

2022-2026 O‘ahu Comprehensive Economic Development Strategy (CEDS)



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August 2022

DRAFT O‘ahu Comprehensive Economic Development Strategy (CEDS) - August 2022

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Dedication

Pono Del Shim

June 7, 1963 – April 8, 2022

This O‘ahu Comprehensive Economic Development Strategy is dedicated to Pono Shim, the longtime President and CEO of the O‘ahu Economic Development Board and beloved community leader, storyteller, kumu, and kahu. Pono Shim exemplified the values of ALOHA (Akahai, Lōkahi, ‘Olu‘olu, Ha‘aha‘a, Ahonui) and trained thousands of people in Hawai‘i and around the world in the Aloha Response to practice the values shared by his grand-aunt and revered kūpuna, Aunty Pilahi Pahi.

Pono Shim set the visionary process and guiding values for the 2022-2026 O‘ahu Comprehensive Economic Development Strategy (CEDS) and brought together a group of committed individuals to steward this effort with the O‘ahu community. Pono’s vision to recover E ‘Ohana Hou, the eternal unleashing of grace and sharing our gifts with the world, is the guiding force behind this economic strategy and his wisdom is woven throughout. He never stopped asking the question: *“Economic development for whom?”* and insisted that the “whom” be the current residents and youth of Hawai‘i. The residents of Hawai‘i and our island home are the intended beneficiaries of this economic development strategy.

The O‘ahu Economic Development Board holds Pono Shim’s memory in reverence and the O‘ahu CEDS is a tribute to his vision, unwavering belief in all of us, and legacy of ALOHA. In his honor, the Mālama Pono Foundation now exists to perpetuate and grow the reality of Hawai‘i as a unique place of healing and source of the universal spirit of ALOHA for the world.

“We believe [in] what has always been and must always be our greatest resource other than our island home, you. We’ve come together to share, care, and embrace struggle to discover and recover the gifts that many have neglected and dismissed in ourselves. We connect to create new opportunities in and for Hawai‘i from and with you.

We dream of a Hawai‘i where our economic measurement is not our belongings, but how we use and share what we have to inspire belonging and lives lived well.”

Pono Shim

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Advisory Group

Steering Committee

Bella Hughes	Shaka Tea, Hawai'i Triennial
Brian Lee	Hawai'i Laborers & Employers Cooperation and Education Trust Fund
Camille Masutomi	Hawai'i State Department of Education
Dana Sato	Kamehameha Schools, AgHui
Dave Kajihira	Kyo-ya Hotels and Resorts, Former Honolulu Police Department
Herb Lee	Pacific American Foundation
Hiro Toiya	City and County of Honolulu Department of Emergency Management
Kawena Elkington	University of Hawai'i at Mānoa Student Representative
Kevin Hara	Pali Momi Health Center
Kyla Musso	Hawai'i Statewide Student Council Representative
Kym Sparlin	City and County of Honolulu Office of Economic Revitalization
Mahina Paishon-Duarte	Waiwai Collective, 'Āina Aloha Economic Futures
Mālia Sanders	Native Hawaiian Hospitality Association
Mary Frances Oneha	Waimānalo Health Center
Matt Gonser	City and County of Honolulu Resilience Office
Matt Lynch	University of Hawai'i Office of Sustainability
Miki Tomita	Education Incubator
Omar Sultan	Sultan Ventures
Reynold Hioki	Retired Hawai'i State Department of Defense
Robin Kobayashi	Hawaiian Airlines
Shelee Kimura	Hawaiian Electric Company
Shelley Gustafson	Hawai'i Green Growth Local2030 Hub
Sheryl Matsuoka	Hawai'i Restaurant Association
Tim Johns	Zephyr Insurance
Ulalia Woodside	The Nature Conservancy in Hawai'i, 'Āina Aloha Economic Futures

Guardianship Group

Brent Kakesako	Hawai'i Alliance for Community-Based Economic Development
Dean Wilhelm	Ho'okua'āina
Estria Miyashiro	Estria Foundation
James Koshiba	Hui Aloha
Kevin Chang	Kua'āina Ulu 'Auamo
Sarah Guay	Hawai'i Employers Council

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Multi-Stakeholder Experts and Partners Experts

Aaron J. Salā	Gravitas Pasifika, Festival of Pacific Arts & Culture
Abbey Seitz	Hawai'i FEAST
Alex Yee	City and County of Honolulu Resilience Office
Amy Agbayani	Former University of Hawai'i
Amy Asselbaye	City and County of Honolulu Office of Economic Revitalization
Amy Brinker	Kamehameha Schools
Anderson Le	Hawai'i International Film Festival
Ara Laylo	NMG Network
Arminda Gandara	Hawai'i Women in Filmmaking
Ave Kwok	Hawai'i Restaurant Association
Barry Usagawa	Honolulu Board of Water Supply
Brant Chillingworth	Hau'oli Mau Loa Foundation
Brian Miyamoto	Hawai'i Farm Bureau
Burt Lum	Hawai'i Broadband Initiative, Bytemarks Cafe
Camille Rockett	Hawai'i Medical Services Association
Caroline Carl	Hawai'i Energy
Cathy Kawano-Ching	Hui Aloha
Chad Buck	Hawai'i Foodservice Alliance
Christy Martin	Coordinating Group on Alien Pest Species
Dana Okano	Hawai'i Community Foundation
Dana Sato	Kamehameha Schools, AgHui
Dave Kajihiro	Kyo-ya Hotels and Resorts, Former Honolulu Police Department
Dean Hazama	Honolulu Authority for Rapid Transportation
Dexter Kishida	City & County of Honolulu Resilience Office
Donne Dawson	Hawai'i Film Office
Eric Co	Castle Foundation
Estria Miyashiro	Estria Foundation
Forest Frizzell	Shifted Energy
Gavin Thornton	Hawai'i Appleseed Center for Law and Economic Justice
George Yarbrough	Social Impact Incubator Program
Guillaume Maman	City and County of Honolulu Office of Economic Revitalization
Hakim Ouansafi	Hawai'i Public Housing Authority
Harrison Rue	City and County of Honolulu Department of Planning and Permitting
Hunter Heavilin	Supersistence, AgHui
Hye Jung Kim Tano	Education Incubator
Ian Kitajima	Oceanit
Jason Ito	Kyo-ya Management Co.
Jason Mejia	Honolulu Fire Department
JC Watson	Ko'olau Mountain Watershed Partnership
Jeannine Johnson	The Queen's Health System
Jim Howe	City and County of Honolulu Emergency Medical Services
Jim Kelly	Hawaiian Electric
Jimmie Collins	Hawai'i State Office of Homeland Security
Jodi Chun	Hawai'i State Department of Education

Multi-Stakeholder Experts and Partners continued

Jodi Ito	CyberHawai'i
Joe Ibarra	The Kahala Hotel & Resort
Jonathan Weinberger	GameDevHQ
Joslyn Sato	Blue Zones Project Hawai'i
June Matsumoto	Pacific Islands Institute, Sustainable Tourism Association of Hawai'i
Kalani Ka'anā'anā	Hawai'i Tourism Authority
Kamuela Enos	Center for Indigenous Innovation and Health Equity
Kara Plamann Wagoner	Kapi'olani Community College
Karl Kim	National Disaster Preparedness Training Center
Katherine Don	Hawai'i Contemporary - Hawai'i Triennial
Keali'i S. Lopez	Hawai'i AARP
Kēhau Pu'u	City and County of Honolulu Department of Parks & Recreation
Keone Kealoha	Kanu Hawai'i
Keoni Lee	Hawai'i Investment Ready
Kerstyn Afuso	City and County of Honolulu Resilience Office
Kim Ku'ulei Birnie	Papa Ola Lōkahi
Kiran Polk	Kapolei Chamber of Commerce
Krisa Hiser	University of Hawai'i Center for Sustainability Across the Curriculum
Len Higashi	Hawai'i Technology Development Corporation
Lindsay Pacheco	Ka Po'e O Kaka'ako, Hui Aloha
Liz Char	Housing Partners, LLC
Lori Abe	Chamber of Commerce Hawai'i
Lucas McKinnon	City and County of Honolulu Office of Economic Revitalization
Luke Meyers	Hawai'i Emergency Management Agency
Lydi Bernal	Hawai'i Farm to School Network, Hawai'i Public Health Institute
Mālia Heimuli	Kua'āina Ulu 'Auamo
Mark Markrich	University of Hawai'i
Mary Frances Oneha	Waimānalo Health Center
Matthew Loke	Hawai'i State Department of Agriculture
Melanie Ide	Bishop Museum
Micah Munekata	Ulupono Initiative
Michelle Lazaro Silva	Hawaii Conservation Alliance
Miku Lenentine	Kapi'olani Community College
Mondy Jamshidi Kent	travel2change, Hawai'i Community Benefits Consultants
Monte McComber	Royal Hawaiian Center - Helumoa
Naleen Andrade	The Queen's Health System
Nate Dube	O'ahu Invasive Species Committee
Nicole Chatterson	Zero Waste O'ahu
Noa Lincoln	University of Hawai'i
Noelani Schilling-Wheeler	O'ahu Visitors Bureau
Pam Weiant	Mālama Maunaloa
Parker Bode	Honolulu Police Department
Pauline Sheldon	Tourism Education Futures Initiative
Piia Aarma	Pineapple Tweed, Hawai'i Contemporary - Hawai'i Triennial
Pomai Weigert	GoFarm Hawai'i
Rafael Bergstrom	Sustainable Coastlines Hawai'i
Ramona Mullahey	US Department of Housing and Urban Development
Ramsey Brown	Pono Pacific

Multi-Stakeholder Experts and Partners continued

Regina Ostergaard-Klem	Hawai'i Pacific University
Robert Franco	Kapi'olani Community College
Rowena Buffett Timms	The Queen's Health System
Ryan Tanaka	Hawai'i Restaurant Association
Ryan Yamane	State Representative, FBI Citizens Academy
Shannon Alivado	Honolulu Police Commission
Stephanie Mock	Kualoa Ranch
Steven Bond-Smith	University of Hawai'i Economic Research Organization
Stuart Coleman	Wastewater Alternatives and Innovations
Susan Mercado	Hawai'i Public Health Institute
Suzanne Chun Oakland	Catholic Charities Lanakila Multi-Purpose Senior Center
Sweetie Nelson	Ko'olina Resort Operators Association
Teri Orton	Hawai'i Convention Center
Tiffany Frias	Hawai'i State Department of Education
Thomas Brandt	Foresight Consultant U, Former Downtown Neighborhood Board
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Terminology

Capital: An asset including but not limited to financial assets. This strategy looks at multiple forms of capital, including financial, natural, human, social, cultural, political, and others.¹

Circular Economy: An economy that “decouples economic activity from the consumption of finite resources,”² which reflects the Hawaiian values and principles of aloha ‘āina.³

Community: In this strategy, community refers to people who live in and share a deep connection and commitment to O‘ahu and Hawai‘i. For an island community, the relationships to the land, sea, elements, and each other are a matter of survival. These relationships are what enable a community to thrive at all levels: socially, economically, physically, and spiritually.

Equity: Ensuring “fair treatment, resources, opportunities, and advancement for all people while striving to identify and eliminate barriers that have prevented full participation by some groups.”⁴

Human Development: Beyond workforce development by investing in the whole person, including physically, intellectually, emotionally, and spiritually to support overall well-being.

Inclusion: Creating environments where all people “feel welcomed, respected, supported, valued, and able to fully participate.”⁵

Native Hawaiian Values: Hawaiian cultural values which embody respect and reciprocity.

P-20 Education: P-20 encompasses the education system from early childhood education through postsecondary education and training for all learners.

Regenerative Economy: An economy that has a net-positive impact by actively restoring and creating conditions for life to flourish⁶. Regenerative economies recognize “its communities and places are living systems, constantly interacting, evolving, self-organizing, efficient, learning, distinct, and vital to create abundance, balance and conditions to support other life, resilience and contribute to a greater system of well-being.”⁷

Resilience: The ability to survive, adapt and thrive in the face of shocks or stresses.⁸

Sustainability: “Promoting decisions based on meeting the needs of the present without compromising the needs of future generations” and “encouraging balanced economic, social, community, and environmental priorities.”⁹

Thriving: To prosper, flourish. This strategy includes a vision for thriving set by O‘ahu residents.

Glossary of Hawaiian Words

Ahupua‘a: Land division usually extending from the uplands to the sea¹⁰ that creates a social-ecological community¹¹

‘Āina: land, earth¹²

‘Āina momona: abundant land¹³

Aloha: Spiritual principle, practice, and life force that embodies love, respect, and reciprocity¹⁴

Aloha ‘Āina: Love of the land¹⁵

E ‘Ohana Hou: Unleashing grace together forever¹⁶

Hana: Beyond work - one’s gifts and unique expression¹⁷

Ho‘oponopono: To set right, correct. Traditional healing practice¹⁸

‘Ike: Knowledge, wisdom

Kūpuna: Elder

Lo‘i Kalo: Irrigated terrace, especially for taro cultivation

Mālama: To take care of¹⁹

Makai: Ocean

Mauka: Inland

Moku: Traditional district further divided for local biocultural resource management²⁰

‘Ōlelo Hawai‘i: Hawaiian language

‘Ōpio: Youth

Waiwai: Wealth, valuable, prosperity. Wai means water, specifically fresh water²

Executive Summary

This O‘ahu Comprehensive Economic Development Strategy (CEDS) sets the direction for economic development, recovery, and long-term resilience for the island of O‘ahu. It will guide federal, state, and county funding, policy, and cross-sector implementation over the next five years from 2022 through 2026. The O‘ahu CEDS is aligned with the federal requirements from the U.S. Economic Development Administration (EDA), which encourages a “*broadly inclusive process...[to] build leadership, enhance cooperation, and foster public ownership and enthusiasm*” and “*result in a document that is readily accessible to regional stakeholders.*”²²

As part of a statewide effort, the O‘ahu Economic Development Board and partners facilitated a multi-stakeholder, community-driven process for the O‘ahu CEDS. This consultation engaged nearly 1,000 people representing business/private sector institutions, non-profits/community organizations, government agencies (federal, state, city), academia, and philanthropy, and diverse community members from ‘*ōpio* (youth) to *kūpuna* (elders) with diverse perspectives across O‘ahu. The O‘ahu CEDS is informed by a review of existing regional plans, literature, frameworks, data-driven analysis, and stakeholder and community priority-setting. This process resulted in an integrated economic development strategy for O‘ahu with an implementation matrix co-developed by stakeholders to measure progress and guide action through 2026.

O‘ahu is at an important crossroads. Against the backdrop of the pandemic, social inequities, and climate change, the CEDS is an opportunity to chart a new course through holistic economic recovery and development strategies. Therefore, this O‘ahu CEDS intentionally reflects a different, more integrated approach to meet 21st-century challenges and prioritize actions that will ensure the current generation and those to come will truly thrive.

Hawai‘i’s rich history holds the sail plan for a thriving future. Hawai‘i has exemplary, world-class business and community models for sustainable development and economic recovery - what sets us apart is ALOHA. Today, Hawai‘i is recognized by the United Nations (UN) as a global sustainability leader and is uniquely positioned to model a regenerative economy guided by traditional values. The O‘ahu CEDS charts a course for economic recovery that is grounded in indigenous knowledge, embraces modern innovation, and builds on the momentum of existing initiatives across sectors. In particular, it builds upon the *Aloha+ Challenge*, Hawai‘i’s local framework to meet the UN’s global 2030 agenda to advance a sustainable economy, ‘*Āina Aloha Economic Futures* recovery recommendations and state and county plans to build long-term sustainability and resilience.

The O‘ahu CEDS island-wide consultation demonstrated strong alignment and resounding consensus on a strategic direction with six top priorities. **These are the foundation for the 2022-26 O‘ahu Strategic Direction and Action Plan**, which includes aspirational 2050 goals, time-bound 2026 objectives, priority actions, and measures to track progress:

1. Inclusive Communities and Shared Values
2. Affordability for O‘ahu residents
3. Community-Centered Leadership
4. Healthy ‘Āina and Balanced Land-Use
5. Quality Education and Careers
6. Resilient O‘ahu and Diversified Economy

The O‘ahu CEDS also includes action plans for eight economic clusters that together could meet the core needs of a thriving O‘ahu community and build a diversified economy (Figure 1). These economic clusters were identified by data-driven cluster analysis and multi-stakeholder and community consultations:

1. Housing and Critical Infrastructure
2. Agriculture and Food Systems
3. Education and Innovation
4. Environment and Natural Systems
5. Health and Wellness
6. Safety and Peace
7. Art and Creativity
8. Hospitality and Reciprocity

Each economic cluster **integrates several cross-cutting priorities** identified in consultations: Sustainability (environmental, social, and economic) and ‘*Āina Momona* (abundant land); Equity and Peace; Resilience and Climate Change; Workforce/Human Development and Lifelong Learning; Entrepreneurship and an Innovation Mindset; and Cross-Sector Collaboration. ‘*Ike Hawai‘i* (Hawaiian wisdom and values), specifically ALOHA Spirit Values (*Akahai, Lōkahi, ‘Olu‘Olu, Ha‘aha‘a, Ahonui*), *E ‘Ohana Hou*, and *Mālama*, are the foundation for this CEDS.

Together, the **O‘ahu Action Plan and eight Cluster Action Plans** (Section 10) outline strategic pathways to build a diversified, regenerative island economy grounded in Native Hawaiian and island values. This plan responds to the urgent call from O‘ahu stakeholders to prioritize people and the environment as the essential foundation for true regional wealth. Therefore, it invests in healthy people as a force multiplier for a prosperous economy: meeting basic needs, educating and upskilling, developing local leadership, and empowering the people at the heart of every O‘ahu business, industry, organization, start-up, technology, investment, policy, project, school, community, and job. Each Action Plan includes strategies that target both economic drivers (direct economic activity) and economic enablers (conditions vital to economic success) to ensure holistic, successful long-term economic development and well-being for O‘ahu.

In ‘*Ōlelo Hawai‘i* (Hawaiian language), *wai* means water, and it holds such value that the word for wealth is *waiwai*. The O‘ahu CEDS strives to recover *waiwai* (wealth, prosperity) and builds on the U.S. Economic Development Administration’s guidance for identifying measures that reflect regional wealth: “*More than just jobs and income, regional wealth is represented by intellectual, individual, social, natural, built environment, political, financial, and cultural assets. These assets, when invested in, nurtured, and leveraged appropriately, can reflect the true level of a region’s economic (and social) well-being.*”²³ This plan seeks to foster an O‘ahu economy of relationships and exchanges with multiple forms of prosperous capital,²⁴ including but not limited to financial capital. The O‘ahu CEDS includes financial metrics (e.g., jobs and businesses created/retained, investment, revenue, income) and asset-based metrics across multiple forms of capital (e.g., natural, human, material, political, social, individual, intellectual, experiential, cultural, and spiritual capital). This CEDS utilizes vetted metrics from Hawai‘i’s Aloha+ Dashboard and Genuine Progress Indicator in its **Implementation and Evaluation Matrix** (Section 12). Co-developed by diverse stakeholders, the Implementation & Evaluation Matrix provides a first iteration resource for cross-sector action and evaluation through 2026.

Broad stakeholder and community input created the O‘ahu CEDS: a plan that belongs to everyone and is for everyone. Building a future where all can thrive depends on everyone embracing shared responsibility and contributing their gifts, their *hana*. That is *E ‘Ohana Hou*: recovering what it truly means to be ‘ohana again and unleashing grace together in perpetuity.

AT-A-GLANCE: O'ahu CEDS 2026 Strategic Framework

VISION: Healthy people and 'āina (land) embody a thriving culture of aloha for O'ahu and Hawai'i. Everyone has their core needs met, feels a sense of belonging, and can contribute their gifts to ensure a prosperous island home for generations to come.

MISSION: Build a diversified, regenerative island economy guided by Native Hawaiian values that prioritizes environmental and community health to ensure all life will thrive in an equitable, climate resilient future.

VALUES: 'Ike Hawai'i (Hawaiian wisdom and values) is the guiding foundation, specifically the Aloha Spirit values (Akahai, Lōkahi, 'Olu'Olu, Ha'aha'a, Ahonui), E 'Ohana Hou (unleashing grace forever), and Mālama (to care for).

Aspirational 2050 Goals

- 1. A shared culture of ALOHA and responsibility** connect O'ahu and Hawai'i's people and guide action, inspiring communities around the world.
- 2. All residents are thriving** financially, physically, intellectually, emotionally, and spiritually with housing, food, water, healthcare, education, and fulfilling work.
- 3. Communities are at the heart of decision-making** with trusted leadership that collaborates to holistically address challenges and create solutions.
- 4. Recovered 'āina momona** (abundant land) with healthy ecosystems and water that supports Hawai'i's plants, animals, and people in living harmoniously.
- 5. Innovation and creativity are a way of life** with opportunities for residents and youth to grow, realize their fullest potential, and prosper as a community.
- 6. Resilient O'ahu** with sustainable local food, renewable energy, and circular systems ensure communities are not dependent on imports and are climate-ready.

2026 Cross-Sector Objectives

- 1. Build inclusive communities connected through ALOHA** by perpetuating Native Hawaiian and island values and shared responsibility to care for O'ahu and Hawai'i.
- 2. Increase affordability for O'ahu residents** by addressing the projected affordable housing need of 22,000 units by 2025 through innovative approaches and reducing cost of living to ensure all can afford to stay/thrive in Hawai'i.
- 3. Center community in decision-making at all levels** across government, business, and civil society to build trust and empower courageous leaders with island values.
- 4. Achieve healthy 'āina and balanced land-use** by developing and implementing policies, plans, and partnerships that prioritize a healthy environment and clean water while meeting core needs of O'ahu residents (e.g., affordable housing, local food, clean energy/transportation, resilience).
- 5. Invest in accessible, quality P-20 education, career pathways, and workforce development** to foster innovation, lifelong learning, well-paying jobs, and an environment where businesses aligned with Hawai'i's values can thrive.
- 6. Build a resilient O'ahu community and diversified economy** through the eight economic cluster action plans.

Core Strategies

- **Cultivate shared values and innovation** to inspire unprecedented levels of action
- **Mobilize and connect leadership across sectors** to collaborate on agreed goals
- **Increase equitable access to capital, resources, and critical infrastructure**
- **Grow localized circular economic models** that reinvest locally as a force-multiplier
- **Enact systematic policy** to reduce barriers and accelerate solution-making
- **Commit to accountability** that promotes rigor, learning, and shared responsibility
- **Invest in the next generation** and skillbuilding to grow future leaders
- **Support community-based solutions** to empower participatory decision-making
- **Facilitate global exchange** and partnerships to learn and share

Economic Cluster Action Plans

2026 Action Plans to build a diversified, regenerative island economy and long-term resilience



2026 O'ahu CEDS Implementation & Measurement Matrix

The matrix identifies stakeholders, funding sources, timelines, and measures/milestones to track progress and inform action.

Cluster Action Plans include measures across multiple forms of capital for regional prosperity: financial, material, natural, political, social, human, intellectual, experiential, cultural, and spiritual.

The O'ahu CEDS was created with input from nearly 1,000 O'ahu multi-sector stakeholders and residents. It builds on existing plans including the Aloha+ Challenge - Hawai'i's local framework for the UN 2030 Sustainable Development Goals; Āina Aloha Economic Futures; O'ahu General Plan and O'ahu Resilience Strategy; State of Hawai'i 2050 Sustainability Plan; and the CHANGE Framework.

O'ahu CEDS Economic Clusters Overview

The O'ahu CEDS identifies eight economic clusters (Figure 1) based on a review and evaluation of existing Hawai'i CEDS and national examples, data-driven cluster analysis, and multi-stakeholder and community priority-setting. In particular, data from the University of Hawai'i Economic Research Organization (UHERO) 2017 report "A New Perspective on Hawai'i's Economy: Understanding the Role of Clusters" and the U.S. Cluster Mapping Project were used to assess existing cluster strengths and identify emerging economic opportunities. This plan cross-walks national traded cluster categories with the local economic development priorities identified in the island-wide consultation process (Figure 2). The following O'ahu CEDS clusters are grounded in data and aligned with national standards yet framed to illustrate the strategic direction set locally by diverse O'ahu stakeholders and communities.

Figure 1: An Integrated Approach - 2026 O'ahu CEDS Economic Clusters

The following eight O'ahu CEDS clusters include existing industries, sectors, and jobs and invite new opportunities for economic development that benefit O'ahu residents and their island home.

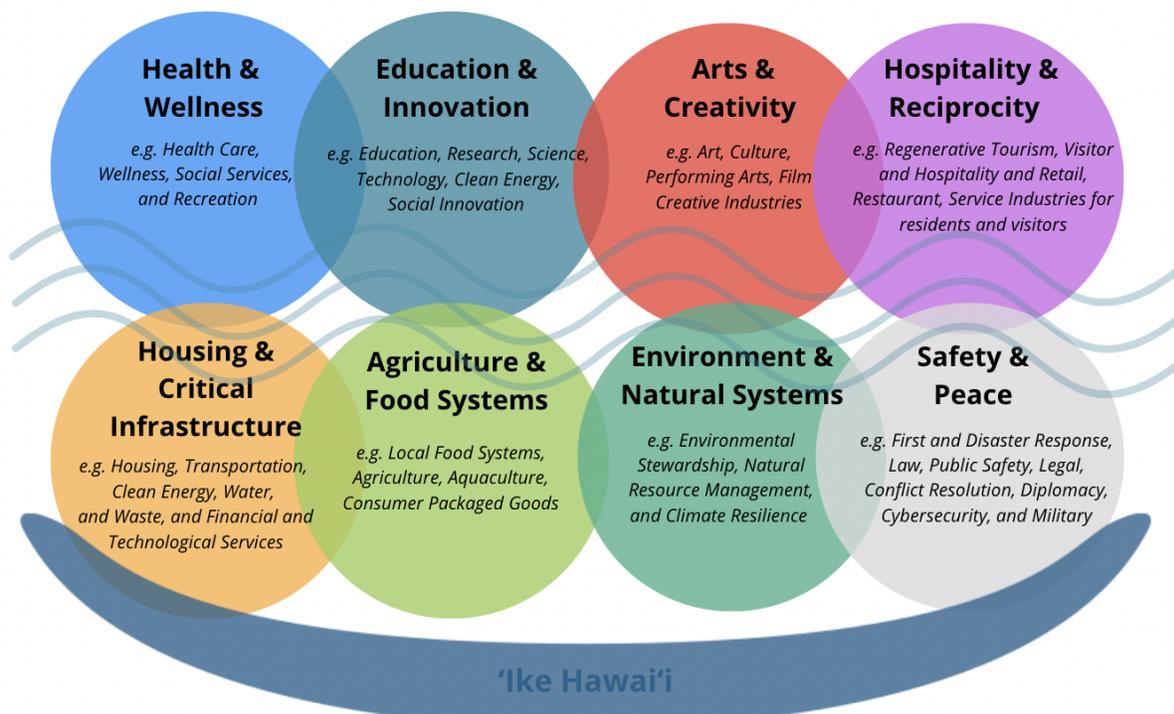


Figure 2: Cluster Crosswalk of O'ahu CEDS Clusters and U.S. Traded Cluster Categories

O'ahu 2022-26 CEDS Clusters (Locally-Based)	Housing & Critical Infrastructure	Education & Innovation	Art & Creativity	Security & Peace	Hospitality & Reciprocity	Health & Wellness	Agriculture & Food Systems	Environment & Natural Systems
U.S. Traded Clusters Categories (National)	Construction Products & Services	Education & Knowledge Creation	Ed/Knowledge: Creative Industries	Aerospace Vehicles & Defense	Hospitality & Tourism	Health Care	Agricultural Inputs & Services	Environmental Services; Forestry

Introduction: Setting the Foundation

Introduction

The 2022-2026 Comprehensive Economic Development Strategy (CEDS) provides a ‘sail plan’ for economic development, recovery, and long-term resilience for the island of O‘ahu. The O‘ahu CEDS will guide federal, state, and county-level funding, policy, and economic development and recovery programs for the next five years. This plan will be combined with other County CEDS into a statewide strategy for the State of Hawai‘i.

The O‘ahu Economic Development Board and partners facilitated a multi-stakeholder, community-driven process for the O‘ahu CEDS as part of a statewide effort led by the Economic Development Alliance of Hawai‘i. This consultation engaged nearly 1,000 people representing business/private sector institutions, non-profits/community organizations, government agencies (federal, state, city), academia, and philanthropy, and diverse community members from ‘ōpio (youth) to kūpuna (elders) with diverse perspectives across the O‘ahu. The result was a strong consensus on an island-wide strategic direction for the O‘ahu economy and an action plan for the next five years to center a values-driven economic recovery that contributes to long-term environmental and community health. Consultative input created this O‘ahu CEDS, including the guiding vision, mission, aspirational goals, time-bound objectives, and priority actions for the economy set by the community it intends to serve. The Implementation and Evaluation Matrix co-developed by stakeholders identifies measures to track progress and guide joint action.

The O‘ahu CEDS consulted stakeholders from eight economic clusters. Clusters were identified from both data-driven cluster analyses and consultative input to meet the core needs of a thriving community and economy. Each cluster developed an action plan, integrating cross-cutting priorities of Sustainability (environmental, social, and economic) & ‘Āina Momona (abundant land and water); Equity & Peace; Resilience & Climate Change; Workforce/Human Development & Lifelong Learning; Entrepreneurship & Innovation Mindset; and Cross-Sector Collaboration. The plan invests in people as a force multiplier for a prosperous economy with strategies that target economic drivers (direct economic activity) and economic enablers (conditions vital to economic success).

O‘ahu Economic Clusters

- Housing and Critical Infrastructure
- Agriculture and Food Systems
- Education and Innovation
- Environment and Natural Systems
- Health and Wellness
- Safety and Peace
- Art and Creativity
- Hospitality and Reciprocity

Guided by a diverse Advisory Committee with broad multi-stakeholder and community input, the O‘ahu CEDS is a plan that belongs to everyone and is for everyone, and depends on everyone to contribute to a future where all can thrive.

This plan includes the following components to guide action across sectors through 2026:

- Islandwide Consultation Process and Methodology
- O‘ahu Summary Background with local-global context and economic data
- SWOT Analysis: Strengths, Weaknesses, Opportunities, and Threats
- O‘ahu Strategic Direction and Action Plan
- Eight Economic Cluster Action Plans for a Diversified, Resilient Economy
- Evaluation Framework with an Implementation and Evaluation Matrix
- Economic Resilience integrated throughout the entire plan

CEDS Background

U.S. Economic Development Administration CEDS Requirements and Alignment

The U.S. Economic Development Administration (EDA) funds a Comprehensive Economic Development Strategy (CEDS) for regions across the United States every five years. The CEDS is a locally-driven strategy for regional economic development that “provides a vehicle for individuals, organizations, local governments, institutes of learning, and private industry to engage in a meaningful conversation and debate about what capacity-building efforts would best serve economic development in the region.”²⁵ A CEDS must be updated every five years to qualify for Public Works and Economic Adjustment Assistance programs through the EDA.

The O’ahu CEDS, as part of the State of Hawai’i CEDS, is set for the five-year period of 2022-2026 and is aligned with EDA requirements and guidance for an impactful CEDS.

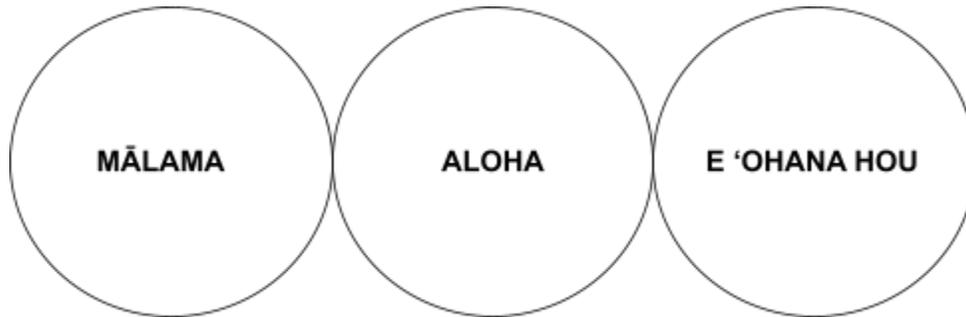
Audience: The EDA states that “a CEDS should be developed with broad base community participation and result in a document that is readily accessible to regional stakeholders” and that “stakeholders should be able to use [the CEDS] as a guide to understanding the regional economy and to take action to improve it.”²⁶ As such, EDA encourages a “broadly inclusive process...[to] build leadership, enhance cooperation, and foster public ownership and enthusiasm.” Funded by and in partnership with EDA, the strategy is for use by local stakeholders, particularly county and state government, the private sector, and civil society.

Content Requirements: EDA requirements for the CEDS include a summary background of a region’s economic conditions; an analysis of a region’s strengths, weaknesses, opportunities, and threats (SWOT); a strategic direction and action plan; and an evaluation framework with performance measures. In addition, a CEDS must integrate the concept of economic resilience and should build upon and integrate existing regional planning efforts.

For the strategic direction and action plan, EDA notes that “the visioning process should include broad community participation” and that “goal[s] and objectives should be consistent with community aspirations for economic prosperity.” EDA clarifies goals as “broad outcomes or general intentions that build upon the vision and are often intangible,” while objectives are more specific and measurable.²⁷ This plan includes intangible long-term goals to capture the county’s aspirations paired with specific, measurable, time-bound 2026 objectives and action plans.

Evaluation: EDA identifies an evaluation framework with performance measures integral to measuring the annual impact on a CEDS. The EDA encourages measures for the plan’s goals, including traditional/non-traditional financial metrics and asset-based approaches. EDA notes that “more than just jobs and income, regional wealth is represented by intellectual, individual, social, natural, built environment, political, financial, and cultural assets. These assets, when invested in, nurtured, and leveraged appropriately, can reflect the true level of a region’s economic (and social) well-being.”²⁸ Therefore, this plan includes a robust Implementation and Evaluation Matrix with a suite of financial and asset-based performance measures.

North Star: Guiding Values



Native Hawaiian values, specifically the values of *Aloha*, *E 'Ohana Hou*, and *Mālama*, are the foundation for the O'ahu CEDS to guide our future island economy. Pono Shim, the longtime President & CEO of the O'ahu Economic Development Board set the values for this CEDS, as shared by his grand-aunt and revered kūpuna, Aunty Pilahi Paki, and other esteemed elders.

ALOHA

Aunty Pilahi Paki, the keeper of the secrets of Hawai'i and of Aloha, tasked several of her students to be prepared for the future when the world would be in collapse. She shared this prophecy over fifty years ago: *"In the 21st century the world will search for peace, and they will look to Hawai'i because Hawai'i has the key – and that key is Aloha."*

At the *Governor's Conference on the Year 2000* held in 1970, Aunty Pilahi Paki introduced the five values that make up the Aloha Spirit Law. These were later codified by state lawmakers in 1986 as the Aloha Spirit Law (HRS Section 5-7.5). The Aloha Spirit Law notes Aloha is "the working philosophy of native Hawaiians and was presented as a gift to the people of Hawai'i" and that elected leaders "may contemplate and reside with the life force and give consideration to the Aloha Spirit when making decisions on their behalf."²⁹ Students of Aunty Pilahi Paki and other *kūpuna* continue to share powerful teachings on ALOHA. The Higher Skills Academy founded by Pono Shim has reached thousands of people in practicing the Aloha Response.

Aloha Spirit Law (HRS 5-7.5)

In the contemplation and presence of the life force,
"Aloha", the following unuhi laulā loa may be used:

- Akahai**, meaning kindness to be expressed with tenderness;
- Lōkahi**, meaning unity, to be expressed with harmony;
- 'Olu'olu**, meaning agreeable, to be expressed with pleasantness;
- Ha'aha'a**, meaning humility, to be expressed with modesty;
- Ahonui**, meaning patience, to be expressed with perseverance.

E ‘OHANA HOU

Pono Shim shared Aunty Pilahi Paki’s teachings on *E ‘Ohana Hou*, unleashing grace together for eternity. The recovery of everyone’s *hana* - not work but gifts and expression - is significant for the well-being of Hawai‘i’s community and for the world.

“No one’s hana is more or less important than anyone else’s hana. We need all our hana to make the ahupua‘a. That’s what makes us ‘ohana: honoring, helping discover, experience, and share our hana – forever. ‘Ohana means to unleash grace forever.

It is time to recover what it means to be ‘ohana again: E ‘Ohana Hou.”

- Pono Shim, excerpts on *E ‘Ohana Hou* from his 2018 Earth Day Summit speech

MĀLAMA

Senator Kenneth Brown articulated the *mālama* ethic in his 1973 speech at the Hawai‘i State Capitol as an imperative for every economic action and decision. For when we do have transactions, let them be guided by *mālama*. Kenneth Francis Brown³⁰ was the great-grandson of John Papa Ii, advisor to King Kamehameha IV, a successful businessman and architect, and a visionary leader. The legacy of *Mālama Hawai‘i* continues to inspire leaders and movements across Hawai‘i today.

“All of man’s acts in Hawai‘i must be dominated by the spirit of ‘Mālama.’

Mālama is thus an imperative. It is applicable to our entire lives in Hawai‘i. It is applicable to all our transactions with each other, to all of our transactions with the overseas world, and to all of the transactions between society and nature. Each of these transactions must meet the test of mālama at all times, without exception.”

- Senator Kenneth Brown, 1973 *Mālama Ethic* Speech at Hawai‘i State Capitol

Island-wide Consultation Process and Methodology

Methodology

The O’ahu Economic Development Board facilitated an island-wide consultation process (Figure 3) with partners to develop a CEDS that reflected the aspirations and needs of a diverse O’ahu community. Aligned with the EDA requirements for a CEDS, this effort took a different approach based on the urgent needs of the O’ahu community. Guided by the core values, the consultation team designed the process to be inclusive, uplift many voices, and foster connection and relationships. Co-researchers were stakeholders from across public, private, and civil society sectors and island-wide community members from ‘ōpio (youth) to kūpuna (elders), with a focus on voices that are often left out of decision-making processes.

Figure 3: O’ahu CEDS Consultation Process



The O’ahu CEDS process gathered input using eight consultation tools - landscape analysis and literature review, cluster and economic data analysis, advisory group, cluster-based focus groups, cross-sector partners, an online survey, community meetings and engagement, and student focus groups. Each is briefly described below:

1. Landscape Analysis and Literature Review: A landscape analysis and literature review of relevant plans, strategies, reports, and metrics were essential to ensuring the O’ahu CEDS built on a body of existing work. In particular, this strategy builds on the following cross-sector efforts:

- *Aloha+ Challenge: He Nohona ‘Ae’oia*, Hawai‘i’s local framework to deliver against the United Nations Sustainable Development Goals (SDGs);
- *‘Āina Aloha Economic Futures* economic recovery recommendations;
- City and County of Honolulu’s *O’ahu General Plan* and *Ola Resilience Strategy*;
- *State of Hawai‘i 2050 Sustainability Plan: Charting a Course for the Decade of Action*
- *CHANGE Framework* by business and philanthropy partners;
- Sector-specific plans and resources to inform the economic cluster action plans;
- Reports and measures for regional economic, social, and environmental priorities; and
- Literature on local, national, and international economic development models.

2. Economic and Cluster Data Analysis: The O’ahu Economic Development Board identified the eight economic clusters in this plan based on a review and evaluation of existing Hawai’i CEDS and national examples, data-driven cluster analysis, and multi-stakeholder and community priority-setting. In particular, data from the University of Hawai’i Economic Research Organization (UHERO) 2017 report “*A New Perspective on Hawai’i’s Economy: Understanding the Role of Clusters*” and the U.S. Cluster Mapping Project were used to assess existing cluster strengths and identify emerging economic opportunities. The O’ahu Economic Development Board cross-walked national traded cluster categories with the local economic development priorities identified in the island-wide consultation to reflect the community’s aspirations.

3. Advisory Group: The O’ahu CEDS Advisory Group, comprised of a Steering Committee and Guardianship Group, includes 34 representatives from various economic sectors, geographies, communities, and perspectives. The Steering Committee held seven meetings from April through August 2022 to guide participatory engagement and co-develop the strategy. The Guardianship Group convened to deepen values-based engagement processes.

The O’ahu CEDS Advisory Group identified reciprocity as a core principle to ensure CEDS community engagement was relational, transparent, and accountable to feedback shared. Guided by this, the consultation team designed all engagement to center relationships, grounding protocol, and trust to invite individuals to contribute fully and authentically.

4. Cluster-based Focus Groups: A total of eight Focus Groups convened subject-matter experts in May 2022 to develop the strategy and action plan for each of the following eight economic cluster areas: *Housing and Critical Infrastructure, Agriculture and Food Systems, Education and Innovation, Environment and Natural Systems, Health and Wellness, Safety and Peace, Art and Creativity, and Hospitality and Reciprocity.*

150+ subject-matter experts were engaged in the CEDS process, including representatives from federal, state, and city government; business and the private sector; non-profit and community organizations; philanthropy; and academia and education. A sample agenda is in Appendix.

5. Cross-Sector Meetings: Cross-sector meetings were hosted in July 2022 for feedback on the draft plan and discussion on integrating O’ahu CEDS priority actions, recommended projects with multiple benefits, and joint implementation. A sample agenda is in Appendix.

6. Online Survey: 730 diverse residents responded to the O’ahu CEDS survey to provide a snapshot of their concerns and priorities. Responses identified visions for a thriving O’ahu, significant challenges, top priorities for action, input on economic clusters, and guiding values for decision-making. Many respondents shared stories of ALOHA and their hopes and hardships, which became the plan’s backbone. The survey results are in Appendix 1.

7. Community Meetings and Engagement: The O’ahu CEDS engagement process consisted of two rounds of meetings, most of which took place virtually to ensure the safety of all individuals during the COVID-19 pandemic. The first round (April - June 2022) focused on community and partner input to inform the creation of the draft O’ahu CEDS. The second round (July-August 2022) invited feedback on the draft plan, and discussion on measuring progress, and included outreach with partners at existing O’ahu community events.

8. Student Focus Groups: In April 2022, the consultation team held a focus group with the Department of Education and the Hawai’i State Student Council, which included approximately 15 elected high school members representing 180,000 public school students across Hawai’i. Youth-led organization HI Econ conducted focus groups with high school seniors, and the consultation team hosted a final student focus group in July 2022.

Top Priorities from Multi-Sector and Community Consultation

There was strong alignment and a resounding consensus on six top O‘ahu priorities based on the island-wide consultation with multi-sector stakeholders and diverse community members from *‘ōpio* (youth) to *kūpuna* (elders) (Figure 3). These were identified from the O‘ahu landscape/SWOT analysis (Section 8), community survey results (Figures 4-8), and the O‘ahu Economic Cluster plans (Section 10).

The collective input from the O‘ahu community created the following vision, mission, long-term goals, 2026 objectives, and action plan:

- 1. Values underpin the success of everything else.** Residents were clear about the need for an economic recovery grounded in a culture of ALOHA and Hawaiian values. They strongly affirmed the guiding values for the O‘ahu CEDS - the Aloha Spirit values (*Akahai, Lōkahi, ‘Olu‘Olu, Ha‘aha‘a, Ahonui* as codified in HRS 5-7.5), *mālama* (to care for), and *E ‘Ohana Hou* (unleashing grace together for eternity) - and identified even more values to guide the future O‘ahu economy and decision-making. Additional values named most often include: *Ola ka ‘Āina, Ola ke Kānaka* (Healthy Land, Healthy People), *aloha ‘āina* (love for the land), *kuleana* (responsibility and privilege), *pono* (righteousness), respect, integrity, inclusivity, and accountability to future generations.
- 2. High cost of living and housing, including houselessness and inequitable access to basic needs.** These issues were unanimously prioritized in every session and the survey overall. Residents shared stories about the stress of living paycheck to paycheck, struggling to pay bills, and working multiple jobs without ever reaching financial security. Students expressed concern about being priced out of O‘ahu, and parents expressed sadness that their children had to move away. Unhoused residents expressed being failed by the system.
- 3. Courageous leadership for systemic change that centers communities.** Residents identified the need for collaborative, values-based leaders across every sector that put communities at the heart of decision-making and demonstrate a commitment to accountability.
- 4. Balanced land use for healthy ‘āina (land and water) and meet Hawai‘i’s 2030 goals.** Residents stated the importance of coordinating across sectors to balance competing priorities on limited available land and ensure the O‘ahu natural environment, land, and water is cared for.
- 5. Equitable access to quality education and pathways to well-paying, meaningful careers.** Residents asked for equal access to opportunities for financial security, purpose, and learning.
- 6. A diversified, regenerative island economy and a climate-ready future.** Residents identified priorities for reduced import dependence, increased sustainability, and island resilience.

Residents identified other major priorities, including but not limited to local agriculture, mental health and wellness, regenerative tourism, clean energy, small business support, and funding for implementation across sectors. The eight Economic Clusters address these in greater detail.

Figure 6: O'ahu Challenges

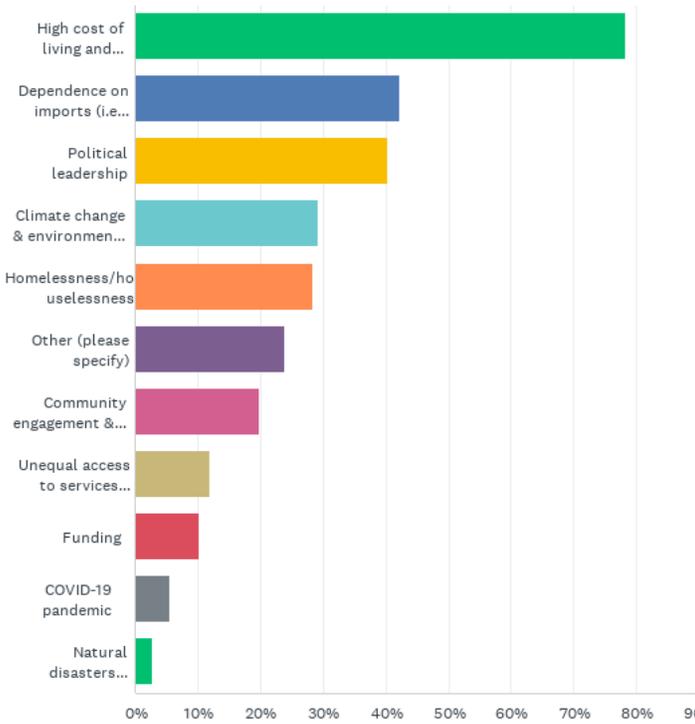


Figure 8: Priority Five-Year Actions

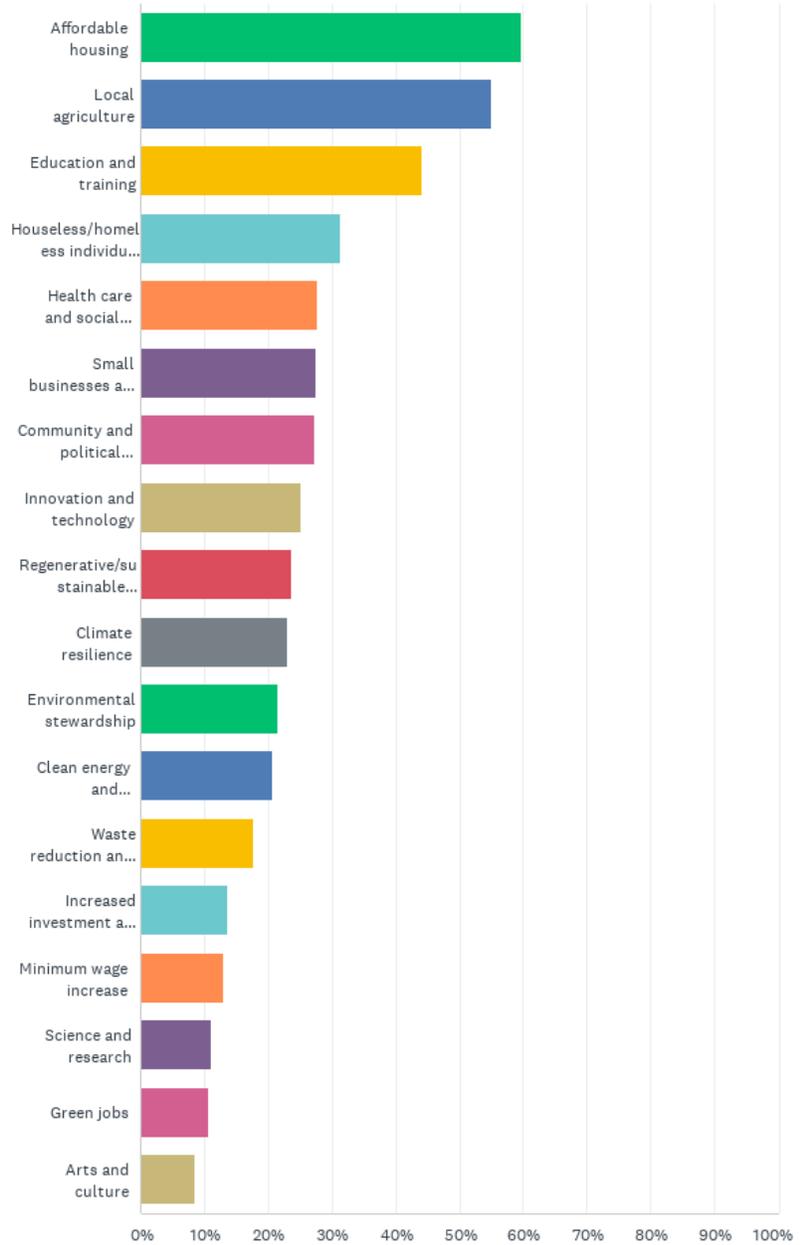
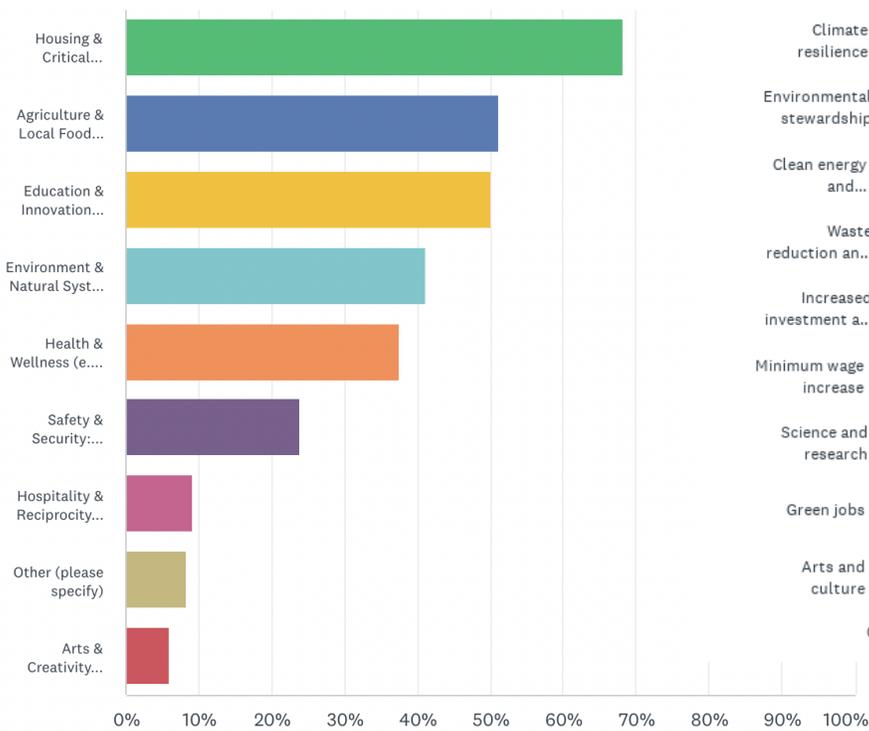
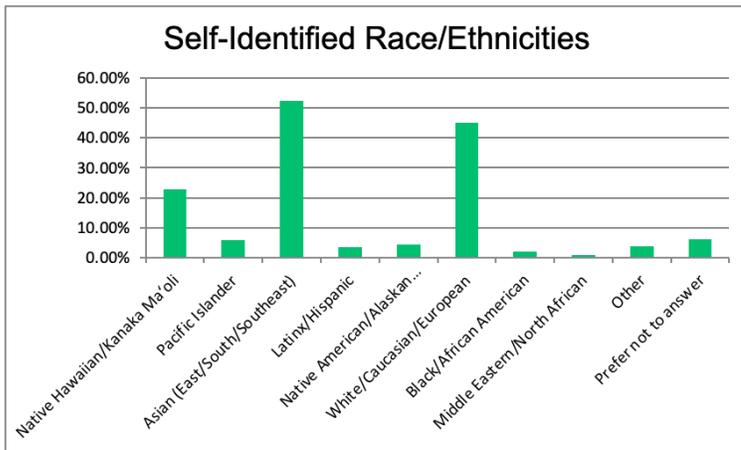
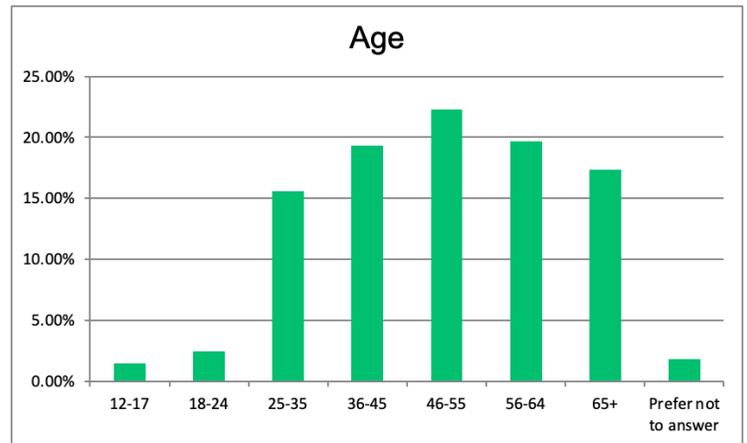
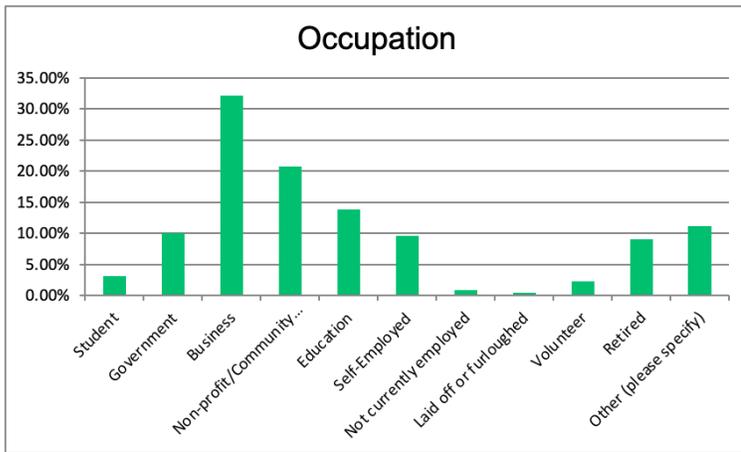


Figure 7: Economic Clusters



Figures 9-12: Survey Response Demographics



Note: Respondents could select multiple races/ethnicities.
Note: The pictured map does not reflect neighbor island responses.

O'ahu Summary Background

Local-Global Context: Recovery, Resilience, Regeneration

Charting a Course for Economic Recovery and Resilience

O'ahu is at an important crossroads. Over two years into the COVID-19 pandemic and faced with deepening social inequities, climate change, and other challenges, O'ahu residents and the 'āina (land and water) are suffering.

COVID-19 caused large-scale disruption with a public health crisis and a global economic crisis. While the pandemic brought hardship and grief to O'ahu residents, it revealed crucial lessons to carry forward. It brought critical attention to the grave socio-economic disparities and income inequality. It underscored the need to reduce the vulnerability of the O'ahu community and economy to external volatilities, especially as the most isolated population on the planet. In particular, over-dependence on a single industry for jobs and commerce and on imports for energy, food, and essential goods puts O'ahu at risk. Unemployment was at an all-time high, families struggled, supply chain disruptions impacted residents, and local businesses closed their doors. Yet, it also showed the strength of an O'ahu community connected by a culture of ALOHA and spurred innovation and partnerships.

As other challenges loom on the horizon, particularly the real and current threat of climate change, building resilience and a sustainable, equitable future has never been more critical. The lessons learned from the pandemic response can inform preparation to ensure that O'ahu will withstand future shocks and stressors. Importantly, it opened collaborative dialogue on Hawai'i-wide economic recovery to build long-term resilience and prosperity through foundational Hawaiian values.

Against this backdrop, the 2022-2026 Comprehensive Economic Development Strategy (CEDS) is an opportunity to create an economic recovery 'sail plan' that ensures the current generation and those to come will truly thrive. As the state's largest economy, O'ahu plays a key role in Hawai'i's economic future direction. This island-wide consultation revealed that O'ahu is ready to advance values-driven economic recovery efforts that contribute to Hawai'i-wide prosperity. Grounded in Hawaiian values and inspired by successful local models and global examples, this plan outlines pathways for recovery, resilience, and a diversified regenerative economy.

Hawai'i's Leadership and Sail Plan

Hawai'i has exemplary, world-class models for sustainable development and economic recovery - what sets us apart is ALOHA. Today, Hawai'i is recognized by the United Nations and others as a global sustainability leader and is uniquely positioned to model a regenerative economy grounded in traditional values.

Hawai'i's rich history holds the sail plan for a thriving future. Hawaiians sustained archipelago-wide health for more than a thousand years before Western contact through biocultural resource management systems grounded in values of relational reciprocity. The *moku system* created social-ecological regions³¹ across the islands, resulting in *'āina momona*: abundance. Today, Hawai'i communities, organizations, and businesses are beginning to demonstrate how to apply these values and sophisticated methods to guide holistic decision-making across environmental, social, and economic priorities.

A year before the United Nations ratified the Sustainable Development Goals (SDGs) in 2015, Hawai'i launched the *Aloha+ Challenge: He Nohona 'Ae'ōia* with statewide goals for 2030 co-developed by public, private, and civil society partners. The Aloha+ Dashboard³² measures Hawai'i's local contribution to the global goals and is a framework for sustainable economic recovery. In 2018, the UN recognized the *Aloha+ Challenge* as a local SDG framework, naming Hawai'i one of the first Local2030 Hubs for leadership in spearheading a locally and culturally grounded sustainability model with global implications.

Hawai'i has an ecosystem of solutions across sectors connected by a shared commitment to building a better future rooted in island values. *'Āina Aloha Economic Futures*³³ emerged during the pandemic to anchor economic recovery in foundational Hawaiian values. The ongoing effort has engaged over 2,800 organizations, businesses, and individuals in developing an action agenda, policy recommendations, and assessment tool to guide recovery through unifying Hawaiian values. State and county plans prioritize sustainable economic recovery and resilience through island heritage, particularly the State of Hawai'i 2050 Sustainability Plan³⁴ and City and County of Honolulu's Ola Resilience Strategy.³⁵ Propelled by a sense of *kuleana* (responsibility), business and philanthropy created the *CHANGE framework*³⁶ to mobilize resources and action around community challenges. The impact of Hawai'i's work has made waves beyond our shores. As Hōkūle'a sets out for the Moananuiākea voyage to empower communities and next-generation leaders, Hawai'i continues to string a lei of ALOHA around the world.

This CEDS lifts statewide, county-level, sector-specific, and community-based efforts through an integrated O'ahu economic recovery strategy for the next five years and beyond. Based on diverse consensus, the O'ahu CEDS charts a course for economic recovery that is grounded in indigenous knowledge, embraces modern innovation, and builds on the important momentum of existing movements and initiatives.

Global Agenda for Sustainable Economic Development

Leaders around the world are championing sustainable economic frameworks, and Hawai'i's models have global relevance. Local and national governments, leading financial institutions, and businesses worldwide have embraced approaches to balance economic, social, and environmental health. In 2015, the international community adopted the United Nations 2030 Sustainable Development Goals (UN SDGs) as a universal blueprint “to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere.”³⁷ The global goals are a framework for policy, measurement, industry alignment, job creation, and financial mobilization, which is especially pertinent for economic recovery from the pandemic and in the face of future risks.

Following the 2008 financial crisis, green growth was a key strategy for economic recovery. The Organization for Economic Cooperation and Development (OECD) called for countries to ‘pursue green growth strategies as part of our response to the current crisis and beyond.’³⁸ The OECD continues to call for a ‘new conception of economic progress,’ naming the rapidly growing environmental crisis and wealth inequalities among the world’s most urgent economic challenges today.³⁹ Similarly, the World Economic Forum stated, “we need an economic model that works for people and the planet,”⁴⁰ pointing to the UN SDGs to inform shifts in corporate business models, mobilize the financial system, and measure impact.

Environmental, Social, Governance (ESG) investing has gained traction in the financial sector. Companies report ESG performance annually to demonstrate their impacts on environmental and social goals, which has become increasingly important to many shareholders. Blackrock, a multi-national investment management corporation, recommends the overall integration of ESG investing with the UN SDGs as a pathway to a green, equitable economy.⁴¹

Governments worldwide are championing sustainable economic development and recovery. Governing bodies and regional networks are embracing and implementing circular economy strategies, including the U.S. Environmental Protection Agency, European Commission, Circular Cities Asia, African Circular Economy Network, and Latin-American and the Caribbean Circular Economy Coalition. Governments of New Zealand, Scotland, Iceland, Wales, and Finland are looking to the WellBeing Economy.⁴² Cities such as Amsterdam, Berlin, Brussels, Copenhagen, Cambridge, Melbourne, and Sydney are among the first to adopt Doughnut Economics⁴³ - a regenerative and distributive economics framework to meet the demands of 21st-century challenges within planetary boundaries for a strong social foundation and ecological ceiling.

While a shared 2030 agenda connects the international community, solutions are not one-size-fits-all and local context, culture, and values are essential – which is why Hawai'i's ALOHA approach to sustainable development and a regenerative island economy is powerful.

O'ahu At-A-Glance Economic, Social, and Environmental Data

The economy of the City and County of Honolulu has a gross domestic product of approximately \$62.1 billion a year in 2020, which decreased from \$67.6 billion in 2019. In 2018, the City and County of Honolulu had net exports of \$660 million. As of 2020, Honolulu's economy supported approximately 364,092 jobs that paid an average of \$62,793 in annual earnings.

Category	City & County of Honolulu
Population⁴⁴	
Population (2010)	953,207
Population (2020)	1,016,508
Population Estimate (2021)	1,000,890
Housing	
Median Single Family Home Price ⁴⁵	\$1.1 million
Median Condo Price	\$534,000
Owner-occupied Housing Unit Rate (2016-2020) ⁴⁶	57.5%
Persons per Household ⁴⁷	2.98
Median Value of Owner-occupied Housing (2016-2020) ³	\$702,300
Median Gross Rent (2016-2020) ⁴⁸	\$1,779
% of Individual Income Allocated to Housing ⁴⁹	33%
Employment	
Total Jobs (2016) ⁵⁰	604,300
Total Employment (2020) ⁵¹	364,092
Total Employer Establishments (2020) ⁵²	21,237
Unemployment Rate (2022) ⁵³	4.2%
Income	
Median Household Income (2016-2020) ⁵⁴	\$87,722.00
Per Capita Income in past 12 months (2016-2020) ⁵⁵	\$38,288
Mean Hourly Wage (2021) ⁵⁶	\$29.74

Percentage of Population considered ALICE: Asset-Limited, Income Constrained, Employed (2016) ⁵⁷	35%
Percentage of Population in Poverty ⁵⁸	8%
Nominal Share of Gross Domestic Product	
Honolulu County Share of Nominal GDP (2020) ⁵⁹	75.3%
Top Five Sectors in Honolulu (2018) <i>% of Honolulu County's GDP⁶⁰</i>	
Government	22.5%
Real estate, rental, and leasing	17.8%
Accommodation and food services	7.1%
Healthcare and social assistance	7%
Retail trade	6%
Top Five Sector % of County GDP	60.5%
Education⁶¹	
High School Grad or Higher, age 25+ (2016-2020)	92.4%
Bachelor's Degree or Higher, age 25+ (2016-2020)	35.7%
Geography⁶²	
Land Population/Square mile (2010)	1,586.7
Land Area in Square miles (2010)	600.74
Sustainability	
Renewable Energy Produced (electricity) (2020) ⁶³	31%
Waste Diversion Rate (2021) ⁶⁴	28.4%

SWOT Analysis: Strengths, Weaknesses, Opportunities, Threats

This O’ahu landscape analysis reflects the Advisory Group strategic planning session in May 2022 combined with input from the cluster focus groups, public meetings, and online survey.

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> ● Culture of aloha, values, community cohesion ● Multi-cultural community and cultural sensitivity ● Climate and natural environment ● Location between East/West ● Small size is an asset for change, making an impact ● Strong networks and partnerships across sectors ● Active business community and private sector ● Strong social enterprises ● Moku/ahupua’a provides template for thriving ● Recognized as global sustainability leader ● Shared statewide 2030 goals and metrics ● Progress in energy, environment, and waste ● Local agriculture momentum and support for farmers ● P-20 education system planning ● ‘Āina-based stewardship and education programs ● Decision-making bodies accessible to public ● Community-based models ● Entrepreneurial and startup ecosystem ● Innovation is way of life ● Skilled and experienced working population ● Workforce, training, internship opportunities ● Federal grants and loan programs 	<ul style="list-style-type: none"> ● Lack of affordable housing: demand > supply ● High cost of living and doing business ● Houselessness, residents in survival mode ● Talent moving away for better jobs, brain drain ● Non competitive salaries, low wages ● Limited access to capital and resources ● Not prepared to address climate change ● Dependence on imports for fuel, food, supplies ● Environmental degradation ● Imbalanced land use for energy, food, housing ● Aging infrastructure providing critical services ● Lack of political will on key issues ● Slow government investment/implementation ● Outdated policies and procurement systems ● Precarious year-to-year government funding ● Economic dependence on tourism industry ● Politicized industries ● Aging working population, especially in agriculture ● Education creates workers, not critical thinkers ● Conflict on projects, late community engagement ● Lack of civic engagement ● NIMBY (Not in my backyard) mentality
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> ● Align social-cultural, financial, and natural capital ● Empower courageous leaders and risktaking ● Integrate Hawaiian and island values across all sectors ● Land-use protection and management collaboration ● Create enabling environment for small business, entrepreneurs, and startups ● Train and support skilled workers to stay in Hawai’i ● Regenerative tourism, leverage to diversify economy ● Potential to grow sustainable industries and technologies ● Invest in agricultural sector, infrastructure, producers ● Grow creative industries and film sector ● Strengthen capacity of existing programs ● Community-based stewardship models ● Build next generation workforce and career pathways ● Leverage federal funding and resources ● Expand public-private partnerships across sectors ● Projects invest in early, meaningful community outreach ● Build government and community trust, relationships ● Invest in broadband capacity, digital economy ● Apply lessons learned from COVID-19 pandemic ● Global and regional partnerships 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> ● Inflation: high cost of housing, living, doing business ● Climate change, sea-level rise, severe weather events ● Fresh water supply and pollution ● Pandemics and health crises ● Import dependence and supply chain challenges ● Competitive market for available land/housing ● Residents being priced out ● Out-of state-investors reduce local decision power ● Revolving, status quo leadership ● Overused natural resources / critical infrastructure ● Mental health crisis not seen as potential epidemic ● Lack of collaboration on cross-sector challenges ● Tendency to commoditize Hawaiian culture ● Eroding island values ● Lack of equitable access to funding ● Cyber attacks ● Labor shortages ● Not developing workforce to be relevant for future jobs ● Competing tourist destinations, rising costs ● Market volatility ● International conflict

AT-A-GLANCE: O'ahu CEDS 2026 Strategic Framework

VISION: Healthy people and 'āina (land) embody a thriving culture of aloha for O'ahu and Hawai'i. Everyone has their core needs met, feels a sense of belonging, and can contribute their gifts to ensure a prosperous island home for generations to come.

MISSION: Build a diversified, regenerative island economy guided by Native Hawaiian values that prioritizes environmental and community health to ensure all life will thrive in an equitable, climate resilient future.

VALUES: 'Ike Hawai'i (Hawaiian wisdom and values) is the guiding foundation, specifically the Aloha Spirit values (Akahei, Lōkahi, 'Olu'Olu, Ha'aha'a, Ahonui), E 'Ohana Hou (unleashing grace forever), and Mālama (to care for).

Aspirational 2050 Goals

- 1. A shared culture of ALOHA and responsibility** connect O'ahu and Hawai'i's people and guide action, inspiring communities around the world.
- 2. All residents are thriving** financially, physically, intellectually, emotionally, and spiritually with housing, food, water, healthcare, education, and fulfilling work.
- 3. Communities are at the heart of decision-making** with trusted leadership that collaborates to holistically address challenges and create solutions.
- 4. Recovered 'āina momona** (abundant land) with healthy ecosystems and water that supports Hawai'i's plants, animals, and people in living harmoniously.
- 5. Innovation and creativity are a way of life** with opportunities for residents and youth to grow, realize their fullest potential, and prosper as a community.
- 6. Resilient O'ahu** with sustainable local food, renewable energy, and circular systems ensure communities are not dependent on imports and are climate-ready.

2026 Cross-Sector Objectives

- 1. Build inclusive communities connected through ALOHA** by perpetuating Native Hawaiian and island values and shared responsibility to care for O'ahu and Hawai'i.
- 2. Increase affordability for O'ahu residents** by addressing the projected affordable housing need of 22,000 units by 2025 through innovative approaches and reducing cost of living to ensure all can afford to stay/thrive in Hawai'i.
- 3. Center community in decision-making at all levels** across government, business, and civil society to build trust and empower courageous leaders with island values.
- 4. Achieve healthy 'āina and balanced land-use** by developing and implementing policies, plans, and partnerships that prioritize a healthy environment and clean water while meeting core needs of O'ahu residents (e.g., affordable housing, local food, clean energy/transportation, resilience).
- 5. Invest in accessible, quality P-20 education, career pathways, and workforce development** to foster innovation, lifelong learning, well-paying jobs, and an environment where businesses aligned with Hawai'i's values can thrive.
- 6. Build a resilient O'ahu community and diversified economy** through the eight economic cluster action plans.

Core Strategies

- Cultivate shared values and innovation** to inspire unprecedented levels of action
- Mobilize and connect leadership across sectors** to collaborate on agreed goals
- Increase equitable access to capital, resources, and critical infrastructure**
- Grow localized circular economic models** that reinvest locally as a force-multiplier
- Enact systematic policy** to reduce barriers and accelerate solution-making
- Commit to accountability** that promotes rigor, learning, and shared responsibility
- Invest in the next generation** and skillbuilding to grow future leaders
- Support community-based solutions** to empower participatory decision-making
- Facilitate global exchange** and partnerships to learn and share

Economic Cluster Action Plans

2026 Action Plans to build a diversified, regenerative island economy and long-term resilience



2026 O'ahu CEDS Implementation & Measurement Matrix

The matrix identifies stakeholders, funding sources, timelines, and measures/milestones to track progress and inform action.

Cluster Action Plans include measures across multiple forms of capital for regional prosperity: financial, material, natural, political, social, human, intellectual, experiential, cultural, and spiritual.

The O'ahu CEDS was created with input from nearly 1,000 O'ahu multi-sector stakeholders and residents. It builds on existing plans including the Aloha+ Challenge - Hawai'i's local framework for the UN 2030 Sustainable Development Goals; Aina Aloha Economic Futures; O'ahu General Plan and O'ahu Resilience Strategy; State of Hawai'i 2050 Sustainability Plan; and the CHANGE Framework.

O‘ahu CEDS Strategic Direction and Action Plan

This plan responds to the urgent call from O‘ahu stakeholders to prioritize people and the environment as the essential foundation for true regional wealth. Therefore, this plan invests in healthy people as a force multiplier for a prosperous economy: meeting basic needs, educating and upskilling, developing local leadership, and empowering the people at the heart of every O‘ahu business, industry, organization, start-up, technology, investment, policy, project, school, community, and job. This plan includes strategies targeting both economic drivers (direct economic activity) and economic enablers (conditions vital to economic success) to ensure successful long-term economic development and well-being for O‘ahu. The O‘ahu CEDS strives for *waiwai* (wealth) through building multiple forms of capital and increasing affordability for O‘ahu residents, small businesses and entrepreneurs, the private sector, nonprofits and community-based organizations, and across the education system to ensure prosperity for all.

In this strategy, community refers to people who live in and share a deep connection and commitment to O‘ahu and Hawai‘i. For an island community, the relationships to the land, sea, elements, and each other are a matter of survival. These relationships enable a community to thrive at all levels: socially, economically, physically, and spiritually. In visioning, stakeholders and residents were clear that island values are central to the collective identity of the O‘ahu community and must be the foundation of the future economy. This plan seeks to put those guiding values into practice and recover multi-generational thinking to guide future economic development.

Further, O‘ahu stakeholders and residents overwhelmingly expressed a collective vision for thriving that included a sense of belonging and being able to contribute. Rooted in values of equity and inclusion, which are intrinsic in the culture of ALOHA, this strategy belongs to everyone and is for everyone. Indeed, it will take everyone to build a future where all can thrive. Ultimate success depends on everyone embracing shared responsibility and contributing their gifts, their *hana*. That is *E ‘Ohana Hou* - recovering what it truly means to be ‘ohana again and unleashing grace together in perpetuity.

Vision

Healthy people and *‘āina* embody a thriving culture of ALOHA for O‘ahu and Hawai‘i. Everyone has their core needs met, feels a sense of belonging, and can contribute their gifts to ensure a prosperous island home for generations to come.

Mission

Build a diversified, regenerative island economy guided by Native Hawaiian values that prioritizes environmental and community health to ensure all life will thrive in an equitable, climate-resilient future.

Aspirational O‘ahu Goals

What does the vision of success look like by 2050?

1. **A shared culture of ALOHA and responsibility** connect Hawai‘i’s people and guide action, inspiring communities worldwide to unlock their core values.
2. **All residents are thriving** financially, physically, intellectually, emotionally, and spiritually in vibrant communities with quality housing, food, water, healthcare, education, and fulfilling work.
3. **Communities are at the heart of decision-making with trusted leadership** collaborating to address challenges and co-create solutions holistically.
4. **Recovered ‘āina momona (abundant land) with healthy ecosystems and water** that support Hawai‘i’s plants, animals, and people in living harmoniously.
5. **Innovation and creativity are a way of life** with opportunities for residents and youth to grow, realize their fullest potential, and prosper as a community.
6. **Resilient O‘ahu** with sustainable local food, renewable energy, and circular economic systems ensure communities are not dependent on imports and are climate-ready.

Core Strategies

- **Cultivate shared values and innovation** to inspire unprecedented levels of action
- **Mobilize and connect leadership across sectors** to collaborate on agreed priorities
- **Increase access to capital**, resources, and critical infrastructure equitably
- **Invest in the next generation** and skill-building to grow the future leaders of Hawai‘i
- **Grow localized circular economic models** that reinvest locally as a force-multiplier
- **Support community-based solutions** that empower participatory decision-making
- **Enact systematic policy** to reduce barriers and accelerate solution-making
- **Commit to accountability** that promotes rigor, learning, and shared responsibility
- **Facilitate global exchange and partnerships** to learn and share with others

O'ahu 2026 Objectives and Action Plan

Objective #1: Build inclusive communities connected through ALOHA by perpetuating Native Hawaiian and island values and shared responsibility to care for O'ahu and Hawai'i.

Priority Actions:

1. **Support and elevate Native Hawaiian culture**, practices, language, and communities.
2. **Offer inclusive opportunities to practice and live ALOHA** at home, in workplaces, schools, and in the community for residents, businesses, and visitors alike.
3. **Perpetuate aloha 'āina** (love of land and water) through community-based stewardship.
4. **Strengthen community connection and resilience** through dialogue, volunteerism, networks, gathering places, business programs, and knowing and supporting neighbors.
5. Apply and integrate this foundational priority across all objectives and actions.

Objective #2: Increase affordability for O'ahu residents by addressing the projected affordable housing need of 22,000 units by 2025⁶⁵ through innovative approaches and reducing the cost of living to ensure that all residents can afford to stay and thrive in Hawai'i.

Priority Actions:

1. **Prioritize and accelerate affordable housing for local residents** over investment properties that inflate prices through land-use plans, regulation, finance, taxes, etc.
2. **Address houselessness** with compassionate, collaborative, and innovative solutions that support the dignity of families and individuals.
3. **Provide accessible entitlement and assistance programs** to ensure a safety net for residents and communities experiencing the greatest inequities.
4. **Act on the cost of living with wage increases** and strategies to increase buying power, especially access to affordable and quality childcare, education, and healthcare.
5. **Promote local businesses that reduce prices of essential goods and services** and overall dependence on expensive imported fuel, food, and supplies.
6. **Enact economic policies that systematically address the high cost of living** and high cost of doing business on O'ahu which inhibit overall job creation, small business development, and innovation while ultimately transferring financial burden to residents.

Objective #3: Center the community in decision-making at all levels across government, business, and civil society to build trust and empower courageous leaders with island values.

Priority Actions:

1. **Provide education and training for leaders** (current and future) in government, business, and civil society, including Diversity, Equity, and Inclusion (DEI), Native Hawaiian culture, participatory decision-making, ethics, empathy, social-emotional learning, and other capacity building.
2. **Mobilize, support, and train the next generation of leaders** across public, private, and civil society sectors to elevate diverse perspectives and youth in decision-making.
3. **Implement policy and accountability mechanisms** that reduce corruption, ensure policy, budget, and decision-making align with community needs, and require early meaningful community engagement.
4. **Prioritize participatory decision-making** by government and businesses that center communities, especially with lived experience on local issues, solutions, and places.
5. **Provide conflict resolution, mediation, and ho'oponopono** (to make right) to support peaceful solutions in businesses, organizations, workplaces, communities, and families.

Objective #4: Achieve healthy ‘āina (land and water) and balanced land-use by developing and implementing policies, plans, and partnerships that prioritize a healthy environment mauka to makai (ridge to reef) while meeting the core needs of O‘ahu residents (e.g., affordable housing, local food, clean energy and transportation, and climate adaptation and resilience).

Priority Actions:

1. **Invest in biocultural restoration of native ecosystems and resilient local food systems** through indigenous knowledge, community-based stewardship, and public-private collaboration to recover sustainable land and water management practices based on the *ahupua‘a/moku* system.
2. **Develop and implement land-use plans, policies, programs, and partnerships** that overlay with existing O‘ahu General Plans and Regional Plans to balance Hawai‘i’s 2030 goals with diverse multi-sector stakeholders, institutions, landowners, and communities.
3. **Reverse ecosystem loss by managing and protecting at least 30%** of native watershed forest areas, establishing at least 30% of near-shore areas as marine-managed areas by 2030,⁶⁶ and protecting the island’s freshwater supply.
4. **Implement the City and County of Honolulu’s Ola Resilience Strategy** with 44 resilience actions for O‘ahu, particularly nature-based climate resilience solutions for mitigation and adaptation to safeguard O‘ahu communities and businesses.
5. **Enact policy and accountability measures** (at state and county levels) for sustainable, balanced land use, development, and management of the island’s natural resources.

Objective #5: Invest in accessible, quality P-20 education, career pathways, and workforce development to foster innovation, support lifelong learning, create well-paying jobs, and provide an environment where businesses that align with Hawai‘i’s values can thrive.

Priority Actions:

1. **Provide equitable access to quality, affordable P-20 education** (early childhood to post-secondary) and lifelong learning opportunities for *keiki* (children) to *kūpuna* (elders).
2. **Build next-generation leadership and career pathways** that prepare and connect residents with meaningful, well-paying jobs across diverse industries, businesses, and sectors aligned with the Aloha+ Challenge and UN Sustainable Development Goals.
3. **Enact policies and incentives** that support startups, sustain and attract companies, create jobs, and address barriers to small business growth and development.
4. **Invest in building entrepreneurial skillsets and an innovation mindset** to encourage successful entrepreneurship at all phases, retain aligned businesses and non-profits, create jobs, and diversify the economy in emerging industries and innovation sectors.
5. **Encourage accessible innovation infrastructure** (e.g., broadband internet, energy, transportation, and supportive tools and resources) to support existing businesses, enable local entrepreneurship and startups, and provide equal opportunity for residents.
6. **Incentivize existing and new multi-sector regenerative businesses** that prioritize the values of Hawai‘i to pave the way for a diversified, regenerative economy.
7. **Support human development opportunities** that invest in the whole person (i.e., intellectually, emotionally, physically, and spiritually) that build entrepreneurial and diverse skillsets, foster an innovation mindset, and encourage overall prosperity.

Objective #6: Build a resilient O‘ahu community and diversified economy through the Action Plans for eight critical economic clusters (Section 10): *Housing and Critical Infrastructure, Agriculture and Food Systems, Education and Innovation, Environment and Natural Systems, Health and Wellness, Safety and Peace, Art and Creativity, Hospitality and Reciprocity*

O‘ahu Economic Clusters

The O‘ahu CEDS identifies eight economic clusters (Figure 13) based on review and evaluation of existing Hawai‘i CEDS and national examples, data-driven cluster analysis, and multi-stakeholder and community priority-setting. In particular, data from the University of Hawai‘i Economic Research Organization (UHRO) 2017 report “*A New Perspective on Hawai‘i’s Economy: Understanding the Role of Clusters*” and the U.S. Cluster Mapping Project were used to assess existing cluster strengths and identify emerging economic opportunities. This plan cross-walks national traded cluster categories with the local economic development priorities identified in the island-wide consultation process (Figure 14). The O‘ahu CEDS clusters are grounded in data and aligned with national standards yet framed to illustrate the strategic direction set locally by diverse O‘ahu multi-sector stakeholders and communities.

The eight economic clusters together can help meet core needs of a thriving O‘ahu community and diversify the economy. Importantly, each cluster **integrates six cross-cutting priorities**: Sustainability (environmental, social, and economic) and *‘Āina Momona* (abundant land); Equity and Peace; Resilience and Climate Change; Workforce/Human Development and Lifelong Learning; Entrepreneurship and an Innovation Mindset; and Cross-Sector Collaboration.

These economic clusters are key to advancing a top priority identified by residents: building a resilient O‘ahu through a diversified, regenerative island economy. A regenerative economy improves community well-being and restores ecosystems through localized, circular systems that ensure a net-positive impact. Based on input, this CEDS provides a five-year strategy that can be a springboard to a future regenerative economy. The plan focuses on investing in healthy people as a force multiplier for a prosperous economy: meeting basic needs, educating and upskilling, developing local leadership, and empowering the people at the heart of every O‘ahu business, industry, organization, start-up, technology, investment, policy, project, school, community, and job. Each Action Plan includes strategies targeting economic drivers (direct economic activity) and economic enablers (conditions vital to economic success) to ensure long-term economic development and well-being for O‘ahu.

The following action plans outline pathways for economic diversification and resilience in each of the eight critical clusters, each with strategies that target economic drivers (direct economic activity) and economic enablers (conditions vital to economic success):

1. Housing and Critical Infrastructure
2. Agriculture and Food Systems
3. Education and Innovation
4. Environment and Natural Systems
5. Health and Wellness
6. Safety and Peace
7. Art and Creativity
8. Hospitality and Reciprocity

Each of the **eight Economic Cluster Action Plans** resulted from expert focus group landscape/SWOT analyses (strengths, weaknesses, opportunities, threats), multi-stakeholder and community priority-setting, data analysis, and review of existing county and state plans. Each Action Plan includes 2026 objectives, priority actions, and initial and example projects and has a corresponding **Implementation and Evaluation Matrix** co-developed by stakeholders with initial partners, funding sources, timelines, and metrics to evaluate progress.

The O‘ahu CEDS Action Plans build on the U.S. Economic Development Administration’s guidance for identifying measures that reflect regional impact: *“More than just jobs and income, regional wealth is represented by intellectual, individual, social, natural, built environment, political, financial, and cultural assets. These assets, when invested in, nurtured, and leveraged appropriately, can reflect the true level of a region’s economic (and social) well-being.”*

These action plans are designed to foster an economy of relationships and exchanges with multiple forms of prosperous capital,⁶⁷ including but not limited to financial capital. The O’ahu CEDS Action Plans and Implementation Matrix include traditional and non-traditional financial metrics (e.g., jobs and businesses created/retained, investment, revenue, wages, household income) and metrics that reflect multiple forms of capital, including: financial, material, natural, human, political, social, individual, intellectual, experiential, cultural, and spiritual capital.

This plan utilizes the *Aloha+ Challenge*, a local framework to deliver against the United Nations 2030 Sustainable Development, which measures impact across these economic clusters. The O’ahu CEDS embraces ‘Āina Aloha Economic Futures economic recovery recommendations supported by over 2,800 organizations, businesses, and individuals and integrates key priorities identified in State of Hawai’i and City and County of Honolulu plans across each cluster. The Implementation and Evaluation Matrix (Section 12) utilizes vetted, existing metrics from Hawai’i’s Aloha+ Dashboard and Genuine Progress Indicator tools to measure progress.

Figure 13: An Integrated Approach - 2026 O’ahu CEDS Economic Clusters

The eight economic clusters include existing industries, sectors, and jobs and invite new opportunities for economic development that benefit O’ahu residents and their island home.

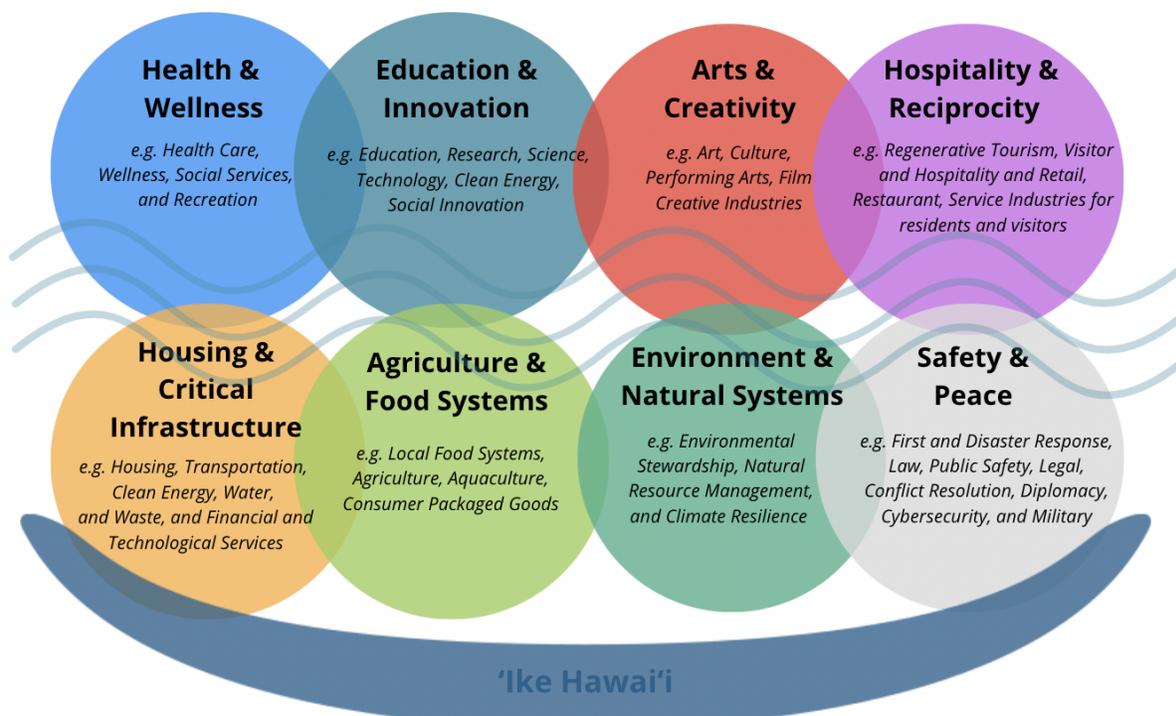


Figure 14: Cluster Crosswalk - O’ahu CEDS Clusters and U.S. Traded Clusters

O’ahu 2022-26 CEDS Clusters (Locally-Based)	Housing & Critical Infrastructure	Education & Innovation	Art & Creativity	Security & Peace	Hospitality & Reciprocity	Health & Wellness	Agriculture & Food Systems	Environment & Natural Systems
U.S. Traded Clusters Categories (National)	Construction Products & Services	Education & Knowledge Creation	Ed/Knowledge: Creative Industries	Aerospace Vehicles & Defense	Hospitality & Tourism	Health Care	Agricultural Inputs & Services	Environmental Services; Forestry

Housing and Critical Infrastructure Action Plan

Hawai'i has some of the highest housing costs in the nation, and O'ahu ranks second highest in the U.S. for per capita homelessness. The median resale price for a single-family home on O'ahu hit a record high in 2022 at \$1.15 million - a 21% increase from the previous year.⁶⁸ 42% of households struggle to afford basic needs due to the high cost of living and inflation, and residents spend over 33% of their earned income on housing costs.⁶⁹ There is a projected need for 22,000 affordable units for O'ahu residents by 2025⁷⁰ from existing and new units and alternative strategies that balance land-use priorities.

This cluster was the clear top priority in the islandwide consultation and builds on Honolulu's Construction Products and Services traded clusters to direct economic activity toward material/built capital that addresses the urgent need for affordable housing and other services. This cluster focuses on equitable, sustainable access to core infrastructure, including housing and the built environment; clean energy, transportation, water, and waste infrastructure; and financial services and communications technologies. This CEDS prioritizes the health of people and the environment as the foundation for a healthy economy, and therefore, this action plan includes strategies targeting economic drivers (direct economic activity) and economic enablers (conditions vital to economic success) to ensure successful long-term economic development and well-being.

Hawai'i's Aloha + Dashboard tracks progress in these areas. In existing industries, O'ahu had 21,860 construction jobs and 7,420 architecture and engineering jobs in 2021.⁷¹ Hawai'i was fifth in the nation for solar jobs per capita with 2,484 jobs in 2019,⁷² and there were 297 jobs in Alternative Power Generation in 2020.⁷³ In 2014, the Community Food and Housing and Emergency and Other Relief Services employed 729 individuals statewide. The Financial Services sector employed 16,263 individuals statewide.⁷⁴

SWOT Landscape Analysis: Strengths, Weaknesses, Opportunities, Threats

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> ● Culture of innovation and collective action ● Geography and climate ideal for experimentation ● Flourishing incubator community of innovators ● Community models for village-style housing ● Affordable, sustainable housing designs ● Partnerships ● Increase in local food production ● Many ideas for waste management/reduction ● Renewable and sustainable energy initiatives 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> ● Limited affordable housing, demand > supply ● Investment driven over other priorities ● Complicated, time-consuming, inefficient, and costly permitting process ● Aging, inadequate infrastructure ● Undersized workforce to address core services ● Carbonization of economy ● Limited land competing for space / priorities ● Supply chain challenges
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> ● Integrate Hawaiian values in all projects ● Integrated, cross-sector coordination ● Creative community-based housing models ● Voices with lived experience part of solution-making ● Every community participates in ending houslessness ● Place-based development around community activity ● Increase sustainable behavior, reduce consumption ● Next gen education on using less resources ● Integrated fin-tech tools for growing family wealth ● Broadband capacity ● Investment in infrastructure resilience and adaption 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> ● Climate change and Sea-Level Rise ● Inflation: high cost of housing and living ● Housing used for 2nd/3rd homes or remote workers ● People leaving who are keepers of the culture ● Mixed-used projects turn into luxury condos or housing ● Government policy targeting houseless communities ● Government delays, slowproject permitting process ● Bureaucracy prioritizes liability and prevents innovation and risk-taking ● Unpredictable events (e.g., severe weather, recession) ● Pandemics

2026 Objectives and Priority Actions

Objective #1: Increase affordable housing production and supply through policy and innovative approaches that address the projected need for 22,000 affordable units by 2025.⁷⁵

Priority Actions:

1. **Prioritize low- and moderate-income housing**, including rental, ownership, and mixed-used models that utilize existing development and ensure continued affordability.
2. **Reduce zoning and regulatory barriers** to streamline the permitting process transparently for affordable housing projects and allow for multi-family housing on existing properties.
3. **Address out-of-state investment properties that inflate housing prices** for O’ahu residents through policy, property taxes, finance, and other mechanisms.
4. **Invest in innovative housing models** that are more affordable to build, operate, and maintain, promote sustainable use of land and resources, and support multi-generational living (e.g., communal housing, villages, off-grid communities, agricultural housing).
5. **Provide incentives for affordable housing development**, including low-income tax credit programs and other financing mechanisms.
6. **Coordinate cross-sector resource mobilization** from federal and public-private funding sources to comprehensively address housing needs and family self-sufficiency.

Objective #2: Address houselessness with compassionate, collaborative solutions that lift community voices, promote the dignity of families and individuals, and tackle systemic barriers.

Priority Actions:

1. **Center residents with lived experience in decision-making** processes around problems, solutions, and policies related to unhoused and unstably housed communities.
2. **Increase holistic social services** for currently unhoused individuals to provide health care, housing, transportation, counseling, substance abuse and mental health services, and other assistance.
3. **Support community-driven housing solutions**, particularly affordable village-style, communal, and various creative housing models.
4. **Reduce the risk of houselessness** with entitlement and assistance programs that provide a safety net for communities experiencing the greatest inequities.
5. **Enact economic policies that systematically address the high cost of living** and high cost of doing business which ultimately transfers the financial burden to residents.

Objective #3: Develop and implement policies, plans, and programs that prioritize balanced land-use priorities (e.g., affordable housing, clean energy, water, transportation, climate resilience and adaptation, nature conservation, and local food goals) through multi-stakeholder, business, and community coordination.

Priority Actions:

1. **Develop land-use master plans** that overlay with existing O’ahu General Plans and Regional Plans to coordinate the implementation of major priorities with diverse stakeholders, business institutions, and communities.
2. **Implement a comprehensive clean energy plan** to guide the development and utilization of renewables and coordinate conservation with local communities.

3. **Advance place-based strategies for Transit-Oriented Development that connect** housing, jobs, local businesses, and services around rail stations and community centers (e.g., bus, rail, bicycle, walkability, multi-modal transportation).
4. **Prepare for climate change impacts and sea-level rise** through mitigation, adaptation, and managed retreat strategies to build resilience for local businesses and communities.
5. **Support increased community, business, and government engagement opportunities** to collaborate on solution-making for well-planned affordable housing, reduced houselessness, and critical services in every community.

Objective #4: Increase the resilience, equity, and sustainability of critical infrastructure, including energy, water, waste, broadband internet, and financial services, for O’ahu residents and businesses, through reduced consumption and regenerative practices that enhance the island’s natural systems.

Priority Actions:

1. **Complete and implement Integrated Grid Planning for clean energy** to build a resilient and reliable grid from local, renewable sources with various technologies, innovation investment, and scales while pursuing energy efficiency and conservation.
2. **Pursue strategies to protect clean drinking water and reduce per capita demand** to 100 million gallons per day with effective conservation efficiencies, sustainable behaviors, and integrated management for fresh, waste, and stormwater resources.
3. **Implement waste reduction policies and programs** that decrease residential and commercial waste generation and promote circular economy models.
4. **Leverage new technologies, startups, education, and innovation programs** to achieve efficiencies and reduce energy and water consumption and waste generation.
5. **Support education and innovative programs** that help residents, small businesses, and the private sector reduce energy and water consumption and waste generation.
6. **Invest in broadband internet access** and other technological services for urban and rural communities, small businesses, and the private sector across O’ahu.
7. **Provide accessible financial services and resources,** particularly for low- and moderate-income households, to support O’ahu resident homeownership, startup and small business development, and generational wealth-building.

The **Implementation and Evaluation Matrix** (Section 12) identifies initial multi-sector stakeholders, funding types, high-level timelines, and working metrics to evaluate progress.

Recommended and example projects and networks include:

- Albizia Project
- Earth Flow micro-grid composting
- Fullcycle Takeout
- Hawaiian Electric Company Integrated Grid Planning
- Hawai’i Broadband Initiative
- Hui Aloha
- Kauhale Initiative
- Punawai ‘O Pu’uhonua - New Markets Tax Credits Coalition
- Pu’uhonua O Wai’anae
- Re-Use Hawai’i
- Shifted Energy
- WAI: Wastewater Alternatives and Innovations
- Zero Waste O’ahu

Agriculture & Food Systems Action Plan

Despite a long history of self-reliance, O’ahu and Hawai’i are highly dependent on imports for an estimated 90% of food. The COVID-19 pandemic and recent supply chain disruptions demonstrated the critical need to strengthen the agricultural sector and overall food system to increase local food security and equitable access to local, nutritious foods for O’ahu residents.

This economic cluster was identified as the second most crucial sector to invest in and grow over the next five years in the islandwide consultation. Based on Honolulu’s small Agricultural Inputs and Services traded cluster, this economic cluster focuses on growing the local food system, agriculture, aquaculture, value-added products, and consumer packaged goods. This action plan includes strategies targeting economic drivers (direct economic activity) and economic enablers (conditions vital to economic success) to ensure successful long-term economic development and well-being.

Hawai’i’s Aloha+ Dashboard tracks local food production, household food security, and resilience, although available data is limited. From 2012-2017, there was a 4% increase statewide in farms and food producers to over 7,000 farms on 1.14 million acres.⁷⁶ On O’ahu, there were 927 farms on 71,705 acres in 2017.⁷⁷ Restoration of *lo’i kalo* (wetland taro) and *loko i’a* (traditional fishponds and aquaculture), central to Hawai’i’s heritage of sustainable food systems, is on the rise. In 2019, 24,551 residents statewide worked in the agribusiness cluster earning an average of \$39,434 annually.⁷⁸ According to the 2017 Census of Agriculture, there were a total of 1,509 producers working in the O’ahu agricultural sector.⁷⁹ This cluster underwent significant changes during the pandemic, and updated data is needed to provide a fuller picture of growth in this sector.

SWOT Landscape Analysis: Strengths, Weaknesses, Opportunities, Threats

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> ● Pandemic elevated local agriculture and food ● Public support for farming community ● Climate good for growing food ● Science-based models from ancestral Hawai’i ● Development of food hubs and aggregated resources ● Growth in small farms ● Strong “Eat Local” “Buy Local” programs over decade ● Local chefs and restaurants raising awareness ● Increased young people interested in agriculture ● Vision and planning for P-20 agricultural education ● Agricultural training programs available to all ages ● Strong farm-to-school movement 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> ● High cost of land, water, labor, esp for small farmers ● Access to capital and resources ● Imported farm inputs (equipment and material) ● Access and competing uses for agricultural land ● Aging farming population and workforce ● Slow government investment and implementation ● Outdated and prohibitive state policies ● Lack of partnerships and unification ● Little dialogue between farmer and market outlets ● Mismatch between local diets and production ● Lack of biosecurity, levels of pests and diseases ● US research tends to focus on temperate systems
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> ● Investments in local producers to compete with imports ● Islandwide food hubs and more resource aggregation ● Improved value chain coordination ● Institutional purchasing agreements for local food ● Access to state-of-the-art technology ● Increased access to public-private capital ● Develop supply and demand market signals ● Connect workforce to producers, producers to markets ● Agricultural workforce housing ● Increase public awareness and agricultural voice ● Focus on nutritional/environmental value, not cash ● Sole domestic US producer of tropical produce 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> ● Competitive business disadvantages for farmers ● Market volatility (climate change, pandemics) ● No capital investment ● Inadequate food storage infrastructure ● Goals focused on calories, not livelihoods ● Competitive market for available land ● Drought, fresh water quality and security ● Low paying jobs; other sectors pay more ● Labor shortage ● Lack of agricultural regulation enforcement ● Acquisition of ag lands by wealth external to Hawai’i ● Lack of seeds and breeding for tropical systems

2026 Objectives and Priority Actions

Objective #1: Build island-wide food hubs, cooperatives and institutional purchasing partnerships to increase access to markets and aggregate services for local food producers.

Priority Actions:

1. **Establish island-wide food hubs and cooperatives** that align services (aggregation, distribution, storage, processing, marketing) to create economies of scale for producers.
2. **Expand social and physical infrastructure** to support the local food system supply chain for locally-grown and value-added agricultural products and enable business.
3. **Increase institutional purchasing and procurement of local food** (e.g., Farm to State program, hospitals, schools) to provide guaranteed markets for businesses and align agricultural infrastructure to meet demands.
4. **Increase processing facility accessibility and square footage**, including commercial kitchens and ag. facilities, for local startups, entrepreneurs, and small businesses.
5. **Establish and strengthen networks that increase value chain coordination and collaboration among local food producers and businesses**, including food safety resources, training, production planning, back-office support, and market development.

Objective #2: Increase accessibility of agricultural land and water for local food producers and businesses, indigenous biocultural restoration, and sustainable community-based food systems.

Priority Actions:

1. **Protect O‘ahu agricultural land and its affordability** through land-use planning with conservation, clean energy, affordable housing, and other stakeholders.
2. **Prioritize equitable and improved water access**, including water quality protection, water infrastructure, and wastewater management.
3. **Promote biocultural restoration of indigenous agricultural systems** through partnerships that center Native Hawaiian traditional knowledge, values, and people.
4. **Increase the number of affordable long-term farmland leases.**
5. **Develop agricultural housing** to support agricultural workforce development, attract talent, promote small business growth and retention, and provide economic benefits.
6. **Reduce barriers to farming** at small-medium business scales, including access to land, water, labor, technology, funding, and accounting and back-office needs, etc.
7. **Improve enforcement** and enhance penalties for misuse of existing agricultural lands.
8. **Implement the Hawai‘i Biosecurity Strategy** to address current and mitigate future invasive species threats to the agricultural sector and enhance natural resources.

Objective #3: Decrease household food insecurity and implement programs that increase equitable access to fresh, nutritious local foods for O‘ahu families, particularly communities experiencing the greatest inequities.

Initial Priority Actions:

1. **Invest in indigenous food systems** to increase access to culturally-based foods while supporting land stewardship and community well-being.
2. **Expand entitlement programs** (e.g., Supplemental Nutritional Assistance Program (SNAP), Da Bux) to ensure low-income households can access locally produced foods.

3. **Leverage federal programs and fund programs, organizations, and businesses** that support addressing health disparities, including increased access to fresh, nutritious local foods and community-based land stewardship opportunities.

Objective #4: Expand P-20 educational and workforce development programs to support agricultural career pathways, local entrepreneurship, and business development, and contribute to sustainable community food systems.

1. **Expand P-20 agriculture education and workforce development** with programs and personnel to foster an innovation mindset, sustainability ethic, and diverse agricultural and entrepreneurial skillsets in the next generation.
2. **Increase access to capital and resources** (public, private, philanthropic) for local food producers, entrepreneurs, startups, and small businesses to achieve profitability/scale.
3. **Scale-up farmer training programs and peer-to-peer networks** that support capacity-building for a stable, skilled agricultural workforce and strong businesses.
4. **Prioritize increased compensation** for agricultural professionals, farmers, and farmworkers that considers the cost of living and inflation and support small businesses.
5. **Launch social enterprises and provide business development** for local food producers, startups, and entrepreneurs to support and retain small businesses.
6. **Enact policies that systematically address the high cost of living** and doing business to support job creation, startups, entrepreneurship, small business growth, and development, and reduce the financial burden on residents.

The **Implementation and Evaluation Matrix** (Section 12) identifies initial multi-sector stakeholders, funding types, high-level timelines, and working metrics to evaluate progress.

Recommended and example projects and networks include:

- 'Aina Pono Program
- 'ĀINA in Schools
- Farm to School Network
- Farmlink Hawai'i
- GoFarm Hawai'i
- Hawai'i Ag Hui
- Hawai'i Farm Bureau
- Hawai'i Farmer's Union United
- Hawai'i Fish Company North Shore Aquafarm Project
- Hawai'i Food Bank warehouse
- Hawai'i Ulu Cooperative
- Hawai'i Youth Food Council
- Hawai'i Investment Ready Funder Cohort program
- Ho'okua'āina
- Ho'oulu 'Āina
- 'Ike 'Ai Consortium on Sustainable Food Systems
- Kahumana Food Hub & Organic Farms
- Kōkua Kalihi Valley Roots Cultural Cafe and Food Hub
- Kua'āina Ulu 'Auamo Loko I'a (fishpond) network
- Living Life Source Foundation
- Local I'a Community Supported Fishery (CSF)
- Mahi'ai Match-up and Scale-up
- MA'O Organic Farms
- O'ahu School Garden Network
- O'ahu Fresh
- Transforming Hawai'i's Food Systems Together

Education and Innovation Action Plan

Hawai'i has a history of innovation, traditional knowledge, and systems thinking. Today, O'ahu is home to a vibrant, growing innovation ecosystem. Equitable access to quality education, workforce skill-building and training, and lifelong learning and human development opportunities that invest in the whole person is vital for building a diversified economy and inclusive, connected community. This sector is the foundation for preparing residents of all ages and the next generation to address 21st-century challenges in locally relevant and aligned sectors.

This economic cluster emerged as the third priority sector to invest in and grow from the islandwide consultation. Education and Knowledge Creation was Honolulu's fastest-growing traded economic cluster from 1998 to 2014⁸⁰ and demonstrated the potential for residents' strong, higher-paying career opportunities. This cluster includes education, research and development, science, technology, engineering, social innovation, and the Energy Innovation Sector. This action plan invests in people, particularly human and intellectual capital, as a force multiplier for innovation and a prosperous economy. The action plan strategies target economic drivers (direct economic activity) and economic enablers (conditions vital to economic success).

Hawai'i's Aloha+ Dashboard tracks progress on green workforce and education. As of 2021, the O'ahu education sector had 27,420 employees (in Preschool, K-12, special education, higher education, and library sciences). In 2014-15, Honolulu employed 75% of the state's innovation economy with 46,972 jobs, and in 2016, 178 patents were issued to Hawai'i residents.⁸¹ At a statewide level, there were 28,515 jobs in the technology sector alone in 2019.⁸²

SWOT Landscape Analysis: Strengths, Weaknesses, Opportunities, Threats

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> ● Aloha spirit and Hawaiian cultural values ● Community is creative, resourceful ● Culturally sensitive and inclusive ● Knowledge-creation and innovation cluster growth ● Emerging innovation sectors and industries ● Location between East/West ● Increase in local entrepreneurship and social impact ● Strong innovation ecosystem ● Niche over scale allows for positive change ● 'Āina based education and sustainability programs ● Robotics, STEM education programs 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> ● Access to capital and resources ● High cost of doing business ● Systemic inequities in education ● Inequitable access to funding, resources ● Brain drain, higher paying jobs elsewhere ● Limited well-paying career opportunities ● Teaching essential yet not viable financially ● Creating workers over critical thinkers ● Economy reliant on tourism and industries ● Isolation, feeling "behind" global counterparts ● Conventional metrics for academic success
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> ● Education that fosters innovation mindset, imagination ● Invest in teachers, P-20 public education ● Resource people with capital, skillsets, support ● Higher education, business, community partnerships ● Reskilling, upskilling, and career transition programs ● Innovation infrastructure (energy, transport, broadband) ● Grow clean energy innovation and local tech sectors ● Support social enterprises, entrepreneurship, startups ● Invest in indigenous innovation and businesses ● Research and development at water-energy-food nexus ● Digital economy and e-commerce ● O'ahu as innovation, knowledge, sustainability center 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> ● Lack of capital ● Unexpected crises can stall, halt innovation ● Dependency on a few companies for imports ● Global disruption impacts on small business ● Prohibitive business costs ● High energy expenses ● Inflation and market volatility ● Inequitable access to funding, other resources ● Digital divide and equitable access ● Commoditizing culture ● Lack of skilled 21st century workforce

2026 Objectives and Priority Actions

Objective #1: Invest in the P-20 education system and educators to provide equitable access to high-quality, affordable early childhood through higher education and ensure teaching is a viable, well-supported career.

Priority Actions:

1. **Increase compensation and benefits for educators** to ensure teaching the next generation is a viable, well-paying career.
2. **Grow dedicated funding for P-20 public education** that is distributed across O'ahu complex areas, communities, and the university system to provide free, quality education.
3. **Enable imagination to become a critical part of P-20 education** (early childhood education, K-12, and the University of Hawai'i system) to set a foundation for lifelong learning, an innovation mindset, and active contributors to the O'ahu community.
4. **Integrate 'āina-based education** for students of all ages to cultivate Native Hawaiian values, connection with land and community, and a culturally grounded curriculum.
5. **Expand project-based, experiential learning** for sustainability and Science, Technology, Engineering, Art, and Mathematics (STEAM) with community-based organizations, nonprofits, small businesses, and the private sector.
6. **Strengthen public charter schools and community-based education programs.**
7. **Develop cross-disciplinary associate and other higher degree programs** for innovation, wellness, sustainability, environment, agriculture, and other areas (e.g., the University of Hawai'i, community colleges, and high school courses and pathways).

Objective #2: Resource people to build diverse skillsets, foster an innovation mindset, and grow a vibrant ecosystem of leaders, innovators, entrepreneurs, businesses, practitioners, students, and communities contributing to a thriving O'ahu.

Priority Actions:

1. **Invest in entrepreneurial, business, and community-based solutions** that address local challenges and contribute to environmental, social, and economic health.
2. **Increase access to capital (financial and other forms)** for O'ahu professionals, entrepreneurs, businesses, students, and communities to realize and scale solutions.
3. **Provide training and human development opportunities** that foster an innovation mindset, develop entrepreneurial skillsets, catalyze startups, and invest in professional and personal growth.
4. **Support next-generation leadership** by connecting students with O'ahu communities, nonprofits, small businesses, and the private sector through diverse hands-on experiences to explore their passions and be of service.
5. **Cultivate partnerships, networks, and peer-learning opportunities** that connect people with shared visions to exchange ideas, build relationships, and collaborate.
6. **Establish grant writing services** that can provide expertise in competitive grant research, writing, fiscal management/sponsorship, and evaluation to increase access to new capital for O'ahu communities, small businesses, startups, and nonprofits.

Objective #3: Create conditions for local innovators, entrepreneurs, and startups to thrive in efforts to address 21st-century challenges and support a thriving O'ahu environment, community, and regenerative economy.

Priority Actions:

1. **Provide business development support for entrepreneurs at all phases**, including with incubators, accelerators, and networks for businesses and community members.
2. **Enact government policies and incentives** to support startups and entrepreneurs, sustain and attract companies, and address barriers to facilitate small business growth.
3. **Encourage infrastructure to support innovation** (e.g., broadband internet, energy, transportation) to enable local entrepreneurship, startups, and business growth.

4. **Invest in and support world-class research, development, and technology** (e.g., labs, shared facilities, access to equipment and instrumentation, financial capital) to meet the Aloha+ Challenge and UN Sustainable Development Goals, particularly for clean energy, sustainable agriculture, clean water, health, and climate.
5. **Resource indigenous innovation and Native Hawaiian entrepreneurship**, startups, and businesses with financial and other resources.
6. **Develop the energy innovation sector** with investments in technology, startups, business, and job creation that builds clean, renewable, and distributed energy to advance the state's 100% clean electricity goal by 2045.
7. **Create shared physical spaces for collaboration and innovation** (e.g., including new and existing facilities, labs, co-working spaces, after-hours use of schools, and multi-use community centers) for local entrepreneurs, startups, and small businesses.
8. **Establish O'ahu as a knowledge center** regionally and internationally for higher education, research, innovation, sustainability, wellness, and traditional knowledge.

Objective #4: Increase workforce and human development opportunities that provide skill-building, prepare residents for well-paying careers, and build economic diversity in sectors aligned with the Aloha+ Challenge and UN Sustainable Development Goals.

Priority Actions:

1. **Build next-generation workforce and career pathways** (e.g., paid internships/fellowships, mentorship/apprenticeships, entrepreneur/startup skill-building, and other training), including in green jobs and innovation and knowledge-based sectors.
2. **Strengthen accessible vocational pathways** at high school, two-year college programs, trade schools, and across the University of Hawai'i system.
3. **Fund career transitional programs that train, upskill, and reskill residents** to pursue jobs in new and emerging knowledge-based, innovation, and sustainability sectors.
4. **Incentivize existing and new multi-sector regenerative businesses** that prioritize the values of Hawai'i to pave the way for a diversified, regenerative economy.
5. **Support workforce/human development opportunities** that invest in the whole person (i.e., intellectually, emotionally, physically, and spiritually) to build entrepreneurial and diverse skillsets, an innovation mindset, and encourage overall prosperity.

The **Implementation and Evaluation Matrix** (Section 12) identifies initial multi-sector stakeholders, funding types, high-level timelines, and working metrics to evaluate progress.

Recommended and example projects and networks include:

- Aloha Connects Innovation
- Aloha+ Dashboard
- Awakening Wisdom
- BoxJelly
- Convergence Accelerator
- Hawai'i Broadband Initiative
- Entrepreneurs Sandbox
- Foundations of ALOHA
- GameDevHQ
- Hawai'i Alliance of Community-Based Economic Development
- Hawai'i FoundHer
- Hawai'i Investment Ready
- Hawai'i People's Fund
- Hiapo Workforce Development
- Ho'okua'āina
- Hub Co-working Hawai'i
- Ka Maka 'Īnana
- KEY Project
- Kupu Hawai'i 'Āina Youth Corps
- Mālama Venture Studio
- Mana Up
- Nā Hopena A'o - HĀ framework
- Nā Wai 'Ekolu K-12 education network
- Paepae o He'eia
- Pledge to Our Keiki
- Purple Mai'a Kaikaina Youth Programs
- Purple Prize
- Searider Productions
- Waiwai Collective
- Wai'anae Alliance for Wellness and Place-Based Education
- Waikalua Loko I'a
- WCC Hawaiian Innovation Certificate
- XLR8HI

Environment & Natural Systems Action Plan

Ola ka 'Āina, Ola ke Kānaka (Healthy Land, Healthy People). A thriving island environment and natural systems are the foundation for a thriving O'ahu community. In Hawaiian values, 'āina (land and that which nourishes us) is kin, and this relational connection underpins stewardship. The last century led to devastating ecosystem loss, and O'ahu now faces continued threats from climate change, including biodiversity loss, coral bleaching, and pressure on freshwater supply.

This cluster emerged as a top priority in the islandwide consultation and was selected as a key opportunity in economic recovery efforts given the unique, natural assets of O'ahu that support all other aspects of the economy. Based on Environmental Services and Forestry, this cluster seeks to grow economic activity, workforce, and jobs that focus on restoring natural capital. This action plan targets economic drivers (direct economic activity) and economic enablers (conditions vital to economic success) for long-term economic development and well-being.

This cluster focuses on ecosystems from mauka-to-makai in the following areas tracked with 2030 goals on Hawai'i's Aloha+ Dashboard: watershed forest areas, near-shore fisheries, native species, and invasive species control. As an emerging cluster, limited organized data is available in this sector. Data indicate 1,310 jobs in combined environmental and conservation areas on O'ahu in 2021.⁸³ Fishing, Forestry, and Hunting employed 1,523 residents statewide,⁸⁴ and Americorps internships in the 'āina (land and water) sector stood at 261 in 2020.⁸⁵ Adequate compensation remains a challenge for conservation jobs.

SWOT Landscape Analysis: Strengths, Weaknesses, Opportunities, Threats

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> ● Internships and fellowships for young people ● Networks, partnerships, and coordinating groups ● Community-based organizations ● Landscape map of 'āina-based groups ● Decision-making bodies accessible to public ● Identified and filled capacity gaps ● Shared goals ● Ahupua'a provides a template for thriving 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> ● Lack of living wage for conservation jobs ● Precarious year-to-year funding ● Lack of public awareness ● Misinformation ● Not prepared to address climate change ● Political will on key issues ● NIMBYism (Not in my backyard) ● Primary economic drivers based on extraction
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> ● Global models (e.g., Aotearoa) ● Align social-cultural, financial, and natural capital ● Community-based stewardship models (e.g., CBSFA) ● University and higher education partnerships ● Student employment and college credit opportunities ● Next generation green career pathways ● Create "safety nets" for leaders to take risks ● Expand existing tools and resources ● Malama 'āina education, programs, and volunteerism 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> ● Climate change impacts ● Decisions based on avoiding liability ● Fundamental crisis of leadership ● Focus on symptoms rather than systems change ● Resource management viewed in a silo ● Leaders fear of backlash in pushing for change ● Pressure and pushback from interest groups ● Mindset shift needed for behavior/policy change ● Short-term vs multi-generational thinking

2026 Objectives and Priority Actions

Objective #1: Mobilize community-based leadership and stewardship for biocultural restoration with resources, policy, and capacity building to actualize island-wide initiatives.

Initial Priority Actions:

1. **Invest in champions for community-driven change** through leadership development, peer-to-peer networks, entrepreneurial skill-building, and cross-sector collaboration.
2. **Scale successful community-led models for stewardship, circular economy, and regenerative tourism** that build on lessons learned from examples such as the Hā'ena Community-Based Subsistence Fishing Area.
3. **Collaborate to build new models** by learning from culturally appropriate global examples and by investing in local conservation entrepreneurs, startups, small businesses, nonprofits, and community-based organizations.

Objective #2: Collaborate across sectors to ensure responsible stewardship of natural and cultural resources and long-term native ecosystem health mauka to makai (ridge to reef) through new job creation and capital investment in the environmental services sector.

Priority Actions:

1. **Promote biocultural resource management and stewardship**, including indigenous food systems, through traditional ecological knowledge.
2. **Protect and increase the O'ahu fresh water supply**, aquifer health, and water quality.
3. **Reverse ecosystem loss by managing and protecting at least 30%** of native watershed forests and establishing at least 30% of near-shore areas as marine-managed areas by 2030.⁸⁶
4. **Implement the Hawai'i Interagency Biosecurity Plan** to increase invasive species control and prevention.
5. **Collaborate on island-wide ecosystem restoration in urban and rural areas**, including engaging military and other large landowners to address issues and increase holistic land management.
6. **Implement nature-based resilience solutions** and bolster against climate hazards to safeguard the O'ahu ecosystems, communities, and businesses.

Objective #3: Double the number of green jobs in conservation and sustainability professions through next-generation education, workforce development, and career pathways that compensate according to Hawai'i's cost of living.

Priority Actions:

1. **Fund a local Green Jobs Youth Corps through 2026** to provide temporary work and training opportunities for young adults in conservation and sustainability professions while increasing workforce development and economic diversification.
2. **Expand youth conservation and sustainability opportunities** through paid internships, fellowships, and mentoring across diverse organizations and sectors.
3. **Increase higher-education partnerships** with the University of Hawai'i and the Community College system to provide tuition, stipends, and course credit.
4. **Prioritize increased compensation** for environmental stewardship and education jobs that considers the cost of living and inflation.
5. **Enact policies that systematically address the high cost of living** and doing business to support job creation, startups, entrepreneurship, small business growth and development, and reduce the financial burden on residents.

Objective #4: Increase annual funding through diversified capital (private, county, state, federal) to address the existing unfunded environmental liability and invest in O‘ahu ecosystems, biocultural restoration, and community-based stewardship mauka to makai.

Priority Actions:

1. **Establish a visitor green fee and other innovative financing mechanisms**, including a visitor pay-for-service model at City parks and trails, to generate annual revenue to reinvest in Hawai‘i’s natural and cultural resources.
2. **Increase non-competitive, streamlined funding for conservation organizations and businesses** to provide financial security for programs beyond one year at a time.
3. **Grow conservation impact investing opportunities in Hawai‘i**, including Community Development Financial Institutions (CDFIs), social enterprises, entrepreneurship and startup support, accelerator programs, philanthropies, and public-private funders.
4. **Invest in conservation infrastructure especially new invasive species control facilities** on O‘ahu to mitigate risks to natural and cultural resources, agriculture, public health, and the economy.
5. **Identify financial investment co-benefits** with other Hawai‘i 2030 goals to promote public, private, and philanthropic capital for nature conservation.

The **Implementation and Evaluation Matrix** (Section 12) identifies initial multi-sector stakeholders, funding types, high-level timelines, and working metrics to evaluate progress.

Recommended and example projects and networks include:

- Ahupua‘a Accelerator Initiative
- Convergence Accelerator: Coastal Biocultural Restoration as a Nexus for Innovation
- Hawai‘i Green Fee
- Hawai‘i Interagency Biosecurity Plan
- He‘eia National Estuarine Research Reserve
- Hawai‘i Trust for Public Land
- Hohonu
- Ko‘olau Mountain Watershed Partnership
- Kua‘āina Ulu ‘Auamo networks
- Kupu Hawai‘i ‘Āina and Green Jobs Youth Corps
- Living Life Source Foundation
- Holomua: 30x30
- Ho‘oulu ‘Āina
- Ho‘okua‘āina Kūkuluhou internship, Kupohi Education, and Ahupua‘a Systems Apprenticeship programs
- Mālama Pūpūkea-Waimea
- Maunaloa Bay Fisheries Management Area
- Nā Wai ‘Ekolu K-12 education network
- Natural Resources Data Solutions
- O‘ahu Invasive Species Committee
- Pledge to Our Keiki
- Wai‘anae Alliance for Wellness and Place-Based Education
- Wai‘anae Mountains Watershed Partnership
- Waikalua Loko I‘a

Health and Wellness Action Plan

Health and wellness are foundational to quality of life, which the global COVID-19 pandemic underscored. Hawai'i and O'ahu residents are considered among the healthiest in the nation, and most adults are covered by health insurance.⁸⁷ However, there are stark inequalities based on social determinants of health. Disparities are reflected in a 10-year difference in life expectancy between adjacent zip codes, and uninsured residents are often those from communities facing the greatest socio-economic inequities.⁸⁸

This economic cluster was selected as a priority in the islandwide consultation and given healthcare is Honolulu's fourth largest industry.⁸⁹ This cluster includes health care, wellness, social services, recreation, and the multiple dimensions of health and wellness that intersect with the other sectors. This CEDS invests in healthy people as a force multiplier for a prosperous economy. It includes strategies targeting economic drivers (direct economic activity) and economic enablers (conditions vital to economic success) to ensure successful long-term economic development and overall well-being.

Hawai'i's Aloha+ Dashboards tracks the intersection of health data across the statewide 2030 goals. The health and wellness industry across Hawai'i has been steadily growing in the last ten years, and overall, it grew faster than the rest of the economy during that period, with job growth each year⁹⁰. In 2019, there were over 63,000 employees in the field statewide, and 69.7% of those employees work as health care practitioners and in hospital and nursing facilities.⁹¹

SWOT Landscape Analysis: Strengths, Weaknesses, Opportunities, Threats

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> ● Lessons learned from COVID-19 pandemic ● Increased access and diversity in healthcare ● Recent embrace of State Department of Health ● Cultural sensitivity ● Strong collaborative leadership ● Willingness to take risks consistently ● Investing in leadership, capacity to grow ● Resources available for communities to partner ● Cross pollinate with other organizations 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> ● Lack of a solid public health infrastructure ● Lack of community voices in decision-making ● Limited policymaker understanding of funding ● Funding cuts, state agencies forced to make hard decisions due to ● Not investing in bringing people together ● Collaboration decreases after urgency passes ● Health not viewed and addressed holistically ● Focused on downstream vs upstream causes
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> ● Increase culturally-grounded, place-based support ● More partnerships and resource sharing ● Shift federal funds and resources to mental health ● Begin regular emotional/mental wellness check ups from childhood to increase societal understanding ● Address trauma ● Increase elder care and aging in place programs ● Cross-sector collaboration for holistic health ● Leverage partnerships beyond the shared crisis to keep working together for the common good ● Workplace health programs 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> ● Families focused on surviving, not wellness ● High cost of living and housing threat to holistic health ● Mental health crisis not seen as potential epidemic ● Well-being is not prioritized by institutions/groups ● Individual organization mission vs collective mission ● Reliance on outside resources ● Restrictive insurance companies not conducive to equitable health care ● Insurance companies use medical standards of care and medical research, not public health or ecological framework; paradigms often in opposition

2026 Objectives and Priority Actions

Objective #1: Promote holistic health for O’ahu residents through intentional collaboration, education, and strategies across sectors to address systemic issues and well-being disparities.

Priority Actions:

1. **Foster multi-sector partnerships for health** that connect health system leaders, community experts, academic and business innovators, startups, and policymakers to advance integrated public health.
2. **Provide holistic health education, training, and workforce development** for leaders and workplaces across sectors to deepen understanding, skillsets, and build capacity.
3. **Elevate community voices**, especially those most adversely impacted by current systems and policies, in decision-making processes.
4. **Support holistic health programs** in communities, businesses, and workplaces across sectors that promote psychosocial well-being (e.g., nutrition, exercise/sports/outdoor activities, mental health, positive lifestyle choices, community involvement, spirituality)
5. **Collaborate to address social determinants of health**, including access to affordable housing, nutritious local foods, and environmental factors.
6. **Improve access to healthcare services**, particularly for those in hard-to-reach areas, via telehealth/telephonic visits through broadband access, transportation, etc.

Objective #2: Set place-based, cultural approaches to wellness and socioeconomic, environmental, and other factors as a public health priority.

Priority Actions:

1. **Perpetuate Native Hawaiian, Pacific Islander, and multi-cultural healing practices** for holistic wellness of individuals, families, communities, workplaces, and the land.
2. **Promote connection with ‘āina** (land) through community stewardship, education and workplace opportunities, and programs for *keiki* (children) to *kūpuna* (elders).
3. **Support culturally responsive interventions** to maintain optimum well-being and address specific medical conditions and health risks, including but not limited to cardiovascular disease, diabetes, hypertension, and obesity.
4. **Train and build local workforce** that reflects the diverse local communities they serve, including through setting policies and standards that create workforce and job pathways.
5. **Provide resources for traditional and integrative wellness** to support caregiving for kūpuna and aging in place, childbirth, mental health, youth rites of passage, etc.
6. **Establish new associate degree programs** with certification status, including in Native Hawaiian Health, Pacific Islander Primary Care, and integrative medicine (e.g., University of Hawai’i John A Burns School of Medicine and affiliated departments, community colleges, and high school curricula and summer courses).

Objective #3: Expand access to affordable mental health and substance abuse services for residents of all ages and backgrounds, particularly in schools, workplaces, and communities facing inequities to address this health crisis.

Priority Actions:

1. **Promote mental and emotional wellness practices and substance use prevention** across sectors to normalize accessible and safe support, including regular check-ins, counseling, healing, and care that is culturally grounded and trauma-informed.

2. **Standardize insurance coverage for mental, emotional, and behavioral health**, including wellness visits for everyone, especially children through 18 years of age.
3. **Increase school mental health services** across the P-20 education system for students, teachers, and faculty.
4. **Support workforce development, education, training, and career pathways** in social work, human services, counseling, healing, traditional practices, and related areas.
5. **Provide increased access to conflict resolution, mediation, and ho‘oponopono (to make right)** for families, communities, businesses, and workplaces across sectors to resolve conflict and support healing.

Objective #4: Strengthen the statewide health and public health systems and infrastructure to provide comprehensive, affordable, and high-quality care to meet the diverse needs of residents.

Priority Actions:

1. **Build health system and infrastructure resilience** to more effectively respond to current and future threats of pandemic diseases.
2. **Increase training, recruitment, and retention** of diverse healthcare, health, and wellness practitioners through workforce development and business opportunities.
3. **Collaborate with health system stakeholders to support health insurance and payment model reform** to decrease premium costs and increase coverage options that provide greater ease and accessibility for residents.
4. **Engage federal partners to increase Medicare and Medicaid coverage**, including for mental health, nursing facilities, medications, and elder care.
5. **Promote innovation, technology, and entrepreneurship** in health care and wellness, including higher education partnerships, small business development, and startups.
6. **Mobilize public-private funding to support holistic health and wellness**, including hospitals, physicians, community health centers, mental health organizations, nursing homes, and cultural practitioners.
7. **Enact policies that systematically address the high cost of living** and doing business to support job creation, startups, entrepreneurship, small business growth and development, and reduce the financial burden on residents.

The **Implementation and Evaluation Matrix** (Section 12) identifies initial multi-sector stakeholders, funding types, high-level timelines, and working metrics to evaluate progress.

Recommended and example projects and networks include:

- Blue Zones Project Hawai‘i
- CHI Lifestyle Medical Center
- Ka Mahina Project
- Kōkua Kalihi Valley and Roots Program
- Hālau o Huluena
- Hawai‘i-serving Health Plans: HMSA, Kaiser, AlohaCare, UHC, Ohana
- Hawai‘i MedQUEST Division
- Hawai‘i Pacific Health
- Hawai‘i Primary Care Association
- Healthcare Association of Hawai‘i
- Ho‘oulu ‘Āina
- Kalihi Palama Health Center
- Living Life Source Foundation
- MA‘O Farms
- Papa Ola Lōkahi
- Punawai ‘O Pu‘uhonua - New Markets Tax Credits Coalition
- Queens Health Systems
- University of Hawai‘i Pacific Basin Telehealth Research Center
- Wai‘anae Coast Comprehensive Health Center
- Waimānalo Health Center

Safety and Peace Action Plan

Safety and peace are essential for a thriving island community. International conflict, cyber-attacks, and other crimes present risks, and the threat of climate change and global disruption emphasizes the need to mitigate risk and build long-term resilience. O’ahu has diverse government, business, and civil society stakeholders working to address safety challenges and promote peace and justice. While O’ahu is relatively safe compared to other communities across the country, racial inequities in the incarceration system and human trafficking remain a challenge.

This economic cluster was identified as sixth in the islandwide consultation and includes first and disaster response, law, public safety, legal services, conflict resolution, diplomacy, cybersecurity, and the military, which is one of the primary industries of the current O’ahu economy. O’ahu hosts the headquarters of the United States Indo-Pacific Command comprised of all five military branches, which is currently one of the state’s largest employers.⁹² The various branches of the military across Hawai’i have 42,202 active duty personnel as well as 19,591 Department of Defense civilian employees.⁹³ The City and County of Honolulu employ over 1,100 firefighters in the Honolulu Fire Department,⁹⁴ 2,284 personnel in the Honolulu Police Department,⁹⁵ 279 first responders in Emergency Medical Services,⁹⁶ and 245 Ocean Safety personnel.⁹⁷ Legal occupations on O’ahu totaled 3,410 jobs in 2021.⁹⁸ Cybersecurity is a growing area with high-paying job opportunities.

This action plan invests in people as a force multiplier for a prosperous economy and long-term resilience and includes strategies targeting economic drivers (direct economic activity) and economic enablers (conditions vital to economic success). As O’ahu advances efforts to diversify its economy, there are opportunities for innovative, cross-sector partnerships that promote community safety, justice, and peace. Building on its heritage and culture, O’ahu is positioned to be a center for peace, healing, and ALOHA.

SWOT Landscape Analysis: Strengths, Weaknesses, Opportunities, Threats

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> ● Aloha spirit not reflected in other places ● Skilled, knowledgeable personnel ● General respect for law and order ● Resilience of the community ● Positive interagency partnerships ● Federal resources in times of emergency ● Ability to engage and build relationships ● High safety compared to other US states 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> ● Staffing shortages for police agencies ● Supporting physical, emotional health for public safety personnel ● Physical and fiscal resources ● Geographic isolation poses logistical challenges for emergency response assets ● Vulnerability due to dependence on imports ● Environmental damage ● Lack of training/resources for cyber crimes
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> ● Diverse partnerships to identify solutions ● Reach underrepresented, underserved groups ● Build community resilience networks/hubs ● Peacebuilding education ● Cybersecurity sector ● Collaboration to address physical/cyber threats ● Education and business partnering on student training ● Federal grants ● Economic savings with cloud technology ● O’ahu center for peace, partnerships, aloha 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> ● Lack of skilled workforce to meet demand ● Low level crimes affect community well-being ● Cyber attacks ● Crimes on the internet, dark web ● Increase in violent crimes ● Underground crimes ● Human trafficking ● International conflicts ● Climate change, sea-level rise, natural disasters ● Eroding values and strong family upbringing

2026 Objectives and Priority Actions

Objective #1: Improve community-wide safety with increased training, outreach, social services, and strong partnerships, education, and communications.

Priority Actions:

1. **Prevent quality of life crimes** (i.e., thefts, burglaries, domestic violence, assaults, harassment, etc.) to ensure the safety of diverse O‘ahu residents and businesses.
2. **Build trust between O‘ahu communities, businesses, and first responders** to support ongoing relationships, continuity, communication, and accountability.
3. **Provide workforce development and continued training opportunities** for first responders to ensure they can serve the needs of diverse residents, including tactical skills, social-emotional capacity, diversity, equity, and inclusion (DEI) to better support communities facing the greatest inequities.
4. **Bolster mental health and social services** with community-based safety and outreach programs and work that supports residents and first responders' emotional wellness.
5. **Establish community, business, and media partnerships** to create safe environments, promote civil discourse, support compassionate solution-making, and encourage strong island values and family upbringing.
6. **Collaborate on public education** efforts to ensure residents and businesses are informed, educated, and aware of threats and potential safety concerns and capabilities (e.g., cybersecurity, pandemic, natural disasters, climate change, crime).
7. **Address corruption** and increase transparency and accountability to build public trust.

Objective #2: Increase resilience for O‘ahu communities, businesses, infrastructure, ecosystems, and the economy in the face of climate change, severe weather events, and other natural hazards.

Priority Actions:

1. **Implement high building code standards** to protect lives and residential and commercial property.
2. **Establish O‘ahu community-based resilience networks** to bridge between community organizations, government agencies, and local businesses during disaster response and support year-round connection opportunities.
3. **Increase disaster preparedness and flood insurance coverage** for businesses and residents, especially in high-risk areas.
4. **Increase resiliency of utilities, infrastructure, and supplies**, including food supply, food storage, grid resilience, and fuel accessibility for disaster response and recovery.
5. **Leverage federal funding** for projects that mitigate climate risks and support participatory community processes and culturally appropriate, place-based design.
6. **Invest in climate-related solutions**, particularly nature-based and green infrastructure, to protect O‘ahu ecosystems, communities, and businesses.

Objective #3: Address cybersecurity risks to safeguard O‘ahu residents, businesses, and critical infrastructure, including utilities, telecommunications, health care, transportation, financial and other services.

Priority Actions:

1. **Build strategic partnerships** and coordination capacity across federal, state, and city government, business, and communities.
2. **Increase public education** to inform residents, businesses, and nonprofits on cybersecurity risks, prevention, and support.
3. **Provide educational and workforce opportunities** for students in cybersecurity.
4. **Invest in innovation, technology, and entrepreneurship** for a cyber-secure Hawai‘i.
5. **Enact policies that systematically address the high cost of living** and doing business to support job creation, startups, entrepreneurship, small business growth and development, and reduce the financial burden on residents.

Objective #4: Mitigate risks and support regional peacebuilding and safety through innovative partnerships, prevention and response, and fostering relationships and empathy.

Priority Actions:

1. **Mitigate and respond to threats** through strategic public-private partnerships.
2. **Support multi-stakeholder partnerships**, communication, and coordination across federal, state, and city government, businesses, and communities.
3. **Foster healthy relationships** between the security sector and communities through trust-building, facilitated dialogue, remediation projects, and engagement opportunities.
4. **Provide educational opportunities that support regional peacebuilding and safety**, including conflict resolution, mediation, and healing of various forms of trauma.
5. **Establish O‘ahu as a center for peace** regionally and globally.

The **Implementation and Evaluation Matrix** (Section 12) identifies initial multi-sector stakeholders, funding types, high-level timelines, and working metrics to evaluate progress.

Recommended and example projects and networks include:

- ALOHA Response: Higher Skills Academy
- Ala Wai Watershed Collaboration
- Ceeds of Peace
- Center for Climate and Peace
- Cross Island Community Resiliency Network
- Cyber Hawai‘i
- East-West Center
- Foundations of Aloha
- Hawai‘i Local2030 Hub
- Hau‘ula Emergency Leadership Preparedness
- Mālama Pono Foundation
- Mediation Center of the Pacific
- Ola Resilience Strategy
- Pacific RISA
- Pillars of Peace Hawai‘i
- Spark M. Matsunaga Institute for Peace and Conflict Resolution
- UH Mānoa Truth, Racial Healing, and Transformation

Art and Creativity

Creativity empowers communities and is integral to every sector of a thriving island economy. Hawai'i has a rich heritage of Native Hawaiian art and culture, and O'ahu is now home to multi-cultural communities with a diversity of creative traditions that enrich the lives of residents and visitors alike. O'ahu has a vibrant arts community that intersects with many local issues and sectors, and Hawai'i's uniquely creative, artistic, and cultural content reaches global audiences.⁹⁹

This Education and Knowledge Creation cluster was the fastest-growing traded cluster on O'ahu between 1998-2014 and saw nearly 70% employment growth,¹⁰⁰ and Hawai'i's creative industries grew 7% from 2009-2019.¹⁰¹ In 2019, over 54,000 residents statewide were employed in the arts industries. Cultural activities grew jobs the most over the 2009 to 2019 period, 8.4% per year on average, with most job growth in the museum category.¹⁰² Hawai'i's film industry reached over \$405 million in estimated production spending and created 2,100 local jobs and an estimated \$707 in economic impact.¹⁰³ This economic cluster reflects Honolulu's growing creative and film industry and ecosystem of fine art, performing and visual arts, music, video production, photography, new media, publishing, radio and television broadcasting, design, fashion, heritage crafts, and cultural practitioners.

This action plan invests in people as a force multiplier for a prosperous economy and builds human, cultural, and creative capital. It includes strategies that target economic drivers (direct economic activity) and economic enablers (conditions vital to economic success) to ensure successful long-term economic development and well-being.

SWOT Landscape Analysis: Strengths, Weaknesses, Opportunities, Threats

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> ● Long history of art in Hawai'i, unique creative culture ● Art is central to history, development of society ● Art job that cannot be done by artificial intelligence ● Growing creative industries and local film sector ● Vibrant creative community and local artisans ● Role of creativity in each endeavor and across sectors ● Recently adopted national standards for arts ● Desire for place and culture-based arts in schools 	<ul style="list-style-type: none"> ● No continuing arts awareness in local media ● Art not affordable or accessible to everyone ● Perception that art is expendable and not relevant ● Lack funding and support from government, business ● Limited well-paying careers and gig worker instability ● Lacking arts in public education ● Education not focused on developing creativity
<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> ● Collaborate and expand efforts beyond the arts silo ● Create public access to creative space, opportunities ● Increase youth education and job opportunities ● Grow creative industries and local film sector ● Invest in creative entrepreneurial ecosystem ● Support Hawaiian culture, practitioners, artisans ● Art as a "second responder" to key local-global issues ● Promote mindset that art is integral to life 	<ul style="list-style-type: none"> ● Disruptions like pandemics affect livelihoods ● Vulnerable gig economy ● Lack of well-paying jobs ● Lack of access to capital and resources ● Art feels inaccessible, people "missing the point" ● Not collaborating between and across sectors ● Rigid in traditions, not being open to evolving ● Fear of critique, constructive criticism ● Valuing the product/goal over the creative process

2026 Objectives and Priority Actions

Objective #1: Increase public engagement and accessibility for art, culture, and creativity to fuel thriving communities, businesses, and a robust economy by deepening appreciation for the arts as integral to cross-cutting O‘ahu priorities.

Priority Actions:

1. **Collaborate on strategic multi-media and storytelling campaigns** across sectors and issues that bring art to diverse audiences and cultivate connection and shared values.
2. **Invest in community art and cultural activities** (e.g., outdoor events, art installations, and cultural activities) that encourage accessible public and business participation.
3. **Support Native Hawaiian and multicultural arts**, including cultural practice, traditional arts, language, and celebration of the diverse cultural heritages of O‘ahu communities.
4. **Partner with media** to ensure ongoing attention for the arts and creative industries.
5. **Promote art as a ‘second responder’** to help address challenges and elevate solution-making for equity, environment, climate, health, housing, and other issues.

Objective #2: Promote art and creativity through education, including across the P-20 education system and community programs, for the next generation and diverse residents.

Priority Actions:

1. **Invest in strong arts programs in the P-20 school system** and integrate art and creativity across public, private, and independent schools.
2. **Increase accessibility of arts-based education and community programs** that connect the youth across O‘ahu with their creativity, community, local businesses, multicultural and local issues, and the ‘āina (land and water) through multi-media arts.
3. **Provide innovative opportunities for youth and residents of all ages** to engage with creative modalities that support art as a way of life.
4. **Connect youth to career and workforce development opportunities** in local and performing arts and creative industries.

Objective #3: Build creative industries' career pathways to well-paying local jobs and meaningful opportunities for residents that strengthen the overall creative economy.

Priority Actions:

1. **Increase educational arts partnerships** with businesses, nonprofits, and creative industries that provide the next generation with mentoring, apprenticeships, training, internships, and relationship-building opportunities.
2. **Build career pathways to well-paying jobs** in the creative sector.
3. **Invest in the creative entrepreneurship ecosystem** to connect creative entrepreneurs, startups, and organizations with business development resources.
4. **Provide education and workforce development**, including with the University of Hawai‘i Academy for Creative Media for film, animation, and digital media.

Objective #4: Increase financial capital for arts by 10% to support creative industries and community arts programs and build the sector’s overall economic strength and resilience.

Priority Actions:

1. **Broaden arts sector marketing and financing strategies** to secure diversified, stable funding from public, private, and charitable sources.
2. **Secure donated buildings for non-profit arts and culture centers** that house creatives to share resources and create more opportunities for collaboration.
3. **Develop creative industry infrastructure** to grow the film industry and overall sector.

4. **Enact policies that systematically address the high cost of living** and doing business to support job creation, startups, entrepreneurship, small business growth and development, and reduce the financial burden on residents.
5. **Create a film fund** devoted to local independent films.
6. **Identify opportunities in commercial markets**, particularly in digital media and film visual and performing arts, for creative professionals and networks.

The **Implementation and Evaluation Matrix** (Section 12) identifies initial multi-sector stakeholders, funding types, high-level timelines, and working metrics to evaluate progress.

Initial recommended projects and networks include:

- Brown Book: Hawaiian handbook for media making
- Bishop Museum
- Creative Lab Hawai'i
- Estria Foundation
- FLUX Hawai'i
- Hawai'i Contemporary
- Hawai'i International Film Festival
- Hawai'i State Art Museum (HiSAM)
- Hawai'i Theatre
- Hawai'i Women in Filmmaking
- Honolulu Museum of Art (HoMA)
- 'Iolani Palace
- Mana Maoli: Mana Mele
- Mele Murals
- Nā Mea Hawai'i
- Pacific Islanders in Communications
- Pa'i Foundation
- POW! WOW! Hawai'i
- UH Academy of Creative Media

Hospitality and Reciprocity Action Plan

The spirit of generous hospitality and relational reciprocity are core values that Hawai'i embodies. As Hawai'i reached a record high of 10.4 million visitors, with 6.15 million of those visitors on O'ahu,¹⁰⁴ it put unsustainable pressure on island communities, infrastructure, and the environment. The pandemic demonstrated the local economy's over-dependence on tourism and provides an opportunity to refocus on regenerative approaches for a values-based recovery.

The COVID-19 pandemic's impacts on the local economy coupled with global trends toward regenerative tourism informed the creation of the State of Hawai'i 2021-2024 O'ahu Destination Management Action Plan. This plan, created by O'ahu stakeholders and communities, redefines the industry's direction to focus on destination management and regenerative tourism. Informed by this plan and the CEDS islandwide consultation, this economic cluster focuses on the future of regenerative tourism and includes existing visitor and hospitality industries, events, and retail, restaurant, and service industries for residents and visitors alike.

Hawai'i's Aloha+ Dashboard tracks sustainable tourism metrics, which continue to evolve to comprehensively measure this area. Tourism, accommodation, and food services industries comprise the state's greatest revenue source and major employment areas for residents. Prior to the pandemic, the tourism industry generated \$17.75 billion in total visitor spending, \$2.07 billion in taxes,¹⁰⁵ and supported 216,000 jobs statewide in 2019.¹⁰⁶ In 2021, there were 37,510 jobs in food preparation and service on O'ahu.¹⁰⁷ Data show that average industry annual earnings in 2021 were \$43,126 for full-time employees.¹⁰⁸

SWOT Landscape Analysis: Strengths, Weaknesses, Opportunities, Threats

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> ● Hawaiian cultural values and Aloha spirit ● Natural environment ● Hawai'i's current "brand" ● Location between East/West ● Potential to grow sustainable industries ● Multi-cultural diversity ● Shared community values and purpose 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> ● Oversaturated brand, overtourism ● Resident and visitor relationship ● Poor facilities, infrastructure ● Environmental degradation ● Resources not staying in local economy ● Industry reluctance to change, new approaches ● Labor shortages affecting businesses ● Decisions not made locally owned companies
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> ● Hawai'i and O'ahu as models for regenerative tourism ● New travel trends: authentic, sustainable experiences ● Tourism has political support and can affect change ● Leverage tourism for a diversified economy ● Implement the new destination management plan ● Center for international sustainability, innovation ● Scale successes and community-based models ● Visitor education on values, culture, and environment ● Provide local jobs that showcase culture, and values ● Develop designated areas for visitors (resorts, etc.) 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> ● COVID-19 pandemic, future pandemics ● Depleted environment and natural resources ● Inflation transferring costs to business, customers ● Tax revenue loss if economy not diversified ● Climate change risk to existing infrastructure ● Poor, unmaintained infrastructure ● Labor shortages ● Commercialization of culture and islands ● Competing tourist destinations ● Short-term thinking and planning ● Higher visitor industry costs, but less access

2026 Objectives and Priority Actions

Objective #1: Pivot O‘ahu to be a model for regenerative tourism that restores environmental and community health, helps to diversify the economy and embodies Native Hawaiian values to ensure hospitality with reciprocity.

Priority Actions:

1. **Implement the 2021-2024 O‘ahu Destination Management Plan** to rebuild, redefine and reset the direction of tourism over three years to regenerative approaches that prioritize destination management and social, environmental, and cultural benefits.
2. **Support and scale successful community-based models** for regenerative tourism to address destination hotspots with place-based management and stewardship strategies.
3. **Rebrand the O‘ahu and Hawai‘i tourism experience** to share an authentic story, attract values-aligned visitors, and help address carrying capacity.
4. **Partner on visitor education and curated experiences** with community organizations and businesses, including ecotourism, voluntourism, agritourism, and mālama ‘āina opportunities, to increase mutual respect and enrichment for residents and visitors alike.
5. **Host international sustainability meetings, events, and conferences** to build the O‘ahu and Hawai‘i brand as a center for sustainability, innovation, wellness, and ALOHA.
6. **Promote give-back programs and Corporate Social Responsibility (CSR)** for tourism-related businesses to offset impacts and contribute to the community and environment with related measures (e.g., Environmental, Social, Governance/Science Based Targets initiative).

Objective #2: Leverage tourism to advance O‘ahu priorities and build economic resilience through collaboration within the industry and across sectors to increase environmental health, community well-being, and the visitor experience.

Priority Actions:

1. **Reinvest in environmental and community health**, including increased corporate giving and establishing a “Regenerative Tourism Fee” as identified in the State of Hawai‘i 2021-24 O‘ahu Destination Management Plan alongside other financing mechanisms.
2. **Perpetuate Native Hawaiian culture**, values, arts, practices, and language and traditions of multi-cultural O‘ahu communities.
3. **Promote institutional local food purchasing** to support the local agribusinesses and farmers while contributing to Hawai‘i’s 2030 goal to double local food production.
4. **Reduce the energy, water, waste, and carbon footprint** in commercial operations with efficiency and reduction programs that advance and measure against Hawai‘i’s 2030 goals (e.g., with Environmental, Social, Governance/Science Based Targets initiative).
5. **Support “Buy Local” programs** that promote Hawai‘i-based ‘āina friendly products, entrepreneurs and startups, small businesses, art and culture, and other services and technologies that diversify the economy.
6. **Build climate resilience** through a sea-level adaptation and resilience plan for Waikīki Special District and the Ala Wai Watershed Collaboration.
7. **Collaborate on economic equity and affordable housing** solutions to decrease the number of Asset Limited, Income Constrained, Employed (ALICE) families below 5%.

Objective #3: Empower the next generation of leaders through education, volunteerism, and career pathways that pave the way for a regenerative economy and tourism industry.

Priority Actions:

1. **Promote the Pledge to our Keiki** created by students across O‘ahu and Hawai‘i to support visitor stewardship through youth-led community and environmental initiatives.
2. **Elevate youth voices and support educational opportunities** that encourage the next generation’s participation in a regenerative economy and co-designing the future direction of the visitor, hospitality, and local restaurant industries.
3. **Provide training and career pathways** that build local leadership in regenerative tourism and restaurant, food services, and related industries.
4. **Support homegrown businesses and Native Hawaiian entrepreneurs** (e.g., business development, marketing) to bring local products and services to market.

Objective #4: Increase dedicated and sustained funding for the desired future of tourism and reinvest in the health of the O‘ahu environment and community.

Priority Actions:

1. **Establish dedicated funding for regenerative tourism** approaches, education, initiatives, and rebranding.
2. **Increase maintenance funding for state and city parks**, trails, and facilities used by visitors and residents alike with Transient Accommodation Tax (TAT) or general funds.
3. **Establish visitor fees**, including fees for access to certain O‘ahu parks/trails and a “Regenerative Tourism Fee” as identified in the State of Hawai‘i 2021-24 O‘ahu Destination Management Plan to reinvest in natural and cultural resources.
4. **Identify governmental financing strategies**, including exploration of a sovereign wealth fund for Hawai‘i through a portion of TAT revenue and other mechanisms.
5. **Enact policies that systematically address the high cost of living** and doing business to support job creation, startups, entrepreneurship, small business growth and development, and reduce the financial burden on residents.

The **Implementation and Evaluation Matrix** (Section 12) identifies initial multi-sector stakeholders, funding types, high-level timelines, and working metrics to evaluate progress.

Recommended and example projects and networks include:

- ‘Āina Aloha Economic Futures
- Aloha Festival
- Hawai‘i Food and Wine Festival
- Hawai‘i Green Business Program
- Native Hawaiian Hospitality Association
- Sustainable Tourism Association of Hawai‘i
- Sustainability Business Forum
- Pākōlea
- Pledge to Our Keiki
- Punawai ‘O Pu‘uhonua - New Markets Tax Credits Coalition
- Travel2Change
- University of Hawai‘i School of Travel Industry Management
- Volunteer Month Hawai‘i

Evaluation Framework: Measuring Economic Recovery

Measurement is essential to ensure progress, provide accountability, and highlight both achievements and major gaps. The O’ahu CEDS progress will be assessed annually as part of statewide efforts with the Economic Development Alliance of Hawai’i and partners. The O’ahu Economic Development Board co-developed the **O’ahu CEDS Implementation and Evaluation Matrix (Section 12)** with multi-sector stakeholders to guide evaluation and action.

The Implementation and Evaluation Matrix provides a first iteration resource for ongoing cross-sector collaboration through 2026. The matrix can help to catalyze deeper dialogue, new data collection, public-private investment, cross-sector job creation, integrated policy, and action at all levels. It identifies multi-sector stakeholders, funding types, high-level timelines, and metrics for each Action Plan utilizing vetted metrics from Hawai’i’s Aloha+ Dashboard and Genuine Progress Indicator with city, state, federal, and non-governmental data sources.

In ‘*Ōlelo Hawai’i* (Hawaiian language), *wai* means water, and it holds such value that the word for wealth is *waiwai*. The O’ahu CEDS strives for *waiwai* (wealth, prosperity) and builds on the U.S. Economic Development Administration’s guidance for identifying measures that reflect regional wealth: “*More than just jobs and income, regional wealth is represented by intellectual, individual, social, natural, built environment, political, financial, and cultural assets. These assets, when invested in, nurtured, and leveraged appropriately, can reflect the true level of a region’s economic (and social) well-being.*”¹⁰⁹ The Implementation & Evaluation Matrix includes traditional financial metrics and metrics that reflect the multiple forms of capital¹¹⁰ needed for regional wealth:

Financial Metrics

- Jobs created/retained
- Businesses created/retained
- Private investment
- Revenue generated
- GDP per capita
- Household income
- Per capita income/wages

Asset-Based Regional Wealth (*forms of capital*)

- Financial capital
- Material capital
- Natural capital
- Human capital
- Political capital
- Social capital
- Intellectual capital
- Experiential capital
- Cultural capital
- Spiritual capital

This CEDS utilizes performance measures from three Hawai’i tools that together provide vetted and integrated measures for economic, environmental, and social impact:

- Aloha+ Dashboard: *Measuring Hawai’i’s Sustainable Economic Recovery*
- Genuine Progress Indicator (GPI) ‘Island Style’: *Beyond GDP in Hawai’i*
- Mālama Implementation Tool: *Assessing projects, proposals, policies*

Goals for transformation are not easily tracked with a one-dimensional data point. These tools are rigorous local resources to measure and guide the implementation of values-based regenerative economic development and recovery for O’ahu and Hawai’i. Building on these, the O’ahu CEDS lays a foundation for continuing to recover meaningful ways to measure integrated economic development and connection-based transformation.

Example CEDS Performance Metrics

The following is a non-exhaustive list of the metrics utilized in the O‘ahu CEDS Implementation and Evaluation Matrix to measure economic, social, and environmental health and gauge the overall quality of life of residents. The metrics span across multiple forms of capital and are based on existing, vetted metrics with available data from the Aloha+ Dashboard, UHERO, and other sources. Further discussion on meaningful measures and expanding available data is recommended.

Financial (Financial Capital)

- Jobs created/retained
- Businesses/retained
- Capital investment
- Revenue generated
- Percent economic cluster growth
- Unemployment rate

Income and Housing (Financial, Material Capital):

- Median household income
- Per capita income
- Mean hourly wage
- Area Median Income (AMI)
- Households at ALICE threshold
- Poverty rate
- Outmigration rate
- Percent housing vacancy rate
- Number new affordable housing units
- Number existing units with continued affordability
- Number houseless individuals

Infrastructure (Material, Social Capital):

- Broadband internet access
- Percent Vehicle Miles Traveled
- Number resilience networks (social/physical)
- Number international conferences/events hosted
- Square footage of shared physical infrastructure for innovation/community purposes
- Percent progress toward state and city plan metrics (cross-sectoral)
- Number of partnerships

Environment (Natural Capital):

- Percent watershed management and protection
- Percent marine managed areas
- Waste generation and reduction
- Percent energy efficiency
- Percent Renewable Portfolio Standard
- Per capita water consumption, water quality

Community and Culture

(Social, Cultural, Spiritual Capital):

- Percent volunteerism; number volunteers/volunteer events
- Number/types of Native Hawaiian practices supported
- Number Hawaiian language speakers; Number of hālau
- Percent ahupua‘a managed with community-based plans; acres land stewarded by community-based groups
- Percent charitable and government spending for the arts
- Percent community trust in government
- Resident sentiment for visitors
- Number community reps in decision-making forums
- Reduced conflict on O‘ahu projects

Health and Safety (Human Capital)

- Percent adults covered by medical insurance
- Life expectancy by zip code/ethnicity
- Adverse Childhood Experiences (ACE)
- Number mental health professional per resident
- Depression rates in high schoolers
- Violent and property crime rates
- Number and types of Native Hawaiian practices supported
- Acres/number of sites for community-based stewardship

Innovation (Intellectual, Human Capital):

- Number of startups; Percent start-up survival (1 & 5 years)
- Number patents to Hawai‘i residents
- Patents in science and engineering
- Number technology licenses

Education and Workforce (Human, Intellectual Capital):

- Number workforce development/training programs
- Number HĀ School Community Sites
- Number beneficiaries served
- Percent graduation rates

Agriculture (Natural, Human Capital)

- Acres farmland; Number of farmland leases
- Number of small farms
- Number of food hubs
- Household food insecurity rate

Measurement Tools

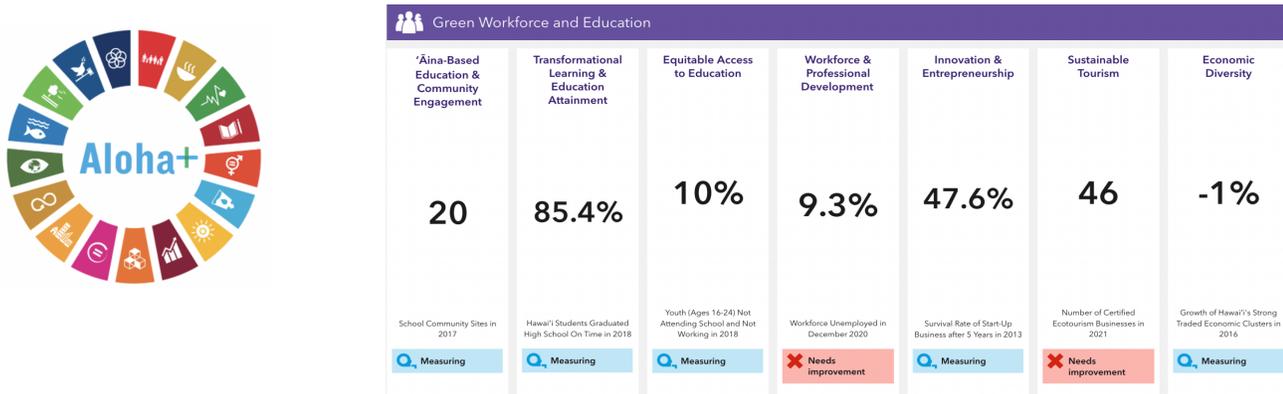
Aloha+ Challenge Dashboard: Measuring Hawai‘i’s Sustainable Economic Recovery

The Aloha+ Dashboard¹¹¹ (Figure 15) is an online open-data platform that tracks Hawai‘i’s local contribution to the United Nations 2030 Sustainable Development Goals (SDGs) through community-based metrics developed in a multi-year statewide engagement process. The Aloha+ Challenge is jointly led by the State of Hawai‘i, City and County of Honolulu, County of Hawai‘i, County of Maui, and County of Kaua‘i, Office of Hawaiian Affairs, State Legislature, and a network of private sector, civil society, and community-based partners.

Hosted on the State of Hawai‘i data portal, the Aloha+ Dashboard tracks statewide and county-level indicators across the economy, workforce development, education, environment, housing, and community. The dashboard is managed by the Hawai‘i Green Growth Local2030 Hub, a statewide network and recognized UN Local203 Hub for local models to meet the SDGs.

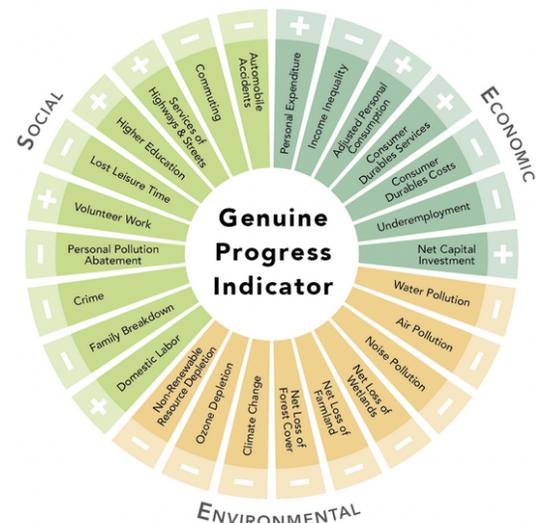
Figures 15 and 16: Aloha+ Dashboard and Genuine Progress Indicator visuals

<https://alohachallenge.hawaii.gov/>



Genuine Progress Indicator (GPI): Beyond GDP

The Genuine Progress Indicator¹¹² (Figure 16), featured on the Aloha+ Dashboard, provides an alternate economic measurement of Gross Domestic Product (GDP) with environmental and social aspects to give a fuller picture of economic and community health. Created in 1989, GPI has gained international traction and has been applied across the United States. Researchers at the University of Hawai‘i and Hawai‘i Pacific University are developing GPI “Island Style” with locally appropriate metrics for Hawai‘i. Similar to GDP, GPI rolls up into a single number and also breaks out to track the diversity of economic, social, and environmental indicators for a more comprehensive way of tracking well-being.



Project Assessment

In addition to measuring overall economic and community health, assessment is important to gauge if potential projects and actions will advance the stated goals of this strategy and build a regenerative economy guided by Native Hawaiian values. This section provides a tool that may be used in considering economic development proposals for O‘ahu and across Hawai‘i.

Mālama Implementation Tool

The Mālama Implementation Tool to guide project and policy proposals for O‘ahu and across Hawai‘i through 2026. The Mālama Implementation Tool was created through a partnership between Hawai‘i Green Growth Local2030 Hub, ‘Āina Aloha Economic Futures, and global engineering and consulting firm Stantec with the Ala Wai Watershed Collaboration. It integrates and builds upon the ‘Āina Aloha Economic Futures Assessment Toolkit “bring to life a resilient economy through our core value of ‘āina aloha—a deep and abiding love for Hawai‘i’s communities and natural environments”¹¹³ and the *Aloha+ Challenge*, Hawai‘i’s local framework to deliver against the UN 2030 Sustainable Development Goals. The comprehensive tool is offered to support partners and enterprises, public-private funders, policymakers, and the broader community in project development and accountability at all stages.

The tool prioritizes locally-relevant measures, practical implementation considerations, and design economics. The scoring rubric helps assess if project features include high levels of community engagement, support for green job opportunities and the transition to a circular economy, and an emphasis on applying Hawaiian cultural values and knowledge. In addition, the tool’s outcomes help identify potential trade-offs to prompt discussion on opportunities to improve project plans. Moreover, the tool seeks to broaden the user’s understanding of the responsibility to steward the environment and each other by developing mainstream planning perspectives through local and indigenous knowledge systems.¹¹⁴

The Appendices include ‘Āina Aloha Economic Futures and Aloha+ Challenge information.

Mālama Ethic

“The value of *mālama* recognizes as a top priority the well-being of our ‘āina, water sources, oceans, skies, and the biodiversity integral to these, recognizing the long held understand that the ‘āina is our *ali‘i* (chief), and we are its servants. The Hawaiian Dictionary by Pukui and Elbert defines *mālama* as: ‘to take care of, tend, attend, care for, preserve, protect, beware, save; to keep or observe, as a taboo; to conduct, as a service; to serve, honor, as God; care, preservation, support, fidelity, loyalty; custodian, caretaker, keeper.’ Implicit in the value of *mālama* is reciprocity and the recognition that in caring for our island home and environment, we are also protecting and stewarding our own future viability as a community.” - Mālama Implementation Tool User Guide excerpt

When there are transactions, “each of these transactions must meet the test of *mālama* at all times, without exception” said Senator Kenneth Brown in his 1973 speech. Mālama invites these questions:

- Is it good for Hawai‘i’s environment (‘āina)?
- Is it good for Hawai‘i’s people (lāhui)?
- Is it good for business by modeling a triple-bottom-line approach?
- Is it reciprocal and relational rather than transactional?

Mālama Implementation Tool snapshot

Visit the Aloha+ Dashboard to download the complete toolkit:

<https://alohachallenge.hawaii.gov/documents/hawaiihub::ma%CC%84lama-implementation-tool>

Mālama Implementation Tool

This tool is a product of Hawai'i Green Growth Local2030 Hub, in collaboration with 'Āina Aloha Economic Futures and Stantec.

INTRODUCTION

This tool is intended for use by partners who are working to improve the sustainability and resiliency of their communities via project implementation. The Mālama Implementation Tool is offered to the broader community to assist in contemplating, assessing, and ultimately realizing projects and efforts which advance the central value of mālama.

The value of mālama recognizes as a top priority the well-being of our 'āina, water sources, oceans, skies, and the biodiversity integral to these, recognizing the long held understanding that the 'āina is our ali'i, and we are its servants. The Hawaiian Dictionary by Pukui and Elbert defines mālama as: "To take care of, tend, attend, care for, preserve, protect, beware, save, maintain; to keep or observe, as a taboo; to conduct, as a service; to serve, honor, as God; care, preservation, support, fidelity, loyalty; custodian, caretaker, keeper." Implicit in the value of mālama is reciprocity and the recognition that in caring for our island home and the environment, we are also protecting and stewarding our own future viability as a community. The tool can help to:

1. Guide and strengthen the strategic focuses of organizations and enterprises;
2. Guide organizations and enterprises in self-assessments and the planning and design of their projects, proposals, policies, procurement, strategic plans, etc.;
3. Guide private-sector funders in developing RFPs and assessing proposals received;
4. Guide policy makers in developing laws, funding programs, and prioritizing efforts; and
5. Provide a means for ongoing monitoring as well as post-evaluation, and accountability at all stages.

The value of mālama may be applied in all facets of a project including: proposal development, project management and monitoring, strategy development, communications and community engagement. We encourage other communities to consider and begin discussions about their own locally-relevant understandings of the value of mālama.

While completing this assessment will provide users with an aggregate score, it also identifies the distribution of responses across the rubric (i.e. how many "Moving towards 'Āina Aloha" vs. "Practicing 'Āina Aloha" vs. Leading 'Āina Aloha" scores identified in each tool run). This output was designed to help users recognize various trade-offs made by their project proposals, and to serve as a starting point for discussion on how to systematize progress. To this effect, a few questions that may be useful to reflect on post-evaluation include:

- Are there areas where the project design can be revised to have a greater impact?
- Are there others I can work with to strengthen the impact of my proposal?
- How do you see your own experiences/biases as influencing the way you assessed your project?
- Has this framework broadened your ideas of important project considerations?

This is a living matrix and can continue to be refined as users find opportunities for improvement.

GENERAL CONSIDERATIONS

It is recommended that projects are assessed through the tool by a small group of people involved in the project, rather than a single proponent, in order to prompt discussion and consensus from various expert perspective each assigned score. As you go through the assessment, please remember there are no wrong or right answers; it is your best judgement based on your knowledge of the project, your individual perspectives and knowledge. Responses for all measures are useful but not necessary.

For each measure, we identify an "Audience" in the first column, which is meant as guidance and provides an indication of the potentially most equipped respondent within an assessment group.

General Evaluator Group: The entire group should weigh in on their perspectives and reach a consensus response after active conversation.

SME—Subject Matter Experts: primarily indicates measures where there may be quantitative information available, or that could be developed

PMT—Project Management Team: can be best answered by either the project proposer's team or the PMT of the potential organization that will fund, manage, implement the project

Additional terms throughout the assessment matrix are meant to be subjective, but definitions for many terms can be found in the glossary, the second tab of this tool. If you are using this tool outside of Hawai'i, please address measures that reference Hawai'i specifically as though they mention your own community.

***See User Guide or Glossary Worksheet for more detailed descriptions of terms, numbers, and other tool items.

Project Assessment Tool		Project Score Total	Maximum Possible Score (based on answered questions)	Percent of Maximum Possible Score (Range is -100 to +100)			
		0	0	#DIV/0!	0	0	
"Audience"	User-Entered Values Below	Score Subtotals by Category-->	0	0	0	0	
		Count within each Category-->	0	0	0	0	
	Score	Potential Measure of Success	Moves Away from 'Āina Aloha (-8)	No Movement/Not Applicable (0)	Moving toward 'Āina Aloha (2)	Practicing 'Āina Aloha (4)	Leading 'Āina Aloha (8)
General Evaluator Group		Recovering and creating ancestral ecological knowledge	Decreases opportunity to increase ancestral ecological knowledge	Does not increase or decrease ancestral or create new ecological knowledge	Provides opportunity to increase ancestral or new ecological knowledge	Provides increased ancestral and new ecological knowledge	Provides increased ancestral ecological knowledge
General Evaluator Group		Community Design/ Place-Based Governance	Does not identify/engage vital stakeholders or plan to re-engage community after project initiation (adaptive mgt). No Transparency/Communication about project to community	Does not increase or decrease involvement of community in design, construction, and/or maintenance of project, or plans to re-engage community after project initiations (no adaptive mgt)	Transparently identifies and engages vital stakeholders (with diverse outreach media), or plans to re-engage community after project initiation (adaptive mgt)	Transparently identifies and engages vital stakeholders (with diverse outreach media), and plans to re-engage community after project initiation (adaptive mgt)	Transparently identifies and engages vital underrepresented and/or generational (present or absent) stakeholders, and plans to re-engage community after project initiation (adaptive mgt)
General Evaluator Group		Economic Diversification/ Green Workforce Opportunities	Decreases diversity in economy or opportunities for Green Workforce development	Does not increase or decrease diversity in economy or opportunities for Green Workforce development	Increases economic diversification or green workforce opportunities	Increases economic diversification and green and non-green workforce opportunities	Increases economic diversification expanding or strengthening green workforce opportunities
General Evaluator Group		Supports the vibrancy and integrity of Hawai'i environments (land, water, ocean, sky, and native flora and fauna)	Produces environmental damage	Has no impact, or a net neutral impact, on Hawai'i environments	Contributes in a demonstrable manner to the vibrancy and integrity of Hawai'i environments as a secondary or indirect focus of activities	Focuses on improving the fertility or integrity of the environment as a core activity	Focuses on improving the fertility or integrity of the environment as a core activity and supports others to engage in similar efforts
General Evaluator Group		Positively impacts community well-being, equity, cohesion, capacity, and empowerment	Harms community well-being, creates community dissonance, or undermines community self-determination	Does not impact, positively or negatively, community well-being	Improves community well-being, especially related to meeting basic needs; and contributes to building community cohesion and the capacity of individuals in the community	Improves community well-being, especially related to meeting basic needs; directly strengthens community cohesion, and builds the capacity of individuals, 'ohana, and organizations	Demonstrates community self-determination and improves long term positive change in community conditions, especially related to meeting basic needs
General Evaluator Group		Supports Hawaiian cultural vitality and the application of 'ike kūpuna including the use of 'ōlelo Hawai'i and symbiotic, ancestral relationships to 'Āina	Diminishes Hawaiian cultural vitality, limits the use of 'ōlelo Hawai'i, constrains relationships to 'Āina, fails to recognize the value of 'ike kūpuna, or gives non-cultural practitioners authority to determine the cultural validity of assessments by cultural practitioners	Uses Hawaiian cultural symbols and some 'ōlelo Hawai'i but does not incorporate Hawaiian values, 'ike kūpuna, or the importance of relationships to 'Āina	Applies Hawaiian cultural values in its operations, engages in periodic malama 'Āina activities, includes the use of 'ōlelo Hawai'i, and recognizes the value of 'ike kūpuna	Incorporates 'ike kūpuna in strategies and tactics, demonstrates a close relationship to 'Āina, and creates opportunities that foster Hawaiian cultural vitality, including the use of 'ōlelo Hawai'i	Incorporates 'ike kūpuna and Hawaiian cultural vitality in its core goals, engages 'ōlelo Hawai'i as a key component of its work, strengthens community-level symbiotic relationships to 'Āina, and assists other entities to achieve the same
General Evaluator Group		Increases hiring, career readiness, and leadership opportunities for target groups (in preferential order: Hawai'i residents, expatriate Native Hawaiians, and Hawai'i-born individuals who wish to return)	Hires non-Hawai'i residents for a majority of open positions or includes a majority of non-Hawai'i residents in the upper leadership of the organization	Does not provide a net gain in employment or career opportunities, or hires individuals in the target group only for lower-end positions but not for management or leadership roles	Hires individuals in the target group for 50% of positions, including some management or leadership positions, but does not provide training opportunities to ensure upward career ladders for its employees	Hires individuals in the target group for 80% of positions, including upper leadership positions, and provides training opportunities to ensure upward career ladders for its employees; or focuses on career readiness training for Hawai'i residents	Ensures that individuals in the target group are hired for 100% of positions, including upper leadership positions, and provides training opportunities to ensure upward career ladders for its employees; or focuses on career readiness training for Hawai'i residents related to land stewardship, food production, energy self-sufficiency, technology, education, or other sectors that would help to diversify Hawai'i's economy
General Evaluator Group		DRAFT O'ahu Comprehensive Economic Development Strategy (CEDS), August 2022	Contributes to building a circular economy to create regenerative outcomes for 'āina, natural resources, and communities	Products intended to have a limited lifecycle after which the products become waste that must be disposed, or perpetuates reliance on single-use products and imported items	Does not involve the use, creation, demolition, or disposal of items or structures, and does not involve the purchase of single-use items and imported items	Develops or provides alternatives to single-use products, or creates programs to help communities reduce their reliance on single-use products and imported items	Works that reuse or recycle each other's waste (re) or designs products or structures that are long-lasting, easily repaired, and recyclable when no longer usable; or 63 programs that shift communities' practices toward adopting circular economy principles, including reduced reliance on single-use products and imported items

Taking Action: Implementation & Evaluation Matrix

Next Steps for Joint Action

The most important part of any plan is implementation. This strategy is intended for use by the U.S. Economic Development Administration, State of Hawai'i Office of Planning Sustainable Development, City and County of Honolulu Office of Economic Revitalization, Economic Development Alliance of Hawai'i, O'ahu Economic Development Board, and diverse O'ahu public, private, civil society, and community stakeholders.

It will take everyone to build a future where all can thrive. Each sector, business, organization, school, neighborhood, family, and individual has a significant way to contribute. The O'ahu CEDS identifies a community-driven vision, strategic direction, and action plan whose ultimate success depends on everyone embracing a shared responsibility for a thriving future.

To support achieving this, the O'ahu CEDS recommends that an advisory group of diverse members across islandwide geographies, sectors, communities, and perspectives reconvene at least annually through 2026 to evaluate progress and advance joint implementation on this strategy. Facilitated by the O'ahu Economic Development Board, the O'ahu CEDS Action Plan and Implementation/Evaluation Matrix is intended to continue as a living strategy for ongoing engagement and collaboration over the next five years.

The Implementation & Evaluation Matrix

The following O'ahu CEDS Implementation and Evaluation Matrix was co-developed by the O'ahu Economic Development Board with diverse stakeholders during the planning process. It identifies initial multi-sector stakeholders, funding types, a high-level timeline, and various metrics for the O'ahu Action Plan and eight Economic Cluster Action Plans. It provides a first iteration resource for ongoing cross-sector collaboration through 2026.

The matrix utilizes vetted metrics from Hawai'i's Aloha+ Dashboard and city, state, federal, and non-governmental data sources. However, goals for transformation are not easily tracked with a one-dimensional data point. The matrix also identifies possible new metrics for consideration and overall, is intended to help to catalyze deeper dialogue, new data collection, public-private investment, cross-sector job creation, integrated policy, and action.

The O'ahu CEDS Implementation and Evaluation Matrix is available in this next section.

O'ahu Strategic Direction and Action Plan

**WORKING Matrix co-developed with multi-sector stakeholders for ongoing dialogue, collaboration, & action through 2026*

	2026 Objectives & Priority Actions	Stakeholders L= Lead S= Support <i>*NOT ALL STAKEHOLDERS LISTED</i>	Funding (federal, state, city, private, other)	2022	2023	2024	2025	2026	Working Metrics *Based on Hawai'i's Aloha+ Dashboard and available/compiled data*	Available/Potential Compiled Data Sources
O1	Objective #1: Build inclusive communities connected through ALOHA by perpetuating Native Hawaiian and island values and shared responsibility to care for O'ahu and Hawai'i.	Council on Native Hawaiian Advancement, Office of Hawaiian Affairs, All stakeholders / sectors	Multi-source	X	X	X	X	X	Initial measures: Increase % volunteerism; # annual volunteers/volunteer events; # and types of Native Hawaiian practices supported, # Hawaiian language speakers; # acres land stewarded by community-based groups	Corporation for National and Community Service; Volunteer Month Hawai'i on Aloha+ Dashboard; possible OHA data
1.1	Support and elevate Native Hawaiian culture, practices, language, and communities.	Council on Native Hawaiian Advancement, Office of Hawaiian Affairs, Community Health Centers/Waimanalo Health Center, All stakeholders / sectors	Multi-source	X	X	X	X	X	# and types of Native Hawaiian practices supported, # Hawaiian language speakers	Possible data with Office of Hawaiian Affairs and Council for Native Hawaiian Advancement
1.2	Offer inclusive opportunities to practice and live ALOHA at home, in workplaces, schools, and in the community for residents, businesses, and visitors alike.	Department of Education Office of Hawaiian Education; Mälama Pono Foundation	Multi-source	X	X	X	X	X	# of programs and opportunities	Possible Dept. of Education HA program data (Aloha+ Dashboard)
1.3	Perpetuate aloha 'āina (love of the land and water) through community-based stewardship.	Kua'āina Ulu 'Auamo (KUA) networks, Ho'okua'āina, Ho'oulu 'Āina, Wai'anae Alliance for Wellness and Place-Based Learning	Multi-source	X	X	X	X	X	% of programs managed with community-based plans (OHA data); # acres land stewarded by community-based groups; # acres land conserved for community-based stewardship	Office of Hawaiian Affairs data on Aloha+ Dashboard; identify additional sources
1.4	Strengthen community connection and resilience through dialogue, volunteerism, networks, gathering places, business programs, and knowing and supporting neighbors.	Kanu Hawai'i, Pledge to Our Keiki, Hawai'i Alliance for Community-Based Economic Development (HACBED), O'ahu Resilience Networks/Hubs	Multi-source	X	X	X	X	X	Increase % volunteerism; # annual volunteers and volunteer events; # community spaces; Individual assessment: time spent connecting with neighbors and respective communities	Volunteer Month Hawai'i data on Aloha+ Dashboard (As proxy for volunteerism data)
1.5	Apply and integrate this essential priority across all objectives, strategies, and actions.	All stakeholders / sectors	Multi-source	X	X	X	X	X	Measure based progress on of all other Objectives and Action Plans	
O2	Objective #2: Increase affordability for O'ahu residents by addressing the projected affordable housing need of 22,000 units by 2025 through innovative approaches and reducing cost of living to ensure that all residents can afford to stay and thrive in Hawai'i.	Hawai'i Public Housing Authority (HPHA), Hawai'i Housing Finance and Development Corporation (HHFDC), Hawai'i Community Development Association (HCDA); State Department of Hawaiian Homelands; State Legislature	Federal, State, City, Philanthropy, Private w/ incentives, federal tax credits	X	X	X	X	X	Increased % Area Medium Income (AMI); % reduction in overall housing vacancy rate; # new affordable housing units; % decrease in cost of living	U.S. Housing & Urban Development; Hawai'i Housing Finance and Development Corporation (HHFDC); DBEDT
2.1	Prioritize and accelerate affordable housing for local residents over investment properties that inflate prices through land-use plans, regulation, finance, taxes, etc.	Hawai'i Housing Finance and Development Corporation (L), State Legislature	Private w/ incentives, federal tax credits	X	X	X	X	X	Policy, regulation, and/or taxes passed to address out-of-state investment properties; % reduction in overall housing vacancy; # units affordable and market housing built; # existing units with continued affordability	Hawai'i Revised Statues; HHFDC (Aloha+ Dashboard)
2.2	Address houselessness with compassionate, collaborative, and innovative solutions that support the dignity of families and individuals.	Statewide Office on Homelessness and Housing Solutions (L); City and County of Honolulu; Hui Aloha, Lived Experience Council, Ka Po'e O Kaka'ako, Pu'uhonua o Wai'anae (S)	Federal, State, City, Philanthropic	X	X	X	X	X	# houseless individuals reduced; 0 sweeps	U.S. Housing & Urban Development; City and County of Honolulu (Aloha+ Dashboard)
2.3	Provide accessible entitlement and assistance programs to ensure a safety net for residents and communities experiencing the greatest inequities.	State Legislature, State Department of Human Services, City Dept Community Services, Hawai'i Public Housing Authority (L) HCF-AUW Cohort (S)	Federal, State, City, Philanthropic	X	X	X	X	X	Decreased % households at ALICE Threshold	Aloha United Way ALICE Report (Aloha+ Dashboard)
2.4	Act on the cost of living with wage increases and strategies to increase buying power, especially access to affordable and quality childcare, education, and healthcare.	State Legislature, City Council	-		X	X	X	X	\$ minimum wage increase	Hawai'i Revised Statues
2.5	Promote local businesses that reduce prices of essential goods and services and overall dependence on expensive imported fuel, food, and supplies.	Chamber of Commerce networks	Private, State, City, Federal	X	X	X	X	X	% local businesses growth/retention	Chamber of Commerce; DBEDT; UHERO

2.6	Enact economic policies that systematically address the high cost of living and high cost of doing business on O'ahu which inhibit overall job creation, small business development, and innovation while ultimately transferring financial burden to residents.	State Legislature, City Council, Hawai'i Employers Council (HEC)	-	X	X	X	X	Economic policies passed to address cost of living; % decrease cost of living	Hawai'i Revised Statues; DBEDT
O3	Objective #3: Center the community in decision-making at all levels across government, business, and civil society to build trust and empower courageous leaders with island values.	State of Hawai'i Departments/Legislature, City and County of Honolulu Departments/Council (L)	City, State, Federal, Private, Philanthropic	X	X	X	X	Reduced conflict on O'ahu projects (compared to 2022 baseline); # community-based projects and decision-making	Multiple; Level of known, public conflict on projects
3.1	Provide education and training for leaders (current and future) in government, business, and civil society, including Diversity, Equity, and Inclusion (DEI), Native Hawaiian culture, participatory decision-making, ethics, empathy, social-emotional learning, and other capacity building.	State and City boards and commissions; State Legislature and City Council; University of Hawai'i System; Department of Education; Chamber of Commerce; Hawai'i Alliance of Nonprofit Organizations	City, State, Federal, Private, Philanthropic	X	X	X	X	# and types of trainings completed annually; policy passed to mandate required trainings for elected/appointed officials	State of Hawai'i, City and County of Honolulu (for public data)
3.2	Mobilize, support, and train the next generation of leaders across public, private, and civil society sectors to elevate diverse perspectives and youth in decision-making.	University of Hawai'i system, Dept of Education (L), Center for Tomorrow's Leaders, HAPA Kuleana Academy, Leadership/Fellowship programs	City, State, Federal, Private, Philanthropic	X	X	X	X	# new leaders and youth in elected offices; # local hotel leadership; # new leaders and youth in O'ahu businesses and non-profits	Office of Elections (for public data)
3.3	Implement policy and accountability mechanisms that reduce corruption, ensure policy, budget, and decision-making align with community needs, and require early meaningful community engagement.	State Legislature	-	X	X	X	X	Policies passed to address corruption, transparency, and require early, meaningful community engagement for proposed projects	Hawai'i Revised Statues
3.4	Prioritize participatory decision-making by government and businesses that center communities, especially with lived experience on local issues, solutions, and places.	City & County of Honolulu and State of Hawai'i departments (L) Hui Aloha Lived Experience Council, Hawai'i Alliance for Community-Based Economic Development (HACBED), Kua'aina Ulu 'Auamo (KUA), Chamber of Commerce/Business Roundtable networks (S)	City, State, Federal, Private, Philanthropic	X	X	X	X	# community reps in decision-making forums; public, private, civil society entities engaged in consistent relationship building, community involvement, dialogue in the areas impacted	State of Hawai'i, City and County of Honolulu (for public data)
3.5	Provide conflict resolution, mediation, and ho'oponopono (to make right) to support peaceful solutions in businesses, organizations, workplaces, communities, and families.	Hawai'i State Judiciary Center for Alternative Dispute Resolution (L), Conflict Resolution Alliance, Mediation Center of the Pacific, Hawai'i Employers Council (HEC), Hawai'i Alliance of Nonprofit Alliances (HANO), ho'oponopono practitioners	City, State, Private, Philanthropic, other	X	X	X	X	# public, private, civil society entities with staff trained in facilitation and mediation; Support for ho'oponopono practitioners and mediators	State of Hawai'i, City and County of Honolulu (for public data)
O4	Objective #4: Achieve healthy 'aina (land and water) and balanced land-use by developing and implementing policies, plans, and partnerships that prioritize a healthy environment mauka to makai (ridge to reef) while meeting the core needs of O'ahu residents (e.g., affordable housing, local food, clean energy and transportation, and climate adaptation and resilience).	State of Hawai'i (Office of Planning & Sustainable Development, Dept. Land & Natural Resources, Dept. of Agriculture); City and County of Honolulu (Resilience Office; Dept of Planning & Permitting, County Ag Specialists); Dept. of Defense, Kamehameha Schools, Watershed Partnerships, O'ahu Invasive Species Council (OSIC), Hawai'i Green Growth, KUA, HACBED, Hawai'i Association Conservaton Districts (HACD), landowners	State, County, Federal, Philanthropy	X	X	X	X	Policies, plans, programs, and public-private partnerships in place with multi-stakeholder and community participation	Multiple; Hawai'i Revised Statues; Land-Use Commission
4.1	Invest in biocultural restoration of native ecosystems and resilient local food systems through indigenous knowledge, community-based stewardship, and public-private collaboration to recover sustainable land and water management practices based on the ahupua'a/moku system.	DLNR and DOA; Hawai'i Conservation Alliance (HCA), KUA networks; Watershed Partnerships (KMWP, WMWP); OISC; Hawai'i Association Conservaton Districts (HACD), Ho'oulu 'Aina, Ho'okua'aina, UH West O'ahu Sustainable Community Food Systems; UH Office of Indigenous Innovation; The Nature Conservancy, travel2change network, Kupu, Pono Pacific, Environmental Funders Group	Federal/US DOI, Philanthropy, State	X	X	X	X	Increase in # indigenous agricultural systems restored or created; # acres land stewarded by community-based groups; # acres of working lands under conservation easements; # acres in watershed management/protection	DLNR, DOA, OHA data on Aloha+ Dashboard; Hawai'i Land Trust/Hawai'i Trust for Public Land; identify additional sources

4.2	Develop and implement land-use plans, policies, programs, and partnerships that overlay with existing O'ahu General Plans and Regional Plans to balance Hawaii's 2030 goals with diverse multi-sector stakeholders, institutions, landowners, and communities.	State of Hawai'i (Office of Planning and Sustainable Development, DLNR, DOA); City and County of Honolulu (Resilience Office; Dept of Planning & Permitting, County Ag Specialists) (L); Hawai'i Green Growth, Watershed Partnerships, Kamehameha Schools, HACBED	State, County, Federal, Philanthropy	X	X	X	X	X		Policies, plans, programs, and public-private partnerships in place with multi-stakeholder and community participation	Multiple; Hawai'i Revised Statutes; Land-Use Commission;
4.3	Reverse ecosystem loss by managing and protecting at least 30% of native watershed forest areas and establishing at least 30% of near-shore areas as marine-managed areas by 2030.	State DLNR; HCA; Watershed Partnerships (Ko'olau Mountain Watership Partnership, Wai'anae Mountain Watershed Partnership); OISC; The Nature Conservancy (TNC); Conservation International (CI); Kua'āina Ulu 'Auamo networks; 30x30 Holomua Initiative, WAI	HISC; BWS; NFWF; HTA; :USFS; USFWS; HCF; NOAA; DOD, private funders	X	X	X	X	X		# acres in watershed management/protection; % near-shore marine management	DLNR data on Aloha+ Dashboard
4.4	Implement the City and County of Honolulu's Ola Resilience Strategy with 44 resilience actions for O'ahu, particularly nature-based climate resilience solutions for mitigation and adaptation to safeguard O'ahu communities and businesses.	City Resilience Office, Department of Emergency Management (DEM); State Hawai'i Emergency Management Agency (HI-EMA), US Geological Services (USGS); City Leads on Ola Resilience actions (Office of Housing, Dept. Planning & Permitting, Budget & Finance Services, Customer Services Dept, Office Economic Revitalization, Dept Design & Construction, Department of Emergency Management, DFM, DPR, Environmental Services, Transportation Services)	State, City General Funding; Multi-source grants (federal, other)	X	X	X	X	X		Strong progress on the 44 Actions in Ola Resilience Strategy; Action on State and County Hazard Mitigation Plans	City & County of Honolulu Ola Resilience Strategy
4.5	Enact policy and accountability measures (at state and county levels) for sustainable, balanced land use, development, and management of the island's natural resources.	State Land Use Commission, Commission on Water Resource Management, Board of Land and Natural Resources, City Planning Commission (L), Local communities, business, non-profits landowners, hunters (S)	-	X	X	X	X	X		Policies passed at state and county levels	State of Hawai'i, City and County of Honolulu
05	Objective #5: Invest in accessible, quality P-20 education, career pathways, and workforce development to foster innovation, support lifelong learning, create well-paying jobs, and provide an environment where businesses that align with Hawai'i's values can thrive.	State Department of Education, University of Hawai'i, Community Colleges, State DLIR (L), HAIS, P-20/GearUp, Hawai'i Employers Council, Hawai'i Workforce Development Council (HI WDC), Economic Development Alliance of Hawai'i	City, State, Federal, Private, Philanthropy	X	X	X	X	X		# jobs created/retained; # businesses created/retained; #	
5.1	Provide equitable access to quality, affordable P-20 education (early childhood to post-secondary) and lifelong learning opportunities for keiki (children) to kūpuna (elders).	State Department of Education, University of Hawai'i, Community Colleges (L) Hawai'i Association of Independent Schools, Kamehameha Schools, Hawai'i Pacific University, Chaminade, P-20/GearUp, Education Incubator	State, Federal; potential US NSF via STEM / DEI funding	X	X	X	X	X		Available data: % youth not attending school/working decreased (ages 16-24); % college enrollment by gender/race increased; % graduated high school on time; # DOE HĀ School Community Sites for 'āina-based education; Identify data for: public and private schools funding and outcomes; curriculum development (# courses offered, # of teaching units per grade level that incorporates principles); # teachers/admin trained in 'āina-based education	DOE data on Aloha+ Dashboard (proxies for available, compiled data); Identify more available data/data sources
5.2	Build next-generation leadership and career pathways that prepare and connect residents with meaningful, well-paying jobs across diverse industries, businesses, and sectors aligned with the Aloha+ Challenge and UN Sustainable Development Goals.	Hawai'i Workforce Development Council (HI WDC), Elemental Excelerator, Chamber of Commerce IT Sector Partnership, XLR8UH, Kupu, Kapi'olani Community College, Center for Resilient Neighborhoods, Hawai'i Employers Council	State, Federal; potential US NSF via STEM / DEI funding	X	X	X	X	X		#internships/fellowships # workforce development programs (from available, compiled sources)	Identify more available data/data sources

Housing & Critical Services - Implementation & Evaluation Matrix

**WORKING Matrix co-developed with multi-sector stakeholders for ongoing dialogue, collaboration, & action through 2026*

2026 Objectives & Priority Actions	Initial Stakeholders L= Lead S= Support <i>*NOT ALL STAKEHOLDERS LISTED</i>	Funding (federal, state, city, private, other)	Working Metrics					
			2022	2023	2024	2025	2026	
Objective #1: Increase affordable housing production and supply through policy and innovative approaches that address the projected need for 22,000 affordable units by 2025.	Hawai'i Public Housing Authority (HPHA), Hawai'i Housing Finance and Development Corporation (HHFDC), Hawai'i Community Development Association (HCDA); State Department of Hawaiian Homelands; State Legislature	Federal low income housing tax credits; private investment; private activity bonds	X	X	X	X	X	# units affordable and market housing built; % reduction in overall housing vacancy; # existing units with continued affordability
1.1 Prioritize low- and moderate-income housing, including rental, ownership, and mixed-used models that utilize existing development and ensure continued affordability.	Hawai'i Housing Finance and Development Corporation(L)	Private investment w/ incentives, federal tax credits	X	X	X	X	X	# units affordable and market housing built; # existing units with continued affordability
1.2 Reduce zoning and regulatory barriers to streamline the permitting process transparently for affordable housing projects and allow for multi-family housing on existing properties.	City Dept. of Planning & Permitting, Planning Commission	City	X	X	X	X	X	Changes to streamline City regulatory process
1.3 Address out-of-state investment properties that inflate housing prices for O'ahu residents through policy, property taxes, finance, and other mechanisms.	Hawai'i State legislature	-	X	X	X	X	X	% reduction in overall housing vacancy; Policy, regulation, and/or taxes passed to address out-of-state investment properties
1.4 Invest in innovative housing models that are more affordable to build, operate, and maintain, promote sustainable use of land and resources, and support multi-generational living (e.g., communal housing, villages, off-grid communities, agricultural housing).	Land Use Research Foundation; Statewide Office on Homelessness and Housing Solutions; Hui Aloha, Pu'uuhouua o Wa'ianae; Kauhale Village; Private developers	City, State, Federal, Private investment	X	X	X	X	X	# new projects funded and completed
1.5 Provide incentives for affordable housing development, including low-income tax credit programs and other financing mechanisms.	Hawai'i State legislature, City Council, Planning Commission	Federal	X	X	X	X	X	\$ capital mobilized, policies passed
1.6 Coordinate cross-sector resource mobilization from federal and public-private funding sources to comprehensively address housing needs and family self-sufficiency.	Dept. Business, Economic Development, and Tourism (DBEDT), City Office of Economic Resilience, Hawai'i Alliance of Nonprofit Organizations, Aloha United Way	ARPA, IJA via State & Counties; FCC/NTIA/NDIA broadband funding; HRSA FQHC; USDA	X	X	X	X	X	\$ mobilized from public-private sources
Objective #2: Address houselessness with compassionate, collaborative solutions that lift community voices, promote the dignity of families and individuals, and tackle systemic barriers.	Statewide Office on Homelessness and Housing Solutions (L); City and County of Honolulu; Hui Aloha, Lived Experience Council, Ka Po'e O Kaka'ako, Pu'uuhouua o Wa'ianae (S)	Federal, State, City, Philanthropic	X	X	X	X	X	reduced # houseless individuals; 0 sweeps
2.1 Center residents with lived experience in decision-making processes around problems, solutions, and policies related to unhoused and unstably housed communities.	Statewide Office on Homelessness and Housing Solutions; City & County of Honolulu (L) Hui Aloha and Lived Experience Council (S)	City, State, Federal	X	X	X	X	X	# Lived Experience Council members and # community reps in houselessness/housing city, state, and federal decision-making forums
2.2 Increase holistic social services for currently unhoused individuals to provide health care, housing, transportation, counseling, substance abuse and mental health services, and other assistance.	Partners in Care (L): Hawai'i Community Health Workers, State Dept of Health, Dept of Human Services; City Dept. Transportation Services; Crisis, Outreach, Response and Engagement (CORE)	HRSA, HUD, ACL, DHS, DLIR, DTS, DCS, HCF, Weinberg, CVS, Dental Assn; HIPHI	X	X	X	X	X	% reduction in emergency healthcare costs; Increase # people housed; Increase # people employed; Increase in # recipients of benefits
2.3 Support community-driven housing solutions, particularly affordable village-style, communal, and various creative housing models.	Community Housing Development Organization (CHDOs), Community-Based Organizations (CBOs), City Dept Community Services; AARP; Hui Aloha and Lived Experience Council, Pu'uuhouua O Wa'ianae; Kaukale Village; Shared housing & CLTs advocates; HI Housing Affordability Coalition	Social Impact Investors, Philanthropies, investors; HUD, DCS, CVS, Enterprise, LISC, DHHL, HHFDC, CDFIs	X	X	X	X	X	Increase # Community Housing Development Organization (CHDOs); Increase in City \$ for CHDOs
2.4 Reduce the risk of houselessness with entitlement and assistance programs that provide a safety net for communities experiencing the greatest inequities.	State Legislature, State Dept Human Services; Hawai'i Public Housing Authority, City Dept Community Services, Aloha United Way, HCF-AUW Cohort	DHHS: ACF, ANA; DOI, State Leg., Philanthropy, HI Appleseed	X	X	X	X	X	Decrease # houseless individuals; Increase # beneficiaries served
2.5 Enact economic policies that systematically address the high cost of living and high cost of doing business which ultimately transfers the financial burden to residents.	State Legislature, City Council, Hawai'i Employers Council	-		X	X	X	X	Economic policies passed to address cost of living; % decrease cost of living
Objective #3: Develop and implement policies, plans, and programs that prioritize balanced land-use priorities (e.g., affordable housing, clean energy, water, transportation, climate resilience and adaptation, nature conservation, and local food goals) through multi-stakeholder, business, and community coordination.	State Land Use Commission, Commission on Water Resource Management, Board of Land and Natural Resources, City Planning Commission, State HSEO, DOA, DLNR, CCH (L); Hawai'i Green Growth network; HCA, Watershed Partnerships; Hawai'i Association Conservaton Districts (HACD)	State, County, Federal, Philanthropy	X	X	X	X	X	Policies, plans, programs, and public-private partnerships in place with multi-stakeholder and community participation

3.1	Develop land-use master plans that overlay with existing O'ahu General Plans and Regional Plans to coordinate the implementation of major priorities with diverse stakeholders, business institutions, and communities.	State Office Planning & Sust. Development; Land Use Commission; O'ahu General and Regional Plans (Mayoral Admin & City Council)	State, City, Federal, Private	X	X	X	X	X	Plans in place with multi-stakeholder and community participation
3.2	Implement a comprehensive clean energy plan to guide the development and utilization of renewables and coordinate conservation with local communities.	Hawaiian Electric Company, Public Utilities Commission (L)	State, City, Federal, Private	X	X	X	X	X	Strong progress on plan with multi-stakeholder and community participation
3.3	Advance place-based strategies for Transit-Oriented Development that connect housing, jobs, local businesses, and services around rail stations and community centers (e.g., bus, rail, bicycle, walkability, multi-modal transportation).	Honolulu Authority for Rapid Transportation (HART), Hawai'i Community Development Association (HCDA), City Transit Oriented Development (L), O'ahu Metropolitan Planning Organization	Federal, City, State	X	X	X	X	X	Reduce % Vehicle Miles Traveled (VMT); Increase % commuter mode-share; TOD stations completed
3.4	Prepare for climate change impacts and sea-level rise through mitigation, adaptation, and managed retreat strategies to build resilience for local businesses and communities.	City Resilience Office, Department of Emergency Management (DEM); State Hawai'i Emergency Management Agency (HI-EMA), US Geological Services (USGS); City Leads on Ola Resilience actions	City, State, Federal, private; USDA, HUD	X	X	X	X	X	Strong progress on the 44 Actions in Ola Resilience Strategy; Action on State and County Hazard Mitigation Plans
3.5	Support increased community, business, and government engagement opportunities to collaborate on solution-making for well-planned affordable housing, reduced houselessness, and critical services in every community.	City & County of Honolulu and State of Hawai'i departments (L), Hui Aloha Lived Experience Council, Hawai'i Alliance for Community-Based Economic Development, Business Roundtable/Chamber of Commerce networks (S)	Private, City, State, philanthropic	X	X	X	X	X	% reduced conflict on O'ahu projects (compared to 2022 baseline)
O4	Objective #4: Increase the resilience, equity, and sustainability of critical infrastructure, including energy, water, waste, broadband internet, and financial services, for O'ahu residents and businesses, through reduced consumption and regenerative practices that enhance the island's natural systems.	Hawai'i State Energy Office (HSEO), Hawaiian Electric, Public Utilities Commission (PUC), Department of Business, Economic Development & Tourism (DBEDT), Broadband Hui, financial institutions, business, Community-Based Organizations/Nonprofits (CBOS/NPOS)	City, State, Federal, private, philanthropic	X	X	X	X	X	% energy efficiency; % reduction in waste generation; % reduction in water consumption (to 100 mg/day per capita); Reduced % residents without broadband access
4.1	Complete and implement Integrated Grid Planning for clean energy to build a resilient and reliable grid from local, renewable sources with various technologies, innovation investment, and scales while pursuing energy efficiency and conservation.	Hawaiian Electric, Public Utilities Commission (PUC), Hawai'i State Energy Office (HSEO), Hawai'i Energy, Blue Planet	State, Federal, Private	X	X	X			Integrated Grid Planning completed; Increase % Renewable Portfolio Standard; Increase GWh in electricity efficiency savings
4.2	Pursue strategies to protect clean drinking water and reduce per capita demand to 100 million gallons per day with effective conservation efficiencies, sustainable behaviors, and integrated management for fresh, waste, and stormwater resources.	City Board of Water Supply (BWS)	City, State, Federal	X	X	X	X	X	% reduction in per capita demand to 100 gallons per person
4.3	Implement waste reduction policies and programs that decrease residential and commercial waste generation and promote circular economy models.	State Legislature, Department of Health (DOH), City Dept. Environmental Services (L); Zero Waste O'ahu, Kōkua Hawai'i Foundation (S)	City, State, Federal	X	X	X	X	X	% reduction in waste generation
4.4	Leverage new technologies, startups, education, and innovation programs to achieve efficiencies and reduce energy and water consumption and waste generation.	University of Hawai'i Office of Research & Innovation, Hawai'i Natural Energy Institute (HNEI), Hawai'i State Energy Office (HSEO), Board of Water Supply (BWS), Ulupono	Federal, State, Private, Philanthropic	X	X	X	X	X	% energy efficiency; % reduction in waste generation; % reduction in water consumption
4.5	Support education and innovative programs that help residents, small businesses, and the private sector reduce energy and water consumption and waste generation.	State DOH, City Dept Environmental Servicesm (L); Zero Waste O'ahu, Kokua Hawai'i Foundation, Ulupono, Hawai'i Community Foundation (S)	City, State, Federal, Private	X	X	X	X	X	Reduced % residents without broadband access
4.6	Invest in broadband internet access and other technological services for urban and rural communities and small businesses and the private sector across O'ahu.	University of Hawai'i, Broadband Hui, DBEDT Broadband Initiative, Hawai'i Clean Energy Initiative, Hawaiian Electric	Federal and State	X	X	X	X	X	# of programs and opportunities; # beneficiaries; % energy efficiency; % reduction in waste generation; % reduction in water consumption
4.7	Provide accessible financial services and resources, particularly for low- and moderate-income households, to support O'ahu resident homeownership, startup and small business development, and generational wealth-building.	First Hawaiian Bank, Bank of Hawai'i, Central Pacific Bank (CPB), American Savings Bank (ASB), Zephyr Insurance, First insurance, Hawai'i Public Housing Authority, Hawai'i Home Ownership Center, Aloha United Way, HCF-AUW Cohort, Hawai'i Affordable Housing Coalition	ARPA, IJA via State & Counties, Private	X	X	X	X	X	# beneficiaries served; # loans/services to individuals/families per AMI (Area Median Income) bracket

Agriculture & Food Systems - Implementation & Evaluation Matrix

**WORKING Matrix co-developed with multi-sector stakeholders for ongoing dialogue, collaboration, & action through 2026*

2026 Objectives & Priority Actions	Initial Stakeholders L= Lead S= Support <i>*NOT ALL STAKEHOLDERS LISTED</i>	Funding (federal, state, city, private, other)	2022	2023	2024	2025	2026	Working Metrics *Based on Hawaii's Aloha+ Dashboard and available data*
Objective #1: Build island-wide food hubs, cooperatives and institutional purchasing partnerships to increase access to markets and aggregate services for local food producers.	Hawai'i Food Hub Hui, O'ahu Fresh, FarmLink, North Shore Economic Vitality Partnership, Oahu Resource Conservation & Development (O'ahu RC&D), AgHui, Hawai'i Farmers Bureau, Hawai'i Farmers Union United	State, federal (USDA, USDOE), FEMA, City	X	X	X	X	X	# food hubs, # institutional purchasing agreements; % local purchasing by institutions
1.1 Establish island-wide food hubs and cooperatives that align services (aggregation, distribution, storage, processing, marketing) to create economies of scale for producers.	Hawai'i Food Hub Hui, O'ahu Fresh, FarmLink, North Shore Economic Vitality Partnership, Oahu RC&D, Pono Pacific/Kuilima Farm	State, federal (USDA, USDOE), FEMA, City	X	X	X	X	X	# food hubs
1.2 Expand social and physical infrastructure to support local food system supply chain for locally-grown and value-added agricultural products and enable business.	Hawai'i Food Hub Hui, O'ahu Fresh, FarmLink, North Shore Economic Vitality Partnership, Oahu RC&D, Pono Pacific/Kuilima Farm	State, federal (USDA, USDOE), FEMA, City	X	X	X	X	X	Increased/strengthened infrastructure
1.3 Increase institutional purchasing and procurement of local food (e.g., Farm to State program, hospitals, schools) to provide guaranteed markets for businesses and align agricultural infrastructure to meet demands.	State Department of Education, City & County, Hawai'i Public Health Institute (HIPHI), Hawai'i Farm to School Hui, Dept of Defense, Institutional Purchasing Hui, Transforming Hawai'i's Food Systems Together	State, federal (USDA, USDOE), FEMA, City	X	X	X	X	X	# institutional purchasing agreements; % local purchasing by institutions
1.4 Increase processing facility accessibility and square footage, including commercial kitchens and agricultural-related facilities, for local startups, entrepreneurs, and small businesses.	State Dept. of Health The Pacific Gateway Center	State, federal (USDA, USDOE), FEMA, City	X	X	X	X	X	Increase square footage of processing facilities
1.5 Establish and strengthen networks that increase value chain coordination and collaboration among local food producers and businesses, including food safety resources, training, production planning, backoffice support, and market development.	Hawai'i Food Hub Hui, Ag Hui, O'ahu Fresh, FarmLink, North Shore Economic Vitality Partnership, O'ahu RC&D, Pono Pacific/Kuilima Farm, Transforming Hawai'i's Food Systems Together, Hawai'i Alliance of Nonprofit Organizations (HANO)	State, federal (USDA, USDOE), FEMA, City	X	X	X	X	X	# food hubs, networks, and cooperatives
Objective #2: Increase accessibility of agricultural land and water for local food producers and businesses, indigenous biocultural restoration, and sustainable community-based food systems.	State Land Use Commission (LUC), State Dept of Agriculture (DOA), Dept. of Land & Natural Resources/Board Land & Natural Resources (DLNR/BLNR), City Dept. of Planning & Permitting (DPP), Planning Commission, Hawai'i Land Trust (HILT), UH College of Tropical Ag. & Human Resources (UH CTAHR), Hawai'i Farmers Bureau, Hawai'i Farmers Union United, Kua'aina Ulu 'Auamo (KUA)	City, State, Federal, Private, Philanthropy	X	X	X	X	X	Increase acres of farmland in use; Increase in # of farmland leases; Increase in # small/medium farms and food producers; # indigenous agricultural/aquaculture systems
2.1 Protect O'ahu agricultural land and its affordability through land-use planning with conservation, clean energy, affordable housing, and other stakeholders.	State LUC, HDOA, DLNR/BLNR, City DPP, Planning Commission, HILT, community and cultural organizations	City, State	X	X	X	X	X	Increase acres of farmland in use
2.2 Prioritize equitable and improved water access, including water quality protection, water infrastructure, and wastewater management.	State Commission on Water Resource Management (CWRM), City Board of Water Supply (BWS), WAI	City, State, Federal	X	X	X	X	X	Instream flow standards, water use reporting
2.3 Promote biocultural restoration of indigenous agricultural systems through partnerships that center Native Hawaiian traditional knowledge, values, and people.	KUA, Hui Mālama Loko I'a, UH West O'ahu Sustainable Community Food Systems (UHWO SCFS), Ho'olu 'Aina, Ho'okua'aina, Waimea Valley, Ka'ala Farm, He'eia Ahupua'a, Office of Hawaiian Affairs (OHA), UH CTAHR	City, State, Federal, Private, Philanthropy	X	X	X	X	X	Increase in # indigenous agricultural and aquaculture systems restored or created; # acres land stewarded by community-based groups; acres loko i'a restored
2.4 Increase the number of affordable long-term farmland leases.	Natural Resources Conservation Service (NRCS), WCDC, Trust for Public Land (TPL), HILT, Pono Pacific/Kuilima Farm (S), Kamehameha Schools (KS), State Dept of Agriculture, Agribusiness Development Corporation (ADC); Ag Support orgs: O'ahu Agriculture and Conservation Association (OACA), O'ahu RC&D	Multi	X	X	X	X	X	Increase in # of farmland leases
2.5 Develop agricultural housing to support agricultural workforce development, attract talent, promote small business growth and retention, and provide economic benefits.	City DPP, KS, ADC	City, Private, Philanthropic	X	X	X	X	X	Increase in # agricultural housing units
2.6 Reduce barriers to farming at small-medium business scales, including access to land, water, labor, technology, funding, accounting, and back-office needs, etc.	DOA (L) UH CTAHR, GoFarm, KS, US Dept of Agriculture	City, USDA	X	X	X	X	X	Increase in # small/medium farms and food producers
2.7 Improve enforcement and enhance penalties for misuse of existing agricultural lands.	State Legislature, LUC, City Planning Commission		X	X	X	X	X	Policies passed

2.8	Implement the Hawai'i Biosecurity Strategy to address current and mitigate future invasive species threats to the agricultural sector and enhance natural resources.	Hawai'i Invasive Species Council, O'ahu Invasive Species Committee, State DOA, DLNR, Dept. of Health; US Dept of Agriculture, Dept of Defense; CGAPS, UH; shipping companies and airlines	USDA, USFWS	X	X	X	X	X	% implementation of 147 action items in Hawai'i Interagency Biosecurity Plan
O3	Objective #3: Decrease household food insecurity and implement programs that increase equitable access to fresh, nutritious local foods for O'ahu families, particularly communities experiencing the greatest inequities.	State Dept Human Services (DHS), City Dept Community Services (DCS), Hawai'i Food Bank, Transforming Hawai'i's Food Systems Together, OHA, KS, KUA, Hui Mālama Loko I'a, Wai'anae Alliance for Wellness and Place-Based Learning	City, State, Federal, Private, Philanthropic	X	X	X	X	X	Decrease % household food insecurity; Increased # of acreage stewarded by community-based groups
3.1	Invest in indigenous food systems to increase access to culturally-based foods while supporting land stewardship and community well-being.	KS, OHA, Ho'olu 'Āina, Ho'okua'āina, KUA, Hui Mālama Loko I'a, MA'O Organic Farms, Wai'anae Alliance for Wellness and Placed Based Learning	City, State, Federal, Private, Philanthropic	X	X	X	X	X	Increased # of acreage stewarded by community-based groups
3.2	Expand entitlement programs (e.g., Supplemental Nutritional Assistance Program (SNAP), Da Bux) to ensure low-income households can access locally produced foods.	DHS, DCS, Hawai'i Food Bank, Hawai'i Primary Care Association (HPCA), Community Health Centers/Wai'anae Coast Comprehensive Health Center	Federal GusNIP	X	X	X	X	X	# entities accepting SNAP/EBT. Expanded state/county funded entitlement programs (e.g., undocumented residents, increase renewal time)
3.3	Leverage federal programs and fund programs, organizations, and businesses that support addressing health disparities, including increased access to fresh, nutritious local foods and community-based land stewardship opportunities.	Hawai'i Foodbank, Community Health Centers, KS, OHA, Ho'olu 'Āina, Ho'okua'āina, KUA, Hui Mālama Loko I'a, MA'O Organic Farms, Wai'anae Alliance for Wellness and Placed Based Learning	City, State, Federal, Philanthropic	X	X	X	X	X	Decrease % household food insecurity; State line-item for DaBux; Increased # of acreage stewarded by community-based groups
O4	Objective #4: Expand P-20 educational and workforce development programs to support agricultural career pathways, local entrepreneurship and business development, and contribute to sustainable community food systems.	DOE, CTAHR, UHWO, City Office of Economic Revitalization (OER), Hawai'i Farmers Bureau, Hawai'i Farmers Union United, Hawai'i Farm to School Hui, Hawai'i P-20, Hawai'i Investment Ready Funder Cohort, AgHui	City, State, Federal, Private, Philanthropic	X	X	X	X	X	# jobs created/retained, # agriculture/aquaculture businesses created/retained, \$ capital investment; # students served by P-20 programs
4.1	Expand P-20 agriculture education and workforce development with programs and personnel to foster an innovation mindset, sustainability ethic, and diverse agricultural and entrepreneurial skillsets in the next generation.	State Dept. of Education, UH Mānoa College of Ed/CTAHR, UH West O'ahu, HIPHI Hawai'i Farm to School Hui, Hawai'i P-20	State, federal	X	X	X	X	X	# Ag-Ed P-20 programs/classes; # students served in P-20 programs; Increased \$ capital investment
4.2	Increase access to capital and resources (public, private, philanthropic) for local food producers, entrepreneurs, startups, and small businesses to achieve profitability/scale.	City OER, Hawai'i Investment Ready Funder Cohort, Ulupono Initiative	City, State, Federal, Private, Philanthropic	X	X	X	X	X	Increased \$ capital investment
4.3	Scale-up farmer training programs and peer-to-peer networks that support capacity-building for a stable, skilled agricultural workforce and strong businesses.	UH West Oahu, UHCTHAR, GoFarm, MA'O Organic Farm	Federal, State, Private	X	X	X	X	X	Increased # / size of programs; # jobs created/retained, # agriculture/aquaculture businesses created/retained
4.4	Prioritize increased compensation for agricultural professionals, farmers, and farmworkers that considers the cost of living and inflation and support small businesses.	Hawai'i Farmers Bureau, Hawai'i Farmers Union United	City, USDA	X	X	X	X	X	Increased average wage of farmworkers Increased # agricultural jobs/workers # participants in state ag mentorship subsidy
4.5	Launch social enterprises and provide business development for local food producers, startups, and entrepreneurs to support and retain small businesses.	City OER, GoFarm, AgHui, ORC&D, OACA, Hawai'i Investment Ready, Elemental Exceleator	City, State, Federal, Private	X	X	X	X	X	Increased \$ capital investment for farmers; # agriculture/aquaculture businesses created/retained
4.6	Enact policies that systematically address the high cost of living and doing business to support job creation, startups, entrepreneurship, small business growth and development, and reduce the financial burden on residents.	State Legislature, City Council, Hawai'i Employers Council	-		X	X	X	X	Economic policies passed to address cost of living; % decrease cost of living

Education & Innovation - Implementation & Evaluation Matrix

**WORKING Matrix co-developed with multi-sector stakeholders for ongoing dialogue, collaboration, & action through 2026*

2026 Objectives & Priority Actions		Initial Stakeholders L= Lead S= Support <i>*NOT ALL STAKEHOLDERS LISTED</i>	Funding (federal, state, city, private, other)	2022	2023	2024	2025	2026	Working Metrics *Based on Hawaii's Aloha+ Dashboard and available data*
O1	Objective #1: Invest in the P-20 education system and educators to provide equitable access to high-quality, affordable early childhood through higher education and ensure teaching is a viable, well-supported career.	State Dept of Education (DOE), University of Hawaii (UH), Hawaii P-20, Public Charter Schools (PCS), Hawaii Association of Independent Schools (HAIS), Kamehameha Schools (KS), Kua'aina Ulu 'Auamo (KUA) networks and Community-Based Organizations (CBOs)	State, Federal, Private, Philanthropy	X	X	X	X	X	% increase in teacher wages; \$ distributed across O'ahu Complex Area Systems and public charter schools; # DOE HĀ School Community Sites for 'aina-based education; # STEM/STEAM programs
1.1	Increase compensation and benefits for educators to ensure teaching the next generation is a viable, well-paying career.	DOE, Hawaii State Teachers Association (HSTA), Hawaii Business Roundtable	State, Federal, Private	X	X	X	X	X	% increase in teacher wages
1.2	Grow dedicated funding for P-20 public education that is distributed across O'ahu complex areas, communities, and university system to provide free, quality education.	State Legislature, State Board of Education (BOE) and Dept of Education (DOE)	State, Federal	X	X	X	X	X	% increase in public education funding; \$ distributed across O'ahu CAS, charter schools, and community education programs
1.3	Enable imagination to become a critical part of P-20 education (early childhood education, K-12, and the University of Hawaii system), to set a foundation for lifelong learning, an innovation mindset, and active contributors to the O'ahu community.	Hawaii P-20, DOE, UH, Executive Office of Early Learning (EOEL), Oceanit, Education Incubator	State, Federal, Private, Philanthropy	X	X	X	X	X	'aina/project-based learning; Available data: % graduated high school on time; % youth not attending school/working decreased (ages 16-24); % college enrollment by gender/race increased
1.4	Integrate 'aina-based education for students of all ages to cultivate Native Hawaiian values, connection with land and community, and a culturally grounded curriculum.	DOE Office of Hawaiian Education (OHA), PCS, UH, HAIS, KS, Nā Pua No'eau (NPN), KUA networks, DOFAW (Project Learning Tree), Non-Profit/Community-based organizations	State, Federal, Private, Philanthropy	X	X	X	X	X	# DOE HĀ School Community Sites for 'aina-based education; # teachers/admin trained in 'aina-based education
1.5	Expand project-based, experiential learning for sustainability and Science Technology, Engineering, Art, and Mathematics (STEAM) with community-based organizations, nonprofits, and small businesses and the private sector.	DOE, UH, Maui Economic Development Board STEMWorks, Oceanit, Education Incubator, Non-Profit/Community-based organizations	State, Federal, Private, Philanthropy	X	X	X	X	X	# STEM/STEAM programs
1.6	Strengthen public charter schools and community-based education programs.	DOE, State, Non-Profit/Community-based organizations	State, Federal, Private, Philanthropy	X	X	X	X	X	Increased \$ for public charter schools and community-based education programs
1.7	Develop cross-disciplinary associate and other higher degree programs for innovation, wellness, sustainability, environment, agriculture, and other areas (e.g., University of Hawaii, community colleges, and high school courses and pathways).	UH: Sustainability Office, Institute for Resilience and Sustainability, John A. Burns School of Medicine (JABSOM), and affiliated departments; Community Colleges, DOE, HAIS, PCS	State, Federal, Private, Philanthropy	X	X	X	X	X	# degree programs, # certificates, # graduates
O2	Objective #2: Resource people to build diverse skillsets, foster an innovation mindset, and grow a vibrant ecosystem of leaders, innovators, entrepreneurs, businesses, practitioners, students, and communities contributing to a thriving O'ahu.	Hawaii Technology & Development Corporation (HTDC), City OER, Elemental Excelsator (EEx), Sultan Ventures/XLR8HI, Purple Mai'a, Oceanit, TRUE, Hawaii Investment Ready, ManaUp, Education Incubator, Department of Business, Economic Development, and Tourism (DBEDT).	State, Federal, City, Private, Philanthropy	X	X	X	X	X	\$ capital investment, # new businesses created/retained, # training programs; # new patents for Hawaii residents
2.1	Invest in entrepreneurial, business, and community-based solutions that address local challenges and contribute to environmental, social, and economic health.	HTDC, City OER, EEx, Sultan Ventures/XLR8HI, Oceanit, Purple Mai'a, TRUE, Hawaii Investment Ready, ManaUp, Hawaii People's Fund	State, Federal, City, Private, Philanthropy	X	X	X	X	X	\$ capital investment, # new businesses created/retained, # training programs
2.2	Increase access to capital (financial and other forms) for O'ahu professionals, entrepreneurs, businesses, students, and communities to realize and scale solutions.	HTDC, City OER, EEx, Sultan Ventures/XLR8HI, Purple Mai'a, TRUE, Hawaii Investment Ready Funder Cohort, Education Incubator, Hawaii People's Fund	State, Federal, City, Private, Philanthropy	X	X	X	X	X	\$ capital investment, # facilities, # new businesses created/retained, # training programs, # patents to Hawaii residents
2.3	Provide training and human development opportunities that foster an innovation mindset, develop entrepreneurial skillsets, catalyze startups, and invest in professional and personal growth.	Oceanit, EEx, Sultan Ventures/XLR8HI, Purple Mai'a, Hawaii Investment Ready, Education Incubator, UH R&D, UH Office of Indigenous Innovation, Hawaii Employers Council	State, Federal, City, Private, Philanthropy	X	X	X	X	X	# training programs, # jobs created/retained, # jobs created/retained; # patents to Hawaii residents; # patents in science and engineering; # technology licenses
2.4	Support next-generation leadership by connecting students with O'ahu communities, nonprofits, small businesses, and the private sector through diverse hands-on experiences to explore their passions and be of service.	UH Mānoa (UHM), UH West Oahu (UHWO), Community Colleges, DOE (L), Education Incubator, Purple Mai'a, Oceanit, XLR8UH	State, Federal, City, Private, Philanthropy	X	X	X	X	X	# training programs, # student beneficiaries
2.5	Cultivate partnerships, networks, and peer-learning opportunities that connect people with shared visions to exchange ideas, build relationships, and collaborate.	EEx, Sultan Ventures/XLR8HI, Purple Mai'a, Hawaii Investment Ready, Education Incubator, Hawaii Green Growth, Hawaii Alliance of Nonprofit Organizations (HANO), Hawaii Alliance for Community-Based Economic Development (HACBED), KUA	Private, Philanthropy, Federal	X	X	X	X	X	# networks and partnerships; # jobs created/retained; # patents to Hawaii residents

2.6	Establish grant writing services that can provide expertise in competitive grant research, writing, fiscal management/sponsorship, and evaluation to increase access to new capital for O'ahu communities, small businesses, startups, and nonprofits.	City OER, UH Office of Research & Innovation, HANO	State, Federal, City, Private, Philanthropy	X	X	X	X	X	Grant writing program established; Increased \$ grant funding secured
O3	Objective #3: Create conditions for local innovators, entrepreneurs, and startups to thrive in efforts to address 21st-century challenges and support a thriving O'ahu environment, community, and regenerative economy.	HTDC, City OER, UH System and Research & Innovation, Community Colleges (CCs), State Legislature	State, Federal, City, Private, Philanthropy	X	X	X	X	X	# businesses created/retained; # jobs created/retained; # new patents; \$ capital investment
3.1	Provide business development support for entrepreneurs at all phases, including with incubators, accelerators, and networks for businesses and community members.	Oceanit, EEX, Sultan Ventures/XLR8HI, Purple Ma'ā, Hawai'i Investment Ready, Education Incubator, UH Office of Research & Innovation, UH Office of Indigenous Innovation	State, Federal, City, Private, Philanthropy	X	X	X	X	X	# businesses created/retained; # jobs created/retained; # patents to Hawai'i residents; # patents in science and engineering; # technology licenses
3.2	Enact government policies and incentives to support startups and entrepreneurs, sustain and attract companies, and address barriers to facilitate small business growth.	State Legislature, Hawai'i Employers Council (S)	Federal, State	X	X	X	X	X	# businesses created/retained; # jobs created/retained; # patents to Hawai'i residents; # patents in science and engineering; # technology licenses
3.3	Encourage infrastructure to support innovation (e.g., broadband internet, energy, transportation) to enable local entrepreneurship, startups, and business growth.	University of Hawai'i, Broadband Hui, Hawai'i Clean Energy Initiative (HCEI), Hawaiian Electric	Federal, State	X	X	X	X	X	Increased % resident broadband access
3.4	Invest in and support world-class research, development, and technology (e.g., labs, shared facilities, access to equipment and instrumentation, financial capital) to meet the Aloha+ Challenge and UN Sustainable Development Goals, particularly for clean energy, sustainable agriculture, clean water, health, and climate.	UH Office of Research & Innovation, CCs, HTDC, HNEI, Oceanit, UH Office of Indigenous Innovation	State, Federal, City OER, Private, Philanthropy	X	X	X	X	X	\$ capital investment, \$ grant funding generated, # and square footage of shared facilities; # patents to Hawai'i residents; # patents in science and engineering; # technology licenses
3.5	Resource indigenous innovation and Native Hawaiian entrepreneurship, startups, and businesses with financial and other resources.	Council on Native Hawaiian Advancement, Office of Hawaiian Affairs (OHA), UH Office of Indigenous Innovation, Purple Ma'ā, KUA, Wa'anae Economic Development Council, HACBED, HTDC, DBEDT, City OER	State, Federal, City OER, Private, Philanthropy	X	X	X	X	X	\$ capital investment, \$ grant funding generated, # and square footage of shared facilities, # patents to Hawai'i residents; # new businesses created/retained, # jobs created/retained, # biocultural restoration sites
3.6	Develop the energy innovation sector with investments in technology, startups, business, and job creation that builds clean, renewable, and distributed energy to advance the state's 100% clean electricity goal by 2045.	Hawaii Natural Energy Institute (HNEI), UH, Hawai'i State Energy Office, Hawaiian Electric, EEX, HCEI, Blue Planet	State, Federal, Private	X	X	X	X	X	% cluster growth in Energy Innovation Sector
3.7	Create shared physical spaces for collaboration and innovation (e.g., including new and existing facilities, labs, co-working spaces, after-hours use of schools, and multi-use community centers) for local entrepreneurship, startups, and small businesses.	HTDC, City OER, UH, CCs, DOE, HACBED	State, Federal, City OER, Private, Philanthropy	X	X	X	X	X	# and square footage of shared facilities
3.8	Establish O'ahu as a knowledge center regionally and internationally for higher education, research, innovation, wellness, sustainability, and traditional knowledge.	UH/CCs, State Hawaii Tourism Authority, OHA, Hawai'i Green Growth Local2030 Hub, East West Center	State, Federal, City, Private, Philanthropy	X	X	X	X	X	# conferences hosted; \$ capital investment and grant funding generated; # partnerships established
O4	Objective #4: Increase workforce and human development opportunities that provide skill-building, prepare residents for well-paying careers, and build economic diversity in sectors aligned with the Aloha+ Challenge and UN Sustainable Development Goals.	UH/CCs, State DOE, City OER, Hawai'i Employers Council (HEC), Hawai'i Workforce Development Council (HI WDC)	State, Federal, City, Private, Philanthropy	X	X	X	X	X	# jobs created/retained # internships/fellowships # workforce development programs #beneficiaries
4.1	Build next-generation workforce and career pathways (e.g., paid internships/fellowships, mentorship/apprenticeships, entrepreneur/startup skillbuilding, and other training), including in green jobs and innovation and knowledge-based sectors.	UH and CCs; DOE, HI WDC, Hawai'i Employers Council, Economic Development Alliance of Hawai'i; City OER, STEMWorks, Elemental Excelsior, XLR8UH, KUPU, Center for Resilient Neighborhoods, Chamber of Commerce IT Sector Partnership, Oceanit	State, Federal, City, Private, Philanthropy	X	X	X	X	X	# jobs created/retained # internships/fellowships # workforce development programs (from available, compiled sources)
4.2	Strengthen accessible vocational pathways at high school, two-year college programs, trade schools, and across the University of Hawai'i system.	UH, CCs, DOE, HI WDC, Hawai'i Employers Council, STEMWorks, Oceanit	State, Federal, City, Private, Philanthropy	X	X	X	X	X	#vocational programs, # beneficiaries
4.3	Fund career transitional programs that train, upskill, and reskill residents to pursue jobs in new and emerging knowledge-based, innovation, and sustainability sectors.	UH, Economic Development Alliance of Hawai'i, HI Workforce Development Council, Hawai'i Employers Council, Sultan Ventures/XLR8HI, KUPU, GameDevHQ, GoFarm Hawai'i	State, Federal, City, Private, Philanthropy	X	X	X	X	X	# workforce development programs, # beneficiaries
4.4	Incentivize existing and new multi-sector regenerative businesses that prioritize the values of Hawai'i to pave the way for a diversified, regenerative economy.	State Legislature, HI WDC, Hawai'i Employers Council	State, private sector	X	X	X	X	X	Incentives/policies created for O'ahu businesses with regenerative/sustainable practices
4.5	Support workforce/human development opportunities that invest in the whole person (i.e., intellectually, emotionally, physically, and spiritually) to build entrepreneurial and diverse skillsets, an innovation mindset, and encourage overall prosperity.	Hawai'i Employers Council, DOE/HĀ Program, UH, CCs, (L); Mālama Pono Foundation, Foundations of ALOHA, Chosen-ji	State NASPA Hawai'i, DOE (Na Hopena A'o), philanthropy (possibly Stupski Foundation)	X	X	X	X	X	# programs and opportunities, # beneficiaries

Environment & Natural Systems - Implementation & Evaluation Matrix

**WORKING Matrix co-developed with multi-sector stakeholders for ongoing dialogue, collaboration, & action through 2026*

2026 Objectives & Priority Actions		Initial Stakeholders L= Lead S = Support <i>*NOT ALL STAKEHOLDERS LISTED</i>	Funding (federal, state, city, private, other)	2022	2023	2024	2025	2026	Working Metrics *Based on Hawai'i's Aloha+ Dashboard and available data*
O1	Objective #1: Mobilize community-based leadership and stewardship for biocultural restoration with resources, policy, and capacity building to actualize island-wide initiatives.	State Dept of Land & Natural Resources (DLNR), Hawai'i Tourism Authority (HTA), Dept of Health (DOH), Legislature, Kua'āina Ulu 'Auamo (KUA), Hawai'i Conservation Alliance (HCA), The Nature Conservancy (TNC), Conservation International (CI), KUPU, 'Āina Aloha Economic Futures (AAEF), Hawai'i Green Growth (HGG), City Resilience Office, Zero Waste O'ahu	City, State, Federal, Philanthropy, Private	X	X	X	X	X	# community-based models, pilots, projects
1.1	Invest in champions for community-driven change through leadership development, peer-to-peer networks, entrepreneurial skill-building, and cross-sector collaboration.	KUA, HCA, Hawai'i Green Growth, City Resilience Office; UH Dept of Urban & Regional Planning and Sustainability Office, KEY Project	Philanthropy, Private, City	X	X	X	X	X	# programs/networks; 1-2 resilience hubs/planning zones/networks per 8 Oahu Zones (Ola Resilience Strategy Action 15)
1.2	Scale successful community-led models for stewardship, circular economy, and regenerative tourism that build on lessons learned from examples such as the Hā'ena Community-Based Subsistence Fishing Area.	State DLNR, HTA, DOH, Legislature, KUA, AAEF, HCA, Zero Waste O'ahu, Hawai'i Green Growth	State, City	X	X	X	X	X	# community-based models, pilots, projects
1.3	Collaborate to build new models by learning from culturally appropriate global examples and by investing in local conservation entrepreneurs, startups, small businesses, nonprofits, and community-based organizations.	HGG Local2030 Hub, Global Island Partnership, Local2030 Islands Network	Federal, Philanthropy, Private	X	X	X	X	X	# partnerships, # communities of practice, # models
O2	Objective #2: Collaborate across sectors to ensure responsible stewardship of natural and cultural resources and long-term native ecosystem health mauka to makai (ridge to reef) through new job creation and capital investment in the environmental services sector.	State DLNR/Board of Land & Natural Resources (BLNR), Commission on Water Resource Management (CWRM), City Board of Water Supply (L), Hawai'i Alliance of Watershed Partnerships, Watershed Partnerships, KUA, The Nature Conservancy (TNC), Conservation International (CI), KUPU, O'ahu Resource Conservation & Development (O'ahu RC&D) (S)	City, State, Federal, Philanthropy, Private	X	X	X	X	X	# acres in watershed management/protection; % near-shore marine management; % towards increased fresh water capacity by 100 million gallons per day (since 2016 baseline); % implementation of 147 action items in Hawai'i Interagency Biosecurity Plan
2.1	Promote biocultural resource management and stewardship including indigenous food systems through traditional ecological knowledge.	DLNR, KUA, TNC, KUPU, Paepae o He'eia, Loko Ea, Maunaloa Fishpond Heritage Center, Kualoa Ranch, Kahala Hotel and Resort, ORC&D, Watershed Partnerships, Ho'okua'āina, Halau o Huluena, Mālama Pu'uloa, Ho'oulu 'Āina, UH West O'ahu Sustainable Community Food Systems; UH Office of Indigenous Innovation	State, Federal, Private, Philanthropy	X	X	X	X	X	# acres in watershed management/protection; # acres land stewarded by community-based groups; # acres of working lands under conservation easements; monitoring for invasive species and animals
2.2	Protect and increase the O'ahu fresh water supply, aquifer health, and water quality.	Hawai'i Community Foundation/Fresh Water Initiative, BWS, DLNR, HAWP/Watershed Partnerships (L), Surfrider Foundation, WAI Org Inc, Sierra Club, Water Resources Research Center (WRRC), UH Sea Grant	HCF, BWS, State, DOD, USFWS	X	X	X	X	X	Increase water quality; % towards increased fresh water capacity by 100 million gallons per day (since 2016 baseline)
2.3	Reverse ecosystem loss by managing and protecting at least 30% of native watershed forests and establishing at least 30% of near-shore areas as marine-managed areas by 2030.	DLNR; HCA; Watershed Partnerships (KMWP, WMWP); O'ahu Invasive Species Committee (OISC); TNC; CI, KUA; WAI	Sea Grant; NOAA; E	X	X	X	X	X	# acres in watershed management/protection; % near-shore marine management; # educational/civic programs
2.4	Implement the Hawai'i Interagency Biosecurity Plan to increase invasive species control and prevention.	Hawai'i Invasive Species Council (HISC), OISC, State Dept of Agriculture, DLNR, Dept of Health; US Dept of Ag, Dept of Defense; UH, Coordinating Group on Alien Pest Species (CGAPS); shipping companies, airlines	USDA, USFWS	X	X	X	X	X	% implementation of 147 action items in Hawai'i Interagency Biosecurity Plan
2.5	Collaborate on island-wide ecosystem restoration in urban and rural areas, including engaging military and other large landowners to address issues and increase holistic land management.	DLNR, CCH DPR, DOD, ORC&D, Watershed Partnerships, Kaulunani Urban Forestry Council, Trees for Honolulu's Future, Hawai'i Green Growth	Federal, Private, State	X	X	X	X	X	# public-private partnerships; # acres land restoration
2.6	Implement nature-based resilience solutions and bolster against climate hazards to safeguard the O'ahu ecosystems, communities, and businesses.	State Office of Planning & Sustainable Development, DLNR, City Resilience Office, US Dept of Defense; TNC, HCA, Watershed Partnerships, Be Ready Mānoa, Mālama Mānoa, Waihole Community Association, Mālama Maunaloa	Federal, State, City, Private	X	X	X	X	X	% completion/progress on Ola Resilience Strategy
O3	Objective #3: Double the number of green jobs in conservation and sustainability professions through next-generation education, workforce development, and career pathways that compensate according to Hawai'i's cost of living.	DLNR, KUPU, Pono Pacific, HCA, Hau'oli Mau Loa Foundation	State, Federal, Philan	X	X	X	X	X	# green jobs created/retained
3.1	Fund a local Green Jobs Youth Corps through 2026 to provide temporary work and training opportunities for young adults in conservation and sustainability professions while increasing workforce development and economic diversification.	KUPU; Work-4-Water Initiative - WAI, Pacific International Center for High Technology Research (PICHTR) & partners; HCA, UH Pacific Internship Programs for Exploring Science (PIPES)	State, Federal, Philan	X	X	X	X	X	Green Jobs Youth Corps funded and launched, # green jobs created

3.2	Expand youth conservation and sustainability opportunities through paid internships, fellowships, and mentoring across diverse organizations and sectors.	KUPU, PIPES, Economic Development Alliance of Hawai'i, Hawai'i Employers Council	State, Federal, Philanthropy, Private	X	X	X	X	X	# paid internships/fellowships
3.3	Increase higher-education partnerships with the University of Hawai'i and the Community College system to provide tuition, stipends, and course credit.	UH Mānoa, UH West O'ahu, Community Colleges; KUPU, HCA, HGG Network, MA'O Farms; State/UH/City Grant support	Federal, State, Philanthropy, Private, Scholarships	X	X	X	X	X	# educational partnerships; \$ scholarships/stipends
3.4	Prioritize increased compensation for environmental stewardship and education jobs that considers the cost of living and inflation.	UH Pacific Cooperative Studies Unit (PCSU), Research Corporation of the University of Hawai'i (RCUH), Pono Pacific	STEM, DEI funding	X	X	X	X	X	% wages increase for sector
3.5	Enact policies that systematically address the high cost of living and doing business to support job creation, startups, entrepreneurship, small business growth and development, and reduce the financial burden on residents.	State Legislature, City Council, Hawai'i Employers Council	-		X	X	X	X	Economic policies passed to address cost of living; % decrease cost of living
O4	Objective #4: Increase annual funding through diversified capital (private, county, state, federal) to address the existing unfunded environmental liability and invest in O'ahu ecosystems, biocultural restoration, and community-based stewardship mauka to makai.	Hawai'i Community Foundation (HCF), Environmental Funders Group, Funders Hui, State Hawai'i Tourism Authority, Hawai'i Investment Ready	Federal, State, Philanthropic, Private, Visitor Fee/Innovative funding mechanisms	X	X	X	X	X	\$ conservation funding generated annually; \$ investment
4.1	Establish a visitor green fee and other innovative financing mechanisms, including a visitor pay-for-service model at City parks and trails, to generate annual revenue to reinvest in Hawai'i's natural and cultural resources.	State Legislature, HTA, DLNR, City Department of Parks & Recreation	Visitor Fee	X	X	X	X	X	Fee established/designated for natural and cultural; \$ conservation funding generated annually
4.2	Increase non-competitive, streamlined funding for conservation organizations and businesses to provide financial security for programs beyond one year at a time.	Environmental Funders Group, Hawai'i Community Foundation (HCF), Funders Hui, State, Federal, Hawai'i Tourism Authority (L); HGG network (S)	Federal, State, Philanthropic, Private, Innovative funding mechanisms	X	X	X	X	X	\$ conservation generated annually (public, private)
4.3	Grow conservation impact investing opportunities in Hawai'i, including Community Development Financial Institutions (CDFIs), social enterprises, entrepreneurship and startup support, accelerator programs, philanthropies, and public-private funders.	Hawai'i Investment Ready Funder Cohort program, Funder Hui; Elemental Exceleator; Hawai'i Alliance of Nonprofit Organizations (HANO) training programs in grant writing	Private, Innovative funding mechanisms	X	X	X	X	X	New revenue generated for conservation
4.4	Invest in conservation infrastructure especially new invasive species control facilities on O'ahu to mitigate risks to natural and cultural resources, agriculture, public health, and the economy.	State Legislature, HDOA, CGAPS, OISC	State, Federal	X	X	X	X	X	State \$ invested; # invasive species facilities
4.5	Identify financial investment co-benefits with other Hawai'i 2030 goals to promote public, private, and philanthropic capital for nature conservation.	DLNR, CI, TNC, Environmental Funders Group, Hawai'i Green Growth network	Philanthropy	X	X	X			New revenue generated for conservation

Health & Wellness - Implementation & Evaluation Matrix

**WORKING Matrix co-developed with multi-sector stakeholders for ongoing dialogue, collaboration, & action through 2026*

	2026 Objectives & Priority Actions	Initial Stakeholders L= Lead S= Support <i>*NOT ALL STAKEHOLDERS LISTED</i>	Funding (federal, state, city, private, other)	2022	2023	2024	2025	2026	Working Metrics *Based on available/existing data
O1	Objective #1: Promote holistic health for O'ahu residents through intentional collaboration, education, and strategies across sectors to address systemic issues and well-being disparities.	State Dept of Health (DOH), Center for Medicaid and Medicare Services, Insurers, Hospital systems, Hawai'i Primary Care Association (HPCA), Community Health Centers, Papa Ola Lōkahi, Hawai'i Public Health Institute (HIPHI), Community-Based Organizations/Non-Profit Organizations (CBOs/NPOs)	State, Federal, Private, Philanthropy	X	X	X	X	X	Increased life expectancy by zip code/ethnicity, Reduce # houseless individuals, Increase % household food security, Improved Adverse Childhood Experiences (ACE) , # workforce development/training programs, # partnerships, #policies passed
1.1	Foster multi-sector partnerships for health that connect health system leaders, community experts, academic and business innovators, startups, and policymakers to advance integrated public health.	HPCA, Federally Qualified Health Centers (FQHCs), HIPHI, Hawai'i Medical Service Association (HMSA), Kaiser Permanente, Aloha Care, UHA Health Insurance	State, Federal, Private, Philanthropy	X	X	X	X	X	# partnerships, # health policies passed, increased life expectancy by zip code/ethnicity
1.2	Provide holistic health education, training, and workforce development for leaders and workplaces across sectors to deepen understanding, skillsets, and build capacity.	DOH, HIPHI, HPCA/Community Health Centers, HSMA, Kaiser Permanente, Aloha Care, UHA Health Insurance	State, Federal, Private, Philanthropy	X	X	X	X	X	# workforce development programs # and types of trainings completed annually; policy passed to mandate health trainings for elected/appointed officials
1.3	Elevate community voices, especially those most adversely impacted by current systems and policies, in decision-making processes.	L: Hawai'i State Legislature, Center for Medicaid and Medicare Services, Insurers, Hospital systems; S: HPCA; FQHCs; Papa Ola Lōkahi; We Are Oceania; Native Hawaiian Health Systems; Churches; HCPA/Community Health Centers	State, Federal, Private, Philanthropy	X	X	X	X	X	# community reps in decision-making forums; public, private, civil society entities engaged in consistent relationship building, community involvement, dialogue in the areas impacted
1.4	Support holistic health programs in communities, businesses, and workplaces across sectors that promote psychosocial well-being (e.g., nutrition, exercise/sports/outdoor activities, mental/emotional health, positive lifestyle choices, community involvement, spirituality)	L: DOH, Insurers; S: Blue Zones Project, HPCA/Community Health Centers, Kākua Kalihī Valley, Ho'okua'āina, CBO/Non-Profits	State, Federal, Private, Philanthropy	X	X	X	X	X	# programs and opportunities; # beneficiaries served; # BlueZones Project sites
1.5	Collaborate to address social determinants of health, including access to affordable housing, nutritious local foods, and environmental factors.	State Legislature, DOH, HPCA/Community Health Centers, UH Center on Indigenous Innovation and Health Equity, CBO/Non-Profits	State, Federal, Private, Philanthropy	X	X	X	X	X	Increased life expectancy by zip code/ethnicity, Reduce # houseless individuals, Reduce % household food insecurity, Improved Adverse Childhood Experiences (ACE), decreased # children in foster care
1.6	Improve access to healthcare services, particularly for those in hard-to-reach areas, via telehealth/telephonic visits through broadband access, transportation, etc.	University of Hawai'i, Broadband Hui, DBEDT Broadband Initiative, HPCA/Community Health Centers	Federal and State	X	X	X	X	X	Reduced % residents without broadband access
O2	Objective #2: Set place-based, cultural approaches to wellness and socioeconomic, environmental, and other factors as a public health priority.	State Dept of Health (DOH) Center for Medicaid and Medicare Services, Insurers, Hospital systems, Hawai'i Primary Care Association (HPCA)/Community Health Centers, Papa Ola Lōkahi, MA'O Farms, CBO/Non-Profits	State, Federal, Private, Philanthropy	X	X	X	X	X	# and types of Native Hawaiian practices supported, # community-based stewardship sites, #trainings/programs
2.1	Perpetuate Native Hawaiian, Pacific Islander, and multi-cultural healing practices for holistic wellness of individuals, families, communities, workplaces, and the land.	UH Center on Indigenous Innovation and Health Equity; Blue Zones Project, Kōkua Kalihī Valley, Papa Ola Lōkahi, MA'O Farms, Waimanalo Health Center, Wai'anae Coast Comprehensive Health Center	State, Federal, Private, Philanthropy	X	X	X	X	X	# and types of Native Hawaiian practices supported, # Hawaiian language speakers
2.2	Promote connection with 'āina (land) through community stewardship, education and workplace opportunities, and programs for keiki (children) to kūpuna (elders).	UH Center on Indigenous Innovation and Health Equity, KUA networks, Ho'oulu 'Āina, Ho'okua'āina, Wai'anae Alliance for Wellness and Place-Based Learning, Blue Zones Project, Pledge to Our Keiki, Volunteer Month Hawai'i	State, Federal, Private, Philanthropy	X	X	X	X	X	# community-based stewardship sites; # acres land stewarded by community-based groups
2.3	Support culturally responsive interventions to maintain optimum well-being and address specific medical conditions and health risks, including but not limited to cardiovascular disease, diabetes, hypertension, and obesity.	DOH, HIPHI, S: Papa Ola Lōkahi, AlohaCare, HPCA/Community Health Centers, Waimanalo Health Center	State, Federal, Private, Philanthropy	X	X	X	X	X	increased life expectancy by zip code/ethnicity, #beneficiaries
2.4	Train and build local workforce that reflects the diverse local communities they serve, including through setting policies and standards that create workforce and job pathways.	HCPA/Community Health Centers, DOE, UH, CCs, HI WDC, Hospital Systems, Insurers	State, Federal, Private, Philanthropy	X	X	X	X	X	#jobs created/retained #workforce development/training programs #internships/fellowships

2.5	Provide resources for traditional and integrative wellness to support caregiving for kūpuna aging in place, childbirth, mental health, and youth rites of passage.	HPCA/Community Health Centers, AARP, Papa Ola Lōkahi, Chi Lifestyle Medical Center, UH JABSOM	Federal, State, Private, Philanthropy	X	X	X	X	X	#elders aging in place #educational programs/trainings #beneficiaries
2.6	Establish new associate degree programs with certification status, including in Native Hawaiian Health, Pacific Islander Primary Care, and integrative medicine (e.g., University of Hawai'i John A Burns School of Medicine and affiliated departments, community colleges, and high school curricula and summer courses).	UH JABSOM and affiliated departments, Community Colleges, State DOE, HAIS, PCS	Federal, State, Private, Philanthropy	X	X	X	X	X	#degree programs, # certifications, # graduate
O3	Objective #3: Expand access to affordable mental health and substance abuse services for residents of all ages and backgrounds, particularly in schools, workplaces, and communities facing inequities to address this health crisis.	State Dept of Health (DOH), Hospital Systems, Insurers, Center for Medicaid and Medicare Services, Hawaii Public Health Institute (HIPHI), Hawaii Primary Care Association (HPCA)	State, Federal, Private, Philanthropy	X	X	X	X	X	Mental health and wellness checkups normalized; Reduced % untreated adults/children, % high school depression and suicide, Increase # mental health professionals, #jobs created/retained
3.1	Promote mental and emotional wellness practices and substance use prevention across sectors to normalize accessible and safe support, including regular check-ins, counseling, healing, and care that is culturally grounded and trauma-informed.	DOH, Hospital Systems, Insurers, Center for Medicaid and Medicare Services, HIPHI, HPCA	City, State, Private, Philanthropy	X	X	X	X	X	Increase # mental health professionals per 430 individuals in Hawai'i (1 for 440 national average, 430 locally)
3.2	Standardize insurance coverage for mental, emotional, and behavioral health, including wellness visits for everyone, especially children through 18 years of age.	Insurers, Center for Medicaid and Medicare Services	Federal, Private	X	X	X	X	X	Reduced % of adults that did not receive professional support for serious mental/behavioral condition, reduce % of children with problem attaining needed mental healthcare
3.3	Increase school mental health services across the P-20 education system for students, teachers, and faculty.	DOE (Hazel Health), UH	State, Federal, Private, Philanthropy	X	X	X	X	X	Reduce % of children with problem attaining needed mental healthcare, Reduce % high schools experiencing depression, Reduce suicide rate
3.4	Support workforce development, education, training, and career pathways in social work, human services, counseling, healing, traditional practices, and related areas.	DOE, UH, Community Colleges (CCs), Hawai'i Employers Council, Hawai'i Workforce Development Council (HI WDC), Hawai'i Employers Council, Hospital Systems, Insurers, HPCA/Community Health Centers	State, Federal, Private, Philanthropy	X	X	X	X	X	#workforce development/training programs #internships/fellowships #jobs created/retained
3.5	Provide increased access to conflict resolution, mediation, and ho'oponopono (to make right) for families, communities, businesses, and workplaces across sectors to resolve conflict and support healing.	Hawai'i State Judiciary Center for Alternative Dispute Resolution (L), Conflict Resolution Alliance, Mediation Center of the Pacific, Hawai'i Employers Council, ho'oponopono practitioners	City, State, Private, Philanthropic, other	X	X	X	X	X	# public, private, civil society entities with staff trained in facilitation and mediation; Support for ho'oponopono practitioners and mediators
O4	Objective #4: Strengthen the statewide health and public health systems and infrastructure to provide comprehensive, affordable, and high-quality care to meet the diverse needs of residents.	State Department of Education (DOE), University of Hawai'i, John A Burns School of Medicine (JABSOM), Community Colleges (CCs), Hawai'i Workforce Development Council (HI WDC), Hawai'i Employers Council, Hospital Systems, Insurers, Hawai'i Primary Care Association (HPCA)/Community Health Centers	State, Federal, Private	X	X	X	X	X	#health professional jobs created/retained, #workforce development programs, 100% residents covered by health insurance with low deductibles, \$ capital investment, \$ distributed to stakeholders/communities
4.1	Build health system and infrastructure resilience to more effectively respond to current and future threats of pandemic diseases.	DOH, Hospitals, Insurers	State, Federal, Private	X	X	X	X	X	#health professionals, # ICU beds available, Strengthened infrastructure
4.2	Increase training, recruitment, and retention of diverse healthcare, health, and wellness practitioners through workforce development and business opportunities.	DOE, UH, JABSOM CCs, HI WDC, Hawai'i Employers Council, Hospital Systems, Insurers, HPCA/Community Health Centers	State, Federal, Private, Philanthropy	X	X	X	X	X	#jobs created/retained #workforce development/training programs #internships/fellowships
4.3	Collaborate with health system stakeholders to support health insurance and payment model reform to decrease premium costs and increase coverage options that provide greater ease and accessibility for residents.	Insurers, Center for Medicaid and Medicare Services, State DOH, HPCA, Hawai'i Public Health Institute (HPHI), Aloha Care	Federal, Private	X	X	X	X	X	100% of residents covered by health insurance with low deductibles, increased life expectancy by zip code/ethnicity
4.4	Engage federal partners to increase Medicare and Medicaid coverage, including for mental health, nursing facilities, medications, and elder care.	Insurers, Center for Medicaid and Medicare Services	Federal	X	X	X	X	X	100% of residents covered by health insurance with low deductibles, increased life expectancy by zip code/ethnicity
4.5	Promote innovation, technology, and entrepreneurship in health care and wellness, including higher education partnerships, small business development, and startups.	UH JABSOM, Rearch & Innovation, Office of Indigenous Innovation & Health Equity; CCs; Hospital Systems; DOH; HPCA	State, Federal, Private, Philanthropy	X	X	X	X	X	#businesses created/retained, # startups, #jobs created/retained, # patents / technology licenses
4.6	Mobilize public-private funding to support holistic health and wellness, including hospitals, physicians, community health centers, mental health organizations, nursing homes, and cultural practitioners.	DOH, UH, Hospital systems, Insurers, HIPHI, HPCA, FQHCs	State, Federal, Private, Philanthropy	X	X	X	X	X	\$ capital investment, \$ distributed to stakeholders/communities
4.7	Enact policies that systematically address the high cost of living and doing business to support job creation, startups, entrepreneurship, small business growth and development, and reduce the financial burden on residents.	State Legislature, City Council, Hawai'i Employers Council	-		X	X	X	X	Economic policies passed to address cost of living; % decrease cost of living

Safety & Peace - Implementation & Evaluation Matrix

**WORKING Matrix co-developed with multi-sector stakeholders for ongoing dialogue, collaboration, & action through 2026*

2026 Objectives & Priority Actions	Initial Stakeholders <i>L = Lead S = Support</i> <i>*NOT ALL STAKEHOLDERS LISTED</i>	Funding (federal, state, city, private, other)	2022	2023	2024	2025	2026	Working Metrics <i>*Based on available/potential data and Ola Resilience Strategy*</i>
O1 Objective #1: Improve community-wide safety with increased training, outreach, social services, and strong partnerships, education, and communications.	City and County of Honolulu Police Department (HPD), Honolulu Fire Department (HFD), Department of Emergency Management (DEM), Emergency Management Services (EMS), Department of Public Safety (DPS), Community Policing, Neighborhood watch, Community/Business Partners	Federal, State, City, Private, Philanthropy	X	X	X	X	X	% reduced violent crime /property crime (per 100,000 residents), # community/business partnerships, # professional development/training programs # jobs, # social service programs
1.1 Prevent quality of life crimes (i.e., thefts, burglaries, domestic violence, assaults, harassment, etc.) to ensure the safety of diverse O'ahu residents and businesses.	HPD, HPD Community Policing, Neighborhood Watch	City, State, Federal	X	X	X	X	X	% reduced violent crime (per 100,000 residents), % reduced property crime (per 100,000 residents), Reduced % of students that did not attend school because of safety concerns
1.2 Build trust between O'ahu communities, businesses, and first responders to support ongoing relationships, continuity, communication, and accountability.	HPD, HFD, DEM, EMS, Community/Business Partners	Federal, State, City, Private, Philanthropy	X	X	X	X	X	# partnerships; # community/business reps in decision-making forums; public, private, civil society entities engaged in consistent relationship building, community involvement, dialogue in the areas impacted
1.3 Provide workforce development and continued training opportunities for first responders to ensure they can serve the needs of diverse residents, including tactical skills, social-emotional capacity, diversity, equity, and inclusion (DEI) to better support communities facing the greatest inequities.	HPD, HFD, DEM, EMS, DPS, Neighborhood watch, Community/Business Partners	Federal, State, City	X	X	X	X	X	# professional development programs, #and types of trainings completed annually; policy passed to require trainings #jobs created/retained
1.4 Bolster mental health and social services with community-based safety and outreach programs and work that supports residents and first responders' emotional wellness.	HPD, HFP, DEM, EMS, State Department of Human Services; UH School of Social Work, Social service organizations	Federal, State, City, Private, Philanthropy	X	X	X	X	X	Increase # mental health professionals per 430 individuals in Hawai'i # Critical incident stress management programs for first responders # social services programs
1.5 Establish community, business, and media partnerships to create safe environments, promote civil discourse, support compassionate solution-making, and encourage strong island values and family upbringing.	HPD, HFD, DEM, EMS, Community/Business Partners	Federal, State, City, Private, Philanthropy	X	X	X	X	X	#business/community partnerships
1.6 Collaborate on public education efforts to ensure residents and businesses are informed, educated, and aware of threats and potential safety concerns and capabilities (e.g., cybersecurity, pandemic, natural disasters, climate change, crime).	HPD, HFD, DEM, EMS, Community Partners/Businesses in focus areas, Local Media; State Office of Human Services, Enterprise Technology Services (ETS)	Federal, State, City, Private, Philanthropy	X	X	X	X	X	#business/community partnerships
1.7 Address corruption and increase transparency and accountability to build public trust.	Hawai'i Police Commission, State Legislature	City, State, Federal	X	X	X	X	X	Increased % resident trust in government, Reduced % corruption, Policies passed
O2 Objective #2: Increase resilience for O'ahu communities, businesses, infrastructure, ecosystems, and the economy in the face of climate change, severe weather events, and other natural hazards.	City Resilience Office, Department of Emergency Management (DEM); State Hawai'i Emergency Management Agency (HI-EMA), Dept. Land & Natural Resources (DLNR), State Climate Commission	Federal, State, City, Private, Philanthropy	X	X	X	X	X	% completion/progress towards metrics for Ola Resilience Strategy
2.1 Implement high building code standards to protect lives and residential and commercial property.	City Dept Planning & Permutting, DEM	City, State, Federal	X	X	X	X	X	Progress on Ola Resilience Strategy Action 11; Policies passed/adopted for international standard building codes
2.2 Establish Oahu community-based resilience networks to bridge between community organizations, government agencies, and local businesses during disaster response and support year-round connection opportunities.	City Resilience Office, DEM, Neighborhood Boards, Cerene Hawai'i, UH	Federal, State, City, Private, Philanthropy	X	X	X	X	X	Progress on Ola Resilience Action 15; networks/hubs established for 8 island zones
2.3 Increase disaster preparedness and flood insurance coverage for businesses and residents, especially in high-risk areas.	City Resilience Office, DEM, Neighborhood Boards	Federal, State, Privat	X	X	X	X	X	Progress on Ola Resilience Strategy Action 13
2.4 Increase resiliency of utilities, infrastructure, and supplies, including food supply, food storage, grid resilience, and fuel accessibility for disaster response and recovery.	Hawaiian Electric, Hawai'i Food Bank, Red Cross; City DEM, Office of Economic Revitalization (OER), Resilience Office	Federal, State, City, Private, Philanthropy	X	X	X	X	X	Progress on Ola Resilience Strategy Action 16
2.5 Leverage federal funding for projects that mitigate climate risks and support participatory community processes and culturally appropriate, place-based design.	City, State DLNR, Ala Wai Watershed Collaboration (network)	Federal, State, City, P	X	X	X	X	X	Progress on Ola Resilience Action 34; #stakeholders engaged; # community-based projects and decision-making; \$ capital investment; # acres restored

	Invest in climate-related solutions, particularly nature-based and green infrastructure, to protect O'ahu ecosystems, communities, and businesses.	State Office of Planning & Sustainable Development (OPSD), DLNR; City Resilience Office; Dept of Defense; The Nature Conservancy, Hawai'i Conservation Alliance, Watershed Partnerships, Be Ready Mānoa, Mālama Mānoa, Waiahole Community Association, Mālama Maunaloa	Federal, State, City, P	X	X	X	X	X	% completion/progress on Ola Resilience Strategy; # community-based natural resource management projects; \$ capital investment; # jobs created/retained
O3	Objective #3: Address cybersecurity risks to safeguard O'ahu residents, businesses, and critical infrastructure, including utilities, telecommunications, health care, transportation, financial and other services.	CyberHawai'i, City Dept of Emergency Management (DEM), State Hawai'i Emergency Management Agency (HI-EMA), Dept of Defense (DOD), University of Hawai'i, Chambers, Community-Based Organizations/Non-Profits (CBOs/NPOs)	Federal, State, City, Private	X	X	X	X	X	Reduced cyber attacks, reduced cyber vulnerability, #jobs created/retained, \$ capital investment
3.1	Build strategic partnerships and coordination capacity across federal, state, and city government, business, and communities.	CyberHawai'i, City DEM, HI-EMA, DOD, UH, Chambers, CBO/Non-Profits	Federal, State, City, P	X	X	X	X	X	Strengthened cyberinfrastructure and partnerships
3.2	Increase public education to inform residents, businesses, and nonprofits on cyber security risks, prevention, and support.	CyberHawai'i, City DEM, HI-EMA, DOD, UH, Chambers, CBO/Non-Profits, Media	Federal, State, City, P	X	X	X	X	X	Increased public awareness
3.3	Provide educational and workforce opportunities for students in cybersecurity.	Hawai'i Workforce Development Council (HI WDC), Hawai'i Employers Council, UH, Community Colleges, CyberHawai'i	Federal, State, City, P	X	X	X	X	X	#jobs created/retained, # workforce development programs
3.4	Invest in innovation, technology, and entrepreneurship for a cyber-secure Hawai'i.	CyberHawai'i, UH Office of Research & Innovation, DOD	Federal, State, City, P	X	X	X	X	X	\$ capital investment, # technology licenses, # businesses created/retained, # startups
3.5	Enact policies that systematically address the high cost of living and doing business to support job creation, startups, entrepreneurship, small business growth and development, and reduce the financial burden on residents.	State Legislature, Hawai'i Employers Council	Federal, State	X	X	X	X	X	Economic policies passed to address cost of living; % decrease cost of living # businesses created/retained
O4	Objective #4: Mitigate risks and support regional peacebuilding and safety through innovative partnerships, prevention and response, and fostering relationships and empathy.	City Department of Emergency Management (DEM), State Emergency Management Agency (HI-EMA), Dept of Defense (DOD), Federal Emergency Management Agency (FEMA), East West Center (EWC), HGG Local2030 Hub, Institute for Climate and	Federal, State, City, Private, Philanthropy	X	X	X	X	X	#public-private partnerships, international partnerships in Asia-Pacific region, #conferences/diplomats hosted, # O'ahu resilience networks #educational programs/international students #remediation projects
4.1	Mitigate and respond to threats through strategic public-private partnerships.	City DEM, HI-EMA, DOD, FEMA, American Red Cross, Community Emergency Response Teams (CERT), CICRN, Pacific Forum, O'ahu Resilience Networks, Voluntary Organizations Active in Disaster (VOAD), Catholic Charities, first responders	Federal, State, City	X	X	X	X	X	#public-private partnerships, international partnerships in Asia-Pacific region, # O'ahu resilience networks, #community response teams
4.2	Support multi-stakeholder partnerships, communication, and coordination across federal, state, and city government, business, and communities.	City DEM, HI-EMA, DOD, FEMA, American RedCross, Community Emergency Response Teams (CERT), CICRN, Voluntary Organizations Active in Disaster (VOAD), Catholic Charities, EWC, HGG Local2030 Hub, UH, O'ahu Resilience Networks, CCSR/One O'ahu, Kanu Hawai'i, first responders	Federal, State, City, Private	X	X	X	X	X	International partnerships in Asia-Pacific region, #public-private partnerships, # O'ahu resilience networks, #community response team
4.3	Foster healthy relationships between the security sector and communities through trust-building, facilitated dialogue, remediation projects, and engagement opportunities.	DOD, State HI-EMA, Commission on Water Resource Management (CWRM), City DEM, Board of Water Supply (BWS), Community-Based Organizations/Non-Profit Organizations (CBOs/NPOs); Mediation Center of the Pacific, ho'oponopono practitioners	Federal, State, City, Private	X	X	X	X	X	#public-private partnerships # remediation projects #acres restored # volunteers from security sectors; public, private, civil society entities engaged in consistent relationship building, community involvement, dialogue in the areas impacted
4.4	Provide educational opportunities that support regional peacebuilding and safety, including conflict resolution, mediation, and healing of various forms of trauma.	Institute for Climate and Peace, Ceeds of Peace, East West Center	Federal, State, City, Private	X	X	X	X	X	#education programs #graduates
4.5	Establish O'ahu as a center for peace regionally and globally.	Institute for Climate and Peace, Mālama Pono Foundation, HGG Local2030 Hub, EWC, Ceeds of Peace, UH Truth, Racial Healing, and Transformation; State Hawai'i Tourism Authority, City & County of Honolulu	Federal, State, City, Private, Philanthropy	X	X	X	X	X	# conferences hosted; #diplomats hosted; #educational programs #international students

Art & Creativity - Implementation & Evaluation Matrix

**WORKING Matrix co-developed with multi-sector stakeholders for ongoing dialogue, collaboration, & action through 2026*

	2026 Objectives & Priority Actions	Initial Stakeholders L = Lead S = Support <i>*NOT ALL STAKEHOLDERS LISTED</i>	Funding (federal, state, city, private, other)	2022	2023	2024	2025	2026	Working Metrics
O1	Objective #1: Increase public engagement and accessibility for art, culture, and creativity to fuel thriving communities, businesses, and a robust economy by deepening appreciation for the arts as integral to cross-cutting O'ahu priorities.	Department of Business, Economic Development, and Tourism (DBEDT) Creative Industries, City Office of Economic Revitalization (OER), State Hawaii Tourism Authority (HTA), Hawaii Contemporary, NMG Network, Museums, Chamber of Commerce networks, Community-Based Organizations/Non-Profits (CBOs/NPOs)	Federal, State, City, Private, Philanthropy	X	X	X	X	X	\$ capital invested, #business/community partnerships, # events/festivals #residents/participants
1.1	Collaborate on strategic multi-media and storytelling campaigns across sectors and issues that bring art to diverse audiences and cultivate connection and shared values.	DBEDT Creative Industries, City OER, HTA, Hawaii Contemporary, NMG Network, Pineapple Tweed, museums, Chambers, CBOs/NPOs	Federal, State, City, Private, Philanthropy	X	X	X	X	X	#business/community partnerships
1.2	Invest in community art and cultural activities (e.g., outdoor events, art installations, and cultural activities) that encourage accessible public and business participation.	DBEDT Creative Industries, State Dept Land & Natural Resources, HTA; City Dept. Parks & Recreation, OER; Hawaii State Art Museum (HiSAM) & Art in Public Spaces, Museums, Hawaii Contemporary, Estria Foundation, Mana Maoli, WaiWai, Native Books, POW! WOW! Hawaii, Hub, BoxJelly	Federal, State, City, Private, Philanthropy	X	X	X	X	X	# events/festivals # residents/participants
1.3	Support Native Hawaiian and multicultural arts, including cultural practice, traditional arts, language, and celebration of the diverse cultural heritages of O'ahu communities.	State DBEDT, City OER; CNHA, OHA, FESTPAC, Pa'i Foundation, Mana Maoli, PVS, Na Mea Hawaii, Waiwai Collective, HTA, Travel2change network	Federal, State, City, Private, Philanthropy	X	X	X	X	X	language speakers in Hawaii; # and types of Native Hawaiian practices supported
1.4	Partner with media to ensure ongoing attention for the arts and creative industries.	State DBEDT, UH ACM, HTA, Hawaii Triennial, NMG Network, Hawaii News Now, KITV, HPR, Civil Beat	Federal, State, City, Private, Philanthropy	X	X	X	X	X	#business/community partnerships
1.5	Promote art as a 'second responder' to help address challenges and elevate solution-making for equity, environment, climate, health, housing, and other issues.	DBEDT Creative Industries, City OER, HTA, Hawaii Contemporary, NMG Network, Museums, Chambers, CBOs/NPOs	Federal, State, City, Private, Philanthropy	X	X	X	X	X	#business/community partnerships
O2	Objective #2: Promote art and creativity through education, including across the P-20 education system and community programs, for the next generation and diverse residents.	State Dept of Education (DOE), Hawaii Association of Independent Schools (HAIS), Hawaii Public Charter Schools (PCS), University of Hawaii system; CBOs/Non-profits		X	X	X	X	X	# beneficiaries served, # DOE school art programs, # community-based programs, \$ investment in community/education programs
2.1	Invest in strong arts programs in the P-20 school system and integrate art and creativity across public, private, and independent schools.	State Legislature, DOE, HAIS, UH, Hawaii Community Foundation	Federal, State, City, Private, Philanthropy	X	X	X	X	X	# DOE schools with arts program, \$ invested in school art programs
2.2	Increase accessibility of arts-based education and community programs that connect the youth across O'ahu with their creativity, community, local businesses, multicultural and local issues, and the 'aina (land) through multi-media arts.	Estria Foundation, Mana Maoli, Hawaii State Art Museum (HiSAM) & Art in Public Spaces, Museums, PAI Foundation, Polynesian Voyaging Society (PVS), Hawaii Arts Alliance, CBOs/NPOs, businesses	Federal, State, City, Private, Philanthropy	X	X	X	X	X	# beneficiaries served, # community-based programs, \$ investment in community/education programs
2.3	Provide innovative opportunities for youth and residents of all ages to engage with creative modalities that support art as a way of life.	Estria Foundation, Mana Maoli, HiSAM & Art in Public Spaces, Museums, PAI Foundation, PVS, Hawaii Arts Alliance, CBOs/Non-profits	Federal, State, City, Private, Philanthropy	X	X	X	X	X	# beneficiaries served, \$ investment in community/education programs
2.4	Connect youth to career and workforce development opportunities in local and performing arts and creative industries.	DOE, UH System/UH Academy of Creative Media, Community Colleges (CCs), DEBDT Creative Industries	Federal, State, City, Private, Philanthropy	X	X	X	X	X	#jobs created/retained, #internships/fellowships
O3	Objective #3: Build creative industries' career pathways to well-paying local jobs and meaningful opportunities for residents that strengthen the overall creative economy.	Department of Business, Economic Development, and Tourism (DBEDT) Creative Industries, University of Hawaii, Community Colleges (CCs), Economic Development Alliance of Hawaii (EDA), Community-Based Organizations/Non-Profit Organizations (CBOs/NPOs)	Federal, State, City, Private, Philanthropy	X	X	X	X	X	# jobs created/retained, # businesses created/retained, # P-20 programs, # beneficiaries served
3.1	Increase educational arts partnerships with businesses, nonprofits, and creative industries that provide the next generation with mentoring, apprenticeships, training, internships, and relationship-building opportunities.	DBEDT, UH, Community-Based Organizations/Non-Profits	Federal, State, City, Private, Philanthropy	X	X	X	X	X	# P-20 partnerships #internships/fellowships # workforce development programs
3.2	Build career pathways to well-paying jobs in the creative sector.	DBEDT, UH, Community-Based Organizations/Non-Profits, Hawaii Employers Council	Federal, State, City, Private	X	X	X	X	X	# jobs created/retained, Increased \$ average wages

3.3	Invest in the creative entrepreneurship ecosystem to connect creative entrepreneurs, startups, and organizations with business development resources.	DBEDT Creative Industries, City Office of Economic Revitalization (OER), XLR8HI, Purple Mai'a Foundation, ManaUp, UH Academy of Creative Media (UH ACM), Hawaii International Film Festival	Federal, State, City, Private, Philanthropy	X	X	X	X	X	\$ capital invested #businesses created/retained # jobs created/retained #startups
3.4	Provide education and workforce development, including with the University of Hawai'i Academy for Creative Media for film, animation, and digital media.	UH ACM, CCs, Hawai'i Workforce Development Council, DBEDT Creative Industries, Film Office, Economic Development Alliance of Hawai'i	Federal, State, City, Private, Philanthropy	X	X	X	X	X	#graduates, # P-20 partnerships # workforce development programs
O4	Objective #4: Increase financial capital for arts by 10% to support creative industries and community arts programs and build the sector's overall economic strength and resilience.	State DBEDT, City OER, Hawaii Community Foundation (HCF), University of Hawai'i, Hawai'i Contemporary, Hawaii International Film Festival (HIFF), Museums, Community-Based Organizations/Non-Profit Organizations (CBOs/NPOs)	Federal, State, City, Private, Philanthropy	X	X	X	X	X	Increase % charitable and government giving to the arts; \$ capital invested; # square footage of physical infrastructure;
4.1	Broaden arts sector marketing and financing strategies to secure diversified, stable funding from public, private, and charitable sources.	HCF, DBEDT, UH, Hawai'i Contemporary, HIFF, Museums, Community-Based Organizations/Non-Profits	Federal, State, City, Private, Philanthropy	X	X	X	X	X	\$ public-private capital invested; increased % charitable giving; increased % government funding
4.2	Secure donated buildings for non-profit arts and culture centers that house creatives to share resources and create more opportunities for collaboration.	State DBEDT, City OER, HCF	Federal, State, City, Private, Philanthropy	X	X	X	X	X	# square footage of physical infrastructure
4.3	Develop creative industry infrastructure to grow the film industry and overall sector.	DBEDT Creative Industries, Hawai'i Film Office	Federal, State, City, Private	X	X	X	X	X	Strengthened infrastructure, \$ capital invested
4.4	Enact policies that systematically address the high cost of living and doing business to support job creation, startups, entrepreneurship, small business growth and development, and reduce the financial burden on residents.	State Legislature, City Council, Hawai'i Employers Council	-		X	X	X	X	Economic policies passed to address cost of living; % decrease cost of living
4.5	Create a film fund devoted to local independent films.	HIFF, Hawai'i Film Office, DBEDT Creative Industries	Federal, State, City, Private, Philanthropy	X	X	X	X	X	\$ capital invested
4.6	Identify opportunities in commercial markets, particularly in digital media and film visual and performing arts, for creative professionals and networks.	DBEDT Creative Industries, Hawai'i Film Office, HIFF, UH ACM, Community-Based Organizations/Non-Profits	Federal, State, City, Private, Philanthropy	X	X	X	X	X	Increased access to \$ capital

Hospitality & Reciprocity - Implementation & Evaluation Matrix

**WORKING Matrix co-developed with multi-sector stakeholders for ongoing dialogue, collaboration, & action through 2026*

2026 Objectives & Priority Actions		Initial Stakeholders <i>L = Lead S = Support</i> <i>*NOT ALL STAKEHOLDERS LISTED</i>	Funding (federal, state, city, private, other)	2022	2023	2024	2025	2026	Working Metrics *Based on O'ahu DMAP and Hawai'i's Aloha+ Dashboard *
O1	Objective #1: Pivot O'ahu to be a model for regenerative tourism that restores environmental and community health, helps to diversify the economy and embodies Native Hawaiian values to ensure hospitality with reciprocity.	L: Hawai'i Tourism Authority (HTA); S: Hawai'i Tourism & Lodging Association (HTLA), O'ahu Visitor's Bureau (OVB), Council for Native Hawaiian Advancement (CNHA), Native Hawaiian Hospitality Association (NaHHA), Sustainable Tourism Association of Hawai'i (STAH), Travel2Change, Hawai'i Green Growth Local2030 Hub	City, state, federal, private, visitor spending	X	X	X	X	X	DMAP 2024 actions achieved
1.1	Implement the 2021-2024 O'ahu Destination Management Plan to rebuild, redefine and reset the direction of tourism over three years to regenerative approaches that prioritize destination management and social, environmental, and cultural benefits.	L: State Hawai'i Tourism Authority (HTA); S: HTLA, NaHHA, STAH, Travel2Change	State	X	X	X			DMAP 2024 actions achieved
1.2	Support and scale successful community-based models for regenerative tourism to address destination hotspots with place-based management and stewardship strategies.	L: State HTA with O'ahu communities and partners	State, federal, city, private	X	X	X	X	X	# new community-based management sites; DMAP Action C completed; Improved resident/visitor sentiment
1.3	Rebrand the O'ahu and Hawai'i tourism experience to share an authentic story, attract values-aligned visitors, and help address carrying capacity.	L: State HTA; S: NaHHA with tourism and community partners	State	X	X	X			Hawai'i/O'ahu rebrand launched
1.4	Partner on visitor education and curated experiences with community organizations and businesses, including ecotourism, voluntourism, agritourism, and mālama 'āina	L: State HTA; S: NaHHA, Travel2Change, Kanu Hawai'i, STAH, Alaska Airlines, Hawaiian Airlines, HTLA	State, private, visitor spending	X	X	X	X	X	DMAP Actions B & J completed; #ecotourism businesses, # voluntourism participants # visitor education deployed at and major sites; Robust networks for experiential activities in place
1.5	Host international sustainability meetings, events, and conferences to build O'ahu and Hawai'i brand as a center for sustainability, innovation, wellness, and ALOHA.	State HTA, Hawai'i Convention Center (HCC), HGG Local2030 Hub, East West Center (EWC), State Department of Business Economic Development and Tourism (DBEDT)	City, state, federal, private, visitor spending		X	X	X	X	# conferences hosted; \$ capital investment and grant funding generated; # partnerships established
1.6	Promote give-back programs and Corporate Social Responsibility (CSR) for tourism-related businesses to offset impacts and contribute to the community and environment with related measures (e.g., Environmental, Social, Governance/Science Based Targets initiative).	L: HTA; S: NaHHA, HTLA, Hawaii Green Business Program, HGG Local2030 Hub, STAH, Travel2Change, Kanu Hawai'i	State, private sector	X	X	X	X	X	# businesses in Hawaii Green Business Program, # give-back programs, \$ capital distributed to CBOs/NPOs
O2	Objective #2: Leverage tourism to advance O'ahu priorities and build economic resilience through collaboration within the industry and across sectors to increase environmental health, community well-being, and the visitor experience.	State Hawai'i Tourism Authority (HTA), Dept Land & Natural Resources (DLNR), City Dept Parks & Recreation (DPR), Oahu Visitors Bureau (OVB), Council for Native Hawaiian Advancement (CNHA), Hawai'i Restaurant Association	Private, Visitor spending, City, Federal	X	X	X	X	X	O'ahu DMAP completed; # businesses in Hawai'i Green Business Program; # partnerships; \$ capital invested
2.1	Reinvest in environmental and community health, including increased corporate giving and establishing a "Regenerative Tourism Fee" as identified in the State of Hawai'i 2021-24 O'ahu Destination Management Plan alongside other financing mechanisms.	State HTA, DLNR; City DPR; OVB, CNHA	Visitor spending, fees	X	X	X	X	X	DMAP Action F completed; \$ generated annually
2.2	Perpetuate Native Hawaiian culture, values, arts, practices, and language and traditions of multi-cultural O'ahu communities.	State HTA, Office of Hawaiian Affairs (OHA), CHNA	City, State, Federal, Private	X	X	X	X	X	\$ capital invested, #Hawaiian language speakers in Hawai'i; # and types of Native Hawaiian practices supported, # events
2.3	Promote institutional local food purchasing to support the local agribusinesses and farmers while contributing to Hawai'i's 2030 goal to double local food production.	State HTA, Dept of Agriculture, Hawai'i Farm Bureau, Hawai'i Farmers Union United, Hawai'i Tourism Lodging Association (HTLA), OVB, CNHA, Chamber of Commerce, Ulupono, Mana Up, Travel2Change, Kanu Hawai'i	Private	X	X	X	X	X	# institutional purchasing agreements; % local food purchased

2.4	Reduce the energy, water, waste, and carbon footprint in commercial operations with efficiency and reduction programs that advance and measure against Hawaii's 2030 goals (e.g., with Environmental, Social, Governance/Science Based Targets initiative).	State HTA, HTLA, OVB, CNHA, Sustainable Tourism Association of Hawaii (STA), Chamber of Commerce, Hawaii Green Growth Local2030 Hub, Zero Waste O'ahu, Hawaii Energy, City Board of Water Supply	Private	X	X	X	X	X	# businesses in Hawaii Green Business Program; kWh of energy savings, gallons of water reduced, waste reduction
2.5	Support "Buy Local" programs that promote Hawaii-based 'āina friendly products, entrepreneurs and startups, small businesses, art and culture, and other services and technologies that diversify the economy.	State HTA, Dept of Agriculture, HTLA, OVB, CNHA, Ulupono, Mana Up, Travel2Change, Kanu	Private	X	X	X	X	X	DMPA Action H completed
2.6	Build climate resilience through a sea-level adaptation and resilience plan for Waikiki Special District and the Ala Wai Watershed Collaboration.	City Resilience Office, State Dept Land & Natural Resources (DLNR), Ala Wai Watershed Collaboration (network), Waikiki Beach Improvement Special District Association	City, State, Federal, Private	X	X	X	X	X	Progress on Ola Resilience Action 34
2.7	Collaborate on economic equity and affordable housing solutions to decrease the number of Asset Limited, Income Constrained, Employed (ALICE) families below 5%.	State HTA, HTLA, OVB, Hawaii Community Foundation and Aloha United Way (HCF-AUW Cohort)	State, Federal, Private	X	X	X	X	X	# partnerships "Decreased % households at ALICE Threshold
O3	Objective #3: Empower the next generation of leaders through education, volunteerism, and career pathways that pave the way for a regenerative economy and tourism industry.	Kanu Hawaii, State Department of Education (DOE), UH School of Travel Industry Management (UH TIM), Hawaii Restaurant Association, Honolulu Youth Council, East West Center (EWC), Travel2Change, Hawaii Employers Council, Business, Community Based Organizations/Non-profit organizations (CBOs/NGOs)	City, State, Federal, Private, Philanthropy	X	X	X	X	X	#students served #programs/education #youth in decision-making forums #jobs created/retained #businesses created/retained
3.1	Promote the Pledge to our Keiki created by students across O'ahu and Hawaii to support visitor stewardship through youth-led community and environmental initiatives.	Kanu Hawaii, State Dept of Education (DOE), University of Hawaii (UH), Harold L.K. Castle Foundation, Conservation International (CI), Travel2Change, Alaska Airlines, Business, CBO/Non-profit organizations	City, State, Federal, Private, Philanthropy	X	X	X	X	X	# pledge signatories # student projects # volunteer events
3.2	Elevate youth voices and support educational opportunities that encourage the next generation's participation in a regenerative economy and co-designing the future direction of the visitor, hospitality, and local restaurant industries.	Honolulu Youth Commission, Kanu, DOE, UH, CNHA, UH TIM, EWC, Travel2Change	City, State, Federal, Private, Philanthropy	X	X	X	X	X	#youth in decision-making forums #local residents in executive leadership positions #education programs #jobs created/retained
3.3	Provide training and career pathways that build local leadership in regenerative tourism and restaurant, food services, and related industries.	UH TIM, Community Colleges, Culinary Institute of the Pacific, Hawaii Restaurant Association, Hawaii Workforce Development Council (HI WDC), Hawaii Employers Council (HEC)	City, State, Federal, Private, Philanthropy	X	X	X	X	X	# training, certificate, degree programs #jobs created/retained
3.4	Support homegrown businesses and Native Hawaiian entrepreneurs (e.g., business development, marketing) to bring local products and services to market.	City Office of Economic Revitalization (OER), Hawaii Tourism Authority (HTA), Sultan Ventures/XLRBHI, Purple Ma'ia, Office of Hawaiian Affairs (OHA), Hawaii Investment Ready, ManaUp	City, State, Federal, Private, Philanthropy	X	X	X	X	X	#businesses created/retained #jobs created/retained #startups
O4	Objective #4: Increase dedicated and sustained funding for the desired future of tourism and reinvest in the health of the O'ahu environment and community.	State Legislature, Hawaii Tourism Authority (HTA), Dept of Land & Natural Resources (DLNR), City Dept Parks & Recreation (DPR), O'ahu Visitor's Bureau (OVB), Council on Native Hawaiian Advancement (CNHA)	City, State, Private	X	X	X	X	X	\$ generated annually; DMPA Action F completed;
4.1	Establish dedicated funding for regenerative tourism approaches, education, initiatives, and rebranding.	State Legislature, HTA	State	X	X	X	X	X	\$ revenue generated annually
4.2	Increase maintenance funding for state and city parks, trails, and facilities used by visitors and residents alike with Transient Accommodation Tax (TAT) or general funds.	State HTA, DLNR; City DPR	City, State, Private, Federal	X	X	X	X	X	\$ capital investment; \$ generated annually
4.3	Establish visitor fees, including fees for access to certain O'ahu parks/trails and a "Regenerative Tourism Fee" as identified in the State of Hawaii 2021-24 O'ahu Destination Management Plan to reinvest in natural and cultural resources.	State HTA, DLNR; City DPR; OVB, CNHA	Visitor fees	X	X	X	X	X	DMPA Action F completed; \$ generated annually
4.4	Identify governmental financing strategies, including exploration of a sovereign wealth fund for Hawaii through a portion of TAT revenue and other mechanisms.	State Legislature	State	X	X	X	X	X	\$ generated annually
4.5	Enact policies that systematically address the high cost of living and doing business to support job creation, startups, entrepreneurship, small business growth and development, and reduce the financial burden on residents.	State Legislature, City Council, Hawaii Employers Council	-	X	X	X	X	X	Economic policies passed to address cost of living; % decrease cost of living

Appendix

Appendix 1: Aloha+ Challenge and UN Sustainable Development Goals Overview of Hawai'i's Aloha+ Challenge goals with the UN Sustainable Development Goals.

The Aloha+ Challenge identifies six priority goals and local metrics that are delivering against the global United Nations 2030 Sustainable Development Goals (SDGs)



Appendix 2: ‘Āina Aloha Economic Future Declaration

This Āina Aloha Economic Futures Declaration was copied from the website (www.ainaalohafutures.com) and has been signed by over 2,800 organizations, business, and individuals across Hawai‘i and O‘ahu to date.

‘Āina Aloha Economic Futures Declaration

A Call for Unity

Every crisis opens a course to opportunity. Some of the world’s greatest accomplishments were born from adversity by those who were inherently equipped with vision and resolve. The COVID-19 pandemic will leave a saga of sorrow, loss and frustration with an equal and overwhelming amount of sacrifice, heroism and victory. This “new normal” has thrust us into what our kūpuna Hawai‘i would call a huliau, or a turning point and time of change, for all of us who call Hawai‘i home.

While we are reeling from this visceral reminder of how vulnerable we are to external impacts on our ‘āina aloha, or beloved homeland, our history as a resilient people is undeniable. The Native Hawaiian community in particular is one that for centuries has fought to overcome obstacles that all of us here in Hawai‘i are now faced with. Whether rebounding from infectious disease that decimated our population or successfully advocating for equitable remedies from government systems, these challenges are today ones that we confront as a collective.

Now perhaps more than ever, the ancestral values that guided us through these challenges and numerous others provide a pivotal leverage point for all of us as we set a course towards a stronger, sustainable Hawai‘i and seize this opportunity for huliau.

Guiding Principles:

- ‘Āina Aloha: We are of and from this ‘āina that ultimately sustains us. We employ strategies for economic development that place our kuleana to steward precious, limited resources in a manner that ensures our long-term horizon as a viable island people and place.
- ‘Ōpū Ali‘i: Our leaders understand that their privilege to lead is directly dependent on those they serve. From the most vulnerable to the most privileged, we seek to regenerate an abundance that provides for everyone. Decision makers understand and embrace their duty and accountability to Community. Our social, economic and government systems engage and respond to a collective voice in integrative ways to balance power and benefit.
- ‘Imi ‘Oī Kelakela: We are driven by creativity and innovation, constantly challenging the status quo. We are mindful and observant of needs, trends and opportunities and seek new knowledge and development opportunities in ways that enhance our way of life without jeopardizing our foundation of ‘āina aloha.
- Ho‘okipa: We are inclusive and embrace the collective that will call Hawai‘i home, grounded in the fundamental understanding that it is our kuleana to control and manage our resources in a way that allows us to fulfill our role as hosts here in our ‘āina aloha.

Future Directions

These principles will calibrate our course not only to recovery but rediscovery of our potential as a unique people and place. Over the past five decades, we have seen local, national and international models of social, educational, agricultural and economic resiliency emerge from our Hawaiian community. This is due in no small part to a grounding in these foundational values. We have been here for millennia and will be for many more. There is nowhere else we could or would choose to be. We are committed to this kuleana of ‘āina aloha and ensuring the sustainability of this place and those who choose to make it home.

As we seek to engage at decision making tables, adding value and insight to Hawai‘i’s economic path forward post COVID-19, we implore and invite you to support and engage with us. From healthcare, education and digital innovation to food security, tourism, and affordable housing strategies, we are mākaukau for this imminent huliau!

Collaborative Authors*:

Amy Kalili
Davis Price
Ikaika Hussey
Joseph Lapilio
Kalani Ka‘anā‘anā
Kamana Beamer, Ph.D.
Kēhaunani Abad, Ph.D.
Keoni Lee
Lanakila Mangauil
Mahinapoepoe Paishon-Duarte
Nā‘ālehu Anthony
Noe Noe Wong-Wilson, Ph.D.
Ryan Gonzalez
Ulalia Woodside

**This declaration was drafted by a group of Native Hawaiian community members who came together organically after separate discussions brought forth common sentiments regarding the need to have Native Hawaiian voices, values, and experiences influence the economic recovery for our ‘āina aloha. The signatories listed reflect the interconnected and overlapping roles that individuals, ‘ohana, organizations, coalitions, and networks play in our communities. This working document serves as a starting point to facilitate broader engagement and collective action in support of our shared principles.*

Appendix 3: O'ahu CEDS Online Community Survey



OAHU ECONOMIC
DEVELOPMENT BOARD

O'ahu Economy Survey

*** 1. Are you thriving as an O'ahu (or Hawai'i) community member?**

On a scale of 1 to 5, please share how you would rate your personal sense of thriving. This may include thriving economically, physically, emotionally, mentally, spiritually, and/or in community. Please note that 1 means not thriving and 5 means significantly thriving.

1: Not Thriving	2	3: Somewhat Thriving	4	5: Significantly Thriving
<input type="radio"/>				

*** 2. Have you experienced economic hardship on O'ahu (or in Hawai'i)? This includes economic hardship experienced during the COVID-19 pandemic.**

On a scale of 1 to 5, please rate how significantly you have been impacted by economic hardship. Please note that 1 means no economic hardship and 5 means extreme economic hardship.

1: No Economic Hardship	2	3: Some Economic Hardship	4	5: Extreme Economic Hardship
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*** 3. What does THRIVING mean to you? What would help you thrive?**

Please take a moment to envision what thriving looks like for the earth, for your family and community, and for the economy. We invite you to share what thriving means to you personally and beyond what is monetary.

Please feel free to share one word, one phrase, or as much as you would like to below.

* 4. **What are the TOP THREE challenges facing a thriving O’ahu economy and healthy community?** Please select your top three from the list below and/or provide another answer in the space provided.

Please select your top three from the list below and/or provide another answer in the space provided.

- Political leadership
- Community engagement & cohesion
- Funding
- Climate change & environmental issues
- Dependence on imports (i.e., gas and food)
- High cost of living and housing
- Unequal access to services (i.e., health care)
- Homelessness/houselessness
- COVID-19 pandemic
- Natural disasters (i.e., hurricanes, flooding)
- Other (please specify)

* 5. **On O’ahu, which THREE areas are most important for a thriving economy and healthy community?** The following eight clusters aim to focus on core needs for a thriving economy and healthy community. Each references existing industries and invites new opportunities that can benefit the residents of Hawai’i and our island home.

Please select your TOP THREE from the list below and/or provide another answer in the space provided.

- Health & Wellness** (e.g., Health Care, Wellness, Social Services, Recreation)
- Education & Innovation** (e.g., Education, Science, Research, Technology, Entrepreneurship, Social Innovation)
- Agriculture & Local Food Systems** (e.g., Local Food Systems, Agriculture, Aquaculture, Consumer Packaged Goods)
- Environment & Natural Systems** (e.g., Environmental Stewardship, Natural Resource Management, and Climate Resilience)
- Arts & Creativity** (e.g., Art, Culture, and Creative Industries)
- Safety & Security:** (e.g., First and Disaster Response, Law, Public Safety, Cybersecurity, Military)
- Hospitality & Reciprocity** (e.g. Regenerative Tourism, Visitor, and Service Industries and Retail, Restaurant, and Service Industries for residents and visitors)
- Housing & Critical Services** (e.g., Housing and the Built Environment; Transportation; Clean Energy, Water, and Waste; Financial and Technological services)
- Other (please specify)

* 6. **ACTIONS: What TOP FIVE action areas should we focus on in the next five years to build a thriving O’ahu economy and healthy community?** Select your top choices and/or write an action in the space below.

"In the next five years, we should focus on..."

- Increased investment and funding
- Small businesses and entrepreneurs
- Local agriculture
- Community and political leadership
- Education and training
- Science and research
- Arts and culture
- Innovation and technology
- Climate resilience
- Regenerative/sustainable tourism
- Minimum wage increase
- Affordable housing
- Health care and social services
- Houseless/homeless individuals and families
- Green jobs
- Environmental stewardship
- Clean energy and transportation
- Waste reduction and recycling

Other (please specify)

*** 7. VALUES: What values should guide the future of our economy and decision-making?**

The list below includes values that are guiding this strategic planning process. We invite you to select all values from the list below that you believe should guide future economic development and add other values important to you.

Please **select ALL that apply** and write in additional values important to you:

- ALOHA** (the Aloha Spirit values: Akahai - kindness; Lokahi - unity; Olu’Olu - agreeable; Ha’aha’a - humility; Ahonui - patience)
- E ‘Ohana Hou** (Recovering what it means to be ‘ohana again: unlocking our gifts and unleashing grace together for eternity)
- Mālama Hawai’i** (To Care for Hawai’i)
- Ola ka ‘Āina, Ola ke Kānaka** (Healthy Land, Healthy People)
- What other values are important to you?

8. What are your stories of ALOHA? (Optional)

Aloha is the fabric of our community, and we believe that cultivating that is key to a thriving Hawai’i. We invite you to share a personal story where you experienced ALOHA or any of the values important to you.

If you wish, you may submit a story using the space below. In addition, we will provide a website link at the end of this survey so that you can share your story at another time (either by written or audio response). The opportunity to share stories will be open throughout this entire process.

Stories submitted will guide the O’ahu Economic Development Board in creating an economic strategy aligned with our community’s values and hopes. Stories submitted may also be used (anonymously) in the O’ahu CEDS plan and future efforts with the Mālama Pono Foundation to celebrate stories of ALOHA from across our community.

Thank you for sharing your stories of ALOHA.

9. Would you like to share anything else about your concerns, hopes, and ideas for a thriving O'ahu economy and community?

10. Would you like to receive information about our virtual community meetings and when the draft plan is available for review? If so, please enter your email here.



OAHU ECONOMIC
DEVELOPMENT BOARD

O'ahu Economy Survey

About You (All Questions Optional)

The following questions are to help make sure we have diverse participation in the O'ahu Economic Strategy process. These questions are optional and you may skip this section to complete the survey.

11. Where do you live? Please share your zip code.

12. What is your age?

13. Please select the race/ethnicities that you self-identify with. You may select all that apply.

- Native Hawaiian/Kanaka Ma'oli
- Pacific Islander
- Asian including East/South/Southeast
- Latinx/Hispanic
- Native American/Alaskan Native/American Indian/Indigenous
- White/Caucasian/European
- Black/African American
- Middle Eastern/North African
- Other



OAHU ECONOMIC
DEVELOPMENT BOARD

O'ahu Economy Survey

About You (All Questions Optional)

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- Native American/Alaskan Native/American Indian/Indigenous
- White/Caucasian/European
- Black/African American
- Middle Eastern/North African
- Other

14. What best describes your occupation? Please select from the list below or write in another answer.

- Student
- Government
- Business
- Non-profit/Community organization
- Education
- Self-Employed
- Not currently employed
- Laid off or furloughed
- Volunteer
- Retired
- Other (please specify)



OAHU ECONOMIC
DEVELOPMENT BOARD

O'ahu Economy Survey

Thank you for your input

Mahalo nui loa for taking the time to complete this survey! We truly appreciate your input into a shared vision for our future island economy.

Want to join the next community input session? Register to participate in a virtual community meeting this Saturday, June 11th from 9:30am - 11:00am: bit.ly/oahu-economymeeting

Visit our website (www.oedb.biz/oahu-economy) to learn more about the O'ahu Comprehensive Economic Development Strategy (CEDS) and join other virtual community meetings. You may also submit your stories of ALOHA, as a written or audio response, on our website throughout this entire CEDS process. The draft strategy will be available for review and input before it is finalized by September 2022. We look forward to working together on an economic future where all can thrive.

Appendix 4: Economic Cluster Focus Group - Sample Meeting Agenda

O'ahu Comprehensive Economic Development Strategy (CEDS)

Focus Group Sample Agenda

May 2022 via Zoom

Desired Meeting Outcomes:

- A shared understanding of the O'ahu CEDS purpose, process, and guiding values.
- Input on the strategic framework for 2026 O'ahu CEDS:
 - Vision and long-term goals for thriving O'ahu economy and community
 - SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)
 - 3-5 SMART objectives and initial actions to contribute to a thriving island economy and healthy community (for each of the eight Economic Clusters)
 - Identified existing plans and resources for CEDS to build upon

Focus Group Agenda:

Opening (25 mins)

- Welcome, Introductions, Pule
- CEDS Overview: Values, Purpose, Engagement Process
- Survey Results: Community and Student feedback to date

Strategic Planning - Interactive Discussion (115 minutes)

- Vision: Setting the vision and long-term goals for a thriving O'ahu
- Cluster SWOT Analysis: Strengths, Weakness, Opportunities, Threats
- Priority-Setting and Action Plan: 2026 SMART Objectives
- Existing Resources: Plans, Strategies, and Programs

Closing & Next Steps (10 mins)

Materials:

1. Please take the 5-10 minute O'ahu CEDS survey before the meeting:
<https://www.surveymonkey.com/r/oahu-economy>
2. We encourage you to watch this [E 'Ohana Hou](#) video and read the [Aloha Spirit Law](#) beforehand to ensure a shared understanding of the CEDS guiding values.
3. Background: O'ahu CEDS Overview and Working Economic Cluster Framework

*More information available at: <https://www.oedb.biz/oahu-economy>
[Partner Outreach Kit](#) is available with materials and share the survey*

Appendix 5: Community and Student Sessions - Sample Meeting Agenda

O'ahu CEDS: Islandwide Economic Strategy Community and Student Input Meeting - Sample Agenda

Meeting Purpose:

- Invite community member and student input into the O'ahu CEDS islandwide economic strategy
- Foster connection, relationships, and shared kuleana as O'ahu and Hawai'i community members
- Share information about the O'ahu CEDS and public participation opportunities

AGENDA:

- 9:30am** **Welcome: Pule, Opening, Meeting Purpose**
- 9:35am** **CEDS Overview**
- **Guiding Values**
 - **Meeting Trust Agreements**
 - **CEDS Background**
- 9:45am** **Introductions & Personal Connection Time**
- 9:50am** **Community Input Session - Interactive Discussion:**
- **Challenges:** What are you concerned about? (what are your fears, and concerns for the future of Oahu?)
 - **Navigating:** What are your hopes for a thriving O'ahu? What actions should we take in the next 5 years to get there?
 - **Kuleana:** How can you contribute at home, at work, and in your community to a thriving O'ahu?
- 10:40am** **Large Group Sharing & Reflection**
- 11:00am** **Mahalo & Next Steps**

Endnotes

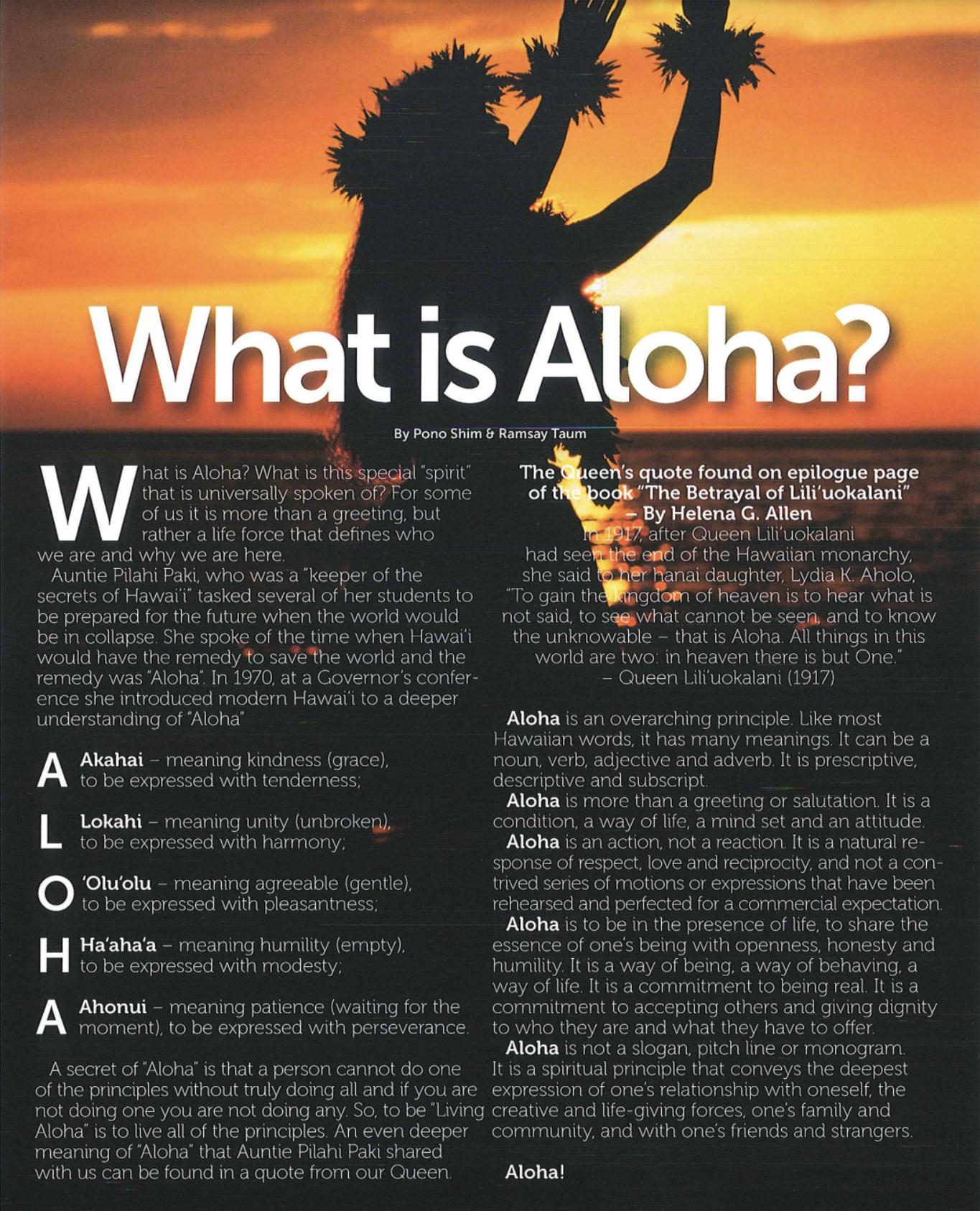
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What is Aloha?

By Pono Shim & Ramsay Taum

What is Aloha? What is this special “spirit” that is universally spoken of? For some of us it is more than a greeting, but rather a life force that defines who we are and why we are here.

Auntie Pilahi Pahi, who was a “keeper of the secrets of Hawai‘i” tasked several of her students to be prepared for the future when the world would be in collapse. She spoke of the time when Hawai‘i would have the remedy to save the world and the remedy was “Aloha”. In 1970, at a Governor’s conference she introduced modern Hawai‘i to a deeper understanding of “Aloha”

A Akahai – meaning kindness (grace), to be expressed with tenderness;

L Lokahi – meaning unity (unbroken), to be expressed with harmony;

O ‘Olu‘olu – meaning agreeable (gentle), to be expressed with pleasantness;

H Ha‘aha‘a – meaning humility (empty), to be expressed with modesty;

A Ahonui – meaning patience (waiting for the moment), to be expressed with perseverance.

A secret of “Aloha” is that a person cannot do one of the principles without truly doing all and if you are not doing one you are not doing any. So, to be “Living Aloha” is to live all of the principles. An even deeper meaning of “Aloha” that Auntie Pilahi Pahi shared with us can be found in a quote from our Queen.

The Queen’s quote found on epilogue page of the book “The Betrayal of Lili‘uokalani”

– By Helena G. Allen

In 1917, after Queen Lili‘uokalani had seen the end of the Hawaiian monarchy, she said to her hanai daughter, Lydia K. Aholo, “To gain the kingdom of heaven is to hear what is not said, to see what cannot be seen, and to know the unknowable – that is Aloha. All things in this world are two: in heaven there is but One.”

– Queen Lili‘uokalani (1917)

Aloha is an overarching principle. Like most Hawaiian words, it has many meanings. It can be a noun, verb, adjective and adverb. It is prescriptive, descriptive and subscript.

Aloha is more than a greeting or salutation. It is a condition, a way of life, a mind set and an attitude.

Aloha is an action, not a reaction. It is a natural response of respect, love and reciprocity, and not a contrived series of motions or expressions that have been rehearsed and perfected for a commercial expectation.

Aloha is to be in the presence of life, to share the essence of one’s being with openness, honesty and humility. It is a way of being, a way of behaving, a way of life. It is a commitment to being real. It is a commitment to accepting others and giving dignity to who they are and what they have to offer.

Aloha is not a slogan, pitch line or monogram. It is a spiritual principle that conveys the deepest expression of one’s relationship with oneself, the creative and life-giving forces, one’s family and community, and with one’s friends and strangers.

Aloha!