



# Kaua'i Comprehensive Economic Development Strategic Plan 2022-2026

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## Cluster Working Groups

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Kaua'i – Office of Economic Development

In a series of meetings during July and August 2021 with six established cluster groups including Kaua'i's professionals in the fields of economic development, community development, health and social services and leaders from the private business community, the planning committee conducted a strengths, weaknesses, opportunities and threats (SWOT) analysis.

In a series of meetings during September and October 2021 with the six established cluster groups that participated in the SWOT meetings, the planning committee assisted in the development of Objectives and Key Tactics for four Goal Areas. These Goal Areas were developed based on the cluster SWOT analysis and discussions during cluster meetings.

This appendix contains the individual cluster SWOT analysis information and goal area objectives and key tactics.

The clusters will use these objectives and tactics to inform their economic plans for 2022-2026.

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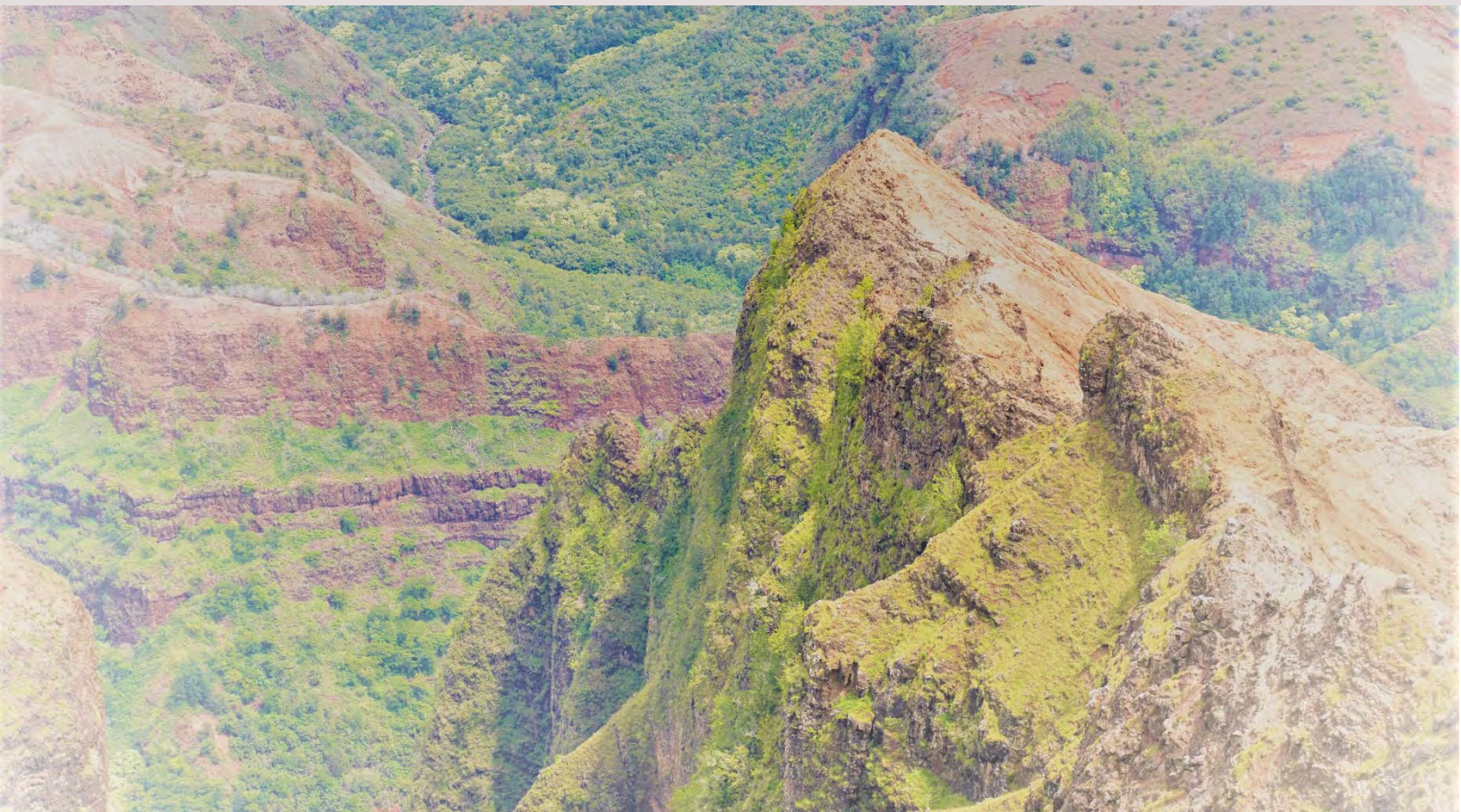
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# **Kaua'i Comprehensive Economic Development Strategic Plan**

## **Individual Cluster Working Groups SWOT Analysis**



# Kaua'i Comprehensive Economic Development Strategic Plan

## Cluster Working Groups SWOT Analysis

### ARTS and CULTURE

<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Collective ohana feeling</li> <li>• Diverse platforms</li> <li>• Long history that people draw from</li> <li>• National Tropical Botanical Garden (NTBG)</li> <li>• Visual arts sector's resilience</li> <li>• Garden Island Arts Council</li> <li>• Beauty of the place</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Lack of funding</li> <li>• Lack of venues for events/workshops and training</li> <li>• No vehicle enabling coming together of creatives</li> <li>• Creatives are not educated in seeking funding and building their businesses</li> <li>• No robust programs in the public educational system</li> <li>• No projects ready to go</li> <li>• Lack of support from the legislature</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• Connect projects and other entities - collaboration opportunities</li> <li>• Technology/AI to coordinate current/new/emerging artists, organizations and events</li> <li>• Funding opportunities due to COVID relief - NEA</li> <li>• We have retired professionals on island that could help and mentor</li> <li>• Kaua'i Creative Technology Center (KCTC)</li> <li>• Makerspace</li> <li>• Willing Administration &amp; Partners who support the Film Industry</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Pandemics</li> <li>• Land purchases by non-residents</li> <li>• Loss of traditional cultural and institutional knowledge</li> <li>• Loss of revenue</li> <li>• Lack of capacity (economies of scale) to get the money</li> <li>• Cost/availability of goods</li> </ul>



# Kaua'i Comprehensive Economic Development Strategic Plan

## Cluster Working Groups SWOT Analysis

### ARTS and CULTURE

Following are detailed explanations of the SWOT items that were most frequently mentioned or required clarification.

#### Strengths

Collective ohana feeling. There are lots of committed people to their own events. Diverse groups of creatives, innovators, media artists and more are active.

Garden Island Arts Council. This organization provides a year-round program of art, cultural activities & events for the benefit of residents of & visitors to Kaua'i. It also serves as a clearinghouse for artists in the community.

Diverse platforms. Different arts and cultural platforms are operating within the county – Kapa making, hula, music, film.

National Tropical Botanical Gardens. The NTBG has demonstrated strong leadership and are well connected and could serve as a model to follow going forward.

#### Weaknesses

Lack of venues for events/workshops/filming and training. Current venues are very expensive. More and more properties are acquired by new owners who are not interested in allowing people onto their properties. It's going to take 36 – 48 months before the Kaua'i Creative Technology Center opens.

No vehicle enabling coming together of creatives. A strategy/vehicle doesn't exist that allows the variety of creatives to come together. There is no database of groups and how active they are. This lack of information affects the sector financially as well.

#### Opportunities

Funding opportunities due to COVID relief – NEA. The National Endowment for the Arts (NEA) received \$135 million from the American Rescue Plan Act of 2021.

Kaua'i Creative Technology Center (KCTC). KCTC stimulates innovation and economic growth within the Creative Industries sector in Hawai'i to establish and/or grow businesses that create or apply technologies that will increase their competitiveness in the Local, State-wide and/or Global economy, thereby creating jobs and generating economic wealth within the Creative Industries sector.

Makerspace. A makerspace is a collaborative work space inside a school, library or separate public/private facility for making, learning, exploring and sharing that uses high tech to no tech tools.

#### Threats

Land purchases by non-residents. Non-residents take less interest in local culture and arts activities. This creates a missed opportunity for collaboration with the county in areas like filming and local culture.

# Kaua'i Comprehensive Economic Development Strategic Plan

## Cluster Working Groups SWOT Analysis

### FOOD and AGRICULTURE

<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Availability of agricultural land.</li> <li>• Availability of Educational Programs</li> <li>• Large landowners – Good land stewardship</li> <li>• Kekaha Agriculture Association – good model</li> <li>• Desirable location</li> <li>• Strong agricultural history and culture</li> <li>• Tourism market supports local-based agricultural products</li> <li>• Emphasis at State level toward agricultural self-sufficiency</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• High cost of doing business in Hawai'i</li> <li>• Lack of affordable housing</li> <li>• Small farmer succession planning and size issues</li> <li>• Need for capacity building</li> <li>• Agriculture is not always a priority at the State level</li> <li>• Aging infrastructure</li> <li>• Go Farm geographical location issues</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• Pacific Missile Range Facility</li> <li>• Kaua'i is a desirable location</li> <li>• Add value to other industries</li> <li>• Kaua'i Community College</li> <li>• Leverage agricultural technology</li> <li>• Educational opportunities</li> <li>• Relationships with healthcare and culinary</li> <li>• Highlight and celebrate what makes Kaua'i special</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Slowdown in momentum to diversify county economy</li> <li>• Disruptions – natural disasters, invasive species, pandemics, military-related threat, cyberattack, Politics</li> <li>• Mismanaged water infrastructure</li> <li>• Lack of succession planning by aging farmer</li> <li>• Environmental issues – EPA policies, fires, water contamination</li> <li>• Shipping concerns – “low cost” of shipping, supply chain disruption</li> </ul>

# Kaua'i Comprehensive Economic Development Strategic Plan

## Cluster Working Groups SWOT Analysis

### FOOD and AGRICULTURE

Following are detailed explanations of the SWOT items that were most frequently mentioned.

#### Strengths

Availability of educational programs. These programs include:

- Go Farm - New Farmer development program. The program run through UH/Kaua'i Community College (KCC) is a farmer training program with a goal of becoming a commercial farmer.
- Aina Ho'okupu O Kilauea has a two year certification program including a paid internship program.

Large landowners – exemplify good land stewardship. Large landowners present possibilities for partnerships. There are private companies that manage water systems – Grove Farm, Alexander and & Baldwin, Gay & Robinson, Kaua'i Coffee.

Desirable location. Kaua'i has a premium agricultural environment with a diversity of micro-climates that allows for growing diverse crops. We have a tropical environment that does not go through the four seasons. The ocean that surrounds the island allows for another type of agricultural possibilities.

Strong agricultural history and culture. Kaua'i has an existing agriculture related infrastructure including a social cohesiveness that gives agriculture the ability to play a big role. The cluster includes many small and knowledgeable farmers. A strong cultural aspect exists in growing food practices and using native plants, herbs and spirituality to treat ailments and injuries (Ia'au lapa'au).

#### Weaknesses

High cost of doing business in Hawai'i. There is little start-up capital for farmers. Starting a farming business is time intensive and expensive – insurance, permitting, etc. Farmers have to go through a certification process in order to distribute products to government entities.

Lack of affordable housing. There is currently limited access to farm worker housing, along with a limited inventory of affordable homes for purchase or rent. As of March 2021, the median cost of a home on Kaua'i is \$1 million. Residential rental rates on Kaua'i are generally much higher than in most of the rest of the nation, with the exception of bigger cities like Seattle, San Francisco and New York. But compared to other counties in Hawai'i, Kaua'i's residential rental rates are lower than most of the other islands<sup>1</sup>.

Small farmer's succession planning and size issues. Smaller Farmers using the cash crop business model -cannot report the volume to the State because they have no means of measuring how much we are growing and how much money they are making. Lack of succession planning is causing small farmers to shut down due to the aging of the farm owners. Small farms are not able to take advantage of "economies of scale".

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<sup>1</sup> [The Garden Island "Median cost of Kaua'i home nearly \\$1M" Stephanie Shinno](#), Monday, March 22, 2021



# Kaua'i Comprehensive Economic Development Strategic Plan

## Cluster Working Groups SWOT Analysis

### FOOD and AGRICULTURE

Need for capacity building. There is very high competition on Kaua'i for good labor in a very limited farm labor force. Farmers don't have ways to make sure employees are able to return to the same employer during harvesting season. On another note, there is a need to find the right way to collaborate with the right people/groups in the farming industry.

Aging infrastructure. Farmers don't have access to adequate infrastructure to support processing their produce. The reservoirs are aging.

#### Opportunities

Kaua'i is a desirable location. The county is a prime candidate to be an incubator for various projects. An example would be plant research opportunities as we head into the plant-based industrial age.

(To) add value to other industries. We have an opportunity to *bring tech and science into the visitor industry; explore agritourism – for example, repurpose areas such as the Kekaha Mill to support to support agriculture tourism.*

Leveraging agricultural technology. By leveraging technology in agriculture, we will:

- Attract the younger generation
- Reduce labor cost
- Increase crop quality
- Enable better decision making on the farm

Agriculture technology examples include *sensors for irrigation systems, drones and robotics.*

Educational opportunities. Educational opportunities fell into two buckets:

- Agriculture education – *change the narrative of what agricultural work is; programming, curriculum, etc. also available and can be leveraged; Food Service Modernization Act (FSMA) certifications for all farmers; Go Farm; high school natural resource/ag academies and expand program to elementary and middle schools; continue to build on current ag programs being offered at KCC*
- Programs – *county ag programs; hoisting ag-related events; market farming as a career as opposed to a hobby; plant research*

Relationship with healthcare and culinary. Coordinate with end users (schools, hospitals, prisons) and farmers to develop market needs. Develop value-added products.

#### Threats

Slowdown in momentum to diversify county economy. The threat here is the county would revert back to reliance on tourism.

Mismanagement of water infrastructure. It is very costly to maintain the current water systems including the reservoirs.

Shipping concerns. The low cost of shipping items to Kaua'i will continue to make it difficult for local producers to compete. Supply chain disruptions continue to be a major threat.

# Kaua'i Comprehensive Economic Development Strategic Plan

## Cluster Working Groups SWOT Analysis

### HEALTH and WELLNESS

<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Collaboration within the Health and Wellness Community</li> <li>• Community health needs assessment</li> <li>• Volunteer spirit</li> <li>• County and private sector leadership</li> <li>• Healthy outdoor environment</li> <li>• Community college resources</li> <li>• Inclusive and diverse healthcare perspective</li> <li>• Public and private hospitals collaboration</li> <li>• Quality of public health</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Disease prevention</li> <li>• No overall healthcare vision</li> <li>• Disparity among ethnic groups</li> <li>• Lack of technological infrastructure</li> <li>• Lack of skilled and unskilled workers</li> <li>• Subject to State related legislation and budgeting</li> <li>• Size – no economies of scale</li> <li>• Remote working</li> <li>• Lack of affordable housing</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• Focus on wellness</li> <li>• Frontline expansion</li> <li>• Expand and increase local food production</li> <li>• Local procurement for services beyond food</li> <li>• Develop undeveloped County land for low income housing</li> <li>• Covid relief funds to support building new infrastructure/facilities</li> <li>• KCC - working on affordable housing for students/faculty</li> <li>• Collaboration between workforce and education, bridging more partnerships within the workforce</li> <li>• Attract a Health and Wellness skilled workforce</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• COVID funding will go away</li> <li>• Cost of living</li> <li>• Tourism dependency</li> <li>• Housing</li> <li>• Social distancing practices may change the culture</li> <li>• COVID funding will go away</li> <li>• Climate change</li> <li>• Lack of community support for sustainability issues</li> </ul>

# Kaua'i Comprehensive Economic Development Strategic Plan

## Cluster Working Groups SWOT Analysis

### HEALTH and WELLNESS

These SWOT items were identified during a series of three one and a half hour meetings with members of the Health and Wellness Cluster. Following are detailed explanations of the SWOT items that were most frequently mentioned.

#### Strengths

Collaboration within the Health and Wellness Community. Attendees at all three meetings mentioned community collaboration as a strength. Numerous examples were cited including *bike lanes; community advocacy for dogs allowed on paths; helping local businesses during the pandemic; Kalena Park changes - people have lunch at the park; safer conditions; reduced Kaua'i Police Department calls to the park; private and public hospitals working together.*

Volunteer spirit. During the height of the pandemic, *many volunteers stepped up to the plate to help deliver food items during the pandemic (food security); volunteers helped with packaging to help children get supplies, also deliver items to the homeless community.*

County and private sector leadership. County leaders helped manage the negative COVID effects in the community. The variety of programs developed – like restaurant gift certificates to the elderly and virtual health and safety training - allowed the County to successfully “pivot”. The County leadership continues to support the “unique sense of place” that is Kaua'i.

Community college resources. Kaua'i Community College is a tremendous resource that provides skills training/certifications to grow skilled workers in the health and wellness area. Programs include *early college offerings for high school students; skilled workforce training programs offered through non-credit programs.*

Wilcox Hospital. The hospital is a strength in the community. It is a level II trauma center and designated stroke center. The hospital works with high schools and college using healthcare pathway videos to showcase opportunities in the industry. They provide a student intern program that allows students to shadow healthcare workers.

Quality of public health. The County health department offers a range of positions that don't require a health background - various entry level positions and opportunity to grow in the organization. The department expanded community healthcare programs by offering outreach in different languages and cultures. The department works closely with county government, the private sector and the Department of Education (DOE).



# Kaua'i Comprehensive Economic Development Strategic Plan

## Cluster Working Groups SWOT Analysis

### HEALTH and WELLNESS

#### Weaknesses

Disease prevention. *No wellness education in schools.*

No overall vision for health and wellness. We rely too much on conventional wisdom. For example, we need a *system, policy, or incentives in place to support local farmers; and, we need more “post planning” to address the pandemic related recovery issues.*

Lack of technological infrastructure. We are dependent on *aging undersea cabling and other aging infrastructure; broadband availability is “sketchy” in some parts of the County.*

Lack of skilled and unskilled workers. We are unable to attract and retain highly skilled workers. Reasons for this include *pay disparities; cost of living hi; burnout among current staff resulting from lack of a “bench”; reputation that local schools do not measure up; and traffic congestion. Local young talent are moving away.*

Subject to State-related legislation. *Possible slashing of positions will hinder programs provided to the community; benefits have been lowered and salaries are not competitive - therefore, we are unable to attract skilled workforce.*

Size – no economies of scale. *We do not have the economy of scale compared to a larger community. This influences the amount of infrastructure dollars available to the County.*

Remote working. *People can get services from outer island providers as opposed to local providers.*

Lack of affordable housing. *Reasonable and affordable rental units are not available resulting in difficulty recruiting KCC nursing faculty locally; landlords won't rent to people who are not on island.*

#### Opportunities

Focus on wellness. Recommendations include *developing an incubator project; Incentivizing wellness.*

Expand and increase local food production. Examples of opportunities include *leveraging local agriculture; more support for the Farm to Table initiative; expanding farm to table to school lunch programs.* This opportunity will help people with food insecurities.

Develop undeveloped County land for low income housing. Recommendations in this opportunity included *development of restrictive housing programs/facilities; increase development of multi-use buildings.*

Kaua'i Community College. *Affordable housing for students/faculty by possibly working with the construction program and using KCC property to support housing; increasing online offerings.*

# Kaua'i Comprehensive Economic Development Strategic Plan

## Cluster Working Groups SWOT Analysis

### HEALTH and WELLNESS

Collaboration between workforce and education, bridging more partnerships within the workforce. This opportunity will allow us to change how our workforce works, allow access to a larger talent pool and ease daily traffic.

Attract an H&W skilled workforce. Opportunities include for *job-growth in the wellness field include physically and emotionally - focus on deep roots of people here on Kaua'i; new jobs for people who want to teach health, fitness, and nutrition in schools & businesses; geriatric care expansion; a retiring workforce/leadership/mentoring allows for new blood/ideas.*

#### Threats

Tourism dependency. *Rapid resurgence of tourism hinders diversification and efforts to rebuild differently and increased tension/animosity toward tourists.*

Housing. *Lack of affordable housing and rentals.*

Social distancing practices may change the culture. This will alter *how we do things. In terms of healthcare, regulations associated with having to address social distancing could cause a rise in costs and other areas.* Lack of socializing has an impact and is considered a threat to our society - keep in mind from a policy perspective. Disconnect happens when you can't connect.

# Kaua'i Comprehensive Economic Development Strategic Plan

## Cluster Working Groups SWOT Analysis

### RENEWABLE ENERGY/SUSTAINABLE TECHNOLOGY and PRACTICES

<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Abundance of ag land</li> <li>• Pacific Missile Range Facility</li> <li>• County parks and beaches</li> <li>• Ability to communicate between the county and small businesses</li> <li>• Our size as an island</li> <li>• Economic recovery efforts</li> <li>• Short range traffic plan</li> <li>• KIUC - Renewable energy capability</li> <li>• People support sustainability</li> <li>• Resiliency &amp; adaptability</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Lack of planning for EV/traffic</li> <li>• Lack of tech training on island</li> <li>• Lack of tech resources on island</li> <li>• High cost of living</li> <li>• Strength of broadband</li> <li>• Difficult to get majority support for issues</li> <li>• Economy of scale</li> <li>• Aging Infrastructure</li> <li>• Visitor Industry dependent</li> <li>• People aren't taking advantage of the pandemic relief support</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• Diversify tourism</li> <li>• Diversify transportation</li> <li>• Remote access capability</li> <li>• Produce more food on island</li> <li>• New exciting technologies</li> <li>• Leverage working from home</li> <li>• Shared work space</li> <li>• Increase in federal funding</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Climate change</li> <li>• Invasive plant and animal species</li> <li>• JIT supply chain</li> <li>• Deterioration of quality of life for residents and visitors</li> <li>• State/Government Processes</li> <li>• Continued growth</li> <li>• Interdependence</li> </ul>



# Kaua'i Comprehensive Economic Development Strategic Plan

## Cluster Working Groups SWOT Analysis

### RENEWABLE ENERGY/SUSTAINABLE TECHNOLOGY and PRACTICES

These SWOT items were identified during a series of two one and a half hour meetings with members of the Renewable Energy/Sustainable Technology and Practices Cluster. Following are detailed explanations of the SWOT items that were most frequently mentioned.

#### Strengths

Economic recovery efforts. The County was able to *pivot quickly* and *take calculated risks* when the Pandemic hit Hawai'i. The results were lower infection rates and the development and implementation of a recovery plan that continues to be a successful roadmap.

Renewable energy capability. The Kaua'i Island Utility Co-Op allows for rate stabilization and progress toward renewable energy success.

Resiliency & adaptability. The resilience that has become such a part of the County culture as it navigates through a myriad of natural disasters.

#### Weaknesses

Strength of broadband. Examples of this weakness include *lack of redundancy; poor signal quality on various parts of the island including "dead spots"*.

Difficult to get majority support for issues. Some of the causes for this weakness included *people not being open-minded, the influence of social media, and the inability to focus on solutions*.

Visitor Industry dependent. We continue to depend on tourism as our greatest economic driver. The pandemic taught us the need to diversify.

#### Opportunities

Diversify tourism. It's time to reinvent and rebrand what "quality tourism" means on Kaua'i. We need *fewer and newer visitors*.

Diversify transportation. There are many opportunities for the County in the area of transportation including *more area shuttles; car sharing programs; improved use of public transportation (egs., free bus rides) increased bike usage and electric vehicles*.

Produce more food on island. This opportunity will *decrease dependency on outside sources and create more jobs on the island*.

New exciting technologies. An example includes an *underwater turbine that generates electricity without harming the environment*.

Leverage working from home. Taking advantage of this opportunity will help *ease the burden on the infrastructure and allow more flexibility for people*.

Increase in federal funding. With the new administration in Washington DC, *the Department of Energy has been restructures resulting in better opportunity to take advantage of partnerships, funding for innovative projects, etc.*

# Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups SWOT Analysis

## RENEWABLE ENERGY/SUSTAINABLE TECHNOLOGY and PRACTICES

### Threats

JIT supply chain. This strategy can be problematic when the supply chain is stressed.

Deterioration of quality of life for residents and visitors. Examples of the threat include *limited availability for long term rentals for locals.*

State/Government Processes. The bureaucracy makes change lengthy and difficult.

Continued growth. A particular area of concern is the North Shore.

Interdependence. An example of this threat is in the construction industry where because of the current boom in construction nationwide, we have a shortage of lumber for construction purposes.

# Kaua'i Comprehensive Economic Development Strategic Plan

## Cluster Working Groups SWOT Analysis

### SCIENCE and TECHNOLOGY

<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Commercial IT infrastructure</li> <li>• Desirable location</li> <li>• Entrepreneurial spirit</li> <li>• Growing workforce from K-20 (i.e. WBL initiatives, KCC, Career Connected Learning, PBL)</li> <li>• Kaua'i Island Utility Cooperative</li> <li>• Being small</li> <li>• Pacific Missile Range Facility</li> <li>• Available Talent Pool</li> <li>• "The Draw"</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Lack of resource directory (networking)</li> <li>• Brain drain resulting in labor shortages</li> <li>• We're not leveraging the human resources we have</li> <li>• Rural location – not a lot of tech on the island</li> <li>• High-speed broadband infrastructure - old and unable to support current usage needs</li> <li>• Not enough educational resources and opportunities</li> <li>• Career paths here do not mirror the mainland</li> <li>• Lack of affordable housing – purchase and rental</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• Funding available to support STEM related initiatives</li> <li>• Pacific missile range facility</li> <li>• Value-add to other industries</li> <li>• Kaua'i Community College</li> <li>• Lowering labor costs in businesses by increasing tech could help increase wages</li> <li>• "Waze" for tourists</li> <li>• Have resources available for tech workers</li> <li>• Affordable housing</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Slowdown in tourism</li> <li>• Rapid Ohia death - invasive species, outside pestilence</li> <li>• Lack of diversification with transportation resources on-island...</li> <li>• Lack of affordable housing</li> <li>• Perception that schools are not good</li> <li>• No enough -legacy of tech related career choices</li> <li>• Losing momentum to "change"</li> <li>• Disruptions</li> </ul>



# Kaua'i Comprehensive Economic Development Strategic Plan

## Cluster Working Groups SWOT Analysis

### SCIENCE and TECHNOLOGY

Following are detailed explanations of the SWOT items that were most frequently mentioned during a series of two one and a half hour meetings with members of the Science and Technology Cluster on July 12, 2021.

#### Strengths

Desirable location. Kaua'i's geographical location supports UH's programs. There are opportunities for research (i.e. Koke'e, Reefs, and Center for Tropical Research). We are a State, so no visas are required to be here. We are able to house U.S. data here.

Growing workforce from K-20 (i.e. WBL initiatives, KCC, Career Connected Learning, PBL). Science and tech academies are effective, assisted by collaboration between three high schools and KCC. In addition, there has been success in the high schools with the early college credit programs.

Pacific Missile Range Facility. The facility is a big part of the community. It serves as a relatively stable technical anchor and offers pathways to tech-related jobs on island.

The available talent pool. The talent pool of tech workers *is experienced, comes from diverse backgrounds, expresses various viewpoints, demonstrate a willingness to participate and learn.*

The "Draw" (Why work on Kaua'i?). Working on remotely Kaua'i provides a beautiful location. Childcare is affordable compared to the mainland.<sup>2</sup> Childcare subsidies are available through CARES Grants.

The Aloha Connects Innovation (ACI). This is a new initiative led by the Economic Development Alliance of Hawai'i (EDAH) to nurture and grow knowledge-based work opportunities in Hawai'i and fuel our emerging industries and innovation sectors.

#### Weaknesses

Inadequate directory of available resources (networking). The availability of a directory would help to connect people and businesses. This tool would help to improve communication among and within the cluster.

Labor shortages (Brain drain). Students are encouraged to attend mainland schools. University of Hawai'i has a reputation of students not being able to graduate in four years or less. Candidates are not aware of what tech jobs are available.

Lack of infrastructure. High-speed broadband infrastructure is old and unable to support current usage needs. Connectivity is weak.

Lack of affordable housing. This keeps candidates from relocating.

Career paths do not mirror those on the mainland. There is no tenure and salaries are not competitive.

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<sup>2</sup> On the other hand, Kaua'i County does not have enough childcare providers available.

# Kaua'i Comprehensive Economic Development Strategic Plan

## Cluster Working Groups SWOT Analysis

### SCIENCE and TECHNOLOGY

#### Opportunities

Funding is available to support STEM related initiatives. Programming and curriculum are also available and can be leveraged. Technology platforms are now centralized, connecting buyers and sellers directly. Use marketing campaigns to attract new talent.

Kaua'i Community College.

A platform to draw tech talent together to network and strengthen the community – “Chamber of Technology”. Hosting events like Hack-a-thons that are effective in finding talent and organizations that grow talent. Develop marketing opportunities to address brain drain.

Developing tech jobs (Moving forward, the economy will be more tech driven). Build a Healthcare workforce pipeline using tech. Develop relationships with unions to create opportunities in various trades.

#### Threats

Losing momentum to “pivot”. Falling back to the way things were – “back to normal.” Everything is good now.

Disruptions. Another pandemic type event. Possible cyberattacks. Other world events that can affect our marketability, including:

- Dependency on airline/shipping traffic to export local goods
- Supply chain interruptions. Flow of goods & services is critical
- Rapid Ohia death -invasive species, outside pestilence

# Kaua'i Comprehensive Economic Development Strategic Plan

## Cluster Working Groups SWOT Analysis

### VISITOR INDUSTRY, MANAGEMENT and CONSERVATION

<b><u>Strengths</u></b> <ul style="list-style-type: none"><li>• Natural beauty</li><li>• Diversity of experiences</li><li>• Teamwork among islanders</li><li>• Direct flights</li><li>• Hawaiian community available and willing to share with the visitors</li><li>• Focus on the environment</li><li>• Leading the state in renewable energy</li><li>• Improvements in transportation using technology</li></ul>	<b><u>Weaknesses</u></b> <ul style="list-style-type: none"><li>• Lack of incoming flights (capacity) management</li><li>• Industry management</li><li>• Aging infrastructure</li><li>• Social media – miscommunication and misinformation</li><li>• Workforce brain drain</li><li>• Limited financial resources</li></ul>
<b><u>Opportunities</u></b> <ul style="list-style-type: none"><li>• State parks – collaborate with private sector/privatize</li><li>• Replication Ha'ena Model in other high impact places</li><li>• Remote working opportunities</li><li>• Workforce development</li><li>• Technology/AI</li><li>• Regenerative Tourism</li></ul>	<b><u>Threats</u></b> <ul style="list-style-type: none"><li>• Climate change</li><li>• Pandemics</li><li>• Inflation</li><li>• Social media</li><li>• Workforce erosion</li><li>• Overtourism</li></ul>



# Kaua'i Comprehensive Economic Development Strategic Plan

## Cluster Working Groups SWOT Analysis

### VISITOR INDUSTRY, MANAGEMENT and CONSERVATION

Following are detailed explanations of the SWOT items that were most frequently mentioned or require clarification.

#### Strengths

Natural Beauty. Kaua'i was recently named as the most beautiful island in the world by the Luxury Travel Expert website because of its "wildly verdant landscapes, breathtaking beaches and utter serenity," including the Napali Coast, Waimea Canyon and Mount Wai'ale'ale.

Diversity of Experiences. In addition to the natural beauty of the island, other experiences include farm tours in Hanalei; coffee plantation tours in Kaua'i Coffee; botanical gardens and whale tours.

Direct Flights. Proximity to the U.S. west coast makes direct flights convenient. Origination cities include Denver, Los Angeles, Oakland, Phoenix, Portland, San Francisco, San Jose, Seattle and Vancouver Canada.

Focus on the Environment. Examples include

- National Tropical Botanical Gardens<sup>3</sup> dedicated to preserving tropical plant diversity and stemming the tide of extinction – through plant exploration, propagation, habitat restoration, [scientific research](#), and [education](#). [NTBG's Gardens](#) and [preserves](#) are safe havens for at-risk species that otherwise might disappear forever.
- Koke'e State Park offers commanding views of the lush, amphitheater-headed Kalalau Valley from 4000 feet elevation.
- Kilauea Point National Wildlife Refuge is home of some of the largest populations of nesting seabirds found in Hawai'i.
- Hanalei National Wildlife Refuge established under the Endangered Species Act to conserve five endangered water birds that rely on the Hanalei Valley for nesting and feeding habitat: the koloa maoli (Hawaiian duck), the 'alae ke'oke'o (Hawaiian coot), the 'alae'ula (Hawaiian moorhen), the ae'o (Hawaiian stilt), and the nēnē (Hawaiian goose).

#### Weaknesses

Managing Flights. There is no control over number of flights to and from the island. This lack of visitor capacity management directly affects the Kaua'i residents' quality of life and erodes their support of tourism.

Industry Management. Kaua'i is becoming the most expensive destination in the U.S. Visitor expectations are becoming greater which leads to a sense of entitlement and lack of awareness of the dangers on the island. Enforcement and management of island resources both traditional and non-traditional, including accommodations, is very difficult due to lack of resources, regulations and ordinances.

Aging Infrastructure. Areas include *roads, landfills, parks, sewer and wastewater and broadband*.

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<sup>3</sup> Include Allerton, Kahanu, Limahuli, McBryde and The Kampong.

# Kaua'i Comprehensive Economic Development Strategic Plan

## Cluster Working Groups SWOT Analysis

### VISITOR INDUSTRY, MANAGEMENT and CONSERVATION

Workforce Brain Drain. Local talent is moving off the island for several reasons:

- People don't feel secure in visitor industry-related jobs
- Salaries and wages are not competitive
- High cost of living

Limited Financial Resources. The island is limited by size resulting in lack of economies of scale.

#### Opportunities

Replicating the Ha'ena Model. With limited park access and very limited reserved parking each day, the Kaua'i North Shore Shuttle transports a significant number of park attendees to Hā'ena State Park and in the process helps keep a significant amount of traffic off of the small congested historic roadway - delivering many benefits for both residents and visitors.

Workforce Development. The opportunity exists for increased inters- and externships

Remote Working Opportunities. COVID 19 resulted in an increase in remote work. Kaua'i presents a great location for remote workers worldwide.

Improve Island Quality of Life Using Technology and A/I. Examples of this opportunity include using technology and A/I tools to:

- Transform transportation - electric vehicles, shuttles, roadway restriping.
- Develop an online platform similar to Yelp for visitors to record experiences and sharing best practices.

Regenerative Tourism. Connect with island visitors and encourage them to "give back" while visiting and leave the place better than you found it. Opportunity areas include Polihale State Park and Sea Caves.

#### Threats

Social Media. Threats from the use of social media include:

- Misinformation
- Geotagging of closed places

Workforce Erosion. There is a lack of affordable housing making it difficult to attract and retain qualified and skilled workers.

Over-tourism. Mismanaging the visitor industry will result in increased activism among local residents.



# **Kaua'i Comprehensive Economic Development Strategic Plan**

## **Cluster Working Groups Goals, Objectives and Key Tactics**





# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **ARTS and CULTURE**

Goal Area 1: WORKFORCE - Build, attract and retain a 21<sup>st</sup> century workforce

### **STRATEGY 1 PROVIDE WORKFORCE WITH THE SKILLS THEY NEED TO BE GAINFULLY EMPLOYED**

#### Objectives

- Increase the ability for artists to access available funding
- Increase relationships with the film, TV, video production/distribution, cultural activities, music, photography and design services industries to bring back more work to the island

#### Key Tactics

- Support an organization specifically focused on teaching and improving business acumen
- Provide assurance that Kaua'i is a safe place to do business (film)
- Perpetuate Hawaiian culture via the arts

### **STRATEGY 2 ASSIST SCHOOLS IN MEETING COLLEGE AND CAREER EXPECTATIONS**

#### Objectives

- Increase opportunities through the Office of Continuing Education and Training

#### Key Tactics

- Support the Kaua'i Performing Arts Center
- Seek scholarships to fund Arts & Culture career path online training

### **STRATEGY 3 ADDRESS TALENT GAPS AND "BRAIN DRAIN" BY POSITIONING KAUA'I AS A DESIRABLE PLACE FOR PEOPLE TO LIVE AND WORK**

#### Objectives

- Increase the image of Kaua'i as a safe place to work
- Increase jobs that promote the value of Hawaiian culture knowledge

#### Key Tactics

- Support jobs based on Hawaiian culture knowledge and practices
- Build trust among cultural practitioners and the business community



# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **ARTS and CULTURE**

Goal Area 2: NATURAL RESOURCES Increase adaptability and resilience, particularly regarding natural disasters and climate change

### **STRATEGY 1 DEVELOP A SUPPORTIVE AND EQUITABLE BUSINESS DEVELOPMENT ENVIRONMENT FOR BEGINNING FARMERS AND OTHER ENTERPRISES SUSTAINABLY UTILIZING OR ENHANCING KAUA'I'S AGRICULTURE, WATER OR OTHER NATURAL RESOURCES**

#### Objectives

- Increase focus on how to monetize performing arts

#### Key Tactics

- Drive-in movies, online subscription video on demand, transaction video on demand, pay-per-view live streaming, story telling, training

### **STRATEGY 2 IMPLEMENT EXISTING CONSERVATION AND SUSTAINABILITY PLANS FOR KAUA'I'S KEY NATURAL RESOURCES TO MAINTAIN THEIR AVAILABILITY FOR RESPONSIBLE ECONOMIC DEVELOPMENT USE**

#### Objectives

- Increase education and involvement of visitors in maintaining areas on island.
- Increase cultural practices training in the hospitality industry

#### Key Tactics

- Educate visitors on how to “give back” by finding out how their talents can benefit the preservation of island natural resources
- Develop an Ambassadors program in every hotel tied to natural resources activities
- Support ways for hotels to fund natural resources Ambassadors
- Create a Climate Change Theater Group
- Outreach to determine what must be protected

### **STRATEGY 3 CREATE AND PROMOTE COMMERCIAL OPPORTUNITIES AND EXPERIENCES CONNECTED TO KAUA'I'S NATURAL ASSETS THAT ARE VALUED AND USED BOTH BY RESIDENTS AND VISITORS**

#### Objectives

- Increase repurposing empty brick and mortar buildings to provide venues to display art and cultural products
- Increase remote opportunities for arts and cultural practices

#### Key Tactics

- Support initiatives to monetize arts and culture – performances, classes/workshops, Q&A sessions, community ceramics center
- Work with hotels to provide cultural and history classes that guests can attend
- Hanalei initiative – bridge with county short- and long-range planning
- Build capacity within the Arts and Culture groups that are trying to find ways to achieve their mission

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **ARTS and CULTURE**

Goal Area 3: QUALITY OF PLACE- Foster diverse and inclusive communities where all residents and visitors enjoy active, secure, healthy and fulfilled lives

### **STRATEGY 1 ACHIEVE GREATER FOOD SELF-SUFFICIENCY**

#### Objectives

- Serve as a vehicle to promote, support food self-sufficiency

#### Key Tactics

- Include greater community food systems and local food networks in events/expos
- Collaborate with local representative from the United Nations Food and Agriculture Organization in North America

### **STRATEGY 2 ENHANCE THE COMMUNITY'S ABILITY TO THRIVE**

#### Objectives

- Increase the promotion of Kaua'i arts

#### Key Tactics

- Support and increase the numbers and types of arts festivals that both locals and visitors can participate in and attend
- Create a clearinghouse for information about arts and culture activities (Kaua'i Festivals.com)
- Support Culture and Arts in Public Spaces initiatives
- Expand the use/access to services of the Ho'ike TV
- Explore the creation of an Arts and Culture Center such as Kress Building/Kaua'i Realty/KCC Performing Arts Center
- Utilize Kaua'i Visitor's Bureau for promotions

### **STRATEGY 3 FOSTER AND FACILITATE HEALTHY LIFESTYLE CHOICES FOR IMPROVED HEALTH OUTCOMES AND INDIVIDUAL PROSPERITY**

#### Objectives

- Incorporate art in open spaces

#### Key Tactics

- Identify potential forms and locations for public art
- Increase advocacy for Kaua'i's arts and culture community
- Encourage the showing of Kaua'i cultural art in open spaces
- Create a partnership with the State Foundation for Culture and the Arts

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **ARTS and CULTURE**

### **STRATEGY 4 PROVIDE HIGH-SPEED INTERNET TO EVERY HOME, BUSINESS AND INSTITUTION**

#### Objectives

- Increase connectivity for those who have access to WiFi

#### Key Tactics

- Continue to develop free public WiFi services like "County WiFi"

### **STRATEGY 5 ENSURE RESIDENTS HAVE QUALITY, INCOME-APPROPRIATE HOUSING CHOICES**

#### Objectives

- Examine affordable housing options in the context of Kaua'i's cultures

#### Key Tactics

- Support research on developing a tiny home model for transients
- Develop work and housing co-locations
- Explore working with KCC on the on-campus housing to include culture and arts perspective

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **ARTS and CULTURE**

Goal Area 4: ECONOMY - Develop plans and continue to build capacity for economic development of the six target industry clusters

### **STRATEGY 1 INCREASE COLLABORATION**

#### Objectives

- Increase communication between businesses and the county
- Determine the size and scope of the culture and arts community on Kaua'i

#### Key Tactics

- Create a dashboard for the clusters to monitor projects progress that will remain current (i.e. Kaua'i Forward website can house this)
- Partner with organizations like the Chamber of Commerce and the BBB to gather data about the size and scope of the culture and arts community on Kaua'i
- Seek partnerships other clusters to create synergy in the achievement of like objectives.
- Rebuild directory on Kaua'i film site

### **STRATEGY 2 SUPPORT ECONOMIC INNOVATION AND DIGITIZATION FOR THE FULL RANGE OF BUSINESSES, FROM START UPS TO LEGACY CORPORATIONS.**

#### Objectives

- Increase communication and learning among start up businesses

#### Key Tactics

- Co-locate start ups in one location – incubation center, media center (Ho'ike)
- Create a clearinghouse to facilitate access to businesses
- Develop and support initiatives to prepare our younger workforce to compete for remote job opportunities in computer and digital media products
- Partner with Kaua'i Creative Technology Center

### **STRATEGY 3 DEVELOP INFRASTRUCTURE**

#### Objectives

- Conduct and assessment to identify future infrastructure needs

#### Key Tactics

- Repurpose buildings (See Natural Resources Goal Area – Strategy 3)

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **ARTS and CULTURE**

### **STRATEGY 4 SUPPORT THE DEVELOPMENT OF NEW BUSINESSES AND MARKETS FOR A DIVERSITY OF PRODUCTS DERIVED FROM AGRICULTURAL AND TECHNOLOGICAL ACTIVITY**

#### **Objectives**

- Increase opportunities to “develop and incubate” new businesses by encouraging entrepreneurship

#### **Key Tactics**

- Integrate KERST Plan, Kaua'i General Plan and the Kaua'i Destination Map recommendations into CEDS plan
- Educate new arts and culture businesses and potential new arts and culture businesses on how to do business on Kaua'i
- Build out “maker spaces” in the Kaua'i Creative Technology Center and other similar venues
- Develop training programs relating to Hawaiian textiles and weaving targeted at visitors and locals
- Expand the Kaua'i made program, market, promote and brand beyond Kaua'i



# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **FOOD and AGRICULTURE**

Goal Area 1: WORKFORCE - Build, attract and retain a 21<sup>st</sup> century workforce

### **STRATEGY 1 PROVIDE WORKFORCE WITH THE SKILLS THEY NEED TO BE GAINFULLY EMPLOYED**

#### Objectives

- Increase data on opportunities available on Kauai in terms of workforce development.
- Integrate practical, hands-on experiences into schools from K – 20
- Increase the use of technology tools in farming and agricultural
- Increase knowledge about and access to agricultural resources and people doing business in this space
- Identify a product(s) that we can provide consistently in addition to the volume needed

#### Key Tactics

- Demonstrate what areas in agriculture one can make a living and align student internships and academies to job acquisition in these areas
- Support students as young as elementary schools in exploratory ag-related programs
- Increase Summer Ag Internship Programs through County Office of Economic Development and KEDB
- Support organizations and programs that teach the year-round application of farm and agricultural skills – STEM-related, Ag tech, 4-H, GO FARM, Future Farmers of Hawaii, Cattlemen's Association
- Educate current and future ag workers on the business aspects of farming including how to take products to market and skills necessary to obtain higher wage positions.
- Support an annual ag conference to incorporate all ag sectors

### **STRATEGY 2 ASSIST SCHOOLS IN MEETING COLLEGE AND CAREER EXPECTATIONS**

#### Objectives

- Increase partnerships with external ag-related entities
- Immerse students in agricultural experience beginning in elementary school
- Improve the perception of farming and ranching as a career
- Increase funding for farming/ranching programs in the schools

#### Key Tactics

- Work with partners – schools, external agencies, zoos, farms etc. – to promote engagement
- Support a resolution or ag-related bill to incentivize ranchers and farmers to partners with schools
- Support the development of work/study programs at all levels
- Support student-loan forgiveness program for people returning to Kauai and working in ag-related fields

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **FOOD and AGRICULTURE**

### **STRATEGY 3 ADDRESS TALENT GAPS AND "BRAIN DRAIN" BY POSITIONING KAUAI AS A DESIRABLE PLACE FOR PEOPLE TO LIVE AND WORK**

#### **Objectives**

- Increase connectivity and cooperation among people in the ag business space
- Increase the availability of land for ranching
- Increase the pipeline of ag housing
- Redouble marketing efforts

#### **Key Tactics**

- Support initiatives to grant tax breaks (GET?) to landowners (especially those with youth programs) willing to lease land for ag and ranching use that have youth programs
- Support the construction of "small homes" on farms
- Rebrand the image of farming
- Market Kauai products to businesses, restaurants and government entities (DOE) on Oahu
- Support funding or lease credits for infrastructure improvements – clear land, fencing, water access etc.
- Develop a resource directory of ag related jobs available on Kauai

# **Kaua'i Comprehensive Economic Development Strategic Plan**

## **Cluster Working Groups Goals, Objectives and Key Tactics**

### **FOOD and AGRICULTURE**

Goal Area 2: NATURAL RESOURCES - Increase adaptability and resilience, particularly regarding natural disasters and climate change

#### **STRATEGY 1 DEVELOP A SUPPORTIVE AND EQUITABLE BUSINESS DEVELOPMENT ENVIRONMENT FOR BEGINNING FARMERS AND OTHER ENTERPRISES SUSTAINABLY UTILIZING OR ENHANCING KAUA'I'S AGRICULTURE, WATER OR OTHER NATURAL RESOURCES**

##### Objectives

- Increase our understanding of current infrastructure improvement needs
- Increase capacity of current local organizations that support agriculture
- Increase the capacity and growth of the food hub movement
- Increase the use of technology to help farmers improve productivity and reduce costs
- Convene all involved with management of water on-island and map out of island's water systems

##### Key Tactics

- Support an infrastructure needs assessment
- Support the growth of the GO FARM initiative
- Create more food hub aggregation sectors
- Explore available tech tools to improve water use efficiency and prepare for future natural disasters
- Help farmers and others in the ag space to improve computer literacy

#### **STRATEGY 2 REVIEW AND MONITOR EXISTING CONSERVATION AND SUSTAINABILITY PLANS FOR KAUA'I'S KEY NATURAL RESOURCES TO MAINTAIN THEIR AVAILABILITY FOR RESPONSIBLE ECONOMIC DEVELOPMENT USE**

##### Objectives

- Increase awareness and activity in bio-security
- Maintain adequate access to water for small farmers (See Natural Resources Strategy 1)
- Continue the certification process for the Food Safety and Modernization Act

##### Key Tactics

- Educate farmers and ranchers about the importance of vigilance in the bio-security space
- Push for awareness and solutions at the point of origin for agricultural products (proactivity)
- Determine which entity will take the lead to monitor FSMA certifications? KCFB, Cok, Farmers?
- County Council to draft a Resolution regarding State assistance/allocation for Ag
- East Kauai Water Co-op – Get DLNR to understand the importance of maintaining this system

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **FOOD and AGRICULTURE**

### **STRATEGY 3 PARTICIPATE IN THE RE-BRANDING OF THE VISITOR EXPERIENCE TO ENSURE KAUAI'S NATURAL ASSETS THAT ARE VALUED AND USED BOTH BY RESIDENTS AND VISITORS.**

#### **Objectives**

- Rebrand tourism to include integration of farming and ranching in the visitor experience
- Increase support for farmers with services to assist the distribution their products
- Increase diversification of seed products to include therapeutic plants and hemp

#### **Key Tactics**

- Diversify farming and ranching income through rebranded tourism with a primary focus on the product
- Support an aggregate hub that would help farmers to distribute their products

# **Kaua'i Comprehensive Economic Development Strategic Plan**

## **Cluster Working Groups Goals, Objectives and Key Tactics**

### **FOOD and AGRICULTURE**

Goal Area 3: QUALITY OF PLACE - Foster diverse and inclusive communities where all residents and visitors enjoy active, secure, healthy and fulfilled lives

#### **STRATEGY 1 ACHIEVE GREATER FOOD SELF-SUFFICIENCY**

##### Objectives

- Increase farm to state initiatives
- Increase local community buy-in for purchasing local ag products
- Focus on value-add products

##### Key Tactics

- Work with DOE's procurement process to facilitate product sales
- Support State Agencies and State ongoing initiatives (hospitals, schools, etc.) to purchase Kauai agricultural products
- Explore a co-op model for food distribution (egs., Shared processing facility & chill box; wholesalers willing to purchase lower grade produce)

#### **STRATEGY 2 ENHANCE THE COMMUNITY'S ABILITY TO THRIVE**

Objectives (To be developed)

Key Tactics (To be developed)

#### **STRATEGY 3 PROMOTE HEALTHY LIFESTYLE CHOICES FOR IMPROVED HEALTH OUTCOMES AND INDIVIDUAL PROSPERITY.**

##### Objectives

- Increase identification of healthy ag products
- Marketing ag products differently

##### Key Tactics

- Develop a Food and Agriculture strategic plan
- Identify and collect data that reflects the overall health of the county

#### **STRATEGY 4 PROVIDE HIGH-SPEED INTERNET TO EVERY HOME, BUSINESS AND INSTITUTION**

##### Objectives

- Increase access to reliable high-speed broadband internet (Support the statewide broadband initiative)

##### Key Tactics

- Support build up of GO FARM! Initiative
- Increase marketing opportunities through social media
- Establish social media sites to mitigate theft



# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **FOOD and AGRICULTURE**

### **STRATEGY 5 ENSURE RESIDENTS HAVE QUALITY, INCOME-APPROPRIATE HOUSING CHOICES**

#### **Objectives**

- Coordinate county-wide efforts to improve access to affordable housing
- Increase housing communities near places of employment

#### **Key Tactics**

- Develop a housing program that would entice the younger generation of farmers
- Utilize the agriculture housing ordinance on farms

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **FOOD and AGRICULTURE**

Goal Area 4: ECONOMY - Develop plans and continue to build capacity for economic development of the six target industry clusters

### **STRATEGY 1 INCREASE COLLABORATION**

#### Objectives

- Increase communication among sectors
- Increase collaboration among businesses and agriculture sectors

#### Key Tactics

- Develop aggregation centers and co-ops that will allow small farmers to offer restaurants, hotel and other customers the required amount of ag products
- Conduct conferences and events to showcase ag products to the public and businesses (industry associations like the Kauai Farm Bureau)
- Create and sustain a resource directory the contains information about agriculture on Kauai including farmers, ranchers and related entities; along with business related tools (egs. templates for business plans)

### **STRATEGY 2 SUPPORT ECONOMIC INNOVATION AND DIGITIZATION FOR THE FULL RANGE OF BUSINESSES, FROM START UPS TO LEGACY CORPORATIONS**

#### Objectives

- Increase support for training in the trades through participation in the school academies.
- Increase the use of tech tools for small farmers/ranchers

#### Key Tactics

- Support the use of sensors to mitigate water control
- Where appropriate, use drones to monitor large acreages
- Ranching-related partnership with high-schools (slaughterhouses, processing facilities)

### **STRATEGY 3 DEVELOP INFRASTRUCTURE REFER TO STRATEGY 1 UNDER NATURAL RESOURCES**

Objectives (To be developed)

Key Tactics (To be developed)

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **FOOD and AGRICULTURE**

### **STRATEGY 4 SUPPORT THE DEVELOPMENT OF NEW BUSINESSES AND MARKETS FOR A DIVERSITY OF PRODUCTS DERIVED FROM AGRICULTURAL AND TECHNOLOGICAL ACTIVITY**

#### **Objectives**

- Increase the use of locally produced ag products
- Decrease the effects of shipping costs
- Empower students to create and run their own businesses
- Increase vertical farming opportunities

#### **Key Tactics**

- Incentivize businesses, hotels and restaurants to use local products
- Support product substitution initiatives
- Produce animal foods on island
- Integrate business development and marketing in academies
- Conduct an agriculture business plan competition among high schools
- Increase production and availability of local fertilizers.

# **Kaua'i Comprehensive Economic Development Strategic Plan**

## **Cluster Working Groups Goals, Objectives and Key Tactics**

### **HEALTH and WELLNESS**

Goal Area 1: WORKFORCE - Build, attract and retain a 21<sup>st</sup> century workforce

#### **STRATEGY 1 PROVIDE WORKFORCE WITH THE SKILLS THEY NEED TO BE GAINFULLY EMPLOYED**

##### Objectives

- Increase workforce training and development in skills they need to be gainfully employed
- Increase career growth path planning in schools and on-the-job
- Increase job experience opportunities – internships, mentoring, on-the-job

##### Key Tactics

- Develop a career ladder program that provides sector employees the opportunity to acquire new skills and thereby grow within the job
- Build collaborative relationships with academia, county government and the business community
- Incentivize new high schools graduates to remain “on island” for education and employment
- Increase interest in CNA program at the high school level

#### **STRATEGY 2 ASSIST SCHOOLS IN MEETING COLLEGE AND CAREER EXPECTATIONS**

##### Objectives

- Increase collaboration with high school healthcare academies
- Increase shadowing and mentoring programs to ensure the students understand the jobs
- Increase financial resources available through scholarships

##### Key Tactics

- Create a CNA certification process to increase the number of graduates
- Increase collaboration with teachers and the healthcare industry to provide experiential opportunities such as healthcare career fairs
- Explore recruiting and training entry level healthcare workers in environmental services, maintenance, facilities and grounds jobs
- Focus retention efforts on the value of staying and working close to home

#### **STRATEGY 3 ADDRESS TALENT GAPS AND "BRAIN DRAIN" BY POSITIONING KAUAI AS A DESIRABLE PLACE FOR PEOPLE TO LIVE AND WORK**

##### Objectives

- Increase affordable housing availability for the healthcare/public health sector
  - Na Wili AHEC (Fran Becker)
- Decrease the number of openings in critical positions
- Increase financial resources available through scholarships
- Increase healthcare availability

# **Kaua'i Comprehensive Economic Development Strategic Plan**

## **Cluster Working Groups Goals, Objectives and Key Tactics**

### **HEALTH and WELLNESS**

#### **Key Tactics**

- Develop a robust recruiting and training program for CNAs and Home Healthcare Workers
- Strengthen community healthcare
- Explore the possibility/feasibility to create a housing strategic plan for the H&W sector
  - Align with County's housing master plan
  - Align with Samuel H. Mahelona's housing master plan
  - Explore housing subsidies for healthcare workers
- Explore the possibility/feasibility to create a level 1 trauma center on island
  - include Jen Chahanovich in this conversation
- Develop a healthcare crisis management plan
- Explore contracting options for critical healthcare positions
- Create a system to coordinate county-wide H&W initiatives



# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **HEALTH and WELLNESS**

Goal Area 2: NATURAL RESOURCES - Increase adaptability and resilience, particularly regarding natural disasters and climate change

### **STRATEGY 1 DEVELOP A SUPPORTIVE AND EQUITABLE BUSINESS DEVELOPMENT ENVIRONMENT FOR BEGINNING FARMERS AND OTHER ENTERPRISES SUSTAINABLY UTILIZING OR ENHANCING KAUAI'S AGRICULTURE, WATER OR OTHER NATURAL RESOURCES**

#### Objectives

- Expand the Farm-to-Table Programs
- Grow our own food

#### Key Tactics

- Obtain commitments from DOE and other state and local vendors to purchase from local producers
- Enter into purchase contracts with local farmers
- Tap into local knowledge regarding growing practices

### **STRATEGY 2 REVIEW AND MONITOR EXISTING CONSERVATION AND SUSTAINABILITY PLANS FOR THE KAUAI'S KEY NATURAL RESOURCES TO MAINTAIN THEIR AVAILABILITY FOR RESPONSIBLE ECONOMIC DEVELOPMENT USE**

#### Objectives

- Identify a mechanism to “pull all healthcare resources into one bucket” in the event of a natural disaster/pandemic. (egs., decision making during crisis – who takes point; transfer patient agreements)

#### Key Tactics

- Explore feasibility for level 1 trauma care center on island
- Conduct a county-wide vulnerability assessment to determine needs

### **STRATEGY 3 PARTICIPATE IN THE RE-BRANDING OF THE VISITOR EXPERIENCE TO ENSURE KAUAI'S NATURAL ASSETS THAT ARE VALUED AND USED BOTH BY RESIDENTS AND VISITORS**

#### Objectives

- Reengineer the visitor industry on Kauai to include healthy aspects of the County

#### Key Tactics

- Explore regenerative tourism
- Be gracious to everyone visiting Kauai

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **HEALTH and WELLNESS**

Goal Area 3: QUALITY OF PLACE - Foster diverse and inclusive communities where all residents and visitors enjoy active, secure, healthy and fulfilled lives

### **STRATEGY 1 ACHIEVE GREATER FOOD SELF-SUFFICIENCY**

Objectives (To be developed)

Key Tactics (To be developed)

### **STRATEGY 2 ENHANCE THE COMMUNITY'S ABILITY TO THRIVE**

Objectives (To be developed)

Key Tactics (To be developed)

### **STRATEGY 3 PROMOTE HEALTHY LIFESTYLE CHOICES FOR IMPROVED HEALTH OUTCOMES AND INDIVIDUAL PROSPERITY**

Objectives

- Increase wellness visibility
- Increase NPs and APRNs

Key Tactics

- Develop more health workshop.
- Promote wellness practices
- Create and maintain a healthcare resource guide
  - ex. Bev Brody's - Get Fit Kaua'i Initiative
  - County's elderly affairs initiatives
- Explore partnership possibilities with healthcare insurers to provide disease prevention information to vulnerable population
- Promote accessibility to telehealth

### **STRATEGY 4 PROVIDE HIGH-SPEED INTERNET TO EVERY HOME, BUSINESS AND INSTITUTION**

Objectives

- Increase access to reliable high-speed broadband internet

Key Tactics (To be developed)

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **HEALTH and WELLNESS**

### **STRATEGY 5 ENSURE RESIDENTS HAVE QUALITY, INCOME-APPROPRIATE HOUSING CHOICES**

#### **Objectives**

- Continue to explore affordable housing options for healthcare workers

#### **Key Tactics**

- Build/acquire housing near businesses
- Attract people interested in living near their work

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **HEALTH and WELLNESS**

Goal Area 4: ECONOMY - Develop plans and continue to build capacity for economic development of the six target industry clusters

### **STRATEGY 1 INCREASE COLLABORATION**

#### Objectives

- Increase employer participation in promoting wellness
- Increase collaboration among all clusters

#### Key Tactics

- Form an H&W task force to further develop, implement and monitor CEDS plan implementation
- Increase collaboration among health and wellness providers

### **STRATEGY 2 SUPPORT ECONOMIC INNOVATION AND DIGITIZATION FOR ALL BUSINESSES**

Objectives (To be developed)

Key Tactics (To be developed)

### **STRATEGY 3 DEVELOP INFRASTRUCTURE**

#### Objectives

- Increase use of alternative modes of transportation

#### Key Tactics

- Focus on becoming more of a walking community
- Determine the “right amount” of development

### **STRATEGY 4 SUPPORT THE DEVELOPMENT OF NEW BUSINESSES AND MARKETS FOR A DIVERSITY OF PRODUCTS DERIVED FROM AGRICULTURAL AND TECHNOLOGICAL ACTIVITY**

#### Objectives

- Increase perception of Kauai as a wellness destination

#### Key Tactics

- Attract a different kind of visitor
- Explore ways to build the wellness

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **RENEWABLE ENERGY / SUSTAINABLE TECHNOLOGY and PRACTICES**

Goal Area 1: WORKFORCE - Build, attract and retain a 21<sup>st</sup> century workforce

### **STRATEGY 1 PROVIDE WORKFORCE WITH THE SKILLS THEY NEED TO BE GAINFULLY EMPLOYED.**

#### Objectives

- Increase competence of the workforce
- Increase accessibility to educational resources
- Increase focus around types of industries that we would like to focus on – cybersecurity
- Increase access to internships and internal apprenticeship programs

#### Key Tactics

- Assess the training needs for current and developing businesses, including people moving to Kauai and their types of jobs
- Develop a working group to take the lead on implementation & evaluation; support grant writer; internships/externships, etc.
- Examine ST&P SWOTs and embrace opportunities
- Establish strong relationships with UH Manoa Engineering School and partnerships with the Academies of Kaua'i.
- Explore vocational opportunities (i.e. EV maintenance/tech related jobs)

### **STRATEGY 2 ASSIST SCHOOLS IN MEETING COLLEGE AND CAREER EXPECTATIONS**

#### Objectives

- Increase school teachers' awareness of ST&P issues
- Increase student interest in careers through increased experiential learning, internships and partnerships among schools, KCC and the business community
- Increase vocational training opportunities for careers that do not require college degrees

#### Key Tactics

- Include "climate change" and "equity" as part of high school curriculum
- Empower students to seek and obtain funding by developing projects and seeking grants to support implementation (Aloha 'Ike)

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **RENEWABLE ENERGY / SUSTAINABLE TECHNOLOGY and PRACTICES**

### **STRATEGY 3 ADDRESS TALENT GAPS AND "BRAIN DRAIN" BY POSITIONING KAUAI AS A DESIRABLE PLACE FOR PEOPLE TO LIVE AND WORK**

#### **Objectives**

- Increase affordable housing opportunities via zoning incentives (i.e. farm worker housing)
- Increase available talent required to maintain infrastructure improvements
- Increase on-island learning opportunities for tech jobs

#### **Key Tactics**

- Explore the feasibility for the creation of a technology business incubator site - Kaua'i Innovation Center
- Explore the feasibility of building affordable housing units for tech related workers
- Increase availability of student housing (i.e. also to support Americorps workers)
- Partner with County Housing Agency and other private sector businesses to collaborate on issues like zoning
- Establish partnerships with key funders/groups (Zuckerberg Foundation)
- Map out and create a database for current and future jobs and skills required
- Follow the changing work environment and develop/modify the "learning infrastructure" according to the ever changing norms



# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **RENEWABLE ENERGY / SUSTAINABLE TECHNOLOGY and PRACTICES**

Goal Area 2: NATURAL RESOURCES - Increase adaptability and resilience, particularly regarding natural disasters and climate change

### **STRATEGY 1 DEVELOP A SUPPORTIVE AND EQUITABLE BUSINESS DEVELOPMENT ENVIRONMENT FOR BEGINNING FARMERS AND OTHER ENTERPRISES SUSTAINABLY UTILIZING OR ENHANCING KAUA'I'S AGRICULTURE, WATER OR OTHER NATURAL RESOURCES**

#### Objectives

- Increase the discussion around equitable business development practices
- Align County's Climate Adaptation plan with CEDS (Adopt 2023)

#### Key Tactics

- Clearinghouse for government review of environmental laws
- Establish a forum where equitable business development issues can be discussed

### **STRATEGY 2 REVIEW AND MONITOR EXISTING CONSERVATION AND SUSTAINABILITY PLANS FOR KAUA'I'S KEY NATURAL RESOURCES TO MAINTAIN THEIR AVAILABILITY FOR RESPONSIBLE ECONOMIC DEVELOPMENT USE.**

#### Objectives

- Develop an island-wide food sustainability plan, including the funding and policy necessary to support the plan
- Develop metrics and capacity to measure different aspects of the food process (growth to waste).

#### Key Tactics

- Form a food co-op as the engine to oversee and manage the plan
- Streamline process for useful and sustainable land development and "minimize bureaucracy"
- Identify a point of contact at the County level (OED Ag Specialist perhaps?)

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **RENEWABLE ENERGY / SUSTAINABLE TECHNOLOGY and PRACTICES**

### **STRATEGY 3 PARTICIPATE IN THE RE-BRANDING OF THE VISITOR EXPERIENCE TO ENSURE KAUA'I'S NATURAL ASSETS THAT ARE VALUED AND USED BOTH BY RESIDENTS AND VISITORS**

#### **Objectives**

- Decrease the time taken to complete the permitting process
- Increase “user satisfaction” with opportunities and experiences connected to Kauai’s natural resources

#### **Key Tactics**

- Develop a steering committee to explore the permitting process
- Development of metrics/data collecting processes to assess user satisfaction. (egs., satisfaction with transportation & delivery/distribution)
- Explore an opportunity for a pilot program to hui hotels to promote programs related to “malama” the island

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **RENEWABLE ENERGY / SUSTAINABLE TECHNOLOGY and PRACTICES**

Goal Area 3: QUALITY OF PLACE - Foster diverse and inclusive communities where all residents and visitors enjoy active, secure, healthy and fulfilled lives

### **STRATEGY 1 ACHIEVE GREATER FOOD SELF-SUFFICIENCY.**

#### Objectives

- Increase the capacity to plan for and achieve food self-sufficiency

#### Key Tactics

- Create an island-wide food co-op
- Streamline process for useful and sustainable land development and “minimize bureaucracy”
- Identify a point of contact at the County level (OED Ag Specialist perhaps?)
- Identify emerging technologies that support farmers and food diversification

### **STRATEGY 2 ENSURE RESIDENTS HAVE QUALITY, INCOME-APPROPRIATE HOUSING CHOICES**

#### Objectives

- Continue to explore affordable housing options
- Address the issue of maintaining permanent affordability instead of short term sunset clauses that allow affordable housing to be converted to market value housing after a short period of time, thus reducing the inventory of affordable housing
- Increase options to modify zoning

#### Key Tactics

- Build/acquire housing near businesses
- Attract people interested in living near their work
- Develop policies to address displacement
- Target funders to extend affordability term
- Ensure new housing developments are built more sustainably

### **STRATEGY 3 PROMOTE HEALTHY LIFESTYLE CHOICES FOR IMPROVED HEALTH OUTCOMES AND INDIVIDUAL PROSPERITY**

#### Objectives

- Increase energy independence
- Increase the capability to support the growth of technology solutions
- Improve access to exercise facilities, healthy food educational programs, free time and increase social capacity
- Increasing more transportation methods, supporting the multi-modal County initiative

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **RENEWABLE ENERGY / SUSTAINABLE TECHNOLOGY and PRACTICES**

### **Key Tactics**

- Increase EV charging availability including concentrating stations in Lihue.
- Recruit and train electricians
- Maintaining & developing infrastructure to support alternative transportation methods
- Incentivize transit-oriented development.

### **STRATEGY 4 PROVIDE HIGH-SPEED INTERNET TO EVERY HOME, BUSINESS AND INSTITUTION**

### **Objectives**

- Increase access to reliable high-speed broadband internet

### **Key Tactics**

- Explore satellite broadband
- Increase the numbers of families/businesses connected to the internet
- Increase home & public space broadband access. (Increase including public spaces and or time availability)

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **RENEWABLE ENERGY / SUSTAINABLE TECHNOLOGY and PRACTICES**

Goal Area 4: ECONOMY - Develop plans and continue to build capacity for economic development of the six target industry clusters

### **STRATEGY 1 INCREASE COLLABORATION**

#### Objectives

- Make CEDS plan information/progress available, with public and not only with working groups

#### Key Tactics

- Publish transparent results to the community and having a platform for feedback (Monday.com)
- Develop a dashboard to monitor performance data

### **STRATEGY 2 SUPPORT ECONOMIC INNOVATION AND DIGITIZATION FOR THE FULL RANGE OF BUSINESSES, FROM START-UPS TO LEGACY CORPORATIONS**

#### Objectives

- Increase the use and usability of social media to market products and services
- Increase use of a variety of social media tools (i.e. MS, Adobe, Google, etc.) to network among businesses
- Explore supply & demand
- Explore and support indigenous technologies

#### Key Tactics

- Explore local businesses that require digital assistance – collaborate with SBA and Kauai Chamber
- Provide access to devices

### **STRATEGY 3 DEVELOP INFRASTRUCTURE**

#### Objectives

- Increase access to broadband
- Identify and prioritize other collaborative opportunities.
- Identifying the supply and demand

#### Key Tactics

- Explore internet access via satellite
- Continue to work with the state and local providers to improve reliability and accessibility.

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **RENEWABLE ENERGY / SUSTAINABLE TECHNOLOGY and PRACTICES**

### **STRATEGY 4 Support the development of new businesses and markets for a diversity of products derived from agricultural and technological activity**

#### **Objectives**

- Increase the information discussing the value in product diversification and technological improvements (support the “culture” shift)
- Increase on-island learning opportunities for tech jobs
- Increase communication among current organizations involved in ongoing technology projects
- Increase the development and implementation of innovative transportation solutions on Kaua'i.

#### **Key Tactics**

- Continue to build on the value of projects resulting from innovation grants
- Create a clearinghouse for current projects
- Examine locations to deploy new transportation technology
- Explore the feasibility of a Kauai Innovation Center incubator
- Identify the current new business and market landscape

# **Kaua'i Comprehensive Economic Development Strategic Plan**

## **Cluster Working Groups Goals, Objectives and Key Tactics**

### **SCIENCE and TECHNOLOGY**

Goal Area 1: WORKFORCE - Build, attract and retain a 21<sup>st</sup> century workforce

#### **STRATEGY 1 PROVIDE WORKFORCE WITH THE SKILLS THEY NEED TO BE GAINFULLY EMPLOYED**

##### Objectives

- Increase the data on the types and numbers of jobs currently in the county, including remote jobs
- Explore and document immediate software development training and development opportunities

##### Key Tactics

- Continue to reskill people using programs like RISE to WORK
- Build collaborative relationships with academia, county government and the business community
- Incentivize new high school graduates to remain “on island” for education and employment
  - What are the incentives? Identify the things that will make a difference to this generation
  - Affordable housing?
  - Allow remote work - how do we incentivize other companies to allow remote working conditions/models
- Determine the training and development need/demand for non-union supported trades.
  - Identify non-union supported trades including:
    - Auto Mechanics
    - Aerospace - aircraft technicians
    - Ability to get security clearance
    - Computer Science/Engineering related certifications and training
    - Health & Wellness related technical training/ Health Science
    - IT training via PCATT (with Honolulu Community College)

#### **STRATEGY 2 ASSIST SCHOOLS IN MEETING COLLEGE AND CAREER EXPECTATIONS**

##### Objectives

- Increase collaboration with high school academies and related entities
- Increase the education and training focus on Kauai-centric initiatives
- Increase the development and training for career pathways.(Kaua'i CC, OCET, & High Schools)



# **Kaua'i Comprehensive Economic Development Strategic Plan**

## **Cluster Working Groups Goals, Objectives and Key Tactics**

### **SCIENCE and TECHNOLOGY**

#### **Key Tactics**

- Increase collaboration with SMEs and educators
- Increase Professional Development opportunities for educators
- Connect students with businesses where students are solving “real problems”
- Collaborate with industry partners like KIUC and KCSC
- Increase the participation in the Early College Program (Finite amount of \$ dedicated to high schools annually from legislature)
- Continue to seek partners for STEM/STEAM programs in the middle schools
- Track students who return to Kauai after college
- Continue to explore the acquisition of the Beck's Hybrid facility
- Promote requirements to obtain a “security clearance”
- Increase financial resources available through scholarships

### **STRATEGY 3 ADDRESS TALENT GAPS AND "BRAIN DRAIN" BY POSITIONING KAUAI AS A DESIRABLE PLACE FOR PEOPLE TO LIVE AND WORK**

#### **Objectives**

- Determine the type of workforce necessary to sustain future S&T needs including competitive wages (What would incentivize you to work, have a life and live here?)
- Explore housing options that place the employees closer to the places of employment/hubs
- Incentives/Strategies for companies to explore remote working opportunities

#### **Key Tactics**

- Through the Rise to Work Program develop a “Tech to Work”
- Identify current tech related opportunities/jobs on island

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **SCIENCE and TECHNOLOGY**

Goal Area 2: NATURAL RESOURCES - Increase adaptability and resilience, particularly regarding natural disasters and climate change

### **STRATEGY 1 DEVELOP A SUPPORTIVE AND EQUITABLE BUSINESS DEVELOPMENT ENVIRONMENT FOR BEGINNING FARMERS AND OTHER ENTERPRISES SUSTAINABLY UTILIZING OR ENHANCING KAUA'I'S AGRICULTURE, WATER OR OTHER NATURAL RESOURCES**

#### Objectives

- Increase protection of the underlying water infrastructure

#### Key Tactics

- Build partnerships with people who have done this – New Zealand, Israel and Netherlands
- Monitoring water levels, quality, etc.
- Explore the possibility of installing a high-tech weather station

### **STRATEGY 2 REVIEW AND MONITOR EXISTING CONSERVATION AND SUSTAINABILITY PLANS FOR THE KAUA'I'S KEY NATURAL RESOURCES TO MAINTAIN THEIR AVAILABILITY FOR RESPONSIBLE ECONOMIC DEVELOPMENT USE**

#### Objectives

- Develop a long-term vision and cultural framework for business development (DOE- Na Hopena A'o)
- Increase knowledge and awareness of natural resources among those visiting Kauai
- Develop an industry sector/cluster around climate change mitigation

#### Key Tactics

- Begin natural resource conservation and sustainability training before visitors arrive in Hawaii
- Partner with organizations already doing good work in this arena – Kauai Climate Action Committee, Surfrider Organizations
- Engage new residents in natural resource mitigation

### **STRATEGY 3 PARTICIPATE IN THE RE-BRANDING OF THE VISITOR EXPERIENCE TO ENSURE KAUA'I'S NATURAL ASSETS THAT ARE VALUED AND USED BOTH BY RESIDENTS AND VISITORS**

#### Objectives

- Increase opportunities that are more about the experience and relationships and less about transactions

#### Key Tactics

- Support “regenerative tourism” experiences whereby visitors collaborate with the local population in the protection and enrichment of our natural resources

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **SCIENCE and TECHNOLOGY**

Goal Area 3: QUALITY OF PLACE - Foster diverse and inclusive communities where all residents and visitors enjoy active, secure, healthy and fulfilled lives

### **STRATEGY 1 ACHIEVE GREATER FOOD SELF-SUFFICIENCY**

#### Objectives

- Support the growth of Community Sponsored Agricultural products and businesses
- Support new initiatives such as vertical farming models, aquaponics, indoor farming, etc.
- Support businesses who incorporate new/innovative technology into their operations

#### Key Tactics

- Promote value of locally grown food for the economy, for your health
- Develop grants which require partnerships with SMEs from out of state

### **STRATEGY 2 ENHANCE THE COMMUNITY'S ABILITY TO THRIVE**

#### Objectives

- Increase the "experience and relationship" rather than the "transaction" with visitors

#### Key Tactics

- Support incentives for individual companies to provide supplemental provisions for items that can replace what employees would usually be spending money on to increase community wellbeing (i.e. food co-ops, housing, uniform stipends etc.)
- Explore the free community college piece of the current federal infrastructure bill being proposed in Congress.
- Promote a "tech to work" type of initiative
- Connect tech experts with Kauai by promoting conferences such as "Aloha-in-Motion" by Leadership Kaua'i

### **STRATEGY 3 PROMOTE HEALTHY LIFESTYLE CHOICES FOR IMPROVED HEALTH OUTCOMES AND INDIVIDUAL PROSPERITY**

#### Objectives

- Increase the level of income for individuals and households
- Increase exposure of residents (students and community) to jobs which are less visible (i.e. remote workers and small businesses)

#### Key Tactics

- Grow job sectors with the highest demand and with higher income opportunities (technology-related jobs)
- Develop a slack channel for technology workers
- Connect community college students with wrap around services provided by the county

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **SCIENCE and TECHNOLOGY**

### **STRATEGY 4 PROVIDE HIGH-SPEED INTERNET TO EVERY HOME, BUSINESS AND INSTITUTION**

#### **Objectives**

- Increase access to reliable high-speed broadband internet

#### **Key Tactics**

- Provide access to satellite broadband in outlying areas
- Partner with Verizon and AT&T to provide hot spots and devices
- Provide training to kupuna on the benefits of technology and how to take advantage of these benefits

### **STRATEGY 5 ENSURE RESIDENTS HAVE QUALITY, INCOME-APPROPRIATE HOUSING CHOICES**

#### **Objectives**

- Increase collaboration among county agencies and organizations working to improve the affordable housing issues

#### **Key Tactics**

- Revisit the KCC student and Faculty Housing Study (2019) for opportunities in the college housing space

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **SCIENCE and TECHNOLOGY**

Goal Area 4: ECONOMY - Develop plans and continue to build capacity for economic development of the six target industry clusters

### **STRATEGY 1 INCREASE COLLABORATION**

#### Objectives

- Increase communication among the clusters

#### Key Tactics

- Create a dashboard for the clusters to monitor projects progress that will remain current (i.e. KEDB website will house this)

### **STRATEGY 2 SUPPORT ECONOMIC INNOVATION AND DIGITIZATION FOR THE FULL RANGE OF BUSINESSES, FROM START UPS TO LEGACY CORPORATIONS**

Objectives (To be developed.)

Key Tactics (To be developed.)

### **STRATEGY 3 DEVELOP INFRASTRUCTURE**

Objectives (To be developed.)

Key Tactics (To be developed.)

### **STRATEGY 4 SUPPORT THE DEVELOPMENT OF NEW BUSINESSES AND MARKETS FOR A DIVERSITY OF PRODUCTS DERIVED FROM AGRICULTURAL AND TECHNOLOGICAL ACTIVITY**

#### Objectives

- Increase opportunities to “develop and incubate” new businesses

#### Key Tactics

- Explore the feasibility of a Kauai Innovation Center (Incubator).
- Support Kaua'i CC Innovation Center
- Integrate KERST Plan recommendations into CEDS plan

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **VISITOR INDUSTRY, MANAGEMENT and CONSERVATION**

Goal Area 1: WORKFORCE - Build, attract and retain a 21<sup>st</sup> century workforce

### **STRATEGY 1 PROVIDE WORKFORCE WITH THE SKILLS THEY NEED TO BE GAINFULLY EMPLOYED**

#### Objectives

- Increase the number of “green jobs”
- Increase and improve training opportunities for new and current workers
- Increase options for funding worker training
- Incentivize management to allow workers to attend training sessions during work hours
- Incentivize employees to work during off hours

#### Key Tactics

- Visitor industry businesses develop and provide a green workforce (i.e tech/innovative expansion)
- Explore areas where funding for green jobs is available – cybersecurity, conservation officer, ecologist cultural and natural resources ambassadors
- Incentivize the hotel industry to replace jobs lost to technology/AI with green jobs
- Expand current management and “alternative tourism” jobs training

### **STRATEGY 2 ASSIST SCHOOLS IN MEETING COLLEGE AND CAREER EXPECTATIONS**

#### Objectives

- Market visitor industry positions as opportunities for growth

#### Key Tactics

- Share success stories of people who have “worked their way up” career ladders
- Work with KCC's Early College Programs
- Encourage industry participation in school career academies
- Encourage industry participation in school career academies
- Academy of Hospitality and Tourism (AOHT) - Kaua'i HS
  - Placed every summer
  - LEI Program (Julie Morioka)
- Entrepreneurship related programs
  - Guiding document or class regarding things you shouldn't be doing
  - Work with SBDC - collaborate



# Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics

## VISITOR INDUSTRY, MANAGEMENT and CONSERVATION

### STRATEGY 3 ADDRESS TALENT GAPS AND "BRAIN DRAIN" BY POSITIONING KAUAI AS A DESIRABLE PLACE FOR PEOPLE TO LIVE AND WORK

#### Objectives

- Increase focus on mitigating the low wage issue
- Increase the appeal of visitor industry jobs
- Find and grow unique niche within the visitor industry (i.e. agro-tourism; eco-tourism)

#### Key Tactics

- Include housing stipends or actual housing as part of the salary package
- Rebrand current jobs and highlight jobs that are less visible
- Support KVB in implementation of the Kaua'i Destination Management Action Plan 2021-2023
- Explore remote work opportunities in the Visitor Industry space

D-MAP	CEDS
Create positive contributions to the quality of life for Kaua'i's residents	Quality of Place – All 5 strategies
Support the maintenance, enhancement, and protection of Kaua'i's natural resources.	Natural Resources – All 3 strategies
Ensure the authentic Hawaiian culture is perpetuated and accurately presented in experiences for residents and visitors, materials and marketing efforts.	Natural Resources – Strategy 3
Maintain and improve visitor satisfaction of their experience on Kaua'i.	Goal Area 3, Strategy 3
Strengthen the economic contribution of Kaua'i's visitor industry	Economy – All 4 strategies
Increase communication and understanding between the residents and visitor industry.	Natural Resources – Strategy 3

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **VISITOR INDUSTRY, MANAGEMENT and CONSERVATION**

Goal Area 2: NATURAL RESOURCES - Increase adaptability and resilience, particularly regarding natural disasters and climate change

### **STRATEGY 1 DEVELOP A SUPPORTIVE AND EQUITABLE BUSINESS DEVELOPMENT ENVIRONMENT FOR BEGINNING FARMERS AND OTHER ENTERPRISES SUSTAINABLY UTILIZING OR ENHANCING KAUA'I'S AGRICULTURE, WATER OR OTHER NATURAL RESOURCES**

#### Objectives

- Support jobs that address the issues of visitor management that experience overcrowding

#### Key Tactics

- Promote sustainability certification to local tourism operators
- Wiki Permit (limit how many events happen daily in a specific location)
- Farmers
  - continue to build out certification programs for farmers to be able to sell to hotels
  - build out grant programs to support farmers to obtain certifications
  - Coop models to help with cost of insurance
  - lease vs land ownership - encouraging longer term leases
    - explore lease to own programs
  - Produce a voluntary "code of standards" that seeks to balance market realities, artistic freedom, and resident desires for cultural authenticity

### **STRATEGY 2 IMPLEMENT EXISTING CONSERVATION AND SUSTAINABILITY PLANS FOR KAUA'I'S KEY NATURAL RESOURCES TO MAINTAIN THEIR AVAILABILITY FOR RESPONSIBLE ECONOMIC DEVELOPMENT USE**

#### Objectives

- Improve our maintenance and management of current natural resources
- Continue to build on lessons learned during the COVID-19 pandemic

#### Key Tactics

- Complete needed infrastructure needs including adequate restroom facilities
- Implement the actions listed in the Respect for Natural and Cultural Resources section of the Kauai Destination Management Action Plan 2021-2023
- Implement Energy Sustainability and Climate Change Mitigation and Watershed sectors in the Kauai Kakou General Plan 2018
- Explore transportation solutions including increased use of shuttles, reducing the number of rental cars and mobility hubs

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **VISITOR INDUSTRY, MANAGEMENT and CONSERVATION**

### **STRATEGY 3 CREATE AND PROMOTE COMMERCIAL OPPORTUNITIES AND EXPERIENCES CONNECTED TO KAUA'I'S NATURAL ASSETS THAT ARE VALUED AND USED BOTH BY RESIDENTS AND VISITORS**

#### **Objectives**

- Increase balanced use of and protection for natural resource attractions for both visitors and locals including the Na Pali Coast, Polihale, Wailua Falls and Waimea Canyon Lookout
- Increase sources of endowments whereby funds may be used to finance projects
- Incorporate key Native Hawaiian/Kauai County values into the visitor industry operating systems

#### **Key Tactics**

- Participate with Hawaii Community Foundation CHANGE Grants program
- Encourage various ways to “patrol” parks or scenic areas with high visitor counts – citizen volunteer groups, parking attendants, food vendors etc. Create paid crews to maintain hiking trails
- Produce a voluntary “code of standards” that seeks to balance market realities, artistic freedom, and resident desires for cultural authenticity
- Stay educated on climate change - what are the effects and how will the Visitor Industry be effected in the future

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **VISITOR INDUSTRY, MANAGEMENT and CONSERVATION**

Goal Area 3: QUALITY OF PLACE - Foster diverse and inclusive communities where all residents and visitors enjoy active, secure, healthy and fulfilled lives

### **STRATEGY 1 ACHIEVE GREATER FOOD SELF-SUFFICIENCY**

#### Objectives

- Increase broadband capability to connect farmers and restaurants
- Increase the amount of local produce/meat supplied to hotels and restaurants

#### Key Tactics

- Collaborate with Food and Ag cluster

### **STRATEGY 2 ENHANCE THE COMMUNITY'S ABILITY TO THRIVE**

#### Objectives

- Educate visitors about Kauai's culture, natural resources and economy prior to visiting the islands
- Increase communication between residents and the visitor industry community

#### Key Tactics

- Support initiatives that proactively provide information to visitors before they travel, including social media
- Create activities that bring all stakeholders (including community members, community groups and tourism leaders and staff) together to share updates, data and ideas on Kaua'i's visitor industry
- Support and encourage entrepreneurship programs

### **STRATEGY 3 FOSTER AND FACILITATE HEALTHY LIFESTYLE CHOICES FOR IMPROVED HEALTH OUTCOMES AND INDIVIDUAL PROSPERITY**

#### Objectives

- Lead with "Hawaiian values"

#### Key Tactics

- Lead with "kuleana"
- Support the maintenance of frequently used outdoor venues - parks, hiking trails
- Integrate "aina" in visitor industry practices
- Develop a "quality of life" metric

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **VISITOR INDUSTRY, MANAGEMENT and CONSERVATION**

### **STRATEGY 4 PROVIDE HIGH-SPEED INTERNET TO EVERY HOME, BUSINESS AND INSTITUTION**

#### **Objectives**

- Increase access to reliable high-speed broadband internet

#### **Key Tactics**

- Support DLIR and Broadband Hui's efforts
- Support Data Center Initiative

### **STRATEGY 5 ENSURE RESIDENTS HAVE QUALITY, INCOME-APPROPRIATE HOUSING CHOICES**

#### **Objectives**

- Examine affordable housing options

#### **Key Tactics**

- Support research on developing a tiny home model for transients
- Develop work and housing co-locations
- Support County affordable housing efforts/initiatives
- Introduce scalable fees for housing developments

# **Kaua'i Comprehensive Economic Development Strategic Plan Cluster Working Groups Goals, Objectives and Key Tactics**

## **VISITOR INDUSTRY, MANAGEMENT and CONSERVATION**

Goal Area 4: ECONOMY - Develop plans and continue to build capacity for economic development of the six target industry clusters

### **STRATEGY 1 INCREASE COLLABORATION**

#### Objectives

- Increase communication between businesses and the county
- Increase synergy in achieving plan objectives through collaboration with other clusters
- Increase communication between County and State

#### Key Tactics

- Create a dashboard for the clusters to monitor projects progress that will remain current (i.e. Kauai Forward website can house this)
- Identify funding and an organization to lead this initiative

### **STRATEGY 2 SUPPORT ECONOMIC INNOVATION AND DIGITIZATION FOR THE FULL RANGE OF BUSINESSES, FROM START UPS TO LEGACY CORPORATIONS**

#### Objectives

- Increase remote workers/jobs on island

#### Key Tactics

- Develop support initiatives to prepare our younger workforce to compete for remote job opportunities
- Identify what those jobs are and what skills are needed to complete for these jobs

### **STRATEGY 3 DEVELOP INFRASTRUCTURE**

#### Objectives

- Conduct and assessment to identify future infrastructure needs

#### Key Tactics

- Support increases in restrooms and parking
- Support DLIR and Broadband Hui's efforts
- Support Data Center initiative

### **STRATEGY 4 SUPPORT THE DEVELOPMENT OF NEW BUSINESSES AND MARKETS FOR A DIVERSITY OF PRODUCTS DERIVED FROM AGRICULTURAL AND TECHNOLOGICAL ACTIVITY**

#### Objectives

- Increase opportunities to "develop and incubate" new businesses

#### Key Tactics

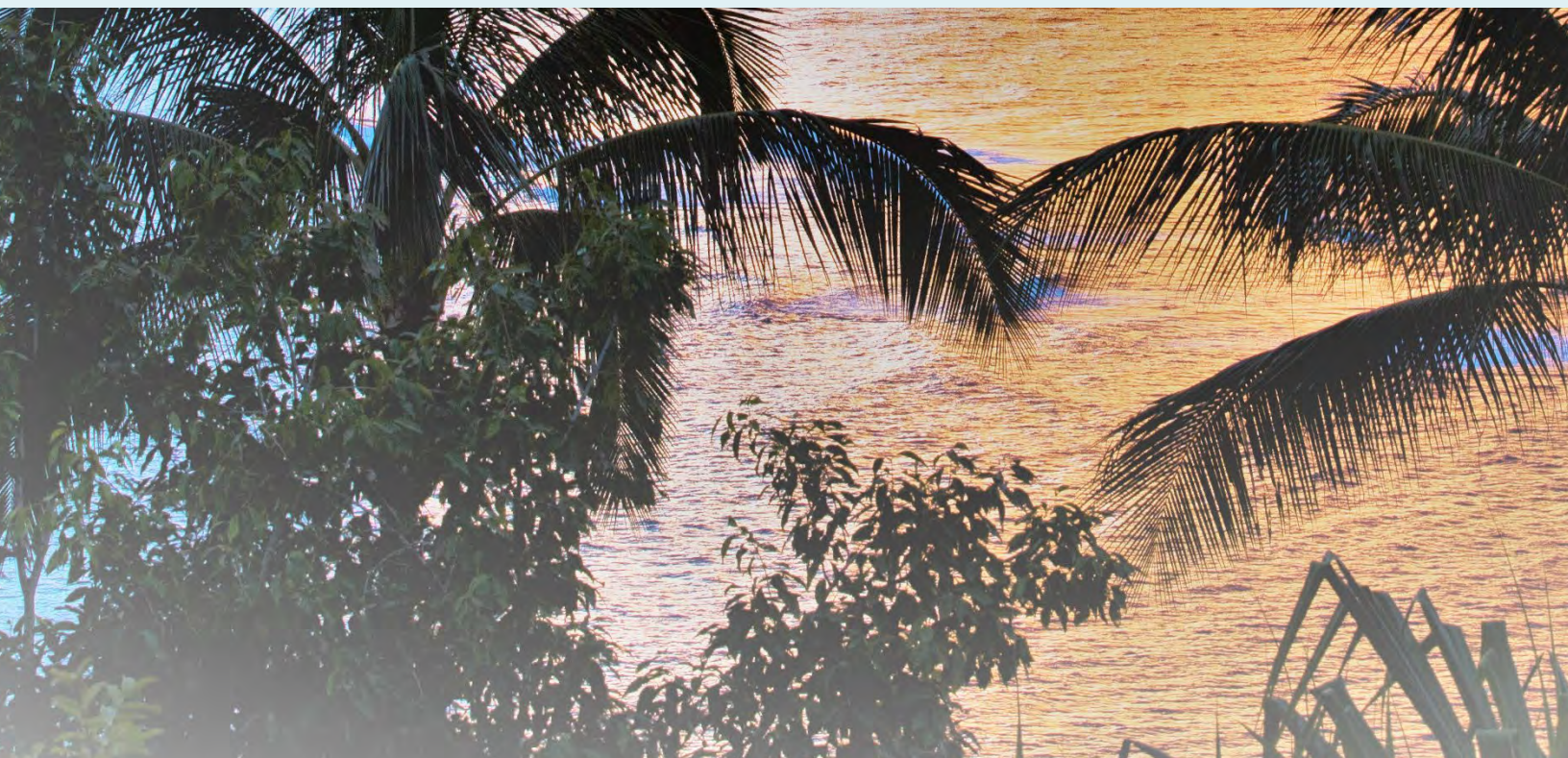
- Develop the Kaua'i Innovation Center
- Integrate KERST Plan recommendations into CEDS plan
- Educate new businesses and potential new businesses on how to do business on Kaua'i





# **Kaua'i Comprehensive Economic Development Strategic Plan**

## **Cluster Rosters**



This report could not have been prepared without the time and invaluable input from members of the six clusters. They include Kaua'i's professionals in the fields of economic development, community development, health and social services and leaders from the private business community. A big MAHALO (thank you) to all cluster members.

### **Science and Technology**

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James Thesken - Kaua'i Technology Group  
Sarah Styran - Kaua'i Community Science Center  
Paul Zina – Department Of Education – Kaua'i Complex  
Neil Young - General Dynamics  
Dr Joe Daisy – Kaua'i Community College  
Rich Uhl - 1 Strategy  
Fred Cowell - Kaua'i Coffee  
Diana Singh - County of Kaua'i Office of Economic Development  
Nalani Brun - County of Kaua'i Office of Economic Development  
Jackie Kaina – Kaua'i Economic Development Board  
Warren Doi - PICHTR Energy Accelerator

### **Renewable Energy/Sustainable Technology & Practices**

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### **Visitor Industry Management and Preservation**

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Beth Tokioka – Kaua'i Island Utility Cooperative  
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Peleke Flores - Malama Huleia  
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Jonathan Chun - Belles Graham Proudfoot Wilson Chun LLP  
Aletha Kaohi – Historian/Kaua'i Economic Development Board



## **Health and Wellness**

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Kealoha Takahashi - County of Kaua'i Elderly Affairs  
Kurt Akamine - Ohana Pacific Management  
Dr. Janet Berreman - County of Kaua'i Department of Health  
David Tumolowitz - Kaiser Permanent  
Lance Segawa – Kaua'i Veterans Memorial Hospital  
Stacy Riccardi - Fitness by Stacy  
Lauren Guest - County of Kaua'i Department of Health  
David Peters - Ho'ola Lahui Hawai'i  
Tammie Napolen – Kaua'i Community College Career Ladders Nursing Program  
Faith Campbell – Wilcox Memorial Hospital  
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## **Food and Agriculture**

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Michelle Emura - Voynich Biosciences  
Howard Greene - Gay & Robinson  
Patrick Ono - Matson  
Waylon Brun - Cattlemen's Association  
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Sandy Yotsuda - Garden Island Carts Council  
Council Member Arryl Kaneshiro - Kaua'i County Council  
Sharleen Andrade-Balmores - Andrade's Slughterhouse  
Josh Uyehara - Hartung Brothers  
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## **Arts and Culture**

Juno Apalla – Kaua'i Community College - Kaua'i Performing Arts Center

Carol Yotsuda - Garden Island Arts Council

Chucky Boy Chock - Kaua'i Museum

Sandy Kaauwai – Kaua'i County Office of Economic Development

Nikki Cristobal - Kaua'i Museum

Nalani Brun - Kaua'i County Office of Economic Development

Jackie Kaina – Kaua'i Economic Development Board

Pat Griffin – Lihu'e Business Association

Aletha Kaohi – Historian/Kaua'i Economic Development Board

Holly Kaiakapu – Kaua'i Museum