



**KAUA'I
TOURISM STRATEGIC PLAN
2006-2015**



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I. Executive Summary

The *Kaua'i County Tourism Strategic Plan: 2006-2015 (Kaua'i County TSP)* reflects the desires and input of Kaua'i tourism stakeholders including residents, state and county representatives, and individuals in both public and private sectors. In addition, overseeing development of the plan during the 15-month process was a Kaua'i County Tourism Strategic Plan Advisory Committee. Members of this committee also represented a broad range of tourism stakeholders from various communities on the island.

Based on the collective feedback, it was made clear that Kaua'i residents cherish and desire to maintain the rural characteristics of the island. This sentiment is also consistent with information included in the Kaua'i General Plan. As a result, ensuring that Kaua'i retains its rural sense of place is at the heart of the Kaua'i County TSP.

This plan promotes the concept of economic, social, and environmental balance. A healthy visitor industry and a population that enjoys a good quality of life are inextricably linked. Finding and maintaining this balance is a challenging and evolving effort. This balanced approach is reflected in the vision for tourism on Kaua'i:

The plan supports the following Kaua'i Tourism Vision for 2015:

Tourism on Kaua'i will:

- Honor the people and heritage of Kaua'i;
- Support and enhance the quality of life for residents;
- Value and perpetuate the natural and cultural resources of Kaua'i;
- Engender mutual respect and partnership among all stakeholders, including future generations;
- Support a vital and sustainable economy; and,
- Provide a unique, memorable and enriching visitor experience.

The values underlying the Kaua'i Tourism Strategic Plan resonate in the island's vision for tourism, and throughout the plan, filtering through goals, objectives, strategies, and priorities. Kaua'i visitor industry stakeholders clearly understand that a healthy land nourishes healthy people; stated in the Hawaiian language, "*Ola ka 'Āina, Ola ke Kānaka*" (Healthy Land, Healthy People). When there is focus on the people and island of Kaua'i, everything will be *pono* or right.

The six equally important major objectives to achieve this vision are:

1. To make positive contributions to the quality of life for residents.
2. To increase the economic contribution of the visitor industry to Kaua'i County.
3. To increase communications, interactions, and understanding between stakeholder groups, especially between residents and the visitor industry.
4. To reinforce authentic Hawaiian culture, ensuring the foundation of our unique sense of place and appropriate recognition of this culture.
5. To contribute to the preservation and enhancement of the natural resources on Kaua'i, including land and ocean.
6. To maintain and improve visitor satisfaction with their experience on Kaua'i.

The seventh objective is to ensure the plans developed are implemented appropriately. To support this effort action plans have been developed that will be used as working guidelines for identified plan champions. An oversight committee will be developed to review these efforts and recommend changes as appropriate.

Each objective is supported by major strategies and scorecard measures. These strategies were determined as high priority by the Kaua'i TSP Advisory Committee to be achieved in the next three years. There are five strategies identified as being absolutely essential to complete by 2009, and these are identified in the plan by a "🌺" sign. These are the strategies that, if further prioritization is required, will be considered near the top of the list. Longer-term strategies are included in the appendix to be added in future updates of this plan. The five priority strategies by 2009 include:

- 🌺 Effectively addressing the identified urgent infrastructure improvements to improve the quality of life on Kaua'i:
 - o Permanent relief route in Kapa'a
 - o Traffic circulation improvements for Kōloa/Po'ipū
 - o Cruise ship harbor improvements
 - o Completion of the Hā'ena State Park Master Plan
 - o Princeville/Hā'ena Park & Ride
 - o Kōke'e Master Plan to the extent that it retains its wild land characteristics and minimizes commercial activities
- 🌺 Supporting the development and promotion of community-driven programs that reinforce the unique sense of place of communities, such as those with historical or cultural significance;
- 🌺 Supporting programs to attract employees to the visitor industry;
- 🌺 Encouraging two-way communications between residents and the visitor industry.
- 🌺 Increasing awareness of Hawaiian culture among residents and the visitor industry;

The Advisory Committee selected measures for each objective to assist in tracking the effectiveness of the strategies in making progress toward the objective. The measures were selected because they are meaningful and currently available. Additional measures should be considered for the future that will provide better data for tracking.

Challenges and Opportunities

Kaua'i offers visitors a rural and natural experience with a mix of accommodations to meet many needs. The following are unique challenges and opportunities facing the "Garden Isle."

Challenges

- The number of visitors on Kaua'i on a daily basis has increased significantly over the past few years. This increase is due to more cruise ships docking and more cruise passengers, as well as an increase in visitors arriving by air. The de facto population averages one visitor to every three residents.
- The infrastructure on island has not kept pace with the increase in number of visitors. This has put a strain on the quality of life for residents, and is affecting the quality of the visitor experience.
- Residents report feeling the effects of increased traffic, a deterioration of natural resources, adverse impacts on Hawaiian culture and a diminishing sense of community. They attribute much of these trends to the increase in the number of visitors.
- The low unemployment rate on Kaua'i has made it difficult for hotels and other visitor industry businesses to attract the number and quality of staff required.
- There is insufficient communications between the visitor industry and Kaua'i residents.

Opportunities

- Visitors to Kaua'i have a high level of satisfaction with their experience on island. This is particularly evident by the high percent of repeat visitors to the island.
- In 2006, the Kaua'i County Council recognized that adding significantly to visitor accommodations at the present time – with the infrastructure already lacking – would further diminish the quality of life for residents, as well as the visitor experience. The Kaua'i County Council passed a resolution not to support any further zoning changes for resort development. In addition, the Council supported and effected efforts to reduce the density of visitor-related projects that have already received approval.
- Kaua'i has a larger percent of accommodations in timeshare compared with other counties. This has meant that visitor arrivals have been steadier and not as affected by world events.
- Communities around the island have unique histories, cultural significance and sense of place. Encouraging these communities to develop programs building on these qualities will reinforce the vibrancy of each community and offer visitors unique experiences to learn more about Kaua'i.

To address these challenges and build on the opportunities, a 2015 goal was developed: *to strategically manage tourism on Kaua'i in a sustainable manner that balances economic activity from the visitor industry, quality of life for residents, preservation of our natural and cultural resources, and quality experiences for visitors. The strategies and actions described in the Kaua'i County TSP all support this goal.*

There are global, national, state, and county trends that influence the visitor industry on Kaua'i. These have been reviewed and the focus has been on those factors that can be controlled and influenced at the county level and at the state level where those decisions impact the county. There is, however, recognition that factors outside the county will also impact the visitor industry. It is recommended that such factors continually be monitored and evaluated for their impacts as the Kaua'i County TSP is reviewed and updated.

II. Introduction and Background

The Kaua'i County Tourism Strategic Plan (Kaua'i TSP) reflects the collective feedback and input of island residents, the visitor industry, state and county governments, cultural organizations, educational institutions, and many others in public and private sectors. Additionally, numerous plans, like the 2000 Kaua'i General Plan, news articles, reports, data, research, and other related information were reviewed and considered in the development of this plan.

A. Purpose of the Plan

The Kaua'i Tourism Strategic Plan:

- Reflects the vision, overall direction, and priorities of the County of Kaua'i and is based on local knowledge and desires of visitor industry representatives, government officials, and community residents.
- Establishes an overall direction for Kaua'i visitor industry stakeholders to move forward in a coordinated and complementary path.
- Assists county, state (including the Hawai'i Tourism Authority), and federal government decision makers in advocating for policies and allocating resources to improve the visitor industry and tourism product on Kaua'i.
- Will be integrated with other plans and processes to create opportunities for partnerships.

The values underlying the Kaua'i TSP resonate in the island's vision for tourism, and throughout the plan – filtering through goals, objectives, strategies and priorities. Kaua'i visitor industry stakeholders clearly understand that a healthy land nourishes healthy people. Stated in the Hawaiian language, "*Ola ka 'Āina, Ola ke Kānaka*" (Healthy Land, Healthy People). When there is focus on the people and island of Kaua'i, everything will be *pono* or right.

B. State and County Plans

To ensure a vital, competitive, and sustainable visitor industry, benefiting both residents and visitors, the *State Tourism Strategic Plan: 2005 – 2015 (State TSP)* was developed with statewide community input and completed in 2004. The State TSP identified the need for county-level tourism strategic plans, recognizing that each island is unique and residents on each island have diverse visions for the tourism industry on their island. This development process began during the summer of 2005 and was completed a year later.

C. Development Process

As part of the Kaua'i County TSP planning process, the Honorable Mayor Bryan J. Baptiste invited community members to actively participate on the Kaua'i TSP advisory committee to help draft the Kaua'i county plan. This committee was comprised of individuals representing a broad range of visitor industry stakeholder groups. In addition, broader community input was obtained through island-wide outreach efforts, such as one-on-one meetings, community meetings, and small group gatherings.

A timeline of key events during the Kaua'i TSP planning process is included in Appendix B. A summary of community input is included in Appendix C.

D. Implementation Framework

An oversight committee, convened by the Kaua'i County Office of Economic Development, will drive successful implementation of this plan. Members may include the Kaua'i Visitors Bureau, private sector, community organizations, residents, visitors, and other major stakeholders in the visitor industry. The role of the oversight committee will be to monitor plan performance, problem-solve, and serve as a vehicle to network and share information and progress among key stakeholders. The committee will also oversee the development, collection and review of scorecard measures aimed toward meeting plan objectives.

III. Overview of Tourism

A. State Level

1. Historical Trends

The visitor industry has been the economic mainstay of Hawai'i since statehood in 1959. Despite periods of decline caused by global, national and local impacts, such as the Persian Gulf War, weakened economies, Hurricane 'Iniki, and the terrorist attacks of September 11, 2001, the Hawai'i tourism industry was able to recover with record numbers in 2005.

In 2005, the State Department of Business, Economic Development, and Tourism (DBEDT) reported nearly 7.5 million visitors to the state and visitor expenditures totaled \$11.5 billion. At present, 2006 is on track to be another strong year with visitor arrivals through April up 2.1% over 2005, and visitor expenditures reaching \$3.8 billion.¹

Tourism touches nearly all aspects in Hawai'i and is the primary source of revenue for the community through visitor expenditures and tourism-related capital investment. As the chief generator of employment in the state, the visitor industry accounts for 22.3% of all Hawai'i jobs.²

2. Critical Issues Facing State Tourism

While Hawai'i tourism is booming, new opportunities and challenges emerge for Hawai'i residents and the visitor industry. Many of the opportunities and challenges are described in the State TSP and, as expected, are continuously evolving. Below are highlights of key issues in 2006:

- Finding a Sustainable Balance

Residents have said in community meetings that they welcome visitors, but foremost, the state needs to ensure Hawai'i remains a good place to live – that residents have a good quality of life. With an increasing resident population and record numbers of visitors, residents continually raise the sustainability question – how many residents and visitors can the state and each island support with infrastructure levels, natural resource constraints, and resident tolerance? Equally important is finding ways to preserve and protect the native Hawaiian culture, the indigenous culture linked to the land of Hawai'i.

¹ DBEDT Visitor Statistics 2005; 2006, April

² State of Hawai'i Department of Labor and Industrial Relations: 2005 Annual Report

- Critical Components of a Healthy Industry

- o *Adequate, Affordable Airlift*

To be able to travel to the islands, visitors need an adequate supply of air seats at prices they are willing to pay. A key concern is the reduction in the total number of air seats from Japan, started in October 2005, due to lower demand. Additionally, the increased cost of oil will continue to affect ticket prices, which impact destinations like Hawai'i that require longer flights.

- o *Maximizing Accommodations Capacity*

The total number of traditional hotel units is expected to increase only moderately between 2006 and 2010 with planned developments and improvements.³ With limited accommodations available statewide, Hawai'i must attract the right mix of visitors who can and will boost the economy by actively experiencing what the islands have to offer.

- o *Visitor Satisfaction*

For years, Hawai'i has been successful as a tourist destination. The challenge is in finding ways to keep the tourism product fresh and unique, even as other destinations are offering seemingly similar features. Additionally, the high demand for Hawai'i hotel rooms has resulted in average daily room rates (ADR) increasing 20% in two years, reaching an average \$167 statewide (Maui had the highest ADR at \$214).⁴ To combat "sticker shock" and exceed expectations, service levels and the quality of the visitor experience have been identified as critically important.

- o *A Sufficiently Numbered and Skilled Workforce*

The availability and quality of a visitor industry workforce is critical to delivering high service levels and maintaining visitor satisfaction. With Hawai'i unemployment hovering at or under 3% in 2006,⁵ increasing overall workforce readiness, providing training programs and attracting qualified workers to the visitor industry are key areas that need to be addressed.

³ Analysis of Trends in Accommodations Supply, with Focus on Condominium and Timeshare Conversions, Hospitality Advisors LLC, September 2005

⁴ DBEDT Monthly Visitor Statistics 2005, December

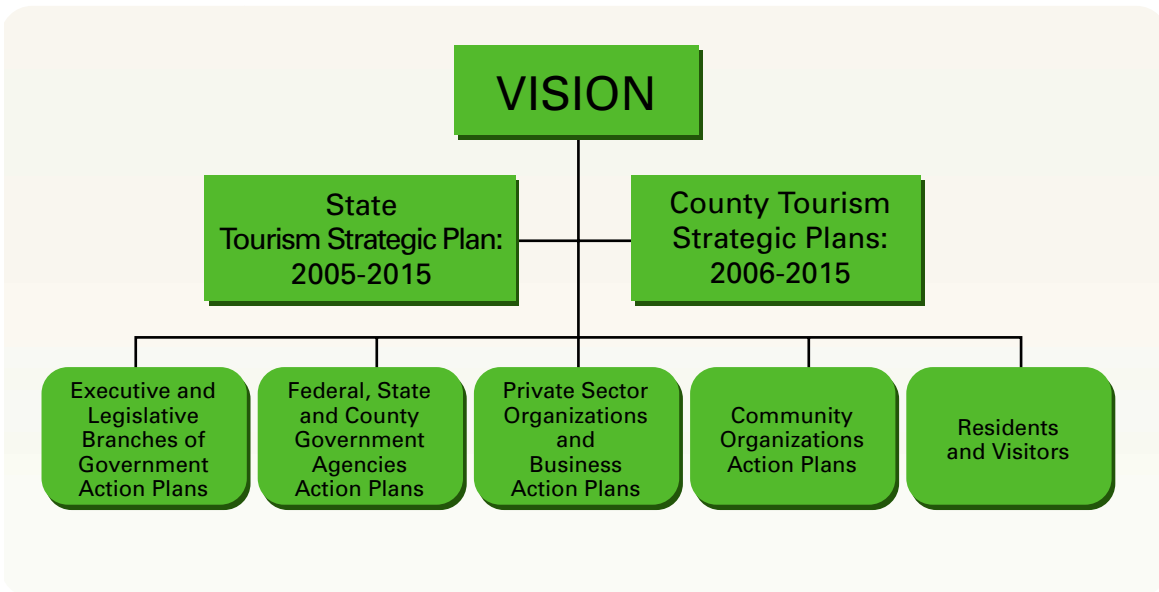
⁵ State of Hawai'i Department of Labor and Industrial Relations: 2005 Annual Report

- Managing State and County Issues

As Hawai'i tourism is much more complicated today than when it was in its infancy, so too are the myriad of state and county issues that need to be managed. Exhibit 1 illustrates how state and county plans support each other, as well as the many stake holders that need to play a role in achieving multiple objectives and state and county tourism visions.

Cooperation, collaboration, and participation by all stakeholders will be required to attain success. When this is done right, a healthy land, healthy people, and a healthy visitor industry will flourish.

Chart 1: State and County Tourism Strategic Plans

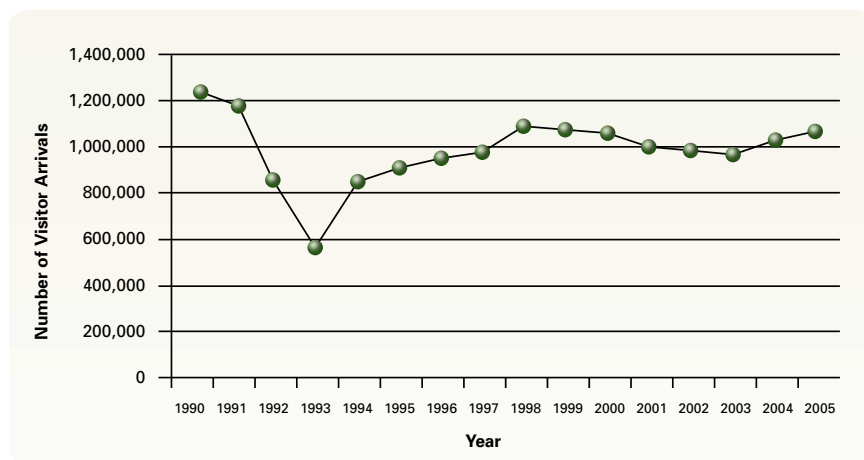


B. Tourism on Kaua'i

1. Visitor Statistics

As shown in the chart below, since 1990 the number of visitors to the island has remained stable, with the exception of the post-Hurricane 'Iniki period of 1992 through 1994. Unlike other islands, however, visitor arrivals to Kaua'i were not as impacted as other islands during the post September 11, 2001 period. This was primarily due to many of the visitors to Kaua'i having timeshare commitments that could not be cancelled, compared with hotel reservations that could be cancelled or deferred.

Chart 2: Visitor Arrivals on Kaua'i⁶



In 2005, Kaua'i welcomed 1,090,302 visitors who spent nearly \$1.12 billion, up 7.8% over 2004. Visitors spent an average of \$163 per person per day. This amount was higher than the amount visitors spent on Hawai'i Island (\$154), but below per-person per-day expenditures for visitors to Maui (\$184) and O'ahu (\$174).⁷ Kaua'i continues to have 40% first time and 60% repeat visitors, indicative of high visitor satisfaction and the nature of timeshare travel.⁸

In 2005, the Kaua'i visitor industry represented 30% of the Gross County Product (GCP) and 42% of all wage and salary jobs (jobs in Retail, Art, Entertainment and Recreation, Accommodations, Food Services and Drinking Places categories).⁹

⁶ DBEDT Historical Visitor Trends

⁷ DBEDT Island Highlights December 2005

⁸ DBEDT Monthly Visitor Statistics 2005, December

⁹ State of Hawai'i, Department of Labor and Industrial Relations: 2005 Annual Report

2. Visitor Accommodations

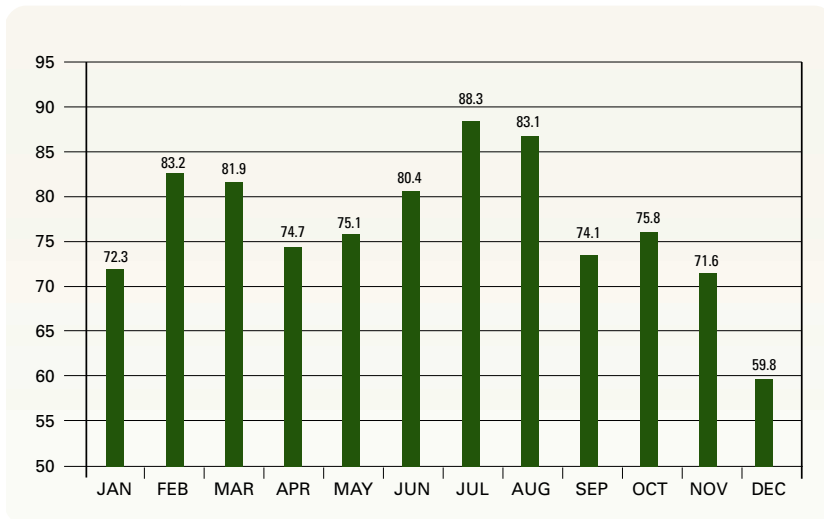
In 2005, the total visitor plant inventory on Kaua'i was approximately 8,081 visitor units, roughly 11% of the state's total inventory.¹⁰ Visitors to Kaua'i reported their plans as:

- 38% stayed in hotels;
- 15% stayed in condominiums;
- 13% stayed in timeshares (of all islands, Kaua'i has the largest share);
- 7% stayed with friends or relatives; and
- 2% stayed in bed & breakfast¹¹

In terms of hotel statistics in 2005:

- The average daily room rate (ADR) on Kaua'i was \$184.¹²
- Hotel occupancy averaged 77%, with peak periods in the summer and the months of February – March, with shoulder periods during the months of April – May, and September – January.¹³

Chart 3: 2005 Hotel Occupancy rates on Kaua'i¹⁴



¹⁰ DBEDT Visitor Plant Inventory 2005, December

¹¹ DBEDT Monthly Visitor Statistics 2005, December

¹² DBEDT Monthly Visitor Statistics 2005, December

¹³ Smith Travel, Hospitality Advisors LLC

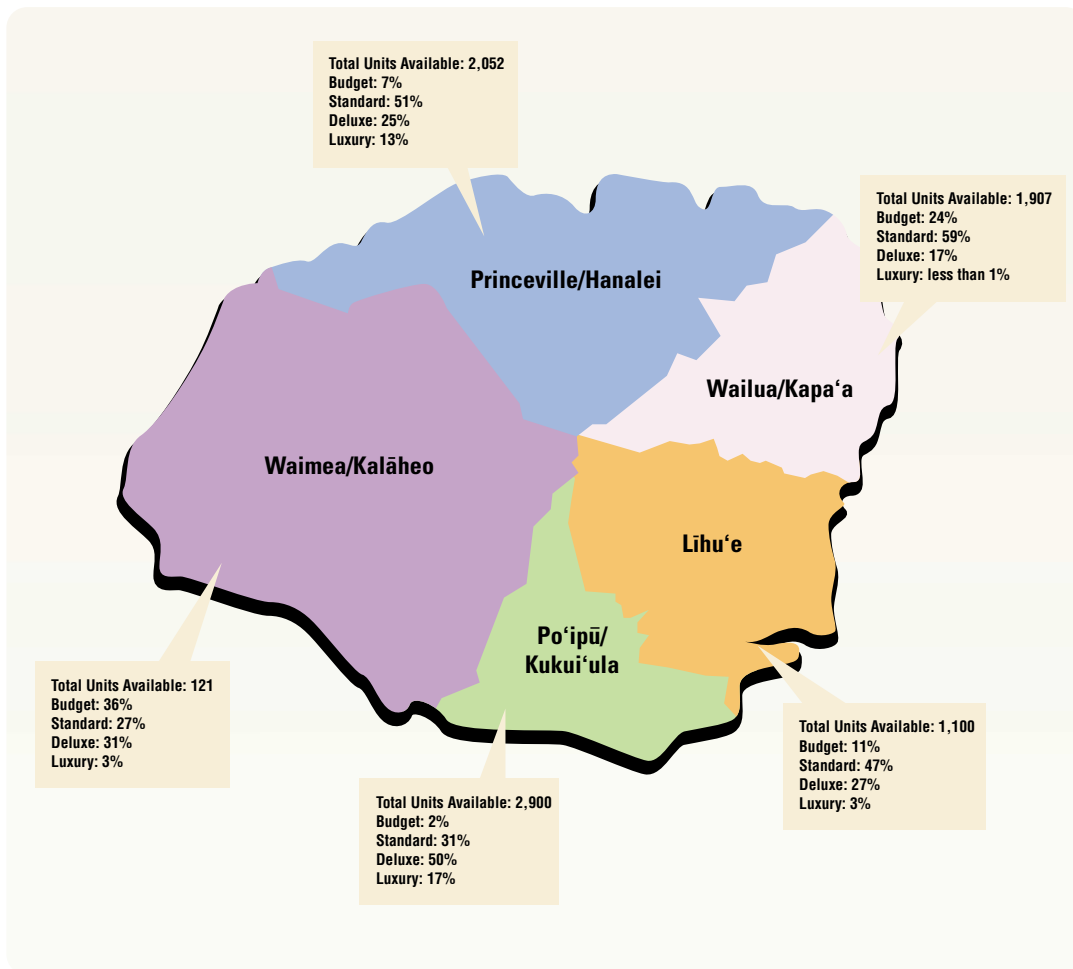
¹⁴ Smith Travel, Hospitality Advisors LLC

More currently, in October 2006, visitor arrivals to Kaua'i increased by 3.6% over 2005, while total expenditures increased by 8.5%. So far in 2006, Kaua'i visitor arrivals are up 7.7%, while total expenditures have increased by 9.6%.¹⁵

As illustrated in Graph 3, Kaua'i has visitor properties situated throughout the island providing approximately 8,080 rooms or units, with the distribution of units as follows (the sum of the percentages may exceed 100% due to rounding):

- Po'ipū (2,900 units) 35.9%
- Princeville and Hanalei (2,052 units) 25.4%
- Wailua and Kapa'a (1,907 units) 23.6%
- Līhu'e (1,100 units) 13.6%
- Waimea (121 units) 1.5%
- Other (1) 1.0%

Chart 4: All Accommodations by Type¹⁶



¹⁵ DBEDT Monthly Visitor Statistics 2005 & 2006

¹⁶ DBEDT Visitor Plant Inventory 2005, December

Units were classified as follows:

CLASS PRICE RANGE (RACK RATE)

Budget:	Up to \$100 per night
Standard:	\$101 to \$250 per night
Deluxe:	\$251 to \$500 per night
Luxury:	Over \$500 per night

The majority of luxury or higher end accommodations are located in the areas of Princeville, Hanalei, and Po'ipū. Other areas of the island have a mix of budget to luxury accommodations.

Kaua'i has a reported mix of accommodations as follows (the sum of the percentages may exceed 100% due to rounding):¹⁷

Hotel (2,892 units):	35.8%
Timeshare (2,115 units):	26.2%
Condo/Hotel (2,095 units):	25.9%
Individual Vacation Unit (763 units):	9.4%
Bed & Breakfast (97 units):	1.2%
Other (71 units):	0.9%
Hostel (40 units):	0.5%

3. Critical Issues for Kaua'i

Similar to the state, there are trends and changes that are occurring globally and locally impacting the visitor industry on Kaua'i. The following are key issues identified during the planning process:

Resident Concerns

During the 1990s, Kaua'i focused on recovering from Hurricane 'Iniki, reviving its economic base and rebuilding homes within communities. During this time, general improvements in infrastructure were delayed, even as overall resident and visitor populations were increasing.

Results from the 2005 Survey of Resident Sentiments on Tourism and community meetings show overall Kaua'i resident sentiment toward tourism to be declining. Residents report feeling the effects of increased traffic on the same roads, a deterioration of natural resources due to increased visitation, adverse impacts on Hawaiian culture, their sense of community being diminished, and Kaua'i losing its rural nature.

¹⁷ DBEDT Visitor Plant Inventory 2005, December

In comparing 2002 and 2005 surveys, the percentage of Kaua'i residents who strongly agreed "overall, tourism has brought more benefits than problems to this island" decreased 10 percentage points to 40% in 2005.¹⁸ Likewise, the percentage of residents who reported strongly believing that "this island is being run for tourists at the expense of local people" increased 5 percentage points to 40%.

One of the reasons contributing to these feelings may be the large percentage of visitors compared to residents on the island. In 2005, Kaua'i had a resident population of 62,640 people – an increase of 7% from the year 2000.¹⁹ With the pace of visitor arrivals, the result is an average of one visitor on island each day for every three residents.²⁰

Community input has also identified strong concern for the increase in the number of cruise ships and the planned SuperFerry. Residents feel that there has been insufficient discussion on the impact of more cruise visitors on the infrastructure and quality of life on the island, and in fact that the county has little input on the number of cruise ships docking at Kaua'i harbors. Likewise, the SuperFerry will be in operation as of 2007 and the residents feel uninformed about the effect this will have on the island. As such, the community has voiced recommendations for an environmental and traffic impact study to determine the impacts of increased vehicles and visitors arriving on the island.

Preservation and Protection of Hawaiian Culture and Natural Resources

Honoring the Hawaiian culture, its people, and their history, and, protecting the natural environment are essential to the quality of life on Hawai'i and to the visitor experience. Native Hawaiians and their culture continue to differentiate the state of Hawai'i and its islands from other destinations around the world.

As Hawaiian culture is steeped in the natural resources of the island, both must be preserved and supported to retain this unique quality and maintain the health of the islands. The increase in day, overnight, and "cruise" visitors, as well as residents, impacts the health of the environment. For example, these increases result in increased traffic to popular beaches and visitor attractions like Waimea Canyon and Hā'ena State Park. In fact, Kaua'i residents report feeling the industry has adversely impacted both Hawaiian culture and natural resources over the past three years. In 2005, 43% of Kaua'i residents responded that the preservation of the native Hawaiian culture is a "big problem," versus only 29% in 2002. Additionally, 51% of Kaua'i residents felt that tourism's effect on the preservation of nature and open space made things worse, versus only 39% from the previous survey.²¹

¹⁸ 2005 Survey of Resident Sentiments on Tourism in Hawai'i, Market Trends Pacific and John Knox and Associates, December 2005

¹⁹ U.S. Census Bureau

²⁰ DBEDT Long Range Forecast 2030

²¹ 2002 & 2005 Survey of Resident Sentiments on Tourism in Hawai'i, Market Trends Pacific and John Knox and Associates, December 2005

Safety and Security Issues

As with many premiere and remote visitor destinations, natural disasters, and safety issues in general, create concern and a need for focused attention. On Kaua'i, water safety is an urgent issue with visitors impacted even more than residents. For example, in 2004 there were ten visitor drownings and one resident drowning.²² Other visitor safety issues include property crime and evacuation procedures during events such as hurricanes and floods. Although there are many ongoing efforts to prevent drownings and crimes against visitors through organizations, such as the Kaua'i Water Safety Task Force and the Visitor Aloha Society of Kaua'i (VASK), we recognize that current efforts must be amplified and additional progress needs to be made.

Workforce Challenges

The increase in visitor activity has created more employment opportunities and an even tighter available workforce. On average in 2005, there were 31,450 people employed in the civilian workforce on Kaua'i with an unemployment rate of 2.7%. In the first four months of 2006, the unemployment rate has decreased further to 2.4%.²³ With high employment, hotels, and other labor-intensive companies have found it increasingly difficult to attract the number and quality of staff required.

Overall workforce availability has been impacted by a number of factors including demographic changes and the inability to attract people to relocate to Kaua'i. There is increased demand for workers as the number of visitors to the island has increased. At the same time, the population is aging – with baby boomers moving beyond prime workforce years and fewer residents in younger age groups.

Few workers are attracted to move to Kaua'i due to the high cost of living. For example, the median price of a single-family dwelling was \$650,000 in January 2006. This price reflects an increase of 30% over the same period a year before.²⁴

When asked about working in the visitor industry, 33% of Kaua'i residents surveyed responded they strongly agreed with the survey statement "tourism jobs don't have much opportunity."²⁵ Likewise, reported wages for visitor industry related jobs are equal to about 75 – 80% of the reported wages for all jobs on Kaua'i.²⁶ This data indicates that finding employees on Kaua'i in general will be difficult. Finding employees for the visitor industry, due to the perceived lack of opportunity, low wages, and high cost of island living, will be especially challenging.

²² Roig, Susanne. "Drownings spur push to educate." *Honolulu Advertiser*: 18 June 2006

²³ State of Hawai'i, Department of Labor and Industrial Relations: 2005 Annual Report

²⁴ DBEDT Research and Economic Analysis Division, Compiled by Economic Planning Information System

²⁵ 2005 Survey of Resident Sentiments on Tourism in Hawai'i, Market Trends Pacific and John Knox and Associates, December 2005

²⁶ State of Hawai'i, Department of Labor and Industrial Relations: 2005 Annual Report

Development on Kaua'i

As evidenced by resident survey results, Kaua'i residents have responded to island growth by wanting to stop future development related to tourism and replace it with a greater focus on community needs. In fact, in 2006 the Kaua'i County Council passed a resolution not to support any further zoning changes for resort development. In addition, the Council has supported and effected efforts to reduce the density of visitor-related projects that have already received approval.

However, development plans referenced in the 2005 DBEDT Visitor Plant Inventory (VPI) suggest there could be an additional 6,225 new visitor units in the future based on the information on file with the County of Kaua'i Planning Department.²⁷ The Kaua'i General Plan, dated November 2000, describes planned and proposed resort, hotel, and condominium projects (see Appendix F) for a total of 6,259 units. For purposes of this plan, there are two primary categories of projects:

- Planned projects with zoning and previously approved permits
There are seven projects on Kaua'i that have a General Plan designation of "Resort" and have received appropriate zoning permits. There are 1,660 hotel/multi-family units in this category and they are planned to be located in Princeville, Waipōuli, and Līhu'e.
- Planned projects with zoning only (no permits)
There are 15 proposed projects on Kaua'i that have a General Plan designation of "Resort" and have not received appropriate zoning permits. There are approximately 4,599 hotel/multi-family units in this category and, if built, they will be located in Princeville, Waipōuli, Po'ipū, Kōloa and Waimea.

In the next five years, it is possible that 1,660 units will be built; 15 projects involving 4,599 units may be applying for permits; and 9 more projects may be before the County Planning Commission for various zoning approvals.

While hotel development was prevalent in the past, future development in resort zones will likely involve time-shares, interval ownership, and transient vacation rentals. This future development will have numerous impacts on already congested roads and parks, the occupancy rates of existing accommodations, and residents who do not desire additional visitor growth anywhere on the island, except for Waimea.

There is, and will continue to be, a disconnect between future visitor industry growth potential and current infrastructure to accommodate existing needs, let alone future growth. While it is the role of the Planning Commission and the County Council to set policy directions for future growth, this plan encourages the need for balance between industry growth, quality of life for residents and quality of experience for visitors.

²⁷ DBEDT Visitor Plant Inventory 2005, December

Visitor Satisfaction

In 2005, 71% of visitors rated their satisfaction with Kaua'i as a destination as very high.²⁸ In fact, visitors have given Kaua'i high satisfaction ratings over several years. The high percent of repeat visitors to the island reinforces the high satisfaction levels. The challenge will be in maintaining high satisfaction levels and relative service expectations amidst heightened resident concerns regarding tourism and growth on the island.

Cruise Industry Growth in Kaua'i

In 2005, Kaua'i received over 300,000 cruise ship visitors, an average 5,800 visitors per week. This was a total increase of over 75,000 cruise ship visitors compared with 2004, largely due to the addition of Norwegian Cruise Line's (NCL) Pride of Aloha, which began Hawai'i operations in July 2004.²⁹

In May 2006, NCL welcomed its third ship, Pride of Hawai'i, which is expected to bring an additional 50,000 new cruise passengers to Kaua'i each year. Based on NCL plans for the future that have already received state approval, the total number of cruise passengers to Kaua'i will reach 350,000 annually in 2007.

When cruise ships dock, approximately 1,500 visitors and an estimated 400 crew arrive and depart at one time,³⁰ resulting in significant surges that impact transportation resources, traffic, visitor attractions, parks, and recreational facilities. Although the cruise industry is impacting the county in many ways (e.g. police and fire services, road and public facilities maintenance, etc.), cruise ship fees are collected and fully retained by the State Department of Transportation Harbors Division. The impacts of the cruise industry on Kaua'i resident and business communities need to be assessed, so that appropriate actions can be undertaken to insure that the industry contributes its fair share to Kaua'i.

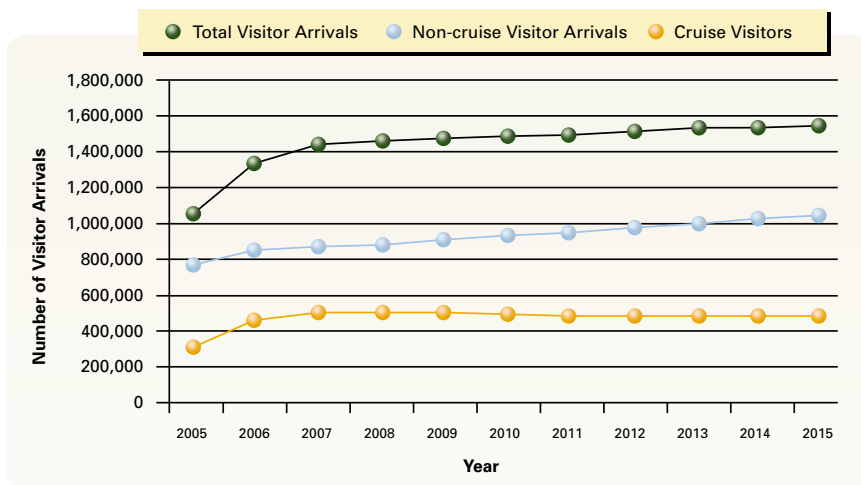
4. Forecast

Over the next ten years, there could be significant changes to the visitor industry on Kaua'i. The one change that is certain is state-approved increases in the number of cruise ships to the island resulting in an increase in day cruise visitors. As shown in the chart below, in addition to day visitors, DBEDT projects an additional increase in non-cruise visitors at 1.5% per year. If these projections hold true the number of visitor arrivals in 2015 will be 1,557,095.

²⁸ DBEDT Visitor Satisfaction Survey 2005, December

²⁹ DBEDT Visitor Statistics 2004, December

³⁰ SMS estimate based on the assumption that 75% of visitors on a cruise ship go ashore for day trips (an estimated maximum capacity of 2,000 visitors) and that 40% of the crew goes ashore for day trips

Chart 5: Forecast of Visitor Arrivals to Kaua'i³¹

There are three factors potentially impacting the future of the industry: the number of available visitor units, the size and quality of the workforce, and resident support of the industry.

- There is potential for significant increases in the number of visitor units based on the current Kaua'i General Plan. If all 6,259 of these new units are built and developers are successful in attracting visitors and/or buyers, the number of visitor arrivals could increase by over a half million visitors. These additional visitors are not included in the forecast above.
- The current unemployment rate on Kaua'i is very low, and it is unclear if an increase in workforce corresponding to the increase in visitor industry needs will be possible.
- Currently, resident support of the industry is on the decline. If this trend is not reversed, the quality of the visitor experience will be negatively impacted and, in turn, the economic benefits of the industry to the people of Kaua'i will begin to diminish.

The Kaua'i County TSP begins to address the challenge of balancing the economic needs of the county with the needs of the residents, the natural environment, and the Hawaiian culture, and with the needs of the visitor industry and visitors. Successfully implemented, this plan hopes to achieve greater resident satisfaction, preservation of natural resources, perpetuation of Hawaiian culture, and increased visitor satisfaction, and ultimately sustained economic and social benefits for the County of Kaua'i.

³¹ SMS Long Term Forecast

IV. Kaua'i County Tourism Strategic Plan

A. Plan Assumptions

The following assumptions were agreed to throughout the plan development process, with insight provided by plan advisory committee members, visitor industry stakeholder groups, and community residents.

- The quality of life for Kaua'i residents is important for all who do business on the island, including the visitor industry. As a major stakeholder impacting resident quality of life, the visitor industry endeavors to make positive impacts on resident quality of life, benefiting both residents and visitors alike.
- The Hawaiian culture is what makes the state, and all the islands, including Kaua'i, unique for both residents and visitors. This unique indigenous culture must be retained and perpetuated for future generations.
- The visitor industry is important to the county and needs to be supported. Communication between the industry and the community is very important and needs to be encouraged on an ongoing basis.
- The type and expectations of visitors traveling to Kaua'i are changing. If the island is to remain appealing, the products and services offered must also evolve, while at same time preserve resident and community quality of life.
- The competition for visitors worldwide is increasing dramatically. Therefore, Kaua'i must continually provide products and services that are unique to the locale and distinct to the global marketplace, while staying true to the sense of place of Kaua'i.
- The natural environment and wildlife of Kaua'i is special and must be protected and supported for the benefit of residents, and to provide a quality experience for visitors.
- Advances in technology will continually provide new opportunities to promote Kaua'i and deliver information about the island to visitors.
- As this plan is being implemented, efforts should be made by visitor industry stakeholders to integrate and harmonize this plan with other plans affecting Kaua'i and the state.

B. Plan Structure

Vision

The vision for Kaua'i tourism describes the ideal way tourism should interact with its stakeholders. This vision is what this Kaua'i TSP is striving to achieve. The vision included in the Kaua'i TSP is consistent with the vision in the State TSP with the addition of a quality of life statement for residents.

Goals

Goals are incremental steps to the vision being achieved. For the Kaua'i TSP a 2015 and a 2009 goal were developed. The 2009 goal reflects the three-year timeline for the most urgent strategies to be implemented. The 2015 goal reflects how tourism and its stakeholders will relate to each other for the vision to be achieved.

Objectives

There are seven objectives in this plan. The objectives are designed to move Kaua'i closer to achieving the plan goals and realizing the plan vision. Six of the objectives relate directly to the plan vision and goal. The seventh objective was developed to ensure the plan has a process to move forward toward successful implementation.

Each objective is considered of equal importance and each must be supported and valued for this balanced plan to be successful.

Strategies

Accompanying each of the seven objectives are one or more strategies. These strategies were identified because they have the potential for implementation over a three-year time horizon; they will move us closer to achieving the objective; and they either build on relevant work already being done or outline new work that needs to be undertaken. The Advisory Committee identified five strategies as absolutely essential to complete by 2009 and these are identified in the plan by a "★" sign. These are the strategies that, if further prioritization is required, will be considered near the top of the list.

As would be expected in a complex and integrated plan, many strategies address more than one objective. When a strategy addresses more than one objective, the strategy is associated with the objective with which it is most closely aligned. Successful implementation of these strategies will contribute to progress across more than one objective.

During the planning process, a number of strategies were identified that were not deemed to be as urgent and/or able to be accomplished over the next three years. These strategies are included in Appendix E for future consideration.

To demonstrate alignment between this plan and the State TSP, each strategy stated below is identified with one or more of the nine strategic initiatives in the State Plan in Appendix G.

Action Plans

Strategies are supported with draft action plans that list recommended action steps. Action plans are separate working documents that are expected to be adjusted regularly by individuals and or planning oversight committees as necessary. Action plans identify recommended champions and supporting organizations to implement strategies and specific actions. More information on oversight functions are described later in Objective 7. Action plans can be obtained by contacting the County of Kaua'i, Office of Economic Development at (808) 241-6390 or on-line at www.kauai.gov/oed.

Measurements

Performance scorecards, with current measures and directional targets for 2009, are associated with each of the seven objectives. The scorecard includes measures or indicators that will help gauge whether progress is being made toward achieving each objective. If progress is not made on a measure, action plans and strategies should be reviewed to evaluate if adjustments should be made in the plan.

The only measures included in scorecards at this time are those that have current data. It is recognized that these measures may not be as descriptive or encompassing as desired, therefore one of the strategies for Objective 7 is to develop new measures if appropriate. Additionally, specific actions will lead to specific outcomes that can and should be used to measure success as appropriate. Over time, these measurements and any new measurements should be included in scorecards.

C. Kaua'i Tourism Vision

Tourism on Kaua'i in 2015 will:

- Honor the people and heritage of Kaua'i;
- Support and enhance the quality of life for residents;
- Value and perpetuate the natural and cultural resources on Kaua'i;
- Engender mutual respect and partnership among all stakeholders;
- Support a vital and sustainable economy; and
- Provide a unique, memorable and enriching visitor experience.

Ola ka 'Āina, Ola ke Kānaka! (Healthy Land, Healthy People!)

D. Kaua'i Tourism Goals

The 2015 overall tourism goal for Kaua'i County is:

To strategically manage tourism on Kaua'i, in a sustainable manner that balances economic activity from the visitor industry, quality of life for residents, preservation of our natural and cultural resources and quality experiences for visitors.

By 2009 the overall goal is to make significant improvement in these high priority strategies:

- Addressing the identified urgent infrastructure improvements;
- Supporting programs to attract employees to the visitor industry;
- Supporting the development and promotion of community-driven programs that reinforce the unique sense of place of communities, such as those with historical or cultural significance;
- Increasing awareness of Hawaiian culture among residents and the visitor industry; and
- Encouraging two-way communications between residents and the visitor industry.

E. Objectives, Related Strategies and Scorecards

Objective 1: To make positive contributions to the quality of life for residents.

These include:

- Infrastructure improvements
- Livable wages and benefits
- Workforce housing
- Increased business opportunities for residents
- Ensuring communities retain their sense of place, including recognition of multi-cultural history
- Retaining the rural nature of Kaua'i

Rationale: Kaua'i is a special place to live and visit. To stay that way, there needs to be a balance – "healthy land, healthy people." When a community is healthy, so are its residents and any visitors who come to experience the place. The attributes of Kaua'i that residents love – cultural and natural sites, a rural nature, access to clean parks and beaches – are also those things that visitors who appreciate Kaua'i's beauty enjoy.

As the industry is thriving, Kaua'i residents appreciate the economic benefits, but are also concerned with the impacts of growth. Resident satisfaction on Kaua'i with the visitor industry has declined somewhat over the last few years. Among the conditions that are thought to be influenced by the visitor industry and that impact resident quality of life are infrastructure, especially roads that are congested with visitor traffic, inadequate public facilities, visitor industry wages that don't support the high cost of living and housing, and communities losing their cultural, historical, and rural character amid increased visitors and neighborhood based visitor accommodations, such as Bed & Breakfasts (B&Bs) and Individual Vacation Units (IVUs).

Strategies to Achieve Objective 1 for 2006 to 2009:

- ✿ 1.a. Advocate for significant progress and/or completion of essential infrastructure improvements. (In order of priority)
 - o Permanent relief route in Kapa'a
 - o Traffic circulation improvements for Kōloa/Po'ipū
 - o Cruise ship harbor improvements
 - o Completion of the Hā'ena State Park Master Plan
 - o Princeville/Hā'ena Park & Ride
 - o Kōke'e Master Plan to the extent that it retains its wild land characteristics and minimizes commercial activities
- 1.b. Support traffic management systems to address and reduce traffic congestion and improve pedestrian safety.
- 1.c. Encourage the implementation of affordable workforce housing solutions for Kaua'i residents to maintain and attract workforce for the visitor industry.
- 1.d. Support efforts within the visitor industry for the current and future workforce to be well prepared, qualified to work, to be able to advance within their fields, and for newcomers to be acculturated to Kaua'i.
- ✿ 1.e. Support the development and promotion of community-driven programs that reinforce the unique sense of place of communities, such as those with historical and/or cultural significance.
- 1.f. Support adequate funding and staffing for capital improvements, including maintenance and enforcement for public parks and recreation areas.
- 1.g. Support the development of regulations to appropriately license, monitor and enforce Bed & Breakfasts and Individual Vacation Units.

Objective 1 Scorecard

	Measures	Benchmark	Data Year	Directional Change for 2009
1.1	Residents surveyed: rate how tourism affects your county on the overall quality of life: ³²	52% Better 22% Worse	2005	Reverse Declining Trend
1.2	Residents surveyed who agree: ³³ - Most tourism jobs don't have much opportunity: - Tourism has brought more benefits: - Need more tourism jobs: - Tourism has been mostly good for self and family:	54% 70% 29% 51%	2005	Reverse Declining Trend
1.3	Residents surveyed: rate how the county visitor industry is helping other local businesses profit from tourist dollars: ³⁴	67%	2005	Reverse Declining Trend
1.4	Residents surveyed: traffic considered a big problem (note - considered the second biggest problem behind Costof Housing): ³⁵	67%	2005	Reverse Declining Trend

Objective 2: To increase the economic contribution of the visitor industry to Kaua'i.

Rationale: This plan considers both the island's challenges and opportunities relating to tourism. Island tourism challenges include strained infrastructure and a workforce already at full capacity. Opportunities include four months of lower occupancy in accommodations, possible future increases in the number of accommodations, and a diverse range of on-island activities. Strategies were developed in consideration of existing resources and to safeguard what is critical to ensuring a positive visitor experience. Solutions call for maximizing yield by increasing per-person, per-day visitor spending, and increasing hotel occupancy during shoulder periods.

Critical to achieving this objective is attracting those visitors who will venture out to experience Kaua'i's unique qualities, as well as stay in the current range of budget to luxury accommodations. Visitor experiences must be rich with quality and diverse on-island experiences, including activities that reflect the historical and cultural significance of local communities. In addition, sufficient harbor infrastructure, visitor industry support of local businesses, and an adequately numbered and sufficiently trained workforce are critical components to increasing the economic contribution of the industry.


³² 2005 Survey of Resident Sentiments on Tourism in Hawai'i, Market Trends Pacific and John Knox and Associates, December 2005

³³ 2005 Survey of Resident Sentiments on Tourism in Hawai'i, Market Trends Pacific and John Knox and Associates, December 2005

³⁴ 2005 Survey of Resident Sentiments on Tourism in Hawai'i, Market Trends Pacific and John Knox and Associates, December 2005

³⁵ 2005 Survey of Resident Sentiments on Tourism in Hawai'i, Market Trends Pacific and John Knox and Associates, December 2005

Strategies to Achieve Objective 2 for 2006 to 2009:

- 2.a. Develop and implement annual marketing plans that highlight Kaua'i's unique positioning, target desired active markets, and increasing occupancy during shoulder periods.
- 2.b. Support and encourage community-based activities for visitors to enjoy that are consistent with the desires of Kaua'i residents.
- 2.c. Advocate for close monitoring of the impacts of cruise ships and the planned SuperFerry on all aspects of the island.
- 2.d. Support current and future efforts to ensure that Kaua'i's harbors are adequate to meet the needs of residents and visitors.
- 2.e. Advocate for an appropriate assessment for cruise passengers visiting the island allocating a substantial portion to the county.
-  2.f. Support programs to attract employees to the visitor industry and increase the available workforce.
- 2.g. Encourage the visitor industry, including the growing cruise line industry, to buy and promote Kaua'i products, and support businesses on Kaua'i.

Objective 2 Scorecard

	Measures	Benchmark	Data Year	Directional Change for 2009
2.1	Per Person Per Day Visitor Spending: ³⁶	\$163	2005	Increase All Measures
	Total Visitor expenditures (in millions): ³⁷	\$1,173	2005	
	Total Visitor Arrivals: ³⁸	1,090,347	2005	Modest Increase
	Total Arrival Cruise: ³⁹	241,664	2005	
	Total Non-Arrival Cruise: ⁴⁰	848,683	2005	
Per Party Per Trip Visitor Spending: ⁴¹				
	- Luxury Hotel:	\$4,322	2005	Increase Increase
	- Budget to Standard Hotel:	\$2,814	2005	
2.2	Hotel occupancy during shoulder periods: ⁴²			
	- April – May:	75%	2005	Increase Increase
	- November – December:	65%	2005	
2.3	Percent of first time visitors: ⁴³	40%	2005	Maintain Maintain
	Percent of repeat visitors: ⁴⁴	60%	2005	
2.4	Resident Population: ⁴⁵	62,640	2005	Track
	Civilian Workforce: ⁴⁶	32,750	2005	
	De facto population per square mile: ⁴⁷	143.3	2005	
	Average de facto population			
	- Cruise: ⁴⁸	839	2005	
- Non-cruise: ⁴⁹	18.857	2005		

³⁶ DBEDT Monthly Visitor Statistics 2005, December

³⁷ DBEDT Monthly Visitor Statistics 2005, December

³⁸ DBEDT Monthly Visitor Statistics 2005, December

³⁹ DBEDT Monthly Visitor Statistics 2005, December

⁴⁰ DBEDT Monthly Visitor Statistics 2005, December

⁴¹ SMS Segmentation Analysis 2005

⁴² Smith Travel, Hospitality Advisors LLC

⁴³ DBEDT Visitor Statistics 2005, December

⁴⁴ DBEDT Visitor Statistics 2005, December

⁴⁵ Population Division, U.S. Census Bureau, Release Date: March 16, 2006, includes approximately 155 residents who live on Ni'ihau

⁴⁶ State of Hawai'i, Department of Labor and Industrial Relations: 2005 Annual Report

⁴⁷ U.S. Census Bureau, 2000, calculations by the Hawai'i State DBEDT, 2005 update by SMS (552 square miles)

⁴⁸ SMS projections 2005, total non-cruise passengers divided by 365

⁴⁹ SMS projections 2005, total non-cruise visitors days divided by 365

Objective 3: To increase communications, interactions, and understanding between stakeholder groups, especially between residents and the visitor industry.

Rationale: Key to a successful visitor industry on Kaua'i is ensuring there is active and regular communication and understanding between key stakeholder groups. Community meetings and personal interviews highlighted the gap in understanding how similar the issues are among all stakeholders. They also highlighted how rarely stakeholders come together on an equal basis to have dialogue to better understand each other.

Increasing communications among stakeholders, including providing opportunities for residents and visitors to interact, will increase mutual respect and understanding and provide positive, enhanced experiences for all participants.

Strategies to Achieve Objective 3 for 2006 to 2009:

- ✿ 3.a. Encourage two-way communications between residents and the visitor industry.
 - o Supporting meetings between visitor industry and community residents;
 - o Promoting the range of opportunities in the visitor industry to school age children, beginning with elementary school; and
 - o Working with the media to ensure effective coverage of the industry.

- 3.b. Promote activities that appeal to visitors and residents, including community events, sports events, and festivals. Promote kama'āina rates, especially during shoulder periods.

Objective 3 Scorecard

	Measures	Benchmark	Data Year	Directional Change for 2009
3.1	Residents surveyed: rate how the county visitor industry is making local residents feel welcome in hotels and other visitor facilities: ⁵⁰	51% Good	2005	Reverse Declining Trend
3.2	Residents surveyed: rate the job the government has done in promoting festivals, arts and cultural activities to bring visitors and residents together: ⁵¹	58% Good	2005	Reverse Declining Trend

⁵⁰ 2005 Survey of Resident Sentiments on Tourism in Hawai'i, Market Trends Pacific and John Knox and Associates, December 2005

⁵¹ 2005 Survey of Resident Sentiments on Tourism in Hawai'i, Market Trends Pacific and John Knox and Associates, December 2005

Objective 4: To maintain and improve visitor satisfaction with their experience on Kaua'i.

Rationale: High levels of visitor satisfaction are essential for a successful visitor industry. Kaua'i has enjoyed very high visitor satisfaction levels and wants to continue this pattern. Key to ensuring that visitors remain highly satisfied is ensuring a good match between expectations and Kaua'i attributes. This begins with appropriate messaging to desired visitor markets. This also requires educating visitors about the island and culture by providing them with appropriate information prior to arrival, as well as post-arrival.

Visitor safety is a top priority for the visitor industry as well as for the County of Kaua'i, particularly following the hurricanes, flooding and drowning that have been experienced on the island. Visitors need to be aware of the power of the ocean, respect for the island's natural environment, and educated on how to respond to emergencies when they arise. Completion of the Kaua'i Emergency Preparedness Plan, currently in development, is critical for the welfare of residents and visitors alike.

Kaua'i has many rich sites to share with visitors. Unfortunately, many sites go unappreciated by residents and visitors due to lack of directional and interpretive signage. Working with communities to develop and promote their unique sense of place and supporting the existence of various activities, products, and programs for visitors will increase visitor spending and distribute that spending around the island. Ultimately, satisfied visitors share their stories with others and serve as a marketing vehicle for Kaua'i. They also become repeat visitors who return to the island.

Strategies to Achieve Objective 4 for 2006 to 2009:

- 4.a. Advocate for and support the development of a means of educating visitors prior to or upon arrival on basic information that will enhance their safety, enjoyment, and appreciation of Hawaiian culture and understanding of local practices and understanding about the island's natural resources. This includes teaching visitors when not to interact with the environment, such as: avoid walking on reefs, or touching wildlife, such as sea turtles and avoid picking flowers, plants, or leaves. Visitors should also be mindful not to introduce nor transport invasive species.
- 4.b. Support the development of consistent, accurate signage to provide easy directions and identify communities and historical sites, as well as identifying areas that are dangerous. Provide interpretive methods to educate/enhance cultural, natural, and historical sites where appropriate.

- 4.c. Support efforts to increase safety and security for visitors and residents at public places, such as beach parks, events, harbors, and cultural sites.
- 4.d. Support the development of a process by which visitors can access information (multi-lingual) in case of an emergency, natural disaster, etc.
- 4.e. Support the completion of the Kaua'i Emergency Preparedness Plan.

Additional strategies related to visitor satisfaction include the following:

- ✿ 1.e. Support the development and promotion of community-driven programs that reinforce the unique sense of place of communities, such as those with historical and/or cultural significance.
- 2.b. Support and encourage community-based activities for visitors to enjoy that are consistent with the desires of Kaua'i residents.
- 3.b. Promote activities that appeal to visitors and residents, including community events, sports events, and festivals. Promote kama'āina rates, especially during shoulder periods.
- 5.b. Support the inventory and designation of historic and cultural sites by levels of interaction desired with the community. Promote these sites appropriately and, for those sites where we encourage visits, provide appropriate interpretive signage.
- 6.a. Direct visitors to parks, beaches, and other natural resource areas that are well equipped and intended to accommodate resident and visitor usage.

Objective 4 Scorecard

	Measures	Benchmark	Data Year	Directional Change for 2009
4.1	Visitor Activity Participation – Continental U.S.: ⁵² - Sightseeing - Recreation - Entertainment - Shopping - Culture - Transportation In 2007, the 2006 measure of "Satisfaction by Activity" will be available	88% 82% 67% 83% 65% 80%	2005	TBD
4.2	Visitor Satisfaction – Continental U.S.: ⁵³ - Excellent - Above Average - Below Average - Poor	71% 25% 3% 1.5%	2005	Increase Excellent Rating
4.3	Number of Crimes Against Visitors (based on KPD reports): ⁵⁴	159	2005	Reduce
4.4	Number of Police Officers on Kaua'i: ⁵⁵	203	2005	Increase
4.5	Number of Drownings: ⁵⁶ - Residents: - Visitors:	1 10	2004	Reduce

⁵² DBEDT Visitor Satisfaction and Activity Report 2005

⁵³ DBEDT Visitor Satisfaction and Activity Report 2005

⁵⁴ Visitor Aloha Society of Kaua'i (VASK) 2004 Report

⁵⁵ DBEDT The State of Hawai'i Data Book 2004, Table 4.13

⁵⁶ Roig, Susanne. "Drownings spur push to educate." *Honolulu Advertiser*: 18 June 2006.

Objective 5 : To reinforce authentic Hawaiian culture ensuring the foundation of our unique sense of place and appropriate recognition of this culture.

Rationale: What distinguishes the state, and Kaua'i, from other places in the world is our indigenous Hawaiian culture. Therefore, it should be everyone's *kuleana*, or responsibility, to understand and respect the culture and help ensure its perpetuation. This is why increasing awareness and perpetuation of the Hawaiian culture was selected as one of the plan's highest priority strategies.

Efforts to ensure understanding and appreciation need to begin early with our youth. Working with schools and in after-school or enrichment programs to ensure that Kaua'i's youth develop awareness and respect for the Hawaiian culture are strategies included in this plan. In addition, there need to be programs so that learners of all ages can gain greater knowledge and understanding of the history and culture of the state and of Kaua'i. An outcome of increased knowledge and awareness is respect for the culture. With respect, appreciation and preservation will follow. This collective understanding can build a strong foundation to ensure Hawaiian culture is perpetuated and that Kaua'i residents and visitors are enriched by this indigenous native culture.

The visitor industry can support these efforts by offering culturally relevant programs and ensuring visitors and employees are well informed and understand appropriate protocols at sites that have cultural and/or historical significance.

Strategies to Achieve Objective 5 from 2006 to 2009:

- ✿ 5.a. Increase awareness of the Hawaiian culture among residents of all ages and the visitor industry, including employees and employers. This process will require guidance from respected Hawaiian cultural advisors and practitioners on Kaua'i to ensure that what is perpetuated is authentic for Kaua'i. The proper use of the language will be encouraged, and Hawaiian culture and history will be integrated into ongoing training.
- 5.b. Support the inventory and designation of historic and cultural sites by levels of interaction desired with the community. Promote these sites appropriately and, for those sites where we encourage visits, provide appropriate interpretive signage.

Objective 5 Scorecard

	Measures	Benchmark	Data Year	Directional Change for 2009
5.1	Residents surveyed: rate how tourism affects your county regarding the preservation of native Hawaiian culture: ⁵⁷	34% better 38% worse	2005	Reverse Declining Trend
5.2	Residents surveyed: how good a job the county visitor industry is doing in treating native Hawaiian culture in an accurate and respectful way: ⁵⁸	31% Poorly	2005	Reverse Declining Trend

Objective 6: To contribute to the preservation and enhancement of the natural resources on Kaua'i, including land and ocean.

Rationale: Thriving and healthy natural resources are an essential part of the quality of life for Kaua'i residents, as well as for quality visitor experiences. It is critical that these resources be maintained and protected in perpetuity. This plan calls for identifying the priority natural resources on the island, ensuring appropriate access and infrastructure, and supporting creative ways to maintain those resources.

To preserve the rural nature of Kaua'i, there is a need to protect open spaces. If the island becomes one long link of communities, then "rural" will only be a memory rather than a reality.

Kaua'i already has a proud tradition of park stewardship through generous volunteer support. This concept needs to be expanded because it promotes involvement, encourages stewardship, and a sense of 'ownership'. Building on these existing efforts, recycling and other green business practices are also being encouraged among visitor industry-related businesses.

⁵⁷ 2005 Survey of Resident Sentiments on Tourism in Hawai'i, Market Trends Pacific and John Knox and Associates, December 2005

⁵⁸ 2005 Survey of Resident Sentiments on Tourism in Hawai'i, Market Trends Pacific and John Knox and Associates, December 2005

Strategies to Achieve Objective 6 from 2006 to 2009:

- 6.a. Direct visitors to parks, beaches, and other natural resource areas that are well equipped and intended to accommodate resident and visitor usage.
- 6.b. Promote and encourage green practices, such as recycling and energy and water conservation efforts throughout the visitor industry and community.
- 6.c. Encourage organizations within the Kaua'i visitor industry to participate in the "Adopt-A-Park" program. The Adopt-a-Park program has successfully provided park stewardship as well as given the community a sense of pride and ownership. Industry involvement will allow for more parks to be included in the program and increase positive experiences for residents and visitors.
- 6.d. Advocate for the protection of open spaces to help preserve the rural nature of Kaua'i.

Objective 6 Scorecard

	Measures	Benchmark	Data Year	Directional Change for 2009
6.1	Residents surveyed: how tourism affects your county regarding the preservation of nature and open space: ⁵⁹	51% Poorly	2005	Reverse Declining Trend
6.2	Residents surveyed: how good a job the county visitor industry is doing conserving natural resources: ⁶⁰	38% Good	2005	Reverse Declining Trend
6.3	Residents surveyed: possible community problems in the number and quality of parks: ⁶¹	57% Problem 38% No Problem	2005	Reverse Declining Trend
6.4	Number of Kaua'i county parks that have been adopted in the Adopt-A-Park program: ⁶²	30	2005	Increase

⁵⁹ 2005 Survey of Resident Sentiments on Tourism in Hawai'i, Market Trends Pacific and John Knox and Associates, December 2005

⁶⁰ 2005 Survey of Resident Sentiments on Tourism in Hawai'i, Market Trends Pacific and John Knox and Associates, December 2005

⁶¹ 2005 Survey of Resident Sentiments on Tourism in Hawai'i, Market Trends Pacific and John Knox and Associates, December 2005

⁶² County of Kaua'i Adopt-A-Park Office

Objective 7: To establish a process for ensuring Kaua'i County TSP implementation and coordination with other county and state plans. Develop a mechanism to track plan objectives, regularly review scorecards, and make revisions as necessary.

Rationale: For a plan to be successful, it must be implemented in a timely fashion, tracked for progress against measurements, and adjusted as appropriate. The Kaua'i County TSP requires significant oversight due to its complexity and scope. An approach that has been successful on Kaua'i is to utilize a third party to oversee and track the implementation process. This third party will be responsible for coordinating meetings of an advisory committee, and together will guide implementation, monitor progress, make any necessary adjustments, and ensure alignment of this plan with other county, regional, or state plans. Funding will need to be secured to engage an organization to assist in carrying out this work.

The scorecards associated with each objective will help the oversight body assess progress over time and may be revised and expanded as needed. No one organization or group has responsibility for the entirety of this plan. Therefore, it is necessary to have a dedicated oversight body to ensure momentum and to manage the diverse constituents required to contribute to the success of the plan.

Strategies to Achieve Objective 7 from 2006 to 2009:

- 7.a. Successfully implement the Kaua'i County TSP by contracting an organization to facilitate plan implementation. This organization will coordinate meetings of an advisory committee, track action plans, bring data together to update scorecards, and facilitate public updates.

Objective 7 Scorecard

	Measures
7.1	Action steps completed as indicated in the plan. (Percent of action steps completed as indicated in the plans.)
7.2	TSP tracked and updated every year. (Annual meeting of Advisory Committee conducted, updated scorecards presented and plans revised as appropriate.)
7.3	Percent of desired scorecard measures with regularly available data provided to track progress.
7.4	Number of directional measures that met targets.

IV. Appendices

A. Acknowledgments

Mahalo to all those involved in developing the Kaua'i County Tourism Strategic Plan 2006 – 2015. Thank you to the community, stakeholders, and the visitor industry for all your valuable insights. If we neglected to include your name on this list, we humbly apologize.

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The Honorable Jay Furfaro - Council Member, Economic Development Committee Chair

Beth Tokioka, Director - Office of Economic Development

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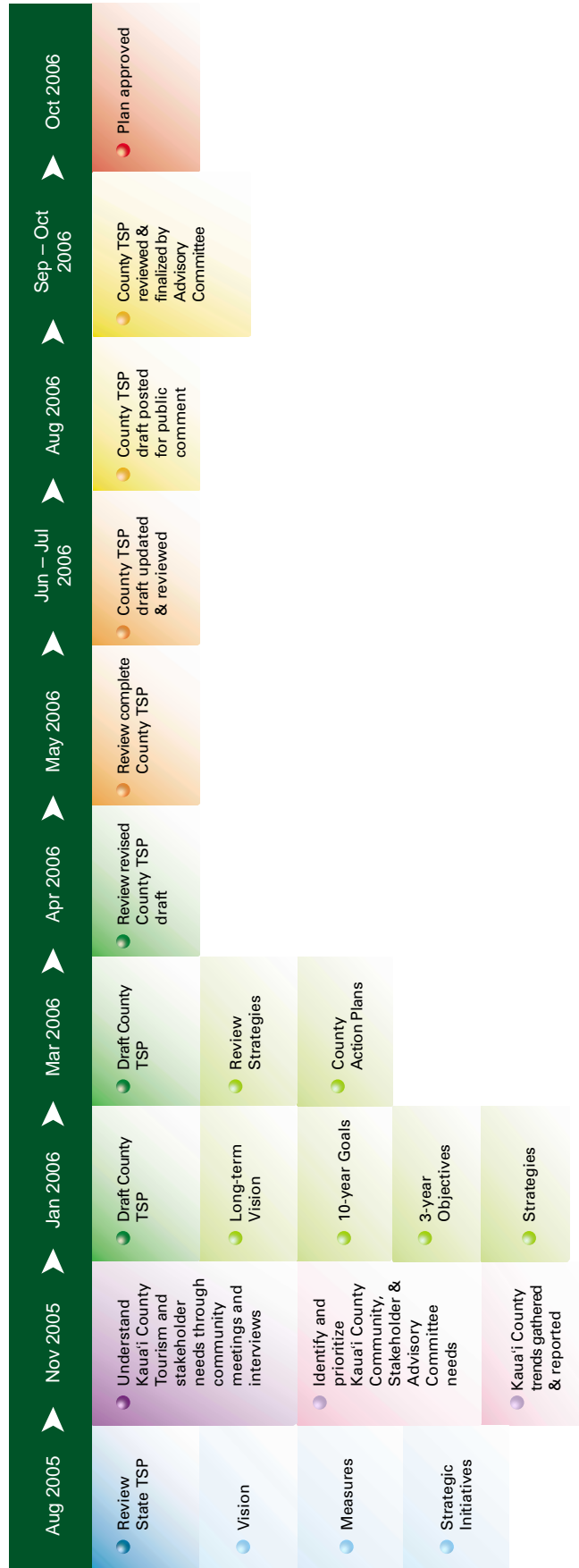
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B: Kaua'i County Tourism Strategic Plan Timeline and Key Events



C: Kaua'i Community Input

Community, Stakeholder Interviews, Online and Written Comments

Throughout the planning process input was sought from all visitor industry stakeholder groups. For a balanced plan to be developed, the major needs of each of these groups must be addressed. The following is a summary of the comments submitted sorted by stakeholder groups:

- Government (county, state and federal)
- Residents
- Visitor Industry
- Visitors

The plan was developed to address many of these needs and issues.

1. County, State, and Federal

a. General Needs

- i. Sustain economic growth recognizing that 30% of the Kaua'i economy is driven by tourism.
- ii. Maintain or increase resident satisfaction with their quality of life on Kaua'i.
- iii. Understand the carrying capacity of the island to provide quality of life for residents and quality of experiences for visitors.
- iv. Ongoing care of natural resources, including ocean resources.
- v. Upkeep of sacred and historic sites - cultural preservation.
- vi. County and state need better coordination and increased cooperation to get plans funded and completed.
- vii. Plans need to be implemented in a timely fashion.

b. Visitor Support Needs

- i. Better understanding of the impact of timeshare, B&Bs, and TVRs. Regulate, if necessary, to maintain the quality of neighborhoods.
- ii. Legislation regarding liability issues of visitors and residents trespassing on public/private lands.
- iii. A method to identify "approved" guidebooks, websites, attractions, tour companies, etc. for their accurate information provided to visitors, including where they should hike, cultural sites, protocol around sites, etc. This "approval" process will separate the legitimate, trustworthy, culturally attuned companies from the "fly-by-night" organizations.
- iv. Appropriate targeting of visitors to Kaua'i - accommodations on island better suited toward the middle-market vs. luxury. Also, insufficient meeting rooms for business-related travel.
- v. Needs more timely information to better plan for the future of Kaua'i.

c. Infrastructure Needs

- i. Funding to improve roads throughout the island, particularly the congestion in the Kapa'a area at rush hour.
- ii. Funding to improve the harbors to support the SuperFerry and the cruise ships.
- iii. Funding to extend the runways at the airport.
- iv. Funding to improve facilities at public facilities, parks, and beaches.
- v. Funding for improvements and maintenance of trails.
- vi. Funding to improve road signage, as well as airport signage.
- vii. Funding to expand public transportation to reduce road traffic and enhance the movement of residents and visitors.
- viii. Funding for visitor safety in case of disasters.
- ix. Legislation/rules to control trail usage or number of visitors at sites. To maintain the quality of the trail, as well as the experience.

2. Residents

a. Overall Needs

- i. Respect from visitor industry – residents feels disenfranchised from the success of the visitor industry. Lack of communication on how the visitor industry benefits them. How does the industry give to the community?
- ii. Respect from visitors – visitors need to be educated prior to arriving on island. Movies, guidebooks, etc. that provide protocol and insights into the "local style" and appropriate respect for cultural and historic sites.
- iii. Not feel overwhelmed by the number of visitors on the island, not feel like second-class priorities.
- iv. Two-way communications with the industry and government.
- v. Outlet for frustration – a positive communication process must be put in place for government to "hear" residents.
- vi. Reduce traffic congestion.
- vii. Respect and recognition of all the cultural experiences of Kaua'i.
- viii. Provide and maintain quality parks, natural environment and facilities for hiking, going to the beach, picnicking. Private places to remain private.
- ix. Clean, well-maintained, and easily accessible restroom facilities around the island, including parks and beaches.
- x. Enforce the established park rules.
- xi. Feel safe in their own communities.
- xii. Maintain neighborhoods; minimize visitor accommodations within neighborhoods, such as B&Bs, and Individual Vacation Unit rentals.
- xiii. Preservation and support of the natural environment, including the flora, fauna, ocean, mountains, and wildlife.

b. Hawaiian Community

- i. Promote awareness of culturally significant sites with reasonable access guidelines and protocol instructions.
- ii. All stakeholders require more understanding of the Hawaiian culture.
- iii. Need to feel an integral part of all industries on the island, especially the visitor industry.

c. Larger Property Owners Needs

- i. Legislation to manage the liability issues of trespassers on private property.
- ii. Guidebooks that do not encourage visitors to hike on private property.
- iii. Tour companies that are respectful of private property.

d. Farmers

- i. Need to maintain more lands in farming. Discourage lands from being sold to outsiders.
- ii. Resorts need to connect with farmers to maximize the use of local produce.

3. Visitor Industry

a. Workforce Needs

- i. Mutual respect between workers and employers.
- ii. Livable wages – should be able to support a family without working two jobs.
- iii. Training on customer service and Hawaiian culture.
- iv. Career paths – employees need to know they can move up within the visitor industry.
- v. Transportation to and from work is taking much longer due to employees having to live further from their place of employment due to the price of housing.
- vi. Affordable housing.
- vii. Understanding of the benefits of working in the visitor industry.
- viii. Visitor industry and school partnerships for recruitment and workforce preparedness that would encourage more students to go into the visitor industry and have the skills necessary to succeed.
- ix. Certification process to reward employees who provide higher levels of service and share authentic cultural information.
- x. More interaction between UH-TIM, Kapiolani Community College, and Kaua'i Community College.

b. Employers Overall Needs

- i. Sufficient number of quality employees.
- ii. Continue to attract current number of visitors to sustain occupancy rates. Some growth in visitor accommodations expected by 2010.
- iii. Respect and support of Kaua'i residents.
- iv. High satisfaction levels among visitors.
- v. High satisfaction levels among employees.
- vi. Innovative approach to housing for employees.
- vii. Understand the carrying capacity of the island to provide quality of life for residents and quality of experiences for visitors.
- viii. Maintain a unique sense of place for Kaua'i in order to attract visitors.
- ix. Appropriate targeting of visitors to Kaua'i - accommodations on island better suited toward the middle-market vs. luxury. Also, insufficient meeting rooms for business-related travel.

c. Large Business Needs

- i. Better regulation of B&Bs and TVRs to maximize the collection of TAT.
- ii. Better education of employees on Hawaiian culture to differentiate the visitor experience and increase understanding of the host culture for visitors, as well as employees.

d. Small Business Needs

- i. Access to visitors:
 - a. Communicating directly to visitors is too expensive for small business people.
 - b. Relationships with tour companies and cruise ships that require discounting of fees make it unlikely that these groups will frequent a small business. Smaller communities, such as Waimea, cannot accommodate parking for the larger buses, plus a mass exodus of visitors would not be a quality Waimea experience.
- ii. Visitors that differentiate between authentic experiences vs. created experiences.
- iii. Mom and Pop businesses are what make areas unique, they need to be supported by the visitor industry, not just drive-bys.
- iv. Arts industry needs access to the visitors.
- v. Cruise Needs:
 - a. Adequate harbor facilities.
 - b. Quality experience on Kaua'i for its passengers.
 - c. Continued beauty of Kaua'i and being welcomed by Kaua'i residents.

e. Visitor Attractions

- i. The number of visitors at any one time should not exceed a capacity level that is manageable and provides for an enjoyable experience.

4. Visitors

a. Overall Needs

- i. Memorable experience that cannot be achieved anywhere else in the world.
- ii. Accurate information to ensure safety and a quality experience.
- iii. Safety and security – ongoing safety in the streets, parks, in the water, as well as disasters. What to do in each situation?
- iv. Improve first impression at the airport and the harbor.
- v. Kaua'i residents that are welcoming and friendly – want to be treated as a guest, not as an intruder. Want to connect with residents.
- vi. Clean, well-maintained, and easily accessible restroom facilities around the island including parks, beaches, and visitor attractions.

b. First Time Visitor Needs

- i. Experience that matches or exceeds expectations, do not need unrealistic expectations.
- ii. Unique experience that only Kaua'i can offer.
- iii. Historic sites.
- iv. Interaction with the people of Kaua'i.
- v. Natural environment for exploring – hikes, snorkeling, sight seeing.
- vi. Improved ease of acquiring a marriage license.

c. Repeat Visitor Needs

- i. Quality of environment and experiences to be the same or better than first experienced.
- ii. New attractions and experiences.
- iii. New outdoor experiences.
- iv. Health and wellness activities.
- v. Experience Agri-tourism.

d. Cruise Visitor Needs

- i. Visit the highlights of Kaua'i within a day.
 - a. Convenient transportation on island.
 - b. Historic sites are not overly crowded.
 - c. Sufficient restroom facilities – number and quality.
 - d. Authentic experiences – where are they? How to access them?

D: Community Feedback Matrix

Listed below are actual quotes received by the Kaua'i community (note quotes have not been edited for grammar, etc.). Comments with common issues were not listed, but recorded by the number of remarks. However, quotes were included below provide the essence of the community's remarks. Each paragraph under the quotes column represents one individual voicing their opinion. You'll notice some feedback provided solutions to some of the issues listed below.

Total Respondents: 105

ISSUES	# OF REMARKS	QUOTES
<p>Traffic, Infrastructure & Capacity Issues</p> <p><i>Discussed under Objective 1, Strategy 1.a and traffic issues in 1.b</i></p>	<p>53</p>	<p>"New developments such as the one across from Safeway or any large developer like Princeville Corp. should be helping to mitigate the increased traffic problems, which also include increased dangers to drivers, pedestrians, bicyclers as well as traffic frustration, water, electricity or waste management. Let's limit the number of rental cars allowed on the island to a workable number (maybe 6,000 cars). New York City found out long ago that Manhattan Island works better with a fixed number of taxis. It's been the law there for generations. Kaua'i is gaining the reputation as 'The Gridlock Isle.' Prior to spending several hundred million constructing a new bypass bridge through Wailua, why not spend a small fraction of that to fund a public transportation system that is actually useable by residents and visitors alike."</p> <p>"We need to do something about our roads, parks and bathrooms. It's expensive enough to visit here, we should at least have clean usable toilets, tables & chairs."</p> <p>Not enough parking in most areas – "I see everyday people with families struggling to find a parking place to park for the beaches. So they end up parking in local residents private streets and yards."</p> <p>"Address limiting tourist vehicles, providing public transportation / hotel shuttles as a required mode of transport, opening up bike lanes and bike rental shops in key tourist locations (Po'ipū/Kōloa, Princeville/Hanalei, etc). Increase bus routes so that tourists and residents alike will find public transportation a viable alternative to the private automobile. Reasonably priced transportation must be provided between the airport and visitor destination areas so that visitors won't feel that they have to rent cars just to get to their accommodations. Initiate a rail system."</p> <p>"Our infrastructure is poor. I drive as little as possible as roads have potholes. The little towns like Kapa'a, Hanapepe and Kōloa are small with small roads and overcrowded beaches. Our little island is being swamped so that the Aloha spirit may be hard to find. One suggestion is to limit car rental fleets to their existing size(s)."</p> <p>"Only government involvements should be confined to:</p> <ul style="list-style-type: none"> • Infrastructure such as rest rooms • Policies to reward businesses or entire communities that comply to improving tourism • Tax Incentives to small businesses (i.e.: no tax for under \$100K gross) • Improving/updating, adding more public facilities, stages, access roads, signage, safety rails, transportation, water ways, public lighting, Stadium, Public Pools, flood drainage, landscaping and maintenance, weed/trees control, etc." <p>"If traffic is a big concerned (score: 67%) for the public, than the TSP should spell out strategies that reduced taxes for hotels that provide transportation and especially rewards visitors who uses public transportation, etc."</p> <p>Crowding of beaches – "No parking spaces at our beaches. Too many tourists. We don't have enough beaches for everyone."</p> <p>"Additional suggestions: limit the numbers of rental cars on the island, and create parking and small bus service to the North Shore and allow only residents past Kilauea or Princeville (depending upon where the parking area can be located."</p>

ISSUES	# OF REMARKS	QUOTES
<p>No More Development</p> <p><i>Discussed under the Overview, Objective 6, and Strategy 6.d</i></p>	<p>49</p>	<p>"Think of ways to make it more sustainable rather than promoting growth in the number of tourists. We need open land, green fields and mountains, blue skies and clean oceans because these things nourish our very life. Oh yes, the dangers of over development have very tangible aspects such as traffic, the lack of housing, pollution, etc."</p> <p>Zoning/Permitting – "The tourism strategic plan needs to address some serious taxation which it has been avoiding and start funneling funds toward our island so we can preserve some of the setting our county zoning ordinance addresses; like our youth, our agricultural essence and our culture. Zoning changes should not be allowed for additional tourist facilities. Limit permits."</p> <p>"Increased pressure for conversions of agricultural lands to tourist uses."</p> <p>"Move toward legislation that encourages landowners to actually live on the Kaua'i by levying heavy taxes on absentee owners."</p> <p>"Stop construction of large hotels and time-shares. KEEP IT RURAL."</p> <p>"If the government were to increase the infrastructure significantly over the next few years, Kaua'i MIGHT some day be able to once again promote growth. Should be a moratorium."</p> <p>"Additional 6,000+ units - With Kauai's hotel occupancy rate at only 77%, why would there be a need to add potentially 6,259 more units?"</p> <p>"Already overdeveloped in Kōke'e, Princeville and in Kapa'a - new construction of time-shares across from the Safeway."</p>
<p>No More Visitors/Tourist</p> <p><i>Objective 2: increase the number of visitors only on the shoulder periods – change the mix of visitors not significant increase in numbers. Strategy 2a: target only those visitors who will appreciate the islands.</i></p> <p><i>Objective 4, Strategy 4a: educate visitors prior to their arrival.</i></p>	<p>23</p>	<p>"Most of those that visit, do not respect our customs, the land or us. The island can't handle more cars, or more visitors."</p> <p>"I don't know if you have visited Kaua'i recently or ever but the island is overflowing with too many tourists. Kaua'i is not equipped to handle the amount of people that are coming to visit."</p>

ISSUES	# OF REMARKS	QUOTES
<p>Endangered Natural Resources and Wildlife</p> <p>Coastal reef systems, native forest birds, seabirds, water birds, monk seals, insects and plants.</p> <p><i>Objective 6: supports preservation of natural environment.</i></p> <p><i>Strategy 6.a: directs visitors & residents to areas they can visit (keeping them away from areas they are not supposed to visit).</i></p>	<p>12</p>	<p>"I would like to see goals in the tourism plan specifically aimed at increasing visitors' awareness of how extraordinary Kaua'i's animals and plants are, and I think that this would have a positive impact on many visitors' experience on Kaua'i, and could also benefit our island's native species, which are an integral part of native Hawaiian culture. We need better information to be distributed about particularly important issues, such as brochures at hotels or displays at the Lihue airport. Naturalist tour guides could readily find a customer base in the hotels around the island, and also benefits Kaua'i's biological resources by heightening public awareness. I envision that a registration system, perhaps with Tourism Support Services, could lend credibility to such entrepreneurs. Department of Forestry and Wildlife; refer to the HI Comprehensive Wildlife Conservation Strategy prepared by DLNR http://www.state.hi.us/dlnr/dofaw/cwcs/index.html."</p> <p>"Over-use of coastal resources and strains on groundwater resources and water quality."</p> <p>"Native forest birds on Kaua'i, but the plight that they face of dwindling habitat and shrinking populations is relevant to many native species, including seabirds, water birds, monk seals, insects and plants. Example: if they step on sensitive coral formations or bring in nonnative weeds and insects. Moreover, tourism can negatively impact our fauna and flora directly, as by walking on reefs, and indirectly, by using freshwater and contributing to pollution. Since 2005 to address the deleterious effects that outdoor lighting causes to Newell's shearwaters and Hawaiian petrels, listed respectively as threatened and endangered under Federal and State laws. There are solutions however which involve careful selection of outdoor lighting styles that achieve the desired function of the light without causing sky glare and glow which affects birds as well as the night sky (and potentially could degrade the visibility of stars which tourists must enjoy immensely on our dark island). Finally, I suggest that the Plan includes an objective and goals to fund and/or provide tourism-related outreach and education regarding the rarity and sensitivity of Kaua'i's endangered and native species and sensitive habitats. Division of Forestry and Wildlife - Kaua'i Seabird HCP Coordinator."</p> <p>"Let's begin planting forests and orchards where we once grew cane and focus our efforts to locate residents inside our existing towns."</p> <p>"We have been upset numerous times to see people bothering the monk seals on the beach, posing right next to them for a photo, even when the signs right on the beach say not to disturb them and to keep far away! Maybe when deplaning people can be given a brochure asking them to please be respectful of the monk seals and the sea turtles and all other nature on the island. They should be made aware that it is a privilege to share this earth with these creatures. I wish you could make tourists read an educational brochure and then sign something saying that they promise to respect all animals and plants and humans on the island."</p> <p>"There are no tourist education signs or programs state, federal, or community. We would like to help. www.saveourseas.org"</p> <p>"Many people come to Kaua'i just for the snorkeling. If this is not protected then they will be disappointed and we will also harm a resource that feeds us and provides money. A media campaign to sell tourist industry to residents and legislators should address coral reef protection."</p> <p>"Stop the spraying of herbicides along our public highways and parks and other public areas."</p> <p>"Northwestern Hawaiian Islands National Marine Monument (http://www.hawaiireef.noaa.gov/); Northwestern Hawaiian Islands National Marine Monument with local educational ecotours and perhaps NOAA and National Marine Sanctuaries guided tours."</p> <p>"The county and state parks are in dire need for improvements."</p>

ISSUES	# OF REMARKS	QUOTES
		<p>"Primarily in KE'E BEACH - The beaches are 'dirty' and the water is unsafe, closed due to high bacterial count. Nowhere in the report did I see any attention directed at the need to address these beaches where the pollution has become a factor. OUR REEFS NEED PROTECTION AND NEED TO BE RESTORED. OUR ISLAND SHOULD BE MOVING IN THE DIRECTION ON RESTORATION AND PRESERVATION. WE HAVE NO AREAS ON OUR COASTLINE OF PRESERVATION. THIS ISLAND NEEDS A CUSTODIAN NOT A NEVER ENDING APPETITE!"</p> <p>"Promote parks, beaches and other natural resource areas to tourists but set rules in place. Like no reef waling or trash throwing..."</p>
<p>Affordable Housing</p> <p><i>Objective 1, Strategy 1c: support for work-force housing</i></p>	<p>11</p>	<p>"Resorts should include employee housing elements and/or a contribution towards affordable housing."</p> <p>"The island needs homes, and ones that are affordable, for the people who live here."</p> <p>"Instead of another marketing plan and new activities, return all or a much high percentage of Kauai's Transient Accommodation Tax and a percentage of the sales tax to Kaua'i in order to build affordable housing, improve wastewater disposal, to support recycling and to acquire open space, especially coastal."</p> <p>"Rather than build new condos for tourists and time-shares in an already overly congested area (across from Safeway in Kapa'a, for ex.), solve the problem of affordable local housing while meeting traffic demands. In Princeville, where already too many time-shares exist, instead of building thousands of new units – very scary!"</p> <p>"Focus more. Affordable housing shortages created by workers imported to serve the new masses of tourists."</p>
<p>Illegal B&B's and Vacation Rentals</p> <p><i>Objective 1, Strategy 1.g: development of regulations to appropriately license, monitor and enforce B&Bs and IVUs</i></p>	<p>11</p>	<p>"Why the county makes it so difficult for Bed and Breakfasts to be 'legal' nor why vacation rentals are given different consideration."</p> <p>"Should be better regulated/licensed. (Vacation rentals and B&B are not included under accommodations)"</p> <p>"The allocations of visitor accommodations fails to include the 20% of visitors that stay in illegal, unpermitted dwellings. This is a major problem on Kaua'i, limiting the number and affordability of rental units for residents. This conflicts directly with Strategy 1.d (to attract employees to the visitor industry)."</p> <p>"Shut down illegal short-term vacation rentals."</p> <p>"No mention of the island wide 'vacation rentals' which are 'privately owned'."</p> <p>"Many, of which I might add, are located in 'residential' areas. I live in Hanalei and on one side of our home there are 3 vacation rentals right next door to one another, with the capacity of housing 45 people, the owners fill them whenever they can do so. There must be a way to control this and use areas devoted to the industry and leave our neighborhoods to us."</p>

ISSUES	# OF REMARKS	QUOTES
<p>SuperFerry</p> <p><i>Discussed under overview; Objective 2, Strategy 2.c</i></p>	<p>9</p>	<p>"More cars and trucks, filled with families, dogs and coolers does nothing but add to the congestion on the roads and in our parks. The car rental companies do not benefit. The hotels do not benefit from 'day trippers'. The restaurants do not benefit from the picnic crowd. The day-trippers add CO2 to our air and refuse to our landfills."</p> <p>"The Superferry violates the entire vision, as does the states plan for Kōke'e."</p> <p>"The vision sounds beautiful but most of the points in the vision will not be possible if the Superferry starts service in 2007 without an environmental/cultural impact study."</p> <p>"The Superferry is the worst idea to ever come upon our island, let alone the new hotels and more cars and even worse traffic. We as a people of an island are at 'Maximum Capacity' - NOW....listen to your people, we vote..."</p>
<p>Environmental Issues</p> <p><i>Increase in oil and energy prices, greenhouse gases, burning fossil fuels, global warming, reef and habitat modifications, rising sea levels; increasing pollution of air, water and soil from wastewater and solid waste; air and noise pollution.</i></p> <p><i>Objective 6, Strategy 6.b: encourages recycling</i></p>	<p>9</p>	<p>"Kaua'i has joined the 132 nations and ~250 U.S. cities who have pledged to meet the global warming pollution standards in the Kyoto protocol. We are investigating the use of sugar cane for ethanol production and possibly emulating the energy self-sufficiency achieved by Brazil. Our climate is uniquely advantageous in the U.S. for this possibility. We have reliable sunlight and wind for sustainable, non-polluting electricity production and the economics of the current technology can provide cost savings and rapid payback of capital investment. Hotels and businesses that use air conditioning are prime candidates but often need encouragement and education in the benefits. http://www.enn.com/comment.html?id=474. The public does not understand Global Warming."</p> <p>"What if all new buildings went solar? Had stricter accommodation codes. It is a well-known fact that the majority of our electricity is being generated by fossil fuels, which I might add all needs to be shipped here. Hotels are known to use huge quantities of electricity. From my understanding our Department of Water is already feeling 'burdened' by the current amount of growth here on the island. Hotels use a huge amount of water on a daily basis. The Kekaha Landfill is filling up and we all know how much waste hotels generate."</p> <p>"Increases in sewage, air pollution, trash and energy use, and the need for additional sewage treatment plants, landfills and electrical generating capacity."</p> <p>"Noise, stress and other disruptions to the island's communities and environmentally sensitive areas due to additional helicopters, motorcycle rentals, rental automobiles, biplanes, ultra lights, and other tourist-serving activities."</p> <p>"Surface Water Potable Treatment Plant, which takes water from the Wailua River to supply people the Lihu'e area with drinking water. It's beyond carrying capacity."</p>

ISSUES	# OF REMARKS	QUOTES
<p>Marketing Issues</p> <p><i>Discussed under Objective 2, Strategy 2.a</i></p>	<p>9</p>	<p>"Decrease number of visitors by targeting high-end spending visitors. Increase the type of visitors who respect our customs and island."</p> <p>"I would suggest that reallocating some of the millions spent in tourism marketing to simply maintaining the subject of the ads, let alone improving them, would be a wise decision."</p> <p>"The Kaua'i Visitors Bureau developed a survey for visitors. Over 2/3 of the respondents said they would be interested in a health and wellness experience while here on Kaua'i. Still, no real county support to promote this niche market for Kaua'i."</p> <p>"Conventions and Research/Education/Techno Tourism: Increase in military (technology) expenditures at PMRF needs to bring in more short-term specialized workers. Agricultural, IT, spiritual, educational research, etc; (Techno – more tourist are on business/vacation with computers and communication). Many U.S. companies chooses Hawai'i trips as incentives to jazz up their job opportunities."</p> <p>"Such that the KTSP should not be an organization that develop and implements a marketing plan that highlights Kaua'i's unique positioning and targets desired active markets and increasing occupancy during shoulder periods. This should be read: Those organizations that develop and implements a marketing plan or develops a commercial that highlights Kaua'i's unique 'sweet spots' should be allowed a reward in dollars or tax incentives."</p>
<p>Workforce Challenges</p> <p><i>Discussed under Objective 1, Strategy 1.d</i></p>	<p>8</p>	<p>"Without adequate living situations for the 'workforce' there will be no workforce. Focus on more. If we want to continue to attract skilled professionals to serve our community like teachers, nurses and doctors, we need to keep Kaua'i beautiful and not built up."</p> <p>"Why plan, permit and build more tourist accommodations when we don't have enough affordable housing for Kaua'i's tourist service workers, who often must work two and three jobs to make ends meet. And now we want to recruit more workers?"</p> <p>"More hotels = bringing in more workers More workers = more low cost housing needed More housing needed = more builders needed. Since our builders are busy now other builders would have to be brought in also. More builders brought in = more housing needed, more cars, more hospital space needed, more roads needed. ETC."</p> <p>"Providing livable wages - and benefits is needed. The county can give a gold star seal of approval to enterprises that provide livable wages and good benefits including health insurance, vacations and pensions/ IRAs."</p> <p>"Currently low wages, not enough workers to support surge, keeping workers on the island."</p>

ISSUES	# OF REMARKS	QUOTES
<p>Sustainability</p> <p><i>Discussed in overview and definition of sustainable tourism included in appendix</i></p>	<p>8</p>	<p>"There seems to be a misconception about what the idea of 'sustainable' means when attached to the word 'growth'. The issue of sustainability is raised but the Strategic Objectives do not address this adequately. Need to address long-term sustainability."</p> <p>"Kaua'i, indeed the whole state, does need a plan to transform tourism into a truly sustainable industry."</p> <p>"Does the word sustainability enter your train of thought??? People do live on these islands and do not deserve to be assaulted by an unsustainable flow of too many tourists."</p>
<p>Preservation of Environment and Hawaiian Cultural Sites</p> <p><i>Discussed under Objective 5 and</i></p>	<p>8</p>	<p>"Keep these areas rural. Avoid overcrowding, littering, polluting, etc."</p> <p>"Suggest that people (doesn't have to be visitors) donate \$5.00 per person (an aloha welcome or aloha goodbye contribution). Place calabashes right next to security lines. The money will go to state and county park maintenance and improvements."</p> <p>"While it is nice to share with tourists some of our rich natural and cultural sites, please leave some for locals too. It is quite aggravating to visit an area for many years that has always been low key and uncrowded, and return to find it swarming with tourists who may be unconscious of proper behaviors and local style at particular areas."</p>
<p>Visitor Activities</p> <p><i>Discussed under Objective 2, Strategy 2.</i></p>	<p>6</p>	<p>"Strategic Objective 2.b: to support and encourage new activities... is completely inconsistent with the wishes of the residential community. We do not want additional tourist activities. These additional activities would diminish the quality of life for us all."</p> <p>"Would like to encourage the county to support programs like E Kanikapila Kakou, which are a bridge between visitors, time-share visitors, and residents. We have many participants who schedule their time here based on when E.K.K is occurring. It really helps them to feel ownership in our island, and to not only appreciate as an onlooker, but to actually participate in the Hawaiian culture."</p> <p>"Likewise the various halau are also instrumental in promoting and preserving Hawaiian culture. I'm a member of 'Ka'imi Na'Auao' of Roselle Bailey and this is one of our goals."</p> <p>"We enjoyed E.K.K. programs each Monday evening. We have also taken various classes (art, writing, ukulele playing), which have enriched our stay immensely."</p> <ul style="list-style-type: none"> • "Promote Kaua'i's Festivals and Events: Arts Shows and Exhibitions, Craft Fairs, Cultural Festivals, Taste of Hawai'i food events or health fairs, hotel block party, community town celebrations, etc. • Rest & Relaxation: Healthy Lifestyle and SPA destinations, Meta-Physical, Spiritual Retreats, Many HR departments in the U.S. usually suggest Hawai'i as a great place to relax. • Sports and Activities: Golfing, Tennis, Surfing, Bicycling, including Cultural Sports such as Canoe Regattas, Hula Exhibition or competition, Lei Making, Ukulele/ Music/ Composing competition." <p>"If this document is going to speak to an economic development plan or suggest pattern of visions for community leaders, it should encompass every aspect of tourism activity including studies not only 'visitor tourism' but what about 'local tourism' activities between islanders such as if Kaua'i would have an major Hula, Golf, Surfing competition or even a Spiritual gathering at a Temple. Who – what people from where and what organization or companies are engaged to participate in coordinating or commerce around these Tourism activities? As a complete Tourism Strategic Plan, we should mention some thoughts of those un-affiliated tourism."</p>

ISSUES	# OF REMARKS	QUOTES
<p>Kōke'e General Plan</p> <p><i>Discussed under Objective 1, Strategy 1.a</i></p>	<p>6</p>	<p>"All Kōke'e Malama needs is for the bathrooms and trails and viewing places to be maintained. We need those who govern Kaua'i to step up to the plate and protect our park from this travesty that non-Kaua'ian bureaucracy has in mind for us."</p> <p>"Changing the owners of the cabins in Kōke'e from residents who live here and love and Malama their environment to wealthy folks who drop in whenever they happen to feel like it or turn it into vacation rentals with people who only want to be there for their own enjoyment, with no ability or desire to care for their environment will do nothing to preserve Kōke'e."</p> <p>"How can you even consider selling off the soul of Kōke'e for profit?"</p> <p>"Putting up a fee required entry gate, a resort, and bigger parking lots – how does this plan support any of the 'good words' consistently articulated in the TSP."</p> <p>"Strategies to achieve Objective 1 are inconsistent and conflicts with common sense. Supporting the Kōke'e Master Plan (something the residential population does not approve of) will not help to retain the rural nature of Kaua'i. Please preserve and protect Kōke'e State Park."</p>
<p>Hawaiian Culture</p> <p><i>Discussed under Objective 5</i></p>	<p>6</p>	<p>"We should not negative the TSP by using highlighting the critical issues facing Hawai'i tourism. It should be re-written in another way, such that how our visitor industry plays a very important role in promoting and perpetuating the Hawai'i culture. The big clue is: 'the essence of Hawaiian beliefs is that our physical life will be full of Aloha if you can live here on the Land along side with the spiritual world of past and present' that's why they say that their ancestors are watching and reminded how would they feel. We must by all means be rewarding with Incentives all industry businesses that have a program in place that educates the Aloha Spirit or Hawaiiiana and it must be measurable."</p> <p>"To reinforce authentic Hawaiian culture ensuring unique sense of place and appropriate recognition of this culture."</p> <p>"Investments and show me the money. Many organization and businesses already make its business by budgeting money for their own Hawaiiiana Activities (profit centers). This is part of their investment into their own Hawaiiiana is what makes their operation creative and competitive. Let not have Government pay for Hotels who already making lots of money with Hawaiiiana Activities (this is their business objective anyway). Where the money should be spent? I did not see anywhere of how our local educational system plays a role in teaching these skills to our youths and students."</p> <p>"The loss of Kaua'i's character, cultural heritage and pace of life the intangible but essential features of Kaua'i that stand very little chance of surviving the enormous growth of the tourist industry."</p> <p>"We should show how Hawaiiiana 101 Best Practices is a challenging career or training in the art of Hawaiian Story Telling 101? Example: Hawaiian Musical a Broadway Special, Hula 102, Arts and Crafts, Electronic Media and Hawaiian Legends, and more Hawaiiiana Mania, etc. By seeding money to schools or training institutions for developing this type of educational components we can demonstrate that TSP treats our industry seriously and re-invest in education that providing the best in Human Resource in Hawaiiiana for our visitor industry. If our students are saying that visitor industry work is un-challenging, pays less, has no future, we must change and challenge that thinking. Visitor Industry is alive, it's exciting, its hard work and pays big money."</p> <p>"Hawaiian culture – county provide support to those cultural practitioners, and increased knowledge and awareness is respect for the culture and the descendants of the first peoples to Hawai'i."</p> <p>"Retain Hawaiiiana through harbors and developments."</p>

ISSUES	# OF REMARKS	QUOTES
Renovations of Nawiliwili Harbor <i>Discussed under Objective 2, Strategy 2.c; and Objective 4, Strategy 4.</i>	5	<p>"Nawiliwili Harbor does not afford a shopping, restaurant town feeling that is evident in the Caribbean island experiences. Nawiliwili park is frequented, often overnight, by a number of men (and women) who abuse alcohol and other drugs. Also, cruise passengers returning past the park on their way back to the ships early in the morning shouting drunkenly and sometimes belligerently. (Majority of the problem comes from Pride of Hawai'i)"</p> <p>"First developing ways to handle the large numbers of people suddenly dumped off the boats at the harbor. Have you taken the time to see these people wandering about Nawililiwili with nothing to do and nowhere to go?"</p> <p>"Develop the harbor area as an 'Aloha Towers' type destination – one that offers quality and unique Hawaiian shopping, more quality eating establishments, and places of ongoing entertainment."</p>
Not Enough Support for Locally Owned Businesses <i>Discussed under Objective 2, Strategy 2.</i>	4	<p>"Less taxing for 'Mom and Pop' local businesses that keep money generating through Kaua'i's local economy. Reduce the support for offshore corporations."</p> <p>"Wouldn't it be wise to encourage and offer more support for locally owned family accommodations and businesses like Bed and Breakfasts and smaller hotels? Income from locally owned businesses goes directly to Kaua'i Families and is more likely to generate wealth throughout Kaua'i's economy, keep more money on Kaua'i and still give visitors an enriched experience, while maintaining the quaint rural atmosphere of our island. Maybe grants or loans to youth and community members that display integrity and a willingness to start local business in the tourist industry are something to promote as well."</p>
Diversify Economy <i>Not included in this tourism plan</i>	3	<p>"We need to begin expanding and diversifying our agriculture, so we can be less dependent on imported food. Implement a plan of alternative transportation, modification of services and universal organic farming that allowed the island to become self-sustaining within a decade."</p>
Implementation of the Plan <i>Discussed under Objective 7</i>	3	<p>"How and/or who will ensure real action or protection of these 'good words' will be put into play."</p>
Terrorism/Emergency <i>Discussed under Objective 4, Strategy 4.e</i>	3	<p>"Not sufficient capacity in case of an emergency."</p>
Awareness to Visitors on Aloha and Protocol <i>Discussed under Objective 4, Strategy 4.a</i>	3	<p>"Aloha - to teach visitors how to be good visitors."</p> <p>"Name an Ambassador of 'Aloha'."</p>
ADA Support <i>Not addressed in plan</i>	2	<p>"With approximately 7 million visitors yearly to Hawai'i, approximately 1,065,328 of them have hearing loss. Are we prepared with captioning, sign language interpreters, and loop systems to accommodate them all? Support and ensure ADA compliance in this plan. Up to 20% of our tourists have a disability."</p>

ISSUES	# OF REMARKS	QUOTES
Island Cultural Identity through Art <i>Not specifically addressed in plan</i>	2	<p>"All of the islands in Hawai'i have an Arts and Cultural Center for visitors who want to seek out the Hawai'i's Art form, as well as embrace the spirit of Aloha and Culture. Only Kaua'i does not have such a center. I would like to include in the Strategic Plan the words or mentions that a profound consideration of developing an Arts and Cultural Center (such as one that is proposed by the Garden Island Arts Council) should be built within the next 5 years. This center will be one that becomes integrated in the economics of building and supporting micro industries in the enriching the Kaua'i's Culture and Arts. Rationale: Currently Kaua'i has no such place where visitors can enjoy modern Hawaiian musical and arts."</p> <p>"Additional art forms: reflecting the stories found in the Hawaiian petroglyphs, KA HA KI'I POHAKU MO'OLELO."</p>
Resident Sentiment <i>Discussed in Overview and Objective</i>	1	<p>"The overall Kaua'i resident sentiment toward tourism is declining; Our natural resources are deteriorating due to increased visitation; The Hawaiian culture has been adversely affected by tourism; and Kauaiians report their sense of community being diminished and the rural character of the island being lost."</p>
Police/Fire Department <i>Objective 4, Strategy 4.c</i>	1	<p>"Strains on fire and police services."</p>
Community Contributions by the Visitor Industry <i>Objective 3, Strategy 3.b; Objective 6 Strategy 6.c</i>	1	<p>"I don't see bus companies adopting lookouts and parks they stop at regularly, or activity/concierge companies adopting parks or donating towards public trails."</p>
Pedestrian Safety <i>Objective 1, Strategy 1.b</i>	1	<p>"Pedestrian safe with sidewalks, bike paths and additional speed limit signage. Creating new, safe pedestrian and bike routes in every island community for general use by visitors and residents alike, follow the Hawai'i Bike Plan for bike lanes, and follow the recommendation for mountain bike trails through public lands for the more adventuresome that was proposed in the State-wide Comprehensive Outdoor Recreational Plan."</p>
Raise Standards of Current Accommodations and Eateries <i>Not addressed in plan</i>	1	<p>"Building new facilities doesn't promote the tourism industry - it only benefits off-island developers and investors, and artificially and temporarily feeds the construction industry. Rather than look to expand the accommodations industry, we need to improve the quality of current establishments. Creating viable incentives, such as low-interest improvement loans, might turn 'seedy' into 'luxury'. We also must work to raise the standards of current accommodations and eating establishments. Shift part of the work force from construction-based to compliance-based. Increase the work force of health inspectors, who are supposed to insure the quality and cleanliness of both places of accommodation and dining. As far as I can see, the state is way understaffed in that regard. Regular Health Department inspections simply are NOT being done and, resultantly, commercial kitchens and food storage/refrigeration are substandard. An ill visitor is NOT a happy visitor."</p>
Community Involvement <i>Objective 1, Strategy 1.e</i>	1	<p>"Our North Shore needs a local gathering place and Princeville is a prime location for populations from Hā'ena to Hanalei and Kilauea. As it is now, it is a sterile area focused on hotel and condo visitors with nowhere to go if they don't play golf. Local families are there but there's no sense of 'community,' especially Hawaiian community. Without an operating movie house or stage, Hawaiian and other cultural events, fundraisers have diminished."</p>

ISSUES	# OF REMARKS	QUOTES
Influx of Visitors Booking On-line <i>Not addressed in plan</i>	1	"I didn't see anything address the changes in how people are booking or how the travel industry network is playing a role in developing the Visitor or Tourist industry. I met people in Expedia.com and Hotel.Com and even talked to everyday people like you and me and finding out that everyone is booking and making travel arrangements online. The Internet has profoundly changed the way people travel and studying how to take advantage of that trend should be in our cross hairs if we want to help enhance the business of Tourism."
GCP a Valid Indicator? <i>Not addressed in plan</i>	1	"GCP: Although I have no doubt that is an accurate rendition of the direct dollar amount, I believe it is not a valid economic indicator. What is the multiplier effect of the total tourist/visitor dollars spent? For instance, how many service, retail, and government personnel would be needed if the permanent population was reduced to a sustainable level assuming no tourist dollars? I suspect the total Gross County Product attributable directly and indirectly to non-resident expenditures is well over 80%. The residents need to know the total economic impact of the tourist/visitor dollars if they are to make a fully informed decision."

E: Strategies for Future Consideration

During the planning process, the advisory committee identified a variety of strategies to help achieve plan objectives. Core strategies to be implemented over the next three years are included in the plan. The remaining strategies are listed below for future consideration.

Objective 1: To make positive contributions to the quality of life for residents.

- Identify and formulate appropriate training programs for employees to increase their potential for higher paying jobs:
 1. Review workforce "gaps".
 2. Develop and identify programs to meet gaps.
- Encourage visitor industry employers to develop career ladders and promotion opportunities for their employees:
 1. Identify ways to promote pride among workers in the visitor industry including mentorships, apprentice positions, internships, etc.
- Improve the ability for residents to commute efficiently by increasing the number of affordable options for residents to travel interisland.
- Support affordable housing solutions for Kaua'i residents to maintain and attract workforce for the visitor industry: evaluate the impact of rising condominium maintenance fees on affordable housing for residents.

Objective 2: To increase the economic contribution of the visitor industry to Kaua'i.

- Develop and support marketing efforts for smaller communities and businesses throughout the island.
- Provide incentives and training for older established business owners to remain competitive over time. Focusing on those family businesses that reflect the sense of place for local communities.
- Create financial incentives for former residents to return to Kaua'i to work in the visitor industry.
- More direct flights from markets, such as Canada.
- Provide tax incentives for renovation of older visitor accommodations to be able to attract higher spending visitors in the future.

Objective 3: To increase communications, interactions, and understanding between stakeholder groups, especially between residents and the visitor industry.

- Create meaningful opportunities that provide value to both residents and the visitor industry:
 1. Visitor industry sponsor community meetings to discuss planning and development issues even when not required by the permitting process.
 2. Visitor industry to encourages employees to participate in Neighborhood Boards, non-profits, etc.
- Sponsor and promote local and national speakers and events in the visitor industry, for the general public to gain awareness and foster dialogue. Such as HTA conferences in Kaua'i.
- Encourage and promote involvement of visitor industry in community activities and volunteering, etc. Visitor industry employers to be encouraged to set aside volunteer time for employees to engage in community.

Objective 4: To maintain and improve visitor satisfaction with their experience on Kaua'i.

- Enhance the Hawaiian/Kaua'i sense of place at the airport and around the island:
 1. Treat passengers at the airport like VIPs.
 2. Implement training programs at the airports, harbor, accommodations, and businesses, including visitor protocol and language.
 3. Maintain Ahukini Gateway landscaping.
 4. Continue to improve website.
- Develop methods to communicate the unique elements of major communities with visitors and residents:
 1. Develop visitor centers in major communities around the island to provide authentic information to visitors and residents about the district and community.
 2. Provide visitors with communication pieces that support their understanding and enjoyment of the community.
 3. Develop communication methods that provide authentic meaningful interpretation of historic or cultural sites, such as programs for the iPod.
- Research and develop historical materials to enhance visitor and residents appreciation of the island sites:
 1. Use as a tool for walking tours, and/or students, etc.
- Support planning efforts to provide visitors with the accommodations they desire, balancing the needs of the community.
- Enhance the Hawaiian sense of place:
 1. Provide Kaua'i-made leis to arriving visitors.

Objective 5: To reinforce authentic Hawaiian culture ensuring the foundation of our unique sense of place and appropriate recognition of this culture.

- Re-establish a Kaua'i certification program on natural and cultural history.
- Consider collaborating with a provider, such as NaHHa.
- Provide an incentive for employers to send and reward graduates of Hawaiian certification program.
- Encourage students to become certified in Hawaiian culture.
- Provide meaningful employment for cultural practitioners.
- Offer classes and/or programs for residents.
- Catalog and rate historic sites by appropriate levels, then promote these sites appropriately:
 1. Establish a rating system for sites that may include scores of the historical value of the site, whether visits to the site should be encouraged, level of interest to visitors, ability to maintain site, etc.
 2. Audit sites around the island.
 3. Promote sites with signage as appropriate.

Objective 6: To contribute to the preservation and enhancement of the natural resources on Kaua'i, including the land and ocean.

- Support the development of a natural resources carrying capacity plan, including understanding the impact of visitations on sites.
- Maintain vigilance against introduction of invasive species.
- Develop and promote visitor programs that support the preservation of natural resources.

F: Kaua'i General Plan, Table C: Planned and Proposed Resort Hotel and Condominium Projects

Table C: Planned and Proposed Resort Hotel and Condominium Projects[†]

Location Project Name Landowner or Developer	GP Designation Zoning	Acreage	Approximate Allowable Density	Estimated Additional Units ^{††}	Comments: Constraints, Permits Needed
PLANNED PROJECTS WITH ZONING AND PREVIOUSLY APPROVED PERMITS					
Princeville – Phase 1 Bali Hai Villas	Resort R-15	23.3 acres	350 Units	210 Units	<ul style="list-style-type: none"> Planned for resort use Permits (SMA & Class IV) approved in December 1990 Not owned by Princeville Development Corporation Total project is approved for 257 units, 47 units have been built to date Private water and sewer systems already built
Princeville – Phase 1 Shearwater	Resort R-10/O	3.8 acres	35 Units	20 Units	<ul style="list-style-type: none"> Planned for resort use Not owned by Princeville Development Corporation Total project is for 36 units, 19 units have been built to date Private water and sewer systems already built
Waipouli Niu Pia Farms	Resort RR-20/O	10.0 acres	310 hotel units or 160 MF units	300 hotel units	<ul style="list-style-type: none"> Planned for resort use Permits (SMA & Class IV) approved in May 1979 and June 1988 No major resort property built in Wailua-Kapa'a since 1980 Developer is inactive; landowner is taking legal action to terminate previous development agreement
Waipouli Niu Pia Farms	Resort RR-20/O	10.8 acres	390 hotel units or 190 MF units	390 hotel units	
Waipouli Niu Pia Farms	Resort RR-20/O	11.8 acres	370 hotel units or 180 MF units	240 apt/hotel units	
Waipouli Royal Plantation Garden by the Sea Bernice Bisbee et al.	Resort R-20	6.7 acres	130 MF Units	100 MF Units	<ul style="list-style-type: none"> Planned for resort use Permits (SMA & Class IV) Approved in January 1979
Nawiliwili Running Waters Shinwa	Resort RR-20/O	N/A	750 hotel units or 380 MF units	400 hotel units	<ul style="list-style-type: none"> Planned for resort use SMA permit approved in 1986 Lack of water supply and sewer capacity

[†] As of March 1999. A project is considered "planned" if it was designated on the previous General Plan Land Use Map. It is considered "proposed" if it did not have the appropriate designation on the previous General Plan Land Use Map.

^{††} "Estimated Additional Units" based on current or past proposals

Source: Kaua'i Planning Department; and landowners and developers

Table C: Planned and Proposed Resort Hotel and Condominium Projects –Cont.

Location Project Name Landowner or Developer	GP Designation Zoning	Acreage	Approximate Allowable Density	Estimated Additional Units	Comments: Constraints, Permits Needed
PLANNED PROJECTS WITH ZONING ONLY (NO PERMITS)					
Princeville – Phase 1 Hanalei Plantation/ Moody Property Princeville Dev. Corp.	Resort RR-10/O/C	63.3 acres	800 hotel units or 400 MF units	250 Units	<ul style="list-style-type: none"> Planned for resort use Properties to be developed as one project, with a combined RR-10 area of approximately 40 acres SMA permit required Hanalei Plantation Road will have to be improved Private water and sewer systems already built
Princeville – Phase 1 Anderson Property Princeville Dev. Corp.	Resort R-20	2.4 acres	50 MF Units	45 MF Units	<ul style="list-style-type: none"> Potential resort or residential use MF condominium project planned Private water and sewer systems already built
Princeville – Phase 1 Lot 25 Princeville Dev. Corp.	Resort RR-20/O	18.5 acres	740 hotel units or 370 MF units	370 MF Units	<ul style="list-style-type: none"> Planned for resort use Could be hotel or MF condominium project SMA line is along edge of property This site zoned from the beginning of Phase 1 Private water and sewer systems already built
Princeville – Phase 1 Diamond West	Resort R-15	5.7 acres	85 units	85 units	<ul style="list-style-type: none"> Potential resort or residential use Not owned by Princeville Dev. Corporation; owner's intentions not known Private water and sewer systems already built
Princeville – Phase 1 Lot 7 (Pepealani Loop)	Resort R-15	10.1 acres	150 units	150 units	
Princeville – Phase 1 Pukana La	Resort R-15	7.6 acres	110 units	110 units	
Wailua Coco Palms Resort Hotel	Resort RR-20	N/A	N/A	350 Units	<ul style="list-style-type: none"> Planned for resort use Originally had 350 hotel units Hurricane damage; needs to be rebuilt to meet flood regulations
Wailua Niu Pia Farms	Resort RR-20/O	12.7 acres	130 MF units	130 MF units	<ul style="list-style-type: none"> Potential resort or residential use SMA permit required No beach frontage Undeveloped for many years
Poipu Poipu Beach Hotel	Resort RR-20/O	3.0 acres	N/A	129 units	<ul style="list-style-type: none"> Planned for resort use Hurricane repairs needed
Poipu Marriott's Waiohai Beach Club	Resort RR-20/O	12.4 acres	N/A	230 timeshare units 7 hotel units	<ul style="list-style-type: none"> Planned for resort use Original site of Waiohai Beach Resort (438 hotel units) Being purchased by Marriott for conversion to timeshare units Hurricane repairs needed
Koloa-Poipu Kukuiula Alexander & Baldwin	Urban Residential/ Resort	97.0 acres	N/A	800 MF units 500 timeshare units 200 hotel units	<ul style="list-style-type: none"> MF units have potential for resort or residential use Private wastewater plant already built
Poipu Knudsen Trust	Resort R-20/O	9.7 acres	300 hotel units or 150 MF units	150 MF units	<ul style="list-style-type: none"> Planned for resort use SMA permit required Water and sewer systems need to be expanded
Poipu Paper Subdivision Knudsen Trust	Resort R-20	~ 18.8 acres	300 MF units	300 MF units	<ul style="list-style-type: none"> Planned for resort use SMA permit required Water and sewer systems need to be expanded
Poipu Kiahana Golf Village Knudsen Trust/Sports Shinko	Resort R-10/R-20	62.0 acres	700 MF units	700 MF units	<ul style="list-style-type: none"> Potential resort or residential use Permit for 200 units approved in 1980
Waimea Waimea Plantation Cottages Kikiaola Land Company	Urban Residential Project Development District	42.0 acres	Depends on project development district master plan	100 units	<ul style="list-style-type: none"> Planned for resort use 48 units have been built to date SMA permit required Sewer and water facilities needed Only area that has zoning that could facilitate hotel development Master Plan approval determines uses(s), standards, and density

Table C: Planned and Proposed Resort Hotel and Condominium Projects–Cont.

Location Project Name Landowner or Developer	GP Designation Zoning	Acreage	Approximate Allowable Density	Estimated Additional Units	Comments: Constraints, Permits Needed
PLANNED PROJECTS ON GENERAL PLAN MAP ONLY (NO ZONING OR PERMITS)					
Princeville – Phase 2 Central Plateau Princeville Dev. Corp.	Resort Open/Agr.	47.0 acres	N/A	430 MF Units	<ul style="list-style-type: none"> Potential resort or residential use Will apply for RR-10 zoning Expansion of private water and sewer facilities needed Long build-out period
Nukoli Haseko Corporation	Resort Open/Agr.	34.0 acres	N/A	N/A	<ul style="list-style-type: none"> Planned for resort use About 2-3 acres in "Open" Expansion of Nukoli'i Resort Propose RR-20 zoning, with a total allowable density of 680 multi-family units or 1,300 hotel units Needs State Land Use Commission re-districting to Urban
Waimea Kikiaola Land Company	Urban Res. Agriculture	N/A	Depends on project development district master plan	250 units	<ul style="list-style-type: none"> Planned for resort use Expansion of Waimea Plantation Cottages; Conference Center & Inn Need to expand existing Project Development District zoning SMA permit required Sewer and water facilities needed Potential expansion of Kikiaola Harbor and support facilities
Makaweli Resort Area #1: Kapalawai Robinson Family	Open Open	170.0 acres	N/A	250 hotel units	<ul style="list-style-type: none"> Planned for resort use Needs sewer facilities Development along shoreline Groundwater sources available

Table C: Planned and Proposed Resort Hotel and Condominium Projects–Cont.

Location Project Name Landowner or Developer	GP Designation Zoning	Acreage	Approximate Allowable Density	Estimated Additional Units	Comments: Constraints, Permits Needed
PROPOSED PROJECTS (NOT ON GENERAL PLAN MAP)					
Poipu-Mahaulepu Resort Area West Grove Farm	Open Agriculture	N/A	N/A	Not determined	<ul style="list-style-type: none"> Planned for resort use Needs water and sewer facilities Proposal would preserve dune area along the shoreline
Poipu-Mahaulepu Resort Area Central Grove Farm	Open Agriculture	N/A	N/A	Not determined	
Poipu-Mahaulepu Resort Area East Grove Farm	Open Agriculture	N/A	N/A	Not determined	
Makaweli Resort Area #2: Pakala Robinson Family	Agr./Open Agriculture	55.0 acres	N/A	Not determined	<ul style="list-style-type: none"> Planned for resort use Needs sewer facilities Development along shoreline Groundwater sources available
Makaweli Resort Area #3: Kaluapuhi Robinson Family	Agr./Open Agriculture	220.0 acres	N/A	Not determined	

G. Kaua'i County TSP Strategies by State TSP Strategic Initiatives

The State TSP is comprised of nine strategic initiatives. The initiatives are Access, Communications and Outreach, Hawaiian Culture, Marketing, Natural Resources, Research and Planning, Safety and Security, Tourism Product Development, and Workforce Development. To demonstrate how the Kaua'i County TSP complements the State TSP, the strategies included in this plan are cross-referenced by State Initiatives.

Access

- Advocate for significant progress and/or completion of essential infrastructure improvements. (Objective 1.a.)
 - Permanent relief route in Kapa'a
 - Traffic circulation improvements for Kōloa/Po'ipū
 - Cruise ship harbor improvements
 - Completion of the Hā'ena State Park Master Plan
 - Princeville/Hā'ena Park & Ride
 - Kōke'e Master Plan to the extent that it retains its wild land characteristics and minimizes commercial activities
- Support traffic management systems to address and reduce traffic congestion and improve pedestrian safety. (Objective 1.b.)
- Advocate for close monitoring of the impacts of cruise ships and the planned SuperFerry on all aspects of the island. (Objective 2.c.)
- Support current and future efforts to ensure that Kaua'i's harbors are adequate to meet the needs of residents and visitors. (Objective 2.d.)
- Advocate for an appropriate assessment for cruise passengers visiting the island allocating a substantial portion to the county. (Objective 2.e.)
- Support the development of consistent, accurate signage to provide easy directions and identify communities and historical sites, as well as identifying areas that are dangerous. Provide interpretive methods to educate/enhance cultural, natural, and historical sites where appropriate. (Objective 4.b.)

Communications and Outreach

- Encourage two-way communications between residents and the visitor industry. (Objective 3.a.)
 - Supporting meetings between visitor industry and community residents;
 - Promoting the range of opportunities in the visitor industry to school age children, beginning with elementary school; and
 - Working with the media to ensure effective coverage of the industry.
- Promote activities that appeal to visitors and residents, including community events, sports events, and festivals. Promote kama'āina rates, especially during shoulder periods. (Objective 3.b.)
- Advocate for and support the development of a means of educating visitors prior to or upon arrival on basic information that will enhance their safety, enjoyment, and appreciation of Hawaiian culture and understanding of local practices and understanding about the island's natural resources. This includes teaching visitors when not to interact with the environment, such as: avoid walking on reefs, or touching wildlife, such as sea turtles and avoid picking flowers, plants, or leaves. Visitors should also be mindful not to introduce or transport invasive species. (Objective 4.a.)

Hawaiian Culture

- Advocate for and support the development of a means of educating visitors prior to or upon arrival on basic information that will enhance their safety, enjoyment, and appreciation of Hawaiian culture and understanding of local practices and understanding about the island's natural resources. This includes teaching visitors when not to interact with the environment, such as: avoid walking on reefs, or touching wildlife, such as sea turtles and avoid picking flowers, plants, or leaves. Visitors should also be mindful not to introduce or transport invasive species. (Objective 4.a.)
- Increase awareness of the Hawaiian culture among residents of all ages and the visitor industry, including employees and employers. This process will require guidance from respected Hawaiian cultural advisors and practitioners on Kaua'i to ensure that what is perpetuated is authentic for Kaua'i. The proper use of the language will be encouraged, and Hawaiian culture and history will be integrated into ongoing training. (Objective 5.a.)
- Support the inventory and designation of historic and cultural sites by levels of interaction desired with the community. Promote these sites appropriately and, for those sites where we encourage visits, provide appropriate interpretive signage. (Objective 5.b.)

Marketing

- Develop and implement annual marketing plans that highlight Kaua'i's unique positioning, target desired active markets, and increasing occupancy during shoulder periods. (Objective 2.a.)
- Promote activities that appeal to visitors and residents, including community events, sports events, and festivals. Promote kama'āina rates, especially during shoulder periods. (Objective 3.b.)

Natural Resources

- Support the inventory and designation of historic and cultural sites by levels of interaction desired with the community. Promote these sites appropriately and, for those sites where we encourage visits, provide appropriate interpretive signage. (Objective 5.b.)
- Direct visitors to parks, beaches, and other natural resource areas that are well equipped and intended to accommodate resident and visitor usage. (Objective 6.a.)
- Promote and encourage green practices, such as recycling and energy and water conservation efforts throughout the visitor industry and community. (Objective 6.b.)
- Encourage organizations within the Kaua'i visitor industry to participate in the "Adopt-A-Park" program. The Adopt-a-Park program has successfully provided park stewardship as well as given the community a sense of pride and ownership. Industry involvement will allow for more parks to be included in the program and increase positive experiences for residents and visitors. (Objective 6.c.)
- Advocate for the protection of open spaces to help preserve the rural nature of Kaua'i. (Objective 6.d.)

Research and Planning

- Successfully implement the Kaua'i County TSP by contracting an organization to facilitate plan implementation. This organization will coordinate meetings of an advisory committee, track action plans, bring data together to update scorecards, and facilitate public updates. (Objective 7.a.)

Safety and Security

- Advocate for and support the development of a means of educating visitors prior to or upon arrival on basic information that will enhance their safety, enjoyment, and appreciation of Hawaiian culture and understanding of local practices and understanding about the island's natural resources. This includes teaching visitors when not to interact with the environment, such as: avoid walking on reefs, or touching wildlife, such as sea turtles and avoid picking flowers, plants, or leaves. Visitors should also be mindful not to introduce or transport invasive species. (Objective 4.a.)
- Support efforts to increase safety and security for visitors and residents at public places, such as beach parks, events, harbors, and cultural sites. (Objective 4.c.)
- Support the development of a process by which visitors can access information (multi-lingual) in case of an emergency, natural disaster, etc. (Objective 4.d.)
- Support the completion of the Kaua'i Emergency Preparedness Plan. (Objective 4.e.)

Tourism Product Development

- Support the development and promotion of community-driven programs that reinforce the unique sense of place of communities, such as those with historical and/or cultural significance. (Objective 1.e.)
- Support adequate funding and staffing for capital improvements, including maintenance and enforcement for public parks and recreation areas. (Objective 1.f.)
- Support the development of regulations to appropriately license, monitor and enforce Bed & Breakfasts and Individual Vacation Units. (Objective 1.g.)
- Support and encourage community-based activities for visitors to enjoy that are consistent with the desires of Kaua'i residents. (Objective 2.b.)
- Encourage the visitor industry, including the growing cruise line industry, to buy and promote Kaua'i products, and support businesses on Kaua'i. (Objective 2.g.)
- Advocate for and support the development of a means of educating visitors prior to or upon arrival on basic information that will enhance their safety, enjoyment, and appreciation of Hawaiian culture and understanding of local practices and understanding about the island's natural resources. This includes teaching visitors when not to interact with the environment, such as: avoid walking on reefs, or touching wildlife, such as sea turtles and avoid picking flowers, plants, or leaves. Visitors should also be mindful not to introduce nor transport invasive species. (Objective 4.a.)
- Support the completion of the Kaua'i Emergency Preparedness Plan. (Objective 4.e.)
- Direct visitors to parks, beaches, and other natural resource areas that are well equipped and intended to accommodate resident and visitor usage. (Objective 6.a.)

Workforce Development

- Support traffic management systems to address and reduce traffic congestion and improve pedestrian safety. (Objective 1.b.)
- Encourage the implementation of affordable workforce housing solutions for Kaua'i residents to maintain and attract workforce for the visitor industry. (Objective 1.c.)
- Support efforts within the visitor industry for the current and future workforce to be well prepared, qualified to work, to be able to advance within their fields, and for newcomers to be acculturated to Kaua'i. (Objective 1.d.)
- Support programs to attract employees to the visitor industry and increase the available workforce. (Objective 2.f.)

H: Definition of Sustainable Tourism

What is Sustainable Tourism?

It's informative. Travelers not only learn about the destination, they learn how to help sustain its character while deepening their own travel experiences. Residents learn that the ordinary and familiar may be of interest and value to outsiders.

It supports integrity of place. Destination-savvy travelers seek out businesses that emphasize the character of the locale in terms of architecture, cuisine, heritage, aesthetics, and ecology. Tourism revenues in turn raise local perceived value of those assets.

It benefits residents. Travel businesses do their best to employ and train local people, buy local supplies, and use local services.

It conserves resources. Environmentally aware travelers favor businesses that minimize pollution, waste, energy consumption, water usage, landscaping chemicals, and unnecessary nighttime lighting.

It respects local culture and tradition. Foreign visitors learn about and observe local etiquette, including using at least a few courtesy words in the local language. Residents learn how to deal with foreign expectations that may differ from their own.

It does not abuse its product. Stakeholders anticipate development pressures and apply limits and management techniques to prevent the "loved to death" syndrome. Businesses cooperate to sustain natural habitats, heritage sites, scenic appeal, and local culture.

It strives for quality, not quantity. Communities measure tourism success not by sheer numbers of visitors, but by length of stay, money spent, and quality of experience.

It means great trips. Satisfied, excited visitors bring new knowledge home and send friends off to experience the same thing, which provides continuing business for the destination.

Source: National Geographic Online

I: Glossary of Terms

Accommodations Classifications: There are four categories of accommodations: budget, standard, deluxe, and luxury - ranging from lowest priced room rates to highest priced room rates.

Agri-Tourism: Refers to the act of visiting a working farm or any agricultural, horticultural, agribusiness or ranching operation for the purpose of enjoyment, education, or active involvement in the activities of the farm or operation.

Aloha (welcome): "Alo" is to face, to join, to be one with, and "Ha" is the breath of life; together they manifest the intangible spirit of the people of this land. In addition to hello and goodbye, aloha means love, compassion, affection, mercy, pity, sympathy, grace, sentiment, charity and kindness.

Aloha Spirit: Is the multicultural expression of aloha, involving the highest ideals of various ethnic groups that make up our multi-ethnic society. It is the way of life in the value system we have developed as a caring, multi-ethnic community.

Authentic: Those experiences and opportunities that have time depth in expressing, documenting and conveying culture, practice and history, that which is culturally "responsible" to the culture being depicted (i.e. authentic Hawaiian culture).

Average Length of Stay: Number of days visitors are on the island, including the day of arrival and of departure.

Carrying Capacity: The maximum number of individuals that a given environment can support without detrimental effects.

De Facto Population: An estimated number of people who are actually present in one place at one time.

Domestic Visitor: Visitor who stayed in Hawai'i for at least one night but less than one year, arriving on flights from the U.S. mainland. A foreign resident from the U.S. mainland is counted as a domestic visitor.

Ecotourism: Tourism involving travel to areas of natural or ecological interest, typically under the guidance of a naturalist-interpreter, for the purpose of observing wildlife and learning about the environment.

Gross County Product (GCP): Represents the total value of the goods and services produced by the county's economy.

Hawaiian Cultural Practitioner: A person who demonstrates rich and deep knowledge of the culture and history of Hawai'i by bringing it to life through the continuation of traditional practices, storytelling, blessings, song, chant, and dance. Hawaiian teachings include conflict resolution, spirituality, sacred wisdom, and living in balance with the earth – a philosophy and a lifelong commitment to the land and the people of Hawai'i.

Infrastructure: The facilities that must be in place in order for a country or area to function as an economy and as a state, including the capital needed for transportation, communication, and provision of water and power, and the institutions needed for security, health, and education.

International Visitor: Visitor who stayed in Hawai'i for at least one night, but less than one year, arriving on flights from U.S. territories and foreign countries. A U.S. resident arriving in Hawai'i on a flight directly from a foreign country is counted as an international visitor.

Per Party Per Trip: Total spending of the entire members of the party throughout their stay.

Per Person Per Day Spending: Total spending of an individual on a given day during their stay.

Sense of Place: The tangible and intangible qualities of one's community which provide and promote continuity to identity, history and attachment to the natural, cultural, and historical landscape.

Shoulder Periods: Periods of relatively lower hotel occupancy.

Stakeholders: Defined as individuals or organizations that stand to gain or lose from the success or failure of a system.

Visitor: Out-of-state traveler who stayed in Hawai'i for a period of time between one night, but less than one year.

Visitor Days: Total number of days visitors are on the island and/or in the state.

J: Listing of Agencies

County of Kaua'i

County Council	Kaua'i County Council is a lawmaking body that determines policies and programs for the county, including the review, amendment, and passage of an annual operating and capital improvements budget.
Kaua'i Chamber of Commerce	An organization that represents all elements of Kaua'i's business and industry, both large and small. Its mission is "to promote, develop, and improve commerce, quality growth and economic stability in the County of Kaua'i."
KCC	Kaua'i Community College provides a transfer-level liberal arts education, but also offers a variety of vocational and professional training programs. Four-year and graduate degrees are offered through the University Center.
KEDB	Kaua'i Economic Development Board, a non-profit organization that explores ways to diversify Kaua'i's economy and create and strengthen industries that can flourish on Kaua'i. Currently focuses on science and technology, diversified agriculture and aquaculture, health and wellness, and visitor industry support.
KPAA	Kaua'i Planning and Action Alliance is a non-profit organization with a working partnership of government, businesses, and the community to collaborate in strategic planning, leveraging resources, and taking action on priority projects on Kaua'i.
KPD	Kaua'i Police Department preserves the public peace, prevents and detects crimes, arrests offenders, protects the rights of persons and property, enforces and prevents violations of the law, and services in civil and criminal proceedings.
KVB	Kaua'i Visitors Bureau promotes the interests of Kaua'i and works with the HVCB and HTA's other international marketing partners to market and promote leisure and business travel, including meetings and conventions on Kaua'i.
Mayor	Chief executive officer of the county exercises supervision over executive agencies and performs other duties prescribed by the Charter or by law, and coordinates the drafting of the operating and capital improvements budget.
OED	Office of Economic Development, works with the community to create economic opportunities for the development of a healthy, stable and balanced economy for the residents of the county.
PD	Planning Department has review functions concerning the proposed general plan, development plans, zoning and subdivision ordinances, and any modifications or amendments.
VASK	Visitor Aloha Society of Kaua'i provides aloha and assistance to visitors who have been victims of crime and other adversities.

Hawai'i State & Other Agencies

AOHT	The Academy of Hospitality & Tourism program, based on a national curriculum and program developed by the National Academy Foundation (NAF), targets students from the tenth to the twelfth grade and is designed to provide hands-on learning experiences for students who are interested in the field of travel and tourism.
AOTT	Academy of Travel and Tourism a nationally recognized career exploration, awareness and mentoring program for high school juniors and seniors. AOTT students have opportunities for paid internships with local businesses, community service projects, familiarization trips, industry tours, AOTT scholarships and other experiences.
DBEDT	Department of Business, Economic Development and Tourism works to diversify the economy, expand existing business, and attract new economic activity.
DLIR	Department of Labor and Industrial Relations administers programs that improve job opportunities, protect workers' employment rights, and assure a safe and healthy work environment.
DLNR	Department of Land and Natural Resources manages the state's public lands and the water and mineral resources on those lands and the state's aquatic life and wildlife resources, forest reserves, state parks, and small boat harbors; administers the state conservation districts and the endangered species, natural area reserves, boating and ocean recreation, and historic preservation programs. Includes Aquatic Resources Division (DAR), Division of Boating and Ocean Recreation (BORD), Division of Conservation and Resource Enforcement (DOCARE), Division of Forestry and Wildlife (DOFAW), State Historic Preservation Division (SHPD), Natural Area Reserves System Commission (NABS), and Divisions for Land, Parks, and Trails and Access.
DOA	Department of Agriculture promotes the conservation, development, and utilization of agricultural resources in the State. Provides agricultural inspections for all incoming (to the state) flights.
DOE	Department of Education manages the statewide systems of public schools and public libraries, and includes such programs as the high school-level Academy of Travel and Tourism (AOTT).
DOT	Department of Transportation, responsible for the establishment, maintenance, and operation of transportation facilities for the state to provide a system of integrated transportation facilities, which include highways, airports, and harbors. Includes Airports, Harbors and Highways Divisions, and Visitor Information Program Office.
HCC	Hawai'i Convention Center provides event and business services.
HDOA	Hawai'i Department of Agriculture assists in the development and expansion of agricultural industries through data collection and information dissemination, as well as promotional and marketing efforts.
HHLA	Hawai'i Hotel and Lodging Association, statewide trade association of hotels, hotel management firms, hotel owners, suppliers, and other related firms and individuals. Mission of the HHLA is to 1) advocate the needs of its members with federal, state and county governments; 2) provide educational opportunities, timely information and appropriate resources to members, legislators, media and the community; 3) provide a wide range of economic benefits and preferred services to its members; and 4) support and contribute to a better quality of life and environment for the community and visitors.
HTA	Hawai'i Tourism Authority strengthens Hawai'i's, vital visitor industry by formulating policy, conducting research, coordinating development and implementation of the State Tourism Strategic Plan, supporting product development and coordinating the worldwide marketing of Hawai'i as a visitor destination.
HUGS	Hawai'i Harbor User Group, to establish a marine transportation industry group to develop a set of priorities for future port development, and help the DOT obtain mandates, approvals and financing to implement projects to meet the needs of the community.
HVCB	Hawai'i Visitors and Convention Bureau, non-profit marketing organization with visitor industry and general business representation. The Hawai'i Tourism Authority selected HVCB for marketing management services in the North America Major Market Area and Corporate Meetings and Incentives.

NaHHA	Native Hawaiian Hospitality Association, non-profit organization of individuals, corporate organizations, and institutions with an interest in the visitor industry and hospitality issues. NaHHA works to encourage the preservation and perpetuation of Hawaiian values, customs, language and artifacts; to incorporate the principles of ho'okipa and aloha into the operating culture of visitor industry enterprises; and to assist native Hawaiians in achieving success in tourism and hospitality endeavors that are culturally sensitive, environmentally sustainable, and economically beneficial.
NCL	Norwegian Cruise Line with U.S.-flagged ships, the company is the only cruise line in the industry to offer year-round seven day inter-island Hawai'i cruises with round-trip itineraries from Honolulu.
OHA	Office of Hawaiian Affairs advocates for Hawaiians in the state legislature, state and federal courts, in the United States Congress, and in the local media, as well as by supporting community initiatives and interests related to native Hawaiians.
TNC	The Nature Conservancy of Hawai'i works to preserve the plants, animals, and natural communities that represent the diversity of life on earth by protecting the lands and waters they need to survive.
UH	University of Hawai'i provides all qualified people in Hawai'i with an equal opportunity for quality college and university education and training. Includes campuses in Mānoa and Hilo.
UH-CC	University of Hawai'i Community Colleges includes seven campuses that provide maximum educational opportunities to the residents of Hawai'i.
UH-TIM	University of Hawai'i School of Travel Industry Management provides training for students interested in working in the travel industry.
VASH	Visitor Aloha Society of Hawai'i, its mission is to share the Aloha spirit with visitors victimized by crime or adversity.

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