

RURAL ECONOMIC DEVELOPMENT PLANNING REPORT



Prepared By
SMS RESEARCH & MARKETING SERVICES, INC.

Prepared For
OFFICE OF PLANNING
DEPARTMENT OF BUSINESS, ECONOMIC DEVELOPMENT & TOURISM
STATE OF HAWAII

October 2010

This Report was Prepared under an Award from the
U.S. Department of Commerce
Economic Development Administration
Award Number 07-69-06044



RURAL ECONOMIC DEVELOPMENT PLANNING REPORT

Prepared By
SMS RESEARCH & MARKETING SERVICES, INC.

Prepared For
OFFICE OF PLANNING
DEPARTMENT OF BUSINESS, ECONOMIC DEVELOPMENT & TOURISM
STATE OF HAWAII

October 2010

This Report was Prepared under an Award from the
U.S. Department of Commerce
Economic Development Administration
Award Number 07-69-06044

This publication was prepared by SMS Research & Marketing Services, Inc. The statements, conclusions, and recommendations are those of the author(s) and do not necessarily reflect the views of the Economic Development Administration.



Abstract

The purpose of the Planning for Rural Economic Development study is to identify ways in which rural communities can increase jobs and businesses while retaining their rural character and lifestyle. It is also intended to examine communities which have retained their cultural heritage while expanding their economy.

The study provides economic and demographic information to establish an important baseline of information on Hawaii's rural communities. Nationwide research was conducted to identify "best practices" that could serve as a guide to review and explore efforts in the State. Interviews were conducted with economic development agencies and organizations in Hawaii to identify best practices for rural economic development. The study was not able to identify "communities" that have successfully expanded their economy while retaining rural character and lifestyle. However, the study does describe non-profit economic development "projects" which have focused on retaining rural character and lifestyle.

Three case studies of economic development projects in rural communities in Hawaii and the Mainland are described in depth. The work of HandMade America which supports local crafts in North Carolina and Kohala Center in Hawaii County which promotes educational economic development are analyzed. A case study of Waipa Foundation's work on Kauai was conducted to address the study's charge to identify ways in which a communities' cultural heritage could be retained.

The report describes best practices and provides recommendations to promote economic development in rural communities while retaining rural character.

EXECUTIVE SUMMARY

Hawaii's rural communities play an important part in the mix of elements that make Hawaii unique. Much of Hawaii's rich multi-cultural heritage is reflected in rural communities. The beauty of Hawaii's landscape is enhanced by rural open space and the small scale of rural communities. However, many of Hawaii's rural communities have economic difficulties. Some are still struggling with the transition from sugar to diversified crops. Many rural communities have yet to find an economic driver comparable to the sugar industry.

One of the major challenges facing rural communities is how to create jobs and improve economic conditions while retaining rural character and lifestyle. Moreover, those communities with a strong cultural heritage face the challenge of retaining their culture while developing their economies.

The purpose of the Rural Economic Development Planning Study was to identify ways in which rural communities in Hawaii can improve their economic conditions while retaining their rural character and lifestyle. The study was also intended to identify communities which have retained their cultural heritage while growing their economy. It sought to do this by researching and identifying other areas which have been able to accomplish this and identifying "best practices", tools and techniques that these successful rural communities have utilized. It sought to identify models that Hawaii's rural communities can follow and recommend approaches consistent with the values and goals of Hawaii's communities which could be used in Hawaii.

The report provides economic and demographic information to establish a much needed baseline for information on Hawaii's rural communities. Based on the socio-economic information, Puna, Hamakua and Kau in Hawaii County; Hana, Keanae, Molokai and Lanai in Maui County; the Waianae Coast and Kahuku on Oahu; and all areas on Kauai except Poipu and Princeville are distressed areas. Interviews were conducted with economic development agencies and organizations in Hawaii to identify best practices for rural economic development.

Nationwide research was conducted to identify "best practices" that could serve as a guide to review and explore efforts within the State. Interviews were conducted with organizations in Hawaii that support rural economic development efforts. The study was not able to identify "communities" which have successfully expanded their economies while retaining rural character and lifestyle or cultural heritage. However, the study does identify nonprofit "projects" which have promoted economic development while focusing on rural character and lifestyle.

Three Mainland and Hawaii case studies are provided to identify best practices. The work of HandMade America which supports local crafts in North Carolina and Kohala Center in Hawaii County which promotes educational economic development are analyzed in depth. The Waipa Foundation's work in the Waipa watershed on Kauai is examined as an economic development activity which supports retention of cultural heritage and practices.

The study provides next step recommendations on ways to support rural economic development while retaining rural characteristics. The study also identifies key elements for a successful community project. These recommendations and the report have been shared with economic development experts in each county. Recommendations include providing infrastructure to support rural economic development projects; providing support services for community groups; building awareness of services available to rural communities; and supporting entrepreneurship in rural communities. Examples include promoting services via websites; developing a mentorship program for entrepreneurs; creating programs which provide stable markets for agriculture and providing business skill training.

ACKNOWLEDGMENTS

Mahalo to all those involved in developing the Rural Economic Development Report. SMS would like to say thank you to all of the community leaders and rural development stakeholders for all of your valuable insights. This report would not be possible without your help and cooperation.

Hawaii State Office of Planning

- Abbey Mayer, Director
- Mary Lou Kobayashi, Planning Program Administrator
- Mary Alice, Planning Program Manager
- Ruby Edwards

County of Hawaii, Department of Research and Development

- Randy Kurohara, Director
- Beth Dykstra, HCRC Grants Specialist
- Jane Horike, Economic Development Specialist

Hawaii Island Economic Development Board

- Jacqui Hoover, Executive Director

Office of Economic Development, County of Maui

- Deidre Tegarden, Coordinator
- JoAnn Inamasu, Deputy Coordinator

Maui Economic Development Board

- Jeanne Skog, President

Molokai Enterprise Community

- Stacy Crivello, President

Office of Economic Development, County of Kaua'i

- George Costa, Director

Kaua'i Economic Development Board

- Mattie Yoshioka, President & CEO
- Susan Tai, Kauai Economic Development Plan Director

Office of Economic Development, C & C of Honolulu

- Ann Chung, Director

Enterprise Honolulu

- Pono Shim, President & CEO

Farm Service Agency - USDA

- Diane Ley, State Executive Director

Hawaii Alliance for Community Based Economic Development

- Robert Agres, Executive Director

USDA Rural Development

- Irene Lam

Waianae Coast Coalition

- Joe Lapilio, Executive Director

Economic Development Administration

- Gail Fujita

CONTENTS

ABSTRACT	i
EXECUTIVE SUMMARY	ii
ACKNOWLEDGMENTS	iv
RURAL ECONOMIC DEVELOPMENT SUMMARY	1
BACKGROUND	1
PROCESS OVERVIEW	1
RURAL COMMUNITIES IN THE STATE OF HAWAI'I.....	2
COUNTY DEVELOPMENT PLANS.....	2
SUMMARY OF DEMOGRAPHIC AND ECONOMIC INFORMATION.....	7
PARALLELS BETWEEN RURAL AREAS AND STATEWIDE AVERAGES	7
DISPARITIES BETWEEN RURAL AREAS AND STATEWIDE AVERAGES	8
SELECTED RURAL COMMUNITIES	8
BEST PRACTICES FOR RURAL ECONOMIC DEVELOPMENT EFFORTS THAT MAY BE APPLICABLE TO HAWAI'I	9
IN-DEPTH CASE STUDIES OF SUCCESSFUL RURAL DEVELOPMENT	12
KEY ELEMENTS FOR ECONOMIC DEVELOPMENT	13
CHALLENGES FACING COMMUNITIES TO ACHIEVE ECONOMIC DEVELOPMENT.....	18
RECOMMENDATIONS TO SUPPORT RURAL ECONOMIC DEVELOPMENT	20
PART ONE: OVERVIEW OF RURAL COMMUNITIES IN HAWAII	24
BACKGROUND	24
PROCESS OVERVIEW	24
RURAL COMMUNITIES.....	25
COUNTY DEVELOPMENT PLANS.....	25
SUMMARY OF DEMOGRAPHIC AND ECONOMIC INFORMATION OF RURAL AREAS.....	30
PARALLELS BETWEEN RURAL AREAS AND STATEWIDE AVERAGES	30
DISPARITIES BETWEEN RURAL AREAS AND STATEWIDE AVERAGES	31
EVALUATION OF SPECIFIC ZIP CODE AREAS	31
EXPERT INSIGHTS OF RURAL ECONOMIC DEVELOPMENT IN HAWAI'I	34
OVERVIEW OF RURAL COMMUNITIES	38
PART TWO: BEST PRACTICES FOR RURAL COMMUNITIES	39
BACKGROUND	39

PROCESS OVERVIEW	39
TYPES AND LESSONS FOR RURAL ECONOMIC DEVELOPMENT EFFORTS	40
“CREATIVE ENTERPRISE CLUSTER”	40
“SUPPORTING RURAL ENTREPRENEURSHIP”	42
COMMON PRACTICES FOR SUCCESSFUL ECONOMIC DEVELOPMENT	44
CHALLENGES FACING COMMUNITIES TO ACHIEVE ECONOMIC DEVELOPMENT	48
EXAMPLES OF RURAL ECONOMIC DEVELOPMENT EFFORTS	50
MA’O FARMS	50
MAKU’U FARMERS ASSOCIATION	53
IN-DEPTH CASE STUDIES OF SUCCESSFUL RURAL DEVELOPMENT	55
PART THREE: RECOMMENDATIONS TO SUPPORT RURAL ECONOMIC DEVELOPMENT	56
STREAMLINE POLICIES AND REGULATIONS FOR ECONOMIC DEVELOPMENT	56
PROVIDE INFRASTRUCTURE TO SUPPORT RURAL ECONOMIC DEVELOPMENT	56
PROVIDE SUPPORT SERVICES FOR COMMUNITY GROUPS	56
BUILD AWARENESS OF SERVICES AVAILABLE TO COMMUNITIES	57
SUPPORT ENTREPRENEURSHIP IN THE COMMUNITIES	58
APPENDICES	59
APPENDIX A - DEFINITION OF RURAL	59
APPENDIX B - RURAL ECONOMIC DEVELOPMENT - COUNTY GENERAL & DEVELOPMENT PLANS	65
APPENDIX C - ECONOMIC & DEMOGRAPHIC CHARACTERISTICS OF RURAL AND URBAN AREAS BY CENSUS BLOCK GROUP	66
APPENDIX D - ECONOMIC & DEMOGRAPHIC CHARACTERISTICS OF RURAL AREAS BY ZIP CODE	67
APPENDIX E - MORE DETAILS OF “BEST PRACTICES” PROJECTS	68
APPENDIX F: CASE STUDIES	85

RURAL ECONOMIC DEVELOPMENT SUMMARY

BACKGROUND

DBEDT Office of Planning (“OP”) has three main objectives, one of which is to “ensure comprehensive planning and coordination to enhance the quality of life of the people of Hawai‘i.” To that end the OP commissioned an important study that seeks to establish a baseline understanding of economic and social conditions in the rural areas of Hawai‘i, leverage learning and best practices from other communities that have successfully dealt with rural economic development and maintenance of rural character. With this context and understanding develop materials that clearly describe recommendations and next steps for rural economic development in Hawai‘i. The OP has clearly recognized that accurate, comprehensive, and easily-understandable data, analysis, insights, and recommendations are extremely important for policy formulation in making decisions around rural economic development while taking into account people’s desire to maintain a rural way of life.

Process Overview

This project was approached in a systematic manner:

- First, was to reach a generally accepted definition of “rural. “ SMS began with the multiple definitions used by the U.S. Census Bureau and evaluated how those definitions fit with communities in the State.
- Second, geographic areas were defined by boundaries used in County Community Development Plans. Plus within those plans how are those areas describing the future they would like – is it consistent with rural characteristics or more development?
- Third, was to look at demographic and economic characteristics of areas. The first review was how rural areas compared with urban areas – were there unique characteristics of each? Then the rural areas were reviewed in greater detail, looking particularly for measures of a community in economic distress. In these two reviews we used data initially at consolidated Block Groups and then by Zip codes to access information more relevant for this study.
- SMS undertook a major research effort into rural economic development searching for “best practices” nationwide and worldwide that could serve as a guide to review and explore efforts within the State. In addition interviews were conducted with organizations in Hawai‘i that support rural economic development efforts including: Kamehameha Schools, Office of Hawaiian Affairs and Hawai‘i Farm Bureau.
- Based on the earlier steps, three community development efforts were researched and interviews conducted, the results were written up in three case studies: The Kohala Center, The Waipā Foundation and HandMade in America.
- Recommendations on ways to support rural economic development while retaining rural characteristics have been developed based on the information gathered in prior phases. These recommendations and the report have been shared with economic development experts in each County and updates have been made to reflect their feedback.

This summary provides the highlights the above steps and recommendations to support rural and economic development in Hawaii in ways that are consistent with residents' desires for a rural lifestyle; maintenance of rural communities and Hawai'i's unique culture. Following the summary are each of the individual reports.

RURAL COMMUNITIES IN THE STATE OF HAWAII

There are many definitions of "rural," the most commonly used is the definition provided by the U.S. Census Bureau: "classification of rural consists of all territory, population, and housing units located outside of urbanized areas and urban clusters. Urbanized areas include populations of at least 50,000, and urban clusters include populations between 2,500 and 50,000. The core areas of both urbanized areas and urban clusters are defined based on population density of 1,000 per square mile and then certain blocks adjacent to them are added that have at least 500 persons per square mile." Appendix A provides a description of commonly used definitions. Depending on definition used, rural areas may be all areas other than O'ahu, or all the areas outside of urban Honolulu, East Honolulu, Central O'ahu, 'Ewa, Hilo, Kona, Kahului/Wailuku, Lahaina, and LThu'e.

County Development Plans

It was determined that the initial geographic boundaries of areas to be reviewed were those that Counties use for Community Development Planning purposes. The color blocks as shown in the following maps show the boundaries.

Community Development Plans were also reviewed to understand the aspirations of residents for their community. The language and level of detail in each plan varies, therefore plans were reviewed closely to identify statements that were consistent with retaining rural characteristics and lifestyles. The following areas have specific references in their County Community Development Plans to "retain rural characteristics," have an emphasis on retaining an agricultural lifestyle, and/or preservation of historical areas - specific references within the plans are noted next to the geographic areas.

Oahu:

- Ko'olauloa – "Maintain the region's rural character"
- Ko'olaupoko is a mixed community of rural and suburban areas. Within the agricultural areas "encourage small lot agricultural use and prevent conversion of agricultural lands to non-agricultural uses."
- North Shore – "Preserve and protect the rural character and natural features and setting of the region by establishing 'rural' forms of development and subdivision standards, in contrast to existing urban standards"

- Waianae – “No increase in land designated for residential uses,” and “provide zoning and tax incentives for people to farm the land”

Kaua'i

- All Areas – “promote and preserve open agricultural lands as a key element of Kaua'i's rural character and lifestyle”

Hawai'i Island

- All Areas – “Protect, restore and enhance the sites, buildings, and objectives of significant historical and cultural importance to Hawai'i”
- Hamakua – “diversify the economic base and enhance historical aspects of the area including existing ranching operations and the former sugar industry”
- North Kohala – “Support efforts to promote small business development that is consistent with the rural, agricultural and historic character of the area”

Maui

- Hana – “Preservation and enhancement of the current land use patterns, which establish and enrich the Hana Community Plan region's unique and diverse qualities” and “a balanced local economy, which provides long-term viability and sustainability while meeting residents' needs and respecting the cultural and natural resources of Hana” and “identification, preservation, protection and where appropriate restoration of significant cultural resources and practices that provide a sense of history and identity for the Hana region.”
- Makawao/Pukalani/Kula – “The maintenance and enhancement of Upcountry's unique and diverse rural land use character with sensitivity to existing land use patterns, natural resource values, and economic and social needs of the region's residents and “a stable and diverse economic environment which supports a level of community prosperity in order to provide social services and environmental amenities and which respects the region's rural and agricultural lifestyle, open space and natural resources.”
- Pa'ia/Ha'iku – “A well-planned community that preserves the region's small town ambiance and rural character...” and “a stable economy that complements the rural character of the region and provides opportunities for economic diversification and community needs” and “attractive rural town development in keeping with the existing scale, form and character of settlement areas in the region.”

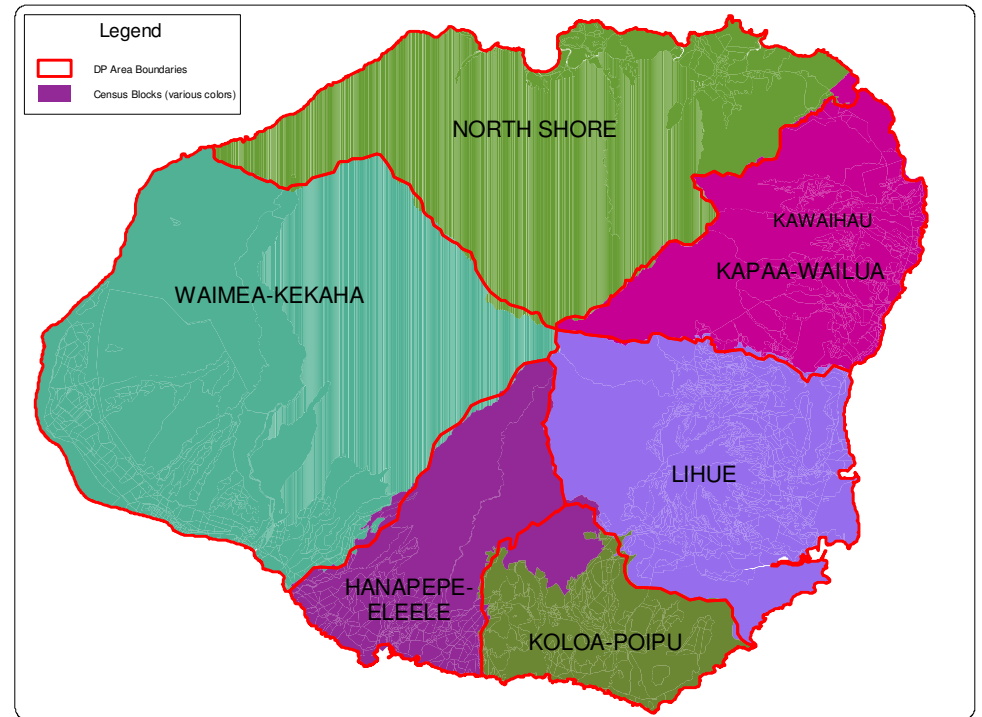
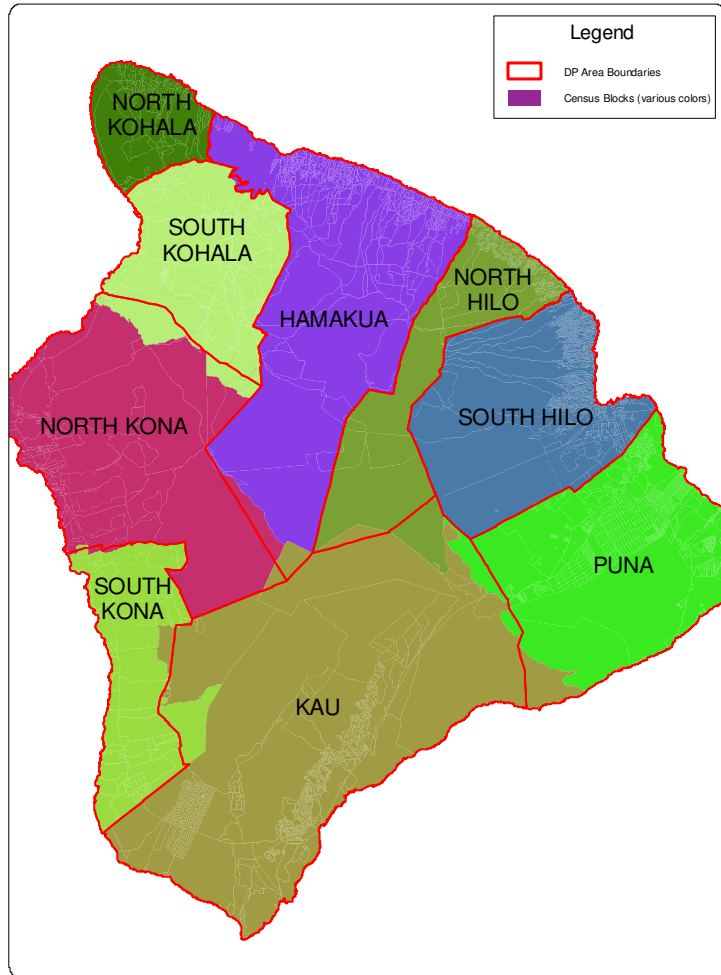
Lāna'i – whole island

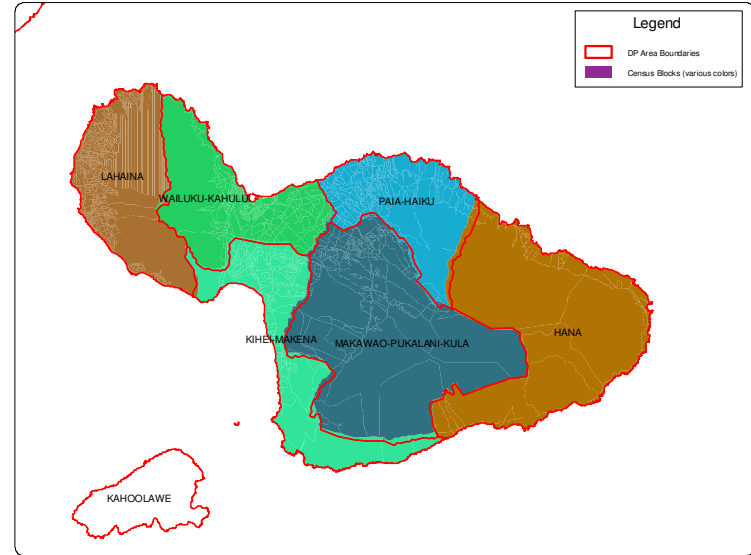
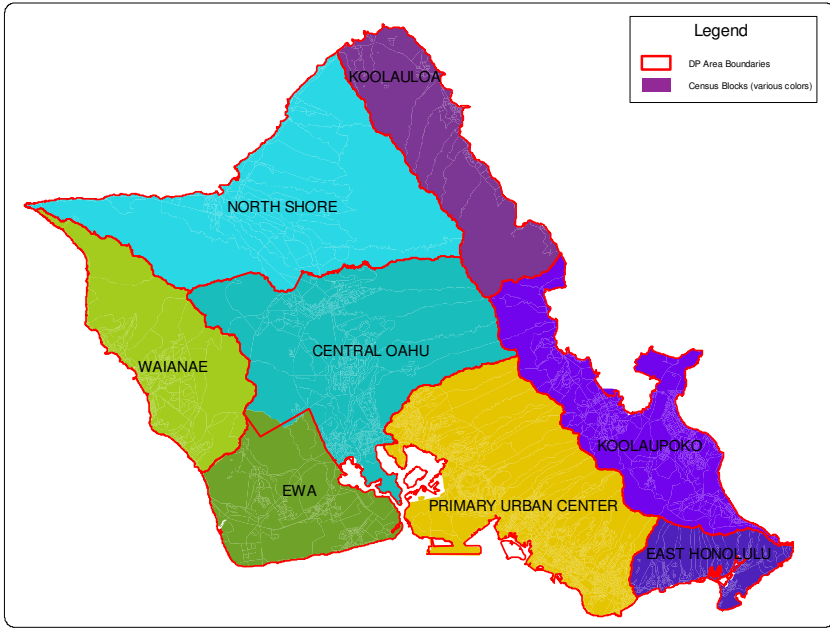
- “Maintain and enhance Lāna'i's rural atmosphere, respecting its vast open space character and small island town environment which are unique in the State of Hawai'i.”
- “Create a stable and diverse economic climate which is consistent and compatible with Lana'i's rural island lifestyle.”
- “Preserve and enhance the unique urban design character of Lāna'i through consideration of planning, land use and design standards which respect the island's rural plantation history.”

Moloka'i – whole island

- “A balanced local economy which provides preferred employment levels, long term viability and sustainability while meeting resident’s needs, respecting cultural and natural resources, and is in harmony with Moloka’i’s rural quasi-subsistence lifestyle.
- “Preservation, enhancement and appropriate use of cultural resources, cultural practices and historic sites that provide a sense of history and define a sense of place for the island of Moloka’i.”
- “The continued practice of subsistence as a part of the Moloka’i lifestyle which incorporates and fosters the traditional and cultural values of conservation, malama ‘aina and ‘auwana.”

Overall, there are many communities in the State with aspirations to maintain a rural lifestyle, consistent with an agricultural economic base and respect for historical and cultural sites.





Summary of Demographic and Economic Information

Within the boundaries defined by the Community Development Plans, SMS defined corresponding Census tracts and block groups as marked with red lines in the previous map. Using these census tracts and block groups SMS was able to gather social and economic data for each of these areas from the 2000 Census.

Given this initial data, the first level of review was to compare the differences between urban and rural housing units. This was a simple first cut based on population per square mile. The areas with greater rural populations were similar to those areas noted earlier in the discussion of definition of rural. Based on this review and related statistics, the following community development plan areas were identified as being rural in nature:

- Hawai'i Island: North Kohala, South Kohala, Ka'u, Puna and Hamakua Coast.
- Kaua'i: North Shore, Kawaihau, Koloa, West side, Waimea
- Lāna'i
- Maui Island: North Shore, East Maui and Upcountry
- Moloka'i
- O'ahu: Ko'olauloa, Ko'olaupoko, North Shore and Waianae.

With the broad areas defined as rural, it was decided to look more closely within those areas to identify smaller community groupings. Zip code-defined areas within the community boundaries were identified to provide information that was meaningful to better understanding the nature of these communities. Note, the most recent economic and demographic information at the Zip code level is still only available for the year 2000.

In reviewing the data several key indicators revealed that many rural communities appear to have characteristics that are inconsistent with a healthy community and different from overall statewide averages. The indicators used to analyze these communities ranged from general demographic data such as age and household size, to education levels such as high school diplomas and bachelor's degrees, to poverty levels, and mean travel time to work.

Parallels between Rural Areas and Statewide Averages

Demographic indicators such as the median age, proportion of age ranges, and average household and family size for rural areas were similar to statewide averages, which means there are equivalent proportions of age distributions between rural and statewide populations. Furthermore, the average family and household size are comparable in rural areas compared to statewide averages in family and household size. Those classified with a "disability status" was also similar for both rural areas and statewide averages.

Disparities between Rural Areas and Statewide Averages

The data reveals significant differences in some indicators that demonstrate the challenges that rural areas face. Rural areas have on average a lower median household income and lower per capita income than the state. Additionally, there are a greater proportion of individuals and families living below the poverty line in rural areas compared to the state average.

In the labor force, there is a higher proportion of employment and consequently, a lower rate of unemployment for the state compared to rural areas. Rural areas are often limited in the variety of jobs they attract. There are higher levels of workers classifying their occupation as farming, fishing, and forestry in rural areas as compared to the state as a whole. Furthermore, due to limited job opportunities rural areas face longer commutes to work than the state's average. More time spent traveling means less time at home in their community for people who commute from rural areas.

Rural areas tend to have lower education achievement levels as indicated by the lower number of individuals with their high school or bachelor's degrees as compared to the state's average. Also, statewide there are a higher proportion of foreign languages spoken in the home as compared to rural areas.

Rural areas do tend to have higher proportions of owner occupied homes and consequently, lower renter occupied homes than the state.

Finally, a description of highlights and challenges are shown below.

- Highlights: Rural areas do tend to have higher levels of owner occupied homes and workers in the farming, fishing, and forestry industries, than statewide averages.
- Challenges: Rural areas do tend to have lower education levels, higher unemployment, lengthier travel times to work, and higher poverty levels than statewide averages.

Many rural communities in Hawai'i suffer economic conditions that are detrimental to a healthy thriving community: greater percent of individuals and households in poverty, higher levels of unemployment and greater drive times to work as an example.

Selected Rural Communities

The following communities are consistent with the definition of rural, have aspirations of retaining rural characteristics in their County Community Development Plans, have economic and demographic indicators of a community in need of rural economic development assistance and have been recognized by leaders in the community as needing rural economic development assistance.

- Hawai'i Island Districts
 - Puna;
 - Hamakua;
 - Ka'u.

- Maui County
 - Hāna;
 - Molokaʻi;
 - Lānaʻi.
- Oʻahu
 - Waiʻanae;
 - North Shore.
- Kauaʻi
 - All except for Poʻipū, Princeville, Līhuʻe.

BEST PRACTICES FOR RURAL ECONOMIC DEVELOPMENT EFFORTS THAT MAY BE APPLICABLE TO HAWAII.

A search was conducted nationwide to find rural economic development efforts that have been successful in creating economic growth while retaining rural characteristics. These examples can serve as proven possibilities for Hawaiʻi rural communities.

1. “Creative Enterprise Cluster”¹

This approach builds upon unique arts and/or crafts skills within a community, and, supports the heritage and traditional culture of an area. Characteristics of this approach include:

- Designate a lead Small Business Development Center for creative enterprises.
- Support networks and networking.
- Bundle arts and design with entertainment and cultural tourism.
- Embed art and design in education.
- Make greater use of community colleges.

Examples:

(1) Handmade in America

“A non-profit organization promoting craft and culture for community and economic development in western North Carolina. Serves as a support system for craftspeople and the crafts industry.”

(2) Project Row Houses

“A neighborhood-based nonprofit art and cultural organization in Houston’s Northern Third Ward, one of the city’s oldest African-American communities.” The program encourages: Quality Education, Strong Neighborhoods, Preserve local character.

¹ http://www.eda.gov/ImageCache/EDAPublic/documents/pdfdocs/edasummer2004_5ffinal_2epdf/v1/edasummer2004_5ffinal.pdf

2. “Regional Agriculture Development Programs”²

For communities with a strong agricultural base, this is an approach that has worked.

1. Ensure marketing outlets for regional growers.
2. How regional agriculture development campaigns function
 - a. The formation of regional agricultural associations – farmers, restaurateurs, food retailers.
 - b. The development of regional produce and product labels.
 - c. The development of business relationships between regional producers and retail food enterprises.
 - d. Labels identifying regional products are displayed in participating food enterprises and at farmers’ markets.
 - e. Non-profit organizations or regional agriculture associations promote the purchase of regional food products through advertisements in local media. These advertising campaigns are designed to educate consumers about the benefits of buying regionally produced commodities and to profile businesses and growers within the membership association.
 - f. Create websites with “food maps” indicating where your food exactly originates.

3. “Agrotourism and Rural Development”³

This is an example of how one type of development may build on and complement another. Grouping of interesting sites, activities, and events that can only be accomplished on a regional basis through cooperation creates a “power of clusters.” Note for this approach to be successful the area needs to be accessible by a sufficient number of potential customers.

Events that are complementary within a rural environment may include activities such as: Agricultural Festivals, Antique Stores, Bed and Breakfasts, Farmers Markets, Mazes, Petting Zoos, Roadside markets, Scenic Byway Tours, Wineries, Camping, Ecosystem Preserves, Hiking, U pick it farms, Tractor Pulls/Hay rides.

Example: Uplands Wine Trail. Launched in 2004, consists of seven Indiana wineries, which tourists can travel between, staying in bed and breakfasts, eating at local restaurants, and shopping along the way.

4. “Rural Leadership Development”⁴

One of the challenges that face rural communities is the lack of skilled leadership to bring the community together to move in new directions.

Challenges unique to rural leadership development include:

- Due to the limited scale of local government, rural communities often have to rely on an all-volunteer leadership base.
- Philanthropic funding is extraordinarily difficult to obtain. For example, there is little corporate or foundation support for rural leadership development.

² http://casfs.ucsc.edu/education/instruction/tdm/download/5.3_Buy_Local.pdf

³ <http://www.ibrc.indiana.edu/IBR/2006/fall/article3.html>

⁴ http://www.pewpartnership.org/pdf/01_rural_leadership.pdf

- Most leadership training does not result in true capacity building for small communities. In the typical model, an individual is sent away for a week to a university-based program outside of the rural area. This individual is then expected to come back and be the leadership for the community.

What type of organization within a community is required to facilitate and coordinate the changes that are required for development to occur? “Getting the Idea to Fly”

- You need to “build a container” for your revitalization efforts. Formally organizing a non-profit that becomes the permanent organization, the place to coordinate day-to-day activities and store financial information. It is the mechanism that allows your community to sustain its work and gives your program a life beyond “Fred and Bobby having coffee and talking.” As a nonprofit organization, it will also help you access funds.

Look for places where you can achieve small successes, and then build on the momentum. It’s easier to motivate volunteers (and publicize your efforts) by racking up a list of small successes, rather than set the bar too high and fail to reach your goal.

5. “Supporting Rural Entrepreneurship”⁵

Communities can attract entrepreneurs given adequate infrastructure and support – or communities can identify entrepreneurs from within and provide them with the support to overcome obstacles.

Investment in High Quality Intermediaries

- The premise is that policies to promote rural entrepreneurship have to address two economic realities: limited opportunities to achieve economies of scale, and the need to identify and exploit comparative advantage.

Obstacles to Rural Development

- The small size and low densities of rural communities.
- The social and economic composition of rural communities.
- The nature of internal and external linkages.

Opportunities for Development

- Products that project traditions of quality, craftsmanship, connectedness with nature, and a sense of place and culture.
- Quality of life and natural beauty offered by many rural communities, which are attracting entrepreneurs to relocate from congested and pressured cities.

⁵ Source: Dabson, Brian. Supporting Rural Entrepreneurship. <http://www.cfed.org/>

IN-DEPTH CASE STUDIES OF SUCCESSFUL RURAL DEVELOPMENT

In conjunction with DBEDT Office of Planning three organizations were selected for greater in-depth review: Waipā Foundation; the Kohala Center, and HandMade in America. The complete case studies are included in Appendix F.

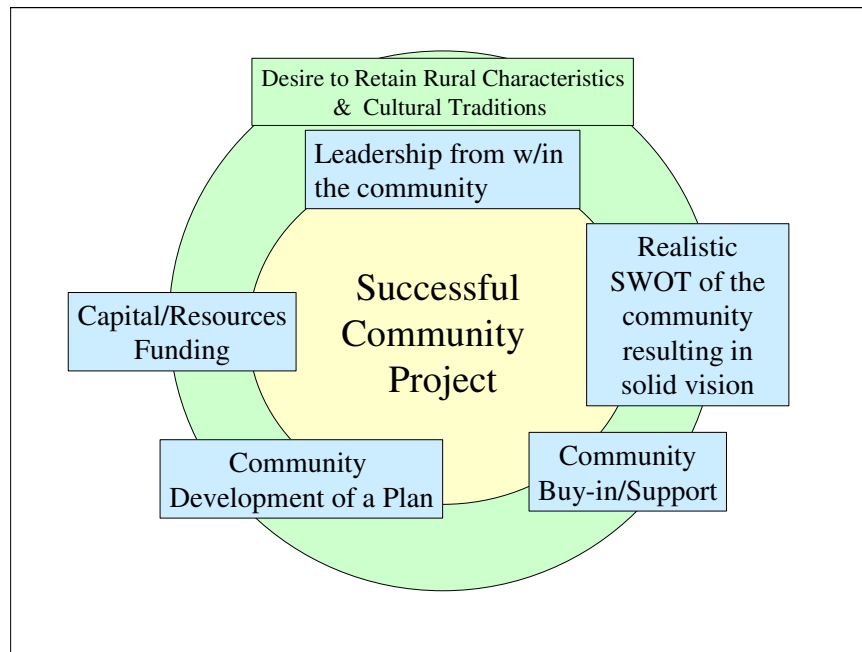
- The Kohala Center (TKC) is a non-profit, independent academic institution. The mission of TKC is: to respectfully engage the Island of Hawai'i as an extraordinary and vibrant research and learning laboratory for humanity.⁶ The vision of TKC is to achieve: a state of **pono**, in which individuals realize their potential, contributing their very best to one another, to the community, and to the 'Āina (the land) itself, in exchange for a meaningful and happy life.⁷
- Waipā Foundation is a community based nonprofit, whose mission is to restore the physical and cultural vibrancy of the 1,600-acre Waipā watershed through the creation of a Hawaiian community center and learning center. The Foundation has been managing the Waipā ahupua'a since 1994, and with help from partners, volunteers and funders has developed and restored taro farms, organic and Hawaiian plant gardens, a koa reforestation site, a coastal fishpond, plant nursery, and farmers market all of which serve as learning sites on the property.
- The work of HandMade in America is presently organized into two entities: the HandMade in America Foundation and the HandMade in America Community Development Corporation. The Board of the Foundation works to establish an academic base to promote crafts throughout all levels of education as object, subject and process; and to develop community strategies that will collectively enhance Western North Carolina's role nationally and internationally within the handmade field. The Community Development Corporation's Board develops community strategies that will enhance Western North Carolina's role nationally and internationally within the handmade field; and implements environmentally sustainable economic strategies for Western North Carolina that emphasize the handmade industry and cultural and heritage tourism.

⁶ The Kohala Center, 2009 annual report.

⁷ The Kohala Center, 2009 annual report

KEY ELEMENTS FOR ECONOMIC DEVELOPMENT

Based on the best practices studies, the interviews and the case studies done on Handmade in America, Waipā Foundation, and The Kohala Center, a simplistic description of what it takes for any type of successful community project is described below:



The foundation of the model is the underlying desire to retain rural characteristics and cultural traditions. This cannot be mandated or forced; it is an identified desire of all the people who participate in the process. In most rural areas in Hawai'i it's a desire to retain the agricultural/ranching aspects of the community and/or retain Hawaiian culture and values.

Above this basic foundation is a project diagram. The diagram is a circle, because the "pieces" may enter the process at different times – it's not necessarily sequential. In essence a leader (or a group) takes a realistic view of the strengths and weaknesses, opportunities and threats (SWOT) of their community. They identify an opportunity that builds on the strengths of the community and overcomes weaknesses (which is often economic distress) that leads to a strong vision. The group then finds funding to capitalize on the opportunity. Careful and extensive planning is essential at this stage to think through all the steps to realizing the final project. Usually at this stage funding is in the form of government loans or government/non-profit grants. Community support is generally built during this process, but sometimes occurs after the project is seen as successful.

The three organizations profiled in the case studies each evolved using these six key elements:

- **Waipā Foundation:** In the mid-80s plans were being considered to build housing within the Waipā ahupuaʻa. A group of Hanalei farmers organized and developed a plan for the ahupuaʻa that would retain the agricultural characteristics of the land and the lifestyle of the community. The strength of the community was the land and its history – the vision was “the physical and cultural restoration of the ahupuaʻa of Waipa.” Over the years the group organized into the Waipā Foundation. From the beginning developing a master plan for the organization and the ahupuaʻa was undertaken with funds from Kamehameha Schools and government grants. Stacy Sproat, the Executive Director of the Foundation, is well qualified with a degree in Entrepreneurship and she comes from the area. The core elements of the the process undertaken by Waipā is illustrated in the model.
- **The Kohala Center** evolved from the North Hawaiʻi residents searching for ways to improve the quality of life in their community. In 1999 – 2000, Five Mountains Hawaiʻi, a community health not-for-profit organization, undertook an extensive planning process that included gathering of community measures, 12 community meetings at which data was shared and priority community outcomes were identified, and interviews with leaders in a broad range of private and public sectors. The vision that evolved is: “North Hawaiʻi is a great place to live, with a great sense of community, a great place to work, play and raise a strong family and a great place to heal.”

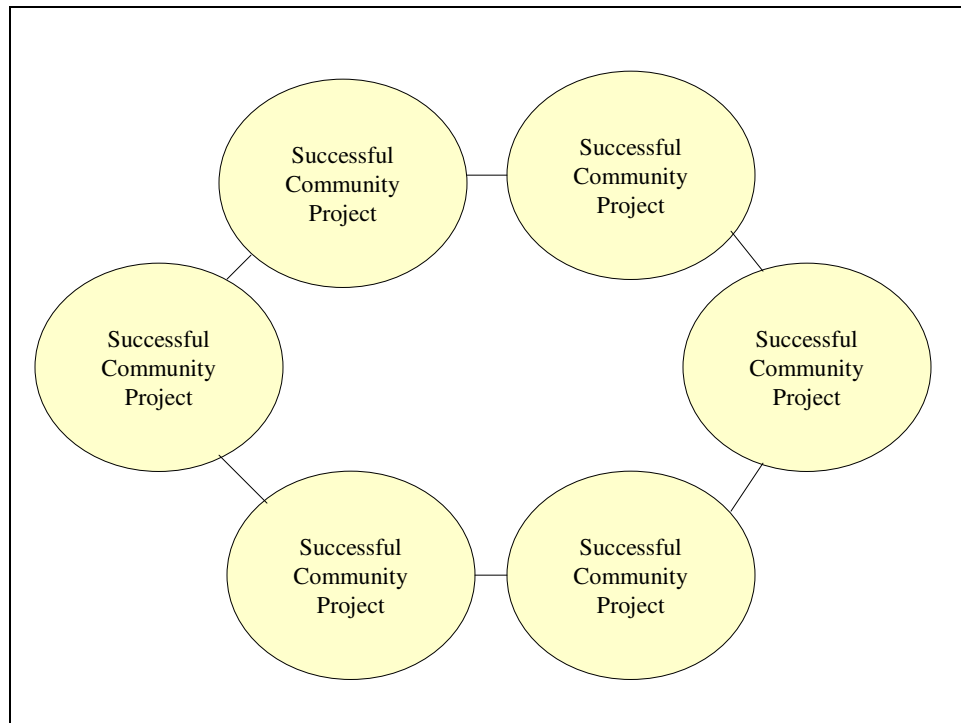
In January 2001 the Kohala Center was officially announced in Waimea. “The Kohala Center emerged in response to identified community needs and to the generous interest of the world’s scientific community. Through the center’s focus on research and education and its respectful engagement of the Hawaiʻi Island environments, the Center could sustain the natural environment, strengthen the social fabric, and develop the economy of Hawaiʻi Island. The Kohala Center would help communities on the island and around the world thrive – ecologically, economically, culturally and socially.”

Early in its creation TKC was a beneficiary of funding from the Five Mountain organization and its founder Earl Bakken to assist with planning and organizing. Dr. Bakken recruited Dr. Matthews Hamabata, the first and only Director of TKC, who was born and raised in Lihue, Kauai, received his Doctorate degree from Harvard, was a dean at Haverford College in Philadelphia and a professor at Yale University. He is supported by Elizabeth “Betsy” Cole who has lived on the island since 1980 and was an integral part of the community and of Five Mountain.

- **HandMade in America** – Western North Carolina is blessed with its location because the placement of major Interstate highways makes it within a day’s drive of 50% of the population of the US. However, much of the land is unsuitable for economic investment due to extensive holdings by corporations and utilities, watershed restrictions and a desire to conserve the Blue Ridge Mountain area. A major strength and opportunity for the area was a strong tradition of handcrafts.

A planning process was funded by a three-year organizational grant from the Pew Partnership for Civic Change in response to a grant request from Community leaders who were planning the revitalization of the Asheville community. The regional planning process involved 360 citizens to help determine how to establish Western North Carolina as the center of handmade objects in the nation. In 1996 the Small Town Revitalization Program began.

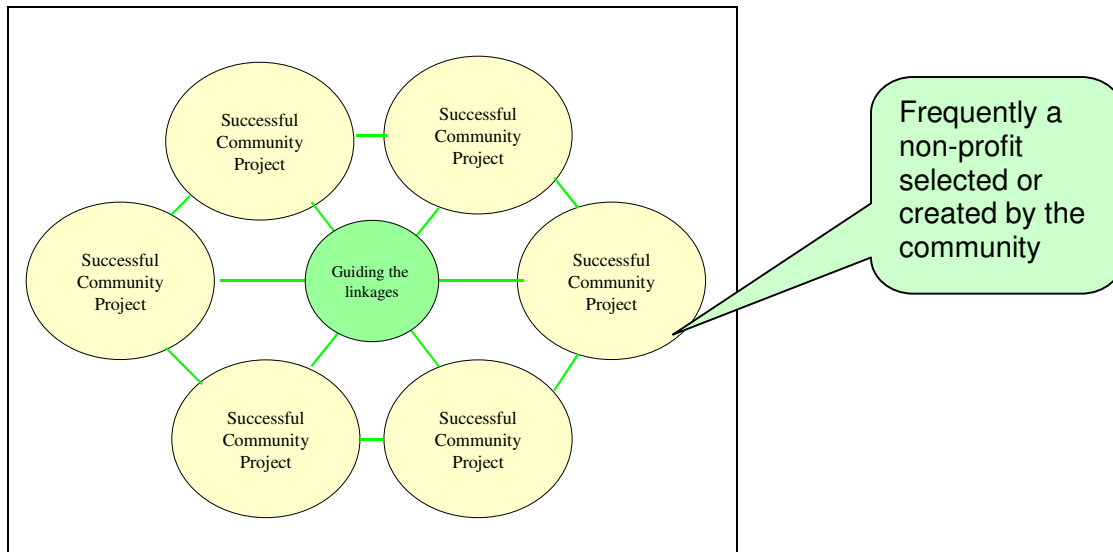
Frequently when one project succeeds, then multiple successful projects can build within a community. Each project goes through a similar process and implements their plan. The best is when planning occurs together and the projects are linked and support each other.



An example:

- **HandMade in America** - the initial process led to another process that established the Blue Ridge National Heritage Area. In this region residents, businesses and local governments joined together to conserve and celebrate heritage and special landscapes. Projects and programs evolved in tourism, education, and economic development focused around the region's distinctive agri-heritage, crafts, music and Cherokee culture.

When do successful projects become successful communities? A community can benefit from one or two successful projects and stop, but to “move a measure such as average income or number of jobs” requires multiple linked efforts. Those communities where the links between the projects are the strongest, and where new projects are identified to complement and support earlier projects can see the greatest benefit. In the research this “inner guide” was frequently a non-profit created by the community for the purpose of making the links stronger.



Example:

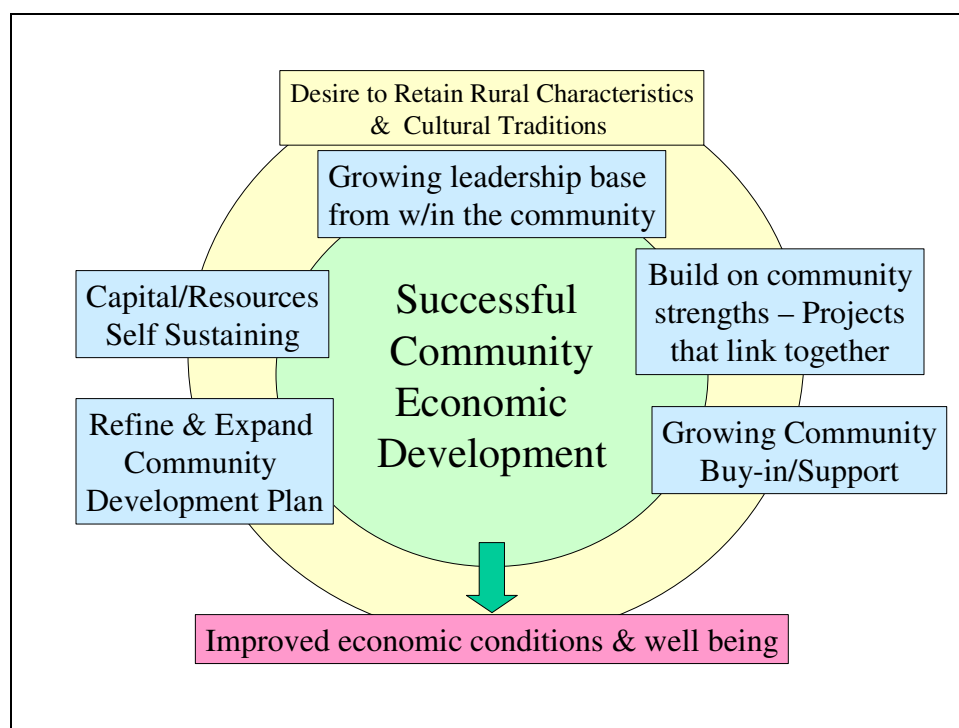
- **Waipā Foundation** – Over the years Waipa has developed multiple projects that link together and complement each other. An ongoing successful project for Waipā has been the Farmers’ Market located on the site. Each week there are approximately 30 vendors and 400 to 600 visitors. Approximately 75% of the visitors are tourists from around the island – bringing not only spending to the market, but to the North Shore area as a whole.

Poi Day is another Waipā Foundation project that not only provides food for families, but also helps support local kalo farmers because the kalo used comes from the site and is also purchased from farmers with fields in the area. Overtime the goal is for kalo farmers to receive a price high enough for their product for them to be economically self-sufficient.

Within the next year Waipa should receive the final permits and funding to construct and equip a state certified community commercial kitchen and poi mill as a community asset. By project's end, an increased volume, availability and/or diversity of local foods will be available at local farmers markets and other venues.

Overtime successful community economic development efforts will coalesce and have a marked impact on the larger community. Efforts that are grounded in the desire to retain rural characteristics and cultural traditions will in fact enhance those characteristics and traditions. Communities that achieve successful economic development have the following characteristics:

- ❑ Build a base of leaders
- ❑ Build on community strengths with projects that link together
- ❑ Continue to grow community support, sometimes extending to other communities
- ❑ Be self-sustaining
- ❑ Ongoing development and refinement of community development plans – think beyond the next five years to ten, twenty years in the future.
- ❑ Have demonstrated measures of improved economic conditions and community well being.



An example:

After its first 11 years, **HandMade in America** had the following outcome measures just for its small town revitalization projects:

- Assisted thirteen small towns
- 238 businesses created
- 79 businesses expanded or enhanced
- 300 new jobs created
- Total economic impact grew from \$122 million to \$206 million
- Attracts tourists
- Represents a clean, sustainable industry that will remain in the region
- Educates the public about the history and heritage of the unique and culturally rich area
- Enhances learning for local elementary, intermediate, high school and college students.

The development process for each of the case studies included these key development factors described in best practices.

- The foundation of their vision was to retain the characteristics and cultural traditions of their communities. In fact in each of the cases the history and culture of the area was a significant strength that guided their mission, plans and implementation.
- Each of the organizations engaged in in-depth planning processes that engaged stakeholders and laid out realistic action plans for achieving their vision. They all continue to be community focused.
- All three organizations started with small wins that led to greater community support and have continued to successfully grow programs that benefit the community. All three now have multiple programs that link together to support each other.
- The three organizations have benefited from experienced knowledgeable leaders that are from and/or welcomed by the community. In turn they are identifying, engaging and mentoring staff to broaden the base of leadership over time.
- All three organizations received initial funding to develop their plans through philanthropic grants – Kamehameha Schools, Five Mountain, Pew Charitable Trust.
- At this time only HandMade in America has become self-sustaining.

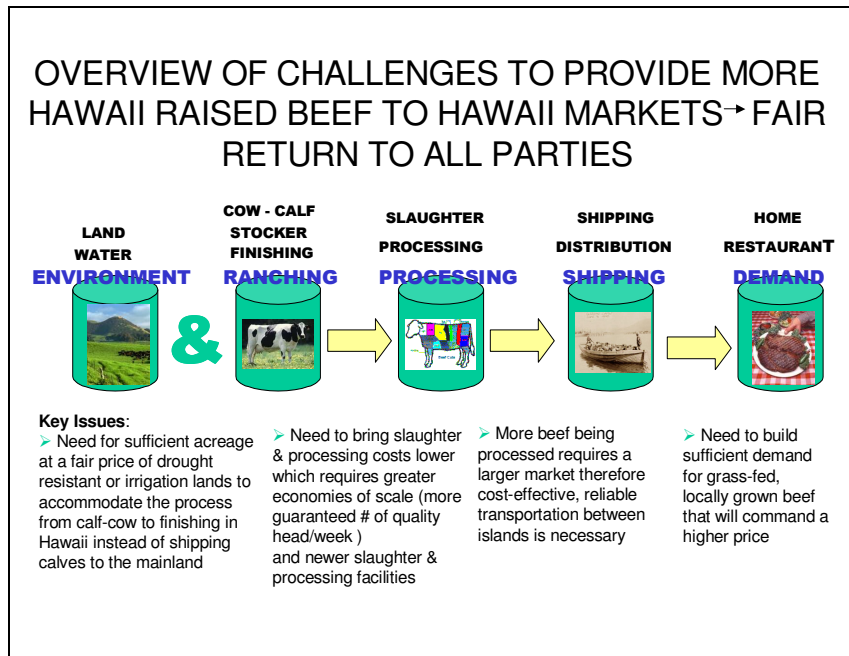
CHALLENGES FACING COMMUNITIES TO ACHIEVE ECONOMIC DEVELOPMENT

Simple diagrams can be deceiving. Based on the case studies, best practices and interviews there are multiple challenges facing communities.

1. Leadership must come from within the community. Whether it's to start a project or begin a more extensive planning process, the impetus must come from within the community. To identify a leader within the community can be challenging, because as we looked at the characteristics of rural communities, more of the residents had lower education levels, in most of the communities there was not an active business base, and "outsiders" were not trusted.
2. Community buy-in is critical element when beginning a larger planning process or expanding beyond an initial successful project. Some of the Experts expressed doubts whether some of the communities in need could overcome the presence of naysayers to any recommendations for change.
3. There are multiple funding options for start-up projects, especially rural projects that have an agricultural base. Funding comes from Federal and State government as well as entities such as the Hawaii Farm Bureau. The challenge with this funding is that often the "leader" is not trained in writing grant requests or is too busy running their operation to take the time to prepare the required request. Plus one project is just the beginning; more is required to expand the efforts throughout the community. Funding is more difficult to obtain for larger scale planning processes that could really engage a

community. One option is Community Based Economic Development (CBED) grants, however these requests require significant time and effort on the part of many members of the community to prepare an acceptable packet. OHA provides some grants through its CBED efforts, however these are mostly project-based.

- The challenge with economic development efforts that focus on just projects rather than “projects with linkages” is that the project may or may not become self-sustaining and able to grow significantly. To bring any product or service to market and make it a profitable business is a complex process. For example the chart below illustrates the multiple parties and planning efforts required just to keep more cattle in Hawaii to provide locally grown beef for Hawaii residents.⁸



The Farm Bureau and the Council are requesting funds to develop a plan that addresses all of the elements of the process simultaneously. This would be a similarly complex process for any significant agricultural product grown on the neighbor islands to be sold on O’ahu or the mainland. This would again require significant cooperative planning efforts, which neither farmers nor ranchers have the time nor resources to invest this process. Therefore the challenge becomes one of acquiring sufficient resources to facilitate the planning process and it has to be done in a way that all the parties are engaged and buy into the process.

⁸ Prepared by SMS for the Hawai’i Farm Bureau and Hawai’i Cattlemen’s Council

5. Investment in rural communities requires patience and persistence. All rural development initiatives must consider that investment in rural communities typically require longer time horizons and payback periods than similar projects in urban areas. Due to the unique challenges rural communities face, attention needs to be paid to development and investment over the longer term. Additionally, stakeholders need to be reassured of this long-term orientation in order to ensure project success. A newly formed project can lose momentum if “naysayers” are allowed to disrupt a project’s development. It can be extremely challenging for stakeholders to ensure that the doubts of “naysayers” are separated from legitimate concerns. Rural development is an ongoing process that requires leaders in the community who are willing to invest long periods of time into projects that may not see immediate success.
6. New projects in rural areas are often faced with challenges such as the need for county and or state permits, zoning variances or reporting requirements. The processes required to move through the government is difficult to understand for the layperson and is often cumbersome for everyone. In addition entities in rural communities often discover that the state and county regulations were not in alignment with one another. Projects in rural communities sometimes failed due to conflicting and cumbersome regulations.
7. One challenge shared by many rural communities is the lack of infrastructure to support economic development. Rural economic development is often impeded by:
 - a. A lack of fertile land;
 - b. Availability of stable sources of water;
 - c. Access to electricity;
 - d. A lack of Internet access;
 - e. Suitable transportation and distribution channels;
 - f. Access to needed human services such as health services, education, etc;
 - g. Support projects which provide for these infrastructure needs.

RECOMMENDATIONS TO SUPPORT RURAL ECONOMIC DEVELOPMENT

Given the best practices, key factors for economic development and challenges facing communities the following are recommendations on how can agencies and economic development boards best assist rural residents in successfully implementing economic development efforts that retain rural characteristics.

1. Streamline Policies and Regulations for Economic Development

Policies and regulations need to be streamlined at all government levels in order to support rural development. In addition where regulations and policy conflict these should be addressed in order to provide opportunities for growth. Government offices should seek out regulatory and policy conflicts while also creating a mechanism for their eventual resolution.

2. Provide Infrastructure to Support Rural Economic Development

A careful inventory of existing infrastructure strengths and weaknesses in rural communities should be completed in order to assess the current situation. Infrastructure needs vary from island to island and even between rural communities within an island. From there encourage partnerships that leverage existing infrastructure resources as well as projects that provide for additional infrastructure resources. When the opportunity arises advocate for infrastructure development that supports economic development in rural communities.

3. Provide Support Services for Community Groups

As noted multiple times throughout this study the seeds of community economic development projects cannot be sown by entities outside of a community; the vision and support for a project must come from within. However, it is likely that the “seed project groups” may need assistance to bring their project to fruition.

- a. Offer services that community groups may need:
 - i. Provide funding and guidance to implement successful planning processes including realistically evaluating the strengths, weaknesses, opportunities and challenges for their community and development of detailed action steps to achieve their vision. Efforts supported should be consistent with County Plans that in most cases means retaining the characteristics and traditions of rural areas.
 - ii. Identifying sources of funds for planning and implementation – these may be grant opportunities, sources for loans, philanthropic connections, government loan programs;
 - iii. Identify potential partners and linkages – groups in other parts of the island, county or state that may be/have undertaken something similar;
 - iv. Leadership and management training;
 - v. Skills training such as grant writing, building a coalition, managing volunteers, marketing, etc.
- b. Bring groups together to learn from each other. Frequently start-up groups go through similar growing pains. If multiple communities are undertaking efforts, bring them together to share experiences and learn from each other. Likewise inviting speakers from projects that have been successful will add to the knowledge base of attendees.
- c. When the community’s vision is similar to one described in “Best Practices” recommend that group connect with the organizations listed to learn more and potentially overcome pitfalls.

4. Build Awareness of Services Available to Communities

Every interview and case study reiterated that the vision and leadership for economic development efforts must come from within the community. However, it will be necessary for these new groups to be aware of the services that available to them to grow their vision into reality. Primary targets should be those rural communities with indicators of economic distress.

- a. Promote services available to rural communities through county council member offices or state representatives or senators. These offices generally know key leaders within their communities who can serve as referral sources.
- b. Promote services via websites so communities can access the latest information and who to contact for additional assistance. Concurrently, this access needs to be accessible to rural citizens and not create unnecessary inconvenience and intimidation. Access to this information needs to progress beyond “Frequently asked questions” pages and forms/applications but to be truly a gateway to the users’ requests. Internet sites should incorporate decision trees and simplified pathways to navigate the users to their appropriate needs.
- c. Encourage service providers to incorporate better outreach to community groups. These service providers may need to rethink their portals of information in order to effectively reach their intended audience.

5. Support Entrepreneurship in the Communities

One of the challenges that face rural communities is an insufficient number of knowledgeable and experienced entrepreneurs who have new ideas and can bring the community together to move in new directions. Best practices and stakeholder recommendations offer the following options:

- a. Encourage and support the development of a non-profit organization to “house” efforts within a community and become the place to coordinate day-to-day activities and raise funds to implement action steps. Focus on achieving small successes with a smaller group of supportive community members who share the same vision, then build on the momentum.
- b. Recommend a process to identify and recruit qualified community members who may have moved out of the community to return and be a part of the economic development efforts.
- c. Develop a mentorship program for potential entrepreneurs who have the vision and passion but perhaps lack the skills and connections to turn their ideas into reality. Connecting entrepreneurs with mentors who understand the challenges and can recommend actions based on experience will help minimize implementation challenges. Sometimes there are gaps in skills training and entrepreneurs sometimes need one-on-one relationships where they can be walked through the process of creating a start-up.

- d. Create “Anchors to Agriculture” or programs to support stable markets for agricultural producers. Often there is a problem of both “getting the farmer to believe there is a market” while concurrently getting “markets to believe in the farmers’ ability to supply consistent quantity and quality”.
- e. Often entrepreneurs in rural areas lack the appropriate skill set. Successful agricultural start-ups require skills beyond the daily operations skill set. Skills such as finance, marketing, business management skills are needed to create successful projects. Many rural entrepreneurs, for instance, could not bridge the gap between a promising idea and a viable business plan.

PART ONE: OVERVIEW OF RURAL COMMUNITIES IN HAWAII

BACKGROUND

One of the main objectives of DBEDT Office of Planning (“OP”) is to “ensure comprehensive planning and coordination to enhance the quality of life of the people of Hawai‘i.” To that end the OP commissioned this study to establish a baseline understanding of economic and social conditions in the rural areas of Hawai‘i, leverage learning and best practices from other communities that have successfully dealt with rural economic development while also maintaining rural character.

The purpose of this report is to analyze rural development in Hawaii from the community perspective and identify the obstacles that impede rural economic success. Within this context, this report intends to develop materials that clearly describe recommendations and next steps for rural economic development in Hawai‘i. The first step in this process is to develop a current situational analysis of rural areas in Hawaii. Below are four objectives this section of the report will cover.

The objectives for this phase of the project are to:

1. Summarize and present demographic and economic information for rural areas in Hawai‘i. This will provide a much-needed baseline for information on rural communities.
2. Create a summary description of rural development problems, issues and trends in Hawai‘i and desired economic development goals and objectives of rural communities.
3. Summarize and articulate the distinct rural economic development problems, issues, and trends opportunities in Hawai‘i.
4. Incorporate the goals and objectives of county development plans, focusing primarily on community goals and objectives pertaining to rural areas, into this report.

Process overview

This phase of the project was approached in a systematic manner:

- First, the project needed to reach a generally accepted definition of the term “rural.” SMS began with the multiple definition used by the U.S. Census Bureau and evaluated how those definitions applied to communities throughout the State.
- Second, geographic areas were defined by boundaries used in County Community Development Plans. Plus within those plans how are those areas describing the future they would like – is it consistent with rural characteristics or more development?

- Third, the project looked at demographic and economic characteristics of each area. Initially, this required a review of how rural areas compared with urban areas – were there unique characteristics specific to each? Next, rural areas were reviewed in greater detail – looking particularly at measures of a community in economic distress. In these two reviews, data was used according to consolidated Block Groups and then by Zip codes. The intent was to capture as much data and to garner as much relevant data as possible.
- In the fourth step of this phase, interviews were conducted with individuals who work with economic development and were familiar with rural communities. The intent was to better understand the challenges and opportunities of these rural communities.

Using this progression of data gathering and evaluation, SMS highlighted communities, which have both economic issues, and are seen by experts as having a need for an economic development plan.

RURAL COMMUNITIES

There are many definitions of the term “rural”. The U.S. Census Bureau defines rural as: “The classification of rural consists of all territory, population, and housing units located outside of urbanized areas and urban clusters. Urbanized areas include populations of at least 50,000, and urban clusters include populations between 2,500 and 50,000. The core areas of both urbanized areas and urban clusters are defined based on population density of 1,000 per square mile and then certain blocks adjacent to them are added that have at least 500 persons per square mile.” Appendix A provides a description of commonly used definitions. Depending on the definition used, rural areas may be all areas other than O’ahu; or all the areas outside of urban Honolulu, East Honolulu, Central O’ahu, ‘Ewa, Hilo, Kona, Kahului/Wailuku, Lahaina, and Līhu‘e.

County Development Plans

It was determined that the initial geographic boundaries of areas to be reviewed were those that Counties use for Community Development Planning purposes. On the following maps, a corresponding color block represents these geographic boundaries.

Community Development Plans were also reviewed to understand the aspirations of residents for their community. For an overview of these plans note the document “Rural Economic Development – County General & Development Plans” in Appendix B. The language and level of detail in each plan varies, therefore plans were reviewed closely to identify statements that were consistent with retaining rural characteristics and lifestyles. The following areas have specific references in their County Community Development Plans to “retain rural characteristics,” have an emphasis on retaining an agricultural lifestyle, and/or preservation of historical areas - specific references within the plans are noted next to the geographic areas.

Hawai'i Island

- All Areas – “Protect, restore and enhance the sites, buildings, and objectives of significant historical and cultural importance to Hawai'i”
- Hamakua – “diversify the economic base and enhance historical aspects of the area including existing ranching operations and the former sugar industry”
- North Kohala – “Support efforts to promote small business development that is consistent with the rural, agricultural and historic character of the area”

Maui

- Hana – “Preservation and enhancement of the current land use patterns, which establish and enrich the Hana Community Plan region’s unique and diverse qualities” and “a balanced local economy, which provides long-term viability and sustainability while meeting residents’ needs and respecting the cultural and natural resources of Hana” and “identification, preservation, protection and where appropriate restoration of significant cultural resources and practices that provide a sense of history and identity for the Hana region.”
- Makawao/Pukalani/Kula – “The maintenance and enhancement of Upcountry’s unique and diverse rural land use character with sensitivity to existing land use patterns, natural resource values, and economic and social needs of the region’s residents and “a stable and diverse economic environment which supports a level of community prosperity in order to provide social services and environmental amenities and which respects the region’s rural and agricultural lifestyle, open space and natural resources.”
- Pa'ia/Ha'iku – “A well-planned community that preserves the region’s small town ambiance and rural character...” and “a stable economy that complements the rural character of the region and provides opportunities for economic diversification and community needs” and “attractive rural town development in keeping with the existing scale, form and character of settlement areas in the region.”

Lāna'i – Whole Island

- “Maintain and enhance Lāna'i’s rural atmosphere, respecting its vast open space character and small island town environment which are unique in the State of Hawai'i.”
- “Create a stable and diverse economic climate which is consistent and compatible with Lana'i’s rural island lifestyle.”
- “Preserve and enhance the unique urban design character of Lāna'i through consideration of planning, land use and design standards which respect the island’s rural plantation history.”

Moloka'i – Whole Island

- ❑ “A balanced local economy which provides preferred employment levels, long term viability and sustainability while meeting resident’s needs, respecting cultural and natural resources, and is in harmony with Moloka’i’s rural quasi-subsistence lifestyle.”
- ❑ “Preservation, enhancement and appropriate use of cultural resources, cultural practices and historic sites that provide a sense of history and define a sense of place for the island of Moloka’i.”
- ❑ “The continued practice of subsistence as a part of the Moloka’i lifestyle which incorporates and fosters the traditional and cultural values of conservation, malama ‘aina and ‘auwana.”

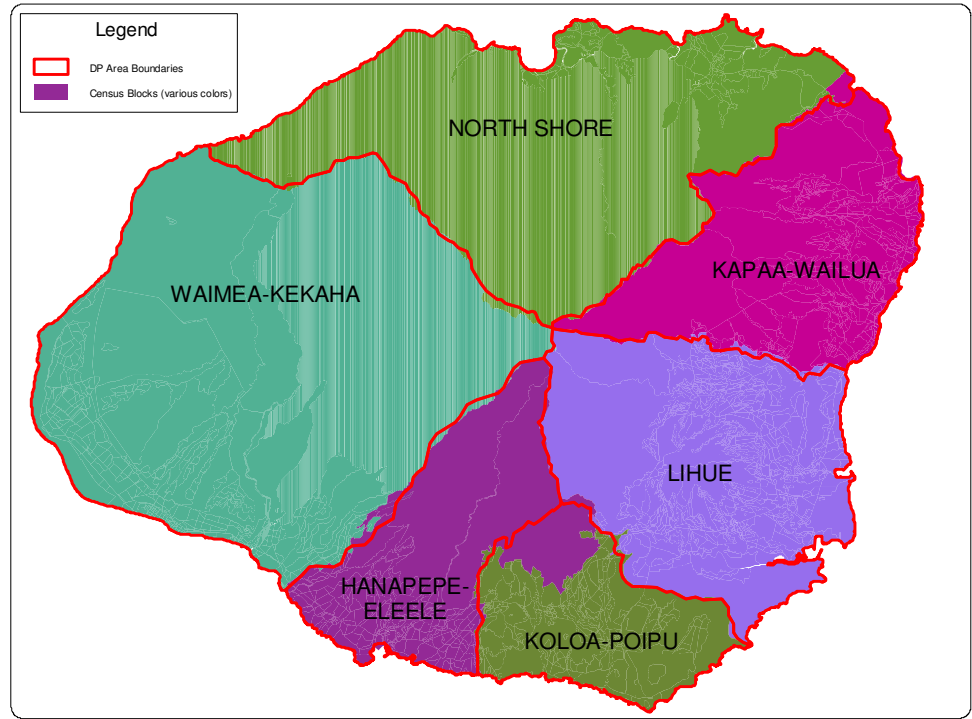
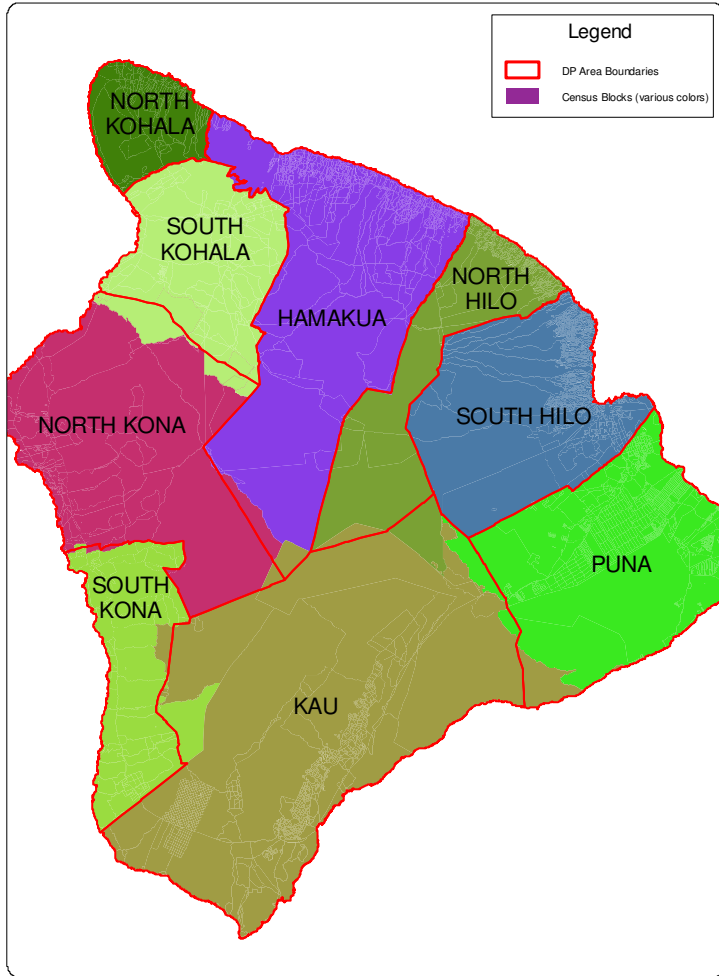
O‘ahu:

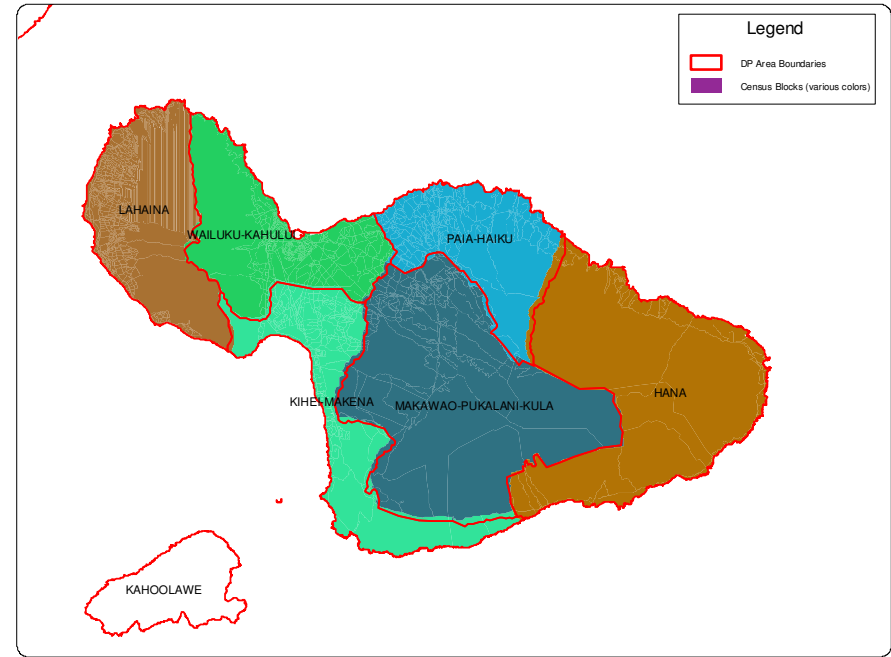
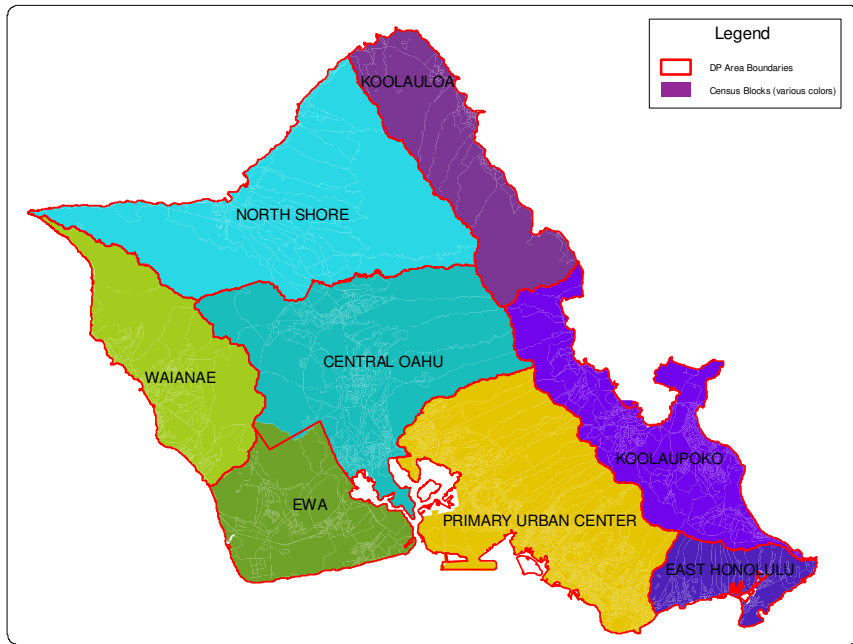
- ❑ Ko‘olauloa – “Maintain the region’s rural character”
- ❑ Ko‘olaupoko – “is a mixed community of rural and suburban areas. Within the agricultural areas “encourage small lot agricultural use and prevent conversion of agricultural lands to non-agricultural uses.”
- ❑ North Shore – “Preserve and protect the rural character and natural features and setting of the region by establishing ‘rural’ forms of development and subdivision standards, in contrast to existing urban standards”
- ❑ Wai‘anae – “No increase in land designated for residential uses,” and “provide zoning and tax incentives for people to farm the land”

Kaua‘i

All Areas – “promote and preserve open agricultural lands as a key element of Kaua‘i’s rural character and lifestyle”

Overall, there are many communities throughout the State with aspirations to maintain a rural lifestyle consistent with an agricultural economic base and respect for historical and cultural sites.





Summary of Demographic and Economic Information of Rural Areas

Within the boundaries defined by the Community Development Plans, SMS defined corresponding Census tracts and block groups as marked with red lines in the previous map. Using these census tracts and block groups, SMS was able to gather social and economic data for each of these areas from the 2000 Census. These are provided in the document “Rural Economic and Social Characteristics” in Appendix C. There are some challenges with this data: First, because it is at the block group level, the most recent data is from 2000; and second, the type of information that can be gathered is limited compared with the narrower scope offered by the Census tract or Zip code level.

With the block group Census data, the first level of review was to compare the differences between urban and rural housing units. This was a simple first cut based on population per square mile. The areas with greater rural populations were similar to those areas noted earlier in the discussion of definition of rural. Based on this review and related statistics, the following community development plan areas were identified as being rural in nature:

- ❑ Hawai'i Island: North Kohala, South Kohala, Ka'u, Puna and Hamakua Coast.
- ❑ Maui Island: North Shore, East Maui and Upcountry
- ❑ Lāna'i: The entire island
- ❑ Moloka'i: The entire island
- ❑ O'ahu: Ko'olauloa, Ko'olaupoko, North Shore and Wai'anae.
- ❑ Kaua'i: North Shore, Kawaihau, Koloa, West side, Waimea

With these broad areas defined as rural, it was decided to examine these areas further and identify smaller community groupings. Therefore Zip code areas within the community boundaries were identified to gather information that was meaningful to understand the nature of these areas. Note: The most recent economic and demographic information at the Zip code level was available for the year 2000. The datasheets for these communities are available in Appendix D.

In reviewing the data, several key indicators revealed that many rural communities appear to have characteristics that are inconsistent with a healthy community and were different from overall statewide averages. The indicators used to analyze these communities ranged from general demographic data such as age and household size, to education levels, to poverty levels, and mean travel time to work.

Parallels between Rural Areas and Statewide Averages

Demographic indicators such as, the median age, proportion of age ranges, and average household and family size for rural areas were similar to statewide averages, which means there are equivalent proportions of age distributions between rural and statewide populations. Furthermore, the average family and household size of rural areas were similar to statewide averages in family and household size. Those classified with a “disability status” were also similar for both rural areas and statewide averages.

Rural areas and statewide averages were similar in the following indicators: median age, distribution of populations by age, household size, family size, and disability status.

Disparities between Rural Areas and Statewide Averages

The data reveals significant differences in some indicators that demonstrate the challenges that rural areas face. Rural areas have on average a lower median household income and lower per capita income than the statewide average. Additionally, there are greater proportions of individuals and families living below the poverty line in rural areas compared to the statewide average.

In the labor force, there is a higher proportion of employment and consequently, a lower rate of unemployment for the state compared to rural areas. Furthermore, rural areas are often limited in the variety of jobs they attract. There are higher levels of workers classifying their occupation as farming, fishing, and forestry in rural areas as compared to the state as a whole. Furthermore, due to limited local job opportunities, rural areas face longer commutes to employment than the statewide average. A longer commute time means less time spent at home in their community for people who commute from rural areas.

Next, rural areas tend to have lower education levels as indicated by the lower number of individuals with their high school or bachelor's degrees as compared to the state's average. Moreover, statewide there are on average a higher proportion of foreign languages spoken in the home as compared to rural areas.

Rural areas, however, do tend to have higher proportions of owner occupied homes and consequently, lower renter occupied homes than the statewide average.

Finally, a description of highlights and challenges are shown below.

- ❑ Highlights: Rural areas do tend to have higher levels of owner occupied homes and workers in the farming, fishing, and forestry industries, than statewide averages.
- ❑ Challenges: Rural areas do tend to have lower education levels, higher unemployment, lengthier travel times to work, and higher poverty levels than statewide averages.

Evaluation of Specific Zip Code Areas

Hawai'i Island

The Puna district has an exceptionally high level of families and individuals living below the poverty level. The district is comprised of Keaau, Kurtistown, Pahoa, and Mountain View; their poverty levels are listed below. Pahoa in fact has the highest rate of poverty rate among any area on the Island of Hawai'i.

	Families below the Poverty Level	Individuals below the Poverty Level
Keaau	17%	19%
Kurtistown	16%	21%
Pahoa	23%	29%
Mountain View	9%	12%
Statewide Average	7.6%	10.7%

Also on Hawai'i Island, the Hamakua district has a noticeably higher level of families and individuals living below the poverty level than the statewide average. Hamakua is comprised of Ookala, Paauilo, Papaaloo, Papaikou, and Pepeekeo; their poverty levels are listed below.

	Families below the Poverty Level	Individuals below the Poverty Level
Ookala	9%	12%
Paauilo	9%	12%
Papaikou	11%	13%
Pepeekeo	16%	20%
Statewide Average	7.6%	10.7%

In the Ka'u district, high poverty levels are compounded with lengthy travel times. The district is comprised of Pahala, Ocean View, and Na'alehu; their mean travel time to work and unemployment data is below. The data suggests that a deficiency in employment opportunities exist in the area, considering both the relatively high unemployment rates and high mean travel times to work. Consequently, this lack of opportunity results in a higher than average level of poverty for the area.

	Mean Travel Time	Unemployment
Pahala	31 minutes	12%
Ocean View	60.2 minutes	6%
Na'alehu	33.8 minutes	11%
Statewide Average	26.1 minutes	3.8%

Maui County

In East Maui, the Hana area has an exceedingly high level of poverty; 16 percent of all families, comprising 18 percent of individuals, live below the poverty level. These include the highest poverty levels found on Maui Island; only Moloka'i has a higher level of poverty in Maui County. Hana's isolation from the rest of the island creates various barriers and may be a factor in explaining the high proportion of those employed in the agriculture, forestry, fishing, and hunting industry (11%). Notably, the area has one of the highest rates of self-employment (20%), much higher than the statewide average (7.6%). This high rate of self-employment may be significant in explaining the abnormality of low unemployment (4%) and high poverty levels.

The Island of Moloka'i has the highest rates of poverty of all the Hawaiian Islands. Moloka'i is comprised of four main areas: Kaunakakai, Hoolehua, Maunaloa, and Kalaupapa; their poverty levels are listed below. Similarly to Hana, due to the island's isolation, the area employs more workers in the agriculture industry (Kaunakakai 10%, Hoolehua 9%, Maunaloa 15%) than the statewide average (2.3%).

	Families below the Poverty Level	Individuals below the Poverty Level
Kaunakakai	16%	22%
Hoolehua	14%	17%
Maunaloa	29%	34%
Statewide Average	7.6%	10.7%

*Kalaupapa was omitted due to its unique characteristics and issues.

The Island of Lānaʻi also struggles with higher poverty levels, but because of the role of the major employer on the island, Castle and Cooke, this poverty level is not as severe as in Hana or on Molokaʻi:

	Families below the Poverty Level	Individuals below the Poverty Level
All Island	8.5%	9.2%
Statewide Average	7.6%	10.7%

Oʻahu

Although Oʻahu is the most developed of all the Hawaiian Islands, many regions are falling behind economically. With high levels of poverty, the Waiʻanae Coast on Oʻahu is an example of this lack of development. Waiʻanae has higher levels of poverty at 20 percent for families and 22 percent for individuals, than the statewide average of 7.6 percent and 10.7 percent, respectively. A significant indicator for this level of poverty is the unemployment rate and the mean travel time to work. The rural areas and their mean travel time to work and unemployment rates are shown below. These indicators represent a lack of nearby opportunities, and often it is this proximity that impedes success in these rural areas. Location close to an urban environment can be a benefit for employment but may become an issue if the community is unable to retain its rural characteristics as the urban area grows in size.

	Mean Travel Time	Unemployment
Waiʻanae	41.9 minutes	9%
Hauʻula	40.5 minutes	7%
Kaʻaʻawa	43.0 minutes	6%
Statewide Average	26.1 minutes	3.8%

Kauaʻi

The Island of Kauaʻi has a higher level of poverty than the state's average. The island's economy is not well diversified and highly dependent on a few industries such as tourism and agriculture. While this can be beneficial to these rural areas during prosperous times, it can be detrimental when tourism slows or when agriculture wanes.

	Families below the Poverty Level	Individuals below the Poverty Level
Kilauea	11%	12%
Anahola	14%	15%
Kapaʻa	12%	13%
Kealia	38%	35%
Kekaha	11%	11%
Makaweli	25%	37%
Waimea	8%	12%
Statewide Average	7.6%	10.7%

Overview

Many rural communities in Hawai'i suffer economic conditions that are detrimental to a healthy thriving community. Indicators of these conditions include: greater levels of individuals and households in poverty, higher levels of unemployment, and longer commute times. Using these indicators as a starting point, the communities noted above would benefit from economic development.

EXPERT INSIGHTS OF RURAL ECONOMIC DEVELOPMENT IN HAWAI'I

SMS conducted interviews with the following fifteen individuals involved at the Federal, State and County levels with issues related to rural economic development. From these interviews, SMS was able to identify key elements specific to rural challenges and opportunities.

Name	Title/Organization
Diane Ley	State Executive Director, Farm Service Agency – USDA
Robert Agres	Executive Director, Hawai'i Alliance for Community Based Economic Development
Ruby Edwards	DBEDT Office of Planning
Gail Fujita	Economic Development Administration
Irene Lam	USDA Rural Development
Randy Kurohara	Director, Hawai'i County Office of Economic Development
Jacqui Hoover	Executive Director, Hawai'i Island Economic Development Board
George Costa	Director, Kaua'i Office of Economic Development
Mattie Yoshioka	President & CEO, Kaua'i Economic Development Board
Deidre Tegarden	Coordinator, Maui Office of Economic Development
Jeanne Skog	President, Maui Economic Development Board
Stacy Crivello	President, Moloka'i Enterprise Community
Ann Chung	Director, C&C Honolulu Office of Economic Development
Pono Shim	President & CEO, Enterprise Honolulu
Joe Lapilio	Wai'anae Coast Coalition

Definition of Rural

Most experts interviewed had a broad sense of what “rural” means – typically, rural meant anything that is not urban. Some experts quote population per square mile statistics, however for the most part the following was considered the rural designations by island:

- ❑ On Hawai‘i Island: everywhere except Kailua-Kona and parts of Hilo
- ❑ On Maui – everywhere but Kahului/Wailuku, Lahaina and Kīhei
- ❑ Moloka‘i & Lāna‘i – all rural
- ❑ On O‘ahu – everywhere except the urban core of Honolulu, from Hawai‘i Kai through Kapolei, and maybe through Campbell Industrial Park.
- ❑ On Kaua‘i – everywhere (sometimes including and sometimes not including Līhu‘e)

These definitions are very similar to those defined earlier using the definitions of the Census and community development plans.

Problems in Rural Communities

The experts interviewed had a fairly common perception of the problems exhibited by rural communities that are consistent with the data:

- ❑ Higher unemployment and fewer job opportunities within the community;
- ❑ Higher levels of poverty;
- ❑ Higher prevalence of substance abuse.

Challenges and Issues in Rural Communities

The following is a list of challenges brought up consistently by the experts interviewed. The major factors are economic challenges, the inability of the community to come together, the lack of vision and capacity in the community, and basic needs that are not being met.

- ❑ Downturn in the economy affecting tourism and related jobs that affects rural areas particularly hard.
- ❑ Agriculture challenges for small farmers –
 - Hard to organize, hard to acquire land, expensive to market;
 - Resistant to the process to acquire Federal Funds;
 - Farmers want leases with big landowners, but landowners would prefer to deal with a Coop;
 - Limited access to markets, isolated from world markets, lost local market.
- ❑ Divisions within communities
 - Vocal minority (newcomers) are adamant that nothing change;
 - Inability for communities to come together to reach consensus;
 - Small vocal groups derailing processes.

- ❑ Lack of vision within communities
 - Communities do not believe they can make a change, that they have the power within themselves;
 - Communities do not come forward to ask for assistance, need for outreach.
- ❑ Communities have insufficient capacity
 - Lack of business skills;
 - Limited sense of entrepreneurship;
 - Limited access to training and funding.
- ❑ Insufficient access to healthcare, education, involvement in civic functions
- ❑ Long history of high unemployment creates a mindset in some rural communities that is difficult to overcome
- ❑ Transportation/distance issues between where employees live (affordable housing) and where the jobs are currently located (Hawai'i, O'ahu)
 - Bedroom communities have no self identity;

Note: There is some disagreement as to whether or not a “bedroom community” is really a rural community.

Trends and Opportunities

The primary opportunities for rural areas were identified within the agriculture and ranching industries particularly with the state working towards greater food sustainability. This was followed closely by alternate energy development such as wind power, solar energy or geothermal power.

- ❑ Agriculture and Ranching
 - Farming, food sustainability, buying local;
 - Ranching – Slaughterhouse, processing plant (Hawai'i, Kaua'i);
 - Aqua-culture (Hawai'i);
 - Ag-Tourism.
- ❑ Alternate energy development, renewable energy
- ❑ Science & Technology (Hawai'i – telescopes, University of Hawai'i Hilo)
- ❑ Health sector – continuum of care (Moloka'i)
- ❑ Commercial kitchen (Moloka'i)
- ❑ Conservation

Communities that Need Assistance for Rural Development

The following are rural communities that could significantly benefit from economic development assistance as identified by expert interviews. In general these are also the same communities identified by the economic characteristics noted in the economic data analysis.

Hawai'i Island

- Puna;
- Hāmākua;
- Ka'ū.

Maui County

- Hāna, Ke'anae;
- Moloka'i;
- Lāna'i.

O'ahu

- Wai'anae Coast;
- Kahuku.

Kaua'i

- All except for Po'ipū, Princeville.

Communities where Positive Change was considered More Possible

During the interviews, experts were quick to identify communities where assistance was needed, however, the challenge was identifying those communities, which could realistically make positive changes happen. The communities with the greatest potential for change were those where community members demonstrated they could work together and reach consensus (there was not always agreement on this as noted below). These communities are listed below.

Hawai'i Island

- South Kona (CDP bringing the community together);
- Ka'ū.

Maui County (there was disagreement whether or not these two communities could actually reach consensus toward any type of plan)

- Moloka'i;
- Hāna.

O'ahu

- Kahuku – Community already coming together;
- Wai'anae.

Kaua'i

- Westside – due to seed company and military supporting economic development.

Overview of Rural Communities

The following communities were selected for the this project based on SMS criteria:

- (1) Defined as rural;
- (2) Aspire to retain rural characteristics as described in their County Community Development Plans;
- (3) Contain economic and demographic indicators of a community in need of rural economic development assistance; and
- (4) Communities where positive change was considered more possible by community experts.

Hawai'i Island

- Puna
- Hamakua
- Ka'u
- North Kohala
- South Kona

Maui County

- Hana
- Moloka'i
- Lana'i

O'ahu

- Wai'anae
- North Shore

Kaua'i

- All areas except:
 - Po'ipu
 - Princeville
 - Lihu'e

PART TWO: BEST PRACTICES FOR RURAL COMMUNITIES

BACKGROUND

The purpose of this report is to analyze rural development in Hawaii from the community perspective and identify the obstacles that impede rural economic success. Within this context, this report intends to develop materials that clearly describe recommendations and next steps for rural economic development in Hawai'i. This step in this process investigates successful rural economic development practices both in Hawaii and throughout the world. It is important to examine these best practices, not to duplicate their efforts, but to adapt successful strategies applicable to Hawai'i. Rural communities in Hawai'i are unique and care must be taken to ensure that development strategies are not merely "imported" but are instead modified to suit the local development needs of their respective communities.

Below are two objectives this section of the report will cover.

1. Describe & identify programs, projects, "best practices", tools and techniques which would be useful and applicable to Hawai'i's rural areas and which will meet the objectives of retaining rural character and lifestyle, while protecting/promoting traditional culture. The intent of this section is to provide broad based strategies for rural development.
2. Provide in-depth case studies to use as examples of successful rural economic development. These case studies are to provide specific instances of struggle and success while adding to the narrative of rural development.

Process Overview

SMS undertook a major research effort into rural economic development searching for "best practices" nationwide and worldwide that could serve as a guide to review and explore efforts within the State of Hawai'i. In addition, interviews were conducted with organizations in Hawai'i that support rural economic development efforts including: Kamehameha Schools, Office of Hawaiian Affairs and The Hawai'i Farm Bureau.

This phase of the project was approached in a systematic manner:

- ❑ The first section provides highlights of different approaches that communities have used for successful rural economic development.
- ❑ The second section describes an overview of the process these successful rural communities went through.
- ❑ The third section lists some of the challenges that communities face when they go through the economic development process.
- ❑ The fourth section provides examples of successful rural development efforts in Hawaii.
- ❑ Finally, this report covers in-depth case studies to analyze rural communities which have undergone successful rural development while also retaining their rural character and identity.

TYPES AND LESSONS FOR RURAL ECONOMIC DEVELOPMENT EFFORTS

Although no community in the world is exactly like those found in Hawai'i, the following examples provide learning opportunities that may be tailored to fit the unique conditions of Hawai'i's rural communities. They offer general strategies for successful rural projects; later sections provide in-depth examples from successful projects in Hawai'i as well as case studies of two local projects and one mainland example.

“Creative Enterprise Cluster”⁹

This approach builds upon unique arts and/or crafts skills within a community. This approach supports the heritage and traditional culture of an area that is a goal of this project. Characteristics of this approach include:

- ❑ Designate a lead Small Business Development Center for creative enterprises.
- ❑ Support networks and networking.
- ❑ Bundle arts and design with entertainment and cultural tourism.
- ❑ Embed art and design in education.
- ❑ Make greater use of community colleges.

Examples of this Approach:

- ❑ Handmade in America
“A non-profit organization promoting craft and culture for community and economic development in western North Carolina. Serves as a support system for craftspeople and the crafts industry.” See also case studies.
- ❑ Project Row Houses
“A neighborhood-based nonprofit art and cultural organization in Houston's Northern Third Ward, one of the city's oldest African-American communities.” The program encourages: Quality Education, Strong Neighborhoods, Preserve local character.

“Regional Agriculture Development Programs”¹⁰

For communities with a strong agricultural base, this is an approach that has worked. This approach works with farmers and businesses to ensure a stable marketplace for their products.

- ❑ Ensure marketing outlets for regional growers.
- ❑ How regional agriculture development campaigns function
 - The formation of regional agricultural associations – Farmers, restaurateurs, food retailers.

⁹ http://casfs.ucsc.edu/education/instruction/tdm/download/5.3_Buy_Local.pdf

¹⁰ http://casfs.ucsc.edu/education/instruction/tdm/download/5.3_Buy_Local.pdf

- The development of regional produce and product labels.
- The development of business relationships between regional producers and retail food enterprises.
- Labels identifying regional products are displayed in participating food enterprises and at farmers' markets.
- Non-profit organizations or regional agriculture associations promote the purchase of regional food products through advertisements in local media. These advertising campaigns are designed to educate consumers about the benefits of buying regionally produced commodities and to profile businesses and growers within the membership association.
- Create websites with "food maps" where buyers can view where their food is grown.

"Agrotourism and Rural Development"¹¹

"The Power of Clusters" of interesting sites, activities, and events that can only be accomplished on a regional basis through cooperation." Area needs to be accessible by a sufficient number of potential customers.

Events Such as: Agricultural Festivals, Antique Stores, Bed and Breakfasts, Farmers Markets, Mazes, Petting Zoos, Roadside markets, Scenic Byway Tours, Wineries, Camping, Ecosystem Preserves, Hiking, U pick it farms, Tractor Pulls/Hay rides.

Examples of this Approach:

Uplands Wine Trail. Launched in 2004, consists of seven Indiana wineries, which tourists can travel between, staying in bed and breakfasts, eating at local restaurants, and shopping along the way.

"Rural Leadership Development"¹²

One of the challenges that face rural communities is the lack of skilled leadership to bring the community together to move in new directions.

Challenges unique to rural leadership development include:

- Due to the limited scale of local government, rural communities often have to rely on an all-volunteer leadership base.
- Philanthropic funding is extraordinarily difficult to obtain. For example, there is little corporate or foundation support for rural leadership development.
- Most leadership training does not result in true capacity building for small communities. In the typical model, an individual is sent away for a week to a university-based program outside of the rural area. This individual is then expected to come back and be the leadership for the community.

¹¹ <http://www.ibrc.indiana.edu/IBR/2006/fall/article3.html>

¹² http://www.pewpartnership.org/pdf/01_rural_leadership.pdf

What type of organization within a community is required to facilitate and coordinate the changes that are required for development to occur? “Getting the Idea to Fly”

- ❑ You need to “build a container” for your revitalization efforts. Formally organizing a nonprofit that becomes the permanent organization, the place to coordinate day-to-day activities and store financial information. It is the mechanism that allows your community to sustain its work and gives your program a life beyond “Fred and Bobby having coffee and talking.” As a nonprofit organization, it will also help you access funds.
- ❑ Look for places where you can achieve small successes, and then build on the momentum. It’s easier to motivate volunteers (and publicize your efforts) by racking up a list of small successes, rather than set the bar too high and fail to reach your goal.

“Supporting Rural Entrepreneurship”¹³

Communities can attract entrepreneurs given adequate infrastructure and support – or communities can identify entrepreneurs from within and provide them with the support to overcome obstacles.

- ❑ Investment in High Quality Intermediaries
- ❑ The premise is that policies to promote rural entrepreneurship have to address two economic realities: limited opportunities to achieve economies of scale, and the need to identify and exploit comparative advantage.
- ❑ Obstacles to Rural Development
 - The small size and low densities of rural communities.
 - The social and economic composition of rural communities.
 - The nature of internal and external linkages.
- ❑ Opportunities for Development
 - Products that project traditions of quality, craftsmanship, connectedness with nature, and a sense of place and culture.
 - Quality of life and natural beauty offered by many rural communities, which are attracting entrepreneurs to relocate from congested and pressured cities.

“Alternative Energy”¹⁴

Alternate energy such as solar or wind can have two benefits for a community: jobs and/or lower cost of energy. For communities that have industries with high-energy needs, lowering the cost of energy could significantly increase economic return and provide some new jobs for the community. In Hawaii, most communities are looking at alternate energy as a source of jobs and to earn revenues by selling energy however there is a question of whether or not wind or solar farms are consistent with retaining a traditional rural environment. Another use of

¹³ Source: Dabson, Brian. Supporting Rural Entrepreneurship. <http://www.cfed.org/>

¹⁴ <http://www.windustry.org/what-are-some-more-resources-for-work-in-wind>

alternate energy is for these new sources to complement other community efforts to bring the cost of supplying the energy for these communities down.

- Rural Energy For America Program Grants (REAP Grants) 25% of project cost, \$50,000 for project studies.
- Wind Energy
 - Hawaii is ranked 20th by state in wind capacity.
 - 85,000 direct jobs in 2008 with 500,000 direct and related jobs by 2030.
 - The National Renewable Energy Laboratory estimates a 20MW plant creates 41 jobs and \$4M in local income.
 - Iowa Public Policy Project:

Iowa Public Policy Project	
Number of Turbines	650
Megawatts Produced (MW)	1,554,785 MW
Jobs Directly Created	65
Jobs Indirectly Created	787
Value of Output	\$175.83 Million
Labor Income	\$ 26.29 Million
Jobs Created per Turbine	1.3 Jobs
Income per Turbine	\$310,966/ Turbine
Jobs per MW	0.000548 Jobs
Value per MW	\$113.09

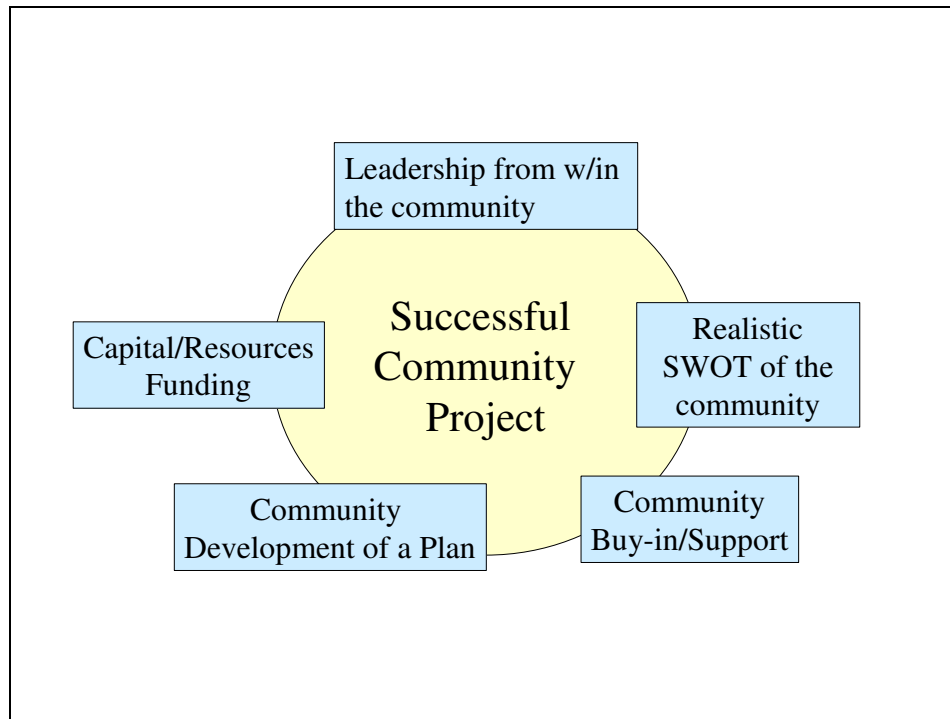
- Fox Islands, Maine: \$14 million (30% tax credit). 11,600 MWH, 3 Turbines. Provides power to 2,000 residents. Fox Islands, Maine: \$14 million (30% tax credit). 11,600 MWH, 3 Turbines. Provides power to 2,000 residents.

- Solar Energy
 - An “average” solar plant in Colorado employs 130 employees.
 - Arizona Solar Energy and Economic Outlook:

Arizona Solar Energy and Economic Outlook					
Forecast Year	2010	2015	2020	2025	2030
Megawatts (MW) Produced	13.4	227.4	1194.9	3276.4	4337.8
Jobs Directly Created	1	20	104	276	355
Jobs Indirectly Created	2	46	237	644	843
Value Added	\$300,000	\$4,200,000	\$21,400,000	\$57,000,000	\$73,300,000
Jobs per MW	0.22	0.29	0.28537953	0.28	0.27
Value per MW	\$22,388	\$18,470	\$17,909	\$17,397	\$16,898

COMMON PRACTICES FOR SUCCESSFUL ECONOMIC DEVELOPMENT

Based on the studies and interviews a simplistic description of what it takes for any type of successful community project is described below: Appendix E contains a complete summary overviews of the selected “best practices”.



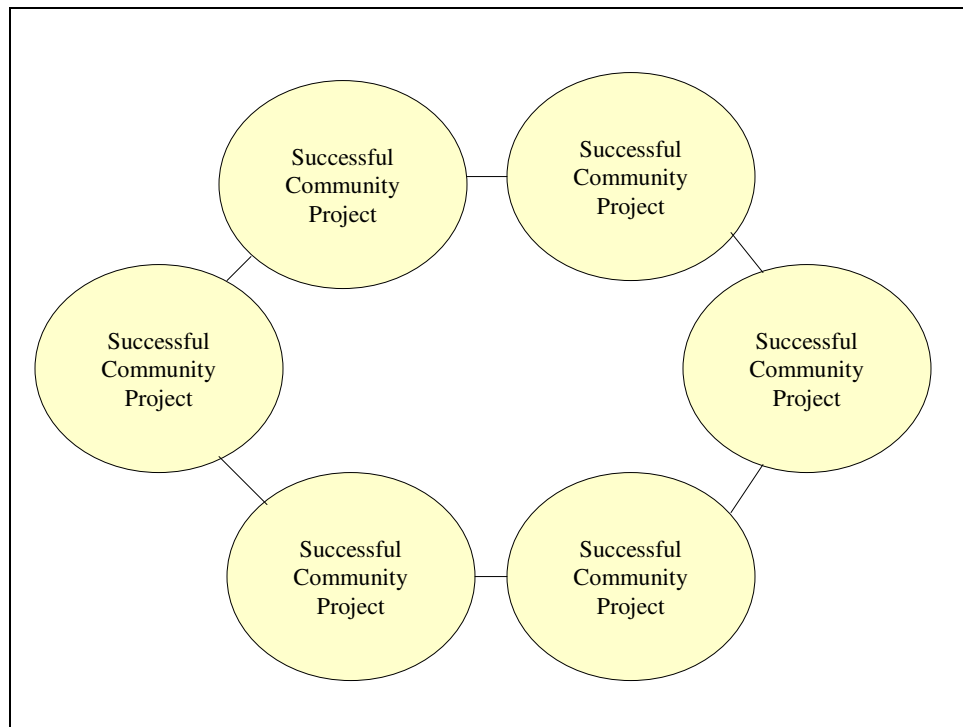
The diagram is a circle, because the “pieces” may enter the process at different times – it’s not necessarily sequential. In essence a leader (or a group) takes a realistic view of the strengths and weaknesses, opportunities and threats (SWOT) of their community. They identify an opportunity that builds on the strengths of the community and overcomes weaknesses (which is often economic distress) and find funding to capitalize on the opportunity. Usually at this stage funding is in the form of government loans or government/non-profit grants. Community support is generally built during this process, but sometimes occurs after the project is seen as successful.

An example of this initial phase include:

HandMade in America – Western North Carolina is blessed with its location because the placement of major Interstate highways makes it within a day’s drive of 50% of the population of the US. However, much of the land is unsuitable for economic investment due to extensive holdings by corporations and utilities, watershed restrictions and a desire to conserve the Blue Ridge Mountain area. A major strength and opportunity for the area was a strong tradition of handcrafts.

A planning process was funded by a three-year organizational grant from the Pew Partnership for Civic Change in response to a grant request from Community leaders who were planning the revitalization of the Asheville community. The regional planning process involved 360 citizens to help determine how to establish Western North Carolina as the center of handmade objects in the nation. In 1996 the Small Town Revitalization Program began.

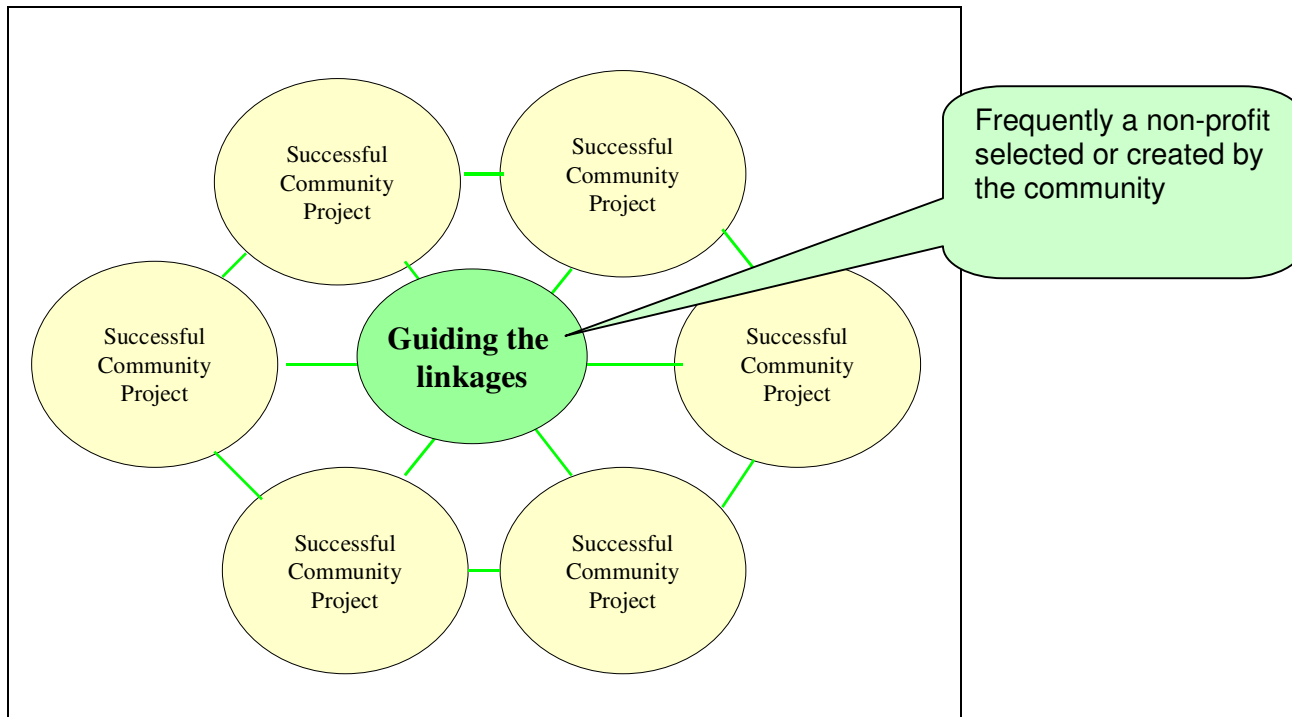
Frequently when many see an opportunity, then multiple successful projects can build within a community. Each project goes through a similar process and implements their plan. The best is when planning occurs together and the projects are linked and support each other.



An example:

HandMade in America - the initial process led to another process that established the Blue Ridge National Heritage Area. In this region residents, businesses and local governments joined together to conserve and celebrate heritage and special landscapes. Projects and programs evolved in tourism, education, and economic development focused around the region's distinctive agri-heritage, crafts, music and Cherokee culture.

When do successful projects become successful communities? A community can benefit from one or two successful projects and stop. But those communities where the links between the projects are the strongest, and where new projects are identified to complement and support earlier projects can see the greatest benefit. In the research this “inner guide” was frequently a non-profit created by the community for the purpose of making the links stronger.



Two examples:

HandMade in America - Projects and programs evolved in tourism, education, and economic development focused around the region’s distinctive agri-heritage, crafts, music and Cherokee culture. The website for the area now promotes artists, Bed & Breakfasts, restaurants and activities all designed to give the visitor a better experience and to spend more in the area.

The EnergyXchange in the Blue Ridge Mountains. The weakness is this area was conservation and lack of economic prosperity, plus there was a large landfill that had been closed that served two counties. Their strength was local creative artists and beautiful native plants. The opportunity was to use the methane gas from the landfill to develop energy that could power craft incubator studios and greenhouses. Initially grants funded the research and the construction of the gas collection system and the arts campus that initially served six artists in residence. HandMade in America was an initial partner for this non-profit effort, sharing its knowledge. The mission of EnergyXchange is to apply the use of renewable resources and practices for educational opportunities and economic development in the fields of art & horticulture.

Overtime successful community economic development efforts will coalesce and have a marked impact on the larger community and if it is grounded in the desire to retain rural characteristics and cultural traditions that will continue to underlie all efforts. Characteristics of a community that has achieved successful economic development are:

- ❑ Building a base of leaders
- ❑ Build on community strengths with projects that link together
- ❑ Continuing to grow community support, sometimes to other communities
- ❑ Be self-sustaining
- ❑ Ongoing development and refinement of community development plans – think beyond the next five years to ten, twenty years in the future.
- ❑ Have demonstrated measures of improved economic conditions and community well being.



An example:

Outcome measures for **HandMade in America** in its first 11 years:

- ❑ Assisted thirteen small towns
- ❑ 238 businesses created
- ❑ 79 businesses expanded or enhanced
- ❑ 300 new jobs created
- ❑ Total economic impact grew from \$122 million to \$206 million
- ❑ Attracts tourists
- ❑ Represents a clean, sustainable industry that will remain in the region
- ❑ Educates the public about the history and heritage of the unique and culturally rich area
- ❑ Enhances learning for local elementary, intermediate, high school and college students.

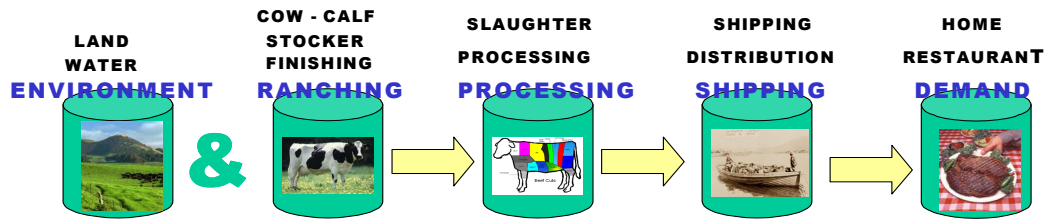
CHALLENGES FACING COMMUNITIES TO ACHIEVE ECONOMIC DEVELOPMENT

Simple diagrams can be deceiving. Based on the projects studied and Part one of this project there are multiple challenges facing communities.

- (1) Leadership must come from within the community. Whether it's to start a project or begin a more extensive planning process, the impetus must come from within the community. To identify a leader within the community can be challenging, because as we looked at the characteristics of rural communities in Part one, more of the residents had lower education levels, in most of the communities there was not an active business base, and “outsiders” were not trusted.
- (2) Community buy-in is critical element when beginning a larger planning process or expanding beyond an initial successful project. In Part one some of the Experts expressed doubts whether some of the communities in need could overcome the presence of naysayers to any recommendations for change.
- (3) There are multiple funding options for start-up projects, especially rural projects that have an agricultural base. Funding comes from Federal and State government as well as entities such as the Hawaii Farm Bureau. The challenge with this funding is that often the “leader” is not trained in writing grant requests or is too busy running their operation to take the time to prepare the required request. Plus one project is the beginning; more is required to expand the efforts throughout the community. Funding is more difficult to obtain for larger scale planning processes that could really engage a community. One option is Community Based Economic Development (CBED) grants, however these requests require significant time and effort on the part of many members of the community to prepare an acceptable packet. OHA provides some grants through its CBED efforts, however these are mostly project-based.
- (4) The challenge with economic development efforts that focus on just projects rather than “projects with linkages” is that the project may or may not become self-sustaining and able to grow significantly. To bring any product or service to market and make it a profitable business is a complex process. For example the chart below illustrates the multiple parties and planning efforts required just to keep more cattle in Hawaii to provide locally grown beef for Hawai'i residents.¹⁵
- (5) Investment in rural communities requires patience and persistence. All rural development initiatives must consider that investment in rural communities typically require longer time horizons and payback periods than similar projects in urban areas. Due to the unique challenges rural communities face, attention needs to be paid to development and investment over the longer term. Additionally, stakeholders need to be reassured of this long-term orientation in order to ensure project success. A newly formed project can lose momentum if “naysayers” are allowed to disrupt a project's development. It can be extremely challenging for stakeholders to ensure that the doubts of “naysayers” are separated from legitimate concerns. Rural development is an ongoing process that requires leaders in the community who are willing to invest long periods of time into projects that may not see immediate success.

¹⁵ Prepared by SMS for the Hawai'i Farm Bureau and Hawai'i Cattlemen's Council

OVERVIEW OF CHALLENGES TO PROVIDE MORE HAWAII RAISED BEEF TO HAWAII MARKETS → FAIR RETURN TO ALL PARTIES



Key Issues:

➤ Need for sufficient acreage at a fair price of drought resistant or irrigation lands to accommodate the process from calf-cow to finishing in Hawaii instead of shipping calves to the mainland

➤ Need to bring slaughter & processing costs lower which requires greater economies of scale (more guaranteed # of quality head/week) and newer slaughter & processing facilities

➤ More beef being processed requires a larger market therefore cost-effective, reliable transportation between islands is necessary

➤ Need to build sufficient demand for grass-fed, locally grown beef that will command a higher price

The Farm Bureau and the Council are requesting \$250,000 to develop a plan that addresses all of the elements of the process simultaneously. This would be a similarly complex process for any significant agricultural product grown on the neighbor islands to be sold on Oahu or the mainland. This would again require significant cooperative planning efforts, which neither farmers nor ranchers have the time nor resources to invest this process. Therefore the challenge becomes one of acquiring sufficient resources to facilitate the planning process and it has to be done in a way that all the parties are engaged and buy into the process.

Non-profits and Universities have been relied on in other communities to facilitate the planning process and identify/coordinate the linkages. HandMade in America is a non-profit for the Western North Carolina region. This non-profit has guiding principles that are very similar to the ones used by the Indiana Rural Recreation Development Project, and reflects much of the guidance received from the interviews conducted with rural economic development leaders in Part one:

- ❑ Inclusive? All work of HandMade In America is inclusive. Everyone is welcome to participate from the first-time hobbyist to the full-time, one-of-a-kind design professional craftsmen, and any interested citizen of the region.
- ❑ Collaborative? All projects are done in partnership with other organizations and institutions, and all funding is written jointly or in the partner's name.

- ❑ Regional? All communities come equally to the table in resources. Meetings are held throughout the region, and board members represent the region.
- ❑ Sustainable Community Development? HandMade is sustainable community development. No outside consultants or businesses are used. The people of the region serve as their own best resource. HandMade is focused on long-term solutions, hence a twenty-year strategic plan.
- ❑ Community-Based? All HandMade In America projects are community-based. Each community defines its needs, resources and how it fits into the strategic plan.
- ❑ Self-Sustaining? HandMade is self-sustaining. All projects must fit into the operation of an ongoing institution or organization, or be financially self-sustaining.

HandMade in America is a non-profit that grew from a regional planning effort created to facilitate ongoing growth through linkages, planning and support. Its principles were strengthened over time through work with its communities and are community-focused. Here again the supporting players for successful economic development come from within the community.

EXAMPLES OF RURAL ECONOMIC DEVELOPMENT EFFORTS

A challenge for this project has been to identify Hawai'i communities that serve as good examples. Expert interviews have failed to identify communities that have reached the level of showing community outcomes measures improvement, but have noted successful projects that have the potential to stimulate greater community well being and sustain the traditional culture of the community. Note that a community must consider its culture and tradition a strength that it wants to sustain before they will work to protect that tradition. However, two examples below are projects that could grow to impact the whole community.

MA'O Farms

The Waianae Community Re-Development Corporation (WCRC), is the non-profit that created MA'O Organic Farms. As you will see in the overview below the non-profit that created MA'O Farms has many of the same positive characteristics for successful community economic development as described earlier in this document, it just hasn't developed to a point where we can point to changes in the indicators of the economic strength of the community. The lack of community-level indicators may be due to its relative young age (starting in 2000) and is still in the formation period.

History

The community of Waiʻanae is located on the west side of the island of Oahu and consists of six major ancient land divisions.

Waianae Community Re-Development Corporation (WCRC) created the MAʻO Community Food Security Initiative in 2000. The focus was to address the important needs of the youth and community and work for a more self-reliant and sustainable Hawaii.

During the last eight years, the WCRC Board of Directors has been involved and emphasized leadership. The organization has been able to innovate in challenging areas while still making progress upon past endeavors. The efforts to empower youth and families through community based economic development initiatives' continue to be rooted in the values of the community.

Overview of Organization

Waianae Community Re-Development Corporation (WCRC), a federally recognized 501 c 3 nonprofit organization.

Budget:

Farm sales currently support 40% of the entire budget; this is equal to the support received from grants. Private donations and fundraisers support the remaining financial needs of the organization.

Mission, Goals and Guiding Principles

The goal was to build a strategy that would impact five critical areas of need:

- ❑ Out-of-school youth
- ❑ Sustainable economic development
- ❑ Agriculture
- ❑ Health
- ❑ Hawaiian culture

The core values that support and sustain the MAʻO CFS Initiative are:

- ❑ EA: To build on individual and community assets to create new local jobs and local businesses, increasing the capacity to be self-sufficient
- ❑ KAKOʻO: To provide diverse experiences and opportunities, which mentor, educate and employ, where creativity and expression are nurtured
- ❑ KOKUA: To promote diverse cooperative approaches to work and business that build community connections
- ❑ ʻOHANA: To work with the entire ʻohana for optimum individual, family and community health
- ❑ HOʻOMALU: To encourage and live by Hawaiian values which build a peaceful community.

Strengths & Weaknesses, Opportunities & Threats

Strengths & Weaknesses:

Waianae is recognized as the most food insecure region of Hawaii' with native Hawaiians having the highest rates of preventable disease including diabetes, heart disease and some cancers.

Food Security is the ability to acquire food that is safe and nutritious in a socially acceptable way. Food Insecurity is associated with poor health, extreme stress, decreased work output and school performance, and may be related to violence or crime.

According to MA'O Organic farm's research and statistics, there is an estimate of 221,834 individuals, 19.2%, of Hawaii residents who live in food insecure households. There is an estimate of 53,384 in hungry households and Hawaiians, other Pacific Islanders, and Filipinos are disproportionately affected. The highest risk of food insecure community is Waianae at 33.2% and only 22% of food insecure households (in 2000) received any food stamp assistance.

Opportunities & Threats:

The community of Waianae's location is considered to be isolated and rural. Because of its geographic location, the community mirrors the considerable political, economic, social, and cultural barriers facing families, especially for youth.

According to Waianae residents, they have also witnessed the continued gradual over development of scarce resources such as land and water and the negativities of urbanization.

Above all of the difficulties, Waianae residents still maintain a rural vision. The community also boasts fertile soils, an abundance of ocean and marine resources, land suitable for agricultural production, and commercial areas ripe for business activity. Waianae still possesses a community that has a strong cultural tradition of working closely with the land.

Desired Outcomes

MA'O Organic Farms:

A 5-acre certified organic farm, producing and selling over twenty-five different varieties of high-quality organic fruits and vegetables.

'Ai Pohaku Workshop:

A hands-on, culturally based program at Wai'anae Intermediate that nurtures youth and families through traditional Hawaiian agriculture and food practices.

Ka'aihonua:

A hands-on, learning organic garden at Wai'anae High School that studies contemporary agriculture science in the context of traditional Hawaiian culture and knowledge.

Youth Leadership Training:

A hands-on, entrepreneurial-agricultural-educational leadership experience in which interns earn an Associate of Arts degree from Leeward Community College.

Waianae Organic Ag Center:

A partnership with Leeward Community College and U.S. Department of HUD to establish and expand expertise in the fields of tropical organic agriculture.

Past Projects

In December 2007, MA'O received support from the State's Legacy Lands Conservation Program, combined with funds from a private foundation, which will enable their purchase of 11-acres next door to the current location. The group intends to grow their youth programs by producing more fresh, local, organic fruits and vegetables.

Current Projects

By 2011, the farm will be supporting almost two-thirds of the entire organization budget, supporting dozens of youth through college, and assist hundreds of young people entering their pipeline of education-culture-entrepreneurial experiences. This will also pave the way for increased employment opportunities and industry development in the statewide community food movement.

Maku'u Farmers Association

Another organization in Hawai'i that is making a positive contribution toward community development in Hilo is Maku'u Farmers Market Corporation. Maku'u offers a different perspective from MA'O Farms in that much of its work to date has been to build community strength through its support of community farmers by developing a distribution system for their produce and flowers.

History

The Maku'u Farmers Association's primary function is to serve the residents on Hawaiian homelands in Maku'u, in the district of Puna. A timeline of the organization is below.

- 1986 - Department of Hawaiian Home Lands awarded approximately 127 Native Hawaiians 2 or 5 acre agricultural leases.
- 1995 - Groundbreaking ceremony for phase 1 of infrastructure.
- 1996 - Infrastructure finished.
- 2000 - DHHL Approves master plan for community center.
- 2001 - Maku'u Farmers Market Officially Opens.
- 2007 - Maku'u Market Bathroom completed.
- Present - Maku'u Regional Plan Development.

Overview of Organization

The Maku'u Farmer's Association is a 501 (c) (3) Non-profit located in Pahoehoe, Hawaii. The mission of the organization is to provide educational and employment opportunities while also developing small businesses and also to become self-sufficient as established by the Hawaiian Homes Commission Act of 1920.

Strengths and Weaknesses:

The organization has strong support from the community and the success of the organization lies with the associations' weekly Sunday farmer's market. The market serves as a fulcrum for the association's other endeavors: Encouraging entrepreneurship, sustainability, and education. The fundamental strength of this organization is that these endeavors address some of the local needs in the area. The market attracts farmers as well as local artisans and cultural organizations. Furthermore, the market provides a reason for neighbors to congregate promoting local connections, fellowship, and social capital in the region. The market provides a conduit for people to create connections with one another which otherwise may not be made.

Another strength of the Maku'u Farmer's Association is the educational component of the organization that provides for:

- ❑ Promotion of Hawaiian culture and values while providing educational programs for students.
- ❑ Provides students with educational programs during school breaks.
- ❑ Promotes the traditional Hawaiian cultural and values with the assistance of our Kupuna mentoring our youths thus developing a better understanding and compassion within our community (City and County of Hawaii).

Although the farmer's market is considered successful, it is unclear as to the success of the organization's educational components.

Opportunities and Threats

There are significant opportunities for the organization to expand on its projects to fulfill its mission. Small businesses could be developed further through mentorship/apprentice programs and/or small business loans. Educational programs could be enhanced by formalizing their programs and/or creating a permanent base.

The primary threat to this organization seems to be longevity of community involvement. It is unclear as to the permanence of the organization and how well it can sustain itself or evolve over time.

Current Projects

The farmers market provides an opportunity for local merchants and artisans to market their products and services in a friendly atmosphere. Products vary from produce, food, plants, artwork, clothing, and garage sale items.

Maku'u Farmers Association also provides educational opportunities for youth during school breaks. These educational opportunities emphasize Hawaiian culture and values, incorporating Kupuna mentoring and cross-generational interaction.

IN-DEPTH CASE STUDIES OF SUCCESSFUL RURAL DEVELOPMENT

The objective of this phase of the study was: to identify at least two communities to serve as good examples of areas that have retained their rural character and lifestyle, and at least one rural community to serve as a good example of an area that has retained its rural character and lifestyle and protected traditional culture. These “good examples” shall have relevance and potential applicability to Hawai‘i’s situation. In conjunction with DBEDT Office of Planning three organizations were selected for greater in-depth review: Waipa Foundation; the Kohala Center, and HandMade in America. These case studies are included in the following sections.

- ❑ The development process for each of these case studies included the key factors described in best practices. The common elements of all three of these case studies includes:
 - ❑ The foundation of their vision was to retain the characteristics and cultural traditions of their communities. In fact in each of the cases the history and culture of the area was a significant strength that guided their mission, plans and implementation.
 - ❑ Each of the organizations engaged in in-depth planning processes that engaged stakeholders and laid out realistic action plans for achieving their vision. They all continue to be community focused.
 - ❑ All three organizations started with small wins that led to greater community support and have continued to successful grow programs that benefit the community. All three now have multiple programs that link together to support each other.
 - ❑ The three organizations have benefited from experienced knowledgeable leaders that are from and/or welcomed by the community. In turn they are identifying, engaging and mentoring staff to broaden the base of leadership over time.
 - ❑ All three organizations received initial funding to develop their plans through philanthropic grants – Kamehameha Schools, Five Mountain, Pew Charitable Trust.
 - ❑ At this time only HandMade in America has become self-sustaining.

PART THREE: RECOMMENDATIONS TO SUPPORT RURAL ECONOMIC DEVELOPMENT

Given the best practices, key factors for economic development and challenges facing communities the following are recommendations on how can agencies and economic development boards best assist rural residents in successfully implementing economic development efforts that retain rural characteristics. These recommendations reflect the input of many leaders in economic development noted in the list below.

STREAMLINE POLICIES AND REGULATIONS FOR ECONOMIC DEVELOPMENT

Policies and regulations need to be streamlined at all government levels in order to support rural development. In addition where regulations and policy conflict these should be addressed in order to provide opportunities for growth. Government offices should seek out regulatory and policy conflicts while also creating a mechanism for their eventual resolution.

PROVIDE INFRASTRUCTURE TO SUPPORT RURAL ECONOMIC DEVELOPMENT

A careful inventory of existing infrastructure strengths and weaknesses in rural communities should be completed in order to assess the current situation. Infrastructure needs vary from island to island and even between rural communities within an island. From there encourage partnerships that leverage existing infrastructure resources as well as projects that provide for additional infrastructure resources. When the opportunity arises advocate for infrastructure development that supports economic development in rural communities.

PROVIDE SUPPORT SERVICES FOR COMMUNITY GROUPS

As noted multiple times throughout this study the seeds of community economic development projects cannot be sown by entities outside of a community; the vision and support for a project must come from within. However, it is likely that the “seed project groups” may need assistance to bring their project to fruition.

- a. Offer services that community groups may need:
 - i. Provide funding and guidance to implement successful planning processes including realistically evaluating the strengths, weaknesses, opportunities and challenges for their community and development of detailed action steps to achieve their vision. Efforts supported should be consistent with County Plans that in most cases means retaining the characteristics and traditions of rural areas.

- ii. Identifying sources of funds for planning and implementation – these may be grant opportunities, sources for loans, philanthropic connections, government loan programs;
 - iii. Identify potential partners and linkages – groups in other parts of the island, county or state that may be/have undertaken something similar;
 - iv. Leadership and management training;
 - v. Skills training such as grant writing, building a coalition, managing volunteers, marketing, etc.
- b. Bring groups together to learn from each other. Frequently start-up groups go through similar growing pains. If multiple communities are undertaking efforts, bring them together to share experiences and learn from each other. Likewise inviting speakers from projects that have been successful will add to the knowledge base of attendees.
 - c. When the community’s vision is similar to one described in “Best Practices” recommend that group connect with the organizations listed to learn more and potentially overcome pitfalls.

BUILD AWARENESS OF SERVICES AVAILABLE TO COMMUNITIES

Every interview and case study reiterated that the vision and leadership for economic development efforts must come from within the community. However, it will be necessary for these new groups to be aware of the services that available to them to grow their vision into reality. Primary targets should be those rural communities with indicators of economic distress.

- a. Promote services available to rural communities through county council member offices or state representatives or senators. These offices generally know key leaders within their communities who can serve as referral sources.
- b. Promote services via websites so communities can access the latest information and who to contact for additional assistance. Concurrently, this access needs to be accessible to rural citizens and not create unnecessary inconvenience and intimidation. Access to this information needs to progress beyond “Frequently asked questions” pages and forms/applications but to be truly a gateway to the users’ requests. Internet sites should incorporate decision trees and simplified pathways to navigate the users to their appropriate needs.
- c. Encourage service providers to incorporate better outreach to community groups. These service providers may need to rethink their portals of information in order to effectively reach their intended audience.

SUPPORT ENTREPRENEURSHIP IN THE COMMUNITIES

One of the challenges that face rural communities is an insufficient number of knowledgeable and experienced entrepreneurs who have new ideas and can bring the community together to move in new directions. Best practices and stakeholder recommendations offer the following options:

- a. Encourage and support the development of a non-profit organization to "house" efforts within a community and become the place to coordinate day-to-day activities and raise funds to implement action steps. Focus on achieving small successes with a smaller group of supportive community members who share the same vision, then build on the momentum.
- b. Recommend a process to identify and recruit qualified community members who may have moved out of the community to return and be a part of the economic development efforts.
- c. Develop a mentorship program for potential entrepreneurs who have the vision and passion but perhaps lack the skills and connections to turn their ideas into reality. Connecting entrepreneurs with mentors who understand the challenges and can recommend actions based on experience will help minimize implementation challenges. Sometimes there are gaps in skills training and entrepreneurs sometimes need one-on-one relationships where they can be walked through the process of creating a start-up.
- d. Create "Anchors to Agriculture" or programs to support stable markets for agricultural producers. Often there is a problem of both "getting the farmer to believe there is a market" while concurrently getting "markets to believe in the farmers' ability to supply consistent quantity and quality".
- e. Often entrepreneurs in rural areas lack the appropriate skill set. Successful agricultural start-ups require skills beyond the daily operations skill set. Skills such as finance, marketing, business management skills are needed to create successful projects. Many rural entrepreneurs, for instance, could not bridge the gap between a promising idea and a viable business plan,

APPENDICES

Appendix A – Definition of Rural

Definitions of Rural Areas

The Building Blocks for Defining Rural		
	Advantages	Disadvantages
Counties	County boundaries represent political jurisdictions and remain stable over time	County size varies substantially across the United States, and larger counties include both urban and rural areas
Zip Code Areas	Zip code areas are easy to implement with programs that rely on provider or beneficiary address	Because Zip codes areas are designed for postal purposes, Zip codes change frequently from year to year
Census Geography	Census geography represents the smallest and most precise geographic unit	Census tract definitions can be hard to implement, because census geography information is not commonly used by programs and payers

Commonly Used Rural Definitions		
Definition	Definition Description	Geographic Unit Used
U.S. Census Bureau: Urban and Rural Areas	The Census Bureau's classification of rural consists of all territory, population, and housing units located outside of urbanized areas and urban clusters. Urbanized areas include populations of at least 50,000, and urban clusters include populations between 2,500 and 50,000. The core areas of both urbanized areas and urban clusters are defined based on population density of 1,000 per square mile and then certain blocks adjacent to them are added that have at least 500 persons per square mile.	Census Block and Block Groups
Economic Research Service, U.S. Department of Agriculture & WWAMI Rural Health Research Center: Rural-Urban Commuting Areas (RUCAs)	This classification scheme utilizes the U.S. Census Bureau's urbanized area and cluster definitions and work commuting information. The RUCA categories are based on the size of settlements and towns as delineated by the Census Bureau and the functional relationships between places as measured by tract-level work commuting data. This taxonomy defines 33 categories of rural and urban census tracts.	Census Tract, Zip Code approximation available
U.S. Office of Management and Budget (OMB): Core Based Statistical Areas (i.e., Metropolitan and Non-metropolitan areas)	A metropolitan area must contain one or more central counties with urbanized areas. Non-metropolitan counties are outside the boundaries of metropolitan areas and are subdivided into two types, micropolitan areas and non-core counties. Micropolitan areas are urban clusters of 10,000 or more persons.	County
Economic Research Service, U.S. Department of Agriculture: Rural Urban Continuum Codes (Beale Codes)	This classification scheme distinguishes metropolitan counties by the population size of their metropolitan area, and non-metropolitan counties by degree of urbanization and adjacency to a metropolitan area or areas. All counties and county equivalents are grouped according to their official OMB metropolitan non-metropolitan status and further subdivided into three metropolitan and six non-metropolitan groupings.	County
Economic Research Service, U.S. Department of Agriculture: Urban Influence Codes	This classification scheme subdivides the OMB metropolitan and non-metropolitan categories into 2 metropolitan and 10 non-metropolitan categories. Metropolitan counties are divided into two groups by the size of the metropolitan area. Non-metropolitan micropolitan counties are divided into three groups by their adjacency to metropolitan areas. Non-metropolitan non-core counties are divided into seven groups by their adjacency to metropolitan or micropolitan areas and whether they have their "own town" of at least 2,500 residents.	County
Office of Rural Health Policy, U.S. Department of Health and Human Services: RUCA Adjustment to OMB Metropolitan and Non-metropolitan Definition	This method uses RUCAs 4-10 to identify small towns and rural areas within large metropolitan counties. In addition, census tracts within metropolitan areas with RUCA codes 2 and 3 that are larger than 400 square miles and have population density of less than 30 people per square mile are also considered rural.	Census Tract within OMB Metropolitan Counties

Hawaii

Three rural definitions based on Census Places

Rural locations are those outside Census Places with a population...

...greater than or equal to 2,500

Outside Census Places >= 2,500 people

...greater than or equal to 10,000

Outside Census Places >= 2,500 people
Census Places: 2,500 - 9,999

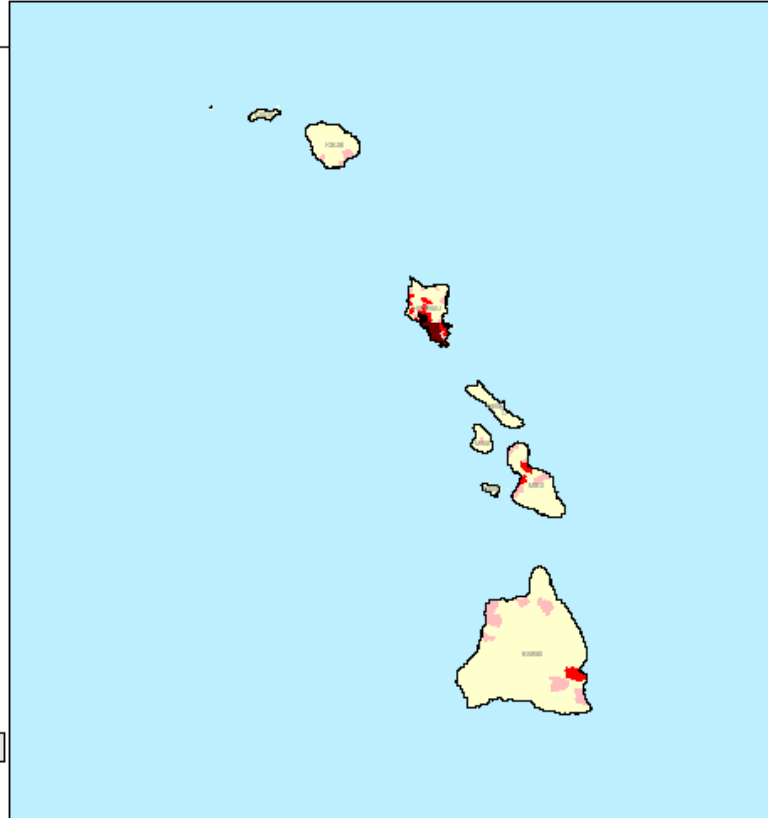
...greater than or equal to 50,000

Outside Census Places >= 2,500 people
Census Places: 2,500 - 9,999
Census Places: 10,000 - 49,999

Urban locations under all three definitions:

Census Places: >= 50,000 people

For more information on definitions, see documentation



Hawaii

Three rural definitions based on Census Urban Areas

Rural locations are those outside Census Urban Areas with a population...

...greater than or equal to 2,500

Outside Census Urban Areas >= 2,500

...greater than or equal to 10,000

Outside Census Urban Areas >= 2,500
Census Urban Areas: 2,500 - 9,999

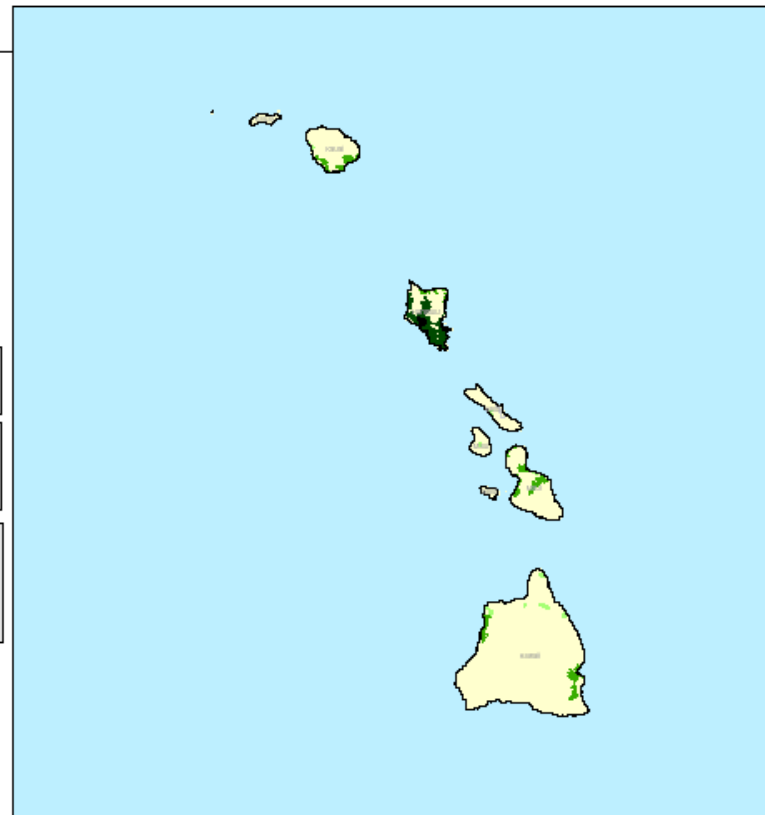
...greater than or equal to 50,000

Outside Census Urban Areas >= 2,500
Census Urban Areas: 2,500 - 9,999
Census Urban Areas: 10,000 - 49,999

Urban locations under all three definitions:

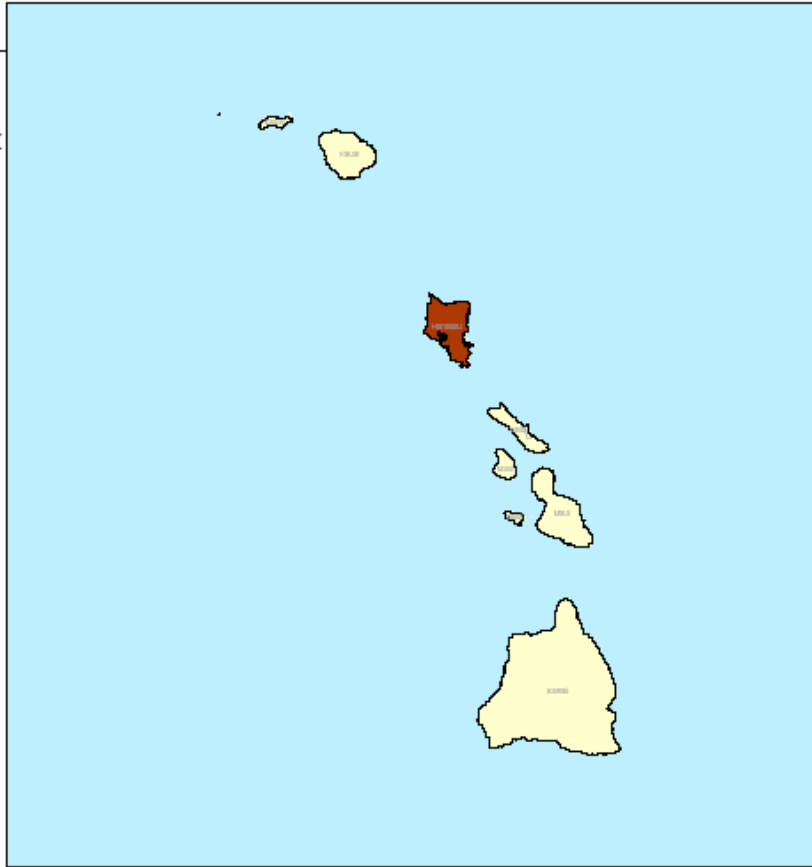
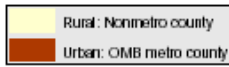
Census Urban Areas: >= 50,000

For more information on definitions, see documentation



Hawaii

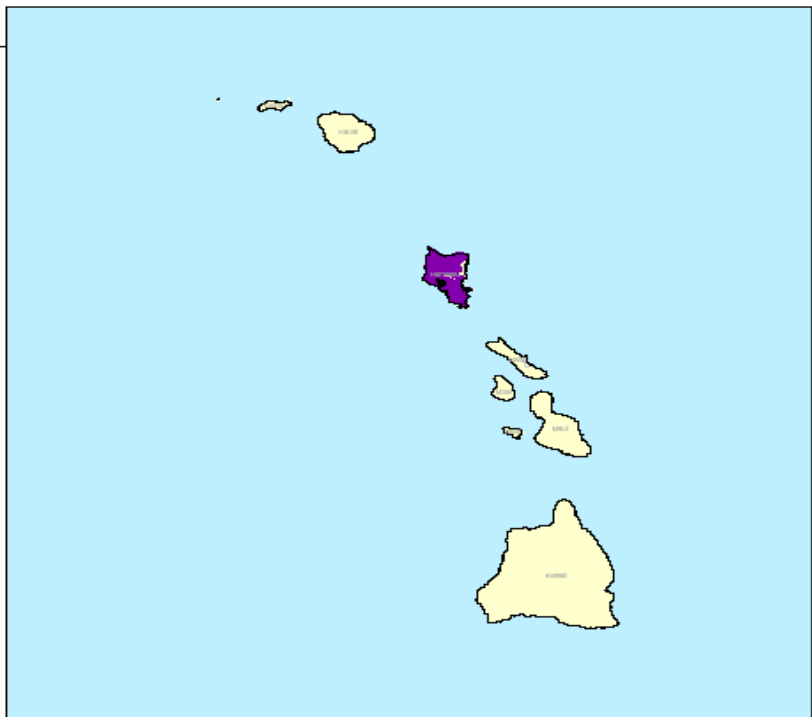
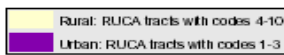
Rural definition based on Office of Management and Budget (OMB) metro counties



For more information on definitions, see documentation

Hawaii

Rural definition based on Economic Research Service Rural-Urban Commuting Areas (RUCA)



For more information on definitions, see documentation

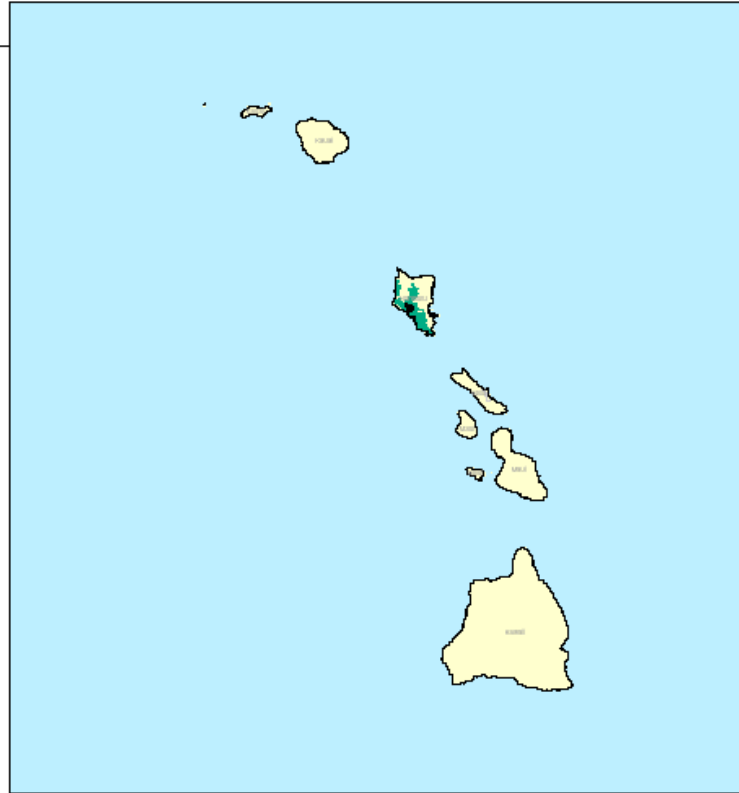
Alternative* Version 2.0 Rural-Urban Commuting Areas (RUCAs) Code Descriptions

<p>1 Metropolitan area core: primary flow within an Urbanized Area: UA 1.0 No additional code 1.1 Secondary flow 30% through 49% to a larger UA</p>
<p>2 Metropolitan area high commuting: primary flow 30% or more to a UA 2.0 No additional code 2.1 Secondary flow 30% through 49% to a larger UA</p>
<p>3 Metropolitan area low commuting: primary flow 10% through 29% to a UA 3.0 No additional code</p>
<p>4 Large rural area core: primary flow within an Urban Cluster of 10,000 through 49,999: large UC 4.0 No additional code 4.1 Secondary flow 30% through 49% to a UA 4.2 Secondary flow 10% through 29% to a UA</p>
<p>5 Large rural high commuting: primary flow 30% or more to a large UC 5.0 No additional code 5.1 Secondary flow 30% through 49% to a UA 5.2 Secondary flow 10% through 29% to a UA</p>
<p>6 Large rural low commuting: primary flow 10% through 29% to a large UC 6.0 No additional code 6.1 Secondary flow 10% through 29% to a UA</p>
<p>7 Small rural town core: primary flow within an Urban Cluster (UC) of 2,500 through 9,999 (small UC) 7.0 No additional code 7.1 Secondary flow 30% through 49% to a UA 7.2 Secondary flow 30% through 49% to a large UC 7.3 Secondary flow 10% through 29% to a UA 7.4 Secondary flow 10% through 29% to a large UC</p>
<p>8 Small rural town high commuting: primary flow 30% or more to a small UC 8.0 No additional code 8.1 Secondary flow 30% through 49% to a UA 8.2 Secondary flow 30% through 49% to a large UC 8.3 Secondary flow 10% through 29% to a UA 8.4 Secondary flow 10% through 29% to a large UC</p>
<p>9 Small rural town low commuting: primary flow 10% through 29% to a small UC 9.0 No additional code 9.1 Secondary flow 10% through 29% to a UA 9.2 Secondary flow 10% through 29% to a large UC</p>
<p>10 Isolated small rural areas: primary flow to a tract outside a UA or UC (including self) 10.0 No additional code 10.1 Secondary flow 30% through 49% to a UA 10.2 Secondary flow 30% through 49% to a large UC 10.3 Secondary flow 30% through 49% to a small UC 10.4 Secondary flow 10% through 29% to a UA 10.5 Secondary flow 10% through 29% to a large UC 10.6 Secondary flow 10% through 29% to a small UC</p>

* In this version the term "Large Rural" replaces "micropolitan" and "small town" is replaced with "small rural town". UA=Urbanized Area; UC=Urban Cluster; University of Washington Rural Health Research Center

Hawaii

The USDA Business and Industry ineligible locations are Census Places greater than 50,000 people and their adjacent and contiguous Urbanized Areas



For more information on definitions, see documentation

Rural Population Indicators for Hawaii, 2000

<i>Rural is defined as areas outside...</i>	Rural definition (see details in data appendix)									State total
	Census Places with a population ≥			Census Urban Areas with a population ≥			OMB metro counties	ERS RUCA tract codes 1-3	USDA B&I ineligible locations	
	2,500	10,000	50,000	2,500	10,000	50,000				
Population										
Total population considered rural (million)	0.2	0.4	0.8	0.1	0.1	0.4	0.3	0.3	0.5	1.2
Percent of population considered rural	16.3	36.3	69.3	8.5	11.2	31.0	27.7	28.6	40.5	N/A
Percent of land area considered rural	90.5	96.5	98.7	94.5	94.8	97.1	90.7	91.7	97.4	N/A
Population density (people/sq mile)	34.0	70.9	132.5	17.0	22.3	60.2	57.6	58.9	78.4	188.6
Age										
Percent younger than 18	27.7	27.7	26.6	26.9	26.9	26.1	25.9	26.1	25.9	24.3
Percent 19 to 64	62.3	62.1	62.2	61.3	61.1	61.4	61.3	61.3	61.8	62.4
Percent 65 or older	10.0	10.2	11.2	11.8	12.0	12.5	12.8	12.6	12.3	13.3
Ethnicity										
Percent non-Hispanic Black	1.6	1.3	1.8	0.6	0.5	0.4	0.4	0.4	0.8	1.7
Percent American Indian	0.3	0.2	0.2	0.3	0.3	0.3	0.3	0.3	0.3	0.2
Percent Hispanic	8.2	8.5	8.5	8.3	8.4	8.4	8.6	8.5	8.2	7.2
Education										
Percent not completing high school	14.6	14.8	14.8	15.2	15.9	16.2	16.1	16.1	14.5	15.4
Percent completing high school only	28.4	29.3	29.8	29.9	30.3	30.1	30.3	30.2	29.8	28.5
Percent with only some college	23.5	23.6	23.0	22.9	22.7	23.1	23.2	23.2	22.9	21.8
Percent with a college degree or higher	33.5	32.3	32.4	32.1	31.1	30.6	30.3	30.4	32.8	34.2

Rural Population Indicators for Hawaii, 2000

<i>Rural is defined as areas outside...</i>	Rural definition (see details in data appendix)									State total
	Census Places with a population ≥			Census Urban Areas with a population ≥			OMB metro counties	ERS RUCA tract codes 1-3	USDA B&I ineligible locations	
	2,500	10,000	50,000	2,500	10,000	50,000				
Income										
Average household income (\$1,000)	61.0	62.0	63.0	56.0	57.0	58.0	57.0	57.0	62.0	63.0
Percent in near-poverty households	7.4	7.5	7.3	9.6	8.9	8.1	8.2	8.2	7.6	7.3
Percent in below-poverty households	11.4	10.7	10.2	15.7	14.4	12.9	12.8	12.9	11.3	10.7
Percent in deep-poverty households	5.2	4.7	4.6	7.1	6.5	5.8	5.9	5.9	5.2	5.0
Employment										
Percent in agriculture, forestry, fishing, hunting, mining industries	6.0	4.3	3.0	9.7	8.4	5.2	5.2	5.1	4.2	2.3
Percent traveling > 1/2 hour to work	12.1	12.5	12.9	11.4	11.2	9.5	9.8	9.5	12.5	13.7
Housing										
Percent seasonal housing	12.7	10.4	7.0	13.2	11.2	12.7	13.3	13.2	10.5	5.9
Percent without complete plumbing	3.4	2.1	1.4	5.8	4.8	2.2	2.2	2.2	1.9	1.2
Household composition										
Percent 65 and older and living alone	17.9	17.2	15.6	19.3	19.5	20.0	20.6	20.5	18.3	18.0
Percent own children under 18 in female-headed household	15.4	16.2	16.6	18.4	17.8	19.3	19.7	19.5	18.0	16.8

Appendix B - Rural Economic Development – County General & Development Plans

(see attached)

Appendix C – Economic & Demographic Characteristics of Rural and Urban Areas by Census Block Group

(see attached)

Appendix D – Economic & Demographic Characteristics of Rural Areas by Zip Code

(see attached)

Appendix E – More Details of “Best Practices” Projects

HandMade in America

1. History

HandMade in America was founded in 1993 with a belief that economic revitalization wasn't necessarily tied to luring "modern" industry to the region but in making known the hidden heritage and craftspeople that are so vitally a part of Western North Carolina.

- Community group leaders who were planning the revitalization of the Asheville community formed in the mountains of Western North Carolina.
- This group realized that the answer to their revitalization plans didn't necessarily lie in recruiting "industry", but could possibly be found in the already established in the community tucked away throughout the Blue Ridge Mountains.
- 1993, received a three-year organizational development grant from the Pew Partnership for Civic Change.
- Over 360 citizens participated in a regional planning process to help determine how HandMade could establish Western North Carolina as the center of handmade objects in the nation.

History of Blue Ridge National Heritage Area

In 1996 The Blue Ridge Heritage Initiative was established to plan and implement projects that demonstrated ways that a regional culture can provide a focus for preservation, education, and community and economic development. Major partners in the Initiative included:

- HandMade in America
- The North Carolina Arts Council
- The Blue Ridge Parkway
- The Eastern Band of Cherokee Indians
- The North Carolina Folklife Institute

Between 1996 and 1998 over 50 public meetings were conducted throughout the region to allow community residents the opportunity to share heritage projects.

Blue Ridge National Heritage Area

In 2002 Heritage Area legislation was introduced in The U.S. House and Senate. The Bill was in June 2002 by representatives of HandMade in America and Advantage West, a regional economic development agency. Passage of H.B. 1759 in November 2003 gave designation to The Blue Ridge National Heritage Area and provision of \$500,000 for first year funding.

In 2003 Congress designated 25 counties in Western North Carolina as the Blue Ridge National Heritage Area. A National Heritage Area is a region in which residents, businesses, and local governments have joined together to conserve and celebrate heritage and special landscapes. Projects and programs in tourism, education, and economic development will be focused around the region's distinctive agri-heritage, craft, music, and Cherokee culture.

2. Overview of Organization

(A) HandMade in America is a nonprofit organization

(B) Serving the mountains of western North Carolina with the aim of creating community and economic development opportunities based on the region's cultural, historical, and natural assets.

(C) HandMade in America Staff:

- Elizabeth Russell - *Interim Executive Director*
- Jenny Moore - *Associate Director*
- Norma Bradley - *Director of Education*
- Betty Hurst - *Director of Rural Entrepreneurship*
- Donna Abranches - *Director of Operations*
- Megan Williams - *Administrative Assistant*
- David Quinn - *Small Towns Program Coordinator*
- Janiece Meek - *Development Director*

(D) The HandMade in America Community Development Program is partially funded by The North Carolina Community Development Initiative.

(E) HandMade's Mission, Goals, and Guiding Principles Measuring the appropriateness of their programs and projects, their twenty-year goals lead the way in:

- Developing community strategies that will collectively enhance Western North Carolina's role nationally and internationally within the handmade field.
- Establishing an academic base to promote crafts throughout all levels of education as objects, subject and process.
- Developing a communications plan that establishes Western North Carolina's role as the center for HandMade in America.
- Implementing environmentally sustainable economic strategies for Western North Carolina that emphasize the handmade industry.
- Implementing strategies that will enhance opportunities for handmade object makers within Western North Carolina, and encouraging the public, private and nonprofit sectors to develop independent and interdependent vehicles that build the handmade industry.

HandMade also focuses on facilitating new markets and new relationships between craft artists and design professionals, as well as providing support for civic ventures and entrepreneurial endeavors in rural Western North Carolina.

- HandMade has often been cited for community solutions. The organization has recently established the HandMade Institute for the Creative Economies to help answer the question, "How do you do it?"
- In the group's 12th year, they are known for innovation and their ability to forge unique and productive partnerships.
- The HandMade in America Community Development Program is partially funded by *The North Carolina Community Development Initiative*.

- HandMade is a nationally recognized, multidimensional institution that has sparked initiatives and creative collaborations in education, small town revitalization and community development, economic development, environmentally sustainable strategies and enhanced opportunities for makers of the handmade object, heritage tourism, and incorporating crafts into building design and furnishing.

“We don't teach crafts-making, or make or sell objects, but we do serve as a support system for craftspeople and the craft industry.”

HandMade in America's Guiding Principles are consistently valuable in structuring programs and the benefit of the region and to the accomplishment of their mission.

For every question or opportunity posed, the organization asks: Is it...

- Inclusive? All work of HandMade In America is inclusive. Everyone is welcome to participate from the first-time hobbyist to the full-time, one-of-a-kind design professional craftsmen, and any interested citizen of the region.
- Collaborative? All projects are done in partnership with other organizations and institutions, and all funding is written jointly or in the partner's name.
- Regional? All communities come equally to the table in resources. Meetings are held throughout the region, and board members represent the region.
- Sustainable Community Development? HandMade is sustainable community development. No outside consultants or businesses are used. The people of the region serve as their own best resource. HandMade is focused on long-term solutions, hence a twenty-year strategic plan.
- Community-Based? All HandMade In America projects are community-based. Each community defines its needs, resources and how it fits into the strategic plan.
- Self-Sustaining? HandMade is self-sustaining. All projects must fit into the operation of an ongoing institution or organization, or be financially self-sustaining.

3. Strengths & Weaknesses, Opportunities & Threats

Strengths & Weaknesses

Every region and community has its unique gifts and challenges. In Western North Carolina, one of those gifts is their extraordinary, rich heritage of handcraft. As they explored how to bolster their economy and preserve that heritage, they considered their geography and how the land is used. The region, by itself, is larger than eight states in the continental U.S.

Western North Carolina is blessed with location at a critical gap in the Appalachian Range from the southeast to the Midwest plateau. Served by I-40 and I-26 and bounded by I-85 and I-77, the area is within one day's drive of 50% of the American populace. The major highways run east and west through the gaps of the mountain with only the Blue Ridge Parkway running north to south and serving as the region's connector.

Opportunities & Threats

Much of the land is unsuitable for economic investment, due to extensive holdings by corporations and utilities, watershed restrictions and a desire to conserve the steep slopes, which occupy more than 50% of the 7,310,547 acres.

Western North Carolina serves as the watershed for most of the Southeast because of the abundant precipitation, which is second only to the Pacific Northwest.

The great Appalachian Mountain Range, which runs from Canada to Georgia, reaches its peak in Western North Carolina. Here the range is at its widest point at 150 miles. Of the 46 mountains over 6,000 feet, in the Eastern United States, 34 are located in the region. The mountains are the oldest, born in the Jurassic Period, more than a quarter billion years ago.

Economic impact of this industry

In 1995, HandMade in America, in association with researchers at the John A. Walker College of Business at Appalachian State University, conducted a survey to measure the economic contribution of crafts in 22 counties in Western North Carolina.

This survey, The Economic Impact of Crafts revealed that crafts, contributed \$122 million annually to the region's economy. That figure is four times the revenue generated from burley tobacco, the state's number one cash crop.

The survey also revealed some of the challenges and needs of the craft community, including access to capital and marketing and business education services.

4. Outcome Measures for this Organization

Since the start of the Small Towns Revitalization Program in 1996, HandMade has served 13 small towns in Western North Carolina where:

- 238 new businesses have been opened
- 79 businesses have been expanded or enhanced
- 300 new jobs have been created
- Helping to accomplish these objectives, volunteers have worked over 184,000 hours in service to their communities.
- Total annual economic impact of \$206.5 million in 2007, an increase from \$122 million in 1995¹⁶
 - Craft Artists \$86,200,000
 - Craft Consumers \$31,500,000
 - Craft Retail Galleries \$57,700,000
 - Craft Schools \$11,800,000
 - Craft Non-profit Organizations \$4,400,000
 - Craft Suppliers and Publishers \$15,000,000
- Attracts tourists, one of the region's main sources of revenue
- Represents a clean, sustainable industry that will remain in the region
- Educates the public about the history and heritage of the unique and culturally rich area
- Enhances learning for local elementary, high school and college- level students

¹⁶ Source: Data conducted and analyzed by DESS Business Research in 2008.

5. Past Projects

(A) EnergyXChange

HandMade established the EnergyXChange Incubator Program through a partnership with the Blue Ridge Resource Conservation & Development Council and Mayland Community College. This unique program is designed to support entrepreneurs in starting, managing, and operating new businesses in crafts (glass and clay) and horticulture. The site includes fully equipped studios for glass and clay, a visitor's center, an aquaponics center, three greenhouses for the horticulture component, and a public craft gallery.

A second landfill project dedicated to wood is underway in Avery County. This project will use landfill methane gas to power a wood drying kiln and studio incubators for wood turners and furniture makers.

www.energyxchange.org or call (828) 675-5541.

(B) Madison County Partnership

HandMade in America is one of several partners in a project called the Madison County Partnership funded by The Duke Endowment Program for the Rural Carolinas.

The Duke Endowment Program for the Rural Carolinas has funded almost 30 projects across North and South Carolina for the purpose of:

- (1) Increasing employment, income and wealth for those left behind by the economy and
- (2) Building the leadership, assets and structures necessary for long-term economic renewal.

The goals with Madison County Partnership all revolve around improving the livelihoods of farmers, craftspeople, and other very small businesses. The major strategies are listed below:

- Madison Farms - After a thorough inventory of all the farms in the county, the group helped create an on-line presence for more than 90 farmers.
- Madison Count Yarts - After a through inventory of the artists and craftspeople, HandMade are helping create a revised website that is searchable.
- Agri Tourism Speaker Series - From the inventory, HandMade helped identify and develop a network of farmers and related businesses interested in agritourism efforts in the county.
- AgriTourism Farm Tours - HandMade has conducted a number of farm tours for the media, visitor's center staff, tourism officials and county agritourism participants.
- Very Small Business Directory of Madison County - HandMade published this directory of mostly farmers and craftspeople.
- Madison Celebrates Art! Festival - HandMade celebrates the annual festival in September in downtown Marshall. Craftspeople and specialty farmers alike offered their creations for sale and exhibit.
- Marketing 101+ Workshop - HandMade produced an annual all day marketing workshop at AB Tech in Marshall.

(C) The Home of The Perfect Christmas Tree

Residents of Mitchell County are beginning to use their cultural assets and history to develop an entrepreneurial approach to economic development through the development and marketing of locally produced products as well as to provide added support to the county's cultural tourism industry. This project will be known as "The Home of The Perfect Christmas Tree."

The purpose of this project is to identify business development opportunities and to market new products created by Mitchell County craftspeople.

(D) Other past endeavors include:

- Creation of a crafts and business skills training program with Penland School of Craft and Mayland Community College
- Implementation of a loan fund with the Self Help Credit Union
- Heritage Gardens at the North Carolina Arboretum www.ncarboretum.org
- Stecoah Weavers www.visitsvcenter.com
- "By Our Hand" Traveling Exhibit
- Center for Craft Creativity and Design www.craftcreativitydesign.org
- Craft Industry Studies
- Clingman Avenue/WestEnd

6. Current Projects

(A) HandMade in America Sourcebook - Handcrafted Architectural Elements

HandMade in America's Sourcebook Handcrafted Architectural Elements subtitled A Collection of WNC Craftspeople and Their Original Works, springs from HandMade's mission of creating awareness for craft artists living and working in the mountains of North Carolina.

There are close to 70 craft artists listed, in a loose-leaf, binder-held collection of individual profiles and images of installed work.

The five major categories of craft within the volume are:

- Clay
- Glass
- Metal
- Wood
- Mixed media

Development and printing of the Sourcebook has been made possible in part by grants from the North Carolina Department of Commerce, the Appalachian Regional Commission and the Asheville Area Merchants Fund of the Community Foundation of Western North Carolina.

(B) The HandMade House at the Ramble

Handmade is in partnership with Biltmore Farms, a leading Western North Carolina real estate development company, They are creating a model for collaboration between residential design and construction professionals and the region's best artists and craftspeople.

The group invited artists registered with HandMade to come to Biltmore Farms' Ramble community to hear a presentation for a Show Home that have incorporated regional art. This was particularly meant anything from a vase to a built-in architectural element or from a landscape design to rugs and wall hangings. The group told them they wanted this to be a pilot project for collaboration from the earlier stages of design.

After the announcement, Handmade had proposals from about 100 artists. The HandMade House design teams made tough choices and began notifying artists they'll be working with over the next year to complete the design and construction of this unique home.

For information about HandMade's role in the project:
Jenny Moore, 828.252.0121, X-303.

(C) HandMade Quilt Trails

Two of the most widely recognized symbols of rural living, a quilt and a barn, are being used to promote tourism in Ohio, Tennessee, Kentucky, and now in North Carolina. The concept is in an effort to entice folks to slow down and enjoy a drive through the scenic countryside.

Through a grant from The Blue Ridge National Heritage Area, several organizations have been able to take advantage of the concept that originated in Ohio and have combined their efforts to paint colorful replicas of traditional quilt patterns and display them on rustic barns, and businesses throughout the region.

Project Partners: Phase 1
Toe River Arts Council
Madison County Arts Council
Ashe County Arts Council

Energy Xchange

1. History

EnergyXchange first formed in 1999 and received its tax-exempt status in 2000. The EnergyXchange complex includes four greenhouses, three cold frames, a retail craft gallery, visitor center, clay studio and glass studio.

The idea for EnergyXchange was created through the partnership of three organizations:

- Blue Ridge Resource Conservation and Development Council (BRRC&D)
- HandMade in America (HandMade)
- Mayland Community College (MCC)

Blue Ridge Resource Conservation and Development Council

BRRC&D began investigating potential uses of the landfill gas in 1996. County commissioners sponsored the project and asked BRRC&D to conduct research, investigating other locations where landfill gas was used successfully. Their research led to a new EPA program called the Landfill Methane Outreach Program (LMOP).

Mayland Community College

Recognized for their strong track record for education, community development and environmental protection in Western North Carolina. The partners strategically worked to get the EnergyXchange idea and campus going from 1996 until 2000.

In 1997, MCC began planning the Project Branch Out initiative that would encompass the horticultural endeavors at EnergyXchange. Additionally, EPA-LMOP agreed to conduct a feasibility study on the quality and quantity of methane in the gas being produced by the landfill. Their study determined that the site was commercially viable for energy development.

HandMade in America

In 1998, due to the large volume of gas revealed in the study, HandMade joined the partnership to implement the craft business incubators involving a clay studio and a glass studio.

On Earth Day 1999 the landfill gas system was activated. By 2001, the campus was complete and the first six artists had begun their residencies.

EnergyXchange has become one of the nation's model energy recovery projects and is used internationally as an example of successful small landfill gas projects. The EPA Methane to Markets Program included the EnergyXchange project in a 2008 landfill gas workshop in Poland. Methane gas from the decomposing trash powers ovens for glass blowers, a pottery kiln, and supplies radiant heat for the studios and greenhouse.

2. Overview of Organization

- (A) EnergyXchange is a Nonprofit corporation
- (B) EnergyXchange is organized by a 15-member Board of Directors, comprised of public officials, business and civic leaders, and representatives of the area.
- (C) The mission of EnergyXchange is to apply the use of renewable resources and practices for educational opportunities and economic development in the fields of art and horticulture.
 - The “three Es” of EnergyXchange’s local impact are: Environment, Education, and Economics. The programs that facilitate this local impact are the craft business incubator program, project branch out, and the landfill gas system itself.
 - Many school groups, civic organizations, governmental agencies, and individuals interested in alternate energy come to EnergyXchange for a guided tour. These tours provide information on landfill gas, wind energy, and solar energy, as well as, horticulture and aquaculture.

3. Strengths & Weaknesses, Opportunities & Threats

(A) Strengths & Weaknesses

EnergyXchange is located in the Black Mountains of Western North Carolina, Yancey and Mitchell are two of the state's most rural counties. The area is rich in cultural, natural, and historic assets including the legendary Penland School of Craft, Mayland Community College and Mount Mitchell, the highest peak east of the Mississippi River.

Residents of Yancey and Mitchell counties were concerned about conservation and economic prosperity. When the landfill that served the two counties was closed in 1994, extensive research and a lot of brainstorming generated a host of ideas for reuse.

The community came together to create and customize an appropriate energy reuse for the landfill. It is the home to some of America's most creative artists and beautiful native plants, the Yancey-Mitchell landfill seemed the perfect place for developing craft incubator studios and greenhouses to cultivate endangered flora while utilizing the landfill gas.

(B) Opportunities & Threats

EnergyXchange has explored alternate energy resources and how to use those resources in ways that will make a positive impact on the local economy and environment, as well as, to provide educational opportunities. Initially, landfill gas was the focus for development and use. EnergyXchange Has continued to grow and has explored solar, wind, and wood waste as viable fuels for future operation of the EnergyXchange campus and continuation of its mission.

4. Current Programs

(A) Craft Studios

The craft incubator program supports entrepreneurs in starting, managing and operating new businesses in the crafts of glass blowing and pottery.

Participants in the program may stay as long as three years and receive training in business practices from MCC Small Business Center. The artists while at EnergyXchange perfect their craft, develop their businesses, and live in the community.

The program supports 2 glass artists and 4 clay artists. The clay kiln and glass furnaces are fired with landfill gas at no additional cost to the residents. In the creation of their pieces of art, the EnergyXchange artists are also helping the environment and the local economy.

These studios, to EnergyXchange's knowledge, were the first in the world to be fueled by landfill methane gas, and serve as a model for other projects across the country. The landfill gas is provided at no additional cost to the resident artists, with a projected total savings over the life of the project estimated at over one million dollars.

(B) Project Branch Out

Project Branch Out began with the strategy to nurture small agricultural activities in rural western North Carolina. The Appalachian Mountains offer an unequaled array of native ornamentals.

Project Branch Out helps diversify local crops and propagates endangered species. While the area has a rich agricultural history found in burley tobacco, Christmas trees, woody and herbaceous ornamentals, beef cattle and vegetable production, these two counties have experienced declining availability of indigenous plants.

EnergyXchange has grown several varieties of evergreen rhododendrons and deciduous azaleas from seeds that have been collected locally, and sell them in containers to local growers. The best selling and best known native plant grown at EnergyXchange is the Flame Azalea. The quilt block at EnergyXchange is titled “Flower of the Woods” and is meant to depict the range of colors possible in the flower of the Flame.

Mississippi Band of Choctaw Indians

1. History

Prior to 1970, the Mississippi Band of Choctaw Indians (MBCI) had a high rate of poverty and unemployment. In the next decade the MBCI, under new leadership, began by investing in an industrial park and attracting manufacturing to the area. The industrial park soon attracted large manufacturing plants from Packard Electric (1979), American Greetings (1981), and Oxford Speaker Company (1985). In 1994, MBCI entered the gaming industry and built its first casino, the Silver Star Hotel and Casino. Over the next two decades, the MBCI expanded upon both its industrial and gaming facilities, while also developing retail and services. In 2006, the Choctaw TechParc was opened, a 150 acre business park for the high tech industry.

2. Overview of Organization

The Mississippi Band of Choctaw Indians (MBCI) owns and manages a consortium of manufacturing, service, retail, and tourism enterprises (technically a self-governing entity) located in Mississippi, the Southeast United States, and Mexico. The MBCI employ nearly 6,000 people with an annual operating budget of over \$100 million. MBCI is one of the ten biggest employers in Mississippi.

3. Strengths, Weaknesses, Opportunities & Threats

(A) Strengths & Weaknesses

MBCI has clear developmental authority over its properties; the MBCI is able to zone areas and allow development as they see fit, while also enabling unique conditions such as gambling. The MBCI are able to be flexible in encouraging economic development.

Though MBCI development has been successful, employers in the area are still able to attract industry through low wages. While many Choctaw Indians are able to live a comfortable lifestyle, the majority of their employees, the non-Choctaw Indians are paid low wages.

(B) Opportunities & Threats

Attracting high tech jobs to the area through the MBCI's new Choctaw TechParc would be an achievement; increasing the number of well paying jobs in the region.

4. Past Projects

The MBCI have pursued numerous development projects:

- Pearl River Industrial Park (1971)
- Choctaw Residential Center and Nursing Home (1987)
- Choctaw Shopping Center (1988)
- Choctaw Forestry Enterprise and Forestry Management (1989)
- Silver Star Hotel and Casino (1994)
- Dancing Rabbit Golf Club (1997)
- Golden Moon Hotel and Casino (2002)
- Choctaw TechParc (2006)

5. Current Projects

The MBCI is a fully functional, independent government, which provides basic human services such as law enforcement, health, housing, education, and public works. Other development projects not normally provided by the public services are below:

First and foremost, revenues from the gaming industry are used for perpetuating the Choctaw culture. Revenues from the gaming industry are also used for a scholarship program for secondary education. The MBCI intends to increase its human capital in order to create higher paying jobs for their residents. Furthermore, the MBCI is pursuing rural development and agriculture to encourage Choctaw families to grow their own food.

Indiana Rural Recreation Development

1. History

In 1981, Dr. Patrick Long established the Colorado Rural Recreation Development Project at the University of Colorado at Boulder. Rural Recreation Development Project was used as a tool for community and economic development.

In 1995 the Illinois Rural Recreation Development Project started at the University of Illinois at Urbana-Champaign with a grant from the Kellogg Foundation.

In August 2005, Indiana Rural Recreation Development Project (InRRDP) was established in the Department of Recreation and Sport Management at Indiana State University in Terre Haute, Indiana.

The InRRDP only works with communities that show measurable efforts at organizing and sustaining new park, recreation, leisure, and tourism services.

- To achieve measurable and sustainable outcomes, each community must have a functional organization of concerned citizens and community leaders that will take long-term responsibility for the development of sustainable services. Therefore, InRRDP will work with any community liaison to identify an existing community group or create a new group to be responsible for park, recreation, leisure, and tourism services development in the community.
- The citizen action committee in each community is responsible for the decisions and actions that take place in their community in relation to the development of community recreation and park programs, services and facilities. The InRRDP prefers to work with an existing town park board that is in existence via state law.
- If a community does not have a town park board, then the InRRDP prefers to work directly with the town board or a nonprofit organization that is supported, through board membership and public decree, by the town board.

2. Overview of Organization

- (A) Rural Recreation Development Project is a nonprofit organization that works through the Indiana State University.
- (B) Rural Recreation Development Project is located through the Department of Recreation and Sport Management at Indiana State University in Terre Haute, Indiana. Rural recreation development projects also operate in South Carolina at Clemson University and in West Virginia at West Virginia University.
- (C) Dr. Nathan A. Schaumleffel, CPRP (Project Founder and Project Director), Tonya Gimbert, Graduate Assistant (Web Designer and Project Support)
- (D) The InRRDP received initial funding from the Indiana State University Office of the Provost and Vice President for Academic Affairs. Since the InRRDP's inception, several people have made significant contributions to the evolution of the Project.
- (E) When a community collaborates with the InRRDP to develop park, recreation, leisure, and tourism services, the following goals are used to work towards sustainable development of Community Park and recreation services:
 - To find the most effective ways to deliver recreation services to rural communities.
 - To provide significant work and career development assistance to local youth and to build interest in the recreation profession.
 - To help rural communities in Illinois meet immediate recreation needs and plan long-term sustainable recreation development.
 - Provides resources to promote sustainability of the program
 - Provides the Citizen Action Committee members with guidance, training seminars, and a resource manual.
 - Assists communities with recreation assessments
 - Assists with selection of Citizen Action Committee members

The InRRDP staff believes in and follows the Community Development Society's (CDS) Principles of Good Practice:

- Promote active and representative participation toward enabling all community members to meaningfully influence the decisions that affect their lives.
- Engage community members in learning about and understanding community issues, and the economic, social, environmental, political, psychological, and other impacts associated with alternative courses of action.
- Incorporate the diverse interests and cultures of the community in the community development process; and disengage from support of any effort that is likely to adversely affect the disadvantaged members of a community.

Work actively to enhance the leadership capacity of community members, leaders, and groups within the community.

3. Strengths & Weaknesses, Opportunities & Threats

(A) Strengths & Weaknesses

Seventy-five percent of the State of Indiana is geographically rural and approximately 29.2% of the state's population resides in rural areas.

Affected by negative economic conditions and jobs becoming unavailable, residents of the State of Indiana living in rural areas has continued to decrease. According to statistics there was a 5.9% decrease from 1990 to 2000.

(B) Opportunities & Threats

Breadwinners find it necessary to move their families to metropolitan areas where secure, monetarily rewarding work is available.

Due to families leaving rural communities, the mean age of rural residents is increasing causing a need for increased PPR services for older adults.

4. Past Projects

The InRRDP has successfully assisted communities develop varying levels of sustainable local park, recreation, leisure, and tourism services. Those communities are:

- Rockville - the Rockville Park Board administers Recreation and park services. InRRDP assisted the Rockville Park Board with a Recreation and Leisure Needs Assessment for Teens. The Rockville Park Board used the data from the needs assessment to build a new soccer field at the town park, and the park board planned a Movie in the Park special event.

5. Current Projects

Currently, the InRRDP is working with communities to develop sustainable community park and recreation systems. Communities currently collaborating with the InRRDP are:

- Clay City - Harrison Township - Recreation and park services are administered by a variety of non-profit organizations, which include: the Fair Association, the Youth Baseball Association, and the R.E.I.N. Coalition. The InRRDP is working with the R.E.I.N. Coalition to develop a Master Plan for Parks and Recreation.
- Clay City Harrison Township Master Plan

PROJECT ROW HOUSES

1. History

Project Row Houses (PRH) was founded in 1993 as a result of discussions among African-American artists who wanted to establish a positive, creative presence in their own Third Ward community.

Artist and local community activist dove head first to the pursuit of this vision as they discovered the abandoned 1 1/2-block site of twenty-two shotgun-style houses in Houston's Third Ward.

PRH was inspired by the work of Dr. John Biggars, which dealt with historic architectural forms, and themes relating to the African-American community. Biggars work led to looking at the architecture of the row house as a window into community building.

The shotgun houses became the perfect opportunity to pursue the creation of a new form of art. They had two key elements:

- A beautiful form recognized by Houston artist Dr. John Biggers to be filled with architectural, spiritual, and social significance
- A need for social action among the community to bring the project to life.

PRH is founded on the principle that art and the community it creates can be the foundation for revitalizing depressed inner-city neighborhoods. The mission of Project Row Houses is to create a community through the celebration of art, African American history and culture.

2. Overview of the Organization

Project Row Houses (PRH) is a neighborhood-based nonprofit art and cultural organization.

Project Row Houses Staff:

- Rick Lowe - *Founder*
- Linda Shearer - *Executive Director*
- Michael Peranteau - *Development*
- Hamdiya Ali - *Education Manager*
- Ashley Clemmer Hoffman - *Public Arts Manager*
- Assata Richards - *YMRP*
- Cheryl Flores - *Administrative Assistant*
- Minn Norris - *Operations Team Manager*

C PRH has established programs that encompass:

- Arts and culture
- Neighborhood revitalization
- Low-income housing
- Education
- Historic preservation
- Community service

These programs are inspired by the work of world-renowned artist Dr. John Biggers and his principles concerning the creation of effective communities, specifically:

- Art and creativity should be viewed as an integral part of life, exemplified in African traditions wherein art is interwoven into the very fabric of life through rituals and ceremony activities.
- Quality education is defined through impartation of knowledge and wisdom - including understanding that is passed from generation to generation.
- Strong neighborhoods have social safety nets, woven by community to support community and to raise social responsibility

Good and relevant architecture, meaning housing that should not only be well designed, but also make sense to preserve a community's historic character.

3. Strengths & Weaknesses, Opportunities & Threats

(A) Strengths & Weaknesses

Project Row Houses is an arts organization that focuses on the community as its canvas. PRH is positioned as a neighbor, as a partner, as a developer, as a social services provider and, most prominently, as a unique lens magnifying the community's hidden treasures in ways often unexpected.

PHR offers a variety of programming that meets the needs of the community and Houston area artists. Utilizing ten of the original 22 shotgun houses, they offer a variety of programming for both the emerging, mid-career and established artists.

Project Row Houses focuses to create a positive impact within the community and how to provide an alternative space for the underrepresented minority artists of that time.

(B) Opportunities & Threats

There was little positive social action before Project Row Houses started to develop the community in Houston. The community was drug-infested and neglected and the City had already placed the properties on the demolition list in an effort to redevelop the area.

Without community action, the neighborhood-faced extinction, similar to Fourth Ward in Houston has experienced. The community was filled with over 500 structures on the National Registry. Currently there are less than twenty of these properties that exist in the Fourth Ward and the demographics have drastically shifted from low-income African Americans to a diverse ethnic mix of middle class residents.

The opening of the 16 duplexes within the Hannah project has tripled the residents within facilities owned and managed by Row House Community Development Corporation.

Residents are actively working together to identify and address shared interests and concerns. A subgroup has sprung forth to focus on developing a food co-op and Laundromat in the community.

4. Outcome Measures for this Organization

Project Row Houses' campus has grown from the original block and a half to six blocks, and from 22 houses to 40 properties. PRH has also included twelve artist exhibition and/or residency spaces, seven houses for young mothers, artist residencies, office spaces, a community gallery, a park, and low-income residential and commercial spaces.

In 2003, PRH established the Row House Community Development Corporation (RHCDC) as a separate, affiliated corporation. It was designed to broaden PRH's focus to preserve community, RHCDC addresses housing and related community and economic development needs by providing low-income rental housing. RHCDC has designed and built nine low-income housing units and is in the process of building and acquiring additional property for rental and home ownership.

5. Past Projects

(A) Eldorado Ballroom

Renowned Houston architect Lenard Gabert built the Eldorado Ballroom, at Elgin and Dowling Streets, in 1939. The owner wanted to establish a community entertainment venue in the Third Ward. The ballroom, which occupies the second floor of the massive Eldorado Building at 2310 Elgin, was the visual and spiritual symbol of the community.

Until it closed in the early 1970s, the Eldorado hosted countless blues and jazz performances, weekly talent shows and sock-hops.

In 1999, the Eldorado Ballroom was gifted to Project Row Houses. After four years of renovations, the Eldorado re-opened in May 2003 for its first major event in over 30 years, raising \$75,000 toward continuing improvements on the building, and reminding people of what this proud institution means to the community.

(B) Row House CDC

Row House Community Development Corporation (Row House CDC) formed in August 2003 as a sister organization to Project Row Houses.

The Row House CDC development plan envisions mixed-income housing, green space, public facilities, artists' living/studio spaces and historic preservation.

Row House CDC builds:

- Creative Community Housing
- Housing for Low & Moderate Income Households
- A Sense of Pride in the Community
- Historical & Cultural Preservation
- Public Facilities for the Community

6. Current Projects

(A) Public Art at Project Row Houses

Virtually all of the arts and cultural programming is referred to as “Public Art” as they are developed to respond to the community, involves the community, and reflect the community. To them, arts and the community are essentially necessary for each other to thrive.

(B) Arts Education Program

The mission of Project Row Houses is to create a community through the celebration of art and African American history and culture. The Education Program offers an arts-based curriculum designed to provide a unique, enriching cultural experience within a safe and creative environment. The goals are to:

- Broaden the awareness and understanding of the youth through arts and culture
- Sharpen problem solving and analytical thinking capabilities
- Cultivate an appreciation for community and social responsibility

(C) Young Mother's Program

Project Row Houses believes that it is the community's role to provide support for young single mothers as they pursue higher education and a career.

The Young Mothers Residential Program at Project Row Houses provides housing and counseling on personal growth and parenting skills, allowing these mothers to raise their children in a creative, nurturing community.

Appendix F: Case Studies



Established 1960

Consulting

Database Marketing

*Economic & Social Impact
Studies*

Research

Training

Beyond Information. Intelligence.

THE KOHALA CENTER

SMS

1042 Fort Street Mall
Suite 200
Honolulu, HI 96813
Ph: (808) 537-3356
Toll Free (877) 535-5767
Fax: (808) 537-2686
E-mail: info@smshawaii.com
Website: www.smshawaii.com

SMS Affiliations and Associations:

Experian
International Survey Research
Interviewing Service of America
PCR Environmental, Inc. - Guam
Solutions Pacific, LLC
Ka'ala Souza Training
3i Marketing & Communications

***Prepared by SMS Consulting
August, 2010***

Celebrating 50 years of Service

NORTH KOHALA CENTER CONTENTS

I. INTRODUCTION.....	1
II. SOCIAL AND ECONOMIC CONTEXT WITHIN THE ISLAND OF HAWAII.....	1
LOCATION	1
COMMUNITY MEASURES	1
III. OVERVIEW OF THE ORGANIZATION	3
IV. THE KOHALA CENTER AND ECONOMIC DEVELOPMENT.....	6
V. KEY FACTORS THAT LED THE KOHALA CENTER TO WHERE IT IS TODAY.....	7
VI. LESSONS LEARNED	8
VII. CONSIDERATIONS FOR FUTURE START-UPS.....	9

I. INTRODUCTION

This case study is one of three developed for the State of Hawai'i Department of Planning, Economic Development and Tourism (DBEDT), Office of Planning (OP) Rural Economic Development project. The goal of this phase of the project is to describe successful efforts within a rural community to generate economic development while retaining cultural and rural characteristics. The Kohala Center (THKC) was selected for this case study because of its efforts in economic development and emphasis on retaining cultural traditions and history. The following describes the social and economic context of the community where TKC is located, how the Foundation was created and where it is today, economic development efforts, potential measures and lessons learned. Ideally this case study will serve as a lesson for similar communities looking for a model to follow.

II. SOCIAL AND ECONOMIC CONTEXT WITHIN THE ISLAND OF HAWAII

The Kohala Center is a not-for-profit on the island of Hawai'i. The whole island is considered in program design and its office is located in the town of Waimea in the northern part of the island.

Location

For purposes of this study two geographic references will be used for TKC: the first is the island of Hawai'i where its programs are located and where the impact of its economic development efforts will be felt; and the second is North Hawai'i that includes the North Kohala, South Kohala and Hamakua districts, because that is where the need that led to this organization was identified, where it evolved and where THC office is located.

By all definitions North Hawai'i is considered rural.

Community Measures

Key community measures indicate that the island of Hawai'i is in economic distress:

Hawai'i County has lower per capita income compared with the City & County of Honolulu and the County of Maui.¹⁷

County	Per Capita Income
Hawai'i	\$25,070
Honolulu	\$30,205
Maui	\$29,128

Hawai'i County has a greater percent of its population with incomes at or below 200% Federal Poverty level.¹⁸

County	Population for whom poverty status is determined at or below 200% Federal Poverty Level
Hawaii	29.6%
Honolulu	20.7%
Maui	9.9%

Data for the census tracts that comprise North Hawaii will be available with the release of the 2010 US Census.

Unemployment Rate

Another indicator of economic distress is the unemployment rate. Hawai'i County has the highest unemployment rate in the state:¹⁹

County	Unemployment Rate		
	December 2008	December 2009	July 2010
Hawaii County	9.3%	9.4%	10%
Kauai County	7.7%	8.7%	8.7%
Maui County	8.8%	8.7%	8.2%
C&C of Honolulu	4.3%	5.3%	5.8%
State	5.2%	6.4%	6.8%

County Plan

The economic goal for the County of Hawai'i is to "provide residents with opportunities to improve their quality of life through economic development that enhances the County's natural and social environments."

¹⁷ US Census, American Community Survey, 2008. Note Kauai County data not provided in 2008.

¹⁸ US Census, American Community Survey, 2008. Note Kauai County data not provided in 2008.

¹⁹ State of Hawaii Department of Business, Economic Development & Tourism, Monthly Indicators.

County plan economic development objectives are:

- Economic development and improvement shall be in balance with the physical, social, and cultural environments of the island of Hawaii
- Strive for diversity and stability in the economic system
- Provide an economic environment that allows new, expanded, or improved economic opportunities that are compatible with the County's cultural, natural and social environment.
- Strive for an economic climate that provides its residents an opportunity for choice of occupation.
- Strive for diversification of the economy by strengthening existing industries and attracting new endeavors
- Strive for full employment.
- Promote and develop the island of Hawaii into a unique scientific and cultural model, where economic gains are in balance with social and physical amenities.

The County of Hawai'i is striving for economic development that recognizes the importance of cultural traditions and the need for balance with the environment. The Kohala Center exemplifies the direction for future development on the island.

III. OVERVIEW OF THE ORGANIZATION

A. Mission & Goals

The Kohala Center is a non-profit, independent academic institution.

The mission of TKC is: to respectfully engage the Island of Hawai'i as an extraordinary and vibrant research and learning laboratory for humanity.²⁰

The vision of TKC is to achieve: a state of pono, in which individuals realize their potential, contributing their very best to one another, to the community, and to the 'Āina (the land) itself, in exchange for a meaningful and happy life.²¹

B. History

TKC evolved from the North Hawai'i residents searching for ways to improve the quality of life in their community. In 1999 – 2000, Five Mountains Hawai'i, a community health not-for-profit organization, undertook an extensive planning process that included gathering of community measures, 12 community meetings at which data was shared and priority community outcomes were identified, and interviews with leaders in a broad range of private and public sectors. The vision that evolved is: "North Hawai'i is a great place to live, with a great sense of community, a great place to work, play and raise a strong family and a great place to heal."²² The desired outcomes for the community are: "healthy people making healthy choices that can be described by life stages:... (including) adults will have meaningful work with

²⁰ The Kohala Center, 2009 annual report.

²¹ The Kohala Center, 2009 annual report

²² 2010 Hawaii County Community Health Profile, written by the North Hawaii Outcomes Project.

family sustaining incomes.”²³ Five community priorities were identified from which three underlying issues were identified, the one most directly related to TKC is “improve economic opportunities in North Hawaii, and simultaneously ‘preserve’ what’s special.”²⁴

Throughout the planning process there were multiple underlying visions that evolved into the Kohala Center:²⁵

- To strengthen the educational and research infrastructure on the island as a way of investing in multigenerational assets.
- To build an undergraduate program that would foster a sense of respect for the natural environment of Hawai‘i Island;
- To connect teaching and research with K-12 schools as a means of encouraging science education;
- To bring forward the realization of Hawai‘i Island as a living classroom while sharing the value of Hawaiian culture and science in the contemporary world.

In January 2001 the Kohala Center was officially announced in Waimea. “The Kohala Center emerged in response to identified community needs and to the generous interest of the world’s scientific community. Through the center’s focus on research and education and its respectful engagement of the Hawai‘i Island environments, the Center could sustain the natural environment, strengthen the social fabric, and develop the economy of Hawai‘i Island. The Kohala Center would help communities on the island and around the world thrive – ecologically, economically, culturally and socially.”

Early in its creation TKC was a beneficiary of funding from the Five Mountain organization and its founder Earl Bakken to assist with planning and organizing. Dr. Bakken recruited Dr. Matthews Hamabata, the first and only Director of TKC, who was born and raised in Lihue, Kauai, received his Doctorate degree from Harvard, was a dean at Haverford College in Philadelphia and a professor at Yale University. He is supported by Elizabeth “Betsy” Cole who has lived on the island since 1980 and was an integral part of the community and of Five Mountain.

C. Kohala Center Today

The foundation of the Kohala Center today is an understanding that Hawai‘i Island is unique as an accessible environment to study how climate affects species and different ecosystems. The island is also a model for “understanding cultural evolution” as the Polynesian voyagers settled in different ways around the island – developing an agriculturally based society that supported and sustained quite a large population. Committing to, preserving and sharing the deep relationship that Hawaiian people share with the land is the underlying values of the organization.²⁶

²³ 2010 Hawaii County Community Health Profile, written by the North Hawaii Outcomes Project.

²⁴ 2010 Hawaii County Community Health Profile, written by the North Hawaii Outcomes Project.

²⁵ The Kohala Center Founding History, www.kohalacenter.org

²⁶ The Kohala Center, November 2009 Annual Report.

Since its founding in 2001, TKC has expanded its network of project and program partners to over 27 organizations including 11 mainland and international universities, seven educational institutions in Hawai'i, three national and local government agencies and six non-profit foundations/entities. This broad partnership brings together experts from around the world and within Hawai'i to share, learn and discover what the island and its people offer through the lens of both science and Hawaiian culture. Major programs are described below.

Education and research programs to “build bridges to the very best universities for island youth by creating meaningful educational opportunities on Hawai'i Island”²⁷ are a significant aspect of TKC. The 17 programs include:

Graduate and High School Students

- Cornell Field Program - student research on island
- Cornell-Hawai'i Graduate Field Research Laboratory - Cornell and UH Hilo students work together on research in island's forests, ponds and near shore ocean
- Annual scholarships for island high school students to attend intensive programs conducted by mainland universities
- Yale University – students research sustainability options and work with the County to study energy systems on the island.
- Rocky Mountain Institute study of food sustainability

The experience of conducting this research benefits the students, the research results benefit the island, the county and academic knowledge worldwide.

Elementary and Middle School Students

- Hidden Jewels program at Kohala Elementary School – “to instill curiosity and a love of learning in as many students as possible, with an emphasis on science.”
- Frameworks for Science Success Project in the Hilo Intermediate Complex – the outcome is to increase both the quality and quantity of science instruction in the elementary grades, to improve student achievement in science, to promote the integration of science across all content areas, and to create a framework that will sustain ongoing improvement of teachers' professional practice in science.
- Hawai'i Island Meaningful Outdoors Experiences for Students Program.

In the 2008-2009 year these programs and others served:

- 47 schools island wide,
- 2,985 K-12 students,
- 63 undergraduate and graduate students,
- 1154 learners, and
- 135 island residents.²⁸

²⁷ The Kohala Center, November 2009 Annual Report

²⁸ The Kohala Center, November 2009 Annual Report

TKC together with The Andrew W. Mellon Foundation and Kamehameha Schools established the **Mellon-Hawai'i Doctoral and Postdoctoral Fellowship Program**. This program provides fellowships to Native Hawaiian scholars, whose research is about Hawai'i's natural and/or cultural landscape, history, politics and/or society. This program encourages and enables new credentialed Hawaiian academics.

Ecosystem health projects to restore the natural, cultural and historic resources are another integrated aspect of TKC. Since 2006 TKC has been leading efforts to restore Kahalu'u Bay, to educate residents and visitors in how to enjoy the bay without doing damage and now developing an ongoing water quality-monitoring program. Another program is the Kohala Watershed Partnership to restore the watershed of Kohala Mountain that will lead to reduction in the sediment in Pelekane Bay. These are just two of the five programs/projects currently underway.

Hawaiian culture and values are integrated into each of the TKC programs. Scholars and students who are new to the island go through a three-day orientation program conducted by the Kanaka'ole Foundation to help them understand the relationship and respect that Hawaiians have for the land – and to accept that the island is the teacher.

IV. THE KOHALA CENTER AND ECONOMIC DEVELOPMENT

The Kohala Center is not only a educational institution it is also an employer, a catalyst for increased spending on the island and overtime a supporter of economic development

A. Short Term Economic Development Contribution

THC has increased the number of jobs available on Hawai'i Island. In 2009 the Kohala Center had a staff of 36, a significant increase in from the four staff members in 2005. In addition, TKC has approximately 50 consultants and/or independent contractors working with them at any given time. Total "new" payroll in the community is approximately \$1.2 million annually.²⁹ The impact is beyond just Hawai'i Island – for example as a part of its School Gardens program there are coordinators on every island, 10 to 15 part-time employees and four to five fulltime employees.

TKC programs also bring additional spending to the islands. The scholars, undergraduate and graduate students who come to the island for their research and studies add revenue to Hawai'i Island lodging, restaurants/food service and stores.

B. Long Term Economic Development Contribution

Over the longer term TKC will contribute to economic development in both direct and indirect ways:

- The programs underway in the island's schools today will lead to a better-educated resident population. Better education will allow residents to be qualified for higher paying jobs and in sufficient numbers will draw those types of jobs to the Island.

²⁹ The Kohala Center, November 2009 Annual Report

- Over time TKC plans to build a campus of field stations throughout the island for scholars to use for their research. First priority will be given to researchers who grew up and/or were educated in Hawai'i. This provides incentives for Hawaii students to return to the islands and will enable them to pursue their academic and professional goals within the island. Likewise these field stations will continue to attract scholars and students from around the world creating a new educational industry for the islands.
- Research currently underway in the area of sustainability and agricultural self-sufficiency will lead to Hawai'i Island becoming a model community. Included in this higher quality of life would be farmers and ranchers who can earn a living wage, more food grown and consumed on island, and healthier residents. This will all contribute to a higher quality of life for the residents and the environment of Hawai'i Island.

V. KEY FACTORS THAT LED THE KOHALA CENTER TO WHERE IT IS TODAY

The following are key factors that have contributed to the successes of the Kohala Center:

- The vision and rationale for TKC evolved from the community. The vision of TKC evolved from a community planning process that identified the challenges and opportunities facing the island of Hawai'i in general and the North Hawai'i community in particular. Many residents were involved in the lengthy discussion and planning processes that resulted in the vision for TKC.
- An in-depth planning process that included the community & experts was undertaken to map out how to achieve the vision. Time and resources were spent developing a detailed implementation plan for the Center. In the process talking with experts and with community members validated plans.
- TKC leadership team is uniquely qualified. While Matt Hamabata, TKC Executive Director, is not originally from Hawai'i Island, he was born and raised on Kaua'i that provided tremendous insight on rural communities and Hawaiian culture. He received his undergraduate and graduate degrees from respected mainland universities and worked for many years on the East Coast during which time he established many of the academic connections that were and are so important for the Center today. Matt exemplifies TKC – grounded in Hawai'i with reach to mainland academic institutions to create a unique and powerful learning environment.

Elizabeth “Betsy” Cole is the Deputy Director of the Center. She has lived on Hawai'i Island since 1980 and has been active in community organizations since that time. She understands the Hawai'i Island community, start-up non-profits and what it takes to get things accomplished on the island.

Together Matt and Betsy listened to the community and worked with the residents to develop TKC into an organization that is accepted and supported by the community. They also had the skill set to make TKC happen.

- TKC developed partnerships with Hawaiian organizations, universities, landowners, Foundations. TKC would not be possible without partnerships and effective working relationships. For example, Kamehameha Schools provided permission for TKC programs to use their lands for research recognizing that the groups would treat the land with appropriate respect and the value of the research would benefit everyone. Cornell and Brown Universities send undergraduates and graduate students to the island to conduct research, and in turn they accept Island high school students in their leadership programs. Students come to learn from the Island and they take away a greater understanding of Hawaiian culture that will be beneficial to the State over time. Successful partnerships are a significant factor for the success of TKC.
- TKC has a pattern of “develop, create and replicate.” Projects start with careful planning, then they are implemented in one place and if they are successful they are replicated elsewhere. One example is the Hidden Jewels program that is being expanded to other schools.
- TKC has attracted multiple funding streams. The organization was blessed with significant start up funding and support from one major contributor. Overtime there is now 50+ funding streams that allows for greater organizational independence.

VI. LESSONS LEARNED

The following are some of the insights gained from talking with Matt Hamabata and Betsy Cole.

- Listen to the community and rely on supporters within the community. TKC would not have happened if the vision had not evolved from a rational process driven within the community.
- Realistically look at the strengths, weaknesses, opportunities and challenges of a community while planning. To develop a proper plan the planning team must be realistic about the assets of an island/community and respect the ambitions of island residents. Likewise creative thinking may be necessary to see the assets in a new light,
- The core competency of the organization is communications. TKC has depth in writing skills that has enabled it to communicate their unique vision and plan to potential funders, partners, and supporters. Ideally over time they hope to create an endowment fund similar to what a university uses for funding.
- Operating as a non-profit was a good strategy for community re-development. Within rural communities it would be difficult for a new for-profit business to garner the needed support for success. A non-profit is more accepted by rural communities because it is (or is perceived as) more community-oriented rather than bottom-line oriented.
- Important to have quality mentors. The founding board members served mentors as the organization developed. They provided assistance, guidance and asked good questions. This is important in any organization, especially in its early operations.

VII. CONSIDERATIONS FOR FUTURE START-UPS

Matt believes there are many dynamic entrepreneurs throughout communities in Hawai'i. Many of these new entrepreneurs do not have prior exposure to the business world; but do have the passion and the ideas that can develop with assistance.

- New start-ups need quality assistance and advice: technical business assistance, understanding regulations and ways to address regulations and sound business advice. Quality mentors will make
- They need access to bankers, marketing people, planners, financial advisors, information and "seed money."



Established 1960

Consulting

Database Marketing

*Economic & Social Impact
Studies*

Research

Training

Beyond Information. Intelligence.

Waipā Foundation Case Study

Prepared August, 2010

SMS

1042 Fort Street Mall
Suite 200
Honolulu, HI 96813
Ph: (808) 537-3356
Toll Free (877) 535-5767
Fax: (808) 537-2686
E-mail: info@smshawaii.com
Website: www.smshawaii.com

SMS Affiliations and Associations:

Experian
International Survey Research
Interviewing Service of America
PCR Environmental, Inc. - Guam
Solutions Pacific, LLC
Ka'ala Souza Training
3i Marketing & Communications

Celebrating 50 years of Service

WAIPA FOUNDATION CONTENTS

I. INTRODUCTION.....	1
II. WAIPĀ WITHIN THE CONTEXT OF THE NORTH SHORE OF KAUAI – SOCIAL & ECONOMIC CHARACTERISTICS	1
A. LOCATION	1
B. COMMUNITY MEASURES.....	2
C. COUNTY PLAN – TO RETAIN RURAL CHARACTERISTICS.....	2
III. OVERVIEW OF THE ORGANIZATION	2
A. MISSION & GOALS	2
B. HISTORY OF THE ORGANIZATION	3
C. WAIPĀ FOUNDATION TODAY.....	5
IV. WAIPĀ FOUNDATION & ECONOMIC DEVELOPMENT.....	7
A. IDENTIFIED NEED WITHIN THE COMMUNITY	8
B. PURPOSE & GOALS OF PROJECTS THAT WILL SUPPORT ECONOMIC DEVELOPMENT	8
C. CHALLENGES FOR ECONOMIC DEVELOPMENT.....	10
V. KEY FACTORS THAT LED TO WHERE WAIPĀ IS TODAY	10
VI. LESSONS LEARNED.....	12

Waipā Foundation Case Study

I. INTRODUCTION

This case study is one of three developed for the State of Hawai'i Department of Planning, Economic Development and Tourism (DBEDT), Office of Planning (OP) Rural Economic Development project. The



goal of this phase of the project is to describe successful efforts within a rural community to generate economic development while retaining cultural and rural characteristics. Waipā Foundation was selected for this case study because of its efforts in economic development and emphasis on retaining cultural traditions and history. The following describes the social and economic context of the community where Waipā is located, how the Foundation was created and where it is today, economic development efforts, potential measures and lessons learned. Ideally this case study will serve as a lesson for similar communities looking for a model

to follow.

II. WAIPĀ WITHIN THE CONTEXT OF THE NORTH SHORE OF KAUAI – SOCIAL & ECONOMIC CHARACTERISTICS

The population of the County of Kaua'i is approximately 5 percent of the State of Hawai'i.³⁰ Relative to the state as a whole, Kaua'i has a larger percent of its population designated rural – 19 percent compared with the state at 8%. Likewise housing units designated as rural made of 24 percent of the households in the county compared with 10 percent in the state as a whole.

A. Location

The ahupua'a of Waipā is located on the northern district of Halele'a on the island of Kauai. It is situated between the ahupua'a of Wai'oli and Waikoko. Waipā is 1,670 acres of primarily agricultural and conservation lands. The ahupua'a spans from the mauka peak of Māmalahoa to the south, to the point of Keahu at the shore of Hanalei Bay to the north.

³⁰ Demographic characteristics used in this case study primarily based on 2000 U.S. Census Bureau data because of the level of detail provided by area smaller than a County.

B. Community Measures

Waipā is located in the geographic section of Kauaʻi commonly known as the North Shore that includes Hanalei, Princeville and Kilauea (zip codes 96714, 96722 and 96754.) The 2000 population of the North Shore is 6,348 residents living within 3,796 households. 100 percent of the population and households of the North Shore are considered rural by census definition. The percent of population with income below poverty levels for the State is 10 percent, for Kauaʻi is 10 percent, but for the North Shore it is 12%. The unemployment rate for the North Shore is approximately 2 percent of the residents' age 16 and older; this is a little lower than for the island as a whole.

C. County Plan – To Retain Rural Characteristics

Kauaʻi County Plans include this direction for all its plans to “promote and preserve open agricultural lands as a key element of Kauai’s rural character and lifestyle.”

Overall, the North Shore of Kauaʻi is rural and its higher level of households with incomes below the poverty levels suggests that this may be a community in distress that would benefit from economic development.

III. OVERVIEW OF THE ORGANIZATION

Waipa Foundation is a community-based 501c3 nonprofit, whose mission is to restore the physical and cultural vibrance of the 1,600 acre Waipa watershed through the creation of a Hawaiian community center and learning center. The Foundation has been managing the Waipa ahupua`a since 1994, and with help from partners, volunteers and funders has developed and restored taro farms, organic and Hawaiian plant gardens, a koa reforestation site, a coastal fishpond, plant nursery, and farmers market all of which serve as learning sites on the property.

A. Mission & Goals

The mission of the Waipa Foundation, as stated in its 2003 Strategic Plan is: The physical and cultural restoration of the ahupua'a of Waipa.

LONG-RANGE GOALS

- To restore the Waipā ahupua'a (watershed) as a community center and learning center for culturally-based land and resource stewardship, and the preservation, perpetuation, and practice of our Hawaiian culture.

- To empower our Hawaiian community within the Halele'a district of Kaua'i, and the larger Halele'a and Hawaiian communities, through educational, cultural, and community-based economic development programs, with a special focus on kalo, the traditional food of our native people.
- To restore the health of the natural environment and native ecosystems of the ahupua'a, and to involve our community in the stewardship, restoration, and management of the land and resources within the ahupua'a of Waipā.
- To practice and foster social, economic and environmental sustainability in the management of Waipā's natural and cultural resources.

TARGET COMMUNITY

Waipā Foundation's target community is threefold, and includes a culturally based group, a geographic group, and a community of practice as follows:

- Native Hawaiians
- The communities within the district of Halele'a, Kaua'i
- Those who work together to malama the ahupua'a of Waipā, and perpetuate the vision for Waipā

B. History of the Organization

ANCIENT HISTORY³¹

Like much of Hawaii's agricultural lands, Waipā's physical landscape has been significantly altered through agricultural practices over the last 200 years, obliterating much of its physical history. From the physical remnants, mo'olelo, and archived information, however, it can be ascertained that Waipā sustained a significant community of Hawaiians who grew kalo and other crops, prior to the Mahele. Halaloa Heiau, with Kane as its deity, is the only heiau whose location is known today. Several ancient agricultural systems have been located, and one mapped, in the upper Waipā valley. There may have been significant kalo growing in the Waipā valley through the 1860's, as indicated by several 'auwai systems which feed the lower valley, kuleana records, and a documented observation during the 1860's. Rice was a major agricultural product grown and milled at Waipā between the 1860's and 1940's. Ranching was practiced at Waipā from the 1940's through the 1980's.

The ahupua'a of Waipā was awarded to Ruta Ke'ilikolani, great-granddaughter of Kamehameha I, during the mahele, and subsequently passed into the landholdings of Kamehameha Schools, Waipā's current landowner.

³¹ From the Waipā Foundation website: www.waipafoundation.org

MODERN HISTORY²²

In 1982 the Hawaiian Farmers of Hanalei (HFH) was incorporated. The intent of this community based, for profit corporation was “to obtain land within their community which would function as a base for the preservation, perpetuation and practice of Hawaiian culture and lifestyle through a community based, financially self-sufficient project.” After four years of negotiating HFH was able to convince Kamehameha Schools to lease the land to them instead of developing it. A condition of the lease required the development of a land use master plan. As described in the 2003 Master Plan , “these kūpuna envisioned a valley in which streams would always flow uninterrupted from the mountains to the ocean, allowing migrating native fish to flourish. They dreamed of 'ohana returning to farm native crops, able to support their families from the land, rather than working multiple menial jobs to survive. Their vision encompassed restoring native upland forest where people could come to gather medicinal plants. They imagined that 'olelo Hawai'i (Hawaiian language) would be spoken throughout the valley, and envisioned Waipā full of children learning their culture (Blaich, 2003, p.4).



In 1994 a non-profit, Waipā Foundation, was formed to work with the HFH in achieving its vision. The Foundation received a grant from OHA and in September of 1994 the first land use master plan for the ahupua'a of Waipā was completed. The plan described the prior ten years and went forward 25 years. The Goal of the Master Plan³³ was:

- To provide a land base for the revival of Hawaiian agriculture and aquaculture as both a source of income and an educational tool.
- To positively affect the future of Hawai'i's people, with emphasis on persons of Hawaiian ancestry, by creating a project which would emphasize social and economic self-sufficiency through the perpetuation and practice of Hawaiian culture.
- To create a “marae” or gathering place for the community, to be used for educational and recreational projects and festivals, especially those pertaining to Hawaiian arts, crafts, music and dance.

³² From the Waipā Foundation website: www.waipafoundation.org

³³ Land Use Master Pan for the ahupua'ya of Waipā Kaua'i, written by Kathleen A. Cook, Cooke Associates of Lihue, Kaua'i, contracted by the Hawaiian Farmers of Hanalei, Inc. September 23, 1994.

Also in 1994, Stacy Sproat, the daughter of one of the original founders of HFH, was named co-manager of the Foundation. In 2004 the Waipā 20-year Master Site Plan and Development Program was prepared for the Foundation by Townscape, Inc³⁴. The purpose of this document was to plan the growth of the Foundation programs, facilities and infrastructure in a comprehensive fashion rather than piecemeal growth. The Goal of this plan was “to achieve a sustainable and self-reliant living community at Waipā through the provision of agricultural, educational, cultural and community space with opportunities for community-based economic development.

In 2005 the Foundation submitted permit applications to the County for Waipā Foundation community complex, educational programs and farmers’ market. In March 2007 the Waipā Foundation Agricultural Plan was completed.³⁵

C. Waipā Foundation Today

Every year, eco-cultural education programs on site serve 60+ families from the local communities (most of them low-income), and welcome over 2,000 lifelong learners from around Kaua’i, Hawaii, and beyond on field trips, special group visits, and other programs which incorporate environmental and resource stewardship, Hawaiian culture, local food systems and food production, enrichment and education. Community gatherings, events, and festivals draw another 2,000 people per year, most from the local area. The Foundation is currently overseen by a 6 member Board of Directors, and run by 17 management and staff.

Waipā Foundation has three major areas of focus, with each of the focus areas supporting the others:

- Malama ‘aina
- Waipā Ahupua’a Learning Center
- Community Use and Economic Development

Malama ‘Aina

Current programs to restore and care for the land include:

- Restoring native forests ma’uka, and propagating native plants as well as plants for sale and out planting outside of Waipā.
- Creating and restoring wetland and dryland farming areas, for kalo and other crops-for food, cultural practice, and other uses- in the farming areas.
 - Waipā lo’i: A two acre area west of Waipā stream, that Waipā Foundation farms with it's staff, volunteers and program participants, as a learning site, and to produce kalo for it's programs and to experiment with more organic and sustainable practices. These

³⁴ Waipā 20-year Master Site Plan and Development Program, prepared for Waipā Foundation by Townscape, Inc. June 2004.

³⁵ This plan was funded by Office of Hawaiian Affairs and prepared by Townscape, Inc., Kamakakūokalani Center for Hawaiian Studies, UH at Mānoa, UH Sea Grant College Program.

two acres are part of about 10 acres of lo'i at Waipa cultivated by 5 mahi'ai kalo and their 'ōhana, in the same area, and utilizing the same water system as their predecessors and ancestors have for hundreds of years.

- Waipa Garden is an outdoor learning area and one of Waipa Foundation's oldest projects. This garden harbors canoe for cultural use, and many established natives, which serve as both demonstration and seed source for propagation and out planting. Lessons, experiments, and work at this site are incorporated into Waipā's Ahupua`a Learning Center programs.
- Field O Dreams. This mala 'ai is another learning and work site utilized in our Ahupua'a Learning Center Programs, where vegetables that are eaten today, like salad mix and lettuce, kale, chard, tomatoes and eggplant and herbs, among other things, are grown. This garden is cultivated and managed by staff, volunteers, and program participants, and produce is often prepared and consumed within programs, and/or sold at farmers market. Techniques are "beyond organic" and moving toward sustainable.

Learning Center

For the last 25 years Waipā and Waipā Foundation have been able to develop and model Hawaiian community based ahupua`a resource management for the Hawaiian community and all of Hawai'i. Annually, over 1,000 lifelong learners come to Waipā to participate in various cultural and 'aina based programs and projects. Waipā directly impacts its local Hawaiian community in Kaua'i's Halele'a (North Shore) district by providing programs for keiki through kupuna.

- Programs for local youth: Through ongoing programs targeting youth from the Halele'a (North Shore Kaua'i) area it can be said that one of their goals is "Cultivating youth with roots that stretch deep into the earth, connected to the 'aina of Kaua'i o Manokalanipo". (Blaich, 2003, p.3) The Foundation strives to perpetuate Hawaiian lifestyle, culture, and values by providing opportunities for youth to live and experience them. Hawaiian culture so highly valued the land and resources, and by reconnecting our keiki with the culture and 'aina, they will gain the knowledge of those valuse, and the desire to malama those resources. Enrichment and educational experiences are also incorporated into the work with Halele`a youth.

Waipā targets young people from the Halele'a district-specifically from 'ohana with historic ties to the community-for longer range, recurrent programs. To build on knowledge gained in each program, they offer preference to returning keiki and 'opio first. Enrollment to these programs is constantly filled, with usually just a few openings for new participants in each program

- Programs for visiting groups: Waipā is an ahupua`a-learning center that serves a community of interest and of practice. Schools, special interest groups, and families interested in learning about Waipā, science, native plants, the water cycle, stream life, kalo, poi and Hawaiian culture, are encouraged to visit and share through hands-on work and experience. Annually more than 700 individuals from schools, special interest groups and families participate in one of these programs. Such groups come from as close as Hanalei school next door, to the East Coast of the United States. A sliding fee scale for visiting groups is employed, based on each group's fit to the target population, and their budget. It is most important for us to connect people with the culture, land, and resources, regardless of budget.

The Foundation also offers internships and extended volunteer opportunities and organizational partnerships including:

- Summer Natural Resource Conservation Internship
- Other Extended Volunteer/Learning Opportunities
- Partnerships with Public and Charter Schools for ongoing programs

Community Use and Economic Development

Waipā produces food (poi and vegetables) for over 50 Hawaiian 'ohana on a recurring, or regular basis. They feed over 75 families from all over Kaua'i-most of them Hawaiians- poi on a weekly basis, year-round, and welcome an average of 500 customers and 30 vendors to our farmers market each Tuesday afternoon.

- Poi Day
- Farmers Market
- Na Mahi'ai Kalo O Waipa
- Field O Dreams

IV. WAIPĀ FOUNDATION & ECONOMIC DEVELOPMENT

The Waipā Foundation has supported economic development on the North Shore of Kaua'i in multiple ways and in ways that are consistent with the rich cultural tradition of the area and that retains rural characteristics. First, as an employer – in 1994 there were two employees of the Foundation, today there are 17 management and staff employees. Staff is engaged in restoring and working the land, developing and leading the educational programs and supporting Poi Day and the Farmers Market.

Second, the Farmers' Market located on the site, has 30 vendors and 400 to 600 visitors each week. Approximately 75% of the visitors are tourists from around the island – bringing not only spending to the market, but to the North Shore area as a whole.

Third, Poi Day not only provides food for families, but also helps support local kalo farmers because the kalo used comes from the site and is also purchased from farmers with fields in the area. Overtime the goal is for kalo farmers to receive a price high enough for their product for them to be economically self-sufficient.

Future plans for economic development will have an even greater impact on the community. Since 2004, Waipā Foundation has been working to plan, permit, fund, design and build a community-use kitchen and poi mill at Waipā, to create more diversified, culturally appropriate, and ‘aina-based economic opportunities for the communities of Kaua‘i’s North Shore. Community and land use planning processes and permitting by Waipā Foundation over the years have cost over \$200,000 and allowed the project to move forward. Today, the project is currently under review with Kaua‘i County for building permits, has been supported and funded by organizations, agencies, foundations, and individuals at the state and federal levels, and in the private sector, such as Kamehameha Schools, OHA, the Parks Family Foundation, Peter K. Buckley, and the Dept. of Health and Human Service Administration for Native Americans.

A. Identified Need within the Community

Ninety percent of the food consumed on the island of Kaua‘i is imported from the U.S. Mainland, resulting in the highest food prices in the nation. Kaua‘i is at the end of the transportation lines, with all food being imported by barge or commercial airlines.³⁶ With extremely high, and increasing costs of living, Kaua‘i communities need to expand local subsistence gardening and local food production in order to improve the island’s self-reliance and better support low-income residents. Kalo (taro) and poi are high quality traditional staple foods of the Hawaiian people, small and family farmers in the North Shore area grow 60% of the Kalo (taro) in the State, of which 90% is sold to large mills, mostly off-island, at extremely low farm gate prices. Other knowledgeable farmers grow gourmet produce sold to hotels and resorts, and at local farmer markets, which are popular and well attended by visitors and residents alike. Such markets provide an important food system link in enabling family farmers to connect directly with those seeking to buy local produce. There is great need for a community certified facility to process crops and make value added products, and technical and business training to build capacity for farmers to succeed in these efforts. Farmers on Kaua‘i are an aging population, and almost no youth or younger people are getting into farming for social and economic reasons. In order to achieve long-term food security for the island, youth need to be inspired to grow food to feed themselves and their communities, and to get their families into it. This is beginning to be achieved by Waipa’s youth programs, and other Public Charter Schools that incorporate gardening into their curriculum. Waipa has found that exposing children on a regular basis to growing, making and eating food, makes it part of their knowledge and experience base, and their interest in it continues to grow.³⁷

B. Purpose & Goals of Projects that will Support Economic Development

The purpose is to improve local food system infrastructure and self-reliance by increasing and providing local food processing capacity and engaging farmers, consumers and distribution links to improve farm profitability, local food distribution and consumption; Increasing community-based, family farming, distribution, and consumption of healthy, locally grown foods, and improving skill levels of children, youth, and families in these areas; And increasing available knowledge and information on sustainable agricultural practices relevant to area crops, soils and conditions, and available resources.³⁸

³⁶ <http://www.reeis.usda.gov/web/crisprojectpages/218269.html>

³⁷ From the Waipā Foundation website: www.waipafoundation.org

³⁸ <http://www.reeis.usda.gov/web/crisprojectpages/218269.html>

Goal #1:

Improve local food system infrastructure and self-reliance by increasing & providing local food processing capacity and engaging farmers, consumers and distribution links to improve local farm profitability, local food distribution and local food consumption.

Objectives and outputs of Goal #1:

- Construct and equip a state certified community commercial kitchen and poi mill as a community asset completed & available for use by 2010. By project's end, an increased volume, availability and/or diversity of local foods will be available at local farmers markets and other venues.
- Facilitate training and use of either the certified kitchen or poi mill by 10 local farming families, organizations, programs or groups by project year 3.
- Facilitate increased poi and locally grown produce distribution to 150 families by project end. Mill and distribute 500 lbs of poi weekly in the new facility by end of Year 2, and 750 pounds per week by end year 3.
- Create a grassroots, community-based distribution network for poi and kalo by establishing relationships and distribution points with organizations or individuals in low-income communities.

Goal #2:

Increase community-based, family farming, distribution, and consumption of healthy, locally grown foods, and improve skill levels of children, youth, and families.

Objectives and outputs of Goal #2:

- Expand Waipā's half-acre organic garden to one acre in rotation, and utilize garden and existing kalo farms (2 acres) for expanded youth programs and other garden education programs for over 250 educational program participants/year.
- Increased capacity and improved sustainability of our farm irrigation system with 2 new catchment/storage tanks.
- Enroll at least 40 youth from low-income families in programs to learn growing, marketing, and/or processing healthy, locally grown food, through hands-on activities that utilize the kitchen facility, poi mill, garden and kalo farm sites.
- Create paid internships for at least 10 older youth for 1-3 years in kalo or vegetable gardening and food processing. Target 50% managing their own enterprise by project end.
- Expand training opportunities to address community's specific needs.
- Host an annual event to showcase and promote traditional food skills and knowledge.

Goal #3:

Increase available knowledge and information on sustainable agricultural practices relevant to area crops, local soils, growing conditions and resources.

Objectives and outputs of Goal #3:

- Pilot and experiment with sustainable practices in the development and management of the expanded 1 acre garden and existing lo'i kalo (wetland taro fields).
- Document Waipa's baseline management practices, experiments conducted, findings and how new practices have improved Waipa's sustainable management of its resources.
- Demonstrate and make available to the local farming community, increased information on sustainable agricultural practices relevant to area crops, soils & conditions, and available resources.

C. Challenges for Economic Development

A licensed commercial kitchen is the core of the plans for economic development. Once this kitchen is in place, Waipā will be able to support efforts to produce value-added products that can generate sufficient revenue to provide a fair return for farmers and generate economic opportunities for the community. The challenge has been to raise the funds as well go through the permitting process with the County. It is unlikely that Waipā will ever be self-supporting, however it may enable businesses to be created and farmers to earn a fair return for their produce.

V. KEY FACTORS THAT LED TO WHERE WAIPĀ IS TODAY

The following are major factors that have led Waipā to the successes they have experienced to date and the high likelihood that these successes will continue into the future.

- **A strong, lasting vision generated and followed through by residents within the community.**
When a group of farmers heard of plans to develop housing on the Waipā ahupua'a they responded with an alternate vision to restore the land to productive agricultural uses in a manner consistent with cultural practices of their ancestors. A need was identified within a community by members of that community that was/is consistent with community cultural practices and values.
- **Ongoing investment and commitment to developing in-depth plans that are implemented** - from the start the founding group and leadership since have developed detailed plans that are consistent with the vision and that lay out a process for achieving that vision. The planning process has included staff, board members and representatives of the community. Plans have been funded by grants including those from CBED(Community Based Economic Development), Hawaii Alliance for Community Based Economic Development (HACBED), Office of Hawaiian Affairs, Hawaii Community Foundation and Kamehameha Schools has provided support.

- **Implementation was persistent, patient and flexible to achieve the vision.** It has taken 28 years for Waipā to develop to where it is today. The original implementation plans of HFH have changed over time, but the vision has remained relatively constant.
- **Strong skilled leadership** – Stacy Sproat has been the Executive Director of Waipā Foundation since 1994. Her Father was one of the original members of the HFH. Stacy grew up near the Waipā ahupua‘a and graduated from USC with a degree in business entrepreneurship. Stacy is from the area, which helped with community acceptance. Stacy’s education provided her with the background she needed to start a new Foundation, successfully apply for grants, manage and supervise staff, and run an ongoing not-for-profit with limited staff. Stacy wanted to create an organization that could support the Hawaiian community particularly “at-risk” students. Stacy is an ideal leader for Waipā Foundation.
- **Support of Kamehameha Schools** – First as owner of the land, then as landlord, now as landlord, partner and supporter, KS continues to be an integral part of the success of Waipā Foundation. KS is dedicated to restoring the ahupua‘a and educating students through participation in the process. These overlapping objectives provide Waipā with an understanding landlord, a supporter of programs, and a meaningful partner in planning.
- **Partnerships with other not-for-profits and with the community** –
- **The staff of WF has respect for the community and is respected by the community resulting in a great relationship and a community-gathering place** – A key element of Waipā today is its role as a community-gathering place. For example, everyone is welcome to participate in Poi Day as they clean the kalo, prepare the lunch and share in fellowship. Kūpuna are respected and they feel like useful contributors, many sharing their knowledge as they train newcomers on the process. The day I visited the site there were kūpuna who come weekly, young people in their 20’s, part-time Kauai residents, staff (paid and unpaid) and people bringing food to add to the group lunch. One “uncle” brought fresh baked rolls, another mangoes and still others brought greens that they had harvested. All participants recognize that everyone contributes what they can – note Stacy was cooking chicken for the lunch as we talked.
- **Dedicated staff** – many of the staff began their relationship with Waipa Foundation as volunteers and have been with the organization for years. They are selected based on their understanding of the community; focus on the vision and time in the Waipā community building their knowledge base. Staff is experienced and frugal; they understand how to fulfill many roles and will jump in to complete any task necessary. Staff is rotated based on skills which leads to rounded managers for the future.

VI. LESSONS LEARNED

When Stacy Sproat was asked what she would consider important for other Executive Directors of new ventures to understand she provided the following insights:

- Efforts must be driven by a vision that comes from within the community. However the organization need not be totally community-based. It may be better to rely on active supporters with similar values who are dedicated to realizing the vision. In this way plans are less likely to be stymied by detractors or doubters or those who want to do things “their way.” Overtime with successes more people will be drawn to the project.
- The Executive Director (ED) needs to learn the tasks before training/leading others. In a small organization the ED must have a hands-on understanding of the tasks that need to be accomplished, so they can guide others and plan appropriately for the future.
- The ED needs to have the skills required to manage multi-generations. Consistent with Hawaiian values kūpuna need to be respected and valued.
- Attract dedicated people with the core skill sets – ie., background in child education. Maintain values that are consistent with those of the community.
- Encourage ideas that are consistent with the vision. No one knows everything, all ideas are valued if they are contributing to the vision.
- Start small, plan, implement in steps, persevere, and retain the vision. At first everything that needs to be done can appear overwhelming, take it one step at a time setting realistic outcomes and meeting timetables. Planning is important, but can be done concurrently with implementation – don’t stop the implementation to plan.
- Recognize the inter-connectedness of a community. Communities must be healthy, young people must be educated and provided with opportunities; economic development is one aspect of the whole community.
- Learn from others, meet with others in similar positions within other organizations; share your challenges and ideas. It’s not necessary to reinvent the wheel.



Established 1960

Consulting

Database Marketing

*Economic & Social Impact
Studies*

Research

Training

Beyond Information. Intelligence.

CASE STUDY:

HANDMADE IN AMERICA

Prepared July, 2010

SMS

1042 Fort Street Mall
Suite 200
Honolulu, HI 96813
Ph: (808) 537-3356
Toll Free (877) 535-5767
Fax: (808) 537-2686
E-mail: info@smshawaii.com
Website: www.smshawaii.com

SMS Affiliations and Associations:

Experian
International Survey Research
Interviewing Service of America
PCR Environmental, Inc. - Guam
Solutions Pacific, LLC
Ka'ala Souza Training
3i Marketing & Communications

Celebrating 50 years of Service

HANDMADE IN AMERICA TABLE OF CONTENTS

BACKGROUND	1
REGIONAL	1
ECONOMIC CONTEXT.....	1
GENESIS OF AN IDEA	2
DEVELOPMENT OF THE IDEA	3
DEFINING THE VISION	3
SELLING THE VISION.....	3
EXECUTING THE PLAN	4
OVERVIEW OF THE ORGANIZATION.....	5
GUIDING PRINCIPLES	5
STRUCTURE	5
AREA SERVED	5
PROGRAMS.....	6
APPALACHIAN WOMEN ENTREPRENEURS (AWE).....	6
CRAFT ACROSS THE CURRICULUM.....	6
SMALL TOWN REVITALIZATION PROGRAM	7
CRAFT, ARCHITECTURE AND DESIGN	7
THE HANDMADE INSTITUTE	7
ECONOMIC IMPACT	8
KEYS TO SUCCESS.....	10
APPENDIX.....	11
APPENDIX A: HANDMADE IN AMERICA’S LEADERSHIP TEAM.....	11
APPENDIX B: HISTORY AND MILESTONES	12
APPENDIX C: BIOGRAPHY OF REBECCA ANDERSON.....	14
APPENDIX D: TABULATIONS.....	15

TABLES

TABLE D-1. ECONOMIC INDICATORS – POPULATION AND INCOME, 1990-2000	15
TABLE D-2. ECONOMIC INDICATORS – HOUSING, 1990-2000	16
TABLE D-3. ECONOMIC INDICATORS – POPULATION, 1990-2008.....	17
TABLE D-4. ECONOMIC INDICATORS – INCOME, 1990-2008	18
TABLE D-5. ECONOMIC INDICATORS – PUBLIC ASSISTANCE INCOME, 1990-2008	19
TABLE D-6. ECONOMIC INDICATORS – HOUSING, 1990-2008	20
TABLE D-7. ECONOMIC INDICATORS – HOUSING (CONTINUED), 1990-2008.....	21

EXHIBITS

EXHIBIT 1. TWENTY-TWO COUNTIES SERVED BY HANDMADE IN AMERICA	6
--	---

BACKGROUND

REGIONAL

Western North Carolina is situated in a gap of the Appalachian Mountains that runs from the southeast to the Midwest plateau. It is generally considered as the area bounded by the Tennessee border to the West, Georgia and South Carolina to the South, Virginia to the North, and the Blue Ridge Mountains to the East. The cultural heritage of the area is a blend of Cherokee Indian and European settlers that dates back to the mid-1500s. Residents of this region have always demonstrated an independent, determined spirit, as evidenced in the 1780s by multiple attempts at achieving statehood for this portion of the state.

In 1824, the turnpike running from Saluda Gap in Buncombe County through Asheville to the Tennessee line was completed. This brought a surge of travelers to Western North Carolina. In February of 1855, the Great Western North Carolina Railroad was established and brought another large influx of people to this area. Currently served by Interstates 40 and 26, and bounded by Interstates 85 and 77, this area is within a single day's drive of fully half of the American populace. While the major highways run east and west through the gaps of the mountains, the scenic Blue Ridge Parkway runs serves as the region's north-south connector.

Western North Carolina boasts several unique assets. It contains some of the oldest, most majestic mountains in the world. At an elevation of 6,684 feet, Mount Mitchell is the highest peak east of the Mississippi River. Western North Carolina also serves as a biodiversity hotspot, and home to a large number of talented craft artists.

ECONOMIC CONTEXT

Western North Carolina entered the 1990s with mixed economic indicators. The tourism sector was experiencing notable gains, as indicated by substantial increases in revenue and in requests for information. Less encouraging, however, were declines in residential construction (22 percent), commercial construction (28 percent), and new car sales (4 percent). Employment growth was predicted to be only 2 percent annually.³⁹

With close to 13 percent of the population of Western North Carolina living at or below the poverty threshold in 2000, the need for economic development was clear⁴⁰. Data published by the US Census Bureau indicated the annual median household income for this area was only slightly above \$31,000. Almost one-quarter of the nearly 303,000 housing units are renter-occupied.

³⁹ "Western N.C. economy enters 1990 with mixed indicators. (North Carolina)." [PR Newswire](#). PR Newswire Association LLC. 1990. Retrieved July 05, 2010 from HighBeam Research: <http://www.highbeam.com/doc/1G1-8231154.html>

⁴⁰ US Census Bureau Decennial Census 2000.

GENESIS OF AN IDEA

In 1993, Western North Carolina native Becky Anderson was working as the development director for the city of Asheville. During a recruiting trip to New York she encountered a gentleman at the American Craft Council who was also from Western North Carolina. He queried her about why she was up in New York chasing after “another smokestack” when there was an invisible industry already in place in that region. They began a conversation that rapidly evolved into the vision that would become HandMade in America. Their discussion centered on the need for an innovative approach to economic development for the region. They believed that economic revitalization wasn’t necessarily dependent upon enticing modern industry to the area, rather that the invisible industry of talented craft artists working throughout the Blue Ridge Mountains were the key to sustainable economic development.

A three-year organizational development grant by the Pew Partnership for Civic Change gave the organization its start in December, 1993. For several years, HandMade in America officially consisted of Becky Anderson and one part-time assistant. There were, however, a core group of 360 local residents who participated in a regional planning process focused on a common goal of growing the economy through craft, cultural heritage and the community assets of Western North Carolina. In doing so, Handmade in America has succeeded in establishing Western North Carolina as the center of handmade crafts in the United States.

Although its current mission statement reflects minor revisions, the purpose of the organization remains the same:

HandMade in America's mission is to grow handmade economies through craft, cultural heritage and community assets.

DEVELOPMENT OF THE IDEA

DEFINING THE VISION

As the plan to revitalize the Western North Carolina region began to develop, Becky Anderson and others asked several key questions:

1. What are our natural assets?
2. How can we encourage product development ideas?
3. What is the target market and what will appeal to those consumers?

SELLING THE VISION

In order to share their ideas and solicit input from community members, the core group facilitated public informational meetings in every county. These were often informal discussions about the needs of the community, the concerns of the residents, and their desires for the future.

Economic considerations are important, of course, in garnering support for an idea. To that end, HandMade conducted a study in 1994 of a 20-county area in North Carolina. This research found that handmade objects created by approximately 4,000 craftspeople were contributing approximately \$122 million a year to the area's economy. Over \$70 million of that total came from retail shops and galleries; almost \$26 million came from full-time professional artists and artisans; and \$23 million came from part-time, second-income producers.

The result of these efforts was a 20-year strategic plan for the organization. At the center of this plan were five broad goals.

- Developing community strategies that will collectively enhance Western North Carolina's role nationally and internationally within the handmade field.
- Establishing an academic base to promote crafts throughout all levels of education as objects, subject and process.
- Developing a communications plan that establishes Western North Carolina's role as the center for HandMade in America.
- Implementing environmentally sustainable economic strategies for Western North Carolina that emphasize the handmade industry.
- Implementing strategies that will enhance opportunities for handmade object makers within Western North Carolina, and encouraging the public, private and nonprofit sectors to develop independent and interdependent vehicles that build the handmade industry.

EXECUTING THE PLAN

Armed with a large group of passionate, committed individuals and a good indication of the importance of crafts to the economy of Western North Carolina, HandMade in America began to change the face of this region.

Just three years after it began, the organization published a 120-page guidebook, *The Craft Heritage Trails of Western North Carolina*, which lists hundreds of galleries, studios, and shops, in addition to historic inns, bed-and-breakfasts, and restaurants serving traditional regional cuisine. In the course of detailing tourist routes and tours, the leaders of four towns—Chimney Rock Village, Mars Hill, Andrews, and Bakersville—discovered a common interest in downtown revitalization⁴¹. They also found that they were too small to hire professional planners or to participate in the North Carolina Main Street Program.

Becky Anderson and HandMade in America stepped in and secured support from the Kathleen Price Bryan Family Fund for what would become the Rural Small Town Revitalization Project. The funding obtained by HandMade supports planning and training activities, with a small amount allocated to project grants that must be matched locally. To reinforce the focus on cooperation over competition, a provision for all project grants states that if even one town is unable to raise its matching funds, none of the towns receive grants.

Like the early pioneers, the founders of HandMade in America held a common vision for a better tomorrow. Guided by their conviction that the inheritance of creative culture throughout the Blue Ridge Mountains was an untapped – but potentially commanding – source of regional revenue, their goals were clear but the territory was uncharted. From the outset, HandMade sought to cultivate community-based economic strategies that would nourish a way of life steeped in tradition, rather than let it slip away little by little as artisans began to look to manufacturing jobs for sustenance. Since that time, the organization has become widely respected for its successful stewardship initiatives in strengthening the handmade industry of Western North Carolina. As paradigms continue to shift, sustainable solutions such as these are now at the center of national conversation, and today's astute design professionals are not only talking – they're taking action.

— From the preface of *Sourcebook of Architectural Elements*

⁴¹ Two additional towns, Robbinsville and West Jefferson, have been added to the original four.

OVERVIEW OF THE ORGANIZATION

GUIDING PRINCIPLES

HandMade in America attributes much of its continued success to seven guiding principles that clearly delineate those things valued most highly by the organization:

- The handmade object and the artists who create it. Craft is an integral part of economic development. The creation and appreciation of the handmade object is transformative to individuals and communities.
- Cultural heritage. Honoring arts, artists and cultural traditions in a region preserves and enriches community life.
- Sustainable development. The people in communities serve as the best resource to understand their challenges and opportunities and to seek and find solutions.
- Inclusion. It is vital, and all are welcome to participate.
- The regional approach. All communities come to the table with distinct assets and the opportunity to contribute and learn together across perceived boundaries.
- Partnerships. People, the communities, and the region are best served by individuals and organizations working cooperatively.
- Innovation. Creativity is essential in finding and implementing workable solutions.

STRUCTURE

The work of HandMade in America is presently organized into two entities: the HandMade in America Foundation and the HandMade in America Community Development Corporation. The Board of the Foundation works to establish an academic base to promote crafts throughout all levels of education as object, subject and process; and to develop community strategies that will collectively enhance Western North Carolina's role nationally and internationally within the handmade field. The Community Development Corporation's Board develops community strategies that will enhance Western North Carolina's role nationally and internationally within the handmade field; and implements environmentally sustainable economic strategies for Western North Carolina that emphasize the handmade industry and cultural and heritage tourism.

AREA SERVED

HandMade in America serves a 22-county area of Western North Carolina including: Alleghany, Ashe, Avery, Buncombe, Burke, Cherokee, Clay, Cleveland, Graham, Haywood, Henderson, Jackson, Macon, Madison, McDowell, Mitchell, Polk, Rutherford, Swain, Transylvania, Watauga, and Yancey counties. The region spans from the Virginia border in the north, west to the Tennessee border, to the Georgia and South Carolina borders in the south; and across the eastern plateau toward Hickory.

Exhibit 1. Twenty-two Counties Served by HandMade in America



PROGRAMS

Appalachian Women Entrepreneurs (AWE)

HandMade in America developed the Appalachian Women Entrepreneurs (AWE) program in 2007 to support rural Western North Carolina women interested in creating or growing their small business. The AWE program helps to connect these women to one another, valuable resources and markets for their products. The goal of the program is to connect women engaged in similar entrepreneurial efforts and provide access to business support services the women might not be able to access or afford as individuals.

Craft Across the Curriculum

The Craft Across the Curriculum program is a collaborative effort that brings teachers and local craft artists together in schools and communities. Currently operating only in elementary schools throughout Buncombe County, this program shows teachers creative ways to incorporate local craft into their lesson plans. The goal is to enhance the educational experience of children in Western North Carolina by including information about local artists and their crafts into all possible aspects of the curriculum.

Small Town Revitalization Program

The Small Towns program applies community-driven methods for rejuvenating the physical and civic infrastructure of a community by utilizing an asset-based planning approach in Western North Carolina's small towns. A smaller-scale version of the Main Street Four-Point Approach, the Revitalization Program provides the tools required for towns to revitalize their districts by leveraging local assets and working together to build a sustainable community.

Because many rural communities are typically too small to have a wealth of professional managers and planners, HandMade in America helps to develop leadership capacity in these communities. There are presently 13 small towns in 10 Western North Carolina counties benefitting from their participation in the Small Town Revitalization Program.

Craft, Architecture and Design

The Craft, Architecture and Design program connects craft artists who produce custom architectural elements and home furnishings with design and building professionals. This program develops marketing strategies and hosts special events to bring together local artists with area builders, architects and designers. Numerous publications, such as the Sourcebook of Handcrafted Home Furnishings and Design Element and the Online Handcrafted Design Source, help to educate the public about the benefits of collaboration with local artists.

Most recently, HandMade in America hosted a two-day event in which the public joined artists, architects, builders and designers to share and learn about successful collaborations between craft artists, homeowners and industry professionals. Called HandMade: The Western North Carolina Craft, Architecture & Design Expo, this event emphasized craftsmanship in architectural elements and design for both high-end and mid-range home markets.

The HandMade Institute

Created in 2004, the HandMade Institute is an educational division of HandMade in America. Unlike the Small Towns program that is primarily focused on Western North Carolina, the HandMade Institute helps other communities develop regional, place-based strategies for sustainable and creative economic development. Drawing on a decade of lessons learned, the HandMade Institute utilize a series of instructional programs, studio visits, training products, and custom consultations to help others apply the successful models of HandMade in America to their communities. The HandMade Institute provides practical training solutions to benefit every community and organization focusing on creative economies.

ECONOMIC IMPACT

According to a 2004 study, revealed that the Small Town Revitalization program sponsored by HandMade has had a remarkable impact on the communities of Western North Carolina. In its first 11 years, HandMade has

- assisted 13 small towns;
- created 238 businesses;
- expanded or enhanced 79 businesses;
- created 300 new jobs ;
- increased craft's impact on the region's economy
- educated the public about the history and heritage of the unique and culturally rich area;
- increased tourism;
- enhanced the educational experience of local students; and
- created a development model for rural communities nationwide.

Most notably, a 2008 study⁴² on the Economic Impact of the Professional Craft Industry in Western North Carolina revealed that the total economic impact of the industry was \$206,500,000:

- Craft Artists: \$86,200,000
- Craft Consumers: \$31,500,000
- Craft Retail Galleries: \$57,700,000
- Craft Schools: \$11,800,000
- Craft Non-profit Organizations: \$4,400,000
- Craft Suppliers and Publishers: \$15,500,000

HandMade also monitors how many craft businesses file Schedule C forms with their tax returns and the nature of those documents to evaluate the level of success of local craftspeople. Less quantitative outcome measures are also employed. For the Appalachian Women Entrepreneurs program, HandMade reports that their original goal was for 80 percent of participating businesses to demonstrate an increase in income of at least 20 percent. While the current economic situation has made that an impossible goal to attain, they consider the fact that only five of the participants have gone out of business as indicative of the success of the program. HandMade does plan to conduct an annual survey of each of the 300 local craftsmen who participated in their recent Craft and Design Expo to determine the economic impact of that event to those businesses. These survey results will be used to help determine the course of future events.

The influence of HandMade in America on the economy of the region is also indicated in data collected by the U.S. Census Bureau. Indicators of the economic health of a region, such as median household income, percentage of households receiving public assistance, and median home value, suggest that conditions in Western North Carolina have improved at a greater rate than that of the state as a whole⁴³. Between 1990 and 2000, Western North Carolina achieved a notably larger increase in both the median household income and per capita income than was

⁴² Data conducted and analyzed by DESS Business Research

⁴³ See Appendix Tables D-1 through D-7

observed for the state as a whole. Similarly, the median value for homes in the region saw larger increases than occurred statewide. Between 1990 and 2008, the number of households in Western North Carolina receiving public assistance income fell 70 percent. These economic gains are likely due, at least in part, to the influence of HandMade in America on the region.

As is true for non-profit organizations nationwide, HandMade in America has struggled to maintain its programs and secure new funding since the global economic recession began in the first quarter of 2008. During the summer of 2010 they have had to let go of two staff members. Dependency on grant and federal funding in the current economic climate is clearly problematic and they are diligently searching for creative funding opportunities.

KEYS TO SUCCESS

Industry analysts and executives with HandMade in America attribute their level of success to several factors:

1. Listening to what the artists wanted, from the outset of the initiative and at each stage in its development, and developing the initiatives accordingly.
2. Having a charismatic, knowledgeable leader is essential to the success of the endeavor. Although it is not mandatory that the leader be a local resident, it does lend a certain amount of credibility to the cause.
3. Initial grant funding and corporate donations are critical to the upstart of any community revitalization effort. HandMade in America received no sizable private donations for the first several years.
4. Development of a long-term development strategy, a 20-year plan in the case of HandMade in America, is required to clearly communicate long-range goals and ensure that efforts align with the identified goals.
5. A strong network of partners, including other nonprofit organizations, government agencies, local and national businesses and major educational institutions, is vital to the success of community revitalization efforts.

The top priority with regard to ongoing challenges is marketing. Identifying the most effective ways to promote the artists and their work, and therefore connect with the marketplace, remains at the forefront of HandMade's discussions.⁴⁴

⁴⁴ Additional information is available at <http://www.unctv.org/ncrising/projects/handmade/index.html> .

APPENDIX

APPENDIX A: HANDMADE IN AMERICA'S LEADERSHIP TEAM

Elizabeth Russell

erussell@handmadeinamerica.org

Elizabeth is serving as Interim Executive Director for HandMade in America. She has a strong background with Community Development Corporations, serving as Executive Director for Eagle / Market Streets Development Corporation in Asheville for many years.

Jenny Moore

jmoore@handmadeinamerica.org / (828) 252-0121 ext. 303

As Associate Director, Jenny works closely with all program directors and development efforts to ensure HandMade's efforts align with its mission. She is also the project manager for the Craft, Architecture and Design Program. She joined HandMade in 2006.

Betty Hurst

bhurst@handmadeinamerica.org / (828) 252-0121 ext. 302

Betty has been with HandMade since 2001. She currently serves as the Director of Rural Entrepreneurship and project manager for the Appalachian Women Entrepreneurs Program.

Judi Jetson

jjetson@handmadeinamerica.org / (828) 252-0121 ext. 304

New to HandMade this year, Judi is the Small Towns Program Coordinator who manages the operations of the 13 towns participating in the program. She also assists the communities with work planning, grant management and technical assistance with organization, design, promotion and economic development.

Norma Bradley

nbradley@handmadeinamerica.org

Norma joined HandMade in America in 2001. As Director of Education she oversees and coordinates the Craft Across The Curriculum program. She also oversees and coordinates the exhibit at the North Carolina I-26 Visitors Center in Madison County.

Janiece Meek

jmeek@handmadeinamerica.org / (828) 252-0121 ext. 306

In 2007, Janiece joined HandMade as Communications Director and wrote a communications plan for the organization. In 2008, she returned as Development Director. She uses her expertise in communications to build solid relationships with HandMade in America's constituents and works to ensure a sustainable future and pattern of growth.

APPENDIX B: HISTORY AND MILESTONES

- 1993 In December, HandMade in America receives a three-year organizational development from the Pew Partnership for Civic Change to formulate ideas.
- 1994 Regional planning process ensues with more than 360 citizens on how to achieve the HandMade purpose: make Western North Carolina the geographic center of handmade objects in the U.S. Set of 20-year goals and guiding principles established.
- 1995 In partnership with Appalachian State University, HandMade in America conducts landmark survey to measure economic contribution of crafts in 22 counties in Western North Carolina: \$122 million annually, or four times the revenue generated from burley tobacco, the state's number one cash crop. Full-time professional producers provide \$25.6 million in incomes while second income or part-time producers contribute \$22.7 million in income annually. Retail shops and galleries produce craft sales of \$70.8 million annually.

The Center for Craft, Creativity and Design (CCCD) is created as a region center to support and advance craft, creativity and design in education and research, and through community collaborations, to demonstrate how they provide solutions for community issues.

- 1996 In Spring, *Craft Heritage Trails of Western North Carolina* guidebook debuts as the nation's first trail system linking craft and heritage sites in a region.

With financial assistance from the Kathleen Price Bryan Family Fund, HandMade begins renewal and revitalization efforts in small towns across Western North Carolina. The Small Towns Project quickly expands to provide mentoring, technical assistance, self-help and cross community learning practices to more than a dozen towns.

- 1997 The documentary photography exhibit, *By Our Hands*, is organized by HandMade to celebrate the handcrafted object and the creative process of artists.

1998 Southern Highland Craft Guild enters into partnership with HandMade in America and the Kenan Institute for the Arts to create and launch a Craft Education Initiative where craft is used as an educational tool in lesson plans and curriculum for elementary schools.

1999 Creation of the Energy Xchange. The pilot project created the first glass and ceramic craft business incubator studios powered by landfill methane gas. It expands to include a greenhouse project and quickly becomes model for the rest of the nation.

- 2001 Craft Organization Director's Association (CODA) releases new national craft economic impact study conducted by HandMade in America and Appalachian State University School of Business.

2002 On behalf of ARC and National Endowment for the Arts, HandMade hosts Building Creative Economies: The Arts, Entrepreneurship and Sustainable Development in Appalachia conference for more than 350 delegates.

2003 Third edition of the *Craft Heritage Trails* guidebook published with more than 500 listings.

Craft Registry, HandMade's on-line listing of artists, galleries and events debuts and quickly expands to include more than 500 entries.

HandMade helps secure designation of the Blue Ridge National Heritage Area to preserve, enhance, market and manage the 25-county region of Western North Carolina. Four themes are identified for the regional effort: 1) Cherokee; 2) Blue Ridge Music; 3) Craft; and 4) Agriculture.

2004 HandMade surveys Asheville's commercial core to determine impact of creative economy downtown. Total annual real estate value determined as \$61.6 million.

APPENDIX C: BIOGRAPHY OF REBECCA ANDERSON⁴⁵

Rebecca “Becky” Anderson is the former Executive Director of HandMade in America, which has received international attention for the multiple ways it sustains cultures and economies. As a “seventh-generation native” of Western North Carolina and true pioneer of place-based tourism, Becky has been involved in community redevelopment work for over thirty years, including housing rehabilitation, day care, water and sewer projects. She spent twelve years as the City of Asheville’s downtown development director and director of economic development for the Asheville Chamber of Commerce before launching HandMade in 1994.

As founder and director of HandMade in America she coordinated major projects involving 3,500 citizens and over twenty partnerships with local, regional, and state organizations and institutions. Becky served as a consultant for heritage and cultural tourism and economic development projects related to arts and crafts both nationally and internationally.

In 2000, U.S. News and World Report named her as one of America’s top 20 visionaries for her work in community and civic development. In 2003, Worth Magazine ranked HandMade in America as one of the top 24 arts nonprofits in the country that give “the biggest bang for your buck” and represent “the best of our country’s culture.”

HandMade in America's success stems from Anderson's unflinching resolve to involve whole communities in whatever she does, says Wayne Martin, folklife director for the North Carolina Arts Council in Raleigh. "She does grassroots planning as well as anyone I know. It makes a big difference when you speak to people throughout a community, not just the elected decision makers, and find out their ideas and then implement them in creative ways," he says. "Becky was also one of the first to put a living cultural resource at the center of heritage development. Up to that point, much of heritage development had been focused on historic preservation or recreation, such as rivers, mountains, and old houses. Becky broke that wide open and brought attention to the fact that the region's living culture is perhaps one of its most important assets." Living cultural resources are at the heart of HandMade in America's mission to celebrate and support working farmers, artists, and artisans currently flourishing in the region.

⁴⁵ http://www.arc.gov/magazine/articles.asp?ARTICLE_ID=42&F_ISSUE_ID=&F_CATEGORY_ID=12

APPENDIX D: TABULATIONS

Table D-1. Economic Indicators – Population and Income, 1990-2000

Geography	Total Population			Total Households			Median Household Income			Per Capita Income			Households with Public Assistance Income		
	1990	2000	Pct Change	1990	2000	Pct Change	1990	2000	Pct Change	1990	2000	Pct Change	1990	2000	Pct Change
Alleghany County	9,590	10,677	11.3%	3,911	4,601	17.6%	\$18,476	\$29,244	58.3%	\$10,237	\$17,691	72.8%	252	118	-53.2%
Ashe County	22,209	24,384	9.8%	8,872	10,394	17.2%	\$18,951	\$28,824	52.1%	\$9,545	\$16,429	72.1%	831	229	-72.4%
Avery County	14,867	17,167	15.5%	5,439	6,521	19.9%	\$20,403	\$30,627	50.1%	\$9,729	\$15,176	56.0%	475	224	-52.8%
Buncombe County	174,821	206,330	18.0%	70,755	85,743	21.2%	\$25,847	\$36,666	41.9%	\$13,211	\$20,384	54.3%	4,102	2,404	-41.4%
Burke County	75,744	89,148	17.7%	29,237	34,566	18.2%	\$25,879	\$35,629	37.7%	\$11,604	\$17,397	49.9%	1,613	867	-46.2%
Cherokee County	20,170	24,298	20.5%	7,919	10,301	30.1%	\$19,625	\$27,992	42.6%	\$9,258	\$15,814	70.8%	682	313	-54.1%
Clay County	7,155	8,775	22.6%	2,918	3,842	31.7%	\$18,532	\$31,397	69.4%	\$9,456	\$18,221	92.7%	310	127	-59.0%
Cleveland County	84,714	96,287	13.7%	31,980	37,047	15.8%	\$26,476	\$35,283	33.3%	\$11,875	\$17,395	46.5%	2,502	1,218	-51.3%
Graham County	7,196	7,993	11.1%	2,776	3,375	21.6%	\$16,754	\$26,645	59.0%	\$8,877	\$14,237	60.4%	284	86	-69.7%
Haywood County	46,942	54,033	15.1%	19,162	23,113	20.6%	\$22,462	\$33,922	51.0%	\$11,731	\$18,554	58.2%	1,273	636	-50.0%
Henderson County	69,285	89,173	28.7%	28,767	37,467	30.2%	\$26,967	\$38,109	41.3%	\$13,702	\$21,110	54.1%	1,352	763	-43.6%
Jackson County	26,846	33,121	23.4%	9,755	13,168	35.0%	\$21,520	\$32,552	51.3%	\$10,326	\$17,582	70.3%	697	367	-47.3%
McDowell County	35,681	42,151	18.1%	13,719	16,586	20.9%	\$22,562	\$32,396	43.6%	\$10,516	\$16,109	53.2%	782	424	-45.8%
Macon County	23,499	29,811	26.9%	9,843	12,855	30.6%	\$20,450	\$32,139	57.2%	\$11,017	\$18,642	69.2%	671	257	-61.7%
Madison County	16,953	19,635	15.8%	6,513	7,996	22.8%	\$18,956	\$30,985	63.5%	\$9,149	\$16,076	75.7%	704	272	-61.4%
Mitchell County	14,433	15,687	8.7%	5,729	6,580	14.9%	\$20,554	\$30,508	48.4%	\$10,219	\$15,933	55.9%	570	145	-74.6%
Polk County	14,416	18,324	27.1%	6,058	7,887	30.2%	\$26,801	\$36,259	35.3%	\$14,213	\$19,804	39.3%	259	164	-36.7%
Rutherford County	56,918	62,899	10.5%	22,157	25,174	13.6%	\$23,828	\$31,122	30.6%	\$11,287	\$16,270	44.1%	1,338	925	-30.9%
Swain County	11,268	12,968	15.1%	4,244	5,131	20.9%	\$16,068	\$28,608	78.0%	\$8,922	\$14,647	64.2%	599	117	-80.5%
Transylvania County	25,520	29,334	14.9%	10,001	12,370	23.7%	\$25,179	\$38,587	53.3%	\$12,737	\$20,767	63.0%	583	277	-52.5%
Watauga County	36,952	42,695	15.5%	13,654	16,552	21.2%	\$20,252	\$32,611	61.0%	\$10,628	\$17,258	62.4%	558	197	-64.7%
Yancey County	15,419	17,774	15.3%	6,090	7,477	22.8%	\$19,401	\$29,674	53.0%	\$9,462	\$16,335	72.6%	577	209	-63.8%
<i>Western North Carolina</i>	<i>810,598</i>	<i>952,664</i>	<i>17.5%</i>	<i>319,499</i>	<i>388,746</i>	<i>21.7%</i>	<i>\$20,500</i>	<i>\$31,768</i>	<i>55.0%</i>	<i>\$10,805</i>	<i>\$17,356</i>	<i>60.6%</i>	<i>21,014</i>	<i>10,339</i>	<i>-50.8%</i>
STATE OF N.C.	6,628,637	8,049,313	21.4%	2,517,098	3,133,282	24.5%	\$26,647	\$39,184	47.0%	\$12,885	\$20,307	57.6%	173,270	86,373	-50.2%

Table D-2. Economic Indicators – Housing, 1990-2000

Geography	Housing units			Occupied Housing Units			Owner-Occupied Housing Units			Median Value of Owner-Occupied Housing Units		
	1990	2000	Pct Change	1990	2000	Pct Change	1990	2000	Pct Change	1990	2000	Pct Change
Alleghany County	5,344	6,412	20.0%	3,894	4,593	18.0%	3,114	3,627	16.5%	\$49,600	\$89,700	80.8%
Ashe County	11,119	13,268	19.3%	8,848	10,411	17.7%	7,314	8,436	15.3%	\$57,200	\$91,600	60.1%
Avery County	8,923	11,911	33.5%	5,520	6,532	18.3%	4,471	5,259	17.6%	\$54,800	\$88,000	60.6%
Buncombe County	77,951	93,973	20.6%	70,802	85,776	21.1%	49,789	60,275	21.1%	\$64,300	\$119,600	86.0%
Burke County	31,575	37,427	18.5%	29,184	34,528	18.3%	21,842	25,597	17.2%	\$52,200	\$85,900	64.6%
Cherokee County	10,319	13,499	30.8%	7,966	10,336	29.8%	6,454	8,490	31.5%	\$53,100	\$86,000	62.0%
Clay County	4,158	5,425	30.5%	2,928	3,847	31.4%	2,472	3,255	31.7%	\$55,800	\$99,800	78.9%
Cleveland County	34,232	40,317	17.8%	32,037	37,046	15.6%	23,322	27,003	15.8%	\$52,900	\$83,200	57.3%
Graham County	4,132	5,084	23.0%	2,772	3,354	21.0%	2,266	2,775	22.5%	\$49,800	\$76,100	52.8%
Haywood County	23,975	28,640	19.5%	19,211	23,100	20.2%	14,817	17,858	20.5%	\$59,100	\$99,100	67.7%
Henderson County	34,131	42,996	26.0%	28,709	37,414	30.3%	22,021	29,483	33.9%	\$78,600	\$130,100	65.5%
Jackson County	14,052	19,291	37.3%	9,683	13,191	36.2%	7,324	9,561	30.5%	\$63,700	\$106,700	67.5%
McDowell County	15,091	18,377	21.8%	13,680	16,604	21.4%	10,543	12,816	21.6%	\$44,800	\$72,000	60.7%
Macon County	17,174	20,746	20.8%	9,834	12,828	30.4%	8,139	10,433	28.2%	\$62,300	\$103,700	66.5%
Madison County	7,667	9,722	26.8%	6,488	8,000	23.3%	5,050	6,123	21.2%	\$47,200	\$94,600	100.4%
Mitchell County	6,983	7,919	13.4%	5,779	6,551	13.4%	4,765	5,297	11.2%	\$48,100	\$78,800	63.8%
Polk County	7,273	9,192	26.4%	6,110	7,908	29.4%	4,883	6,218	27.3%	\$67,600	\$112,000	65.7%
Rutherford County	25,220	29,535	17.1%	22,198	25,191	13.5%	16,211	18,767	15.8%	\$45,700	\$77,600	69.8%
Swain County	5,664	7,105	25.4%	4,173	5,137	23.1%	3,185	3,949	24.0%	\$49,600	\$86,800	75.0%
Transylvania County	12,893	15,553	20.6%	9,924	12,320	24.1%	7,828	9,784	25.0%	\$72,600	\$122,300	68.5%
Watauga County	19,538	23,155	18.5%	13,693	16,540	20.8%	8,786	10,396	18.3%	\$72,200	\$139,300	92.9%
Yancey County	7,994	9,729	21.7%	6,124	7,472	22.0%	4,951	5,994	21.1%	\$49,800	\$93,000	86.7%
<i>Western North Carolina</i>	<i>17,519</i>	<i>21,331</i>	<i>21.8%</i>	<i>319,557</i>	<i>388,679</i>	<i>21.6%</i>	<i>239,547</i>	<i>291,396</i>	<i>21.6%</i>	<i>\$53,100</i>	<i>\$91,600</i>	<i>72.5%</i>
STATE OF N.C.	2,818,193	3,523,944	25.0%	2,517,026	3,132,013	24.4%	1,711,882	2,172,270	26.9%	\$65,300	\$108,300	65.8%

Table D-3. Economic Indicators – Population, 1990-2008

Geography	Total Population						Total Households					
	1990	2000	2008	Pct Change 90-00	Pct Change 00-08	Pct Change 90-08	1990	2000	2008	Pct Change 90-00	Pct Change 00-08	Pct Change 90-08
Ashe County	22,209	24,384	25,482	9.8%	4.5%	14.7%	8,872	10,394	11,002	17.2%	5.8%	24.0%
Buncombe County	174,821	206,330	225,992	18.0%	9.5%	29.3%	70,755	85,743	95,975	21.2%	11.9%	35.6%
Burke County	75,744	89,148	88,936	17.7%	-0.2%	17.4%	29,237	34,566	33,587	18.2%	-2.8%	14.9%
Cherokee County	20,170	24,298	26,365	20.5%	8.5%	30.7%	7,919	10,301	11,294	30.1%	9.6%	42.6%
Cleveland County	84,714	96,287	98,276	13.7%	2.1%	16.0%	31,980	37,047	37,221	15.8%	0.5%	16.4%
Haywood County	46,942	54,033	56,363	15.1%	4.3%	20.1%	19,162	23,113	25,086	20.6%	8.5%	30.9%
Henderson County	69,285	89,173	100,364	28.7%	12.5%	44.9%	28,767	37,467	43,054	30.2%	14.9%	49.7%
Jackson County	26,846	33,121	36,427	23.4%	10.0%	35.7%	9,755	13,168	14,966	35.0%	13.7%	53.4%
McDowell County	35,681	42,151	43,523	18.1%	3.3%	22.0%	13,719	16,586	17,309	20.9%	4.4%	26.2%
Macon County	23,499	29,811	32,586	26.9%	9.3%	38.7%	9,843	12,855	15,027	30.6%	16.9%	52.7%
Madison County	16,953	19,635	20,265	15.8%	3.2%	19.5%	6,513	7,996	8,074	22.8%	1.0%	24.0%
Rutherford County	56,918	62,899	63,087	10.5%	0.3%	10.8%	22,157	25,174	26,445	13.6%	5.0%	19.4%
Transylvania County	25,520	29,334	29,933	14.9%	2.0%	17.3%	10,001	12,370	12,742	23.7%	3.0%	27.4%
Watauga County	36,952	42,695	44,602	15.5%	4.5%	20.7%	13,654	16,552	18,549	21.2%	12.1%	35.9%
<i>Western NC (partial)</i>	<i>716,254</i>	<i>843,299</i>	<i>892,201</i>	<i>17.7%</i>	<i>5.8%</i>	<i>24.6%</i>	<i>282,334</i>	<i>343,332</i>	<i>370,331</i>	<i>21.6%</i>	<i>7.9%</i>	<i>31.2%</i>
STATE OF NC	6,628,637	8,049,313	9,036,449	21.4%	12.3%	36.3%	2,517,098	3,133,282	3,533,366	24.5%	12.8%	40.4%

Table D-4. Economic Indicators – Income, 1990-2008

Geography	Median Household Income						Per capita income					
	1990	2000	2008	Pct Change 90-00	Pct Change 00-08	Pct Change 90-08	1990	2000	2008	Pct Change 90-00	Pct Change 00-08	Pct Change 90-08
Ashe County	\$18,951	\$28,824	\$35,339	52.1%	22.6%	86.5%	\$9,545	\$16,429	\$19,932	72.1%	21.3%	108.8%
Buncombe County	\$25,847	\$36,666	\$44,576	41.9%	21.6%	72.5%	\$13,211	\$20,384	\$26,456	54.3%	29.8%	100.3%
Burke County	\$25,879	\$35,629	\$36,761	37.7%	3.2%	42.0%	\$11,604	\$17,397	\$19,054	49.9%	9.5%	64.2%
Cherokee County	\$19,625	\$27,992	\$37,831	42.6%	35.1%	92.8%	\$9,258	\$15,814	\$21,513	70.8%	36.0%	132.4%
Cleveland County	\$26,476	\$35,283	\$38,373	33.3%	8.8%	44.9%	\$11,875	\$17,395	\$18,911	46.5%	8.7%	59.3%
Haywood County	\$22,462	\$33,922	\$38,944	51.0%	14.8%	73.4%	\$11,731	\$18,554	\$23,752	58.2%	28.0%	102.5%
Henderson County	\$26,967	\$38,109	\$46,322	41.3%	21.6%	71.8%	\$13,702	\$21,110	\$26,024	54.1%	23.3%	89.9%
Jackson County	\$21,520	\$32,552	\$39,163	51.3%	20.3%	82.0%	\$10,326	\$17,582	\$20,599	70.3%	17.2%	99.5%
McDowell County	\$22,562	\$32,396	\$35,114	43.6%	8.4%	55.6%	\$10,516	\$16,109	\$18,451	53.2%	14.5%	75.5%
Macon County	\$20,450	\$32,139	\$40,164	57.2%	25.0%	96.4%	\$11,017	\$18,642	\$25,002	69.2%	34.1%	126.9%
Madison County	\$18,956	\$30,985	\$39,518	63.5%	27.5%	108.5%	\$9,149	\$16,076	\$20,136	75.7%	25.3%	120.1%
Rutherford County	\$23,828	\$31,122	\$36,022	30.6%	15.7%	51.2%	\$11,287	\$16,270	\$19,864	44.1%	22.1%	76.0%
Transylvania County	\$25,179	\$38,587	\$38,537	53.3%	-0.1%	53.1%	\$12,737	\$20,767	\$23,677	63.0%	14.0%	85.9%
Watauga County	\$20,252	\$32,611	\$35,010	61.0%	7.4%	72.9%	\$10,628	\$17,258	\$21,610	62.4%	25.2%	103.3%
<i>Western NC (partial)</i>	\$22,462	\$32,552	\$38,373	44.9%	17.9%	70.8%	\$11,017	\$17,395	\$20,599	57.9%	18.4%	87.0%
STATE OF NC	\$26,647	\$39,184	\$46,107	47.0%	17.7%	73.0%	\$12,885	\$20,307	\$25,015	57.6%	23.2%	94.1%

Table D-5. Economic Indicators – Public Assistance Income, 1990-2008

Geography	Households with public assistance income					
	1990	2000	2008	Pct Change 90-00	Pct Change 00-08	Pct Change 90-08
Ashe County	831	229	146	-72.4%	-36.2%	-82.4%
Buncombe County	4,102	2,404	1,253	-41.4%	-47.9%	-69.5%
Burke County	1,613	867	563	-46.2%	-35.1%	-65.1%
Cherokee County	682	313	116	-54.1%	-62.9%	-83.0%
Cleveland County	2,502	1,218	772	-51.3%	-36.6%	-69.1%
Haywood County	1,273	636	501	-50.0%	-21.2%	-60.6%
Henderson County	1,352	763	586	-43.6%	-23.2%	-56.7%
Jackson County	697	367	103	-47.3%	-71.9%	-85.2%
McDowell County	782	424	246	-45.8%	-42.0%	-68.5%
Macon County	671	257	105	-61.7%	-59.1%	-84.4%
Madison County	704	272	122	-61.4%	-55.1%	-82.7%
Rutherford County	1,338	925	484	-30.9%	-47.7%	-63.8%
Transylvania County	583	277	170	-52.5%	-38.6%	-70.8%
Watauga County	558	197	145	-64.7%	-26.4%	-74.0%
<i>Western NC (partial)</i>	<i>17,688</i>	<i>9,149</i>	<i>5,312</i>	<i>-48.3%</i>	<i>-41.9%</i>	<i>-70.0%</i>
STATE OF NC	173,270	86,373	55,054	-50.2%	-36.3%	-68.2%

Table D-6. Economic Indicators – Housing, 1990-2008

Geography	Total Housing Units						Occupied Housing Units					
	1990	2000	2008	Pct Change 90-00	Pct Change 00-08	Pct Change 90-08	1990	2000	2008	Pct Change 90-00	Pct Change 00-08	Pct Change 90-08
Ashe County	11,119	13,268	15,251	19.3%	14.9%	37.2%	8,848	10,411	11,002	17.7%	5.7%	24.3%
Buncombe County	77,951	93,973	107,207	20.6%	14.1%	37.5%	70,802	85,776	95,975	21.1%	11.9%	35.6%
Burke County	31,575	37,427	39,224	18.5%	4.8%	24.2%	29,184	34,528	33,587	18.3%	-2.7%	15.1%
Cherokee County	10,319	13,499	16,213	30.8%	20.1%	57.1%	7,966	10,336	11,294	29.8%	9.3%	41.8%
Cleveland County	34,232	40,317	42,863	17.8%	6.3%	25.2%	32,037	37,046	37,221	15.6%	0.5%	16.2%
Haywood County	23,975	28,640	31,824	19.5%	11.1%	32.7%	19,211	23,100	25,086	20.2%	8.6%	30.6%
Henderson County	34,131	42,996	49,609	26.0%	15.4%	45.3%	28,709	37,414	43,054	30.3%	15.1%	50.0%
Jackson County	14,052	19,291	23,607	37.3%	22.4%	68.0%	9,683	13,191	14,966	36.2%	13.5%	54.6%
McDowell County	15,091	18,377	19,670	21.8%	7.0%	30.3%	13,680	16,604	17,309	21.4%	4.2%	26.5%
Macon County	17,174	20,746	23,121	20.8%	11.4%	34.6%	9,834	12,828	15,027	30.4%	17.1%	52.8%
Madison County	7,667	9,722	10,719	26.8%	10.3%	39.8%	6,488	8,000	8,074	23.3%	0.9%	24.4%
Rutherford County	25,220	29,535	31,735	17.1%	7.4%	25.8%	22,198	25,191	26,445	13.5%	5.0%	19.1%
Transylvania County	12,893	15,553	17,237	20.6%	10.8%	33.7%	9,924	12,320	12,742	24.1%	3.4%	28.4%
Watauga County	19,538	23,155	27,064	18.5%	16.9%	38.5%	13,693	16,540	18,549	20.8%	12.1%	35.5%
<i>Western NC (partial)</i>	<i>334,937</i>	<i>406,499</i>	<i>455,344</i>	<i>21.4%</i>	<i>12.0%</i>	<i>35.9%</i>	<i>282,257</i>	<i>343,285</i>	<i>370,331</i>	<i>21.6%</i>	<i>7.9%</i>	<i>31.2%</i>

Table D-7. Economic Indicators – Housing (continued), 1990-2008

Geography	Owner-Occupied Housing Units						Median Value of Owner-Occupied Housing Units					
	1990	2000	2008	Pct Change 90-00	Pct Change 00-08	Pct Change 90-08	1990	2000	2008	Pct Change 90-00	Pct Change 00-08	Pct Change 90-08
Ashe County	7,314	8,436	8,651	15.3%	2.5%	18.3%	\$57,200	\$91,600	\$147,700	60.1%	61.2%	158.2%
Buncombe County	49,789	60,275	65,039	21.1%	7.9%	30.6%	\$64,300	\$119,600	\$185,600	86.0%	55.2%	188.6%
Burke County	21,842	25,597	24,924	17.2%	-2.6%	14.1%	\$52,200	\$85,900	\$104,200	64.6%	21.3%	99.6%
Cherokee County	6,454	8,490	8,844	31.5%	4.2%	37.0%	\$53,100	\$86,000	\$140,800	62.0%	63.7%	165.2%
Cleveland County	23,322	27,003	26,020	15.8%	-3.6%	11.6%	\$52,900	\$83,200	\$100,300	57.3%	20.6%	89.6%
Haywood County	14,817	17,858	18,214	20.5%	2.0%	22.9%	\$59,100	\$99,100	\$154,300	67.7%	55.7%	161.1%
Henderson County	22,021	29,483	32,623	33.9%	10.7%	48.1%	\$78,600	\$130,100	\$183,000	65.5%	40.7%	132.8%
Jackson County	7,324	9,561	9,780	30.5%	2.3%	33.5%	\$63,700	\$106,700	\$155,800	67.5%	46.0%	144.6%
McDowell County	10,543	12,816	12,652	21.6%	-1.3%	20.0%	\$44,800	\$72,000	\$100,700	60.7%	39.9%	124.8%
Macon County	8,139	10,433	11,666	28.2%	11.8%	43.3%	\$62,300	\$103,700	\$164,100	66.5%	58.2%	163.4%
Madison County	5,050	6,123	6,139	21.2%	0.3%	21.6%	\$47,200	\$94,600	\$158,400	100.4%	67.4%	235.6%
Rutherford County	16,211	18,767	18,956	15.8%	1.0%	16.9%	\$45,700	\$77,600	\$100,300	69.8%	29.3%	119.5%
Transylvania County	7,828	9,784	9,868	25.0%	0.9%	26.1%	\$72,600	\$122,300	\$176,000	68.5%	43.9%	142.4%
Watauga County	8,786	10,396	10,652	18.3%	2.5%	21.2%	\$72,200	\$139,300	\$208,600	92.9%	49.7%	188.9%
<i>Western NC (partial)</i>	<i>209,440</i>	<i>255,022</i>	<i>264,028</i>	<i>21.8%</i>	<i>3.5%</i>	<i>26.1%</i>	<i>\$53,100</i>	<i>\$91,600</i>	<i>\$154,300</i>	72.5%	68.4%	190.6%
STATE OF NC	1,711,882	2,172,270	2,407,681	26.9%	10.8%	40.6%	\$65,300	\$108,300	\$145,600	65.8%	34.4%	123.0%

Appendix B – County General Plans

1. Maui County
2. Kauai County
3. Oahu County
4. Hawaii County

MAUI COUNTY

		Goals	Objectives
POPULATION	POPULATION	Maui’s people, values, and lifestyles will thrive through strong, healthy, and vibrant island communities.	Greater retention of the Island residents by providing viable work, education, and lifestyle options.
			Maximize residents’ benefits from the visitor industry, as measured by the percentage of residents earning a living wage, and ease the transition of new residents into the island.
HERITAGE RESOURCES	CULTURAL RESOURCES	Maui will be a community rich in cultural, historical and archaeological resources that has preserved and perpetuated diverse cultural identities, traditions, and the island lifestyle in a manner that provides a connection to the past and respects and maintains Maui’s sense of place.	An island culture and lifestyle that is healthy and vibrant as measured by the ability of residents to live here, access and enjoy the natural environment, and practice local customs and traditions complying with.
			A planning and review process that incorporates the best available cultural resources inventory and protection techniques and innovative preservation strategies.
			Provide inventories, mechanisms, policies, and public involvement opportunities to maintain significant historic, archaeological, and cultural resources.
	SHORELINE, REEFS, AND NEARSHORE WATER	Maui will have an intact and ecologically functional system of reef, shoreline, coastal resources, and near shore waters that are protected in perpetuity and in compliance with Act 212.	A more comprehensive and integrated Community-based management program.
			Improved reef health, coastal water quality, and fish stocks.
			Water quality that meets or exceeds State Clean Water Act standards.
			The acquisition of additional shoreline lands and shoreline access rights.
	WATERSHEDS, STREAMS, AND WETLANDS	Maui will protect all watersheds and streams in a manner that guarantees a healthy, sustainable riparian environment.	Maui will protect all watersheds and streams in a manner that guarantees a healthy, sustainable riparian environment.
			Decreased non-point source and point source pollution
			To ensure there is no net loss of wetlands, preserve current acreage of wetlands and improve and restore degraded <i>wetlands</i>
			Greater preservation of biodiversity through increased support and involvement in partnerships and programs to protect native species.
			Limited development in critical watershed areas
Enhance the vitality and function of streams while balancing the multiple needs in our community			
WILDLIFE AND NATURAL AREAS	Maui’s natural areas and indigenous flora and fauna will be protected.	A comprehensive management strategy that includes further identification, protection, and restoration of wildlife habitats.	
		A decrease in invasive species through programs and partnerships that eradicate undesirable species and protect native habitat.	
		Ensure the protection of important sensitive lands, indigenous habitat, and native flora and fauna.	
		Increase the availability of educational opportunities, funding and support regarding environmental protection and resource conservation.	
SCENIC RESOURCES	Maui will continue to be a beautiful island steeped in coastal, mountain, open space, and historically significant views that are preserved to enrich the residents’ quality of life, attract visitors, provide a connection to the past, and promote a sense of place.	A protected inventory of diverse scenic resources.	
		Identify important scenic resources and reduce impacts of development projects and public utility improvements on important visual resources.	

		connection to the past, and promote a sense of place.	Protect, enhance, and acquire additional scenic vistas, access points, and scenic lookout points.
NATURAL HAZARD	NATURAL HAZARD	Maui will be prepared for natural disasters and be more disaster resilient.	Increased integration and coordination between agencies.
			Greater protection of life and property.
			A more coordinated emergency response system that includes clearly defined, mapped, evacuation route.
			A more educated and involved public that is aware and prepared for natural hazards.
ECONOMIC DEVELOPMENT	ECONOMIC DIVERSIFICATION	Maui will have a balanced economy comprised of a variety of industries that offer employment opportunities, well-paying jobs, and a business environment that is sensitive to resident's needs and the island's unique natural and cultural resources.	Diversify the island's economy
			Increase activities which support principles of sustainability.
			Improve the island's business climate.
	TOURISM	Maui will have a healthy visitor industry that provides economic well-being, with stable, diverse employment opportunities for many of our island residents.	Increase the financial/economic contribution of the visitor industry to the island and its residents.
			Limit and manage future visitor unit expansion.
	AGRICULTURE	Maui will have a diversified agricultural industry contributing to greater economic, food, and energy security and prosperity.	Ensure that at least eighty-five percent of locally consumed fruits and vegetables and thirty percent of all other locally consumed foods are grown on-island.
			Maintain or increase agriculture's share of the total island economy.
			Expand diversified agriculture production at an average annual rate of 4%.
	EMERGING INDUSTRIES	Foster the Growth of Emerging Economic Sectors.	Increase efforts towards the development of emerging industries.
			Increase renewable energy development and its use.
SMALL BUSINESS DEVELOPMENT	Small businesses will play a key role in Maui's economy.	Increase the number of and revenue generated by small businesses and decrease the percentage of small business failures.	
HEALTH CARE SECTOR	Maui will have a health care industry and options that are reliable, efficient, and provide social well-being.	Expand the economic benefits of the health care sector.	
		Increase efficiencies in the delivery of health care services and minimize health care costs.	
		Expand Maui's alternative health care services including spiritual practices.	
		Expand home and community based health care services.	
EDUCATION AND WORKFORCE DEVELOPMENT	Maui will have an effective education and workforce development programs and initiatives which are aligned with economic development goals.	Improve preschool and K-12 education to allow our youth and adults to develop the skills needed to navigate the 21st century successfully.	
		The number of certificate recipients and associate, bachelors and graduate degrees conferred will increase by 30%.	
		Ensure that at least 10% of Maui's jobs are developed in S.T.E.M. (Science, Technology, Engineering, and Math) related sectors by 2030.	
HOUSING	Maui will have safe, decent, appropriate, and affordable housing for all residents developed in a way that contributes to strong neighborhoods and a	Better monitoring, evaluation, and refinement of current and future housing needs, particularly affordable housing, in conjunction with the economic cycle.	

		thriving island community.	Build housing that remains <i>affordable*</i> in perpetuity. (*affordable includes gap housing)	
			More livable communities that provide for a mix of housing types, land uses, income levels, and age.	
			Provide infrastructure in a more timely manner to support the development of affordable housing.	
			A wider range of affordable housing options and programs to meet the needs of families/individuals including those with special needs.	
			Reduce the cost to developers of providing housing that is affordable to families with household incomes 160% and below.	
			A more focused approach to the preservation, enhancement, and promotion of indigenous Hawaiian housing forms/architecture.	
INFRASTRUCTURE	SOLID WASTE	Maui will minimize the volume of solid waste that enters the regional landfills.	More holistic approach to solid waste management planning and adequate funding to effectively meet future needs.	
			Divert at least 60% of solid waste from the Island's landfills.	
	WASTEWATER	Maui will have wastewater systems that comply with or exceed State and Federal regulations; meet levels of service needs; provide adequate capacity to accommodate projected demand; ensure efficient/effective and environmentally sensitive operation; and maximize wastewater reuse where feasible.	A wastewater planning program capable of efficiently providing timely and adequate capacity to service projected demand.	
			Adequate levels of wastewater service with minimal environmental impacts.	
			Greater reuse of wastewater for landscape planting, agriculture, and other non-potable uses.	
	WATER	Maui will protect its water resources; and sustainably manage reliable sources of clean water for all uses and a system of water catchment, storage, transmission, and distribution that is managed in an efficient, safe, and environmentally sound manner.	More holistic approach to water resources planning to effectively protect, recharge, and manage water resources including watersheds, groundwater, streams, and aquifers.	
			Meet the island's water needs economically, reliably, and efficiently.	
			Improve water quality through enhanced resource protection and properly maintained delivery systems.	
	TRANSPORTATION		Maui will have an interconnected, efficient, and well maintained, multimodal transportation system for all public and commercial users.	More integrated island-wide transportation and land use planning program that reduces congestion and promotes a more efficient (transit-friendly) land use pattern.
				Safer and more efficient, interconnected roadway and pedestrian networks that meet current and future needs.
				An Island-wide multi-modal transportation system that is designed to better respect and enhance the natural environment, scenic views, and community character.
			Maui will have an Island-wide transit system that addresses the mobility needs of residents/visitors and contributes to the development of more sustainable and livable communities.	An integrated system of transit services, facilities, and infrastructure that better serves the mobility needs of Maui's residents and visitors.
		More diversified and stable funding base to support transportation goals.		
PARKS		Maui will have a diverse range of active/passive recreation parks, wilderness areas, and other natural resource areas linked (where feasible) by a network of greenways, bikeways, pathways, and roads.	More effective, long range planning of parks and recreation program able to meet community needs in a timely manner.	
			Achieve parks/recreation level-of-service standards that meets the diverse needs of residents and visitors.	
			Expanded opportunities for residents and visitors to access and enjoy an interconnected network of greenways, trails/pathways, bikeways, and pedestrian-oriented streets linking existing and future park sites with the ocean, natural areas, open space resources, and to residential communities and visitor accommodations.	

LAND USES	PUBLIC FACILITIES	Maui will have high quality public facilities that meet the diverse needs of residents.	More effective, long range planning of public facilities program able to meet community needs in a timely manner.
	SCHOOLS	Maui will have school facilities that meet residents' needs and goals.	Provide appropriate school facilities in a timely manner and in strategic locations.
			More expansive network of safe and convenient pedestrian-friendly streets, trails, pathways, and bikeways between neighborhoods and schools.
	HEALTH CARE	Maui residents will have the best possible health care to include healthy living, disease prevention, as well as acute and long term care.	Greater accessibility to quality health care facilities and services.
			Improved and additional facilities and medical technologies.
			More modern and expanded long-term care facilities.
			More support to the Home-care and Community-based programs to become an alternative to traditional nursing homes.
			More focused and better delivery of prevention and primary health care services.
	ENERGY	Maui residents, businesses, organizations, and government will use best practices in conservation/energy efficiency to minimize fossil fuels consumption.	Reduce fossil fuel consumption: using the 2005 consumption as a baseline, reduce by 15% in 2015; 20% by 2020; and 30% by 2030.
			By 2015, more than 30% of Maui's electricity will be produced from renewable energy sources, 50% by 2025, and 70% by 2030; and Firmer, cleaner, and more efficient power through increased use of renewable energy sources and more efficient fossil fuel technologies.
			Increased investment in existing and emerging renewable energy technologies in line with the MIP goals.
	AGRICULTURAL LAND USES	Maui Island shall have (1) a prosperous agricultural industry; (2) protection of agricultural lands; and (3) viable agricultural activities.	Significantly reduce the loss of prime and productive agricultural lands.
			Foster a cooperative and supportive role in the reduction of the island's dependence on off-island agricultural products, loss of agricultural production/income streams from off-shore markets.
RURAL LAND USES	Maui will have a rural landscape and lifestyle where natural systems, cultural resources and agricultural lands are protected and development enhances and compliments the viability and character of rural communities.	Reduce the proliferation and impact of residential development outside of urban and rural growth boundaries.	
		A more appropriate services/ infrastructure standard to enhance and protect the rural character and natural systems.	
	Maui will have livable human scale urban communities, an efficient and sustainable land use pattern, and sufficient housing and services for Maui residents.	Facilitate and support a compact, efficient, human-scale urban development pattern.	
		Facilitate more self-sufficient and sustainable communities.	
		Strengthen the island's sense of place and unique character.	
		Seek to minimize and contain the impact of tourism on residents.	
Ensure that Maui's Planning Process becomes more transparent, efficient and innovative.			

KAUAI COUNTY

		Goals	Objectives
Caring for Land, Water and Culture	SCENIC VIEWS	In developing public facilities and in administering land use regulations, the County shall seek to preserve scenic resources and public views. Public views are those from a public place, such as a park, highway, or along the shoreline.	Preserve public views that exhibit a high degree of intactness or vividness.
			Preserve the scenic qualities of mountains, hills and other elevated landforms, qualities such as the silhouette against the horizon and the mass and shape of the landform.
			Preserve the scenic qualities of lowland/open space features, such as the shoreline, the edge of a coastal bluff, a marsh, a fishpond, or a historic or cultural property. Structures should not impede or intrude upon public views of the feature and should not alter the character of the immediate area around the land feature, historic or cultural property.
	HISTORIC AND ARCHAEOLOGICAL RESOURCES	Preserve important archaeological and historic sites.	Maintain and periodically update the County of Kauai Historic Resources Inventory.
			Modify County zoning and building regulations to provide incentives for rehabilitating historic structures that are on the National Register or Hawaii Register or that are classified as “contributing element” of a County Historic/Cultural Special Treatment District (ST-C), the Lihue Town Core Special Area, or Kapaʻa Special Planning Area
			Provide a real property tax exemption for historic properties, including commercial properties
			Where necessary to preserve historic town architecture, establish an historic district as an overlay to zoning. Reduce the burden on property owners by providing clear design guidelines and streamlined permit procedures
			Establish a low-interest revolving loan fund for rehabilitation of historic properties
			In order to prevent destruction of archaeological sites, prepare a set of predictive maps identifying areas that have potential archaeological resources or burials. Inform government agencies and permit applicants engaged in land development projects about potential resources, as well as about requirements for survey and discovery.
			Educate planners, attorneys, and other individuals involved in land development and sales about laws concerning land titles, kuleana properties, water rights, access rights, and other rights in land and water that are unique to Hawaii
	Educate construction companies and workers about regulations concerning discovery and reporting of archaeological resources or burials		
WATERSHEDS, STREAMS AND WATER QUALITY	To develop County roads and drainage facilities and in administering the grading, flood control, and drainage regulations,	Reduce average annual post-development sediment in runoff (total suspended solids), so that it is no greater than pre-development levels.	
		Maintain post-development peak runoff rate and average volume at levels similar to pre-development	
		Work with other government agencies and community organizations to seek ways of reducing all types of nonpoint source water pollutants	
		Protect areas that provide important water quality benefits – i.e., wetlands	
		Protect areas that are particularly susceptible to erosion and sediment loss – i.e., stream banks	
		Promote the use of permeable surfaces for driveways and parking and limit increases of impervious areas	
		Limit land disturbance activities such as clearing and grading, and cut and fill to reduce erosion and sediment loss	

		Avoid disturbance of natural drainage features and vegetation	
		Reduce erosion and, to the extent practicable, retain sediment onsite during and after construction	
		Prior to land disturbance, prepare and implement an approved erosion and sediment control plan or similar administrative document that contains erosion and sediment control provisions	
		Manage land use and earth-moving activities from the standpoint of the entire watershed, considering important characteristics such as scenic landscape features, historic sites, native species of plants and animals, and other special resources	
		Specify relevant best management practices as a condition of approving land use permits that affect stream corridors	
	COASTAL LANDS	Actively acquire shoreline lands and access-ways to shoreline areas for public use.	Develop a land-banking program for acquiring shoreline lands and access.
			Adopt tax policies favorable to public shoreline access.
			When developing public facilities or granting zoning, land use permits, or subdivision for development along the coast, the first priority shall be to preserve and protect sandy beaches.
			For coastal areas suffering erosion, promote and provide for beach re-nourishment in conjunction with property owners and the State Department of Land and Natural Resources. Discourage the construction of shoreline protection structures (seawalls, revetments).
			Following are general guidelines for coastal development, including resorts and residential subdivisions, but excepting harbors and other uses which are specifically dependent on locating near the water:
NATIVE HAWAIIAN	There is a statewide movement to restore Native Hawaiian rights and lands; to obtain reparations for past and ongoing use of trust lands; and to attain a sovereign Native Hawaiian government.	It is important to set forth Native Hawaiian rights and to define the role of the County government vis-à-vis the State and Federal governments.	
Developing Jobs and Businesses	VISITOR INDUSTRY	The visitor industry is the most significant economic force on Kauai, as it is in the state as a whole. Encourage and support resort development on lands planned and zoned for resort use, primarily at Princeville, Kappa-Wailua, and Poʻipū.	
		Plan for a limited number of visitor accommodations on the West Side, to be provided in residential- and inn-style buildings. The intent is that, over the long term, the West Side should have about five to ten percent of the island's total visitor units.	
		The County of Kauai shall recognize alternative visitor accommodations, such as B&Bs, vacation rentals, inns, cabins, and retreat centers.	
		The County shall enact clear standards and permit processes for regulating alternative visitor accommodation structures and operations in Residential, Agriculture, Open, and Resort zoning districts	
		Permitting processes should consider the cumulative impact that a large concentration of alternative visitor units can have on a residential neighborhood.	
Encourage the development of public-private partnerships involving the County and the Department of Land and Natural Resources in order to manage and improve Kauai's valuable parks and natural areas.			

		Simplify zoning and permitting procedures for the operation of outdoor recreational activities on private lands. Clarify the definition of outdoor recreation, to include but not be limited to bicycle and horseback riding, hiking, off-road sightseeing, fishing, tent-camping, and other such uses, which are dependent on open lands. Such uses shall not displace agricultural use and shall not involve unrelated retail or services.	
		Manage beach parks, resource parks, rivers, beaches and other natural	
		To enhance the visitor's experience of Kauai and to provide meaningful jobs and income to Kauai residents	
		Improve facilities, maintenance, and management of activities at State and County parks	
		Expand and improve State small boat harbor facilities in order to accommodate local fishermen, recreational boating, and commercial boat tours and charters	
		State and County agencies should work together to provide efficient and effective management, licensing and regulation of commercial recreation activities within public lands and waters	
	AGRICULTURE	preserving important agricultural lands as an essential resource base. It also calls for conserving irrigation systems for existing and potential future agricultural use.	The County shall provide property tax incentives to support agricultural enterprise and activities and conservation of agricultural land.
			Through tax incentives and land use regulations, the County shall encourage landowners to make land available to small farmers.
			The County and the State shall take measures to maintain viable irrigation systems and to support the supply of irrigation water to farmers at reasonable prices. Measures should include tax relief and other incentives.
			The County shall promote and support the marketing of Kauai agriculture and food products within Kauai and to out-of-state markets.
			Recognizing the need to furnish and coordinate a wide variety of direct assistance programs and appropriate land use, water use, environmental and tax policies, the County shall actively collaborate with federal, state, and private farm organizations to expand and diversify agricultural enterprise on Kauai.
			State and federal agencies should expand direct financial and tax assistance to agricultural enterprise as well as increase funding for programs that support agricultural development and marketing programs on Kauai.
HIGH TECHNOLOGY	Encourage the development of the high technology business sector on Kauai, in order to diversify the economy and provide higher-paying jobs.	Support high technology businesses by zoning appropriately located lands for high technology uses and by providing County infrastructure.	
		Build upon Kauai's existing resources in high technology, such as the Pacific Missile Range Facility and the fiber optic cable service that stretches from Mānā to Wainiha, connecting Kauai with Oahu, the U.S. mainland, and, via routing, to practically every industrial center in the world.	
		In education, increase exposure to high technology subjects and equip students with basic skills in information technology	

PRESERVING KAUAI'S RURAL CHARACTER	SUPPORTING BUSINESSES AND JOBS FOR KAUAI RESIDENTS		Identify and target niche markets in technology, such as those related to diversified agriculture, aquaculture, and the film industry.
		Support and encourage the development of a wide range of small businesses, including home-based businesses.	Eliminate unnecessary land use and other regulations, clarify regulatory requirements, and reduce the time for processing permit applications wherever possible.
			Support small business by providing needed infrastructure to towns and urban centers.
			Develop and support business and technical assistance programs.
			Strengthen the public education system in order to equip Kauai's children, teens, college students, and adults with the knowledge and skills needed to obtain a well-paying job or start a business.
	Work with employers to provide career opportunities and training for local youth. Seek commitments from new or expanding businesses that they will actively recruit and train Kauai residents for new jobs.		
	LAND SUPPLY FOR COMMERCIAL & INDUSTRIAL USES	The County supports commercial and industrial development on appropriately zoned lands by providing the necessary infrastructure and services	Develop vacant lands with existing commercial and industrial zoning, to the extent feasible, before approving new commercial and industrial zoning.
			The County shall strive for a balance between meeting community shopping needs with new commercial development and supporting local small businesses in older business areas.
	AGRICULTURAL LANDS	Lands included within the Agriculture designation shall be predominantly used for or held in reserve to be used in the future for agricultural activities. These activities include the breeding, planting, nourishing and caring for, gathering, and processing of any animal or plant organism, including aquatic animals and plants, for the purpose of producing food or material for non-food products; the commercial growing of flowers or other ornamental plants; the commercial growing of forest products; and the commercial breeding and caring for domestic animals and pets.	The primary intent of the Agriculture designation is to conserve land and water resources
			In administering zoning and subdivision regulations, the County shall seek to preserve important agricultural lands.
Lands designated Agriculture shall include: important agricultural lands; lands in active agricultural use; lands with potential for agriculture, silviculture or aquaculture; and other lands not suited for urban development because of location, topography, economy of public services, or other purpose related to general health, safety and welfare.			
To provide an opportunity for Kauai citizens to reside in an agricultural community. An "agricultural community" is an area that has both agricultural uses and residences. Typically, an agricultural community is established through subdivision of land and provision of roads and potable water service. Agricultural communities are generally located in outlying areas, do not have convenient access to County facilities, and may not receive the full range or highest level of County services such as are available to residential communities, towns, and urban centers.			
To implement the Agriculture designation, specific controls on the subdivision and alteration of designated lands shall be formulated to prevent the dissipation of agricultural potential, the loss of rural character, and the dispersal of residential and other urban uses.			

		<p>Maintain irrigation works and easements where feasible and beneficial to existing or potential agricultural uses within</p> <p>Preserve wetlands and streams and provide a riparian buffer area to prevent land disturbance and to filter runoff.</p>
Open Lands	<p>The intent of the Open designation is to preserve, maintain or improve the natural characteristics of non-urban land and water areas that:</p> <ol style="list-style-type: none"> (1) are of significant value to the public as scenic or recreation resources; (2) perform essential physical and ecologic functions important to the welfare of surrounding lands, waters, and biological resources (3) have the potential to create or exacerbate soil erosion or flooding on adjacent lands; (4) are potentially susceptible to natural hazards such as flood, hurricane, tsunami, coastal erosion, landslide or subsidence; or (5) form a cultural, historic or archaeological resource of significant public value. 	<p>Lands designated Open shall include: important landforms such as mountains, coastal bluffs, cinder cones, and stream valleys; native plant and wildlife habitat; areas of predominantly steep slopes (20 percent or greater); beaches and coastal areas susceptible to coastal erosion or hurricane, tsunami, or storm-wave inundation; wetlands and flood plains; important scenic resources; and known natural, historic and archaeological resources. Open shall also include parks, golf courses, and other areas committed to outdoor recreation.</p> <p>Lands designated Open shall remain predominantly free of development involving buildings, paving and other construction. With the exception of kuleanas and other small lots of record, any construction that is permitted shall be clearly incidental to the use and open character of the surrounding lands.</p>
SCENIC ROADWAY CORRIDORS	<p>The purpose of designating Scenic Roadway Corridors is to conserve open space, scenic features, and views within and along Kauai’s most heavily-traveled routes. The policy of conservation recognizes the vital function of these roadways in meeting the public need for transportation. It also recognizes the legitimate desire of private landowners to make economic use of their lands. The intent of this policy is to establish basic principles for roadway design and land use within these scenic corridors and to provide a basis for County action to establish programs and regulations to implement them.</p>	<p>Scenic Roadway Corridors are primarily designated in areas between towns where the surrounding lands are primarily designated Agriculture and Open. Where a Scenic Roadway Corridor is designated within a town or adjoins an area planned for urban use, the primary intent is to promote setbacks, landscaping, and views of scenic features. Scenic Roadway Corridors are intended to provide design guidance but not to restrict the principal land uses of urban areas.</p>
		<p>In planning, designing and constructing highway and road improvements, transportation agencies shall balance conservation of the area’s natural, historic and scenic qualities with transportation objectives. In some cases, it will be preferable to accept a lesser design speed or capacity in order to maintain the rural character and appearance of the Garden Island.</p>
		<p>Maintain the small scale of Kauai’s roadways by limiting roadway width.</p>
		<p>Maintain the one-lane bridges and historic road dimensions in the Hanalei-to-Häyena Scenic Roadway Corridor. Restore the Hanalei Bridge as an important historic feature and the gateway to the district.</p>
		<p>Maintain the unique features of historic bridges, striking a balance between safety needs and preserving historic and scenic character.</p>
		<p>Design new bridges and bridge improvements to afford scenic views.</p>
		<p>Develop and maintain green highways and roads, providing trees and vegetation in rights-of-way as appropriate to the character of the area. For divided highways, provide a landscaped median.</p>

		Define Scenic Roadway Corridors and manage the development of lands within the corridors to conserve open space and scenic qualities. Scenic Roadway Corridors shall generally include but shall not be limited to those shown on the General Plan Heritage Resources Map.	
		Based on an assessment of views from the road and the scenic qualities of lands along Scenic Roadway Corridors, develop appropriate programs and/or land use regulations to conserve those qualities.	
Building Public Facilities and Services	REGIONAL HIGHWAYS AND ROADS	Use General Plan policies concerning rural character, preservation of historic and scenic resources, and scenic roadway corridors as part of the criteria for long-range highway planning and design. The goal of efficient movement of through traffic should be weighed against community goals and policies relating to community character, livability, and natural beauty.	
		Consider transportation alternatives to increasing the size and capacity of roadways. Alternatives include increased utilization of public transit.	
		Planning for the Kapaʻa By-Pass should incorporate connector roads between the By-Pass and the coastal highway and between the By-Pass and roads serving the valley.	
		The State and the County should jointly undertake a study of the existing roadway network and the future transportation needs within the Kappa-Wailua homesteads area.	
	BUS TRANSIT	Continue to operate The Kauai Bus; seek to increase ridership and expand service, subject to the availability of funds.	Reserve corridors for future roadways as shown on the General Plan Land Use Map. The corridors are conceptual only and are subject to environmental assessment and evaluation of alternative alignments.
			Improve bus stops to increase safety and convenience of service.
	BIKEWAYS	Support funding to develop Kauai’s bikeway system to provide for alternative means of transportation, recreation, and visitor activities (economic development).	
	WATER SUPPLY	Develop a long-range plan to guide expansion, improvement, and rehabilitation of County water systems.	Coordinate planning of future water system development and rate structures with General Plan policies and guidelines.
			Support compact development by giving priority to water supply improvements for existing and planned Urban Center, Residential Community, and Resort areas, while also supporting development in already-established Agricultural Communities.
	WASTEWATER TREATMENT	The County and private developers should coordinate planning, development, and operation and management of wastewater systems in accordance with long-range facility plans.	Wastewater effluent shall be reused for irrigation wherever economically feasible, in order to avoid costly and disposal facilities and to conserve potable water supplies.
The County shall seek to develop additional means of wastewater diversion and reuse, such as a graywater program.			
The County shall develop a policy plan to guide future decisions regarding the allocation of unused treatment plant capacity, the expansion of municipal wastewater systems, and improvement priorities.			
DRAINAGE AND FLOOD CONTROL	Establish an ongoing program to clear streams and drainage ways and maintain their capacity to accommodate stormwater flows.	Establish zoning and subdivision regulations that	
		<ol style="list-style-type: none"> (1) strictly limit development on lands that are steeply-sloped and/or have highly erodible soils, in order to prevent flooding, landslides and nonpoint pollution; and (2) strictly limit development on shoreline lands within coastal flood hazard areas or susceptible to shoreline erosion. 	
		Establish erosion control and drainage regulations that incorporate best management practices for controlling nonpoint source pollution.	

			Require detention basins in new developments, in order to maintain predevelopment stormwater flow rates. Requirements shall be based on the two-year storm but may be increased.	
			To conserve land, develop detention basins in conjunction with park or open lands and design for multiple uses.	
			Protect buildings from the 100-year flood.	
			Where there are no downstream drainage systems or if the downstream systems lacks sufficient capacity, require retention facilities sufficient to maintain 100-year storm flows at pre-development rates and conditions.	
	ENERGY	Promote renewable energy sources to reduce Kauai’s dependence on imported fossil fuels, taking into consideration cost, reliability, and environmental impacts.		Actively promote solar water-heating and other energy-saving devices such as roof insulation and natural ventilation and cooling of buildings.
				Develop low-cost financing programs to enable households and small businesses to invest in solar water-heating and other energy-saving technologies.
				Minimize health, safety, cultural and scenic impacts of electrical power installations.
				Require new buildings to incorporate economically-feasible design and equipment to save energy.
				Establish a set of measurable goals to evaluate energy conservation and self-sufficiency.
	SOLID WASTE	Using long-range integrated resource planning, the County shall manage an islandwide system of solid waste collection, reuse, recycling and disposal that (1) is environmentally sound and cost-effective; (2) increases diversion of waste from the island’s landfill(s); and (3) provides for the timely and orderly expansion of solid waste facilities.		Through a multi-faceted program of education, management measures, and financial incentives, the County shall support and stimulate Kauai businesses and residents to reduce their solid waste generation and increase the reuse and recycling of materials.
				The County shall incorporate entrepreneurial principles in managing solid waste, involve private businesses, and support market-oriented innovations and initiatives. Among other options, the County shall consider opportunities for utilizing the waste stream for energy generation.
	POLICE AND FIRE SAFETY	Provide adequate staffing and facilities to ensure effective and efficient delivery of basic police and fire protection.		To improve fire protection, develop additional facilities according to a long-range system plan.
			Evaluate fire protection service island wide, with particular attention to the east side, from Wailua to Anahola.	
Improving Housing, Parks and Schools	HOUSING	Increase the supply of affordable rental housing, as indicated by market conditions.	Increase opportunities for moderate- and low-income households to become homeowners. The intent is to move families out of expensive rental subsidy programs into homeownership, developing housing at a very low cost through self-help programs and reduced-rate mortgage financing.	
			Acquire and bank land and infrastructure improvements for future housing development.	
			Support the development of housing and support services for elderly and special needs groups, including persons with disabilities, the homeless, and other at-risk populations needing shelter and rehabilitation programs.	
			Reserve the program income from the HOME and CDBG disaster grants to fund housing and community development projects. Use the Housing and Community Development Revolving Fund to finance projects and maintain capital.	
			Continue to prepare and adopt a five-year Consolidated Plan and one-year Action Plans, with community participation.	

		<p>Continue to partner with for-profit and nonprofit organizations in order to provide the highest level of housing and community development assistance possible.</p> <p>Develop a flexible planning process for housing programs that monitors current real estate and socio-economic conditions and allows the County to make timely changes in strategy and resource allocation.</p> <p>Develop an Affordable Housing Program to standardize the application and administration of affordable housing requirements within the County of Kauai.</p>
PARKS AND RECREATION	<p>Develop and maintain Kauai's parks to meet the needs of the island's various communities and of both residents and visitors and provide convenient access to all of Kauai's beaches and inland recreation areas.</p>	<p>Provide for the safe and secure use of public parks and recreation facilities.</p> <p>Give high priority to improving maintenance of grounds and comfort stations.</p> <p>Give high priority to acquiring and developing additional beach parks and community or neighborhood parks in communities that are under-served or experiencing growth. Consider community concerns in all planning efforts.</p> <p>Provide for flexibility in administering the park dedication requirements, so that developer land dedication or fee payments result in a usable park complete with facilities. Create new parks through County-developer partnerships.</p>
EDUCATION	<p>Strive for a strong education system which provides Kauai's children, teens, college students, and adults with the knowledge and skills needed to obtain a well-paying job on Kauai.</p>	<p>Approve new residential developments only after the State DOE certifies that adequate school facilities, either at existing schools or at new school sites, will be available when the development is completed.</p> <p>Have developers pay their fair share of all costs needed to ensure provision of adequate school facilities for the children living in their developments.</p> <p>Consider schools as community resources for learning about specialized environmental, cultural, and historic subjects related to Kauai and each of its communities. Schools should also assume important community functions such as recreational centers, meeting facilities, and emergency shelters.</p>

OAHU COUNTY

Goals		Objectives
POPULATION	To control the growth of Oahu's resident and visitor populations in order to avoid social, economic, and environmental disruptions	Participate in State and Federal programs which seek to develop social, economic, legal, and environmental controls over population growth.
		Seek a balance between the rate of in-migration and the rate of out-migration by reducing in-migration.
		Support Federal policies providing for a more even distribution of immigrants throughout the country.
		Seek to maintain a desirable pace of physical development through City and County regulations.
		Encourage family planning.
		Publicize the desire of the City and County to limit population growth.
	To plan for future population growth.	Allocate efficiently the money and resources of the City and County in order to meet the needs of Oahu's anticipated future population.
		Provide adequate support facilities to accommodate future growth in the number of visitors to Oahu.
	To establish a pattern of population distribution that will allow the people of Oahu to live and work in harmony.	Facilitate the full development of the primary urban center.
		Encourage development within the secondary urban center at Kapolei and the Ewa and Central Oahu urban-fringe areas to relieve developmental pressures in the remaining urban-fringe and rural areas and to meet housing needs not readily provided in the primary urban center.
Manage physical growth and development in the urban-fringe and rural areas so that: <ul style="list-style-type: none"> a. An undesirable spreading of development is prevented b. Their population densities are consistent with the character of development and environmental qualities desired for such areas. 		
ECONOMIC ACTIVITY	To promote employment opportunities that will enable all the people of Oahu to attain a decent standard of living.	Encourage the growth and diversification of Oahu's economic base.
		Encourage the development of small businesses and larger industries which will contribute to the economic and social well-being of Oahu residents.
		Encourage the development in appropriate locations on Oahu of trade, communications, and other industries of a nonpolluting nature.
		Encourage the development of local, national, and world markets for the products of Oahu-based industries.
		Encourage the wider distribution of available employment opportunities through such methods as shortening the work week and reducing the use of overtime.
		Encourage the continuation of a significant level of Federal employment on Oahu
	To maintain the viability of Oahu's visitor industry.	Manage the development of secondary resort areas in a manner which respects existing lifestyles and the natural environment, and avoids substantial increases in the cost of providing public services in the area.
		Preserve the well-known and widely publicized beauty of Oahu for visitors as well as residents.
		Encourage the visitor industry to provide a high level of service to visitors.
	To maintain the viability of agriculture on Oahu.	Assist the agricultural industry to ensure the continuation of agriculture as an important source of income and employment.
		Support agricultural diversification in all agricultural areas on Oahu.
		Support the development of markets for local products, particularly those with the potential for economic growth.
		Provide sufficient agricultural land in Ewa, Central Oahu, and the North Shore to encourage the continuation of sugar and pineapple as viable industries.
		Maintain agricultural land along the Windward, North Shore, and Waianae coasts for truck fanning, flower growing, aquaculture, livestock production, and other types of diversified agriculture.
		Encourage the more intensive use of productive agricultural land.
		Encourage the use of more efficient production practices by agriculture, including the efficient use of water.
		Encourage the more efficient use of non-potable water for agricultural use.
	To make full use of the	Assist the fishing industry to maintain its viability

	economic resources of the sea.	Encourage the development of aquaculture, ocean research, and other ocean-related industries.	
		Focus the development of ocean related economic activities in the Northwestern Hawaiian Islands on those which are compatible with preserving the area's unique environmental, marine, and wildlife assets.	
	To prevent the occurrence of large scale unemployment.	Encourage the training and employment of present residents for currently available and future jobs.	
		Make full use of State and Federal employment and training programs.	
		Encourage the provision of retraining programs for workers in industries with planned reductions in their labor force.	
	To increase the amount of Federal spending on Oahu.	Take full advantage of Federal programs and grants which will contribute to the economic and social well-being of Oahu's residents.	
		Encourage the Federal government to pay for the cost of public services used by Federal agencies.	
		Encourage the Federal government to lease new facilities rather than construct them on tax-exempt public land.	
		Encourage the military to purchase locally all needed services and supplies which are available on Oahu.	
	To bring about orderly economic growth on Oahu.	Maintain sufficient land in appropriately located commercial and industrial areas to help ensure a favorable business climate on Oahu.	
		Encourage the continuation of a high level of military-related employment in the Hickam-Pearl Harbor, Wahiawa, Kailua-Kaneohe, and Ewa areas.	
	NATURAL ENVIRONMENT	To protect and preserve the natural environment.	Protect Oahu's natural environment, especially the shoreline, valleys, and ridges, from incompatible development.
			Seek the restoration of environmentally damaged areas and natural resources.
Retain the Island's streams as scenic, aquatic, and recreation resources.			
Require development projects to give due consideration to natural features such as slope, flood and erosion hazards, water-recharge areas, distinctive land forms, and existing vegetation.			
Require sufficient setbacks of improvements in unstable shoreline areas to avoid the future need for protective structures.			
Design surface drainage and flood-control systems in a manner which will help preserve their natural settings.			
Protect the natural environment from damaging levels of air, water, and noise pollution.			
Protect plants, birds, and other animals that are unique to the State of Hawaii and the Island of Oahu.			
Protect mature trees on public and private lands and encourage their integration into new developments.			
Increase public awareness and appreciation of Oahu's land, air, and water resources.			
Encourage the State and Federal governments to protect the unique environmental, marine, and wildlife assets of the Northwestern Hawaiian Islands.			
To preserve and enhance the natural monuments and scenic views of Oahu for the benefit of both residents and visitors.		Protect the Island's well-known resources: its mountains and craters; forests and watershed areas; marshes, rivers, and streams; shoreline, fishponds, and bays; and reefs and offshore islands.	
		Protect Oahu's scenic views, especially those seen from highly developed and heavily traveled areas.	
		Locate roads, highways, and other public facilities and utilities in areas where they will least obstruct important views of the mountains and the sea.	
		Provide opportunities for recreational and educational use and physical contact with Oahu's natural environmental.	
HOUSING		To provide decent housing for all the people of Oahu at prices they can afford.	Develop programs and controls which will provide decent homes at the least possible cost.
	Streamline approval and permit procedures for housing and other development projects.		
	Encourage innovative residential development which will result in lower costs, added convenience and privacy, and the more efficient use of streets and utilities.		
	Establish public, and encourage private, programs to maintain and improve the condition of existing housing.		
	Make full use of State and Federal programs that provide financial assistance for low- and moderate-income homebuyers.		

TRANSPORTATION & UTILITIES		Expand local funding mechanisms available to pay for government housing programs.
		Provide financial and other incentives to encourage the private sector to build homes for low and moderate-income residents.
		Encourage and participate in joint public- private development of low- and moderate-income housing.
		Encourage the preservation of existing housing which is affordable to low- and moderate-income persons.
		Promote the construction of affordable dwellings which take advantage of Oahu's year-round moderate climate.
		Encourage the construction of affordable homes within established low-density communities by such means as 'ohana' units, duplex dwellings, and cluster development.
		Encourage the production and maintenance of affordable rental housing.
		Encourage the provision of affordable housing designed for the elderly and the handicapped.
		Encourage equitable relationships between landowners and leaseholders, between landlords and tenants, and between condominium developers and owners.
	To reduce speculation in land and housing.	Seek public benefits from increases in the value of land owing to City and State developmental policies and decisions.
		Require government-subsidized housing to be delivered to appropriate purchasers and renters.
		Prohibit the selling or renting of government-subsidized housing for large profits.
	To provide the people of Oahu with a choice of living environments which are reasonably close to employment, recreation, and commercial centers and which are adequately served by public utilities.	Encourage residential developments that offer a variety of homes to people of different income levels and to families of various sizes.
		Encourage the fair distribution of low- and moderate-income housing throughout the Island.
		Encourage residential development near employment centers.
		Encourage residential development in areas where existing roads, utilities, and other community facilities are not being used to capacity.
		Discourage residential development where roads, utilities, and community facilities cannot be provided at a reasonable cost.
		Preserve older communities through self-help, housing-rehabilitation, improvement districts, and other governmental programs.
	To create a transportation system which will enable people and goods to move safely, efficiently, and at a reasonable cost; serve all people, including the poor, the elderly, and the physically handicapped; and offer a variety of attractive and convenient modes of travel.	Develop and maintain an integrated ground-transportation system consisting of the following elements and their primary purposes: <ul style="list-style-type: none"> a. Public transportation-for travel to and from work, and travel within Central Honolulu b. Roads and highways-for commercial traffic and travel in non-urban areas c. Bikeways-for recreational activities and trips to work, schools, shopping centers, and community facilities d. Pedestrian walkways-for getting around Downtown and Waikiki, and for trips to schools, parks, and shopping centers.
		Provide transportation services to people living within the Ewa, Central Oahu, and Pearl City-Hawaii Kai corridors primarily through a mass transit system including exclusive right-of-way rapid transit and feeder-bus components as well as through the existing highway system with limited improvements as may be appropriate.
		Provide transportation services outside the Ewa, Central Oahu, and Pearl City-Hawaii Kai corridors primarily through a system of express- and feeder-buses as well as through the highway system with limited to moderate improvements sufficient to meet the needs of the communities being served.
		Improve transportation facilities and services in the Ewa corridor and in the trans-Koolau corridors to meet the needs of Ewa and Windward communities.
		Improve roads in existing communities to reduce congestion and eliminate unsafe conditions.
		Consider both environmental impact as well as construction and operating costs as important factors in planning alternative nodes of transportation.
		Promote the use of public transportation as a means of moving people quickly and efficiently, of conserving energy.
		Make available transportation services to people with limited mobility: the young, the elderly, the handicapped, and the poor.
		Promote programs to reduce dependence on the use of automobiles.

ENERGY		Discourage the inefficient use of the private automobile, especially in congested corridors and during peak-hours.
	To meet the needs of the people of Oahu for an adequate supply of water and for environmentally sound systems of waste disposal	Make public, and encourage private, improvements to major walkway systems.
		Encourage the provision of separate aviation facilities for small civilian aircraft.
		Develop and maintain an adequate supply of water for both residents and visitors.
		Develop and maintain an adequate supply of water for agricultural and industrial needs.
		Encourage the development of new technology which will reduce the cost of providing water and the cost of waste disposal.
		Encourage a lowering of the per-capita consumption of water and the per-capita production of waste.
		Provide safe, efficient, and environmentally sensitive waste-collection and waste-disposal services.
		Support programs to recover resources from solid-waste and recycle wastewater.
		Require the safe disposal of hazardous waste.
	To maintain a high level of service for all utilities.	Maintain existing utility systems in order to avoid major breakdowns.
		Provide improvements to utilities in existing neighborhoods to reduce substandard conditions.
		Plan for the timely and orderly expansion of utility systems.
		Increase the efficiency of public utilities by encouraging a mixture of uses with peak periods of demand occurring at different times of the day.
	To maintain transportation and utility systems which will help Oahu continue to be a desirable place to live and visit.	Give primary emphasis in the capital- improvement program to the maintenance and improvement of existing roads and utilities.
		Use the transportation and utility systems as a means of guiding growth and the pattern of land use on Oahu.
		Encourage the study and use of telecommunications as an alternative to conventional transportation facilities.
		Evaluate the social, economic, and environmental impact of additions to the transportation and utility systems before they are constructed.
		Require the installation of underground utility lines wherever feasible.
		Seek improved taxing powers for the City and County in order to provide a more equitable means of financing transportation and utility services.
	To maintain an adequate, dependable, and economical supply of energy for Oahu residents.	Develop and maintain a comprehensive plan to guide and coordinate energy conservation and alternative energy development and utilization programs on Oahu.
		Establish economic incentives and regulatory measures which will reduce Oahu's dependence on petroleum as its primary source of energy.
		Support programs and projects which contribute to the attainment of energy self-sufficiency on Oahu.
		Promote and assist efforts to establish adequate petroleum reserves within Hawaii's boundaries.
		Give adequate consideration to environmental, public health, and safety concerns, to resource limitations, and to relative costs when making decisions concerning alternatives for conserving energy and developing natural energy resources.
		Work closely with the State and Federal governments in the formulation and implementation of all City and County energy-related programs.
		To conserve energy through the more efficient management of its use.
Provide incentives and, where appropriate, mandatory controls to achieve energy-efficient siting and design of new developments.		
Carry out public, and promote private, programs to more efficiently use energy in existing buildings and outdoor facilities.		
Promote the development of an energy-efficient transportation system.		
To fully utilize proven alternative sources of energy.		Encourage the use of commercially available solar energy systems in public facilities, institutions, residences, and business developments.
		Support the increased use of operational solid waste energy recovery and other biomass energy conversion systems.

	To develop and apply new, locally available energy resources.	Support and participate in research, development, demonstration, and commercialization programs aimed at producing new, economical, and environmentally sound energy supplies from: a. solar insolation b. biomass energy conversion c. wind energy conversion d. geothermal energy e. ocean thermal energy conversion.	
		Secure State and Federal support of City and County efforts to develop new sources of energy.	
	To establish a continuing energy information program.	Supply citizens with the information they need to fully understand the potential supply, cost, and other problems associated with Oahu's dependence on imported petroleum.	
		Foster the development of an energy conservation ethic among Oahu residents.	
		Keep consumers informed about available alternative energy sources and their costs and benefits.	
		Provide information concerning the impact of public and private decisions on future energy use.	
	PUBLIC SAFETY	To prevent and control crime and maintain public order.	Provide a safe environment for residents and visitors on Oahu.
			Provide adequate criminal justice facilities and staffing for City and County law-enforcement agencies.
			Emphasize improvements to police and prosecution operations which will result in a higher proportion of wrongdoers who are arrested, convicted, and punished for their crimes
			Keep the public informed of the nature and extent of criminal activity on Oahu.
Establish and maintain programs to encourage public cooperation in the prevention and solution of crimes.			
Seek the help of State and Federal law-enforcement agencies to curtail the activities of organized crime syndicates on Oahu.			
Conduct periodic reviews of criminal laws to ensure their relevance to the community's needs and values.			
Cooperate with other law-enforcement agencies to develop new methods of fighting crime.			
To protect the people of Oahu and their property against natural disasters and other emergencies, traffic and fire hazards, and unsafe conditions.		Encourage the improvement of rehabilitation programs and facilities for criminals and juvenile offenders.	
		Keep up-to-date and enforce all City and County safety regulations.	
		Require all developments in areas subject to floods and tsunamis to be located and constructed in a manner that will not create any health or safety hazard.	
		Participate with State and Federal agencies in the funding and construction of flood-control projects.	
		Cooperate with State and Federal agencies to provide tsunami warning and protection for Oahu.	
		Cooperate with State and Federal agencies to provide protection from war, civil disruptions, and other major disturbances.	
		Reduce hazardous traffic conditions.	
		Provide adequate fire protection and effective fire prevention programs.	
		Provide adequate search and rescue and disaster response services.	
		Design safe and secure public buildings.	
		Provide adequate staff to supervise activities at public facilities.	
		Develop civil defense plans and programs to protect and promote public health, safety and welfare of the people.	
Provide educational materials on civil defense preparedness, fire protection, traffic hazards and other unsafe conditions.			
HEALTH AND EDUCATION	To protect the health of the people of Oahu.	Encourage the provision of health-care facilities that are accessible to both employment and residential centers.	
		Encourage prompt and adequate ambulance and first-aid services in all areas of Oahu.	
		Coordinate City and County health codes and other regulations with State and Federal health codes to facilitate the enforcement of air-, water-, and noise-pollution controls.	
	To provide a wide range of educational opportunities	Support education programs that encourage the development of employable skills.	
		Encourage the provision of informal educational programs for people of all age groups.	

	for the people of Oahu.	Encourage the after-hours use of school buildings, grounds, and facilities.	
		Encourage the construction of school facilities that are designed for flexibility and high levels of use.	
		Facilitate the appropriate location of learning institutions from the preschool through the university levels.	
	To make Honolulu the center of higher education in the Pacific.	Encourage continuing improvement in the quality of higher education in Hawaii.	
		Encourage the development of diverse opportunities in higher education.	
		Encourage research institutions to establish branches on Oahu.	
	CULTURE AND RECREATION	To foster the multiethnic culture of Hawaii.	Encourage the preservation and enhancement of Hawaii's diverse cultures.
			Encourage greater public awareness, understanding, and appreciation of cultural heritage and contributions to Hawaii made by the City's various ethnic groups.
			Encourage opportunities for better interaction among people with different ethnic, social, and cultural backgrounds.
			Encourage the protection of the ethnic identities of the older communities of Oahu.
To protect Oahu's cultural, historic, architectural, and archaeological resources.		Encourage the restoration and preservation of early Hawaiian structures, artifacts, and landmarks.	
		Identify, and to the extent possible, preserve and restore buildings, sites, and areas of social, cultural, historic, architectural, and archaeological significance.	
		Cooperate with the State and Federal governments in developing and implementing a comprehensive preservation program for social, cultural, historic, architectural, and archaeological resources.	
		Promote the interpretive and educational use of cultural, historic, architectural, and archaeological sites, buildings, and artifacts.	
		Seek public and private funds, and public participation and support, to protect social, cultural, historic, architectural, and archaeological resources.	
		Provide incentives for the restoration, preservation, and maintenance of social, cultural, historic, architectural, and archaeological resources.	
To foster the visual and performing arts.	Encourage and support programs and activities for the visual and performing arts.		
	Encourage creative expression and access to the arts by all segments of the population.		
	Provide permanent art in appropriate City public buildings and places.		
To provide a wide range of recreational facilities and services that are readily available to all residents of Oahu.	Develop and maintain community-based parks to meet the needs of the different communities on Oahu.		
	Develop and maintain a system of regional parks and specialized recreation facilities.		
	Encourage public and private botanic and zoological parks on Oahu to foster an awareness and appreciation of the natural environment.		
	Encourage the State to develop and maintain a system of natural resource-based parks, such as beach, shoreline, and mountain parks.		
	Provide convenient access to all beaches and inland recreation areas.		
	Provide for recreation programs which serve a broad spectrum of the population.		
	Encourage ocean and water-oriented recreation activities that do not adversely impact on the natural environment.		
	Require all new developments to provide their residents with adequate recreation space.		
	Encourage the private provision of recreation and leisure-time facilities and services.		
	Encourage the after-hours, weekend, and summertime use of public schools facilities for recreation.		
	Provide for safe and secure use of public parks, beaches, and recreation facilities.		
	Encourage the safe use of Oahu's ocean environments.		
	Encourage the State and Federal governments to transfer excess and underutilized land to the City and County for public recreation use.		
GOVERNMENT OPERATIONS AND	To promote increased efficiency, effectiveness, and responsiveness in the provision of government services by the City and County of Honolulu.	Maintain City and County government services at the level necessary to be effective.	
		Promote consolidation of State and City and County functions whenever more efficient and effective delivery of government programs and services can be achieved.	
		Ensure that government attitudes, actions, and services are sensitive to community needs and concerns.	
		Prepare, maintain, and publicize policies and plans which are adequate to guide and coordinate City programs and regulatory responsibilities.	
	To ensure fiscal integrity,	Provide for a balanced budget.	

	responsibility, and efficiency by the City and County government in carrying out its responsibilities.	Allocate fiscal resources of the City and County to efficiently implement the policies of the General Plan and Development Plans.
--	--	---

HAWAII COUNTY

Goal		Objectives
ECONOMIC	Provide residents with opportunities to improve their quality of life through economic development that enhances the County's natural and social environments.	Economic development and improvement shall be in balance with the physical, social, and cultural environments of the island of Hawaii.
		Strive for diversity and stability in the economic system.
		Provide an economic environment that allows new, expanded, or improved economic opportunities that are compatible with the County's cultural, natural and social environment.
		Strive for an economic climate that provides its residents an opportunity for choice of occupation.
		Strive for diversification of the economy by strengthening existing industries and attracting new endeavors.
		Strive for full employment.
		Promote and develop the island of Hawaii into a unique scientific and cultural model, where economic gains are in balance with social and physical amenities.
ENERGY	Strive towards energy self-sufficiency and establish the Big Island as a demonstration community for the development and use of natural energy resources.	
ENVIRONMENTAL QUALITY	Define the most desirable use of land within the County that achieves an ecological balance providing residents and visitors the quality of life and an environment in which the natural resources of the island are viable and sustainable.	Maintain and, if feasible, improve the existing environmental quality of the island.
		Control pollution.
FLOODING AND OTHER NATURAL HAZARDS	Protect human life and prevent damage to man-made improvements.	Control pollution.
		Prevent damage from inundation.
		Reduce surface water and sediment runoff.
		Maximize soil and water conservation.
HISTORIC SITES	Protect, restore, and enhance the sites, buildings, and objects of significant historical and cultural importance to Hawaii.	Appropriate access to significant historic sites, buildings, and objects of public interest should be made available.
		Enhance the understanding of man's place on the landscape by understanding the system of ahupuaa.
NATURAL RESOURCE	Protect, preserve and enhance the quality of areas endowed with natural beauty, including the quality of coastal scenic resources.	Protect scenic vistas and view planes from becoming obstructed.
		Maximize opportunities for present and future generations to appreciate and enjoy natural and scenic beauty.
HOUSING	Attain safe, sanitary, and livable housing for the residents of the County of Hawaii.	Attain a diversity of socio-economic housing mix throughout the different parts of the County.
		Maintain a housing supply that allows a variety of choices.
		Create viable communities with affordable housing and suitable living environments.
		Improve and maintain the quality and affordability of the existing housing inventory.
		Seek sufficient production of new affordable rental and fee-simple housing in the County in a variety of sizes to satisfactorily accommodate the needs and desires of families and individuals.
		Ensure that housing is available to all persons regardless of age, sex, marital status, ethnic background, and income.
Make affordable housing available in reasonable proximity to employment centers.		

		Encourage and expand home ownership opportunities for residents.	
PUBLIC FACILITIES	EDUCATION	Encourage master planning of present and proposed public and private institutions.	Encourage combining schoolyards with county parks and allow school facilities for afterschool use by the community for recreational, cultural, and other compatible uses.
			Encourage continuous joint pre-planning of schools with the Department of Education and the University of Hawaii to ensure coordination with roads, water, and other support facilities and considerations such as traffic and safety, and access for vehicle, bicycle, and pedestrian.
			Encourage joint community-school library facilities, where a separate community library may not be feasible, in proximity to other community facilities, affording both pedestrian and vehicular access.
			Encourage implementation of the Department of Education's 'Educational Specifications and Standards for Facilities.'
			Encourage the Hawaii State Library System to seek alternate sites for public libraries located on the campuses of public schools.
	PROTECTIVE SERVICES		Development of police and fire facilities should entail joint use structures whenever feasible.
			The establishment of a fire/police facility shall consider site size and locations that permit quick and efficient vehicular access.
			Development of volunteer fire facilities with proper planning to be replaced or to co-exist with full time Fire/EMS personnel.
			Police headquarters shall be near the geographic center of the service area and near concentrations of commercial and industrial use.
			Stations in outlying districts shall be based on the population to be served and response time rather than on geographic district.
			Correctional facilities should emphasize rehabilitation. Establish additional rehabilitation and counseling centers, including drug and behavioral treatment facilities in secure settings, when necessary.
			Encourage the further development and expansion of community policing programs and neighborhood and farm watch programs in urban, rural and agricultural communities.
			The County of Hawaii Emergency Operations Center shall be improved to meet the requirements set forth by federal and State regulations.
			Maintain an appropriate number and type of emergency helicopters, including appropriate aero medical capabilities.
			Mitigate hazards through the preparation of disaster assessment reports and appropriate follow-up on the assessment recommendations.
			Educate the public regarding disaster preparedness and response, especially proper responses for sudden impact hazards.
			Encourage the State to evaluate the disaster shelters' ability to withstand various natural disasters.
			Consider the proximity to fire stations in approving any rezoning to permit urban development.
			The Fire Department, in cooperation with other related governmental agencies and the involved land owners, shall prepare a fire protection and prevention plan for forest reserves and other natural areas.
			HEALTH AND SANITATION OPERATIONS
	Appropriately designed and cost-effective solid waste transfer station sites shall be located in areas of convenience and easy access to the public.		
	Encourage the State to continue operation of the rural hospitals.		
	Encourage the establishment or expansion of community health centers and rural health clinics.		
	Continue to encourage programs such as recycling to reduce the flow of refuse deposited in landfills.		
	Investigate the possibility of developing new landfill sites on the island.		

			Encourage the full development and implementation of a green waste recycling program.
PUBLIC UTILITIES	WATER	Water system improvements shall correlate with the County's desired land use development pattern. Develop and adopt a water master plan that will consider water yield, present and future demand, alternative sources of water, guidelines and policies for the issuing of water commitments.	All water systems shall be designed and built to Department of Water Supply standards.
			Improve and replace inadequate systems.
			Water sources shall be adequately protected to prevent depletion and contamination from natural and man-made occurrences or events.
			Water system improvements should be first installed in areas that have established needs and characteristics, such as occupied dwellings, agricultural operations and other uses, or in areas adjacent to them if there is need for urban expansion.
			A coordinated effort by County, State and private interests shall be developed to identify sources of additional water supply and be implemented to ensure the development of sufficient quantities of water for existing and future needs of high growth areas and agricultural production.
			The fire prevention systems shall be coordinated with water distribution systems in order to ensure water supplies for fire protection purposes.
			Develop and adopt standards for individual water catchment units.
			Cooperate with the State Department of Health to develop standards and/or guidelines for the construction and use of rainwater catchment systems to minimize the intrusion of any chemical and microbiological contaminants.
			Cooperate with appropriate State and Federal agencies and the private sector to develop, improve and expand agricultural water systems in appropriate areas on the island.
			Promote the use of ground water sources to meet State Department of Health water quality standards.
	TELECOMMUNICATIONS	Work with the telecommunications industry to increase the availability of emergency telephones throughout the island.	Encourage underground telephone lines where they are economically and technically feasible.
			Develop standards for the construction of wireless telecommunication facilities.
			Work closely with the telephone company to provide all users with efficient service.
	ELECTRICITY		Power distribution shall be placed underground when and where practical. Encourage developers of new urban areas to place utilities underground.
			Route selection for high voltage transmission lines should include consideration for setbacks from major thoroughfares and residential areas. Where feasible, delineate energy corridors for such high voltage transmission lines.
			Continue to advise the electrical utility companies on the future revisions of their comprehensive Integrated Resource Plans.
			Conform to safety standards as established by appropriate regulatory authorities.
	GAS	Gas storage facilities shall be located to minimize danger to commercial and residential areas.	County ordinances shall reflect appropriate safety standards for gas facilities.
	SEWER	Continue to seek State and Federal funds to finance the construction of proposed sewer systems and improve existing systems.	Private systems shall be installed by land developers for major resort and other developments along shorelines and sensitive higher inland areas, except where connection to nearby treatment facilities is feasible and compatible with the County's long-range plans, and in conformance with State and County requirements.
			Immediate steps should be taken to designate treatment plant sites, sewerage pump station sites, and sewer easements according to the facility plans to facilitate their acquisition.

			Plans for wastewater reclamation and reuse for irrigation and biosolids composting (remaining solids from the treatment of wastewater is processed into a reusable organic material) shall be utilized where feasible and needed.
			Require major developments to connect to existing sewer treatment facilities or build their own.
RECREATION	Provide a wide variety of recreational opportunities for the residents and visitors of the County		Maintain the natural beauty of recreation areas.
			Provide a diversity of environments for active and passive pursuits.
TRANSPORTATION	Provide a transportation system whereby people and goods can move efficiently, safely, comfortably and economically. Make available a variety of modes of transportation that best meets the needs of the County.		A framework of transportation facilities that will promote and influence desired land use shall be established by concerned agencies.
			The agencies concerned with transportation systems shall provide for present traffic and future demands, including the programmed development of mass transit programs for high growth areas by both the private and public sectors.
			The improvement of transportation service shall be encouraged.
			Consider the provision of adequate transportation systems to enhance the economic viability of a given area.
			Develop a comprehensive, islandwide multi-modal transportation plan that identifies the location and operation of automobile, mass transit, bicycle and pedestrian systems, in coordination with appropriate Federal and State agencies.
			Work with various non-profit agencies to coordinate transportation opportunities.
LAND USE	AGRICULTURE	Identify, protect and maintain important agriculture lands on the island of Hawaii.	Implement new approaches to preserve important agricultural land.
		Preserve the agricultural character of the island.	Assist in the development of basic resources such as water, roads, transportation and distribution facilities for the agricultural industry.
			Assist other State agencies, such as the University of Hawaii, College of Tropical Agriculture and Human Resources, University of Hawaii at Hilo, College of Agriculture, Forestry and Natural Resources Management, Department of Business, Economic Development and Tourism, Office of Planning, Department of Land and Natural Resources and Department of Agriculture, on programs that aid agriculture.
		Preserve and enhance opportunities for the expansion of Hawaii's Agricultural Industry.	Agricultural land may be used as one form of open space or as green belt.
			Coordinate and encourage efforts to solve the problems of the agricultural industry in the County of Hawaii.
			In order to minimize the potential conflicts between agricultural and non-agricultural uses, standards and guidelines for the establishment of well defined buffer areas as part of new, non-agricultural developments that are located adjacent to important agricultural lands shall be developed.
			Land zoned for use in the Rural District shall be expanded, where appropriate.
			Develop subdivision standards that make a distinction between agricultural and urban land uses.
			Designate, protect and maintain important agricultural lands from urban encroachment.
			Ensure that development of important agricultural land be primarily for agricultural use.
			Support the development of private and State agricultural parks to make agricultural land available for agricultural activities.
			Investigate possibilities to prevent non-agricultural uses that could interfere with potential or existing agricultural activities on important agricultural lands.
			Support efforts to provide tax relief and other incentives to enhance competitive capabilities of commercial farms and ranches, thereby insuring long-term preservation, enhancement, and expansion of viable agricultural lands.
			Ensure that condominium property regimes (CPR) on agricultural-designated lands comply with the requirements of the Zoning Code and other applicable laws, rules and regulations.
			Farm labor housing projects shall be developed in a manner that minimizes the use of important agricultural lands and is consistent with the character of surrounding land uses.
Encourage, where appropriate, the establishment of visitor-related uses and facilities that directly promote the agriculture industry.			

		<p>Important agricultural lands shall not be rezoned to parcels too small to support economically viable farming units.</p> <p>Discourage speculative residential development on agricultural lands.</p> <p>Encourage other compatible economic uses that complement existing agricultural and pastoral activities.</p>	
COMMERCIAL DEVELOPMENT	<p>Provide for commercial developments that maximize convenience to users.</p>	<p>Urban renewal, rehabilitation, and/or redevelopment programs shall be undertaken in cooperation with communities, businesses and governmental agencies.</p> <p>Commercial facilities shall be developed in areas adequately served by necessary services, such as water, utilities, sewers, and transportation systems. Should such services not be available, the development of more intensive uses should be in concert with a localized program of public and private capital improvements to meet the expected increased needs.</p>	
	<p>Provide commercial developments that complement the overall pattern of transportation and land usage within the island's regions, communities, and neighborhoods.</p>	<p>Distribution of commercial areas shall meet the demands of neighborhood, community and regional needs.</p> <p>Existing strip development shall be converted to more appropriate uses when and where it is feasible.</p> <p>Encourage the concentration of commercial uses within and surrounding a central core area.</p> <p>The development of commercial facilities should be designed to fit into the locale with minimal intrusion while providing the desired services. Appropriate infrastructure and design concerns shall be incorporated into the review of such developments.</p> <p>Require developers to provide basic infrastructure necessary for development.</p> <p>Encourage commercial areas to develop on an axis perpendicular to the highway.</p>	
	<p>Designate and allocate industrial areas in appropriate proportions and in keeping with the social, cultural, and physical environments of the County.</p>	<p>Support the creation of industrial parks in appropriate locations as an alternative to strip development.</p> <p>Achieve a broader diversification of local industries by providing opportunities for new industries and strengthening existing industries.</p> <p>Locate industrial areas convenient to transportation facilities, and provide a variety of industrial zoned districts and lot sizes, depending on the needs of the industries and the communities.</p> <p>Improve the aesthetic quality of industrial sites and protect amenities of adjacent areas by requiring landscaping, open spaces, buffer zones, and design guidelines.</p> <p>Industrial development shall be located in areas adequately served by transportation, utilities, and other essential infrastructure.</p> <p>Provide flexibility within the Zoning Code to accommodate emerging new industries.</p> <p>Industrial-commercial mixed use districts shall be provided in appropriate locations.</p> <p>Require developers to provide basic infrastructure necessary for development.</p>	
	<p>Promote and encourage the rehabilitation of industrial areas that are serviced by basic community facilities and utilities.</p>		
	MULTIPLE RESIDENTIAL	<p>To provide for multiple residential developments that maximize convenience for its occupants.</p>	<p>Appropriately zoned lands shall be allocated as the demand for multiple residential dwellings increases. These areas shall be allocated with respect to places of employment, shopping facilities, educational, recreational and cultural facilities, and public facilities and utilities.</p> <p>Incorporate reasonable flexibility in applicable codes and ordinances to achieve a diversity of socio-economic housing mix.</p> <p>Encourage flexibility in the design of residential sites, buildings and related facilities to achieve a diversity of socio-economic housing mix and innovative means of meeting the market requirements.</p> <p>The rehabilitation and/or utilization of multiple residential areas shall be encouraged.</p> <p>To assure the use of multiple residential zoned areas and to curb speculation and resale of undeveloped lots only, the County may impose incremental and conditional zoning, which shall be based on performance requirements.</p> <p>Support the rezoning of those multiple residentially zoned lands that are used for other purposes to a more appropriate zoning designation.</p> <p>Require developers to provide basic infrastructure necessary for development.</p>
		<p>To provide for suitable living environments that accommodate the physical, social and economic needs of the island residents.</p>	
		<p>To enhance the overall quality of life in our residential communities.</p>	
		SINGLE-FAMILY RESIDENTIAL	<p>To maximize choices of single-family residential lots and/or housing for residents of the County.</p>
<p>To ensure compatible uses within and adjacent to single-family</p>			<p>Encourage innovative uses of land with respect to geologic and topographic conditions through the use of residential cluster and planned unit developments.</p>

	<p>residential zoned areas.</p> <p>To rehabilitate and/or rebuild deteriorating single-family residential areas.</p> <p>To provide single-family residential areas conveniently located to public and private services, shopping, other community activities and convenient access to employment centers that takes natural beauty into consideration.</p> <p>To enhance the overall quality of life in our residential communities.</p>	Encourage and coordinate with the State in providing fee simple and leasehold single-family residential lots to the residents through State and/or County Housing Programs.
		Incorporate reasonable flexibility in codes and ordinances to achieve a diversity of socio-economic housing mix and to permit aesthetic balance between single-family residential structures and open spaces.
		Re-evaluate existing undeveloped single-family residential zoned areas and reallocate zoned lands in appropriate locations.
		Designate and allocate single-family residential zoned lands at varying densities for future use in accordance with the needs of the communities and the stated goals, policies, and standards.
		Rural-style residential-agricultural developments, such as new small scale rural communities or extensions of existing rural communities, shall be encouraged in appropriate locations.
		Review and amend land use ordinances and codes to include considerations for rural-style residential subdivisions in appropriate locations. Standards and criteria for the establishment of these areas shall be developed.
		Require developers to provide basic infrastructure necessary for development.
RESORT	<p>Maintain an orderly development of the visitor industry.</p> <p>Provide for resort development that maximizes conveniences to its users and optimizes the benefits derived by the residents of the County.</p> <p>Ensure that resort developments maintain the cultural and historic, social, economic, and physical environments of Hawaii and its people.</p>	The County may impose incremental and conditional zoning that would be based on performance requirements.
		Promote and encourage the rehabilitation and the optimum utilization of resort areas that are presently serviced by basic facilities and utilities.
		Lands currently designated Resort should be utilized before new resorts are allowed in undeveloped coastal areas.
		Zoning of resort areas shall be granted when the proposed development is consistent with and incorporates the stated goals, policies and standards of the General Plan.
		Continue to seek funds from the State Capital Improvement Program to help develop visitor destination areas in accordance with the County's General Plan.
		Designate and allocate future resort areas in appropriate proportions and in keeping with the social, economic, and physical environments of the County.
		Evaluate resort areas and the areas surrounding existing resorts to insure that viable quality resorts are developed and that the surrounding area contributes to the quality, ambience and character of the existing resorts.
		Encourage the visitor industry to provide resort facilities that offer an educational experience of Hawaii as well as recreational activities.
		Coastal resort developments shall provide public access to and parking for beach and shoreline areas.
		Re-evaluate existing undeveloped resort designated and/or zoned areas and reallocate these lands in appropriate locations.
		Require developers to provide the basic infrastructure necessary for development.
OPEN SPACE	<p>Provide and protect open space for the social, environmental, and economic wellbeing of the County of Hawaii and its residents.</p> <p>Protect designated natural areas.</p>	Open space shall reflect and be in keeping with the goals, policies, and standards set forth in the other elements of the General Plan.
		Encourage the identification, evaluation, and designation of natural areas.
		Zoning, subdivision and other applicable ordinances shall provide for and protect open space areas.
		Amend the Zoning Code to create a category for lands that should be kept in a largely natural state, but that may not be in the Conservation District, such as certain important viewplanes, buffer areas, and very steep slopes.
PUBLIC LANDS	<p>Utilize publicly owned lands in the best public interest and to the maximum benefit for the greatest number of people.</p> <p>Acquire lands for public</p>	Encourage uses of public lands that will satisfy specific public needs, such as housing, recreation, open space and education.
		Encourage the adoption of State programs for State lands consistent with the General Plan.
		State and County Capital Improvement Programs should continue to be coordinated.
		A sub-classification, University use, shall continue to be utilized, permitting the primary institutional and numerous supportive and accessory uses required for establishing and/or expanding a public university. Its designation shall continue to be shown on the Land Use Pattern Allocation Guide map.

	use to implement policies and programs contained in the General Plan.	Support the U.S. Department of Interior, National Park Service's expansion plans for the Hawaii Volcanoes, Puukohola and Puuhonua O Honaunau National Historic Parks. Encourage the State to continue the Villages of Lai'opua project at Kealakehe.
--	---	---

Maui	State				Urban				Rural							
	Maui County		Lahaina		Wailuku		Kihei		Paia		Hana		Makawao			
Population Characteristics																
Total population: Total	1,211,537		128,094	10.6%	18,009	14.1%	41,461	32.4%	22,913	17.9%	11,465	9.0%	1,855	1.4%	20,604	16.1%
Total population: Rural	102,358	8.4%	15,890	12.4%	902	5.0%	582	1.4%	518	2.3%	3,327	29.0%	1,855	100.0%	4,065	19.7%
Total population: Urban	1,109,179	91.6%	112,204	87.6%	17,107	95.0%	40,879	98.6%	22,395	97.7%	8,138	71.0%	-	0.0%	16,539	80.3%
Total population: Rural: Farm	5,838	5.7%	1,091	6.9%	-	0.0%	31	5.3%	12	2.3%	280	8.4%	169	9.1%	532	13.1%
Total population: Rural: Nonfarm	96,520	94.3%	14,799	93.1%	902	100.0%	551	94.7%	506	97.7%	3,047	91.6%	1,686	90.9%	3,533	86.9%
Total population: Urban: Inside urban clusters	272,861	22.5%	112,204	87.6%	17,107	95.0%	40,879	98.6%	22,395	97.7%	8,138	71.0%	-	0.0%	16,539	80.3%
Total population: Native Hawaiian and Other Pacific Islander	129,849	10.7%	17,008	13.3%	1,865	10.4%	5,480	13.2%	1,575	6.9%	2,082	18.2%	654	35.3%	2,224	10.8%
Total population: Male; 16 years and older	473,542	39.1%	49,448	38.6%	7,558	42.0%	15,535	37.5%	9,291	40.5%	4,454	38.8%	691	37.3%	7,642	37.1%
Total population: Female; 16 years and older	476,513	39.3%	49,878	38.9%	6,890	38.3%	16,226	39.1%	9,087	39.7%	4,471	39.0%	679	36.6%	8,106	39.3%
Housing Characteristics																
Housing units: Total	460,542	N/A	56,377	N/A	10,469	N/A	13,384	N/A	14,887	N/A	4,268	N/A	872	N/A	7,587	N/A
Housing units: Rural	45,822	9.9%	8,230	14.6%	866	8.3%	264	2.0%	914	6.1%	1,409	33.0%	872	100.0%	1,693	22.3%
Housing units: Urban	414,720	90.1%	48,147	85.4%	9,603	91.7%	13,120	98.0%	13,973	93.9%	2,859	67.0%	-	0.0%	5,894	77.7%
Housing units: Rural: Farm	1,980	4.3%	337	4.1%	-	0.0%	6	2.3%	7	0.8%	56	4.0%	48	5.5%	192	11.3%
Housing units: Rural: Nonfarm	43,842	95.7%	7,893	95.9%	866	100.0%	258	97.7%	907	99.2%	1,353	96.0%	824	94.5%	1,501	88.7%
Housing units: Inside urban clusters	112,047	24.3%	48,147	85.4%	9,603	91.7%	13,120	98.0%	13,973	93.9%	2,859	67.0%	-	0.0%	5,894	77.7%
Poverty Characteristics																
Population for whom poverty status is determined: Income in 1999 below poverty level	126,154	10.4%	13,252	10.3%	1,505	8.4%	4,235	10.2%	2,076	9.1%	1,582	13.8%	321	17.3%	1,597	7.8%
Native Hawaiian and Other Pacific Islander alone population for whom poverty status is determined: Income in 1999 below poverty level	107,320	82.6%	13,492	79.3%	1,793	96.1%	4,331	79.0%	1,334	84.7%	956	45.9%	565	86.4%	1,585	71.3%
Unemployment Characteristics																
Population 16 years and over: Male; In labor force; Civilian; Unemployed	20,326	4.3%	1,909	3.9%	273	3.6%	655	4.2%	300	3.2%	136	3.1%	46	6.7%	202	2.6%
Population 16 years and over: Female; In labor force; Civilian; Unemployed	15,560	3.3%	1,375	2.8%	156	2.3%	390	2.4%	301	3.3%	143	3.2%	11	1.6%	225	2.8%
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Male; In labor force; Civilian; Unemployed	3,368	2.6%	362	2.1%	67	3.6%	93	1.7%	21	1.3%	15	0.7%	22	3.4%	30	1.3%
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Female; In labor force; Civilian; Unemployed	2,432	1.9%	318	1.9%	35	1.9%	91	1.7%	60	3.8%	13	0.6%	1	0.2%	53	2.4%
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Male; Not in labor force	12,554	9.7%	1,359	8.0%	244	13.1%	381	7.0%	123	7.8%	67	3.2%	68	10.4%	97	4.4%
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Female; Not in labor force	16,663	12.8%	1,788	10.5%	179	9.6%	670	12.2%	142	9.0%	129	6.2%	98	15.0%	88	4.0%
Economic Characteristics																
Native Hawaiian and Other Pacific Islander alone population: Per capita income in 1999	\$ 14,375	N/A	\$ 14,547	N/A	\$ 17,169	N/A	\$ 18,664	N/A	\$ 16,936	N/A	\$ 19,013	N/A	\$ 11,614	N/A	\$ 18,490	N/A
Employed civilian population 16 years and over: Male; Agriculture; forestry; fishing and hunting; and mining	8,386	1.8%	1,519	3.1%	99	1.3%	345	2.2%	125	1.3%	223	5.0%	69	10.0%	393	5.1%
Employed civilian population 16 years and over: Male; Agriculture; forestry; fishing and hunting	8,222	1.7%	1,513	3.1%	99	1.3%	345	2.2%	125	1.3%	223	5.0%	69	10.0%	387	5.1%
Employed civilian population 16 years and over: Male; Farmers and farm managers	2,915	0.6%	522	1.1%	9	0.1%	37	0.2%	17	0.2%	136	3.1%	46	6.7%	213	2.8%
Employed civilian population 16 years and over: Male; Farming; fishing; and forestry occupations	4,766	1.0%	883	1.8%	91	1.2%	321	2.1%	68	0.7%	77	1.7%	25	3.6%	136	1.8%
Employed civilian population 16 years and over: Male; All industries except agriculture; forestry; fishing and hunting; and mining; Unpaid family workers	749	0.2%	104	0.2%	20	0.3%	35	0.2%	16	0.2%	5	0.1%	2	0.3%	23	0.3%
Educational Characteristics																
Native Hawaiian and Other Pacific Islander alone population 3 years and over: Enrolled in college	6,667	5.9%	508	3.7%	53	2.8%	177	3.9%	41	3.1%	31	3.3%	18	2.9%	54	3.8%
Total population 3 years and over enrolled in school (Imputed + Not Imputed)	320,842	26.5%	31,729	24.8%	3,621	20.1%	10,584	25.5%	4,884	21.3%	3,035	26.5%	528	28.5%	5,648	27.4%
Population 25 years and over: Not imputed	747,699	61.7%	78,922	61.6%	11,040	61.3%	24,761	59.7%	14,934	65.2%	7,172	62.6%	1,107	59.7%	13,082	63.5%
Population 25 years and over: Male; High school graduate (includes equivalency)	113,269	15.1%	12,742	16.1%	1,911	17.3%	4,264	17.2%	2,150	14.4%	1,061	14.8%	285	25.7%	1,789	13.7%
Population 25 years and over: Female; High school graduate (includes equivalency)	115,563	15.5%	12,514	15.9%	2,093	19.0%	4,293	17.3%	1,966	13.2%	907	12.6%	200	18.1%	1,881	14.4%

					Rural			
	State		Maui County		Kalawao County		Molokai	
Population Characteristics								
Total population: Total	1,211,537		128,094	10.6%	147	0.0%	7,404	5.8%
Total population: Rural	102,358	8.4%	15,890	12.4%	147	100.0%	4,283	57.8%
Total population: Urban	1,109,179	91.6%	112,204	87.6%	-	0.0%	3,121	42.2%
Total population: Rural; Farm	5,838	0.5%	1,091	0.9%	-	0.0%	67	0.9%
Total population: Rural; Nonfarm	96,520	8.0%	14,799	11.6%	147	100.0%	4,216	56.9%
Total population: Urban; Inside urban clusters	272,861	22.5%	112,204	87.6%	-	0.0%	3,121	42.2%
Total population: Native Hawaiian and Other Pacific Islander	129,849	10.7%	17,008	13.3%	88	59.9%	2,755	37.2%
Total population: Male; 16 years and older	473,542	39.1%	49,448	38.6%	88	59.9%	2,616	35.3%
Total population: Female; 16 years and older	476,513	39.3%	49,878	38.9%	59	40.1%	2,707	36.6%
Housing Characteristics								
Housing units: Total	460,542	38.0%	56,377	44.0%	172	117.0%	3,185	43.0%
Housing units: Rural	45,822	9.9%	8,230	14.6%	172	100.0%	2,084	65.4%
Housing units: Urban	414,720	90.1%	48,147	85.4%	-	0.0%	1,101	34.6%
Housing units: Rural; Farm	1,980	0.4%	337	0.6%	-	0.0%	28	0.9%
Housing units: Rural; Nonfarm	43,842	9.5%	7,893	14.0%	172	100.0%	2,056	64.6%
Housing units: Inside urban clusters	112,047	24.3%	48,147	85.4%	-	0.0%	1,101	34.6%
Poverty Characteristics								
Population for whom poverty status is determined: Income in 1999 below poverty level	126,154	10.4%	13,252	10.3%	59	40.1%	1,578	21.3%
Native Hawaiian and Other Pacific Islander alone population for whom poverty status is determined: Income in 1999 below poverty level	107,320	82.6%	13,492	79.3%	44	50.0%	2,663	96.7%
Unemployment Characteristics								
Population 16 years and over: Male; In labor force; Civilian; Unemployed	20,326	4.3%	1,909	3.9%	-	0.0%	223	8.5%
Population 16 years and over: Female; In labor force; Civilian; Unemployed	15,560	3.3%	1,375	2.8%	-	0.0%	115	4.4%
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Male; In labor force; Civilian; Unemployed	3,368	2.6%	362	2.1%	-	0.0%	102	3.7%
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Female; In labor force; Civilian; Unemployed	2,432	1.9%	318	1.9%	-	0.0%	65	2.4%
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Male; Not in labor force	12,554	9.7%	1,359	8.0%	44	50.0%	380	13.8%
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Female; Not in labor force	16,663	12.8%	1,788	10.5%	-	0.0%	421	15.3%
Rural								
	State		Maui County		Kalawao County		Molokai	
Economic Characteristics								
Native Hawaiian and Other Pacific Islander alone population: Per capita income in 1999	\$ 14,375	N/A	\$ 14,547	N/A	\$ 11,416	N/A	\$ 11,408	N/A
Employed civilian population 16 years and over: Male; Agriculture; forestry; fishing and hunting; and mining	8,386	1.8%	1,519	3.1%	-	0.0%	191	7.3%
Employed civilian population 16 years and over: Male; Agriculture; forestry; fishing and hunting	8,222	1.7%	1,513	3.1%	-	0.0%	191	7.3%
Employed civilian population 16 years and over: Male; Farmers and farm managers	2,915	0.6%	522	1.1%	-	0.0%	54	2.1%
Employed civilian population 16 years and over: Male; Farming; fishing; and forestry occupations	4,766	1.0%	883	1.8%	-	0.0%	112	4.3%
Employed civilian population 16 years and over: Male; All industries except agriculture; forestry; fishing and hunting; and mining; Unpaid family workers	749	0.2%	104	0.2%	-	0.0%	3	0.1%
Educational Characteristics								
Native Hawaiian and Other Pacific Islander alone population 3 years and over: Enrolled in college	6,667	5.9%	508	3.7%	-	0.0%	103	3.7%
Total population 3 years and over enrolled in school (Imputed + Not Imputed)	320,842	26.5%	31,729	24.8%	-	0.0%	2,307	31.2%
Population 25 years and over: Not imputed	747,699	61.7%	78,922	61.6%	147	100.0%	4,269	57.7%
Population 25 years and over: Male; High school graduate (includes equivalency)	113,269	15.1%	12,742	16.1%	15	10.2%	862	20.2%
Population 25 years and over: Female; High school graduate (includes equivalency)	115,563	15.5%	12,514	15.9%	14	9.5%	812	19.0%

					Rural	
	State		Maui County		Lanai	
Population Characteristics						
Total population: Total	1,211,537		128,094	10.6%	3,193	2.5%
Total population: Rural	102,358	8.4%	15,890	12.4%	505	15.8%
Total population: Urban	1,109,179	91.6%	112,204	87.6%	2,688	84.2%
Total population: Rural; Farm	5,838	5.7%	1,091	6.9%	-	0.0%
Total population: Rural; Nonfarm	96,520	94.3%	14,799	93.1%	505	100.0%
Total population: Urban; Inside urban clusters	272,861	22.5%	112,204	87.6%	2,688	84.2%
Total population: Native Hawaiian and Other Pacific Islander	129,849	10.7%	17,008	13.3%	285	8.9%
Total population: Male; 16 years and older	473,542	39.1%	49,448	38.6%	1,169	36.6%
Total population: Female; 16 years and older	476,513	39.3%	49,878	38.9%	1,236	38.7%
Housing Characteristics						
Housing units: Total	460,542	N/A	56,377	N/A	1,384	N/A
Housing units: Rural	45,822	9.9%	8,230	14.6%	300	21.7%
Housing units: Urban	414,720	90.1%	48,147	85.4%	1,084	78.3%
Housing units: Rural; Farm	1,980	4.3%	337	4.1%	-	0.0%
Housing units: Rural; Nonfarm	43,842	95.7%	7,893	95.9%	300	100.0%
Housing units: Inside urban clusters	112,047	9.2%	48,147	37.6%	1,084	33.9%
Poverty Characteristics						
Population for whom poverty status is determined: Income in 1999 below poverty level	126,154	10.4%	13,252	10.3%	300	9.4%
Native Hawaiian and Other Pacific Islander alone population for whom poverty status is determined: Income in 1999 below poverty level	107,320	82.6%	13,492	79.3%	221	77.5%
Unemployment Characteristics						
Population 16 years and over: Male; In labor force; Civilian; Unemployed	20,326	4.3%	1,909	3.9%	47	4.0%
Population 16 years and over: Female; In labor force; Civilian; Unemployed	15,560	3.3%	1,375	2.8%	32	2.6%
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Male; In labor force; Civilian; Unemployed	3,368	2.6%	362	2.1%	-	0.0%
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Female; In labor force; Civilian; Unemployed	2,432	1.9%	318	1.9%	-	0.0%
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Male; Not in labor force	12,554	9.7%	1,359	8.0%	22	7.7%
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Female; Not in labor force	16,663	12.8%	1,788	10.5%	31	10.9%
					Rural	
	State		Maui County		Lanai	
Economic Characteristics						
Native Hawaiian and Other Pacific Islander alone population: Per capita income in 1999	\$ 14,375	N/A	\$ 14,547	N/A	\$ 14,814	N/A
Employed civilian population 16 years and over: Male; Agriculture; forestry; fishing and hunting; and mining	8,386	1.8%	1,519	3.1%	24	2.1%
Employed civilian population 16 years and over: Male; Agriculture; forestry; fishing and hunting	8,222	1.7%	1,513	3.1%	24	2.1%
Employed civilian population 16 years and over: Male; Farmers and farm managers	2,915	0.6%	522	1.1%	5	0.4%
Employed civilian population 16 years and over: Male; Farming; fishing; and forestry occupations	4,766	1.0%	883	1.8%	7	0.6%
Employed civilian population 16 years and over: Male; All industries except agriculture; forestry; fishing and hunting; and mining; Unpaid family workers	749	0.1%	104	0.1%	-	0.0%
Educational Characteristics						
Native Hawaiian and Other Pacific Islander alone population 3 years and over: Enrolled in college	6,667	5.9%	508	3.7%	20	9.0%
Total population 3 years and over enrolled in school (Imputed + Not Imputed)	320,842	26.5%	31,729	24.8%	843	26.4%
Population 25 years and over: Not imputed	747,699	61.7%	78,922	61.6%	1,908	59.8%
Population 25 years and over: Male; High school graduate (includes equivalency)	113269	15.1%	12742	16.1%	291	15.3%
Population 25 years and over: Female; High school graduate (includes equivalency)	115563	15.5%	12514	15.9%	269	14.1%

	State		Kauai County		Urban		North Shore		Kapaa		Rural		Waimea		Koloa		Hanapepe	
Population Characteristics																		
Total population: Total	1,211,537		58,463	4.8%	6,860	11.7%	6,348	10.9%	18,525	31.7%	5,824	10.0%	9,313	15.9%	6,276	10.7%		
Total population: Rural	102,358	8.4%	10,951	18.7%	413	6.0%	6,348	100.0%	1,896	10.2%	399	6.9%	349	3.7%	1,391	22.2%		
Total population: Urban	1,109,179	91.6%	47,512	81.3%	6,447	94.0%	-	0.0%	16,629	89.8%	5,425	93.1%	8,964	96.3%	4,885	77.8%		
Total population: Rural: Farm	5,838	0.5%	515	0.9%	-	0.0%	250	3.9%	208	1.1%	9	0.2%	-	0.0%	48	0.8%		
Total population: Rural: Nonfarm	96,520	8.0%	10,436	17.9%	413	6.0%	6,098	96.1%	1,688	9.1%	390	6.7%	349	3.7%	1,343	21.4%		
Total population: Urban; Inside urban clusters	272,861	22.5%	47,512	81.3%	6,447	94.0%	-	0.0%	16,629	89.8%	5,425	93.1%	8,964	96.3%	4,885	77.8%		
Total population: Native Hawaiian and Other Pacific Islander alone	129,849	10.7%	6,307	10.8%	953	13.9%	444	7.0%	2,528	13.6%	1,154	19.8%	561	6.0%	667	10.6%		
Total population: Male; 16 years and older	473,542	39.1%	22,264	38.1%	2,642	38.5%	2,502	39.4%	6,818	36.8%	2,266	38.9%	3,639	39.1%	2,390	38.1%		
Total population: Female; 16 years and older	476,513	39.3%	22,656	38.8%	2,594	37.8%	2,421	38.1%	6,994	37.8%	2,304	39.6%	3,707	39.8%	2,363	37.7%		
Housing Characteristics																		
Housing units: Total	460,542	38.0%	25,331	43.3%	2,273	33.1%	3,796	59.8%	7,419	40.0%	2,256	38.7%	5,090	54.7%	2,239	35.7%		
Housing units: Rural	45,822	9.9%	6,154	24.3%	344	15.1%	3,796	100.0%	791	10.7%	236	10.5%	400	7.9%	557	24.9%		
Housing units: Urban	414,720	90.1%	19,177	75.7%	1,929	84.9%	-	0.0%	6,628	89.3%	2,020	89.5%	4,690	92.1%	1,682	75.1%		
Housing units: Rural: Farm	1,980	0.4%	146	0.6%	-	0.0%	71	1.9%	54	0.7%	4	0.2%	-	0.0%	17	0.8%		
Housing units: Rural: Nonfarm	43,842	9.5%	6,008	23.7%	344	15.1%	3,725	98.1%	737	9.9%	232	10.3%	400	7.9%	540	24.1%		
Housing units: Inside urban clusters	112,047	24.3%	19,177	75.7%	1,929	84.9%	-	0.0%	6,628	89.3%	2,020	89.5%	4,690	92.1%	1,682	75.1%		
Poverty Characteristics																		
Population for whom poverty status is determined: Income in 1999 below poverty level	126,154	10.4%	6,085	10.4%	539	7.9%	768	12.1%	2,467	13.3%	790	13.6%	710	7.6%	563	9.0%		
Native Hawaiian and Other Pacific Islander alone population for whom poverty status is determined: Income in 1999 below poverty level	107,320	82.6%	5,381	85.3%	648	68.0%	432	97.3%	2,424	95.9%	1,134	98.3%	301	53.7%	442	66.3%		
Unemployment Characteristics																		
Population 16 years and over: Male; In labor force; Civilian; Unemployed	20,326	4.3%	926	4.2%	105	4.0%	58	2.3%	364	5.3%	113	5.0%	145	4.0%	123	5.1%		
Population 16 years and over: Female; In labor force; Civilian; Unemployed	15,560	3.3%	573	2.6%	37	1.4%	47	1.9%	205	3.0%	74	3.3%	108	3.0%	74	3.1%		
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Male; In labor force; Civilian; Unemployed	3,368	2.6%	122	1.9%	18	1.9%	1	0.2%	58	2.3%	26	2.3%	3	0.5%	12	1.8%		
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Female; In labor force; Civilian; Unemployed	2,432	1.9%	41	0.7%	-	0.0%	7	1.6%	18	0.7%	2	0.2%	9	1.6%	5	0.7%		
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Male; Not in labor force	12,554	9.7%	564	8.9%	29	3.0%	36	8.1%	212	8.4%	158	13.7%	70	12.5%	29	4.3%		
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Female; Not in labor force	16,663	12.8%	732	11.6%	51	5.4%	28	6.3%	350	13.8%	126	10.9%	61	10.9%	44	6.6%		
Economic Characteristics																		
Native Hawaiian and Other Pacific Islander alone population: Per capita income in 1999	\$ 14,375	N/A	\$ 13,939	N/A	\$ 15,276	N/A	\$ 11,094	N/A	\$ 13,945	N/A	\$ 12,773	N/A	\$ 16,242	N/A	\$ 14,658	N/A		
Employed civilian population 16 years and over: Male; Agriculture; forestry; fishing and hunting; and mining	8,386	1.8%	952	4.3%	104	3.9%	152	6.1%	250	3.7%	172	7.6%	76	2.1%	147	6.2%		
Employed civilian population 16 years and over: Male; Agriculture; forestry; fishing and hunting	8,222	1.7%	925	4.2%	99	3.7%	152	6.1%	235	3.4%	172	7.6%	69	1.9%	147	6.2%		
Employed civilian population 16 years and over: Male; Farmers and farm managers	2,915	0.6%	287	1.3%	8	0.3%	85	3.4%	83	1.2%	39	1.7%	27	0.7%	28	1.2%		
Employed civilian population 16 years and over: Male; Farming; fishing; and forestry occupations	4,766	1.0%	471	2.1%	54	2.0%	45	1.8%	141	2.1%	81	3.6%	33	0.9%	82	3.4%		
Employed civilian population 16 years and over: Male; All industries except agriculture; forestry; fishing and hunting; and mining; Unpaid family workers	749	0.2%	52	0.2%	5	0.2%	12	0.5%	18	0.3%	5	0.2%	6	0.2%	6	0.3%		
Educational Characteristics																		
Native Hawaiian and Other Pacific Islander alone population 3 years and over: Enrolled in college	6,667	5.9%	160	3.0%	20	6.5%	2	0.5%	79	3.3%	30	3.7%	11	2.4%	11	3.1%		
Total Population 3 and over enrolled in school (Imputed + Not Imputed)	320,842	26.5%	14,881	25.5%	1,802	26.3%	1,469	23.1%	4,882	26.4%	1,585	27.2%	1,963	24.2%	1,908	30.4%		
Population 25 years and over: Not imputed	747,699	61.7%	35,505	60.7%	4,012	58.5%	3,978	62.7%	11,081	59.8%	3,528	60.6%	5,793	62.2%	3,748	59.7%		
Population 25 years and over: Male; High school graduate (includes equivalency)	113,269	15.1%	5,743	16.2%	738	18.4%	447	11.2%	1,914	17.3%	649	18.4%	845	14.6%	654	17.4%		
Population 25 years and over: Female; High school graduate (includes equivalency)	115,563	15.5%	5,803	16.3%	604	15.1%	524	13.2%	1,895	17.1%	626	17.7%	919	15.9%	586	15.6%		

	State		Urban				Rural		Urban		North Kohala		South Kohala		Rural		Puna		Hamakua			
	State	Hawaii County	South Hilo	North Kona	South Kona	North Hilo	South Kona	North Hilo	North Kohala	South Kohala	Kau	Puna	Hamakua									
Population Characteristics																						
Total population: Total	1,211,537	148,677	12.3%	45,160	30.4%	19,180	12.9%	4,181	2.8%	873	0.6%	6,038	4.1%	13,131	8.8%	5,827	3.9%	30,867	20.8%	1,670	1.1%	
Total population: Rural	102,358	8.4%	61,712	41.5%	7,568	16.8%	5,478	28.6%	3,978	95.1%	873	100.0%	2,443	40.5%	5,733	43.7%	5,827	100.0%	23,018	74.6%	1,547	92.6%
Total population: Urban	1,109,179	91.6%	86,965	58.5%	37,592	83.2%	13,702	71.4%	203	4.9%	-	0.0%	3,595	59.5%	7,398	56.3%	-	0.0%	7,849	25.4%	123	7.4%
Total population: Rural: Farm	5,838	5.7%	3,826	6.2%	301	4.0%	492	9.0%	1,019	25.6%	37	4.2%	116	4.7%	215	3.8%	195	3.3%	946	4.1%	84	5.4%
Total population: Rural: Nonfarm	96,520	94.3%	57,886	93.8%	7,267	96.0%	4,986	91.0%	2,959	74.4%	836	95.8%	2,327	95.3%	5,518	96.2%	5,632	96.7%	22,072	95.9%	1,463	94.6%
Total population: Urban: Inside urban clusters	272,861	22.5%	86,965	58.5%	37,592	83.2%	13,702	71.4%	203	4.9%	-	0.0%	3,595	59.5%	7,398	56.3%	-	0.0%	7,849	25.4%	123	7.4%
Total population: Native Hawaiian and Other Pacific Islander	129,849	10.7%	18,505	12.4%	6,732	14.9%	2,709	14.1%	953	22.8%	198	22.7%	778	12.9%	1,906	14.5%	811	13.9%	3,801	12.3%	617	36.9%
Total population: Male: 16 years and older	473,542	39.1%	56,763	38.2%	17,078	37.8%	7,386	38.5%	1,652	39.5%	393	45.0%	2,309	38.2%	4,761	36.3%	2,348	40.3%	11,670	37.8%	670	40.1%
Total population: Female: 16 years and older	476,513	39.3%	57,884	38.9%	18,555	41.1%	7,358	38.4%	1,565	37.4%	336	38.5%	2,403	39.8%	4,947	37.7%	2,169	37.2%	11,268	36.5%	615	36.8%
Housing Characteristics																						
Housing units: Total	460,542	N/A	62,674	N/A	17,832	N/A	8,011	N/A	1,747	N/A	337	N/A	1,922	N/A	5,794	N/A	2,883	N/A	12,882	N/A	672	N/A
Housing units: Rural	45,822	9.9%	26,863	42.9%	2,777	15.6%	2,372	29.6%	1,657	94.8%	337	100.0%	977	50.8%	2,843	49.1%	2,883	100.0%	10,178	79.0%	630	93.8%
Housing units: Urban	414,720	90.1%	35,811	57.1%	15,055	84.4%	5,639	70.4%	90	5.2%	-	0.0%	945	49.2%	2,951	50.9%	-	0.0%	2,704	21.0%	42	6.3%
Housing units: Rural: Farm	1,980	4.3%	1,395	5.2%	123	4.4%	195	8.2%	350	21.1%	7	2.1%	47	4.8%	66	2.3%	63	2.2%	366	3.6%	37	5.3%
Housing units: Rural: Nonfarm	43,842	95.7%	25,468	94.8%	2,654	95.6%	2,177	91.8%	1,307	78.9%	330	97.9%	930	95.2%	2,777	97.7%	2,820	97.8%	9,812	96.4%	593	94.1%
Housing units: Inside urban clusters	112,047	9.2%	35,811	24.1%	15,055	33.3%	5,639	29.4%	90	2.2%	-	0.0%	945	15.7%	2,951	22.5%	-	0.0%	2,704	8.8%	42	2.5%
Poverty Characteristics																						
Population for whom poverty status is determined: Income in 1999 below poverty level	126,154	10.4%	22,821	15.3%	7,493	16.6%	1,661	8.7%	657	15.7%	48	5.5%	641	10.6%	1,100	8.4%	1,376	23.6%	7,220	23.4%	108	6.5%
Native Hawaiian and Other Pacific Islander alone population for whom poverty status is determined: Income in 1999 below poverty level	107,320	82.6%	13,016	70.3%	5,285	78.5%	288	10.6%	936	98.2%	59	29.8%	503	64.7%	1,625	85.3%	528	65.1%	3,439	90.5%	353	57.2%
Employment Characteristics																						
Population 16 years and over: Male; In labor force; Civilian; Unemployed	20,326	4.3%	3,073	5.4%	1,172	6.9%	256	3.5%	68	4.1%	24	6.1%	68	2.9%	107	2.2%	215	9.2%	804	6.9%	23	3.4%
Population 16 years and over: Female; In labor force; Civilian; Unemployed	15,560	3.3%	2,540	4.4%	798	4.3%	205	2.8%	66	4.2%	5	1.5%	53	2.2%	121	2.4%	174	8.0%	826	7.3%	38	6.2%
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Male; In labor force; Civilian; Unemployed	3,368	2.6%	548	3.0%	165	2.5%	66	2.4%	8	0.8%	-	0.0%	11	1.4%	22	1.2%	33	4.1%	165	4.3%	-	-
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Female; In labor force; Civilian; Unemployed	2,432	1.9%	461	2.5%	167	2.5%	49	1.8%	20	2.1%	-	0.0%	10	1.3%	21	1.1%	17	2.1%	99	2.6%	10	1.6%
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Male; Not in labor force	12,554	9.7%	1,882	10.2%	679	10.1%	137	5.1%	84	8.8%	7	3.5%	75	9.6%	179	9.4%	58	7.2%	447	11.8%	19	3.1%
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Female; Not in labor force	16,663	12.8%	2,307	12.5%	763	11.3%	243	9.0%	99	10.4%	8	4.0%	80	10.3%	296	15.5%	116	14.3%	463	12.2%	14	2.3%
Economic Characteristics																						
Native Hawaiian and Other Pacific Islander alone population: Per capita income in 1999	\$ 14,375	N/A	\$ 12,619	N/A	\$ 11,603	N/A	\$ 15,678	N/A	\$ 13,771	N/A	\$ 22,134	N/A	\$ 15,563	N/A	\$ 17,783	N/A	\$ 11,218	N/A	\$ 12,484	N/A	\$ 15,573	N/A
Employed civilian population 16 years and over: Male; Agriculture; forestry; fishing and hunting; and mining	8,386	0.7%	3,134	2.1%	567	1.3%	224	1.2%	251	6.0%	25	2.9%	130	2.2%	195	1.5%	222	3.8%	973	3.2%	51	3.1%
Employed civilian population 16 years and over: Male; Agriculture; forestry; fishing and hunting	8,222	1.7%	3,099	5.5%	535	3.1%	224	3.0%	251	15.2%	25	6.4%	130	5.6%	195	4.1%	222	9.5%	972	8.3%	51	7.6%
Employed civilian population 16 years and over: Male; Farmers and farm managers	2,915	0.6%	1,315	2.3%	188	1.1%	75	1.0%	174	10.5%	18	4.6%	32	1.4%	49	1.0%	62	2.6%	464	4.0%	13	1.9%
Employed civilian population 16 years and over: Male; Farming; fishing; and forestry occupations	4,766	1.0%	1,649	2.9%	322	1.9%	168	2.3%	71	4.3%	7	1.8%	67	2.9%	110	2.3%	136	5.8%	482	4.1%	39	5.8%
Employed civilian population 16 years and over: Male: All industries except agriculture; forestry; fishing and hunting; and mining; Unpaid family workers	749	0.1%	149	0.1%	34	0.1%	58	0.3%	4	0.1%	-	0.0%	-	0.0%	4	0.0%	9	0.2%	37	0.1%	-	0.0%
Educational Characteristics																						
Native Hawaiian and Other Pacific Islander alone population 3 years and over: Enrolled in college	6,667	5.9%	1,083	6.7%	575	12.1%	98	4.3%	34	4.4%	-	0.0%	17	3.2%	52	3.2%	8	1.5%	189	5.4%	19	16.1%
Total population 3 years and over enrolled in school (Imputed + Not Imputed)	320,842	26.5%	40,194	27.0%	13,076	29.0%	4,765	24.8%	1,048	25.1%	160	18.3%	1,596	26.4%	3,437	26.2%	1,431	24.6%	9,181	29.7%	543	32.5%
Population 25 years and over: Not imputed	747,699	61.7%	90,888	61.1%	27,929	61.8%	11,661	60.8%	2,514	60.1%	620	71.0%	3,671	60.8%	8,059	61.4%	3,634	62.4%	18,114	58.7%	993	59.5%
Population 25 years and over: Male; High school graduate (includes equivalency)	113,269	15.1%	15,289	16.8%	4,431	15.9%	1,943	16.7%	513	20.4%	92	14.8%	702	19.1%	1,210	15.0%	657	18.1%	3,200	17.7%	175	17.6%
Population 25 years and over: Female; High school graduate (includes equivalency)	115,563	15.5%	15,364	16.9%	4,678	16.7%	2,076	17.8%	394	15.7%	56	9.0%	749	20.4%	1,315	16.3%	691	19.0%	2,802	15.5%	209	21.0%

	Urban																		Rural					
	State		Honolulu County		Primary Urban Core		East Honolulu		Central Oahu		Ewa		Ko'olaupoko		North Shore		Waianae							
Population Characteristics																								
Total population: Total	1,211,537		876,156	72.3%	414,153	34.2%	49,315	5.6%	150,362	17.2%	85,530	9.8%	14,546	1.7%	113,511	13.0%	18,380	2.1%	36,698	4.2%				
Total population: Rural	102,358	8.4%	13,658	1.6%	3,093	0.7%	-	0.0%	2,516	1.7%	2,134	2.5%	1,584	10.9%	1,372	1.2%	1,348	7.3%	2,144	5.8%				
Total population: Urban	1,109,179	91.6%	862,498	98.4%	411,060	99.3%	49,315	100.0%	147,846	98.3%	83,396	97.5%	12,962	89.1%	112,139	98.8%	17,032	92.7%	34,554	94.2%				
Total population: Rural: Farm	5,838	0.5%	406	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	139	1.0%	220	0.2%	47	0.3%	-	0.0%				
Total population: Rural: Nonfarm	96,520	8.0%	13,252	1.5%	3,093	0.7%	-	0.0%	2,516	1.7%	2,134	2.5%	1,445	9.9%	1,152	1.0%	1,301	7.1%	2,144	5.8%				
Total population: Urban; Inside urban clusters	272,861	22.5%	26,180	3.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	11,624	79.9%	-	0.0%	14,556	79.2%	-	0.0%				
Total population: Native Hawaiian and Other Pacific Islander alone	129,849	10.7%	88,029	8.8%	34,584	8.4%	2,661	5.4%	11,620	7.7%	6,021	7.0%	3,900	26.8%	15,449	13.6%	2,206	12.0%	11,588	31.6%				
Total population: Male; 16 years and older	473,542	39.1%	344,979	39.4%	169,388	40.9%	19,811	40.2%	112,405	74.8%	59,346	69.4%	10,412	71.6%	88,475	77.9%	14,218	77.4%	25,621	69.8%				
Total population: Female; 16 years and older	476,513	39.3%	346,036	39.5%	172,533	41.7%	20,731	42.0%	55,031	36.6%	31,126	36.4%	5,351	36.8%	43,385	38.2%	6,723	36.6%	13,205	36.0%				
Housing Characteristics																								
Housing units: Total	460,542	38.0%	315,988	36.1%	169,488	40.9%	18,323	37.2%	46,459	30.9%	25,129	29.4%	4,473	30.8%	35,300	31.1%	6,648	36.2%	10,935	29.8%				
Housing units: Rural	45,822	9.9%	4,403	1.4%	1,013	0.6%	-	0.0%	824	1.8%	871	3.5%	391	8.7%	415	1.2%	410	6.2%	645	5.9%				
Housing units: Urban	414,720	90.1%	311,585	98.6%	168,475	99.4%	18,323	100.0%	45,635	98.2%	24,258	96.5%	4,082	91.3%	34,885	98.8%	6,238	93.8%	10,290	94.1%				
Housing units: Rural: Farm	1,980	0.4%	102	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	32	0.7%	54	0.2%	16	0.2%	-	0.0%				
Housing units: Rural: Nonfarm	43,842	9.5%	4,301	1.4%	1,013	0.6%	-	0.0%	824	1.8%	871	3.5%	359	8.0%	361	1.0%	394	5.9%	645	5.9%				
Housing units: Inside urban clusters	112,047	24.3%	8,912	2.8%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	3,525	78.8%	-	0.0%	5,387	81.0%	-	0.0%				
Poverty Characteristics																								
Population for whom poverty status is determined: Income in 1999 below poverty level	126,154	10.4%	83,937	9.6%	45,657	11.0%	1,843	3.7%	11,601	7.7%	6,551	7.7%	2,389	16.4%	6,253	5.5%	2,426	13.2%	7,987	21.8%				
Native Hawaiian and Other Pacific Islander alone population for whom poverty status is determined: Income in 1999 below poverty level	107,320	82.6%	75,431	85.7%	28,549	82.5%	1,914	71.9%	10,125	87.1%	4,942	82.1%	3,473	89.1%	13,060	84.5%	1,865	84.5%	11,503	99.3%				
Unemployment Characteristics																								
Population 16 years and over: Male; In labor force; Civilian; Unemployed	20,326	1.7%	14,418	1.6%	7,043	1.7%	489	1.0%	2,304	1.5%	1,310	1.5%	309	2.1%	1,627	1.4%	301	1.6%	1,206	3.3%				
Population 16 years and over: Female; In labor force; Civilian; Unemployed	15,560	1.3%	11,072	1.3%	4,954	1.2%	333	0.7%	1,898	1.3%	1,082	1.3%	230	1.6%	1,361	1.2%	261	1.4%	1,069	2.9%				
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Male; In labor force; Civilian; Unemployed	3,368	2.6%	2,336	2.7%	943	2.7%	52	2.0%	298	2.6%	154	2.6%	146	3.7%	317	2.1%	46	2.1%	394	3.4%				
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Female; In labor force; Civilian; Unemployed	2,432	1.9%	1,612	1.8%	507	1.5%	32	1.2%	293	2.5%	210	3.5%	72	1.8%	183	1.2%	24	1.1%	375	3.2%				
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Male; Not in labor force	12,554	9.7%	8,705	9.9%	3,535	10.2%	237	8.9%	930	8.0%	765	12.7%	514	13.2%	1,421	9.2%	125	5.7%	1,137	9.8%				
Native Hawaiian and Other Pacific Islander alone population 16 years and over: Female; Not in labor force	16,663	12.8%	11,836	13.4%	4,903	14.2%	348	13.1%	1,442	12.4%	1,074	17.8%	712	18.3%	1,691	10.9%	156	7.1%	1,565	13.5%				
Economic Characteristics																								
Native Hawaiian and Other Pacific Islander alone population: Per capita income in 1999	\$ 14,375	N/A	\$ 14,748	N/A	\$ 19,274	N/A	\$ 24,139	N/A	\$ 16,384	N/A	\$ 14,098	N/A	\$ 12,694	N/A	\$ 18,110	N/A	\$ 12,495	N/A	\$ 11,367	N/A				
Employed civilian population 16 years and over: Male; Agriculture; forestry; fishing and hunting; and mining	8,386	0.7%	2,781	0.3%	887	0.2%	94	0.2%	616	0.4%	277	0.3%	156	1.1%	431	0.4%	243	1.3%	230	0.6%				
Employed civilian population 16 years and over: Male; Agriculture; forestry; fishing and hunting	8,222	0.7%	2,685	0.3%	828	0.2%	94	0.2%	613	0.4%	268	0.3%	156	1.1%	414	0.4%	243	1.3%	230	0.6%				
Employed civilian population 16 years and over: Male; Farmers and farm managers	2,915	0.2%	791	0.1%	253	0.1%	5	0.0%	87	0.1%	28	0.0%	75	0.5%	173	0.2%	80	0.4%	82	0.2%				
Employed civilian population 16 years and over: Male; Farming; fishing; and forestry occupations	4,766	0.4%	1,763	0.2%	583	0.1%	75	0.2%	459	0.3%	155	0.2%	76	0.5%	248	0.2%	131	0.7%	121	0.3%				
Employed civilian population 16 years and over: Male; All industries except agriculture; forestry; fishing and hunting; and mining; Unpaid family workers	749	0.1%	444	0.1%	219	0.1%	30	0.1%	24	0.0%	30	0.0%	6	0.0%	108	0.1%	13	0.1%	23	0.1%				
Educational Characteristics																								
Native Hawaiian and Other Pacific Islander alone population 3 years and over: Enrolled in college	6,667	0.6%	4,916	0.6%	2,335	0.6%	151	0.3%	406	0.3%	330	0.4%	371	2.6%	820	0.7%	102	0.6%	325	0.9%				
Total population 3 years and over enrolled in school (Imputed + Not imputed)	320,842	26.5%	234,038	26.7%	102,600	24.8%	12,016	24.4%	42,598	28.3%	25,363	29.7%	5,467	37.6%	31,425	27.7%	4,525	24.6%	11,394	31.0%				
Population 25 years and over: Not imputed	747,699	61.7%	542,237	61.9%	271,221	65.5%	34,951	70.9%	85,247	56.7%	48,532	56.7%	7,304	50.2%	68,413	60.3%	10,615	57.8%	18,692	50.9%				
Population 25 years and over: Male; High school graduate (includes equivalency)	113,269	15.1%	79,480	14.7%	39,422	14.5%	2,993	8.6%	12,884	15.1%	7,386	15.2%	1,069	14.6%	10,356	15.1%	1,854	17.5%	4,447	23.8%				
Population 25 years and over: Female; High school graduate (includes equivalency)	115,563	15.5%	81,868	15.1%	40,842	15.1%	3,961	11.3%	12,295	14.4%	7,548	15.6%	991	13.6%	10,553	15.4%	1,465	13.8%	4,774	25.5%				