

Ka'ū Community Development Plan
Appendix 8A: Community-Based, Collaborative Action Guide

October 2017



Section 1: Introduction

1.1 Why “community-based, collaborative action”?

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 nobody owns those objectives like the people of Ka’ū, most of that action has to be led locally. Hence, the need for “*community-based action.*”

At the same time, most of the Community Objectives speak to complex issues. For example, natural and cultural resources typically fall under several different jurisdictions, so effective resource planning requires high levels of collaboration and coordination. Likewise, the strength of a local economy is a function of the actions of many different public and private entities. Hence, the need for “community-based, *collaborative action.*”





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Section 2: Strengthening the Network

2.1 Networks in Ka'ū

As noted in Appendices V4A and C, a networked approach to community-based, collaborative action can be most effective and efficient. In contrast to centralized, hierarchical, bureaucratic organization, networks are more informal, flexible, and decentralized. Efficiency is enhanced through distributed power and problem-solving, and effectiveness is improved through autonomous but coordinated action. Networks are not about control – they are about value-added coordination and communication.

Networks are nothing new in Ka'ū. In fact, they are a well-established and abundant, and in many cases, they are the default approach to organizing people. 'Ohana, friends, farmers, hunters, churches, and many other groups of people who share common interests have extensive, inter-connected networks. They are typically established and grown through talk story – informal conversations that illuminate connections, strengthen relationships, and highlight opportunities for action.

As demonstrated in Table 1: Existing and Potential Network Nodes in Ka'ū, Ka'ū's cultural and natural resource management network is extensive. Each of these "nodes" is actively working to improve Ka'ū, often on multiple fronts. Using a networked approach, existing activity can continue but be enhanced through better communication and collaboration among the many network members.



Table 1: Existing and Potential Network Nodes in Ka‘ū

Nodes	Cultural	Mauka Forest	Coastal Areas	Agricultural Lands	Public Access & Trails	Infrastructure, Facilities, & Services	Economic Development
Community Nodes							
Kupuna	x	x	x	x	x	x	x
Native Hawaiians, kama‘aina, or others with historic kinship with or knowledge of the land	x	x	x	x	x	x	x
Landowners & Managers	x	x	x	x	x		x
Hawaiian Civic Clubs	x	x	x		x		
Ka ‘Ohana O Honu‘apo	x		x		x	x	x
Ho‘omalulu Ka‘ū	x	x		x	x		x
O Ka‘ū Kakou	x		x			x	
Ka‘ū Preservation	x		x				
Hunters		x			x		
Farmers & Ranchers		x	x	x	x	x	x
Fishermen			x		x		x
Ka‘ū Soil and Water Conservation District				x		x	x

Nodes	Cultural	Mauka Forest	Coastal Areas	Agricultural Lands	Public Access & Trails	Infrastructure, Facilities, & Services	Economic Development
Ka'ū Agricultural Water Cooperative District				x		x	x
Ka'ū Coffee Cooperative				x			x
Farm Bureau				x			x
Farmers' Union				x			x
Discovery Harbour Community Association						x	
Green Sands Community Association						x	
Ocean View Community Association						x	
Ocean View Community Development Corporation (OVCDC)						x	x
Road Corporations						x	
Community Emergency Response Teams (CERT) & Neighborhood Watch						x	
Ka'ū Rural Health Community Association						x	x

Nodes	Cultural	Mauka Forest	Coastal Areas	Agricultural Lands	Public Access & Trails	Infrastructure, Facilities, & Services	Economic Development
Ka'ū Chamber of Commerce							X
Ka'ū MainStreet							X
Other community organizations	X	X	X	X	X	X	X
Other Nonprofit/ University Nodes							
The Nature Conservancy	X	X	X	X	X		X
Land Trusts	X	X	X	X			
Kamehameha Schools	X	X	X	X	X		
The Olson Trust	X	X	X	X	X		X
Peoples Advocacy for Trails Hawai'i (PATH)	X	X	X	X	X		
The Kohala Center	X	X	X	X			X
KUA: Kua'āina Ulu 'Auamo (formerly the Hawai'i Community Stewardship Network)	X	X	X				
Friends of Hawai'i Volcanoes National Park	X	X	X				

Nodes	Cultural	Mauka Forest	Coastal Areas	Agricultural Lands	Public Access & Trails	Infrastructure, Facilities, & Services	Economic Development
Ka Maui Hou – Hawai‘i Restoration and Conservation Initiative	x	x	x				
Historic Hawai‘i Foundation	x						
UH Center for Oral History	x						
Three Mountain Alliance		x			x	x	x
Hawai‘i Wildlife Fund			x		x		
Pacific Fisheries Coalition			x				
Malama Kai Foundation			x				
UH Sea Grant			x				
Hawai‘i Island Hawksbill Turtle Recovery Project			x				
Ala Kahakai Trail Association			x		x		
Big Island RC&D				x			
Big Island Invasive Species Council		x		x			
UH CTAHR				x			

Nodes	Cultural	Mauka Forest	Coastal Areas	Agricultural Lands	Public Access & Trails	Infrastructure, Facilities, & Services	Economic Development
Respected Access	x	x	x		x		
The Conservation Fund		x	x		x		x
Queen Lili'uokalani Children's Center						x	
National Trust for Historic Preservation	x					x	x
Project for Public Spaces & ArtPlace	x					x	x
Citizens' Institute on Rural Design	x					x	
Rural Community Assistance Corporation (RCAC)						x	
University of Hawai'i - Hilo	x	x	x	x	x		x
Hilo Community College							x
CU Hawai'i Federal Credit Union							x
Bank of Hawai'i							x

Nodes	Cultural	Mauka Forest	Coastal Areas	Agricultural Lands	Public Access & Trails	Infrastructure, Facilities, & Services	Economic Development
Hawai'i Alliance for Community-Based Economic Development (HACBED)							X
Small Business Development Center							X
SCORE							X
Hawai'i Investment Ready							X
Pacific Business Center Program (PBCP)							X
Agribusiness Incubator Program (AIP)							X
Center for Rural Entrepreneurship (CRE)							X
Kupu		X	X				X
LEI (Lead, Expose, Inspire)	X						X
Hawai'i Procurement Technical Assistance Center (HI-PTAC)							X

Nodes	Cultural	Mauka Forest	Coastal Areas	Agricultural Lands	Public Access & Trails	Infrastructure, Facilities, & Services	Economic Development
Hawai'i Island School Garden Network (HISGN)						x	x
Community Power Network							x
Forest Trends							x
Hawai'i Alliance for a Local Economy (HALE)							x
American Independent Business Alliance (AMIBA)							x
Business Alliance of Local Living Economies (BALLE)							x
Pacific Worlds	x						x
Ka Welina Network	x						x
Hawai'i Ecotourism Association (HEA)							x
Hawai'i Agritourism Association (HATA)							x

Nodes	Cultural	Mauka Forest	Coastal Areas	Agricultural Lands	Public Access & Trails	Infrastructure, Facilities, & Services	Economic Development
National Geographic Society's Center for Sustainable Destinations							X
National Association of Gateway Communities							X
Transition Town						X	X
County Nodes							
Planning	X	X	X	X	X	X	X
PONC	X	X	X	X	X	X	
Cultural Resources Commission	X	X					
Parks & Recreation	X		X		X	X	
Research & Development				X			X
Public Works				X		X	
Game Management Advisory Commission		X	X		X		
Water Supply						X	
Environmental Management						X	X

Nodes	Cultural	Mauka Forest	Coastal Areas	Agricultural Lands	Public Access & Trails	Infrastructure, Facilities, & Services	Economic Development
Civil Defense						x	
Fire						x	
Police						x	
Mass Transit						x	
State Nodes							
DOCARE	x	x	x		x		
Nā Ala Hele	x	x	x		x		
State Parks	x	x	x				
DHHL	x		x	x	x	x	
SHPD	x	x	x		x		
DOFAW		x	x	x	x	x	
DAR			x				
OCCL			x				
DOBOR			x				
DOH Clean Water Branch			x	x			

Nodes	Cultural	Mauka Forest	Coastal Areas	Agricultural Lands	Public Access & Trails	Infrastructure, Facilities, & Services	Economic Development
DOH Polluted Runoff Control (PRC) program			x	x			
Office of Planning			x				
DBEDT							x
Department of Agriculture				x		x	x
'Aha Moku Advisory Committee	x	x	x	x	x		
Office of Hawaiian Affairs	x					x	x
Scenic Byways	x				x	x	x
Department of Education						x	x
Public Charter School Commission (PCSC)						x	
Hawai'i Tourism Authority and Big Island Visitors Bureau							x
Federal Nodes							
Hawai'i Volcanoes National Park	x	x	x		x		x

Nodes	Cultural	Mauka Forest	Coastal Areas	Agricultural Lands	Public Access & Trails	Infrastructure, Facilities, & Services	Economic Development
US Fish and Wildlife		x	x	x			
Ala Kahakai National Historic Trail	x		x		x		
NOAA			x	x			
NRCS		x		x			
Farm Service Agency				x			x
USDA Rural Development						x	x
Air National Guard						x	
Small Business Administration, including HUBZone							x
Economic Development Administration (EDA)						x	x





2.2 Network Leadership

2.2.1 Local Leadership

Effective networks require strong leadership on many levels and in a range of settings. Fundamentally, any community-based, collaborative action in Ka’ū will require leadership from within the community. Luckily, Ka’ū enjoys a “deep bench” of leadership from both individuals and organizations, as demonstrated by the lengthy list of “community nodes” in Table 1: Existing and Potential Network Nodes in Ka’ū.

2.2.2 Allies

Ka’ū is also lucky to have many “allies” with strong roots in the area. Notable examples include:

- **Public schools** in Ka’ū 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.
- **Ka’ū Hospital and Rural Health Clinic** is also a major area employer and provider of critical community services.
- **Kamehameha Schools** educates many of the children in Ka’ū and is a major owner of conservation and agricultural land in Ka’ū.
- **The Department of Hawaiian Home Lands** owns homesteads, agricultural land, and significant cultural sites in Ka’ū.
- **The Olson Trust** also 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.
- **The Nature Conservancy** owns significant conservation lands and has staff in Ka’ū and elsewhere on Hawai’i Island who provide 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, including some in Ka’ū. DOFAW has also an Access and Acquisitions Program Coordinator to work on access issues, including access for hunting.
- **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 and Reef Watchers programs.
- **The National Park Service** is a major landowner and employer in Ka’ū as well as the impetus for much of the visitor traffic in the area.
- **The Ala Kahakai National Historic Trail** staff are available to support community-based groups with the management of trail corridors in Ka’ū.
- **The Kohala Center** focuses on many of the high priority issues in Ka’ū – coastal management, food systems, renewable energy, and rural business development. The Kohala Center’s Lāulima Center for Rural Cooperative Business Development actively supports coops and other businesses in the area.

2.2.3 “Weaving” Networks

Leadership within a 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 Ka’ū, 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 as the initial hub, connecting many different kinds of constituencies. In Ka’ū, 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 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 Ka’ū, 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.

2.2.4 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 Network – to capture some of the most valuable lessons learned (<http://collaborativeleadersnetwork.org/>). Examples of resources that might support community-based, collaborative, networked approaches to achieving community objectives in Ka’ū 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

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



- 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 projects that is incubated.

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 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.

2.3 Best Practices

Appendices V4A and C summarized “best practices” for network-based, collaborative action. These basic steps 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 3: Supporting Organizational Structure

3.1 Ka’ū CDP Action Committee

3.1.1 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 Ka’ū.

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

3.1.2 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.

3.1.3 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 Ka’ū, 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.

3.1.4 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.

3.1.5 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.



3.2 Other Potential Organizational Needs

3.2.1 Tax Exempt Status

Implementation of the Ka'ū 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), nonprofit social enterprises, and community land trusts are tools that communities can use to lead and manage their own community improvement efforts.

3.2.2 Dedicated Staff

Most community-based initiatives in Ka'ū 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.

3.2.3 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.

3.2.4 Organizational and Leadership Development

Networks and organizations of all sizes benefit from strengthened leadership and improvements to their structure and administration. The following resources are available to assist in this respect:

- The Hawai'i Community Foundation
 - FLEX Grants
 - West Hawai'i Fund
 - East Hawai'i Fund

² <http://americorpshawaii.org/>

- 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.

3.3 Organizational Models

3.3.1 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 projects.
- 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.

3.3.2 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 a neighborhood, including good schools, retail vitality, decent housing, safety, employment and entrepreneurship, nutritious food choices, and opportunities for youth. 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 that are 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, when achieved, yield results beyond what these programs can achieve by themselves. In other words, it facilitates network leadership while also maintaining the organizational infrastructure to support a broad range of community initiatives.

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



Section 4: Focused Initiatives

4.1 Advance Preferred Conservation and Settlement Patterns

Community Action 1: Develop and implement community-specific strategies to create safe, sustainable, and connected communities.

Need: In Ka‘ū and many other communities Countywide, subdivisions, villages, and towns face challenges and opportunities related to the protection of agricultural land and open space, the appropriate mix of land uses, preservation of rural character, public infrastructure and facilities, and economic development. Local groups can take the lead in developing and implementing a comprehensive, coordinated set of strategies for each community.

Potential Community Lead: Community associations and corporations

Potential Community Partners: Ka‘ū MainStreet, road corporations, Ka‘ū Chamber of Commerce, O Ka‘ū Kakou, other community organizations, landowners, Queen Lili‘uokalani Children’s Center

Potential Allies: County of Hawai‘i (Planning, Parks & Recreation, Public Works, Water Supply), Department of Education, National Park Service (HVNP), USDA Rural Development, Hawai‘i Alliance for Community-Based Economic Development (HACBED), Hawai‘i Alliance for a Local Economy (HALE), Rural Community Assistance Corporation (RCAC), Project for Public Spaces & ArtPlace, Citizens’ Institute on Rural Design, American Independent Business Alliance (AMIBA), Business Alliance of Local Living Economies (BALLE), National Geographic Society’s Center for Sustainable Destinations, National Association of Gateway Communities

Immediate Next Steps:

- Coordinate with the implementation of Community Action 10, 15, 16, and 21
- Complete a comprehensive SWOT analysis (strengths, weaknesses, opportunities, threats) or similar
- Establish clear goals
- For each goal, identify past plans, existing related efforts, tools and resources available, and success stories from other communities, like capital improvements, special districts, improvement districts, brownfield redevelopment, land readjustment, and placemaking
- Develop a strategic plan with SMART objectives (specific, measurable, achievable, realistic, and time-specific) for each goal and specific action steps and milestones
- Secure commitments from partners whose assistance is needed
- Implement the plan.

Other Resources:

- 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.
- The Orton Family Foundation’s Field Guide *Community Heart and Soul*
- Hawai‘i Collaborative Leaders Network’s *Collaborative Problem Solving Guide*

For more information about specific communities in Ka'ū and related redevelopment resources, see Appendix V4B.



4.2 Expand the Local System of Preserves

Community Action 2: Secure in public trust (fee simple or by easement) priority land that achieves one or more of the Community Objectives.

Need: Eleven privately-owned coastal parcels have development potential (see Appendix V4A). In addition, Pu'u 'Enuhe and Makaanau, which are prominent elements of mauka views, are relatively unprotected from development. These lands can be protected most effectively through conservation easements or acquisition as public reserves.

Potential Community Lead: Action Committee

Potential Community Partners: Ka 'Ohana O Honu'apo, Hawai'i Wildlife Fund, The Olson Trust, Kamehameha Schools

Potential Allies: County of Hawai'i (County Public Access, Open Space, and Natural Resources Preservation Commission (PONC), Cultural Resources Commission), DLNR 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, Conservation Finance Network

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

- Affirming priorities (see the related CDP policy) and advocating for them with land owners, public agencies, and other partners.
- Supporting efforts of community-based organizations, the National Park Service, 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 in coastal areas.

Other Resources: Legacy Lands Conservation Program, Coastal and Estuarine Land Conservation Program, Farm and Ranchland Protection Program, Grassland Reserve 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

For more information about supporting organizations and resources, see pages 52-54 and 111-114 of Appendix V4A.

Community Action 3: Encourage the use of agriculture, ranch, and forestry land preservation 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: The Olson Trust, Kamehameha Schools

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

Immediate 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

For more information about supporting organizations and resources, see pages 28-33, 145-149 and 160-161 of Appendix V4A.



4.3 Preserve Scenic Areas

Community Action 4: Advance development of scenic routes.

Need: Scenic Byways are “roads that tell a special story” and contribute to the legacy of Hawai‘i. Local byways are sponsored by the Hawai‘i Department of Transportation (DOT) and facilitated locally 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. The Ka‘ū Chamber of Commerce sponsors Ka‘ū’s byway, which is established as “The Slopes of Mauna Loa.” The byway includes points of interest along Highway 11 between Manukā and Volcano. Implementation of the Corridor Management Plan is ongoing but is limited by available financial resources.

Local byway sponsors and committees receive technical assistance and training from the State byways program and the National Scenic Byway Program. The Federal Highways Administration also has an Annual Discretionary Grant program corridor management, safety improvements, facilities, access improvements, resource protection, interpretation, and marketing.

For many of the same reasons that a Scenic Byway was recently established in Ka‘ū, 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: Ka‘ū Chamber of Commerce

Potential Community Partners: Ho‘omalū Ka‘ū, Ka ‘Ohana O Honu‘apo, landowners

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)

Immediate Next Steps:

- Continue to seek technical and financial support implementation of the Corridor Management Plan from the State byways program, the National Scenic Byway Program, and the Federal Highways Administration.
- Ask the Planning Director or the District Council Member to introduce a resolution to initiate the establishment of a scenic corridor.
- Complete a corridor management plan and enabling ordinance.

For more information about supporting organizations and resources, see pages 77 and 90-91 of Appendix V4B.





4.4 Protect and Enhance Ecosystems

Community Action 5: Develop and implement site-specific and watershed-specific management plans for high-priority areas and resources.

Need: Ka'ū is rich in ecological resources. Many are not under any threat. Others are under stress and require more site-specific, active management.

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, Ka 'Ohana O Honu'apo, Hawai'i Wildlife Fund, 'Aha Moku Advisory Committee, Hawaiian Civic Clubs, Ka'ū 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

Immediate 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 community concern for Punalu'u, Honu'apo, and the shoreline and wetlands between them, past precedents of flooding and coastal sedimentation, and the presence of a threatened native species in the Hīlea Gulch, Nīnole Gulch, and Kaunāmano watersheds, areas in the central region of Ka'ū between Wood Valley and Honu'apo will likely be priorities.
 - For coastal areas, information in Appendix V4A about restoration needs suggests the following preliminary coastal priorities: Manukā, South Point to Green Sands, and Kamilo Beach.

- 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 ahupuaʻa-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 (see Appendix V4A). 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 Kīhōlo, 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

For more information about supporting organizations and resources, see pages 28-51, 90-120, and 126-149 of Appendix V4A.

⁴ <http://blackfootchallenge.org/> and <http://www.npr.org/2014/02/08/273577607/montana-ranchers-learn-ways-to-live-with-wolves>

Community Action 6: 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: Ka'ū Soil and Water Conservation District (SWCD)

Potential Community Partners: Landowners, farmers, ranchers, The Olson Trust, Kamehameha Schools, Department of Hawaiian Homelands, Three Mountain 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)

Immediate Next Steps: As empowered in HRS Chapter 180, the Ka'ū 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 Ka'ū 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 (see Appendix V4A)
- 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)

For more information about supporting organizations and resources, see pages 145-149 of Appendix V4A.



4.5 Protect and Enhance Cultural Assets

Community Action 7: Develop and implement a regional plan for managing cultural and historic resources.

Need: Ka'ū is rich in cultural and historic resources, but many are undocumented, unmanaged, and vulnerable to abuse.

Potential Community Lead: Ho'omalū Ka'ū

Potential Community Partners: kupuna, local residents familiar with Ka'ū's history and cultural resources, owners of land with cultural resources, Hawaiian Civic Clubs, other community organizations, landowners

Potential Allies: Ala Kahakai National Historic Trail, Hawai'i Volcanoes National Park, 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

Immediate 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, the 2004 Strategic Plan for the District of Ka'ū prepared by Ho'omaka Hou, historic maps, oral histories, 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 archaeological studies and surveys as necessary to fill critical gaps in knowledge. Additional archaeological 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 kupuna, 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).

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.

For more information about supporting organizations and resources, see pages 162-173 of Appendix V4A and pages 48-50 of Appendix V4B.



Community Action 8: Develop and implement site-specific cultural resource management plans for high priority areas and resources.

Need: Because of site-specific conditions, many cultural and historic assets require resource-specific management strategies and protocols related to protection, access, restoration, and interpretation.

Potential Community Lead: Lineal descendants of each site

Potential Community Partners: kupuna, local residents familiar with each site or resource, owners of land with cultural resources, Hawaiian Civic Clubs, Ho‘omalū Ka‘ū, other community organizations, The Olson Trust, ‘Aha Moku Advisory Committee

Potential Allies: Ala Kahakai National Historic Trail, Hawai‘i Volcanoes National Park, 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

Immediate Next Steps:

- Summarize historical and current conditions for each site or resource using available information.
- As needed, develop archaeological inventory surveys (AIS), preservation plans, and burial treatment plans for approval by the State Historic Preservation Division (SHPD).
- Develop and implement a plan specific to the particular site or resource with a focus on prioritizing and addressing acquisition, protection, restoration, interpretation, and access needs. Implementation steps might include:
 - Preparation of State and Federal historic site and district nominations for high priority cultural and historic sites and landscapes.
 - Training and supporting curators and caretakers.

Other Resources:

- See resources above for regional cultural resource management.
- The Legacy Lands Conservation Program (LLCP) provides grants to local organizations and agencies seeking to acquire land and conservation easements for Hawai‘i’s unique and valuable resources, including cultural and historical sites.

For more information about supporting organizations and resources, see pages 162-173 of Appendix V4A and pages 48-50 of Appendix V4B.

Community Action 9: Restore the Nā'ālehu Theater.

Need: The Nā'ālehu Theater was built after World War I by the Hutchinson Sugar Company to provide entertainment for local residents. Over the years, the theater has been used for a variety of arts and youth programming and performances. Since 2006, it has stood vacant and has fallen into disrepair and is in need of improvements, including a new roof. Future plans for this historic building are unclear.

The Historic Hawai'i Foundation includes the theater on its list of Hawai'i's Most Endangered Sites. In 2005, volunteers submitted an application to the State for designation of the Nā'ālehu Theater as a historic site. The Hawai'i Office of Historic Preservation was ready to assign historic status to the theater, but the owner declined, citing property rights issues.

Potential Community Lead: Ka'ū MainStreet

Potential Community Partners: Ho'omalū Ka'ū, Ka'ū Scenic Byway Local Advisory Committee, The Olson Trust

Potential Allies: County of Hawai'i (Planning, Cultural Resources Commission, PONC, Public Works), State Historic Preservation Division (SHPD), Historic Hawai'i Foundation, National Trust for Historic Preservation, National Trust Main Street Center, Project for Public Spaces, ArtPlace, Hawai'i Tourism Authority and Big Island Visitors Bureau

Immediate Next Steps:

- Approach the owner about interest in selling the property.
- Inventory renovation needs and expenses.
- Work with allies to prepare and submit funding applications to purchase and rehabilitate the building and property.

Other Resources:

- If a building code complaint is filed, it will trigger a review by SHPD, which will likely petition for preservation of the building.
- Funding sources: 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, National Endowment for the Arts "Our Town" grants.
- The Legacy Lands Conservation Program (LLCP) provides grants to local organizations and agencies seeking to acquire land and conservation easements for Hawai'i's unique and valuable resources, including cultural and historical sites.

For more information about supporting organizations and resources, see pages 162-173 of Appendix V4A and pages 48-50 and 144-145 of Appendix V4B.



Community Action 10: Develop and implement place-based strategies to retain village and town character.

Need: The Ka‘ū community has a strong rural sense of place that is multi-cultural and rooted in historic tradition. Part of that character is rooted in the local architecture. As buildings are renovated, new development is planned, and infrastructure is updated, it is possible to incorporate patterns that reflect timeless aspects of the region’s heritage. However, there is currently no strategy for retaining the character of historic towns and villages in Ka‘ū.

Potential Community Lead: Ka‘ū MainStreet

Potential Community Partners: Ho‘omalū Ka‘ū, Ka‘ū Scenic Byway Local Advisory Committee, The Olson Trust

Potential Allies: other communities pursuing similar goals (Kailua Village, Pahoā, Volcano, Waimea), County of Hawai‘i (Planning, Cultural Resources Commission, Arborist Advisory Committee, PONC), State Historic Preservation Division (SHPD), Historic Hawai‘i Foundation, National Trust for Historic Preservation, National Trust Main Street Center, Hawai‘i Volcanoes National Park, 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

Immediate Next Steps:

- Coordinate with the implementation of Community Action 1
- Identify and assess features of rural villages and town that contribute to the strong sense of place in Ka‘ū, including local architecture (patterns, colors, and materials of buildings), trees, viewscapes, streetscapes, signage (street, business, and community), public spaces, and transportation and other infrastructure.
- Consider using a “placemaking” approach to achieve some “quick wins” (see Appendices V4B and V4C).
- 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 (see Appendix V4B).
 - 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 (see Appendix V4A).
 - Develop, and have adopted by the County as part of a special district as appropriate (see Appendix V4A), 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 (see Appendix V4A).

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:

- Past plans: 1978 Urban Design Plan for Pāhala
- Other communities' design guidelines: Kailua Village, Waimea, Pāhoa, Maui County
- Tax exemptions: County historic property tax exemption, Federal Historic Preservation Tax Incentive Program
- Funding sources: 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.

For more information about supporting organizations and resources, see pages 162-173 of Appendix V4A and pages 48-55 of Appendix V4B



Community Action 11: Document, maintain, and share the mo’olelo of Ka’ū through oral, written, and/or video histories.

Need: The mo’olelo of Ka’ū (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 Ka’ū’s living culture. In addition to stories, an oral history project could capture languages spoken, food culture, and customs that are unique to Ka’ū. The mo’olelo also helps residents welcome visitors, giving them insight into the authentic Ka’ū 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: Ho’omalū Ka’ū, Pāhala Plantation Cottages

Potential Community Partners: kupuna, Hawaiian Civic Clubs, ‘Aha Moku Advisory Committee

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

Immediate 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:

- Pāhala Plantation Cottages collaborated with public school students in Ka’ū to chronicle Ka’ū’s history, in part by recording oral histories. This effort 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 Ka’ū Agribusiness 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 Ka’ū Agribusiness Company.
- Other oral history projects: Mo’olelo Aloha ‘Āina, Hula Preservation Society, PhotoVoice, Wisdom of the Elders, Neighborhood Story Project

- 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.

For more information about supporting organizations and resources, see pages 169-170 of Appendix V4A.



Community Action 12: Establish a Ka'ū Cultural Network.

Need: A connected network of cultural sites in Ka'ū could celebrate the region's rich history, educate residents and visitors, perpetuate living culture, serve as the hub of cultural preservation efforts, and even generate income for the community. The network would complement the scenic byway and other cultural initiatives (see above), include additional sites not included in the byway (see the map of visitor attractions in Appendix V4C), and incorporate the living culture in the area, including performances, festivals, and cultural education programs.

A "high tech and high touch" strategy, a cultural network could be organized on the Internet (including maps, site-specific information, and audio and video material), accessible on mobile devices, and made real through access to community cultural events, interpretive signage, and curators or guides available for tours.

Potential Community Lead: Ho'omalū Ka'ū, Ka'ū Scenic Byway Local Advisory Committee

Potential Community Partners: Hawaiian Civic Clubs, 'Aha Moku Advisory Committee

Potential Allies: County of Hawai'i (Research and Development, Cultural Resources Commission), Hawai'i Tourism Authority and Big Island Visitors Bureau

Immediate Next Steps:

- Develop a "business plan" for developing and maintaining the web page and mobile app. Integrate lessons learned from other communities (see below).
- Seek funding for program development, including grants, local business sponsors, and/or "crowdfunding" (see Appendix V4C).

Other Resources:

- The National Association of State Chief Information Officers (NASCIO) maintains a catalog of mobile apps used by various States. Apps featuring Hawai'i included: Official Hawaiian Islands Visitors' Guide, Festivals of Hawai'i, and "Royal Footsteps Along the Kona Coast" Scenic Byway (see Appendix V4C).
- "Quick Response" (QR) codes are increasingly being used on interpretive signage that links visitors' mobile devices to audio and video feeds about sites (see Appendix V4C).

For more information about supporting organizations and resources, see pages 162-173 of Appendix V4A, pages 48-50 of Appendix V4B, and pages 123-130, 136-137, and 175 of Appendix V4C.





4.6 Establish a Regional System of Access, Trails, and Supporting Facilities

Community Action 13: Develop and implement plans to establish and manage specific access points and trail segments.

Need: Ka’ū has extensive “green infrastructure” network of core areas (Hawai’i Volcanoes National Park, State and private preserves, watersheds, and agricultural areas), hubs (summits, pali, wetlands, heritage resources), and corridors (access points, trails, Scenic Byway). There is also a federal-state-county MOU in place to establish and manage the Ala Kahakai National Historic Trail, and the Three Mountain Alliance (TMA) and Ka’ū Forest Reserve management plans include steps to:

- Maintain existing public access roads
- Increase public access for hiking and other recreational activities on public lands
- Support public hunting on appropriate TMA lands, where compatible with watershed protection values
- Establish access agreements and management partnerships with landowners and local ranchers, farmers, and hunters
- Develop new access routes to increase access in cooperation with neighboring uses, particularly on existing roads or other alignments just within the Reserve boundary, and across private and State-leased lands below the Reserve
- Develop a mauka access management system, building on lessons learned from the Kapāpala Ranch access system
- Maintain existing trails in the TMA area
- Continue to expand the Pu’u Wa’awa’a Trail system
- Facilitate development of the Mauna Loa Trail
- Develop low-impact recreational amenities.

However, existing access points and trail linkages within the regional green infrastructure network are largely unmanaged. Overharvesting, ranch and farm damage, ecosystem damage from illegal ATV use, the introduction of destructive invasive species, and unsanitary waste disposal due to lack of rubbish receptacles and restroom facilities are common. Steps need to be taken to preserve responsible access for local families and control access by others. Community members are best positioned to develop and implement those steps, in collaboration with landowners and agencies responsible for mauka and makai resources.

In addition, many of the linkages that would complete an interconnected regional trail system are missing. Many potential trails have been proposed and are possible, but community leadership is needed to establish and manage them.

Potential Community Lead: Action Committee

Potential Community Partners: ‘Aha Moku Advisory Committee, Ho’omalū Ka’ū, Ka’ū Scenic Byway Local Advisory Committee, Hawaiian Civic Clubs, landowners, hunters, fishermen, farmers & ranchers, hikers

Potential Allies: 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

Immediate Next Steps:

- Identify regional access and trail development and management priorities:
 - For coastal areas, information in Appendix V4A about shoreline access challenges, lateral trails, use management, and parks suggests the preliminary coastal priorities summarized in “Table 2: Coastal Access and Trail Management Needs.”

Table 2: Coastal Access and Trail Management Needs

Coastal Area	Shoreline Access	Lateral Trail	Use Management
Manukā	x		x
Road to the Sea	x		x
Pōhue Bay	x		
Kahakahakea-Kalepe a Moa	x		
Wai‘o‘ahukini Bay	x		
Humuhumu Point to South Point		x	
South Point to Green Sands	x		x
Ka‘alu‘alu Bay	x	x	
Kamilo Beach			
Waikapuna	x		
Pali Pōhina	x	x	
Kāwā	x		x

- Appendix V4A also summarizes and maps the current status of shoreline public access in Ka‘ū.
- Prioritize potential Ala Kahakai trail segments to establish (generally defined by an ahupua‘a), possibly starting with publicly-owned lands and private lands with established access. Shoreline trail alignments need to be established between Humuhumu Point and



South Point, near Ka'alu'alu Bay, in areas between Kamilo Point and Whittington, and possibly in other areas. Appendix V4A identifies the status of each trail segment and which of three steps need to be taken: confirm government commitment, confirm ancient trail or government road, or negotiate management agreement.

- Mauka, consider focusing on the Mauna Loa Trail as the only land access into the upper portion of the District and an opportunity to provide a mauka connection between east and west portions of the district. Together with the Ala Kahakai, this would create a mauka-makai loop trail within Ka'ū.
- Consider the Old Māmalahoa Highway right of way that was abandoned when Highway 11 was realigned and has the potential to be restored as a trail or path. With the exception of TMK (3) 9-5-017:003, which is owned by the Olson Trust, the State retains ownership of the right-of-way from Hīlea Road to Honu'apo.
- Consider establishing the Nā'ālehu Bypass corridor as a trail or path. In the past, the State Department of Transportation proposed a bypass from the vicinity of the Nā'ālehu police station beyond South Point Road. Though the bypass remains in the General Plan, DOT is no longer considering the project. Some have proposed using the alignment as a trail, but the right of way was never established, and most of the General Plan alignment is privately-owned.
- In agricultural areas, identify possible mauka-makai connecting trail alignments along drainage ways or existing trails or roads. Over the ~11 mile stretch between Pāhala and Nā'ālehu, there is no established mauka-makai route connecting Māmalahoa Highway and Ka'alāiki Road. There is at least one legal mauka access from Māmalahoa Highway at Kāwā. It might also be advantageous to connect existing shoreline access at Honu'apo and Punalu'u to routes mauka of the highway. Private roads already connect Honu'apo and Punalu'u with Hīlea. There are also several gulches, including Honu'apo, Hīlea, Nīnole, Punalu'u, and Moa'ula, along which trails could be established.
- Complete any additional research needed about potential trail corridors and their historical and current conditions. For example:
 - Determine the legal status of trail segments (see Appendix V4A).
 - Survey ancient and historical shoreline trail alignments as necessary to fill critical gaps in knowledge.
 - Confirm the ownership status of railroad rights of way from Pāhala to Punalu'u, Hīlea to Honu'apo, and Nā'ālehu to Honu'apo.
- Based on site-specific conditions, distinguish at least three levels of appropriate access: 1) Open public access, 2) managed public access, and 3) no access (because of sensitivity of resources and/or on-the-ground capacity to manage the access).
- Based on site-specific conditions, distinguish the types of appropriate access and passage: pedestrian, bicycle, equestrian, and/or vehicular.
- Establish accesses and trail segments.
- Execute access and trail management agreements, as necessary (see Appendix V4A).

- Form a management group for each access and trail segment, focusing on a core group and supporters who have interest in or knowledge about the particular site or resource. Potential members include kupuna, other knowledgeable and concerned Native Hawaiians associated with a particular ahupuaʻa, kamaʻaina or persons with historic kinship with or knowledge of the land, landowners adjacent to the trail segment, volunteer trail groups with an interest in the trail segment, community-based organizations interested in the trail segment, representatives of involved government agencies, and other stakeholders as appropriate for each trail segment. Ala Kahakai Community Planning and Management Teams require interdisciplinary resource specialists.
- Develop access and trail management plans for each trail segment and access, with a focus on prioritizing and addressing acquisition, protection, restoration, interpretation, and management needs.
 - For access control, consider the Public Access with Kuleana (SmartCard) system and systems in use by The Nature Conservancy, Kapāpala Ranch, and the Kaʻū Forest Reserve (see Appendix V4A).
 - For trails and paths, consider the Shared Use Path and Equestrian Multi-use Path thoroughfare standards in Appendix V4B.
- Implement access and trail management plans.

Organizational Considerations: The Ala Kahakai National Historic Trail relies on local “Community Planning and Management Teams” to take the lead on establishing and managing trail segments. However, it offers assistance to trail segment management groups by offering strategic planning, organizational capacity building services, resource management and other training in order to assure and sustain successful implementation of trail management agreements.

Moreover, the Ala Kahakai Trail Association was established to support and organize for the community management aspects of the Ala Kahakai Trail. Composed of lineal descendants of families along the trail corridor, the Association can support trail management groups either as fiduciary, as a land trust, with back office admin support, with communications, or in other ways.

Other Resources:

- The American Hiking Society National Trails Fund is a privately funded, national grants program dedicated solely to building and protecting hiking trails.
- American Trails is a national, nonprofit organization working on behalf of all trail interests. It hosts a comprehensive website for planning, building, designing, funding, managing, enhancing, and supporting trails, greenways, and blueways.
- The USDA NRCS Voluntary Access and Habitat Incentive Program can be used to encourage owners and operators of privately held farm, ranch, and forest land to voluntarily make that land available for access by the public for wildlife dependent recreation, including hunting or fishing.

For more information about supporting organizations and resources, see pages 21-22, 24-28, 30-32, 57-65, and 83-87 of Appendix V4A.



Community Action 14: Support facilities development and management at access points and along trail corridors.

Need: There are limited remote, small-scale recreational facilities in Ka’ū, where residents can enjoy the ocean and forests. Moreover, several are in need of improvements, as was noted during community review of the Draft CDP.

Potential Community Lead: Action Committee

Potential Community Partners: Ka ‘Ohana O Honu‘apo, hunters, fishermen, hikers

Potential Allies: Ala Kahakai National Historic Trail, Department of Land and Natural Resources (Nā Ala Hele, Parks, DOFAW), County of Hawai‘i (Planning, Parks and Recreation, Finance (Property Management), PONC), Three Mountain Alliance, 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

Immediate Next Steps:

- Collaborate with the County of Hawai‘i, the DLNR, the DHHL, and the National Park Service to:
 - Improve current facilities, including access roads, stop signs, parking, showers, and camp sites
 - Implement the Honu‘apo Park Resource Management Plan and the Ka’ū Forest Reserve Management Plan
 - Complete and implement the Kāwā Stewardship Plan
 - Support the design, planning, and construction of new coastal and mauka facilities, likely starting with Kāwā, South Point, Ka’alu‘alu, and recreational amenities established in the Ka’ū Forest Reserve
 - Form new “Friends of the Park” organizations and execute cooperative park management agreements to assist in the management of new facilities.

Organizational Considerations: Both the County and the State have cooperative park management programs.

For more information about supporting organizations and resources, see pages 21-23 and 82-83 of Appendix V4A.





4.7 Strengthen Infrastructure, Facilities, and Services

Community Action 15: 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.

Immediate 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.

For more information about supporting organizations and resources, see pages 37-39 of Appendix V4B.

Community Action 16: In Mark Twain and Green Sands subdivisions, establish a community development corporation (CDC) to develop and maintain roads and Green Sands Park.

Need: Mark Twain and Green Sands roads lack an organized corporation to build and maintain roads, and there is no formal mechanism for managing Green Sands Park.

At the same time, if infrastructure is improved, it will very likely accelerate build-out of the many vacant lots, which could significantly impact the area's open space and rural character.

Potential Community Lead: newly formed Community Development Corporations

Potential Community Partners: Green Sands Community Association

Potential Allies: other road corporations, County of Hawai'i (Departments of Parks and Recreation, Public Works), USDA Rural Development, Air National Guard, Rural Community Assistance Corporation. See Appendix V4B for details about how they can provide technical, financial, and logistical assistance.

Immediate Next Steps:

- Clarify community goals for subdivision and infrastructure improvement
- Determine the scope of the needed infrastructure, and estimate costs for planning, construction, and maintenance
- Identify the best strategies to achieve goals for subdivision and infrastructure improvement, including subdivision repair, options for infrastructure funding, financing districts, and funding sources (see Appendix V4B)
- Establish the most appropriate legal organizational structure for implementing those strategies, including building and maintaining the infrastructure
- Initiate strategies.

Organizational Considerations: See Appendix V4B for information about the structure of financing districts and options created with the Urban Redevelopment Act. See Appendix V4C for the range of community-based business structures.

Other Resources: Appendix V4B outlines a range of strategies for repairing nonconforming subdivisions, including land readjustment, land pooling, land swaps, land banks, and conservation easements.

In addition, HRS chapter 53, the Urban Redevelopment Act, empowers the County to create a local redevelopment agency to make and implement redevelopment plans for urban renewal and blighted areas. See Appendix V4B for details about designating targeted areas, redevelopment plans, and the powers of the redevelopment agency to implement the plans.

For more information about supporting organizations and resources, see pages 39-43, 59-63, 93-96, and 207-216 of Appendix V4B and pages 151-165 of Appendix V4C.



Community Action 17: Grow existing Neighborhood Watch and CERT teams, and develop new ones.

Need: Neighborhood Watch groups provide citizens an opportunity to address crime and the fear of crime that threatens their community's well-being. Community Emergency Response Teams (CERT) provide residents and businesses with information about how to properly prepare for and respond to an emergency at home, at work, or in the community.

Potential Community Lead: Ocean View CERT, existing Neighborhood Watch programs

Potential Community Partners: volunteer fire units, community associations

Potential Allies: County of Hawai'i (Civil Defense, Fire and Police Departments)

Immediate Next Steps:

- Discuss with County agencies and the local community policing officers the options for starting and growing the programs.

For more information about supporting organizations and resources, see page 205 of Appendix V4B.



Community Action 18: Establish a charter school in Ocean View.

Need: More than half of Ka'ū's population resides in Ocean View. Children from Ocean View attend public schools in Nā'ālehu and Pāhala, and the Department of Education has no plans to build a school in Ocean View. Charter schools state-legislated, legally independent, outcome-based public schools operating under contract with the State Public Charter School Commission (PCSC). Communities interested in starting a charter school must apply to the PCSC.

Potential Community Lead: newly established community-based organization

Potential Community Partners: Ka'ū Learning Academy, Ocean View Community Association, Ocean View Community Development Corporation, Kamehameha Schools, Queen Lili'uokalani Children's Center

Potential Allies: PCSC, other charter schools, County of Hawai'i (it owns lots in HOVE dedicated to school and park use)

Immediate Next Steps:

- Clarify the steps for establishing a charter school with the PCSC
- Organize an exploratory group

Other Resources: Community Facilities District (CFD) can be used for school infrastructure.

For more information about supporting organizations and resources, see pages 116-118 and 188 of Appendix V4B.



Community Action 19: Collaborate with the County Department of Parks and Recreation to develop and manage an ATV track/ course in an area of no ecological or cultural value.

Need: Illegal ATV use is common at South Point, areas mauka of Ocean View, and elsewhere in Ka‘ū. An alternative location for recreational ATV users is needed.

Potential Community Lead: recreational ATV owners

Potential Community Partners: ‘Aha Moku Advisory Committee, organizers of the Nā‘ālehu ball park improvements, Ka ‘Ohana O Honu‘apo

Potential Allies: County of Hawai‘i (Planning, Parks and Recreation), Department of Hawaiian Home Lands, Department of Land and Natural Resources (DOCARE, DOFAW, SHPD, Nā Ala Hele), Hawai‘i Volcanoes National Park

Immediate Next Steps:

- Gauge interest among ATV users
- Clarify park site characteristics: size, terrain, accessibility, etc.
- Discuss with the Department of Parks and Recreation the requirements for and options related to park collaborative management agreements
- Ask other groups that have collaborated with the County for “lessons learned”
- Work with landowners and “allies” to identify potential sites

Organizational Considerations: The County uses three tools to collaborate with community groups in the management of parks: Friends of the Park Agreements, County Cooperative Agreements, and leases (see Appendix V4A).

For more information about supporting organizations and resources, see pages 18, 22, and 32 of Appendix V4A.

Community Action 20: Collaborate with the County Department of Parks and Recreation to develop and manage skate parks in Nā'ālehu and Ocean View.

Need: Despite repeated requests and initiatives as well as skate park development in many other communities in Hawai'i County, Ka'ū does not have a skate park.

Potential Community Lead: skateboarders

Potential Community Partners: organizers of the Nā'ālehu ball park improvements, landowners, O Ka'ū Kakou, Ocean View Community Association, Queen Lili'uokalani Children's Trust, other community organizations

Potential Allies: County of Hawai'i (Planning, Parks and Recreation)

Immediate Next Steps:

- Clarify park site characteristics: size, terrain, accessibility, etc.
- Discuss with the Department of Parks and Recreation the requirements for and options related to park collaborative management agreements
- Ask other groups that have collaborated with the County for "lessons learned"
- Work with landowners and "allies" to identify potential sites
- Develop and implement a fundraising campaign

Organizational Considerations: The County uses three tools to collaborate with community groups in the management of parks: Friends of the Park Agreements, County Cooperative Agreements, and leases (see Appendix V4A).

For more information about supporting organizations and resources, see page 32 of Appendix V4A.



4.8 Coordinate Regional Economic Development

Community Action 21: Coordinate regional, cross-sectoral economic development strategies.

Need: As Ka’ū 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 ”: Develop a high-tech, high-touch regional education, enterprise development, and research network.” 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: Ka’ū Chamber of Commerce, Ka’ū MainStreet, Ocean View Community Development Corporation, 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

Immediate Next Steps:

- Develop Ka’ū’s “Regional Flavor” – build on the distinctive qualities, assets, and identity of Ka’ū to generate viable economic ventures and opportunities that take care of the land and its people
 - Celebrate Ka’ū’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 like-minded 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 Ka’ū Hospital and Rural Health Clinic, Ka’ū High & Pāhala Elementary and Nā’ālehu Elementary, Kamehameha Schools, The Olson Trust, the National Park Service, 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 Ka’ū. 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 “: Coordinate regional strategies to increase “buying local.” below).



- Support and coordinate efforts to differentiate Ka'ū's 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, foodways, and creative practitioners.
- Community-wealth.org resources related to anchor institutions.

For more information about supporting organizations and resources, see pages 106-142, 151-165, and 174-184 of Appendix V4C.

Community Action 22: Develop a high-tech, high-touch regional education, enterprise development, and research network.⁵

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 Ka’ū. 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 Ka’ū’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

Potential Community Partners:

- Education: Ka’ū High School, Pāhala Elementary, Nā’ālehu Elementary, charter schools, Kamehameha Schools, Science Camps of America
- Agriculture: Farm Bureau, Farmers’ Union, producers (farmers, ranchers, fishermen), land owners and managers, Ka’ū Coffee Growers Cooperative, The Olson Trust
- Renewable Energy: Tawhiri Power, The Olson Trust
- Ecosystem Services: Three Mountain Alliance, Ho’omalū Ka’ū, Ka ‘Ohana O Honu’apo, Hawai’i Volcanoes National Park, The Nature Conservancy, Kamehameha Schools
- Health and Wellness: Ka’ū Hospital & Rural Health Clinic, Ka’ū Rural Health Community Association, Queen Lili’uokalani Children’s Center

Potential Allies:

- Business and entrepreneurial development: Hawai’i Small Business Development Center, Lāulima 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

⁵ Credit is due to Judith and Dick Ball of Nā’ālehu who, early in the CDP planning process, shared their vision for a Ka’ū Communications College, which was the initial inspiration for this strategy.



- 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

Immediate Next Steps:

- Inventory the education, workforce and enterprise development, and research resources already available in Ka'ū 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 Ka'ū (e.g., agriculture, renewable energy, ecosystem services, health and wellness, and visitor)
- Inventory specific education and research opportunities in Ka'ū, 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., Moloka'i 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 Hawai'i Education and Research Center
 - Community college satellites elsewhere in Hawai'i (e.g., Waianae)
 - Innovative education and training programs (e.g., MA'O's "school to farm" program in Wai'anae)
 - 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 23: 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.

Over 125 jobs could be created in Ka‘ū if “leakage” in the various retail subsectors could be addressed through investments in new establishments within Ka‘ū. Ocean View, in particular, has high potential for retail jobs – by 2030, if population growth trends continue, there is potential for over 800 retail jobs in Ocean View.

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: Ka‘ū Chamber of Commerce, Ka‘ū MainStreet, Ocean View 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

Immediate 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 11-16, 20-30, 70-75, 101-107, 130-131, and 166-173 of Appendix V4C.





4.9 Advance High-potential Economic Sectors

Community Action 24: Strengthen the local agriculture value chain.

Need: Ka’ū has a diverse, robust agricultural sector. Much of it is cash crops (macadamia, coffee, forestry), but the landscape is dominated by pasture for beef, and vegetable, fruit, and flower farms are also growing. Yet there is even greater potential, including thousands of acres of unused agricultural land, abundant water sources (largely unavailable until redeveloped), and strong demand for local food, with \$19 million spent annually on food in Ka’ū alone.

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, vog, 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

Potential Community Partners: producers (farmers, ranchers, fishermen), land owners and managers, Ka’ū Agricultural Water Cooperative District, Ka’ū Coffee Growers Cooperative, The Olson Trust, Kamehameha Schools, 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 – Lualaba Center, Hawai’i Small Business Development Center, The New World Foundation’s Local Economies Project

Immediate Next Steps:

- Test the feasibility of different mechanisms for improving producer tenure, including public agricultural parks, agricultural land trusts, and cooperatives.
 - For agricultural parks, request that the Board of Agriculture appoint a task force to explore feasibility, identify potential sites, and consider possibilities for joint ventures with private entities and/ or the County.
 - For agricultural land trusts, study successes in other communities, consider model organizational and legal structures, and explore financing from Farm Credit Services of Hawai'i, the USDA, the Farm Service Agency, the Small Business Administration, or other lenders that focus on funding small-scale agriculture.
- Test the feasibility of “closed-loop” input supply strategies, including local energy production (see “: Develop local, renewable, distributed energy networks.” below) and business opportunities for producing agricultural inputs.
- Identify market niches in Ka’ū, 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 “: Develop a high-tech, high-touch regional education, enterprise development, and research network.” 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.
 - Assess the Hawai’i Island Mobile Slaughter Unit being proposed.
- Connect food nodes in a Ka’ū food innovation district that builds relationships, facilities, and systems to more effectively manage the processing, aggregation, distribution, and marketing of local food products.
- Connect Ka’ū 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 Ka’ū 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 Ka'ū 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 Ka'ū 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 20-30, 112-119, 135, 138-142, 144-147, and 174 of Appendix V4C.

Community Action 25: Develop local, renewable, distributed energy networks.

Need: The cost of electricity and fuel in Kaʻū 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, Kaʻū'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, Kaʻū Hospital & Rural Health Clinic, Department of Education, Hawaiʻi Volcanoes National Park

Potential Allies: HELCO, County of Hawaiʻi (Research and Development, Energy Commission), State of Hawaiʻi (Hawaiʻi 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

Immediate 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 “: Develop a high-tech, high-touch regional education, enterprise development, and research network.” above).

Other Resources:

- 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:
 - Ka'ū's system of irrigation tunnels is uniquely suited for additional development of hydropower systems. The US Department of Agriculture is also 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 31-41, 120-122, 147, and 151-174 of Appendix V4C.



Community Action 26: Pilot a program to secure community payments for ecosystem services (PES).

Need: Ecosystem services can assist in preserving the values and rural character of Ka’ū 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, Ka’ū 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, Ka’ū Soil & Water Conservation District, The Olson Trust, Kamehameha Schools, Ka ‘Ohana O Honu‘apo, Ho‘omalū Ka’ū

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, Hawai‘i Volcanoes National Park, 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

Immediate Next Steps:

- Summarize lessons learned from PES projects in other communities, 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 Ka’ū, 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 “Develop a high-tech, high-touch regional education, enterprise development, and research network” 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 41-51, 122, and 147-149 of Appendix V4C.

Community Action 27: Establish a comprehensive network of health and wellness services.

Need: A range of facilities and organizations compose the health and wellness sector in Ka'ū, 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 Ka'ū.

Potential Community Lead: Action Committee

Potential Community Partners: Community Collaborative, Ka'ū Rural Health Community Association, Ka'ū Hospital & Rural Health Clinic, Bay Clinic, Ocean View Family Health Clinic, traditional and non-traditional health and wellness practitioners, Queen Lili'uokalani Children's Center, Lokahi Treatment Center, Leslie's Home Care, Care Home Nā'ālehu/Pāhala, Services for Seniors, Ever Care

Potential Allies: Rural Outreach Services Initiative (ROSI), Resources Match, Paradise Home Care Coop, 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

Immediate 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 Ka'ū residents by gradually filling gaps in programs and services.
 - Create opportunities to promote and advance native Hawaiian traditional healing practices, la'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 Ka'ū, 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 Ka'ū (see “: Develop a high-tech, high-touch regional education, enterprise development, and research network.” above).

For more information about supporting organizations and resources, see pages 51-57, 149-150, and 151-173 of Appendix V4C.



Community Action 28: 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. Ka’ū 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 agri-tourism, health and wellness, edutourism, and eco-tourism. Such visitors spend nearly \$100 million per year in and around Hawai’i Volcanoes National Park. However, Ka’ū 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 Ka’ū to restructure the visitor industry to one that nurtures, invests in, and sustains Ka’ū’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 Ka’ū 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 Ka’ū.

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 “Coordinate regional, cross-sectoral economic development strategies.” above). They provide the opportunity to nurture community tourism through the following “sharing clusters:”

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

Potential Community Lead: Action Committee

Potential Community Partners: Ho’omalū Ka’ū, Ka ‘Ohana O Honu’apo, Hawaiian Civic Clubs, Ka’ū Chamber of Commerce, Ka’ū MainStreet, lodging owners and operators, restaurateurs, hunters, fishermen, farmers and ranchers, Green Sand Tours, The Olson Trust, National Park Service, Ala Kahakai National Historic Trail, Kamehameha School

Potential Allies: Hawai'i County Department of Research & Development, Hawai'i Tourism Authority, Hawai'i Visitor and Convention Bureau, Big Island Visitors Bureau, Hawai'i Agritourism Association, Hawai'i Ecotourism Association, Ka Welina Network, Historic Hawai'i Foundation, Pacific Worlds, LEI (Lead, Expose, Inspire), KUA: Kua'āina Ulu 'Auamo, Three Mountain Alliance, Hawai'i Forest & Trail, Native Guide Hawai'i, National Geographic Society's Center for Sustainable Destinations, The Conservation Fund, National Association of Gateway Communities, National Trust for Historic Preservation, Association of Living History, Farm, and Agricultural Museums

Immediate Next Steps:

- Identify lessons learned from existing collaborative community tourism efforts in order to identify opportunities and challenges in establishing a coordinated regional network
 - Consider consulting with Ha'ena Waipa, the Kipahulu 'Ohana, and other place-based tourism initiatives
 - Engage gateway community practitioners, particularly those who have developed National Geographic Society MapGuides.
- Develop strategic partnerships for funding, financing, marketing, and technical support
- Build local industry clusters, possibly by sharing of place, sharing of culture, and sharing of work
- Develop innovative approaches to sharing components of the visitor experience – adventure, food, and housing
- Facilitate entrepreneurial and enterprise development and grow the ho'okipa workforce pipeline in Ka'ū (see “: Develop a high-tech, high-touch regional education, enterprise development, and research network.” above)
- Develop a user-friendly online “gateway” to Ka'ū that is accessible on computers and mobile devices.

Other Resources:

- The Hawai'i County Tourism Program supports cooperative marketing programs, community festivals and sporting events, visitor arrival and departure experiences as well as new tourism products through two annual requests for proposals (RFPs). The R&D Supplemental RFP includes funding support for visitor promotions and marketing along with arrival and departure experiences. The Hawai'i Tourism Authority's County Product Enrichment Program (HTA CPEP) provides support for community festivals and sporting events as well as new visitor products.
- HTA also offers grants and a tool kit to support business planning, marketing, and event planning.
- Gateway Community Toolkit

For more information about supporting organizations and resources, see pages 62-70, 107-111, 123-130, 136, 142, 150, and 175 of Appendix V4C.



4.10 Pursue Potential Synergistic Projects

Community Action 29: Develop and implement plans for Punalu'u.

Need: Punalu'u features a unique combination of significant resources: ecological (turtle nesting, wetlands), cultural (historic sites, natural beauty), recreational (shoreline access and trail, beach park, fishing, boat launch, golf course), and economic (boat launch, vacation rentals). However, not all of those resources are sufficiently protected or actively managed.

Punalu'u is in the State Urban district, and it is zoned for residential and resort development (both by the County and DHHL). However, the existing water and wastewater system infrastructure appears to be in poor condition and significant maintenance, repairs, and upgrades may be necessary. Moreover, portions of Punalu'u designated for development are vulnerable to hazards, including wildfire, floods, tsunamis, and sea level rise.

There is community consensus about what the future of Punalu'u should hold. Elements of that shared vision include:

- **Keep It Ka'u:** Punalu'u should always be true to – and “feel” like – Ka'u. The size, uses, layout, and architecture of any future improvements should reflect and preserve Ka'u's open spaces, views, Hawaiian heritage, rural lifestyle, and “local” character.

Punalu'u should also protect and strengthen Ka'u's powerful connection between people and place. Unrestricted shoreline, beach, and park access should be maintained for boating, swimming, surfing, hiking/walking, fishing, gathering, camping, cook-outs, and cultural practices.

- **Take Care:** This means taking care of Punalu'u's rich natural and cultural resources. The communities that have flourished in Ka'u for generations should be honored through careful stewardship of ancient and historic cultural sites as well as the natural beauty, water quality, wetlands, ponds, springs, and native and threatened species and habitats in the area. Interpretative signage should be installed to educate residents and visitors about Punalu'u's special history and natural systems.

This also means taking care of Ka'u's people. Punalu'u should be a resource for keiki, kupuna, 'ohana, and community. It is already used as a formal and informal research and education site, and those uses could be expanded to include training for cultural practices, traditional and modern trades, recreation, eco-tourism, natural resource management, archaeology, and many other fields. It should also provide new economic opportunity and options for residents of Ka'u – providing security and stability for thriving families and communities.

- **Can Do:** The people of Ka'u must have a stake in both planning and managing Punalu'u's future. They are committed to Ka'u and have significant wisdom, passion, talent, and resources to invest. Through time-tested local protocols, “talk story,” and aloha, they can agree on a balanced path forward.

Potential Community Lead: Action Committee

Potential Community Partners: kupuna, those with historic kinship with or knowledge of the land, SM Investments, O Ka'u Kakou, Ka'u Preservation, Ho'omalua Ka'u, Scenic Byway

Potential Allies: County of Hawai'i (Planning, Cultural Resource Commission, Parks and Recreation, PONC), Department of Land and Natural Resources (SHPD, DAR, Nā Ala Hele), Department of Hawaiian

Home Lands, Kamehameha Schools, Office of Hawaiian Affairs, Queen Lili'uokalani Children's Trust, UH Sea Grant, Hawai'i Island Hawksbill Turtle Recovery Project, The Nature Conservancy, KUA: Kua'āina Ulu 'Auamo, Peoples Advocacy for Trails Hawai'i (PATH), Hawai'i Ecotourism Association, National Park Service (HVNP, Ala Kahakai), NOAA, USDA Rural Development, Economic Development Administration

Immediate Next Steps:

- Determine interest among stakeholders (starting with potential partners and allies listed above) in a collaborative process to develop and pursue strategies to achieve the community's shared vision for Punalu'u.
- Consider use of an independent third party to facilitate the planning process.
- Consider a range of viable alternative future scenarios (see Appendix V4B), including these variables:
 - A mix of tools for protecting ecological and cultural resources
 - A variety of complementary uses, possibly including open space, wilderness, botanical gardens, agriculture, aquaculture, resort lodging, more housing, more recreation, dining, retail, education, training, and research
 - The spectrum of feasible scales of improvement
 - Required infrastructure improvements
 - Appropriate hazard mitigation measures
 - Jobs and other economic opportunities
 - A range of community benefits, including shoreline access, shared equity/revenue, affordable housing, "local hire first" policies, local business development, educational and cultural facilities, and other community services, along with proven methods for ensuring accountability.
 - A range of collaborations, including creative models of ownership and management (see Appendix V4C).
- Use objective criteria to assess the strengths and weaknesses of alternative scenarios and strategies.
- Identify preferred scenarios and strategies.
- Develop detailed plans.
- Implement those plans.

For more information about supporting organizations and resources, see pages 147-184 of Appendix V4B and many sections of Appendix V4C, including but not limited to pages 62-69 and 151-173.