



# RESILIENT & SUSTAINABLE FOOD SYSTEMS

ECONOMIC DEVELOPMENT STRATEGIES  
& ACTION PLAN 2021-2024





# RESILIENT & SUSTAINABLE FOOD SYSTEMS

***Goal: A resilient and sustainable food ecosystem that allows residents and businesses to mutually contribute to and benefit from a thriving local economy.***

## STRENGTHS

- Have local models of success
- Strategic partnerships
- Some markets willing to pay premium
- County facilitating Farm-to-School
- Food systems study
- HI School Garden Network

## OPPORTUNITIES

- COVID created local food demand
- 100% food sustainability goal
- Butchery program
- Mentorship/training of new farmers
- Product distribution chain
- Government can procure local food
- Update procurement process
- Farm excess for food insecure
- Land trust for farming x housing
- Regional water testing centers

## ASPIRATIONS

- High impact, strategic partnerships
- Farmers Apprentice Program
- Connect chefs x farms x visitors
- Utilize grade B or excess product
- Regional/centralized processing
- Create more shelf stable items
- Support for cottage food industry
- Sustained funding for pilot projects
- Public-private partnerships
- Relationships to aggregate, market
- Programs like Mahiai Match-Up

## RESTRAINTS

- Young farmers can't afford to make it
- Need lead time to production
- Limited slaughtering options
- Unpredictable weather
- Not viewed as worthwhile profession
- Lack of support systems
- High transportation costs
- Reduced shipping delivery schedules
- Lack facilities to create value-added
- Quality control for branding/marketing
- Additional costs to work off grid
- County/State lands not ideal for farming
- Outdated water infrastructure (ditch)
- Overly burdensome Food Safety reqs

# OBJECTIVE 1

***Create more opportunities for manufacturing value-added goods***

## STRATEGIES

- Build and situate co-processing centers near dense agricultural outputs across Hawai'i Island
- Have school and college kitchens serve as ghost kitchens for value-added incubation while growing curriculum and programs to support value-added production
- Increase crop production through co-production models, collectively aggregating and sharing resources, to achieve economies of scale to enable manufacturing on Hawai'i Island





# OBJECTIVE 2

***Create and coordinate outlets for farmers to sell b-grade product or produce overflow***



## STRATEGIES

- Collaborate with Resilience Hubs to offer opportunities for farmers and residents to build capacity within the food systems space and develop programs that fill the food gaps informed by each unique community
- Simplify process of farm-to-market offerings
- Support efforts to reactivate feed mill to process b-grade and excess starch crops along with biofuel



# OBJECTIVE 3

## ***Improve and increase infrastructure***

## **STRATEGIES**

- Increase availability and use of certified kitchens
- Reduce barriers to adopting new technologies
- Increase funding available for capital improvements and infrastructure





# OBJECTIVE 4

***Improve education  
and awareness of food  
system***

## STRATEGIES

- Support integration of sustainable food systems education into the K-12 curriculum (ie. more Farm-to-School programs)
- Increase public awareness of local food systems through marketing and incentives to participate in growing food





# OBJECTIVE 5

***A steering committee committed to ongoing and long-term development of a food security strategy***

## STRATEGIES

- Establish farmers with successful primary production operations in food, ornamental and other agricultural produce
- Encourage researchers and educators from the academic and research institutions within the islands
- Bolster State agencies - agriculture, conservation, lands, ocean, energy
- Develop NGO's for agriculture and representing green investors and entrepreneur angel investors
- Key in on food importation and military logistics in food security






# PROSPERITY METRICS

- Jobs
- Increased wages
- Certified kitchens available to public
- Value-added products
- Food entrepreneurs
- Food hubs and cooperatives
- "New growth" farmers
- New technologies adopted
- Improvements to existing facilities
- New infrastructure/facilities
- Schools integrating food education
- Students promote food systems awareness







*We envision a resilient  
community connected  
and empowered to care  
for each other in times of  
disaster.*

*We envision an engaged  
citizenry that contributes  
to a Vibrant Hawai'i.*





# APPENDIX

## LIST OF PROJECTS & TACTICS FOR SECTOR STRATEGIES

Arranged within an ABCD lens: what we can do, what we need help with, and what we need others such as government, philanthropy, and industry to do



# FOOD SYSTEMS

## 1) CREATE MORE OPPORTUNITIES FOR MANUFACTURING VALUE-ADDED GOODS

***Build and situate co-processing centers near dense agricultural outputs across Hawai'i Island***

### **What We Can Do**

- Support food hub growth that could potentially serve to manage regional aggregation and processing

### **What We Need Help With**

- Assess the HIAP study and other studies to determine viable locations and what manufacturing support is most needed

***Have school and college kitchens serve as ghost kitchens for value-added incubation while growing curriculum and programs to support value-added production***

### **What Need Help With**

- Working with farms to identify crops that have overflow to determine crops that should turn into value-added products

### **What We Need Others to Do**

- Create value-added test kitchens to support food entrepreneurs
- Identify and collaborate with campuses that are able and willing to allow kitchen use for processing and value-added production

***Increase crop production through co-production models, collectively aggregating and sharing resources, to achieve economies of scale to enable manufacturing on Hawai'i Island***

### **What We Need Help With**

- Scanning manufacturing models on Hawai'i Island to determine what exists and where there are gaps in the system
- Identify funding sources and land that can fund shared manufacturing facilities

### **What We Need Others to Do**

- Create legal structures and pass legislation to support co-production models

# FOOD SYSTEMS

## 2) CREATE AND COORDINATE OUTLETS FOR FARMERS TO SELL B-GRADE PRODUCT OR PRODUCE OVERFLOW

*Collaborate with local resilience hubs to offer opportunities for farmers and residents to build capacity within the food systems space and develop programs that fill the gaps informed by each unique community*

### What We Can Do

- Offer civic engagement opportunities within the community gardens for individuals to share overflow, starts, and simple recipes
- Farm Link Hawai'i

### *Simplify process of farm to market offerings*

#### What We Need Others to Do

- Utilize mobile pickup services to assist farmers with their inputs and outputs

### What We Can Do

*Support efforts to reactivate feed mill to process b-grade and excess starch crops along with biofuel*



# FOOD SYSTEMS

## 3) IMPROVE AND INCREASE INFRASTRUCTURE

### *Increase availability and use of certified kitchens*

#### **What We Need Help With**

- Conducting Google Survey to identify what infrastructure improvements are needed at existing kitchen sites (potential to collaborate with others like HIAP who are looking at network of kitchen facilities)
- Conducting survey of community to identify what trainings are needed for people to be able to use the facilities (ie, food safety, food handling, waste reduction, etc)
- Work with overflow of produce to identify improvements needed to create opportunities for food entrepreneurs (ie; test kitchens, etc.)

#### **What We Need Others to Do**

- Build upon research done by Lisa DeSantis & Kohala Center ([2020 Certified Kitchen Inventory](#)) to identify gaps and underutilized facilities

### *Reduce barriers to adopting new technologies*

#### **What We need Help With**

- Collaborating with CTAHR to identify farms that would be willing to install or demonstrate new technologies or infrastructure improvements
- Utilizing peer-to-peer learning opportunities to educate farmers on how adopting new technologies, methodologies or investing in infrastructure improvements can benefit farms

### *Increase funding available for capital improvements and infrastructure*

#### **What We Can Do**

- Engaging Hawai'i Investment Ready and others working on the Hawai'i Capital Scan project

#### **What We Need Help With**

- Working with the Natural Resources Conservation Service (NRCS) to identify funding opportunities for infrastructure through conservation practices

# FOOD SYSTEMS

## 4) IMPROVE EDUCATION AND AWARENESS OF FOOD SYSTEM

*Support the integration of sustainable food systems education into the K-12 curriculum (ie. more Farm-to-School programs)*

### What We Need Help With

- Working with DOE to introduce policies and identify resources to support funding of teacher training and professional development in food systems education as well as increased support for youth-led efforts to promote awareness of the local food system

*Increase public awareness of local food systems*

### What We Need Others to Do

- Retailers increase point-of-sale education and awareness of local products and how money spent on local food impacts our community
- Hawai'i Island Food Alliance continues building a shared understanding of our local food system through annual Community Food Summit and work to increase community networks collaboration



# FOOD SYSTEMS

## 5) A STEERING COMMITTEE COMMITTED TO ONGOING AND LONG-TERM DEVELOPMENT OF A FOOD SECURITY STRATEGY

### *Establish farmers with successful primary production operations in food, ornamental and other agricultural produce*

#### What We Need Others to Do

- Market analysis of competitive advantages in the multiple geographical and climatic locations for existing and "new growth" crops to replace imported produce and potential export markets in mainland USA
- Advertise and select proposals from farmers for "new growth" production

### *Encourage researchers and educators from the academic and research institutions within the islands*

#### What We Need Others to Do

- Integrate new growth trials into UH curriculum and research

### *Bolster State agencies - agriculture, conservation, lands, ocean, energy*

#### What We Need Others to Do

- Create R&D farmer trials in these with support financial and knowledge based extension
  - "New growth" status will mean preferable grant and loan conditions and extension support to farmers/ entrepreneurs that are prepared to devote resources to semi and full commercial trials and involve academic monitoring and extension. This will include new growth technologies as well as new species and healthy nutrition and food safety)

### *Develop NGOs for agriculture and representing green investors and entrepreneur angel investors*

#### What We Need Others to Do

- Integrate farming activities as part of the curriculum from Intermediate school onwards

### *Key in on food importation and military logistics in food security*

#### What We Need Others to Do

- Investigate tax benefits for local farmers produce and incentives for exporting produce from the state e.g, low cost for return containers filled with Hawaiian produce

# HOW TO CONTRIBUTE



## CORE TEAM ROLES

This strategy is designed to foster collective action. While priority projects are identified, everyone is encouraged to select a tactic or project that resonates, join (or create!) a core team, and work to implement. Core teams will be empowered with a goal setting framework and evaluative and feedback tools to ensure sustained and measured progress.

### CONVENER

Convene and guide the Core Team to reach 90-day Key Results.

### CONTRIBUTOR

Commit to the success of the initiative: plan, design, launch, evaluate, iterate, and scale. Contributors must have bandwidth (time) and capacity to commit to a 90-day action timeline focused on key results, organizational commitment and alignment, vision for transformation, and a willingness to take risks and weather small failures.

### COLLABORATOR

Supportive community partners who are relied upon to share their knowledge, perspectives, and to bring thought partners into the process.

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### CURIOUS

*For folks who are not ready to jump into a Stream - but want to learn more - Vibrant Hawai'i hosts quarterly CONFLUENCE. An open meeting where all Streams come together to share the outcomes of the last quarter and opportunities to contribute to activities in the next quarter.*



# EVALUATION FRAMEWORK

The Economy Stream co-chairs will lead efforts to conduct quality, on-going evaluation of Core Teams formed to implement Action Plans for this economic development strategy. The purpose of this evaluation is to document objective performance measures and intended outcomes of the identified activities.

Utilizing both quantitative and qualitative methods, co-chairs will develop a way to help Core Teams monitor their progress and ensure that they are meeting their 90-day Key Results.

Process evaluation provides assessment of project implementation efforts. As indicated in the Logic Model (page 4), each activity will have identified Outputs (*direct tangible results*) with corresponding performance measures included as Outcomes (*short-term, positive impacts on the community*) that can be measured within a one year period.

Outcome evaluation is primarily concerned with the efficacy of the project, which is outlined in the Logic Model as Waypoints (*population level indicators*) and the Scorecard (*indicators that tell us how well we are doing in our journey toward a vibrant Hawai'i*). The combination of these tools will effectively assist in assessing the overall effectiveness and impact of this Economic Development Strategy and Action Plans.

This evaluation effort will be enhanced by qualitative information through observation of program activities, site visits, interviews with Core Teams and stakeholders, and focus groups with residents; all of this will tell us how well activities are meeting anticipated outcomes.

White papers and data dashboards will be an option for communicating and visualizing the ongoing progress of the activities within this strategy.







*Vibrant Hawai'i is a growing community that commits to individual and collective 'auamo kuleana to increase equitable opportunities to build wealth: an abundant reservoir of human, social, natural, and financial capital that we contribute to and draw upon.*

# GET INVOLVED

[vibranthawaii.org](http://vibranthawaii.org)





ECONOMIC  
DEVELOPMENT  
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FOR HAWAI'I ISLAND