

## BOARD OF TRUSTEES

Carmen. Hulu Lindsey, *Chairperson*Leina'ala Ahu Isa, *Vice Chairperson*

Dan Ahuna, Trustee Kaua'i &amp; Ni'ihau

Kalei Akaka, Trustee O'ahu

Keli'i Akina, Trustee At-Large

Luana Alapa, Trustee Moloka'i &amp; Lāna'i

Brendon Kalei'aina Lee, Trustee At-Large

Keola Lindsey, Trustee Hawai'i Island

John Waihe'e IV, Trustee At-Large



**STATE OF HAWAII**  
**OFFICE OF HAWAIIAN AFFAIRS**

**MEETING OF THE BOARD OF TRUSTEES****DATE:** Thursday, February 10, 2022**TIME:** 10:00 am**PLACE:** Virtual MeetingViewable at [www.oha.org/livestream](http://www.oha.org/livestream) OR

Listen by phone: (213) 338-8477,

Webinar ID: 875 4554 7744

**Due to COVID-19, the OHA Board of Trustees and its standing committees will hold virtual meetings until further notice. Pursuant to Governor Ige's January 26, 2022 Emergency Proclamation Related to COVID-19 (Omicron Variant), there will be no in-person location for this meeting that is open to the general public. The virtual meeting can be viewed and observed via livestream on OHA's website at [www.oha.org/livestream](http://www.oha.org/livestream) or can be listened to by phone via the phone number and Webinar ID listed at the beginning of this agenda.**

**AGENDA****I. Call to Order****II. Public Testimony\*** on Items Listed on the Agenda\* (Please see page 2 on how to submit written testimony or provide oral testimony online. Oral testimony by phone will **not** be accepted)**III. Community Concerns and Celebrations\*\***(Please see page 2 on how to submit written testimony or provide oral testimony online. Oral testimony by phone will **not** be accepted)**IV. New Business**

A. Nominations for replacement of the Hawaii Island Trustee

B. Committee on Beneficiary Advocacy and Empowerment

1. 2022 OHA State Legislative Bill Package Updates – SB2122/HB1474,

SB2121/HB1473, coordinated advocacy - Matrix 1†§

2. 2022 OHA State Legislature Bill Position Related to Measures Naming OHA –

Matrix 2†§

3. 2022 OHA Legislature Bill Positions Related to Measures Affecting Native Hawaiians –

Matrix 3†§

C. Action Item BOT#22-02: Accept and Implement the Report of the Permitted Interaction Group re: to investigate the activation of OHA Kaka'ako Makai Site A, 1011 Ala Moana Blvd., HRS§92-2.5(b)(1)(B).

D. Request for approval to waive Action Item BOT#22-03: Nā Lama Kukui, 560 N. Nimitz Highway, Refinancing from the Committee on Resource Management to the Board of Trustees pursuant to the Office of Hawaiian Affairs Board of Trustees Bylaws (approved March 5, 2020) Article VIII, Section L

E. Action Item BOT#22-03: Nā Lama Kukui, 560 N. Nimitz Highway, Refinancing

**V. Executive Session ‡**

A. Consultation with Interim General Counsel Everett Ohta re: questions and issues pertaining to the Board's powers, duties, privileges, immunities, and liabilities with respect to the Public Land Trust and associated legislation, pursuant to HRS§92-5(a)(4).

B. Consultation with Board Counsel Robert G. Klein, Esq. and Interim General Counsel Everett Ohta, Esq. re: questions and issues pertaining to the Board's powers, duties, privileges, immunities, and liabilities with respect to Action Item BOT#22-03: Nā Lama Kukui, 560 N. Nimitz Highway, Refinancing, pursuant to HRS §92-5(a)(4)

## BOARD OF TRUSTEES

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John Waihe'e IV, Trustee At-Large



## STATE OF HAWAII

### OFFICE OF HAWAIIAN AFFAIRS

**VI. Announcements****VII. Adjournment**

If you require an auxiliary aid or accommodation due to a disability, please contact Everett Ohta at telephone number 594-1988 or by email [everetto@oha.org](mailto:everetto@oha.org) no later than three (3) business days prior to the date of the meeting. Meeting Materials will be available to the public 72 hours prior to the meeting and posted to OHA's website at: [www.oha.org/bot](http://www.oha.org/bot)

In the event that the livestream or the audiovisual connection is interrupted and cannot be restored, the meeting may continue as an audio-only meeting through the phone and Webinar ID listed at the beginning of this agenda. Meeting recordings are available upon request to [BOTmeetings@oha.org](mailto:BOTmeetings@oha.org) until the written meeting minutes are posted to OHA's website.

†**Notice: The 72 Hour rule, pursuant to OHA BOT Operations Manual, Section 49, shall be waived for distribution of new committee materials.**

\* **Public Testimony on Items Listed on the Agenda must be limited to matters listed on the meeting agenda.**

\*\* **Community Concerns and Celebrations is not limited to matters listed on the meeting agenda.**

☞ **Trustees may establish or revise an OHA position on ANY proposed bill/resolution for submission to the state legislature. The Trustees, both in Committee and as the Board of Trustees, may discuss any and all bills or resolutions before the state legislature in order to discharge their statutory and fiduciary obligations to conduct advocacy efforts for Native Hawaiians as Trustees of the Office of Hawaiian Affairs.**

‡ **Notice: This portion of the meeting will be closed pursuant to HRS § 92-5.**

Hawai'i Revised Statutes, Chapter 92, Public Agency Meetings and Records, prohibits Board members from discussing or taking action on matters not listed on the meeting agenda.

Testimony can be provided to the OHA Board of Trustees either as: (1) **written testimony emailed** at least 24 hours prior to the scheduled meeting, (2) **written testimony mailed** and received at least two business days prior to the scheduled meeting, or (3) live, **oral testimony online** during the virtual meeting.

- (1) Persons wishing to provide **written testimony** on items listed on the agenda should submit testimony via **email** to [BOTmeetings@oha.org](mailto:BOTmeetings@oha.org) at least **24 hours prior** to the scheduled meeting or via **postal mail** to Office of Hawaiian Affairs, Attn: Meeting Testimony, 560 N. Nimitz Hwy., Suite 200, Honolulu, HI 96817 **to be received at least two business days prior** to the scheduled meeting. Any testimony received after these deadlines will be late testimony and will be distributed to the Board members after the scheduled meeting. **Due to COVID-19 office closure and limited in-office staffing, please do not fax or hand-deliver written testimony.**

- (2) Persons wishing to provide **oral testimony online** during the virtual meeting must first register at: [https://us06web.zoom.us/webinar/register/WN\\_E2asGZo8SVSlrtZweas3XA](https://us06web.zoom.us/webinar/register/WN_E2asGZo8SVSlrtZweas3XA)

You need to register if you would like to orally testify. Once you have completed your registration, a confirmation email will be sent to you with a link to join the virtual meeting, along with further instructions on how to provide oral testimony during the virtual meeting. The registration page will close once the Public Testimony or Community Concerns agenda items have concluded.

To provide oral testimony online, you will need:

- (1) a computer or mobile device to connect to the virtual meeting;
- (2) internet access; and
- (3) a microphone to provide oral testimony.

Oral testimony online will be limited to five (5) minutes.

Oral testimony by telephone/landline **will not** be accepted at this time.

PHONE (808) 594-1888

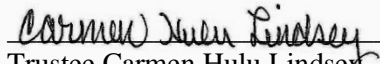
FAX (808) 594-1868



BOARD OF TRUSTEES  
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**STATE OF HAWAII**  
**OFFICE OF HAWAIIAN AFFAIRS**

Once your oral testimony is completed, you will be asked to disconnect from the meeting. If you do not sign off on your own, support staff will remove you from the Zoom meeting. You can continue to view the remainder of the meeting on the livestream or by telephone, as provided at the beginning of this agenda.  
Please visit OHA's website for more detailed information on how to submit Public Testimony OR Community Concerns at: <https://www.oha.org/how-to-submit-testimony-for-oha-bot-meetings/>

  
Trustee Carmen Hulu Lindsey  
Chairperson, Board of Trustees

2/4/2022  
Date

Office of Hawaiian Affairs  
Meeting of the Board of Trustees  
February 10, 2022  
10:00 A.M.

**IV. New Business**

**A. Nominations for replacement of the Hawaii Island Trustee**



**Office of Hawaiian Affairs  
Meeting of the Board of Trustees  
February 10, 2022  
10:00 A.M.**

**IV. New Business**

**A. Committee on Beneficiary Advocacy and Empowerment**

- 1. 2022 OHA State Legislative Bill Package Updates –  
SB2122/HB1474,  
SB2121/HB1473, coordinated advocacy - Matrix 1†☸**
- 2. 2022 OHA State Legislature Bill Position Related to  
Measures Naming OHA –  
Matrix 2†☸**
- 3. 2022 OHA Legislature Bill Positions Related to Measures  
Affecting Native Hawaiians –  
Matrix 3†☸**

\*\*\* This report will be forwarded once received by the BAE Committee.

Office of Hawaiian Affairs  
Meeting of the Board of Trustees  
February 10, 2022  
10:00 A.M.

**IV. New Business**

**C. Action Item BOT#22-02: Accept and Implement the Report of the Permitted Interaction Group re: to investigate the activation of OHA Kaka‘ako Makai Site A, 1011 Ala Moana Blvd., HRS§92-2.5(b)(1)(B).**

**OFFICE OF HAWAIIAN AFFAIRS**  
Action Item

**BOARD OF TRUSTEES**

February 10, 2022

**BOT #22-02**

**Action Item Issue:** Accept and Implement the Report of the Permitted Interaction Group to Investigate the Activation of Kaka’ako Makai Site A, 1101 Ala Moana Blvd

**Co-Prepared by:**



Feb 3, 2022

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Kalani Fronda  
Ka Pou Kihi Kanaloa ‘Āina, Land Director

Date

**Co-Prepared by:**



Feb 4, 2022

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Casey K. Brown  
Ka Pou Nui, Chief Operating Officer

Date

**Reviewed by:**



Feb 4, 2022

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Sylvia M. Hussey, Ed.D.  
Ka Pouhana, Chief Executive Officer

Date

**Reviewed by:**



Feb 4, 2022

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Carmen Hulu Lindsey  
Ke Kahuhu o ke Kaupoku  
Chair, Board & Permitted Interaction Group

Date

**Action Item BOT #22-02: Accept and Implement the Report of the Permitted Interaction Group to Investigate the Activation of Kaka’ako Makai Site A, 1101 Ala Moana Blvd**

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**I. Proposed Action**

Accept and implement the report of the Permitted Interaction Group to investigate the activation of Kaka’ako Makai Site A, 1101 Ala Moana Blvd, including the recommendation to implement the Business Plan, as attached.

**II. Issue**

Whether or not the Board of Trustees (BOT) will accept the attached report of the Permitted Interaction Group (PIG) to investigate the activation of Kaka’ako Makai Site A, 1101 Ala Moana Blvd. The PIG was authorized and formed on January 13, 2022, via Action Item BOT #22-01, consistent with Hawai‘i Revised Statutes §92-2.5(b)(1).

**III. Discussion**

- A. **Overview.** On January 13, 2022, via Action Item BOT #22-01, the Board of Trustees (“BOT” or “Board”) approved the formation of a Permitted Interaction Group (PIG)<sup>1</sup> to investigate the activation of Kaka’ako Makai Site A, 1101 Ala Moana Blvd, with the noted purview, members and term/duration.
- B. **Permitted Interaction Group - Purview.** The purview of the PIG is for the Board of Trustees (BOT), BOT staff and OHA Administration staff to work together to investigate the business plan for activation of Site A in Kaka’ako Makai.
- C. **Permitted Interaction Group – Members.** The membership of the Permitted Interaction Group is proposed as follows: (a) Trustee Carmen Hulu Lindsey; (b) Trustee Leina’ala Ahu Isa; (c) Trustee John Waihee, IV; and (d) Trustee Kalei Akaka. Trustee Carmen Hulu Lindsey will serve as the Chair of the Permitted Interaction Group and Trustee Leina’ala Ahu Isa will serve as its Vice Chair. Casey K. Brown, Ka Pou Nui, will function as the Project Manager.
- D. **Permitted Interaction Group - Term/Duration.** The term of the Permitted Interaction Group expires at the completion of the assigned tasks or at the discretion of the Chair of the Board of Trustees, subject to later adjustment, but in no event later than February 15, 2022.
- E. **PIG Investigation Activities and Related Recommendations.** Upon approval and authorization (January 13, 2022), the PIG immediately convened to engage in investigative activities, including the assessment of the work done by the in-house development consultant (IHDC), accomplish tasks and make the following recommendation: **Implement the Business Plan for Kaka’ako Site A, 1101 Ala Moana Blvd**, as attached to the report.
- F. **Report Distribution.** The PIG report was distributed at the February 3, 2022 Board meeting and consistent with past practice, no discussion was held. Full and free discussion and related Board actions are scheduled for the February 10, 2022 Board meeting.

**IV. Funding Source**

Not applicable, no dedicated funding needed to accept and implement the report of the PIG to investigate the activation of Kaka’ako Makai Site A, 1101 Ala Moana Blvd, as attached.

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<sup>1</sup> Consistent with Hawai‘i Revised Statutes §92-2.5(b)(1)A.

**Action Item BOT #22-02:** Accept and Implement the Report of the Permitted Interaction Group to Investigate the Activation of Kaka’ako Makai Site A, 1101 Ala Moana Blvd

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**V. Recommended Action**

The PIG recommends, the Board of Trustees, accept and implement the report of the Permitted Interaction Group to investigate the activation of Kaka’ako Makai Site A, 1101 Ala Moana Blvd, including the recommendation to implement the Business Plan, as attached.

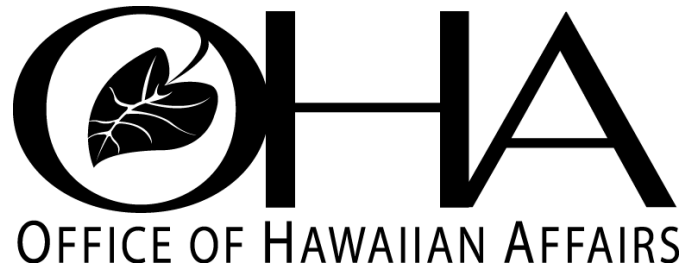
**VI. Reference Document**

**LCP #4 – Formation Action Item BOT#22-01:** Approve the Formation of a Permitted Interaction Group re: to investigate Activation of Kaka’ako Makai Site A, January 13, 2022

**VII. Attachment**

Office of Hawaiian Affairs, Report of the Permitted Interaction Group re: Activation of Kaka’ako Makai Site A, 1101 Ala Moana Blvd, February 2022

Note: The report dated February 2021 when distributed on February 3, 2022 has been corrected to February 2022 as attached.



Office of Hawaiian Affairs  
Report of the Permitted Interaction Group re:  
Activation of Kaka'ako Makai Site A, 1101 Ala Moana Blvd

February 3, 2022

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## Activation of Kaka’ako Makai Site A Permitted Interaction Group Report

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I. **EXECUTIVE SUMMARY**

- A. **Overview.** On January 13, 2022, via Action Item BOT #22-01, the Board of Trustees (“BOT” or “Board”) approved the formation of a Permitted Interaction Group (PIG)<sup>1</sup> to investigate the activation of Kaka’ako Makai Site A, 1101 Ala Moana Blvd, with the noted purview, members and term/duration.
- B. **Permitted Interaction Group - Purview.** The purview of the PIG is for the Board of Trustees (BOT), BOT staff and OHA Administration staff to work together to investigate the business plan for activation of Site A in Kaka’ako Makai.
- C. **Permitted Interaction Group – Members.** The membership of the Permitted Interaction Group is proposed as follows: (a) Trustee Carmen Hulu Lindsey; (b) Trustee Leina’ala Ahu Isa; (c) Trustee John Waihee, IV; and (d) Trustee Kalei Akaka. Trustee Carmen Hulu Lindsey will serve as the Chair of the Permitted Interaction Group and Trustee Leina’ala Ahu Isa will serve as its Vice Chair. Casey K. Brown, Ka Pou Nui, will function as the Project Manager.
- D. **Permitted Interaction Group - Term/Duration.** The term of the Permitted Interaction Group expires at the completion of the assigned tasks or at the discretion of the Chair of the Board of Trustees, subject to later adjustment, but in no event later than February 15, 2022.
- E. **PIG Investigation Activities and Related Recommendations.** Upon approval and authorization (January 13, 2022), the PIG immediately convened to engage in investigative activities, including the assessment of the work done by the in-house development consultant (IHDC), accomplish tasks and make the following recommendation: **Implement the Business Plan for Kaka’ako Site A, 1101 Ala Moana Blvd.**
- F. **Report Distribution.** The report distribution is agendized for the February 3, 2022 Board meeting and consistent with past practice, no discussion will be held. Full and free discussion and related Board actions are scheduled to be agendized for the February 10, 2022 Board meeting.

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<sup>1</sup> Consistent with Hawai‘i Revised Statutes §92-2.5(b)(1)A.



## II. 3RD PARTY ASSISTANCE

Previous PIG work illuminated the need for professional 3rd party assistance in the furtherance of development and deployment of strategies for Nā Lama Kukui (NLK) and Kaka’ako Makai (KM). Working definitions and descriptors of such 3rd party assistance is provided below in support of recommendations. While working descriptors below reflect KM application, engagement of 3rd party assistance can further NLK strategies as well.

- A. Development Consultant.** Provides planning, consultative, analysis, review, validation and other services as needed, spanning the period from inception of engagement through the period of time to develop a Kaka’ako Makai Land Development Plan including implementation (e.g., regulatory approval, development, construction, tenant occupancy) of the first project in the master plan.
- B. Community Planner.** Prepares and delivers a Land Development Plan to include a vision, physical master plan and implementation strategies to guide the future development opportunities of the Kaka’ako Makai, thirty (30) acres of land considering all of the related attributes (e.g., size, characteristics, height, use or other restrictions).
- C. Developer.** Real estate or property development encompasses a range of activities such as renovation and releasing of existing buildings, purchase and finance of raw land and sale of developed land to others. Developers coordinate all activities from converting ideas from paper to tangible real property. While there are similar activities, real estate development as a business process does differ from construction or house building. Entity is responsible to determine the marketing of the property, develop the building program and design, obtain the necessary public approvals and financing, build the structure(s), rent out, and manage.

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### III. PERMITTED INTERACTION GROUP WORK

- A. **Purview.** The purview of the PIG is for the Board of Trustees (BOT), BOT staff and OHA Administration staff to work together to investigate the business plan for activation of Site A in Kaka’ako Makai.
- B. **Context and Investigative Activities.** With assistance from and in conjunction with the IHDC, the PIG investigated the business plan and associated budget for activation of Kaka’ako Makai Site A. The business plan is a separate document attached to this report.
- C. **Recommendation.** The PIG makes the following recommendation: **Implement the business plan for Kaka’ako Makai Site A as attached.**

### IV. REFERENCE DOCUMENTS

The following documents are listed as reference documents for report development purposes:

- A. **LCP #4 – Formation Action Item BOT#22-01:** Approve the Formation of a Permitted Interaction Group re: to investigate Activation of Kaka’ako Makai Site A, January 13, 2022
- B. **LCP #3 – Report Action Item BOT #21-15:** Accept the Report of the Permitted Interaction Group re: to Investigate the Initial Steps in the First Phase of Work for the Development of Kaka’ako Makai, November 4, 2021
- C. **LCP #3 – Formation Action Item BOT #21-14:** Approve the Formation of a Permitted Interaction Group to Investigate the Initial Steps in the First Phase of Work for the Development of Kaka’ako Makai, October 26, 2021
- D. **LCP #2 – Report Action Item BOT #21-07:** Accept the Report of the Permitted Interaction Group re: to Investigate and Recommend a Short List of Eligible Entities for Selection of a Development Consultant; Land and Commercial Property Policies; and the Development and Implementation of a Request for Proposal for a Community Planner, June 24, 2021
- E. **LCP #2 – Formation - Action Item BOT #21-05:** Approve the Formation of a Permitted Interaction Group to Investigate: and Recommend a Short List of Eligible Entities for Selection of a Development Consultant; Land and Commercial Property Policies; and the Development and Implementation of a Request for Proposal for a Community Planner, April 15, 2021
- F. **LCP #1 – Report - Action Item BOT #21-03:** Accept the Report of the Land and Commercial Property Permitted Interaction Group, April 15, 2021
- G. **LCP #1 – Formation - Action Item BOT #21-01:** Approve the Formation of a Permitted Interaction Group to Investigate the Development of Land and Commercial Property Policies and Strategies relating to the Development of OHA’s Nā Lama Kukui and Kaka’ako Makai Properties, January 28, 2021

V. **CONCLUSION AND NEXT STEPS**

Consistent with Hawai‘i Revised Statutes §92-2.5(b)(1), on January 13, 2022, via Action Item BOT #22-01, the Board of Trustees (“BOT” or “Board) approved the formation of a Permitted Interaction Group (PIG) to investigate the Activation of Kaka’ako Makai Site A, 1101 Ala Moana Blvd. The report distribution is scheduled to be agendized for the February 3, 2022 Board meeting and consistent with past practice, no discussion will be held. Full and free discussion and related Board action(s) are scheduled to be agendized for the February 10, 2022 Board meeting.

VI. **ATTACHMENT – BUSINESS PLAN FOR KAKA’AKO MAKAI SITE A, 1101 ALA MOANA BLVD**

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An aerial photograph of a waterfront area, likely in Hawaii. The image shows a marina with several boats docked, a large parking lot filled with cars, and a multi-story building. The water is a deep blue-green color. The sky is clear and blue. The overall scene is a mix of natural and developed land.

# OHA KAKA'AKO MAKAI

## BUSINESS PLAN, PARCEL A

FEBRUARY, 2022





3	EXECUTIVE SUMMARY
5	PROJECT OVERVIEW
10	FINANCIALS
13	PROJECT SCHEDULE
15	CASE STUDY



An aerial photograph of a coastal urban area. On the left, a marina is filled with numerous sailboats and yachts. To the right of the marina, a city street runs parallel to the water, lined with parking lots filled with cars and some commercial buildings. The image is used as a background for a report cover.

KUILEI CONSULTING

# EXECUTIVE SUMMARY



At OHA's request, Kuilei Consulting has prepared this business plan for the activation of Parcel A. This plan is consistent with OHA's vision and objectives for its Kaka'ako Makai landholdings. Kuilei's proposed plan is to turn Parcel A into a temporary marketplace and gathering place for the celebration and sale of Native Hawaiian goods and services. The short-term uses of Parcel A will generate both income and positive public interest in OHA and its future plans for Kaka'ako Makai as we proceed with the due diligence for the redevelopment of a permanent Hawaiian cultural center and marketplace building. This activation plan will generate short-term revenue for OHA through pop-up markets, food trucks, a weekly farmers market, themed festivals, and live entertainment events. The goal is to create positive experiences for Hawaiians, locals, and tourists which will build support for OHA's long-term and objectives vision for Kaka'ako Makai.

Parcel A is the logical starting point for a few reasons. There are no existing structures on the parcel. The last structure was demolished in 2014. The site is not encumbered by any long-term leases or license agreements. Lastly, the site is large and highly visible along the busy Ala Moana Boulevard and Ward Avenue thoroughfares.

The activation plan begins with improving the ground surface to make it pedestrian and vehicle-friendly. This involves removing the old Fisherman's Wharf concrete slab, parking bollards, internal electrical poles, the chain-link fence that bisects the parcel, and a speed bump. Potholes will be patched and gravel surfaces will be paved with asphalt. The makai part of the parcel will be paved and striped with parking lines to serve as event parking. Access to the parking lot will be off of Ahui Street. A large multi-function tent and a smaller secondary tent would be set up in the middle of the lot. Several utility poles will have to be removed to accommodate these tents. The property will be landscaped with native plants along the Ilalo Street sidewalk and at the Ala Moana Boulevard and Ward Avenue corner. We will add hose bib connections and electrical panels for event use. The current HCDA signage at the entrance to Kaka'ako Makai will be demolished and replaced with temporary signage. Way-finding signage will be placed throughout Parcel A. In addition to the two multi-function tents, site furnishings, fixtures, and equipment also include tables, umbrellas, seating, lighting, trash receptacles, and a storage container to store equipment when they are not in use. The projected opening is summer 2022.

The key to the successful activation of Parcel A is the programming of community events through the right operator. Events and attractions would include a variety of food trucks, pop-up vendors offering products and/or services, live entertainment, night markets, drive-in movies, and other themed events that appeal to multiple demographics. Areas could be rented for weddings and other private events. This strategy will visibly demonstrate OHA's commitment to finding a nexus between its mission and its real estate activities. It will also start to build a broad-based coalition to support OHA and its upcoming development plans. It's also an opportunity for OHA to share its vision for the future Hawaiian cultural center with the public, stakeholders, and decision-makers. The activation of Parcel A is the first sign of commitment through action. It builds a brand that encapsulates the attitudes, feelings, and beliefs of OHA's beneficiaries and how they see their lands.

As cities reinvent themselves from industrial to residential and commercial hubs, waterfront redevelopment has become a popular regeneration tool. Certain cities have found that investments in large, mixed-use projects along their underutilized waterfronts can generate large tax revenues by attracting businesses, residents, and tourists. These festival-like developments can be an enticing way to stimulate economic development that potentially benefits the entire city.





KUILEI CONSULTING

# PROJECT OVERVIEW



# SCOPE OF WORK

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## SITE WORK

- Demo concrete slab from the former Fisherman's Wharf Restaurant
- Remove chainlink fence bisecting the parcel
- Remove utility poles in the middle of the site
- Remove parking bollards
- Remove speed bump
- Fill potholes on existing asphalt
- Pave approximately 114,700 sf not currently covered with asphalt

## PAINTING

- Line striping for 280 parking stalls

## LANDSCAPING

- New landscaping along the Ilalo Street sidewalk and at Ala Moana & Ward intersection corner
- Irrigation for all new landscaping
- Plants: Kou, Loulu, grass

## ELECTRICAL

- Disconnect electricity from utility poles
- Provide electrical panel for events
- Replace/add exterior lighting

## WATER

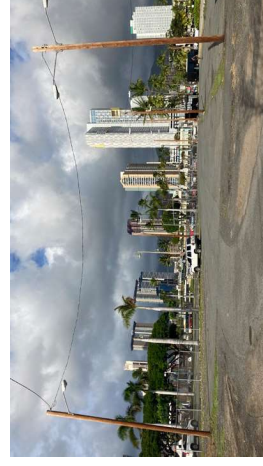
- Set up hose bibs & water for landscape
- Adjust water line for Koʻloluau Mushroom tenant

## TEMPORARY SIGNAGE

- Modify existing HCDA entry signage
- Add wayfinding signage

## PERMITS

- Tent permit TBD
- HFD permit TBD

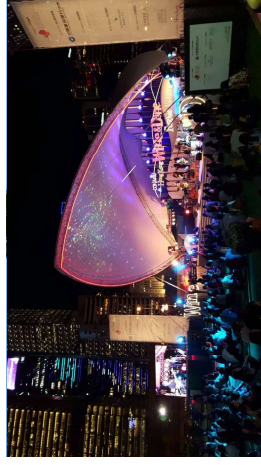




# FF&E (FURNITURE, FIXTURES, & EQUIPMENT)

## MULTI-FUNCTION TENT

- Main tent (seats 300+)
- Secondary tent (reception area)
- Made with fire-proof textile
- Appealing architectural design
- Customize with graphics
- Anchors hold the tents in place



## LIGHTING

- Tent lighting



## STORAGE

- 20' x 20' shipping container for tables, chairs, and equipment storage



## RESTROOMS

- Portable restrooms on-site

## SITE FURNISHINGS

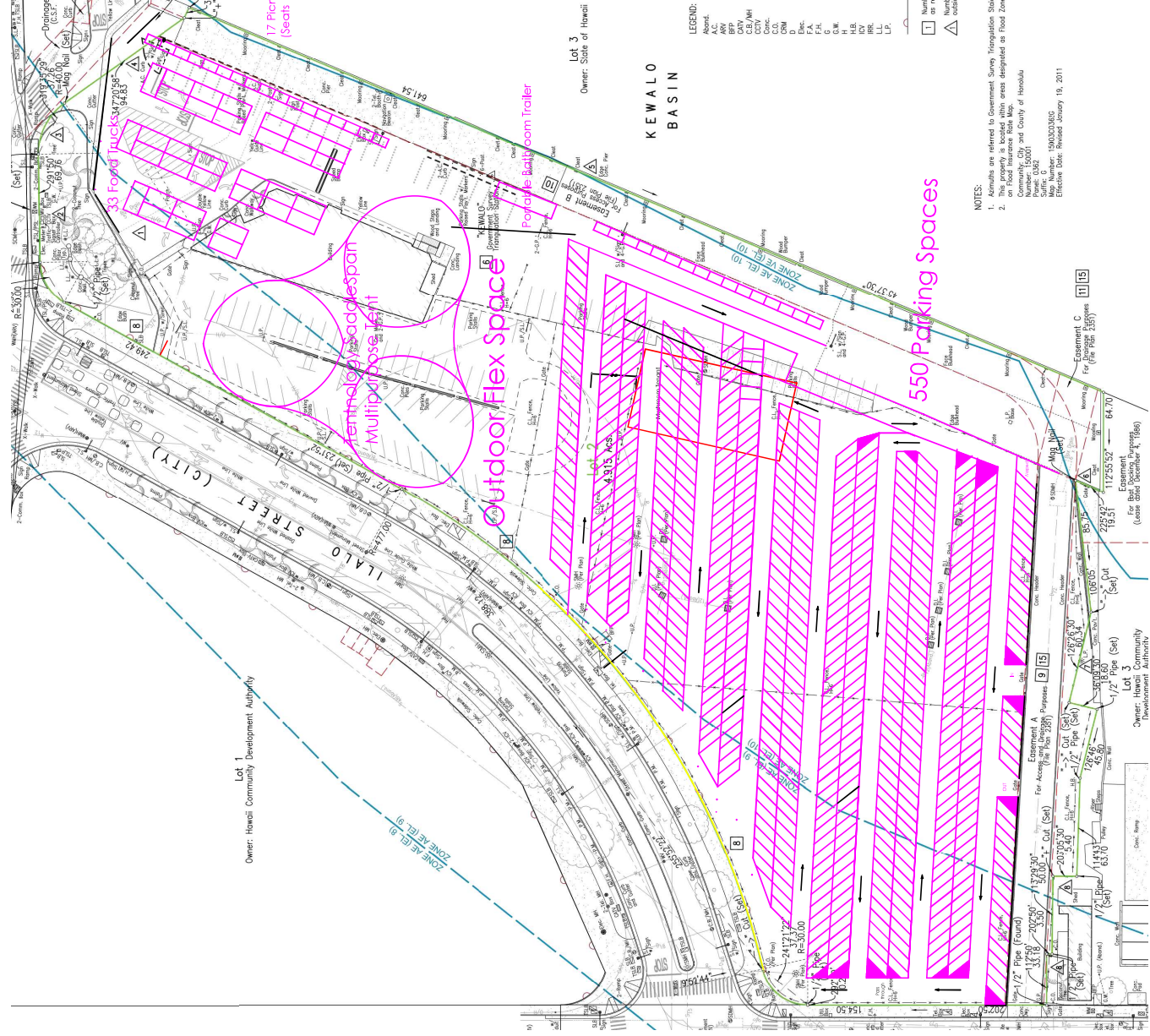
- Permanent outdoor tables & chairs with umbrellas
- Event tables & chairs



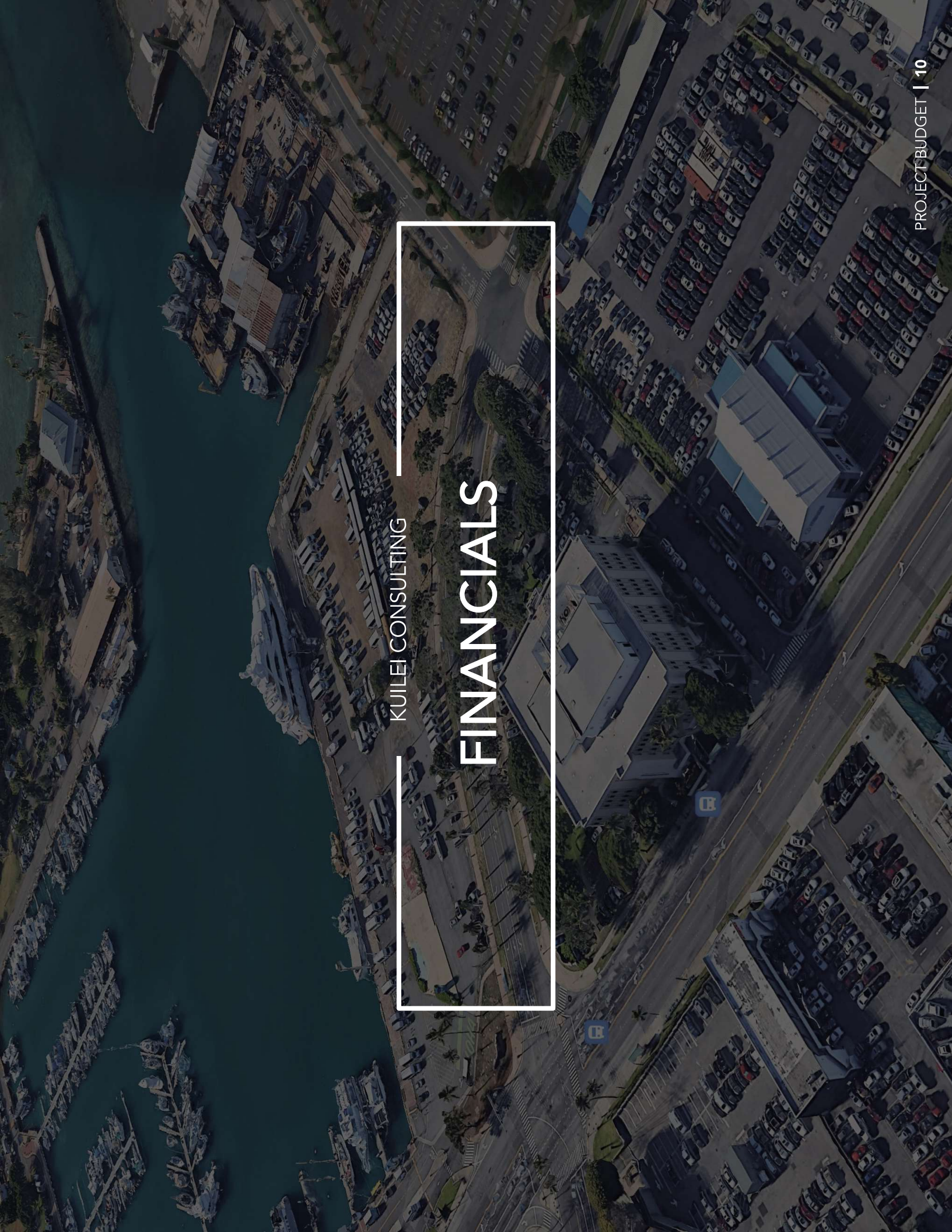
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KUILEI CONSULTING

# FINANCIALS

# PROJECTED BUDGET & RETURNS

BUDGET		AMOUNT	\$/GSF	%
Total		\$2,710,270	\$12.24	100%
Hard Costs		\$1,950,300	\$8.81	72.6%
Soft Costs		\$452,100	\$1.94	16.0%
Contingency		\$307,870	\$1.39	11.5%
OPERATING CASH FLOW		COUNT	MONTHLY	ANNUAL
Effective Gross Income			\$34,200	\$410,400
Expenses			\$13,917	\$167,000
PROJECTED RETURNS				
Estimated Total Project Cost				\$2,710,270
Projected Stabilized NOI				\$243,400
Unlevered Return on Cost				8.98%

## ASSUMPTIONS

- Rents are based on conversations with event operators
- Not all variable expenses are known at this time
- Given the above cost, revenue, and expense projections, the projected payback period is about 10 years, 4 months

## NOTES

- **Hard Costs** include site work and furniture, fixtures and equipment (FF&E)
- **Soft Costs** include permits, architecture & engineering, consultants, construction management, leasing & marketing, legal & accounting, insurance, project management and general and administrative
- **Expenses** include repairs and maintenance, marketing, utilities, professional services, contract services, general manager, insurance and general and administrative



## Mission Driven Benefits – Difficult to Quantify But Invaluable to OHA

- *Bring people/body heat to the area* demonstrating active management of its lands
- *Create a positive brand* for Kaka’ako Makai
- Engage the community to *support future entitlement efforts at the State Legislature and HCDA*
- Create an eco-system for *Native Hawaiian small businesses to thrive*
- Placemaking through Native Hawaiian *programmed events and activities to educate the public on OHA’s mission & culture*

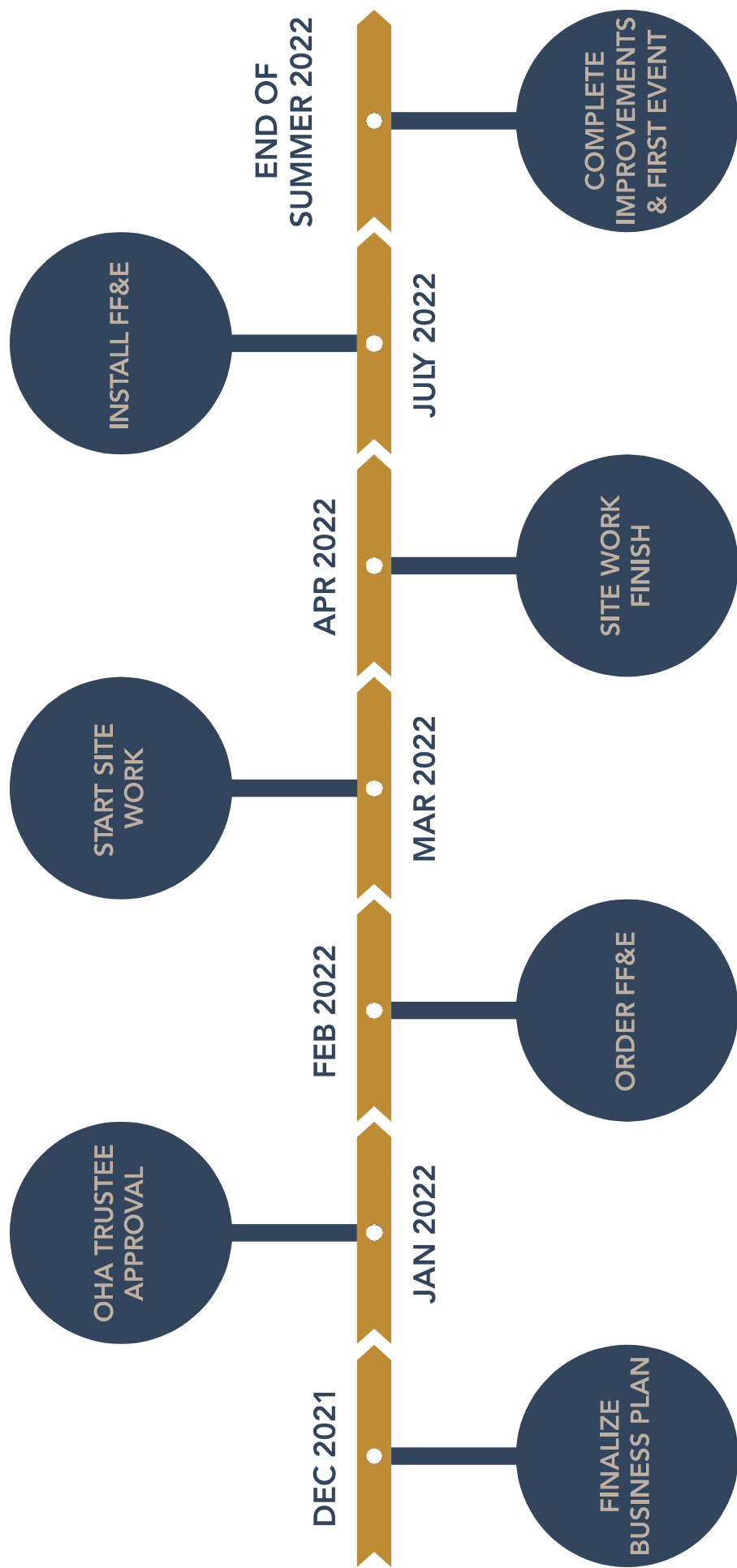
An aerial photograph of a coastal urban area. On the left, a marina is filled with numerous boats of various sizes. To the right, a city street runs parallel to the water, featuring several large parking lots packed with cars. Buildings of varying heights and styles are interspersed among the parking areas. The overall scene is captured from a high angle, looking down at the city and water.

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# PROJECT SCHEDULE



# PROJECT SCHEDULE





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# CASE STUDY



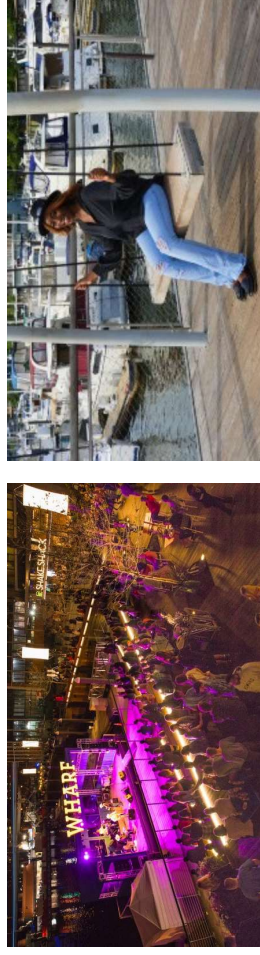
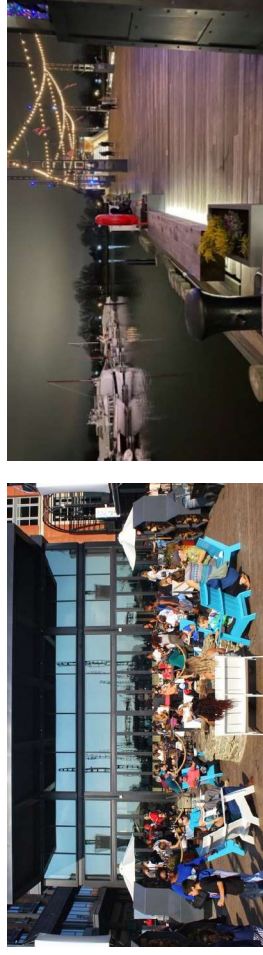
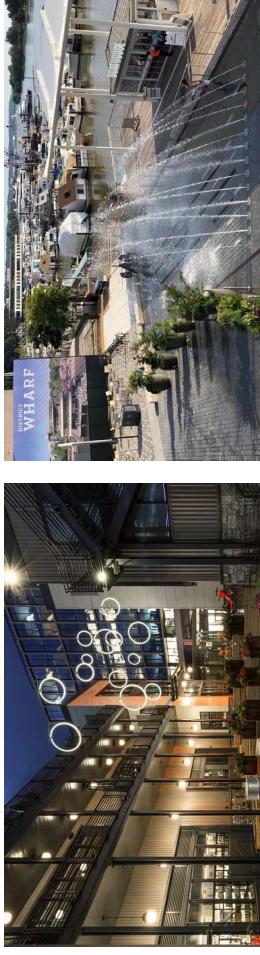
# CASE STUDY

## THE WHARF

The Wharf is a new waterfront neighborhood, developed as one of the largest public-private partnerships in Washington, DC's history. Despite a 130-foot height limit for new development in Washington, The Wharf is the largest development in Washington, D.C. and the second largest, active waterfront development in the country. Nearly 20 years in the making, Phase 1 of The Wharf was delivered in October of 2017 and has since attracted hundreds of thousands of visitors from around the region and the world and received both national and international acclaim. With a combination of residential, office, hotel, retail, cultural, maritime, and public uses including waterfront parks, promenades, piers, and docks, The Wharf stretches nearly one mile, across 24 acres of land. It was built on the vision of creating a place that brings the community together – a place where D.C. meets to enjoy one-of-a-kind experiences at the waterfront. In addition, The Wharf hosts year-round events and activities that make it an even more desirable place to go.

The city-owned site is being developed under a 99-year ground lease, with the goal of transforming an underused area with great potential into a unique, multi-use development. The project required eight Council votes, four acts of Congress, more than 800 community meetings over 10 years, and the largest tax increment financing (TIF) in the city's history (\$198 M). The Wharf also met the District's affordable housing, local hiring, and contracting requirements, including 30 percent of apartments affordable at 30/60/100 percent of Area Median Income (AMI) and is expected to generate over \$70 M in new taxes annually. The \$2.5B development will be complete in 2022 when Phase 2 delivers.

The Wharf is a good example of the target size and design for Parcel A. The bulkhead design, seating areas, lighting, use of airstreams & mini mobile trailers to create retail and food & beverage opportunities throughout the space are all very well done. Honolulu County and D.C. are about the same in terms of population size and square miles. One big difference is that D.C. has many professionals with high-paying salaries while Honolulu is largely service-based with a lower area median income range. Therefore, Parcel A will have to cater to the low to middle-income market. If we do that right, tourists will come.



**Office of Hawaiian Affairs  
Meeting of the Board of Trustees  
February 10, 2022  
10:00 A.M.**

**IV. New Business**

**D. Request for approval to waive Action Item BOT#22-03: Nā Lama Kukui, 560 N. Nimitz Highway, Refinancing from the Committee on Resource Management to the Board of Trustees pursuant to the Office of Hawaiian Affairs Board of Trustees Bylaws (approved March 5, 2020) Article VIII, Section L**

**E. Action Item BOT#22-03: Nā Lama Kukui, 560 N. Nimitz Highway, Refinancing**

**Office of Hawaiian Affairs  
Meeting of the Board of Trustees  
February 10, 2022  
10:00 A.M.**

**V. Executive Session‡**

**A.Consultation with Interim General Counsel Everett**

**Ohta re: questions and issues pertaining to the Board's powers, duties, privileges, immunities, and liabilities with respect to the Public Land Trust and associated legislation, pursuant to HRS§92-5(a)(4).**

**B.Consultation with Board Counsel Robert G. Klein, Esq. and Interim General Counsel Everett Ohta, Esq. re: questions and issues pertaining to the Board's powers, duties, privileges, immunities, and liabilities with respect to Action Item BOT#22-03: Nā Lama Kukui, 560 N. Nimitz Highway, Refinancing, pursuant to HRS §92-5(a)(4)**