



PACIFIC
Research &
Evaluation

Evaluation of the Destination Management Action Plans

July 24, 2024

Agenda

Evaluation Background & Objectives

Methodology

DMAP Accomplishments: Objectives & Actions

Recommendations for Next Iteration of DMAPs

Evaluation Background & Objectives

Evaluation Background

HTA's Destination Management Action Plans (DMAPs) serve as comprehensive strategies for sustainable tourism development across four destinations:

- Hawai'i Island
- Kaua'i
- Maui Nui (Maui, Moloka'i, and Lāna'i)
- O'ahu

The first iteration of DMAPs were developed in 2020/2021 and were implemented from 2021 to 2023/2024. As plans conclude, it is necessary to effectively evaluate the overall progress of each plan and begin planning for the next generation of DMAPs.

Evaluation Objectives

This evaluation addresses **three key questions**:

- 1 How effective was the process of developing the DMAPs?
- 2 How effective was the implementation of the DMAPs?
- 3 What could be improved upon in the next iteration of the DMAPs?

Methodology

Mixed-Methods Approach



Interviews and
Focus Groups

DMAP Stakeholders



Survey

Steering Committee/
Task Force Members



DMAP
Measurement Data

Trackers, Reports,
Measures of Success

Focus Groups & Interviews

DMAP Stakeholders
HTA Staff
Destination Managers
HVCB Island Chapters
Counties
DLNR
Task Force & Steering Committees
Past/Current HTA Board Members
State of Hawai'i Legislators

3 Informational Interviews

12 Interviews

17 Focus Groups

Steering Committee/ Task Force Survey Participation



Out of 90 invited, 45 participated
in the survey.



*Insufficient response for island breakout.

DMAP Accomplishments: Objectives

DMAP Objectives

- ◆ **Objective 1:** Create positive contributions to the quality of life for the Island's residents.
- ◆ **Objective 2:** Support the maintenance, enhancement, and protection of the Island's natural resources.
- ◆ **Objective 3:** Ensure the authentic Hawaiian culture is perpetuated and accurately presented in experiences for residents and visitors, materials and marketing efforts.
- ◆ **Objective 4:** Maintain and improve visitor satisfaction of their experience on the Island.
- ◆ **Objective 5:** Strengthen the economic contribution of the Island's visitor industry.
- ◆ **Objective 6:** Increase communication and understanding between the residents and visitor industry.

Key Performance Indicators (KPIs)



Across all markets, survey results indicated high levels of satisfaction in visitors to Hawai'i. Visitor satisfaction was maintained or improved between 2019-2023.



Total visitor spending increased between 2019-2023.

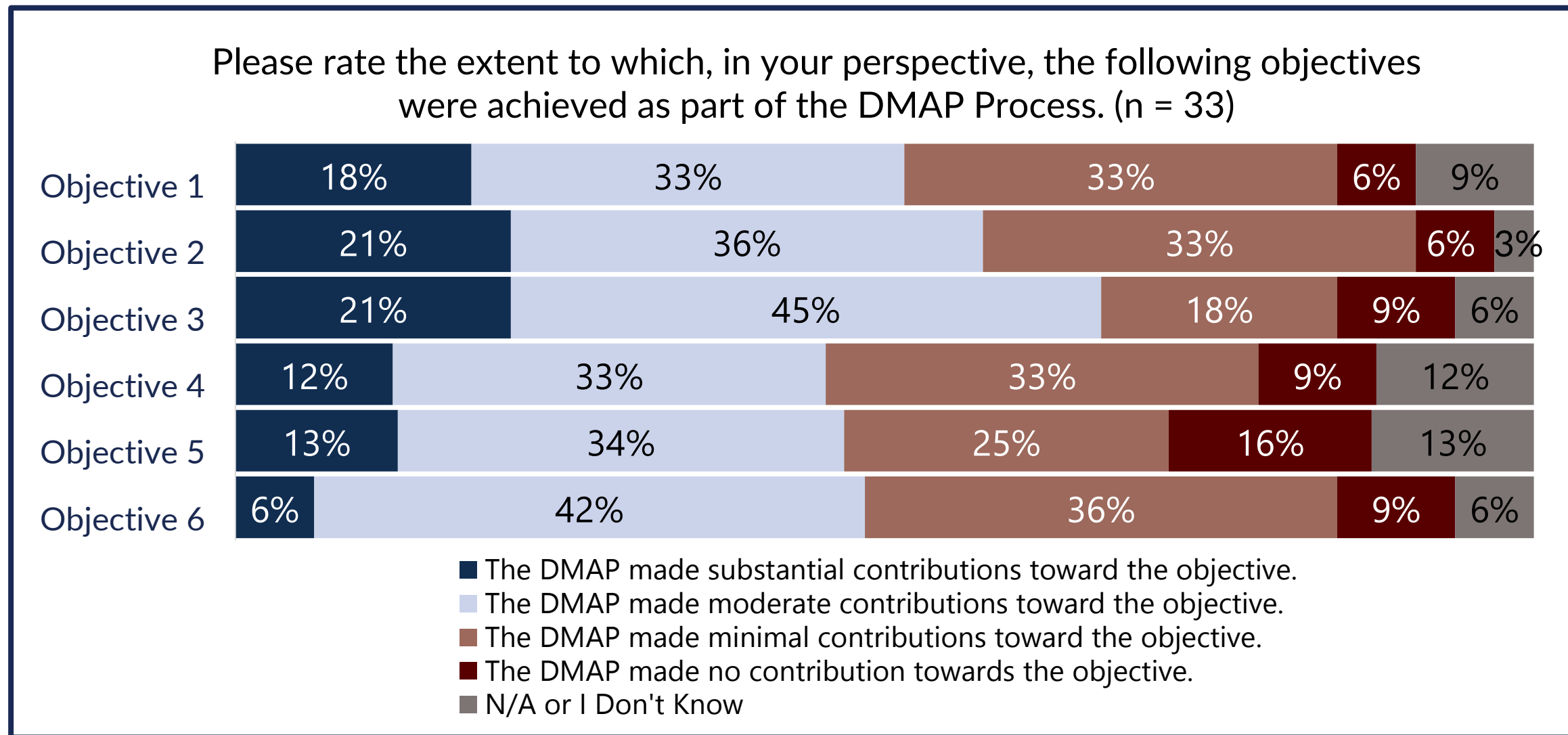


Resident favorability ratings of tourism as an industry in Hawai'i have increased from 2021 to 2024.



Residents that are aware of HTA's destination stewardship initiatives have more positive perceptions of tourism and tourism management.

DMAP Objectives: Stakeholder Perspective



“
 The DMAPs are a process and a platform for communities to articulate their vision for the future of tourism in their communities, on their terms.
 We're empowering our local communities to care for their areas.
 ”

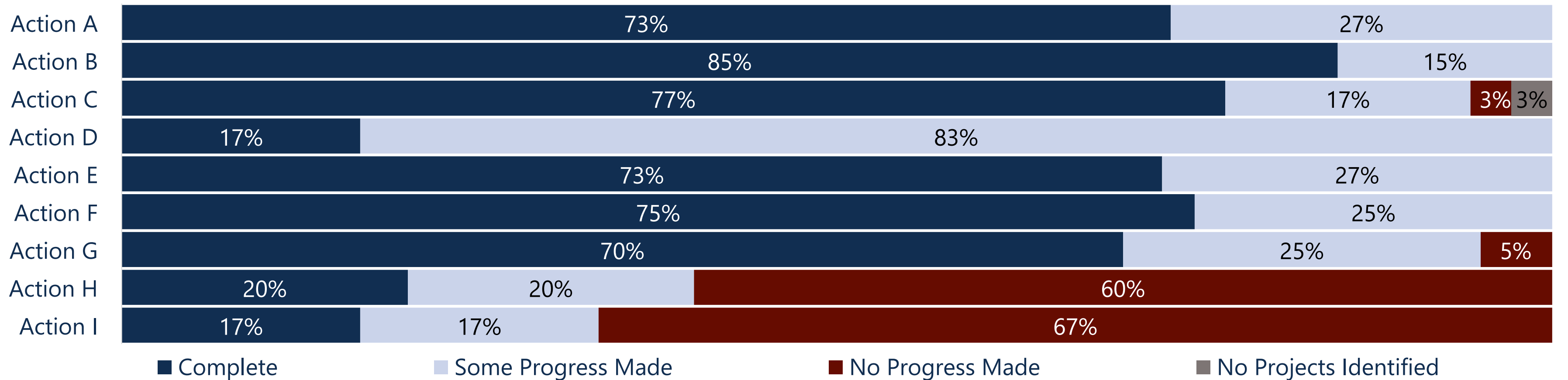
- Many Steering Committee and Task Force members felt that the DMAPs made moderate or substantial contributions to the objectives.
- DMAP stakeholders felt that many DMAP actions contributed to the objectives, though greater specificity in desired outcomes is needed to enable effective evaluation of progress towards objectives.
- Work may always be needed to meet and maintain each objective. **It is important for this work to continue** and there are opportunities to improve in many of the objective areas.

DMAP Accomplishments: Actions

Hawai i Island: DMAP Actions

Action A	Protect & preserve culturally significant places & hotspots.
Action B	Develop resources & educational programs to perpetuate authentic Hawaiian culture & 'Ōlelo Hawai'i.
Action C	Support & promote 'āina-based education & practices to protect & preserve our natural resources so that residents & visitors will aloha 'āina
Action D	Create ongoing dialogue, communications, & engagement between visitor industry, govt., & communities to improve relations & better serve community.
Action E	Implement comprehensive communications & education plan that facilitates positive community-visitor relations & pono practices, including Pono Pledge.
Action F	Promote agritourism, & partner with Hawai'i island's agriculture industry to support local food security
Action G	Invest in community-based programs that enhance quality of life for communities.
Action H	Advocate/create more funding sources to improve infrastructure
Action I	Improve enforcement of vacation rental regulations.

Completion Rates for Hawai'i Island DMAP Projects and Activities



Completion rates were calculated based on reported project status from lead and support agencies.

Hawai i Island: DMAP Actions

Action A	Protect & preserve culturally significant places & hotspots.
Action B	Develop resources & educational programs to perpetuate authentic Hawaiian culture & 'Ōlelo Hawai'i.
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Action H	Advocate/create more funding sources to improve infrastructure.
Action I	Improve enforcement of vacation rental regulations.

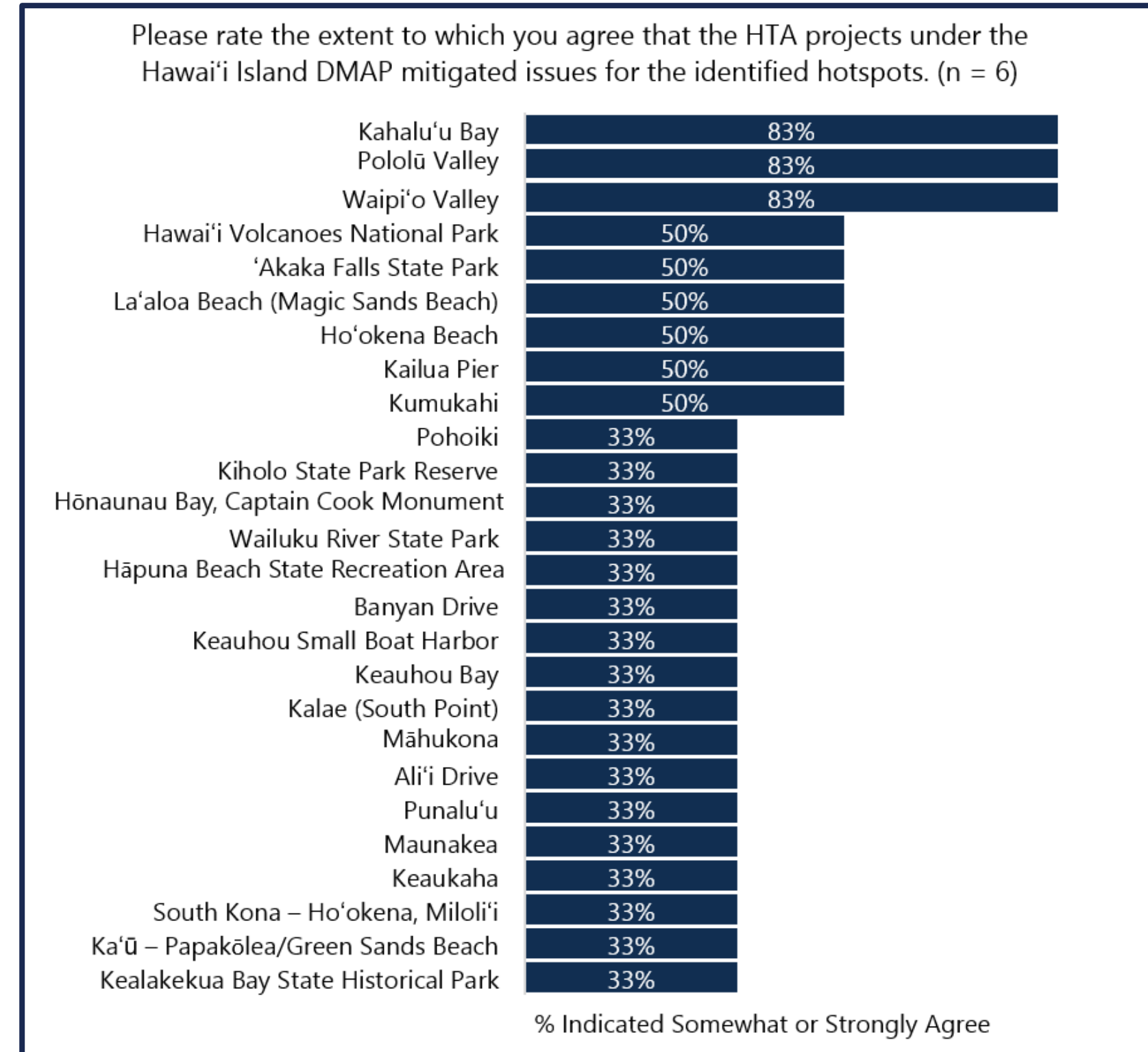
DMAP Actions were supported by a variety of organizations during the implementation of the DMAP. Key initiatives for the Hawai'i Island DMAP include:

- **Pololū Valley Stewardship Pilot Program** partnership with the Department of Land and Natural Resources' Nā Ala Hele Trail and KUPU
- The **KIPA Indigenous Alignment Certification Pilot Program**, funded by the County of Hawai'i, is in partnership with the Edith Kanaka'ole Foundation. The program was created to help visitor industry service providers deliver rich experiences that honor the culture, environment and history of Hawai'i Island
- **Pono Pledge Video** produced and promoted by the community.
- HTA and IHVB administered DMAP funding for **Waipi'o Valley Interpretive Signs** in partnership with the County of Hawai'i's Department of Parks and Recreation
- **Hawai'i Island Community Action Stewardship Program** implemented in Keaukaha, Kealakakua, Punalu'u, and Pohoiki.
- County conducted **Community Tourism Collaborative** workshops in Pohoiki.
- IHVB developed and implemented a **Communications Plan and Campaign** targeted at residents about the benefits of tourism to communities.

Hawai i Island: Hotspots

Hotspot locations were supported by a variety of organizations during the implementation of the DMAP. HTA/IHVB provided support to Hawai'i Island hotspots with the following initiatives:

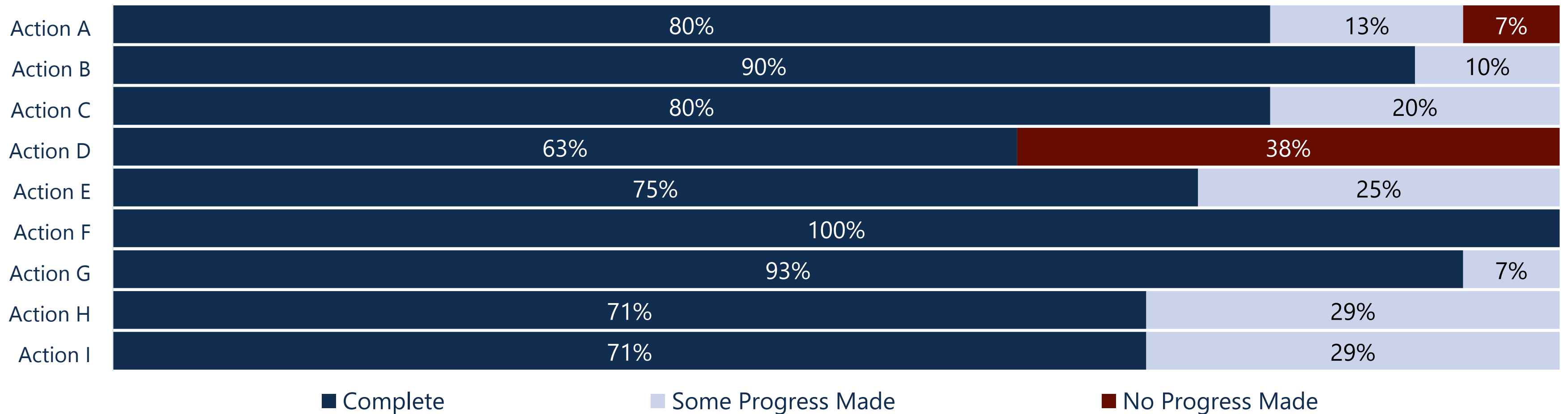
- **Waipi'o Valley:** IHVB facilitated Steering Committee meetings/Action Plan in Spring/Summer 2022. IHVB/County put new signage up in May 2023.
- **Pololū Valley:** HTA piloted stewardship program to May 2022. IHVB funded stewardship program Nov 2022-Jan 2023.
- **Kealakekua Bay State Historical Park and Punalu'u:** IHVB issued RFP to assist with stewardship (Hawai'i Island Community-Based Action Stewardship Program).
- **Ka'ū – Papakōlea/Green Sands Beach:** HTA provided letter of support in Spring 2022 for a proposal submitted by a nonprofit organization. IHVB issued RFP to assist with stewardship.
- **Kahalu'u Bay:** IHVB communicated training videos. HTA supported nonprofit organization with funding from Aloha 'Āina program.
- **Kumukahi:** Site visit in May 2023 by County, HTA and IHVB with community members. HTA followed up with DLNR on next steps.
- **Keaukaha:** HTA supported Stewardship Pilot Program/County's Resiliency Corp. IHVB worked with County; issued and awarded RFP to assist in educational training and program development.
- **Pohoiki:** HTA/County Community Tourism Collaborative – Community events/stewardship action plan in Q3 2022-Q1 2023.
- **Hawai'i Volcanoes National Park:** Provided communications.



Kaua i: DMAP Actions

Action A	Focus policy efforts on appropriate behavior that will instill value in both visitors & residents for our natural & cultural resources (mālama ‘āina).
Action B	Collaborate with State of Hawai‘i Department of Land & Natural Resources to develop & implement policies to increase monitoring & enforcement efforts.
Action C	Invest in Hawaiian cultural programs & identify funding sources that enhance the visitor experience & connect both tourism & communities.
Action D	Focus policies that address overtourism by managing people while on Kaua‘i.
Action E	Encourage low-impact green rides to improve the visitor experience, reduce island traffic, increase small business opportunities, & meet climate action goals
Action F	Increase communication, engagement & outreach efforts with the community, visitor industry, & other sectors.
Action G	Develop educational materials for visitors & new residents to have respect for our local cultural value.
Action H	Promote “Shop Local” to visitors & residents.
Action I	Support diversification of other sectors.

Completion Rates for Kaua‘i DMAP Project & Activities



Completion rates were calculated based on reported project status from lead and support agencies.

Kaua i: DMAP Actions

Action A	Focus policy efforts on appropriate behavior that will instill value in both visitors & residents for our natural & cultural resources (mālama ‘āina).
Action B	Collaborate with State of Hawai‘i Department of Land & Natural Resources to develop & implement policies to increase monitoring & enforcement efforts.
Action C	Invest in Hawaiian cultural programs & identify funding sources that enhance the visitor experience & connect both tourism & communities.
Action D	Focus policies that address overtourism by managing people while on Kaua‘i.
Action E	Encourage low-impact green rides to improve the visitor experience, reduce island traffic, increase small business opportunities, & meet climate action goals
Action F	Increase communication, engagement & outreach efforts with the community, visitor industry, & other sectors.
Action G	Develop educational materials for visitors & new residents to have respect for our local cultural value.
Action H	Promote “Shop Local” to visitors & residents.
Action I	Support diversification of other sectors.

DMAP Actions were supported by a variety of organizations during the implementation of the DMAP. Key initiatives for the Kaua‘i DMAP include:

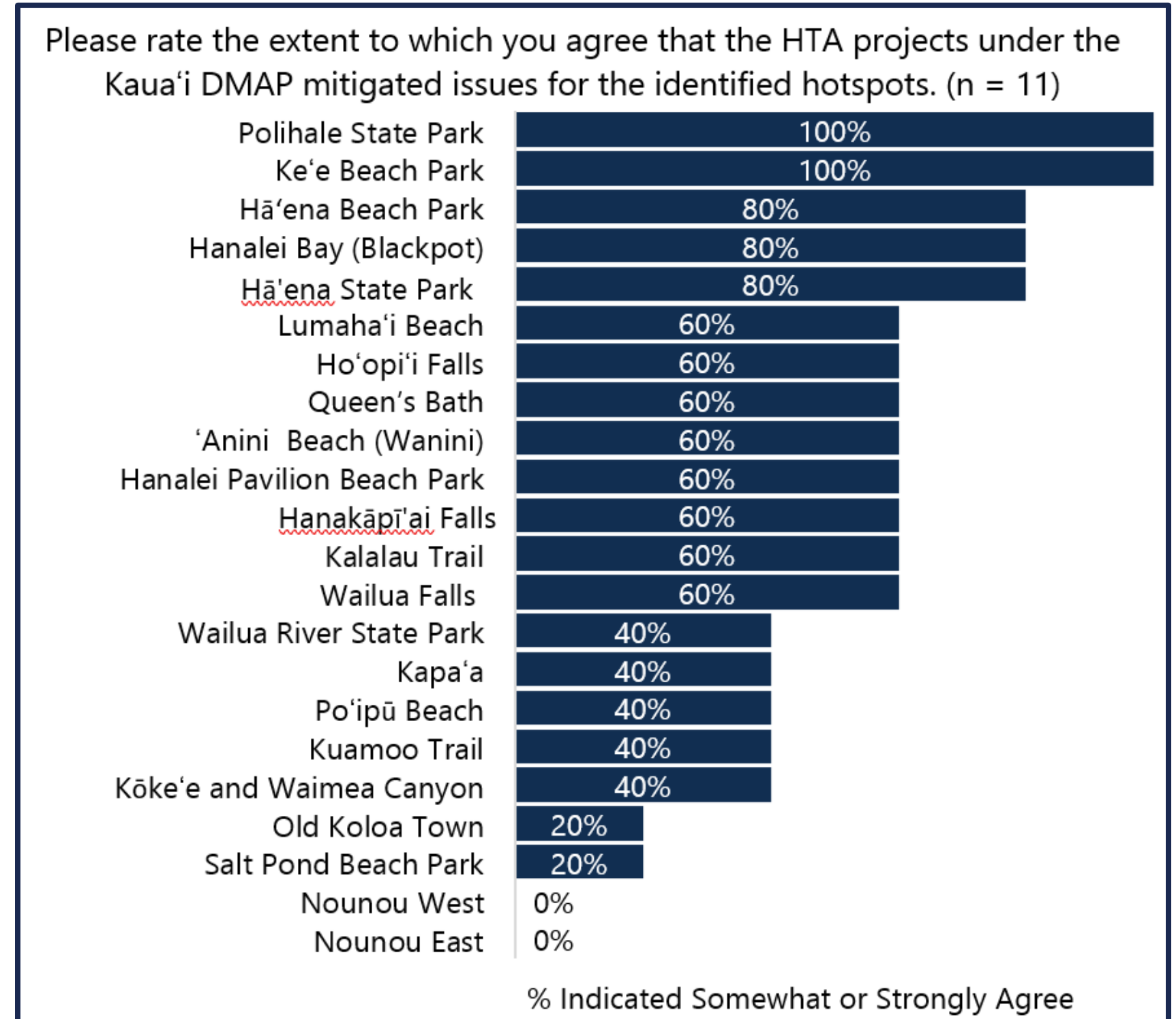
- KVB produced 5 **Mālama Kaua‘i videos**.
- County of Kaua‘i’s Parks Division hired **park rangers** at County parks.
- **GetAroundKauai.com** website launched in June 2021 by the County. The goal of this website is to provide residents and visitors with the resources to make more sustainable transportation choices
- **Airport campaign** providing messaging about being a responsible visitor being rolled out in April 2022.
- **County Stewardship Agreements** for Poli‘ahu, Kānei‘olouma, Makauwahi, Hikinaakalā, and Polihale.
- **Alakoko Storefront** opened in January 2022. Provides a physical and online shop for locally designed and handcrafted products.
- KVB developed the **Makali‘i List**, which is a master list of organizations and cultural practitioners who help build a program to educate visitors, new residents, and local community on our cultural values.
- KVB’s **Mobile Mele Series** which includes County of Kaua‘i’s **Kaua‘i Made Program** held on 6/22/2024 at Outrigger Kaua‘i Beach Resort and 6/29/2024 at Grand Hyatt Kaua‘i.

Kaua i: Hotspots

Hotspot locations were supported by a variety of organizations during the implementation of the DMAP.

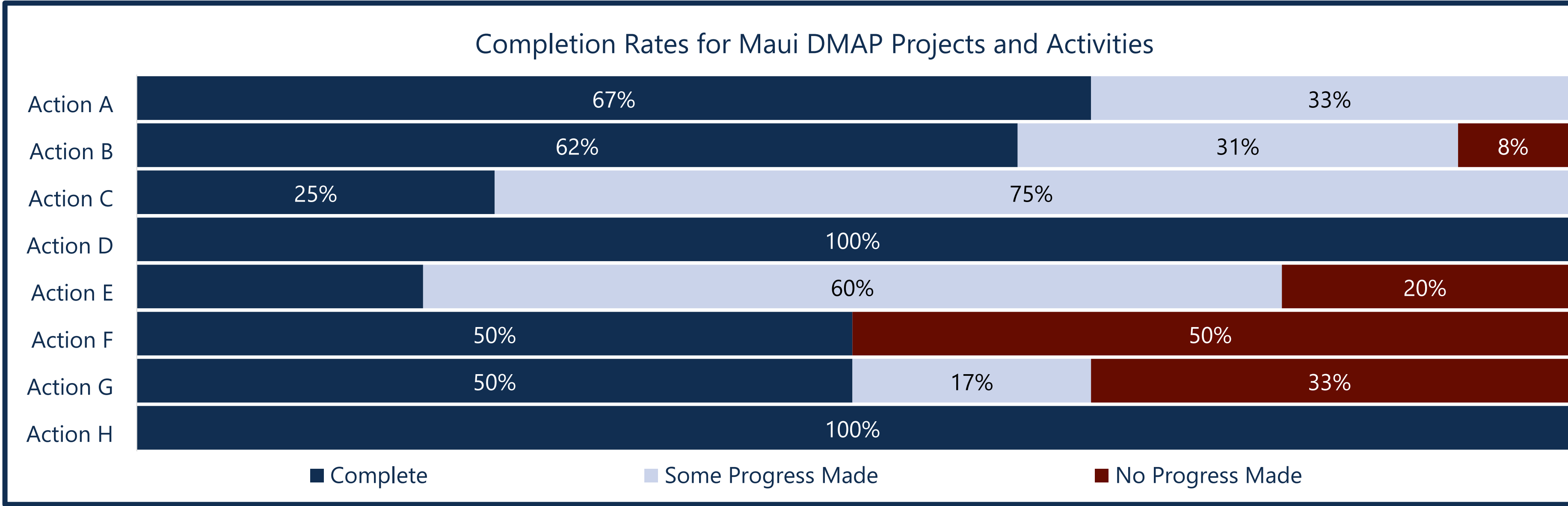
HTA/KVB provided support to Kaua'i hotspots with the following initiatives:

- **Kalalau Trail, Ke'e Beach Park, Hā'ena State Park, and Hanakāpī'ai Falls:** Visitor education and promotion of the shuttle and reservation system.
- **Po'ipū Beach:** Visitor messaging.
- **Ho'opi'i Falls:** Visitor messaging.
- **Lumaha'i Beach:** Visitor messaging.
- **Queen's Bath:** Not promoted to visitors.



Maui: DMAP Actions

Action A	Implement a responsible tourism marketing communications program to educate visitors pre- & post-arrival about safe & respectful travel.
Action B	Initiate, fund & continue programs to protect the health of ocean, fresh water & land-based ecosystems & biosecurity
Action C	Continue to reach out to the community to understand resident sentiment, increase communications to residents, & foster collaboration
Action D	Continue to offer cultural education & training programs to enhance & perpetuate aloha, mālama & kuleana & the authentic Hawai'i experience.
Action E	Develop Regenerative Tourism initiatives.
Action F	Develop & promote initiatives to improve the experience of transportation & ground travel.
Action G	Ensure more direct benefits to residents from tourism.
Action H	Have HTA & the county advocate for consistent enforcement of laws & progress report(s) on enforcement.



Completion rates were calculated based on reported project status from lead and support agencies.

Maui: DMAP Actions

Action A	Implement a responsible tourism marketing communications program to educate visitors pre- & post-arrival about safe & respectful travel.
Action B	Initiate, fund & continue programs to protect the health of ocean, fresh water & land-based ecosystems & biosecurity
Action C	Continue to reach out to the community to understand resident sentiment, increase communications to residents, & foster collaboration
Action D	Continue to offer cultural education & training programs to enhance & perpetuate aloha, mālama & kuleana & the authentic Hawai'i experience.
Action E	Develop Regenerative Tourism initiatives.
Action F	Develop & promote initiatives to improve the experience of transportation & ground travel.
Action G	Ensure more direct benefits to residents from tourism.
Action H	Have HTA & the county advocate for consistent enforcement of laws & progress report(s) on enforcement.

DMAP Actions were supported by a variety of organizations during the implementation of the DMAP. Key initiatives for the Maui DMAP include:

- MVCB's **East Maui Tourism Management Pilot Program** at various hotspots along Hāna Highway, including Waioka and Ke'anae.
- Airlines showing **Malama Hawai'i Videos**: Air Canada, Alaska Airlines, American Airlines, ANA, Hawaiian Airlines, Japan Airlines, Southwest Airlines, United Airlines, WestJet
- 75+ **Cultural and Education Training Sessions** held via Native Hawaiian Hospitality Association.
- **Maui Aloha Shuttle** pilot program between airport and resort areas in Summer 2021. Program did not resume due to low ridership
- **20 Mineral-Only Sunscreen Dispensers** installed for free public use on popular beaches (e.g., Wai'ānapanapa State Park & Whalers Village).
- HTA convened meetings with the County, Maui Police Department (MPD), Department of Land and Natural Resources, DOT-Highways, the National Park Service, Maui Visitors and Convention Bureau, and Maui Hotel and Lodging Association to address **Visitor Impacts on Hāna Highway**. DOT-Highways installed No Parking signs warning of the fines. MPD increased its presence and ticket citations in June/July 2021. Developed communications piece for visitor industry amplification.
- HTA investment in a **Tour Guide Certification study** conducted by University of Hawai'i's School of Travel Industry Management; completed in 2022.
- 5 properties recruited and supported to join the **Rise Above Plastics on Vacation Program** through partnership with Surfrider Foundation.
- The **Reef-friendly Landscaping Pilot Program**, in which resorts stop the usage of chemical landscaping on a portion of their property. A total of 14 partners were brought on.

Maui: Hotspots

Hotspot locations were supported by a variety of organizations during the implementation of the DMAP.

HTA/MVB provided support to Maui hotspots with the following initiatives:

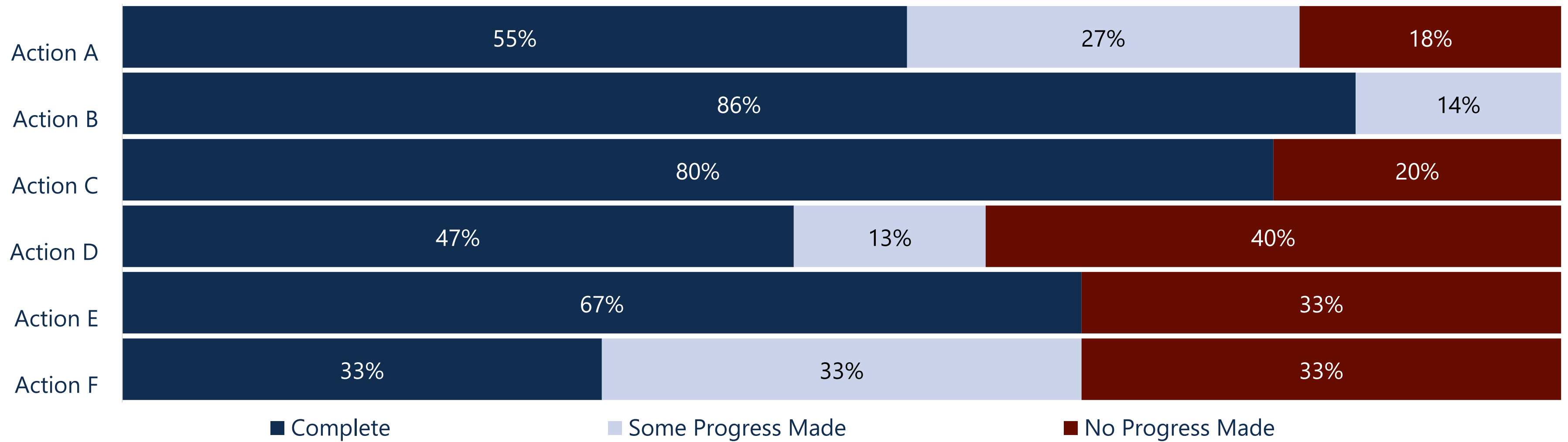
- **Hwy 360, Mile Marker 6.5 Bamboo Forest:** Included as a site in East Maui Tourism Management Pilot Program (7/2023).
- **Waioka (Venus Ponds):** Included as a site in East Maui Tourism Management Pilot Program (7/2023).
- **Highway 30: Honolua Bay to Kahakuloa Bay:** Sunscreen dispenser. Not promoted to visitors.
- **Nākālele Blowhole:** Safety messaging; not promoted to visitors.
- **Kaihalulu Bay (Red Sand Beach):** Messaging; not promoted to visitors.
- **Highway 330: Kukui Bay to Huakini Bay, Haleakalā, ‘Ohe‘o Gulch/Seven Sacred Pools, Pu‘u Keka‘a (Black Rock):** Messaging.
- **Helele‘ike‘oha Falls, Puka Maui coastline, Honomanu Waterfall, Waikani Waterfall, Wailuaiki Pool:** Not promoted to visitors.

Maui Hotspots
Kaihalulu Bay (Red Sand Beach)
Helele‘ike‘oha Falls
Haleakalā
Hwy 360, Mile Marker 6.5 Bamboo Forest
Puka Maui coastline
Honomanu Waterfall
Waikani Waterfall
Wailuaiki Pool
Waioka (Venus Ponds)
Pu‘u Keka‘a (Black Rock)
Highway 330: Kukui Bay to Huakini Bay
Highway 30: Honolua Bay to Kahakuloa Bay
Nākālele Blowhole
‘Ohe‘o Gulch / Seven Sacred Pools

Moloka i: DMAP Actions

Action A	Develop communication & education programs to encourage responsible visitor behaviors.
Action B	Support business growth to increase jobs by encouraging product development focused on regenerative tourism & continuing support of traditional tourism.
Action C	Promote Moloka'i to attract kama'aina & specific visitor segments who appreciate & understand the Moloka'i lifestyle.
Action D	Enhance resident-visitor relations by strengthening existing cultural/community-based organizations & activities.
Action E	Provide accommodations that meet the needs of the target segments.
Action F	Engage partners to determine a path forward that will enhance interisland transportation options for both residents & visitors.

Completion Rates for Moloka'i DMAP Projects and Activities



Completion rates were calculated based on reported project status from lead and support agencies.

Moloka i: DMAP Actions

Action A	Develop communication & education programs to encourage responsible visitor behaviors.
Action B	Support business growth to increase jobs by encouraging product development focused on regenerative tourism & continuing support of traditional tourism.
Action C	Promote Moloka'i to attract kama'aina & specific visitor segments who appreciate & understand the Moloka'i lifestyle.
Action D	Enhance resident-visitor relations by strengthening existing cultural/community-based organizations & activities.
Action E	Provide accommodations that meet the needs of the target segments.
Action F	Engage partners to determine a path forward that will enhance interisland transportation options for both residents & visitors.

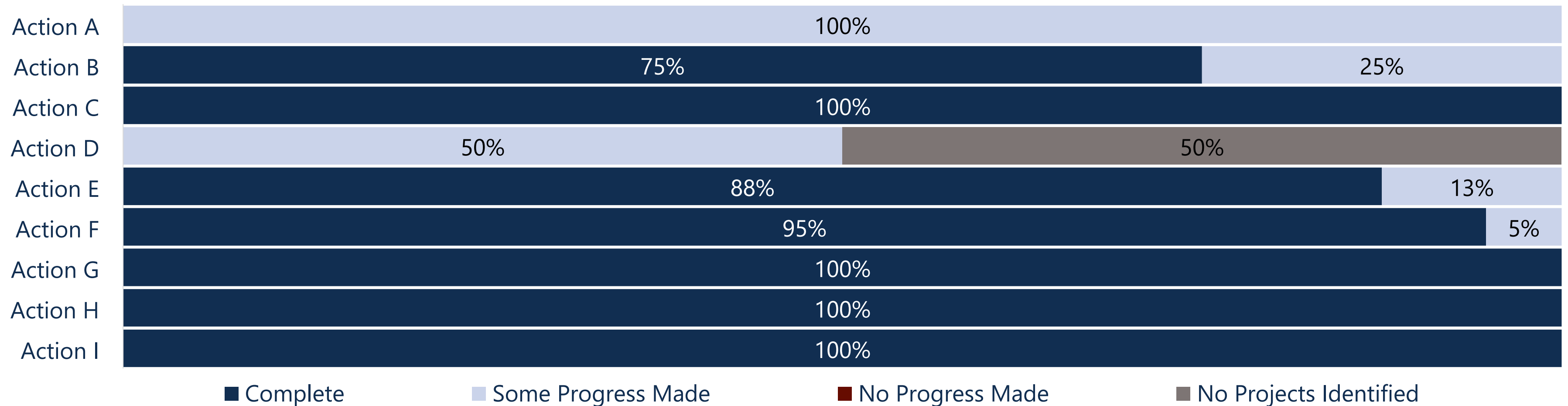
DMAP Actions were supported by a variety of organizations during the implementation of the DMAP. Key initiatives for the Moloka'i DMAP include:

- **Moloka'i Task Force** resulted from merging of Moloka'i Advisory Group and Steering Committee. Prioritized 4 DMAP actions to work on.
- Developed a **Moloka'i Educational Pamphlet** for visitors.
- **Needs Assessment Studies** completed in Q1 2023 for nonprofits and business entities who desire to get into the visitor industry.
- County of Maui's Office of Economic Development held **Business/Organizational Capacity Webinars** through the Kuha'o Business Center on Moloka'i (2021).

Lāna i: DMAP Actions

Action A	Engage partners to determine a path forward that will enhance interisland transportation options for both residents & visitors.
Action B	Develop partnerships & programs with resorts & other tourism businesses to improve & enhance community relationships
Action C	Enhance & encourage the use of the Lānaʻi Culture & Heritage Center’s Guide App as a primary part of the travel protocol for traveling to the island.
Action D	Encourage sustainable tourism practices on Lānaʻi.
Action E	Promote Lānaʻi City to increase spending that goes to residents & small businesses.
Action F	Encourage & enable visitors to plan a meaningful daytrip or stay on Lānaʻi that is respectful to the land, the people & the lifestyle on Lānaʻi.
Action G	Implement process where visitors acknowledge to protect, respect, & learn about culture, natural resources, & community - Mālama Maui County Pledge.
Action H	Discourage companies from dropping off visitors who use Lānaʻi beaches & facilities without contributing to maintenance of the beaches & facilities.
Action I	Educate visitors on activities & events available on Lānaʻi focused on cultural & natural resources (e.g., fishpond restoration, koa tree planting, etc.).

Completion Rates for Lānaʻi DMAP Projects and Activities



Completion rates were calculated based on reported project status from lead and support agencies.

Lāna i: DMAP Actions

Action A	Engage partners to determine a path forward that will enhance interisland transportation options for both residents & visitors.
Action B	Develop partnerships & programs with resorts & other tourism businesses to improve & enhance community relationships
Action C	Enhance & encourage the use of the Lānaʻi Culture & Heritage Center’s Guide App as a primary part of the travel protocol for traveling to the island.
Action D	Encourage sustainable tourism practices on Lānaʻi.
Action E	Promote Lānaʻi City to increase spending that goes to residents & small businesses.
Action F	Encourage & enable visitors to plan a meaningful daytrip or stay on Lānaʻi that is respectful to the land, the people & the lifestyle on Lānaʻi.
Action G	Implement process where visitors acknowledge to protect, respect, & learn about culture, natural resources, & community - Mālama Maui County Pledge.
Action H	Discourage companies from dropping off visitors who use Lānaʻi beaches & facilities without contributing to maintenance of the beaches & facilities.
Action I	Educate visitors on activities & events available on Lānaʻi focused on cultural & natural resources (e.g., fishpond restoration, koa tree planting, etc.).

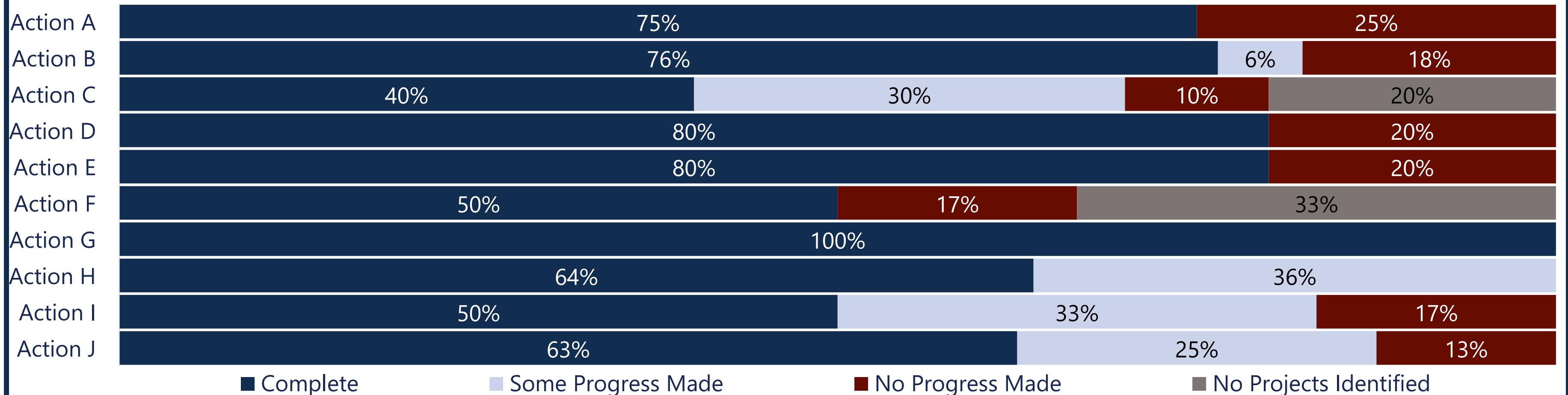
DMAP Actions were supported by a variety of organizations during the implementation of the DMAP. Key initiatives for the Lānaʻi DMAP include:

- The enhanced **Lānaʻi Guide App** has been updated and is promoted by HTA’s Global Marketing Team.
- **Lānaʻi Advisory Group** formed to guide messaging of Lānaʻi City and suggest regenerative tourism activity ideas. As a result, online and social media content developed by MVCB and new day-trip itineraries developed.
- New community-created **Lānaʻi Brochure** featuring newly procured photos, community-supported messaging, a map of Lānaʻi City, a day-trip itinerary and a QR code for the Lānaʻi Guide App.
- One **Malama Maui County Pledge Video** played on expeditions ferry and on their website, and in-room at Four Seasons Resort Lānaʻi.
- **Updated Expeditions Ferry website** to include a day-trip itinerary, map of Lānaʻi City, and information on multiple ways to book transportation.
- One **Mineral-Only Sunscreen Dispenser** installed for free public use at Hulopoʻe Bay through partnership with Pūlama Lānaʻi.
- **Malama Lanaʻi Service Day-Trip Program** organized through partnership with Sail Trilogy, Pūlama Lānaʻi and Expeditions Ferry in May 2022.

O'ahu: DMAP Actions

- Action A** Decrease number of visitors to manageable level by controlling number of visitor accommodations & exploring changes to land use, zoning & airport policies.
- Action B** Implement a pre- and post-arrival tourism communications program to encourage respectful & supportive behavior.
- Action C** Identify sites & implement stewardship plans for key hotspots on O'ahu.
- Action D** Increase enforcement & active management of sites & trails.
- Action E** Develop a reservation system to monitor & manage users at natural resource & cultural sites.
- Action F** Establish "Regenerative Tourism Fee" for programs to regenerate Hawai'i's resources, protect natural resources, & address unfunded conservation liabilities.
- Action G** Develop & implement marketing programs to attract positive-impact travelers who prioritize the environment, culture & investing in our local community.
- Action H** Continue to develop & implement "Buy Local" programs to promote local purchases to keep funds in our communities & minimize carbon footprint.
- Action I** Manage the visitors' use of cars as transportation on O'ahu.
- Action J** Work with community partners to develop, market, encourage, & support more collaborative, curated experiences that enrich residents & visitors alike.

Completion Rates for O'ahu DMAP Project & Activities



Completion rates were calculated based on reported project status from lead and support agencies.

O'ahu: DMAP Actions

Action A	Decrease number of visitors to manageable level by controlling number of visitor accommodations & exploring changes to land use, zoning & airport policies.
Action B	Implement a pre- and post-arrival tourism communications program to encourage respectful & supportive behavior.
Action C	Identify sites & implement stewardship plans for key hotspots on O'ahu.
Action D	Increase enforcement & active management of sites & trails.
Action E	Develop a reservation system to monitor & manage users at natural resource & cultural sites.
Action F	Establish "Regenerative Tourism Fee" for programs to regenerate Hawai'i's resources, protect natural resources, & address unfunded conservation liabilities.
Action G	Develop & implement marketing programs to attract positive-impact travelers who prioritize the environment, culture & investing in our local community.
Action H	Continue to develop & implement "Buy Local" programs to promote local purchases to keep funds in our communities & minimize carbon footprint.
Action I	Manage the visitors' use of cars as transportation on O'ahu.
Action J	Work with community partners to develop, market, encourage, & support more collaborative, curated experiences that enrich residents & visitors alike.

DMAP Actions were supported by a variety of organizations during the implementation of the DMAP. Key initiatives for the O'ahu DMAP include:

- Honolulu City Council passed Bill 41 which **regulates short-term vacation rentals**, including improved enforcement; County ordinance No. 22-7 went into effect in October 2022.
- More than 76 **cultural and educational training sessions** conducted by Native Hawaiian Hospitality Association (NaHHA)
- **Post-arrival behavioral messaging** on Waze driving app
- HTA's **Pono Travel Education Program** at Daniel K. Inouye International Airport and all major airports statewide includes kuleana and mālama messaging, as well as ocean safety videos at available prime locations to reach most of the traveling public.
- City and County Of Honolulu's launch of the **O'ahu Good Food Program** along with the visitor industry.
- **Reservation systems** at Hanauma Bay Nature Preserve and Diamond Head (Lē'Ahi) state monument implemented. HTA promotes these to visitors.
- **Pilot Park Ranger Program** developed by the City and County of Honolulu's Department of Parks and Recreation.
- OVB and the City and County of Honolulu Office of Economic Revitalization worked together on a **tour of cacao and honey producers** that may be ready to promote as an agritourism trail.
- OVB supported the **Waikīkī Hula Mound Hula Show**.
- **Get Around O'ahu** website content completed and will be migrated to be included in ohawaii.com as a transportation pilot project.

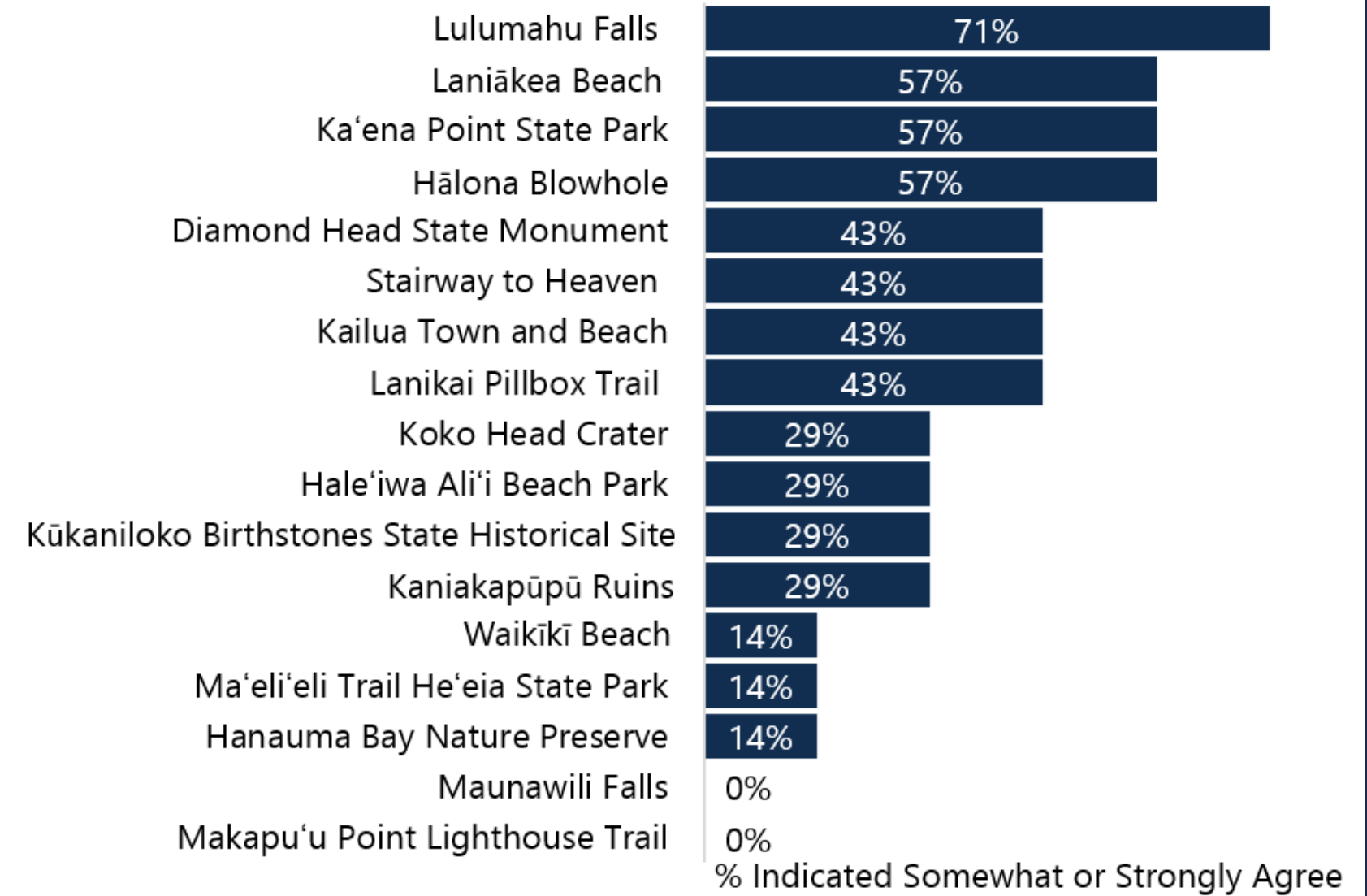
O'ahu: Hotspots

Hotspot locations were supported by a variety of organizations during the implementation of the DMAP.

HTA/OVB provided support to O'ahu hotspots with the following initiatives:

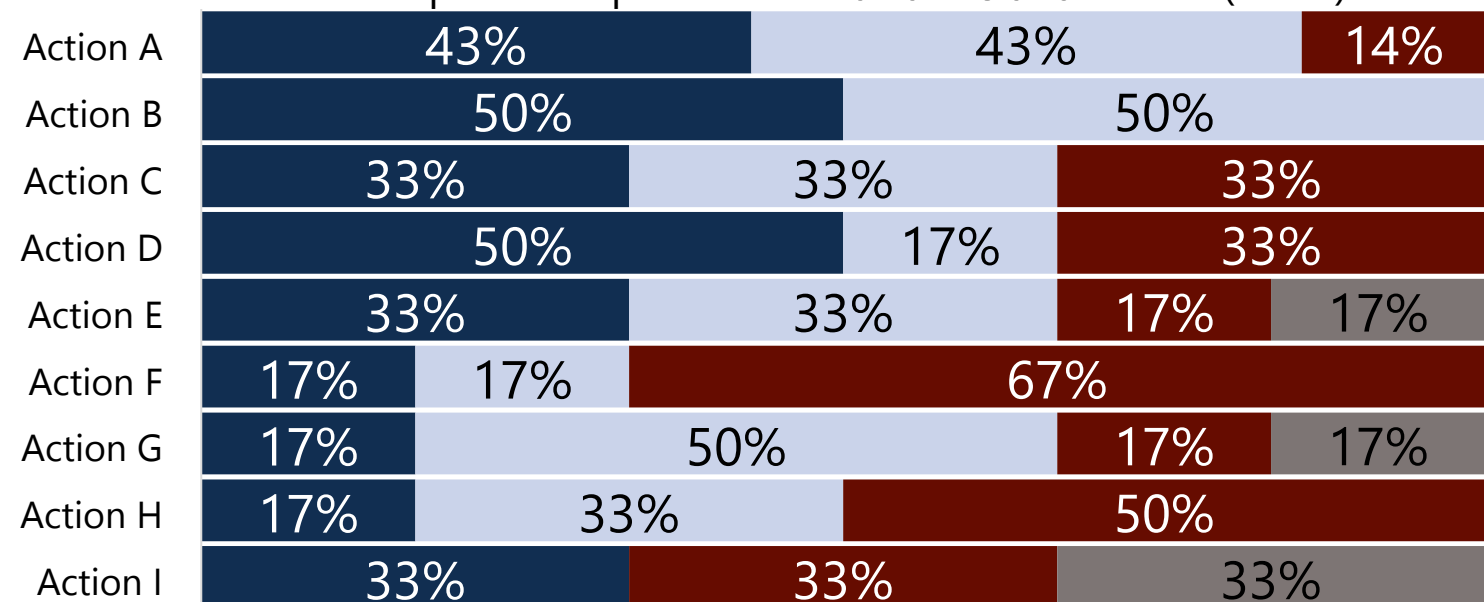
- **Kaniakapūpū Ruins:** Not promoted to visitors
- **Kailua Town and Beach:** Education; limited promotion
- **Stairway to Heaven:** Not promoted to visitors
- **Hālonā Blowhole:** Continued safety messaging.
- **Hanauma Bay Nature Preserve:** Messaging about the City's reservation system.
- **Koko Head Crater:** Supported City with a timed lock to open gate earlier for early hikers.
- **Diamond Head State Monument:** Messaging about DLNR's reservation system.
- **Lulumahu Falls:** Messaging to not visit this hotspot, which is on private land.
- **Ma'eli'eli Trail and He'eia State Park:** Continued messaging; not promoted to visitors.
- **Waikīkī Beach:** Messaging.

Please rate the extent to which you agree that the HTA projects under the O'ahu DMAP mitigated issues for the identified hotspots. (n = 7)



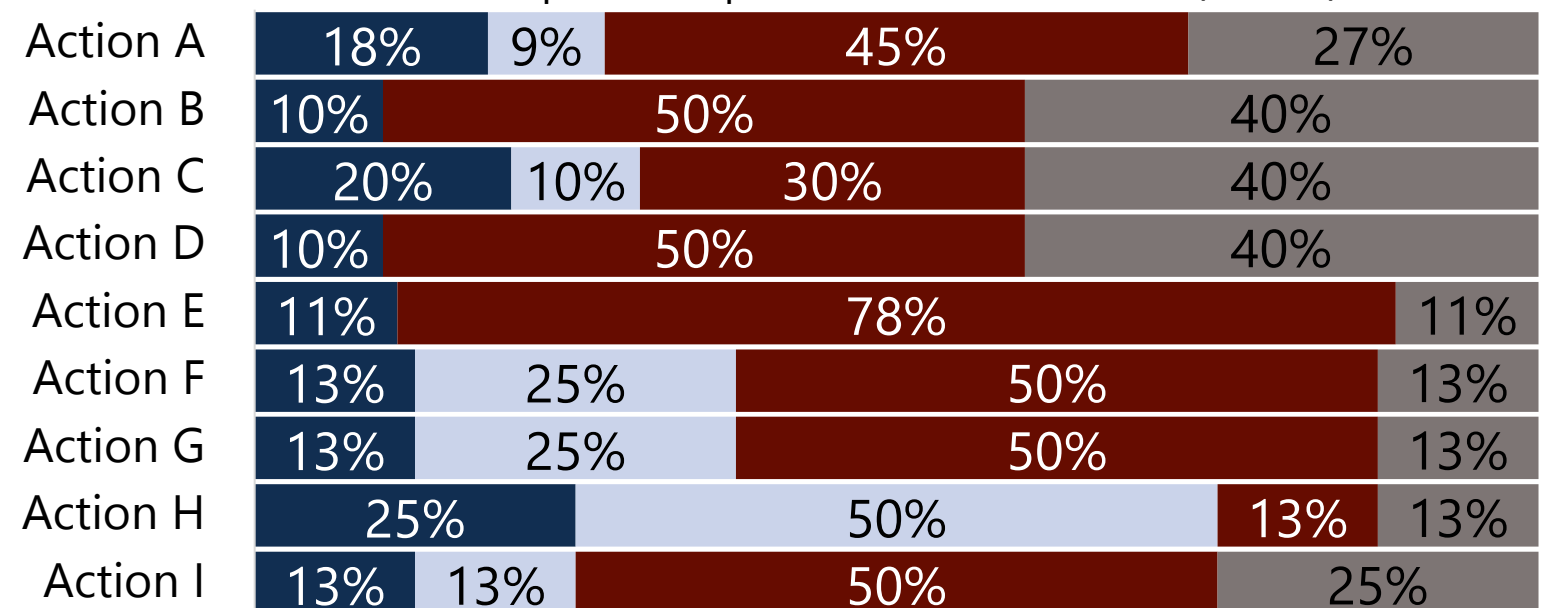
Stakeholder Perspective of DMAP Actions

Please rate the extent to which, in your perspective, the following actions were completed as part of the **Hawai'i Island DMAP**. (n = 7)



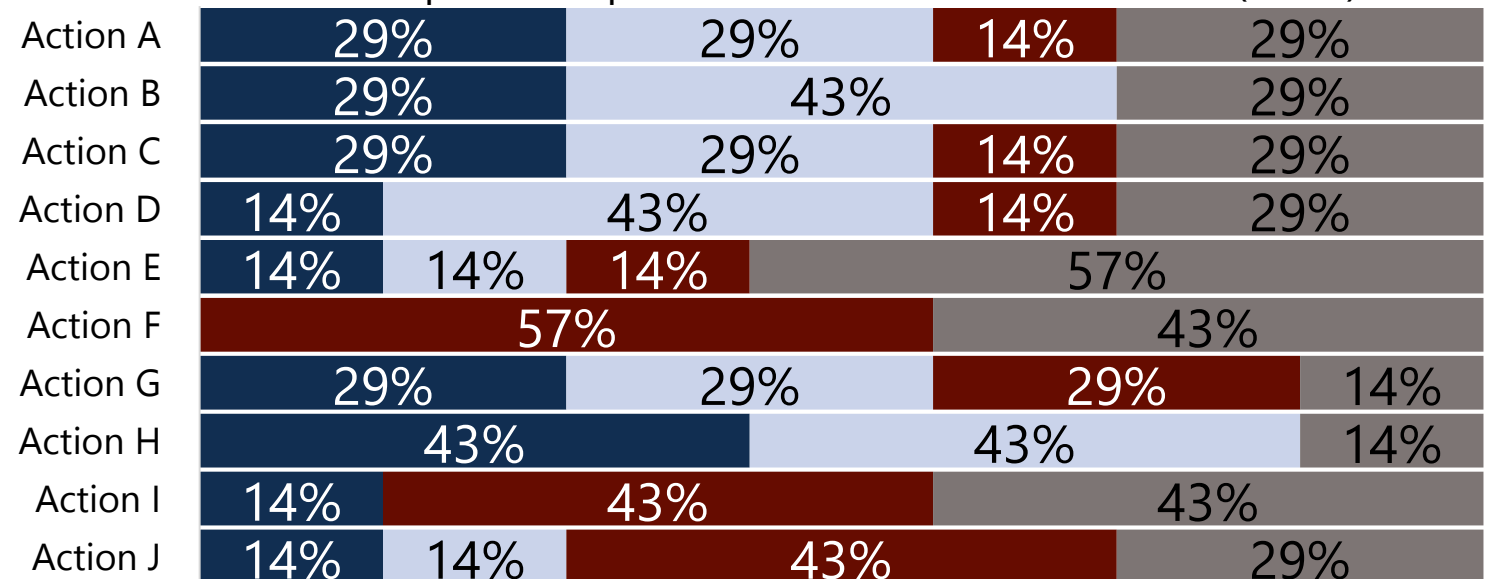
■ % Mostly or Fully Complete ■ % Halfway Complete ■ % Minor or No Progress ■ % N/A or I Don't Know

Please rate the extent to which, in your perspective, the following actions were completed as part of the **Kaua'i DMAP**. (n = 11)



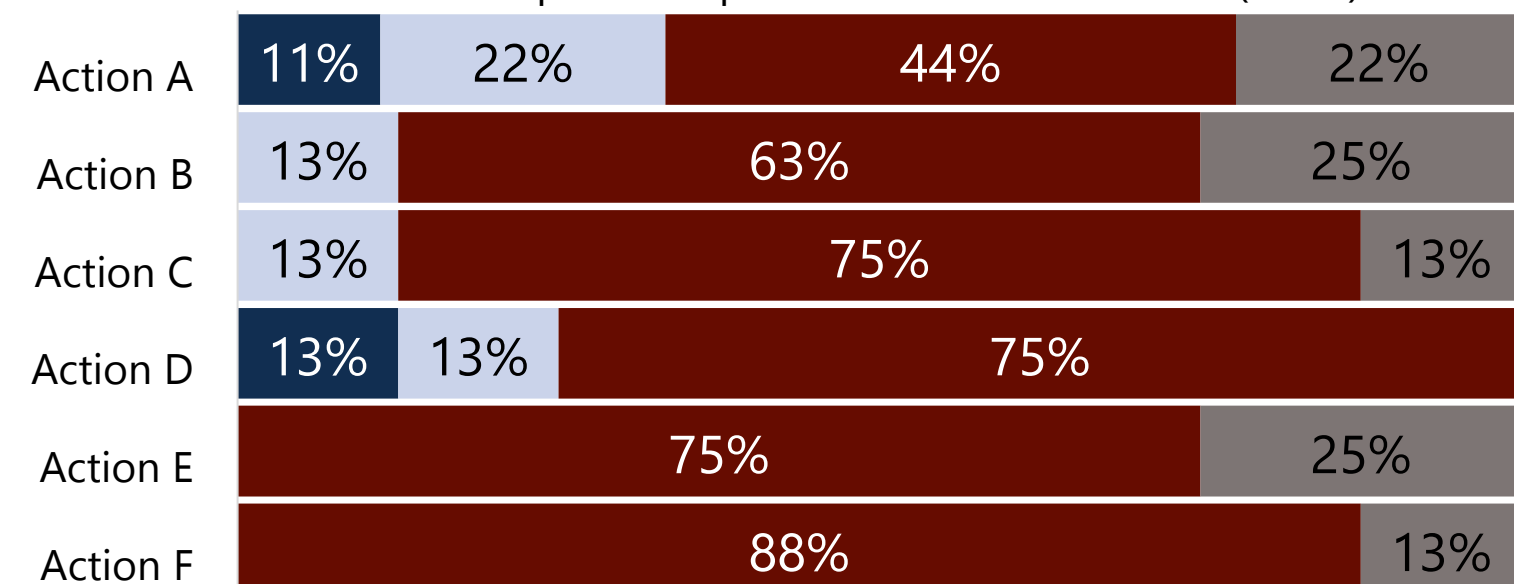
■ % Mostly or Fully Complete ■ % Halfway Complete ■ % Minor or No Progress ■ % N/A or I Don't Know

Please rate the extent to which, in your perspective, the following actions were completed as part of the **O'ahu DMAP Process**. (n = 7)



■ % Mostly or Fully Complete ■ % Halfway Complete ■ % Minor or No Progress ■ % N/A or I Don't Know

Please rate the extent to which, in your perspective, the following actions were completed as part of the **Moloka'i DMAP**. (n = 9)



■ % Mostly or Fully Complete ■ % Halfway Complete ■ % Minor or No Progress ■ % N/A or I Don't Know

Stakeholders showed mixed satisfaction with the progress of DMAP actions and acknowledged various barriers to completion. However, the implementation of the initial plans allowed for piloting destination management efforts and learning to inform future work. Despite challenges, stakeholders expressed a desire to continue working on identified actions and advancing plans.

Recommendations for Next Iteration of DMAPs



DMAP Content & Scope

FINDINGS

- ◆ At the end of the development process, many Steering Committee members shared that they felt satisfied with the DMAPs that were developed.
- ◆ Reflecting on the plans following the implementation of the first DMAPs, opportunities for improvement were identified.
- ◆ The plans were comprehensive and covered a wide span of destination management topics. Given the timeframe and available resources, a narrower focus could have been more effective.
- ◆ Some of the identified actions were ultimately outside of the control of the implementation team (e.g., those that required change in policy/legislation).
- ◆ Some Steering Committee members and other DMAP stakeholders described the desire for a more robust review process to ensure that effective plans are created.
- ◆ Though the island-specific approach was perceived to be beneficial and necessary, more alignment at the state level could have been valuable, particularly for issues that span multiple islands.

RECOMMENDATIONS

- ◆ **Simplify DMAP Scope:** Consider reducing the number of actions and sub-actions identified in each DMAP to focus efforts and resources more effectively. Continue prioritization of hotspot actions to ensure targeted and impactful efforts.
- ◆ **Thoroughly Review and Refine:** Implement a more thorough review process to ensure high-quality plans are developed. Following brainstorming and initial development by Steering Committees, refine plans to ensure they are at the proper level of complexity and feasibility. Consider collaborating with universities to gather feedback on the plans' suitability. Align DMAPs on statewide issues where relevant.
- ◆ **Re-Evaluate:** Allow flexibility to re-evaluate and adjust plans when major barriers or roadblocks are encountered. This will ensure that the DMAPs remain relevant and effective in changing circumstances.



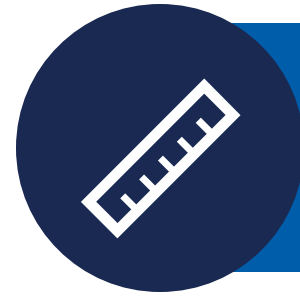
Steering Committee Engagement

FINDINGS

- ◆ Steering Committees had inclusive representation beyond tourism industry. This fostered communication and trust across islands.
- ◆ Greater representation was desired for some stakeholders, including residents and groups implementing DMAP actions. It was mentioned that more consistent involvement from HTA's leadership and board would have been beneficial as well.
- ◆ Facilitation changes were implemented within Hawai'i Island to foster productive conversations among members with diverse viewpoints.
- ◆ Participation from members was high at onset but fluctuated over time.
- ◆ Many Steering Committee members felt that they were able to engage in meaningful discussions and learning.

RECOMMENDATIONS

- ◆ **Form Diverse Committees:** Maintain and increase diverse representation across sectors and resident voices in the Steering Committees. Involve all implementers for comprehensive input.
- ◆ **Inform and Prepare:** Provide comprehensive information on DMAP vision, goals, resources, and actionable areas at the outset. Give examples regarding the level of specificity necessary in the final plan. These steps will support brainstorming actions and sub-actions that are relevant and feasible.
- ◆ **Increase Engagement:** Facilitate early relationship-building among members to enhance collaboration and discussion. Clearly outline the requested commitment for Steering Committee participation.



Measuring & Reporting

FINDINGS

- ◆ DMAP stakeholders desired a more streamlined process for tracking and measuring implementation of DMAPs.
- ◆ Stakeholders wished for clearer direction in terms of the types of information they should report. Meetings to review progress felt inefficient.
- ◆ While progress towards DMAP actions and sub-actions was tracked, greater specificity in desired outcomes is needed to enable effective evaluation of progress towards objectives.
- ◆ Some tracking of actions, sub-actions, and supporting projects/activities was incomplete.
- ◆ Measurement of progress towards DMAP objectives, actions, and sub-actions would have benefitted from more clear methods identified during the planning process.

RECOMMENDATIONS

- ◆ **Identify Measurement Approach:** Establish measurement strategies, including desired outcomes for each objective, action, and sub-action, during the planning process. This will enable more effective monitoring and evaluation of progress.
 - ◆ Identify specific desired outcomes for each objective and ensure sufficient KPI coverage across objectives.
 - ◆ When establishing DMAP actions, sub-actions, and supporting projects/activities, identify desired outcomes for each.
- ◆ **Streamline and Increase Tracking Effectiveness:** Clearly outline expectations for measurement and reporting to reduce confusion and inefficiency. Streamline these processes to ensure they are straightforward and manageable for all involved. Increase accountability to ensure accurate/complete information is tracked, such as through more regular meetings and public progress dashboards.



Staffing & Resources

FINDINGS

- ◆ HTA staff were recognized for genuine commitment, thought, planning, and effective communication during DMAP development process. During DMAP implementation, changes in HTA staffing caused confusion and delays, such as in approval of funding/activities and progress tracking.
- ◆ The destination manager role was perceived to be important and impactful. The destination managers built relationships within the community, including with other organizations involved in DMAP implementation. Many DMAP stakeholders were impressed by the accomplishments of each destination manager.
- ◆ It was noted that there were limitations in what could be accomplished with the available staffing resources for HTA staff and destination managers.
- ◆ Stakeholders expressed disappointment regarding the lack of continuation in some programs that were funded as pilot projects.

RECOMMENDATIONS

- ◆ **Increase Staffing Resources:** Enhance HTA staffing resources dedicated to leading the DMAP process in a manner that is relative to the scope of the next iteration of DMAPs; additional staff ensure sufficient capacity to support implementation efforts. Build greater integration between HTA oversight of DMAP planning and implementation to increase communication effectiveness and ensure better alignment.
- ◆ **Increase Intentionality in Project Funding:** Ensure consistent communication and understanding of funding available for piloted programs. Understand that initiating programs without long-term funding may be a source of frustration in communities. Explore ways to make programs (e.g., stewardship programs, reservation systems) self-sustaining, such as through fee collection.



Cross-Organization Collaboration

FINDINGS

- ◆ Effective collaboration across various organizations was identified as essential for progress on the DMAP actions. Various organizations, including those within state and local government, were assigned to lead actions within the DMAP.
- ◆ The DMAP development process allowed for these private and public entities that typically work in siloed fashions to come together to support destination management.
- ◆ While the DMAP process opened the pathway for communication, challenges persisted in achieving goals that required collaboration with multiple groups.
- ◆ Some groups that were assigned ownership did not ultimately lead the actions.
- ◆ The destination manager role was within the island chapters of the Hawai'i Visitors & Convention Bureau (HVCB) during implementation of the first set of DMAPs. For the next generation of DMAPs, this role will be within HTA.

RECOMMENDATIONS

- ◆ **Clarify Roles and Responsibilities:** Ensure all planned DMAP implementers are aware of and committed to their assigned actions. Given the move of destination managers to HTA, clearly communicate any related changes and the evolving roles of HVCB island chapters.
- ◆ **Ensure Feasibility/Capacity:** Ensure implementers have a role in development so they can provide information regarding their capacity or authority to make progress on an action.



Communication with DMAP Stakeholders

FINDINGS

- ◆ **Residents:** Greater communication was needed with the general public. There were opportunities for community members to provide input during the DMAP planning process, but some DMAP stakeholders felt that the resident voice could have been better integrated. It was perceived many community members were aware of the plans' existence but were largely unfamiliar with progress made during DMAP implementation.
- ◆ **Steering Committees:** Steering Committee members were mostly involved in the planning stages. Updates were shared through progress reports and meetings during implementation, but Steering Committee members shared a desire for more information, updates, and data.
- ◆ **Lead and Support Agencies:** Lead and support agencies desired more frequent communication and more effective meetings.

RECOMMENDATIONS

- ◆ **Increase Resident Engagement in DMAP Development:** Enhance resident involvement by offering multiple engagement opportunities and using various communication methods, including methods that do not require access to internet. This will ensure that all interested residents can participate in the development process, contributing their perspectives and insights.
- ◆ **Consistently Communicate across DMAP Stakeholders in DMAP Implementation:** Maintain regular communication with lead and support agencies and introduce more frequent check-ins. Keep residents and Steering Committee members informed about progress to promote transparency and accountability.