

# Planning for Sustainable Tourism



## Part IV: Socio-Cultural & Public Input Study

### Volume V: Study Group Findings and Recommendations

Prepared for



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**Sustainable Tourism in Hawai`i**  
**Socio-Cultural and Public Input Component**

**Volume V: Recommendations of the  
Sustainable Tourism Study Group**

Planning for Sustainable Tourism in Hawai`i  
Department of Business, Economic Development & Tourism

**July 31, 2004**

This volume extracts selected material from Volume I, Socio-Cultural and Public Input, Summary Report, Prepared by John M. Knox & Associates, Inc. for the project, *Planning for Sustainable Tourism*. Dr. Knox was assisted in the coordination of the Study Group by Dr. Peter S. Adler (The Accord Group) and Dr. Kem Lowry (Department of Urban and Regional Planning, University of Hawai`i).

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## THE SUSTAINABLE TOURISM STUDY GROUP

Despite its “study group” name, the Sustainable Tourism Study Group evolved into an action-oriented advisory body that generated both a vision for Sustainable Tourism in Hawai‘i and a number of associated action recommendations. It was in fact more a *working* group than a *study* group, and we regard its output as some of the most practical and valuable to emanate from the overall project.

This brief chapter describes the history, purposes, and thought processes underlying the Study Group’s work. Its complete product – a general Vision, accompanied by a comprehensive set of Goals, Recommendations, and Indicators – comprises the report’s final Appendix.

### History, Membership, and Final Purpose

The State’s original thought was to assemble (twice, after each of the two rounds of public meetings) five separate focus groups from varying stakeholder “sectors” (e.g., tourism, environmental, Hawaiian groups, etc.) in order to “brainstorm’ ... for potential issues, concerns, and solutions bearing on the sustainability of tourism and applicable to [each overall Study component].”<sup>1</sup>

With the concurrence of the State, we suggested an alternative approach – bringing together a multi-stakeholder extended Study Group that would hold repeated meetings in order to (1) generate possible future tourism scenarios for public meetings; (2) review and input to technical studies; and (3) articulate a set of “Sustainable Tourism Principles.” Over time, the group gradually focused primarily on the latter idea, and these “Sustainable Tourism Principles” expanded into the full-blown Vision with Goals, Recommendations, and Indicators that appears at the end of this report.

We began with a group of 21 members – later expanded to 24 when some initial members suggested a need for other perspectives – representing the following stakeholder groups:

- Visitor industry and other business;
- Environmental;
- Native Hawaiian;
- County planning departments;
- Neighbor Island community representatives;
- Selected other perspectives (labor, academia, retail, social agency).

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<sup>1</sup> From the State’s 2002 Request for Proposals for this study.

### Final Sustainable Tourism Study Group Members

<u>Name</u>	<u>Affiliation</u>	<u>Island of Residence</u>
Peter Apo	Hawai'i Hospitality Institute	O`ahu
Ian Costa	Kaua`i Planning Department Director	Kaua`i
Dee Crowell	Initially Kaua`i Planning Director; now Sandwich Isles Communication	Kaua`i
Henry Curtis*	Life of the Land	O`ahu
Susan Au Doyle	Aloha United Way	O`ahu
Michael Fitzgerald	Enterprise Honolulu	O`ahu
Guy Fujimura	ILWU	O`ahu
Frank Haas	Hawai'i Tourism Authority	O`ahu
Annette Kaohelaulii	Hawai'i Ecotourism Association	O`ahu
Alice Kawaha (representing Planning Director)	Hawai'i County Planning Department	Big Island
Millie Kim	Millicent Kim, Inc. (Big Island community)	Big Island
Leslie A. Kuloloio	Cultural Native Resource Specialist (Maui community)	Maui
Lynn McCrory	PAHIO Resorts/DLNR Board (Kaua`i community)	Kaua`i
Bob McNatt	Hawai'i Resort Developers Conference/Maui Land and Pineapple	Maui
Jeff Mikulina	Sierra Club	O`ahu
Brian Miskae (representing Planning Director)	Maui County Planning Department	Maui
Rev. Kaleo Patterson	Pacific Justice and Reconciliation Center	O`ahu
Carol Pregill	Retail Merchants of Hawai`i	O`ahu
Dr. Pauline Sheldon	Univ. Hawai`i, School of Travel Industry Management	O`ahu
Kathy Sokugawa (representing Planning Director)	City & County of Honolulu, Department of Planning and Permitting	O`ahu
James W. Stanney	Initially KPMG, LLP; now Ko Olina Realty, LLC	O`ahu
Murray Towill	Hawai'i Hotel and Lodging Association	O`ahu
Donna Wong	Hawai'i's Thousand Friends	O`ahu
Marjorie Ziegler	Conservation Council for Hawai`i	O`ahu
* Submits "minority report" at end of this chapter		

Note: One other visitor industry representative, Ms. Lyn Anzai, then of Hawaiian Airlines, participated at the beginning. Later Mr. Robert Taylor of Maui Divers took her position of the group but felt he was entering the discussion too late for informed participation. Given his reasons, we made no further attempt to fill this "seat" on the group.

The driving concept was to see whether individuals and groups that often *disagree* about tourism development could find substantial areas of *agreement* on the topic of "Sustainable Tourism."

The group held ten "official" meetings from September 2002 through December 2003, with an 11<sup>th</sup> "unofficial" January 2004 meeting to tie up some loose ends. Some of the early meetings were rocky – different philosophies were aired, and some group members expressed frustration at the number of informational presentations, wanting to get to work on a final product. By early 2003, the Study Group had agreed to concentrate on the Goals and Indicators document, and worked very purposefully on that product thereafter.

Because of the difficulties inherent when large groups try to write a product, the actual process of writing and rewriting usually involved:

- An ad hoc committee – with participation from most or all stakeholder groups – came up with drafts for consideration by the full group.
- These drafts were distributed in advance of each full Study Group meeting, so that anyone unable to attend the full meeting could make comments or request changes.
- The full group would respond and make additional language changes (also distributed to members not present for their response) and refer various issues back to the consultants and/or the ad hoc committee for further discussion and wordsmithing.

It is important to note that the Study Group worked very hard during an extended period when it had no clear sense whether its efforts would be recognized or not. The project began under one governor's Administration, and the new Administration taking office in 2003 was naturally absorbed with many other things. The governor's new Tourism Liaison – a position that had not existed when the Study Group began – was not appointed until mid-2003, and she was forced to attend to various other crises on the tourism front for a number of months.

However, in the closing months of the Study Group's work, Tourism Liaison Marsha Wienert met first with the consultants and then with the full Study Group, and she was invaluable in assuring the group's draft product was carefully reviewed by Administration agencies that might carry out recommendations. The feedback she obtained from Cabinet heads resulted in a flurry of changes at the end of the project. As a result, there may be some inconsistencies and dangling threads, but on the whole the Study Group's final document is much stronger because of the Administration review coordinated by the Tourism Liaison.

## Key Concepts and Principles in the Study Group's Work

The final document in the Appendix consists of:

- (1) A Vision Statement and an explication of six "Broad Goal" areas –
  - Values
  - Economy
  - Environment
  - Culture
  - Social Harmony; and
  - Planning.
- (2) Under each of these Broad Goal areas, a set of "Specific Goals," with matching Indicators and Action Recommendations.

**Rationale for Six Broad Goal Areas:** The Study Group began by considering the standard three topics for the "triple bottom line" of sustainability – i.e., economic, environmental, and socio-cultural. But it expanded these to six because:

- *Values* formed the basis for discovering consensus in the group. Without an articulation of those values, and an insistence on maintaining a values-based framework, the group felt there was little hope of retaining the unique product or sense of place that would be valued by both residents and visitors. And of course the group felt it only appropriate to express those values in Native Hawaiian terms.
- *Planning* seemed a logical addition, since it is fundamental to achieving a quality outcome.
- Separating *Culture* and *Social Harmony* – The group wrestled with the idea of combining these, but finally decided that Hawai'i's unique multi-cultural environment required separate attention to those issues. The specific goals covered under "Social Harmony" are important but likely to apply in any resort destination. The specific goals covered under "Culture" are more Hawai'i-specific in nature.

**Specific Goals:** These form the heart of the document ... the *specifics* of the Study Group's vision about a visitor industry that will be "sustainable" because it preserves underlying assets, reflects resident values, and meets the desires of the market.

There are different numbers of "Specific" goals for the various "Broad" goal areas. The group considered trying to come up with the same number of specifics or the same length for each of the six Broad Goal areas, but decided to retain as many Specific Goals as the group could reach consensus upon. *There was no attempt to prioritize either Broad or Specific goals – the group felt the entire package was needed to present its vision of a balanced and workable Sustainable Tourism framework.*

**Indicators:** Each Specific Goal has attached to it one or more "Indicators" – existing or desirable quantitative data that would provide at least a rough measure of the extent to which goals are being met. Ideally, indicators would be simple, single-number data points that could be tracked in reliable and consistent fashion over time ... and then charted in graphic forms that could be easily grasped by the public or policy makers. Many of the data contained in Chapter II exhibits (or the crime trends in Exhibit III-1) are of this nature.

An "indicator" is not always a complete or perfect measure of a desired goal. Such numbers help to determine if things are on track or off track, and – as will be noted in the following chapters – they are generally considered to be necessary ingredients of any comprehensive Sustainable Tourism system. But neither should the indicators be mistaken for the goals themselves. They are trigger mechanisms for an ongoing monitoring approach that must also be sensitive to unmeasured factors that could affect the goal.

The Study Group's goals represent this particular body's *conclusions*, but the indicators are more tentative *initial best suggestions*. The Study Group was not always able to draw upon the expertise of statisticians, though some of its members and some State personnel were knowledgeable about certain (though not all) potential data sources.

**Action Recommendations:** Goals without actions are meaningless. Actions without knowledge of underlying goals or values can also be meaningless. The Study Group's



action recommendations comprise the most specific, “hard” elements of the document in the Appendix. They were the focus of much of the group’s most intense discussions ... and some members clearly cared more about some actions than others, consistent with their underlying affiliations. But the Study Group’s consistent sense was that it was recommending actions in the context of an *overall framework for Sustainable Tourism*.

At the end of the project, Study Group members cast votes for “first-priority actions,” and those results were reported in the opening Executive Summary and Recommendations section. It is important to note that these votes were not a repudiation of other recommended actions, nor were they indications that associated goals should have more priority than goals associated with actions that were not voted as “first priorities.”

It may be noted that some of the recommended actions – including a number of the “first-priority” ones – are implicitly or explicitly calls for further detailed study of specific topic areas by appropriate public-private partnerships, involving new groups with expertise in particular subject areas (Native Hawaiian culture, environmental issues, etc.) The Study Group recognized that it did not itself have sufficient expertise or enough representation from all affected stakeholder groups to resolve such issues, but did feel that new collaborative efforts could succeed.

**Suggested “Responsible” Agencies:** As with indicators, the Study Group made *initial best suggestions* regarding which agencies should take responsibility for actions and for monitoring indicators. These suggestions were revised and strengthened following Administration review, but still remain somewhat preliminary. In some cases, multiple agencies are named. The group felt it would be preferable to designate one as a true “lead” agency but recognized it did not have time nor actual authority to do so ... and thus this task might be added to the other “follow-up” steps suggested below.

## Areas of Concern or Needed Follow-Up Steps

### ***Concerns about Implementation***

Several Neighbor Island Study Group members were concerned that any implementation of certain Environmental and Planning goals<sup>2</sup> was either *solely* or *primarily* driven by the counties and not the State. These Study Group members said they did not want to go so far as dissenting or not concurring from the document, but they did want these provisos noted “for the record.” Similarly, one of the Native Hawaiian members said he was willing to endorse the current version, although he would like in the future to see even stronger recognition of the importance of the “host culture” to sustainable tourism in Hawai`i. In particular, he would hope that sustainable tourism will help affirm and acknowledge Native Hawaiian rights to self-determination as pledged by the 1993 Congressional apology for American involvement in the overthrow of Queen Lili`uokalani.

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<sup>2</sup> Specifically, Broad Goal 2, Specific Goal 7, Action ii; Broad Goal 3, Specific Goal 4, Action ii; Broad Goal 3, Specific Goal 7, Action i and ii; Broad Goal 6, Specific Goal 3.

### ***Issues Discussed but Not Resolved by the Study Group***

**Growth Limitation Policies:** The Study Group early on recognized that this was an area on which consensus was unlikely, and decided to focus instead on topics where it seemed more possible for members to find common ground.

**Defining “Sustainable Tourism” or “Sustainability:”** Despite several fairly valiant attempts, the Study Group never did come to agreement on specific common definitions of what Sustainable Tourism *is*. However, in their Vision statement, they concurred on what Sustainable Tourism would *do*: “Sustainable tourism would honor Hawai`i’s culture and history, protect our unique natural environment, engage the local community, support the economy, and please our visitors.” And the articulations of the six Broad Goals in the Appendix further extend the group’s operational definition.

### ***Next Steps***

**Possible Continuation of the Study Group:** A number of Study Group members felt there has been great progress in establishing a sense of communication among different stakeholder groups, and said they may be willing to continue on an ad hoc basis if there is good reason for doing so. While nothing firm has been settled, the Tourism Liaison said she is interested in the possibility of occasionally reconvening this group on an ad hoc basis – to help encourage and monitor implementation of their recommendations and other functions. As of this writing, there are also discussions between the Tourism Liaison and the Hawai`i Tourism Authority as to how either the Study Group itself or its products can best be utilized by the HTA in its 2004-05 Strategic Planning process.

**Establishing Targets for Indicators:** The Study Group recognized that indicators have additional value if measured against some benchmark or target goal. They felt they lacked the time and expertise to do this during the current phase of work, but agreed it should be done in the future.

**Estimating Funding Required for Implementation and Seeking Funds:** While some recommended actions might be carried out with existing resources by public or private agencies, many will require appropriations, grants, etc. The Study Group recognized that it was calling on the HTA, DBEDT, or other organizations to bring more groups together for further work; to conduct new research; and to carry out other activities. If the recommendations are to be implemented, affected agencies and/or the lead agency for a true Sustainable Tourism System will need both to price the recommendations and seek funds.

**Extending the “Goals and Indicators” Framework into an Actual Sustainable Tourism System:** When the Study Group began its work, its best hope appeared to be that its ideas would form the nucleus of a long-term effort to infuse certain values and goals into the community’s thinking – i.e., that the “Goals and Indicators” document might have some moral weight, but with no guarantee of concerted action to implement them.

But in the closing months of the Study Group’s official life, two things occurred:

- As previously noted, the new State Administration began making a serious review of the group's ideas; and
- Project consultants started reviewing national and international progress in the idea of creating and implementing destination-wide Sustainable Tourism Systems. It became clear that the Study Group's work was very consistent with these concepts, though further steps remain to be done.

Therefore, we now tend to see the Study Group's effort less as a "final product" and more as possible "beginning steps" toward an ongoing Sustainable Tourism System. The following chapter contains more insight into the conceptual history and possible future unfolding of such an ongoing system for Hawai'i.

## “VISION, GOALS, INDICATORS, AND ACTION RECOMMENDATIONS”

**Establishing Targets for Indicators:** The Study Group recognized that indicators have additional value if measured against some benchmark or target goal. They felt they lacked the time and expertise to do this during the current phase of work, but agreed it should be done in the future.

**Estimating Funding Required for Implementation and Seeking Funds:** While some recommended actions might be carried out with existing resources by public or private agencies, many will require appropriations, grants, etc. The Study Group recognized that it was calling on the HTA, DBEDT, or other organizations to bring more groups together for further work; to conduct new research; and to carry out other activities. If the recommendations are to be implemented, affected agencies and/or the lead agency for a true Sustainable Tourism System (see below) will need both to price the recommendations and also to seek funds for implementation.

**Extending the “Goals and Indicators” Framework into an Actual Sustainable Tourism System:** As discussed in the report, the Study Group’s work is consistent with initial steps recommended by the United Nations and other international organizations in creating a “Local Agenda 21” for Sustainable Tourism. But such a system will require an ongoing structure and commitment, both in terms of public coordination/funding and in terms of participation from the private sector. The Sustainable Tourism approach depends on continued involvement from both community stakeholders and the visitor industry itself. Unless the tenets of “sustainability” actually become part of the industry’s business model, the ideas are unlikely to have any real lasting impact.

Note: The Study Group was facilitated by Dr. Peter Adler for its initial several meetings. When Dr. Adler relocated outside Hawai`i, the group was facilitated in most of its work on this document by Dr. Kem Lowry, chair of the Department of Urban and Regional Planning at the University of Hawai`i. Dr. John Knox was a secondary facilitator, and John M. Knox & Associates, Inc. provided logistical support and coordination.

## VISION FOR SUSTAINABLE TOURISM IN HAWAII:

*Sustainable tourism would honor Hawai'i's culture and history, protect our unique natural environment, engage the local community, support the economy, and please our visitors.*

**Broad GOAL #1 - VALUES:** Sustainable tourism will reflect our own deepest values – *lōkahi* (harmony), *mālama`āina* (nourishing the land), *ho`okipa* (hospitality), *kuleana* (responsibility), and *aloha* (welcome)

Our visitor industry must strive to incorporate key Native Hawaiian values (both concepts and practices) into the operating systems of its organizations and institutions. Above all, it must achieve *lōkahi* among economic, environmental, and socio-cultural outcomes. The industry must protect and preserve Hawai'i's "sense of place," even as businesses seek to understand and satisfy the customer.

**Broad GOAL #2 - ECONOMY:** Sustainable tourism will provide good jobs, economic vitality, and diversity; provide opportunities for all sectors of the Hawai'i community; and retain as much of the benefit as possible within our own economy

Economic realities change over time, and investors expect a return, so some tourism revenue will always leave Hawai'i. But as much income as possible should remain here, and should flow through the economy in ways that benefit everyone, especially families who have been in the Islands for many generations and who have worked to lay the base for tourism success.

**Broad GOAL #3 - ENVIRONMENT:** Sustainable tourism will operate in harmony with our ecosystems, enhancing natural beauty and protecting the islands' natural resources

Like any economic activity, tourism implies a human population, a "built environment," and some consumption of resources. An industry that relies on beauty and on the abundance of nature has a special responsibility to help protect the landscape and the natural resources of land and sea.

**Broad GOAL #4 - CULTURE:** Sustainable tourism will be part of a larger effort to perpetuate the customs and traditions of Hawai'i's ethnic cultures, especially our Native Hawaiian host culture

Although responsibility must be shared with the wider community, Hawai'i's visitor industry should be a dynamic agent for respecting and enhancing Hawai'i's cultural customs and traditions, especially those of the host culture, as an important and valuable segment of the visitor experience – and part of what makes these Islands special for those of us who call Hawai'i home.

**Broad GOAL #5 - SOCIAL HARMONY:** Sustainable tourism will reinforce Hawai'i's heritage of tolerance, diversity, respect, and Aloha among our various ethnic and social groups, and among residents and visitors

Hawai'i's history of social change can lead to fears about dispossession and dominance by elites, but our overall social evolution has resulted in a relaxed, friendly, and partly blended "local" culture that is highly prized. Tourism must support this social fabric – including harmony between residents and visitors.

**Broad GOAL #6 - PLANNING:** Sustainable tourism will be planned to protect communities' sense of place for current and future generations

Like any industry, tourism tends to change or grow in spurts, as economic conditions shift. Advance contingency planning is needed to assure that "opportunity" to some is not "overwhelm" to many when it does occur. Similarly, when tourism extends into residential or resident-oriented commercial or recreational areas, careful planning is required to balance benefits with possible problems.

For these goals, we define "Tourism" not just as those activities serving the traditional short-term leisure visitor (for example, hotels or tour companies), but also related or emerging activities – business meetings, vacation home developments, cruise ships, sporting events, and so on.

## SPECIFIC GOALS, RECOMMENDATIONS, AND INDICATORS

**Broad GOAL #1 - VALUES:** Sustainable tourism will reflect our own deepest values – *lōkahi* (harmony), *mālama`āina* (nourishing the land), *ho`okipa* (hospitality), *kuleana* (responsibility), and *aloha* (welcome)

Specific Goals	Indicators	Action Recommendations / Responsibility*
1) Hawai'i's visitor industry will reflect the values named above in both its marketing and daily operations, thus contributing to the uniqueness of Hawai'i as a destination.	a) To be determined, based on strategy as described in "Action" column. ( <i>Responsibility: Hawai'i Tourism Authority [HTA] coalition or sub-committee described in "Action" column – should include both cultural practitioners and industry representatives</i> )	i) Develop a specific strategy for explaining and publicizing these values, and for measuring success. This strategy may be coordinated with programs to inform residents about benefits and costs of tourism in Hawai'i. ( <i>Responsibility: HTA, spearheading a coalition of industry, community groups, and state/county governments.</i> )
2) Both visitors and residents will be aware of, and appreciate, these values.	a) Visitor and resident survey items measuring awareness of unique Hawaiian themes and values. Analysis should determine the extent to which such awareness contributes to overall satisfaction among various visitor market segments and resident demographic groups. ( <i>HTA and Dept. of Business, Economic Development &amp; Tourism [DBEDT]</i> )	i) Develop an ongoing public awareness effort. ( <i>HTA and coalition suggested above</i> ) ii) The coalition could designate appropriate organizations to: - assemble and publicize a website dedicated to the various existing industry efforts to educate employees, other residents, and visitors about cultural values; - assemble a similar website dedicated to environmental values.
3) The level of both visitor and resident satisfaction with Hawai'i's tourism experience will be maintained and improved.	a) Visitor survey questions about satisfaction. ( <i>DBEDT</i> ) b) Resident survey questions about satisfaction with quality of product, "face of Hawai'i" in tourism. ( <i>HTA</i> )	i) Continue current regular visitor and resident satisfaction surveys – adding questions about desired improvements – and report back to the community, local governments, and the State both on-line and through Annual Reports. ( <i>DBEDT and HTA</i> ) ii) Assure coordination among agencies conducting surveys, including the University of Hawai'i. ( <i>DBEDT, HTA, UH School of Travel Industry Management [TIM]</i> )

\* While it is important that some group/agency be responsible, organizations named in this document are just the Study Group's initial and tentative suggestions, subject to feedback from the suggested agencies.

**Broad GOAL #2 - ECONOMY: Sustainable tourism will provide good jobs, economic vitality, and diversity; provide opportunities for all sectors of the Hawai'i community; and retain as much of the benefit as possible within our own economy**

Specific Goals	Indicators	Action Recommendations / Responsibility
1) Hawai'i's visitor industry businesses will be economically healthy.	a) Payroll levels for tourism-related businesses. <i>(Department of Labor and Industrial Relations [DLIR])</i> b) Others to be determined, based on data collected by DBEDT in analysis recommended in "Action" column. <i>(DBEDT)</i> c) Visitor expenditures per day (constant dollars). <i>(DBEDT)</i> d) Average daily hotel room rates (constant dollars). <i>(DBEDT)</i> e) Hotel occupancy rates. <i>(DBEDT)</i>	i) Every [3*] years, analyze the industry's economic health vis a vis comparable destinations, and identify reasons for any problems. <i>(DBEDT)</i> ii) Determine feasibility of annual identification of "tourism-related" businesses, to permit studies and measures. <i>(Tax Dept.)</i>  * This document suggests such timeframes tentatively, subject to comment by agencies
2) Hawai'i's visitor industry jobs will be highly competitive with those in other American visitor destinations in regard to pay, job stability, and good working conditions.	a) Average wages/benefits for workers in selected Hawai'i tourism sectors vs. available data from standard set of other destinations. <i>(State Dept. of Labor and Industrial Relations [DLIR])</i>	i) Every [5] years, review wages and benefits of employees in competitive destinations to compare to Hawai'i wages and benefits. <i>(DLIR)</i>
3) Hawai'i-born residents will have the greatest possible educational opportunities to prepare for management-level or other well-paying tourism jobs.	a) Proportion of industry management positions occupied by longtime Hawai'i residents (to be measured in workforce surveys recommended in "Action" column). <i>(DLIR or DBEDT)</i>	i) Alternate surveys about resident attitudes toward tourism with surveys of tourism workforce. <i>(HTA or DBEDT)</i> ii) Encourage and provide opportunities for local-area resident training for industry employment. <i>(State and local governments, resort developers and operators, and other industry organizations)</i> iii) Expand current management and interpretive training opportunities. <i>(The University of Hawai'i's system)</i> iv) Strengthen these programs to ensure graduates have strong business and financial analysis skills. <i>(The University of Hawai'i's system [TIM, community colleges])</i>

<p>4) Hawai'i policy makers will promote investments in tourism that encourage visitor spending that remains in Hawai'i's economy.</p>	<p>a) Proportion of tourism dollars and profits remaining in the economy after they enter the economy. <i>(DBEDT)</i></p>	<p>i) Determine whether existing state economic models and databases provide sufficient information to measure this issue reliably, and request funds for new information tools if not. <i>(DBEDT)</i></p> <p>ii) Every [5] years, publish a report on this topic, in terms that are clear and understandable to the average citizen. <i>(DBEDT)</i></p>
<p>5) Larger tourism employers (such as hotels and airlines) will maximize the use of local products and services.</p>	<p>a) Prevalence of "buying local" efforts – specific measure to be determined through studies recommended. <i>(Dept. of Agriculture [DOA] and/or the UH's College of Tropical Agriculture and Human Resources [CTAHR/UH])</i></p>	<p>i) Conduct periodic studies to measure extent of "buying local" efforts by major employers, to analyze obstacles and identify strategies for addressing them. <i>(DOA and/or CTAHR/UH)</i></p> <p>ii) Publish "best practices" in trade journals. <i>(Hotel and other professional associations)</i></p>
<p>6) Hawai'i tourism will increasingly consist of diverse markets based on the full spectrum of our natural and cultural resources (e.g. eco-tourism, agri-tourism, "wellness," educational visitors).</p>	<p>a) Number and proportion of total visitors coming to Hawai'i to engage in "wellness" and other emerging tourism activities. <i>(DBEDT)</i></p> <p>b) Number and proportion coming for short term degree and non-degree educational programs. <i>(DBEDT, working with educational institutions)</i></p> <p>c) Number of new programs designed to attract wellness and educational visitors. <i>(Continuation of HTA effort)</i></p>	<p>i) Assist private promoters of sports and "wellness" events – as well as nature- and culture-based tourism businesses – that attract new visitors. <i>(HTA)</i></p> <p>ii) Tailor more college courses/ programs to degree and non-degree visitors. <i>(UH, Hawai'i Pacific University, and other accredited institutions of higher learning)</i></p>
<p>7) Hawai'i will promote high-quality forms of "alternative tourism" with appropriate licenses and permits.</p>	<p>a) Numbers or rates of small-scale businesses that lack proper licenses. <i>(State Office of Planning [OP], in coordination with Dept. of Land and Natural Resources [DLNR] and other agencies)</i></p> <p>b) Number of permits by county for transient vacation units (bed-and-breakfasts [B&amp;Bs] or individual rentals). <i>(DBEDT, from State Tax Dept. and County planning agencies)</i></p>	<p>i) Determine methods to identify and track numbers of unlicensed operators of small tourism businesses – e.g., bed-and-breakfasts (B&amp;Bs), small tour vehicles, water sport tours, etc. <i>(OP, in coordination with DLNR and other agencies)</i></p> <p>ii) Review existing studies of "alternative tourism," including B&amp;Bs, both for economic benefits and community impacts. <i>(DBEDT)</i></p> <p>iii) Promote development of web pages, calendars, and other ways to disseminate information about small-scale tourism opportunities. <i>(HTA)</i></p>
<p>8) All parts of the visitor industry will pay the taxes and fees for which they are legally responsible.</p>	<p>a) Estimates of increased revenue attributed to the identification of such businesses. <i>(Tax Dept.)</i></p> <p>b) Number of reported activities under any "watchdog" system that is established. <i>(HTA)</i></p>	<p>i) Work with community groups and government agencies to identify visitor activities lacking General Excise Tax licenses, to ensure such businesses pay taxes and comply with standards. <i>(HTA)</i></p>



9) The Hawai'i visitor industry will encourage local entrepreneurship.	a) Percentage of total visitor industry workers consisting of small business owners in workforce surveys. (HTA)	i) Tourism-related workforce development programs will include programs for entrepreneurial training. (DLIR and Community College system)
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**Broad GOAL #3 - ENVIRONMENT: Sustainable tourism will operate in harmony with our eco-systems, enhancing natural beauty and protecting the islands' natural resources**

Specific Goals	Indicators	Action Recommendations / Responsibility
1) Hawai'i's unique natural resources will be protected through ongoing public-private collaboration.	a) Percent of park and other resource users indicating high satisfaction with resource conditions as indicated in user surveys and expert panels. (DLNR) b) Number and types of joint industry-environmental proposals and programs, stemming from coalition activities recommended in Action column. (HTA/DLNR) c) Number of reports from public reporting system recommended in Action Column, along with data on State responses. (DLNR)	i) Establish an ongoing monitoring and evaluation process to determine satisfaction levels on the part of natural resource users. (DLNR) ii) Bring together a public-private partnership – including visitor industry associations, government agencies, and environmental groups – to explore (1) the feasibility of forming and funding a private nonprofit or coalition dedicated to identifying mutual goals, and (2) continuing this sort of partnership on an ongoing basis. (HTA, DLNR) iii) Assign responsibility for creating and funding a 24-hour reporting system for illegal or destructive practices that degrade natural assets. (DLNR) iv) Develop or enhance educational programs on how both the visitor and resident community can help preserve and protect our natural resources. (DLNR, UH System, HTA)

<p>2) Hawai'i's natural resources should be funded adequately in order for them to be improved, preserved, and protected.</p>	<p>a) Level in constant dollars of resources allocated for natural resource protection. <i>(DLNR)</i></p>	<p>i) Establish resource protection funding priorities and increase education and enforcement activities to assure sustainability of natural resources. <i>(State government)</i></p> <p>ii) Study the feasibility of establishing a voluntary visitor donation fund for Hawai'i natural resource protection/enforcement. <i>(DLNR, Tax Dept.)</i></p> <p>iii) Explore all revenue resources for resource protection: government, private sponsorships, user fee for commercial operations and individual visitors. <i>(State government)</i></p>
<p>3) All commercial or individual visitor (or resident) use of public resources will maintain or restore the resources for the next generation (including condition of existing access, restrooms, and other public facilities).</p>	<p>a) To be determined, based on results of study effort recommended in Action column. <i>(DLNR)</i></p>	<p>i) Work with stakeholders – such as commercial users, residents, and natural resource managers – to determine “limits of acceptable change,”<sup>†</sup> scientific evaluation, and other evaluation methods for key categories of resources and/or specific resources felt to be at risk, and create a priority action plan for each such resources. <i>(DLNR)</i></p>
<p>4) All commercial tour uses of specific natural resources will include education about the nature of the resource and how to protect it.</p>	<p>a) Proportion of tour operators that are certified. <i>(DLNR, UH System, HTA)</i></p> <p>b) Proportion of visitor and resident resource users very satisfied with education processes, content and impacts. <i>(DLNR, UH System, HTA)</i></p>	<p>i) Develop a certification program for tour operators, guides and interpreters – including knowledge about Hawai'i natural areas and good educational techniques <i>(DBEDT, UH System, HTA)</i></p> <p>ii) Work with all State and county agencies granting relevant permits for commercial tour uses to develop criteria for education as part of permit process. <i>(DLNR)</i></p>
<p>5) Both visitors and residents will be protected from new alien pest species by vigorous interception and eradication programs.</p>	<p>a) Rate of pest species introduction and diffusion. <i>(Hawai'i Invasive Species Council [HISC])</i></p> <p>b) Rate of interception/eradication of pest species. <i>(HISC)</i></p>	<p>i) Seek adequate state/federal funding for existing state/federal alien pest species task forces and action plans – with particular emphasis on preventing catastrophic invasive species such as the brown tree snake. <i>(HISC)</i></p>

<sup>†</sup> “Limits of acceptable change” is a participatory process in which stakeholders define preferred and/or “acceptable” changes in use of natural resources.

<p>6) Hawai'i's visitor industry will become a model of "best practices" in water- and energy-saving systems, as well as place-sensitive design, in all visitor facilities.</p>	<p>a) Number and level of businesses utilizing tax incentives recommended in Action column. <i>(Tax Dept.)</i>                  b) Rate or number of hotels/resorts that participate in a "green building" certification program. <i>(DBEDT)</i>                  c) Rate or number of hotels/resorts and other identifiable tourism businesses that participate in water, energy conservation, and recycling programs. <i>(DBEDT, with relevant utilities and industry associations)</i></p>	<p>i) Explore need for additional visitor industry-specific tax incentives to encourage water and energy conservation. <i>(Tax Dept.)</i>                  ii) Develop and publish set of visitor industry "best practices" for place-sensitive design, construction, and remedial conservation efforts. <i>(DBEDT and HTA)</i>                  iii) Publish annual professional group nominations of best examples of "place-sensitive" design in Hawai'i. <i>(Joint committees of the local chapters of the American Planning Association, American Architects' Association and American Society of Landscape Architects)</i>                  iv) Expand and develop water, energy conservation, and recycling programs in the visitor industry. <i>(DBEDT, with relevant utilities and industry associations)</i></p>
<p>7) Hawai'i's visitor industry will become a model of "best practices" in water- and energy-saving systems, as well as place-sensitive design, in all visitor facilities.</p>	<p>a) Number and level of businesses utilizing tax incentives recommended in Action column. <i>(Tax Dept.)</i>                  b) Rate or number of hotels/resorts that participate in a "green building" certification program. <i>(DBEDT)</i>                  c) Rate or number of hotels/resorts and other identifiable tourism businesses that participate in water, energy conservation, and recycling programs. <i>(DBEDT, with relevant utilities and industry associations)</i></p>	<p>i) Explore need for additional visitor industry-specific tax incentives to encourage water and energy conservation. <i>(Tax Dept.)</i>                  ii) Develop and publish set of visitor industry "best practices" for place-sensitive design, construction, and remedial conservation efforts. <i>(DBEDT and HTA)</i>                  iii) Publish annual professional group nominations of best examples of "place-sensitive" design in Hawai'i. <i>(Joint committees of the local chapters of the American Planning Association, American Architects' Association and American Society of Landscape Architects)</i>                  iv) Expand and develop water, energy conservation, and recycling programs in the visitor industry. <i>(DBEDT, with relevant utilities and industry associations)</i></p>
<p>8) Hawai'i will preserve as much as possible of its current undeveloped coastline.</p>	<p>a) Percent of coastline remaining undeveloped, by island. <i>(County and State planning agencies)</i></p>	<p>i) Develop dedicated sources of funding to protect undeveloped coastal lands. <i>(DLNR, DBEDT, County governments)</i>                  ii) Initiate a conservation district sub-zone review to determine which coastal lands should be placed in the protective sub-zone of the conservation district. <i>(OP, DLNR)</i></p>

**Broad GOAL #4 - CULTURE:** Sustainable tourism will be part of a larger effort to perpetuate the customs and traditions of Hawai'i's ethnic cultures, especially our Native Hawaiian host culture

Specific Goals	Indicators	Action Recommendations / Responsibility
<p>1) Visitor entertainment and education activities will present Native Hawaiian and other Island cultures in an accurate and respectful way.</p>	<p>a) Standardized questions from brief performer survey recommended in Action column. <i>(HTA)</i></p> <p>b) Other indicators to be determined, based on "code of standards" and grading system recommended in Action column. <i>(Responsibility to be decided by recommended HTA study group)</i></p>	<p>i) Conduct a brief standardized survey, at least every [5] years, of performers or participants to measure extent to which they feel pride or exploitation. <i>(HTA to conduct survey, or else facilitate hotel/attraction associations to conduct it)</i></p> <p>ii) Assemble a group of key stakeholders (hotels, attractions, performers and unions, cultural groups) to produce a voluntary "code of standards" that seeks to balance market realities, artistic freedom, and resident desires for cultural authenticity. Also determine feasibility of system for periodic "grading" of major venues relative to the code. <i>(Office of Hawaiian Affairs [OHA] with HTA and appropriate visitor industry organizations)</i></p> <p>iii) Perpetuate the HVCB's "Keep It Hawai'i" award program. If the HVCB is refocused purely on out-of-state marketing programs, then a State agency such as HTA should perpetuate the program, continuing to include community input in making awards. <i>(HTA)</i></p>

<p>2) Visitors will get accurate information about Hawai'i's cultures, history, and geography both from tour guides and interpreters, and also from guidebooks and visitor publications.</p>	<p>a) Yet to be determined, based on conference suggested in Action column. <i>(HTA, contracting with qualified groups as per the Action column)</i></p>	<p>i) Expand the previously suggested conference of stakeholders about performance authenticity (Broad Goal 4, Specific Goal 1) to include a focus on written and spoken accuracy in guidebooks and tours – with recommendations about evaluating, grading, and/or certifying guidebooks and interpreters, as well as criteria for such evaluation. This should include consideration of an official Hawai'i "stamp of approval" for accuracy and authenticity in all forms of informational content about Hawai'i's cultures. <i>(HTA to initiate conference, with later implementation by qualified contractors)</i></p> <p>ii) Expand existing tour guide certification processes, and add cultural component to previously recommended new certification programs for eco-tour operators (Broad Goal 3, Specific Goal 3). <i>(Community colleges and other educational institutions)</i></p>
<p>3) Cultural and historical resources of a physical nature will be well inventoried, publicly identified where appropriate, and protected for future generations.</p>	<p>a) Number and condition of particular types of cultural resources – with specific types to be determined – based on cultural resource tracking recommended in the Action column. <i>(State Office of Planning, possibly in conjunction with HTA, OHA, DLNR's State Historic Preservation Office, and other community organizations)</i></p>	<p>i) Explore funding options that would assure development over time of a high-quality Statewide Geographical Information System (GIS) Program for implementation by government agencies and/or Native Hawaiian community organizations. This would eventually include a statewide mapping database of each community's cultural resources that would include appropriate selected historical sites, important native landscapes, <i>wahi pana</i> (sacred places), historic buildings, trails, waterways, shoreline environments, and so forth. <i>(Legislature, Office of Planning GIS Program)</i></p>
<p>4) Continuing historical and ethnic customs and traditions, such as bon dances and Chinese New Year festivities will be shared with visitors to experience our multi-cultural lifestyle</p>	<p>a) Number of historical and cultural events advertised and/or reviewed in airport magazines, websites, and similar publications. <i>(HTA)</i></p>	<p>i) Monitor and summarize coverage of such events in sampled publications. <i>(HTA)</i></p>

**Broad GOAL #5 - SOCIAL HARMONY: Sustainable tourism will reinforce Hawai`i's heritage of tolerance, diversity, respect, and Aloha among our various ethnic and social groups, and among residents and visitors**

Specific Goals	Indicators	Action Recommendations / Responsibility
<p>1) Visitors – as well as new industry workers in-migrating to Hawai`i – will be encouraged to learn about the islands' social history and unique social fabric.</p>	<p>a) To be determined, based on evaluation measures recommended in the Action column – but could include visitor satisfaction survey questions measuring awareness of such materials and reactions to them. (DBEDT)</p>	<p>i) The HTA-led coalition suggested in Broad Goal #1, Specific Goal #1 could also recommend and help implement ways to inform visitors and newcomers, including but not limited to</p> <ul style="list-style-type: none"> <li>- in-flight films and written materials;</li> <li>- various short articles appropriate for audiences such as second home purchasers, new industry workers, etc.; and</li> <li>- references to respected social histories available in Hawai`i libraries. (HTA to initiate discussions, with eventual implementation by groups such as County Visitors Bureaus [CVB's] or Chambers of Commerce)</li> </ul> <p>ii) Recommendations about methods should be accompanied by suggested evaluation measurements and approaches. (HTA)</p>
<p>2) Vacation homeowners will be encouraged to learn about and support the surrounding community, and be welcomed into appropriate community groups/events.</p>	<p>a) To be determined, based on measurement strategies as recommended in Action column. (Hawai`i Resort Developers Conference [HRDC])</p>	<p>i) Develop strategies and informational vehicles for resort developers to assist longtime resident groups to work with homeowners' associations in resort communities. Strategies should include ways to measure and report nature and number of such efforts. (HRDC, Chambers and community groups)</p>
<p>3) Crimes against visitors (such as car thefts or assaults at popular destinations) will be minimized in the future.</p>	<p>a) Number of crimes in patrolled areas (as recommended in Action column) vs. crimes in comparable unpatrolled areas. (County police departments, with HTA and Visitor Aloha Society of Hawai`i [VASH])</p>	<p>i) Encourage various ways to "patrol" parks or scenic areas with high visitor counts – citizen volunteer groups, parking attendants, food vendors in daylight hours, etc. (State and county parks departments, with HTA and CVBs)</p>
<p>4) Residents and visitors will value personal interactions with each other, and perceive one another as friendly, respectful people.</p>	<p>a) Standardized questions about perceived friendliness in visitor and resident satisfaction surveys. (DBEDT, HTA)</p>	<p>i) In ongoing resident and visitor satisfaction surveys, monitor basic social attitudes and analyze any emerging issues carefully. (DBEDT, HTA)</p>

**Broad GOAL #6 - PLANNING: Sustainable tourism will be planned to protect communities' sense of place for current and future generations**

Specific Goals	Indicators	Action Recommendations / Responsibility
1) The visitor industry will pay its fair share for impacts on public infrastructure (roads, sewers, water, delivery systems, county and state parks, etc.).	a) Amount and percent of total government revenues generated by visitor industry that are spent to help upgrade parks and other infrastructure. <i>(DBEDT, DLNR, County planning agencies)</i>	i) Initiate collaboration among State, counties, and community groups regarding priorities for funding for construction, maintenance and improvements. <i>(DLNR, DBEDT, Dept. of Transportation)</i> ii) Because tourism is always changing, every [5] years the State Tax Dept. should work with DBEDT and tourism-related agencies to determine if the present system of tourism taxes/fees is still providing the fullest and fairest way to pay for impacts on public infrastructure. <i>(Tax Dept.)</i>
2) Government will invest in public infrastructure at a level sufficient to ensure their sustainable use and enjoyment by both visitors and residents.	a) Standardized questions in resident and visitor satisfaction surveys about conditions of parks and other infrastructure. <i>(HTA, DBEDT, UH-TIM)</i>	i) The State and counties should be responsible for adequately reserving funds for maintenance and replacement of infrastructure for major resort areas.
3) State and local governments will determine (a) optimal levels of, (b) locations for, and (c) regulations affecting transient vacation rentals (TVR's) and bed-and-breakfasts (B&B's) located in residential areas.	a) Community perceptions of impacts/satisfaction, as revealed in standardized survey questions in target communities, as recommended in Action column. <i>(OP, county planning departments)</i>	ii) If funds available, conduct impact analysis in selected neighborhoods thought to have high numbers of TVR's or B&B's, to measure effects on neighbors, community, area infrastructure. These should include standardized surveys about satisfaction and impacts. <i>(OP, county planning departments)</i>
4) In planning for tourism, policy makers will balance statewide or islandwide interests with the concerns of particular communities that may be more heavily impacted by tourism.	a) Standardized questions about satisfaction and impacts in high-impact communities vs. general population, though surveys recommended in Action column. <i>(HTA)</i>	i) Identify specific geographical and other stakeholder communities dealing with disproportionate tourism impacts. <i>(OP)</i> ii) Occasionally increase HTA resident sample size so that some identified communities can be included as part of ongoing resident survey effort. <i>(HTA and DBEDT)</i> iii) Identify methods to allocate public resources to mitigate identified high impact areas as a priority. <i>(HTA)</i>

<p>5) Larger hotel, timeshare, and resort condominium structures will remain concentrated at several designated resort areas on each island, as indicated by county general plans.</p>	<p>a) Proportion of all visitor units that are concentrated in county-designated resort destination areas. <i>(County planning departments)</i>                  b) Proportion of shoreline that is/ is not designated for high-intensity resort development. <i>(Counties)</i></p>	<p>i) County land use plans and regulations should continue to emphasize policies of concentrating major resort structures. <i>(OP, county planning departments)</i>                  ii) Land use plans should also call for renovation of existing visitor industry infrastructure where appropriate. <i>(Same agencies as above.)</i></p>
<p>6) Smaller tourism businesses located outside designated resort areas will be designed to blend unobtrusively into immediate community surroundings.</p>	<p>a) Annual number of public complaints or compliments on this issue, by location. <i>(County planning departments)</i></p>	<p>i) Government plans and regulations should provide ways to assure visitor activities fit the immediate local context. <i>(OP, county planning departments)</i></p>
<p>7) Hawai'i tourism will be planned in ways that respond both to local impacts and to global trends.</p>	<p>a) To be determined, based on adaptability study recommended in Action column – but possibilities include changes in % of labor force in direct visitor industry employment, number of tourism-related starts/failures, for each 1% change in visitors, changes in tax revenues for each 1% change, etc.). <i>(DBEDT)</i></p>	<p>i) Develop system for measuring Hawai'i visitor industry ability to adapt to change – both short-term growth spurts/ declines and also long-term global events/trends. <i>(DBEDT)</i>                  ii) Future “scenario” planning jointly undertaken by appropriate State and academic agencies. <i>(HTA, DBEDT, UH)</i>                  iii) Develop contingency plans to respond to probable and/or “high-impact” futures that could substantially affect the nature of tourism or its effects on Hawai'i. <i>(HTA, DBEDT, UH)</i></p>





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