



# ECONOMIC DEVELOPMENT STRATEGY & ACTION PLANS 2021-2024



ECONOMIC  
DEVELOPMENT  
STRATEGIES  
FOR HAWAI'I ISLAND

AN ECONOMY  
STREAM INITIATIVE





## OF WHAT ARE YOU MOST PROUD?

For the past 2-years, Vibrant Hawai'i has asked this question and witnessed how each person lights up as they share story. Just as individual droplets of water can come together, disperse light, and create a rainbow, each community member who has come together in a Stream has dispersed their light to create vibrancy for Hawai'i Island. This is the heart of Asset-Based Community Development.

I am so proud of the Economy Stream Co-Chairs, Ashley Kierkiewicz and Farrah-Marie Gomes, and their resolute commitment to honor the vision of our community. Bringing coherence and form to a disorganized "field of dreams" is no small feat, and they have taken simple drawings about complex possibilities and held space for the Vibrant Hawai'i Economic Development Strategy to emerge. Mahalo nui Ash and Farrah.

To each of the 300 community members who engaged in the process to create this document, you brought life to the words of our Grounding Statement, "Demonstrating ahonui and ha'aaha'a as we hold tension to achieve change, and, practicing makawalu and acknowledging that we each hold one piece that is a part of something bigger." Whether you came as a subject matter expert, or someone who was curious, you embraced your identity as a co-creator of a vibrant Hawai'i. Mahalo nui. I am so proud of you.

With this Economic Development Strategy, Hawai'i Island is stepping into what is described by Aaron Hurst as the fourth economic era in history - the Purpose Economy. One that "fosters the flow of good ideas, the creation of positive and impactful services and products, and ultimately a more efficient way to spread good in the world."

Join us.

Na'u me ka ha'aheo mau,

Janice Ikeda  
*Executive Director*  
*Vibrant Hawai'i*

## LET'S TALK STORY

*Our Economy Stream logo speaks to the multifaceted nature of economics. When positioned optimally, momentum is built and moving in the same upward direction. This strategy represents the beginning of that momentum building.*

Our efforts were grounded in the custom of kūkākūkā, or *let's talk story*. By creating spaces where all are welcome to learn and contribute, we established critical relationships and deepened our understanding of each other. The rich dialogue that came from these talk stories set the foundation for this document, catalyzing community-driven actions to advance economic growth in resilient industries and foster workforce development.

We didn't have a plan for this plan. We knew we wanted to raise awareness of the Comprehensive Economic Development Strategy (CEDS), a regional blueprint for sustainable economic development which provides opportunities to unlock federal resources, and build capacity so our community was ready and able to seize more federal dollars. And then COVID hit.

The pandemic underscored the need to have a more diverse economic portfolio and to start planning for major recovery dollars and infrastructure investments. We knew policy shifts alone couldn't accomplish economic diversity; we had to get to hearts and minds if we were going to have a real and lasting shot. So we decided to create our own version of the CEDS, with the goal of elevating more voices and perspectives into the actual CEDS.

Over the course of a year, we engaged stakeholders across sectors and regions to learn more about six industries our community identified as conducive to the island – art, education, food systems, health, tourism, and technology. What you're about to dive into is a community-driven economic development strategy; a living document that anyone can act on and we will hold ourselves accountable to. It was developed consistent with Economic Development Administration (EDA) standards, and includes Action Plans organized according to asset-based community development because we believe there is opportunity for everyone to get involved and create conditions where more people have more chances and choices.

We thank everyone who engaged with us on in online platforms over the last year to learn more about the CEDS process. A special mahalo to all of our panelists for sharing their perspectives. Heartfelt gratitude to all working group members for their incredible efforts, and their ongoing commitment to bringing projects to life.

Join the momentum and be part of building a vibrant Hawai'i.

With Aloha,  
Ashley Kierkiewicz & Farrah-Marie Gomes  
*Vibrant Hawai'i Economy Stream Co-Chairs*





# ECONOMY STREAM

## LOGIC MODEL

ACTIVITIES	OUTPUTS	WITHIN YR 1 OUTCOMES	WAYPOINTS
Monthly Core Team Meetings	Collaboration among and between Core Teams toward activities identified in EDS	<ul style="list-style-type: none"> <li>Forward progress on EDS</li> <li># of meetings held</li> <li># of participants across sectors</li> </ul>	<ul style="list-style-type: none"> <li>Advance economic growth through resilient industries and workforce development</li> <li>Increase % of individuals receiving a living wage (CHANGE)</li> <li>Increase median income average (CHANGE)</li> <li>Economic prosperity (Aloha +)</li> </ul>
Quarterly Stream Convenings	Community members join or form a Core Team  Networking among stakeholders	<ul style="list-style-type: none"> <li>Growing awareness of community-driven econ-dev initiatives</li> <li># of convenings held</li> <li># of participants across sectors</li> </ul>	
Economic Development Strategy (EDS) & Action Plans	Community members download EDS and learn about ways to become involved Core Teams implement of strategies and tactics	<ul style="list-style-type: none"> <li>Body of work is included in 2021-25 CoH CEDS</li> <li># of downloads</li> <li># of Core Teams formed to act on strategies, activities</li> <li># of strategies and activities implemented</li> </ul>	
Digital Badging	Business Plan Development courses offered to and completed by community members	<ul style="list-style-type: none"> <li>Increased entrepreneurial mindset among community</li> <li># of courses offered</li> <li># of completers</li> <li># of people connected to opportunities</li> <li>Satisfaction with training</li> </ul>	
Establish Resilience Fund to Incubate Innovative Projects	Grant structure with a "Pay it Forward" component  Downloadable Grant Guidelines workbook accessible to community members to act on priorities identified in the EDS	<ul style="list-style-type: none"> <li>Actively supporting projects within each of the six VH supported economic sectors</li> <li># of Grant Guidelines downloads</li> <li># of proposals received</li> <li># of projects supported within each economic sector</li> </ul>	
			SCORECARD
			Increase community perception and experience of the following Vibrant Hawai'i Indicators <ul style="list-style-type: none"> <li>Living Aloha</li> <li>Belonging</li> <li>Get Chance</li> <li>Get Choice</li> <li>Resilience</li> </ul> (2019 Baseline developed on a 4 pt scale: 4 = Vibrant, 3 = Good, 2 = Bad, 1 = Terrible)

Each of Vibrant Hawai'i's Streams use a six-part **Logic Model** to guide their work. **Activities** are what Streams do to produce desired outcomes. **Outputs** are direct, tangible results of activities (what we get). **Within 1 Year Outcomes** are short-term, positive impacts on the community; these are primarily informed by what our community shared in their vision of a vibrant Hawai'i. **Waypoints** are population level indicators that Streams use to guide development of the Logic Model. The **Scorecard** lists indicators that tell us how well we are doing in our journey toward a vibrant Hawai'i.



# INTRODUCTION

## WHAT IS A CEDS?

The Comprehensive Economic Development Strategy (CEDS) is a strategic blueprint that helps facilitate resilient economic growth through locally-grown strategies. The CEDS takes an assets-based approach, and lays the groundwork for partnerships, collaboration, and cross-sector actions to improve economic outcomes and quality of life. It is updated every five years by our island's economic development board – HIEDB.

## WHY IS IT IMPORTANT?

The CEDS more than just a static document; it's an engaging platform meant to catalyze action across sectors. It is a conduit for resources, providing entree to federal funding and technical assistance from agencies like the Economic Development Administration and the Public Works & Economic Adjustment Assistance Program.

## EMPHASIS ON RESILIENCE

Resilience is the ability to anticipate, withstand, and bounce back from the shocks, disruptions, and stressors from things like climate change, natural disasters, industry decline, changes in workforce, and population shifts. There are no shortage of challenges we face as a local and global community. By incorporating a resilience lens, we can develop a coherent framework that keeps an eye on emergency response while preparing and organizing in advance how to rebuild afterwards.



## VIBRANT HAWAII'S APPROACH

During a year long, islandwide engagement process, our Hawai'i Island community identified its vision for a vibrant economy. Recognizing the opportunity the CEDS provides to unlock federal resources, we set out to create our own version of it, with focus on six industries our community elevated as important and critical to a more diversified and resilient economic portfolio. With this document, Vibrant Hawai'i will bring community voice to the table during the 2021 update of Hawai'i County's CEDS.

# VISION FOR A VIBRANT ECONOMY



***We envision abundance.***

***We envision economic opportunities that allow our children to thrive and providing them incentives to stay.***

***We envision meaningful work.***

***We envision 'āina healing industries that prioritizes 'āina-based education.***

***We envision a resilient community connected and empowered to care for each other in times of disaster.***

***We envision an engaged citizenry that contributes to a Vibrant Hawai'i.***

## OVERVIEW OF OUR PROCESS

JULY 2020	OVERVIEW OF CEDS ESTABLISH PRIORITIES REVIEW AAEF FRAMEWORK
AUG. 2020	ARTS PANEL
SEPT. 2020	TOURISM PANEL FOOD SYSTEMS PANEL
OCT. 2020	TECHNOLOGY PANEL HEALTH PANEL
NOV. 2020	EDUCATION PANEL SOFTWARE PANEL
JAN. 2021	ESTABLISH WORK GROUPS DRAFT ACTION PLANS
MARCH 2021	WORKING GROUPS PRESENT
APRIL 2021	REFINE ACTION PLANS
MAY 2021	UNVEIL DRAFT PLAN
JUNE 2021	CORE TEAMS FORM TO ACT

In July 2020, the Economy Stream launched its work to craft an economic development strategy that aligns with the community's vision of a vibrant economy and the core values of Vibrant Hawai'i.

Through online platforms, we educated and built awareness of the CEDS, established priorities for industry development, and set forth on a course to create a version of the CEDS – a strategy that we can act on and hold ourselves accountable to.

The Economy x Education Streams converged to host seven Zoom panel discussions and do a deep dive into industry challenges and opportunities.

An Economic Development Strategy & Action Plan was developed consistent with EDA standards and to have cohesion across sectors. Working groups formed to craft Action Plans, building off of panel discussions and further engagement with industry.

After nearly a year of development, we are sharing our body work and preparing for collective action.



# OUR APPROACH

## Asset-Based Community Development

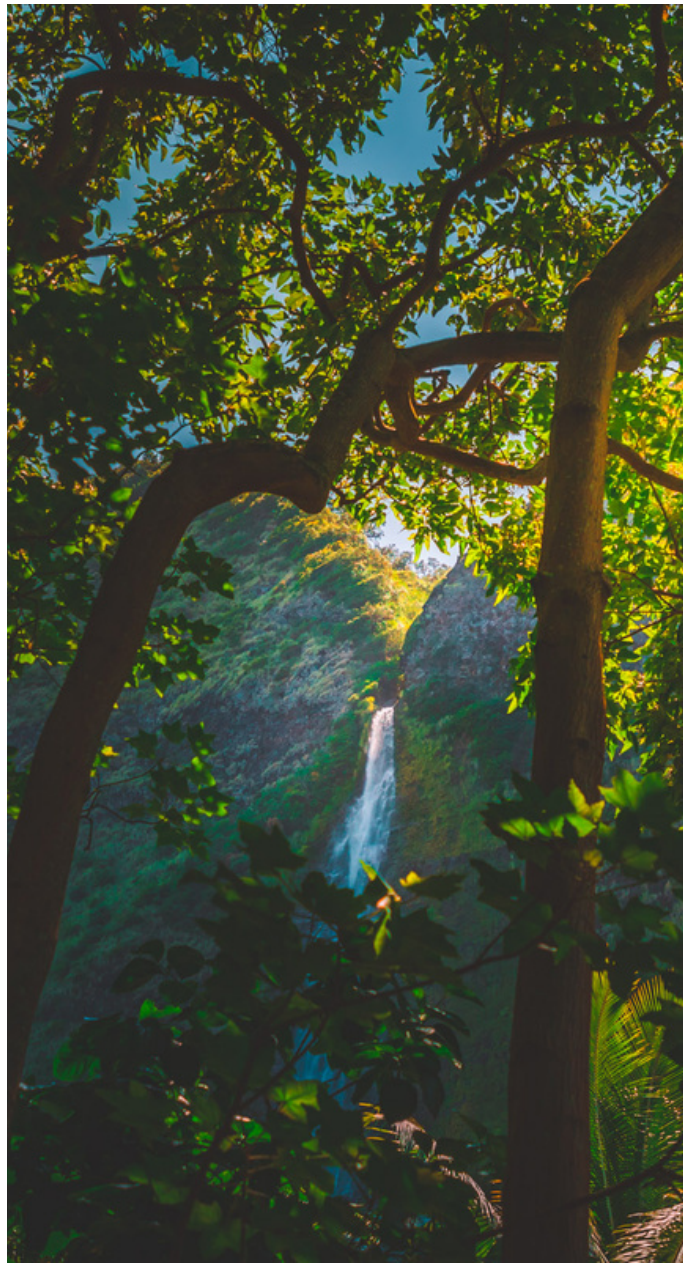
ABCD is a strategy for sustainable, community driven development built on the belief that everyone has knowledge, skills, gifts, relationships, and abilities to contribute.

ABCD identifies community strengths by asking:

- What can we (community members) do on our own?
- What can we do in partnership and with the support of organizations?
- What is outside of our agency to change?

Vibrant Hawai'i applies the principles of ABCD and values active participation, relationships, and empowerment of community members as the basis of our strategies and actions.

## SOAR ANALYSIS



The CEDS requires a strategic investigation of capabilities and capacities. EDA recommends a SWOT analysis to determine Strengths, Weaknesses, Opportunities & Threats to better understand unique assets and competitive positioning.

Instead of SWOT, we used the SOAR model to identify Strengths, Opportunities, Aspirations & Risks in an effort to shift deficit narratives, focusing on the abundance of our island community and building upon what works.

Each of the six working groups completed a SOAR analysis, and applied an equity, resilience, and 'āina lens during their inquiry:

- Do strengths have an equity, resilience or 'āina component?
- How can we incorporate equity, resilience and 'āina into various opportunities and aspirations?
- What are the risks if we do not address equity, resilience or 'āina in our work?



# GOALS & OBJECTIVES

## CREATIVE & PERFORMING ARTS

*A thriving art economy where art is engaging, accessible, inclusive and part of all of our lives.*

- Infuse more arts into neighborhoods
- Enlighten community around the high value of creative and performing arts

## EDUCATION

*A skilled, fulfilled, globally engaged, and thriving Hawai'i Island community.*

- Ensure access to 'āina-based opportunities to develop purpose, impact, contribution, connection, and interdependence within the (eco) system of Hawai'i
- Increase opportunities and access to inclusive, quality education that fosters lifelong learning
- Expand capacity for experiential, hands-on learning, project/work-based learning, and development of soft skills
- Maximize frequency, quality and depth of workplace/community exposure for students of all ages

## SUSTAINABLE & RESILIENT FOOD SYSTEMS

*A resilient and sustainable food ecosystem that allows residents and businesses to mutually contribute to and benefit from a thriving local economy.*

- Create more opportunities to manufacture value-added goods
- Create and coordinate outlets for farmers to sell b-grade product or produce overflow
- Make necessary capital improvements and invest in infrastructure
- Improve education and awareness of food system

## HEALTH

*A holistic and accessible system of care that builds agency and reflects community priorities so that everyone thrives.*

- Expand on-island opportunities to develop the Hawai'i Island health provider workforce
- Promote whole mind, body, spirit (holistic) wellbeing that forwards culture-based healing pathways, heals trauma, and allows for individual and collective 'auamo kuleana
- Increase on-island continuity of care
- Fund initiatives to support a variety of accessible healing practices

## REGENERATIVE & COMMUNITY-DRIVEN TOURISM

*Put communities first, and ensure they retain their sense of place, including recognizing Native Hawaiian language, culture and knowledge, and the multi-cultural diversity of each community.*

- Maintain, enhance, and protect Hawai'i Island's natural resources
- Develop and implement a coordinated place-based communication and promotions program based on 'āina- and place-based values
- Coordinate efforts to ensure appropriate involvement by all stakeholders in implementation of tourism strategic plans

## SOFTWARE, TECHNOLOGY & CREATIVE MEDIA

*Opportunities for residents to participate in a vibrant, globally recognized digital economy.*

- Development of a technology ecosystem
- Support innovation and R&D initiatives
- Create pathways for residents and returning kama'āina to engage in the tech economy
- Leverage technology to optimize and accelerate our sustainability initiatives



# CONTRIBUTORS

*Mahalo to our panelists for taking the time to connect and share insights into industry trends, challenges, and opportunities. Many thanks to our community working groups for their dedication to this collective work; countless hours were spent crafting these action plans in a way that honored the vision of a vibrant Hawai'i.*

## CREATIVE & PERFORMING ARTS

### Panelists

**Brandon Estrella - Filmmaker, Producer**

**Kai Kaulukukui - Artist, Sculptor, Muralist**

**Susan Champeny - Artist, Muralist**

*Working Group: Maggie Kahoilua, Ronit Fahl, Susan Champeny, Suzi Bond, Priscilla Basque, Mar Ortaleza, Gabrielle Love, Phyllis Cullen, Elizabeth Kahoilua, Ken Charon, Aliza McKeigue, Leandra Keuma, Kea Clebsch (youth), Brandon Estrella, Lily Raabe, Heidi Lee*

## EDUCATION

### Panelists

**Bentham Ohia - Director, Puata Hou Ltd**

**Diane Barrett - Director & Professor, UH Hilo**

**Kū Kahakalau - Founder, Kū A Kanaka**

**Manulani Meyer - Konohiki, Kulana o Kapolei**

*Working Group: Tamia McKeague, Caroline Landry, Julie Mowrer, Maria Dureya, Lehn Huff, Susan Maddox, Farrah-Marie Gomes*

## SUSTAINABLE & RESILIENT FOOD SYSTEMS

### Panelists

**Brittany Anderson - Sugar Hill Farmstead**

**Derek Kurisu - KTA Super Stores x Mtn Apple**

**Jayson Kanekoa - Exec. Chef, Waikoloa Marriott**

**Sarah Freeman - County Food Access Coord.**

*Working Group: Leanne Okamoto, Kirstin Kahaloa, Emily Emmons, Hunter Heavilin, Michael Barnes, Sarah Freeman, Dennis Flemming*

## HEALTH

### Panelists

**Danny Goya - Trauma informed trainer**

**Emily Emmons - Ho'ōla Farms & Veteran Svcs**

**Kimo Alameda - CEO of Bay Clinic**

**Misty Pacheco - Maikai Health, UHH Assoc. Prof.**

*Working Group: Joy Hohnstine, Dawn Rego-Yee, Stacy Domingo, Renee Godoy, Sally Ancheta, Merleen Kirkland, Jo Anne Balberde-Kamalii*

## REGENERATIVE & COMMUNITY-DRIVEN TOURISM

### Panelists

**Craig Anderson - VP of Ops. Mauna Kea Resort**

**Frecia Cevallos - County Tourism Specialist**

**Jason Cohn - President, Hawai'i Forest & Trail**

**Kalani Ka'anā'anā - Hawai'i Tourism Authority**

**Kea Keolanui - OK Farms, Hawai'i Eco Tours**

**Ross Birch - Island of Hawai'i Visitors Bureau**

*Working Group: Frecia Cevallos, Robert Golden, Roger Christie*

## SOFTWARE, TECHNOLOGY & CREATIVE MEDIA

### Panelists

**Austen Stewart - Developer**

**Burt Lum - State Broadband Strategy Officer**

**Caroline Landry - Tech Teacher, Parker School**

**Chris Lee - Academy for Creative Media, UH**

**Henk Rogers - Blue Planet, Tetris, Entrepreneur**

**Noel Morin - Pacific Heritage Investments**

**Stuart Coleman - Executive Director, WAI**

**Tam Hunt - Renewable Energy Lawyer**

*Working Group: Heather Kimball, Lauren Avery, Tom Leonard, Noel Morin, James Hustace*



Mahalo nui  
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throughout this document.  
Learn more about his work:  
[andrewhara.com](http://andrewhara.com)



Mahalo nui  
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Foundation for their ongoing  
support of Vibrant Hawai'i and  
commitment to strengthening  
Hawai'i's communities.  
[hawaiicommunityfoundation.org](http://hawaiicommunityfoundation.org)





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