



STATE OF HAWAII • DEPARTMENT OF BUSINESS,
ECONOMIC DEVELOPMENT & TOURISM

REPORT ON GOALS, OBJECTIVES, POLICIES, ACTION PLAN, AND PERFORMANCE MEASURES

January 2025

This report fulfils the reporting requirement in Act 100, SLH 1999.

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STATE OF HAWAI'I • DEPARTMENT OF BUSINESS,
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Overview

This report provides a framework that outlines the key goals, action plans, and performance metrics for the Department of Business, Economic Development and Tourism (DBEDT). ACT 100, SLH 1999 requires all state departments and agencies to develop and share the goals, objectives, policies, action plan and performance measures. The purpose of this measure is to assist departments and agencies with determining priorities, guiding decisions and measuring the effectiveness of their programs and services, as well as to help the Legislature with evaluating budgetary needs and allocating limited resources.

Previously, this report was combined with the DBEDT Annual Report. However, it is now produced as a stand-alone report to present the department's goals and strategic framework more comprehensively. It also elaborates on program and project stakeholders, desired outcomes and other factors that influence effectiveness.

Workforce Development

Objective 1: Expand the “ChefZone Presents from Cottage Industry to Commercial Enterprise” ‘Āina to Mākeke Entrepreneurship Program through collaboration with the Wahiawā Value Added Product Development Center under Leeward Community College (LCC) and in cooperation with the Hawai‘i Ag and Culinary Alliance.

End State: Increase the number of value-added local entrepreneurs and support them by bringing food products to the market and building successful food businesses.

Initiatives/Action Plan:

- Maintain current funding or increase future funding for the program through the Hawai‘i Ag and Culinary Alliance.
- Increase enrollment access by securing additional funding for entrepreneur scholarships.
- Expand participation through community outreach to grow the number of enrolled value-added entrepreneurs in the program.

Dependencies:

- Availability of funding from the Hawai‘i Ag and Culinary Alliance to subsidize student enrollment.
- Number of entrepreneurs enrolled in the program.
- Availability of LCC instructors to continue teaching the program.

Stakeholders: Hawai‘i Ag and Culinary Alliance, ChefZone, Wahiawā Value Added Product Development Center, Leeward Community College (LCC), University of Hawai‘i (UH), and small businesses.

Key Performance Indicators:

- Increase in the number of entrepreneurs enrolled in the ‘Āina to Mākeke program.
- Growth in the number of cohorts graduated from the program.

Objective 2: Grow and expand the healthcare workforce development programs offered to high school students and certified nurse aides (CNAs) seeking to become licensed practical nurses (LPNs).

End State: Increase the number of non-physician patient-facing healthcare professionals and licensed practical nurses in Hawai‘i to meet the state’s healthcare shortage.

Initiatives/Action Plan:

- Increase the number of enrolled students in the program and expand the number of participating schools statewide to boost overall student enrollment.
- Increase state and/or federal funding to support the increased student enrollment.

Dependencies:

- Availability of funding committed to the workforce development programs.
- Number of enrolled students in the high school program.
- Number of public schools participating in the high school program.

- Number of enrolled CNAs in the CNA-to-LPN program.
- Participation of private sector employers in program initiatives.

Stakeholders: High school students, private and public sector employees, private and public sector employers, and high schools.

Key Performance Indicators:

- Increase in the number of high school students enrolled in the high school program.
- Increase in the number of CNAs in the CNA-to-LPN program.
- Number of high school program graduates employed in healthcare post-graduation.
- Number of employed LPNs in healthcare settings who transitioned from can roles.

Objective 3: Workforce development, community outreach, and engagement in the clean energy sector.

End State: Establish keiki-to-career pathways, develop skilled trades, and create meaningful career opportunities resulting from the transition from imported foreign fossil fuels to locally generated renewable energy. Increased public engagement in the energy policy decision-making framework.

Initiative/Action Plan:

- Serve as the clean energy and skilled trades sector lead for Good Jobs Hawai'i, administering the Clean Energy Sector Partnership and coordinating training and employment opportunities in these fields.
- Utilize \$1M in federal congressionally delegated funds through a contract with Pa'akai Communications to engage Hawai'i communities on priority energy issues and collaborate with community-based organizations (CBOs).
- Continue the nationally recognized Clean Energy Wayfinders program, involving youth ambassadors in outreach to schools, community organizations, and households — with a focus on low- to moderate-income (LMI), asset-limited, income-constrained, employed (ALICE), and under-resourced communities.

Dependencies: Capacity for implementation and local community engagement.

Stakeholders: Ratepayers, educators, business and industry.

Key Performance Indicators:

- Number of trainings conducted.
- Number of participants in training programs
- Number of successful job placements in the clean energy sector.

Resilient Hawai'i: Good Jobs Challenge			
	Goal	Current	Percentage of Goal
Project Total: Participants	400	628	157%
Project Total: Completers	341	404	118%
Project Total: Job Placement	255	205	80%
Average Wage: \$36			

**Most participants are from the skilled trades sector, including welders, heavy equipment operators, commercial drivers, and professionals from other industries that support utilities and the energy sector.*

Objective 4: Hawai'i Good Jobs Challenge – Creative Sector Workforce Development.

End State: A thriving, sustainable workforce in Hawai'i's creative economy.

Initiatives/Action Plan:

- Convene a steering committee of industry partners and stakeholders to guide program development.
- Launch Creative Industries Sector Partnerships to formalize roles and responsibilities within the sector and engage stakeholders in planning.
- Complete an employer skills need analysis, develop training and internship models, and create outreach and recruitment plans for both employers and students/interns.
- Facilitate paid, on-the-job internships leading to employment for skilled workers in location-based film and TV productions.
- Fully integrate Creative Industries courses within the DOE Career and Technical Education (CTE) system, aligning with DBEDT's priority emerging sectors.

Two-Year Goal:

- Certify residents across multiple islands and sectors of the creative economy, with a focus on film, media, music, design/fashion and animation/game design,
- Establish a statewide creative sector partnership with industry employers and labor unions to enhance job opportunities and career advancement for program participants.

Five-Year Goal:

- Secure increased funding for ongoing workforce development (WFD) needs, ensuring long-term sustainability of training programs and career pathways.
- Solidify an integrated education-to-career pipeline, creating a seamless transition from technical and business skills development to employment in the creative sector.

Dependencies:

- Partnerships with educational institutions to develop and deliver training and certification programs.
- Active engagement from industry employers in designing curricula, providing internship opportunities, and hiring graduates.
- Support from labor unions (e.g., entertainment unions) to ensure job placement and industry-recognized certifications.
- Ongoing federal funding from the Economic Development Administration (EDA), Good Jobs Challenge grant, and potential state-level funding.
- Collaboration with community-based organizations for wrap-around services to support students/interns.
- Successful implementation of the online Creative Hub project to provide accessible, scalable resources for creative industry workers.

Stakeholders:

- Creative sector companies, film production companies, media organizations, entertainment companies, design firms, entertainment and media labor unions (e.g., IATSE), Chamber of Commerce Hawai'i, EDAH, and other community-based organizations.

Key Performance Indicators:

- Creation of 300 creative sector jobs, including internships, paid positions, and full-time employment.
- Completion and implementation of certification programs curricular across multiple creative industries sectors (film, media, arts, and design).
- Number of residents placed in internships and jobs in location-based film and TV productions focusing on skill-based training leading to full-time employment.
- Expansion of union rosters and certified workers in key creative sectors, demonstrating growth in the local workforce.
- Development of Infrastructure, such as the online Creative Hub project, and an increase in the export of digital intellectual property (IP).
- Achievement of long-term program sustainability through secured funding for ongoing workforce development and training, ensuring the continued growth of the creative sector workforce beyond the five-year period.

Objective 5: Expand the Creative Lab Hawai'i (CLH) Strategic Partners Programs

End State: Expand skills development, business growth, and high-paying job opportunities by leveraging Creative Lab Hawai'i's accelerator programs, contributing to a thriving, self-sustaining creative economy.

Initiatives/Action Plan:

- Expand current partnerships with the Writers Guild of America West (WGAW), and established Native Hawaiian/Asian American Pacific Islander (NH/AAPI) training programs for screenwriting and television, Directors Guild of America (DGA) for directing mentorship programs, Producers Guild of America (PGA) to create pathways for roles in film, television, and streaming.
- Collaborate with the Department of Education (DOE), University of Hawai'i Community Colleges (UHCCs), and Good Jobs Hawai'i (GJH) to align creative industries' job market needs with Career and Technical Education (CTE) programs.
- Expand the X in a Box and Story Xperiential programs in partnership with the DOE-CTE, targeting high school and middle school students
- Secure internships for Hawai'i participants in key industry positions, focusing on performance-based job placement following the internship.
- Increase the number of screenwriters, producers, and animators entering local, national, and international creative productions as a direct result of internships and training programs.
- Fully integrate music licensing and revenue-generating opportunities into the CTE curriculum over the long term.
- Develop an expanded internship pipeline to ensure that CTE/DOE graduates from the Arts, Culture, and Entertainment Pathway secure internships and jobs in production studios, recording studios, and remote work opportunities.
- Increase the placement of certified above-the-line talent (directors, producers, writers) from Hawai'i in local and offshore productions.

Dependencies:

- Effective collaboration with industry organizations to provide training, mentorship, and job placement opportunities for local talent.
- Coordination between the DOE, UHCCs, and DBEDT to develop curricula aligned with emerging industry needs and workforce development goals.
- Securing internship placements with animation companies, film studios, and production companies.
- Sustained funding from initiatives like Good Jobs Hawai'i and Creative Lab Hawai'i to support program expansion, job placements, and long-term success.

Stakeholders:

- Department of Education (DOE), University of Hawai'i Community Colleges (UHCCs), Good Jobs Hawai'i (GJH), Writers Guild of America (WGA), Producers Guild of America (PGA), Directors Guild of America (DGA), animation companies

(e.g., Pixar), local production companies, television and streaming producers, music industry partners, educational institutions, and community-based organizations.

Key Performance Indicators:

- Achieve full-time employment and an increase in gig jobs within the creative sector, with at least 100 residents placed in internships and full-time jobs.
- Reach the \$600,000 target goal in licensing fees for revenues generated by Hawai'i songwriters and composers participating in the Creative Lab Hawai'i Music Immersive (CLMI).
- Certify 30 residents in creative industries roles by Year 2.
- Fully integrate animation and storytelling programs into DOE-CTE courses and secure internship opportunities in animation studios and writers' rooms for students.
- Increase placement of certified above-the-line talent (directors, producers, writers) in local and offshore productions, tracking the transition from training to paid work.
- Expand creative sector businesses in Hawai'i through CLH Elevate initiatives, with measurable growth in licensing deals and entrepreneurial ventures in the creative economy.

Objective 6: Increase the number of Hawai'i residents in on-the-job internships that lead to jobs in the film and media industries.

End State: A sustainable workforce development ecosystem in the film industry that enables Hawai'i residents to secure meaningful internships, training, and career advancement opportunities in film and TV production sectors.

Initiatives/Action Plan:

- Create a significant number of on-the-job internships for trained and skilled workers in location-based film and TV productions through the Good Jobs Hawai'i and Creative Lab Hawai'i (CLH) programs.
- Ensure these internships provide hands-on experience across different production stages (e.g., pre-production, filming, post-production).
- Collaborate with productions filing for HRS 235-17 tax credits to develop internship and mentoring programs as part of in-kind contributions to fulfill workforce development requirements tied to the tax credit.
- Expand internships and mentoring opportunities within local productions to increase the number of Hawai'i residents entering the film and TV industry.
- Strengthen partnerships with industry stakeholders (e.g., unions, production companies, agencies) to create a structured pathway from internships to full-time roles in the industry.
- Foster collaboration between state agencies, film studios, and training institutions to monitor and expand the availability of skilled local talent.

- Implement targeted outreach strategies to engage a broader demographic, including rural and neighbor island communities.
- Develop an online integrated hub linked to the new tax credit and permitting systems, offering access to services, locations, tax credit guidelines, internship listings, and a workforce availability database.
- Strengthen relationships with local colleges, universities, and training programs (including University of Hawai‘i, UH Community Colleges, and DOE-CTE) to align curricula with film industry needs and increase the number of graduates entering internships or employment.
- Leverage established networks in the industry (e.g., Producers Guild of America (PGA), Directors Guild of America (DGA), Writers Guild of America (WGA)) to create mentoring programs that pair experienced professionals with local talent.

Dependencies:

- Participation of film productions in the HRS 235-17 tax credit program to create internship and mentorship.
- State and federal funding to support internship stipends or provide incentives for employers to have interns.
- Collaboration among local film productions, unions, training programs, and educational institutions.
- Development and successful implementation of the online workforce hub to connect job seekers with employers.

Stakeholders:

- Film and media production companies, educational institutions, state agencies, unions and industry associations.

Key Performance Indicators:

- Increased number of Hawai‘i residents placed in film and TV internships.
- Growth in the number of mentorship programs initiated through film productions and the number of interns transitioning into full-time roles.
- Higher registrations of local talent, applications for internships, and job placements via the workforce hub.
- Increased percentage of HRS 235-17 tax credit filers creating internships or mentorships as part of their workforce development commitment.

Objective 7: Create a comprehensive curriculum-to-career pathway for Leeward Coast.

End State: A thriving creative economy on the Leeward Coast that serves as a model for other regions in Hawai‘i, equipping students with the skills needed to pursue careers in the creative media and film industries.

Initiatives/Action Plan:

- Implement a curriculum integration plan to strengthen connectivity between education and career placement in high-performing areas of creative sectors, such

as Music, Design/Fashion, Film/Media, and Animation/Game Design, in collaboration with the DOE, CTE programs, UHCCs, and private colleges.

- Introduce after-school programs focused on creative media and film to provide early exposure to career pathways.
- Maintain paying tenants at the facility to fund the special fund for film and creative industries.
- Train and certify above-the-line talent (directors, writers, producers, actors) through Creative Lab Hawai'i-supported programs, emphasizing employment in location-based television, film, and streaming productions.
- Incorporate Diversity, Equity, and Inclusion (DEI) language in tax credit applications and policies, ensuring opportunities for underrepresented communities.
- Identify state-owned or acquisition-eligible sites for the Innovation Development Center (IDC) on the Leeward Coast in partnership with the Hawai'i Community Development Authority (HCDA).
- Conduct site assessments and infrastructure planning for future studio facilities, training spaces, and collaboration hubs.
- Establish a robust talent pipeline on the Leeward Coast, offering mentorship and hands-on job experience in production and related services to lead to stable career placements.
- Finalize the land transfer from the U.S. Navy to DBEDT, completing acquisition and site improvements for creative media infrastructure and facilities.
- Establish permanent regional infrastructure to support long-term growth in creative industries.

Dependencies:

- Collaboration between educational institutions, industry leaders, and government to facilitate seamless transition from training programs to job placement.
- Successful land acquisition and infrastructure development, contingent on the U.S. Navy's transfer of land to DBEDT and the allocation of funds for improvements.
- Private sector partnerships to invest in creative studio facilities and collaborative spaces.
- Sustained funding through the film and creative industries special fund, supported by paying tenants and other revenue streams.
- Support from state and local government agencies for land use changes, infrastructure upgrades, and policy adjustments that benefit the creative sector.

Stakeholders:

- Hawai'i Community Development Authority (HCDA), Department of Education (DOE), Hawai'i State Legislature, U.S. Navy, creative media and film production companies, industry professionals, studio developers, and tenants, Career and Technical Education (CTE) programs, universities and community colleges, Leeward Coast residents, workforce development organizations, and community leaders,

Creative Lab Hawai'i, film industry associations, labor unions, and other professional organizations.

Key Performance Indicators:

- Increased opportunities for local creative entrepreneurs, with more local film and media productions and business ventures.
- Doubling of current internship placements in major productions.
- Successful pipeline from DOE/CTE programs to Good Jobs Hawai'i business partnerships, with commitments from local employers to hire creative sector graduates.
- Completion of land transfer and retrofitting facility on the Leeward Coast by FY25, with infrastructure improvements underway.
- Growth of mentorship opportunities and job placements, leading to a measurable increase in local talent employed on major productions.
- Success of regional studio facilities, with at least one fully operational studio or collaboration space supporting film production in the region.
- Sustainability of the program beyond Good Jobs Hawai'i (GJH), with plans to replicate the Leeward Coast model in other regions of the state.

Objective 8: Grow the aquaculture accelerator and enhance the quantity and quality of workforce development programs focused on the commercialization of aquaculture.

End State: Sustainable entrepreneurial ecosystem at the Natural Energy Laboratory of Hawai'i Authority (NELHA) with more local students employed in the aquaculture industry and expanded statewide footprint for the industry.

Initiatives/Action Plan:

- Oversee the contract for the operation of the accelerator with Hatch Accelerator Fund.
- Begin construction on the expansion area for accelerator operations funded by the EDA grant.
- Manage the limited partnership agreement for follow-on venture investment funds with Hatch Accelerator Funds LP (Hatch I fund) to support successful businesses emerging from the aquaculture accelerator.
- Continue developing the strategy to establish a new accelerator focused on ocean technology and conservation related to climate resilience, complementing the existing food security accelerator.
- Submit an application to NOAA for a Phase I grant to plan an ocean-based climate resilience accelerator and, if awarded, begin Phase II planning.
- Collaborate with the aquaculture industry to define workforce skills required and identify future locations across the state for program expansion
- Attract a company to the Central O'ahu Agribusiness Industrial Park to employ students graduating from Leilehua and Waipahu aquaponics programs.

Dependencies:

- Coordination with other state agencies to evaluate the feasibility of establishing Hatch II follow-on fund.
- Leadership and direction from the aquaculture industry to support program goals.
- Involvement from the DLNR for broodstock development and faster permitting processes.
- Streamlined EIS and EA processes to support new companies.
- Partnerships with high schools, community colleges and the University of Hawai'i (UH) system to align education programs with industry needs.

Stakeholders:

- Tenants participating in the accelerator program.
- State agencies such as UH, NELHA, ADC, and DLNR.
- The aquaculture industry, high schools, community colleges, and other community stakeholders.

Key Performance Indicators:

- Establishment of a new accelerator and follow-on venture fund for ocean technology and ocean conservation.
- Number of students enrolled in and completing the program.
- Increased use of both aquaculture and accelerator facilities by program participants.

Business Support Services

Objective 1: Grow the Enterprise Zones (EZ) Program to create more jobs in targeted industries in economically challenged areas of the state.

End State: Increase in the number of jobs located in economically challenged and an increase in revenue in targeted sectors.

Initiatives/Action Plan:

- Expand the Enterprise Zones (EZ) Program by increasing the number of participating companies.
- Revise administrative rules to create greater efficiencies in the program within five years.

Dependencies:

- Availability of resources for outreach to businesses and resource partners.

Stakeholders:

- Counties, as state partners
- Businesses located in EZs.

Key Performance Indicators:

- Increase in the number of companies participating in the EZ program.
- Number of jobs maintained or created in EZs.

- Revenue growth in targeted sectors (business activities).

Objective 2: Grow the Community-Based Economic Development (CBED) Program, which provides expansion capital to community-based small businesses in Hawai'i.

End State: Business expansion and job creation in economically challenged areas of the state.

Initiatives/Action Plan:

- Secure additional funds to add capital to the CBED loan program within the next year.
- Revise administrative rules to improve program efficiencies within five years from now.

Dependencies:

- Availability of federal and state funding for the CBED loan program.

Stakeholders:

- Small businesses seeking expansion capital and unable to get a commercial loan.

Key Performance Indicators:

- Number of loans issued.
- Number of jobs maintained or created.

Objective 3: Integrate Artificial Intelligence (AI) into general business practices, including marketing and sales, and technology developments.

End State: Utilization of technology to increase business growth and assist with workforce applications.

Initiatives/Action Plan:

- Collaborate with local technology business to introduce and implement new AI applications that enhance business development.

Dependencies:

- Widespread acceptance of AI technology over traditional development methods.

Stakeholders:

- Hawai'i businesses.

Key Performance Indicators:

- Increase in business revenue.

Objective 4: Expand the Cybersafe Program to assist small Hawai'i businesses.

End State: Reduced number of successful cyber-attacks on Hawai'i small businesses and establish the program as a permanent resource for small businesses within five years.

Initiatives/Action Plan:

- Secure more Small Business Administration (SBA) funding to launch a second cycle of the program next fall.

Dependencies:

- Availability of ongoing SBA funding, as the program is currently a pilot initiative.

Stakeholders:

- Small businesses in Hawai'i
- Cyber-security companies in Hawai'i.

Key Performance Indicators:

- Number of small businesses completing the program annually.

Objective 5: Expand access to broadband for all residents.

End State: Achieve universal access to affordable, reliable, high-speed broadband across Hawai'i, with a focus on underserved populations and communities.

Initiatives/Action Plan:

- Conduct a comprehensive statewide broadband mapping and needs assessment to identify service gaps, particularly in rural and underserved areas.
- Secure federal and state funding to support the deployment of broadband infrastructure in priority areas.
- Strengthen partnerships with service providers, non-profits, and county governments to expedite broadband rollout.
- Develop a sustainable model for infrastructure maintenance and upgrades to ensure continued broadband access.
- Promote the development of community-based networks in remote regions to encourage local ownership and management of broadband services.
- Ensure that 100% of Hawai'i households, including those in rural and remote communities, have access to high-speed broadband.

Dependencies:

- Availability of federal and state funding
- Engagement and collaboration with Internet Service Providers (ISPs) and community organizations.
- A regulatory environment that supports and encourages infrastructure development.

Stakeholders:

- Residents, internet service providers, County and State partners, businesses, and community organizations.

Key Performance Indicators:

- Percentage increase in broadband availability in underserved communities.
- Number of new households and businesses connected to high-speed broadband.
- Reduction in the broadband gap between urban and rural areas.

Objective 6: Promote Digital Equity and Inclusion.

End State: All residents, particularly low-income and marginalized populations, have the digital skills and access needed to participate fully in the digital economy.

Initiatives/Action Plan:

- Launch a statewide digital literacy program targeting vulnerable populations, including the elderly, low-income families, and Native Hawaiian communities.
- Provide affordable devices and subsidized broadband service to low-income households.
- Partner with libraries, community centers, and non-profits to provide free digital literacy training
- Ensure that 100% of Hawai'i's low-income households have affordable broadband and access to digital devices.
- Integrate digital literacy into educational and workforce development programs to enhance employability and social mobility.
- Promote digital equity as a core component of all state and local policies to ensure inclusivity in technology access and usage.

Dependencies:

- Availability of federal and state funding.
- Support from public and private partners for digital literacy programs.
- Availability of affordable devices and broadband for low-income households.
- Ongoing collaboration with community organizations to reach marginalized populations.

Stakeholders:

Low-income households, Native Hawaiian communities, elderly populations, educational institutions, and non-profit organizations.

Key Performance Indicators:

- Increase in the number of households enrolled in affordable broadband programs.
- Number of individuals completing digital literacy training.
- Improvement in digital literacy rates among marginalized communities.

Objective 7: Strengthen broadband infrastructure resilience.

End State: A resilient, future-proof broadband infrastructure that can withstand natural disasters and support Hawai'i's economic growth.

Initiatives/Action Plan:

- Conduct a vulnerability assessment of the existing broadband infrastructure to identify risks from natural disasters such as hurricanes, floods, and volcanic activity.
- Collaborate with state emergency agencies to integrate broadband infrastructure into disaster recovery and preparedness plans.

- Build redundant, disaster-resilient broadband infrastructure across the state, particularly in high-risk areas.
- Ensure that all critical infrastructure, including schools, hospitals, and government buildings, has robust, reliable broadband connections for emergency response.
- Promote the adoption of satellite and other emerging technologies to provide backup connectivity in disaster-prone regions.

Dependencies:

- Availability of federal and state funding.
- Investment in resilient broadband technologies.
- Coordination with state and federal emergency management agencies.
- Adoption of resilient infrastructure standards by ISPs.

Stakeholders:

- State emergency agencies, ISPs, county governments, residents in disaster-prone areas, and federal agencies.

Key Performance Indicators:

- Reduction in broadband outages during natural disasters.
- Percentage of critical infrastructure equipped with resilient broadband connections.
- Increased use of alternative technologies (e.g., satellite) for backup connectivity.

International Relations

Objective 1: Strengthen relationships between Greater China and Hawai'i to Hawai'i companies to increase their market share in Greater China (Hong Kong, Macau, and Taiwan).

End State: Maintain a positive relationship with the Chinese government and have more Hawai'i companies entering the Greater China market.

Initiatives/Action Plan: The Business Development and Support Division (BDSD) is collaborating with overseas offices and an advisory group on different projects:

- China:
 - Identify potential trade shows in China for Hawai'i companies to participate in and establish cultural, sports, and student exchange programs (short-term).
 - Increase awareness of Hawai'i products and services to expand business opportunities with the Chinese market (long-term).
- Taiwan:
 - Promote Hawai'i's coffee industry in Taiwan by participating in trade shows, cupping events, and reverse trade missions.
 - Build and maintain relationships with schools to increase student exchange program participation (short-term).

- Expand to additional industries to promote Made In Hawai'i products (long-term).

Dependencies:

- Interest from Hawai'i companies in the Chinese market.
- U.S.-China relations, which may impact student visas and other business opportunities.

Stakeholders:

- Hawai'i companies, government officials, and students.

Key Performance Indicators:

- Increase in the number of Hawai'i companies achieving sales in Greater China.
- Increase in the number of students from Greater China participating in exchange programs.

Objective 2: Increase the number of international students studying in Hawai'i.

End State: Increased number of post-secondary students from other countries enrolled at Hawai'i colleges, universities and private educational institutions.

Initiatives/Action Plan:

- Host the Japan-Hawai'i Sister-School Summit in 2025, in collaboration with the Hawai'i Department of Education (HIDOE).
- Develop a three-day structure that could include presentations by Hawai'i and Japanese youth and activities by post-secondary institutions and private schools in Hawai'i.
- Collaborate with Study Hawai'i (Educational Consortium) to further promote Hawai'i as an education destination through social media, website, and other marketing efforts.

Dependencies:

- Continued partnership with Study Hawai'i.
- Availability of resources to execute program activities.

Stakeholders:

- Faculty, students, and administrators at all levels (elementary to post-secondary);
- Legislators; Hawai'i Department of Education (HIDOE); state and tourism officials, etc.

Key Performance Indicators:

- Increase in the number of students participating in international exchanges with Japan and other countries.

Objective 3: Increase international relations activities.

End state: Increased engagements with international contacts through sister-state relationships. Collaboration with organizations such as the U.S.-Japan Council, Japan-

America Society of Hawai'i (JASH), Hawai'i Korean Chamber of Commerce and other organizations focused on Japan and Korea.

Initiatives/Action Plan:

- Support the U.S.-Japan Council in hosting its 2025 annual meeting in Honolulu, which is expected to attract 600 participants from the Continental U.S. and Japan.
- Collaborate with the Council to create other Hawai'i-specific discussions and forums during the conference.
- Support the JASH's 2nd Hawai'i-Japan Sister Summit in 2026 and increase engagement with neighbor island counties.
- Long-term: Increase engagement with Hawai'i's sister relationships through reciprocal visitations to foster educational exchanges, attract business and investment, and strengthen ties.

Dependencies:

- Availability of ongoing funding.

Stakeholders:

- Businesses, Legislators, state and county officials, and tourism and education officials.

Key Performance Indicators:

- Increase in the number of out-of-state attendees at international events.
- Increase in business activities and investments from Japan.

Entrepreneurship and Increasing Exports

Objective 1: Enable companies to sell their Made in Hawai'i products and services worldwide.

End State: Increased number of Hawai'i companies that sell their Made in Hawai'i products and services worldwide, and increased sales in Hawai'i exports.

Initiatives/Action Plan:

- Continue to support and administer the Hawai'i State Trade Expansion Program (HiSTEP), an export development program that provides Hawai'i small businesses with:
 - Export readiness training and mentoring
 - Participation in trade and consumer shows to facilitate market entry and expansion.
 - Financial assistance to subsidize export development costs.
- **Short-term goal:** Help 195 small businesses achieve \$4.5 million in exports.
- **Long-term goal (five years):** Achieve \$20 million in export sales.

Dependencies:

- Ongoing State Trade Expansion Program (STEP) grant funding.

Stakeholders:

- Small businesses looking to grow through export sales.

Key Performance Indicators:

- Growth in exports and revenue from Hawai'i produced goods and services.
- Increase in the number and percentage of Hawai'i-based companies actively participating in global markets.
- Successful entry into new markets for Hawai'i-produced goods and services.

Objective 2: Support the sustained growth of Native Hawaiian businesses to create more jobs and increase the economic impact in Native Hawaiian communities.

End State: Achieve growth in hiring and revenue generated by Native Hawaiian businesses through training, execution of go-to-market strategies, and continuous improvements of businesses.

Initiatives/Action Plan:

- Engage with Native Hawaiian business owners through partner organizations such as county economic development offices, the Office of Hawaiian Affairs (OHA), Council for Native Hawaiian Advancement (CNHA), Wai'anae Economic Development Council (WEDC), Institute for Native Pacific Education and Culture (INPEACE), Native Hawaiian Hospitality Association, Native Hawaiian Chamber of Commerce, and others.
- Promote participation in BSD programs such as the Made in Hawai'i program and annual conference, CBED loan program, Enterprise Zones program, HiSTEP export development program, and affiliated initiatives such as the Wahiawā Value-Added Product Development Center, Made in Hawai'i Festival, Made in Maui County Festival, Hawai'i Small Business Fair, and others.
- Stimulate business growth through training and go-to-market activities, such as trade shows and B2C markets, to sustain promotion and sales outside of the state.

Dependencies:

- Securing adequate resources for engagement with businesses and resource partners, marketing and promotion, planning and executing training and go-to-market activities, and measuring and analyzing success metrics to support ongoing improvements.

Stakeholders:

- Native Hawaiian businesses, partner organizations, county economic development offices, and funding sources.

Key Performance Indicators:

- Number of companies participating and reporting measurable results.
- Number of partner organizations actively engaged.
- Revenue generated by participating businesses.
- Jobs created and maintained within Native Hawaiian communities.

Objective 3: Support Hawai'i-made product manufacturers in expanding promotion and sales to the continental U.S., thereby increasing jobs and economic impact in Hawai'i.

End State: Increased sales revenue for manufacturers of Hawai'i-made products sold to consumers on the U.S. continent, with a growing pipeline of new-to-market companies driving continued expansion.

Initiatives/Action Plan:

- Conduct market research through participation in B2B trade shows and B2C markets, and cultural organizations to validate demand for Hawai'i-made products, test business models, and begin marketing promotion.
- Collaborate with partners to connect with onboard manufacturers.
- Plan and conduct training programs for manufacturers.
- Plan and execute go-to-market strategies through participation in B2B trade shows.
- Conduct marketing promotion efforts on behalf of manufacturers under the Made in Hawai'i brand.
- Measure success and refine strategies to improve outcomes.

Dependencies:

- Availability of budget and resources to plan and execute initiatives.
- Coordination with Hawai'i Department of Agriculture on Made in Hawai'i brand certification and promotion.

Stakeholders:

- Businesses, partner organizations and trade associations, counties, and funding sources.

Key Performance Indicators:

- Number of manufacturers and supply chain partners participating.
- Sales results achieved through the program.
- Identification of best-selling products categories.
- Number jobs created and maintained.

Objective 4: Creative Entrepreneurial Ecosystem Development (CEED).

End State: A vibrant creative economy with increased opportunities for job creation, export of intellectual property (IP), and mainstream film and television productions, including series in Ōlelo Hawai'i (Hawaiian language), further integrating Hawaiian culture into the media landscape.

Initiatives/Action Plan:

- Expand entrepreneurial development programs, provide access to capital, and create new infrastructure for creatives and startups across the state.
- Identify state-owned lands for creative ecosystem development in collaboration with the Office of Planning and Strategic Development (OPSD), Hawai'i Technology Development Corporation (HTDC), and Hawai'i Community Development Agency (HCDA).

- Research state or county-owned facilities on O‘ahu and neighbor islands to assess their potential for repurposing into creative workspaces.
- Partner with the private sector to plan and design new CreativeSpace studios and coworking spaces in Honolulu for creative startups.
- Pursue CIP (Capital Improvement Project) funds from federal and state sources for the design, construction, and equipping of creative spaces.
- Develop creative industry infrastructure starting with Leeward Coast of O‘ahu and one neighbor island by FY25-26.
- Secure legislative appropriation for the biennium to support building out existing facilities and/or constructing new, purpose-built creative spaces on state or county lands.
- Facilitate the production of mainstream television and streaming series in Hawai‘i, including series based on ‘Ōlelo Hawai‘i.

Dependencies:

- Continued collaboration and support from state and county agencies and legislators for funding, land acquisition, and infrastructure planning.
- Active engagement and investment from private companies in creative industries, including film production, media tech, and digital arts.
- Access to CIP funds and other governmental resources for infrastructure development.
- Collaboration with international partners, such as Japan and Korea, to create business-to-business opportunities and expand remote work in media and content creation.

Stakeholders:

- Government agencies, private sector partners, international partners, creative industry companies, investors, entrepreneurs, educational institutions, local artists, and small businesses.

Key Performance Indicators:

- Increase in the number of new creative business opportunities and industry relationships generated through public-private partnerships and B2B connections.
- Amount of capital raised through industry relationships, grants, foundations, and public funding (including funds raised for the Hawai‘i Film and Creative Industries Development Special Fund, as outlined in HRS 201-113).
- Completion and operational success of two CreativeSpace facilities (on O‘ahu and one Neighbor Island) by 2025, including retrofitting existing spaces and purpose-built facilities.
- Growth in the export of intellectual property (IP), including the licensing and distribution of films, online series, and music created in Hawai‘i.

- Increase in jobs filled by residents in fields like media, virtual reality/augmented reality (VR/AR), and content creation.

Objective 5: Leverage the Foreign-Trade Zone's (FTZ) Hilo property to expand agricultural innovation and technology, create economic development opportunities, and foster agricultural careers.

End State:

- Establishment of a cutting-edge facility for agricultural innovation.
- Increased adoption of innovative agricultural technologies among farmers,
- Improved farm profitability through advanced agricultural practices.
- Development of a skilled workforce in modern agricultural techniques. Improved market intelligence for Hawai'i's agricultural sector.
- Increased efficiency and sustainability of the agricultural value chain.

Initiatives/Action Plan:

- Develop data sharing, analysis, and applied learning mechanisms to support agricultural decision-making.
- Transform the FTZ Hilo property into a vibrant center for learning and agricultural advancement.
- Provide skills training and in-service training for agricultural extensionists, advisers, and service providers using new data and technologies.
- Convene a coalition of research partners, incorporating student participation and support from University of Hawai'i (UH) resources, to foster innovation and new career paths.
- Support market systems development and value chain analysis by identifying and fostering new business opportunities.
 - Conduct collaborative data gathering with students, industry partner associations, and stakeholders.
 - Utilize artificial intelligence (AI) tools for joint data analysis to identify market trends and opportunities.
 - Disseminate findings to the agricultural community through workshops, seminars, and digital platforms, ensuring data-driven decision-making.
- Develop and implement training programs focused on optimizing agricultural value chains.
- Conduct demonstration activities at the new facilities to showcase how new technologies can improve value chain efficiency.
- Collaborate with industry partners and associations to align the hub's activities with the real needs of Hawai'i's agricultural sector, driving systemic improvements and strengthening value chain relationships.

Dependencies:

- Stable economic conditions in the state.

- Access to optimum data for actional insights.
- Current agriculture industry pressures.
- Federal support/intervention in agriculture production.
- Continued cohesion and unified direction among Hawai'i Island stakeholders.

Stakeholders:

- Hawai'i Island farmers and economic development entities.
- Hawai'i Community College
- University of Hawai'i Hilo
- County of Hawai'i
- Hawai'i Island Agricultural Partnership
- Hamakua Institute.

Key Performance Indicators:

- Creation of 2,300 new jobs.
- Achieve a 10% increase in income growth for small farms and underserved, and socially disadvantaged producers within targeted value chains.
- Diversion of 10% of food imports to local product sales.
- Increase service sales and number of providers by 20% .
- Boost production levels in targeted value chains 20% and sales of locally produced value-added agricultural products increase by 20%.
- Achieve 50% increase in small farm sales to large institutional buyers in targeted value chains.
- Provide 12 non-credit skills training sessions with 140 participants trained.
- Enroll 100 students in agriculture and adjacent programs.
- Employ 100 credit and non-credit students in the cluster, achieving a median wage that is \$6,400 higher than peers without an associate degree from Agriculture, Tropical Ecosystem and Agroforestry Management, and Culinary Arts programs.
- Attract long-term investment, ranging from \$5 million from private investors to \$10 million within the first 36 months in the cluster and for-benefit businesses.
- Engage six new industry partners and investors in the coalition by end of the grant period to strengthen sector investment.
- Train 40-plus coalition leaders and partners in equity frameworks within the first two years, with a 25% increase in the number of people trained in equity frameworks annually.
- Increased number of Hawai'i Build Back Better Coalition members with equity assessments and framework training to eight organizations within the first year.

Objective 6: Establish, maintain, and administer the Foreign-Trade Zone (FTZ) program throughout the State.

End State: Increased users of the program and expanded number of FTZ operators statewide.

Initiatives/Action Plan:

- Collaborate with sister-state, federal, and county agencies as well as local business groups, economic development organizations and chambers of commerce, to identify prospective companies that could benefit from FTZ procedures.
- Aggressively market the FTZ program to eligible companies to drive participation

Dependencies:

- Economic conditions and federal trade actions that would impact the program.
- Availability of companies at the appropriate state in their business cycle to undertake additional requirements of activating and managing an FTZ.

Stakeholders:

- Importers/exporters and import-export support companies
- Maritime cargo operators
- Federal Department of Commerce
- U.S. Customs & Border Protection.

Key Performance Indicators:

- Increased number of users participating in the FTZ program.
- Establishment of additional companies with Foreign-Trade Zone designation throughout the state.

Objective 7: Operate the Foreign-Trade Zone program without relying on the state's general fund.

End State: A robust FTZ Special Fund balance to sufficiently support sustainable maintenance and expansion of program operations.

Initiatives/Action Plan:

- Ensure fiscally responsible decision-making.
- Strengthen existing revenue streams.
- Reduce operational expenses where possible.
- Develop additional revenue sources to diversity income.

Dependencies:

- Global economic conditions and the local business environment.
- Federal tariff and trade regulations.

Stakeholders:

- Current and future FTZ clients.
- The Foreign-Trade Zone program.
- State of Hawai'i.
- Federal Department of Commerce.

Key Performance Indicators:

- Maintain or grow the FTZ Special Fund balance by at least 5% per year.
- Ensure sufficient funds to maintain or expand program operations.

Objective 8: Continue to provide exceptional service and facilities at Foreign Trade Zone Pier 2.

End State: Program services and facilities options which meet and exceed current client needs.

Initiatives/Action Plan:

- Continually assess client needs and requests and adjust services to meet those demands.
- Use of customer feedback surveys, direct discussions with clients, review industry standards and shifts for applicable ideas to be used at our facility.
- Ensure staffing and warehouse services meet client needs and continue to provide error-free, efficient, and safe warehousing services with limited damage claims.
- Continue to provide exceptional conference/meeting room space for clients, government agencies, and the public which exceed the user's expectations with clean and well-appointed spaces and equipment to advance the state's economic development initiative.

Dependencies: The economic conditions of the U.S. and Hawai'i, the economic initiatives of the state which impact small businesses, inflationary pressures and available funds.

Stakeholders: FTZ sites, users, and clients.

Key Performance Indicators: Maintain user satisfaction, an additional 10% increase in the use of the facility and its services over the next 5 years, and growth in the types of services provided.

Objective 9: Continued advocacy of the FTZ program on a national level.

End State: National advancement of the FTZ program with support services, tools, and congressional support for trade related issues.

Initiatives/Action Plan:

- Ongoing membership with the National Association of Foreign Trade Zones, working on boards, committees and working groups to support the program and advocate for the advancement of FTZs nationally.
- Engage with Congress at the federal level and Hawai'i's Congressional Delegation on a local level to discuss the current trade related issues which are not conducive to U.S. business and employment growth.
- Continue advocacy efforts to advance the FTZ program locally and nationally.

Dependencies: Federal trade policy and agenda, national and international business climate, world economic conditions, local economic conditions, Hawai'i business initiatives and governmental policy.

Stakeholders: FTZ sites, users, and clients.

Key Performance Indicators: Continued advancement and growth of the FTZ program nationally, development of legislative bills preferable to FTZ activity, trusted relationships and ongoing conversations with key members of Congress as well as Hawai'i's Congressional Delegation. Improving relations with U.S. Customs & Border Protection Headquarters as well as Hawai'i's Port Director's office.

Objective 10: Increase the number of manufacturing companies producing local Made in Hawai'i products using greater than 51% value added products.

End State: Sustainability using locally made products and less reliance on imported products.

Initiatives/Action Plan: Continuation of the Manufacturing Assistance Program (MAP) to support local manufacturers. The MAP grant can provide up to 20% reimbursement of manufacturing equipment purchase, training on new equipment, and a feasibility assessment for facility expansion.

Dependencies: Funding from state legislators.

Stakeholders: Local small to medium size businesses and entrepreneurs trying to product locally made Hawai'i products.

Key Performance Indicators: Revenue and growth year to year.

Infrastructure Development and Improvements

Objective 1: Plan and implement capital improvement projects to upgrade infrastructure.

End State: Improved infrastructure to support future development and housing creation.

Initiatives/Action Plan: Current projects include infrastructure improvements in Kaka'ako, Kalaeloa, Iwilei, Kapolei (University of Hawai'i West O'ahu), and Pūlehunui.

Dependencies: Amount of funding committed to current and future projects.

Stakeholders: Landowners, developers, businesses, residents, and other users within and around the districts.

Key Performance Indicators: Completion of the capital improvement projects.

Objective 2: Develop public facilities to meet Hawai'i's economic and recreational needs.

End State: Properly maintained public facilities.

Initiatives/Action Plan: Maintain current assets and develop future public facilities. A current example is the construction of the off-leash dog park in Kolowalu Park.

Dependencies: The amount of funding committed to developing and maintaining public facilities.

Stakeholders: Landowners, businesses, residents, and users within and around the districts.

Key Performance Indicators: Maintenance of current assets and development of future public facilities.

Objective 3: Implement long-term planning initiatives to support residential development in a mixed-use mixed-income community.

End State: Regularly updated master plan and rules for each district.

Initiatives/Action Plan: Current projects include 1) planning to consider the impacts of sea level rise in the Kaka‘ako and Kalaeloa community development districts, and 2) updating the Kalaeloa master plan and administrative rules.

Dependencies: Amount of funding committed to planning efforts.

Stakeholders: Landowners, developers, businesses, residents within and around the districts.

Key Performance Indicators: Update existing master plan and rules for districts, as applicable.

Objective 4: Neighbor Island Workforce Development Programming and Infrastructure Development - Kaua‘i Creative Technology Center (KCTC)

End State: To support workforce development and infrastructure growth on Kaua‘i by creating the Kaua‘i Creative Technology Center (KCTC) facility that combines arts, technology, and professional development.

Initiatives/Action Plan:

- Facilitate workforce development programs at KCTC, focusing on high-demand creative industries such as e-gaming, animation, and music, fostering skill-building opportunities for the local workforce.
- Fully operational KCTC with a sustainable program portfolio, serving as a model for workforce and infrastructure development in other regions of Hawai‘i.

Dependencies: outreach efforts and partnerships with local organizations, resources to support the facility and host programs.

Stakeholders: project partners including Kaua‘i County, the Economic Development Administration (EDA), Weinberg Foundation, students, and other local creatives

Key Performance Indicators:

- Number of programs and events held at KCTC.
- Number of participants engaged in workforce development activities.
- Number of residents employed in creative industries from KCTC’s training programs.
- Increase in creative startups, business activity, and economic diversification in Kaua‘i.

Objective 8: Grow revenue by increasing land leases and sales of seawater.

End State: Maintain operational self-sufficiency at NELHA HOST (Hawai‘i Ocean Science and Technology) Park.

Initiatives/Action Plan:

- Increase revenue streams within the NELHA Board-approved business plan by maintaining high occupancy in Makai Research Campus, vacant lands in HOST Park and leverage underutilized assets.
- Implement a marketing plan to increase visibility and outreach through website updates, social media engagement and a semi-annual newsletter.
- Strengthen landlord/tenant relationships by conducting periodic satisfaction surveys, addressing areas of improvement, and continuing seawater quality analysis.
- Develop and communicate motivating vision, goals, and strategic direction for NELHA.
 - Provide the Board with periodic “flash updates” on events that could have an impact on overall policy.
 - Ensure the NELHA team has access to adequate training, resources are provided to the NELHA team for training, and experiences to grow, think strategically and perform effectively in their roles.
 - Prioritize worker safety and reduce the vulnerability of the NELHA team to the negative impacts of the pandemic.

Dependencies:

- Availability of resources to execute business and marketing plan.

Stakeholders:

- NELHA tenants, employees, and board.

Key Performance Indicators:

- Improved landlord/tenant relationships.
- Increased tenant satisfaction based on surveys.
- Increased staff morale, productivity, and retention.

Objective 9: Deliver Phase 1 of the New Aloha Stadium Entertainment District (NASED) Project.

End State: A thriving district anchored by a new multi-purpose stadium, surrounded by housing, retail, restaurants, hotels, and office spaces, all conveniently located near the Skyline. The full build-out of the district is anticipated to take at least 20 years. Phase 1 will include the new stadium along with housing, hotel, and retail developments.

Initiatives/Action Plan:

- The Stadium Authority/DBEDT, supported by the Department of Accounting & General Services (DAGS), is evaluating a proposal from the Priority Listed Offeror. If the proposal meets the base requirements as outlined in the Request for Proposals, the Priority Listed Offeror will become the Preferred Offeror, initiating site diligence and contract negotiations. The goal is to execute the contract by June 30, 2025.
- Adhere to the timeline to ensure completing the stadium and the first phase of mixed-use development in time for the 2028 University of Hawai'i football season.

Dependencies:

- Confirmation that Priority Listed Offeror's proposal meets the base requirements.
- Completion of site diligence without identifying any critical issues beyond those identified in the Environmental Impact Statement that could hinder development within budget.
- Approval by the State Legislature during the 2025 session to expend \$49.5M appropriated in FY2022 and deposited into the Stadium Development Special Fund in FY2024. These funds are critical to cover contract costs, including construction management, quality assurance, and contingency for unforeseen issues.
- Efficient permitting process by the Department of Planning and Permitting. The NASED project team has already engaged with the department to explore ways to ensure a smooth permitting process.

Stakeholders:

State of Hawai'i, City & County of Honolulu, Aloha Halawa District Partners (developer team), Neighborhood Boards 18 and 20, the 'Aiea Community Association, Honolulu Authority for Rapid Transit, University of Hawai'i (Athletics).

Key Performance Indicators:

- The evaluation committee confirms the proposal meets the base requirements in the Request for Proposals by October 31, 2024.
- Approval of a budget ceiling increase to expend \$49.5M by the Legislature and signed into law by Governor Green by June 30, 2025.
- Contract execution with the developer achieved June 30, 2025.
- Opening the new Stadium by August 2028.

Objective 10: Relocate the Aloha Stadium Swap Meet to the Upper Hālawā Parking Lot before the stadium demolition (no later than July 1, 2025).

End State: A new swap meet location that accommodates all regular vendors (300 on Wednesdays, 500 on Saturdays, 600 on Sundays) and includes necessary infrastructure, including asphalt repairs, re-sealing and stripping of the parking lot, portable trailers for offices and restrooms, and proper utility connections for electricity, water, and sewer.

Initiatives/Action Plan:

- Collaborate with DAGS to award and schedule a contractor required for the required infrastructure work.
- Develop a new business plan for the swap meet, including vendor layout, pricing, load-in and load-out procedures, marketing, emergency plans, and clear communication protocols.

Dependencies:

- Coordination with the future stadium developer to align utility work and ensure swap meet operations remain uninterrupted during and after demolition.

- Development of ingress and egress plans to facilitate smooth vendor and customer access without impacting construction timelines.
- Implementation of noise and dust mitigation measures to minimize disruption to market activities during construction.

Stakeholders:

- Swap Meet vendors and customers
- Developer team and construction subcontractors
- Area neighbors

Key Performance Indicators:

- An agreed-upon operations plan between Swap Meet and the developer team that does not increase development costs.
- Ability to maintain annual Swap Meet revenue of at least \$4.5M
- Accommodation of sufficient space to host vendors.

Objective 11: Successfully transition the Stadium Authority into an entity capable of leading the long-term development of the NASED Project by January 2028.

End State: The Stadium Authority operates as a lean and efficient organization with the capacity to manage the long-term development of the mixed-use district.

Initiatives/Action Plan:

- The Stadium Authority’s operations team will continue to maximize site usage to generate revenue through events like the Swap Meet and Marketplace, the 50th State Fair, concerts, and other rental and parking contracts.
- Operations will remain active in areas not under development until the selected developer assumes responsibility for such operations.
- The Stadium Authority management, under guidance from the board, is designing an efficient organizational structure to implement before transferring certain operations to the developer.
- Research similar mixed-used districts nationwide to determine which functions should remain with the Stadium Authority and which should transition to the developer.

Dependencies:

- Finalizing the division of responsibilities between the Stadium Authority and the developer to guide workforce reduction.
- Approval of workforce reduction by the Administration and the Department of Human Resource Development (DHRD), with input from labor unions.
- Developing a transition plan to place affected employees in other state programs or agencies.
- Proposing and securing Legislative approval of the required organizational changes.
- Negotiating the timing of the organizational transition with the developer, with the Stadium Authority expected to retain operations until the new stadium opens.

Stakeholders:

- Stadium Authority Board of Directors
- Aloha Stadium staff
- Labor unions (HGEA and UPW)
- Department of Human Resource Development

Key Performance Indicators:

- Completion of all tasks required to prepare the Stadium Authority for managing the NASED District by January 2028.

Housing Solutions

Objective: Advance housing opportunities for Hawai'i residents.

End State: All Hawai'i residents have access to decent, safe, and affordable housing.

Initiatives/Action Plans: Through its financing and development programs, the Hawai'i Housing Finance and Development Corporation (HHFDC) aims to achieve the following seven goals over the next three years:

1. Increase the Supply of Affordable Rental Housing:

- Prioritize shovel-ready projects that maximize financing efficiency for financing awards.
- Advocate for a mixed-income subaccount within the Rental Housing Revolving Fund to finance workforce housing.
- Collaborate with stakeholders, including such as healthcare and education providers, on housing partnerships.
- Pursue establishing alternative financing options and funding for permanent supporting housing units.
- Engage potential partners for supportive housing projects and advocate for changes to Low-Income Housing Tax Credit and private-activity bond regulations to expand program impact.

2. Increase the Homeownership Rate:

- Lobby to make the Dwelling Unit Revolving Fund (DURF) Equity Pilot Program permanent and more flexible.
- Reestablish down-payment loan assistance and single-family mortgage loan programs for first-time homebuyers.
- Advocate for regulatory changes to remove barriers to for-sale housing development.
- Support private for-sale projects through the 201H expedited development, DURF loan, and GET exemption programs.
- Pursue leasehold condominium developments on state-owned lands.

3. Proactively Develop Housing Projects:

- Redevelop underutilized state lands for housing use and advance projects at the Kahului Civic Center, Iwilei Civic Center, Villages of Leialī'i, University of Hawai'i at its West O'ahu campus and the Waikiki Community Center.
- Pursue funding for improvements to benefit state projects in Iwilei and apply for federal grants for Transit-Oriented Development (TOD) planning and development projects.
- Consider acquiring private lands for housing development and explore alternative housing construction methods.

4. Eliminate Barriers to Housing:

- Advocate for laws and regulations that encourage housing development.
- Address infrastructure deficiencies by securing funding and fostering better coordination with the counties.
- Serve as a leading voice for affordable housing in Hawai'i.

5. Preserve the Existing Inventory of Affordable Rental Housing Units:

- Develop a program to address the loss of affordability restrictions at rental housing projects.
- Establish a funding program for naturally occurring affordable housing developments.
- Request legislative appropriations for projects on state-owned lands.

6. Maximize Agency Effectiveness:

- Transition away from non-core activities, including infrastructure ownership and land management at Waiāhole Valley and the Villages of Kapolei on O'ahu.
- Implement technology (including generative AI) to enhance staff efficiency
- Refine processes and procedures to align with industry best practices.
- Promote staff training and development through increased budget allocations, leadership training for succession planning, and providing technology training to boost productivity.

7. Maui Disaster Recovery:

- Lead efforts to increase the supply of permanent housing units and collaborate on interim housing solutions following the 2023 wildfires
- Expand and redevelop the former Front Street Apartments project in Lahaina.
- Develop permanent housing at the Villages of Leialī'i.
- Address infrastructure and permitting issues in collaboration with partners.
- Work with Maui County to maintain Hale 'O Lā'ie's as temporary housing for wildfire survivors while transitioning to permanent housing.

Dependencies:

- Continued infusions into HHFDC's revolving funds.
- Operational budget ceiling and authorized positions.
- Ability to attract and retain skilled employees.

- Availability of critical housing infrastructure (i.e, water).
- Legislative, executive branch, and public support for changes to existing statutes, rules, and policies.
- The state’s economic growth rate.

Stakeholders:

- Homeowners and renters
- Advocates, developers, and investors
- Legislators
- Local employers
- Partner state and county housing agencies

Key Performance Indicators:

- Number of new housing units constructed by target population
- Number of housing units rehabilitated/preserved by target population
- Number of homebuyers assisted
- Number of bills passed and rules amended that promote housing development
- Number of non-core activities transitioned from HHFCD.

Clean Energy

Objective 1: Statewide decarbonization.

End State: A strategy and implementation pathway to meet statewide greenhouse gas (GHG) emissions limits and sequester more atmospheric GHG emissions than emitted by 2045, as mandated by §225P-5, and in accordance with Act 238 (2022) and HRS 324B-71. This aligns with the Hawai’i State Energy Office (HSEO) and CEO duties under HRS §196-72(d)(2) and (d)(6).

Initiatives/Action Plan:

- The Hawai’i Pathways to Decarbonization Report (Decarb Report), published and submitted to the Hawai’i State Legislature in December 2023, contains 30 concrete recommendations to achieve the State’s economy-wide decarbonization goals.

Dependencies:

- Community acceptance of decarbonization initiatives.
- Cross-sector adoption and implementation of recommended measures.

Stakeholders:

- While everyone is impacted by climate change, key stakeholders are societal actors in Hawai’i who are either strongly affected by decarbonization pathways or whose decisions can affect those pathways.

Key Performance Indicators:

- Annual progress on the 30 recommended measures outlined in the Decarb Report.
- Adoption of policies and mechanisms starting in FY2026, including metrics such as:
 - Renewable Portfolio Standard (RPS) compliance.

- Installation of EV charging installations and increase in EV purchases.
- GHG emissions reduction, as measured by the Department of Health Clean Air Branch (DOH-CAB).

Objective 2: Fuel Supply and Repowering Analysis: A strategy to reduce energy costs, decrease carbon emissions and attract capital investment in the electricity sector.

End State: Achieve grid modernization, economic stabilization of the state’s largest utility and its five associated independent grid systems, meet the interim 2030 target under legislated 100% RPS by 2045, and lower electricity costs for ratepayers.

Initiative/Action Plan:

- Conduct a comprehensive analysis of alternative fuel and repowering strategies, and develop a preliminary migration path to meet the state’s decarbonization goals.
- Evaluate priority fuels, including:
 - Liquefied natural gas (LNG:) A lower-cost, lower-carbon alternative to low-sulfur fuel oil (LSFO) that serves as a bridge to hydrogen and locally produced biofuels.
 - Hydrogen and Biofuels: Long-term solutions for firm power generation to the grid, supporting decarbonization efforts through and beyond 2045.
- Assess fuels based on technology maturity, commercial viability, cost-effectiveness and life cycle carbon emissions.
- Include recommended gubernatorial actions in the report.
- Finalize and issue a fully referenced analysis, updated energy policy, and associated executive order prepared by HSEO by December 2024.

Dependencies:

- Gubernatorial action to support and implement recommendations
- Legislative measures to enable the transition.
- Private sector investment in alternative fuel infrastructure and technologies.

Stakeholders:

- Administrators, legislators, utilities, counties, business and industry, researchers and academia, ratepayers, environmental activists, and the Public Utilities Commission.

Key Performance Indicators:

- Adoption of recommended actions by policymakers and stakeholders.
- Increased private sector investment in alternative fuel infrastructure and technologies.
- Community acceptance of alternative fuel strategies and repowering initiatives.

Objective 3: Emergency response, energy security and grid resilience.

End State: Deployment of technology and grid resilience strategies to protect critical infrastructure, lives and property from climate change events, including blackouts and energy shortfalls.

Initiative/Action Plan:

- Fully activated Emergency Support Function 12 (ESF-12) from August 8 to September 27 in support of the State’s emergency response and recovery effort to the Maui wildfires. Key actions included:
 - Deploying 20 generators to support wells, pump stations and field boosters.
 - Coordinating a power line drop for a mobile morgue and power restoration for the disaster recovery center.
 - Providing ongoing support for over nine months.
- Submitted nine project concepts totaling approximately \$75M under the Hazard Mitigation Grant Program, including \$20M for a battery storage backup program for medical needs customers to mitigate the impact of HECO’s Public Safety Power Shutdown (PSPS).
- Partnered with Hawaiian Electric to secure \$8.3 million in federal funding to build three Critical Customer Hubs (CCHs) for Windward Oahu.
- Secured an additional \$8.5 million in grid resilience funding to be distributed using HSEO’s Advance Assistance (AA) project’s evaluation framework, which assesses projects on: risk to Critical Energy Infrastructure (CEI) assets; mitigation measures such as vegetation management, pole hardening, undergrounding, and microgrids; benefits to disadvantaged communities; protection of community lifelines; and likelihood of implementation.

Dependencies:

- Availability of funding.
- Successful coordination among state and federal agencies.
- Effective public-private sector partnerships.

Stakeholders:

- Utilities, U.S. Department of Energy (DOE), and suppliers.

Key Performance Measures:

- Development and implementation of a Common Operating Picture (COP) for energy security.
- Integration of 28 hazard mitigation measures in state and county mitigation plans.
- Updates to energy assurance and training programs.
- Implementation of new grid hardening technologies.
- Increased deployment of energy assurance measures and low-carbon firm renewables.

Objective 4: Improve energy efficiency and commercial building performance standards.

End State: Design and implementation of \$70 million in home energy efficiency upgrades for low- and moderate-income Hawai'i households earning less than 150% of the Area Median Income. Adoption of a Building Performance Standard (BPS) to improve the energy performance of the state's largest commercial buildings (50,000 square feet and above), which account for approximately 80% of the state's commercial energy usage and about 78% of total commercial building emissions.

Initiative/Action Plan:

- Applied for and coordinated activities with the DOE to receive funding under the Home Electrification and Appliance (HEAR) and Home Efficiency (HOMES) rebate program.
- Issued a Request for Proposal (RFP) for a program implementor to facilitate efficient program delivery.
- Secured \$18.1 million in federal funding to develop an Energy Efficient BPS for large commercial and residential buildings, including hotels and resorts, strip malls and public storage facilities.

Dependencies:

- Effective marketing and program implementation to ensure widespread adoption.
- A streamlined application process for residents and businesses.
- Availability of qualified installers and Energy Star-certified appliances to meet demand.

Stakeholders:

- Residential ratepayers, local trades, utilities and appliance retailers.
- Industry, tourism, retail, commercial real estate, and skilled trades.
- City and county agencies responsible for implementation of compliance oversight.

Key Performance Indicators:

- Lower energy bills for working-class families through home efficiency upgrades.
- Overall reduction in energy use and emissions from commercial buildings.
- Lower operational energy costs for building owners and renters.
- Increased demand for skilled trade jobs in energy efficiency installation and upgrades.

Objective 5: Renewable energy deployment.

End State: Understanding and consensus among stakeholders and policymakers regarding renewable energy resource adequacy and scenarios to realize the state's 100% RPS and decarbonization policies by 2045.

Initiative/Action Plan:

- Secured \$5 million in federal funds and hired slim hole drilling contractors for resource characterization.

- Utilized findings to inform assessments and decision-making, with the potential for long-term transformational impact leading to greater energy self-sufficiency for Hawai‘i’s energy system.

Dependencies:

- Availability of land and resources.
- Affordability and cost-effectiveness of renewable energy technologies.
- Technological maturity of renewable energy solutions.
- Community acceptance of renewable energy projects

Stakeholders:

- Administrators, legislators, utilities, and counties.
- Business and industry, researchers and academia
- Ratepayers, environmental activists, and all public utilities commissions.

Key Performance Indicators:

- Renewable power generation as measured by utilities and governed by the PUC.

Objective 6: Clean Transportation – State fleet transition, diesel replacement and policy analysis to achieve net-negative emissions by 2045.

End State: Transition 100% of light-duty passenger vehicles procured for the state’s fleet to zero-emission vehicles (ZEVs) by December 31, 2035. The introduction of zero-emission coaches in tour and charter operations, as well as electric school buses, forklifts, and tractors.

Initiative/Action Plan:

- State Fleet Transition:
 - Launched a website providing information on state fleet vehicle procurement, exemptions policy, and tracking progress through the HSEO Data Portal.
 - Drafted and circulated a State Fleet Procurement Memorandum in August 2024 to all state agencies and departments in August 2024, outlining compliance obligations and the fleet conversion timeline.
 - Secured \$1 million in federal funding to examine the transition to 100% ZEV government fleets, assess fleet composition, and determine infrastructure requirements.
 - Develop solutions for resilient charging infrastructure and identify optimal locations for installations.
- Diesel Replacement:
 - Secured \$4.5 million from the U.S. Environmental Protection Agency’s Diesel Emissions Reduction Act (DERA) National Grants Program, doubling available rebates available for replacing aging diesel-powered equipment with electric or hydrogen alternatives.

- Launched DRR program in collaboration with the Department of Health Clean Air Branch, leveraging Volkswagen Settlement and DERA formula funds to provide approximately \$1 million dollars in annual rebates.
- Transportation System Decarbonization
 - Supporting the Department of Transportation to achieve transformative changes to Hawai'i's transportation system to reach net-negative emissions by 2045, in alignment with the Navahine settlement. Accordingly,
 - Submitted a Supplemental Statement of Position in Docket 2021-0173 supporting Hawaiian Electric Company's (HECO's) application for \$79 million to build out DCFC and Level 2 charging infrastructure. This initiative aligns with statutory 2030 decarbonization goals and promotes aggressive deployment of EV infrastructure.

Dependencies:

- Consumer behavior and adoption of ZEVs.
- Expansion of third-party charging initiatives.
- Efficient permitting processes for charging infrastructure installation.
- Availability of reliable charging infrastructure statewide.

Stakeholders:

- All state departments and agencies
- Department of Transportation (DOT)
- OHS

Objective 7: Support the Department of Transportation (DOT) to achieve transformative changes to Hawai'i's transportation system and net-negative emissions by 2045 in keeping with the Navahine settlement.

End State: Achieve resilience, grid modernization, energy security, community benefits, local workforce development.

Initiatives/Action Plan:

- Submitted a Supplemental Statement of Position in Docket 2021-0173 to support HECO's application for \$79 million to build out DCFC and Level 2 charging infrastructure. Aligning with statutory 2030 decarbonization goals to promote aggressive deployment.
- Identify funding opportunities and matching fund sources to support program initiatives.
- Apply for and administer federal funding directed to Hawai'i for energy efficiency and renewable energy projects, including from: CARES Act; Infrastructure and Investment Jobs Act (IIJA); Inflation Reduction Act (IRA); Energy Efficiency and Conservation Block Grant (EECBG); and other relevant funding sources.

Dependencies:

- Consumer behavior and willingness to adopt clean transportation technologies.

- Expansion of third-party charging initiatives.
- Efficient permitting processes for charging infrastructure projects.
- Availability of adequate charging infrastructure statewide.
- Provision of funding and/or matching funds and procurement of required services.

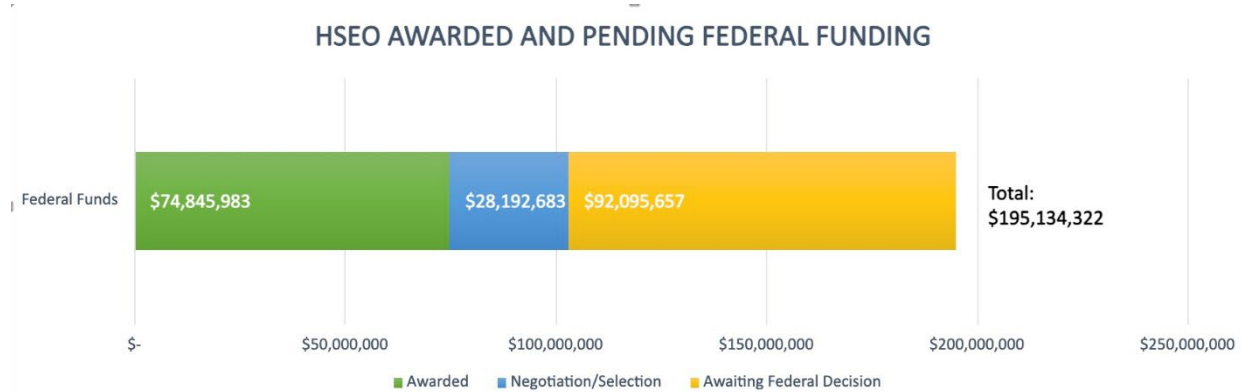
Stakeholders:

- All state departments and agencies
Department of Transportation (DOT)
OHS

Key Performance Measures:

- Successful securing of funds to support Hawai'i clean transportation and energy program initiatives.

Since January 2023, HSEO has received approval of \$103,038,666 in federal funding, with \$74.8 million formally awarded to date. An additional \$92 million has been applied for and is awaiting a federal decision.



Objective 8: Stimulate and attract private investments while leveraging innovative financing tools to mitigate risks and reach new markets, aligning with the State’s 100% renewable energy portfolio standard by 2045.

End State:

- ALICE households and other underserved ratepayers achieve lower energy costs.
- Small businesses and nonprofits gain access to capital to grow and expand.
- Condominium associations and commercial property owners upgrade facilities to reduce energy costs, address deferred maintenance issues, and access insurance.

Initiatives/Action Plan:

- Continue to operate and expand the Green Energy Money Saver On-Bill Financing Program, HI-CAP Collateral Support, CDFI and Loans Programs, and the Hawai'i C-PACER Financing Program.
- Explore the feasibility of designing financing for water re-use and cesspool conversions.

Dependencies:

- Availability of sufficient funding.
- Current funds are expected to be consumed by over 1,600 applications in progress.
- An additional \$62.45 million is anticipated from the Federal government in January 2025, with further funding sources being actively explored.

Stakeholders:

- ALICE households, disadvantaged communities, nonprofits, small businesses, condominium associations, and commercial property owners.
- Solar contractors and general contractors.
- In addition to direct benefits to the stakeholders, the state benefits from a significant reduction in greenhouse gas emissions, jobs created/retained, state tax revenues generated and economic multiplier impact.

Key Performance Indicators:

- Percentage of financing directed towards underserved ratepayers.
- Estimated kilowatt-hours (kWh) produced or reduced over the lifetime of projects.
- Estimated barrels of petroleum displaced over the lifetime of projects.
- Estimated metric tons of greenhouse gas avoided over the lifetime of projects.
- Increased access to capital for nonprofits and small businesses
- Total public and private capital invested.
- Number of Jobs created or retained.
- State tax revenue generated through program activities.

Objective 9 : Expand the FTZ Energy Generation System.

End State: Update the Pier 2 facility's outdated, ungrounded 480-volt electrical system and consolidate the three electrical meters down to one to better meet current electric standards and user requirements. Optimize the photovoltaic system output by integrating a Battery Energy Storage System (BESS) for excess energy storage. Reduce overall energy costs, a significant expense for the FTZ program.

Initiatives/Action Plan:

- Remove the outdated Delta energy distribution system and replace it with a modern WYE system.
- Procure and integrate a Battery Energy Storage System to store energy for later use.

Dependencies:

- Market availability of transformers.
- Cost and availability of electrician services.
- Structural Engineer approval of the proposed BESS location site.

Key Performance Indicators:

- Reduction in overall energy costs for the program.
- Decrease in electrical-related issues with power components and circuit boards on mechanical systems.

- Elimination of existing ground faults.

Objective 10: Maintain reliability and increase energy efficiency of seawater system at Hawai'i Ocean Science and Technology (HOST) Park.

End State: Energy security and resiliency for critical seawater operations, particularly during natural disasters. Mitigate uncertainty about the cost of oil-based resources by leveraging low-cost renewable energy resources and storage.

Initiatives/Action Plan:

- Maintain 99.9% uptime for the seawater system and evaluate options to improve energy efficiency by 1% in terms of power consumption per gallon.
- Implement a long-term renewable energy upgrade plan for to HOST Park, including the completion of the 55" pump station PV/Storage microgrid.
- Develop plans and design strategies to address the long-term status of abandoned deep seawater pipelines, utilizing data from a recently completed locational survey.
- Continue upgrading SCADA and Water Quality Lab (WQL) systems, including:
 - Installing a new nutrient analyzer.
 - Upgrading SCADA software and adding additional monitoring devices.
- Replace critical electrical infrastructure at Makai Research Campus and Farm Compound, which is currently at "end of life" status.
- Identify potential locations for new transformers, vault infrastructure, main switchgear, and meters.
- Conduct a system-wide seawater rate analysis after collecting at least four months of data from the 55" pump station microgrid.
- Update HOST Park energy microgrid analysis with time-of-use (TOU) and artificial intelligence (AI) parameters from 55" microgrid.

Dependencies:

- Resources to implement the outlined plans and strategies.

Key Performance Indicators:

- HOST park water monitoring devices and energy microgrid updated and operational.
- Improved energy efficiency of the seawater system.
- Successful implementation of renewable energy solution at the 55" pump station microgrid.

Creative Industries

Objective 1: Expand and diversify Hawai'i's film and media industry.

End State: A thriving, self-sustaining film industry in Hawai'i that generates substantial economic benefits, supported by a robust infrastructure for production, an expanded and highly skilled local workforce, and an international reputation as a premier location for film and media production.

Initiatives/Action Plan:

Amend HRS 235-17 to:

- Increase tax credit cap by \$10 million, raising it to \$60 million.
- Add CPA review for filers over \$1 million to enhance transparency and accountability.
- Extend eligibility for streaming content series, aligning with evolving industry trends.
- Extend tax credit sunset date to 2038, incentivizing long-term investment in studios and training facilities.
- Expand skills development programs for film industry jobs, with a focus on certificate-based training that creates pathways to key positions to grow the local union and non-union workforce.
- Increase workforce development efforts, focusing on internships and certifications that lead to entry-level job placements with a goal of transitioning to long-term positions in high-performing and emerging sectors.

Five-Year Goal:

- Begin construction of new studio facilities in O‘ahu and neighbor islands to significantly increase Hawai‘i’s production capacity.
- Complete retrofitting of existing facilities into purpose-built stages and soundstages suitable for large-scale productions.
- Increase the unionized film industry workforce by 1,000 positions, emphasizing technical and key crew roles.
- Export more locally produced films for global distribution, strengthening Hawai‘i’s position in the global film market.

Dependencies:

- Private sector investment in infrastructure development.
- Legislative amendments to the tax credit system and extension of credits to 2038.
- Collaboration between state agencies and film industry stakeholders, such as the Producers Guild of America (PGA).
- Economic conditions and market trends in the entertainment and media sectors, particularly post-pandemic recovery and increased demand for streaming content.

Stakeholders:

- Government and private sector film production companies.
- Studio developers, tax credit consultants, and infrastructure investors.
- Local universities and training programs.
- Filmmakers, technical crew, actors, and aspiring industry professionals.
- Producers, distributors, and streaming platforms seeking Hawai‘i-based production locations and locally produced content.

Key Performance Indicators:

- Increase in offshore production, resulting in more local job opportunities.

- Increase in local film production and global distribution of Hawai'i-produced films.
- Expansion of support services for the film industry, including post-production, equipment rental, and talent agencies.
- Progress on studio infrastructure, with at least two new studio facilities under development or completed within five years.
- Growth of the unionized workforce by 1,000 positions, with a focus on technical roles.
- Number of internships, training placements, and career advancements, including successful transitions from entry-level to mid-career positions.
- Metrics on tax credit utilization, including the number of productions benefiting from extended tax credits and increased industry investment.

Objective 2: Support Hawai'i's film and creative industries through the Hawai'i Film and Creative Industries Development Fund (HFCF).

End State: Growth and sustainability of Hawai'i's film and creative industries by providing funding for production, creative intellectual property (IP) development, and related content development stages, supporting projects across the creative products lifecycle.

Initiatives/Action Plan:

- Convene the HFCF review committee and issue Phase I call for submissions, allocating \$400,000 in multiple awards for production, creative IP development, and post-production activities.
- Request for \$350,000 annually from the state to establish base funding for the fund, demonstrating commitment to Hawai'i's creative and media communities.
- Contract an experienced fund manager or organization to manage the fund, including application reviews and award distributions.
- Support completed films, media and related projects in their marketing efforts, including participation in film festivals, pitch meetings with media distribution entities, and securing co-production deals.
- Award funding to 10 projects (5 per year), including short films, series scripts, indie features, and animation projects.
- Provide support at least 5 films to compete in global competitions and pitch festivals in Los Angeles and Asia-Pacific markets, helping creators gain visibility and secure representation or distribution deals.
- Secure funding to facilitate project attendance at pitch festivals and agency meetings to create opportunities for representation and distribution.
- Increase the development fund to provide \$450,000 annually in project awards.
- Generate \$100,000–\$300,000 annually in revenue from facility rentals and grants to support fund sustainability.
- Pursue increased appropriations based on the fund's performance and success of funded works.

Dependencies:

- Strong partnerships with industry organizations, film studios, distribution platforms, and international market
- Securing industry grants and private funding to grow the fund, host pitch meetings and access more resources.
- Active interest and participation from local creators, who must submit high-quality projects that align with the fund's objectives.
- Revenue generation from DBEDT facilities to sustain the fund's operations.

Stakeholders:

- DBEDT, Hawai'i State Legislature, CID, production companies, animation studios, television producers, film distributors, streaming platforms (e.g., Netflix, Amazon, Hulu), philanthropic organizations, industry investors, venture capitalists, filmmakers, screenwriters, animators, and media producers, universities, creative labs, and industry organizations.

Key Performance Indicators:

- Number of projects funded.
- Revenue generated from facility rentals and grants to sustain the fund.
- Increased market exposure for Hawai'i-produced content.
- Number of projects distributed on major platforms such as streaming services, TV broadcasts, and international distribution deals.
- Increase in licensing from projects funded by the Hawai'i Film and Creative Industries Development Fund.
- Successful funding of up to 10 projects annually, measured by completion, film festival screenings, awards, and licensing or distribution deals.

Objective 3: Establish a Creative Innovation Working Group to identify key needs and opportunities for Hawai'i's fashion and music industry sectors.

End State: Successful implementation of actionable recommendations that strengthen Hawai'i's fashion and music industries by addressing gaps in workforce training, infrastructure, funding, and market access, thus enhancing the state's creative economy.

Initiatives/Action Plan:

- Convene the Creative Innovation Working Group as outlined in HCR 184, 2024.
- Conduct a comprehensive needs assessment and submit progress findings with recommendations for advancing Hawai'i's fashion and music industries.
- Implement actionable recommendations related to infrastructure development, education and training, access to capital, tax incentives, and market access and promotion for the fashion and music industries.
- Establish a sustainable framework for ongoing innovation and development in Hawai'i's fashion and music industries.

Dependencies:

- Coordination between working group members.
- Implementation of progress findings and recommendations from the report.

Stakeholders:

- Government partners, industry partners, local creatives, education and community partners like nonprofits and community foundations.

Key Performance Indicators:

- Completion of the needs assessment and submission of actionable recommendations.
- Increase in implemented initiatives focused on infrastructure, education, and funding.
- Increase in fashion and music industry jobs, startups, and export opportunities.

Objective 4: Expand CreativeSpace collaboration and studio facilities.

End State: Provide co-working and studio spaces for creative artists to execute projects and facilitate the export of intellectual property (IP).

Initiatives/Action Plan:

- Enhance broadband capacity and integrate state-of-the-art technology into training facilities to support local productions and skills development.
- Hire a professional contractor to manage CreatoveSpace facilities, ensuring effective day-to-day operations and hands-on studio production expertise.
- Open additional CreativeSpace and studio facilities on O’ahu and the neighbor islands.
- Expand management, outreach, and engagement efforts to increase facility usage statewide, particularly in underserved areas.
- Establish regional CreativeSpace facilities offering training, workshops, and certification programs statewide.
- Develop a robust online portal to connect the local creative workforce with global business development opportunities and job placement services.

Dependencies:

- Partnerships with HTDC, U.S. EDA, local community organizations, non-profits, and private sector partners.
- Legislative and government support to secure funds through Capital Improvement Projects (CIP) or grants to build new facilities and maintain ongoing operations.
- A sustainable pipeline of creative talent, driven by participation from local artists and ongoing community outreach and engagement.

Stakeholders:

- Local artists, entrepreneurs, and businesses in the creative economy, community organizations and non-profits, tech companies, media production companies, arts organizations, and related industry partners.

Key Performance Indicators:

- Increase in CreativeSpace usage by local creatives by 30% in Year 1.
- Increase revenue to the Hawai'i Film and Creative Industries Development Special Fund (HRS 201-113) to support access to capital for local creative projects.
- Increase in the export of IP generated through CreativeSpace, such as licensing and distribution of films, music, and media.
- Number of job placements for local creatives resulting from opportunities created within CreativeSpace, including remote work opportunities facilitated through the online portal.
- Successful opening and operation of additional CreativeSpace facilities on O'ahu and the Neighbor Islands by Year 2.
- Increase in the number of training programs and certifications completed across all CreativeSpace locations, and the number of individuals who complete workforce development programs.

Community Engagement and Planning

Objective 1: Sea level rise adaptation for State of Hawai'i facilities.

End State: Effectively addressing climate impacts on State facilities and limit impacts on State services.

Initiatives/Action Plan:

- Develop a standardized vulnerability assessment process and guidance to mitigate the impacts of sea level rise on the identified facilities (short-term).
- Implement mitigation measures for identified facilities via capital improvement plans and other programs (long-term).

Dependencies:

- Funding allocated to mitigation measures.

Stakeholders:

- State agencies.

Key Performance Indicators:

- Increase in funds allocated for planning for climate impact mitigation.
- Decrease in reactive funding relative to inundation.

Objective 2: Regional shoreline management.

End State: Implement a regional shoreline management approach for the State of Hawai'i.

Initiatives/Action Plan:

- Refine a methodology for delineating shoreline regions and subregions (short-term).
- Apply the methodology and establish a regional shoreline management approach (long-term).

Dependencies:

- Availability of funding.

- Regulatory commitment.

Stakeholders:

- State and county regulatory agencies, communities, and landowners.

Key Performance Indicators:

- Increase in funds related for regional shoreline management approaches.

Objective 3: Facilitate implementation of Hawai‘i’s Environmental Review Program (HEPA), pursuant to HRS Chapter 343 and HAR Chapter 11-200.1; and provide staff support to the Environmental Advisory Council (EAC) established pursuant to HRS Chapter 341.

End State: Achieve a clear understanding of the roles and responsibilities of the various stakeholders in the HEPA process.

Initiatives/Action Plan:

- Publish *The Environmental Notice (TEN)* twice a month
- Provide guidance, support and training to agencies and other stakeholders
- Support the EAC in meeting each month and undertaking their initiatives.

Dependencies:

- Availability of adequate funding.

Stakeholders:

- State and county agencies, applicants, consultants, legislators, special interest groups, and the public.

Key Performance Indicators:

- Continued twice-monthly publication of *TEN*.
- Increase *TEN* subscribers.
- Increase in HEPA trainings and presentations.
- Monthly EAC meetings held.

Objective 4: Encourage the responsible development of state lands for the uses best suited for public benefit and well-being.

End State: Protect agricultural lands while reducing the regulatory burden for reasonable non-agricultural activities on unproductive lands.

Initiatives/Action Plan:

- Implement recommendations from the 2022 “State Land Use Review of Districts” report.

Dependencies:

- Successfully balancing agriculture, housing, renewable energy, and other worthwhile goals.

Stakeholders:

- Property owners, developers, state and county decision-makers.

Key Performance Indicators:

- Creation of affordable housing opportunities for local families in appropriate locations.

Objective 5: Broaden funding eligibility under U.S. EDA programs and support government and nongovernment economic development organizations with accessing EDA funds for CEDS and HIERR-aligned projects.

End State: Increased federal funding for economic development projects across the State.

Initiatives/Action Plan:

- Short-term: Secure EDA designation of statewide economic development district.
- Long-term: Operationalize Hawai'i Regional Economic Stewardship & Advancement program to facilitate statewide coordination and collaboration regarding economic development planning and implementation by and among the public, private, and non-profit sectors. Specific actions include:
 - Developing, managing, and supporting effective partnerships to promote intra-district cooperation, self-help, and public investment to restore and sustain economic resilience and prosperity.
 - Conducting economic development research, planning, coordination, and advisory functions to facilitate implementation of the CEDS and other applicable plans.
 - Assisting organizations across Hawai'i with accessing EDA funding, including but not limited to distributing notices of funding opportunities, reviewing and advising projects for CEDS consistency, providing letters of consistency with the CEDS, offering technical assistance with completing application materials, aggregating and distributing applicable data, facilitating collaborative opportunities, and other capacity building needs.

Dependencies:

- EDA approval of statewide designation request.
- General funds for staff positions to meet designation requirements as required by CFR.

Stakeholders:

- State implementing agencies, County economic development offices, economic and workforce development boards, University of Hawai'i, non-profit organizations

Key Performance Indicators:

- Number of projects receiving federal funds.

Objective 6: Cultivate and prime project pipeline to leverage U.S. Department of Defense (DoD) funding for mutual benefit to local installations and surrounding communities.

End State: Increased federal funding for community priorities aligned with national security and defense interests.

Initiatives/Action Plan:

- Short Term: Design and conduct an inaugural recurring planning process to identify initial project opportunities for federal funding.
- Long-term: Support the Military and Community Relations Office (MACRO) in advocating and advancing identified projects to implement.

Dependencies:

- Formalization of MACRO.
- Availability of federal funding to continue supporting MACRO operations and project implementation.

Stakeholders:

- State and Counties, local installation communities, and communities surrounding installations.

Key Performance Indicators:

- Number of projects receiving federal funds.

Objective 7: Provide technical assistance in administering HRS 226, as amended.

End State: Establish a statewide planning process that enhances government and private actions, improves inter-agency coordination, ensures wise use of Hawai'i's resources, and guides future development.

Initiatives/Action Plan:

- Short-Term: Complete Phase II Update Project pursuant to Act 36, SLH 2024.

Dependencies:

- Continued funding for staffing and OCE to complete the Phase II Update Project
- Availability of general funds for Special Plans Branch staff positions to satisfy OPSD's responsibility under HRS 226.

Stakeholders:

- Public at-large.

Key Performance Indicators:

- Staffing secured to support technical assistance.

Objective 8: Maintain the State's authoritative geodatabase; coordinate GIS activities among state, county, and federal agencies; encourage GIS collaboration and data-sharing among partners.

End State: A trusted and sustainable geodatabase that increases the use of location-based data for informed decision-making and policymaking, while fostering GIS coordination, collaboration, and data-sharing.

Initiatives/Action Plan:

- Maintain and curate the statewide GIS Open Data Portal.
- Conduct recurring coordination activities with State, county, and federal partners.

- Expand training opportunities for State employees.

Dependencies:

- Established data governance guidance, including quality, stewardship, sharing, access, and security, as well as strong working relationships with stakeholders.

Stakeholders:

- State, county, and federal agency GIS users, cartographers, data scientists, decision-makers and policymakers.

Key Performance Indicators:

- Increased usage of GIS Open Data Portal.
- Increased number of data layers available through GIS Open Data Portal
- Increased production of map visualizations and map-based products for internal and external use.
- Increased use of location-based data in decision-making and policymaking.

Objective 9: Develop and promote policies and programs to advance Hawai'i's sustainability and climate goals.

End State: The Statewide Sustainability Branch evaluates and recommends legislative, regulatory, and policy changes to support Hawai'i's long-term environmental, economic, and community goals.

Initiatives/Action Plan:

- Expand staff capacity to enhance statewide climate and sustainability engagement, policy development, and climate adaptation. (HRS §225M-8, HRS §225M-2(b)(9)).
- Launch a state-run climate and sustainability dashboard to track progress on Hawai'i's statutory targets. (HRS §225M-8).
- Develop Hawai'i's first Statewide Climate Adaptation and Resilience Plan to strengthen long-term preparedness. (HRS §225M-2(b)(9), HRS §226-65).
- Enhance the land use review process to ensure compliance with climate mitigation and adaptation laws, incorporating sustainable development mandates to support long-term resilience goals.
- Coordinate Hawai'i 2050 Sustainability Plan as State Climate and Sustainability Plan (HRS §226-65).
- Provide actionable policy recommendations to public and private entities on climate change and sustainability. (HRS §225M-2(b)(9), HRS §225M-8).
- Expand educational outreach to strengthen community support for sustainable development and climate adaptation initiatives.

Dependencies: Achieving the State of Hawai'i's urgent sustainability and climate mandates demands more than a single staff member in the Statewide Sustainability Branch. Expanding staffing is critical to providing guidance, transparency, support, and

coordination across state departments, agencies, counties, and the private sector to ensure consistent progress in climate change adaptation and resilience efforts.

Stakeholders:

- State and county departments and agencies, policymakers, private sector industries and businesses, non-governmental organizations, and the public.

Key Performance Indicators:

1. Launch of a public, transparent dashboard tracking progress toward Hawai'i's 26 climate and sustainability statutory mandates.
2. Development and coordination of Hawai'i's first Statewide Climate Adaptation Plan through collaboration with state departments, agencies, and counties, strengthening Hawai'i's climate resilience.
3. Progress tracking and implementation of the 262 recommended actions in the Hawai'i 2050 Sustainability Plan, ensuring Hawai'i remains on track ahead of the 2030 update.

Objective 10: Coordinate transit-oriented development (TOD) planning and facilitate collaboration between the State and the counties on smart growth initiatives.

End State: Develop compact mixed-use neighborhoods that offer diverse housing choices with convenient access to transit, jobs, goods, and services.

Initiatives/Action Plan:

- Implement the "TOD Infrastructure Financing and Delivery Strategy."
- Complete the "East Kapolei Infrastructure Master Plan" study.

Dependencies:

- Updating the State's "Strategic Plan for TOD"
- Securing \$2 million annually for TOD Capital Improvement Planning.

Stakeholders:

- State agencies, Counties, and developers collaborating on mixed-use projects near transit.

Key Performance Indicators:

- Maximizing the use of 15,500 acres of State or County lands in the Urban Districts near bus and rail transit.



STATE OF HAWAI'I • DEPARTMENT OF BUSINESS,
ECONOMIC DEVELOPMENT & TOURISM