

Chapter IV.1: Hāmākua CDP Community Action Guide



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Hāmākua
Community
Development Plan

As recommended by the Hāmākua CDP Steering
Committee for adoption by the County of Hawai'i,
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SECTION 1: INTRODUCTION & STRENGTHENING THE NETWORK

1.1 Why are Community Actions in the CDP?

Though a CDP is adopted by ordinance and thereby establishes County policy, not all Community Objectives can be achieved through policy. Policy that guides decision-making is by definition reactive – it is only applied in reaction to an application (e.g., rezone, subdivision, etc.) to prevent things from being done that are inconsistent with Community Objectives.

To truly achieve many Community Objectives, considerable proactive initiative is necessary. Because no one is as invested in these objectives as the people of Hāmākua, most of the action has to be led locally by the community. Therefore, a category of actions within the CDP was developed that guides community-based, collaborative actions, or “Community Actions.”

1.2 Network Leadership

1.2.1 Local Leadership

Fundamentally, any community-based, collaborative action in Hāmākua will require leadership from within the community. Hāmākua communities encompass a great capacity for leadership from both individuals and organizations, as demonstrated by the lengthy list of “community nodes” in Table 1: Existing and Potential Network Nodes in Hāmākua.

1.2.2 Allies

Hāmākua is rich with allies with strong roots in the area. Notable examples include:

- **DOE and public charter schools** in Hāmākua are central to community life and are an economic engine, providing jobs and purchasing power. They are also in a Zone of Innovation, which creates the opportunity to use local schools as a platform for a range of community-based initiatives.
- **Hale Ho’ola Hāmākua Hospital and Hāmākua Health Center** are both area employers and providers of critical community services.
- **North Hawai’i Education and Research Center (NHERC)** is a branch of UH Hilo located in the former hospital in Honoka’a. The center offers credit and non-credit courses, serves as a depot for providing student services for distance learning, and is equipped to serve as the originating source as well as the receiving site for distance education curricula.
- **Kamehameha Schools** educates many of the children in Hāmākua and is a major owner of conservation and agricultural land in Hāmākua.

- **The Kohala Center** focuses on many of the high priority issues in Hāmākua – coastal management, food systems, renewable energy, and rural business development. The Kohala Center’s Laulima Center for Rural Cooperative Business Development actively supports coops and other businesses in the area.
- **The Department of Hawaiian Home Lands** owns homesteads and agricultural land in Hāmākua.
- **The Nature Conservancy** owns significant conservation lands and provides support for community-based resource management efforts.
- **The Division of Forestry and Wildlife (DOFAW)** in the State Department of Land and Natural Resources (DLNR) has two full-time outreach coordinators on Hawai‘i Island who work closely with community groups interested in forest stewardship. DOFAW has also an Access and Acquisitions Program Coordinator to work on access issues, including access for hunting.
- **Mauna Kea Forest Restoration Project (MKFRP)** is a collaborative endeavor with the Pacific Cooperative Studies Unit (PCSU) of UH-Mānoa.
- **UH Sea Grant** has extension agents on Hawai‘i Island who provide a range of community education, outreach, and facilitation supports for community-based coastal initiatives, including Makai Watch (DLNR) and ReefWatchers programs.
- **The Olson Trust** has its office headquarters in rural South Hilo and provides many jobs, is a major landowner, invests in a range of agricultural enterprises, leases farm land, and donates to a variety of community initiatives.
- **Pakalove/Basic Image, Inc.** is a non-profit organization that maintains living classrooms at two of Hāmākua’s parks, Honoli‘i and Hakalau Bay. As part of their mālama ‘āina initiative, they partner with schools and other groups to mālama (to take care of) these adopted parks.

1.2.3 Weaving Community Networks

Leadership within a community network often looks different than within conventional, hierarchical organizations. As noted in Appendix V4A, resilient community networks typically emerge through four stages:

First, small, autonomous clusters emerge, often without any guidance, among individuals and organizations with shared interests, values, and goals. In Hāmākua, many of these clusters already exist, both formally and informally.

In the second and more intentional stage of network-weaving, translational leaders create a hub and spoke model, with themselves the initial hub, connecting many different kinds of constituencies. In Hāmākua, such leaders actively make connections among environment, social, and other community-minded groups.

In the third phase, translational leaders begin to extend connections among different constituencies for whom they are the sole bridge. This starts to create a multihub social network. Due to the number of relationships involved at this point, the best network weavers don’t just connect – they teach those they connect with how to become connectors themselves and begin to assume a role as facilitator of network building. There are also

many examples of the multihub network in Hāmākua, best exemplified by the series of annual celebrations that bring diverse groups together for parades, ho'olaule'a, and the like.

The final stage, and its ultimate aim, is called a core/periphery social network. In this highly stable yet resilient social arrangement, which usually emerges after years of effort, a core of strongly affiliated hubs at the center of the social system is connected to a constellation of people and resources on the periphery. This allows for an efficient and natural division of labor: The periphery monitors the environment, while the core implements what is discovered and deemed useful.

1.2.4 Resources for Strengthening Collaboration and Networks

In recent years, foundations and nonprofits have looked to networks as a way to facilitate and accelerate change. The Nonprofit Quarterly has compiled some network “best practices,” including references to many additional resources.¹

Collaborative, networked leadership and organization are challenging but doable. Leaders in Hawai'i with extensive experience in community-based work have developed a website – the Collaborative Leaders Network² – to capture some of the most valuable lessons learned. Examples of resources that might support community-based, collaborative, networked approaches to achieving community objectives in Hāmākua include:

- A Collaborative Strategy Grounded in Polynesian Values, which is designed to develop a spirit of collaboration;
- Community Transformation, which enables groups to meet their stated objectives in a way that also strengthens the people in them, so they can build on the collaborative experience and bring about lasting change in their communities;
- Collaborative Problem Solving, which systematically builds toward consensus by having participants analyze the issue, hear from experts, generate and evaluate options, review draft documents, and revisit group agreements at every stage;
- A Collaboration Incubator, which is designed to launch collaborative initiatives that will help communities resolve challenges and find a permanent home for each of the incubated projects.

The Transition Movement is an example of network leadership used to fuel community development. It is a network of vibrant, grassroots community initiatives that seek to build community resilience in the face of environmental and economic challenges. Transition Initiatives differentiate themselves by seeking to mitigate these converging global crises by engaging their communities in home-grown, citizen-led education, action, and multi-stakeholder planning to increase local self-reliance and resilience. Their premise is: “If we wait for the governments, it'll be too little, too late. If we act as individuals, it'll be too little. But if we act as communities, it

¹ <https://nonprofitquarterly.org/governancevoice/23438-a-network-way-of-working-a-compilation-of-considerations-about-effectiveness-in-networks.html>

² <http://collaborativeleadersnetwork.org>

might just be enough, just in time.” Transition United States offers a range of resources to people interested in starting a Transition Town initiative, including a directory of Transition Towns, online and live training, online networking, and a knowledge hub of material related to awareness raising, organizing, and projects.

The Collaborative Leaders Network and the Transition Movement are just two of many sets of available resources to support community-based collaboration and networks.

1.3 Best Practices

The “best practices” for network-based, collaborative action are summarized here as a guide to initiatives inspired by the CDP or coordinated by the CDP Action Committee:

1. Focus – clarify vision, goals, and priorities within the larger community context
2. Get organized for planning
 - a) Establish structure and leadership
 - b) Engage community
 - c) Build collaborative ties
3. Summarize baseline conditions
4. Craft a plan
5. Restructure for implementation
 - a. Re-organize
 - b. Build capacity
 - c. Promote and educate
6. Implement

Using the detail provided in Appendix V4A and other resources, each initiative should develop more detailed steps for accomplishing priority actions.

SECTION 2: SUPPORTING ORGANIZATIONAL STRUCTURE

2.1 Hāmākua CDP Action Committee

2.1.1 The Community-County Bridge

After the CDP is adopted, a new, nine-member County advisory committee – the Action Committee – will be appointed to lead implementation of the CDP. As with the Steering Committee, Action Committee members will be nominated by the Mayor and appointed by Council. It will be important that the Action Committee’s membership be representative of the diverse communities in Hāmākua.

Also like the Steering Committee, Action Committee meetings will be open to the public and subject to the Sunshine Law. The Action Committee may also choose to form subcommittees, and the subcommittees can include members of the public.

2.1.2 Proactive Steward of CDP Implementation

Chapter 16 of the Hawai’i County Code outlines the purpose, membership, and responsibilities of the Action Committee. Its purpose is “to be a proactive, community-based steward of the plan’s implementation....” In other words, the Action Committee leads CDP implementation.

2.1.3 A Facilitative Role

A principal responsibility of the Action Committee is to “build partnerships...with governmental and community-based organizations to implement CDP policies and actions.”

Given the scope of activity in Hāmākua, it would be impossible to “manage” it all in a conventional, structured way. Instead, the CDP Action Committee can recognize the networks that already exist, help new ones form when needed, and facilitate connections within and among networks.

Each network and sub-network could operate in an independent but connected way, providing leadership, organizing key stakeholders and existing partnerships, and solving problems. With the help of the Action Committee, networks could collaborate when appropriate to address policy change, secure financial and other resources, and pursue other shared goals.

2.1.4 A Community Advocate

As the primary group responsible for CDP implementation, the Action Committee also provides “ongoing guidance and advocacy to advance implementation of the CDP goals, objectives, policies, and actions.” In other words, the Action Committee can coordinate efforts to advance the advocacy platform outlined in each section of the CDP.

2.1.5 Coordinate County Infrastructure Projects

Similarly, the Action Committee also provides “timely recommendations to the County on priorities relating to the...CIP budget and program...” Each year, the Action Committee will use CIP priorities identified in the CDP to recommend priorities for the County’s infrastructure projects.

2.2 Other Potential Organizational Needs

2.2.1 Tax Exempt Status

Implementation of the Hāmākua CDP will require financial resources, and many funding sources require that a tax-exempt, nonprofit corporation (aka 501(c) (3) organizations) serve as the fiscal agent. It can be cumbersome and expensive to obtain and maintain tax-exempt status, so it may be wise to use existing organizations when possible.

However, there may come a point where more sophisticated, community-managed organizations are needed. As outlined in Appendix V4C, cooperatives, community development corporations (CDCs), non-profit social enterprises, and community land trusts are tools that communities can use to lead and manage their own community improvement efforts.

2.2.2 Dedicated Staff

Most community-based initiatives in Hāmākua are lead and run by volunteers. There are many benefits to that approach, so it should be continued to the extent possible.

However, many community organizations struggle because volunteer members lack time or skills. There may be a point at which it makes sense to rely on paid staff to play critical leadership roles related to securing financial assistance, managing contracts and finances, and provide other administrative support.

2.2.3 AmeriCorps

Many community-based groups use the AmeriCorps2 program to bridge the transition from volunteer-led to staff-managed organizational structure. AmeriCorps volunteers typically serve full-time for a small stipend. Hawai’i currently offers four types of programs:

- AmeriCorps VISTA: to create and expand programs that build capacity and ultimately bring low-income individuals and communities out of poverty;
- AmeriCorps National Civilian Community Corps (NCCC): teams of 18-24 year olds to address critical community needs related to environmental conservation & stewardship; infrastructure; energy conservation; urban & rural development; and natural & other disasters (preparedness, mitigation, recovery, response);
- AmeriCorps State: to assist youth achieve educational success;
- Senior Corps: for individuals 55 or older to help the elderly live independently.

2.2.4 Organizational and Leadership Development

- The Hawai'i Community Foundation
 - FLEX Grants
 - West Hawai'i Fund
 - East Hawai'i Fund
- Hawai'i Alliance of Nonprofit Organizations (HANO) capacity building training and consulting services
- Office of Hawaiian Affairs capacity building programs
- Department of Hawaiian Homelands capacity building programs
- Hawai'i Agricultural Leadership Foundation programs
- Ulumau: The Hawai'i Island Leadership Series
- Hawai'i Community College Not-for-Profit Management Certificate program
- Kapi'olani Community College Nonprofit Management Certificate program.

2.3 Organizational models

2.3.1 North Kohala Community Resource Center

The North Kohala Community Resource Center (NKCRC – <http://www.northkohala.org/>) was incorporated as a tax-exempt nonprofit organization in 2002 to provide development support and fiscal sponsorship for projects that benefit the North Kohala community. More specifically, the NKCRC relieves community leaders of the administrative burden so that they can focus on the community work that needs doing. It does this by:

- Helping project coordinators write good proposals for well-planned projects that will be successful in being funded;
- Helping them find the right funders who will give them money;
- Submitting their proposals to funders;
- Give the money to the project;
- Prepare reports to the funders.

Since 2003, the NKCRC has submitted 226 proposals for projects and has been awarded 128 grants totaling over \$5,900,000.

2.3.2 Great Southwest Development Corporation

The Greater Southwest Development Corporation (GSDC)³ is a place-based nonprofit neighborhood CDC working on the southwest side of Chicago. Since its founding in 1976, its goal has been to revitalize neighborhoods, including good schools, retail vitality, decent housing, safety, employment and entrepreneurship, nutritious food choices, and youth opportunities. It takes a “comprehensive community development (CCD)” approach, which recognizes that in a complex community environment, simultaneous and connected work in all of the disciplines and program areas important to a community’s quality of life is critical. The GSDC identifies and creates a strategic set of program approaches planned by local leadership, to be carried out by an array of partners that

³ http://www.shelterforce.org/article/3344/can_successful_community_development_be_anything_but_comprehensive/

yield results beyond what these programs can achieve by themselves. In other words, it facilitates network leadership while maintaining the organizational infrastructure to support a broad range of community initiatives.

Section 3: Strengthening the Network

3.1 Land Use & Settlement Patterns

Community Action 1: Develop Town Revitalization Plans focused on developing guidelines for preserving historic and cultural character, infrastructure improvements, developing affordable housing, and promoting economic revitalization.

Need: There are nine small towns in the Hāmākua Planning Area that would benefit from urban renewal and revitalization efforts. The region has not fully recovered from the demise of the plantation economy and many of the region's small towns have dilapidated commercial centers with high vacancy rates and shrinking populations consisting of predominately aging populaces. The growth trend has been in the outlying agricultural lands, and so far not within the towns themselves. The CDP was unable to provide adequate town-level plans for each town, however the Planning Department is interesting in partnering with motivated community/business associations to help provide the necessary technical assistance in taking steps toward revitalization, including developing plans, taking advantage of grant opportunities, and developing infrastructure improvement districts.

Potential Community Leader: Business owners, residents, stakeholders, Honoka'a Business Association

Potential Community Partners: County Planning Department, County Dept. of Research and Development

Potential Next Steps: Interested communities should form an organized group or association in order to initiate County assistance with town revitalization plans. This entity can then qualify for funding opportunities in developing or implementing these town revitalization plans, with the technical assistance of the Planning Dept. Note: the Planning Department is currently working on developing a Town Planning Toolkit for the purpose of assisting interested groups in this endeavor.

For more information on this, see pages 103-113 of Appendix V4C.

Note the following General Plan Priority:

- Focus on urban renewal of Honoka'a. (GP 14.3.5.4.2 (a))

SECTION 4: PROTECT AND ENHANCE NATURAL AND CULTURAL RESOURCES

4.1 Expand the Local System of Preserves

Community Action 2: Establish acquisition priorities, using PONC criteria, and secure priority lands.

- Partner with existing Hawai'i Land Trusts to acquire land through conservation easements and acquisition to ensure viewshed protection;
- Identify appropriate critical habitat areas needing further protection as priority areas through PONC criteria to protect through easement or acquisition mechanisms

Need: Hawai'i has the largest number of federally listed and candidate species under the Endangered Species Act. Native species sacred to the Hawaiian culture are disappearing at the highest extinction rate in the nation because of development, introductions of invasive species, and other threats.

Certain resources are valuable and vulnerable enough to merit acquisition, possibly including: mauka forests, stream/watershed corridors, unique geological features, heritage resources, ecological resources, mauka or makai access, trail corridors, park space, buffers, open space and viewsapes, and agricultural lands that are prone to runoff, could be converted to affordable agriculture parks, or are under threat of non-agricultural development. Resources for acquiring easements and land are limited, and Hāmākua must compete with other communities locally, statewide, nationally, and globally, so it is important to establish priorities. At a minimum, any land considered for acquisition should serve the achievement of one or more of Hāmākua's community objectives. More specifically, it should protect cultural assets and/or mauka or shoreline ecosystems, assure access, and/or preserve viable agriculture lands or viewsapes.

Relative priorities should then be established using criteria similar to those used by the PONC:

- Level of community support
- Identified management /maintenance partners
- Benefit to the general public
- Urgency
- Special opportunity for acquisition exists (e.g., special funding is available, landowner willing, etc.)
- Resources can be leveraged through partnerships with other government, private, or nonprofit entities
- Land or property entitlements are available for acquisition.

For example, two parcels were prioritized by the PONC list in 2010:

- Hāmākua Springs Agricultural Conservation Easement in Pepe'ekeo
- Maulua Gulch in North Hilo

Potential Community Lead: Action Committee

Potential Community Partners: PONC, the Nature Conservancy and the Hawai'i Island Land Trust, Trust for Public Land (TPL), Land Trust Alliance

Potential Allies: County of Hawai'i (County Public Access, Open Space, and Natural Resources Preservation Commission (PONC), Cultural Resources Commission), DLNR Division of Forestry and Wildlife (DOFAW) and State Historic Preservation Division (SHPD), National Park Service (HVNP and AKNHT), The Nature Conservancy, Hawaiian Islands Land Trust, Trust for Public Land, O'ahu Resource Conservation and Development Council, The Conservation Fund, U.S. Fish and Wildlife Service

Potential Next Steps: The Action Committee can provide leadership by:

- Establishing/affirming priorities and advocating for them with land owners, public agencies, and other partners.
- Supporting efforts of community-based organizations, The Nature Conservancy, and land trusts to acquire lands and easements.
- Submitting recommendations and nominations to the Public Access, Open Space, and Natural Resources Preservation Commission (PONC).
- Encouraging landowners to establish conservation easements.

Other Resources: Legacy Lands Conservation Program, Coastal and Estuarine Land Conservation Program, Farm and Ranchland Protection Program, Forest Legacy Program, USFWS Recovery Land Acquisition (RLA) program, USFWS Habitat Conservation Plan Land Acquisition program, National Coastal Wetlands Conservation Grant, Community Forest Program

4.2 Protect Coastal Resources

Community Action 3: Develop a coastal resource management plan as part of watershed management plans.

See also **Community Action 8**

Need: There is limited management of natural, scenic, cultural, subsistence, trail, and recreational resources along the Planning Area's coastline. Often, resources and landscapes have multiple owners and fall under several different jurisdictions. Effective resource management, therefore, requires high levels of collaboration and coordination among a wide range of agencies and organizations.

Likewise, few know the resources like those who use and enjoy them. Local Hawaiian families, cultural practitioners, hunters, fisherman, hikers, farmers, and ranchers who know and frequent the forests, agriculture lands, and coastline are well-positioned to play a leadership role in managing them. This is consistent with the CDP objective to *encourage community-based collaborative management plans to assure that human activities are in harmony with the quality of Hāmākua's unique natural and cultural landscape.*

Potential Community Lead: Action Committee

Potential Community Partners: Residents familiar with local natural resources, owners of shoreline property, 'Aha Moku Advisory Committee, Basic Image/ Pakalove, Hawaiian Civic Clubs, The Nature Conservancy, Kamehameha Schools, surfers, fisherman, hikers

Potential Allies: Maczac, Mālama Kai, Surfrider Foundation, Pacific Fisheries Coalition, Makai Watch, Reef Check Hawai'i, Project S.E.A. Link, Locally-Managed Marine Area (LMMA) Network, UH Sea Grant, Harold K.L. Castle Foundation, County of Hawai'i's Friends of the Parks program, Ka'ūpūlehu Marine Life Advisory Committee, Kahalu'u Bay Education Center (KBEC), Friends of Ho'okena Beach Park, Hui Aloha Kīholo, Hui Mālama o Mo'omomi, Laupāhoehoe Advisory Council, Mauna Kea Watershed Partnership

Potential Next Steps:

- Establish management priorities
 - Consider stakeholder input, feasibility, and potential benefit/impact when establishing priorities.
 - To prioritize coastal resources that require protection and/or management, identify major land covers, land uses, and polluting activities, as recommended by the ORMP (see Appendix V4A). Community concern for development impacts, coastal hazards, and safe access to ocean resources will likely be priorities. Given the significance for Waipi'o Valley, it will be handled in a separate focused initiative.
- Document historical and current conditions in high priority areas using local, place-based knowledge and the best science available
 - Clearly identify resources, their significance, and threats.
 - Start with existing documentation and maps in the CDP (including the Community Profile and Appendix V4A), historic maps, past studies, fishermen, hikers, surfers, local Hawaiian families with ahupua'a-specific knowledge, and other existing resources.
 - Map popular fishing, surfing, swimming, and hiking areas. Though they shouldn't be publicized, commonly used areas should be identified so that they can be protected and managed.
 - Inventory and map undocumented resources in coastal areas, including coastal fish populations, estuaries, anchialine pools, tidal wetlands, coral reefs, vegetation, turtle nesting and feeding sites, and monk seal habitat.
 - Take great care to keep information about sensitive resources unpublished and not public in order to minimize impacts, theft, vandalism, and other breaches in protocol.
- Develop site-specific and watershed-specific management plans tailored to high-priority areas and resources.
- Implement management plans for priority areas and resources.

Organizational Considerations: The Action Committee may want to establish one or more subcommittees to spearhead this action. Likewise, it may want to ask community partners to assume responsibility for some of the steps. It may also be helpful for groups to focus on specific high-priority sites or areas.

Other Resources: Coastal and Estuarine Land Conservation Program, Farm and Ranchland Protection Program, National Coastal Wetlands Conservation Grant, Nature Conservancy.

Community Action 4: Support the organization of a community-based hui for the fisher people of the Hāmākua Coast.

Need: Diminishing access to public hunting, gathering, and shoreline areas and the closure of the Planning Area's only boat ramp in Laupāhoehoe have eroded the community's ability to hunt, fish, and provide supplemental nutrition to their families. The boat ramp is an important asset to subsistent fisher people and recreational boaters. The boat ramp has been officially closed since June 2009 to protect public safety. Parks and Recreation makes minor repairs to the rebar protrusions when they are reported and local residents have, at times, taken it upon themselves to make repairs and continue to use the ramp on a limited basis and at their own risk. It is commonly thought that the location of the ramp is part of the problem and until the ramp is relocated to its original position and orientation in the bay, the problems of significant wave erosion will continue to manifest themselves. The County has been assessing the ramp's condition since 2009 in an attempt to develop a plan for restoring the ramp to a usable/safe condition. Currently there are no funds allocated for the repairs of this project. A community-based group could serve as a liaison to the County for the project as well as exploring other options for managing resources at Laupāhoehoe Point.

Fishers are also concerned about the potential of over-harvesting and want to limit access for hunting and fishing to people who live in nearby communities. Pursuant HRS section 188-22.6, DLNR may designate community based subsistence fishing areas and carry out fishery management strategies for those areas for the purpose of reaffirming and protecting fishing practices customarily and traditionally exercised for purposes of native Hawaiian subsistence, culture, and religion. Pursuant to this law, the Miloli'i Fisheries Management Area and Hā'ena on Kaua'i have been designated as a community-based subsistence fishing areas. Proposals to DLNR should include a description of the area, justification for the designation, and a management plan.

Potential Community Lead: Action Committee

Potential Community Partners:

Potential Allies: Hui Mālama o Mo'omomi, Hawai'i Community Stewardship Network, DLNR

Potential Next Steps: The Action Committee can provide leadership by:

- Facilitating a meeting of local users and community members of Laupāhoehoe Point
- Enlist help from the Marine and Coastal Zone Advocacy Council.
- Encourage the hui to become part of a Locally-Managed Marine Area Network LMMA and or prepare a proposal to DLNR for a Fisheries Management Area

Organizational Considerations: It can be cumbersome and expensive to obtain and maintain tax-exempt status, so it may be wise to use existing organizations when possible.

However, there may come a point where more sophisticated, community-managed organizations are needed. Cooperatives, community development corporations (CDCs), non-profit social enterprises, and

community land trusts are tools that communities can use to lead and manage their own community improvement efforts.

Other Resources: Locally-Managed Marine Area Network, Hawai'i Coastal Zone Management Program, DLNR has put together a pilot version of a Community-based Subsistence Fishing Area Designation Procedures Guide, which can be found at: http://dlnr.hawaii.gov/coralreefs/files/2014/12/CBSFA-SOP-FINAL_pilot.pdf

4.3 Protect Agricultural Lands and Open Space

Community Action 5: Educate landowners about agriculture, ranch, and forestry land preservation programs and encourage participation in these programs.

Need: One of the most effective ways to preserve agricultural land is through agricultural conservation easements. Agricultural conservation easements are voluntary legal agreements between a landowner and a land trust or government agency that permanently preserves the land for agricultural uses. The agreements typically allow landowners to continue to own and use their land, and they can also sell it or pass it on to heirs. Easements are a viable alternative to development because they can reduce property and estate taxes and qualify the owner for tax deductions.

Potential Community Lead: Farm Bureau, Farmers' Union

Potential Community Partners: Kamehameha Schools, Board of Realtors

Potential Allies: USDA Natural Resources Conservation Service, County Public Access Open Space, and Natural Resources Preservation Commission (PONC), DLNR Division of Forestry and Wildlife (DOFAW), The Nature Conservancy, Hawaiian Islands Land Trust, Trust for Public Land, O'ahu Resource Conservation and Development Council, The Conservation Fund

Potential Next Steps:

- Develop and implement an Information and Education (I/E) program focused on tax incentives, conservation easements, and technical assistance available to establish conservation easements.
- Identify priorities for conservation easements in high priority watersheds.
- Encourage landowners to establish agricultural conservation easements.
- Support efforts of landowners to secure easements.
- Submit recommendations and nominations to the PONC.

Other Resources: USDA NRCS Farm and Ranchland Protection and Grassland Reserve Programs, DLNR DOFAW Legacy Lands Conservation and Forest Legacy Programs, US Fish and Wildlife Service Recovery Land Acquisition and Habitat Conservation Plan Land Acquisition programs

4.4 Protect Mauka Forests

See **Community Action 2** , **Community Action 4** , **Community Action 8** , **Community Action 9** , and see also Section **4.8 Establish and Manage Public Access** for Community Actions related to public access through forests.

4.5 Protect Scenic Areas and Viewsheds

Community Action 6: Educate residents on scenic viewshed importance and alternatives to tall, vegetative wind-breaks that impact viewsheds.

Need: One challenge in protecting and restoring scenic viewsheds in the Planning Area is the trend of planting tall perimeter trees as windbreaks for farms and/or residences. Many times this reflects a desire for privacy plantings more than it reflects a legitimate need to block wind. Residents might not be aware of how dramatically the viewsheds of the entire community can be altered by tall trees planted strategically along the highway or in other locations that block views to the ocean or other scenic resources.

Potential Community Lead: Community associations, Scenic Byway Advisory Board

Potential Community Partners: CDP Action Committee

Potential Allies: Hawai'i Tourism Authority

Potential Next Steps:

- Either use the scenic resource inventory map developed through the implementation of Policy 38 or become a partner in contributing to the implementation of Policy 38 to develop a community list of priority areas to focus on education outreach to residents/new residents;
- Develop an informative brochure outlining the issue and encouraging residents and farmers in areas of scenic resources to consider the visual impacts of their plantings as part of being good neighbors. The brochure could provide examples of lower-height plantings that provide privacy and wind protection but do not adversely impact important viewsheds.
- Distribute the information developed to the appropriate community associations, interest groups (bamboo society, palm society, nursery groups, etc.), and other relevant stakeholders.

Other Resources:

- County Planning Department
- Scenic Byway Program / Scenic Byway Advisory Board
- Scenic America (www.scenic.org)

Community Action 7: Support the development and promotion of a Heritage Corridor, and/or sections of the Old Māmalahoa Highway as Scenic Byways.

Need: The Hilo-Hāmākua Heritage Corridor was a designation placed on Highway 19 just north of Hilo to promote the Hāmākua coast road as a scenic visitor experience. However, the Heritage Corridor program now appears to be defunct and all that remains of it are dilapidated road signs. The State of Hawai'i

Department of Transportation (HDOT) administers a Hawai'i Scenic Byways Program which designates transportation corridors as scenic byways. The Scenic Byway process is community driven, facilitated by a community sponsor that wishes to lead the preservation, protection and/or promotion of the byway with a Local Advisory Committee and Corridor Management Plan and benefits the community in the following ways:

- Awareness and appreciation of historic, archaeological, natural, scenic, cultural and/or recreational sites and stories along the byway; you can't protect, preserve or enhance what you don't know you have.
- Collaboration and working together with different generations and different organizations – community "stakeholders."
- Insight into the community planning process.
- Creating a community vision for the byway that can be shared with organizations and/or government agencies having jurisdiction over the road or byway areas.
- Ability to let new residents, developers, and visitors know about the community's priorities and concerns.
- The information gathering process creates a prioritized list of action items to share and implement as resources are available.

A Scenic Corridor could also be established, pursuant HCC section 25-6-60. For transportation corridors that require a comprehensive planning approach, the Hawai'i County Council may, by ordinance, establish all or portions of public roadways and an appropriate portion of the adjacent property as a scenic corridor. Any standards and conditions not included in the underlying zoning related, but not limited, to signage, lighting, design standards, access management, landscaping, parking, height, historic and cultural preservation, view planes, and/or setbacks, must be included as part of the scenic corridor management plan and adopted by scenic corridor enabling ordinance by the Council. The scenic corridor management plan must demonstrate the need for the adoption of special standards and conditions in order to preserve, maintain, protect, or enhance the intrinsic character of the corridor.

Potential Community Lead: Action Committee

Potential Community Partners: Landowners, Laupāhoehoe Train Museum, Hilo Hāmākua Development Corporation

Potential Allies: County of Hawai'i (Planning, Parks & Recreation, Public Works), Hawai'i Tourism Authority and Big Island Visitors Bureau, State Historic Preservation Division (SHPD), Hawai'i Volcanoes National Park, Ala Kahakai National Historic Trail, National Association of Gateway Communities, National Geographic Society's Center for Sustainable Destinations, Ka Welina Network, Pacific Worlds, Project for Public Spaces, Peoples Advocacy for Trails Hawai'i (PATH)

Potential Next Steps: If the Scenic Byway option is pursued the Action Committee can provide leadership by:

- Nomination - This step is intended to determine if the byway is eligible for the program.

- Designation - This step is intended to demonstrate that the well-organized Local Byway Committee understands the level of commitment required, and is ready to begin preparing a Corridor Management Plan (required in Hawai'i to keep State Designation).
- Corridor Management Plan - The CMP tells the story of the byway and provides a vision to guide future actions to ensure that the desired qualities of the byway are protected or enhanced. This step is also needed along with an enabling ordinance for a scenic corridor.
- Ask the Planning Director or the District Council Member to introduce a resolution to initiate the establishment of a scenic corridor.

Other Resources: State Department of Business Economic Development and Tourism (DBEDT)

See also **Community Action 2** Establish acquisition priorities, using PONC criteria, and secure priority lands.

4.6 Protect and Enhance Ecosystems and Watersheds

Community Action 8: Collaborate with Mauna Kea Watershed Alliance, the County, and appropriate State and Federal agencies in developing and implementing watershed management plans and projects.

- **Ensure that Native Hawaiian practitioners directly tied to the subject area are consulted while developing or implementing natural resource plans in culturally sensitive areas.**

Need: The protection and management of watersheds is particularly important to Hāmākua because the Planning Area is home to 73% of the watersheds on the Island (107 out of 146). Moreover, the Planning Area is unique in the State for its density of relatively pristine streams, especially the Maulua Gulch to Wailuku River area.

Often, resources and landscapes have multiple owners and fall under several different jurisdictions. Effective resource management, therefore, requires high levels of collaboration and coordination among a wide range of agencies and organizations.

Likewise, few know the resources like those who use and enjoy them. Local Hawaiian families, cultural practitioners, hunters, fisherman, hikers, farmers, and ranchers who know and frequent the forests, agriculture lands, and coastline are well-positioned to play a leadership role in managing them.

Potential Community Lead: Action Committee

Potential Community Partners: Residents familiar with local natural resources, owners of shoreline and agricultural property, Mauna Kea Watershed Alliance, Hawai'i Wildlife Fund, 'Aha Moku Advisory Committee, Hawaiian Civic Clubs, Mauna Kea Soil and Water Conservation District, Three Mountain Alliance, The Nature Conservancy, Kamehameha Schools, Department of Hawaiian Home Lands, surfers, fisherman, hunters, hikers

Potential Allies: Makai Watch, Reef Check Hawai'i, Project S.E.A.-Link, UH Sea Grant, NOAA (Office of Habitat Restoration, Marine Debris Program, Community-based Restoration Program), Hawai'i Island Hawksbill Turtle Recovery Project, KUA: Kua'āina Ulu 'Auamo, Department of Land and Natural Resources (DOFAW,

OCCL, DAR, DOCARE, Fisheries Enforcement Units), DOH Clean Water Branch, County of Hawai'i (Planning, Game Management Advisory Commission), Big Island Invasive Species Committee, USFWS Pacific Islands Coastal Program, The Kohala Center, Mālama Kai Foundation, Pacific Fisheries Coalition, Locally-Managed Marine Area (LMMA) Network, Landscape Conservation Stewardship Program, Public Lands Everyday.

Potential Next Steps:

To make the best use of limited resources, identify regional management priorities:

- Consider stakeholder input, feasibility, and potential benefit/impact when establishing priorities.
- To prioritize watersheds that require protection and/or management, identify major land covers, land uses, and polluting activities, as recommended by the ORMP (see Appendix V4A). Given the pristine streams, areas in between the Maulua Gulch to Wailuku River area will likely be priorities.
- For coastal areas, consider a coastal resource management plan, as described above.

Document historical and current conditions in high priority areas using local, place-based knowledge and the best science available:

- Clearly identify resources, their significance, and threats.
- Start with existing documentation and maps in the CDP (including the Community Profile and Appendix V4A), historic maps, past studies, fishermen, hikers, surfers, local Hawaiian families with ahupua'a-specific knowledge, and other existing resources.
- Map popular hunting, fishing, surfing, swimming, and hiking areas. Though they shouldn't be publicized, commonly used areas should be identified so that they can be protected and managed.
- Inventory and map undocumented resources in coastal areas, including coastal fish populations, estuaries, anchialine pools, tidal wetlands, coral reefs, vegetation, turtle nesting and feeding sites, and monk seal habitat.
- Take great care to keep information about sensitive resources unpublished and not public in order to minimize impacts, theft, vandalism, and other breaches in protocol.

Develop site-specific and watershed-specific management plans tailored to high-priority areas and resources:

- Secure assistance with and funding for developing Watershed Management Plans (see Appendix V4A). Funding sources include the DOH Polluted Runoff Control (PRC) program and DOFAW's Watershed Partnership Program.
- Develop Watershed Management Plans for high priority areas. Watershed management plans are data-driven, technical, and detailed plans for specific watersheds that identify the sources of pollution and the recommended management strategies. Analysis that drives the planning includes community goals; hazard risks; unique social, cultural, economic, and environmental characteristics; mauka-makai connections; and stakeholder interests and potential for collaboration. As recommended by the ORMP, the plans may include strategies to:
 - Address specific land-based pollution threats

- Meet total maximum daily load (TMDL) targets
- Leverage state, federal, and private sector funding to implement best management practices
- Monitor best management practices.

Implement management plans for priority areas and resources.

Organizational Considerations: The Action Committee may want to establish one or more subcommittees to spearhead this action. Likewise, it may want to ask community partners to assume responsibility for some of the steps. It may also be helpful for groups to focus on specific high-priority sites or areas.

Other Resources: Technical guides for developing watershed and other resource management plans (see Appendix V4A)

Other communities: Ka'ūpūlehu Marine Life Advisory Committee, Kahalu'u Bay Education Center (KBEC), Hui Aloha Kīholo, Hui Mālama o Mo'omomi, Blackfoot Challenge⁴

Grants and other financial assistance from partners, the Harold K.L. Foundation, the NOAA Marine Education and Training Mini Grant Program, the Office of Hawaiian Affairs, US FWS Partners for Fish and Wildlife, Wildlife Habitat Incentives Program (WHIP), Natural Area Partnership Program (NAPP), Forest Stewardship Program (FSP), Wetlands Conservation Grants, National Coastal Wetlands Conservation Grant Program, The Conservation Fund, Conservation Finance Network, Public Lands Everyday, The Conservation Alliance.

Community Action 9: Partner with the Coordinating Group on Alien Pest Species and the Big Island Invasive Species Committee in managing invasive species.

Need: Alien species, particularly ungulates such as feral pigs and goats, trample and devour vegetation, leaving bare ground or openings for alien plants that consume more water and increase runoff. Invasive floras are changing not only the 'face' of the forest but also how it functions. An example is that in East Hawai'i, invasive plants have already reduced estimated groundwater recharge by 85 million gallons a day. Coordinating Group on Alien Pest Species (CGAPS) is a voluntary group including state, federal, and county agency directors and managers, nonprofit directors, and chairs and managers of island-based invasive species committees. CGAPS benefits from the knowledge and guidance of world-renowned scientists who are dedicated to protecting Hawai'i from invasive species.

Potential Community Lead: Action Committee; Community Associations

Potential Community Partners: Big Island Invasive Species Committee, Department of Agriculture; University of Hawai'i's Ant Lab;

Potential Allies: Hawai'i Invasive Species Committee, Mauna Kea Watershed Alliance, local community associations

Potential Next Steps: The Action Committee can provide leadership by:

- Raise awareness within the community about this issue;

- Coordinate with community associations and the Big Island Invasive Species Committee;
- Explore opportunities for partnerships to provide community-based support in invasive species control efforts;

Community Action 10: Promote soil and water conservation best practices.

Need: To preserve the quality of agricultural land and shoreline waters, land managers need to practice soil and water conservation best practices.

Potential Community Lead: Mauna Kea Soil and Water Conservation District (SWCD)

Potential Community Partners: Landowners, farmers, ranchers, Kamehameha Schools, Department of Hawaiian Homelands, Mauna Kea Watershed Alliance, past and current agricultural workers

Potential Allies: State of Hawai'i Department of Health (Clean Water Branch, Polluted Runoff Control (PRC) program), Coastal Nonpoint Pollution Control Program, USDA Natural Resource Conservation Service and Farm Service Agency, US Fish and Wildlife Service, Hawai'i Department of Agriculture, Department of Land and Natural Resources (DOFAW), University of Hawai'i (CTAHR), County of Hawai'i (Research and Development, Planning, Public Works)

Potential Next Steps: As empowered in HRS Chapter 180, the Mauna Kea SWCD could:

- Develop and implement an Information and Education (I/E) program focused on watershed basics, management measures, best management practices, and technical and financial assistance available to develop and implement NRCS conservation plans (see Appendix V4A). The I/E program could include farmer-to-farmer, demonstration, field day, and other components.
- Provide for and encourage studies relating to soil and water conservation in Hāmākua to identify the highest priority areas
- Develop plans for conservation of soil and water resources and control and prevention of erosion within the district
- Demonstrate conservation of soil and water resources on publicly owned lands
- Carry out conservation measures on publicly owned lands
- Cooperate with and assist land managers carrying out soil and water conservation operations.

Other Resources:

- Hawai'i Watershed Guidance
- Best management practices
- USDA Natural Resource Conservation Service programs and funding: Conservation Technical Assistance, Conservation Plans, Environmental Quality Incentives Program (EQIP), Agricultural Management Assistance (AMA), Conservation Resource Enhancement Program (CREP), Conservation Stewardship Program (CSP)
- USDA Farm Service Agency Conservation Loan Program (CLP)

4.7 Protect and Enhance Cultural Assets

Community Action 11: Document the Mo'olelo of Hāmākua using resources outlined in oral history, hula, chant, and other sources.

- **Work with the Hawai'i Tourism Authority (HTA) and possibly seek assistance through the County Product Enrichment Program (CPEP) to develop appropriate cultural signage for moku and ahupua'a boundaries.**

Need: The mo'olelo of Hāmākua (i.e., its stories or oral history) articulates the community's relationship to place and communicates its authenticity and distinctiveness. Gathering memories and stories of place can be a powerful tool for capturing what is sacred, honoring the wisdom of the past, and advancing Hāmākua's living culture. In addition to stories, an oral history project could capture languages spoken, food culture, and customs that are unique to Hāmākua. The mo'olelo also helps residents welcome visitors, giving them insight into the authentic Hāmākua and tools for demonstrating respect and sensitivity during their stay.

Oral history projects can also provide a platform for youth to interact with kūpuna; learn about the significant cultural, historical, and natural sites of the area; and develop their skills to not only gather the stories but also design an effective system for sharing the stories through technology and social networking strategies.

Potential Community Lead: The North Hawai'i Education and Research Center (NHERC) Heritage Center

Potential Community Partners: Kūpuna, Hawaiian Civic Clubs, 'Aha Moku Advisory Committee, Pa'auilo Mauka Kalōpā Community Association, Laupāhoehoe Community Public Charter School, Laupāhoehoe Train Museum, Hawai'i Plantation Museum

Potential Allies: Center for Oral History at the University of Hawai'i at Mānoa, Department of Education, Kamehameha Schools, Smithsonian Center for Folklife and Cultural Heritage, Columbia University Oral History Research Office

Potential Next Steps:

- Investigate other successful oral history projects (see Other Resources below and Appendix V4A).
- Research oral history best practices (see Appendix V4A).
- Develop clear, achievable goals, including subjects to be investigated, the information to be collected, how the information will be collected and archived, the target audience for the information, and what media will be developed to share the information.
- Develop an implementable plan for the initiative, including identification of sources of information, audio/video materials needed, the development of interview protocols, training, partnerships to develop, etc.
- Look to the County's Dept. of Research and Development's County Product Enrichment Program for assistance and reference the Oahu "Recognizing Hawai'i's Ahupua'a" program, here: <http://www.hawaiitourismauthority.org/news/e-mail-bulletins/recognizing-hawaiie28099s-ahupuaa/> .

Other Resources:

Several oral history projects have already been completed in the Planning Area. These efforts can serve as the foundation for future work.

In the late 1990s, the Center for Oral History at the University of Hawai'i at Mānoa conducted life history interviews with displaced workers of the Hāmākua Sugar Company who were surveyed in an earlier research project assessing the impact of job loss. The interviewees represent two generations of sugar workers – one generation retired, the other laid off due to the closure of the Hāmākua Sugar Company.

Other oral history projects: Mo'olelo Aloha 'Āina, Hula Preservation Society, PhotoVoice, Wisdom of the Elders, Neighborhood Story Project, The University of Texas Humanities Institute

Historian and educator Judith Moyer has developed a thorough guide to collecting and preserving oral history.

The National Park Service's Tribal Heritage Grants assist Native Hawaiian organizations in protecting and promoting their unique cultural heritage and traditions, including oral history and sacred and historic places.

Community Action 12: Identify and inventory important sites, map resources, and make recommendations to County Cultural Resource Commission for sites.

Need: Time, climate conditions, agricultural land uses, and neglect have severely impacted and degraded many historical/cultural sites. In addition, competing land uses and dramatic changes in economic drivers have rendered many plantation era facilities obsolete and crumbling.

Potential Community Lead: The North Hawai'i Education and Research Center (NHERC) Heritage Center

Potential Community Partners: Kūpuna, Hawaiian Civic Clubs, 'Aha Moku Advisory Committee, Pa'auilo Mauka Kalōpā Community Association, Laupāhoehoe Community Public Charter School, Laupāhoehoe Train Museum, Hawai'i Plantation Museum, Department of Land and Natural Resources (State Historic Preservation Division, Nā Ala Hele), Department of Hawaiian Home Lands, County of Hawai'i (Planning, Cultural Resources Commission, PONC), Kamehameha Schools, Historic Hawai'i Foundation, National Trust for Historic Preservation, the University of Hawai'i, archaeologists and historians

Potential Next Steps:

Develop a regional inventory and map of cultural and historic resources, evaluate their significance, and document threats.

- Start with the list of registered historic sites, SHPD's Inventory of Historic Places, the CDP Community Profile and Appendix V4A, and other existing resources.
- In addition to archaeological sites and historic buildings, potential resources to map, inventory, or otherwise document include other special places, art forms, and living culture in the area, including local cultural traditions and practices.
- Conduct archeological studies and surveys as necessary to fill critical gaps in knowledge. Additional archeological studies will likely be required, particularly along the shoreline and in coastal waters, which includes fish ponds, heiau, ko'a (fishing grounds), and other important cultural resources.

- Distinguish cultural resources that are appropriate for public access from those that are not (e.g., sacred sites or wahi pana) through consultation with kūpuna, cultural practitioners, archaeologists, historians, and others with site-specific knowledge.
- Map sites by GPS coordinates and in GIS geodatabases, as appropriate, taking great care to keep information about sensitive resources unpublished and not public in order to minimize impacts, theft, vandalism, and other breaches in protocol.
- Consider developing an online tool modeled after digitalmoku.net or the Getty Conservation Institute's Arches system.

Prioritize threatened areas and other areas of concern, identifying priorities for historic registration, acquisition, repair, restoration, and enhancement based on community input, feasibility, and potential benefit/impact.

Develop and implement a regional plan for managing cultural and historic resources with a focus on prioritizing and addressing acquisition, protection, restoration, interpretation, and access needs, as identified in the inventory referenced above, and possibly including:

- Supporting and coordinating the preparation of State and Federal historic site and district as well as historic landmark nominations for high priority cultural and historic sites and landscapes.
- Coordinating the acquisition of historic and cultural sites (and/or access to them) for protection or public use. Acquisition can be supported through SHPD's Historic Preserves program and the County's PONC.
- Coordinating and supporting other initiatives related to historic and cultural resource management (see other actions in this section).
- Making recommendations to the County Cultural Resources Commission.

Other Resources:

To conduct additional research, SHPD can be contracted through its Inter-Agency Archaeological Services program.

Students from UH Mānoa programs as well as the new UH Hilo Heritage Management could be enlisted to help.

The Save America's Treasures (SAT) program provides matching grants for preservation and/or conservation work on nationally significant intellectual and cultural artifacts and nationally significant historic structures and sites. Funds may be used for projects resulting in the protection and preservation of nationally significant historic structures and sites, as well as nationally significant collections of intellectual and cultural artifacts, documents, sculpture and works of art.

The National Park Service's Tribal Heritage Grants assist Native Hawaiian organizations in protecting and promoting their unique cultural heritage and traditions, including oral history and sacred and historic places.

Community Action 13: Develop and implement place-based strategies to retain village and town character, including alternatives to Historic District designations.

Need: Competing land uses and dramatic changes in economic drivers have rendered many plantation era facilities obsolete and crumbling. One example is Honoka‘a Historic Downtown with its’ old false-front wooden buildings that are examples of vernacular architecture—architecture of a key historical period created by people without the help of a professional architect. Many of these buildings were built in the 1920’s and 1930’s by Japanese and Chinese former plantation workers who left the plantation to start their own businesses.

There are several compelling reasons to establish historic districts. However, there is also the possibility that the social character of districts may change through gentrification. Gentrification is the process of neighborhood revitalization that brings about a change in the socioeconomic status of its residents. Conflict occurs when a well-established, socially-diverse, historic neighborhood becomes so successful in its revitalization efforts that its original residents may no longer be able to afford to live there as property taxes and the cost of other services dramatically increase. With this possibility in mind, there are some who feel that neighborhoods should be holistically analyzed within the context of the history of its people and the buildings, and that both should be protected.

Potential Community Lead: Action Committee

Potential Community Partners: Honoka‘a Business Association

Potential Allies: DLNR State Historic Preservation Division (SHPD), County of Hawai‘i Cultural Resources Commission and Public Access, Open Space, and Natural Resources Preservation Commission (PONC), Certified Local Government, National Register of Historic Places, National Historic Landmark District, Legacy Lands Conservation Program, Federal Save America’s Treasures Program, Historic Hawai‘i Foundation, National Trust for Historic Preservation, National Trust Main Street Center, Hawai‘i Tourism Authority and Big Island Visitors Bureau, Citizens’ Institute on Rural Design, Project for Public Spaces, ArtPlace, Sustainable Design Assessment Team, National Geographic Society’s Center for Sustainable Destinations, National Association of Gateway Communities

Potential Next Steps:

Identify and assess features of rural villages and town that contribute to the strong sense of place in Hāmākua, including local architecture (patterns, colors, and materials of buildings), trees, viewsapes, streetscapes, signage (street, business, and community), public spaces, and transportation and other infrastructure.

Consider using a “placemaking” approach.

Develop and implement a multi-pronged, place-based plan for preserving and enhancing community character in each community. Elements of each plan might include:

- A “lighter, quicker, cheaper” strategy to making simple, inexpensive, incremental improvements with big impact.
- Design and install “gateway” treatments where travelers enter each community.
- Enhance public spaces like squares, parks, and streets with landscaping, seating, art, and other features to make them attractive, engaging, friendly, and welcoming.

- Identify and nominate trees for the County “exceptional tree” designation.
- Develop, and have adopted by the County as part of a special district as appropriate, development design standards for streetscapes, lighting, signage, buildings and other key elements of community character.
- Organize an Information and Education (I/E) program to encourage restoration and reuse of historic buildings and sites through existing tax incentives and other programs. Information about the Federal and County tax incentives is included in Appendix V.4. SHPD and Historic Hawai‘i Foundation can also likely assist with information and education initiatives.
- Establish historic districts.

Organizational Considerations: In use for the past 30 years, the four-point Main Street approach has proven effective in revitalizing and managing neighborhood commercial districts and downtowns across the nation.

Other Resources: County historic property tax exemption, Federal Historic Preservation Tax Incentive Program, Legacy Lands Conservation Program, National Trust Preservation Fund, Hart Family Fund for Small Towns, Johanna Favrot Fund for Historic Preservation, Cynthia Woods Mitchell Fund for Historic Interiors, Brink Leadership Fund, ArtPlace, National Endowment for the Arts “Our Town” Grants.

The Hawai‘i Tourism Authority sponsors the Ma‘ema‘e Program to assist in promoting Hawaiian culture in a way that is sensitive, appropriate, and accurate.

<http://www.hawaiitourismauthority.org/programs/hawaiian-culture/maemae-program/>

Community Action 14: Develop, promote, and maintain the continuity of community festivals and events.

Need: In addition to Hāmākua’s many physical cultural assets, it also enjoys a thriving living culture grounded in a rich oral tradition, active cultural practices, and art. Hawaiian culture is celebrated through ahupua‘a-based farming, fishing, gathering, and hunting; hula hālau; and many other practices. Likewise, traditions from the region’s Filipino, Japanese, Chinese, Micronesian, European, American, and other cultures are carried from one generation to the next. Many local festivals and events have a combined heritage/agricultural component, whether they are centered on paniolo heritage, plantation heritage, or celebrating current agricultural endeavors. The many cultural and community events that the community organizes are prime examples of Hāmākua’s rich, living culture.

Potential Community Lead: The Heritage Center (at North Hawai‘i Education and Research Center)

Potential Community Partners: Laupāhoehoe Train Museum, Hawai‘i Plantation Museum

Potential Allies: County of Hawai‘i Research and Development, Hawai‘i Tourism Authority and Big Island Visitors Bureau, individual producers that have demonstrated interest in local ag-centered events such as the Hawaiian Vanilla Company, Hāmākua Mushrooms, Hāmākua Springs, Hāmākua Harvest.

Potential Next Steps:

- Identify and assess cultural and community events that contribute to the strong sense of place in Hāmākua

- Organize the events into some type of a cooperative to work to develop scheduling and marketing plans for the events
- Work with the County Research and Development Department to promote the events

Other Resources:

The Hawai'i Tourism Authority sponsors the Ma'ema'e Program to assist in promoting Hawaiian culture in a way that is sensitive, appropriate, and accurate.

<http://www.hawaii-tourism-authority.org/programs/hawaiian-culture/maemae-program/>

4.8 Establish and Manage Public Access

Community Action 15: Develop and implement plans to establish and manage specific access points and trails.

Need: Public access to the ocean and mountains has special recreational, traditional, and cultural significance to the people of the Hāmākua CDP Planning Area. The original inhabitants of the Planning Area, the ancient Hawaiians, depended on an extensive network of trails as their only means of overland transportation. In more modern times, many privately maintained and privately owned sugar cane haul roads enabled the public to access the forests and coastlines for over a century while sugar plantations were in operation. Access users were primarily local residents who depended on access to favorite hunting and fishing spots to bring food to the family table and to teach harvesting skills to younger generations.

After the sugar era ended in 1994, former sugar plantation land holdings and the mostly unpaved, cane haul roads crossing these lands have been subdivided, bought, and sold. The result is a patchwork of land ownership and an end to the open network of former cane haul roads. Trespassing appears to be a common practice, whether on purpose or unintended and damaged fences, gates left open, and cruelty to livestock are among the problems reported. Some landowners and managers have responded by prohibiting access, but hikers, hunters, fishermen, and community members who are used to unfettered access find this unacceptable. Furthermore, landowner concerns over liability continue to be a barrier to opening private lands to public access.

Potential Community Lead: Action Committee

Potential Community Partners: MAMA Mauka Makai Access

Potential Allies: North Kohala Access Group, County of Hawai'i (County Public Access, Open Space, and Natural Resources Preservation Commission (PONC), Cultural Resources Commission), DLNR Division of Forestry and Wildlife (DOFAW) and State Historic Preservation Division (SHPD), National Park Service (HVNP and AKNHT), The Nature Conservancy, Hawaiian Islands Land Trust, Trust for Public Land,

Potential Next Steps: The Action Committee can provide leadership by:

- Forming a coalition of people who are interested in working together on access issues, and have knowledge of past and present accesses in the Planning Area.
- Identify specific areas of importance for public access.
- Place priority on publicly owned lands and public rights-of-way.
- Determine which accesses should receive priority attention and why.

- Explore ways in which public access arrangements can alleviate landowner, land manager, and agriculture producers concerns.
- Encourage the development of partnerships with community organizations capable of assisting with public access management.
- Encourage partnerships, funding, and liability protection for community level management of public access.
- Study community level public access management approaches in order to identify best management practices that will promote success.
- Work with interested community organizations to develop guidelines for “community access” that can qualify as “public access”.
- Work with community advisors to develop broadly accepted criteria for prioritizing accesses when resources are limited to acquire, open and manage them.
- Analyze and evaluate the Public Access Code (HCC Chapter 34) and propose amendments to make it more practical and effective.
- Identify important lands for potential easement and acquisition for shoreline access
- Public access-focused groups can be formed to manage specific accesses, such as “Friends of _____ Public Access”.

Other Resources: Ala Kahakai National Historic Trail, Department of Land and Natural Resources (Nā Ala Hele, SHPD, DOFAW, Parks), County of Hawai‘i (Planning, Parks and Recreation, Finance (Property Management), PONC, Cultural Resources Commission, Game Management Advisory Commission), Department of Hawaiian Home Lands, The Nature Conservancy, Ala Kahakai Trail Association, Peoples Advocacy for Trails Hawai‘i (PATH), Friends of Hawai‘i Volcanoes National Park, Three Mountain Alliance, American Trails, Respected Access, Partnership for the National Trails System

See also **Community Action 40:** Work with State and private landowners to develop and maintain additional trails for non-motorized recreation.

4.9 Preserving Sacred Places: Waipi‘o Valley and Mauna Kea

Community Action 16: Form a 501(c)(3) nonprofit entity for community empowerment to develop a Land Management Partnership.

Need: Following the Great Māhele in 1848, Charles Kana‘ina assumed ownership of 5,800 acres in Waipi‘o Valley. Ultimately Charles Reed Bishop purchased the land, and in 1896 the land was conveyed to Bishop Museum. The Museum continues to lease its land to Waipi‘o Valley taro farmers. A history of differing perspectives in the Valley on natural and cultural resource protection, water and stream maintenance management, public access, and tourism have resulted in little progress towards resolution of these fundamental issues over the years.

Since 1999, the Community Circle of Waipi‘o Valley has been meeting on generally a monthly basis to identify and discuss issues and concerns relative to the Waipi‘o Valley. The draft Waipi‘o Valley Community Action Plan was developed in response to the issues, concerns, and suggestions that were raised at the Community Circle of Waipi‘o Valley Meetings, as well as from other discussions with other community members. The Action Plan represents a broad range of interests, issues, ideals and concerns and serves as a

guide for the implementation of a possible detailed Master Plan for Waipi’o Valley. Progress has been made in Land Management Partnership project through the Farmer Training Program at North Hawai’i Education and Research Center and by farmers who are offering practitioner training on an informal basis.

Potential Community Lead: Community Circle of Waipi’o Valley (Friends of the Future)

Potential Community Partners: NHERC, Bishop Museum, Kamehameha Schools, residents, other landowners, taro farmers, Pōhāhā I Ka Lani

Potential Allies: Aha Moku Advisory Committee, County of Hawai’i (County Public Access, Open Space, and Natural Resources Preservation Commission (PONC), Cultural Resources Commission), DLNR Division of Forestry and Wildlife (DOFAW) and State Historic Preservation Division (SHPD), Hawai’i Community Stewardship Network, Historic Hawai’i Foundation, The Nature Conservancy, Hawaiian Islands Land Trust, Trust for Public Land, O’ahu Resource Conservation and Development Council, The Conservation Fund, U.S. Fish and Wildlife Service

Potential Next Steps:

- Identify additional community partners, stakeholder, and landowner;
- Understand options and steps for organizing a Land Management Partnership;
- Organize a meeting of potential community partners to discuss Land Management Partnership options.

Organizational Considerations:

It can be cumbersome and expensive to obtain and maintain tax-exempt status, so it may be wise to use existing organizations when possible.

However, there may come a point where more sophisticated, community-managed organizations are needed. Cooperatives, community development corporations (CDCs), non-profit social enterprises, and community land trusts are tools that communities can use to lead and manage their own community improvement efforts.

Community Action 17: Develop a detailed Master Plan for Waipi’o Valley, including a community-based management plan for the Waipi’o Valley visitor’s center.

Need: In order to comprehensively manage the range of issues in Waipi’o Valley, a master plan needs to be developed.

Potential Community Lead: Action Committee, Community Circle of Waipi’o Valley (Friends of the Future)

Potential Community Partners: Community Circle of Waipi’o Valley (Friends of the Future), Bishop Museum, Kamehameha Schools, residents, other landowners, taro farmers, Pōhāhā I Ka Lani

Potential Allies: Aha Moku Advisory Committee, County of Hawai’i (County Public Access, Open Space, and Natural Resources Preservation Commission (PONC), Cultural Resources Commission), DLNR Division of Forestry and Wildlife (DOFAW) and State Historic Preservation Division (SHPD), Hawai’i Community Stewardship Network, Historic Hawai’i Foundation, The Nature Conservancy, Hawaiian Islands Land Trust,

Trust for Public Land, O‘ahu Resource Conservation and Development Council, The Conservation Fund, U.S. Fish and Wildlife Service

Potential Next Steps: The Action Committee can provide leadership by:

- Finding funding to complete a master plan
- Consider stakeholder input
- Document historical and current conditions
- Develop priorities
- Develop appropriate management strategies

Other Resources: Grants and other financial assistance from partners, the Harold K.L. Foundation, the NOAA Marine Education and Training Mini Grant Program, the Office of Hawaiian Affairs, US FWS Partners for Fish and Wildlife, Wildlife Habitat Incentives Program (WHIP), Natural Area Partnership Program (NAPP), Forest Stewardship Program (FSP), Wetlands Conservation Grants, National Coastal Wetlands Conservation Grant Program, The Conservation Fund, Conservation Finance Network, Public Lands Everyday, The Conservation Alliance

Community Action 18: Secure funding through PONC, DLNR LLCP, or other similar programs for purchase of easements and potential acquisition of land to protect views of Waipi‘o Valley rim.

Need: The area west and southwest of the Valley is within the Forest Reserve and Special Management Area, and, consequently, has limited development potential as well as an added level of discretionary review, through the SMA process. However, the Valley rim on the east and southeast sides are within the A-40a Zone District, with the potential for one dwelling unit per acre, an ‘ohana unit, and additional farm dwelling units, subject to compliance with HCC Section 25-5-77. By right, the A-40a setbacks are 30 feet front and rear and 20 feet side yards. Consequently, structures can locate and encroach into the viewshed from the Valley floor. Certain resources are valuable and vulnerable enough to merit acquisition.

Potential Community Lead: Action Committee

Potential Community Partners: PONC, the Nature Conservancy and the Hawai‘i Island Land Trust, Trust for Public Land (TPL), Land Trust Alliance, Pōhāhā I Ka Lanī

Potential Allies: County of Hawai‘i (County Public Access, Open Space, and Natural Resources Preservation Commission (PONC), Cultural Resources Commission), DLNR Division of Forestry and Wildlife (DOFAW) and State Historic Preservation Division (SHPD), National Park Service (HVNP and AKNHT), The Nature Conservancy, Hawaiian Islands Land Trust, Trust for Public Land, O‘ahu Resource Conservation and Development Council, The Conservation Fund, U.S. Fish and Wildlife Service

Potential Next Steps: The Action Committee can provide leadership by:

- Submitting recommendations and nominations to the Public Access, Open Space, and Natural Resources Preservation Commission (PONC).
- Encouraging landowners to establish conservation easements.

Other Resources: Legacy Lands Conservation Program, Coastal and Estuarine Land Conservation Program, Farm and Ranchland Protection Program, Forest Legacy Program, USFWS Recovery Land Acquisition (RLA) program, USFWS Habitat Conservation

Community Action 19: Support community organizations, such as the Waipi’o Circle, in developing a watershed plan based on the Waipi’o Valley Stream Management Plan, the Hanalei Watershed Hui model, or similar community-based management plans.

Need: One of the largest valleys in the Hawaiian Islands, the Waipi’o Valley is fed by five streams—Wailoa River, Waimā, Ko’iawe, Alakahi, Kawainui, and Hi’ilawe —and nine waterfalls that still support native fauna. The protection and management of these watersheds is particularly important to Waipi’o.

Often, resources and landscapes have multiple owners and fall under several different jurisdictions. Effective resource management, therefore, requires high levels of collaboration and coordination among a wide range of agencies and organizations.

Likewise, few know the resources like those who use and enjoy them. Local Hawaiian families, cultural practitioners, hunters, fisherman, hikers, farmers, and ranchers who know and frequent the forests, agriculture lands, and coastline are well-positioned to play a leadership role in managing them.

Potential Community Lead: Community Circle of Waipi’o Valley (Friends of the Future)

Potential Community Partners: Residents familiar with local natural resources, owners of shoreline and agricultural property, Mauna Kea Watershed Alliance, Hawai’i Wildlife Fund, ‘Aha Moku Advisory Committee, Hawaiian Civic Clubs, Mauna Kea Soil and Water Conservation District, Three Mountain Alliance, The Nature Conservancy, Kamehameha Schools, Department of Hawaiian Home Lands, Pōhāhā I Ka Lani, surfers, fisherman, hunters, hikers

Potential Allies: Makai Watch, Reef Check Hawai’i, Project S.E.A.-Link, UH Sea Grant, NOAA (Office of Habitat Restoration, Marine Debris Program, Community-based Restoration Program), Hawai’i Island Hawksbill Turtle Recovery Project, KUA: Kua’āina Ulu ‘Auamo, Department of Land and Natural Resources (DOFAW, OCCL, DAR, DOCARE, Fisheries Enforcement Units), DOH Clean Water Branch, County of Hawai’i (Planning, Game Management Advisory Commission), Big Island Invasive Species Committee, USFWS Pacific Islands Coastal Program, The Kohala Center, Mālama Kai Foundation, Pacific Fisheries Coalition, Locally-Managed Marine Area (LMMA) Network, Landscape Conservation Stewardship Program, Public Lands Everyday

Potential Next Steps:

To make the best use of limited resources, identify regional management priorities

- Consider stakeholder input, feasibility, and potential benefit/impact when establishing priorities.
- To prioritize watersheds that require protection and/or management, identify major land covers, land uses, and polluting activities, as recommended by the ORMP (see Appendix V4A). Given the pristine streams, areas in between the Maulua Gulch to Wailuku River area will likely be priorities.
- For coastal areas, consider a coastal resource management plan, as described above.

Document historical and current conditions in high priority areas using local, place-based knowledge and the best science available

- Clearly identify resources, their significance, and threats.
- Start with existing documentation and maps in the CDP (including the Community Profile and Appendix V4A), historic maps, past studies, fishermen, hikers, surfers, local Hawaiian families with ahupua'a-specific knowledge, and other existing resources.
- Map popular hunting, fishing, surfing, swimming, and hiking areas. Though they shouldn't be publicized, commonly used areas should be identified so that they can be protected and managed.
- Inventory and map undocumented resources in coastal areas, including coastal fish populations, estuaries, anchialine pools, tidal wetlands, coral reefs, vegetation, turtle nesting and feeding sites, and monk seal habitat.
- Take great care to keep information about sensitive resources unpublished and not public in order to minimize impacts, theft, vandalism, and other breaches in protocol.

Develop site-specific and watershed-specific management plans tailored to high-priority areas and resources

- Secure assistance with and funding for developing Watershed Management Plans (see Appendix V4A). Funding sources include the DOH Polluted Runoff Control (PRC) program and DOFAW's Watershed Partnership Program.
- Develop Watershed Management Plans for high priority areas. Watershed management plans are data-driven, technical, and detailed plans for specific watersheds that identify the sources of pollution and the recommended management strategies. Analysis that drives the planning includes community goals; hazard risks; unique social, cultural, economic, and environmental characteristics; mauka-makai connections; and stakeholder interests and potential for collaboration. As recommended by the ORMP, the plans may include strategies to:
 - Address specific land-based pollution threats
 - Meet total maximum daily load (TMDL) targets
 - Leverage state, federal, and private sector funding to implement best management practices
 - Monitor best management practices.

Implement management plans for priority areas and resources.

Organizational Considerations:

The Action Committee may want to establish one or more subcommittees to spearhead this action.

Likewise, it may want to ask community partners to assume responsibility for some of the steps.

It may also be helpful for groups to focus on specific high-priority sites or areas.

Other Resources:

Technical guides for developing watershed and other resource management plans (see Appendix V4A)

Other communities: Hanalei Watershed Hui, Ka'ūpūlehu Marine Life Advisory Committee, Kahalu'u Bay Education Center (KBEC), Hui Aloha Kīholo, Hui Mālama o Mo'omomi, Blackfoot Challenge⁵

Grants and other financial assistance from partners, the Harold K.L. Foundation, the NOAA Marine Education and Training Mini Grant Program, the Office of Hawaiian Affairs, US FWS Partners for Fish and Wildlife, Wildlife Habitat Incentives Program (WHIP), Natural Area Partnership Program (NAPP), Forest Stewardship Program (FSP), Wetlands Conservation Grants, National Coastal Wetlands Conservation Grant Program, The Conservation Fund, Conservation Finance Network, Public Lands Everyday, The Conservation Alliance

Community Action 20: Strengthen Community capacity through the Hawai'i Community Stewardship Network (HCSN).

Need: In order for the Waipi'o Community to be actively involved in management and implementation of a master plan, it needs to build capacity and support.

Potential Community Lead: Action Committee, Community Circle of Waipi'o Valley (Friends of the Future)

Potential Community Partners: Community Circle of Waipi'o Valley (Friends of the Future), Bishop Museum, Kamehameha Schools, Pōhāhā I Ka Lani, residents, other landowners, taro farmers

Potential Next Steps: The Action Committee can provide leadership by:

- Partnering with organizations that help build community capacity to implement programs to achieve their community objectives, such as resource protection. One such example in the state is HCSN. HCSN helps communities that request support to improve their quality of life through caring for their environmental heritage. HCSN provides resources and technical assistance in the following areas: community advocacy, natural and sociocultural resources management, youth engagement, community-based economic development, capacity-building for community-based organizations, and monitoring and evaluating program impacts. HCSN also convenes the E Alu Pū (move forward together) network consisting of 25 communities statewide, including Ka 'Ohana o Honu'apo, Ka 'Ohana o Hōnaunau, Kalapana Fishing Council, Kama'āina United to Protect the 'Āina (Ho'okena), and Pa'a Pono Miloli'i.

HCSN's vision for community stewardship is that the following four conditions are a broad-based reality in Hawai'i:

- Communities are decision-makers. Community members understand the political and legal processes that affect the environment, and they actively participate in those processes and with the responsible agencies. They are proactive, working to put their vision into place, and they remain maka'ala (aware) of proposals that would erode their vision.
- Communities are resource managers. Community members – especially those that understand their environmental heritage through consistent interaction with it – are active participants in the day-to-day,

on-the-ground management of a place, and they pass the knowledge, skills, and kuleana ethic to upcoming generations.

- Communities adapt to lessons learned and changing conditions. Community members consistently monitor their management activities and regularly assess how changes to environmental, social, or political conditions may be affecting their efforts. They improve and adapt their activities accordingly.
- Communities sustain their projects for as long as is needed to reach their goals. Community members build economically viable and institutionally strong projects or organizations that are supported by an engaged community that effectively manages conflict.

4.9.6 Mauna Kea: Community Action

Community Action 21: Document the Mo'olelo of Mauna Kea using resources outlined in Oral History.

Need: The mo'olelo of Mauna Kea (i.e., its stories or oral history) articulates the community's relationship to place and communicates its authenticity and distinctiveness. Gathering memories and stories of place can be a powerful tool for capturing what is sacred, honoring the wisdom of the past, and advancing Hāmākua's living culture. In addition to stories, an oral history project could capture languages spoken, food culture, and customs that are unique to Hāmākua. The mo'olelo also helps residents welcome visitors, giving them insight into the authentic Hāmākua and tools for demonstrating respect and sensitivity during their stay.

Oral history projects can also provide a platform for youth to interact with kūpuna; learn about the significant cultural, historical, and natural sites of the area; and develop their skills to not only gather the stories but also design an effective system for sharing the stories through technology and social networking strategies.

Potential Community Lead: Kahu Kū Mauna, the North Hawai'i Education and Research Center (NHERC) Heritage Center

Potential Community Partners: Kūpuna, Hawaiian Civic Clubs, 'Aha Moku Advisory Committee, Pa'auilo Mauka Kalōpā Community Association, Laupāhoehoe Community Public Charter School, Laupāhoehoe Train Museum, Hawai'i Plantation Museum

Potential Allies: Center for Oral History at the University of Hawai'i at Mānoa, Department of Education, Kamehameha Schools, Smithsonian Center for Folklife and Cultural Heritage, Columbia University Oral History Research Office

Potential Next Steps:

- Investigate other successful oral history projects (see Other Resources below and Appendix V4A).
- Research oral history best practices (see Appendix V4A).
- Develop clear, achievable goals, including subjects to be investigated, the information to be collected, how the information will be collected and archived, the target audience for the information, and what media will be developed to share the information.

- Develop an implementable plan for the initiative, including identification of sources of information, audio/video materials needed, the development of interview protocols, training, partnerships to develop, etc.

Other Resources:

Several oral history projects have already been completed in the Planning Area. These efforts can serve as the foundation for future work.

In the late 1990s, the Center for Oral History at the University of Hawai'i at Mānoa conducted life history interviews with displaced workers of the Hāmākua Sugar Company who were surveyed in an earlier research project assessing the impact of job loss. The interviewees represent two generations of sugar workers – one generation retired, the other laid off due to the closure of the Hāmākua Sugar Company.

Other oral history projects: Mo'olelo Aloha 'Āina, Hula Preservation Society, PhotoVoice, Wisdom of the Elders, Neighborhood Story Project, The University of Texas Humanities Institute

Historian and educator Judith Moyer has developed a thorough guide to collecting and preserving oral history.

The National Park Service's Tribal Heritage Grants assist Native Hawaiian organizations in protecting and promoting their unique cultural heritage and traditions, including oral history and sacred and historic places.

Community Action 22: Develop an educational program for tour operators, Visitor Information staff, and volunteers as part of orientation training for regular users of Mauna Kea.

Need: It is recognized that with increased access to the summit, users and visitors are impacting the native landscape. Mandating natural and cultural resource education is one way to ensure that users and visitors to the mountain are doing so with appropriate knowledge and sensitivity of the region's natural, historical and cultural context. This community action encourages groups to collaborate with each other to ensure that an appropriate natural and cultural resource education program is developed and implemented for users and visitors to Mauna Kea (see also corresponding Advocacy Action #22).

Potential Community Lead: Kahu Kū Mauna

Potential Community Partners: University of Hawai'i, Office of Mauna Kea Management, DLNR, Onizuka Center for International Astronomy Visitor Information Station (VIS)

Other Resources: Enlist the help of local kūpuna, The Edith Kanaka'ole Foundation

Community Action 23: Collaborate with surrounding land owners and the user-community to educate users and manage ATV use in mauka areas and in the Mauna Kea region.

Need: The Mauna Kea region is increasingly being used for various recreation uses, including all-terrain-vehicles (note: all-terrain vehicles can also be used for subsistence hunting purposes). Since ATV uses have environmental, social, and cultural impacts, this community action seeks to address these concerns collaboratively to ensure ATV uses are managed appropriately.

Potential Community Lead: Action Committee, Kahu Kū Mauna

Potential Community Partners: Local ATV groups, Sierra Club, DLNR

Potential Allies: AmericanTrails.org, TreadLightly.org

Other Resources: Tread Lightly! - a nonprofit organization that educates people to recreate responsibly, has issued some practical tips on minimizing the impact of ATVs on the environment. These tips could be a good place for the working group to start and adapt them as appropriate.

1. Stay only on roads, trails or other areas designated for ATV use.
2. Try to stay in the middle of the trail to avoid widening it.
3. Cross streams only at designated fording points, where the trail crosses the stream. Approach the stream slowly, crossing at a 90-degree angle.
4. On switchbacks, avoid roosting around the apex of the turn when climbing or brake-sliding during descent, both of which gouge the trail.
5. On slick trails, moderate the throttle and use the clutch to gain maximum traction with minimum wheel-spin.
6. Try to avoid muddy trails, save them for future trips when they are dry.
7. Pack out what you pack in. Carry a trash bag on your vehicle and pick up litter left by others.
8. Following a ride, wash your ATV and support vehicle to avoid spreading noxious weeds the next time you ride.
9. Observe proper human waste disposal. Bury your waste at least six inches deep and camouflage the hole or pack out your waste.
10. Always wear a helmet, eye protection and other safety gear. Take an ATV training course to maximize safety. Call the ATV Safety Institute at 1-800-887-2887 for local courses.

Tread Lightly! provides additional tips and materials at www.treadlightly.org.

SECTION 5: STRENGTHEN INFRASTRUCTURE, FACILITIES, AND SERVICES

5.1 Coordinate Infrastructure, Facility, and Service Improvements

Community Action 24: Actively advocate for CIP appropriations, financing, allotments, and encumbrances that support implementation of the CDP.

Need: The CDP identifies capital improvement priorities, but their implementation will be expedited by community leadership.

Potential Community Lead: Action Committee

Potential Community Partners:

Potential Allies: County agencies, USDA Rural Development, Air National Guard, Rural Community Assistance Corporation, Economic Development Administration. See Appendix V4B for details about how they can provide technical, financial, and logistical assistance.

Potential Next Steps: For each project, the following steps need to be taken:

- Complete Financial Impacts Statements (FIS) in collaboration with the responsible agency
- Identify funding sources
- Advocate for an appropriation
- Secure funding (e.g., bond authorization, grant)
- Secure an allotment
- Encumber the funds

5.2 Expand Affordable Housing Options

Community Action 25: Engage community associations and volunteers to work with self-help nonprofits to promote construction of homes for eligible buyers in the Planning Area.

Need: Hāmākua communities have seen an increase in out-migration due to increases in property values, low wages, and a lack of employment opportunities. Long term residents have expressed concern that the region is often too expensive for the next generation to remain and raise their own families.

Potential Community Lead: Regional Community Associations, Action Committee

Potential Community Partners: Big Island Housing Foundation, PolicyLink, Smart Growth Implementation Assistance (SGIA) Program, Partners for Livable Communities, Rebuilding Together, Habitat for Humanity, Hawai'i Island Community Development Corporation, Hawai'i Home Ownership Center, Hawai'i Centers for Independent Living, Hāmākua Housing Corporation.

Potential Next Steps: Community associations or interested individuals within these associations could form teams to engage with housing groups to determine their role in facilitating self-help opportunities within the area. Community associations can take the lead in raising awareness of the need and foster a volunteerism spirit within their communities.

5.3 Improve the Roadway Network

Community Action 26: Develop 'road improvement districts' in order to finance improvements. (Supporting policy: GP13.2.3 (d); County Res. No. 320-10)

Need: This action is to address the County's budget constraints of improving substandard roads and opens up options for property owners to finance their own improvements. See V4B: Community Building Analysis page 114 for a discussion of Improvement strategies. The two applicable strategies to finance road developments via road improvement districts are:

- **Lot Owner Assessment.** Lot owners fund the cost through an Improvement District or other land secured public financing. The County would establish the financing district and provide a long-term loan at a below-market interest rate.
- **Self-help.** County Resolution No. 320-10 directs DPW to partner with communities where the County would provide maintenance material from County-owned quarries.

Potential Community Lead: Action Committee, community associations

Potential Allies: County of Hawai'i Dept. of Public Works, County of Hawai'i Planning Department; County of Hawai'i Dept. of Finance

Potential Next Steps: Interested neighborhoods should form groups or hui together to initiate this process. The group can enlist the aid of the Councilmember for District 1, as appropriate.

Community Action 27: Work with the owners of private roads and local community groups to help identify and develop road management agreements that mitigate road closures and access disagreements for public access and/or residential use. The following private roads have been identified as examples of roads needing improvements in their road management/access strategies:

- **Mill Road in Pāpa'ikou**
- **Beach Road to Honoka'a Landing**
- **Blair Road in Laupāhoehoe**

Need:

- Some private roads originally developed to serve plantation needs are now owned by private individuals who periodically or regularly restrict access for maintenance, privacy, or other legal reasons.

Potential Community Lead: Community Associations

Potential Community Partners: Private landowners of affected parcels, PONC (Public Access, Open Space and Natural Resources Preservation Commission).

Potential Allies: County of Hawai'i Planning Department

Potential Next Steps: Interested community groups/individuals could hui together to form an either formal or informal group and enlist the aid of the local Community Association and the Planning Department with the goal of securing perpetual and unfettered access to their properties by

- Researching and evaluating their options;
- Negotiating with landowners as appropriate;
- Developing recommendations for managing access, pursuing easement or acquisition options.

5.4 Formalize Alternative Routes

See **Community Action 24**

5.5 Develop Place-Appropriate Road Standards

See related Policies 73 and 74, and related **Community Action 37**

5.6 Expand Mass Transit Facilities and Services

Community Action 28: Identify locations for bus stops, biking facilities (i.e. bike racks, lanes, etc.) and park and ride facilities.

Need: The residents and users of services are often the best suited to identify infrastructure needs to guide policy and resource allotment. In the case of identifying efficient locations for bus stops, bike facilities, and park and ride facilities, it is clear that community input is vital in order to determine, not just locations that might be conveniently sited from an agency perspective, but locations that will enable the most users access to the service and by its optimal siting, encourage new users to consider these modes of alternative transportation.

Potential Community Lead: Action Committee; People’s Advocacy for Trails Hawai’i (PATH), Safe Routes to Schools.

Potential Community Partners: Community Associations, business owners

Potential Allies: County of Hawai’i Planning Department, County of Hawai’i Dept. of Public Works, County of Hawai’i Mass Transit Agency, County of Hawai’i Highways Division, Hawai’i State DOT, District 1 Councilmember

Potential Next Steps: Interested groups should engage PATH on how best to initiate a community-County coordinated effort to identify appropriate locations for alternative transit options. Groups can also enlist the aid of the Councilmember for District 1, as appropriate.

5.7 Improve Water and Wastewater Infrastructure

See **Community Action 24**

5.8 Improve Environmental Management Facilities

Community Action 29: Host composting and recycling workshops in collaboration with agencies /organizations such as Dept. of Environmental Management, Recycle Hawai’i, and the University of Hawai’i College of Tropical Agriculture & Human Resources (CTAHR) Cooperative Extension Service.

Need: The County is moving toward its Zero Waste goals, which include increased diversion of discarded materials with a focus on recycling and composting. It is important to affirm these goals and support the County’s efforts in offering recycling and composting educational opportunities to the public. Currently, the Department of Environmental Management performs outreach and offers educational workshops in communities around the island; however these programs are dependent on public support and are often vulnerable to budget cuts. This community-collaborative action enlists active support from local communities and business groups to host events and look for further opportunities to partner with these

agencies to advance the Community's Objectives relating to environmental protection and also in support of the County's Zero Waste goals.

Supporting and improving recycling and composting programs is important, not merely as waste diversion strategies, but also in enhancing our local economy and food supply. According to the Hawai'i Zero Waste Plan:

Resource management methods [. . .] – reuse, recycling, composting, and special discards management, among others - represent increased job creation and economic growth in sectors more stable, and sustainable, than tourism. Further, on-island organic resource management possesses the potential to increase both employment opportunities and ensure a local, healthier food supply for Hawai'i residents. Sustainable farming enhanced through the use of mulches and soil amendments, and created from Hawai'i's own organic discards, can also help advance agritourism, a new, dynamic, rapidly growing business on both the island and worldwide.⁶

Potential Community Lead: Action Committee; Community Associations

Potential Community Partners: Community Associations, school groups, church groups, local nonprofit organizations, COH Dept. of Environmental Management, Recycle Hawai'i , and the University of Hawai'i College of Tropical Agriculture & Human Resources (CTAHR) Cooperative Extension Service

Potential Next Steps:

- Raise awareness of the issue and of the opportunities to host these workshops via neighborhood/community associations, farmer's market gatherings, etc.;
- Work with local environmental groups and groups engaged in partnerships at recycling centers to raise awareness about the issues and to enlist hosting opportunities;
- Advertise workshops via social networking, local press, community groups, coconut wireless, etc.;

Community Action 30: Partner with the County to manage recycling/reuse centers at County Facilities.

Need: The County is faced with mounting waste issues and budget decreases in Environmental Management while at the same time it is moving toward its Zero Waste goals. The County's Zero Waste goals include increased diversion of discarded materials with a focus on recycling and composting. Public education and diversion programs are instrumental for solid waste diversion goals to be successful. In North Hilo, a volunteer community group has been key in managing the reuse tent located at the Laupāhoehoe Recycling and Solid Waste Transfer station. More community-based volunteer programs at other rural transfer stations could help offset budget constraints as the County keeps moving toward its Zero Waste goals.

Potential Community Lead: Community Associations

Potential Community Partners: Civic Groups

⁶ <http://www.hawaiizerowaste.org/zero-waste/>

Potential Allies: County of Hawai'i Department of Environmental Management, Recycle Hawai'i

For more information see pages 122-126 of Appendix V4B.

Potential Next Steps:

- Consult with existing Laupāhoehoe group on best practices, lessons learned, and pitfalls to avoid when developing new groups;
- Develop written cooperative management plan with County Dept. of Environmental Management;
- Focus on building or strengthening a collaborative relationship with County staff and recycling organizations.

Community Action 31: Educate neighborhood watch groups and other community groups about how to actively identify and report littering and illegal dump sites to the Department of Environmental Management. Raise awareness of the issue through the use of outreach and social media tools to report sites and offenders.

See more on how to report littering and dumps sites here: <http://www.hawaiizerowaste.org/info/illegal-dumping/>

Need: The Planning Area's rural roads and agricultural areas are increasingly becoming illegal dumping sites. Household trash, large furniture, appliances, and derelict cars are abandoned in rural driveway and other locations that can block access to homes, farms, trails, and possibly result in pollution and harm to soil quality and stream health.

Potential Lead: Community Associations, neighborhood/farm watch groups

Potential Allies: Police Department/Community Policing program, Department of Environmental Management

Potential Next Steps:

- Raise awareness of the issues and how to report abuses through the County reporting hotline;
- Develop community capacity to liaise with community police and DEM staff;

5.9 Improve Emergency Preparedness & Hazard Mitigation

Community Action 32: Coordinate with Civil Defense to develop emergency evacuation plans for Laupāhoehoe, and the valleys of Waipi'o and Waimanu.

Need: This policy is linked to Policy 90, and is intended to address community concerns over being able to safely evacuate these isolated and geographically vulnerable areas when necessary. Both areas have a hazardous, single-lane road as their only access. Residents have noted that evacuating Waipi'o Valley has been problematic due to emergency vehicles attempting to enter the valley, while residents were attempting to evacuate using the same single-lane route. Residents are often also evacuating livestock and have expressed the desire for more coordinated efforts in addressing how to efficiently evacuate, or how to even shelter in place when appropriate. Supporting policies are General Plan 13.2.5.9.2 (d) and 10.3.2 (j).

Potential Lead: CDP Action Committee

Potential Community Partners: North Hilo Community Association, Waipi'o Circle, community groups

Potential Allies: County Civil Defense, State Civil Defense

Potential Next Steps:

- Raise community awareness of issue/research best practices for similarly vulnerable communities dealing with emergencies;
- Enlist the assistance and work closely with local CERTs in developing these plans;

Community Action 33: Develop and train CERTs throughout the Planning Area.

Need: The County's Civil Defense Agency administers the Community Emergency Response Team or CERT program and the County's Fire Department conducts CERT training. CERTs are community-based, comprised of residents and businesspersons that have the local knowledge of their community and the fundamental skills to properly respond to an emergency.

CERTs fall under the authority of and can be activated by Civil Defense and can be self-activated in an emergency until professional responders arrive. Because of the vulnerability of the Planning Area to become isolated from the closure of the Belt Highway, there is a significant need and relevance for CERT within the Planning Area.⁷

There are trained CERT teams in Hāmākua, Laupāhoehoe, and Pa'auilo.

Potential Lead: Community Associations, CDP Action Committee

Potential Community Partners: Community Associations, other community groups, County Civil Defense Agency, County Fire Department.

Potential Next Steps:

- Raise community awareness of issue through neighborhood and community associations;
- Enlist interested volunteers;
- Work with Fire Dept. on additional training opportunities;
- Keep CERTs visible in the community via outreach and community trainings to ensure continued community awareness of the importance of CERTs and so that the teams can maintain capacity;

Community Action 34: For communities identified by DOFAW as Communities at Risk (CAR), develop Community Wildfire Protection Plans (CWPPs) and work towards gaining Firewise recognition.

<http://dlnr.hawaii.gov/forestry/fire/community-risk-reduction/>

<http://www.firewise.org/usa-recognition-program.aspx>

[This is a new Community Action and the rest of this content is under development.]

⁷ Appendix V4B: Community Building Analysis page 135

5.10 Improving Protective Services

Community Action 35: Develop volunteer firefighter capacity for the Laupāhoehoe Fire Station.

Need: Recently the Volunteer Fire Station in Laupāhoehoe has lost volunteer capacity to have a full firefighting team. Volunteers are urgently needed to ensure Laupāhoehoe has adequate firefighting capacity for emergencies.

Potential Lead: North Hilo Community Association

Potential Community Partners: County of Hawai'i Fire Department

Potential Allies: Laupāhoehoe CERT

Potential Next Steps:

- Raise community awareness of issue;
- Enlist interested/qualified CERT volunteers;
- Work with Fire Dept. on additional training opportunities

Community Action 36: Encourage expansion of community policing programs (i.e. neighborhood watch, farm watch, etc.)

Need: This policy is to address the rise of crime (particularly thefts) throughout the Planning Area, and is affirming the General Plan policy 10.3.2(g). Research has shown these programs and strategies can reduce crime and resident fear of crime, as well as increase citizen satisfaction with police, resident involvement in crime prevention activities, and interactions between police and residents.

Potential Lead: Community associations, road associations, business associations

Potential Community Partners: Hawai'i Police Department

Potential Next Steps:

- Raise community awareness of issue;
- Develop neighborhood groups either under a larger community association or independent of one if necessary; (don't forget to include farmers at these meetings)
- Invite existing watch program captains and/or community policing officer to speak at neighborhood/community meetings;
- Develop and maintain up-to-date neighborhood & farmer contact lists;

5.11 Expand Healthcare & Social Services

See **6.3 Expand Health and Wellness Industry.**

5.12 Strengthen & Expand Education Facilities and Services

Community Action 37: **Develop and implement Safe Routes to School programs.**

Need: This action focuses attention on the need to improve traffic safety in and around the schools and acknowledges that parents and the community will likely need to take a leading role in this strategy. This goal is partially affirmed in the General Plan policy 10.2.4.2.2 (c): Provide pedestrian walkways to and around all school complexes. See also Kōkua Action 60 and 61.

According to State of Hawai'i Department of Health:

Fatalities among motor vehicle occupants is the fifth leading cause of fatal injury in Hawai'i for all ages and the second leading cause of fatal injury among ages 1 to 34. Motor vehicle injuries also contribute to the second leading cause of injuries requiring hospitalization. Hawai'i has the highest pedestrian fatality rate in the nation for older adults, and 16 out of 17 bicycle fatalities over the past 5 years involved a motor vehicle.⁸

Safe Routes to Schools is a national program and international movement to create safe, convenient, and fun opportunities for students to walk, bike, and skate to and from school. The SRTS movement became a federal mandate in 2005 with the passage of the Safe, Accountable, Flexible, Efficient Transportation Equity Act, and since then nearly \$800 million has been allocated to encourage more biking and walking by improving safety conditions around schools and offering educational programs.

Potential Lead: Parent Teacher Associations (PTA), Safe Routes to School

Potential Community Partners: School Administrations, DOE, DPW, PATH, Hawai'i State DOT

Potential Allies: CDP Action Committee, Department of Health, County of Hawai'i Planning Department (Complete Streets Program)

Next Steps: PTAs at each school complex could create a subcommittee or group with the focus on raising awareness and liaising with their school administrations and PATH to facilitate Safe Routes to School programs.

5.13 Expand Parks & Recreation Facilities

Community Action 38: **Work with County Dept. of P&R through the County Cooperative Park Management Programs (Adopt a Park, etc.,) to maintain/improve existing park facilities. GP 12.3 (j)**

Need: The County Parks and Recreation Department is budget-challenged with maintaining and enhancing the existing parks within its inventory. Developing new park facilities is even more difficult. For instance, though the property known as Hakalau Beach Park was acquired by the County in 2006, it has yet to appear on the official Parks and Recreation Parks inventory because the department lacks the funds to make the necessary improvements to the property. Instead, the nonprofit group Pakalove (aka: Basic Image, Inc.)

⁸ <http://health.hawaii.gov/injuryprevention/>

partners with the County Parks and Recreation department to help manage and make improvements to Hakalau and Honoli'i Beach Park through an adopt-a-park program. This type of private and public collaboration is important to ensure that facilities are maintained and to ensure that future properties under consideration for acquisition are not passed over due to preventable concerns over maintenance budget constraints. By developing a strong, sustainable adopt-a-park program, the community invests in, takes pride in, and helps bolster a stewardship approach to 'āina and facility management.

Potential Lead: Community Associations, Pakalove

Potential Community Partners: County of Hawai'i Parks and Recreation Dept., CDP Action Committee, civic groups, school groups

Potential Allies: Sierra Club, Nature Conservancy

Potential Next Steps: Collaborate between local community /special interest groups and the Pakalove organization to foster a volunteer and stewardship relationship with the local parks by:

- Using park/beach clean-up events as community gathering occasions;
- Engaging school and youth groups in park clean-up, maintenance, and improvement projects;

Community Action 39: Hakalau community group to advocate and pursue management and redevelopment options for the Hakalau Gym facility (through County Parks and Recreation Dept.) and/or the old Hakalau School property (through the Dept. of Education).

Need: Currently there is no indoor community facility in Hakalau and both the old school facility and the County Gym are closed and have dilapidated into states of questionable usability. This action encourages the community to be proactive in developing a plan to move forward to accommodate community use of this property. Some of the options are to allow a community group to manage and use (including repair) the facility, allow the community to redevelop the property for community use (this would likely involve new construction), or redevelop the sites for community use as a County funded project. This policy is supported by General Plan policy 12.3(b). "Improve existing public facilities for optimum usage," Policy 12.3 (h), "Provide facilities and a broad recreational program for all age groups, with special considerations for the handicapped, the elderly, and young children."

Potential Community Lead: Wailea Village Historic Preservation Community (WVHPC)

Potential Community Partners: CDP Action Committee

Potential Allies: Councilmember for District 1, County Parks and Recreation Department, State Dept. of Education

Potential Next Steps:

- Assess buildings for structural integrity and redevelopment potential; determine what is feasible for community to manage and redevelop;
- If decision is to redevelop gym site, develop an agreement with Parks and Recreation for gym facility;
- If decision is to redevelop school site, develop an agreement with DOE for school facility;

- Pursue grant opportunities for chosen redevelopment project.

Other Resources: County Planning Department, Dept. of Research and Development, USDA Rural Community Development Initiative Grants (<http://www.rd.usda.gov/programs-services/rural-community-development-initiative-grants>), Historic Preservation Society.

Community Action 40: Work with State and private landowners to develop and maintain additional trails for non-motorized recreation.

Need: The County is particularly challenged in developing trails for recreation in the Hāmākua region. The vast amounts of private lands that have been developed without first establishing legal public access has complicated trail development. Legitimate and perceived fears of liability remain a major impediment to private landowners opening up accesses. See pages 191-122 of Appendix V4A for more information on public access challenges, and pages 97, 104, 110-112, 153, and 161-171 of Appendix V4B for information on trail development.

Potential Lead: CDP Action Committee, PATH, DOFAW

Potential Community Partners: PONC, Kamehameha Schools,

Potential Allies: Sierra Club, Nature Conservancy, Rails to Trails Conservancy

Potential Next Steps: Action Committee or a designated trail group should enlist the assistance of PATH and DOFAW in researching the best path forward for liability concerns, trail access, easement opportunities, and maintenance agreements.

5.14 Telecommunications and Energy

Community Action 41: Work with County and private enterprises to bring broadband and Wi-Fi services to the Planning Area's towns.

Need: Many of the Hāmākua Planning Area's towns lack internet connectivity (and cell phone service). Spanning this technology gap is advantageous from a social connectivity and an economic perspective. One theory is that visitors will stay in an area longer when they are able to be connected to the internet; so businesses providing free Wi-Fi service may find an economic boost for their investment. Benefits for local residents are also anticipated in that they may be more likely to socialize and shop in their local town if they have internet access. Honomū is specifically in need of internet connectivity in its downtown area. A recent local example of this type of partnership is Honoka'a's Business association downtown Wi-Fi program.

Potential Lead: Action Committee, Business Associations

Potential Community Partners: Local businesses, Oceanic Time Warner, Hawaiian Telecom

Potential Allies: County of Hawai'i, Chamber of Commerce, County Councilmember for District 1.

Potential Next Steps: Businesses and business associations can research other municipality’s models in offering internet connectivity, evaluate lessons learned with the downtown Honoka’a program, and recommend a strategy moving forward for other towns in the Planning Area.

SECTION 6: BUILD A SUSTAINABLE, LOCAL ECONOMY

6.1 Coordinate Regional Economic Development

Community Action 42: Develop a distinctive identity for the Hāmākua region to enable public and private industries to promote it as unique within the State of Hawai‘i. (See Policy 111)

Need: The Hāmākua region has a unique, yet little-known heritage and identity. In order to promote the Hāmākua region as a desirable place to live, work, and visit, a priority should be placed on developing and defining this identity. This Community Action is a corresponding action to Policy 108, which is an affirmation of General Plan policy 2.3 (o): “Promote a distinctive identity for the Island of Hawai‘i to enable government, business, and travel industries to promote the County of Hawai‘i as an entity unique within the State of Hawai‘i.”

Potential Community Lead: CDP Action Committee, Hilo-Hāmākua Community Development Corporation

Potential Community Partners: Dept. of Research and Development, Hawai‘i Tourism Authority, Hawaii Island Chamber of Commerce

Potential Allies: Hawai‘i Visitors and Convention Bureau

Organizational Considerations:

- Consider developing an umbrella organizational structure or revitalizing an existing organization that encompasses community groups and private enterprises.
- Work closely with the Hawai‘i Island Chamber of Commerce, including grant opportunities and other resources available through County/State initiatives (often offered through the Dept. of Research and Development)

Other Resources: See pages 112, 120-124, 149, 181-184 of Appendix V4C.

Community Action 43: Coordinate regional, cross-sectoral economic development strategies.

Need: As Hāmākua continues to grapple with recovery from the phase out of plantation-era economics, it is becoming increasingly clear that long-term systems of transformation and recovery are required to build a more resilient and sustainable economy. Ideally, these systems would support and link each sector of opportunity – agriculture, renewable energy, ecosystem services, health and wellness, education and research, visitor, and retail. These systems should also coordinate complementary economic development strategies – enhancing regional identity, building local industry clusters, connecting to anchor institutions,

advancing innovation, building business and workforce capacity, democratizing ownership, and diversifying investment. These systems could also combine the necessary facilities and infrastructure with a network of comprehensive services that bring technical, financial, and educational support to ensure that new and existing enterprises have the greatest chance for lasting success (see **Community Action 44** below).

This “third wave” economic development approach focuses on strengthening the foundations of economic opportunity and creating fertile ground for home-grown economic development. A critical aspect to this approach is the need for regional coordination and on-going linkages across economic sectors. This “network” approach builds the social connections that provide access to critical supports – linking people, businesses, and institutions to each other and the wider regional economic networks and opportunities.

Potential Community Lead: Action Committee

Potential Community Partners: Hawai‘i Island Chamber of Commerce, Honoka‘a Business Association, HHDC, local businesses, community partners across sectors

Potential Allies:

- Procurement: Hawai‘i Procurement Technical Assistance Center (HI-PTAC), Small Business Administration HUBZone
- Thriving Rural Organizations and Communities: Wai‘anae Community Re-Development Corporation,
- Appalachian Center for Economic Networks (ACEnet), Central Appalachian Network, Hardwick, Granville Island, and others
- Other: HACBED, HI Impact, Air National Guard, community-wealth.org, Evergreen Community Cooperatives

Potential Next Steps:

- Develop Hāmākua’s “Regional Identity” – build on the distinctive qualities, assets, and identity of Hāmākua to generate viable economic ventures and opportunities that take care of the land and its people
 - Celebrate Hāmākua’s unique assets – natural, historical, cultural, agricultural, recreational, etc.
 - Help prioritize and support implementation of CDP strategies to protect and enhance natural and cultural resources and community infrastructure
 - Sponsor efforts to build pride, identity, and sense of community in the region.
- Facilitate the development of local industry clusters – build on the competitive advantages of likeminded businesses that benefit from co-location and partnerships to achieve economies of scale
 - Focus initially on high potential sectors (agriculture, renewable energy, health and wellness, research and education, and the visitor industry)
 - Facilitate collaborations that fuel innovation
 - Develop relationships between regional producers and retail enterprises
 - Facilitate supply chain improvements, with a focus on aggregation, processing, and distribution systems
 - Develop strategic, synergistic linkages between sectors

- Coordinate connections to anchor institutions – enhance regional clusters by connecting businesses and producers to anchor institutions with significant real estate and other investments in the community, such as Hale Ho’ola Hāmākua (HHH), Laupāhoehoe Public Charter School and other public schools throughout the Planning Area, and other institutions.
- Identify the existing and potential role for each anchor – provider of products or services, purchaser, employer, workforce developer, incubator, cluster anchor, infrastructure builder, investor, developer, etc.
- Explore market opportunities with anchor institutions, including their demand for products and services and the current and future capacity of local businesses and producers to consistently meet that demand
- Address procurement, processing, and other barriers
- Establish formal partnerships.
- Advance innovations in products and services – to continually innovate to develop products and services unique to the character and needs of Hāmākua. In addition to other cross-sectoral strategies this can involve:
 - “Brokering” innovation by finding inventors, transformers, and financiers and connecting them in partnerships that can produce economic and community benefits to improve the broader climate for innovation
 - Identify and catalyze niche markets and other high-potential regional economic opportunities
 - Connecting innovators
 - Product or service development
 - Business incubation.
- Promote regional assets and unique, place-based products and services (see **Community Action 45** below).
 - Support and coordinate efforts to differentiate Hāmākua products with creative product design and superior marketing
 - Coordinate websites and mobile applications featuring regional assets and distinctive features of the local economy
 - Build long-term relationships with nearby urban markets and residents.
 - Organizational Considerations: Carefully consider the advantages and disadvantages of organizational structures established in other communities, including regional economic development nonprofits like the Wai’anae Community Re-Development Corporation, the Appalachian Center for Economic Networks (ACEnet), the Central Appalachian Network, and multi-stakeholder, multi-sector cooperatives. Specific considerations should include complementarities with existing organizations and networks, organizational and ownership structure, and long-term financial viability.

Other Resources:

- Business development funding: USDA Rural Business Opportunity Grants (RBOG), USDA Rural Business Enterprise Grants (RBEG), USDA Rural Jobs and Innovation Accelerator, Administration for Native Americans Social and Economic Development Strategies (SEDS)
 - The Laura Jane Musser Fund supports collaborative and participatory efforts among citizens in rural communities that will help to strengthen their towns and regions in a number of civic areas including, but not limited to, economic development, business preservation, arts and humanities public space improvements, and education.
 - The Christensen Fund provides financial and logistical support for indigenous-led and community based organizations focusing on biocultural diversity, resilience, food ways, and creative practitioners.
 - Community-wealth.org resources related to anchor institutions.

For more information about supporting organizations and resources, see pages 116-126 of Appendix V4C.

Community Action 44: Develop a high-tech, high-touch regional education, enterprise development, and research network.

Need: Significant natural and cultural assets along with robust economic opportunities in a range of sectors provide the need – and opportunity – for an educational and research network in Hāmākua. Such a network would provide two significant outcomes: first, it would support workforce training, business innovation, and entrepreneurial development in high-potential sectors, and second, it would expand Hāmākua’s creative, education, and research sector, establishing the region as a hub for learning and innovation.

An education, enterprise development, and research network could be established that has both “hard” and “soft” components. That is, it should be composed of both facility nodes (e.g., classrooms, workshops, computer labs, hands-on project sites, etc.) and learning nodes (e.g., credit courses, certification training, mentors, projects internships, apprenticeships, informal learning, technical assistance providers, etc.).

Potential Community Lead: Action Committee

- Education: Honoka’a schools, Pa’auilo Schools, Laupāhoehoe Charter School, Kalaniana’ole Schools, Ha’aheo Elementary, Kamehameha Schools, Science Camps of America, NHERC, The Kohala Center, The Laupāhoehoe Science and Education Center
- Agriculture: Farm Bureau, Farmers’ Union, Hāmākua Agricultural Cooperative, producers (farmers, ranchers, fishermen), land owners and managers, The Olson Trust
- Renewable Energy: The Olson Trust, Hawai’i Island Energy Cooperative
- Ecosystem Services: Three Mountain Alliance, The Nature Conservancy, Kamehameha Schools, Hawaiian Legacy Reforestation Initiative, Laupāhoehoe Experimental Forest
- Health and Wellness: Hale Ho’ola Hāmākua, Hāmākua Health Center, Queen Lili’uokalani Children’s Center

Potential Allies:

- Business and entrepreneurial development: Hawai’i Small Business Development Center, Lailima Center for Rural Cooperative Business Development, SCORE, Hawai’i Investment Ready, Pacific

Business Center Program, Center for Rural Entrepreneurship

- Workforce development: Kupu, GoFarm Hawai'i, 'Imi Pono no ka 'Āina Summer Enrichment Program, Solar Training Institute, the Kohala Center Beginning Farmer Training Program, LEI (Lead, Expose, Inspire)
- Business Financing: CU Hawai'i Federal Credit Union, Bank of Hawai'i, Feed the Hunger Foundation, Akamai Capital, Kuleana Makes Cents, Natural Capital Investment, OHA Mālama Loans, USDA Rural Development, Farm Service Agency
- County of Hawai'i: Research and Development, Planning, Cultural Resource Commission, Parks and Recreation
- State of Hawai'i: Department of Education, Department of Agriculture, Department of Land and Natural Resources (DOFAW, SHPD), Department of Hawaiian Home Lands, Office of Hawaiian Affairs, Department of Labor and Industrial Relations
- University of Hawai'i: Hilo (Pacific Internship Programs for Exploring Science (PIPES), Keaholoa STEM Program), Hawai'i Community College, North Hawai'i Education and Research Center, Mānoa, Maui College, UH Food Innovation Center, Agribusiness Incubator Program, Sea Grant, Hawai'i Island Hawksbill Turtle Recovery Project
- Federal: National Park Service (HVNP - Youth Ranger Internship Program, Ala Kahakai), NOAA, USDA (Natural Resource Conservation Service, Rural Development), Economic Development Administration, National Renewable Energy Lab
- Private: The Nature Conservancy, KUA: Kua'āina Ulu 'Auamo, Sustainable Economies Law Center

Potential Next Steps:

- Inventory the education, workforce and enterprise development, and research resources already available in Hāmākua and by sector (see Appendices V4B and C)
- Identify other resources available by sector, including websites, guides, enterprise development toolkits, and resources designed to facilitate innovation
- Identify the specific entrepreneurial and workforce needs of high-potential sectors in Hāmākua (e.g., agriculture, renewable energy, ecosystem services, health and wellness, and visitor)
- Inventory specific education and research opportunities in Hāmākua, with a focus on sectors with high economic potential and implementation of CDP strategies
- Determine interest among stakeholders (starting with potential partners and allies listed above) in a collaborative process to establish an education and research network
- Develop specific plans for providing comprehensive education, internship, workforce development, certification, entrepreneurial development, and research “pipelines” to support high-potential sectors
 - Training and technical assistance programs have to be technically sound while remaining learner-friendly. This means complex research and comprehensive information should be accessible and focused on practical application.
 - Peer learning approaches have been found to effectively enhance information sharing, workshop, and training efforts.
 - “Hands on” training at demonstration sites should be used whenever possible.

- Participation and graduation could be incentivized, such as receiving additional agriculture land (e.g., Molokaʻi and The Kohala Center programs)
- Cohorts could be cultivated into sources of peer support, training, and information sharing
- Coordinate support systems to build entrepreneurial and business capacity with the range of existing private and public agencies and programs, with a focus on:
 - Accessing available incentives and programs, including the Enterprise Zone and government procurement
 - Crafting business plans with sustainable financing and investment strategies, including opportunities for community investment and ownership when appropriate (see Appendix V4C)
 - Developing business and ownership structures best suited to business plans and retaining local control (see Appendix V4C)
 - Building leadership skills
 - Specialized, tailored technical assistance and mentoring
 - Supporting networks: A network is not a cooperative in the legal organizational sense but rather an effective means to foster cooperation within sector or clusters, typically around a market opportunity that each enterprise alone cannot meet. It brings businesses together to discuss products and markets, plan production, share tips and techniques, and develop collegiality over competition.
 - Cooperative approaches to equipment sharing, material and input purchases, marketing, and coordinated sales to provide more stable supply to markets.
- Consider the strengths, weaknesses, and lessons learned of similar approaches applied elsewhere, including:
 - North Hawaiʻi Education and Research Center
 - Community college satellites elsewhere in Hawaiʻi (e.g., Waiʻanae)
 - Innovative education and training programs (e.g., MAʻO's "school to farm" program in Waiʻanae)
 - Food Innovation Centers that integrate programs, services, and activities to:
 - Link farmers, entrepreneurs, and product development services
 - Link and partner with higher education and other private institutions to affect production enhancement, sustainable methods, and other research
 - Support product and process development, including packaging and shelf life studies, consumer testing
 - Help producers develop viable business plans and financing strategies.
 - The Agricultural Business Accelerator in Waimea, funded by the Economic Development Administration
 - Service learning
 - Live, work, learn models where students' work contributes to keeping costs low
 - Distance learning and MOOC (Massive Open Online Courses)
 - Foreign exchange/study and other immersion programs.
- Consider a range of funding and investment options, with a focus on long-term, sustainable strategies that keep opportunities affordable for local families.

- Develop and implement a robust strategic and business plan.
- Outreach, information sharing, and recruitment efforts should be grounded in an understanding of markets and the types of work needed to meet the demand and realize community benefits.

Organizational Considerations: Assess whether existing organizations (e.g., University of Hawai‘i, Department of Education, The Kohala Center, etc.) are well-positioned to lead or “house” this initiative.

Other Resources: The Alaska Native-Serving and Native Hawaiian-Serving Institutions Education Competitive Grants Program (ANNH) promotes and strengthens the ability of Alaska Native Serving Institutions and Native Hawaiian-Serving Institutions to carry out education, applied research, and related community development programs. The 2014 program prioritized projects that enhance educational equity for under-represented students; strengthen institutional educational capacities; prepare students for careers related to the food, agricultural, and natural resource systems of the United States; and maximize the development and use of resources to improve food, agricultural and human sciences teaching programs.

For more information about supporting organizations and resources, see pages 116-119 of Appendix V4B and pages 57-62 and 142-74 of Appendix V4C.

Community Action 45: Coordinate regional strategies to increase “buying local.”

Need: In Hawai‘i County, 89% of businesses are microenterprises (20 or fewer employees), and in rural Hawai‘i, more than one in four workers are employed by micro-enterprises. In other words, small, locally-owned businesses drive much of the local economy.

A “plug the leaks” strategy identifies sectors where money currently flows out of the community and entrepreneurial opportunities exist to redirect that flow as reinvestment in the local economy. When businesses and employees spend business revenue within a region, they generate the multiplier effect that boosts a local economy. A recent study found that spending at independent retailers generates 3.7 times more direct local economic benefit than spending at chains, and spending at local restaurants generates 2.15 the benefit. Studies have also demonstrated that, compared to large chain stores, local businesses create more jobs, pay higher wages, support a greater variety of other local businesses, generate more tax revenue, cost less in public facilities and services, and make more charitable and other investments in the community.

“Buy local” campaigns are typically organized and supported by coalitions of independent businesses, non-profits, and concerned citizens. A regional “buy local” campaign that complements but is differentiated from broader campaigns can help to raise the awareness, willingness, and capacity of residents to buy locally produced services and goods. The Independent Business Survey conducted by the Institute for Local Self-Reliance (ILSR) consistently demonstrates that businesses located in communities with active “buy local” and/or “local first” campaigns experience markedly stronger revenue growth compared to those in areas without such initiatives.

Potential Community Lead: Action Committee

Potential Community Partners: Honoka‘a Business Association, Hilo-Hāmākua Community Development Corporation, local businesses, community partners across sectors

Potential Allies: Hawai'i Alliance for a Local Economy (HALE), County of Hawai'i Department of Research and Development, State DBEDT, American Independent Business Alliance (AMIBA), Business Alliance of Local Living Economies (BALLE), Institute for Local Self-Reliance (ILSR), sharedmall.com.

Potential Next Steps:

- Test project feasibility
 - Learn about related local initiatives, like HALE and the Hawai'i chapter of BALLE
 - Review “how to” guides and other start-up resources published AMIBA, BALLE, and ISLR.
- Clarify project goals, possibly including:
 - Support local entrepreneurs through group purchasing, joint marketing, and other business support services
 - Increase demand for locally owned, made, and grown businesses, goods, and services through public education campaigns
 - Build business support networks that share lessons learned and how to better serve their community
 - Collaborate to diversify financing opportunities (e.g., crowdfunding, direct public offerings, and other local investment mechanisms)
 - Political advocacy.
 - Develop and implement strategic and business plans.

Organizational Considerations:

- Consider integration with structures created to coordinate regional, cross-sectoral economic development strategies (see above).
- The American Independent Business Alliance (AMIBA) is authorized by the IRS to grant 501c6 status (tax-exempt business league) to AMIBA affiliates within the U.S., saving time and money for local groups.

For more information about supporting organizations and resources, see pages 36-39, 112, 128, 143-144, and 177 of Appendix V4C.

6.2 Strengthening Local Agriculture

Community Action 46: Strengthen local agriculture through the following:

- **Develop a marketing brand for Hāmākua products**
 - **Assist in the promotion of products produced in Hāmākua (GP 2.3(t)).**
- **Support Farm to School/Farm to Table Programs, CSAs, and other local farm-to-consumer initiatives;**
- **Support and develop celebratory events that support agriculture (e.g., festivals, rodeos, parades, community gathering events at farmers' markets, etc.).**
- **Work to effectively manage or eradicate invasive species that impact agricultural production.**
- **Develop agricultural cooperatives to facilitate farming collaborations, cost- and resource-sharing opportunities, provide a mechanism for marketing assistance and educational opportunities, and coordinate with County, State, and Federal agricultural specialists.**

- **Pursue the development of incubator community kitchens for the production of value-added agricultural products.**

Overall Need for Strengthening the Agricultural Value Chain: Hāmākua has a diverse, robust agricultural sector. Much of it is cash crops (sweet potato, macadamia, ranching, and forestry), but the landscape is dominated by pasture for beef, and vegetable, fruit, and flower farms. Yet there is even greater potential, including thousands of acres of unused agricultural land, abundant water sources, and a strong demand for local food.

Barriers to tapping this potential include the “cheap food-expensive land” dynamic in Hawai‘i, limited land tenure for most producers, challenging environmental conditions (pests, drought), limited water access, high input costs (energy, fuel, amendments, feed), labor availability, limitations on business capacity, and incomplete supply chain infrastructure.

These impediments can be remedied, in part, through coordinated collective efforts. For example, communities across the country are addressing the national phenomenon of supply-side imbalances in local food systems by re-engineering their food supply chains at three basic levels:

- Nodes – food-related businesses
- Food hubs – a business or organization that manages aggregation, distribution, and marketing of locally produced food products to meet wholesale, retail, and institutional demand
- Food innovation districts – a regional network that connects food nodes and hubs to bring all the parts of the local food system together.

By addressing supply, market, and processing/aggregation/distribution (PAD) opportunities and challenges through the cooperative strategies, the supply chain is built into a “value chain” that links supply with markets efficiently in ways that promote:

- Equity and fair pay – for farmers and workers in the supply chain
- Community capacity – improving the community’s ability to meet its own food needs and to build a more self-reliant economy through locally owned infrastructure and assets
- Health and food access – for all, especially for those with limited means.

Potential Community Lead: Farm Bureau, Farmers’ Union, Hāmākua Agricultural Cooperative

Potential Community Partners: Producers (farmers, ranchers, fishermen), land owners and managers, The Olson Trust, Kamehameha Schools, Hāmākua Harvest, farmers’ markets

Potential Allies: State Department of Agriculture, Department of Hawaiian Home Lands, USDA (Natural Resource Conservation Service, Rural Development), Hawai‘i County Department of Research and Development, University of Hawai‘i, Agribusiness Incubator Program (AIP), The Kohala Center – Lāulima Center, Hawai‘i Small Business Development Center, The New World Foundation’s Local Economies Project.

Potential Next Steps:

- Test the feasibility of different mechanisms for improving producer tenure, including public agricultural parks, agricultural land trusts, and cooperatives.

- Test the feasibility of “closed-loop” input supply strategies, including local energy production (see: **Community Action 55** below) and business opportunities for producing agricultural inputs.
- Identify market niches in Hāmākua, on Hawai‘i Island, statewide, nationally, and internationally.
- Identify value chain gaps, opportunities, and barriers to determine opportunities for food nodes and the need for processing, aggregation, and distribution (PAD) infrastructure.
- Build “supply side” capacity with workforce and enterprise development (See **Community Action 44** above). Building a reliable supply that meets market demands is among the most challenging aspects of strengthening the value chain. Strong commitments from buyers are unlikely without this critical component. Developing a system for attracting, building the capacity of, and providing on-going support to farmers, ranchers, fishermen, and other producers is essential to addressing this issue.
- Prioritize the development of local food nodes and community food enterprises.
- Prioritize the development of centralized and/or mobile, value-added PAD facilities that are linked and coordinated with existing processing facilities.
 - Consider the desirability and feasibility of establishing a local food hub to provide operational, producer, and/or community services.
 - Assess the Agricultural Business Accelerator in Waimea, funded by the Economic Development Administration.
 - Support the Hawai‘i Island Meat Cooperative with its Mobile Slaughter Unit
- Connect food nodes in a Hāmākua food innovation district that builds relationships, facilities, and systems to more effectively manage the processing, aggregation, distribution, and marketing of local food products.
- Connect Hāmākua producers to consumers and stronger, more stable urban markets by enhancing and expanding farmers markets, community supported agriculture/fisheries, and other mechanisms that more effectively deliver affordable, healthy foods to residents and visitors.
- Connect Hāmākua producers to anchor institutions such as the Department of Education, hospitals and clinics in the region, the National Park Service, and hotels by:
 - Conducting an assessment of the produce needs of anchor institutions and identifying what demand can be met by Hāmākua farm production
 - Addressing farm to school and hospital issues such as procurement, infrastructure, processing, and food safety questions.
- Market agricultural products in coordination with regional efforts to differentiate Hāmākua products and services.

Other Resources:

- The national Niche Meat Processor Assistance Network (NMPAN) has researched options for small-scale, local meat processing models, innovations, and lessons learned from successful processors around the country.
- Existing agriculture promotion programs: Buy Local, It Matters; Hawai‘i Seals of Quality
- Grants

- The federal Local Foods, Local Places program provides direct technical support to communities to help them develop and implement action plans promoting local food and downtown revitalization. Special consideration will be given to communities that are in the early stages of developing or restoring local food enterprises and creating economically vibrant communities.
- The USDA Local Food Promotion Program offers grants to support the development and expansion of local and regional food business enterprises to increase domestic consumption of, and access to, locally and regionally produced agricultural products, and to develop new market opportunities for farm and ranch operations serving local markets.
- The USDA also offers Value-Added Producer Grants (VAPG) to help agricultural producers enter into value-added activities related to the processing and/or marketing of bio-based value-added products.
- The Hawai'i Department of Agriculture offers grants to enhance the competitiveness of specialty crops and provides direct loans after farmers have been declined through commercial banks, loan participation programs, and loan guarantee programs.

For more information about supporting organizations and resources, see pages 45-60, 128, and 152-153 of Appendix V4C.

Further details for each strategy for Community Action 45 are as follows:

- **Develop a marketing brand for Hāmākua products (Assist in the promotion of products produced in Hāmākua (GP 2.3(t)).**
 - See above for more details
- **Develop agricultural cooperatives to facilitate farming collaborations, cost - and resource-sharing opportunities, provide a mechanism for marketing assistance and educational opportunities, and coordinate with County, State, and Federal agricultural specialists.**
 - Need: This is based on General Plan policy 2.3(t), “Assist in the promotion of the agriculture industry whose products are recognized as being produced on the island of Hawai’i,” and 2.3 (v), “Assist in cooperative marketing and distribution endeavors to expand opportunities for local agricultural products for export as well as to the local market.”
 - Potential Community Lead: Local business associations, farm groups
 - Potential Community Partners: County of Hawai’i Dept. of Research and Development; Hawai’i Farm Bureau, Hāmākua Farm Bureau, USDA Local Food Promotion Program, State Department of Agriculture, The Kohala Center – Lāulima Center, Hawai’i Small Business Development Center
 - Potential Allies: Independent local producers interested in developing and boosting their own brand recognition
 - Existing agriculture promotion programs: Buy Local, It Matters; Hawai’i Seals of Quality
This action is closely tied to the “Buy Local” campaigns. For more information on this, see pages 36, 143-144, and 177 of Appendix V4C.
- **Support Farm to School/Farm to Table Programs, CSAs, and other local farm to consumer initiatives;**
 - Need: Schools can serve as anchor institutions to provide a steady market for farmers and ranchers. Farm-to-School initiatives connect independent farms with programs to address the

declining nutritional status of school meals. For students, such initiatives can provide increased access to fresh produce; a hands-on experiential learning opportunity; a link between the cafeteria, the farm, and nutrition education; and a foundation for building life-long dietary health.

The National Farm to School Network supports the implementation of Farm to School programs through focused work in the following priority areas: 1) policy development; 2) training and technical assistance; 3) information development and dissemination; 4) networking; 5) media and marketing; and 6) research and evaluation. EcoTrust serves as the Network's West Regional Lead Agency. The Hawai'i Farm to School and School Garden Hui coordinates efforts to increase school procurement of local foods

- Potential Community Lead: Local School Boards, Parent Teacher Associations, Laupāhoehoe Public Charter School
- Potential Community Partners: DOE, School Administrations, Farm Bureau and other local farming groups, farmers, parents, student groups (e.g., 4-H, Future Farmers of America of Hawai'i (FFA), etc.).
- Potential Allies: Hawai'i Farm to School, School Garden Hui, EcoTrust/National Farm to School Network

For more information see pages 36, and 147-148 of Appendix V4C.

- **Support and develop celebratory events that support agriculture (e.g., festivals, rodeos, parades, community gathering events at farmers' markets, etc.).**
 - Refer to **Community Action 47**: Promote farmers' market events as community and visitor gathering places.
- **Work to effectively manage or eradicate invasive species that impact agricultural production.**
 - Need: The Hāmākua Planning Area is known to already be affected by various invasive plants and pests such as miconia, Scotch Broom, strawberry guava, coqui frogs, nettle caterpillar, Little Fire Ants, 'Ōhia rust and Rapid 'Ōhia Death. As an example, the invasive Little Fire Ant is impacting local farms. According to the University of Hawai'i estimates, over the next 10 years, individuals and businesses on the Big Island could have to bear losses of \$140 million, spend \$1.2 billion on mitigation and treatment and suffer 390 million stings. Some Hawaiian farmers have had trouble hanging on to workers who pick fruit and flowers. A few have even abandoned badly infested farms. And both farmers and nursery owners have had ant-infested product rejected and sent back by inspectors from the mainland.⁹ Newer estimates from the University of Hawai'i quoted in the Hawai'i Department of Agriculture's Draft Hawai'i Interagency Biosecurity Plan 2017 estimates that LFA will cost Hawaii County \$174 per year in management costs and economic damage to agriculture, nurseries, residents, and other sectors. For more information on LFA, see <http://www.littlefireants.com/>).
 - Potential Community Lead: Big Island Invasive Species Counsel, Coordinated Group on Alien Species, The Ant Lab,

⁹ <http://america.aljazeera.com/articles/2014/8/22/paradise-lost-hawaiisalieninvasion.html>

- Potential Community Partners: Farmers’ groups, USDA, Hawai’i Dept. of Agriculture, Hawai’i Tourism Authority, and community associations.
- **Pursue the development of incubator community kitchens for the production of value-added agricultural products.**
 - Need: Department of Health regulates food preparation for public sale. Food preparation and processing is required to be performed in certified kitchens. Due to the increased regulatory rules from Department of Health, it has become challenging for small businesses to develop their own certified kitchens or find adequate incubator kitchens to rent time for this purpose. At the time of the Draft CDP in 2017, there is only one functioning community/incubator kitchen in the Hāmākua Planning Area – the Hāmākua Incubator Kitchen located in Pa’auilo. This facility is currently community-owned but managed by the Hawai’i County Economic Opportunity Council. Small producers report that this facility is difficult to schedule and have repeatedly expressed the need for more incubator kitchens spread throughout the Planning Area to facilitate value-added enterprise.
 - Potential Community Lead: Hawai’i County Economic Opportunity Council, County Dept. of R&D
 - Potential Community Partners: Farmers’ groups, USDA, Hawai’i Dept. of Agriculture, and community associations.

Community Action 47: Promote farmers’ market events as community and visitor gathering places.

Need: The community is supportive of farmer’s markets as community gathering events, however, developing a stronger outreach to include visitors in this gathering tradition would likely add to these smaller markets’ vitality and overall experience/success.

Potential Community Lead: Hāmākua Harvest, FoodShare Hakalau (Akiko Masuda), FoodSHARE Nīnole,

Potential Community Partners: County Dept. of Research and Development

Potential Allies: Hawai’i Tourism Authority

Potential Next Steps:

- Join in marketing campaigns specifically targeting visitor audiences through websites, radio announcements of community events, and other marketing strategies;
- Consider obtaining park permits to hold farmers’ market events at County park facilities via implementation of Policy 114 (re: Hawai’i County Code, Section 15-72);

Organizational Considerations:

- Consider forming a farmers’ market hui made up of organizers from various farmers’ markets in the area; use this hui to pool marketing resources and outreach strategies;

Other Resources:

- Local Harvest (<http://www.localharvest.org>);
- Love Big Island is a tourist website that maintains a listing of Big Island farmers markets at <http://www.lovebigisland.com/farmers-markets/>;

Community Action 48: To better address issues relating to the Lower Hāmākua Ditch: form a cooperative community group (for example, a “Friends of the Lower Hāmākua Ditch” group) composed of adjacent landowners to the ditch and other affected parties to advocate to and collaborate with the Department of Agriculture in developing a cooperative management plan that would seek to resolve issues relating to water quality, water efficiency, ditch maintenance, and to assess ditch trail access opportunities.

Need: The Lower Hāmākua Ditch Irrigation system is owned by various adjacent landowners but managed by the Hawai‘i State Department of Agriculture. It consists of a combination of ditches, tunnels, flumes, and reservoirs. Controversy over water management (including water quality and quantity issues), ditch structural improvements and maintenance, and resource management in general (particularly in relation to water diversions from Waipi‘o Valley) have so far not been resolved to the satisfaction of local farmers. Since the ditch is not in the County’s jurisdiction and the County currently lacks capacity for this type of natural resource management, this issue is best addressed at the community level with adjacent landowners and stakeholders forming collaborative groups in order to liaise with the Department of Agriculture. A possible model for this type of collaborative management is the Kohala Ditch Foundation (<http://kdfhawaii.org/>).

Potential Community Lead: Farm and Community Associations from Waipi‘o Valley to Pa‘auilo,

Potential Community Partners: Kamehameha Schools, Department of Agriculture

Potential Allies: Kohala Ditch Foundation

See the map of the Lower Hāmākua ditch here: <http://hdoa.hawaii.gov/arm/files/2012/12/Map6.pdf>

See also

- **Community Action 45:** Coordinate regional strategies to increase “buying local.”
- **Community Action 50:** Collaborate with farm groups, community organizations, and the County to support the Kohala Center’s research and training programs (i.e., the Kū I Ka Māna farmer training program).

6.3 Expand Health and Wellness Industry

Community Action 49: Establish a comprehensive network of health and wellness services.

Need: A range of facilities and organizations compose the health and wellness sector in Hāmākua, which already employs a significant number of those working in the region. There are also many traditional and non-traditional health and wellness practitioners that can collaborate with mainstream practitioners to build this sector. The sector is poised to continue its rapid growth as health care reform is implemented and Hawai‘i’s population continues to age, which creates employment and entrepreneurial opportunities in Hāmākua.

Potential Community Lead: Action Committee

Potential Community Partners: Community Collaborative, Bay Clinic, Hale Ho'ola Hāmākua Hospital, Hāmākua Health Center, Brantley Center, Nai'a Aloha Child, Youth and Family Counseling, Honomū Adult Day Center, traditional and nontraditional health and wellness practitioners, Queen Lili'uokalani Children's Center, Lōkahi Treatment Center, Services for Seniors, Ever Care

Potential Allies: Rural Outreach Services Initiative (ROSI), Resources Match, Hawai'i County Office on Aging, Hawai'i County Economic Opportunity Council, Coordinated Services for the Elderly, Hawai'i County Nutrition Program for Elderly, Hawai'i County Office on Aging, Patient/Physician Coop

Potential Next Steps:

Develop a network to better coordinate a comprehensive approach to health and wellness services, increasing information exchange, collaboration, coordination, and interaction among health and wellness providers. Examples of this include the Rural Outreach Services Initiative (ROSI), which is established in Honoka'a and Kohala and is being developed in Pāhoa. In addition, Resources Match, an online matching and referral system that is revolutionizing how community based organizations assess and refer their clients, has already been piloted on Hawai'i Island and is currently being expanded.

- Clearly identify sector assets and needs, with a focus on gaps in programs and services that exist.
- Develop a coordinated and comprehensive system of delivery that has reach and accessibility to the demographic range of Hāmākua residents by gradually filling gaps in programs and services.
- Create opportunities to promote and advance native Hawaiian traditional healing practices, lā'au lapa'au, and alternative health and wellness practices (i.e., massage, acupuncture, homeopathy, reiki, reflexology, herbology)
- Identify public/private partners for development of a continuum of elderly support facilities that are appropriate for Hāmākua, including facilities that support the care for kūpuna by their own 'ohana.
- To expand the system of delivery, facilitate entrepreneurial and enterprise development, including non-profit social enterprises and cooperatives, and grow the health workforce pipeline in Hāmākua (see **Community Action 44** above).

For more information about supporting organizations and resources, see pages 79-91, and 159 of Appendix V4C.

6.4 Promote the Creative, Education, & Research Sector

Community Action 50: Collaborate with farm groups, community organizations, and County to support the Kohala Center's research and training programs (i.e., the Beginner Farmer-Rancher Development Program)

Need: The Kohala Center Agricultural Internship Program is designed to give interns hands-on experience in sustainable agriculture and information about island food systems based at the Kohala Center's Ka Hua 'Āina farm in Honoka'a. Students take field trips to processors and wholesalers and meet agricultural leaders as well as visit and work on farms and earn a stipend for the farm work. Supporting these programs would aid

in developing business/agricultural capacity in the local labor market and in fostering entrepreneurial endeavors.

Potential Community Lead: Kohala Center

Potential Community Partners: USDA, Workforce training programs, farm groups, HHDC, County of Hawai'i Dept. of Research and Development, University of Hawai'i, and the Small Business Development Center.

Potential Community Allies: Community associations, NHERC.

References/Resources:

- <http://kohalacenter.org/farmertraining> ; <http://kohalacenter.org/tag/ku-i-ka-mana> and <http://kohalacenter.org/archive/pdf/NEWS05-30-13NHNGrowingFramers-KulKaMana.pdf>

Potential Next Steps:

- Community Associations can collaborate with the Kohala Center in promoting these farm programs;
- Local high schools and NHERC can support these programs through coordinated programs to ensure interested students have opportunities to participate.

6.5 Develop a Place-Based Visitor Industry

Community Action 51: Develop a regional ho'okipa network – a place-based approach to community tourism.

Need: The visitor industry statewide and on Hawai'i Island continues to grow, driving roughly a third of the local economy. Hāmākua is a natural draw to the large number of visitors who prefer more authentic experiences and engagement with residents and local culture, including experience-seekers, culture-seekers, adventure-seekers, and those interested in agritourism, health and wellness, edutourism, and eco-tourism. Currently captures very little of the economic gains from the visitor market because of limited dining, lodging, organized activities, and tours.

This market segment provides an opportunity for Hāmākua to restructure the visitor industry to one that nurtures, invests in, and sustains Hāmākua's people, culture, and natural resources in ways that provide repeat visitors with meaningful experiences. While this provides a substantive opportunity to generate employment and entrepreneurial opportunities, the Hāmākua community must take an active role in shaping these opportunities in ways that are consistent with its vision and values.

Community Tourism is a process by which a community is empowered to share its greatness while preserving its dignity. It is appropriately scaled to achieve a community's intended social, economic, and environmental outcomes and driven by a genuine desire of a community to share itself, its history, traditions, and customs with strangers. In short, community tourism supports economic growth while strengthening the sense of place and identity.

This "place based" model embraces the Native Hawaiian practice of ho'okipa (the practice of greeting and welcoming strangers) and is focused on 'āina and its interdependent relationship with the people of that

place. This welcoming relationship of reciprocity between place, host, and visitor provides a framework for creating visitor experiences that preserve and build upon the natural, historical, and cultural assets that define Hāmākua.

The starting point for growing this sector is regional identity – the preservation and improvement of the region’s natural and historical resources, culture, and people (see **Community Action 42** above). They provide the opportunity to nurture community tourism through the following “sharing clusters:”

- Sharing of Place – engaging visitors in celebrating and enhancing Hāmākua’s unique geography and local features (e.g., geo-tourism and eco-tourism)
- Sharing of Culture – the sharing of Hāmākua’s unique cultural, historical, and heritage stories (e.g., heritage tourism, living history, edutourism, and wellness tourism)
- Sharing of Work – involving visitors in the day-to-day work and activities of Hāmākua’s residents (e.g., agri-tourism and service tourism).

Potential Community Lead: Action Committee

Potential Community Partners: Hawaiian Civic Clubs, Honoka’a Business Association, lodging owners and operators, restaurateurs, hunters, fishermen, farmers and ranchers, Tourism operators (such as KapohoKine Adventures, Skyline Eco Adventures, Umauma Experience, Hawai’i Tropical Botanical Garden), The Olson Trust, Ala Kahakai, National Historic Trail, Kamehameha School.

Community Action 52: Develop and support cultural festivals and events with a view to welcoming visitors.

Refer to:

- **Community Action 14:** Develop, promote, and maintain the continuity of community festivals and events.
- **Community Action 47:** Promote farmers’ market events as community and visitor gathering places.

Community Action 53: Develop and promote public restroom facilities at various locations along Highway 19.

See corresponding CDP Policy 123.

Need: There is an identified lack of amenities along Highway 19 between Honoka’a and Hilo. There is only one gas station with one, gender-neutral, over-used public restroom along Highway 19. By providing more public restrooms along this route, it would provide a basic amenity that would serve a community benefit and give visitors an added reason to stop and shop at local businesses.

Potential Community Lead: Small business owners, HHCDC

Potential Community Partners: County of Hawai’i Planning Dept., community associations

Potential Allies: Hawai’i Tourism Authority; Planning Dept., Dept. of Public Works

For more information, see page 104 of Appendix V4C.

Potential Next Steps: Small businesses along Highway 19 should evaluate whether they have or can add the capacity to offer public restrooms and how best to promote these facilities as open to the public. Note: Public restrooms may require specific amenities and/or design provisions that are not required of employee restrooms; therefore, it may be necessary to coordinate with the Planning Dept. and Public Works to ensure a facility can qualify as a public restroom prior to promoting it as such.

6.6 Revitalize Hāmākua’s Town Centers

Community Action 54: Promote the collaborative development, use, and management of community gardens in towns and neighborhoods.

Need: Urban agriculture, including small pocket gardens in downtown neighborhoods, can provide benefits on environmental, human health, economic sustainability, and quality of life levels. Specifically, they can be a beneficial addition to many communities by increasing the availability of nutritious foods, strengthening community ties, reducing environmental hazards, reducing food miles and creating a more sustainable system. There are currently community gardens on Oahu, Kauai, Maui and Hawai’i Island.

Community gardens can:

- Increase access to fresh foods
- Improve food security
- Increase physical activity through garden maintenance activities
- Improve dietary habits through education
- Increase fruit and vegetable intake
- Reduce rates of obesity and obesity-related diseases
- Improve mental health and promote relaxation
- Can reduce neighborhood waste through composting
- Positively impact the urban micro-climate/ provide more opportunities to buy local
- Gardens in urban areas are positively correlated with decreased crime rates
- Vacant lands can lead to crime which can detrimentally impact the health of residents
- Residents in areas with high crime rates may experience cardiovascular disease and mental health disorders
- The consequences of vacant lands are decreased property values, drug use, and illegal dumping
- Gardens can improve economic opportunities by training volunteers and selling at farmers’ markets
- Urban agriculture can teach residents useful skills in planning, food production, and business
- Improving vacant lots can lead to increased property values

Excerpts from above and more information can be found in “The Many Benefits of Community Gardens,” by Katie DeMuro of Greenleaf Communities at <https://greenleafcommunities.org/the-many-benefits-of-community-gardens/>.

Potential Community Lead: Community and farming groups

Potential Community Partners: American Community Gardening Association, Let's Grow Hilo (Host Organization: Hilo Downtown Improvement Association), Kohala Center, One Island (www.oneisland.org) UHH CTAHR's Master Gardener Program, Greenleaf Communities

See also: **Policy 131** related to community use of underutilized private and public properties.

Community Action 1: Develop Town Revitalization Plans focused on developing guidelines for preserving historic and cultural character, infrastructure improvements, developing affordable housing, and promoting economic revitalization.

6.7 Encourage Green Industries

Community Action 55: Develop local, renewable, distributed energy networks.

Need: The cost of electricity and fuel in Hāmākua is very high. At the same time, there is great potential for solar, wind, hydro, and biofuel energy production in the district. Moreover, because many renewable energy jobs are in construction, Hāmākua's relatively large workforce of tradesmen is well-positioned to provide renewable energy to local communities.

Local, distributed energy systems facilitate local production, distribution, and consumption of energy. Such systems increase household access to renewable energy, lower energy costs, increase energy reliability and independence, create more jobs per dollar invested than conventional energy technologies, and circulate local dollars within the community. Examples of local, renewable, distributed energy systems include:

- Group Buying Programs – where groups of homeowners, schools, municipal buildings, or other groups purchase or lease clean energy systems together
- Community Ownership – where the community finances, owns, and/or operates a system
- Community Funding – privately owned systems that are partially financed by selling shares or bonds to community members
- Community Energy Garden – where individuals own a piece of a larger, privately developed system and their share of the production is credited on their electricity bill.

Potential Community Lead: Action Committee

Potential Community Partners: Individuals, farmers, ranchers, and private businesses interested in investing and sharing ownership in community-based clean energy systems, The Olson Trust, Department of Hawaiian Home Lands, Kamehameha Schools, Department of Education, Hāmākua Springs

Potential Allies: HELCO, County of Hawai'i (Research and Development, Energy Commission), State of Hawai'i (Hawai'i Clean Energy Initiative, Public Utilities Commission, Office of Hawaiian Affairs), Department of Energy, USDA Rural Development, Kupu, The Kohala Center, Solar Training Institute, Rural Community Assistance Corporation (RCAC), National Renewable Energy Lab, Community Power Network, American Wind Energy Association, Innovations Development Group

Potential Next Steps:

- Test the feasibility of pilot projects to determine the viability, efficacy, and community benefits of distributed renewable energy systems
 - Consider a range of settings (e.g., industry clusters, anchor institutions, and/or particular enterprises like agricultural producers).
 - Explore examples such as North Kohala’s Power Cube project that services farmers with a distributed, off-grid water pumping system powered by wind and solar as well as projects that are part of the Community Power Network.
 - Consider modular, adaptable systems (e.g., farm-scale biofuel) that can scale-up or scale-down to meet local demand.
 - Take maximum advantage of (and consider the pros and cons of) Hawai’i Energy Tax Credits, the Green Energy Market Securitization (GEMS) program, “feed-in-tariffs,” and the growing range of financing options, including finance-to-own, lease, and power purchase agreements.
 - Consider by-product markets from various technologies (e.g., agriculture inputs from biofuels, irrigation from micro-hydro).
- Pilot and demonstrate the most feasible distributed renewable energy systems.
- Build workforce and entrepreneurial capacity to develop additional systems (see **Community Action 44**).

Other Resources:

- The Kaua’i Island Utility Cooperative (KIUC) is a not-for-profit generation, transmission, and distribution cooperative that is owned and controlled by its more than 23,000 member-owners. Since its establishment, KIUC has returned almost \$17 million to its members as patronage capital refunds.
- The National Renewable Energy Lab published a Community Solar Guide for those who want to develop community solar projects.
- The National Sustainable Agriculture Information Service provides a comprehensive list of resources for farm energy alternatives, including biodiesel, wind energy, solar energy, hydro power, and anaerobic digesters. It also includes resources for energy coops, local ownership, and funding opportunities.

Funding sources:

- The US Department of Agriculture is a potential funding source for these types of ventures.
- USDA High Energy Cost Grant Program grants may be used for the acquisition, construction, installation, repair, replacement, or improvement of energy generation, transmission, or distribution facilities in communities with extremely high energy costs. On-grid and off-grid renewable energy projects, energy efficiency, and energy conservation projects are eligible.
- The USDA Renewable Energy for America Program provides grants to agricultural producers and rural small businesses to purchase and install renewable energy systems or make energy efficiency improvements.
- Mosaic connects small investors with high quality solar projects.

For more information about supporting organizations and resources, see pages 133-135 of Appendix V4C.

Community Action 56: Pilot a program to secure community payments for ecosystem services (PES).

Need: Ecosystem services can assist in preserving the values and rural character of Hāmākua while directly providing economic benefits to the community. There are existing efforts and growing interest among public and private landowners to maintain local ecosystem services. Moreover, tools for measuring ecosystems services are available and distinct markets for payments for those services are coalescing quickly for climate stabilization, hydrological regulation, and biological diversity.

This provides a foundation for an ambitious effort that involves local community organizations, businesses, landowners, and farmers seeking compensation for their efforts to preserve, restore, and manage natural resources. Payments received for ecosystem services would complement growth in agriculture, renewable energy, and community tourism while attracting valuable research and educational opportunities. If viable, Hāmākua could become a laboratory for developing models, frameworks, and processes to establish ecosystem services as a viable economic option for rural communities.

Potential Community Lead: Action Committee

Potential Community Partners: Land stewards (managers, farmers, ranchers, hunters, fishermen), large landowners, The Olson Trust, Kamehameha Schools, Hawaiian Legacy Hardwoods

Potential Allies: County of Hawai'i (Planning, Research and Development, PONC, Game Management Advisory Commission), State of Hawai'i (DLNR, Agriculture, DOE, Health), USDA (NRCS, Office of Environmental Markets), USFWS, Three Mountain Alliance, The Nature Conservancy, Hawai'i Wildlife Fund, land trusts, KUA: Kua'āina Ulu 'Auamo, Hawai'i Grazing Lands Conservation Initiative, The National Ecosystem Services Partnership (NESP), Ecosystem Commons, The Natural Capital Project, Earth Economics, Forest Trends Ecosystem Marketplace, Ecoagriculture Partners

Potential Next Steps:

- Summarize lessons learned from PES projects, including the Hawaiian Legacy Hardwoods (HLH) Reforestation Program, the North Shore O'ahu Natural Capital Project, other Natural Capital Project programs, the Ohio River Basin Trading Project, The Willamette Partnership, the Asia Regional Biodiversity Conservation Program, Bosques Pico Bonito, and the Scolel Te Program.
- Identify existing and potential PES opportunities in Hāmākua, including expanded use of government land stewardship payment programs; compensation for resource preservation, restoration, and management efforts; payments received for the protection of recreational assets, such as access for hiking, fishing, hunting, or birding; voluntary user fees; local residents generating income as guides; and a local carbon credits system funded through ecotourism.
- Test the feasibility of each opportunity and develop business plans for those with the highest potential, including community benefits and workforce and business development needs (see **Community Action 44** above).
- Pilot the project with the strongest business plan.

Other Resources: Ecosystem Valuation Toolkit, Marine Conservation Agreements Toolkit

For more information about supporting organizations and resources, see pages 69-78, and 135-136 of Appendix V4C.

6.8 Preserve Informal Economies and Living off the Land

See:

- **Community Action 4:** Support the organization of a community-based hui for Laupāhoehoe fisher people.
- **Community Action 23:** Collaborate with surrounding land owners and the user-community to educate users and manage ATV use in mauka areas and in the Mauna Kea region.
- **Community Action 40:** Work with State and private landowners to develop and maintain additional trails for non-motorized recreation.