

## Chapter 5

# Action Plan: Getting There

### Eight Steps Toward Creating a Better Future for Waimea

The vision of a more desirable Waimea described and justified in this plan is attainable. There are steps, actions and resources available to the community to undertake change. The process is long-term, however, and requires a true citizen partnership to succeed. There is no quick fix for the challenges facing this town.

There are many ways to destroy these elements of a successful community. Waimea has experienced more than its share. On the other hand, in today's world, there is only one sure way to make progress. That is through citizens acting together with mutual respect and with devotion to specific values. For Waimea and Waimea Main Street, these values start with respect for the aina, ohana and aloha.

An eight step program is recommended for attaining the vision which was shared at the

beginning of this report. In a highly organized systematic program, the eight steps, which follow, seek to:

- Rebuild our economic vitality;
- Establish pride and sense of ownership for the Downtown;
- Improve the quality of life of our citizens, with emphasis on affordable living;
- Restore a strong sense of community and place in Waimea.

Each step calls for a series of specific actions to assure its success. Citizen participants and staff will determine exactly how these actions are undertaken. However, in the next section, a proposed timeline, available resources and partners appropriate for undertaking each action are defined for reference.

# Step 1

## Get Organized

### Purpose:

Establish the leadership and resources necessary to facilitate and sustain community improvements.

### Action

- 1.1 Establish the WMS organization necessary to facilitate strategic community development.
  - Expand Fund-raising Committee & appoint trained chairperson.
  - Refine Public Relations Committee.
  - Refine Promotion Committee.
  - Expand Design Committee.
- 1.2 Expand partnerships with business community, banks, community groups and government to attain strategic goals.
- 1.3 Develop business plans and funding proposals for key community development activities.
- 1.4 Create a central information center to monitor, track and support local economic development.
- 1.5 Establish a Waimea Main Street loan pool to support desirable development in Waimea.
- 1.6 Organize a Destination Waimea committee to initiate this business development program.
- 1.7 Promote heritage and ecology-oriented ("eco-") tourism concept among area businesses and property owners.
- 1.8 Develop brochure which describes WMS vision of desirable community development and how it can help in the process. Seek to focus development, constrain sprawl, encourage cohesive commercial neighborhoods and restore a pedestrian-oriented community environment.
- 1.9 Assure that all local citizens have the opportunity to guide community development; make this principle a Waimea tradition.
- 1.10 Create a Waimea citizen volunteer workforce to undertake periodic community physical improvements, including improvements to needy citizens' homes.

# Step 2

## Stabilize Key Businesses; Respond to Emergencies

### Purpose:

Address most critical issues and emergencies as soon as organization is capable.

### Action

- 2.1 Initiate business retention program:
  - Business education seminars;
  - Targeted loan pool aimed at projects which create sustain local businesses;
  - Market research collection and sharing.
- 2.2 Initiate design improvements to local identity and sense of place.
- 2.3 Publish annual business directory
- 2.4 List local businesses in statewide business directory database.
- 2.5 Initiate a "Shop Waimea" campaign.
- 2.6 Support Friends of the Future's efforts to promote Waimea as a 'Health and Wellness Center.'

# Step 3

## Expand Social and Cultural Activities

### Purpose:

Get people involved, interested and committed to the community; make Waimea a gathering place.

### Action

- 3.1 Create and expand local festivals and events, emphasizing Waimea's cultural heritage. Include at least:
  - Cabbage festival, honoring Waimea's farmers and major crop.
  - Education festival, honoring teachers, all students and learning.
  - Aloha Week festival
  - Summer stock theatre program, in cooperation with Kahilu Theatre, Parker School and HPA.
- 3.2 Develop sites for special events.
- 3.3 Promote concept of Waimea Cultural Center to share and preserve Waimea's rich cultural heritage.
- 3.4 Organize a monthly community 'social,' focused on Waimea-style entertainment and talk-story.
- 3.5 Facilitate planning for a permanent Waimea Farmers Market.
- 3.6 Initiate a Keep Elderly Young (KEY) program, similar to Wailuku Main Street's ongoing program.
- 3.7 Initiate a program to bring local senior citizens to classrooms weekly to talk story with children.
- 3.8 Facilitate creation of a youth center for Waimea teens.
- 3.9 Recruit recreation-oriented businesses, such as a bowling alley or micro-movie theatre.
- 3.10 Establish historic preservation program, with access to WMS loan pool funds. Engage citizens in collecting & sharing community history, e.g., through socials or special events.
- 3.11 Build community traditions.
- 3.12 Work with County to build local public pool.

# Step 4

## Refine Regulatory Environment

### Purpose:

Establish locally appropriate development standards to sustain Waimea's sense of community.

### Action

- 4.1 Refine Waimea Design Guidelines to reflect Strategic Plan findings and recommendations.
- 4.2 Initiate community discussion and refinement of final Waimea Design Guidelines draft.
- 4.8 Network with other County Main Street programs and Hawaii Main Street Council to use our collective strength to achieve zoning goals.
- 4.3 In partnership with other community organization submit Waimea Design Guidelines to County for ordinance status; seek Special Design District status.
- 4.4 Work with County to complete and implement a Northwest Hawaii Open Space Plan, so as to preserve farming, ranching and open space.
- 4.5 Modify local traffic regulations to assure that automobiles are secondary to pedestrians.
- 4.6 Get County to mandate that all future utility lines are buried.
- 4.7 Support efforts to expand light industrial zoning near the airport; assist local businesses to relocate there.

## Step 5

### Expand Business Development Programs

#### Purpose:

Assist local business start-ups, business expansion, and worker training to expand opportunities.

#### Action

- 5.1 Assist area businesses in research to expand markets and develop new products.
- 5.2 Assist local businesses in expanding on-the-job training.
- 5.3 Encourage Hawaii Small Business Development Center Network to open satellite training office in area.
- 5.4 Help expand vocational training program in area schools.
- 5.5 Establish a college scholarship program for area youths, aimed at degree programs related to locate industries.
- 5.6 Through Destination Waimea, create a Waimea promotional campaign aimed at Big Island visitors, desirable business recruits, and hosting meetings.
- 5.7 Address Heritage Tourism and Eco-tourism markets through joint promotions with Big Island Group and DBED&T.
- 5.8 Promote Waimea as a center for environmental awareness and health.
- 5.9 Promote Waimea-based agriculture.

## Step 6

### Improve Infrastructure, Public Amenities at Physical Environment

#### Purpose:

Establish a framework of community services that support better quality of life & desirable growth.

#### Action

- 6.1 Work with other community organizations to facilitate creation of the Nature Park behind CFH
- 6.2 Facilitate creation of a walkway along Waikoloa Stream between the Nature Park and Church Row.
- 6.3 Improve pedestrian walkways in commercial areas and near schools.
- 6.4 Improve Waimea's internal circulation system with non-highway roads that connect subdistricts.
- 6.5 Develop plan for modular secondary sewage treatment systems, based on biomass conversion principles, throughout Waimea.
- 6.6 Seek resources and partnerships to place local utilities underground.
- 6.7 Expand local recycling program.
- 6.8 Build a system of pocket parks, recreation areas and other open spaces that creates a green belt around Waimea.
- 6.9 Improve pedestrian safety through better crosswalk system and other means in partnership with County
- 6.10 At least annually, facilitate a community-based public improvement project such as the Anuenue Playground. Make this an important tradition.
- 6.11 Work with County to create left-hand turn lane at Opelo Road intersection, HPA Middle School and Lindsay Road at Anuenue Playground.

## Step 7

### Seek to Expand Affordable Housing Opportunities

#### Purpose:

Assure availability of quality housing affordable by all Waimea workers and local residents.

#### Action

- 7.1 Work with County to provide infrastructure and amenities to areas suitable for multi-family housing.
- 7.2 Promote development of high density housing.
- 7.3 Seek to make more land available for residential development.
- 7.4 Lobby for low-income home loans and other related programs.
- 7.5 Encourage County and State to locate affordable housing projects in Waimea.
- 7.6 Establish a rental housing rehabilitation program, including a loan pool exclusively for it.

## Step 8

### Monitor Steps and Adjust Activities to Respond to Change and Experience

#### Purpose:

Regularly refine plans to reflect changing values and conditions. Be entrepreneurial.

#### Action

- 8.1 Using data developed through tracking system identified in Action 1.4, monitor strategic plan progress.
- 8.2 Conduct Town Meetings every six months to discuss progress and changing conditions with community; seek ideas for improvements.
- 8.3 At annual retreats review the strategic plan for tracking progress and for refinement as necessary.

