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**David Y. Ige**  
*Governor*

**John De Fries**  
*President and Chief Executive Officer*

**HO'OKAHUA HAWAI'I STANDING COMMITTEE MEETING  
HAWAI'I TOURISM AUTHORITY  
Monday, December 13, 2021, at 2:30 p.m.**

**Virtual Meeting**

**MINUTES OF HO'OKAHUA HAWAI'I STANDING COMMITTEE MEETING**

**MEMBERS PRESENT:**

Kimi Yuen (Chair), Keone Downing (1<sup>st</sup> Vice Chair), Dylan Ching, Daniel Chun, George Kam, Sig Zane

**MEMBER NOT PRESENT:**

**HTA STAFF PRESENT:**

John De Fries, Keith Regan, Maka Casson-Fisher, Caroline Anderson, Maile Caravalho, Minh Chun, Carole Hagihara

**GUESTS:**

David Arakawa, Ross Birch, Maile Brown, Coby Chock, Karishma Chowfin, Gina Chun, Jennifer Chun, Jeffrey Eslinger, Lei-Ann Field, Jadie Goo, Laci Goshi, Debbie Hogan, Dede Howa, Ayako Ishiwari, Sue Kanoho, Lani Kaui, Donna Kimura, Kyoko Kimura, Yvonne Lam, Sunnie Lasconia, Sherry Menor-McNamara, John Monahan, Darlene Morikawa, Karen Nakaoka, Barbara Okamoto, Richard Onishi, Catherine Orlans, Teri Orton, Joseph Patoskie, John Reyes, Michele Shiowaki, Jay Talwar, Pris Texeira, Todd Toguchi, Donna Mae Valenciano, Mitsue Varley, Ross Willkom, Sun Wong, Kurt Yaross

**LEGAL COUNSEL:**

Gregg Kinkley

**1. Call to Order and Pule**

Chair Yuen called the meeting to order at 2:32 p.m. Mr. Casson-Fisher opened the meeting with a pule. He provided instructions to the general public with regards to submitting testimony. Mr. Casson-Fisher mentioned the purpose of the committee is to develop review, evaluate, monitor, report, and provide recommendations on issues relating to natural resources, Hawaiian culture and community. Mr. Casson-Fisher confirmed the attendance of the Committee members by roll call.

## **2. Overview of HTA Staff Roles and Responsibilities related to Destination Management Action Plans (DMAP)**

Chair Yuen commended the great planning efforts by Ms. Anderson, Mr. Ka'anā'anā and the team. She stated that to in order for everyone to understand the budget requests she asked the staff to give their ideas of their various roles and responsibilities. She mentioned they are trying to pivot the largest industry, and how it fits into their visitor industry. She said that from HTA's perspective, it is a huge shift, so it will be helpful for everyone to understand what Mr. De Fries and his team are doing and what the board members should be aware of.

Mr. De Fries suggested that Mr. Regan introduce Ms. Anderson to take it forward.

Mr. Regan mentioned that the destination management action plan process has been a long process, but it's been led by some very key and important people on the team and two of them were in the meeting – Ms. Anderson, director of planning and Mr. Ka'anā'anā, chief brand officer. He stated that Ms. Anderson has been leading the effort as it relates to the planning portion and she shifted into the implementation side of the house in terms of the responsibilities of overseeing that process, collecting information, reporting back to the Chair, as well as others, on the committee and to the full board and public. He mentioned that Ms. Anderson has been taking a lead in the effort and suggested to Chair Yuen, Mr. De Fries and Mr. Ka'anā'anā that Ms. Anderson share some of the processes involved. He also mentioned that as his role as the chief administrative officer, he does manage and supervise Ms. Anderson, and they work very closely together, making sure Ms. Anderson has the resources needed to get her job done. He reiterated the importance of the destination management action plans, the actions and the sub-actions that were developed by the communities. He commended the great team led by Ms. Anderson. He turned the floor over to Ms. Anderson.

Ms. Anderson shared her screen to show the team a slideshow called the DMAP implementation responsibility chart. She reiterated that she reports directly to Mr. Regan and that she is working with the island chapters, HVCB, and their island chapters. She mentioned that each island chapter has a destination manager which they are funding through their fiscal year 21 budget. She mentioned all the destination managers, namely Kaua'i has Patty Ornellas, O'ahu has Catherine Orlans, Maui Nui has Meagan DeGaia, and Hawai'i Island has Rachel Kaiama. She said they are go-getters and very passionate about their islands. She said she is extremely happy to be working with them as well as the executive directors for each of the island chapters and moving the DMAPs forward. She mentioned that they have recently received their work plans and budgets, and they're still going through it. She mentioned that they are formulating their work plans for the DMAPs, for the funding. She will be working with Mr. Ka'anā'anā and his team to implement DMAP actions as well, through their various projects and programs that they're working on. Her role is to oversee the island chapters destination managers, and also to coordinate with Mr. Ka'anā'anā and his team. She mentioned that they shared out the summer progress reports at the end of August to the board and public and they are now finalizing the fall progress report and its actions up until mid-November. She said she will be presenting this next week at the board meeting.

Chair Yuen asked Ms. Anderson to clarify if these positions were funded out of last year's fiscal 21 budget and asked how they are funded for next year.

Ms. Anderson mentioned that their positions are currently funded through midyear 2023 based on the funding they gave.

Chair Yuen opened up the floor to the other board members or audience for questions. Mr. Casson-Fisher said there were no questions from the audience.

### **3. Update on DMAP-related Budget Items**

Chair Yuen moved to the current budget that had been tentatively approved at the last meeting. She asked that Ms. Anderson elaborate on what some of those items will be going towards. She asked the board if they had any questions.

Ms. Anderson shared her screen and enlarged the planning section from the HTA budget so that everyone could see it clearly. She reiterated that she wanted to go over each of the line items to make sure everyone had an understanding of how the funds would be used. She mentioned the first one, hotspot mitigation, and that the request is for \$500,000. She said

that with the funding they want to mitigate some of the hotspots on that list. She mentioned that there were questions with regards to whether DLNR should be doing this, but some of the hotspots aren't state owned, and it's not DLNR's responsibility, and some of it is county. Some are other state agencies. She mentioned that with these funds, they will firstly, work in coordination with the island chapters as well as county, to ensure they're identifying the priority hotspots that need mitigation and prioritize from there to see what needs to be addressed. She mentioned an example on Hawai'i island, Green Sand Beach where discussions were had.

Chair Yuen asked Ms. Anderson if that amount is for all the islands and Ms. Anderson confirmed yes.

Mr. Ching asked what they, or HTA will be doing with the DMAPs versus Hawaiian homelands as stakeholder.

Ms. Anderson mentioned that the Department of Hawaiian Home Lands (DHHL) came out with a community action plan for the Ka Lae area and they developed a plan back in 2016. She mentioned that nothing has moved on the plan because their priorities are about getting their beneficiaries on land, but through the DMAPs and that Green Sand Beach is publicly identified as an area of concern, a hotspot, making sure that this place is safe for visitors as well as residents. She mentioned they want to work together with DHHL on the action plan to help make the place safer for visitors and residents, through things like signage or messaging, for example.

Chair Yuen mentioned they have been cautioned many times not to be funding things that are recurring costs, like maintenance. She said the idea is to be able to provide funding where they can do one-time implementation. She mentioned that where the visitor industry intersects is in their local communities that are having impacts to the local residents, as it's not DHHL's concern to be managing visitors. She mentioned they should be providing housing for native Hawaiians. She said sometimes the purpose of the committee also overlaps with other sister agencies, but that they must focus on the intersection with their visitors and that should be the top priority in Ms. Anderson's budget funding.

Mr. Zane asked if the signage is educational or safety signage.

Ms. Anderson mentioned that it would be both as the people need to be educated about the area and to inform them about safety issues. Their plan is to work with DHHL, to bring together the community of the area to do a hands-on grass roots meetings with them to hear about what they want to share with visitors about their stories. She reiterated that it is

a community driven effort, and that the people in the area are guiding the information that goes on the signage.

Mr. Zane mentioned that it would be a good idea to include the identification of the rare plants to ensure they are not damaged by people walking or driving over them.

Mr. Downing asked if the monies is per island or statewide and Ms. Anderson said it is statewide.

Mr. Downing asked how much they are looking at for hotspot mitigation.

Ms. Anderson said she has not received all the costs yet, but as of now \$500,000 statewide is a sufficient amount of funds to help with the addressing issues and mitigating various hotspots. Ms. Anderson also reiterated that she hasn't got an exact amount yet as they have not issued out the RFP to create the signage yet. She mentioned that community meetings will take some cost to bring everyone together, so they're still identifying projects, and she reiterated that Green Sand Beach is one that needs to be addressed with the funds.

Chair Yuen stated that because all this is new, the budget has just been set out recently, but nothing is confirmed yet. She asked Ms. Anderson if she is planning to do it like the other grant program with different communities responding to this RFP or if it would be specific.

Ms. Anderson mentioned that she wanted to work with each of the island chapters and the counties because they are the two main partners with the DMAP as it was being developed. She mentioned that is their core DMAP group, as well as HTA staff to really prioritize all of the hotspots for each DMAP and then go from there.

Mr. Downing mentioned the reason for him asking this is because they have a limited amount of resources as far as dollars are concerned, and they will have to go to each island, and ask for prioritization of what hotspots they have, and then figure out how much money to allocate. He asked Ms. Anderson if they are planning to allocate everybody's top hotspot first or how the allocating will take place, and whether there will be enough for everyone. He asked if she would address it with the board showing the list of hotspots with the amount needed. He said that although she would not know this yet, going forward the board needs to know so they can put the money to where they can accomplish something and, and not just give them all a little bit and nothing gets done.

Chair Yuen agreed that this is the intention, that as Ms. Anderson starts to develop the DMAP action implementation, hotspots, they're going to have to start having budgets so that they will be able to come to the board with those requests, but she also mentioned that in this initial first cut, Ms. Anderson's best guess was to try to put a budget to addressing

some of the top hotspots, and then to work with the teams to get through it. She mentioned that she thought it was a little conservative at first as this was new, and there were no budgets in hand yet. She said that all the DMAP staff on all the islands are working on it, and they had to get through the first cut. She said that hopefully for next year's budget request they'll have more hard numbers and they'll be per island. Ms. Anderson agreed.

Chair Yuen mentioned that they're in transition, where they're trying to put money towards these types of mitigation actions. She hopes that the budget moving forward will be bigger, but, in this first round and since they have to encumber by the end of June, she said that Ms. Anderson wanted to make sure it was manageable given the time that they have left. She mentioned that the contract work has to be kept in mind too for this. She reiterated that Ms. Anderson did something that is manageable as this is new for HTA and that even contracting is a lot more cumbersome than it used to be, so they can't be as efficient in executing contracts and the like. She mentioned that now that the island DMAP coordinators have been hired, there will be a definite pattern and process that'll be more efficient, and they'll be able to bring true budgets to them each year.

Mr. Chun followed up on Mr. Downing's question asking if there is historical data to look at. He questioned whether they were estimating how many hotspots they can hit this year with that amount, or what the goal or target is that they're looking at. He reiterated the importance of having targets or goals to work towards to make everyone more comfortable.

Mr. Kam agreed that they all want to invest in those things but that they're still a bit uncomfortable on all these big amounts without understanding exactly where they are allocated to with a breakdown. He mentioned that they must also be careful with duplication. He mentioned that Mr. Ka'anā'anā has a signage program too, and that it's important to make sure they're coordinating and listening to the community and having the community prioritized. He asked if Ms. Anderson has a baseline for how much they've invested in because of all the different budgets from 2020, 21, 22, so that they can get an idea off where they're at, so they know where to put more resources towards. He reiterated the importance of hotspots but also the importance of doing good things for the community at large and making sure they're addressing the natural resources and the Hawaiian culture as well.

Chair Yuen mentioned that she asked Ms. Anderson and Mr. Ka'anā'anā to start tracking DMAP budget items as that will be critical moving forward, as they'll have to go to the legislature for their funding, to be able to track it.

Mr. Downing mentioned he'd like to understand the program evaluation and the planning tool assessments.

Ms. Anderson said the program evaluation is at 500,000 and that 300,000 of that is for contracting with UGOV, for festivals and events evaluation. She mentioned that HTA investing in festivals and events is one of the programs that really connect their residents and visitors together. She mentioned that through the contractor, UGOV, they send out people to be at the festival interviewing attendees, and through these surveys they are able to get attendance regarding how many were residents versus out of state visitors. She mentioned they are also able to get economic impact data from the surveys and also satisfaction of the event, and that with all the information, they are able to assess how well their dollars are going to supporting these various festivals and events. She reiterated there have been festivals and events evaluation for a number of years, so it's not anything new, but just a continuation of a previous program that they did through their tourism research branch. She mentioned it is under their budget now.

Mr. Downing asked how many festivals and events they are evaluating with the group.

Ms. Chun mentioned it was more than 30 and the cost is about \$10,000 – \$11,000 per event depending on how big the event is.

Ms. Anderson mentioned the other remaining funds are to be used for setting up an evaluation system, to get the data from their team to track programs, and then put it on a dashboard, to make it available on their website so that all is transparent as a community engagement item ensuring the HTA is in the community. She mentioned there are at least two in-person community meetings per island and some islands will have more than two per year.

She then mentioned the community tourism collaborative which is \$400,000. She said this is taking the DMAP one step forward with the community to work with them on the creation of either a stewardship plan to help them manage an area or a site that they really feel the community has to get involved and they want to make it a better place. Or it could be community coming together to work on developing a tourism product or experience. She said it is community-based working with community.

Chair Yuen asked if it is training for capacity building.

Ms. Anderson said it's more technical assistance, providing community with resources, like planning resources, or resources to help them come up with the idea and turn it into a stewardship program, then come up with an action plan to help them to understand how

they are going to steward this place, or if it's a tourism experience and help them create that product. Ms. Anderson said people will be applying to take part in the collaborative, but it's not necessarily a grant program because they're providing them the technical assistance or capacity to help them to develop these products. She mentioned it is similar to a cohort program.

Ms. Anderson mentioned that last item called planning tools and assessment for \$400,000. She said there are a couple of components looking at the planning tools. She mentioned destination assessment and said the last time they did a destination assessment was in 2019 when they were developing their tourism strategic plan. She said the destination assessment shows them how they are doing as a visitor destination and also compares them to other destinations, and from this assessment, they would be able to further build out programs, but that it's really a tool to help them in further developing programs. The other assessment or study would be a collaboration between HTA, DBEDT and Department of Agriculture. She said this would be to address the DMAP actions.

She mentioned that in almost all of the DMAPs, there was talk about making sure that their visitor industry, the hotels and restaurants are buying local from their agriculture industry. She said the study will show how much their visitor industry is buying local ag products, as right now there is no information out there showing this. She mentioned that they want to form a partnership with them to collect the data. This would help to further build out programs to help connect their visitor industry and agriculture together. She mentioned another component, planning tools, communication tools, or for example, infographics to help share in an easily digestible manner, how they are progressing in either the DMAPs or in other programs and also to show outcomes in an infographic manner because she thinks it will help people better to understand what they're doing as well as communicating information to them in a graphical manner.

Chair Yuen reiterated the importance of integrating communication, the data they're collecting, program evaluation, etc., so that the messaging goes out. She asked if anyone on the branding committee needs Ms. Anderson to start monitoring or measuring. She said it's important know what is being measured, how it is presented and how Ms. Anderson is collecting it and presenting so that it makes sense. She mentioned it's a lot more efficient in terms of how they're communicating out the information about what HTA does. She says it's always been a problem as nobody knows about all this great work that is happening.

Mr. Chun asked about the integration or interfacing of the rebranding work, which was approved through the branding budget, as well as the destination assessment and whether it is envisioned that the two will be working together or if there is some connection.

Ms. Anderson said the destination assessment is under research for the strategic planning.

Ms. Chun mentioned that because they're not doing the full destination assessment with all the community meetings, it's a lower cost than the strategic plan.

Chair Yuen asked if everyone will be working together with all of the studies to ensure there is no overlap and Ms. Anderson confirmed that she is working with Mr. Ka'anā'anā and his team to develop programs to be implemented, whether it's branding or other community programs.

Mr. De Fries asked Mr. Ka'anā'anā to weigh in on that GMT element as they had just completed a whole cycle through all GMTs last week.

Mr. Ka'anā'anā mentioned that for the DMAPs, they've made them a part of each of the brand management and marketing plans, and so each of them have elements that they've identified for them in conjunction with Ms. Anderson, which DMAP actions they can work towards, and they've included them, so they can stay close with Ms. Anderson on the DMAP side. Mr. Ka'anā'anā mentioned that all gets reported to Ms. Anderson to ensure no overlapping and that they will be in Ms. Anderson's reports.

Mr. Chun mentioned the community tourism collaborative and asked if they are envisioning running it in-house or whether it will be contracted out and run statewide.

Ms. Anderson said they'll issue an RFP for trainers, to conduct the workshops, and as far as funding projects, they were awarded EDA ARPA funds, so some of the funds will be used for implementation of the projects, to help them first and foremost, with the training, planning of either stewardship, capacity building etc.

Chair Yuen asked if there were questions from the board.

Mr. De Fries mentioned the Strat plan and DMAP as offspring to that Strat plan and that the board needs to be commended for making the investment as there is now a solid framework of priorities, actions, sub actions, but more importantly, on every island, they have a steering committee that more often than not is taking ownership of the DMAP of their island, and they've seen this over and over. He mentioned that although funds are important, trust and dignity is more important. He mentioned that it's important to understand that DMAPs is a decentralized operation and HTA is providing a centralized facilitation of it so that when they go before the legislature, it's actually the communities on each island that are asking for the funding, that are asking for those priorities to be funded and HTA becomes the conduit through which that request is put forward, but there's going to need to be a lot of work done on each of the islands with each of their senators, with each of their representatives so that

they too will take ownership of that hotspot mitigation or of that community initiative. So that when they make the legislative decision the idea is to bring this together in a cohesive effort. He also mentioned that he would like to see the community start thinking that HTA owned DMAPs because the minute that becomes centralized an out of Honolulu, out of Waikiki initiative by perception, it'll weaken it. He gave credit to Ms. Anderson, Mr. Ka'anā'anā, Mr. Casson-Fisher and to Mr. Regan who have been able to keep that level of ownership where it belongs in the community as they've come a long way with it.

Chair Yuen mentioned that it's important to have the dedicated staff on each island as they will be the thread that connects through. She said she is glad the funding goes to 2023, as they need to make sure that it is also consistent exactly to the point that Mr. De Fries was saying, that the reason why a lot of the island chapters are so successful is because those people have been there for years and they know they're accountable and they have a tight relationship with HTA and there's always somebody to go back to make sure that things happen.

Mr. Chun agreed with Mr. De Fries. He asked that if it's not too much trouble that a worthwhile exercise is to have a roles and responsibilities chart showing in terms of what is HTA's role, island chapters role, destination managers role, etc. He also said to expand to show all of the different entities, whether it be county agencies and who is connected to each DMAP per county.

Mr. De Fries agreed with Mr. Chun as he said one missing is a formalized advisory committee. He mentioned the road to Hana being a hotspot, and that there is so much community angst about it that the department of transportation looked at what it would take to privatize that road and put a toll fee on it for visitors. He said the problem is that they've got to walk away from all the federal funding, all of bridge repairs, all of the road repairs, and it doesn't pencil out, but they've got to go down that road anyway, to make that determination. He mentioned that their ability to work with the various agencies to help get through this is the key thing about hotspots as it's directly related to resident sentiments. He stated that they can't do all this other work if they don't start solving the hotspots resident sentiments. He said it has to be done cooperatively with state agencies and county agencies that are identified in the DMAP and that building stronger collaborative effort is going to be essential going forward.

Mr. Downing agreed with Mr. De Fries and Mr. Chun that if they do not have the funding to help the communities that put in all the legwork to do their hotspots, they will get tired of them because they'll be looking at themselves as putting so much effort and it will seem that HTA can't help. He stated that they have to be very careful in all the planning. He mentioned

that if they're going to pick the hotspots from the islands that they've got to be able to back them up, and if they're of importance, they've got to let the state and communities know which ones are the most important that with the funding they have, they're going to help solve the issue. He mentioned that if they want those community groups to be strong, to be leaders, they're going to need action themselves because their community's going to be watching them.

Mr. Chun reiterated that because they don't have an unlimited budget, they need to move the needle on this and help set targets and manage expectations as this is phase one.

Chair Yuen reiterated that Ms. Anderson has a great relationship with all of their sister state agencies, and this is going to be critical in coordinating a lot of this. She said that hopefully they can all be strategic too, working together with sister agencies that are encountering a lot of the same issues. She reiterated what Mr. De Fries said about continuity and that Ms. Anderson has been with HTA for 20 years, so she has a wealth of knowledge.

#### **4. Overview of committee members thoughts and ideas, dreams and hopes for the committee**

Chair Yuen asked each of the board members to go around and give their hopes and thoughts, or any ideas that they've thinking about.

Mr. Downing mentioned that as a board they should be looking at things that do not fall under DMAPs, for example, restrooms at beach parks, things that impact tourists, and also impact the local resident. He said he is not sure if there are enough facilities to take care of all the tourists when they go to these areas. He said it's a collaboration with the city and county. He mentioned beaches as another example and ensuring that the beaches are looked after for tourists, visitors and locals. He mentioned that when they take care of their beaches, or when they take care of their restrooms, the resident understands where the money's coming from and when it's not coming from them, they look at the tourists a little differently. He also mentioned Mr. Zane's comment about the plastic flowers in the airport and that they're not native flowers.

Chair Yuen mentioned that this committee is not only about DMAP, and it was just a starting point given where they were in the budget.

Mr. Ching mentioned that he is fairly new and is trying to listen more and learn before he talks. He said that is where he is and then he can find out how he can help enhance things. He mentioned that the community needs tangible wins that they can feel, touch and see,

and even if that's just in one community or one island, that they can all rally around in the short term, he thinks that will give them an opportunity to get more funding when they have to get more funding in a different way. He said it will get more positive vibes going versus negative vibes.

Mr. Chun mentioned that he is excited about this committee. He said they represent three of the four pillars. He agreed with Mr. Ching that incredible work has been done by this agency, with regards to each of those three pillars that they just really need to lift up and focus on, and elevate and, and having the committee, to talk about each of those three pillars and the great work that's being done, DMAPs included, is only going to benefit the agency, but also benefit the state of Hawai'i. He reiterated the importance of managing tourism in a better way. He mentioned that his heart and passion lie in tourism but 100% agrees that branding is important, but mentioned that what they are building is the foundation for that.

Mr. Kam mentioned that the three pillars are branding, and he is glad Mr. Ka'anā'anā and Mr. Chun are both on the branding committee. He agreed with Mr. De Fries that trust is critical, and what comes to mind is the steering committee, because those are people from the community. He mentioned that as Mr. Downing said, it's important to listen to them, as they encourage healthy descent in different points of view for healthy dynamics. He mentioned that they are the facilitator and catalyst to help champion the needs of the community and the steering committee. He said it's important to make sure that they live up to the promises and commitments they made and to always care. He said everything they do from the HTA level is there to support all those things. He said they have a good visual of really what their role is. He mentioned destination stewardship and said he thought it was much more than just management, it's almost like three generations for a long way. He said the key pillar to this is Hawaiian culture, natural resources and community, and all of that is part of the Hawai'i brand, which is important. He said he is so fortunate that they were put on this committee because he thinks this foundational committee really is the vehicle as Hawai'i and HTA set sails on this voyage, and he mentioned they need to be honest with themselves that they're not going to be perfect, but they're going to get there and always listen to the community. He said he likes to find solutions that might not be easy, but they'll work towards. He said if funding is important, they will find it if it's the right thing, whether it's public, private, partnership outside. He reiterated that credibility is very important, and you can only lose it once. He said to him it's important that everything they do is credible and honest.

Chair Yuen said that stewardship is the right word. She shared feedback that they received during the initial DMAP meetings. She said they're not really managing the destination but tourism, and tourism should be supporting and stewarding the destination.

Mr. Zane reiterated the issue with the plastic flowers in the airports and that he didn't see any of their natural environment on display. He said this is one of the greatest assets that they have. He also mentioned that the plastic flowers were not native and suggested other loulu palms or native palms. He would like to see, moving forward in 2022, a change with the plastic plants. He also mentioned a product that they can be growing at HTA is their community of leaders. He said a lot of their residents, or their community don't have enough opportunity to grow and educate themselves in things of the culture. He said it's important to nurture their youth to grow into leaders. He reiterated the importance in raising strong cultural leaders and he said that is his dream. He also said it's important to have some kind of educational program so that they can raise the bar. He mentioned that they give grants to certain kinds of programs but questioned whether they have a program to grade it or a committee to look at what they're doing, and really say they are doing a good job, and recognize what they are doing. He said it's important to educate the tourists, but it's more important to start with their own people, educate their own people, because they are the ambassadors. He said they will teach the tourists.

Chair Yuen mentioned that maybe there is something to connect a lot of Mr. Zane's ideas like working with airports, to grade the vendors that are at the airport, if they are providing native made products or that sort of thing, and maybe that could be part of evaluation programs too.

Mr. De Fries said he is relieved to have this committee. He said he believes that this particular committee will help calibrate the direction that they need to take. He said it's important, whether being a cultural practitioner or having motivation to see three generations from now, to see a sustainable and regenerative model evolve. He said they need to get better at how they weave that story into a cohesive vision so that the practitioner and the capital investor can share a common understanding of what the future might look like. He also agreed to get rid of the plastic at the airport.

Mr. Casson Fisher confirmed there were no comments from the public.

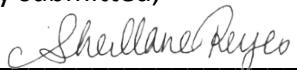
Chair Yuen asked Mr. Casson-Fisher to close and thanked everyone for joining, for all their thoughts and wisdom. She said she is looking forward to working with everyone.

Mr. Casson-Fisher thanked everyone for joining.

## **5. Adjournment**

The meeting was adjourned at 4:04 pm.

Respectfully submitted,



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Sheillane Reyes

Recorder