



EXECUTIVE SUMMARY

Some 44 years ago, Historic Hawai'i Foundation's founders committed to an idea: that people working together can preserve, protect and celebrate historic places that tell the many stories of Hawai'i.

Historic Hawaiʻi Foundation — its trustees, staff, and members — have committed to a long-term strategy to save Hawaii's historic places. Periodic updates to the strategic plan serve to outline the goals, priorities and strategies that empower that work and allow us to adapt and adjust to changing needs and opportunities.

The development of this plan involved a careful review of Historic Hawaii's mission, current programs and resources, the scope of the challenges facing historic places, and the opportunities for honoring the past while shaping the future. The planning process included an online survey, five focus group meetings on four islands, topic-specific work sessions on both programs and operational issues, and several board retreats. We examined the results of previous efforts. Many desired results have been achieved, while some goals remain a work-in-progress and some programs were set aside.

This updated five-year plan serves as a guide for the trustees, management and staff when determining priorities and actions, and it serves as a foundation for engaging with other organizations and partners.

The plan focuses on five core actions: **Educate, Advocate, Assist, Protect and Sustain**. The premise supporting these actions is simple:

People save places they love and they love places they know. Understanding leads to caring and caring leads to active stewardship.

A critical element of this plan is long-term organizational sustainability. We aspire to help people save historic places. This is a receding goal—we can move toward it, but never arrive. So our organization must also have the strength and vitality to continue the work year after year.

As we build toward the 50th anniversary of the organization in 2024, we plan to grow the financial endowment and reserve funds to sustain heritage protection efforts for many more decades.

With this plan, Historic Hawai'i Foundation is recommitted to perpetuating Hawai'i's heritage and establishing preservation as an enduring community value. The trustees and staff of the Foundation invite you to join us in this exciting mission.

OUR VISION

The unique history of the Hawaiian Islands is alive and intact for the enrichment of present and future generations and is stewarded by a community that understands, embraces and supports historic preservation.

OUR MISSION

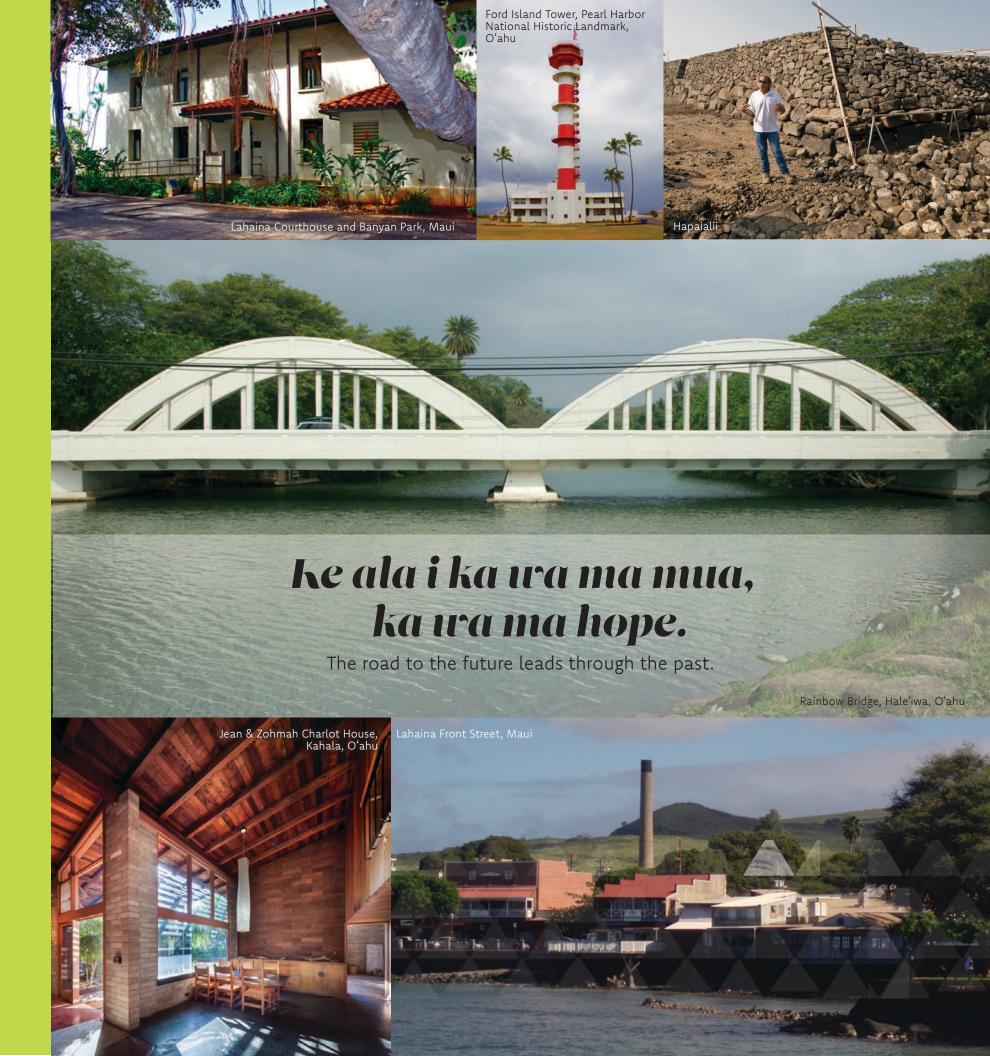
- To preserve and encourage the preservation of historic buildings, structures, objects, sites and districts relating to the history of Hawai'i;
- To promote awareness of and respect for all that is historically significant and architecturally distinctive in our State; and
- To keep alive and intact for the enrichment of present and future generations the inherent beauty of the Hawaiian Islands and its unique historic role in the development of the Pacific Basin.

OUR TAGLINE

Helping people save Hawaii's historic places.

OUR VALUES

- **LEADERSHIP:** We champion historic preservation in the halls of legislative bodies, in the meeting rooms of community and business interests, and across the State.
- ▶ ► CREDIBILITY: Understanding that our credibility is our greatest asset, we operate with integrity, courage and transparency, building on an organizational history of significance.
- ▶ **DILIGENCE:** Time is of the essence and we commit to bring a sense of urgency to the preservation goals. We appreciate that achieving preservation as a community value is a long term pursuit, and pledge to be diligent and committed to its achievement, now and in the future.
- NOHONA HAWAI'I (Living Hawaiian Culture): The heart of Nohona Hawaii is a fundamental focus on people interacting and experiencing the world around them in Hawaiian ways. We honor the wahi pana (storied places) of Hawaii, understanding and adapting, where possible, the values and protocols of Native Hawaiians relative to those sites and cultural practices.
- **DIVERSITY:** We embrace the multi-cultural richness of Hawaii's peoples, and respect their unique as well as their intertwined histories.
- **RESPECT:** We foster cultural diversity and pluralistic values and treat all people with dignity and respect. We deal fairly with all participants in our activities, programs and engagements.
- ▶ RELEVANCE: We find that effective preservation requires honoring the past while integrating it into present needs. As advocates and stewards of Hawaii's cultural heritage, historic sites and structures we are usually not the owners, so we strive to meld harmoniously contemporary needs with preservation objectives.
- **COLLABORATION:** Preservation is a shared responsibility and we commit to cultivate and maintain partnerships with agencies, organizations and individuals that further the objectives of Historic Hawai'i Foundation.





Build awareness, understanding and public support for historic preservation, and serve as spokesperson for the cause.

ADVOCATE

Advocate for and support public policies, legislative and regulatory frameworks that provide incentives and regulations for preservation outcomes.

ASSIST

Provide technical assistance, information services, education and field services for applied preservation methods.

PROTECT

Intervene and support preservation of sites, buildings, structures, objects and districts of historic significance, and intangible heritage that brings life to those properties.

SUSTAIN

Provide a financially stable, resilient and well-governed organization for long-term viability.







Wakamiya Inari Shrine, Waipahu. Oʻahu

McCandless Building, Honolulu, Oa'hu

"The preservation movement must attempt to give a sense of orientation to our society using structures and objects of the past to establish values of time and place."
— With Heritage So Rich

EDUCATE

Promote an ethic of historic preservation to inspire others to conserve heritage sites by building awareness, public support and understanding of Hawaii's historic places and ways to preserve them.

OBJECTIVES

- 1.1 Increase knowledge, understanding and appreciation of Hawaii's historic properties and promote actions that preserve them.
- 1.2 Promote, organize and facilitate educational seminars and processes on preservation issues for property owners, developers, government officials, Native Hawaiian Organizations, community groups and others involved in planning, design or construction projects.
- 1.3 Provide educational, advocacy or social events for preservation engagement with members, partners, supporters, community groups, Native Hawaiian Organizations, schools and the general public.
- 1.4 Document best practices to share with other organizations, schools, institutions and individuals.

STRATEGIES

- A. Facilitate or develop seminars, presentations, workshops and classes for professionals, grassroots organizations, advocates and general public.
- B. Conduct an average of 4 seminars annually.
- C. Share best practices, strong examples and success stories through media reports, publications, outreach and education efforts.
- D. Establish partnerships with schools and youth programs to integrate preservation and heritage with curriculum and activities.

ADVOCATE

Engage in meaningful partnerships and collaborative efforts with property owners, community organizations, Native Hawaiian organizations, governmental bodies, businesses and individuals to innovate and collaborate on solutions to challenges and ensure the relevance of the preservation movement.

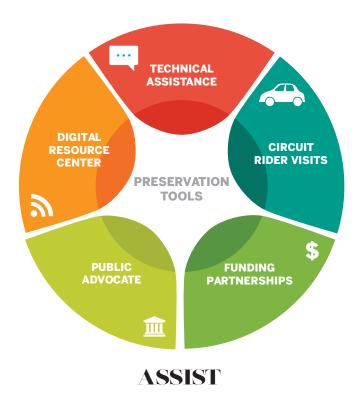
OBJECTIVES

- 2.1 Convene thought leaders and affiliate organizations to address systemic land use, design, heritage, environmental and social issues that affect historic properties and heritage conservation efforts.
- 2.2 Use preservation initiatives and programs to work collaboratively with grassroots, Native Hawaiian Organizations, statewide and national partners on specific programs or issues that impact the community.
- 2.3 Analyze and recommend goals, objectives and tasks for continuous improvement and support to expand preservation outcomes statewide.
- 2.4 Advocate for, support, create and defend a balance of preservation incentives, regulations and public-private partnerships to encourage the preservation and rehabilitation of historic properties.

STRATEGIES

- A. Educate government officials about historic preservation through activities such as legislative orientations or issue briefings
- B. Monitor, research, evaluate and testify on legislative matters
- C. Convene gatherings through forum, conference, roundtable or other discussion venues to address specific planning or heritage topics
- D. Conduct awareness campaigns in support of preservation causes or in opposition to destructive actions





Provide preservation tools to empower individuals to make change in their own communities to sustain, improve and enrich people's lives.

OBJECTIVES

- 3.1 Serve as a public advocate and technical resource for preservation by providing information services in response and follow-up to inquiries and preservation questions
- 3.2 Partner with others to provide financial and technical support for preservation projects.
- 3.3 Provide technical assistance to individuals, agencies, businesses, development and institutions.
- 3.4 Execute Neighbor Island circuit rider program to deliver on-site preservation assistance statewide.
- 3.5 Work with key partners for preservation funding for historic property rehabilitation.

STRATEGIES

- A. Conduct an average of 6 circuit rider visits to the neighbor islands annually
- B. Provide information services or technical assistance an average of 450 times annually
- C. Implement the grant-funding partnerships with Freeman Foundation and NTHP's Sam & Mary Cooke Preservation Fund for Hawaii
- D. Expand and maintain a digital resource center through the website, database, FAQs and fact sheets

PROTECT

Lead the charge to preserve and protect by taking action and participating in opportunities to promote preservation outcomes.

OBJECTIVES

- 4.1 Participate in public processes, advocacy and consultation on significant planning and development proposals to ensure preservation considerations are included.
- 4.2 Participate in public hearings, review and comment opportunities on projects that affect historic places and cultural resources.
- 4.3 Participate in follow-through measures through agreements to avoid, minimize and mitigate adverse effects on historic places.
- 4.4 Bring attention to excellent preservation projects and programs to serve as an example for others. Supporting mentoring opportunities across projects to foster learning and best practices.
- 4.5 Identify threatened and endangered historic properties and engage in partnership efforts to preserve them.
- 4.6 Identify, acquire, own and steward preservation easements for significant historic properties, as appropriate.

STRATEGIES

- A. Comment on undertakings that affect historic and cultural resources.
- B. Plan and implement the annual Preservation Honor Awards
- C. Participate as a consulting party under Section 106 of the National Historic Preservation Act, National Environmental Policy Act, National Transportation act and other opportunities.
- D. Sustain and grow the preservation easement program.



■ Maunawila Heiau, Hau'ula, O'ahı

Every community that has a high quality of life, desirable to both residents and visitors, has found that preserving human scale and historic value adds to the richness of the built environment. The vibrant mix that results from retaining historic districts and structures while adding contemporary, well-designed buildings is imperative for livable communities.





Lihue residents preparing coconuts with messages encouraging the USPS to keep Lihue Post Office open

 Queen Lili'uokalani Park and Japanese Garden Hilo, Hawaii Island

SUSTAIN

Engage trustees, members, donors, partners and other supporters for a thriving organization that is financially stable and resilient for the long-term.

OBJECTIVES

- 5.1 Grow our base of reliable annual support so that it sustains organizational operations and builds resilience.
- 5.2 Integrate and align fundraising activities to work seamlessly with and further the goals of preservation activities.
- 5.3 Increase our endowment through meaningful cultivation and stewardship of planned giving supporters.
- 5.4 Fund transformational projects through the use of grants, special gifts and major donations.
- 5.5 Seek opportunities to engage, mentor and support the next generations of preservationists.
- 5.6 Retain, recruit and engage members to support the annual programs through contributions of time, money, energy and/or other support.

STRATEGIES

- A. Secure operational funding average \$500,000/year plus funding for the Preservation Resource Center for four years
- B. Secure Preservation Resource Center and other program funding of \$125,000/year in excess of operating funds for four years
- C. Refine and develop messages to groups; converting people of interest to members and increasing levels of giving from members
- D. Increase the Endowment and Reserve Funds to a level four times (4x) the annual budget (~ \$3M).

