



Hawai'i Island Tourism Strategic Plan

2020-2025

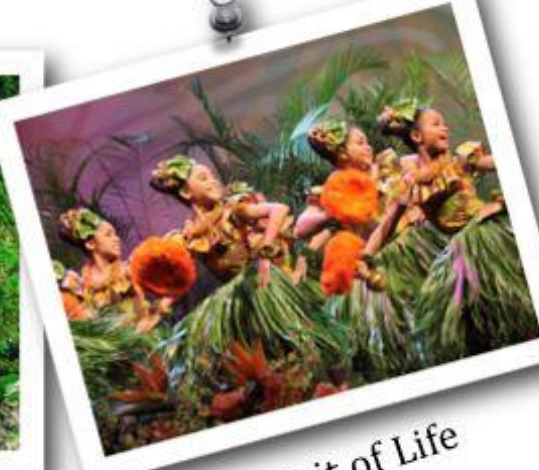
Ha wai 'i



Breath of Life



Fresh Water



Spirit of Life

The Island of Hawai'i is a very special name given to a special place. Before we discuss sustainable tourism, community-based tourism, and responsible tourism, we need to center ourselves within the significance of this place.

We start with our island's name that represents the optimum form of health. Under health comes subsets which include tourism and economics. We are seeing the connection between economic independence and community wellbeing more than ever. With challenges to health which include on island life, natural resources, increase in population, usage of space, and water consumption, these impacts lead us to more deeply think about other currencies besides money: natural resources, water supply, access to resources, marine life.

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Mahalo & Acknowledgements

The County would like to extend a mahalo to the Advisory Group, as well as other industry and community partners, who helped to provide ongoing focused feedback in the development of the TSP. These individuals come from a wide cross section of the community and below are their names and organizational affiliation based on when they provided feedback. We have done our best to include all those who contributed, but due to the scope of the plan, some names may have unintentionally been left off or misspelled and apologize in advance for any oversight.

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E ola hou iā Hawai‘i, I ke alo o nā
kuahiwi ‘elima

***“Life returns to Hawai‘i nestled in the presence of the
five sacred mountains.”***

-Kaniela Akaka (Uncle Danny)

This ‘ōlelo no‘eau shares the love we have for Hawai‘i Island and sets the basis for the Hawai‘i Island Tourism Strategic Plan (the TSP). Uncle Danny’s inspiration for this ‘ōlelo no‘eau began with an Oli he wrote based off his experience of viewing the sun rising over Mauna Kea and highlighting the plains of Waimea. He recalls the sunshine rising over the mountains and its reflection on the ripples of the water. Uncle Danny remembers diving into the water and coming out feeling refreshed, renewed, and rejuvenated. This early morning experience led to the creation of this ‘ōlelo no‘eau.

The five mountains of Hawai‘i Island -- Kohala, Hualālai, Mauna Kea, Mauna Loa, and Kīlauea -- makes Hawai‘i Island unique and majestic. It emphasizes the needs to preserve what we have for future generations. It expresses a deep respect for the traditions of our native islands captured in Uncle Danny’s quote, “To know and to understand this ‘ōlelo no‘eau is to know and to understand the mana of Hawai‘i.”

Executive Summary

The Hawai'i Island Tourism Strategic Plan 2020-2025 (TSP) carries forward the idea that successful tourism starts with a high quality of life for residents defined by ***Ola ka 'Āina, Ola ke Kānaka (Healthy Land, Healthy People)*** and sets it as the vision for the future of Hawai'i Island. Based on the data and community feedback the following goals were distilled:

- **Responsible Tourism** -- Support a sustainable visitor industry on Hawai'i Island that promotes the preservation of our natural and cultural resources and a high quality of life for residents that results in authentic experiences for visitors and economic growth for the county.
- **Pono-Based Visitor Communication** -- Reinforces authentic Hawaiian culture that ensures the foundation of our unique sense of place and establishes the necessary communication to visitors for the care of our 'āina and culture.
- **Place Based Education for Residents** -- Support and encourage both community-driven and institutional initiatives that are grounded in place based efforts to train and educate a local workforce that lifts up opportunities that are unique and authentic to Hawai'i Island.
- **Infrastructure** -- Provide social benefits to both residents and visitors by supporting initiatives and existing efforts that improve transportation, community assets, and housing for residents, which will also benefit visitors.

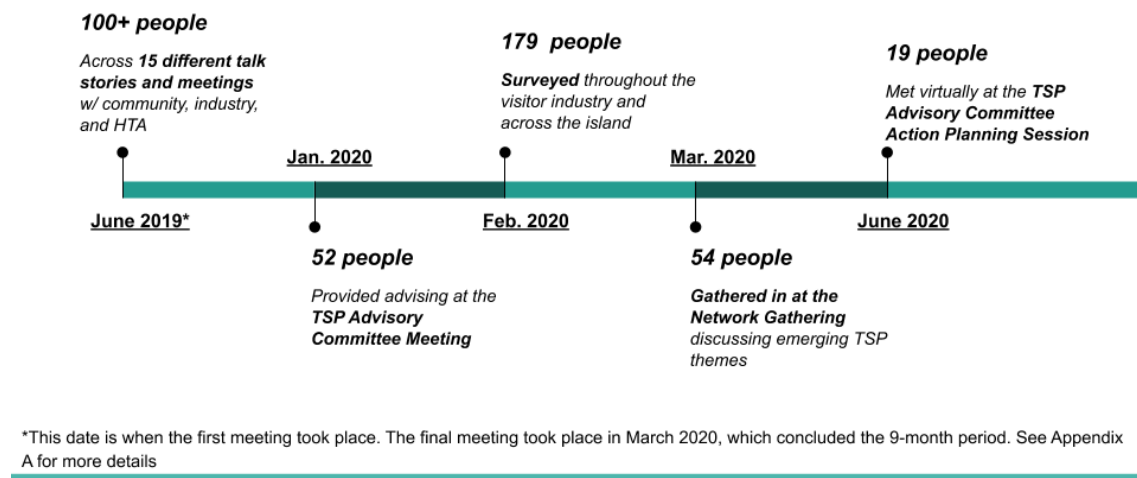
Taking a step back, the County of Hawai'i (the County) began the process for updating the TSP in 2019 before the COVID-19 situation escalated and dramatically changed the economy, especially the visitor industry. Data and research focused on metrics that focused on health in the following ways and subsequent takeaways:

- **Health of Our Land** -- numerous indicators of negative impacts on our natural resources prior to the COVID-19 situation, such as alarming low scores for habitat biodiversity and coastal protection, which assess the condition of coral reefs, wetlands, beaches, and ponds, are buoyed by the observations of cultural practitioners of the quick recovery of our 'āina due to the sudden decrease in human activity.
- **Health of Our People** -- negative indicators highlighted by the decrease in County residents agreeing that tourism has brought more benefits than problems from 2010 to 2019 by 24%. Also, the high percentage of households (48%) that were either living below the federal poverty level or classified as **Asset Limited, Income Constrained, Employed (ALICE)**, which means they earn less than the basic cost of living for the County
- **Health of Our Visitor Industry** -- mixed indicators prior to the COVID-19 situation that indicate in 2019 that visitor expenditures have declined while arrivals grew. Meanwhile, 79% of visitors from all major market areas rating they were “extremely satisfied” regarding their overall satisfaction to their most recent trip to the state of Hawai'i. Looking ahead, DBEDT forecast much lower projections for tourism at about 3.4 million arrivals overall for 2020 across the state, followed by 6.2 million in 2021, 8.3 million in

2022, and 9.4 million in 2023, and the opportunity to broaden the County's reach towards a more responsibly-minded visitor, such as the environmentally-minded traveler who may be willing to pay as much as 10% more.

The TSP also incorporated the perspectives of the visitor industry, community, and government stakeholders, to integrate a range of perspectives on the future direction of tourism in Hawai'i Island. Below is a summarized timeline of the process:

Range of Voices Integrated into the TSP



Themes that arose from the talk stories, focus groups, and survey results included:

- **Importance of Place & Culture** -- need to rebuild authentic relationships that people have with the places and culture of Hawai'i Island, particularly native Hawaiian culture.
- **Protecting the 'Āina** -- important to address environmental degradation by both residents and visitors and provide opportunities for both groups to collaborate on.
- **Lifting Up People** -- ensure decisions are community driven, particularly by native Hawaiian stakeholders.
- **Supporting a More Responsible Visitor Industry Connected to the Environment and Culture** -- this included promoting activities like agrotourism and voluntourism, limiting the number of visitors based on environmental concerns, and focusing on the type of visitor that would respect and care for the land and culture.
- **Increasing Visitor Awareness and Changing Mindsets** -- emphasize the importance of caring for 'āina, the uniqueness of Hawai'i Island, being mindful of residents, and native Hawaiian culture.
- **Providing Educational Opportunities for Residents** -- building capacity of residents in a variety of ways that centers place and culture would strengthen the visitor industry in a variety of ways.
- **Improved Infrastructure** -- supporting communal resources for residents will benefit visitors alike.

Subsequently, the County held a network gathering in order to present initial findings to stakeholders and collect additional feedback on the initial draft of TSP goals, objectives, and strategies, as well as to get initial thoughts on metrics. The TSP builds from the *2016 Hawai'i Island Tourism Road Map* and incorporates Pilinahā (the Four Connections Framework), which is an indigenous framework for measuring health, designed by Kōkua Kalihi Valley Comprehensive Family Services and the Islander Institute in 2015.^{1,2} The TSP provides an update on the foundation for the metrics the County will be tracking to measure progress. Given feedback from the community, the indicators for the health of our industry must be tied to the health of our land and health of our people and below are starting points:

- *Health of Our Land* -- Aloha+ Dashboard
- *Health of Our People* -- resident satisfaction and visitor employee satisfaction

The County encourages community driven efforts to build on this foundation and develop their own place-specific metrics to support the County's strategies and actions going forward. Subsequently, the County views its role as a **connector, convener, facilitator, and catalyst for community-driven approaches** to achieving the vision and goals of the TSP. In those roles, the County works to build a network of community and industry people; provide capacity building and technical assistance; offer some grant support to community-driven initiatives; and help with synthesis of information for decision making.

Looking ahead, the County identified more detailed objectives (starting on page 40) as well as strategies, actions, metrics, and outcomes (starting on page 45) as tied to each goal. Below are the immediate actions as tied to each goal:

Responsible Tourism
<p>Develop an inventory of cultural practices and natural resource areas identifying those that are determined appropriate for access as well as plans to sustain those resources.</p> <ul style="list-style-type: none"> • Create an action plan to form metrics that will determine pono practices for sustaining the cultural and natural resources.
<p>Put "community first" and help to ensure communities retain their sense of place, including recognizing Native Hawaiian knowledge, culture, and people first and then the multi-cultural diversity of each community.</p> <ul style="list-style-type: none"> • Integrate Native Hawaiian practitioners as leaders within visitor industry conversations and actions. • Encourage visitors and incentivize companies to buy local goods and services by providing technical support for local businesses who want to promote or further develop their local products, services, and activities in the visitor industry. • Identify and reduce barriers that prevent visitor industry companies from buying Hawai'i Island local products.

¹ Hawai'i Island Tourism Road Map, 2016, pg. 8

² [Pilinahā: An Indigenous Framework for Health, 2019](#)

Coordinate with the visitor industry and other stakeholders to provide employment that sustains families on Hawai'i Island, proactively reinvests back into the local community and commits to uplifting Native Hawaiian culture, values, and customs.

Develop ways for visitors to authentically engage and contribute back to Hawai'i Island and be accountable for their actions.

Pono-Based Communication

Develop and implement a coordinated action plan based on 'āina based and place-based values tied to communicating Hawai'i Island's brand to visitors and exchanging information between stakeholders:

- Conduct research identifying more active visitors attracted to the authentic features of Hawai'i Island.
- Integrate community-based plans to ensure marketing efforts take into account reciprocity, pono practices, and place-based values.
- Coordinate with leaders from community organizations, the Mayor's office, County Council, state elected officials and visitor industry stakeholders.
- Use the Connections Framework to design a survey to measure the impact of communication strategies on Hawai'i Island residents.

Place Based Education for Residents

Work with appropriate stakeholders to further develop training and integrated programs to share Hawaiian culture and history with visitor industry workforce and related community stakeholders. Support programs that also provide multi-ethnic cultural and historical workforce training.

- Identify potential communities for pilot projects and share the success of the pilot projects to encourage more communities to engage in this process.
- Develop a Hawai'i Island program that recognizes and rewards visitor industry employees and volunteers for acquiring greater knowledge of Hawaiian culture, history, and pono practices.

Work with appropriate stakeholders to further develop visitor industry-related training, education and outreach programs within the DOE, community college, and university.

- Support programs that incentivize students to enter the visitor industry workforce on Hawai'i Island.
- Support programs that provide students with relevant place-based and culturally grounded knowledge that lead to careers with growth potential.
- Support programs that conduct outreach to students in STEM fields and connect them to successful careers in the visitor industry.

Develop a Hawai'i Island program that recognizes and rewards visitor industry employees and volunteers for acquiring greater knowledge of Hawaiian culture, history, and pono practices.

Infrastructure

Work with appropriate stakeholders to support the coordination, collaboration and improvement in general public transportation services as well as eco-friendly options for residents, which by extension, will also benefit visitors.

Work with community members to identify high priority areas in communities for addressing resident and visitor safety and develop plans for ensuring ongoing improvements and maintenance.

- Identify and recommend opportunities for improving signage that meet resident needs and by extension will meet visitor needs.
- Integrate plans and protocols tied to disaster mitigation.

Work with appropriate stakeholders to identify solutions for the lack of affordable workforce housing.

In moving to action, the County additionally worked internally to connect across concurrent County processes (page 54), the Hawai'i Tourism Authority (page 55), and other COVID-19 recovery efforts (page 57).

Introduction and Background

The County of Hawai'i (the County) is committed to implementing the Hawai'i Island Tourism Strategic Plan 2020-2025 (TSP) that seeks to improve the quality of life for residents, which in turn, creates a strong visitor industry. This TSP lays out the direction for the County for the next five years, and it proposes an active role of local government in building industry and community partnerships to ensure that tourism is inclusive, sustainable and Pono (righteous and in alignment) with Hawai'i Island's natural and cultural resources. The desired outcomes of the TSP are reflected in the updated goals, objectives, strategies and metrics, and are consistent with the County's General Plan, Community Development Plans, and the Kīlauea Recovery & Resilience Plan.

The process for updating the TSP began in 2019 before the COVID-19 situation escalated and dramatically changed the economy, especially the visitor industry. The data and community feedback collected during this time reflected the desires to shift the industry towards one that is more Pono: respectful of people, cultural practices, sacred and historical sites, natural resource protection, and raising up future generations to carry on the community legacy while providing economic opportunities. In the post-COVID-19 climate, the industry is presented with the opportunity to remodel and refocus the industry to be Pono, and the County aims to be a resource that will support the industry and communities during this process.

Our Values

By embracing these values, tourism on Hawai'i Island can create a healthier relationship between our land, communities, and visitors.

*Ola ka 'Āina,
Ola ke Kānaka*

High Quality of Life
for Residents as a
Foundation

*E ola hou iā
Hawai 'ī, I ke
alo o nā
kuahiwi 'elima*

Commitment to
Place

Pilinahā

Connection to Place,
Community, Past and
Future, and Your
Better Self

Connection to Place, Community, Past and Future, and Your Better Self

Pilinahā



Pilinahā -- Connection to Place, Community, Past and Future, and to Your Better Self

The TSP builds from the 2016 Hawai'i Island Tourism Road Map and incorporates Pilinahā (the Four Connections Framework) with traditional industry metrics. The 2016 Hawai'i Island Tourism Road Map recognized how existing data points are unable to measure community and island health so it integrated Pilinahā, an indigenous framework for measuring health, designed by Kōkua Kalihi Valley Comprehensive Family Services and the Islander Institute in 2015, Pilinahā focuses on four dimensions of connection: connection to place, community, past and future, and to your better self. Pilinahā provides a framework to capture these broader indicators to ensure quality of life for residents is maintained through these connections. It also provides a starting point for the visitor industry to capture how it contributes to the high quality of life through actions that acknowledge connections to place, community, past and future, and ourselves.

High Quality of Life for Residents as a Foundation

Ola ka 'Āina, Ola ke Kānaka



This document carries forward the idea that successful tourism starts with a high quality of life for residents defined by Ola ka 'Āina, Ola ke Kānaka (Healthy Land, Healthy People) and sets it as the vision for the future. The TSP incorporates recent sentiments of members of Hawai'i Island communities, including residents, visitor industry workers, businesses, and government officials, which help to guide the County in improving the quality of life on Hawai'i Island. To achieve the vision of Ola ka 'Āina, Ola ke Kānaka, the TSP outlines the following four goals, which builds on the County's past plans with current feedback from community and industry stakeholders:

01.



Responsible Tourism

Support a sustainable tourism industry on Hawai'i Island that promotes the preservation of our natural and cultural resources and a high quality of life for residents that results in authentic experiences for visitors and economic growth for the county.

03.



Place Based Education for Residents

Support and encourage both community-driven and institutional initiatives that are grounded in place based efforts to train and educate a local workforce that lifts up opportunities that are unique and authentic to Hawai'i Island.

02.



Pono-Based Visitor Communication

Reinforces authentic Hawaiian culture that ensures the foundation of our unique sense of place and establishes the necessary communication to visitors for the care of our 'āina and culture.

04.



Infrastructure

Provide social benefits to both residents and visitors by supporting initiatives and existing efforts that improve transportation, community assets, and housing for residents, which will also benefit visitors.

The County of Hawai'i Department of Research and Development in partnership with the Hawai'i Alliance for Community Based Economic Development (HACBED) conducted research and outreach to gather feedback on the state of tourism on Hawai'i Island. A series of talk stories and a network gathering with nonprofit and community based organizations, hoteliers, tour operators, destination management companies, marketing and PR firms, local businesses, festival and event organizers and program managers. Appendix A lays out a timeline of key events and captures the planning process.

Connection with Other County Efforts

The TSP aims to connect with other County processes to ensure alignment and collaborative opportunities across departments. Below is a snapshot of where some of the County processes are at:

- *General Plan* -- the Planning Department is currently updating the first draft after a robust community outreach process to guide policies for the next forty years for the County.
- *Community Development Plans (CDP)* -- the Planning Department is currently revisiting how it will engage with the CDP Action Committees as a mechanism for community activated implementation, which equates to community led, county supported implementation, as well as information gathering.
- *Kīlauea Recovery & Resilience Plan* -- the Department of Research and Development is in the process of capturing and uplifting community-based recovery actions (CBRAs) that focus on community planning and capacity building, natural and cultural resources management, supporting a network of resilience hubs, strengthening food security and resilience as well as agriculture development, youth development and entrepreneurship, and health and medical services.

The TSP's vision of *Ola ka 'Āina, Ola ke Kānaka* subsequently provides support to each of the different County activities.

Data on the Health of Our Land, People, & Visitor Industry

The World Health Organization states that “the social determinants of health are conditions in which people are born, grow, live, work, and age. These circumstances are shaped by the distribution of money, power and resources at global, national, and local level.”³ This section highlights existing data that describes the current conditions and circumstances of the health of our land, people, and the visitor industry as well as how the industry impacts health.

Health of Our Land

Currently, the COVID situation has led to an opportunity for our ‘āina to get a respite from the influx of people due to the increase in visitors to Hawai‘i over the past few years. In 2019 alone, 10.5 million visitors came to Hawai‘i,⁴ almost ten times the population of the state. The County had 1.8 million visitors, which is nine times larger than the County population.⁵ The vast number of people puts a strain on the health of our land and natural resources. Hannah Springer, a Native Hawaiian cultural practitioner on Hawai‘i Island, observes how the ‘āina, including the wildlife and the atmosphere, are quickly responding to the rest from human activity.⁶

Negative Natural Resource Indicators Prior to the COVID-19 Situation

“There is a limit to the amount of tourists the environment can withstand. Each site should have a maximum per day visitor limit which would include residents and visitors that can sustain or not harm the site.”⁷

The Hawai‘i Ocean Health Index (OHI) demonstrates the low health of Hawai‘i Island’s ocean biodiversity, coastal protection, and by extension the condition of coral reefs, wetlands, beaches, and ponds. The OHI specifically measures the health of ocean resources by tracking six goals: food provisions, coastal protection, biodiversity, economies and livelihoods, sustainable tourism, and a sense of place. OHI scores range from 0 to 100 and a score of 100 is the overall aim for each goal. A score of 100 “represents a healthy ocean that provides maximum benefits now and into the future.”⁸ Lower scores mean that optimal benefits are not being obtained in a sustainable way and should subsequently not be equated to the academic mode of scoring. In 2018 the average OHI for Hawai‘i Island was 72, a couple points lower than the average OHI across the Hawaiian islands, which is not a healthy indicator. The goals for habitat biodiversity and coastal protection, which assess the condition of coral reefs, wetlands, beaches, and ponds scored the lowest for Hawai‘i Island with an OHI of 42 for each measure,

³ https://www.who.int/social_determinants/sdh_definition/en/

⁴ <https://www.hawaiitourismauthority.org/media/4166/2020-01-29-hawaii-visitor-statistics-released-for-december-2019.pdf>

⁵ UHERO Data Portal, Average Daily Census

⁶ <https://kawaiola.news/cover/envisioning-a-new-normal/>

⁷ TSP Survey Round 2

⁸ Marine Managed Areas, Aloha+ Dashboard

which is an extremely alarming score. As a comparison, Samoa scored a 98 in 2018 for coastal protection whereas Belize scored 24. In addition to indicating the lower health of these aquatic resources they also indicate a decrease in the benefits they provide, such as food provision and the prevention of coastal flooding and inundation.

The goals for habitat biodiversity and coastal protection, which assess the condition of coral reefs, wetlands, beaches, and ponds scored the lowest for Hawai'i Island with an OHI of 42 for each measure, which is an extremely alarming score.

Other indicators demonstrate that increases in urban land use has negatively impacted water recharge and stream flow. On Hawai'i Island, the National Oceanic and Atmospheric Administration (NOAA) reported an increase of impervious surface area (e.g. sidewalks, asphalt, parking lots) of about 7.2% between 2005 to 2011.⁹ Some of the impacts of development can be seen in changes in streamflow, "which recharges groundwater and maintains thriving ecosystems and drinking water."¹⁰ For Hawai'i Island, as of May 2020, US Geological Survey reported that streamflow for Wailuku river and Honoli'i stream, when compared to historical streamflow for the same day and for previous years, were "much below normal" or in the less than 10 percentile.¹¹ Streams near Kamuela were normal and were between the 25 to 75 percentile. There are currently no other streams that have been ranked by the US Geological Survey in Hawai'i Island due to insufficient historical data or missing streamflow estimates, which are glaring gaps in data to capture the current health of our land.

Reducing the accumulation of solid waste contributes to lower emissions of methane, which has a significant impact on climate change. The more waste diverted away from landfills means "less need to extract raw materials from mines, such as aluminum, and decreases the amount of methane gas released into our atmosphere as waste decomposes."¹² In 2018, the County diverted only 20% of solid waste from landfills compared to a 36% waste reduction in 2010. One reason more solid waste is entering landfills is because 21% more solid waste has been generated in 2018 (283,021 tons) compared to 2011 (234,091 tons). Second, -35% less of recycled and composted materials were recycled in 2018 (58,825 tons) compared to 2010 (87,575). In addition, in late 2019 the County scaled back on collecting plastics and paper due to decline in demand in global recycling markets.¹³ This will unfortunately increase the solid waste that goes to County landfills. Addressing the indicators for unhealthy oceans and lands, such as OHI, streamflow, and waste will help to elevate the health of our people and support a healthy visitor industry.

⁹ NOAA C-CAP Land Cover Atlas

¹⁰ Land Use Impacts, Aloha+ Dashboard

¹¹ WaterWatch, US Geological Survey, <https://waterwatch.usgs.gov/?m=real&r=hi>

¹² Total Solid Waste Reduction, Aloha+ Dashboard

¹³ <https://www.staradvertiser.com/2019/10/01/breaking-news/hawaii-county-recycling-bins-will-no-longer-accept-papers-and-plastics/>

Opportunity to Better Protect Our Land in the Post COVID-19 Situation

The COVID-19 situation reminds us of the importance of the health of our land going forward. Hawai'i's natural beauty is a big reason why many visitors pay premium prices to travel here and why many residents make economic sacrifices to live here.¹⁴ Hawai'i's ocean quality is an important factor in the health of the visitor industry given the importance of marine recreation and the decrease of visitors from the COVID situation has already had a noticeable positive change. In addition to improving the health of our 'āina, Springer talks about how the decrease in human activity reduces air pollution and improves the air quality for populations who are susceptible to chronic lung disease.¹⁵ Native Hawaiian people and cultural practitioners are experts who can lead recovery efforts, from a much needed island perspective, that regenerates natural resources for the āina and the people. In the *'Āina Aloha Economic Futures Declaration*, the 'Āina Aloha guiding principle reflects that:

“We are of and from this ‘āina that ultimately sustains us. We employ strategies for economic development that place our kuleana to steward precious, limited resources in a manner that ensures our long-term horizon as a viable island people and place.”¹⁶

As the state and Hawai'i Island begins to reopen to visitors, adopting Native Hawaiian practices to protect our natural resources and their health are critical to sustaining the health of our people and by extension the health of the visitor industry.

Health of Our People

The impact of the COVID-19 situation on employment is critical to keep in mind when tracking the health of people whose lives are being reshaped due to the loss of financial security. The Department of Labor and Industrial Relations reported that the unemployment rate in April was 22.3% across the state and was 2.4% the month prior. It was estimated that 139,900 people were unemployed out of a total labor force of 627,450.¹⁷ As of 2019, the unemployment rate in the County was 3.5%, which is an improvement since 2010 when the rate was 9.8%.¹⁸ However, the COVID-19 situation resulted in many people experiencing firsthand a loss of critical income because of the number of jobs dependent on tourism. Employment in occupations related to the visitor industry (Accommodations, Food Service, Arts and Entertainment, and Retail Trade) account for 30% of jobs across all industries.¹⁹ The County received over 31,929 unemployment claims from mid-March until the end of May 2020²⁰ and in

¹⁴ 2016 Hawai'i Island Tourism Roadmap

¹⁵ <https://kawaiola.news/cover/envisioning-a-new-normal/>

¹⁶ <https://www.ainaahofutures.com/declaration>

¹⁷ Hawai'i's Unemployment Rate at 22.3% in April, Department of Labor and Industrial Relations

¹⁸ UHERO Data Portal, Employment

¹⁹ Employment Projects for Industries and Occupations 2016-2026 (pg.4) <https://www.hiwi.org/admin/gsipub/htmlarea/uploads/Long-TermProjections-2016-2026-HawCty.pdf>

²⁰ UHERO Hawai'i High Frequency Economic Data

April unemployment was estimated to be 24%. UHERO's baseline forecast projects unemployment to be 22% overall for 2020, 11.6% for 2021, and 7.8% for 2022.²¹

48% were either living below the federal poverty level or classified as **ALICE**, which means they earn less than the basic cost of living for the county.

The COVID-19 situation exacerbates the situations of many families on Hawai'i Island. In 2018, the County resident population was 200,980 and in recent years the annual growth rate has dropped below 1%.²² The United Way reported that there were 71,565 households in 2018.²³ Out of those households 48% were either living below the federal poverty level or classified as **Asset Limited, Income Constrained, Employed (ALICE)**, which means they earn less than the basic cost of living for the county. The County's percentage was 6% higher than the state average, which was 42% in 2018. Town-level data reveal that the distribution of ALICE households vary across the county. Prior reports in 2016 show that ALICE and below-the-poverty-level households were the most concentrated in towns such as Pahoa-Kalapana (78%, 4,136 households), Kau (77%, 2,860 households), and Keaau-Mountain View (72%, 12,341 households).²⁴ In the towns that have the most households in the county, Hilo (60%, 16,432 households) and North Kona (52%, 14,163 households), more than half are ALICE or living below the poverty level. The above unemployment numbers indicate the increasingly precarious situation for families on Hawai'i Island and their physical, emotional, mental, and spiritual health.

Residents Feel the Visitor Industry Brings More Problems Than Benefits

"If we going to share with visitors it must come from a place of abundance."²⁵

Before the COVID-19 situation, residents' attitude toward the visitor industry had been deteriorating on the state and County level. Between 2010 to 2019, the percentage of County residents that completely agree that tourism has brought more benefits than problems had dropped by 24%. There was also a 5% increase of residents who feel that the island is being run for tourists at the expense of local people.

²¹ Battered by COVID-19, Hawai'i Begins to Reopen, UHERO Forecast with Scenario Analysis

²² UHERO Data Portal, Resident Population

²³ ALICE in Hawai'i County, 2018

²⁴ ALICE in Hawai'i County, 2016

²⁵ 2-4-2020 Honoka'a Talk Story

	Hawai'i County Sentiments (% Completely Agree)		Statewide Sentiments (% Completely Agree or Agree)	
	2010 ²⁶	2019 ²⁷	2010 ⁹	2019 ¹⁰
Tourism Has Brought More Benefits Than Problems	44%	20%	67%	58%
This Island is Being Run For Tourists at the Expense of Local People	12%	17%	50%	64%

County residents who were surveyed felt that tourism created the following problems:²⁸

- Traffic Problems (68% of residents)
- Damage to Environment (56% of residents)
- Overcrowding (56% of residents)
- No Respect for Culture/‘Āina (56% of residents)

The increasing number of visitors arriving each year, coupled with the limited type of accommodations, play a significant role and intensifies the major issues felt by residents listed above. While the number of arrivals has traditionally represented a success metric for the visitor industry, this TSP focuses on how the influx of arrival numbers is threatening the health of the land and people of Hawai'i Island.

Need for Broader Health Considerations in the Post COVID-19 Situation

“Pay closer attention to how we are being “packaged” and sold. Industry is foreign owned and operated by transplants.”²⁹

Many families will continue to struggle as the state and County reopens following the COVID-19 situation. As a result, there are a variety of considerations to take into account for the health of our people. In addition to the above ALICE data, the County's Social Vulnerability Index (SVI), created by the Centers for Disease Control and Prevention, has declined in 2018 (SVI of 0.58) since 2000 (SVI of 0.74). SVI scores range from 0 (least vulnerable) to 1 (most vulnerable). The score considers fifteen variables such as poverty, vehicle access, and housing to measure the resilience of communities during emergency situations like natural disasters or disease outbreaks. The County's SVI decline represents movement in the right direction, however,

²⁶ HTA Resident Sentiment Survey 2012

²⁷ HTA Resident Sentiment Survey 2019

²⁸ HTA Resident Sentiment Survey 2019

²⁹ 9-11-19 HTA Kūkulu Ola & Aloha 'Āina Contractors Meeting

social vulnerability will need to be further managed given the tremendous impact that COVID-19 has had on people's capacity to stay employed and earn a living wage.

Recovering from the situation brought on by the pandemic means restoring employment, creating opportunities for more people to earn a living wage above the poverty line, as well as the ALICE threshold, mitigating people's vulnerability to disasters that impact the visitor industry, and taking into account mental, emotional, and spiritual health. Recovery efforts can build on the various recovery movements that already have momentum. Some of the many examples that lift up the health of people include:

- *‘Āina Aloha Economic Futures Declaration* represents a set of principles for economic recovery drafted by a group of Native Hawaiian community members who feel the need to have Native Hawaiian voices, values, and experiences influence the path towards ‘āina aloha.³⁰
- *Building Bridges, Not Walking on Backs* is a “Feminist Economic Recovery Plan for COVID-19” that highlights the impact that the COVID-19 situation has on the lives of women who rely on tourism and the effect it will have on maternal health, childcare, and kūpuna caregiving.³¹
- *Uplift Hawai‘i* supports a culturally grounded and sustainable tourism model that benefits local residents' quality of life by prioritizing health, preventing overcrowding, rooting experiences in Native Hawaiian values, and strengthening our natural resources.³²
- *Larrakia Declaration on the Development of Indigenous Tourism* contains one principle that focuses on equitable partnerships between the visitor industry and indigenous people that support the well-being of communities.³³

Many communities and leaders are poised and organized to take further action in transforming the visitor industry to lift up healthy people.

Health of Our Industry

The COVID-19 situation has had a devastating negative effect on the health of the visitor industry. In the County, there was a 53% reduction of visitors in March 2020 compared to the period prior. Arrivals were recorded at 70,000 in March 2020 compared to 149,000 the period prior.³⁴ By April there was a complete halt on arrivals when the County recorded just 705 arrivals. When compared to the combined impact of the eruption of Kīlauea and Hurricane Lane, where arrivals fell to 135,000 in December 2018, COVID-19 has had a significant impact on the visitor industry unlike any other event experienced in recent history. As depicted in the graph below, March 2020 arrivals were lower than they were in the 2008 recession when arrivals fell to 95,000 in February 2009.

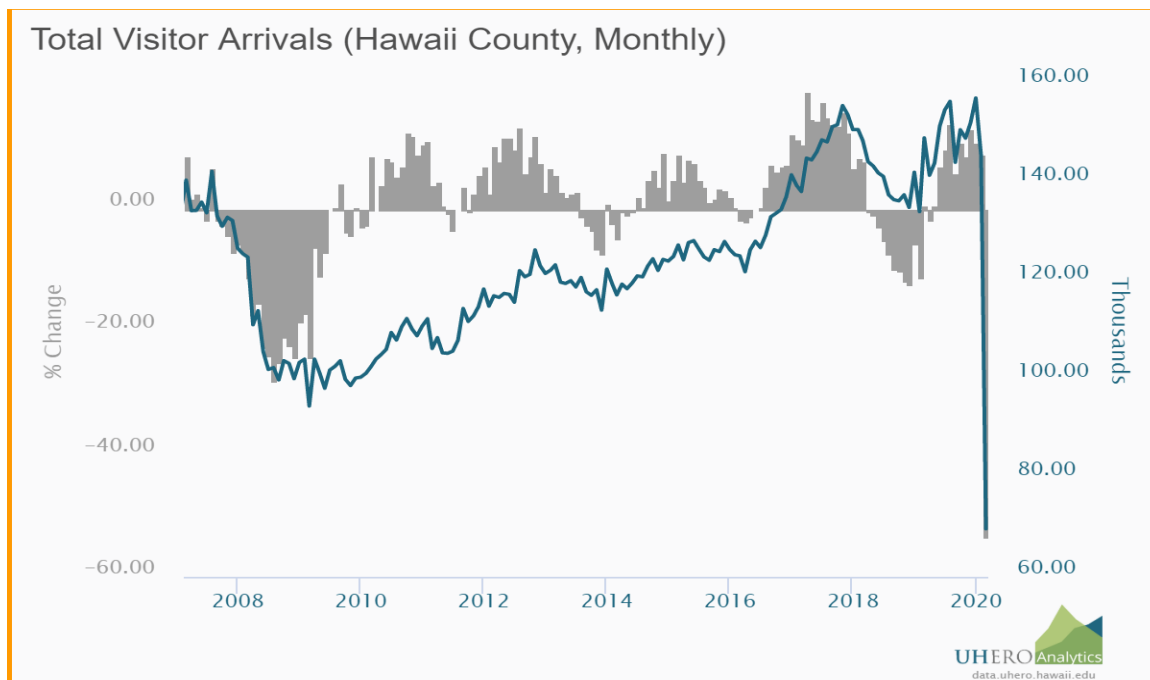
³⁰ <https://www.ainaalohafutures.com/declaration>

³¹ Hawai‘i State Commission on the Status of Women, Department of Human Services State of Hawai‘i

³² <https://www.uplifthawaii.org/>

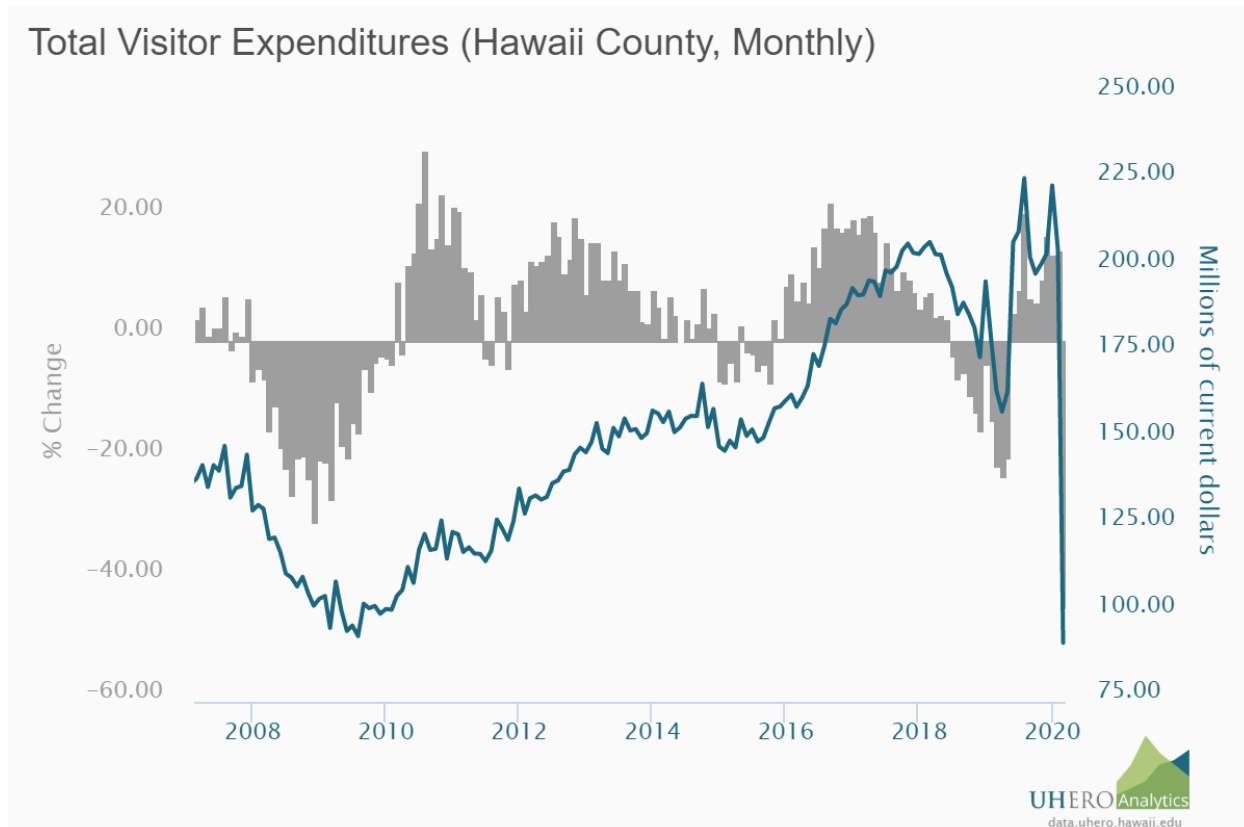
³³ 2012 Larrakia Declaration on the Development of Indigenous Tourism

³⁴ HTA Visitor Statistics Released for March and April 2020



The County also experienced a reduction of nearly half (-44%) of the expenditures received from visitor spending in March 2020 compared to the prior year.³⁵ Total expenditures were recorded at \$92 million in March 2020 compared to \$165 million the year prior. Since expenditures are related to arrival numbers, expenditures during COVID also fell to its lowest point as depicted in the graph below. Expenditures for April were not reported likely due to the 98% drop in arrivals for that month. Other disasters were recorded at \$106 million in February 2009 during the recession and \$159 million in April 2019, the worst performing month following the natural disasters of 2018.

³⁵ UHERO Data Portal, Total Visitor Expenditures



Need to Balance Visitor Arrivals and Expenditures Prior to COVID-19

Number of visitors and visitor expenditures are two traditional indicators of industry health and coupled with the rise in negative resident sentiment discussed earlier indicates that there is a greater need to balance these indicators in more responsible ways. When looking at visitor arrival numbers between 2009 to 2019, tourism around the world grew at an average annual rate of 5.1%.³⁶ The UNWTO recorded 1.5 billion visitor arrivals in 2019 compared to 952 million in 2010. The global economy expanded during the period between the 2008 recession and the COVID-19 situation and the number of arrivals in Hawai'i Island grew almost every year.

Changing conditions for air travel were creating more opportunities for travel and created a need to better manage future overcrowding for the health of our land and health of our people. The UNWTO has identified how an increase in new connecting flights between cities as well as an increase in eVisas and "visas on arrival" are among different factors for growth. The *HTA 2020-2025 Strategic Plan* states that "a strong commitment from Hawai'i's airline partners has resulted in a consistent increase in air seats to the state over the last nine years."³⁷ For Hawai'i Island, one factor that promoted visitor arrivals was the 29% increase in air seats to the island in 2018, which was 302,554 more seats than 2017.³⁸ Southwest Airlines, for example, introduced competitive fares for domestic and inter-island travel and has provided more opportunity for

³⁶ <https://www.unwto.org/global-and-regional-tourism-performance>

³⁷ HTA Strategic Plan 2020-2025

³⁸ 2018 Annual Visitor Research Report

visitors from the U.S. West major market area to travel to Hawai'i. In 2019 the visitor census, or average daily visitor population in the County, was estimated to be 35,750.³⁹ Provided that the County resident population was 200,980 in 2018 and grew by 1% then, on average, visitors comprised about 15% of all inhabitants on the island in 2019. This percentage was probably even higher during the peak months of visitor travel.

The past increase in air arrivals indicated a need for better management of visitor arrivals and past disasters demonstrate the opportunity for changes to occur with the current COVID-19 situation. The Economic Research Organization at the University of Hawai'i (UHERO) reported close to 1.8 million air arrivals in 2019 compared to 1.3 million in 2010.⁴⁰ Although Hurricane Lane and the eruption of Kīlauea in 2018 decreased the number of visitor arrivals by air to Hawai'i Island that year by almost 61,000 people, the average annual rate of visitors to the island still grew by 3.9% from 2010 to 2019. The reduced number of air arrivals in 2018 due to the lava event resulted in \$2.3 billion, \$39 million less in visitor expenditures for the County compared to the previous year, a negative change of -1.6%.⁴¹ However, in 2010, the County recorded only \$1.6 billion in expenditures. Therefore, between 2010 to 2019, the average annual growth rate was 4.8%. This growth was largely due to strong gains in 2010 (10%), 2012 (11%), 2016 (12%), and 2017 (11%).

The number of visitors discussed above do not account for cruise ships, which also bring a large number of visitors in concentrated periods of time. From 2010 to 2018, Hawai'i Island's annual number of visitors who arrived by cruise ship has remained fairly constant (0.1% average annual rate). Nevertheless, roughly 236,000 visitors come to Hawai'i Island each year spending two days on-island, one day in Hilo and one in Kona. On average, this means approximately 4,500 visitors per week add to the total visitor census.

While the graph below shows a correlation between the increase in arrival numbers with the increase in visitor expenditures between 2009 and 2019 for the County, there have also been individual years with an inverse relationship, which pushes the need for a more nuanced analysis of these indicators. Recently, in 2019, there was an intersection between these lines, which means that expenditures have declined while arrivals grew. A similar outcome occurred in 2015 when expenditures fell compared to the year prior and the County hosted more visitors. These years may represent opportunities to do more research and learn what caused a decrease in spending per visitor. Similarly, research can also investigate years when arrival numbers were low and expenditures were high (2013 and 2014) to understand what caused an increase in spending per visitor.

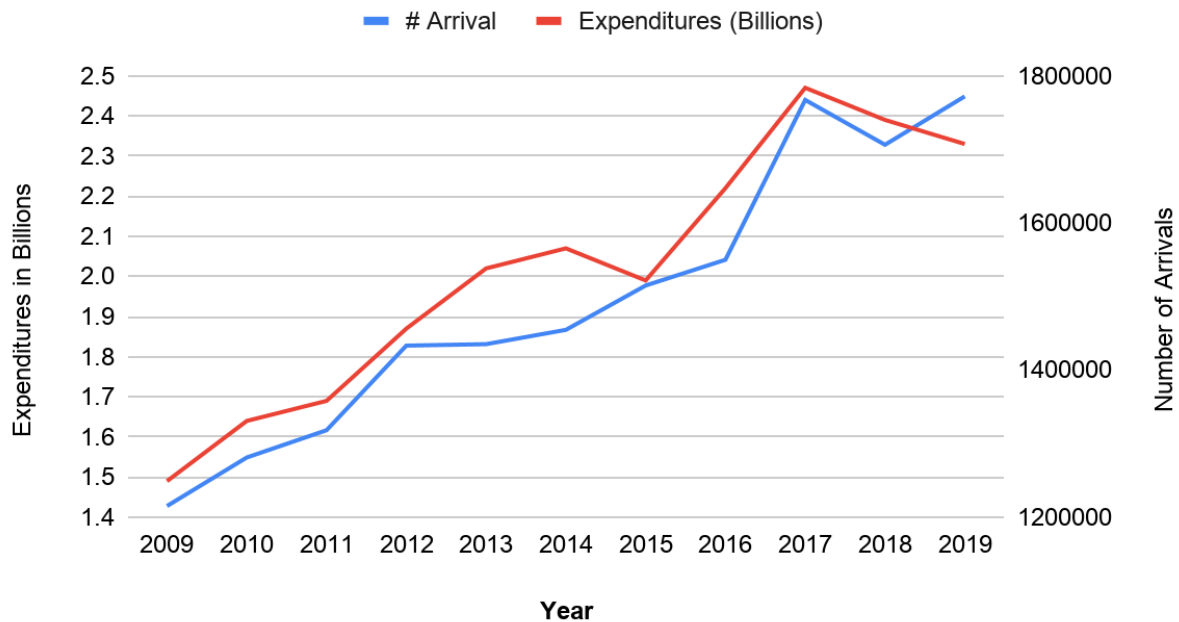
Recently, in 2019, there was an intersection between these lines, which means that expenditures have declined while arrivals grew.

³⁹ UHERO Data Portal, Average Daily Census

⁴⁰ UHERO Data Portal, Total Visitor Arrivals

⁴¹ 2018 DBEDT Historical Visitors

Number of Arrivals and Visitor Expenditures (2009 to 2019)



Important to Better Manage Accommodation Options

Managing accommodations units, including hotel units and short term vacation rentals (STVRs), is critical for promoting residents' health and supporting the health of the industry. In 2019, Hawai'i Island had approximately 10,505 visitor units, a decrease of 3% over the previous year.⁴² The number of visitor units decreased since the formulation of the *2006-2015 Hawai'i Island Tourism Strategic Plan*, which was 11,351 visitor units in 2005. Of these units, hotels continue to comprise a majority (5,782 units or 55%) of Hawai'i Island's inventory of visitor accommodations in 2019. Bill 108, passed by the County Council in 2018, created new definitions and regulations for where STVRs are allowed, how they are used, and what actions existing STVR owners need to take to continue their operations.⁴³ In 2019, STVR comprised 19% (1,992 units) of accommodations on Hawai'i Island. Determining the mix of accommodation units based on the health of our land and the health of our people will be critical for the health of the industry.

In 2019, Hawai'i Island had approximately 10,505 visitor units, a decrease of 3% over the previous year.⁴⁴

Recent occupancy rates for both hotels and STVRs provide a glimpse at the impact of the COVID-19 situation and an opportunity to plan ahead for the health of the industry as well as the

⁴² 2019 Visitor Plant Inventory

⁴³ County of Hawai'i Planning Department, <http://www.hiplanningdept.com/short-term-vacation-rentals/>

⁴⁴ 2019 Visitor Plant Inventory

health of our people. In 2019, the average hotel occupancy rate throughout the year was 77%.⁴⁵ Occupancy rates reach their highest during July (84%) and their lowest during September (68%). In March 2020, during the peak of COVID-19, hotel occupancy rates declined to 46.1%, which is a -33% change compared to the year prior.⁴⁶ In March 2020, during the peak of COVID-19, the occupancy rate for STVUs was 66%, which is a -8% change compared to the year prior.⁴⁷ According to HTA, social media and STVRs have also opened up access to new residential areas where irresponsible visitor behavior remains unchecked.⁴⁸ As new regulations take effect alongside the evolution of the pandemic, tracking which accommodations visitors choose to stay will be critical for managing tourism. It will also be helpful to capture if themes arise on defining features of visitors who stay in STVRs and in hotels or other traditional visitor accommodations, including their interests, where they spend their money, how much they spend, and so forth.

Growing Popularity of Hawai'i Island Based on Visitor Behavior and Satisfaction

"People generally want to be respectful, but they don't know how."⁴⁹

Hawai'i Island appears to have been growing in popularity amongst visitors as indicated by length of stay and the number of visitors coming only to Hawai'i Island. On average, visitors stayed for about a week (7.4 days) on the island in 2019.⁵⁰ About half of visitors only traveled to visit Hawai'i Island, the other half continued their trip to visit one other island.⁵¹ The average annual growth rate of visitors arriving at Kona International Airport from 2010 to 2018 is about 4%. In 2018, approximately 1.5 million visitors arrived at Kona compared to 601,000 who arrived at the Hilo International Airport. From 2010 to 2018, visitors have been arriving at Hilo at a slower annual rate (2.6%) compared to visitors arriving in Kona.

A significant proportion of visitors to Hawai'i Island traversed the island, which indicates distance may not be an issue. The *HTA Visitor Satisfaction Study Q3 2019* shows that for visitors from all major market areas who visited Hawai'i Island, about 29% of them traveled to the other side of the island.⁵² Another 27% of visitors traveled more than one hour and the remaining 45% of visitors either traveled one hour or less (one way) to reach an activity or enjoyed activities that were a short drive from their accommodations.

Hawai'i Island's natural attractions topped the list for visitor activities, which underscores the importance of the health of land and caring for the island's natural resources. Hawai'i Volcanoes National Park was the most popular activity among visitors (52%) from each major market area (U.S. West/East, Japan, Canada, Europe, Oceania, China), aside from Korea. The most popular activity for visitors (34%) from Korea was the Kona Coffee Living History Farm. Based on the

⁴⁵ UHERO Data Portal, Hotel Occupancy Rate

⁴⁶ HTA March 2020 Hawai'i Hotel Performance Report

⁴⁷ HTA March 2020 Hawai'i Vacation Rental Performance Report

⁴⁸ From: HTA Strategic Plan 2020-2025

⁴⁹ 9-11-19 HTA Kūkulu Ola & Aloha 'Āina Contractors Meeting

⁵⁰ UHERO Data Portal, Length of Stay

⁵¹ 2018 Annual Visitor Research Report

⁵² HTA Visitor Satisfaction Study Q3 2019

average percent of visitor participation from each major market area, Punalu'u Black Sand Beach (28%), 'Akaka Falls (25%), Rainbow Falls (25%), and Mauna Kea (19%) were the other most popular attractions.

Visitor satisfaction numbers also indicate the potential for the visitor industry and the draw Hawai'i Island has in its current state. The 2019 study also shows that 79% of visitors from all major market areas rated that they were "extremely satisfied" regarding their overall satisfaction to their most recent trip to the state of Hawai'i.⁵³ When compared to 2018 third quarter results, there was a 2% increase in overall satisfaction as every major market area resulted in an improved score or remained stable. Overall visitor satisfaction for Hawai'i Island was higher for the same quarter, a score of 84%. The visitor satisfaction score for Hawai'i Island actually improved each year by 2% since the third quarter of 2016.

The visitor satisfaction score for Hawai'i Island actually improved each year by 2% since the third quarter of 2016

COVID-19 Forecast as an Opportunity to Reimagine Tourism

The COVID-19 situation has disrupted recent positive forecasts for visitor arrivals and expenditures, which creates a window of opportunity for the County to lift up the health of our land and people as it rebuilds the health of the industry. Before the COVID-19 situation, the primary driver for international tourism had been the growth of the global economy. However, during the peak of the pandemic, UNWTO reports that international visitor arrival numbers have declined to 46 million in March 2020, which was recorded at 107 million the year prior (-57%).⁵⁴ Tourism Economics' "downside scenario" forecasts 263 million fewer global arrivals in 2020 than the year prior, a change of -17.9%.⁵⁵ The downside scenario considers travel restrictions that were imposed in various countries and could be a potential scenario if coronavirus cases reemerge. Assuming this downside scenario occurs, the decline in global arrivals could be similar numbers in 2015 when 1.2 billion arrivals and 1.2 trillion international visitor receipts were recorded.

Current studies forecast a dramatic decrease in visitor arrivals in the next year and paints an uncertain picture of the industry's future. However, it presents an opportunity to reinvent tourism on Hawai'i Island so that it is aligned with the community's values and helps to conserve natural and cultural resources.

*"Get every executive to understand that they do not get to make choices, and that we demand that culture has a seat at the table."*⁵⁶

⁵³ HTA Visitor Satisfaction Study Q3 2019

⁵⁴ UNWTO International Tourism & COVID-19, <https://www.unwto.org/international-tourism-and-covid-19>

⁵⁵ Tourism Economics Travel & Tourism Global, COVID-19: updated outlook and pandemic impacts

⁵⁶ HTA Cultural Resources Meeting 11-20-19

DBEDT's forecast for tourism projects 3.4 million arrivals overall for 2020 across the state, followed by 6.2 million in 2021, 8.3 million in 2022, and 9.4 million in 2023.⁵⁷ Arrival numbers are projected to return to the peak levels experienced in 2019 in 6 years by 2025. However, this forecast assumes that several factors come true. For example, arrival numbers would need to grow at the same rate that they did after the 2008 recession and the visitor industry would need to start opening in September 2020. UHERO has created a forecast for a pessimistic scenario where tourism does not reopen until autumn and the state welcomed only 3.1 million arrivals in 2020.⁵⁸ Under this scenario the County would see 539,900 arrivals in 2020, a -70% change from the year prior. There would be 933,500 arrivals (73.2% annual change) in 2021 and 1.2 million arrivals (26.3% annual change) in 2022. Through the first four months of 2020, arrivals to the County have already declined by -33.4% compared to the period prior.⁵⁹ This period presents many uncertainties around how the visitor industry will be redeveloped, however, it may also alleviate some of the negative sentiments from residents and create an opportunity to revisit how some experiences are delivered to visitors.

Responsibly Opening the Visitor Industry

“When we host different groups and they give back, their payment is to the land.”⁶⁰

As the County works with the state and other entities to open Hawai'i Island to visitors, it will be critical to lift up the health of our land and people as we support the health of the industry. Current data show that visitor arrival numbers incurred significant decline in March 2020 and came to a complete halt the month after. Emerging data on traveler sentiments indicate that concerns about contracting the virus are leveling off as travelers are reestablishing confidence in tourism.⁶¹ For example, a national survey on U.S. travelers taken on April 29th found that “the percent of U.S. travelers who plan to travel in the next six months was fairly stable at 70%.”⁶² Further, “the percent of travelers who indicate COVID-19 as ‘greatly impacting’ their travel decisions dropped from 63% to 55%.” As visitors become more comfortable with traveling again, the industry will need to take into account resident sentiment and general health to ensure a healthy industry.

The current situation provides an opportunity to support a more responsible approach to tourism that centers around place and residents. If international tourism returns to 5.1%⁶³ annual growth when it is safe to travel, as experienced between 2009 to 2019, it will be critical to responsibly manage visitor behaviors and manage their expectations for travel. It will also be important to

⁵⁷ Outlook for the Economy, 2nd Quarter 2020 Report, DBEDT

⁵⁸ Battered by COVID-19, Hawai'i Begins to Reopen, UHERO Forecast with Scenario Analysis

⁵⁹ HTA Visitor Statistics Released for April 2020

⁶⁰ 2-4-2020 Honoka'a Talk Story

⁶¹ Destination Analysts' Coronavirus Travel Sentiment Index Report: Key Findings- May 4th, 2020

⁶² Longwoods International COVID-19 U.S. Travel Sentiment Survey, Eighth Edition: May 5, 2020

⁶³ <https://www.unwto.org/global-and-regional-tourism-performance>

critically think about the type of visitor that the County would want to target as it supports the recovery of the visitor industry and the health of our land and people. In 2018, international visitors traveled for the following reasons: leisure, recreation or holiday (56%); visit friends, relatives or for religious reasons (27%); and business or their profession (12%). The growth rate for each travel reason increased from 2010 to 2018, but travel for leisure, recreation, and the holidays grew the fastest at a rate of 5%. For Hawai'i Island, travel for the purpose of pleasure or vacation was much higher than global averages at 76% compared to 8% who traveled to visit friends or relatives, 7% who traveled for business, and 5% who traveled for a honeymoon or to get married.⁶⁴ Should this trend continue, the County will work with industry partners to target high quality and pleasure seeking visitors in marketing efforts, and support opportunities that lift up the health of land and people which could differentiate Hawai'i Island from other destinations.

A deeper look at consumer travel trends captured by the UNWTO listed below may help in forecasting the direction of visitor spending behaviors.

- Travel 'to change'
 - Live like a local
 - Quest for authenticity and transformation
- Rising awareness on sustainability
 - Zero plastic and climate change.
- Travel 'to show' 'Instagrammable' moments, experiences and destinations.
 - Pursuit of a healthy life
 - Walking, wellness and sports tourism
- Rise of the 'access' economy
 - New travelers due to lower airline prices
- Solo travel & multigenerational travel
 - As a result of an aging population and single households.

Trends around traveling to change and the rising awareness of sustainability initiatives provide momentum to reshape the visitor industry.

"Educating people before they get to the island. People should know quickly what to do and what not to do. They need to be a part of the solutions."⁶⁵

The Hawai'i Visitors and Convention Bureau (HVCB) recently reported how "one-third (33%) of American travelers indicated they are willing to pay 10% more for travel service providers who demonstrate environmental responsibility."⁶⁶ Furthermore, these conscientious travelers may take vacations more frequently than those who are not traveling for change. When looking at generational lines, they found that a higher proportion of younger generations (ages 38 & under)

⁶⁴ 2018 Annual Visitor Research Reports

⁶⁵ 3-4-20 Network Gathering

⁶⁶ HVCB Market Insights Update, February 2020

were “significantly more likely to believe that leisure travel has an overall negative impact on the environment” compared to older generations (ages 39-73).

“One-third (33%) of American travelers indicated they are willing to pay 10% more for travel service providers who demonstrate environmental responsibility.”⁶⁷

Similarly, a focus on repeat visitors may be a strategy in reopening the visitor industry given the familiarity of these visitors to Hawai‘i Island. In 2020, HTA reported that for “the U.S. West, Hawai‘i’s most developed market, repeat visitors comprise 81% of arrivals. Repeat visitors often have different spending patterns than first timers. For example, they are less likely to stay in full-service hotels or visit commercial attractions.”⁶⁸ Furthermore, HTA’s reports indicate that “some higher-spending visitor segments, such as bridal/honeymoon, golf, and meetings have declined as a percentage of total arrivals” since 2016. Evidence that traditional higher-spending segments have declined and that repeat visitors are likely to comprise a majority of arrivals indicates that the County should consider attracting other higher spending segments who are also repeat visitors. Directing marketing efforts toward returning visitors who are willing to invest their money in responsible tourism and who desire authentic experiences may be an effective strategy to balance tourism, especially in the early phases of COVID-19 recovery.

Addressing Visitor Arrival and Expenditure Forecasts with Community and Industry Driven Solutions

With the added uncertainty of the COVID-19 situation on visitor behaviors, there is a more obvious and immediate need to shift the County’s tourism strategy to better reflect the feedback of community members and local industry stakeholders. Forecasts based on models prior to the COVID-19 situation already estimated declines in visitor growth and expenditure growth rates. On Hawai‘i Island, DBEDT forecasted that the visitor census would increase to 38,717 and visitor expenditures would increase to \$3 billion by 2025. Afterward, the visitor census was predicted to continue growing by about 1% annually while expenditures grow at a 3% annual growth rate until 2030.⁶⁹ This long-term forecast represents a decline when compared to the visitor census growth rate (4%) and the expenditures growth rate (4.8%) between 2010 to 2019.⁷⁰ Furthermore, these forecast rates are slower than the rate of air arrivals (3.9%) and just slightly higher than the rate of visitor personal daily spending (2.6%) between 2010 and 2019, which was \$144 and \$178, respectively. These forecasts, although based on pre-COVID data, reflect an eventual cap to visitor arrival numbers.

Given our need for a more resilient economy, it is crucial, now more than ever, to follow the guide of leaders in our community and industry. *The Huliau Action Agenda* from the ‘Āina Aloha

⁶⁷ HVCB Market Insights Update, February 2020

⁶⁸ HTA Strategic Plan 2020-2025

⁶⁹ Population and Economic Projects for the State of Hawai‘i to 2045, DBEDT, 2018

⁷⁰ UHERO Data Portal, Total Visitor Expenditures & Average Daily Census

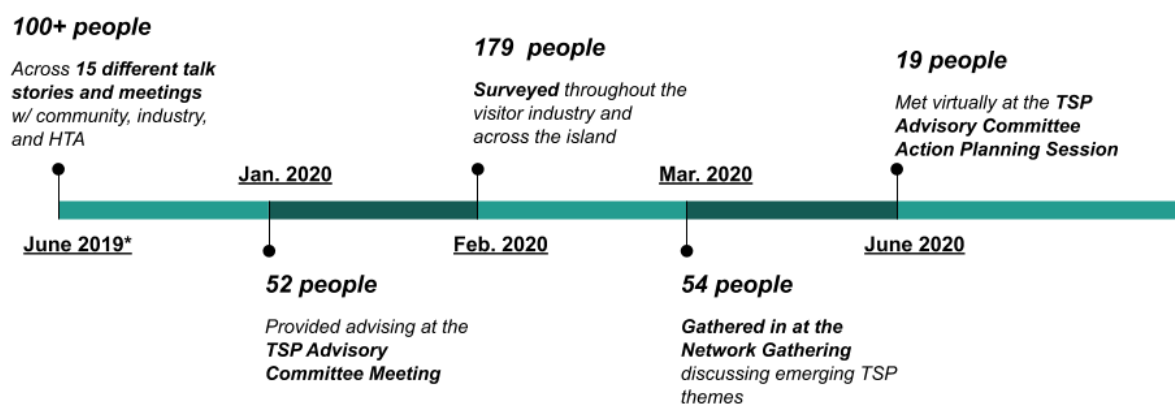
Economic Futures Declaration highlights clear objectives for shifting towards a regenerative visitor industry that revitalizes the health of people.⁷¹ It presents the need for a “strong self-sustaining economy in Hawai‘i that is resilient to worldwide economic downturns” and “seeks to decouple economic growth from environmental degradation.” Decreasing arrivals and expenditures, indicators of unhealthy land, and poor resident sentiment are converging on the need to instill restorative practices and principles into the visitor industry moving forward.

A large network of public and private partners across the state have already been convening to shift the visitor industry so that it addresses the needs of the people and our ‘āina. Hawai‘i Green Growth (HGG) United National Local2030 is a sustainability hub that is bringing together diverse stakeholders committed to economic, social, and environmental priorities. In May 2020, after surveying over 315 partners across six sectors statewide, the network found that sustainable tourism was one of the main policies and priorities to integrate into the state's economic COVID-19 recovery efforts, supported by 40% of respondents.⁷² For near-term and long-term recovery, it is critical to implement a sustainable visitor industry to meet the economic declines predicted by our current forecasts.

Stakeholder Feedback & Survey Results

The TSP incorporated the perspectives of the visitor industry, community, and government stakeholders, to integrate a range of perspectives on the future direction of tourism in Hawai‘i Island. Below is a summarized timeline of the process:

Range of Voices Integrated into the TSP



*This date is when the first meeting took place. The final meeting took place in March 2020, which concluded the 9-month period. See Appendix A for more details

⁷¹ <https://www.ainaalo hafutures.com/action-agenda>

⁷² Network Recovery Survey Executive Summary, Hawai‘i Green Growth Local 2030

Initial Round of Feedback

From June 2019 to March 2020, the County facilitated a range of talk story meetings and disseminated surveys to learn about challenges and opportunities for the visitor industry to achieve Ola ka 'Āina, Ola ke Kānaka, get a sense of the visitor activities and experiences that are working well, initiatives that should be prioritized or changed, and resources that would help professional and personal development. The TSP highlights the areas where the County can most effectively support industry stakeholders and community partners based on the feedback that was shared. Below are the themes that emerged as tied to what stakeholders envisioned for the visitor industry:

*“Aloha is not meant to be
sold, but meant to be shared.”⁷³*

Importance of Place & Culture -- need to rebuild authentic relationships that people have with the places and culture of Hawai'i Island, particularly native Hawaiian culture. Challenges and opportunities lifted up included:

- Connecting communities to their *wahi pana* (sacred cultural sites) so they could help with protecting them, tie that to the process of creating Pono Practices and a guide for how visitors might interact with these sites;
- More cultural community events that lift up the culture of each place and celebrate residents, which would attract visitors with more authentic experiences, and provide educational opportunities;
- Raise living culture as the centerpiece of every visitor industry decision;
- Build authentic relationships across sectors to support community-driven collaborations that would lift up place and culture in authentic ways that each local community would create.

Lifting Up People -- ensure decisions are community driven, particularly by native Hawaiian stakeholders. Opportunities and challenges included:

- Supporting communities in stepping up to steward, manage, and share their sacred places;
- Need to include cultural practitioners and individuals tied to the root culture to guide decision making;
- Make resident satisfaction a key indicator to guide decisions that would lift up place and culture as well as opportunities for authentic experiences;
- Measure happiness of employees and happiness of guests as another indicator of health to guide decisions and determine the success of business;
- Need to increase the number of individuals who are Native Hawaiian in positions of influence throughout the industry

⁷³ 9-23-19 - Island of Hawai'i on the Road Bus Tour

Protecting the ‘Āina -- important to address environmental degradation by both residents and visitors and provide opportunities for both groups to collaborate on. Challenges and opportunities shared included:

- Closing bays and trails on certain days to allow for recovery and coordinate those days so visitors can better plan their stay;
- Address issues around sunscreen pollution, coastal inundation, trail degradation, and cesspools;
- Enact environmental fees, parking fees, entrance fees, and so forth to help pay for the upkeep of facilities as well as community-driven education in highly trafficked areas for residents and visitors.

Supporting a More Responsible Visitor Industry Connected to the Environment and Culture -- this included promoting activities like agritourism and voluntourism, limiting the number of visitors based on environmental concerns, and focusing on the type of visitor that would respect and care for the land and culture. Opportunities and challenges included:

- More widely disseminate and enforce the Pono Pledge;
- Improving the permitting process for small businesses;
- Need to expand communication channels to visitors arriving by land or sea, including pre-arrival, so they understand general expectations as a visitor to Hawai‘i Island and to specific communities

“Sense that you are coming into a
space that is sacred!”⁷⁴

- Commitment from different stakeholders to collectively commit to this place and supporting the place, culture, and people of each community;
- Need for coordinated strategies that integrate community participation, youth engagement, widespread community engagement and having government support to improve communication and approval systems between the government, private, and community sectors.

Increasing Visitor Awareness and Changing Mindsets -- emphasize the importance of caring for ‘āina, the uniqueness of Hawai‘i Island, being mindful of residents, and native Hawaiian culture. Challenges and opportunities shared included:

- Support visitor activities that show an authentic depiction of Hawai‘i Island that allows for reciprocal engagement and visitor contribution on the terms of local communities;
- Shifting mindsets from an “entitled” perspective demonstrated by a visitor feeling like they could go wherever they wanted to one where a visitor recognizes they are a guest on Hawai‘i Island and need to act in ways that the community they are visiting wants or they will be asked to leave;

⁷⁴ 9-11-19 HTA Kūkulu Ola & Aloha ‘Āina Contractors Meeting

“The rebranding for Hawai‘i we are not your
freespace playground. You are coming in
someone’s home, not here to set up your
whims.”⁷⁵

- Lift up products made from Hawai‘i Island ingredients and on Hawai‘i Island to support Hawai‘i Island entrepreneurs

Providing Educational Opportunities for Residents -- building capacity of residents in a variety of ways that centers place and culture would strengthen the visitor industry in a variety of ways. Opportunities and challenges include:

- Critical for residents, and by extension visitors, to learn more about the ‘āina they occupy or visit so they build a relationship with it and be more aware of how to care for it;
- Need to educate local students and youth about their culture was also important to stakeholders to improve tourism and its weak perception among some youth and others who may not understand the importance of tourism for the economy;

“Key, if we don’t educate the kids,
the next leaders, tourism will fail.”⁷⁶

- Preparing residents and the workforce in the visitor industry with the skills needed to educate visitors on how to take care of the ‘āina and how to respect local culture;
- Create guides to help managers in the visitor industry to learn about the places, stories, and histories of the areas they manage as well as popular visitor attractions so they can accurately share as well as provide tips on proper protocol and behavior (i.e. Pono Practices).

Improved Infrastructure -- supporting communal resources for residents will benefit visitors alike. Opportunities and challenges include:

- Each community has their own infrastructural needs whether it be the condition of bathrooms at different parks and beaches or improving buildings around farmers markets;
- Improving the infrastructure for transportation and housing were also important for improving tourism since both improve the quality of life for residents and the experience for visitors.

⁷⁵ 2-4-2020 Honoka‘a Talk Story

⁷⁶ 1-30-20 Advisory Group Meeting

Network Gathering

After the talk story meetings and surveying, the County held a network gathering in order to present initial findings to stakeholders and collect additional feedback on the initial draft of TSP goals, objectives, and strategies. The initial goals were synthesized in the following ways from the initial rounds of feedback:

- **Responsible Tourism** -- distilled the importance of place and culture, lifting up people, protecting the 'āina, and the visitor industry's role in lifting up those areas.
- **Pono-Based Communication** -- builds on the importance of Responsible Tourism with a focus on how Hawai'i Island is communicated outward to visitors.
- **Place-Based Education for Residents** -- builds on the importance of Responsible Tourism with a focus on how to build capacity on Hawai'i Island to support the industry in striving towards a high quality of life for residents.
- **Infrastructure** -- building on all three goals with a focus on the built environment and how centering residents first would also benefit visitors.

Attendees were asked to share their thoughts about what stood out, what was missing, and how they might be able to contribute to move ideas towards action. Participants built on the initial sharing and goals. Below, under each goal, is a list of themes that emerged about each goal from network participants throughout various group discussion and group note taking activities.

Responsible Tourism

- *Authenticity and the Importance of Culture* -- importance of uplifting the host culture as well as the multiple cultures that are present in Hawai'i Island and focusing on sharing cultural traits with visitors that make a "true Hawai'i."

"We are more than just
sand, surf, and hula."⁷⁷

- *Sustainable Visitor Industry* -- manage the industry so that businesses and communities are capable of developing and implementing disaster mitigation plans so that people are financially secure enough to live healthy lives even throughout disasters.
- *Community Reinvestment* -- properly value kānaka and their place-based knowledge by ensuring they have financial security to share their experience and ensuring that tourism revenue supports local schools and "real" Hawai'i events.
- *Hawaiian Values Backed by Businesses* -- obtain buy-in from business leaders, managers and HR departments to coordinate the sharing of Hawaiian culture, values, and customs with visitors. For example, this could include engaging car rental, hotel, and resort companies to educate their employees on maintaining sustainable and pono practices as well as opportunities to build capacities around cultural competence.

⁷⁷ 3-4-20 Network Gathering

- *Visitor Reciprocity & Awareness* -- hold visitors accountable for irresponsible behavior, leverage voluntourism, and create appropriate laws to effectively manage the use of harmful byproducts from sunscreens.
- *Houselessness and Affordable Housing* -- support initiatives that address houselessness and affordable housing issues as well as other resident needs.

Pono-Based Communication

- *Importance of ‘Ōlelo Hawai‘i* -- enhance the utilization of the Hawaiian language and traditional place names in all communications and promote correct pronunciation.
- *Responsible Host* -- empower visitors to be part of the solution by educating them before their arrival through various methods of communications and using the Pono Pledge and pono practices.
- *Coordinated Communications* -- a coordinated effort is needed among all visitor industry stakeholders to effectively promote pono practices throughout the visitor’s entire stay, from the airline to the concierge team.
- *Branding with Hawaiian Values* -- rebrand marketing efforts so that Hawaiian values are conveyed to visitors to introduce them to the powerful connections between culture, spirituality, and ‘āina.

Place-Based Education

“Give people who lived here their whole lives
opportunity to contribute to authentic education.”⁷⁸

- *Self-determination* -- community-driven education where kānaka and other people who have lived here their whole lives have the power and choice to share their knowledge to make education authentic.
- *Community Education* -- community storytelling opportunities that pull in keiki to learn and share stories in visitor spaces, which includes ‘āina based education in schools that are informed by Hawaiian values and practices.
- *Workforce Cultural Training* -- accessible cultural resources for workers and volunteers and capacity building for businesses so that the workforce can receive Native Hawaiian cultural training without barriers.
- *Sharing Cultural Resources* -- facilitate the sharing and spread of cultural resources and develop training programs that provide the skills in conveying conservation messages through the lens of Hawaiian culture.
- *Tourism Related Education* -- an education system that makes degrees in hospitality or science, technology, education, and math more applicable to the visitor industry so that students can see a future for themselves in Hawai‘i.

⁷⁸ 3-4-20 Network Gathering

“Youth don’t need to leave to get
the education they want.”⁷⁹

Infrastructure

- *Housing* -- support housing initiatives that address the shortage of affordable housing for residents and units that incorporate sustainable infrastructure.
- *Transportation* -- the need for a reliable bus service, bus shelters, and incentives to ride the bus instead of driving.
- *Commuting Conditions* -- improve the commute for employees who have to drive 50+ miles to get to work, which results in more stress and less time with family.
- *Community Assets* -- build up public parks that improve the enjoyment for residents and update trails and park facilities to keep them clean and sanitary.
- *Financial Support* -- the need to acquire funding through grant writing to coordinate with organizations with the capacity to help, and to receive financial support from the government to improve infrastructure.

“Improve public spaces so they attract dwelling
and spending quality time for meaningful experiences.”⁸⁰

⁷⁹ 3-4-20 Network Gathering

⁸⁰ 3-4-20 Network Gathering



Vision: Ola ka ‘Āina, Ola ke Kānaka!

Data and stakeholder feedback affirmed this vision of “Healthy Land, Healthy People.” The vision maintains a connection to our past, grounds us in the present, and envisions a collective future that puts this place and the people of this place first. It is carried forward from the 2006-2015 *Hawai‘i Island Tourism Strategic Plan* and 2016 *Hawai‘i Island Tourism Roadmap* and lays the foundation of the TSP. Without ola (health), there is no responsible tourism. The vision is supported by the Connections Framework and supports connection to place, community, past and future, and to your better self. It is also supported by the understanding that if we are grounded in place, we are able to intentionally share our love of place with others, beginning with our family, our community, and including visitors. This vision also sets out the importance of a high quality of life for residents and a focus on social benefits will support a meaningful, reciprocal experience for residents and visitors. The vision subsequently provides support for other County processes given their following purposes:

- *General Plan* -- “the blueprint that guides the long-term development of Hawai‘i Island.”⁸¹
- *Community Development Plans (CDP)* -- “serve as the forum for community input into establishing County policy at the regional level and coordinating the delivery of County services to the community.”⁸²
- *Kīlauea Recovery & Resilience Plan* -- “foster resilient communities that exist in harmony with the Puna region’s every-changing landscape.”⁸³

The following sections provide more details on how the TSP could support and inform the above processes and plans.

⁸¹ <https://www.planning.hawaiicounty.gov/big-island-vision/community-planning/general-plan>

⁸² <https://www.hawaiicountycdp.info/about-cdps>

⁸³ Kīlauea Recovery & Resilience Plan (June 10, 2020 WORKING DRAFT)

Goals & Objectives

The following section builds on past tourism planning efforts by integrating updated data and more recent stakeholder feedback. It also aims to align with other County processes and plans, including the General Plan, the Community Development Plans, the Kīlauea Recovery Strategic Plan, and the COVID-19 Recovery Plan.

Goal #1: Responsible Tourism

Support a sustainable visitor industry on Hawai'i Island that promotes the preservation of our natural and cultural resources and a high quality of life for residents that results in authentic experiences for visitors and economic growth for the County.

Objectives include:

- Protect and sustain the cultural practices and natural resources of Hawai'i Island so that authentic experiences that are grounded in this place guide Hawai'i Island's visitor industry.
- Support communities to create activities and develop visitor products that are grounded in the culture and natural resources of their community and that reflect their sense of place.
- Increase the overall contribution of the visitor industry to Hawai'i Island and its communities.
- Work to connect visitor satisfaction with authentic experiences on and contribution to Hawai'i Island.
- Actively contribute to address issues that would increase the quality of life for residents, including houselessness, housing, and transportation.

Goal #2: Pono-Based Visitor Communication

Reinforce authentic Hawaiian culture that ensures the foundation of our unique sense of place and establishes the necessary communication to visitors for the care of our 'āina and culture.

Objectives include:

- Manage the brand of Hawai'i Island by highlighting authentic 'āina based, place-based, and culturally grounded practices.
- Develop and deliver culturally relevant visitor information and pono practices before and during visitor arrivals to establish a Hawaiian ambiance that accommodates visitors and educates them on taking care of the 'āina and the community and that reflect their sense of place.
- Redesign visitor facing signage, interpretative program, and other material to accurately reflect 'Ōlelo Hawai'i, traditional place names, and culture of place.

Goal #3: Place Based Education for Residents

Support and encourage both community-driven and institutional initiatives that are grounded in place based efforts to train and educate a local workforce that lifts up opportunities that are unique and authentic to Hawai'i Island.

Objectives include:

- Support initiatives for community-driven education.
- Promote workforce training and the development of programs within businesses and workplaces that are place-based and culturally grounded.
- Expand visitor industry-related education that integrates both place-based and culturally grounded practices as well as the incorporation of STEM fields within DOE educational institutions, outreach programs, community college, and university.
- Evaluate the impact of both workforce training and education for students, workers, and volunteers of the visitor industry.

Goal #4: Infrastructure

Provide social benefits to both residents and visitors by supporting initiatives and existing efforts that improve transportation, community assets, and housing for residents, which will also benefit visitors.

Objectives include:

- Support the coordination, collaboration and improvement in general public transportation services as well as eco-friendly options for residents, which by extension, will also benefit visitors.
- Support efforts to increase safety and quality of community assets for residents, such as parks, recreation centers, and cultural sites, which by extension, will also benefit visitors.
- Support efforts underway to identify solutions for the lack of affordable workforce housing.
- Evaluate the effect of existing infrastructure on community health and well-being.

Guiding Principles for Metrics

The TSP provides an update on the foundation for the metrics the County will be tracking to measure progress on the goals, objectives, and strategies laid out in the TSP towards achieving the vision of *Ola ka 'Āina, Ola ke Kānaka*. The *2016 Hawai'i Island Tourism Road Map* established a set of baseline metrics that the County uses to track the health of our land, our people, and our visitor industry. This section builds on those baselines to provide guiding principles that the County is looking to in terms of metrics for progress.

Given feedback from the community, the indicators for the health of our industry must be tied to the health of our land and health of our people. As such, the TSP uplifts metrics tied to the

health of our land and the health of our people as the core buckets of indicators for the health of our industry with the following as starting points:

- *Health of Our Land* -- Aloha+ Dashboard
- *Health of Our People* -- resident satisfaction and visitor employee satisfaction

The County encourages community driven efforts to build from the metrics below and develop their own place-specific metrics to demonstrate the health of land and health of people in their own communities as defined by their own community members.

Health of Our Land

The County also has an opportunity to collaborate with other efforts to align with statewide metrics around health of land and contribute Hawai'i Island-specific metrics. The [Aloha+ Challenge Dashboard](#) aims to track six interconnected sustainability targets for the state and counties in clean energy, solid waste reduction, natural resource management, local food production, smart sustainable communities, and green workforce & education. The data pulled forward from the *2016 Hawai'i Island Tourism Road Map* is presented below alongside other data points relevant to the TSP. Additional County level data can be found in Appendix B.

	Hawai'i County (Baseline Date)	Hawai'i County (Most Recent Data)	2030 Target Goal for the State
Employment of Native Hawaiians in Tourism <i>Number of Native Hawaiians employed in the visitor industry by industry</i>	No baseline data found	6,204 in Retail 3,838 in Accommodations, Arts, Food Services 2,056 in Transportation and Warehousing 884 in Entertainment and Recreation 700 in Real Estate, Rental, Leasing (2017)	No goal set
Farm Land Use <i>Measured by tracking acres of farmland used for local food production</i>	No baseline data found	26% (2019)	Enough farmland to support local agriculture including farm workers, ranch operators, and extension services

Ocean Health Index (OHI) <i>A measure based on a 0-100 scale that reflects how close a coastal region is to reaching their targets for a healthy ocean. 100 represents a healthy ocean</i>	No baseline data found	72 (2018)	No goal set
Certified Eco-tourism Businesses <i>Number of certified sustainable eco-tourism businesses</i>	No baseline data found	10 (2019)	Track number of eco-tourism certified businesses
Number of Green Businesses <i>Number of businesses recognized by the Hawai'i Green Business Program</i>	No baseline data found	6 (2020)	No goal set
Voluntourism and Community-Based Tourism <i>Number of programs that "give back" to the community and local culture</i>	No baseline data found	2 (2019)	No goal set
'Āina-Based Education <i>Number of Nā Hopena A'o School and Community Partnerships</i>	No baseline data found	2 (2017)	Increase school-community partnerships for 'āina-based stewardship
Vehicle Miles Traveled (VMT) <i>Measured by tracking annual miles traveled per vehicle</i>	19,396 (2012)	9,703 (2018)	People can safely move to destinations with a choice of transportation options
Commuter Mode Share <i>Measured by tracking proportion of mode of transportation for commuting</i>	71% Drive Alone 13% Carpool 9% Work at Home 5% Other 2% Public Transportation (2009)	No recent data found	No goal set
Dollars Spent on Parks <i>Shows the money invested per capita on parks and recreation</i>	No baseline data found	\$101 (2016)	Enhance and encourage diverse use of and investment in abundant public, open, and green spaces.

Homeless Community Members <i>A point in time count of individuals experiencing homelessness. Does not reflect the total number of people who might experience homelessness throughout the year.</i>	507 People (2007)	690 People (2019)	No goal set
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Health of Our People

Pilinahā or the “Connections Framework” is a tool that helps us measure health among people on this island. As we advance towards a future that prioritizes healthy land and people, this framework serves as a guide to measure efforts on community health. It focuses on four dimensions of connection: **connection to place, community, past and future, and to your better self**. By promoting a visitor industry that upholds these connections, the land and the people will be revitalized and more prepared to welcome visitors to their home. It is a framework that promotes people’s kinship with ‘āina. It encourages people to love and be loved; to understand and be understood. It acknowledges people’s kuleana and affirms their purpose in the world. Lastly, it creates the opportunity for people to find and know themselves, which are all fundamental for creating and sharing authentic experiences with curious visitors.

The *2016 Hawai‘i Island Tourism Road Map* recognized that the framework can be “refined and applied at all levels: policy, program design, community activities, providers of care, and individuals.” Each of the TSP’s goals includes a specific strategy tied to the connections framework and utilizing its approach for measuring health. Please refer to Appendix C for relevant sections of the 2016 Hawai‘i Island Tourism Road Map to see examples of questions that could be used to assess people’s connections to place, community, past and future, and to better selves. Also helpful for context is the scholarly article entitled *Pilinahā: An Indigenous Framework for Health (2019)*, written by the original designers of the framework that builds on the growing body of work on community and indigenous well-being. Pilinahā subsequently provides a framework and foundation through which to view more traditional measures of health of our people. Current measures to integrate include resident satisfaction and visitor satisfaction from HTA’s Resident Sentiment Survey. Visitor industry employee satisfaction is another potential metric that could be captured in the near future with support from visitor industry employers.

Other existing data could be revisited through the lens of the Pilinahā framework to tease out relevant measures of the health of land, people, and industry. For example, determining the ideal mix in terms of number of visitors and related visitor expenditures; and breaking down visitor satisfaction within the above determinations to support programs and practices that encourage pono visitor practices and behaviors and related satisfaction.

County Strategies & Actions Going Forward

The County's actions build on data and feedback that lift up the importance of centering the health of land and people to guide the health of the industry going forward. Subsequently, the County views its role as a **connector, convener, facilitator, and catalyst for community-driven approaches** in achieving the vision and goals of the TSP. In those roles, the County specifically provides:

- Advocacy to build a network of community and industry people to help achieve the TSP vision and goals;
- Capacity Building and Technical Assistance;
- Grant support to community-driven initiatives;
- Synthesis of information for decision making.

The following lays out strategies and actions that the County will be focused on, which are organized by the goals and objectives from the above section. The County has also framed those actions within how the County approaches its role in the community and includes related outcomes and metrics as tied to the Health of Our Land and Health of Our People.

Responsible Tourism

The County aims to achieve the following outcomes through the strategies and actions listed below, including the metrics for progress:

- **Increased opportunities for Native Hawaiian people** to be in leadership roles and making decisions regarding tourism development.
- **Strengthening the connections** between appropriate community-led initiatives, visitors, and economic opportunities.
- **Increased number of capacity building opportunities** and technical assistance initiatives that are directly linked to financing and funding mechanisms provided to communities that are generating nature/environmental and culture-based opportunities that drive responsible tourism, entrepreneurial development, education and research and other economic recovery initiatives.
- **Establish pre-arrival visitor education tools on pono practices.**
- **A “Pono Ambassador” program** that incentivizes businesses to promote pono practices, and visitors to patron these businesses.





Strategy/Action	Metrics for Progress
<p>Develop an inventory of cultural practices and natural resource areas identifying those that are determined appropriate for access as well as plans to sustain those resources.</p> <ul style="list-style-type: none"> Create an action plan to form metrics that will determine pono practices for sustaining the cultural and natural resources. 	<p>Health of Our Land</p> <ul style="list-style-type: none"> Improved ocean health index score Higher percentage of invasive species control and native species management (number of trees planted by visitors) Increased Farm Land Use
<p>Put “community first” and help to ensure communities retain their sense of place, including recognizing Native Hawaiian knowledge, culture, and people first and then the multi-cultural diversity of each community.</p> <ul style="list-style-type: none"> Integrate Native Hawaiian practitioners as leaders within visitor industry conversations and actions Encourage visitors and incentivize companies to buy local goods and services by providing technical support for local businesses who want to promote or further develop their local products, services, and activities in the visitor industry. Identify and reduce barriers that prevent visitor industry companies from buying Hawai‘i Island local products. <p>“Businesses are taking over and the environment, people and culture are expendable.”⁸⁴</p>	<p>Health of Our Land</p> <ul style="list-style-type: none"> Increased number of ahupua‘a managed with community-based plans, increased number of sustainable tourism businesses and projects. <p>Health of Our People</p> <ul style="list-style-type: none"> Increased number of Native Hawaiians working and making decisions in tourism. Increased percentage of resident satisfaction with the visitor industry – Native Hawaiian culture is preserved and presented authentically.

⁸⁴ 9-11-19 HTA Kūkulu Ola & Aloha ‘Āina Contractors Meeting

<p>Coordinate with the visitor industry and other stakeholders to provide employment that sustains families on Hawai'i Island, proactively reinvests back into the local community and commits to uplifting Native Hawaiian culture, values, and customs.</p> <p>"I would like to see a future where we focus on the tourist that is concerned and interested in the land and culture of Hawai'i. Tourists that spend well and care about more than a lava photo op and days at the beach."⁸⁵</p>	<p>Health of Our Land</p> <ul style="list-style-type: none"> Increased number of programs awarded with HTA Aloha 'Āina and Kukulu Ola program funds <p>Health of Our People</p> <ul style="list-style-type: none"> Increased visitor spending on Hawai'i Island. Increased number of opportunities for the industry and communities to collaborate and educate each other.
<p>Develop ways for visitors to authentically engage and contribute back to Hawai'i Island and be accountable for their actions.</p> <p>"I don't feel personally, it should be a volunteer thing for tourists to be pono. It's you are or you aren't or else don't come."⁸⁶</p>	<p>Health of Our Land</p> <ul style="list-style-type: none"> Increased stewardship participation by visitors (programs, tours, activities). Certified Eco-tourism Businesses Voluntourism and Community-Based Tourism <p>Health of Our People</p> <ul style="list-style-type: none"> Increased number of cultural programs available for visitors and residents.
<p><i>Longer Term Strategy</i></p> <p>Use the Connections Framework to design a survey to measure the health of different communities and the related impact of the visitor industry on residents to create specific benchmarks.</p> <p>"Show data that shows small steps → big impact."⁸⁷</p>	<p>In support of this strategy and all of the strategies, the County will collect anecdotal data/stories (behavior observation and interviews) demonstrating appropriate etiquette, increased knowledge of pono practices, and relationships built with the community, land, ocean.</p>

⁸⁵ TSP Survey Round 2

⁸⁶ 2-4-2020 Honoka'a Talk Story

⁸⁷ 3-4-20 Network Gathering

Pono-Based Visitor Communication

The County aims to achieve the following outcomes through the strategies and actions listed below, including the metrics for progress:

- **An “Aloha Ambassador” program** at the points of entry.
- **Community driven Action Plans**



Strategy/Action	Metrics for Progress
<p>Develop and implement a coordinated action plan based on ‘āina based and place-based values tied to communicating Hawai‘i Island’s brand to visitors and exchanging information between stakeholders:</p> <ul style="list-style-type: none"> • Conduct research identifying more active visitors attracted to the authentic features of Hawai‘i Island. • Integrate community-based plans to ensure marketing efforts take into account reciprocity, pono practices, and place-based values. • Coordinate with leaders from community organizations, the Mayor’s office, County Council, state elected officials and visitor industry stakeholders. 	<p>Health of Our People</p> <ul style="list-style-type: none"> • Number of communities engaged in brand development of their area/district. • Increased percentage of resident satisfaction with the visitor industry – perception of community having a voice in tourism development.

<ul style="list-style-type: none"> • Use the Connections Framework to design a survey to measure the impact of communication strategies on Hawai'i Island residents. <p>“Need to get out of ‘what works for all islands’ mentality.”⁸⁸</p>	
<p><i>Longer Term Strategies</i></p> <ul style="list-style-type: none"> • Develop and implement an action plan for promoting and establishing visitor commitment to the Pono Pledge and pono practices through airlines and various types of media. • Establish an airport and harbors “ambassadors” program and make airport signage that educates visitors, prior to or upon arrival, on basic information that will enhance their safety, enjoyment, and understanding of local and Hawaiian culture and natural resources. • Develop an action plan to identify visitor facing signage and interpretative programs and update any related communication to reflect ‘Ōlelo Hawai‘i (Hawaiian language) as well as any other language that will increase visitor comprehension of traditional place names. 	<p>Metrics will be developed with community-partners</p>

⁸⁸ 1-30-20 Advisory Group Meeting

Place Based Education for Residents

The County aims to achieve the following outcomes through the strategies and actions listed below, including the metrics for progress:

- **Increased opportunities for Native Hawaiian people**
- **Increased student understanding** of the importance of Pono Practices.
- **Increased understanding** of the importance of kupuna and mentorship in businesses, government entities, educational institutions, and community groups.
- **Increased customer understanding** of the importance of Pono Practices.
- **Increased employee understanding** of the importance of Pono Practices.
- Identify and reach out to Native Hawaiian and community stakeholders to **create action plans that support community-based education programs.**



Strategy/Action	Metrics for Progress
<p>Work with appropriate stakeholders to further develop training and integrated programs to share Hawaiian culture and history with visitor industry workforce and related community stakeholders. Support programs that also provide multi-ethnic cultural and historical workforce training.</p> <ul style="list-style-type: none"> • Identify potential communities for pilot projects and share the success of the pilot projects to 	<p>Health of Our Land</p> <ul style="list-style-type: none"> • Increase in number of 'Āina-Based Education opportunities <p>Health of Our People</p> <ul style="list-style-type: none"> • Increased number and diversity of jobs and entrepreneurial

<p>encourage more communities to engage in this process.</p> <ul style="list-style-type: none"> • Develop a Hawai'i Island program that recognizes and rewards visitor industry employees and volunteers for acquiring greater knowledge of Hawaiian culture, history, and pono practices. <p>Work with appropriate stakeholders to further develop visitor industry-related training, education and outreach programs within the DOE, community college, and university.</p> <ul style="list-style-type: none"> • Support programs that incentivize students to enter the visitor industry workforce on Hawai'i Island. • Support programs that provide students with relevant place-based and culturally grounded knowledge that lead to careers with growth potential. • Support programs that conduct outreach to students in STEM fields and connect them to successful careers in the visitor industry. 	<p>opportunities in communities that are place-based and culturally grounded.</p>
<p>Develop a Hawai'i Island program that recognizes and rewards visitor industry employees and volunteers for acquiring greater knowledge of Hawaiian culture, history, and pono practices.</p> <p><i>“Share with workers the need to respect and better understand cultures and needs of visitors and reciprocate to workers.”⁸⁹</i></p>	<p>Health of Our Land</p> <ul style="list-style-type: none"> • Increased number of sustainable tourism businesses and projects. <p>Health of Our People</p> <ul style="list-style-type: none"> • Increased number of businesses, government entities, education institutions and community groups participating in an accreditation/rewards program for Pono Practices. • Increased number of customers who support businesses who participate in the accreditation/rewards program for Pono Practices.

⁸⁹ 3-4-20 Network Gathering

	<ul style="list-style-type: none"> Increased percentage of resident satisfaction with the visitor industry – Native Hawaiian culture is preserved and presented authentically.
<p><i>Longer Term Strategy</i></p> <p>Use the Connections Framework to design and implement a survey to measure the health of students, workers, and volunteers after completing visitor industry-related courses and trainings to create specific benchmarks.</p> <p>“Be ‘true’ Hawai‘i. Don’t compete with all other areas. Get true solid visitors to come who will appreciate the ‘real’ Hawai‘i.”⁹⁰</p>	<p>In support of this strategy and all of the strategies, the County will collect anecdotal data/stories (behavior observation and interviews).</p>

Infrastructure

The County aims to achieve the following outcomes through the strategies and actions listed below, including the metrics for progress:

- **Increased collaborations** on affordable housing solutions.
- In line with the Kīlauea Recovery & Resilience Plan
 - A coordinated network of resilience hubs is established that can provide supplies, communications, and resources in the event of an emergency and serve the community year-round as hubs for community-building and community revitalization.
 - Increased community capacity to mobilize and take action to build disaster readiness and community resilience; coordinate and deliver rapid disaster relief and response; catalyze disaster recovery and stabilization; and strengthen resilience.

⁹⁰ 3-4-20 Network Gathering



Strategy/Action	Metrics for Progress
<p>Work with appropriate stakeholders to support the coordination, collaboration and improvement in general public transportation services as well as eco-friendly options for residents, which by extension, will also benefit visitors.</p> <p>“...it helps to have funding through grants for tents and merchandise...need help to repair our roads and do some property improvements to make the space more beautiful...”⁹¹</p>	<p>Health of Our Land</p> <ul style="list-style-type: none"> Decrease in Vehicle Miles Traveled <p>Health of Our People</p> <ul style="list-style-type: none"> Increase in Commuter Mode Share
<p>Work with community members to identify high priority areas in communities for addressing resident and visitor safety and develop plans for ensuring ongoing improvements and maintenance.</p> <ul style="list-style-type: none"> Identify and recommend opportunities for improving signage that meet resident needs and by extension will meet visitor needs. 	<p>Health of Our Land</p> <ul style="list-style-type: none"> Increased dollars spent on parks <p>Health of Our People</p> <ul style="list-style-type: none"> Increased percentage of resident satisfaction with

⁹¹ TSP Survey Round 2

<ul style="list-style-type: none"> Integrate plans and protocols tied to disaster mitigation. <p><i>“Places that start off clean stay clean.”⁹²</i></p>	<p>the visitor industry – residents viewing the visitor industry favorably.</p> <ul style="list-style-type: none"> Increased options of services and facilities that enhance physical, mental, emotional and spiritual health and quality of life for communities.
<p>Work with appropriate stakeholders to identify solutions for the lack of affordable workforce housing.</p> <p><i>“More choices on housing. Keep this in the forefront of our minds. Affordable housing for workers island wide.”⁹³</i></p>	<p>Health of Our People</p> <ul style="list-style-type: none"> Increase percentage of vacation rentals in resort nodes. Increased percentage of resident satisfaction with the visitor industry – residents viewing the visitor industry favorably. Decrease in Homeless Community Members
<p><i>Longer Term Strategy</i></p> <p>Use the Connections Framework to evaluate the impact that existing infrastructure is having on the health of residents.</p>	<p>In support of this strategy and all of the strategies, the County will collect anecdotal data/stories (behavior observation and interviews).</p>

In supporting community-driven approaches to achieving the goals of the TSP, the County also has a suggested Action Plan template to serve as a tool to help to guide community-driven initiatives. The template can be found in Appendix D. Many of these actions are also supported by HTA’s resident surveys, which indicates that having a voice in tourism development, presenting Native Hawaiian culture authentically, and preserving Native Hawaiian culture are the keys to improving resident sentiment.⁹⁴

Initial Collaborative Action Planning

In June 2020, the County held a TSP Action Planning Session with advisory committee members to collect additional feedback on the most updated draft of the TSP and to learn about

⁹² 3-4-20 Network Gathering

⁹³ 3-4-20 Network Gathering

⁹⁴ HTA Strategic Plan 2020-2025

strategies and actions members were interested in working on. The planning session also focused on reviewing TSP metrics and identifying points of collaboration between different stakeholders. Below is a summary of the points most relevant to the TSP:

- *Coordinated Regenerative Tourism* -- The need for recovery efforts to uplift efforts in sustainability was a major theme, including the importance of tracking metrics such as those captured in the Aloha+ challenge, as well as coordinating and leveraging ongoing efforts between the visitor industry, community, the County, and HTA.
- *Tourism Certification Program* -- Taking action on creating robust place-based training programs to help tour operators learn proper protocols and improve their business was another topic discussed in detail. Committee members shared thoughts on enhanced eco-certification badges and the process for certification.
- *Youth and Community Level Metrics* -- As an extension of the metrics captured in the TSP, committee members identified the need for capturing the process for engaging youth in the visitor industry. Also, on the community level, more specific metrics outside of the TSP will need to be tracked to ensure positive impacts to the community.

Discussions also occurred around the connections for collaboration across other County departments as tied to current and planned processes, which are outlined in the next section. A more detailed summary of the action planning session can be found in Appendix E.

Connections to Other County Processes

The Actions and energy out of the TSP could catalyze and support collaborative actions out of other County processes. Potential opportunities for alignment could be as follows:

- *General Plan* -- coordinating different players as tied to the actions under the Infrastructure goal as well as land use decisions as tied to resort designations, specifically with what that might look like at a community scale.
- *Community Development Plans (CDP)* -- integrating tourism related actions with the activities of the Action Committees as points of contact for the different CDP regions. This may also inform the County's efforts to differentiate between the role of the County and role of the community as tied to Action Committees. Below are some of the strategies and initiatives that connect with the TSP's actions and more details are in Appendix E:
 - Mo'olelo and Shared Practices
 - Place-based Tourism
 - Community Based Stewardship
 - Economic Development
 - Natural and Historical Resources
- *Kīlauea Recovery & Resilience Plan* -- responsible tourism is being seen as a deliberate outcome as tied to uplifting cultural practices under each of the KRRP clusters with the

goal of more authentically supporting a healthy visitor industry. Some of the TSP's goals, objectives, and strategies already appear in the Kīlauea Recovery & Resilience Plan in the following areas with a more detailed breakdown in the latter section of Appendix E:

- Natural & Cultural Resources Management
- Community Planning & Capacity Building
- Establishing a Network of Resilience Hubs
- Youth Development & Resilience
- Access to Social, Health & Medical Services

The visitor industry is a large economic driver for the island and a source of frustration for many families and the TSP's vision of *Ola ka 'Āina, Ola ke Kānaka* provides an opportunity to pivot the industry to one that all of the community can support.

Potential Sources of Funding

Below are visitor related sources of funding that could potentially support actions and collaborations to support the implementation of the TSP.

Hawai'i Tourism Authority (HTA)

The *HTA 2020-2025 Strategic Plan* lays out the theme of "Destination Management" and will direct additional resources to "community benefits, Hawaiian culture, workforce training, and other destination concerns."⁹⁵ The Plan lays out four pillars which connect to the goals of the TSP:

- *Natural Resources* -- overlaps with goals for **Responsible Tourism** and improving **Infrastructure**.
- *Hawaiian Culture* -- overlaps with the goal for **Responsible Tourism** and **Place-Based Education for Residents**.
- *Community* -- overlaps with the goal for **Responsible Tourism** and **Place-Based Education for Residents**.
- *Brand Marketing* is aligned with the goal for **Pono-Based Visitor Communication**.

For more information please see Appendix E. Below are existing funding sources for the County and its community partners to keep in mind:

- *Kukulu Ola: Living Hawaiian Culture Program* -- each year HTA selects issues a request for proposals (RFPs) targeted at non-profit organizations to perpetuate Hawaiian culture.
- *Aloha 'Āina* -- provides funding through RFPs to community based programs whose projects emphasize 'āina-kanaka (land-human) relationships and knowledge. The collective objective is to manage, conserve and revitalize Hawai'i's resources and environment.

⁹⁵ HTA Strategic Plan, 2020-2025

HTA generously gave their time to meet and determine potential opportunities for collaboration and support. These include:

- *Data* -- helping to provide data specific to Hawai'i Island.
- *Private Entity Engagement* -- tapping into its network to engage other visitor industry stakeholders and seeing how participation in promotions could be employed as an incentive to achieve certain goals, objectives, and strategies. These entities include:
 - Hotels and resorts
 - Rental car companies
- *Intentional Promotion* -- avoid promotion of areas that community members do not want promoted.
- *Coordination with Government Officials* -- help to coordinate HTA and state legislator participation to address community issues, such as transportation and housing.
- *Policy Changes* -- support changes to policy that the community wants.
- *Support to Community Efforts* -- extend support to community efforts that demonstrate a shared plan.

Other Visitor Industry Sources

- *Hilton Foundation* -- does not accept unsolicited proposals. In June 2018, the Foundation's board of directors elected to expand the Disaster Relief and Recovery and Hospitality Workforce Development program areas. They will be developing a revised strategy for the next phase of work and plan to announce the new strategy in late 2020.
- *Wyndham Destinations Philanthropy* -- organizations need to fill out the "Application for Donations" to become recognized. Every year associates volunteer for recognized charitable organizations during a paid day off. In addition, their associates lead fundraising efforts for charitable organizations on the global, national, and local levels.
- *Enterprise* -- only employees and spouses can apply for grants from Enterprise Holdings Foundation. Organizations can reach out to an account representative they have an existing relationship with if the organization uses Enterprise frequently. Historically, it appears that \$1,500 is an average first-time grant.
- *Levitt Foundation* -- the Levitt AMP [Your City] Grant Awards are for small to mid-sized towns and cities in which nonprofits are awarded matching funds to produce the Levitt AMP Music Series—an outdoor concert series.

Connections to Other Post COVID-19 Recovery Initiatives

The County is focused on centering community driven actions and solutions to involve local community members in shaping the health of the visitor industry. This dovetails with many emerging initiatives aiming to shape what post COVID-19 recovery and resiliency might look like. Below is a summary of post COVID-19 recovery initiatives that are related to goals, objectives, and actions out of the TSP. Please refer to Appendix E to see a full description of the specific actions tied to each initiative as it relates to the TSP.

- *‘Āina Aloha Economic Future Huliau Action Agenda* -- Ho'okipa (hospitality) is one of the major sections of the Huliau Action Agenda which includes seven different areas of

action that lifts up a reciprocal relationship between ho'okipa (host) and malihini (visitor). These actions revolve around local capacity building, visitor accountability, Native Hawaiian and local community partnerships, improving employment opportunities, finance, policy, and data analysis that reduces the environmental footprint, marketing a regenerative visitor industry, and reducing the tourism dependence of other sectors.

- *Building Bridges, Not Walking on Backs: A Feminist Economic Recovery Plan for COVID-19* -- the Hawai'i State Commission on the Status of Women, in collaboration with community members, discuss how the road to economic recovery should not be across women's backs. The recovery plan recommends that the state supports displaced workers and social entrepreneurship that focus on social, cultural, or environmental issues. Further, programs should enhance access to capital for women outside of abusive and male-dominated industries and stimulate sustainable economic development that is women-led.
- *Uplift Hawai'i Principles* -- support recovery strategies in the tourism industry that give back to youth by providing them with opportunities in innovation that is grounded in cultural history. They also support the creation of jobs that address economic security and a sustainable tourism model that improves the quality of life for residents.
- *KUA and Trust for Public Land* -- after brainstorming ideas with communities across Hawai'i, KUA and Trust for Public Land collected ideas to support the implementation of green fees or a conservation corps for managing natural and cultural resources. There was also support for improving the living wage through investments in agriculture, sustaining resources, and community building.



Outcomes

Community & Industry

By strengthening the quality of life through the four connections, the community is ready and grounded authentically in who they are and what they can share. In addition, the visitor industry supports communities as they share their places and cultures with visitors. As the visitor industry and communities work together, this creates a strong tourism industry that generates social benefits to residents and visitors alike, thus creating a higher quality of life.



Appendices

Appendix A: Stakeholder Meetings & Community Process & Detailed Feedback

Timeline of Planning Process

- *Stakeholder Engagement* -- over the course of 9 months, a series of talk stories, meetings, and surveys were coordinated to gather feedback from various stakeholder groups, which is outlined below:
 - 15 Talk Stories and Meetings with over 100 stakeholders
 - June 17, 2019 - HTA Community Assessment Meeting (Puna)
 - June 28, 2019 - HTA Cultural Resources Meeting (Hilo)
 - Sept 11, 2019 - HTA Kūkulu Ola & Aloha 'Āina Contractors Meeting (Hilo)
 - Sept 13, 2019 - Living Pono Talk Story & Initial Convening (Hilo)
 - Sept 23, 2019 - Island of Hawai'i on the Road Bus Tour
 - Oct 4, 2019 - Hawai'i Island Economy Discussion (Volcano)
 - Oct 9, 2019 - NEA & CAPACD Site Visit⁹⁶ (Hilo)
 - Oct 14, 2019 - Living and Sharing Pono Talk Story (Puna)
 - Nov 18, 2019 - Open Space Tourism Summit (Waikōloa)
 - Nov 20, 2019 - HTA Cultural Resources meeting at (Waimea)
 - Dec 17, 2019 - Open Space Follow-up meeting (Waimea)
 - Jan 30, 2020 - TSP Advisory Group Meeting (Waimea)
 - Feb 4, 2020 - Living and Sharing Pono (Honoka'a)
 - Feb 29, 2020 - Kailapa Community Association Meeting (Kawaihae)
 - Mar 13, 2020 - Presentation of TSP to HTA
 - 2 Rounds of Surveys - 179 responses total
 - Dec 18, 2019 to Jan 24, 2020 - TSP Survey Round 1 - 16 responses
 - Feb 11, 2020 to Mar 24, 2020 - TSP Survey Round 2 - 163 responses
- *Initial Research & Data Collection* -- review of key documents and resources started in August 2019 and continued in an iterative process based on the various stakeholder feedback, responding to the COVID-19 situation, and in updating the drafts.
- *Network Gathering* -- distilled research, data, and stakeholder feedback in its various forms to create draft goals, objectives, and strategies for broader community input in March 2020. The County and HACBED facilitated an adapted version of the World Cafe Method⁹⁷ to create space for group dialogues while also capturing ideas, thoughts, and questions that people want to share.
- *Draft* -- the above data and feedback were distilled into an initial draft in April 2020 with multiple iterations updated based on County feedback.

⁹⁶ National Endowment for the Arts & Coalition for Asian Pacific American Community Development

⁹⁷ <http://www.theworldcafe.com/key-concepts-resources/world-cafe-method/>

- *Action Planning* -- the updated draft was shared with the Advisory Group and other County Departments in June 2020 to focus on areas to support action planning and implementation of the TSP.

Stakeholder Meetings

Below are the four main themes that emerged from talk story meetings:

- Importance of Place & Culture
- Lifting Up People
- Protecting the ‘Āina
- Increasing Visitor Awareness of Caring for ‘Āina, Uniqueness of Hawai‘i Island/residents/host culture

Importance of Place & Culture

“Aloha is not meant to be sold, but meant to be shared.”⁹⁸

Various talk story sessions involved discussions about rebuilding authentic relationships that people have with the places and culture of Hawai‘i Island, particularly native Hawaiian culture. Visitor industry stakeholders and community based partners shared the following actions to help bring value back to place and culture:

- *Connect Communities to their Wahi Pana (sacred cultural sites)* -- focus on the wahi pana that local communities lift up with the goal of connecting their broader community to and protecting them, which would help in the creation of Pono Practices and a guide for how visitors might interact with these sites, including potential limits and prohibitions.
- *More Cultural Community Events* -- support events that lift up the culture of each place and celebrate residents, which would attract visitors who are interested in those events and would be culturally educated at the same time.
- *Raise Cultural Awareness* -- living culture as the centerpiece of every visitor industry decision.
 - *“The traditions and customs we had were developed under a different political structure. That is the struggle that we have to deal with when just trying to be ourselves.”⁹⁹*
- *Remove Separation of Cultural and Business Sectors* -- need to build authentic relationships across sectors to support community-driven collaborations that would lift up place and culture in authentic ways that each local community would create.
 - *“Pay closer attention to how we are being “packaged” and sold. Industry is foreign owned and operated by transplants.”¹⁰⁰*
 - *“Some tour agencies push boundaries for what is allowed without giving back to the local environment.”¹⁰¹*

⁹⁸ 9-23-19 - Island of Hawai‘i on the Road Bus Tour

⁹⁹ 10-09-2019 NEA/CAPACD Site Visit Notes

¹⁰⁰ 9-11-19 HTA Kūkulu Ola & Aloha ‘Āina Contractors Meeting

¹⁰¹ 11-18-19 - Open Space Tourism Summit

- *Executives, Cultural Practitioners and Communities Sail on the Same Wa'a (Canoe) -- commitment from different stakeholders to collectively commit to this place and support the place, culture, and people of each community.*
 - *"Businesses are taking over and the environment, people and culture are expendable"*¹⁰²
 - *"Biggest challenge is leaders who do not understand culture."*¹⁰³

Lifting Up People

*"Get every executive to understand that they do not get to make choices, and that we demand that culture has a seat at the table."*¹⁰⁴

Another frequent topic that was heard was about actions for the lāhui, or actions for or by the community, particularly the native Hawaiian community. Below are some of actions and needs that visitor industry stakeholders and community partners felt should be community driven:

- *Community Leads the Stewardship of their Wahi Pana -- supporting communities in stepping up to steward, manage, and share their sacred places.*
 - *"We are very regional in the way we think, I have a responsibility to try and manage my area."*¹⁰⁵
 - *"If we going to share with visitors it must come from a place of abundance."*¹⁰⁶
- *Native Hawaiians at the Table to Make Decisions -- need to include cultural practitioners and individuals tied to the root culture to guide decision making.*
 - *"Aotearoa Visitor Experience is run and owned by Maori – different power dynamic. Maori lay down the terms and ensure that funds go back to the community."*¹⁰⁷
- *Importance of Resident Satisfaction -- indicator of the health of the people to guide decisions that would lift up place and culture as well as opportunities for authentic experiences.*
- *Measure Happiness of Employees and Happiness of Guests -- another important indicator of health of those who work in the industry as well as those who benefit from the industry to help guide decisions and determine correlation to the success of business.*
- *More Native Hawaiians General Managers or Property Owners -- need to increase the number of individuals who are Native Hawaiian in positions of influence throughout the industry.*
- *Toolkits for Managers -- guides to help managers in the visitor industry to learn about the places, stories, and histories of the areas they manage as well as popular visitor attractions so they can accurately share as well as provide tips on proper protocol and behavior (i.e. Pono Practices).*

¹⁰² 9-11-19 HTA Kūkulu Ola & Aloha 'Āina Contractors Meeting

¹⁰³ 9-23-19 - Island of Hawai'i on the Road Bus Tour

¹⁰⁴ 11-20-19 HTA Cultural Resources Meeting

¹⁰⁵ 10-09-2019 NEA/CAPACD Site Visit Notes

¹⁰⁶ 2-4-2020 Honoka'a Talk Story

¹⁰⁷ 9-11-19 HTA Kūkulu Ola & Aloha 'Āina Contractors Meeting

Protecting the ‘Āina

“Have to be responsible to understand that resources cannot take that amount of people. Kahalu‘u Bay is seeing 400,000 people per day -- can’t do that anymore. Bay is dying.”¹⁰⁸

Protecting the ‘āina was another common topic during talk story meetings. Stakeholders and community partners discussed the following challenges and opportunities:

- *Share Stories of Place* -- critical for residents and visitors to learn more about the ‘āina they occupy or visit so they build a relationship with it and be more aware of how to care for it. One example that came up was the need to document new stories and chants tied to the 2018 lava flow.
- *Closing Bays & Trails to Allow for Recovery* -- closing highly trafficked areas to visitors on certain days to allow for the place and people to recover. These closing could be coordinated so visitors can better plan their stay.
- *Address Environmental Degradation* -- issues around sunscreen pollution, coastal inundation, and trail degradation came up as important issues to address to residents and visitors. The issue of cesspools also came up and was seen as critical to protect the ‘āina.
 - *“Even human interaction with dolphins causes dolphins stress. Unhealthy situations in pod and higher infant mortality rate” - in reference to tour companies¹⁰⁹*
- *Resources for Communities to Manage their Places* -- ideas such as environmental fees, parking fees, entrance fees, and so forth were seen as options to help pay for the upkeep of facilities as well as community-driven education in highly trafficked areas for residents and visitors.
 - *“When we host different groups and they give back, their payment is to the land.”¹¹⁰*

Increasing Visitor Awareness of Caring for ‘Āina, Uniqueness of Hawai‘i Island, Residents, and Host culture

“People generally want to be respectful, but they don’t know how.”¹¹¹

Avenues for uplifting authentic Hawaiian culture were also brought up throughout different talk story meetings. As seen in the examples captured below, many discussions revolved around pono practices and supporting methods for promoting and sustaining Hawaiian culture:

- *Changing Mindsets* -- participants talked about the importance of changing mindsets from an “entitled” perspective demonstrated by a visitor feeling like they could go wherever they wanted to one where a visitor recognizes they are a guest on Hawai‘i Island and need to act in ways that the community they are visiting wants or they will be asked to leave.

¹⁰⁸ 9-13-2019 Living Pono Talk Story

¹⁰⁹ 9-13-2019 Living Pono Talk Story

¹¹⁰ 2-4-2020 Honoka‘a Talk Story

¹¹¹ 9-11-19 HTA Kūkulu Ola & Aloha ‘Āina Contractors Meeting

- *"We don't go to places where we are not invited to."*¹¹²
- *"Social media opened up a lot of the places that only community was aware of. They don't wanna just look at over internet, they want to go to these places."*¹¹³
- *"The rebranding for Hawai'i we are not your freespace playground. You are coming in someone's home, not here to set up your whims."*¹¹⁴
- **Pono Pledge** -- many participants were excited about the Pono Pledge and were hoping that it would be more widely disseminated and even enforced.
 - *"Promote the Pono Pledge at the points of entry – we need more protections at the points of entry."*¹¹⁵
 - *"I don't feel personally, it should be a volunteer thing for tourists to be pono. It's you are or you aren't or else don't come."*¹¹⁶
- **Information Dissemination** -- need to expand channels of communication to visitors, including pre-arrival, so they understand general expectations as a visitor to Hawai'i Island as well as a visitor to specific communities.
 - *"Sense that you are coming into a space that is sacred! We can try to share that through airline videos"*¹¹⁷
 - *"Created a 10 second guide for visitors on what to do and not to do in the Bay. Seen that for visitors who are educated. 99% will be respectful. Aloha Ambassadors, not enforcers, educate on how to take care of the reef"*¹¹⁸
- **Cultural and EcoTours that Show "the Real Hawai'i"** -- supporting visitor activities that show an authentic depiction of Hawai'i Island that allows for reciprocal engagement and visitor contribution on the terms of local communities.
- **Made on Hawai'i island Campaign** -- lifting up products made from Hawai'i Island ingredients and on Hawai'i Island to support Hawai'i Island entrepreneurs. This could also be strengthened by including annual performance measures.
 - *"By exposing locals and tourists to the broad spectrum of flavors we find in fruits and vegetables that grow in Hawai'i, we can lessen our dependence on the importing of produce and bring money to the communities who are growing these crops as well as raising awareness of the cultural significance relating to these crops."*¹¹⁹

Survey Responses and Advisory Group Meeting

With the support of an advisory group looking at the synthesized stakeholder feedback, the County conducted two surveys and were able to reach 179 visitor industry stakeholders toward the end of the County's series of talk story meetings. These surveys were conducted to get a broader range of feedback of visitor activities and experiences that are working well, specific issues and challenges in the visitor industry, initiatives that should be prioritized or changed,

¹¹² 10-09-2019 NEA/CAPACD Site Visit Notes

¹¹³ 2-4-2020 Honoka'a Talk Story

¹¹⁴ 2-4-2020 Honoka'a Talk Story

¹¹⁵ 9-11-19 HTA Kūkulu Ola & Aloha 'Āina Contractors Meeting

¹¹⁶ 2-4-2020 Honoka'a Talk Story

¹¹⁷ 9-11-19 HTA Kūkulu Ola & Aloha 'Āina Contractors Meeting

¹¹⁸ 9-13-2019 Living Pono Talk Story

¹¹⁹ 11-18-19 - Open Space Tourism Summit

and resources that would help professional and personal development. Below are the major themes that emerged from surveying and the advisory group meeting:

- Responsible Tourism through Supporting Local Businesses
- Information Dissemination
- Expand Cultural Education
- Improved Infrastructure

Importance of Responsible Tourism and Supporting Key Stakeholders

- *More Responsible Tourism Connected to the Environment and Culture* -- making the visitor industry more responsible was the top priority people wished they could change to improve the visitor industry.
 - *"We are an agricultural island, so let's promote agritourism alongside ecotourism."*¹²⁰
 - *"There is a limit to the amount of tourists the environment can withstand. Each site should have a maximum per day visitor limit which would include residents and visitors that can sustain or not harm the site."*¹²¹
 - *"I would like to see a future where we focus on the tourist that is concerned and interested in the land and culture of Hawai'i. Tourists that spend well and care about more than a lava photo op and days at the beach."*¹²²
- *Prepare Residents and the Workforce* -- preparing residents and the workforce in the visitor industry with the skills needed to educate visitors on how to take care of the 'āina and how to respect local culture was seen as a way to make tourism more responsible.
- *Permits for Small Businesses* -- Improving the permitting process for small businesses was also important for improving tourism.

Information Dissemination

- *First-time Interactions Between Residents and Visitors* -- need to deliver appropriate information to people upon arriving by land or sea. Instead of simply restricting visitors from certain activities, stakeholders wanted to explore the implementation of educational strategies to manage inappropriate visitor behaviors.
- *Coordinated Strategies* -- identified as the most helpful resource for the professional or personal development of stakeholders as well as an important area to address to improve tourism. Stakeholders spoke about the need for community participation, youth engagement, widespread community engagement and having government support. For example, one thought shared was the idea of having a point person from different communities to disseminate information and increase community engagement.
 - *"Suggest that communication be one of the key work streams of this group, two way communication."*¹²³

¹²⁰ TSP Survey Round 2

¹²¹ TSP Survey Round 2

¹²² TSP Survey Round 2

¹²³ 1-30-20 Advisory Group Meeting

- *“Delays are very costly for everyone involved. As some of the island's largest employers, it also makes it difficult to keep the economy rolling when we can't get clear timelines established on when to bring on staff.”¹²⁴*

Expand Cultural Education

- *Authentic Cultural Performances* -- identified as experiences that would be popular for visitors, just as popular waterfalls, volcanoes, and beaches.
 - *“I would love to see Hawai'i position itself as a leader in voluntourism, engaging the growing millennial demographic by providing structured support to local organizations to better host visitors in performing mālama 'āina and cultural work.”¹²⁵*
- *Educating Youth About Their Culture* -- the need to educate local students and youth about their culture was also important to stakeholders to improve tourism. For example, stakeholders discussed the need to address the weak perception of working in the visitor industry among youth and how many may not understand the importance of tourism for the economy.
 - *“Key, if we don't educate the kids, the next leaders, tourism will fail.”¹²⁶*

Improved Infrastructure

- *Specific Needs for Funding in Different Communities* -- each community has their own infrastructural needs whether it be the condition of bathrooms at different parks and beaches or improving buildings around farmer's market.
 - *“Need to get out of 'what works for all islands' mentality.”¹²⁷*
 - *“When we have our festivals or our weekly events, while it helps to have funding through grants for tents and merchandise, help to repair our roads and do some property improvements to make the space more beautiful would be a more long term and better use of the money.”¹²⁸*
- *Transportation and Homelessness* -- improving the infrastructure for transportation and housing were also important for improving tourism since both improve the quality of life for residents and the experience for visitors.

Network Gathering¹²⁹

After the talk story meetings and surveying, the County held a network gathering in order to present initial findings to stakeholders and collect additional feedback on the initial draft of TSP goals, objectives, and strategies. Attendees were provided a handout containing preliminary content, including associated objectives, strategies, and measures, for the following TSP Goals:

- Responsible Tourism

¹²⁴ TSP Survey Round 1

¹²⁵ TSP Survey Round 2

¹²⁶ 1-30-20 Advisory Group Meeting

¹²⁷ 1-30-20 Advisory Group Meeting

¹²⁸ TSP Survey Round 2

¹²⁹ All quotes from this section come from: 3-4-2020, TSP Network Gathering

- Pono-Based Communication
- Place-Based Education
- Infrastructure

Attendees were asked to share their thoughts about what stood out, what was missing, and how they might be able to contribute to move ideas towards action. Below, under each goal, is a list of themes that emerged about each goal from network participants throughout various group discussion and group note taking activities.

Responsible Tourism

- *A Sustainable Visitor Industry* -- managing the industry so that people are financially secure enough to live healthy lives even throughout expected disasters.
 - *“How do we handle natural disasters, pandemics, acts of God from the standpoint of keeping businesses thriving, keeping our employees working? Disaster mitigation for businesses.”*
- *Authenticity and the Importance of Culture* -- uplifting the host culture as well as the multiple cultures that are present in Hawai‘i Island is an important component for a responsible visitor industry. Further, the industry should focus on sharing cultural traits with visitors that make it a “true Hawai‘i,” rather than competing with other visitor destinations.
- *Houselessness and Affordable Housing* -- the visitor industry must continue supporting initiatives that address houselessness and issues around affordable housing. Tourism can’t be responsible without addressing resident needs.
 - *“Residents. No choice of where they live. They need to be at the forefront of our decisions, not the back.”*
- *Community Reinvestment* -- properly valuing kānaka and their place-based knowledge by ensuring they have financial security to share their experience. Also ensuring that tourism revenue supports local schools and community events, especially “real” Hawai‘i events.
 - *“We are more than just sand, surf, and hula.”*
 - *“How to provide financial stability to those we’re asking to share authentic education.”*
 - *“Tourism still pushing out kanakas, government does not value or understand traditional cultural practices.”*
- *Hawaiian Values Backed by Businesses* -- obtaining buy-in from business leaders, managers and HR departments is key for coordinating the sharing of Hawaiian culture, values, and customs with visitors.
 - *“Engage car rental companies, educate on how they can help conserve natural resources. Hold them accountable.”*
 - *“A meeting with general managers of resorts so they understand that kanaka are being devalued. A workshop or something so they can see that devaluing is occurring and how it occurs.”*

- *Visitor Reciprocity & Awareness* -- holding visitors accountable for irresponsible behavior, leveraging voluntourism, and creating appropriate laws to effectively manage the use of harmful visitor byproducts like sunscreens.

Pono-Based Communication

- *Importance of ‘Ōlelo Hawai‘i* -- enhancing the utilization of traditional place names, including Hawaiian language, in all communications and promoting correct pronunciation, as opposed to colloquial place names.
 - *“Not enough signs in the community that promote the host culture and ‘ōlelo Hawai‘i.”*
- *Responsible Host* -- empowering visitors to be part of the solution by educating them before their arrival through various methods of communications. For example, finding ways to have visitors agree to the pono pledge and promoting pono practices in outlets such as a centralized website, social media, or newspapers.
 - *“Sunscreen needs to be mineral and educating people before they get to the island. People should know quickly what to do and what not to do. They need to be a part of the solutions.”*
 - *“Show data shows small steps → big impact.”*
- *Coordinated Communications* -- a coordinated effort is needed among all visitor industry stakeholders to effectively promote pono practices throughout the visitor’s entire stay, from the airline to the concierge team. For example, business partnerships with cruise companies can be established so that reef safe sunscreen samples can be used to educate visitors.
 - *“Create tool kits to engage community and residents to care for ‘āina and place.”*
- *Branding with Hawaiian Values* -- rebranding marketing efforts so that Hawaiian values are conveyed to visitors to introduce them to the powerful connections between culture, spirituality, and ‘āina.
 - *“Recognize, validate and communicate the powerful connection between:*
 - *Culture, spirituality, and ‘āina...connectedness*
 - *Solutions reside in the wisdom of our host culture...*
 - *Return to those universal truths...*
 - *Trust the cycles...*
 - *Honor the process...*
 - *Make adjustments as we go...*
 - *Build it for people who live here and visitors will want to participate too”*
 - *“Be “true” Hawai‘i. Don’t compete with all other areas. Get true solid visitors to come who will appreciate the ‘real’ Hawai‘i.”*

Place-Based Education

- *Self-determination* -- community-driven education where kānaka and other people who have lived here their whole lives have the power and choice to share their knowledge to make education authentic.
 - *“Give people who lived here their whole lives opportunity to contribute to authentic education.”*
- *Community Education* -- integrating more history through community storytelling that pull in keiki and youth as an opportunity for them to learn and carry on stories in visitor spaces. This includes ‘āina based education in schools that are informed by Hawaiian values and practices.

- *Workforce Cultural Training* -- cultural resources for workers and volunteers or capacity building for businesses so that the workforce can receive Native Hawaiian cultural training. Resources should be accessible so that finances or any other barrier does not prevent employees and volunteers from obtaining training material.
 - *“Share with workers the need to respect and better understand cultures and needs of visitors and reciprocate to workers.”**
- *Sharing Cultural Resources* -- facilitate the sharing and spread of cultural resources such as the workshops for staff and volunteers offered by the Native Hawaiian Hospitality Association. Develop training programs that provide the skills in conveying conservation messages through the lens of Hawaiian culture.
- *Tourism Related Education* -- an education system that makes degrees in hospitality or science, technology, education, and math more applicable to the visitor industry so that students can see a future for themselves in Hawai'i and allows them to find careers that interest them without having to move.
 - *“Youth don't need to leave to get the education they want.”*
 - *“Help educate local youths about the high tech STEM careers available to them here so they see a future for themselves here in HI.”*
 - *“A focus on STEM careers available here. Highlight them for our visitors so they know the great science going on here beyond marine and astronomy and the volcano.”*

Infrastructure

- *Housing* -- the need to support housing initiatives that address the shortage of affordable housing for residents and also housing units that incorporate sustainable infrastructure such as solar panels.
 - *“Homeless are urinating in corners on buildings, planters. Where else are they gonna go?”*
- *Transportation* -- the need for a reliable bus service, bus shelters, and incentives to ride the bus instead of driving.
 - *“Provide a transportation system for locals who need to commute from one side of the island to the other.”*
- *Commuting Conditions* -- improving the commute for employees who have to drive 50+ miles to get to work, which results in more stress and less time with family. There is a particular need for employees who have to stay away from their home overnight.
- *Community Assets* -- building up public parks that improve the enjoyment for residents and updating trails and park facilities to keep them clean and sanitary.
 - *“Places that start off clean stay clean.”*
 - *“Improve public spaces so they attract dwelling and spending quality time for meaningful experiences.”*
- *Financial Support* -- the need to acquire funding through grant writing, to coordinate with organizations with the capacity to help, and to receive financial support from the government to improve infrastructure.
 - *“Need grant writing workshops to educate grant writers.”*

Appendix B: County Data from the [Aloha+ Challenge Dashboard](#)

Clean Energy Transformation			
	Hawai'i County (Baseline Date)	Hawai'i County (Most Recent Data)	2030 Target Goal for the State
% Renewable Energy <i>Measured by tracking renewable energy in the electricity sector</i>	47% (2012)	44% (2018)	40%
% Energy Savings Through Efficiency Efforts	5.3%	Data non-existent	Data non-existent
Electricity Use <i>Measured by tracking average use of electricity per household (kWh/month)</i>	491 (2013)	505 (2017)	No goal set
Local Food Production and Consumption			
	Hawai'i County (Baseline Date)	Hawai'i County (Most Recent Data)	2030 Target Goal for the State
Local Food Production <i>Measured by tracking local food production in pounds</i>	Only state-level data exists		Double Local Food Production (no baseline data yet)
Local Food Consumption <i>Measured by local food consumption in dollars of agricultural products</i>	Only state-level data exists		Track local food consumption in dollars of agricultural products sold
Farm Land Use <i>Measured by tracking acres of farmland used for local food production</i>	No baseline data found	26% (2019)	Enough farmland to support local agriculture including farm workers, ranch operators, and extension services
Farm Utilities Expenses <i>Measured by tracking self-reported expenses for electricity</i>	No baseline data found	\$11 Million	No goal set

Natural Resource Management			
	Hawai'i County (Baseline Date)	Hawai'i County (Most Recent Data)	2030 Target Goal for the State
Increase Fresh Water Capacity <i>Measured by tracking increased additional, reliable fresh water capacity from conservation, recharge, and reuse</i>	Only state-level data exists		100 million gallons/day
Watershed Areas <i>Measured by tracking acres of native priority watersheds under high level of protection</i>	Only state-level data exists		253,000 acres
Ocean Health Index (OHI) <i>A measure based on a 0-100 scale that reflects how close a coastal region is to reaching their targets for a healthy ocean. 100 represents a healthy ocean</i>	No baseline data found	72 (2018)	No goal set
Brown Water Days <i>Measured by the number of advisories issued to remind the public to avoid dirty water due runoff during periods of heavy rain.</i>	2 (2011)	4 (2016)	No goal set
Restoration of Native Species <i>Measured by tracking the percent of federally listed threatened and endangered native specific that are managed in Hawai'i</i>	Only state-level data exists		Increase the percentage
Solid Waste Reduction			
	Hawai'i County (Baseline Date)	Hawai'i County (Most Recent Data)	2030 Target Goal for the State
% Solid Waste Reduction <i>Measured by tracking amount of discarded materials diverted from landfill for re-use or recycling</i>	36% (2010)	20% (2018)	70%
Solid Waste Generation <i>Measured by tracking tons of all resources that enter the state, includes reused, repurposed, and discarded</i>	234,091 (2011)	283,021 (2018)	Significantly reduce tons of waste generated
Tons of Recycling <i>Measured by tracking tons of recycled and composted material</i>	87,575 (2010)	57,495 (2019)	Significantly increase tons of waste converted into new material

Smart Sustainable Communities			
	Hawai'i County (Baseline Date)	Hawai'i County (Most Recent Data)	2030 Target Goal for the State
Vehicle Miles Traveled (VMT) <i>Measured by tracking annual miles traveled per vehicle</i>	19,396 (2012)	9,703 (2018)	People can safely move to destinations with a choice of transportation options
Commuter Mode Share <i>Measured by tracking proportion of mode of transportation for commuting</i>	71% Drive Alone 13% Carpool 9% Work at Home 5% Other 2% Public Transportation (2009)	No recent data found	No goal set
Homeless Community Members <i>A point in time count of individuals experiencing homelessness. Does not reflect the total number of people who might experience homelessness throughout the year</i>	507 People (2007)	690 People (2019)	No goal set
Social Vulnerability Index (SVI) <i>A measure that compares the vulnerability of different US census tracts with one another based on 15 social factors such as high poverty, vehicle access, or evacuation capacity. 0 = the least vulnerable; 1 = the most vulnerable</i>	0.74 (2000)	0.58 (2018)	Withstand and recover from acute physical shocks and chronic stresses by reducing vulnerability, building resilience, and increasing adaptive capacity
Streamflow <i>A comparison of streamflow for the day of the year compared to historical data for the same day of the year</i>	Reach out to USGS for baseline data	Wailuku River = Much below normal Honoli'i Stream = Much below normal Alakahi Stream = Normal Kawainui Stream = Normal Waiaha Stream = Not-ranked Paauau Gulch = Not-ranked	Minimize negative impacts of land use on natural environment and people

Urban Land Use <i>The proportion of people per square mile of land designated as urban, both urban areas and clusters</i>	2.2% (2010)	No recent data found	Measure urban density to prevent open space land conversion
Park Acreage per Capita <i>Availability of parks as a proportion of county park acreage per capita</i>	0.015 (2013)	0.015 (2015)	Measure availability of green space and parks per resident
Dollars Spent on Parks <i>Shows the money invested per capita on parks and recreation</i>	No baseline data found	\$101 (2016)	Enhance and encourage diverse use of and investment in abundant public, open, and green spaces
Green Workforce and Education			
	Hawai'i County (Baseline Date)	Hawai'i County (Most Recent Data)	2030 Target Goal for the State
‘Āina-Based Education <i>Number of Nā Hopena A'o School and Community Partnerships</i>	No baseline data found	2 (2017)	Increase school-community partnerships for 'āina-based stewardship
On-time Graduation <i>Proportion of students that graduate high school on-time</i>	No baseline data found	80% (2017)	Increase proportion of students graduating on-time
Unemployment <i>Unemployment rate of the workforce and unemployment claims</i>	9.8% (2010) TBD (2010 Claims)	3.5% (2019) (TDB) 2020 26,847 claims (March to May 2020)	Reduce unemployment rate
Innovation Economy Employment <i>Proportion of County innovation jobs out of the total # of innovation jobs across the state.</i>	10% or 6,122 Jobs (2015)	No recent data found	Foster an ecosystem of innovation, research, education, and entrepreneurship that creates living-wage jobs and a diversified economy

Certified Eco-tourism Businesses <i>Number of certified sustainable eco-tourism businesses</i>	No baseline data found	10 (2019)	Track number of eco-tourism certified businesses
Voluntourism and Community-Based Tourism <i>Number of programs that “give back” to the community and local culture</i>	No baseline data found	2 (2019)	No goal set
Visitor Arrivals <i>Number of visitor arrivals</i>	952 million (2010)	1.7 billion (2018) TBD (2020)	No goal set
Number of Green Businesses <i>Number of businesses recognized by the Hawai‘i Green Business Program</i>	No baseline data found	6 (2020)	No goal set
Employment of Native Hawaiians in Tourism <i>Number of Native Hawaiians employed in the visitor industry by industry.</i>	No baseline data found	6,204 in Retail 3,838 in Accommodations, Arts, Food Services 2,056 in Transportation and Warehousing 884 in Entertainment and Recreation 700 in Real Estate, Rental, Leasing (2017)	No goal set

Appendix C: Questions to Assess Connectedness as tied to Pili nahā¹³⁰

In the context of the Hawai'i Island's visitor industry, there are a number of questions to ask to assess connectedness, as well as many practices that can build connectedness. Below are some examples:

Connection to Place

Examples of questions for assessing connection to place

- What places on Hawai'i Island are special to the residents of Hawai'i Island? What are the stories they tell of these places, and how widely are these stories told?
- Can residents access the places that are important to them, and can they share these places in ways that least infringe on others enjoyment?
- What are the healing places of Hawai'i Island—places where people feel healthy, happy, and at peace? Are these places protected and accessible to those that need them?
- How do residents feel about their built environment? Does it make them feel comfortable and connected to their communities? Does it serve the community's needs? Does it make them feel proud and create an ownership in the wellbeing of the built environment?
- Are people engaged with the natural environment in ways that are respectful and regenerative? Are they leaving places in good condition, or are they degrading them for future generations?
- Do visitors see Hawai'i Island as merely a playground for them to use, or are they getting a taste of the respect and care and most island residents feel for their places?

Examples of practices for deepening connection to place

- Sharing stories of places with visitors through interaction—this practice is as important to the storytellers as it is to the listeners.
- Protecting and stewarding places that, because of their special value, are reserved for the enjoyment and use of residents, so that the people of Hawai'i Island don't feel so encroached upon such that it creates resentment of visitors.
- Creating fun and meaningful opportunities for residents and visitors to mālama 'āina—to care for the land through restoration, gardening, and sustainable practices.
- Having place-based celebrations—events that highlight stories, remember histories, celebrate community pride, etc.
- Sharing and eating food that comes from the island helps people feel more appreciative and connected to the land and ocean.

¹³⁰ 2016 Hawai'i Island Tourism Road Map

Connection to Past and Future

Examples of questions for assessing connection to past and future

- Do residents share stories of their ancestries and histories? Are there elements in their community histories that generate pride or deeper understanding of who they are?
- Do residents use traditional languages in various ways—languages that make them feel connected to people in the past?
- Do elders have any role or presence in the visitor industry such that there is an awareness that a past generation in Hawai'i exists and must be cared for?
- Do children have any role or presence in the visitor industry such that there is an awareness that a future generation in Hawai'i exists and must be cared for?
- Do communities have a shared vision for what they want in the future?

Examples of practices for deepening connection to past and future

- Sharing authentic stories and traditions with visitors so that culture and heritage are perpetuated and honored.
- Eliminating practices that denigrate, demean, or exploit cultural practices and heritage that are important to the people of Hawai'i Island.
- Creating events and activities that involve kupuna in ways that don't exploit, but that educate people on why Hawai'i Island is the great place that it is.
- Creating opportunities for young people to be engaged in visitor experiences so that the island feels less like an adult playground, and more like a community for all.

Connection to Community

Examples of questions for assessing connection to others

- Do workers in the tourism industry have time and resources to stay connected to the ones they love? Are they stuck in long commutes and multiple jobs that isolate them or keep them from investing in healthy relationships?
- Do residents and tourism-focused businesses trust each other and work together to create things of value in their community?
- Do residents and visitors co-exist harmoniously on the island, or do they find each other at odds?
- Are visitors integrated with residents, or are they increasingly segregated and separated so as not to know that residents exist and have needs?
- Do residents feel good about their role as hosts, or do they resent the presence of visitors?

Examples of practices for deepening connection to others

- Creating activities and events that have value and enjoyment for both residents and visitors; these activities can be carefully designed so that the presence of the other is seen as a positive rather than a nuisance.
- Creating activities and events that intentionally involve positive interaction between residents and visitors—eating together, working together, learning together, playing together—in ways that humanize the other and reduce segregation.
- Supporting workers in the tourism industry through policy and practice that help them maintain strong families.
- Holding events open to visitors that are created by communities working together; where the process of creating the event has as much value as the event itself.

Connection to Better Selves

Examples of questions for assessing connection to better selves

- Are we healthy? Do we feel strong, self-aware, and free from illness? Are you getting enough sleep?
- Do we feel good about our roles as providers for our families and communities? Are we building assets and improving on our lives?
- Are we proud of who we are as island residents?
- Do workers in the tourism industry have high job satisfaction?
- Do visitors actually feel like their visit to Hawai'i enhanced their lives in ways that make them want to return?

Examples of practices for deepening connection to better selves

- Ensuring that residents and workers in the tourism industry have the health care, education, and financial means that they need to be good hosts of visitors.
- Engaging visitors in ways that enrich them in unique and authentic ways that could only happen on Hawai'i Island.

Appendix D: Action Plan Template for Community-Driven Initiatives

Action Planning Worksheet:

Which strategy from the Hawai'i Island Tourism Strategic Plan are you focusing on?
Please write which strategy you are planning out:

Tasks to accomplish strategy <i>List out all of the necessary actions and details to completely accomplish the strategy you are focusing on</i>	Leads & Partners <i>Identify which group, organization, or person who will be in charge of accomplishing each task</i>	Timeline <i>When do you think each task can be completed? Please estimate as best as you can.</i>	Desired Outcomes <i>What should the outcome be if all of the tasks are completed successfully?</i>	Measures of Success <i>What kind of data can we track the progress of the strategy?</i>

What other information can you provide to help with this plan? Anyone we should follow-up with?

Appendix E: Initial Collaborative Action Planning

Summary of TSP Action Planning Session - 6-17-2020

Sentiments Toward TSP Draft

- Lots of content
 - Daunting doc, amazing audacious goals, fantastic getting convo rolling
- Gratitude for work, only specifics left to be done
 - Likes plan, strats, actions, and metrics, thinks metrics are spot on for the county level
 - Applauds county for putting it together, impressed, thinks it comes down to execution

Recovery Outlook

- Changing landscape for tour operators
 - 75% loss of all tour companies and how tours won't operate with less visitors and social distancing in the van
- Move towards abundance
 - importance of moving towards sustainability during recovery by connecting visitor industry with communities and the county
 - 'Āina Aloha declarations, Aloha+ challenge, metrics, and SDGs
 - It's time for community to think and come together and think what is going to reset in this new era and what will repair and restore in this recovery mode
 - Carrying Capacity
 - How many visitors and residents can special places on the island handle?

Actions

- Tourist Certification Program
 - Visitor Bureau Certification
 - Follow up on certification program that visitor bureau was developing
 - A program that helps venue and tour operators
 - Training for them by the districts on proper protocols for entering community to become better operators and increase their market share
 - Only HCC has a certification program
 - Look at who is issuing certificates
 - Talks about how certification should be looked at
 - Look at the education received by those who issue licenses
 - Enhanced eco certification badges
 - Certification should have different tiers where zero-harm is the baseline

- Incentives and perks for those who get certified beyond do-no-harm and provide additional benefits for the ‘āina
- Badge system and proposed small fees for registering as well as visitor fees, could be as small as a quarter
 - Could fund replanting
 - Four Stewardship program could be model to market badge program
 - Money per visitor done in Waipi‘o and fell apart for different reasons based on unique community needs
 - Community buy-in is essential
- Place based certification
 - The neighborhood should approve the certification
 - One should know all the rules of the neighborhood, something already looking at
- Enhancing Collaboration and communication
 - Connecting community, county, and industry
 - Interest in getting the right groups together to lead different initiatives
 - Feels that some groups have been invisible and wants to work on those communication issues
 - Planning groups and places where movement is already happening should be the main focus for collaboration
 - Interest in collaborations with ‘Āina Aloha Futures Declaration
 - HTA funding has changed IHVB marketing strategies and these changes has forced a tight timeline
 - Community buy-in is difficult to get right now bc it might take a while for the community to come together
 - Can’t meet at a whole community through Zoom
 - This is so complex, what it’s going to take is continuously communicate with each other
 - Where are these places where community already mobilizing to take community approach to manage culture and natural resources
 - How are we building networks that learn from each other
 - Provide resources that support together
 - Ag Lands from the State
 - County could work with state dept to release lands in the County for diverse ag, green jobs, workforce dev

Metrics

- Youth Engagement
 - Figuring out a metric to capture progress on engaging keiki and youth.
 - partnering with UH TIM program to measure
 - Enrollment data
 - How many local youth are moving into management positions
 - Scholarship opportunities

- Metric reflects the younger demographic of local youth who want to remain in Hawai'i, especially Native youth.
- Already reflected in stakeholder survey results by increasing youth participation.
- Community Level Metrics
 - Metrics will need to be more detailed to have value for the community, TSP metrics are for the county and are too macro level for the community
 - Mentions that it would be helpful to outreach to community leaders and management/conservation programs doing the work in tourism and environment:
 - West Hawai'i fisheries
 - The Nature Conservancy
 - Conservation International
 - NOAA
 - E Ala Pū
 - 'Ōpelu fisheries and camping have their own specific issues they need to focus on
 - Revenue disappeared
 - Poor certification process
- Employee satisfaction
 - how metrics will be developed to measure employee satisfaction

Alignment

- General Plan
 - Infrastructure Goals - takes many players and agencies to move forward
 - Land use decision with resort designations
 - Already moving away large scale resort areas
- Kīlauea Recovery
 - Opp to look and resilience and capacity building
 - Immediate recovery
 - Housing issues
 - Rebuilding of networked interrupted
 - Look in Puna where seeing double folds of COVID
 - Disaster preparedness
 - Managing hazard risk
 - Mitigating risk around infrastructure
 - Community building
 - Revitalization
 - Economic Growth

Intersection with Other County Processes & Plans

General Plan -- at the time of the finalizing of the TSP, the General Plan was still being drafted and Actions were not fully formed.

Community Development Plans (CDP)

Mo'olelo and Shared Practices

- Document the mo'olelo of Puna using resources outlined in oral history, hula, chant, and other sources.
- Increase fluency in Kanaka Ma'oli.
- Sponsor cross-sector dialogue on Kanaka Ma'oli culture and island values.
- Provide Kanaka Ma'oli cultural education for residents and visitors
- Increase the number of educators who teach cultural and historic education
- Provide Kanaka Ma'oli mentors with opportunities to pass on Hawaiian culture and knowledge to the next generation of Kanaka Ma'oli and others.
- Document, maintain, and share the mo'olelo of Ka'u through oral, written, and/or video histories.
- Establish Ka'u Cultural Network.
- Document the Mo'olelo of Hamākua using resources outlined in oral history, hula, chant, and other sources.

Place-based Tourism

- Develop an educational program for tour operators, visitor information staff, and volunteers
- Develop a distinctive identity for the Puna region to enable public and private industries to promote it as unique
- Develop a place-based approach to community tourism that includes events that educate residents and visitors
- Develop and promote public restroom facilities at various locations along Highway 19
- Ensure the existence of and support for public and private entities that further the betterment of Kanaka Ma'oli
- Create and adopt a County Agricultural Tourism program/policy
- Develop an educational program for tour operators, Visitor information staff, and volunteers as part of orientation training for regular users of Mauna Kea.
- Develop distinctive identity for the Hamākua region to enable public and private industries to promote it as unique within the State of Hawai'i
- Develop a regional ho'okipa network -- a place-based approach to community tourism

Community Based Stewardship

- Hakalau community group to advocate and pursue management and redevelopment options for the Hakalau Gym facility and/or the old Hakalau School property
- In Mark Twain and Green Sands subdivisions, establish a community development corporation to develop and maintain roads and Green Sands Park

- Develop and implement plans for Punalu'u
- Develop a detailed Master Plan for Waipi'o Valley, including a community based management plan for the Waipi'o Valley visitor's center
- Establish guidelines for Adopt-a-Corridor Program
- Protect Kanaka Ma'oli intellectual property and related traditions
- Identify deficiencies to the park system described in Policy PUB-6.2
- Encourage adopt-a-park and adopt-a-street civic participation to meet the level of service expectations
- Support facilities development and management at access points
- Strengthen community capacity through the Hawai'i Community Stewardship Network
- Collaborate with surrounding landowners and the user-community to educate users and manage ATV use in mauka areas and in the Mauna Kea region
- Develop and implement a regional plan for managing cultural and historic
- Develop and implement site-specific cultural resources management plans for high priority areas and resources.

Economic Development

- Buy Local Strategies
- Local coordination and promotion
- Agricultural – education and cooperatives
- Family economic health
- Green Biz

Natural and Historical Resources

- Access and trail development
- Invasive species
- Scenic resources
- Heritage Corridor
- Coastal resource management (and plans)

Kīlauea Recovery & Resilience Plan

Natural & Cultural Resources Management

- Increased protection and preservation of natural and cultural resources in the area, including expanded actions to address invasive species.
- Managed access designed to support community-based natural resources restoration efforts, cultural practices and interpretation, agriculture, and recreation.
- Cultural practices and natural resources are protected and sustained so that authentic experiences grounded in place act to guide Hawai'i Island's visitor industry.
- Increased support to communities that are generating nature/environmental and culture-based opportunities that drive responsible tourism, entrepreneurial development, education and research and other economic recovery initiatives.
 - Living & Sharing Pono Practices: Community-Based Management of Natural & Cultural Resources.

- Restoration of Native Ecosystems & Habitats
- Invasive Species

Community Planning & Capacity Building

- Funding/Financing at the Household Level
- Funding at the Small Business, Farm & Community Levels
- Capacity Building
- Adaptive Financing
 - Adaptive Financing
 - Grant making Support
 - Technical & Capacity Building Support for CBRAs

Establishing a Network of Resilience Hubs

- A coordinated network of resilience hubs is established that can provide supplies, communications, and resources in the event of an emergency and serve the community year-round as hubs for community-building and community revitalization.
- Increased community capacity to mobilize and take action to build disaster readiness and community resilience; coordinate and deliver rapid disaster relief and response; catalyze disaster recovery and stabilization; and strengthen resilience.
- Educational facilities are restored and improved to serve as multifunctional community hubs.
- A diversity of job types and entrepreneurial opportunities are generated in the community that spur economic revitalization and resilience
 - 'O Maku'u Ke Kahua Community Center
 - Sacred Heart Resilience Hub
 - Kurtistown Resilience Hub
 - Pāhoa Resilience Hub
 - School Based Resilience Hubs
 - Mountain View Resilience Hub
 - Hilina'i Resilience Hub

Food Security & Resilience and Agriculture Development

- Increased growth and resiliency of Puna's agriculture and community-based food systems.
- Increased resident access to nutritious, affordable, and locally produced food.
- Increased community self-reliance and resilience in providing for its own food needs.
- Increased numbers and diversity of jobs and economic opportunities in the community.
 - East Hawai'i Aquaculture Park and Recirculating Aquaculture Systems (RAS) for Small Businesses & Food Security
 - Cooperative Expansion of the Big Island Pork Industry
 - Hawaiian Acres Food Hub
 - Food Resilience Campus in Kea'au
 - Hawai'i Island Agriculture Planning

Youth Development & Resilience

- Increased access to quality educational opportunities in Puna, including restoring Kua O Ka Lā Public Charter School which was inundated with lava.
- Expanded options of services and facilities that enhance physical, mental, emotional, and spiritual health and quality of life for youth and the broader community.
- Increased number and diversity of jobs and entrepreneurial opportunities in Puna that are 'āina based and Science, Technology, Engineering, Arts, and Math (STEAM) based.
- Expanded opportunities generated by community-based organizations, DOE educational institutions, outreach programs, community college, and university for visitor industry-related education that integrates both place-based and culturally grounded practices as well as the incorporation of STEM fields.
 - Ho‘oulu Hou Community Resilience Hub
 - Hawai‘i Academy of Arts & Sciences
 - Hawai‘i Island Climate Adaptation & Resilience Engagement (HI-CARE)
 - Faith-Based Youth Development Support Services

Access to Social, Health & Medical Services

- Improved access to quality, community-based and culturally relevant health services in Puna.
- Increased options of services and facilities that enhance physical, mental, emotional, and spiritual health and quality of life, especially for the most vulnerable.
- Increased access to wrap around social services in Puna.
 - Primary & Preventive Health Services
 - Radiology Services in Puna
 - Street Medicine Program

Intersections with the Hawai‘i Tourism Authority (HTA) 2020-2025 Strategic Plan

The County reviewed the *HTA 2020-2025 Strategic Plan* and consulted with HTA to discuss any areas of overlap. The *HTA 2020-2025 Strategic Plan* consists of four interacting “Pillars,” each of which are related to the goals specific for the TSP. “Destination Management” is the theme that encapsulates all pillars and goals described below and is “a major HTA focus and is at the heart of” their *HTA 2020-2025 Strategic Plan*.¹³¹ HTA’s emphasis on destination management is timely news because it means that additional resources will be directed to “community benefits, Hawaiian culture, workforce training, and other destination concerns.”

HTA’s **Natural Resources Pillar** overlaps with goals for **Responsible Tourism** and improving **Infrastructure**, which were established to respect natural and cultural resources and improve the lives of residents. To achieve **responsible tourism**, the County will focus on strategies that ensure that residents are the primary beneficiaries of the visitor industry.

¹³¹ HTA Strategic Plan, 2020-2025

The **Hawaiian Culture and Community Pillars** overlap with the goal for **Place-Based Education for Residents**. HTA aims to ho'oulu (grow) the uniqueness and integrity of Native Hawaiian culture and community and ensure that local communities benefit from tourism. The County plans to do this by supporting educational initiatives for residents that provide place-based training and curricula for students, volunteers, and the workforce.

Lastly, HTA's **Brand Marketing Pillar** is aligned with the goal for **Pono-Based Visitor Communication**. HTA's strategy here is to strengthen the visitor industry's contribution to our state's economy. To strengthen the visitor industry contribution to Hawai'i Island, the County will support efforts that ensure the island's brand communicates the need to respect and care for the 'āina and culture with pono-based practices. The *HTA 2020-2025 Strategic Plan* states that they are "enabled by law to 'have a permanent, strong focus on Hawai'i brand management,' primarily marketing."¹³² The County will partner with HTA on their marketing programs to strategically highlight ways visitors can help to care for Hawai'i Island.

The TSP captures a shared vision for the future that prioritizes four goals set by Hawai'i Island stakeholders to guide the County in order to make collective progress toward Ola ka 'Āina, Ola ke Kānaka. The TSP lifts up community sentiment to return to what the 'āina has provided its people by expanding a commitment to pono practices and sharing these practices with visitors who seek stronger connections to place, community, past and future, and to their better self.

Related Post COVID-19 Recovery Initiatives

'Āina Aloha Economic Future Huliau Action Agenda

- Ensure that we as a local community have the means to fulfill our kuleana to our 'āina and each other before fully assuming the kuleana of mea ho'okipa (host).
- Hold malihini (visitor) accountable within the reciprocal nature of the relationship established once they are here with us in Hawai'i.
- Form community partnerships to ensure Native Hawaiian cultural integrity.
- Employ Hawai'i residents and commit to building their capacity and offering them career ladders to ultimately increase the percentage of Hawai'i residents in management and leadership positions in the industry.
- Applies innovative financial, policy, as well as data collection and analysis mechanisms to incentivize and facilitate a shift to a regenerative visitor industry that has a smaller footprint (e.g., decreasing impacts to beaches, reefs, and ocean life) and that aims to sustain and improve the quality of life for Hawai'i residents (e.g., decreasing impacts of vacation rentals/B&Bs and rental cars).
- Targets markets that have a high probability of alignment with the goal of cultivating a regenerative visitor industry.
- Actively supports and encourages other emerging economic sectors to reduce the dependence on tourism to support Hawai'i's overall economic prosperity.

Building Bridges, Not Walking on Backs: A Feminist Economic Recovery Plan for COVID-19

¹³² HTA Strategic Plan, 2020-2025

- Support:
 - Displaced workers via an adjustment fund for retraining and professional mobility.
 - Social entrepreneurship approaches to new economic activities by individuals, groups, start-up companies or entrepreneurs, who seek to develop, fund and implement solutions to social, cultural, or environmental issues.
- Enhance:
 - Women, sexual and gender minorities' access to capital outside the commercial sex industry through just, humane transition to support program.
 - Women's access to jobs in male-dominated industries: green-technologies and trade jobs.
- Stimulate:
 - New economic thinking by funding feasibility studies on economic alternatives that enhance social well-being as an economic priority and center women-led, especially Native Hawaiian and immigrant women's experiences, ideas and organizations.
 - Sustainable economic futures by investing in subsistence living and the perpetuation of land- and sea-based practices traditional to Hawai'i's ecological and food system.

Uplift Hawai'i Principles

- We owe it to our youth to support innovations in the arts, agriculture, clean energy, transportation, data science, and technology, while grounding their future in Hawai'i's diverse cultural histories.
- Invest in education and workforce training that create thousands of family-sustaining jobs for those who face the greatest economic insecurity.
- Realize a culturally grounded, sustainable tourism model that benefits local residents' quality of life.

KUA and Trust for Public Land

- Green jobs
 - A post COVID-19 Conservation Corps that grow and distribute food, screen invasive species at ports, manage natural and cultural resources with communities, oversee responsible visitor access, manage access to neighborhoods, and monitor the health of resources and user experiences as areas "reopen" so when social distancing requirements relax, we have data to inform responsible limits.
- Tourism/green fees
 - Focus tourism dollars to attract high-value visitors who spend more, stay longer, want to learn about our resources and culture and give back to their care. Visitors who could purchase a \$100 "green passport" to natural areas that supports management, maintenance and facilities. Pass the Environmental Kuleana Bill to provide funds to analyze green fee regimes.

- Living wage
 - Invest in living wage jobs in agriculture, sustaining resources, and community building. Increase the state Department of Land and Natural Resources budget to transform institutional frameworks, capacities and positions to work with communities and educate/monitor visitors. Increase community center staff to coordinate food systems, mālama 'āina efforts, and the reconnection to 'āina for physical and mental health.

Kīlauea Recovery & Resilience Plan Community Based Projects

- Business planning and targeted training for tour operators in Puna.
 - Jobs located within the community, a diversity of job types and entrepreneurial opportunities, and jobs relative to and complimentary to local resources, ecology, culture, demographics, and opportunities.
- Critical infrastructure needs assessment
 - Invest in infrastructure that supports the vision for recovery and long-term resilience, improved roadway and emergency connectivity, and safe, convenient, accessible, and affordable transportation system.