

FOR INFORMATION

I. SUBJECT

Informational Presentation by the HCDA Staff on the HCDA Communications and Marketing Plan, Which is Included as a Goal in the Strategic Plan, revised June 5, 2024.

II. BACKGROUND

When developing the HCDA November 2022 Strategic Plan, a “SWOT” analysis was performed for the HCDA. Its unique strengths and attributes were identified as:

- Community master planning – to guide the direction of development
- Infrastructure development – to enable further private and public sector investments
- Project management – to plan and develop community projects
- Asset management – to hold, operate, lease, and maintain state lands or facilities

These strengths and attributes have created opportunities for the Agency to possibly leverage its expertise and experience in planning, developing needed infrastructure, and developing affordable housing.

However, the agency’s weaknesses were:

- Public perception dominated by Kaka‘ako
- Limited public awareness of Kalaeloa and He‘eia districts
- Projects are now more geographically diverse; need to build relationships with new communities including Pulehunui, and transit-oriented development areas.

During HCDA’s June 5, 2024, Regular At-Large Authority Meeting, the Board adopted the executive director’s new 1-, 3-, and 5-year goals and amended the HCDA Strategic Plan.

One of the Short-Term (1 year) Agency and Executive Director Goals is as follows:

Develop a Communications Plan that Promotes and Highlights the Community Building Benefits of HCDA Projects

Phase: Complete

Task Type: Communications Plan

Priority: **Medium**

Strategy: The Agency’s community building should be highlighted when possible. Examples of community building is the community benefits that result from projects such as Kolowalu Park improvements. The communication plan should

set forth a plan to capitalize on media opportunities, articles, and speaking presentations to highlight HCDA’s story and “soft” benefits of HCDA projects.


As a public agency, HCDA must build trust as it engages the community with accurate, easily accessible understandable information.

In developing a communications plan for the HCDA, staff identified the many target audiences within and outside the districts, set the goal as outlined in the Strategic Plan, drafted objectives, and outlined the means to deliver concise and appropriate information through the proper channels.

III. NEXT STEPS

Obtain feedback from the Authority and incorporate their input into the Plan. The draft Plan is attached hereto as Exhibit “A”.

Finalize the Plan. Then use the Plan as a guide to increase awareness of HCDA’s work inside and outside of its community development districts, and transit-oriented development districts.

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Reviewed By: Craig K. Nakamoto, Executive Director Craig Nakamoto

Attachments:
Exhibit A – Communications and Marketing Plan



**Hawai'i Community
Development Authority**

November 6, 2024

Communications and Marketing Plan

Purpose



The Hawai'i Community Development Authority (HCDA) was established in 1976 by the Hawai'i State Legislature as the state's redevelopment agency, which collaborates with private entities and various federal, state, and county agencies to implement development plans and programs, for the benefit of the people of Hawai'i.

As HCDA has evolved over the past four decades, its responsibilities have grown, but views of the agency remain primarily limited to its work in Kaka'ako.

This Communications and Marketing Plan ("Plan") aims to change the current perception by sharing what the HCDA has accomplished across the state, what it is currently working on, and what it plans to do, to build better communities throughout the state.

The Plan is also the framework for how HCDA shares messages internally and externally.



Goal and Objectives



Goal

Promote and highlight the community benefits of the Hawai'i Community Development Authority ("HCDA") Projects within or outside community development districts.

Objectives

- Increase awareness of HCDA activities by developing narratives and promoting what makes each HCDA district or project unique or special.
- Build strong relationships between HCDA and the community, through direct and clear communication on planned, current, and completed projects.
- Increase positive coverage of HCDA through the media, and social media.



Target Audiences

- HCDA board and staff
- Elected officials
- Stakeholders (including, but not limited to government agencies, private entities, landowners, tenants, and residents)
- Media
- General public



Key Messaging

1. Communicate the positive impact of HCDA's work.
2. HCDA collaborates with various components of federal, state, and county governments and private enterprise to build better communities
3. The Authority's work should result in economic and social opportunities and aim to meet the highest needs and aspirations of Hawai'i's people.

Implementation



*Various tools will be strategically deployed to reach the goal and objectives of this Plan. The methods and devices fall into the following categories:
1) Branding, 2) Content and messaging, 3) Collateral development, 4) Marketing and outreach, and 5) Media.*

Branding

- Visual Branding using HCDA Branding Guide (Page 10)
 - Logo, fonts, color scheme
 - The overall theme and visual standards
- Verbal Branding
 - HCDA mission, values, and vision
 - Tagline
 - Working to build communities
 - HCDA and district backgrounds



Content and messaging

- Develop narrative, facts, and key messaging for each project to share internally, to build a consistent messaging base
- Align messaging with audience
- Draft emergency or urgent messages
- To reach a broader audience, share broader more innovative stories
- Follow-up with updates



Implementation - Continued



Collateral development

- Print/digital material
 - Produce reports for the Hawai'i State Legislature, and stakeholders
 - Develop presentations, reports, brochures, posters, flyers, invitations, media releases, newsletters, social media posts, videos and reels. Customize the format to the audience; and use the best team, tools, and resources to optimize the specific outreach.
- Website
 - Update the HCDA website with current content
 - Develop a "Newsroom" section. Content will include:
 - HCDA Newsletters
 - Media releases
 - Media coverage regarding HCDA in the news



Implementation - Continued



Marketing and outreach

Select the communications channels that best reach the intended audience.

- In-person
 - Community outreach and engagement
 - Speaking engagements, talk stories, and district tours both public and private
 - Community meetings, presentations, and updates
 - Neighborhood Board meetings, Landowners, etc.
- Digital
 - Update website “What’s New” on the homepage regularly
 - Cross-promote news on social media
 - Newsletters distributed via
 - Email
 - Social media
 - Social media
 - Headlines, photos, projects updates, news
 - Email
 - Agendas, invitations, road work, newsletters, etc.
 - Surveys
 - Community engagement

Media

Stories and articles about HCDA, in the news.

- Media releases
- Interviews
- Monitor media coverage
 - Share media coverage via the “Newsroom” section on the website
 - Post on social media.

Implementation - Continued



HCDA Staff Roles

Team members, tools and resources are all essential to the implementation of the Plan.

Program Managers

- Draft program/project-specific materials including facts, milestones and highlights, updates, testimony, and other HCDA topic-specific materials.

Communications Manager

- Produce content for dissemination, from program/project materials.
- Identify and develop messaging, formats, and channels.
- Develop and distribute consistent and accurate messaging with HCDA branding.
- Review and post media coverage - articles and news.
- Implement the Plan with Program Managers' assistance.



Implementation - Continued



Metrics/Measurements

2024 is the first year implementing this plan and is when tracking will begin.

- Quantitative metrics will track outputs related to the Plan:
 - Number of media releases
 - Number of newsletters
 - Number of community outreach events held
 - Number of social media posts
- Qualitative metrics such as quality, interaction, and response:
 - News stories generated by media releases
 - Event attendance
 - Social media engagement

This plan may be reviewed, evaluated, and adjusted periodically.





**Hawai'i Community
Development Authority**

Branding Guidelines

HCDA



The Brand

The Hawai'i Community Development Authority ("HCDA") Branding Guidelines outline a coordinated and consistent use of the HCDA logo and other brand elements.

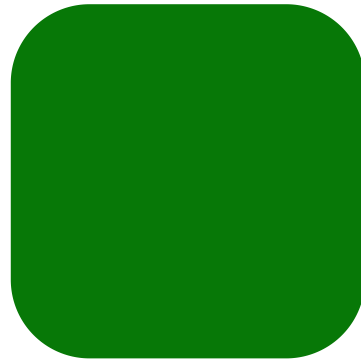
Departments within HCDA will align their material visually with the HCDA brand, and all materials representing the agency should include the logo.

Although the HCDA logo was designed in 1991, its iconic coconut tree leaves and waves remain relevant today. The leaves in the logo symbolize the land and the waves represent the ocean. Together they are symbolic of the mountain to the sea.

The Logo



The logo should be used on all HCDA collateral material.

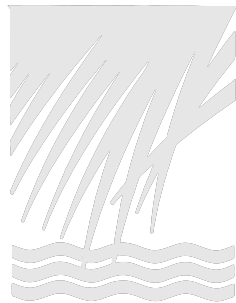


The primary logo colors are green (#077807 or C76 M48 Y0 K0), and blue (#3579FA or C78 M23 Y100 K12).

Black & White



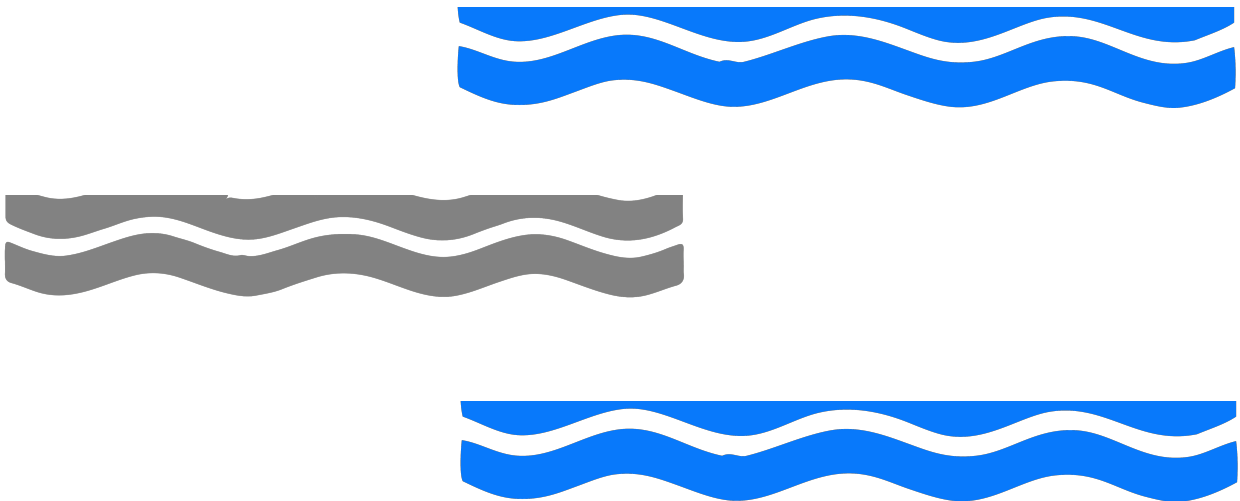
Black, white or variations of green and/or blue, the logo should be used on all HCDA collateral material.



Patterns



These patterns and elements from the logo may be used in HCDA collateral materials.





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