

Chapter 4

Mission, Goals and Objectives

REVIEW

Current conditions have been analyzed to identify local strengths and weaknesses as well as opportunities and threats. This information, when considered in the context of local values and other priorities, can lead to locally appropriate goals and objectives. Goals, however, should be linked to some primary purpose, or mission, which they are to address. This chapter defines the primary mission of Waimea Main Street, then establishes goals and objectives to accomplish it.

WORKING ASSUMPTIONS

In any long-term planning process, certain assumptions need to be made to address uncertainty about the future. Goals and objectives defined in this chapter reflect a series of specific assumptions based on WMS' best estimates. These include:

- Waimea will continue to grow at the rate of 100% per decade or more over the next ten years. (It grew over 400% during the last decade.)
- The long-discussed Bypass Road around Waimea will not be completed within at least the next five years.

- County of Hawaii will not implement any major improvements to Waimea infrastructure over the next five years. In particular, no public program to address sewage treatment will occur during this time frame.
- Hawaiian Home Lands development will continue.
- Water will not become a significant problem for development in Waimea.
- Parker Ranch 2020 commercial development will occur within the next five years.
- The community of Waimea will have to rely on its own resources for much of the needed and recommended improvement to the Town.
- The community prefers to limit local tourism to a level where it would not interfere with the town's character and public/private services. In short, tourism should be a lower priority than serving Waimea's own citizens.

MISSION

The following box highlights Waimea Main Street's program mission statement and primary goals for community service.

MISSION AND GOALS OF WAIMEA MAIN STREET

Program Mission Statement

Build and maintain a community-based town management program focused on improving Waimea's economic vitality, its quality of life and the balance between the two through actions consistent with community values.

Program Goals

- Establish and maintain effective community development partnerships among Waimea's many ethnic and socio-economic groups;
- Develop and implement a community-based strategic town plan to guide community improvements and programs;
- Facilitate community development projects;
- Respect, promote and help preserve the community's Hawaiian heritage;
- Foster the strengthening of Waimea's small business community;
- Support and enhance Waimea's distinctive sense of place through preservation of its village character and conservation of its natural environment.

STRATEGY FOR COMMUNITY DEVELOPMENT

Waimea Main Street seeks to build a community-based partnership with citizens and other local organizations to undertake improvements and strategic management in the town. Its priorities will be guided by local values and an understanding of Waimea's strengths, weaknesses, opportunities and threats. Fundamentally, WMS will be a facilitator rather than a leader. The community-based approach emphasizes that citizens, i.e., the collective voice of the community, be the leaders in community development. WMS will work to provide tools, staff and expertise to undertake desirable actions.

Specifically, the actions outlined in the next chapter will emphasize the need for improvements in both local quality of life and economic vitality. Creating social opportunities will be balanced with increased support for business. In social areas, programs will be developed to establish a stronger sense of pride, participation and

ownership in Waimea. Activities will be created or re-energized to bring people together for fun and community service. Emphasis will be on respecting our senior citizens and on providing for the needs of our youths. At the heart of these activities will be support for families. Programs which reduce local cost of living (particularly in the areas of housing and food) will be heavily encouraged. Job training and job opportunities will also be a priority. Finally the character of both the town and of the rural environment will be protected to assure that Waimea's sense of place (that which keeps or has brought people here) is restored and maintained.

In business areas, projects to help stabilize and enhance local firms will be given primary attention. Access to financing, business education, trained staff, and the benefits of collective action in business development will be emphasized. Business recruitment will focus on firms which support and improve the existing mix of goods and services. Physical improvement

will target improved local circulation and creation of more focused, attractive commercial activity centers. The pedestrian environment will be enhanced to encourage customers to come downtown and stay longer. Capturing a larger share of regional trade will be a higher priority than bringing in additional tourism. Tourism programs will be established but will respect and complement Waimea's way of life.

The Strategic Town Plan is not intended to sit

on a shelf, but rather to be a dynamic part of community development. Waimea Main Street, with open participation from the community, will regularly review its programs to assure that they continue to serve local needs. Refinements will occur regularly so that as values or existing conditions change, improvement programs respond appropriately. In short, the planning process will always be open and ongoing.