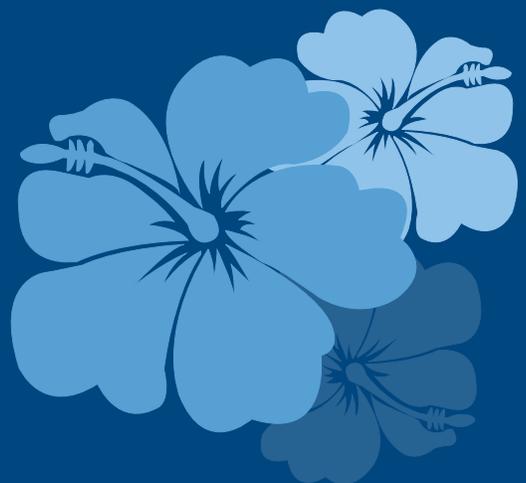


# **DEVELOPING A SHARED AGENDA FOR THE NORTH SHORE OF O‘AHU’S ECONOMIC VITALITY AND COMMUNITY WELL-BEING**

Summary Document

December 2013

**Prepared by  
Collaborative Economics**



## Project Background

A coalition of individuals and organizations on the North Shore have joined together to support this project because they are committed to the vision of economic vitality in this special region.

### The North Shore Economic Vitality Partnership includes:

Kevin Kelly - Chair  
University of Hawai'i &  
North Shore Community Resident

Susan Matsushima - Co-Chair  
Sustainable Agriculture & Working Landscapes  
Alluvion, Inc.

Larry Jefts - Co-Chair  
Sustainable Agriculture & Working Landscapes  
The Farm/Sugarland

John Morgan - Co-Chair  
North Shore Experience  
Kualoa Ranch

Marty Thomas - Co-Chair  
North Shore Experience  
Van's Triple Crown of Surfing

### Project Stewards

David Baker, Kahuku Sugar Mill

Doug Cole, North Shore Community Land Trust

Kalani Fronda, The Kamehameha Schools

Danna Holck, Turtle Bay Resort

T. Michael Moser, Windward Community College

Antya Miller, North Shore Chamber of Commerce

Kathleen M. Pahinui, Where Oahu

Lee Sichter, Lee Sichter LLC

Ron Weidenbach, Hawai'i Fish Company

Carolyn Unser, First Wind

Prepared by

### **Collaborative Economics, Inc. | [www.coecon.com](http://www.coecon.com)**

Collaborative Economics works with senior executives from business, foundations, government, education and community sectors - helping them create breakthroughs in how people think and act regarding their region.

Collaborative Economics' clients have the passion, vision and commitment to blaze a new pathway for their community. They understand that a new kind of leadership is required to create great places, with thriving economies and world-class quality of life.

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## EXECUTIVE SUMMARY

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For the first time, 60 business leaders from the North Shore of O‘ahu have agreed to work together, with partners in government, education and the community, to implement a shared agenda for economic vitality and community well-being. This document marks the launch of the North Shore of O‘ahu’s Clusters of Opportunity Economic Strategy.

The North Shore<sup>1</sup> of the island of O‘ahu is world renowned for its natural beauty and is recognized as a ‘must see’ destination for more than half of the almost five million tourists visiting the island each year.<sup>2</sup> How to preserve the quality of life for North Shore residents while promoting regional prosperity became the focus of the North Shore Economic Vitality Partnership.

This coalition of individuals and organizations joined together to identify opportunities to enhance the economy of the North Shore based on the region’s **existing assets**. The project began with a detailed data analysis of the region, looking at individual business establishments spanning from Waialua to Kualoa. This analysis led to the discovery that three industry clusters have been responsible for most of the region’s economic growth since the 2000s. These clusters are Sustainable Agriculture & Working Landscapes, North Shore Experience and Professional & Technical Services.<sup>3</sup>

Business leaders within these sectors convened and participated in meetings to determine opportunities and requirements for future growth within these clusters. The groups focused on identifying **regionally appropriate** opportunities that preserve the unique natural assets of the region, while also bolstering the economy to create jobs for residents. Convergence across these industries was recognized and four steps for action were identified.

- **Launching a “Did You Know?” Campaign** to tell the story of today’s agriculture on the North Shore
- **Developing a Regional Brand** that distinguishes North Shore businesses and products from the rest of Hawaii
- **Organizing an Infrastructure Action Committee** to assist in the resolution of traffic issues affecting the North Shore
- **Creating an Ag Learning Center/Food Hub** for small farmers and ag-tourism

These four action teams met in November to share their progress, integrate their activities and further detail implementation steps for the success of their action plans. From here it will be the determination and perseverance of the action team members with the support of the North Shore Economic Vitality Partnership and the broader community to shepherd the progress of these action items.

### **Many thanks to the following donors whose financial support made this project possible:**

The Atherton Family Foundation

The Kamehameha Schools

The City and County of Honolulu, Mayor’s Office of Economic Development

Turtle Bay Resort

Van’s Triple Crown

Scott Wallace

Sullivan Family of Companies

Kahuku Sugar Mill

Lucky and Marilyn Cole

FirstWind

The Office of Hawaiian Affairs

A Charitable Foundation

Monsanto

Pioneer Seed

Kualoa Ranch

Kua Aina Burgers

Sterman Realty

Syngenta

Hiiipaka LLC/Waimea Valley

Sugarland Growers

**The Project Stewards and donors appreciate the assistance of the North Shore Chamber of Commerce on this project.**

<sup>1</sup> See Appendix A for a list of the Zip Codes used to define the North Shore Region.

<sup>2</sup> North Shore Chamber of Commerce. *Population & Economic Statistics*. Web.

<sup>3</sup> See Appendix C for the lists of cluster industry NAICS codes.



# The North Shore Economic Vitality Partnership

## Letter from the Co-Chairs

On behalf of the North Shore Economic Vitality Partnership, it is our pleasure to present an in-depth examination of future opportunities in both the North Shore Experience and Sustainable Agriculture & Working Landscapes industry clusters, while also examining how an emerging concentration of Professional & Technical Services fits into a regional action plan.

One of the key discoveries from both research and our recent meeting discussions is how intertwined our region's clusters are. The North Shore Experience cluster would not attract the number of visitors that it does without the stunning backdrop that the natural land provides. Both the Sustainable Agriculture & Working Landscapes cluster and the North Shore Experience cluster share a commitment to maintaining the beauty of the land, while connecting and incorporating regional assets to support and grow the local economy.

From discussions with local business leaders four areas arose that the collective group has decided to concentrate on. One is to create a regional brand that tells the story of the North Shore and invites others to visit and partake in the experience. The second is the "Did You Know?" campaign, which serves to inform the public about the history of agriculture in the region and the unique assets the North Shore has to offer. The third is an ag learning center/food hub that will be a place where farmers can sell their premium, fresh, local food and where residents and visitors alike can learn more about North Shore agriculture. Lastly, is infrastructure; this group will tackle the issue of traffic as well as other infrastructure needs by talking in a unified voice to legislators and the community.

A coordinated effort to support these dynamic clusters aligns with broader regional priorities: respecting the land, maintaining the heritage and culture of our region, and enhancing community wellbeing and economic prosperity. This report chronicles these relationships and provides us with a starting point to expand and connect our regional industry clusters to benefit the residents of the North Shore.

This cluster study represents the beginning of what we hope will be many shared endeavors by our business community and serves as a foundational document for the implementation of the region's Economic Strategy Plan. In order for these efforts to be successful, business leaders will need to work collaboratively and strategically. We encourage you to be part of this new, collaborative effort to preserve our unique assets, while creating prosperity within and throughout the region.

Best regards,

**Kevin Kelly**

University of Hawai'i &  
North Shore Community Resident

**Susan Matsushima**

Alluvion, Inc.

**John Morgan**

Kualoa Ranch

**Larry Jefts**

The Farm/Sugarland

**Marty Thomas**

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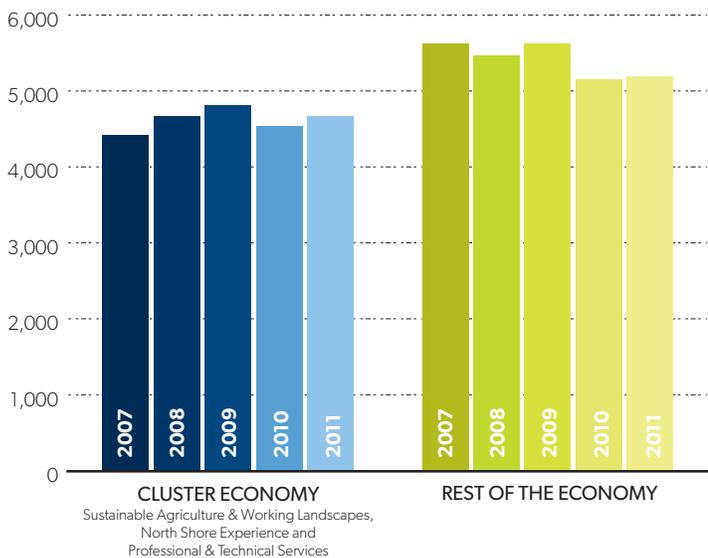
## DEVELOPING THE NORTH SHORE’S CLUSTERS OF OPPORTUNITY STRATEGY

This strategy is the product of a series of work sessions convened by the North Shore Economic Vitality Partnership with support from the North Shore Chamber of Commerce, county government and local businesses. The foundation of the strategy is data analysis that identified three key “clusters of opportunity” within the region. These three clusters have accounted for a majority of the North Shore’s long-term (2001-2011) job growth.

The clusters drive economic vitality, generating jobs and wages for residents and expanding purchases of products and services from local suppliers, all resulting in a positive ripple effect to create benefits for the region. The clusters also generate tax revenues that fuel local public services and support the quality of life enjoyed by local residents. The clusters, if innovative, competitive, and healthy, will drive the “vital cycle” needed for economic prosperity and community quality of life that benefits North Shore residents.

**From 2001-2011, the number of jobs in the region’s cluster economy grew 23 percent, while the number of jobs in the rest of the economy grew 11 percent.**<sup>4</sup> Combined, this represented an overall 16 percent job growth in the North Shore over the decade, compared to a ten percent gain in Hawai’i. The North Shore’s cluster economy has proven to be more resilient than the rest of the regional economy. During the recession, the cluster-based economy declined 2.8 percent between January 2008 and January 2010, while non-cluster industries decreased 5.7 percent (Figure 1). After this hit, the North Shore’s cluster economy rebounded more quickly (increasing 3% between 2010 and 2011) than the rest of the economy (increasing less than 1%).

Figure 1  
**Total Employment**  
North Shore Region, 2007-2011



Data Source: National Establishment Time-Series Database (NETS)  
Analysis: Collaborative Economics

Figure 2  
**Clusters of Opportunity**  
North Shore Region, 2011

	Employment	Percent of the Total North Shore Economy	Establishments	Percent of Job Growth 2001-2011
Sustainable Agriculture & Working Landscapes	1,415	14%	203	36%
North Shore Experience	2,978	30%	240	23%
Professional & Technical Services	280	3%	98	5%
<b>Total Cluster Economy</b>	<b>4,673</b>	<b>47%</b>	<b>541</b>	<b>64%</b>
<b>Total Economy</b>	<b>9,865</b>	<b>100%</b>	<b>1,220</b>	<b>100%</b>
<b>Rest of the Economy</b>	<b>5,192</b>	<b>53%</b>	<b>679</b>	<b>36%</b>

The region’s clusters have a strong competitive advantage. This means there is a greater proportion of North Shore residents employed in these individual clusters than the state average. **The North Shore Experience and Sustainable Agriculture & Working Landscapes clusters are more concentrated<sup>5</sup> than their respective industries statewide (2.4 and 1.7 respectively)**(Figure 3). Both the Sustainable Agriculture & Working Landscapes and Professional & Technical Services clusters have seen rapid growth over the decade, growing 4.6 percent and 3.9 percent respectively on average each year. **As of 2011, the three clusters accounted for 47 percent of North Shore jobs, but have been responsible for 64 percent of the region’s job growth since 2001** (Figure 2).

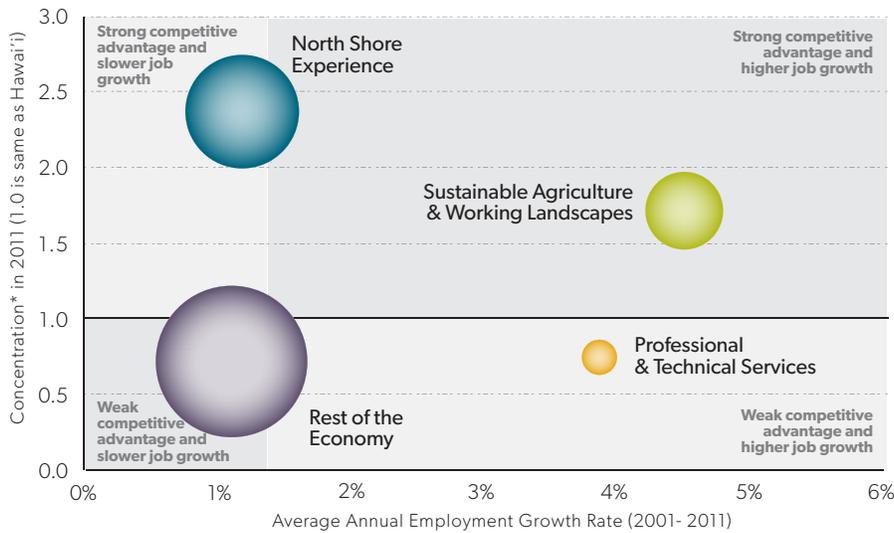
<sup>4</sup> See Appendix B for further analysis on the Rest of the Economy.

<sup>5</sup> Employment concentration is a calculation that compares the percentage of employment in a region to the percentage of employment in its state counterpart. (North Shore Cluster Employment/North Shore Total Employment)/(Hawai’i Cluster Employment/Hawai’i Total Employment). A ratio greater than one signifies that employment is more concentrated in the region than it is statewide – an indication of outward orientation and a source of comparative advantage.

Figure 3

**Clusters of Opportunity**

North Shore Region, 2001-2011



A bubble chart provides perspective on three dimensions: the size, growth and employment concentration (see footnote 5) in a cluster. The x-axis is the average annual employment growth rate between 2001 and 2011. The y-axis is the employment concentration relative to the state of Hawai'i in 2011, and the size of the bubble is the number of jobs in 2011.

\* Concentration is calculated as (Northshore Cluster Emp/Northshore Total Emp)/(Hawai'i Cluster Emp/Hawai'i Total Emp)  
 Size of bubble represents employment size in 2011.  
 Data Source: National Establishment Time-Series Database (NETS)  
 Analysis: Collaborative Economics

**Sustainable Agriculture & Working Landscapes**

Business leaders in the North Shore Experience cluster identified opportunities to expand their markets through branding and marketing efforts and also recognized the need to increase awareness of activities occurring within the industry to the broader public. The action steps that they have identified are:

- **Launching a “Did You Know?” Campaign** to tell the story of today’s agriculture on the North Shore
- **Developing a Regional Brand** that distinguishes North Shore businesses and products from the rest of Hawaii
- **Creating an Ag Learning Center/Food Hub** for small farmers and ag-tourism

The North Shore has a long history of being a land of plenty. During the days of the monarchy, the fertile land of the North Shore was abundant with diversified crops that provided food for the region as well as for Honolulu. ‘Āina momona, literally meaning the fat or abundant land, justly describes the history of the fruitful and rich land on the North Shore.



More recently, the main economic driver of the North Shore was big agriculture and the mono-crops of sugar and pineapple. Since the closure of the Waialua Sugar Company nearly two decades ago, the presence of sugar has disappeared. The region has struggled to use the land and infrastructure from the sugar industry to restore the heritage of diversified crops, a heritage that will help reemploy North Shore residents and contribute to the **sustainability** and **food security** of the region.

The Sustainable Agriculture & Working Landscapes cluster includes a range of economic activities that create jobs while promoting the health of the North Shore’s natural environment and well being of its communities. Working landscapes contribute to the region’s economy through a range of economic activities including forestry, fisheries, tourism, and land management and conservation. In addition, the North Shore’s agricultural food chain spans a diverse set of industries, from agriculture support and production, to food processing and retail consumption, playing an important role in the vitality of the region. Together, the Sustainable Agriculture and Working Landscapes cluster consists of vibrant local small businesses that support stewardship of the land while contributing to the North Shore economy.

The Sustainable Agriculture & Working Landscapes cluster represents a growth opportunity for the North Shore. The prevalence of ranches and farms and breath-taking scenery, provide ample opportunity for **growth in agricultural tourism** and recreational services, including ranch tours and locations for filming movies. The North Shore’s open

space and agricultural lands give it its beauty. This rural experience is driving both visitors and residents to the North Shore to visit. When people visit the North Shore, they discover its diverse local products, driving demand and increasing economic activity.

There is a younger group of leaders on the North Shore who have innovative ideas and want to promote agriculture. Connecting these individuals with veteran farmers who know the lay of the land and the systems in place would help advance a new agenda for **widespread agricultural sustainability** on the North Shore. Some people today confuse subsistence agriculture with sustainable agriculture. A system of mentoring could be introduced, allowing experienced farmers to pass information on production agriculture down to the newer farmers helping to continue to feed the people of Hawaii. Now is the time to act on these opportunities.

## North Shore Experience Cluster

Business leaders in the North Shore Experience cluster identified opportunities to expand their markets through branding and marketing efforts that also align with the needs of the Sustainable Agriculture & Working Landscapes and Experience Clusters. They also recognized the need to resolve traffic issues to create a more enjoyable experience for all visitors and residents. The action steps that they have identified are:

- **Organizing an Infrastructure Action Committee** to assist in the resolution of traffic issues affecting the North Shore
- **Developing a Regional Brand** that distinguishes North Shore businesses and products from the rest of Hawaii

The North Shore is a truly special place with its strong Hawai‘ian cultural foundation, beautiful scenery, and historical significance. In the winter months, the North Shore becomes the global epicenter of the surfing world, attracting the world’s best surfers. While its spectacular beaches and landscapes draw visitors from all over the world, North Shore residents work to preserve their natural habitat and way of life.

It is the “North Shore Experience”, whether staying on the North Shore, shopping for North Shore made products or partaking in one of the many activities that the North Shore has to offer, that keep individuals coming back and that residents hope to preserve. Visitors come to the North Shore for its country feel and to explore the Hawai‘i of old. Most overnight visitors stay at Turtle Bay Resort with 443 accommodations (cottages, villas, rooms, suites) and plans are underway for further expansion. Other activities that enhance the visitor experience include the availability of local goods, unique shops, art galleries, restaurants and a range of recreational activities. The Polynesian Cultural Center, which offers luaus, dining and an authentic Polynesian village tours, is Hawai‘i’s top paid visitor attraction.

Kualoa Ranch is an example of the overlap between the two clusters. Historically the area was used as a 4,000 acre cattle-ranch but has since diversified into industries outside of agriculture, serving as a prime location for filming movies as well as a wedding venue. Additionally, they have integrated other attractions including a restaurant, hula lessons, trail rides and hiking.

These elements are integrated to create the North Shore experience—visitors come because of the unique beauty of the region, stay in hotels and engage in recreation while also purchasing goods produced locally. Regional branding and directed marketing will enhance the visitor experience and provide direct benefits to North Shore residents.

## Professional And Technical Services

Another thriving but currently small North Shore cluster involves Professional & Technical Services. The businesses within this cluster are usually very small, 43 of the cluster’s 98 establishments are individual proprietorships. Many people move or retire to the North Shore for the location and lifestyle. Oftentimes these individuals are highly educated with a specific set of skills, and due to technology, they can work from nearly anywhere in the world. They are often “high earners”, contributing to the North Shore’s tax base and economy while having a very small footprint on the land. In addition, this cluster offers opportunities for North Shore kama‘ainas (natives) who wish to stay and work locally. Professions within this cluster, such as data/image processing or software development, can allow people to earn an income without any additional commuting or building development. Also included in this cluster are architecture and engineering services.

One of the main findings from speaking with business leaders within these three sectors is how their opportunities and requirements for further growth depended on one another.



**The action teams have realized that utilizing resources across all of the clusters will help each action team meet their goals.** For example the Professional & Technical Services cluster’s tech savvy and know-how could be used by the Regional Branding action team to create a new logo and launch a North Shore marketing campaign. Individuals from this cluster could also help the “Did You Know?” campaign action team determine effective ways to communicate North Shore facts through social media, radio broadcasts, a website, etc.

**Regional branding has also been identified as a priority across all clusters.** The **Ag Learning Center/Food Hub** action team would benefit from connecting with the “Did You Know?” campaign team who has a wealth of knowledge about the agriculture industry on the North Shore. This information could be displayed at the Ag Learning Center/Food Hub next to the products that are being sold and used to further educate individuals about North Shore agriculture. Once the North Shore story is defined, the Infrastructure team will be able to better communicate with a single voice to legislators the importance of road infrastructure as the region continues to attract visitors from the other parts of the island.

## IMPLEMENTING THE NORTH SHORE’S CLUSTERS OF OPPORTUNITY STRATEGY

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Economic vitality is critical to sustaining a vital community and high quality of life – driving a vital cycle that produces revenues for public services and amenities, jobs for residents, and products and services for the local population.

The North Shore has the opportunity to build on its economic strengths to ensure long-term vitality and quality of life. To capitalize on this opportunity requires specific action plans to promote the vitality of each of the three clusters. It requires champions – leaders from business, government, and the broader community willing to work together to set priorities and implement strategies that deliver results. It requires implementation support, an organization that will assist each of the clusters in carrying out their action plan, monitor progress, hold them accountable, and report back to the community.

The North Shore Economic Vitality Partnership will support the action teams. The successful implementation of action plans increases the economic vitality of each of the three clusters of opportunity in terms of jobs, wages, new and expanding businesses, and public revenues generated to support the region’s quality of life from within.

To carry out this responsibility means:

- **Supporting the implementation of all the action team plans**, including assistance with funding, logistics, and recruitment of additional champions and implementation partners, including business leaders outside the immediate clusters
- **Providing the venue for discussion of common issues and sharing of best practices across the action teams**, and the catalyst for development of specific cross-team initiatives as needed
- **Monitoring progress and publishing milestones** for each of the action plans and holding teams accountable to their proposed outcomes
- **Enhancing action team success and local support** by communicating results of the action plans to the community and the broader message of the cluster-driven vital cycle that produces benefits for North Shore residents on a regular basis through publications, events, and other means.
- **Communicating information about the action teams to companies and individuals outside the region**, and working with interested parties to connect them to action teams and/or assist them in relocating or expanding in the region.
- **Providing the platform for the formation and launch of new action teams in the future** in response to changing economic conditions and new opportunities to promote vitality and quality of life of the North Shore.

To carry out these responsibilities will require collaboration and support from both the public and private sectors. It is critical that the implementation of the clusters of opportunity strategy continue to be a public-private partnership, just like the development of the strategy and action plans. While cluster employers will play a crucial role in the implementation of the action plans, government, education, and community leaders will also be needed to play important roles. There will be needs for specialized expertise, investment resources, and leadership in terms of policy and programs that will be critical to the successful implementation of the action plans, that thus the overall success of the North Shore’s cluster of opportunity strategy.

In implementation, it is important to remain opportunistic and adaptable, as conditions changes, strategies are tried, and new resources become available. It will also be important to continue to welcome new “champions” to the team – individuals who are willing to invest their time and resources in helping their action team and their region prosper.

## ACTION PLANS AND CHAMPIONS

Specific action plans follow for the four action teams. Each action plan has four components: goal, measurable objectives, activities to achieve objectives, and implementation requirements. These are the outcomes, strategies, and actions that action team members deemed most important in order to capitalize on the most promising opportunities for prosperity within the three clusters. For each action plan, a list of champions who have signed on to help drive implementation is included.

### Ag Learning Center/Food Hub

Co-Chairs: Maria Gallo, Jeff Scott and Ron Weidenbach

#### Goal

- Support North Shore farmers and ranchers and enhance the production, processing, consolidation, distribution, and sale of North Shore agricultural products by the planning and development of one or more regional food hubs which may also provide opportunities for agri-tourism and direct sales of value-added agricultural products from the North Shore.
- Support the redevelopment of the University of Hawaii, College of Tropical Agriculture and Human Resources' (UH/CTAHR) Waialeale Livestock Experiment Station as an agricultural learning center for the North Shore.
- Create agricultural events with local interest marketed inside and outside the area, resulting in more local residents and visitors learning about regional agricultural activities and purchasing North Shore agricultural products.
- Combine packaging of North Shore agri-tourism activities with the North Shore's additional unique attractions (e.g., connecting environmental and recreational assets with food, festivals, and culture) in different ways.

#### Measurable Objectives

- Develop one or more North Shore food hubs, where farmers can deliver, process, consolidate, distribute, and sell their agricultural products, as desired. This space could also serve as a visitor and learning center that will draw both residents and visitors to buy locally made agricultural products and to learn more about the agricultural industry.
- Re-develop the UH/CTAHR livestock research facility as an agricultural learning center for agricultural students, North Shore farmers, and interested residents and visitors.

#### Activities to Achieve Objectives

- The most immediate activity will be to focus on supporting the Agribusiness Development Corporation (ADC)'s proposed food hub in Whitmore Village. Co-Chairs Maria Gallo, Jeff Scott, and Ron Weidenbach will set-up initial scoping meetings with the Hawaii Department of Agriculture Deputy Director Scott Enright and ADC Management and Board of Directors. Co-Chairs will then report back to Action Team participants and together develop a plan to gather farmer/rancher input and feedback for ADC. Similar efforts will be pursued with other interested parties regarding additional potential food hub opportunities on the North Shore.
- Action Team members will reach out to network with and inform the ag community and public about ADC's planned food hub and possible additional future food hubs in the North Shore region. The Action Team will work with ADC to reach out to the regional farming community to understand and communicate food hub visions and needs.
- The Action Team will develop a Sub-Committee to engage farmers in a process to determine their food hub needs and what facilities and services they would like to have such a food hub facility provide. A preliminary list of considerations/questions includes:
  - What post-harvest treatment/consolidation infrastructure should be included?
  - Will the facility serve both conventional and organic farmers?
  - Will the facility include food safety infrastructure to serve small farmers?
  - Will the facility assist with the development of value-added products?
  - Will the facility include ag education for farmers? For the public?

- Will the facility serve as an ag tourism destination?
- Where might additional future food hubs be located to further serve the region?
- The group will also seek to determine food hub/ag learning center needs for the full region through researching best practices into the types of programs as well as governance models for fiscal sustainability (ie., for-profit, non-profit, cooperative).

### Implementation Requirements

- Co-chairs Gallo, Scott and Weidenbach will lead the effort to identify needs and priorities for the creation of potential North Shore regional food hubs and ag learning centers.
- The Action Team needs to develop a list of organizational and financial requirements to support the Team’s work.
- The Action Team has not determined the appropriate entity for organizational support, but such an entity should serve the interests of the entire region.

### Champions

Marianne Abrigo	Paul Carson	Dr. Po-Young Lai	Jeff Scott
Milton Agader	Scott Enright	John McHugh	Jeanne Vana
David Baker	Maria Gallo	Edith Ramiscal	Ron Weidenbach
Eric Bello	Jim Keener	Dave Robichaux	

## “Did You Know?” Campaign

Co-Chairs: Susan Matsushima, Larry Jefts and Stevie Whalen

### Goal

- Raise awareness and support for the cluster among local residents and public officials by better communicating the cluster’s activities and the benefits that it brings to the region (e.g., beautiful landscape, local food source, attracts visitors that bring in money to the community)
- Connect the residents island-wide to the food and its production
- Increase supportive policies in local jurisdictions (e.g., water resource planning, long-term land tenure for farmers)

### Measurable Objectives

- Develop the “Did You Know?” campaign educating residents and the broader public about the history of agriculture in the region, highlighting exciting events as well as other unique assets of the industry.
- Present information in a compelling way and make it easily accessible.

### Activities to Achieve Objectives

- Organize subcommittees and divide up campaign tasks such as:
  - Gathering additional information about the industry that will be used as part of the campaign
  - Determining communications strategies: start with pre-existing linkages to decide ways to strategically and thoughtfully communicate the information
  - Determining the ultimate goal of the campaign, how to sustain it and expand the project

### Implementation Requirements

- Locate funding and sponsorships to launch and ensure the success of the campaign
- Susan Matsushima, Larry Jefts and Stevie Whalen will co-chair the action team and will take the lead on organizing meetings and dividing up tasks
- The action team still needs to determine organizational support

## Champions

Pamela Boyer	Mel Matsuda	Dan Nellis	Carolyn Unser
Devin Dailey	Susan Matsushima	Alenka Remec	Stephanie Whalen
Scott Enright	Richard McCormack	Jesse Shiefel	Ann Yamamoto
Larry Jefts	John McHugh	Kapu Smith	

## Progress to Date

- Developed 70 “Did You Know?” campaign statements that have been fact checked
- Created a “Did You Know?” placemat locating North Shore agriculture products on a map with additional facts that can be utilized at local restaurants
- Began fundraising efforts. They have already identified \$38,000 in private and government support.

## Regional Branding

Co-Chairs: Jodi Wilmott, Nate Burgoyne, Doug Cole and David Morgan

### Goal

- Create a cohesive brand/identity that defines the agricultural and experiential assets of the region and attracts visitors who want to be part of this unique experience
- Promote events and products that attract and benefit both residents and visitors

### Measurable Objectives

- Establish a brand/identity that clearly states who we are (e.g., beauty and authenticity), while encompassing the broad assets and distinct characteristics of the region. Tell our story and attract the visitor or resident who wants to stay for a few days and experience the unique characteristics of the North Shore.
- Once an overarching brand is identified, develop a communication and marketing strategy to disseminate the message to the broader public, policy makers, legislators, as well as other agencies (e.g., HVB), communities (e.g., Waikiki, O’ahu, Hawaii) and North Shore visitors through social media, website, etc.

### Activities to Achieve Objectives

Organize subcommittees and divide up tasks such as:

- Defining what the North Shore is to us (the overarching identity) drawing in knowledge from agriculture, experience and culture.
- Forming a brand around our story and then crowd sourcing a logo that everyone buys into.
- Crafting a communication and marketing strategy (e.g., a distinct logo that has a cohesive look and tagline, brand statement)
- Engaging and informing the community
- Collaborating with the other action teams to help create a cohesive message

Create a Visioning Team

### Implementation Requirements

- Locate funding and sponsorships to support the action team
- Jodi Wilmott, Nate Burgoyne, Doug Cole and David Morgan will co-chair the action team and will take the lead on organizing meetings and divvying up tasks
- The action team still needs to determine organizational support

### Regional Branding Champions

Marianne Abrigo	Jerry Driscoll	Kevin Kelly	Richard Sterman
Nate Burgoyne	Robin Erb	Bill Martin	Kim Taylor Reece
Doug Cole	Kalani Fronda	Marshall Marumoto	Charlie Teixeira
Mike Dailey	Chris Gardner	David Morgan	Marty Thomas
John Desoto	Ken Kamiya	Kathleen Pahinui	David Turner
Deborah Driscoll	Leonard Keao	Daniel Skaf	Jodi Wilmott

## Infrastructure

Co-Chairs: John Morgan and Lee Sichter

### Goal

- Raise awareness and support for the cluster among local residents and public officials by better communicating the cluster’s needs and ideas, leveraging the benefits that it brings to the region (e.g., beautiful landscape, tax base - attracts visitors that bring in money to the community)
- Improve infrastructure issues in the North Shore including traffic, lack of parking, etc.

### Measurable Objectives

- Create an infrastructure planning and financing team to identify needs and strategies to fund infrastructure improvements to keep the North Shore an “experience” destination. The coalition would be composed of cluster employees and other businesses and partners and would provide a “joint voice” to community leaders and government members
- Organize an Infrastructure Action Committee to assist in the resolution of the traffic issues affecting the North Shore and undermining both quality of life and economic vitality of the region

### Activities to Achieve Objectives

- Form a regional infrastructure committee (includes 10 people thus far)
- Prioritize major traffic “hot spots” along the North Shore and Windward O’ahu
- Work with the Chamber and other groups to develop a single voice on these priorities utilizing data, the brand and the assets of the North Shore
- Work with the O’ahu Metropolitan Planning Organization (OMPO) and the Department of Transportation (DOT) to promote these priorities
- Work with major stakeholders to identify creative traffic solutions

### Implementation Requirements

- Locate funding and sponsorships to support the action team
- Lee Sichter and John Morgan will co-chair the action team

### Champions

George Atkins	Chris Gardner	Antya Miller	Charlie Teixeira
Mayor Kirk Caldwell	Howard Green	John Morgan	Dane Wicker
Lucky Cole	Kevin Kelly	Bill Quinlan	Eric Workman
Mike Dailey	Bill Martin	Lee Sichter	

## APPENDIX A: Geographic and Industry Data

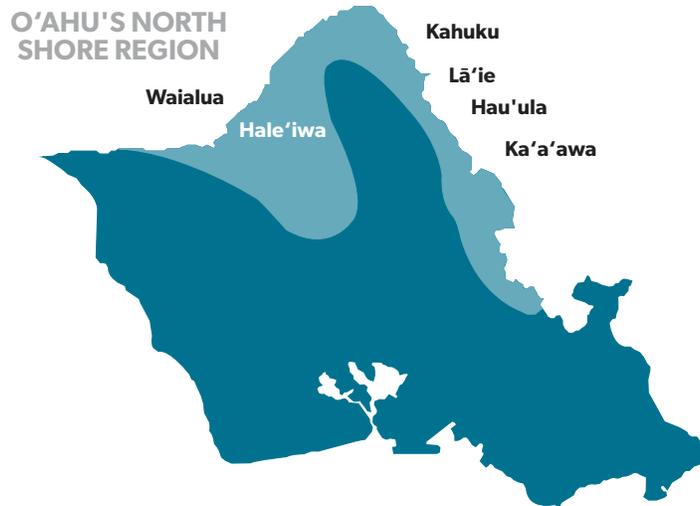
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### National Establishment Time-Series Database

The National Establishment Time-Series Database (NETS), prepared by Walls & Associates using Dun & Bradstreet establishment data, was sourced for jobs data and establishment counts.

The North Shore Region was defined as the following zip codes:

Hale‘iwa	96712
Waialua	96791
Kahuku	96731
Lā‘ie	96762
Hau‘ula	96717
Ka‘a‘awa	96730

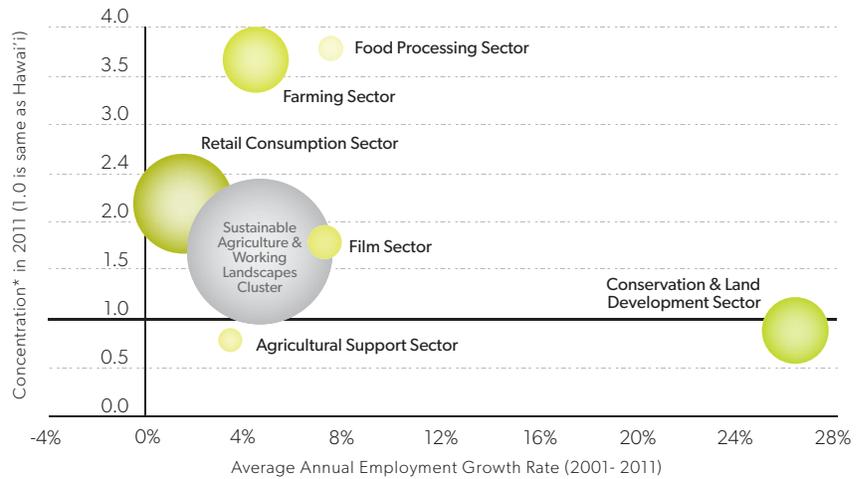


## APPENDIX B: Cluster Breakdown

### Sustainable Agriculture & Working Landscapes

Jobs within the Sustainable Agriculture & Working Landscapes cluster are highly concentrated in the region as compared to the state. Jobs in this cluster represent 14 percent of the North Shore’s total employment, while jobs in this cluster represent eight percent of total jobs statewide. The Sustainable Agriculture & Working Landscapes cluster witnessed the strongest job growth of the three clusters between 2001 and 2011 with an annual average growth rate of 4.6 percent. Job growth in this cluster has been aided by the rapid average annual growth rate (26.3%) of the Conservation & Land Development industries including environmental and wildlife advocacy and urban planning groups.

**Major Sectors of the Sustainable Agriculture & Working Landscapes Cluster**  
North Shore Region, 2001-2011

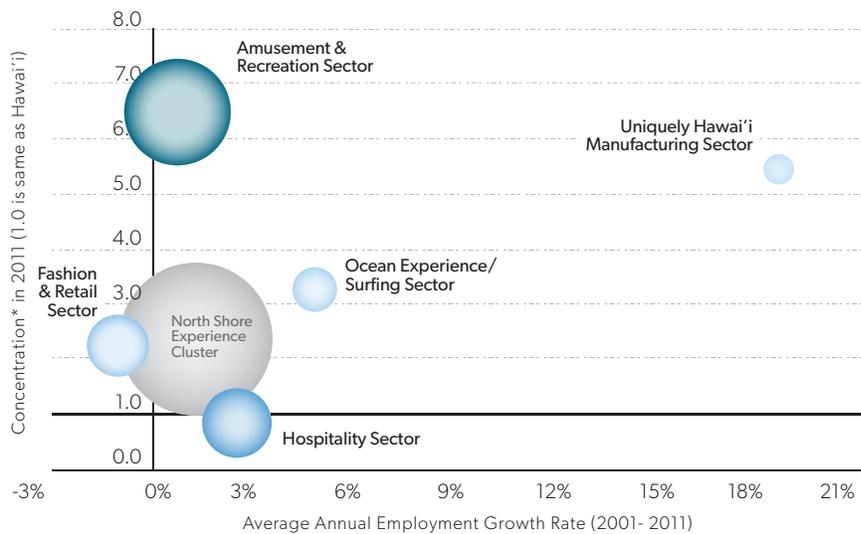


\*Concentration is calculated as (Northshore Cluster Emp/Northshore Total Emp)/(Hawai'i Cluster Emp/Hawai'i Total Emp)  
Data Source: National Establishment Time-Series Database (NETS)  
Analysis: Collaborative Economics

### North Shore Experience

Amusement & Recreation comprise over half (51%) of the North Shore Experience cluster. This cluster reported an average annual growth rate of 1.2 percent between 2001 and 2011. This was only slightly higher than the rest of the economy’s rate of 1.14 percent; however, this cluster was highly concentrated when compared with the state. Also, when broken down, key industries within the cluster grew at a much faster pace. Uniquely Hawai’i Manufacturing, representing four percent of the cluster, grew at an average annual growth rate of 18.5 percent. This sector includes locally made soaps and oils. Similarly, Ocean Experience/Surfing, representing nine percent of the North Shore Experience cluster, grew at an average annual rate of 4.9 percent.

**Major Sectors of the North Shore Experience Cluster**  
North Shore Region, 2001-2011

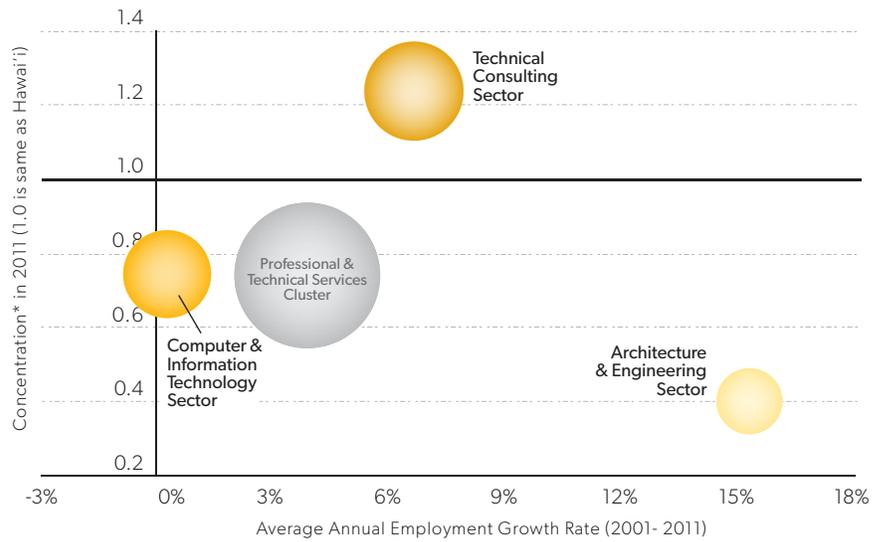


\*Concentration is calculated as (Northshore Cluster Emp/Northshore Total Emp)/(Hawai'i Cluster Emp/Hawai'i Total Emp)  
Data Source: National Establishment Time-Series Database (NETS)  
Analysis: Collaborative Economics

### Professional & Technical Services

While Professional & Technical Services is the least concentrated (0.74) of the clusters when compared to Hawai'i as a whole, its average annual growth rate (3.9%) is significantly higher than the rest of the economy (1.2%). This growth is mostly attributed to Architecture & Engineering industries, which experienced an average annual growth rate of 15 percent between 2001 and 2011. Technical Consulting is the largest industry within Professional & Technical Services, accounting for 44 percent of the cluster, and is also the only industry within the cluster with a concentration higher than the state average (1.2). The slow average annual growth rate (0.3%) of the cluster's second largest industry, Computers & Information Technology, presents a potential problem for the success of the Professional & Technical Services cluster. Computers & Information Technology enable both Architecture & Engineering and Technical Consulting to be worldwide industries, if the proper infrastructure is not in place, the Professional & Technical Services Cluster will not be able to succeed on the North Shore.

**Major Sectors of the Professional & Technical Services Cluster**  
North Shore Region, 2001-2011

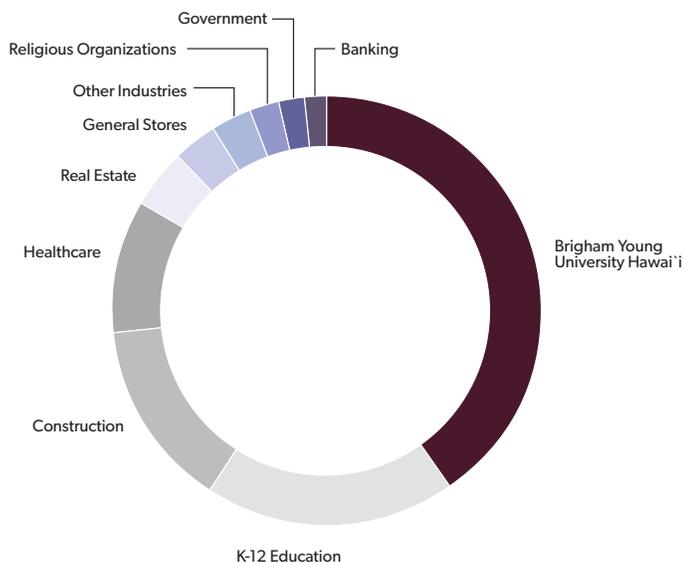


\* Concentration is calculated as (Northshore Cluster Emp/Northshore Total Emp)/(Hawai'i Cluster Emp/Hawai'i Total Emp)  
Data Source: National Establishment Time-Series Database (NETS)  
Analysis: Collaborative Economics

### The Rest of the Economy

The rest of the economy is largely comprised of non-export oriented industries. This includes education, healthcare, construction, government, real estate, banking and religious organizations. **While these industries are often the foundation of regional economies, they are not the basis for clusters of opportunity, which focus on regional specializations and export-oriented industries.** Brigham Young University, Hawai'i (BYUH) has a large presence on the North Shore and represents 19 percent of employment in the region. This segment of the economy is located in the rest of the economy bubble as a large portion of education. BYUH has grown significantly over the past decade, growing at an annual average rate of 8.9 percent between 2001 and 2011. It is also highly concentrated (7.6) when compared to other universities throughout the state. Understanding the dynamics of this institution could be critical to developing the clusters of opportunity in the future if students stay on the North Shore to either start businesses or participate in the export-oriented industries.

**Rest of the Economy**  
North Shore Region



Data Source: National Establishment Time-Series Database (NETS)  
Analysis: Collaborative Economics

## APPENDIX C: North Shore Clusters by Industry

### Sustainable Agriculture & Working Landscapes

Retail Consumption	311811	Retail Bakeries
	424410	General Line Grocery Merchant Wholesalers
	424440	Poultry and Poultry Product Merchant Wholesalers
	424460	Fish and Seafood Merchant Wholesalers
	424480	Fresh Fruit and Vegetable Merchant Wholesalers
	424490	Other Grocery and Related Products Merchant Wholesalers
	424590	Other Farm Product Raw Material Merchant Wholesalers
	424930	Flower, Nursery Stock, and Florists' Supplies Merchant Wholesalers
	445110	Supermarkets and Other Grocery (except Convenience) Stores
	445220	Fish and Seafood Markets
	445299	All Other Specialty Food Stores
	445310	Beer, Wine, and Liquor Stores
	446191	Food (Health) Supplement Stores
	453110	Florists
	722320	Caterers
*	Specialty Restaurants	
Conservation & Land Development	237210	Land Subdivision
	237310	Highway, Street, and Bridge Construction
	541110	Offices of Lawyers
	541720	Research and Development in the Social Sciences and Humanities
	813211	Grantmaking Foundations
	813312	Environment, Conservation and Wildlife Organizations
	813319	Other Social Advocacy Organizations
	813410	Civic and Social Organizations
	924110	Administration of Air and Water Resource and Solid Waste Management Programs
	924120	Administration of Conservation Programs
925120	Administration of Urban Planning and Community and Rural Development	
Farming	111150	Corn Farming
	111219	Other Vegetable (except Potato) and Melon Farming
	111320	Citrus (except Orange) Groves
	111336	Fruit and Tree Nut Combination Farming
	111339	Other Noncitrus Fruit Farming
	111421	Nursery and Tree Production
	111422	Floriculture Production
	111998	All Other Miscellaneous Crop Farming
	112111	Beef Cattle Ranching and Farming
	112340	Poultry Hatcheries
	112511	Finfish Farming and Fish Hatcheries
	112519	Other Aquaculture
	112990	All Other Animal Production

\*Specialty Restaurants are from NAICS codes 722110 (Full-Service Restaurants) and 722211 (Limited-Service Restaurants) and include restaurants on the North Shore that either embody the Hawaiian experience or make the effort to source their food locally.

**Sustainable Agriculture & Working Landscapes (cont.)**

<b>Film</b>	334612	Prerecorded Compact Disc (except Software), Tape, and Record Reproducing
	512110	Motion Picture and Video Production
	512120	Motion Picture and Video Distribution
	512210	Record Production
	532230	Video Tape and Disc Rental
<b>Agricultural Support</b>	115112	Soil Preparation, Planting, and Cultivating
	115114	Postharvest Crop Activities (except Cotton Ginning)
	115116	Farm Management Services
	115210	Support Activities for Animal Production
	423820	Farm and Garden Machinery and Equipment Merchant Wholesalers
	424910	Farm Supplies Merchant Wholesalers
	444220	Nursery, Garden Center, and Farm Supply Stores
	541940	Veterinary Services
	713930	Marinas
<b>Food Processing</b>	311330	Confectionery Manufacturing from Purchased Chocolate
	311411	Frozen Fruit, Juice, and Vegetable Manufacturing
	311999	All Other Miscellaneous Food Manufacturing

**North Shore Experience**

<b>Amusement &amp; Recreation</b>	532292	Recreational Goods Rental
	532310	General Rental Centers
	561520	Tour Operators
	711130	Musical Groups and Artists
	711510	Independent Artists, Writers, and Performers
	712110	Museums
	713990	All Other Amusement and Recreation Industries
	722213	Snack and Nonalcoholic Beverage Bars
	812112	Beauty Salons
	812113	Nail Salons
<b>Hospitality</b>	485310	Taxi Service
	485320	Limousine Service
	485999	All Other Transit and Ground Passenger Transportation
	487210	Scenic and Sightseeing Transportation, Water
	488119	Other Airport Operations
	488999	All Other Support Activities for Transportation
	532120	Truck, Utility Trailer, and RV (Recreational Vehicle) Rental and Leasing
	532411	Commercial Air, Rail, and Water Transportation Equipment Rental and Leasing
	541930	Translation and Interpretation Services
	561510	Travel Agencies
	721110	Hotels (except Casino Hotels) and Motels
	721191	Bed-and-Breakfast Inns
	721199	All Other Traveler Accommodation
	721211	RV (Recreational Vehicle) Parks and Campgrounds
721310	Rooming and Boarding Houses	

### North Shore Experience (cont.)

Fashion & Retail	3152	Cut and Sew Apparel Manufacturing
	315228	Men's and Boys' Cut and Sew Other Outerwear Manufacturing
	339911	Jewelry (except Costume) Manufacturing
	339914	Costume Jewelry and Novelty Manufacturing
	423940	Jewelry, Watch, Precious Stone, and Precious Metal Merchant Wholesalers
	424320	Men's and Boys' Clothing and Furnishings Merchant Wholesalers
	424330	Women's, Children's, and Infants' Clothing and Accessories Merchant Wholesalers
	424340	Footwear Merchant Wholesalers
	448110	Men's Clothing Stores
	448120	Women's Clothing Stores
	448130	Children's and Infants' Clothing Stores
	448140	Family Clothing Stores
	448190	Other Clothing Stores
	448310	Jewelry Stores
	451120	Hobby, Toy, and Game Stores
453220	Gift, Novelty, and Souvenir Stores	
453920	Art Dealers	
Ocean Experience/ Surfing	336612	Boat Building
	339920	Sporting and Athletic Goods Manufacturing
	423910	Sporting and Recreational Goods and Supplies Merchant Wholesalers
	451110	Sporting Goods Stores
	611620	Sports and Recreation Instruction
	711211	Sports Teams and Clubs
	711219	Other Spectator Sports
	711320	Promoters of Performing Arts, Sports, and Similar Events without Facilities
	713940	Fitness and Recreational Sports Centers
Uniquely Hawai'i Manufacturing*	81292	Photofinishing
	323110	Commercial Lithographic Printing
	323113	Commercial Screen Printing
	327112	Vitreous China, Fine Earthenware, and Other Pottery Product Manufacturing
	327212	Other Pressed and Blown Glass and Glassware Manufacturing
	327215	Glass Product Manufacturing Made of Purchased Glass
	332313	Plate Work Manufacturing
	339932	Game, Toy, and Children's Vehicle Manufacturing
	541922	Commercial Photography

\*Uniquely Hawai'i Manufacturing includes all goods produced in Hawai'i, especially those relating to the Hawaiian culture such as ukuleles and surfboards.

## Professional & Technical Services

Technical Consulting	523910	Miscellaneous Intermediation (Finance & Investment Services)
	541430	Graphic Design Services
	541690	Other Scientific and Technical Consulting Services
	541710	Research and Development in the Physical, Engineering & Life Sciences
	541990	All Other Professional, Scientific, and Technical Services
	621512	Diagnostic Imaging Centers
	811219	Other Electronic and Precision Equipment Repair and Maintenance
Computers & Information Technology	334220	Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing
	443112	Radio, Television, and Other Electronics Stores
	511210	Software Publishers
	517110	Wired Telecommunications Carriers
	517212	Wireless Telecommunications Carriers (except satellite)
	517410	Satellite Telecommunications
	517910	Other Telecommunications
	518210	Data Processing, Hosting, and Related Services
	541511	Custom Computer Programming Services
	541512	Computer Systems Design Services
	541519	Other Computer Related Services
	811211	Consumer Electronics Repair and Maintenance
	811212	Computer and Office Machine Repair and Maintenance
	Architecture & Engineering	541310
541320		Landscape Architectural Services
541330		Engineering Services
541340		Drafting Services
541420		Industrial Design Services