1959 1959 1959 1959 1959 1959

DEPARTMENT OF BUSINESS, ECONOMIC DEVELOPMENT & TOURISM

No. 1 Capitol District Building, 250 South Hotel Street, 5th Floor, Honolulu, Hawaii 96813 Mailing Address: P.O. Box 2359, Honolulu, Hawaii 96804 Web site: www.hawaii.gov/dbedt

Statement of Richard C. Lim Director Department of Business, Economic Development, and Tourism before the HOUSE COMMITTEE ON FINANCE Thursday, March 27, 2014 4:00 PM

State Capitol, Conference Room 308

in consideration of SB 718, SD 2, HD 1 RELATING TO ECONOMIC DEVELOPMENT.

Chair Luke, Vice Chairs Nishimoto and Johanson, and Members of the House Committee on Finance.

The Department of Business, Economic Development, and Tourism (DBEDT) supports SB 718, SD 2, HD 1 legislation – Part I, appropriating funds for the HI Growth Initiative; and Part II, studying and analyzing the potential economic growth of infrastructure and available resources in order to facilitate the processing of agricultural and other commercial products from Hawaii Island especially with respect to those commodities slated for export.

Hawaii's established industries are maturing. There is a strategic need to develop new growth sectors for the State's economy. DBEDT's mission is to nurture a Hawaii economy that embraces innovation and is globally competitive, thus providing high-wage job opportunities for all of Hawaii's citizens.

Part I of this legislation will provide continued funding for the HI Growth Initiative, a successful economic development program that is developing new growth sectors of our economy by encouraging entrepreneurs to start businesses and attracting private capital investment to Hawaii. This measure will help DBEDT to execute its current economic growth strategy that is centered on the Broadband, HI Growth, and Clean Energy Initiatives. These efforts collectively are creating the infrastructure needed to attract innovative and globally-focused entrepreneurs and businesses, while allowing them to succeed in Hawaii.

DBEDT defers to the Hawaii Strategic Development Corporation, the expending agency, for specific recommendations on this legislation.

Part II of this bill instructs DBEDT to work in collaboration with the Department of Agriculture to perform planning, feasibility studies, and marketing and economic analysis for

NEIL ABERCROMBIE GOVERNOR

> RICHARD C. LIM DIRECTOR

MARY ALICE EVANS DEPUTY DIRECTOR

Telephone: (808) 586-2355 Fax: (808) 586-2377 one or more facilities on the island of Hawaii to be used for quarantine inspection, quarantine treatment, deconsolidation, and consolidation of incoming and outgoing agricultural commodities. DBEDT is pleased to work in cooperation with the Department of Agriculture to undertake this task. Due to the seriousness of the invasive species problem and seeing signs of improvement in export markets, especially in China and Canada, DBEDT estimates an appropriation of \$300,000 is necessary to carry out the purposes of this measure. Of this amount, \$210,000 would be allocated to perform planning and feasibility studies for one or more quarantine inspection and quarantine treatment, deconsolidation, and consolidation facilities, and \$90,000 to perform marketing and economic impact analysis for one or more facilities.



UNIVERSITY OF HAWAI'I SYSTEM

Legislative Testimony

Testimony Presented Before the House Committee on Finance Thursday, March 27, 2014 at 4:00 p.m. by Vassilis L. Syrmos Vice President for Research and Innovation, University of Hawai'i

SB 718 SD2 HD1 - RELATING TO ECONOMIC DEVELOPMENT

Chair Luke, Vice Chairs Nishimoto and Johanson, and Members of the House Committee on Finance:

I respectfully submit testimony in support of SB 718 SD2 HD1 appropriating funds to the Hawai'i Strategic Development Corporation (HSDC) for the HI Growth Initiative. This funding is necessary to continue the HI Growth Initiative, which has helped to catalyze an ecosystem that provides the building blocks for high-growth businesses to grow and scale in Hawai'i. HI Growth is supporting the Research and Innovation Initiative at the University of Hawai'i (UH), which is an important initiative to significantly increase UH's economic contribution to the state.

Thank you for your consideration and for the opportunity to submit testimony on this matter.



Testimony to the House Committee on Finance Thursday, March 27, 2014 at 4:00 P.M. Conference Room 308, State Capitol

RE: SENATE BILL 718 SD2 HD1 RELATING TO ECONOMIC DEVELOPMENT

Chair Luke, Vice Chairs Nishimoto and Johanson, and Members of the Committee:

The Chamber of Commerce of Hawaii ("The Chamber") **supports** SB 718 SD2 HD1, which appropriates funds to the Hawaii Strategic Development Corporation to establish the HI Growth Initiative, an investment program to develop an ecosystem to support high-growth entrepreneurial companies in the State.

The Chamber is the largest business organization in Hawaii, representing over 1,000 businesses. Approximately 80% of our members are small businesses with less than 20 employees. As the "Voice of Business" in Hawaii, the organization works on behalf of members and the entire business community to improve the state's economic climate and to foster positive action on issues of common concern.

The funding provided in SB 718 SD2 HD1 is needed to continue the HI Growth Initiative, which has helped catalyze an ecosystem that provides the building blocks for highgrowth business to grow and scale in Hawaii. The HI Growth Initiative is seeking to support startups in the fashion and value added agricultural industries, which are key manufacturing sectors of the state's economy that the Chamber supports.

Thank you for the opportunity to testify.



Written Statement of KARL FOOKS President

Hawaii Strategic Development Corporation Before the COMMITTEE ON FINANCE

March 27, 2014 4:00 PM State Capitol, Conference Room 308

In consideration of SB 718 SD 2 HD 1 RELATING TO ECONOMIC DEVELOPMENT

Chair Luke, Vice Chair Nishimoto, Vice Chair Johanson, and Members of the Committee on Finance:

The Hawaii Strategic Development Corporation (HSDC) respectfully submits testimony in **strong support** of Part I of SB718 SD2 HD1, legislation appropriating funds to the Hawaii Strategic Development Corporation for the HI Growth Initiative.

Conservative budgeting principles must still include ways to grow our economy if we are to increase tax revenues in the future. If we desire our economy to be resilient during difficult economic periods, we must continue to invest in new engines of economic growth. This is a long-term effort that needs to be pursued consistently.

The HI Growth Initiative, passed by the legislature last session, has been successful in stimulating growth of new businesses that create high-wage job opportunities in growth sectors important to our State. This effort has been widely supported by both federal government funds and private sector investment as evidenced by the 8:1 match on the State's investments achieved by the program to date.

Blue Startups, Hawaii's first accelerator, was established and has so far launched fifteen companies together raising over \$3 million in follow on funding; mbloom Fund, a \$10 million seed stage software fund based in Maui, was capitalized; the Connect and Network (CAN) program was launched to support efforts that connect Hawaii entrepreneurs with investors, such as through the annual VC Summit conference and Startup Weekend events; and "Startup Paradise" was launched to brand Hawaii as an innovation hub. The community truly has a lot to be proud of.

The HI Growth Initiative has begun to transform Hawaii into a place that welcomes innovative activity by energizing our entrepreneurs and attracting investors from around the world who are investing alongside the HI Growth Initiative. More importantly, the businesses supported by the HI Growth Initiative are creating high-wage job opportunities for Hawaii residents.

HSDC respectfully recommends that references to the previous fiscal year be deleted from the proposed legislation. HSDC also kindly requests your consideration of the public's testimony submitted on this measure to the House Committee on Economic Development & Business on March 18, 2014.



Written Statement of **ROBBIE MELTON Executive Director & CEO** High Technology Development Corporation before the **HOUSE COMMITTEE ON FINANCE**

Thursday, March 27, 2014 4:00 p.m. State Capitol, Conference Room 308 In consideration of

SB 718 SD2 HD1 RELATING TO ECONOMIC DEVELOPMENT.

Chair Luke, Vice Chairs Nishimoto and Johanson, and Members of the Committee on Finance.

The High Technology Development Corporation (HTDC) respectfully submits testimony in **strong support** for SB 718 SD2 HD1 relating to Economic Development, making an appropriation to the Hawaii Strategic Development Corporation (HSDC) for the HI Growth Initiative.

The HI Growth Initiative, passed by the legislature last session, has been successful in stimulating growth of new businesses that create high-wage job opportunities in growth sectors important to our State. The initiative reflects a shared vision between HTDC and HSDC not only on the critical needs of the tech entrepreneurial community but also the holistic approach it takes to nurture an innovation ecosystem. Further, it follows the nation's best practices and has been a rallying point for the multiple industry groups that comprise the innovation and entrepreneurial community in Hawaii.

Supporting innovation helps keep our established industries competitive and leads our drive for a sustainable economy. It also provides good job opportunities to keep the talented workforce in Hawaii. To continue the momentum of the HI Growth Initiative, HTDC suggests it is essential to provide the \$6 million appropriation included in the Administration's budget.

Thank you for the opportunity to offer these comments.

From:	Don Kosak <don@nalukai.org></don@nalukai.org>
Sent:	Wednesday, March 26, 2014 3:11 PM
To:	FINTestimony
Subject:	Testimony in Support of the HI Growth Initiative

Chair Luke, Vice Chair Nishimoto, Vice Chair Johanson, and Members of the House Committee on Finance:

My name is Donald Kosak, managing partner of Nalukai Foundation, a non-profit organization to promote entrepreneurship in Hawaii.

I do pro-bono work every week for Startup's in Hawaii. It is very difficult for these companies to raise the capital they need to succeed. Programs like the HI Growth Initiative give them a fighting chance.

I respectfully submit testimony in strong support of Part I of SB718 appropriating funds to the Hawaii Strategic Development Corporation for the HI Growth Initiative. This funding is needed to continue the HI Growth Initiative, which has helped to catalyze an ecosystem that provides the building blocks for high-growth businesses to grow and scale in Hawaii. It is important for the future of our economy to help stimulate high wage job growth to reverse the brain drain and bring our kamaaina back home to work in Hawaii.

Thank you for the opportunity to provide testimony.

Respectfully,

- Donald Kosak

Donald M. Kosak Managing Partner Nalukai Foundation Supporting Entrepreneurship & Innovation in Hawaii http://www.nalukai.org

email: don@nalukai.org

From:	russelcheng@gmail.com on behalf of Russel Cheng <russel@devleague.com></russel@devleague.com>
Sent:	Wednesday, March 26, 2014 3:01 PM
To:	FINTestimony
Subject:	Testimony in Support of the HI Growth Initiative

Chair Luke, Vice Chair Nishimoto, Vice Chair Johanson, and Members of the House Committee on Finance:

I respectfully submit testimony in strong support of Part I of SB718 appropriating funds to the Hawaii Strategic Development Corporation for the HI Growth Initiative. This funding is needed to continue the HI Growth Initiative, which has helped to catalyze an ecosystem that provides the building blocks for high-growth businesses to grow and scale in Hawaii. It is important for the future of our economy to help stimulate high wage job growth to reverse the brain drain and bring our kamaaina back home to work in Hawaii.

Dev League is bringing technology opportunities for the workforce for Hawaii here and beyond by teaching coding. Founder Institute is bringing entrepreneur training and startup launch program to Hawaii to create enduring technology companies. These efforts are two of a suite of effort that the entrepreneur community needs to survive and get traction.

Thank you for the opportunity to provide testimony.

Russel Cheng Co-founder, Dev League Co-Director, Founder Institute Honolulu Chapter

From:	Lou Cooperhouse <lcooperhouse@aol.com></lcooperhouse@aol.com>
Sent:	Wednesday, March 26, 2014 2:50 PM
То:	FINTestimony
Subject:	Testimony in Support of the HI Growth Initiative

Chair Luke, Vice Chair Nishimoto, Vice Chair Johanson, and Members of the House Committee on Finance: I respectfully submit testimony in strong support of Part I of SB718 appropriating funds to the Hawaii Strategic Development Corporation for the HI Growth Initiative. This funding is needed to continue the HI Growth Initiative, which has helped to catalyze an ecosystem that provides the building blocks for high-growth businesses to grow and scale in Hawaii. It is important for the future of our economy to help stimulate high wage job growth to reverse the brain drain and bring our kamaaina back home to work in Hawaii. Thank you for the opportunity to provide testimony.

Lou Cooperhouse President & CEO Food Spectrum, LLC

web: http://foodspectrum.com/
email: LCooperhouse@foodspectrum.com
office: 609-737-0077
cell: 732-266-3977

From:	Steven R. Gray <sgray@awlaw.com></sgray@awlaw.com>
Sent:	Wednesday, March 26, 2014 2:48 PM
То:	FINTestimony
Subject:	Testimony in Support of the HI Growth Initiative

Chair Luke, Vice Chair Nishimoto, Vice Chair Johanson, and Members of the House Committee on Finance:

I respectfully submit testimony in strong support of Part I of SB718 appropriating funds to the Hawaii Strategic Development Corporation for the HI Growth Initiative. This funding is needed to continue the HI Growth Initiative, which has helped to catalyze an ecosystem that provides the building blocks for high-growth businesses to grow and scale in Hawaii. It is important for the future of our economy to help stimulate high wage job growth to reverse the brain drain and bring our kamaaina back home to work in Hawaii.

Thank you for the opportunity to provide testimony.

Best,

Steven R. Gray, Esq. Ashford & Wriston A Limited Liability Law Partnership LLP 1099 Alakea St., Ste. 1400 Honolulu, HI 96813 tel (808) 539-0411 fax (808) 275-5411 e-mail: <u>sgray@awlaw.com</u> website: <u>www.ashfordwriston.com</u>

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Any personal opinions expressed in this message do not necessarily represent the views of Ashford & Wriston.

From:	Warren Doi <warren.doi@pichtr.org></warren.doi@pichtr.org>
Sent:	Wednesday, March 26, 2014 2:56 PM
To:	FINTestimony
Subject:	My Personal Support

Chair Luke, Vice Chair Nishimoto, Vice Chair Johanson, and Members of the House Committee on Finance:

I respectfully submit testimony in strong support of Part I of SB718 appropriating funds to the Hawaii Strategic Development Corporation for the HI Growth Initiative. This funding is needed to continue the HI Growth Initiative, which has helped to catalyze an ecosystem that provides the building blocks for high-growth businesses to grow and scale in Hawaii. It is important for the future of our economy to help stimulate high wage job growth to reverse the brain drain and bring our kamaaina back home to work in Hawaii.

My grandfather was a farmer on the Big Island, and I went away to college to develop my skills and ability to make an impact. Through my education and personal development, I discovered my passion for innovation. I certainly had the belief that I could do anything that I wanted, that my potential was only limited by my imagination.

I started my career as a management consultant with <u>Ernst & Young</u> before I ignited my entrepreneurial spirit to build companies. I was fortunate enough to start my first business in the Silicon Valley where I was able to experience a thriving ecosystem of capital and entrepreneurial programs. I came back to Hawaii because of my family and founded a carsharing platform called <u>GreenCar Hawaii</u>. We successfully started an innovative model; however, we were unable to attract new capital to finance our growth. We were forced to sell the company to a San Francisco outfit who took our platform to the mainland (please see recent <u>news article</u>)

The HI Growth Initiative is just starting to produce results. If these accelerator programs and investment capital funds were in place, our locally grown car-share innovation might have stayed in Hawaii. Please continue the HI Growth Initiative so that future entrepreneurs can prosper and thrive here at home.

Thank you for the opportunity to provide testimony.

Aloha,

Warren Doi (808) 651-6950

From:	Anoka Jung <anokajung@hawaiitechworks.org></anokajung@hawaiitechworks.org>
Sent:	Wednesday, March 26, 2014 3:33 PM
То:	FINTestimony
Subject:	Testimony in Support of the HI Growth Initiative

Chair Luke, Vice Chair Nishimoto, Vice Chair Johanson, and Members of the House Committee on Finance:

I respectfully submit testimony in strong support of Part I of SB718 appropriating funds to the Hawaii Strategic Development Corporation for the HI Growth Initiative. This funding is needed to continue the HI Growth Initiative, which has helped to catalyze an ecosystem that provides the building blocks for high-growth businesses to grow and scale in Hawaii. It is important for the future of our economy to help stimulate high wage job growth to reverse the brain drain and bring our kamaaina back home to work in Hawaii.

Thank you for the opportunity to provide testimony.

Ms. Anoka Jung Director anokajung@HawaiiTechWorks.org

Hawaii TechWorks -A Social Enterprise Organization 47 Rainbow Drive, Hilo, Hawaii 96720 http://HawaiiTechWorks.org

From:
Sent:
To:
Subject:

Bryan Butteling <bryan@nellamediagroup.com> Wednesday, March 26, 2014 4:19 PM FINTestimony Testimony in Support of the HI Growth Initiative



Aloha Chair Luke, Vice Chair Nishimoto, Vice Chair Johanson, and Members of the House Committee on Finance:

I respectfully submit testimony in strong support of Part I of SB718 appropriating funds to the Hawaii Strategic Development Corporation for the HI Growth Initiative. This funding is needed to continue the HI Growth Initiative, which has helped to catalyze an ecosystem that provides the building blocks for high-growth businesses to grow and scale in Hawaii. It is important for the future of our economy to help stimulate high wage job growth to reverse the brain drain and bring our kamaaina back home to work in Hawaii.

Thank you for the opportunity to provide testimony.

Kind Regards,

Bryan Butteling @braddahboots @swhnl

Head Organizer / Startup Weekend Honolulu Account Executive / Business Development NMG//Nella Media Group (808) 281-5419

HOUSE COMMITTEE ON FINANCE

March 27, 2014, 4:00 P.M. (Testimony is 1 page long)



TESTIMONY IN SUPPORT OF SB718

Aloha Chair Luke, Vice Chairs Nishimoto and Johanson and Members of the Committee:

The Energy Excelerator, a startup program dedicated to helping solve energy challenges, starting in Hawaii, respectfully submits testimony in **strong support of SB 718**, which appropriates funds to the Hawaii Strategic Development Corporation (HSDC) for the HI Growth Initiative. HSDC provides invaluable resources to the innovation ecosystem and encourages high-growth businesses to grow and scale in Hawaii.

The Energy Excelerator is a program of the non-profit organization PICHTR, the Pacific International Center for High Technology Research. We strongly support SB 718 for four main reasons:

- State investment is a catalytic economic development activity. The Energy Excelerator has provided about \$7M to companies to date, and these companies have raised \$40M in follow-on funding and generated over \$15M in revenue. State support through SB 718 would further leverage the significant federal clean energy innovation investment in the islands and show that Hawaii is committed to the long-term development of our entrepreneurial ecosystem.
- 2) Innovation companies create high quality jobs in a knowledge-based economy. For example, Energy Excelerator companies have created over 400 jobs, and provided work experience to numerous interns in the clean energy sector.
- 3) Money spent by innovation companies directly supports the trades. With a portion of awarded funding going to general contractors, electricians, carpenters, engineers, and other trades, the innovation economy supports not only high-tech jobs but also our local construction base.
- 4) Support for groundbreaking innovation elevates Hawaii's image across the U.S. and the Asia-Pacific. Hawaii's economic conditions and need to produce energy locally enable the state to attract top-tier clean energy technologies for testing. Efforts such as the Energy Excelerator do not succeed in isolation; they require an ecosystem of broad community involvement, strong mentor and investor networks, and the availability of capital – in short, the kinds of efforts proposed by SB 718.

We strongly support SB 718 and urge you to pass this bill. Mahalo for the opportunity to testify.

COMMITTEE ON FINANCE

Rep. Sylvia Luke, Chair Rep. Scott Y. Nishimoto, Vice Chair Rep. Aaron Ling Johanson, Vice Chair



DATE: Thursday, March 27, 2014 TIME: 4:00 P.M. PLACE: Conference Room 308 State Capitol 415 South Beretania Street

SUPPORT FOR SB718 HAWAII GROWTH INITIATIVE and Diversifying our economy

Dear Chair Luke, Co-Chairs Nishimoto and Johanson and members of the Finance Committee,

My name is Barbara Yee (AKA Bobbie) and I am Chair of Family and Consumer Sciences, including the Fashion Design and Merchandising program at the University of Hawaii at Mānoa, but I am writing as a private citizen. **I strongly SUPPORT SB718 and the HAWAII GROWTH INITIATIVE** because it provides needed infrastructure to diversify Hawaii's economy, and use the many creative talents in Fashion Design or Film, as well as the traditional high technology in biomedical and technology development. Economist magazine regularly features articles on Fashion and Clothing as a significant part of the world economy and healthy in spite of the conditions across other economic sectors. It accounts for about 2% GDP around the world, 4% global average of clothing and footwear expenditures, and much higher with estimates as high as 25% of expenditures in leisure and tropical clothing among the visitors to Hawaii. As important, the Hawaii designs are hot and trendy fashions nationwide because they blend Pacific, Asian and World designs. For example, when I lived in Texas, people asked where I bought my unique clothing and I said I bought it in Hawaii during family visits. The market for clothing designed in Hawaii has national and international appeal.

Design thinking is the creative foundation for innovation, creative thinking, science, and art that represents our unique cultures and people. As a sector of the economy, it is a clean industry with huge potential for investment and explosive expansion of opportunities for our young people (Fidell, Star Advertiser, Tuesday, 10-29-13). In the last decade, I have seen our Fashion, Design and Merchandising graduates struggle to launch their fashion and apparel design businesses after graduation. It typically takes about 5-10 years to build their businesses or after they have spent, time gaining experience and financing in New York, LA, or other places around the world to establish a thriving fashion and design company back in Hawaii. We proudly claim our extremely successful graduates who started companies such as You and Me Naturally, Fighting Eel, petite fashions such as Sakutori Designs LLC at Nordstrom's and Lauren M at Macy's, Acid Dolls, Martinique, Sierra Dew, Katie Langford, and with many more small clothing design companies in Hawaii. Please support the Hawaii Growth Initiative, Creative Industries such as film and the Fashion Design and Merchandising entrepreneurs in Hawaii and across the globe.

Respectfully,

Barbara Yee Honolulu, HI 96816

From: Sent:	Chenoa Farnsworth <chenoa@bluestartups.com> Thursday, March 27, 2014 3:33 AM</chenoa@bluestartups.com>
То:	FINTestimony
Subject:	Testimony in Support of the HI Growth Initiative



Chair Luke, Vice Chair Nishimoto, Vice Chair Johanson, and Members of the House Committee on Finance:

I respectfully submit testimony in strong support of Part I of SB718 appropriating funds to the Hawaii Strategic Development Corporation for the HI Growth Initiative. This funding is needed to continue the HI Growth Initiative, which has helped to catalyze an ecosystem that provides the building blocks for high-growth businesses to grow and scale in Hawaii. It is important for the future of our economy to help stimulate high wage job growth to reverse the brain drain and bring our kamaaina back home to work in Hawaii.

Thank you for the opportunity to provide testimony.

Chenoa Farnsworth Managing Director Blue Startups

From: Sent:	Lyle Fujikawa <lylehfujikawa@gmail.com> Wednesday, March 26, 2014 5:07 PM</lylehfujikawa@gmail.com>
То:	FINTestimony
Subject:	Testimony in Support of the HI Growth Initiative



Chair Luke, Vice Chair Nishimoto, Vice Chair Johanson, and Members of the House Committee on Finance:

I respectfully submit testimony in strong support of Part I of SB718 appropriating funds to the Hawaii Strategic Development Corporation for the HI Growth Initiative. This funding is needed to continue the HI Growth Initiative, which has helped to catalyze an ecosystem that provides the building blocks for high-growth businesses to grow and scale in Hawaii. It is important for the future of our economy to help stimulate high wage job growth to reverse the brain drain and bring our kamaaina back home to work in Hawaii.

From:	Brad Punu <brad.punu@pichtr.org></brad.punu@pichtr.org>
Sent:	Thursday, March 27, 2014 2:00 PM
То:	FINTestimony
Subject:	Testimony in Support of the HI Growth Initiative



Chair Luke, Vice Chair Nishimoto, Vice Chair Johanson, and Members of the House Committee on Finance:

I respectfully submit testimony in strong support of Part I of SB718 appropriating funds to the Hawaii Strategic Development Corporation for the HI Growth Initiative. This funding is needed to continue the HI Growth Initiative, which has helped to catalyze an ecosystem that provides the building blocks for high-growth businesses to grow and scale in Hawaii. It is important for the future of our economy to help stimulate high wage job growth to reverse the brain drain and bring our kamaaina back home to work in Hawaii.

I am a perfect example of this. I was away for 15 years in Asia always wondering if there would ever be the opportunity to return. Never before have I felt such energy and attention being devoted to the entrepreneurial sector especially in renewable energy and clean technology. Having returned to Hawaii last year, I am proud to be a part of the Energy Excelerator and doing what I can to help this along but we need all the support we can get.

I submitted a version of this testimony earlier, but it has come to my awareness that with a revision that lowers anticipated revenues, there are pressure all around. I also understand that there is hesitation to support a program where monies allocated have not been spent already. It is important to realize that investment is not something that can be linked to a budget cycle. There are certainly real current needs in our community, but allowing those to entirely dictate our attention is short-sighted. A portion needs to be reserved to invest when the opportunities present themselves and we all need to be prepared to take the risks and to fail but to learn through that process. Because only through having the raw material ready and starting to build will we ever move forward and create that elusive extra pillar for our local economy.