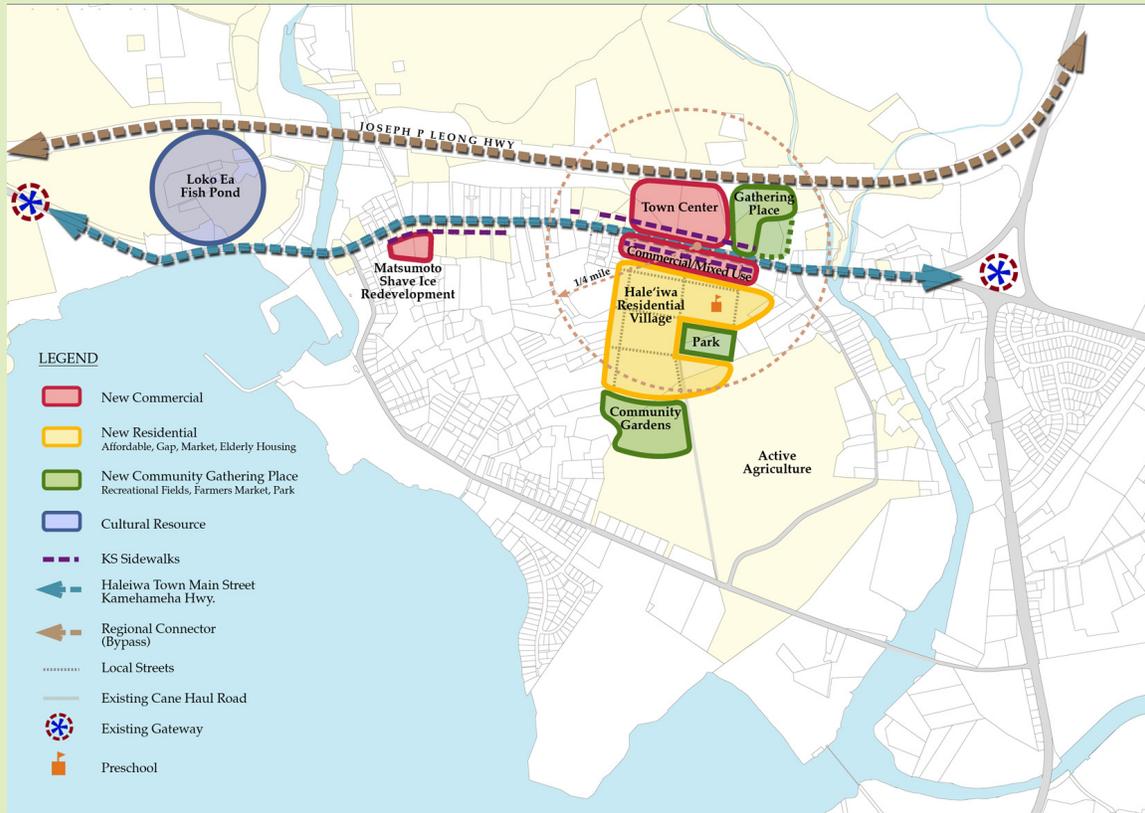
Matsumoto Shave Ice and neighboring businesses Hale'iwa Eats, Global Creations, Aoki Shave Ice, and Iwa Gallery are located on KS lands. Major improvements are needed to address infrastructure issues, such as building structures and parking, and ensure these spaces are leasable for the next 15 to 20 years.

At Matsumoto Shave Ice, people often wait in a line in front of the store which has almost no set-back from the street. This creates a dangerous situation for pedestrians and drivers alike. Also, due to limited parking, visitors will park on the opposite side of the street and jaywalk to one of the shave ice stores adding to the dangerous mix of people and cars.



The proposed first phase of the project would improve the existing historic structures along Kamehameha Highway and add about 10,000 sf additional gross leasable area (GLA) of retail space to capitalize on the traffic generated by the shave ice popularity and help to cover the new infrastructure costs. The character of the entire area will be historic and in keeping with the Hale'iwa Special District guidelines.

Key Project #5 Town Center Commercial Development



Hale'iwa has been the historical center for commerce on the North Shore's Hale'iwa is best known for its shave ice, surf shops, art galleries, and restaurants. With the exception of some outlying commercial uses in Sunset Beach and Waialua, the main retail and service businesses for residents and visitors on the North Shore are located in Hale'iwa town. Primary service venues such as a full service drug store and a full service grocery are either non-existent or very limited in Hale'iwa. Local residents must travel to Wahiawā or Mililani due to limited options, higher-priced products, or limited store open hours.

Creating a significant place for residents to gather, shop at full service establishments, and relax and recreate at public space amenities, will help to bring the town together physically and serve to promote a greater sense of community. The proposed Town Center Commercial Development would be adjacent to public open space, and residential areas bordering on the town center will also provide community integration through ease of access to the retail and public amenities.

With large gaps between businesses, intervening vacant properties, there are many deterrents to pedestrian connectivity. The town lacks sidewalks,



provides limited and typically unpaved parking, and has generally poor drainage. The inconsistent architectural character, generally poor building maintenance, and haphazard landscaping throughout the town, lend to the rustic character that has failed to translate into a quality retail commercial environment. Over the years, merchants and residents have worked together through the Hale'iwa Main Street and North Shore Chamber of Commerce to make modest improvements. These efforts have not created a larger-scale impact that is needed to improve Hale'iwa's commercial vitality.

The commercial elements of the Town Center will focus on businesses that provide basic services to local residents including those indicated as desirable in a 2007 community mail survey of North Shore residents, such as restaurants (making the dirt to table connection), retail (with a preference for local tenants), agricultural retail (to bring agriculture into town center), a full-service drug store, and a full-service grocery. "Big



box" retail outlets are not consistent with the rural town character, nor will there be adequate market demand to support such outlets. The only national tenants being considered are major drug store chain and a full-service grocery.



The proposed project is for approximately 85,000 sf GLA of new commercial space that would be located on both sides of Kamehameha Highway at the Town Center location. A portion of the retail space will be housed on the first story of a two-story building along the ma kai side of Kamehameha Highway with offices and approximately 50 rental apartments above. The majority of the new commercial space would be housed in a new retail center with anchor tenants, which will be developed between Kamehameha Highway and the Bypass Highway.

The character of the new commercial development will be in keeping with the rural country setting, consistent with the City and County of Honolulu's Hale'iwa Special District. The Special District Design Guidelines sets standards for the historic plantation design with façades, and the new commercial center will comply with additional architectural detail and limited color palettes.

A new Gathering Space of about five acres is proposed adjacent to both the new commercial center and the Waiialua Community Association. This Gathering Space may be a place for community events and provide space for outdoor recreation. The multi-use open space could serve as a possible location for a new Farmers' Market. Community events, including arts and cultural festivals, could be held in this location to energize the town center. The Gathering Space and associated facilities may be improved as part of both the commercial and residential projects.



The two types of commercial uses desired by the community include a movie theater and overnight accommodations; however, there is not adequate market demand to justify including these two elements in the project. The traditional stand-alone movie theater is not economically viable, as many theater complexes are struggling on O'ahu. The community was desirous of a local movie theater; perhaps an alternative such as combining the function with performing arts or a museum with space could be feasible. Boutique small-scale lodging was examined but not programmed, because hotels of less than 100 units in Hawai'i are typically not economically viable. Many in the community are not supportive of larger visitor accommodations, and even the smaller lodging option might meet with some resistance. Land use regulations currently discourage new bed-and-breakfast establishments; however, reform proposals to allow bed-and-breakfasts are likely to succeed in the near future.

The total anticipated time to complete planning, permitting, site development, construction, leasing and first phase occupancy will take approximately four to five years. Town Center Commercial Development will be phased according to market conditions, leasing and tenant preferences.

Key Project #6

Hale'iwa Residential Village and Outlying Residential Development



A primary goal of the Hale'iwa Residential Village and Outlying Residential project is to accommodate existing families of the North Shore with a range of affordable housing options in the Hale'iwa core area. Another goal is to provide limited market infill single-family residential product in appropriate locations that are consistent with the neighboring residential areas, and the general rural character of the North Shore.

The KS North Shore Plan addresses the need for new residential development consistent with community planning guidance and existing governmental policy. The primary policy consideration is to locate new residential areas within the Rural Community Boundary (RCB) as defined by the City and County of Honolulu's North Shore Sustainable Communities Plan. The next consideration is that new housing be positioned adjacent to existing residential areas to serve as infill development rather than a stand-alone island of growth. The Plan calls for new housing areas at the center of Hale'iwa, Pāpa'iloa, and Kāpaeloa within the RCB and as seen on the map.

The Plan also strives to address community needs for a range of housing that includes affordable, gap housing and market housing. The goal is to have a mechanism in place for giving preference to local residents when offering the units for sale. This will help stem the out-migration of young families and alleviate overcrowding in existing single-family homes.

Hale'iwa Residential Village



The **Hale'iwa Residential Village** in the center of Hale'iwa is envisioned to be like old Hale'iwa, where people know their neighbors and can walk to shop, play, or visit each other. The rendering shows the plantation-influenced architectural character with lanai, landscaping and yards that is proposed for the project design. A community park and gardening space will also be provided.

A full range of housing types is planned for Hale'iwa Village Residential, as follows:

- **125 Condominium/Apartment units:** The condominium/apartment product will be developed as two-story buildings adjacent to the main street commercial retail. Live-above rental flats will be created as walk-up units above the main street retail commercial frontage.
- **150 Townhome Cluster units:** The townhome cluster units are planned as groupings of four homes on a common parcel, similar in style to old plantation camp housing.
- **75 Single Family House lots:** The project will include 75 lots located along the perimeter of the residential area, with lot sizes in the range of 6,000 to 7,500 sf. Custom homes would be built following design guidelines for the community.



Of the total 350 new residential units planned in Hale'iwa at least 130 units would be affordable housing including potential for rental units above retail along Kamehameha Highway. If the community desires additional affordable housing in the future, there might be other ways to partner with a community land trust or affordable housing provider by providing the land in the form of a long-term ground lease at little or no cost to the not-for-profit.

The planned residential community expansion of 350 units will create a critical mass necessary for a vibrant living community village, while allowing the small-town character of Hale'iwa to be maintained. Another major factor in deciding the scale of development is the infrastructure costs that need to be recovered. Because there is no existing wastewater treatment facility serving Hale'iwa town, acceptable wastewater treatment solutions need to be integrated with each residential project or unit and the commercial project. Roadway improvements will also be substantial depending on the roadways that need upgrading to provide adequate traffic circulation and connectivity.



Within the Hale'iwa Residential Village area, a site near Kamehameha Highway is reserved for a possible future elderly or assisted living component to address community needs, although there is no specific program at this time. This reserved area would also be the location for a permanent facility for the Kamehameha Schools preschool to foster intergenerational opportunities.

Pāpa'iloa Road and Kāpaeloa Residential Infill Developments

Two small-scale residential projects are planned as infill lot sales developments at appropriate sites along Kamehameha Highway to the north of Hale'iwa, respectively. The Pāpa'iloa Road and Kāpaeloa Residential Infill projects will develop approximately 40-50 and 70-80 market-priced house lots for custom home development, at lot sizes consistent with the surrounding residential subdivisions. The two outlying residential projects cannot be considered separately or "ala carte" because of their linked affordability component that will be satisfied in Hale'iwa town.





The proposed KS Hale'iwa Residential Village and the Outlying Residential Developments will generate new vehicle trips on Kamehameha Highway and connecting roadways. New roadway intersections and highway left-turn storage lanes will be needed to accommodate access and manage highway traffic. If a future Laniākea bypass route is constructed on KS land, some of the Kāpaeloa and Pāpa'iloa Residential traffic could utilize the bypass route.



A traffic impact assessment report will be prepared as part of the Environmental Impact Statement for the new residential projects. It is believed that the impact of the new traffic will represent a very small percentage of vehicles on the highway, and will not reduce the operating level of service at these project entrances.

KS will be directly involved with a multi-modal approach to traffic mitigation for the region. The feasibility of a trolley shuttle system to serve Hale'iwa town and the North Shore will be assessed as a first step. A Hale'iwa based trolley could transport people from secure parking areas to destinations along the coastline to Waimea Bay and Sunset Beach. Some of KS cane haul roads may be used to provide a unique experience. This mode of transport will help reduce a small part of highway traffic; however, it will help to involve local residents and visitors in the solution to a growing regional problem. Pedestrian and bicycle pathways in town and outlying route along the coast will be integrated to provide transportation options.

As with the Town Center Commercial Development (Project #5) the high cost for providing the wastewater and traffic alternatives affected the analysis especially for the Hale'iwa Residential Village. However, these challenges are also opportunities to follow the vision of sustainability.

The total anticipated time to complete planning, permitting, site development, residential product, sales and first phase occupancy will take approximately five years. Full build-out and occupancy of all of the proposed residential projects will be 10 to 15 years. Development of the Hale'iwa Village Residential products will be phased according to market conditions and developer preferences.

Catalyst Project #7

Sustainability Institute

The KS North Shore lands present the perfect opportunity to demonstrate sustainability principles with real life working examples on the land, water and community. Still in the conceptual stage, the Sustainability Institute would weave together the various elements of sustainability throughout the North Shore Plan. The foundation for this Institute would be grounded in a Hawaiian model for sustainable land management that upholds traditional Hawaiian cultural values and knowledge integrated with modern day science.

Possible vision statements and concepts for the Sustainability Institute are:

- *A Hawaiian model for sustainable land management upholding traditional Hawaiian cultural values and knowledge, integrated with modern-day science to advance a dynamic Hawaiian worldview, healthy ethno-ecological community and abundance for future generations.*
- *We are one 'ohana with the 'āina, and we will live in a manner that ensures that our 'ohana survives for the next 100 generations.*

Elements of the Sustainability Institute would include research projects, educational programs, working pilot programs, and business ventures on the land in the following areas:

- Native Hawaiian cultural history and stewardship of cultural sites area sub-regions, oral history, legend, hula, chant, song
- Natural environment habitat stewardship, research, native species, preservation lands
- Water: Surface and ground water resources and watershed management
- Renewable energy: wind, hydropower, photovoltaic and biofuels
- Agriculture: soil and crop research, diversified agriculture, organic farms, aquaculture, and agroforestry
- Community Development: affordable housing, employment, and social programs

The pathway toward the future, however, will depend upon the interest and energy invested in expanding programs and facilities.

COMMUNITY FISHPOND WORKDAYS AT LOKO EA FISHPOND

SCHEDULE (EVERY 3RD SATURDAY OF THE MONTH FROM 8:30AM-NOON)

July 19, 2008

October 18, 2008

August 16, 2008

November 15, 2008

September 20, 2008

December 20, 2008

ITINERARY

8:30am	Register, Sign-in, Network
8:45am	Welcome, Introduction, & History
9:00am	Protocol (Chant & Pule)
9:15am	Work Stations
11:00am	Clean-up
11:15am	Pule
11:20am	Lunch & Gathering (Food/Drinks will be provided)
Noon	Pau



SUGGESTED ITEMS TO BRING

Jeans	Sunscreen
Shorts	Hat
T-shirt	Gloves
Hat	Shovels
Old athletic shoes	Sunglasses
Tabbies	