Main Summary Report: Waikiki Master Plan Workshop

Harrison Price Company

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Main Summary Report

WAIKIKI MASTER PLAN WORKSHOP
November 2nd, 3rd and 4th, 1989

Sponsored by:
THE QUEEN EMMA FOUNDATION

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Executive Summary

WAIKIKI MASTER PLAN WORKSHOP
November 2nd, 3rd and 4th, 1989

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This is an Executive Summary Report on the findings and recommendations of the Queen Emma Foundation planning workshop held on November 2-4, 1989. Additional and more detailed information is available but has not been included in this summary level report.

Within the limited time available, the Foundation could not conduct a comprehensive study but could define some of the planning alternatives available. Because of deadlines imposed by the Waikiki Convention Center Authority, the Foundation accomplished the next best thing:

- The Foundation hired the top professionals, experts recognized in their fields.
- The Foundation brought these professionals together in an intensive workshop environment.
- The Foundation and its professionals developed a conceptual master plan - not pie-in-the-sky dreams, but realistic alternatives that can be tested with further in-depth study.
- More time is needed to conduct the appropriate studies - approximately twelve months. The matter should not be studied to death, but in sufficient depth to validate, improve and expand upon the ideas generated at the workshop, and to discard the ones not acceptable.

The key points resulting from the meeting include the following:

Waikiki's future requires a master plan approach, viewing Waikiki as a whole. Each element of the plan should be analyzed separately, but then the interrelationship of each part on the others and on the whole of Waikiki must be reconciled to achieve a cohesive, comprehensive plan.

A convention center may be desirable but should be designed to reach the appropriate market and to minimize the adverse impact on surrounding land and on Waikiki as a whole. The design should not be driven by a desire to deliver to the State a free convention center which requires the granting of excessive zoning and density concessions.

Rethinking of the convention center legislation and related plan will provide the opportunity to first define what "Waikiki will become," and conceivably showcase the vision for Waikiki in the development of the convention center in a manner consistent with the master plan.

To implement the master plan, an entity will need to be created with the power and resources necessary to bring about each of the various projects within the master plan. Staffed with the best professional, technical and management people available, members of the implementing entity could become the "trustees" of the vision for Waikiki.
OVERVIEW OF FINDINGS

The Waikiki Master Plan Workshop sponsored by the Queen Emma Foundation took on the task of defining a planning and improvement process for the long-term future of Waikiki. Although many planning studies have been done on Waikiki, to date many of the ideas and recommendations still need to be implemented. One of the goals of the workshop was to build on those efforts and to create an action plan to implement them. How does the Foundation's proposal differ from those previous studies?

The master plan process proposed is really a "plan of action". Unlike a piecemeal approach which focuses primarily on short-term fixes, the Foundation's master plan approach integrates each of the pieces which comprise Waikiki into a cohesive design for the future. The master plan would be a plan of action to execute the many good ideas that have been offered in the past as well as any new suggestions which may evolve from future discussions.

The unanimous conclusion of the experts and professionals attending the workshop was that the convention center proposed for the International Market Place site has serious problems and could lead to disastrous results. The whole project needs to be re-studied in conjunction with the preparation of the overall master plan. The proposed size of the exhibition area and convention center as a whole is most likely too large in relation to potential market support. To provide economic support to the overall development, the State incorporated zoning concessions which allow a development density large enough to justify the gift of the center to the State. The density created by these concessions is excessive. As proposed, the density would adversely impact the surrounding residential and resort proprieties as well as all of Waikiki. Everyone in the State, therefore, is adversely impacted because tourism is the most important economic generator in the State and Waikiki is the key to tourism.

Having a means to implement the plan of action is critical. The Foundation proposal includes the creation of an entity to be responsible for implementation of the Waikiki master plan. This entity should have the power and the resources to implement various projects prescribed by the master plan.

The Foundation, whose lands are located strategically in the heart of Waikiki, is the only private entity that could justify taking the lead in the preparation of a master plan program. The development of its nearly 19 acres of land, which includes the 5.2 acre site proposed for the convention center, could become the catalyst for the revitalization of Waikiki if done correctly. The Foundation has started this planning process and is spending the money necessary to ensure the future viability of Waikiki as a world-class resort. It has gathered experts recognized in their fields to coordinate the formation of a master plan. A master plan approach requires the high level of commitment which the Foundation is prepared to give.
INTRODUCTION

Waikiki is the social and economic heart of Hawaii - a traditional wahi pana for chiefs and chiefesses, the primary gateway to Hawaii and the terminal destination for about 80% of Hawaii's six million annual visitors, one of Honolulu's largest residential neighborhoods, and the entertainment and hospitality center for a vast majority of Oahu's residents. There can be no doubt that Waikiki's economic and cultural health is critical to the well-being of all the people of Hawaii. Waikiki is also a unique place - the only urban, tropical, Polynesian, American resort in the world. Waikiki combines:

- Natural beauty: beaches, ocean, mountains, flowers, views, landscape - all symbolized by the view across the beach to Diamond Head.
- Great climate.
- The tropical Polynesian culture - the aloha spirit.
- An international, multi-cultural, intense city atmosphere.
- American services.

The concept of a "Polynesian city" - an apparent contradiction of terms but captured in such places as the Royal Hawaiian, the Moana and the Halekulani - is the basis for Waikiki's great success as an international tourist destination.

With this kind of success why should there be any concern?

The maturation of Waikiki into an urban resort has resulted in several problems which potentially endanger the long term performance and success of this most important economic engine. Aging infrastructure, dated resort facilities, overcrowding, traffic congestion, obliteration of views and landscape, and urban decay are material concerns. Much of the charm, culture, and beauty of the idealized Hawaii is disappearing from Waikiki. The recognition of these problems has led to several significant efforts to develop solutions before a major decline occurs. These efforts, with others, have resulted in widespread support for upgrading Waikiki to keep it competitive for future generations.

A notable recent effort is the Waikiki Tomorrow program conducted by the Waikiki Improvement Association. The Waikiki Improvement Association's efforts were widely publicized and there was participation by almost all sectors of the community. Certainly, everyone had an opportunity to provide input. The results of the study were, however, hampered by time and financial restrictions. What is needed is the next logical step of taking the time to do in-depth, detailed studies and plans, utilizing the best professionals and experts available. Furthermore, the Waikiki Tomorrow Conference findings should be supplemented with a longer range plan that goes out 20 to 30 years.
Waikiki is of vital concern to the Queen Emma Foundation. As the largest private landowner in Waikiki, with nearly 19 acres, the Foundation is concerned about the long-term economic viability of Waikiki. As the real estate subsidiary of The Queen's Health Systems, the largest provider of health care in the State of Hawaii, the Foundation's land in Waikiki is part of a continuing endowment that supports and improves health care for all the people of the State of Hawaii. The continued health of Waikiki is, therefore, inexorably linked to the delivery of quality health care in Hawaii and the Pacific.

As part of its long range planning process, the Foundation recently sponsored an intensive workshop on the future of Waikiki. The intent of the workshop was not necessarily to find and propose solutions to identified problems, but to build on the efforts of Waikiki Tomorrow and others in pointing a direction for the resolution of short and long term issues and problems. The workshop was held at the Foundation offices in Honolulu on November 2nd, 3rd and 4th, 1989. Participants included architects, planners, economists and other professionals with extensive experience in urban planning, tourist development and convention centers. Participants and their backgrounds are listed in Appendix A. A briefing book containing relevant background information was made available to all participants prior to the workshop.

The mission of the workshop was to define a planning process for Waikiki which would:

- Protect and enhance Waikiki's unique "Hawaiian" attraction.
- Crystalize a unique theme, an image, a feeling for Waikiki.
- Create a long-range Waikiki master plan reflecting its central role in Hawaii's tourist economy, trends in tourist travel, existing development patterns and constraints, needs of residents and workers, environmental considerations, political realities and respect for Hawaiian culture.
- Define an implementation strategy/process which will seek support from the State, City, citizenry and private sector, assure proper balance of development controls, provide incentives for private and public works, and establish continuity in the planning/development process.

This memorandum report briefly summarizes the principal findings and recommendations of the workshop. It should be noted that the participants were nearly unanimous in their conclusions and that a number of the findings presented herein have also been presented by others, which reinforces their validity.

It should be noted that the recommendations are alternatives only, each requiring further study.

The report first discusses the current market position of Waikiki, noting strengths and weaknesses. Discussed next is the workshop's findings on Waikiki as a whole - planning issues followed by discussions on the role of a convention center and the Queen Emma Center planning district. Finally, recommendations on implementation are presented.
WAIKIKI, THE URBAN, TROPICAL, POLYNESIAN, AMERICAN RESORT

Current Status

Over the past thirty years, Hawaii has moved from a plantation to a service society. Tourism accounts for 37 percent of the State's economic activity, with Waikiki accounting for about 50% of Hawaii's tourist economy. As noted earlier, Hawaii currently attracts some six million visitors, with almost five million coming to Waikiki for some or all of their stay. About two-thirds of all visitors are domestic, with the balance from other countries, mostly eastbound from the Pacific Rim nations. Because of the excellent climate, seasonal fluctuations in visitation are minimal, allowing for efficient utilization of hotel inventory, attractions and tourist oriented retail facilities. As a result, hotel occupancy rates are consistently high, averaging over 80 percent in Waikiki. Room nights sold and attraction attendance are stable, indicating the mature position of Waikiki as a destination. Growth in recent years has largely resulted from increased daily expenditures, principally from Japanese visitors. Of concern is the fact that average length of stay in the State and in Waikiki has been decreasing, which erodes the benefits of growth in visitor volume. Waikiki is vital and prosperous. It is in the interest of all the people of Hawaii to keep it that way.

Resort Cycles

Professor Chuck Gee, Dean of the School of Travel Industry Management of the University of Hawaii, and one of the workshop participants, has concluded after extensive study that like most products, resorts have life cycles. According to Professor Gee's studies, resorts go through four phases in their life cycles:

- **Phase One - Discovery**: A newly developed area becomes a destination as the more adventuresome travelers find it and tell their friends. Tourist infrastructure and services are developed to a moderately high level, enabling high levels of patronage.

- **Phase Two - Transfer of Ownership**: The pioneers cash in on their high risk investments. Locals lose control to absentee owners. There is substantial expansion of tourist infrastructure and services, and solid market growth.

- **Phase Three - Maturity**: Characterized by full occupancy and only occasional reinvestment.

- **Phase Four - Harvesting & Decline**: The "milking mode" where owners and operators capitalize on an established market base with little or no reinvestment, leading to a full-fledged decline.

By any measure - number of rooms, number of arrivals, occupancy rates and growth trends - Waikiki is in Phase Three - Maturity. This is a favorable position which might be sustained for an extensive period as long as proper attention is given to keeping Waikiki refreshed, revitalized and in tune with market trends. Failures, i.e. movement to the
harvesting phase and decline, occur when unenlightened operators continue to service only the existing user base instead of looking to the needs of new users. The Waikiki Tomorrow work, the convention center proposals, this study and numerous newspaper articles are clear indications of an awareness of the pitfalls and dangers of a mature resort, and a desire to keep Waikiki competitive for the next generation of tourists and residents. Good intentions alone, however, are not sufficient. A comprehensive but pragmatic and flexible plan which anticipates changing market conditions is needed, together with one or more vehicles for implementation.

Opportunities and Constraints

Hawaii's statewide tourism plan, which has evolved with widespread support over the past 20 years, projects tourism in the 8- to 12-million range by the year 2000, with the lower figure being the most accepted target. About six million tourists will pass through Waikiki, indicating growth of over one million tourists to Waikiki in the next decade. This level of tourism must be achieved for the State to sustain projected high employment. Steady growth is sought to avoid the problems of sporadic shifts. Some of the projected growth can be accommodated within the existing room inventory if average length of stay continues to decline. Some recycling and/or refurbishing of the inventory will be required, however, to meet changing user needs, and, if a large convention facility is built, it appears that a substantial number of additional hotel rooms, maybe as many as one room per delegate, may be required because hotel occupancy is already so high.

The most notable change in the tourist market will be the relatively high growth of foreign tourism, particularly Asian but also European, compared to domestic tourism. The goal is to achieve a reasonable balance between domestic and foreign tourism. This shift can be of significant benefit to Waikiki if properly planned. Asians feel at home in Hawaii because of the large Asian population, but appreciate its foreign (American Polynesian) character. Further, Asians favor Waikiki's urban setting and density. Finally, Asians tend to make less use of the beach, a scarce resource, and great use of high dollar volume attractions, particularly shopping (plentiful and expanding) and golf (also a scarce resource). These positive factors do not mean, however, that either the Asian or the domestic market can be taken for granted. For all its positive attributes, (relative ease of access; wide range of hotel, dining, shopping and entertainment opportunities; prestige; good value; cultural character; and great weather and amenities), projected growth could fail to materialize if Waikiki is left to follow its current course of increased density and urbanization accompanied by a loss of Hawaiian and residential character. As Professor Gee noted, the tourism industry is a service business which stimulates economic activity. The real estate aspect of the industry is not an end in itself but an outgrowth of the tangible and intangible factors which combine to make a destination. If the factors that make a place like Waikiki a destination become tarnished, the whole tourist economy will suffer as users find new destinations which fulfill their dreams and expectations. As competitive resort destinations continue to proliferate throughout Hawaii and the Pacific Rim it will become increasingly important for Waikiki to enhance its Hawaiian urban resort character if it is to maintain its position as the premier tropical destination in the world.
WAIKIKI PLANNING AND DEVELOPMENT OPPORTUNITIES

In the limited time they had available, the workshop participants concluded that it would be presumptuous to issue long term planning recommendations for Waikiki without much more detailed study of relevant issues and opportunities. The group recognized that there have been many planning studies, including the most recent efforts by the Waikiki Improvement Association, which addressed the various elements of this urban resort separately. Nevertheless, the panel arrived at a consensus on a number of directions and alternatives which were deemed to warrant further consideration. The fundamental premise was the need for a master plan for Waikiki which could be implemented by an entity charged with the power and responsibility to maintain, manage and upgrade Waikiki.

The discussion was conditioned by the realization that Waikiki must remain a balanced community. The area's special character comes from a combination of three principal land uses and activities:

- The active urban resort: beaches, hotels, shops, offices, eating, and entertainment which serve both visitors and Honolulu residents.
- Residential neighborhoods which together make up one of Honolulu's largest.
- The surrounding open spaces (parks, golf courses, canal, yacht harbor and Fort De Russy), which are all useful recreation areas for both visitors and residents, and give Waikiki a spacious, natural, and separate, island-like setting.

All three can and should be protected and enhanced together.

The planning process should be fiscally responsible and structured to generate support from all constituencies, public and private. Workshop participants generally agreed that current zoning and Waikiki Special District guidelines should be revised. They also suggested using the transfer of development rights.

With these factors in mind, specific planning components were identified and discussed, as follows:

Tourist (Resort) Area

The main tourist areas of Waikiki would benefit from upgrading, diversifying and enhancement of its Hawaiian character. One approach to meeting this goal is to reformat the area into a diverse group of resort districts, each with its own character or "theme" and its own "center", designed to serve the specific, targeted markets. For example:

- The Hawaiian Village is already one such district.
- A distinctly upscale district could be fostered around the Royal Hawaiian/Moana/Halekulani core.
• Other districts oriented to more mass-market tourism could be reinforced and revitalized in two locations: one around the open space of Fort De Russy, and the other adjoining the Kuhio Beach area.

Residential Areas

A diverse group of residential neighborhoods, fronting on the Ala Wai Canal, probably overlapping, could be improved and/or stabilized to serve the needs of a wide variety of residents. They could combine preservation and demonstration:

• A residential "pilot project" on the Jefferson School site, possibly combined with an Ala Wai Canal extension to illustrate a new, more Hawaiian "Waikiki style" of design and living.

• Other neighborhood revitalization programs.

The Beach

Enhancement of the beach, and protection of the reefs, Waikiki's most famous asset, are needed - a long term program of stabilization and improvements based on a new, thorough, state-of-the-art scientific study. This study should take into account future projections of user needs and consideration of a beachfront walkway.

Open Spaces

Waikiki's Hawaiian character could be recaptured and enhanced through better use of existing open spaces. These open spaces also could be the setting for world class attractions, which would directly benefit Waikiki tourism and Honolulu residents. A few examples which merit further study:

• Development of a major natural attraction highlighting Hawaii's extraordinary flora and fauna on the existing zoo site. The zoo would be rebuilt as a modern zoo on an adequately sized, more centrally located site.

• Redevelopment of the existing aquarium into a Hawaii Ocean Center which focuses on all aspects of marine life and maritime activities, and is an important marine research and conservation facility.

• Resculpting the Ala Wai golf course to improve its golfing and scenic qualities.

• Enhancing and possibly extending the Ala Wai Canal, including consideration of:

        A long term clean-up program to make the canal attractive for canoeing, other water recreation and commercial purposes, as well as an attractive visual amenity.
Connection through a residential neighborhood at the Jefferson School site and into a new "natural Hawaii" attraction (and/or Kapiolani Park), establishing a new character for one area of Waikiki and reinforcing the concept of "Waikiki, The Ninth Hawaiian Island".

Connection through Ala Moana Park to Kewalo Basin and beyond, further emphasizing Waikiki's island character.

- Improvement of the Ala Wai Yacht Harbor with more effective parking, pedestrian ways and parkland, and improved security and facilities for boat owners, residents and visitors.
- Seek to have more parks dedicated for public use. Negotiations could be conducted with the Federal Government for Fort De Russy and Diamond Head Crater.

Gateway

The principal vehicle access to Waikiki - the Kalakaua/McCully corridor - displays classic signs of blight and detracts from the area's resort character. Reuse potentials for the area should be investigated. Because the area represents a visual gateway of true importance to the Waikiki island concept, design control is of paramount importance.

Pedestrian Areas

The master planning process should emphasize pedestrian experiences within Waikiki - the sidewalks, gardens, shopping malls, waters edges - the whole pedestrian network of "promenades". For example:

- Enhance the Ala Wai canal-side promenade.
- Rebuild Kuhio Avenue sidewalks to resemble the makai side of Kalakaua.
- Open up more and better public accesses to the beach where possible.
- Include a major mauka-makai walkway and view corridor. The "Queen Emma Center" development discussed later may provide this opportunity.
- Consider upper level pedestrian-ways over the busy streets, particularly if a convention facility is built near the International Market Place site.

Longer Range Transportation Improvements

The internal street system today could be improved. Congestion could be eased through better enforcement of existing regulations, and improved traffic and parking management. Options for improving transportation to and within Waikiki include:
• A by-pass for through traffic, keeping unnecessary traffic out of Waikiki.
• Enforced regulation of truck delivery times.
• Installation of underground parking under the improved, re-sculpted Ala Wai golf course with a shuttle service into Waikiki.
• Boat transportation on the cleaned-up Ala Wai Canal and its extensions, connecting to the Ala Moana Shopping Center and possibly the Kewalo Basin.
• A new, direct connection to H-1, either along University Avenue or the Manoa-Palolo Drainage Canal.
• Enhancement of the airport-to-Waikiki corridor, including landscaping and water features similar to the airport-to-town entry in Singapore. These enhancements, coupled with the existing Aloha Tower waterfront and Kaakako redevelopments, could greatly improve the arrival and departure experience between the airport and Waikiki.
• Fast, high capacity ferry service from the airport to the Ala Wai basin. This system, if coupled with the airline baggage service, could also add to the Waikiki Island concept.

Overall, transportation should be treated as an "experience" - an entertaining part of the visitors' day.

THE ROLE OF A CONVENTION CENTER

A significant proposal currently on the table for stimulating Waikiki tourism in the future is the development of a major convention center at the Aloha Motors site and/or the International Market Place. Accordingly, this topic was discussed at length in the workshop. The consensus of the participants can be summarized as follows:

• The usual convention or conference center is not likely to stimulate significant visitation by Asians, who traditionally prefer Hong Kong and other Asian locations for meetings, but could bolster domestic visitation in the long run.

• A location in or adjacent to Waikiki is ideal because of the proximity of hotels, shopping and entertainment facilities, favorable climate and variety of amenities and attractions. In this regard the International Market Place site is desirable, but other site location issues may be equally important.

• The convention center, hotels, and condominiums proposed by legislation for the 5.2 acres at the International Market Place have densities and heights which will cause unacceptable adverse impacts on surrounding properties and, indeed, to all of Waikiki. This could endanger the most important economic generator in Hawaii.
The meeting and convention industry is currently undergoing many changes. Professor Chuck Gee of the University of Hawaii made the following observations relating to the Authority's perceived need to move forward quickly on the convention center project:

- Getting the convention center built fast will not guarantee a secured position in attracting repeat conventions.

- The growth segment of the industry is in conferences and regional meetings, not massive conventions. Organizations have found that large conventions often defeat the purpose of the meeting. With so many people attending, the conventions lose their personal touch, one in which delegates can meet other people and interact.

- A large number of convention centers have been built in recent years and several more are on the drawing board. Competition is extreme and will become even more intense as the market becomes overbuilt, perhaps resulting in a requirement for convention centers to offer unusual inducements to attract patronage, further impacting annual operating losses. Already there are reports of demands being made on convention center operators or cities by those booking conventions for payments up front to help defray promotional and other costs. Should this happen, who will pay?

- Convention centers have similar traffic impacts as those of large industrial buildings, though with far more severe consequences during "peak" periods. Trucks bring in "raw materials" which are debulked internally by a number of workers and packaged for a constantly changing set of consumers. Consequently, the traffic and parking implications are significant, especially for a congested area like Waikiki.

- Hawaii suffers as a convention location to some extent because of travel distance and cost for delegates, and time and cost required for shipping and multiple handling and storage of exhibits.

- Facility Consultants, Inc., a worldwide facilities planning firm, notes the following:

  - 81% of major conventions have fewer than 1,000 delegates, with 70% having fewer than 500 delegates.
  - 46% of all conventions do not involve exhibits, and only 17% of the conventions that do involve exhibits have more than 200 exhibitors.
  - There are only 300 associations, less than 5% of the total, with annual conventions that attract 5,000 or more delegates. Of these, only 8-10% will meet "off-shore".
  - Fewer than 200 trade shows, less than 10% of the total, require 200,000 square feet or more for their exhibitions.
These conditions, and others, combine to underline the fact that in order to be truly marketable, the convention center must be carefully designed to recognize its unique location in the world. The number and type of exhibits will undoubtedly be different from those on the mainland. The type of associations or corporations that will use the facility may well have rather specific requirements that must be considered.

- There was great concern that the current convention center proposal calls for a density of development far in excess of current zoning or what responsible planning would allow. This density is driven by the desire to get for free a very large convention facility which may be well in excess of Honolulu’s needs. To provide economic support to the overall development, the State incorporated zoning concessions to permit a development large enough to justify the gift to the State. These underlying assumptions need to be studied. Implementation of the current proposal could lead to further erosion of Waikiki’s residential and resort character, in the process destroying what they seek to protect.

In sum, more questions were raised than answered. Some questions are as basic as, does Waikiki even need a convention center? If so, how big? Would a facility one-half the proposed size do the job? What specific facilities and building program are required to optimally position the center in the meeting marketplace? Should it function more as an international congress center or an exhibition venue? What impact will such a large facility have if located in the very heart of the community? Those familiar with such facilities cite the fact that convention centers are usually bulky, ugly and without architectural character, and wonder how it would "fit" into the character of Waikiki. Although it has been proposed that the center be built and paid for by private enterprise, there is natural cynicism about whether that will ultimately prove true. Without a definitive program, design, cost estimates, and revenue studies, it is impossible to alleviate those concerns. And finally, many ask: "Will Waikiki be a better or worse place for both residents and guests after the center is built?"

Workshop participants attempted to answer these questions and concluded they could not. They could not because there are no up-to-date definitive plans, impact analyses, or studies establishing the precise program (size, capacity, bulk, facility mix, service needs, operating scheme, marketing plan or feasibility studies) against which the sensitive questions of compatibility could be assessed.

While the participants did agree that both the Waikiki and Hawaiian tourist economies could benefit from a properly sized, designed and located meeting facility, they also concluded that to respond to the many questions being asked, detailed studies should be undertaken to confirm those benefits and assure that the Center does indeed fit within Waikiki without destroying it.

The problem of "fitting" the Center within Waikiki was of particular concern to the workshop members and they stressed the importance of determining the precise size required and then studying ways to limit its negative impact to the surrounding area. They commented that the larger the facility, the more difficult the problem of "fitting" and the
greater the amount of supporting retail and hotel facilities required to make possible the "gift" of the capital cost of the public exhibit and meeting spaces.

On the other hand the participants clearly recognized that the proposal provides both an opportunity and a stimulus to create the 21st century vision and plan for all of Waikiki. As a consequence, the assembled experts and planners strongly recommended that in addition to to determining the appropriate size, design and character of the convention center, studies should simultaneously be undertaken which establish: (1) an architectural character for all of Waikiki; (2) what and where the entrances and edges of Waikiki should be; (3) and finally, what can be done over the next 10, 20 and 30 years to make all of Waikiki even a better "place" for tourists, residents and all the people of Hawaii.

In response to the question: "What role will the proposed convention center play in the future of Waikiki?", the assembled experts responded, "It depends." It depends on answers to the many unanswered questions posed by the participants, and the dozens of others simultaneously raising similar and other questions. The convention center proposal offers the prospect of an exciting, dramatic and timely addition to Waikiki. But the community and the Queen Emma Foundation are justifiably concerned over just what the facility should be in terms of size and composition, and its impacts on surrounding properties and Waikiki.

It was the unanimous conclusion of the assembled workshop participants that the answers to the important questions that such a mammoth addition raises can only be found within the context of a comprehensive planning and design program which explores alternative solutions, establishes size and design parameters and contains those ideas within the practical constraints of location and available fiscal resources. Finally, they emphasized the importance of doing all this within the context of Waikiki as a whole. As they stated: "We know what Waikiki is. Now we must determine what it will become. The proposed master plan approach, including a re-study of the convention center plan, provides the opportunity to answer this critical question."

QUEEN EMMA CENTER DISTRICT

Being the very heart of Waikiki, no examination of Waikiki, convention center proposal and long range master planning should ignore a discussion of the role of the International Market Place site and the balance of the QEF land in the future of Waikiki. The International Market Place is one of the signature pieces of Waikiki, a major commercial center, an important gathering place, and a centrally located tourist focal point. The banyan tree is one of Hawaii's best known symbols.

As noted earlier, while workshop participants generally agreed that a properly designed and programmed meeting facility could benefit Waikiki tourism, and that the International Market Place was potentially a good site, there was unanimous agreement that the building program proposed by the legislation for the site is potentially disastrous because of its scale and density. The International Market Place site lies at the center of Waikiki. Any new development at the Market Place or surrounding sites should set the tone for a revitalized Waikiki, not contribute to its decline. Planning for new development should carefully regard the specific needs of future user groups and how the project "fits" into the future vision of Waikiki. Planning should also show a conscious
regard for the direct and indirect economic impact of the project on the Hawaiian economy. Finally, any new development should honor Queen Emma and reinforce the Hawaiian character of Waikiki.

The International Market Place site and surrounding lands are among the most valuable in Waikiki. They can and should play a crucial role in the revitalization of Waikiki whether meeting facilities are built there or not. The workshop had a number of thoughts on how a new "Queen Emma Center District" can contribute to the future of Waikiki:

- If a meeting facility is built it should be targeted at an up-scale market. An International Congress Center could be sized and positioned to attract both corporate and international conferences, recognizing Hawaii’s location at the crossroads of the Pacific - a "Pacific Geneva". It could become a center for discussion of international economic, social, and environmental cooperation.

- The buildings should be designed as a new architectural landmark for the State, expressing both Hawaii’s history and its future.

- Conference activity would generate demand for new, higher quality hotel rooms, replacing some of the aging, outdated structures along Kuhio Avenue.

- With or without meeting facilities, the Queen Emma Center project should be combined with a rebuilding and expansion of the popular retail shopping areas.

- The whole Queen Emma Center complex of meeting facilities, hotels, restaurants and shops should be designed to open up Waikiki, not further compact it. The natural landscape should dominate the pedestrian experience as it does in the Banyan court at the Moana. The banyan tree should become symbolic of the "new" Waikiki. The Center should have a distinctly Hawaiian quality.

- These planning goals can be achieved in a number of ways. Examples include:
  - Extending the Ala Wai Canal or other water features into the heart of Waikiki.
  - Developing hotels with roof gardens where pools, lawns, terraces, lanais and restaurants could capitalize on the climate, views and natural beauty of Oahu - an uncrowded and unhurried upper level.
  - Providing a network of garden walkways, creating the expanded retail shopping areas, connecting to new residential mixed-use projects, crossing above busy streets where necessary.

The Queen Emma Center could be done entirely on Foundation lands, but could be better done if expanded onto lands of other cooperating landowners. The project begins on Foundation land because, with the size of its land ownership, the Foundation has the ability to get the project started soon and to make it happen. A specific building program
for the Queen Emma District could be developed as part of the comprehensive master plan recommended for Waikiki.

RECOMMENDATIONS FOR IMPLEMENTATION

The revitalization of Waikiki and development of the Queen Emma Center can be accomplished in a number of ways. For example, Baltimore used a private, non-profit corporation with extensive negotiating powers - Charles Center/Inner Harbor Management Inc. - in the highly successful revitalization of its Inner Harbor district. In Baltimore, city government and the private sector worked together in a non-political environment to create and implement a great but challenging vision. Miami, Dallas and other cities have used arts districts with special taxing powers to spur revitalization. In Denver, the City, State and private interests created and successfully operated a cooperative effort. In all cases, these forces must work together:

A group to create and keep alive the vision of the Master Plan, and

An entity with the power to act.

Legislation should be considered for the creation of a management entity which would be given the responsibility for regenerating and managing Waikiki as a competitive urban resort. It should be staffed with the best professional, technical and management people available. A highly qualified board representing all constituencies should be appointed. In addition, creation of a prestigious International Advisory Board similar to Washington D.C.'s Fine Arts Commission may be desirable. The Advisory Board would focus the attention of leading citizens of Hawaii and the world on the opportunities of Waikiki, and would act like "trustees" of the vision for Waikiki. Because of its importance to everyone in the State, Waikiki deserves the best.

The new entity could take the lead in the revitalization effort, coordinating with other agencies and the private sector. Specific tasks would include, at least:

- Preparation and implementation of a long range Master Plan for Waikiki. **Workshop participants strongly urge that the next year be devoted to the preparation of a comprehensive plan which reestablishes the character of Waikiki as an urban, tropical, Polynesian, American resort.**

- Acquisition and disposition of land.

- Construction and revitalization of infrastructure.

- Establishment and enforcement of a Waikiki "design code" - regulations to coordinate all the functional elements of public and private projects, and to establish the new Waikiki style.

- Establish standards for, and/or provide management of:
  - Security and safety systems.
- Maintenance.
- Traffic and parking systems.
- Education and training.

The master planning process would include detailed analysis of how the implementing entity should be organized and operate.

**Role of The Queen Emma Foundation**

The workshop began a planning process which involves the Foundation in the revitalization of Waikiki in general and the Foundation's Waikiki holdings specifically. Because of its interest in the future of Waikiki, which in this case happens to be the same as the interest of the people of Hawaii, it is reasonable that the Foundation continue to support the planning process through direct involvement (i.e. hiring and managing a team to prepare the plan, sponsoring a design competition or soliciting development proposals), or by working with an implementing entity as described above. Advice on the specific role of the Foundation was beyond the scope of the workshop and a matter for discussion by its management and Board. The participants recommend, however, that the Foundation continue to carry out the planning process that it has started for all of Waikiki until the necessary legislation is passed and the effort properly funded in order to maintain the momentum started.
APPENDIX A

SUMMARY RESUMES OF CHARRETTE PARTICIPANTS
Summaries of Resumes of Participants

RAYMOND L. WATSON is Vice-Chairman and member of the Executive Committee of The Irvine Company, which is the owner and developer of the town of Irvine. Mr. Watson has been with The Irvine Company since 1960—from 1973 to 1977 as their Vice-President and Chief Executive Officer. The Irvine Company has received numerous planning and design awards. He has served as Chairman of the Board of the Walt Disney Company and is currently Chairman of its Executive Committee. Mr. Watson is also a member of the boards of the Mitchell Energy and Development Company and the Pacific Mutual Life Insurance Company. Mr. Watson received both his A.B. and M.A. degrees from the University of California, Berkeley School of Architecture, and is a member of the American Institute of Architects, and was elected a fellow of the Institute in 1971. He was Professional Builder Magazine's "Builder of the Year" in 1973 and was elected to the California Building Industry "Hall of Fame" in 1988. Mr. Watson is listed in Who’s Who of America.

HARRISON A. PRICE is the Chairman of Harrison Price Company. Prior to becoming the Chairman of Harrison Price Company, Mr. Price was the Chairman of the Planning Research Corporation of Washington, D.C. Mr. Price holds directorship on many boards, including the Electronic Scales International, and California State University Dominguez Hills Foundation boards. He was graduated from the California Institute of Technology with a Bachelor of Science. He did graduate work in Civil Engineering at the University of Michigan and received his M.B.A. from Stanford University. He is a trustee for the California Institute of Arts, Mayor Bradley’s Committee on African Economic Trade Development, and the Los Angeles County Development Council.

WING T. CHAO has been the Senior Vice-President of Disney Development Company since April 1989. When he joined Disney in 1972, Mr. Chao was instrumental in the master planning of the Lake Buena Vista communities. Later, Mr. Chao participated in the planning of Epcot Center and developed related transportation studies. As the Director of Planning for WED Enterprises, he was responsible for land use master planning, corporate real estate studies, and Disneyland area planning. Mr. Chao received his Bachelor of Architecture and Master of Architecture degrees from the University of California, Berkeley. He also holds a Masters in Urban Planning from Harvard University, and has done graduate study in Urban Planning and Development at the Massachusetts Institute of Technology.

CHUCK Y. GEE is currently a Professor and Dean of the University of Hawaii School of Travel Industry Management, a position he has held since November of 1976. Mr. Gee brings with him over twenty years of experience in travel industry management, and during
ARCHITECTS, THE AMERICAN PLANNING ASSOCIATION, AND THE PRACTICE

As a Travel Authority, he is a member of the American Society of Landscape Architects, the American Planning Association, and the Practice Committee of the American Planning Association. He is a member of the University of Washington's 

Mr. Heffner received his B.S. degree in architecture from Oregon State University, and a Master of Landscape Architecture degree from the University of Michigan, where he was a member of the American Institute of Architects, and the Society for Landscape Planning and Regional Development. He has been involved in the conceptual and detailed planning of many major projects and has been a speaker at many conferences on that subject. In addition, he has published many works and has taught at Oregon State University and the University of Denver, among others.
ALBRECHT PICHLER has been the Senior Designer with Robert Lamb Hart since 1971 and has worked on all major projects since then. Prior to his association with Robert Lamb Hart, Mr. Pichler was a Project Architect for Marcel Breuer Associates. He received his professional education from the Institute of Technology in Villach, Austria and the University of Graz, where he graduated as Architect and Diplom Ingenieur.

DON JEWELL is the President of Facility Consultants, Inc. which focuses on planning and administration for the public assembly facility industry. He was the past president of the International Association of Auditorium Managers (IAAM), which presented him with an award for his contributions to the Association and to the subject of facility management. As past president of IAAM, Mr. Jewell has served as general manager of several public assembly facilities for over twenty years. He was the founder and served for eight years as the Chairman of the International Convention Center Conference. In many cities throughout the world, Facility Consultants, Inc. has participated in the development and planning of a wide variety of projects including arenas, theatres, convention centers and multi-purpose buildings. Their work in these areas has prompted the Massachusetts Convention Authority’s Ernest A. Lucci to proclaim Mr. Jewell as one of the nation’s foremost experts in space planning.

ADAM KRIVATSY, AIA, AICP, heads the architectural, planning and environmental design arm of International Tourism and Resort Advisors. Mr. Krivatsy, a planner with over twenty years of international experience in resort development, brings with him a wealth of experience in planning for tourism and destination resort development in several states and abroad. He has worked with leading management and development companies, including WED Enterprises and The Irvine Company. In Hawaii, Mr. Krivatsy participated in the creation of the Ka’anapali Beach Resort and other resorts. He was also invited by the Paris-based Organization of Economic Cooperation and Development to create a national tourism policy for Greece. Most recently, Mr. Krivatsy has been acting as advisor to clients in various states in land use matters. He received a diploma in Architecture from the Polytechnical University of Budapest and his Masters in Urban Planning from Columbia University. He is active in many organizations including the Recreational Development Council for the Urban Land Institute.
BRUCE A. RACE, AIA, AICP is a Studio Director with Kaplan McLaughlin & Diaz. He has been involved with many projects. Most recently, Mr. Race worked on the Sacramento Arts & Entertainment District Master Plan and the Central Stockton Plan. He was graduated from the Ball State University with a B.S. in Urban and Regional Studies. He is a member of the San Francisco Urban Planning and Research Association, and is the co-chair for the City Planning and Development Committee in San Francisco.

PAUL O. REIMER is the President and founder of Reimer Associates, which specializes in civil engineering, site planning, and landscape architecture. Most recently, the firm has been involved in high-tech/business park design, mixed use office/hotel/commercial project planning and waterfront development management. Mr. Reimer was graduated from the University of Nevada with a Bachelor of Science degree in Civil Engineering, and did graduate study in Business and Planning at the University of California. He serves as Vice-President of the Bay Area Council and is a Trustee of the Urban Land Institute and past chairman of the Institute's Advisory Services Committee. Mr. Reimer has also served as a member of the Environmental Management Task Force of the Association of Bay Area Governments. He has also been a symposium speaker on growth management in many cities.

RAYMOND H. SUEFUJI is a Planning Consultant on the Island of Hawaii. Prior to that, Mr. Suefuji was the Executive Director of the Hawaii Community Development Authority, a public corporation responsible for the administration of development within the 600-acre Kakaako district in Honolulu. During his career, he has been involved with planning and planning issues in his capacities as Deputy Planning Director and Planning Director for the County of Hawaii on the Island of Hawaii. Mr. Suefuji has served on numerous statewide and County of Hawaii committees, including the State Policy Plan Council, the Coastal Zone Management Policy Advisory Council, the Interim Tourism Advisory Council, and the Statewide Transportation Council, to name a few. He is a member of the National Association of Planning Directors and American Society of Planning Officials.
JOHN CARL WARNECKE heads John Carl Warnecke and Associates. The company had its beginning in Oakland, California in 1911 when it was founded by his father Carl Warnecke. Today, with offices in five major cities nationwide, Mr. Warnecke offers a wide range of services including planning, landscape architecture, and interior design. His approach to design strives to create a continuity between the project and its environment. Foremost in this approach is understanding the client’s needs and interpreting those needs in a way that preserves the environment. Mr. Warnecke has been involved with projects in many cities and abroad, including the Hawaii State Capitol Building in Honolulu; Lafayette Square in Washington, D.C.; and the Market Street Development Master Plan in San Francisco. Mr. Warnecke recently received an award for the design of the Hawaii State Capitol Building.

NICHOLAS S. WINSLOW is the President of Harrison Price Company. Prior to becoming the President of Harrison Price Company, Mr. Winslow was with United Video Industries, Inc. as their Executive Vice-President. He was the founder and manager of the Florida and San Francisco offices of Economic Research Associates, and as such, conducted and managed studies for private and public sector clients throughout the world. Mr. Winslow brings with him an extensive background in leisure time and real estate economics. He has conducted studies in the area of tourism analysis and development for many states. He has worked in many areas of leisure time and real estate economics, including theme parks, expositions, special events, and the performing arts. In the process, his clients have included the Walt Disney Companies, Knotts Berry Farm, and Universal Studio, to name a few. Mr. Winslow received his B.S. degree in mathematics from Pomona College and his M.B.A. from Stanford University. He is also a member of the Los Angeles Economic Round Table.
Summaries of Resumes of The Queen Emma Foundation Staff

K. TIM YEE is the President and Chief Executive Officer of The Queen Emma Foundation. Prior to joining The Foundation, Mr. Yee was the President and Chairman of Bishop Square Management, Inc. which represented Northwestern Mutual Life Insurance Company’s real estate interests in Hawaii. He has also served in various executive capacities with the Kaiser organization for about 25 years during which he was Chief Executive Officer of their real estate operations and was also a Corporate Vice-President of Kaiser Aluminum and Chemical Corporation. Mr. Yee is a graduate of Harvard College and Harvard Law School. He is a director of Bancorp Hawaii, Bank of Hawaii and Hawaiian Trust, as well as immediate past chairman of the Economic Development Corporation of Honolulu and the High Technology Development Corporation of Hawaii.

GARY S. FURUTA is the Vice-President and Secretary of The Queen Emma Foundation. Before joining The Foundation, Mr. Furuta was the President of ISL Services, a real estate holding subsidiary of a savings and loan institution, where he was responsible for real estate acquisition, development and financing. Prior to that, he served as Property Development Division Manager of Kaiser Development Company where he was responsible for acquisition and shelter development programs. Mr. Furuta received his B.S. in Civil Engineering from Oregon State University and his M.B.A. from the University of Hawaii.

BARRY R. OKUDA is the President of The Queen Emma Corporation, a wholly owned subsidiary of The Queen Emma Foundation. Prior to that, Mr. Okuda was the Vice-President of Special Projects for The Queen Emma Foundation, and President of his own real estate consulting firm. From 1965 until 1984, Mr. Okuda held various positions with the Kaiser organization. Most recently, he was the Vice-President and General Manager of Kaiser Development Company. Mr. Okuda received his B.S. degree in Civil Engineering from the University of Hawaii.

MICHAEL R. WALSH is the Vice-President and Treasurer of The Queen Emma Foundation. Mr. Walsh was the Chief Financial Officer for Kaiser Development Company in Rancho California, California. Prior to that, he was the Controller for Kaiser Development Company, Hawaii Kai Division, in Honolulu, Hawaii. Mr. Walsh received his B.B.S. degree in Accounting from the University of Hawaii.
Summaries of Resumes of Interviewees

PAUL I. BANKS is the President and Chief Executive Officer of Dillingham Construction Pacific, Ltd., an organization which includes Hawaiian Dredging and Construction Company. In this capacity, Mr. Banks directs Dillingham’s Pacific Basin construction operations. Hawaiian Dredging is the largest construction company in Hawaii. Mr. Banks has over thirty years in the construction industry in Hawaii—twenty of those years have been with Hawaiian Dredging. Mr. Banks received his professional education from the University of Kansas with a B.S. in Civil Engineering. He also attended the University of Minnesota and participated in the Harvard Advanced Management Program, the Stanford Executive Program, and the Management in the Construction Industry Program at M.I.T. Mr. Banks was the Past President and Director of the National Associated General Contractors Committees for International Construction and Apprentice Training.

BRYANT T. BROTHERS (Terry) is a Senior Transportation Engineer with the Hawaii office of Wilbur Smith Associates, Inc., an international traffic engineering firm. During his many years in the traffic engineering area, he has conducted numerous local transportation studies. Currently, he is conducting a traffic and parking study for the City and County of Honolulu for the Waikiki area. Mr. Brothers has also developed traffic and circulation studies for many residential and resort developments in Hawaii. He has also conducted transportation studies for many other cities. Mr. Brothers received his B.S. in Civil Engineering and an M.S. in Transportation Engineering from North Carolina State University. He also has a minor in Urban Planning from the University of North Carolina at Chapel Hill.