Year 1 Report

June 30, 2016



Kaua'i Tourism Strategic Plan Update FY 2016 - 2018



Prepared for the County of Kaua'i by
Kaua'i Planning & Action Alliance, Inc.

Kaua‘i Tourism Strategic Plan Update 2016-2018
Year 1 Final Report on Monitoring
Appropriation 001-0901-512-30.00

Overview

The *Kaua‘i Tourism Strategic Plan Update 2016-2108* (KTSPU) was completed in July 2015 through the Office of Economic Development (OED) and will broad visitor industry participation. The County Council approved FY2016 funds for OED to issue a grant for facilitation to monitor the plan's implementation.

In September 2015, OED provided a $24,000 grant through June 30, 2016 to the nonprofit Kaua‘i Planning & Action Alliance (KPAA) to coordinate the work of the Implementation Committee on the Tourism Strategic Plan Update. Diane Zachary, KPAA's President & CEO served as the lead consultant for the project, assisted by Rayne Regush.

That same month, Mayor Carvalho issued invitations to a diverse group of visitor industry professionals representing hotels, timeshares, activities, business associations and chambers, higher education, Hawaiian culture and state and county agencies to be part of a new KTSP Implementation Committee. The committee's task was to develop activities to: 1) implement the strategic plan; 2) oversee and monitor progress; and 3) communicate with others in the industry on the plan's activities. This volunteer group met four times during the first year of the plan's implementation (October 20, 2015 and January 25, April 25 and June 27, 2016). George Thronas, Hawaiian Cultural Advisor at Grand Hyatt Resort, serves as the chair of the Implementation Committee. A list of Implementation Committee Members is included as Appendix 1.

George Costa, OED Director, Nalani Brun, OED Program Administration Officer, and Sue Kanoho, Executive Director, Kaua‘i Visitors Bureau, served as the Steering Committee for this project, providing direction and guidance.

In the first year of the plan, the primary focus was on the 10 priority strategies identified in the plan. These include:

Priority	Strategy #	Strategy
#1	1.b.	Support traffic management systems to address and reduce traffic congestion and improve pedestrian safety, which might include: developing feeder roads to mitigate traffic; improving street design and town centers; developing bus and shuttle service from airport to resort areas and within resort areas; and creating pedestrian networks in resort areas.
#2	2.b.	Support career preparation programs to attract new employees, especially local residents, to the visitor industry and build capacity of current employees to ensure an available, well-qualified workforce,
#3	2.e.	Advocate for lifting the cap on existing Transient Accommodation Tax (TAT) funds distributed to counties, thus increasing the allocation to Kaua‘i for services and infrastructure that support the island community.

#4	1.a.	Advocate for significant progress and/or completion of essential infrastructure improvements, including: congestion relief routes in Kapa‘a; traffic circulation improvements for north and south Kaua‘i; implementation of Koke‘e and Ha‘ena State Park Master Plans; and cruise ship harbor improvements.
#5	3.a.	Encourage two-way communications among residents, Native Hawaiians and the visitor industry to increase understanding of the visitor industry and local Kaua‘i culture and their collective value to the island’s economy.
#6	5.a.	Increase awareness of the Hawaiian culture among residents of all ages and the visitor industry, including employees and employers, such as by: encouraging guidance from respected Hawaiian cultural advisors and practitioners on Kaua‘i to ensure that what is perpetuated is authentic for Kaua‘i; encouraging the proper use of the Hawaiian language; and integrating Hawaiian culture into ongoing visitor industry training.
#7	1.e.	Support adequate funding and staffing for capital improvements, including maintenance and enforcement for public parks, trails and recreation areas.
#8	1.f.	Support the development of regulations and the administrative structure to appropriately identify, monitor and enforce homestays (Bed & Breakfasts) and Individual Vacation Units (homes and condos) and report the annual number of visitors staying in these accommodations.
#9	2.d.	Encourage the visitor industry, airlines and the growing cruise line industry, to buy and promote Kaua‘i products and support businesses on Kaua‘i.
#10	1.d.	Support the development and promotion of community-driven programs that reinforce the unique sense of place of communities, such as those with historical and/or cultural significance.

All Implementation Committee meeting materials are maintained in an online Dropbox for ready access and review by committee members.[1]

Sub-Committee Action Plans

To implement the priorities established in the KTSPU, the Implementation Committee formed eight (8) topic area sub-committees. The sub-committees and dates they met are noted below:

Priority 1 & 4	Traffic, Transit and Infrastructure (Jan. 6, Feb. 24, Mar. 23, May 11, 2016)
Priority 2	Employee Development (Jan. 1, Feb. 29 and May 9, 2016)
Priority 3	Lift TAT Cap (Jan. 13, 2016)
Priority 5	Visitor Industry/Community Communications (Feb. 1, 2016)
Priority 6	Hawaiian Cultural Awareness (May 9, 2016)
Priority 7	Parks and Trails Infrastructure, Maintenance and Enforcement (Mar. 2, Apr. 6, May 24, 2016)
Priority 8	Alternative Accommodations (Dec. 9, 2016)
Priority 9	Kaua‘i Products and Services Promotion (Apr. 22, 2016)

[1] Dropbox: https://www.dropbox.com/sh/lmmqya34vvhdl5l/AAB2fS4XslYN4nZ3e7uziD-na?dl=0

The sub-committee members are all volunteers and include members of the Implementation Committee as well as related stakeholders from additional state and county agencies and businesses. Sub-committee chairs have been selected to help plan meeting agendas and run the meetings.

Through the sub-committee work, action plans were developed for the three years of the Tourism Strategic Plan. Committee members and other related partners and stakeholders will be responsible for carrying out these activities. Given the changing nature of tourism, the action plans are intended as dynamic documents that can be adjusted as needed to meet the needs of the subject area. The draft action plans are included as Appendix 2.

Examples of KTSP Activities to Date

The action plans identify activities that will be implemented during the three-year course of the plan. Timelines and partners are also identified. Activities accomplished to date include:

- Individuals on the committee met with state legislators and provided testimony on various proposed state bills to lift the TAT cap, particularly in light on the many traffic and infrastructure improvements needed on Kaua‘i. Unfortunately, those bills did not pass.
- Disseminated information to industry colleagues on the County Council’s proposed general excise tax increase to provide funding for roads and bridges maintenance and transit improvements. Many individuals on the committee and in the industry submitted testimony to County Council supporting the tax increase, however the bill did not pass.
- In cooperation with County Planning Department, developed a process for visitor industry input and cooperation with county and state transportation officials with a goal to reduce car rental usage, develop shuttle usage within resort areas and link to public transportation for outside the resort areas.
- Secured agreement from State Parks to develop a process for private stewardship of natural resources.
- Secured agreement from State Parks to improve communications to County and KVB when there are park closures; this new system is now in use.
- Secured agreement from State Parks to develop a system to legitimize commercial users for appropriate parks and trails.
- Secured agreement of KCC OCET program to survey visitor industry employers to determine employee training needs and willingness to accept national training certifications for professional advancement.
- Secured agreements to more widely distribute promotional materials for Kaua‘i Made and Kaua‘i Grown products through visitor industry businesses.
- Working on plans to organize a Kaua‘i Made/Kaua‘i Grown vendor section at the annual Hawai‘i Lodging and Tourism Association Expo at the Blaisdell Center in Honolulu in Summer 2017.

Scorecards to Measure Progress

The plan included 7 scorecards to measure 45 aspects related to Kaua‘i’s visitor industry. The following scorecards report on from 2015, very early in the plan’s implementation.

Objective 1 Scorecard ***(To make positive contributions to quality of life for residents)***					
Ref.	**Measure** [2]	**Data Year 2014**[3]	**Data Year 2015**[4]	**Desired Change**	**Target Met in 2015?**
1.1	Residents surveyed: rate your perception of tourism on Kaua'i:	86% Top and Mid-Range 12% Bottom Tier	84% Top and Mid-Range 13% Bottom Tier	Increase Top Rating	No
1.2	Residents surveyed: rate if tourism enhances residents' quality of life:	63% Top and Mid-Range 36% Bottom Tier	63% Top and Mid-Range 37% Bottom Tier	Increase Top Rating	No Change
1.3	Residents surveyed: rate if… - Tourism creates well-paying jobs for residents:	71% Top and Mid-Range 28% Bottom Tier	73% Top and Mid-Range 27% Bottom Tier	Increase Top Rating	Yes
	- Tourism creates jobs that have opportunities for advancement:	76% Top and Mid-Range 23% Bottom Tier	75% Top and Mid-Range 25% Bottom Tier	Increase Top Rating	No
	- Tourism has brought more benefits than problems:	63% Top and Mid-Range 36% Bottom Tier	62% Top and Mid-Range 38% Bottom Tier	Increase Top Rating	No
	- Tourism has had a mostly positive impact on self and family:	56% Top and Mid-Range 32% Bottom Tier	55% Top and Mid-Range 30% Bottom Tier	Increase Top Rating	No
1.4	Residents surveyed: rate if tourism increases traffic problems:	84% Top and Mid-Range 16% Bottom Tier	92% Top and Mid-Range 8% Bottom Tier	Decrease Top Rating	No

[2] Hawai'i Resident Sentiment Survey scores are based on a scale of 1 to 10, with 10 being "Completely Agree" and 1 being "Do Not Agree at All". Scores are grouped: Top Box 9-10, Mid-Range 6-8 and Bottom Tier 1-5.
[3] *HTA Resident Sentiment Survey* conducted by Market Trends Pacific, Inc., John M. Knox & Associates, OmniTrak Group, and QMark Research, 2014.
[4] 2015 *HTA Resident Sentiment Survey* presentation by Qmark Research, 2016.

Objective 2 Scorecard *(To increase economic contribution of visitor industry to Kaua'i)*					
Ref.	**Measure**	**Baseline Data Year 2005**	**Data Year 2014F[5]**	**Data Year 2015P[6]**	**Target Met in 2015?**
2.1	Per Person Per Day Visitor Spending:	$160	$164	$180	Yes
	Total Visitor expenditures (in millions):	$1,162	$1,410	$1,604	Yes
	Total Visitor Arrivals:	1,090,147	1,117,703	1,166,043	Yes
	Total Arrival Cruise:	311,705	124,443	115,378	No
	Total Arrival Non-cruise:[7]	817,102	990,534	NA	--
	Per Party Per Trip Visitor Spending:	$1,066	$1,806	$1,772	Yes
	- Luxury Hotel:	$4,387	$4,959	NA	--
	- Budget to Standard Hotel:	$2,870	$2,879	NA	--
2.2	Number of airline seats available annually:				
	- Interisland:	NA	1,085,098	1,039,635	No
	- From U.S. Mainland:	NA	626,192	643,809	Yes
	Hotel occupancy during shoulder periods[8]:				
	- April/May:	75%	70%	68%	No
	- September/Mid-December:[9]	66%	63%	77%	Yes

[5] Data provided to KPAA via email from Daniel K. Nahoopii, Director of Tourism Research, Hawai'i Tourism Authority, June 3, 2015.
[6] Data provided via email to KPAA from Minh-Chau T. Chun, Tourism Research Manager, Hawai'i Tourism Authority, June 14, 2016.
[7] Arrival by means other than cruise ship.
[8] Numbers related to hotel occupancy reflect only properties included in the STAR Report; one Kaua'i hotel is not included in this report. Source: Hospitality Advisors/STR, Inc.
[9] Excluding Thanksgiving.

2.3	Timeshare occupancy during shoulder periods:[10]				
	- April/May (Q2):	NA	88%	NA	--
2.4	- September/Mid-December:[11] (Q4):	NA	87%	NA	--
	Percent of First time Visitors:	35%	30.1%	29.8%	No
2.5	Percent of Repeat Visitors:	65%	69.9%	70.2%	Yes
	Resident Population:	62,640	70,475[12]	71,735[13]	No Target Set
	Civilian Workforce:	32,750	34,748	34,764[14]	No Target Set
	De facto population per square mile:	143.3	146	NA[15]	--
	Average de facto population[16]				
	– Cruise:	839	986	968	No Target Set
	– Non-cruise	18,857	23,589	24,388	Yes

[10] Timeshare data is reported quarterly, according to June 12, 2015 email from Hawai'i Tourism Authority.
[11] Excluding Thanksgiving.
[12] 2015 Kaua'i population estimates, DBEDT.
[13] 2015 Kaua'i population estimates, DBEDT.
[14] U.S. Census Bureau, Selected Economic Characteristics 2010-2014 ACS 5-Year Estimates, Civilian Labor Force, http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk.
[15] 2015 data not available. 2014 De facto population of 90,525 divided by 619.96 sq. miles Kaua'i.
[16] Visitor average daily census data.

Objective 3 Scorecard ***(To increase communication/understanding among visitor industry, residents and Native Hawaiians)***					
Ref.	**Measure**	**Data Year 2014[17]**	**Data Year 2015[18]**	**Desired Change**	**Target Met in 2015?**
3.1	Residents surveyed: rate if you feel you have a voice in Kaua'i's tourism development:	38% Top and Mid-Range 61% Bottom Tier	36% Top and Mid-Range 63% Bottom Tier	Increase Top Rating	No
3.2	Residents surveyed: rate if the government has sponsored festivals, activities and sports events for residents and visitors:	66% Top and Mid-Range 31% Bottom Tier	64% Top and Mid-Range 35% Bottom Tier	Increase Top Rating	No
3.3	Residents surveyed: rate if Kaua'i is being run for tourists at the expense of local people:	60% Top and Mid-Range 30% Bottom Tier	64% Top and Mid-Range 35% Bottom Tier	Decrease Top Rating	No

Objective 4 Scorecard ***(To maintain and improve visitor satisfaction with their Kaua'i experience)***					
Ref.	**Measure**	**Data Year 2014[19]**	**Data Year 2015[20]**	**Desired Change**	**Target Met in 2015?**
4.1	Visitor Activity Participation – Continental U.S.:				
	- Sightseeing	95.5%	93.05%	Increase Excellent Rating	No
	- Recreation	91.4%	89.53%		No
	- Entertainment	93.9%	89.63%		No
	- Shopping	90.8%	88.55%		Yes
	- Culture	57.2%	60.10%		--
	- Transportation	94.7%	NA		

[17] *HTA Resident Sentiment Survey* conducted by Market Trends Pacific, Inc., John M. Knox & Associates, OmniTrak Group, and QMark Research, 2014.
[18] 2015 *HTA Resident Sentiment Survey* presentation by QMark Research, 2016.
[19] H*TA Resident Sentiment Survey* conducted by Market Trends Pacific, Inc., John M. Knox & Associates, OmniTrak Group, and QMark Research, 2014.
[20] 2015 *HTA Resident Sentiment Survey* presentation by QMark Research, 2016.

4.2	Visitor Satisfaction – Continental U.S.: - Excellent - Above Average - Below Average - Poor	72.0% 26.1% 1.7% 0.2%	73.97% 24.07% 1.77% 0.19%	Increase Excellent Rating	Yes
4.3	Number of Crimes Against Visitors (based on non-resident victims involved in incidents reported by KPD):	501[21]	NA	Reduce	--
4.4	Number of Police Officers on Kaua'i:	142[22]	142[23]	Increase	No Change
4.5	Number of Drownings:[24] - Residents - Visitors	1 6	0 6	Reduce Reduce	Yes No Change

Objective 5 Scorecard ***(Reinforce authentic Native Hawaiian and local culture, the foundations of our unique sense of place)***					
Ref.	**Measure**	**Data Year 2014**[25]	**Data Year 2015P**[26]	**Desired Change**	**Target Met in 2015?**
5.1	Residents surveyed: rate if tourism helps preserve Native Hawaiian culture and language:	52% Top and Mid-Range 47% Bottom Tier	47% Top and Mid-Range 50% Bottom Tier	Increase Top Rating	No
5.2	Residents surveyed: rate if tourism currently presents Native Hawaiian culture in an authentic manner:	54% Top and Mid-Range 43% Bottom Tier	49% Top and Mid-Range 46% Bottom Tier	Increase Top Rating	No

[21] Data provided by David Pickard, Information Technology, Kaua'i Police Department, via email to KPAA, July 9, 2015.
[22] Email to KPAA from Kaua'i Police Department to KPAA, June 15, 2015.
[23]Email to KPAA from Sarah Blane, Public Information Assistant, County of Kaua'i, June 30, 2016.
[24] Email from Kaua'i Fire Department, Ocean Safety Bureau to KPAA, June 15, 2015 and June 21, 2016.
[25] *HTA Resident Sentiment Survey,* conducted by Market Trends Pacific, Inc., John M. Knox & Associates, OmniTrak Group, and QMark Research, 2014.
[26] 2015 *HTA Resident Sentiment Survey* presentation by QMark Research, 2016.

Objective 6 Scorecard *(Help preserve and enhance Kaua'i's natural resources on land and ocean)*					
Ref.	**Measures**	**Data Year 2014**[27]	**Data Year 2015**[28]	**Desired Change**	**Target Met in 2015?**
6.1	Residents surveyed: rate if tourism helps sustain Hawai'i's natural resources, parks and cultural sites:	60% Top and Mid-Range 38% Bottom Tier	60% Top and Mid-Range 40% Bottom Tier	Increase Top Rating	No Change
6.2	Number of county and state parks that have been adopted by the visitor industry through the County's Adopt-A-Park program and the State's park stewardship program	39 of 54 County parks adopted by community[29]	39 of 54 County parks adopted by community[30]	Increase	No Change

Objective 7 Scorecard *(Monitor implementation and progress of KTSPU)*		
Ref.	**Measures**	**Fiscal Year 2016**
7.1	Percent of action steps completed as indicated in the plan.	39 Action Steps 8 Action Steps Completed 20% Completed[31]
7.2	Kaua'i County TSPU tracked and reported on every year. (Annual meeting of Advisory Committee conducted, updated scorecards presented, and plans revised as appropriate.)	Tracked – Yes Reported – Yes
7.3	Percent of desired scorecard measures with regularly available data provided to track progress.	45 Desired Measures 38 Measures with Data Regularly Available 84% of Measures with Data Regularly Available 7 Measures with Data Not Regularly Available 16% of Measures with Data Not Regularly Available
7.4	Number of measures that met desired change targets.	12 Met Desired Change Targets

[27] *HTA Resident Sentiment Survey,* conducted by Market Trends Pacific, Inc., John M. Knox & Associates, OmniTrak Group, and QMark Research, 2014.
[28] 2015 HTA Resident Sentiment Survey presentation by QMark Research, 2016.
[29] KPAA telephone call with Eddie Sarita, Coordinator, War Memorial Convention Center, County of Kaua'i, May 28, 2015.
[30] KPAA email from Eddie Sarita, Coordinator, War Memorial Convention Center, County of Kaua'i, June 27, 2016.
[31] Many of the action steps require ongoing or annual action. Although action may be taken in one year, further action may be required in subsequent years.

Stakeholder Communications

During the course of Year 1, members of the Implementation Committee sent out communications to industry colleagues on issues they identified as important, such as TAT, GET and alternative accommodations.

To report on the Kaua'i Tourism Strategic Plan Update Year 1 progress, stakeholders from throughout the visitor industry were invited to a June 27, 2016 meeting at War Memorial Convention Hall. At the meeting, the priorities, action plans, progress to date and scorecards were presented and discussed. All of the priorities resonated with the attendees. During the discussion, two issues of compelling importance for the visitor industry stood out: 1) the importance of ongoing communications with and education of elected officials and the community regarding the importance and value of the visitor industry ,and 2) securing sufficient government revenues to develop and maintain the infrastructure (parks, roads, trails, bridges) to enhance the visitor experience and residents' quality of life, without creating an unfair additional financial burden on the visitor industry.

Observations and Recommendations for Further KTSP Implementation

The OED grant in Year 1 provided staffing through Kaua'i Planning & Action Alliance to coordinate and facilitate the meetings and communications for the Implementation Committee and eight sub-committees. KPAA organized meeting logistics and communications, helped committee chairs set agendas, secured stakeholders to as partners to work on the action plans, enlisted resource people to participate in meetings as needed, provided notes of each meeting, tracked progress, secured feedback and built partnerships for the various activities, organized an end-of-the-year visitor industry-wide meeting to share the action plans and scorecards, and issued a summary report at year end. It would be difficult for these functions to be handled solely be volunteers.

During the first year of the KTSPU implementation, the Implementation Committee and most sub-committees identified a chair or co-chairs. Developing this leadership should prove useful in planning the group's work, encouraging involvement and spreading the work of the committee throughout the industry. Chairs are still needed for a few sub-committees.

The KTSPU is very ambitious. It became clear that accomplishing even the top priorities of the plan would be a challenge. As volunteers with other full-time jobs, committee members are limited in how much time they can devote to the plan's activities beyond attending meetings. While all of the priorities are relevant, in Year 2 it may be necessary to further narrow the top priorities to a few key strategies that will leverage action and demonstrate positive changes for the industry and for the measures included in the plan.

Summary

Thanks to the work of the Steering Committee, Implementation Committee and the eight sub-committees, the initial groundwork to implement this plan has been laid. It is currently planned that the Implementation Committee will continue to meet quarterly to monitor, coordinate and provide feedback on the efforts of the sub-committees, which will meet every 1 to 2 months to coordinate and report on progress. The next meeting of the Implementation Committee is scheduled in early September 2016.

Prepared by
Diane Zachary, Kaua'i Planning & Action Alliance

APPENDIX 1.

Kaua‘i Tourism Strategic Plan Update Implementation Committee

- Nalani, Brun, Program Administration Officer, County of Kaua‘i, Office of Economic Development
- Amy, Chun, Kaua‘i Grown Member, Kaua‘i County Farm Bureau
- George, Costa, Director, County of Kaua‘i, Office of Economic Development
- Robert, Crowell, Harbors District Manager, Kaua`i, Hawai‘i Dept. of Transportation Harbors Division
- Chris, Gampon, Outrigger General Manager, Outrigger Kiahuna Plantation
- Sue, Kanoho, Executive Director, Kaua‘i Visitors Bureau
- Jody, Kono-Kjeldsen, Executive Director, Po‘ipu Beach Resort Association
- Cesare "Ce", Lucente, General Manager, Outfitters Kaua‘i
- Mary Jane, Naone, Kaua‘i-Lead Archeologist, State Historic Preservation Division, DLNR
- Mark, Perriello, President & CEO, Kaua‘i Chamber of Commerce
- Laura, Richards, General Manager, Hanalei Colony Resort
- Neill, Sams, Board Member, Kapa‘a Business Association c/o Orchid Alley
- Peter, Sit, General Manager, Pono Kai Resort
- Dirk, Soma, First Vice President, Kaua‘i Native Hawaiian Chamber of Commerce
- Lee, Steinmetz, Multimodal Transportation Planner, Kaua‘i County Planning Department
- Melissia, Sugai, Kaua‘i Made Program Mgr., County of Kaua‘i, Office of Economic Development
- Candace, Tabuchi, Asst. Professor, Hospitality & Tourism, Kaua‘i Community College
- George, Thronas, Dir. Of Hawn Culture & Community Relations, Grand Hyatt Kaua‘i Resort & Spa
- Denise, Wardlow, General Manager, Westin Princeville Ocean Resort Villas, Hawai‘i Lodging & Tourism Association
- Marie, Williams, Long-Range Planner, Kaua‘i County Planning Department

APPENDIX 2.

Action Plans

TSPU Priority #1 & 4 – Traffic, Transit & Infrastructure Action Plan (2nd Draft – 3.23.16)

Strategy 1b: Support traffic management systems to address and reduce traffic congestion and improve pedestrian safety, which might include: developing feeder roads to mitigate traffic; improving street design and town centers; developing bus and shuttle service from airport to resort areas and within resort areas; and creating pedestrian networks in resort areas.
Strategy 2e: Advocate for lifting the cap on existing Transient Accommodation Tax (TAT) funds distributed by the State to counties, thus increasing the allocation to Kaua'i for services and infrastructure that support the island community.

Lead: Nalani Brun, Bob Crowell, Jody Kono Kjeldsen, Sue Kanoho, Chris Gampon, Neill Sams, Lee Steinmetz
Partners: Larry Dill, HDOT; Michael Moule, County Dept. of Public Works

#	Planned Action	Responsibility	Timeline	Desired Outcome	Related Performance Measure
1	Participate in and provide a visitor industry perspective in a Resort Shuttle Working Group to tackle: a) debundling parking fee from resort fee; b) creating a transit web-based reservation system and app; 3) establishing a resort surcharge to fund visitor usage of the shuttles within the resort areas; and 4) offering incentives and education in advance of travel to shift the mindset of visitors to using transit alternatives, rather than a rental car for their entire visit.	County HLTA Resorts Timeshares Vacation rentals	By Spring 2018	Visitors use prepaid shuttle transportation and other alternatives rather than car rental	1.4
2	Support establishing ongoing revenue source(s) for road, bridge and transit maintenance and repairs.	TSP IC HLTA Chamber County Council	Funding plan completed by June 30, 2016	Funding to regularly maintain and repair roads, bridges and transit	1.2, 1.4
3	Support and coordinate with Hawai'i Dept. of Transportation (HDOT) to develop a bike and pedestrian path in Līhu'e Town from the harbor; tie in with Hokuala intersection.	HDOT CoK Public Works	June 30, 2018 (confirm with HDOT)	Safer, more enjoyable route to Līhu'e Town	1.2, 1.4

4	Support funding for the priorities HDOT has established for Kaua‘i.	TSP IC Chamber	Ongoing	Funding in place begin work on DOT top priorities by end of FY2018	1.2, 1.4, 4.2

TSPU Priority #2 – Employee Development Action Plan (3rd Draft – 4.14.16)

Strategy 2b. Support career preparation programs to attract new and incumbent employees, especially local residents, to the visitor industry to ensure an available, well-qualified workforce.

Lead: Dirk Soma, Candace Tabuchi, Peter Sit **Partners: WorkWise, OCET, KWIB, AOHT**

#	Planned Action	Responsibility	Timeline	Desired Outcome	Related Performance Measure
1	Review visitor industry job projections, especially for Kauaʻi, as well as wage opportunities and career ladders	WorkWise, OED	June 30, 2016	Data to share with students and employees	2.5
2	Strengthen the school-visitor industry pipeline by encouraging career awareness and preparation programs in elementary, middle school and high school; identify what student interest tool each school uses	HLTA KCC-HOST AOHT Keiki to Career	Ongoing	• Increased understanding of HOST as a career • Increased enrollment in KCC HOST and Kauaʻi HS AOHT	1.1, 1.2, 1.3, 2.5
3	Continue to offer Early College HOST 101 at Kauaʻi High School; encourage Kapaʻa and Waimea High Schools to add this program	KCC-HOST DOE	Annually	Increased understanding of HOST as a career	1.1, 1.2, 1.3, 2.5
4	Work with visitor industry associations to sponsor a HOST Week with Career Day speakers, student invitations to open houses at visitor industry properties and facilities, such as the LEI Program (Leader, Exploration, Inspiration)	Sub-Committee, HTA, HLTA, Climb Hi	Offer in September 2016 in line with World Tourism Day or tie in with LEI	Increased understanding of visitor industry and HOST as a career	1.1, 1.2, 1.3, 2.5
5	Encourage HLTA, RCCA and PBRA to develop an Adopt-a-School program to develop deeper relationships with students so they better understand the visitor industry	Sub-Committee HLTA, PBRA, RCCA	December 2016	Increased understanding of visitor industry and HOST as a career	1.1, 1.2, 1.3, 2.5

6	Encourage visitor industry to invest in the development of employees and ensure employers are aware of tuition support offered by the Employment Training Fund	KCC-OCET, WorkWise, HLTA	March 2017	Increased support for training and increased use of available funds	4.2
7	Encourage visitor industry to accept national certifications as a basis for advancement within the industry	KCC-OCET, WorkWise, HLTA	June 2017	Increased professionalism in the industry	4.2

TSPU Priority #3 – Lift TAT Cap Action Plan (Draft 1.18.16)

Strategy: Strategy 2e. Advocate for lifting the cap on existing Transient Accommodation Tax (TAT) funds distributed by the State to counties, thus increasing the allocation to Kaua'i for services and infrastructure that support the island community.

Lead: Nalani Brun, Sue Kanoho, Mark Perriello, Laura Richards **Partners:** HLTA, County

#	Planned Action	Responsibility	Timeline	Desired Outcome	Related Performance Measure
1	Secure and review Maui Council Chair Mike White presentation. Go to: www.co.maui.hi.us/ArchiveCenter/ViewFile/Item/21061	TAT Sub-Committee	Jan. 25, '16		
2	Determine if there is a coalition of all county mayors to support the state/county TAT working group's recommendations (Note: According to Mayor's office, the mayor's coalition supports)	TAT Sub-Committee	Jan. 25, '16		
3	Disseminate information on state/county TAT working group recommendations to Implementation Committee and industry	TAT Sub-Committee	Jan. 25, '16		
4	Meet with Kaua'i's legislators to encourage their support of the working group recommendations	TAT Sub-Committee	Prior to key votes	Kaua'i legislators support increased TAT funds to Kaua'i	
5	Determine author of legislation to be considered by state legislators, track legislation, encourage Kaua'i visitor industry testimony	TAT Sub-Committee	Through May 2016	Pass legislation to lift TAT cap, increased TAT funds to Kaua'i	1.1, 1.2, 1.4, 3.2, 3.3, 4.2, 6.1

TSPU Priority #5 – Two-Way Communications Action Plan (Draft 2.1.16)

Strategy 3a: Encourage two-way communications among residents, Native Hawaiians and the visitor industry to increase understanding of the visitor industry and local Kaua'i culture and their collective value to the island's economy.

Lead: Nalani Brun, George Thronas

Partners: HLTA, KVB, KNHCC, Kaua'i Chamber of Commerce, regional business associations

#	Planned Action	Responsibility	Timeline	Desired Outcome	Related Performance Measure
1	Plan and hold annual kukakuka with Native Hawaiian community to share and discuss issues related to the role of the visitor industry on Kauai; hold in setting like NTBG Education Center.	County OED	1st Nov.-Makahiki season; hold annually	Increased understanding of the value of the visitor industry to families and the economy.	5.1, 5.2
2	Arrange a dialog on local radio stations with a panel consisting of a visitor industry person, small businessperson and an employee to share information and answer questions related to the value of the visitor industry to the community.	Sub-committee		Increased understanding of the value of the visitor industry to families and the economy.	1.1, 1.2, 1.3, 1.4, 3.1, 3.3, 4.3, 6.1
3	Arrange dialog sessions through community associations and the Lihue Business Association on the visitor industry on Kauai. Develop key messages to share, e.g., the scope of the visitor industry, economic impact (revenue and expenditures), number of employees, number of arrivals, near-term target is 1.1 million, who controls the numbers, need for the industry to benefit everyone.	Sub-committee		Increased understanding of the value of the visitor industry to families and the economy.	1.1, 1.2, 1.3, 1.4, 3.1, 3.3, 4.3, 6.1

4	Prepare series of 3 videos on what Is Kauai's visitor industry – Did You Know? Post on Hawaii Stream, show at events.	KVB HTA		Increased understanding of the value of the visitor industry to families and the economy.	1.1, 1.2, 1.3, 1.4, 3.1, 3.3, 4.3, 6.1

TSPU Priority #6 – Hawaiian Cultural Awareness Action Plan (Draft2 5.9.16)

Strategy 5a: Increase awareness of the Hawaiian culture among residents of all ages and the visitor industry, including employees and employers, by:

- requiring guidance from respected Hawaiian cultural advisors and practitioners on Kaua'i to ensure that what is perpetuated is authentic for Kaua'i
- encouraging the proper use of the Hawaiian language
- integrating Hawaiian culture into ongoing visitor industry training.

Lead: Dirk Soma, Candace Tambuchi, Denise Wardlow, George Thronas, Peter Sit **Partners:** NHCC, KCC

#	Planned Action	Responsibility	Timeline	Desired Outcome	Related Performance Measure
1	Conduct survey of Kauai visitor industry to see if and how they integrate Hawaiian Culture into their organizations	KVB and visitor industry-related entities and associations	Draft 4/16 Finalize 6/16 Disseminate 7/16 Review results 9/16 Develop recommendations 11/16	TSP Implementation Committee will have a more focused perspective of the current "landscape" regarding Hawaiian culture and the industry	3.1, 5.1, 5.2, 6.1
2	Develop directory of Hawaiian cultural practitioners for industry to tap into for programs and services; update as needed	OED Grand Hyatt	Sept. 2016-Gathering of practitioners, then annually	Industry will have human resources on Kaua'i to help integrate Hawaiian cultural values into operations	3.1, 5.1, 5.2
3	Inventory current human and programmatic resources that are available for industry to access	HCA Sub-Committee OED	1st Qtr 2017	Resource list available to visitor industry	5.1, 5.2, 6.1

TSPU Priority #7 – Parks & Trails Infrastructure, Maintenance & Enforcement Action Plan (Revised 4.6.16)

Strategies 1a & 1e

- Advocate for significant progress and/or completion of essential infrastructure improvements, including implementation of Koke'e and Ha'ena State Park Master Plans
- Support adequate funding and staffing for capital improvements, including maintenance and enforcement for public parks, trails and recreation areas

Lead: Mary Jane Naone, Ce Lucente, George Costa, Sue Kanoho
Partners: Alan Carpenter, DLNR State Parks Division, Nancy McMahon, County Parks and Recreation

#	Planned Action	Responsibility	Timeline	Desired Outcome	Related Performance Measure
1	Support the Ha'ena State Park Master Plan, including establishment of the park shuttle: • Establish shuttle service • Charge entry fees • Reduce current parking by half • Create tow away zones • Enforce parking violations (outside park) • Funnel all traffic through the overflow lot. (Note: if a combination of measures is adopted, then the need to reduce the volume of traffic won't be so drastic.)	• SHPD • Ha`ena State Park CAC • County Planning Permits • County OED • Kauai Visitors Bureau • DOT (road transfer/MOA) • DOE (potential parking site) • Parks & Trails Sub-Cte.	Shuttle: Summer 2016 Plan: Nov 2016 Improvements: 2-5 yrs Facilities: State Parks needs to secure funds	• Higher quality experience and reduced impacts to the park by controlling number of people. • Improvements implemented in 2-5 years: - Alternative path to beach - Traffic control - Secure funds for facilities/restrooms	1.1, 1.2, 4.2
2	Encourage early communication and collaboration among County and State agencies and the community to clarify permit requirements to facilitate action for park repairs and improvements (Find a way; make it happen).	State Parks County Parks and Recreation	Ongoing	• Officials are briefed/ educated early in the process about the rules • Fewer delays • More efficiency • More projects completed	1.1, 1.2, 4.2

3	Support DLNR State Parks in its requests for State funds for improvements and park positions.	Implementation Committee	As Needed	Sufficient funds are secured	1.1, 1.2, 4.2
4	Support the development of park and trail stewardship groups and the work they do.	• State Parks Interpretive Program • County OED • County Parks Directors • Friends of Kamalani • Friends of Kalalau Trail • Curator Groups • Hotel cultural liaisons can help • Tour operators can help	Ongoing	More volunteers and staff	1.1, 1.2, 4.2
5	Encourage State Parks to develop a system to legitimize commercial users in appropriate locations. (Note: all commercial uses are on month-to-month revocable permits. This is currently being re-evaluated.)	• State Parks • Commercial users	2018	Draft guidelines , selection criteria and identification of appropriate locations completed	1.1, 1.2, 4.2
6	Support the creation of volunteer service days, where the visitor industry helps with promotion and volunteers.	State Parks Archeologist State Parks County Parks Kauai Visitors Bureau PBRA Royal Coconut Coast Assn. Tour Providers Hotel cultural liaisons	Ongoing	• Improved parks • Outreach to visitor industry workers and their guests for work days • Shared knowledge and education about the resource • Increased visitor industry visibility in the community	1.1, 1.2, 4.2

7	Strengthen visitor industry/parks partnerships.	• State Parks Interpretive Program • Kauai Visitors Bureau	Ongoing	Enhanced promotion, education and presence in the community through e-blasts, community talks, brochures, and visibility at events (Earth Day, etc.)	4.2
8	Urge State Parks to develop an emergency communication network to provide timely notification to the CoK Mayor and Kaua'i Visitors Bureau when the Kalalau Trail is closed.	State Parks Mayor's Office KVB	2016 (Completed)	Improved, timely communication to visitors	4.2

TSPU Priority #8 – Alternative Accommodations Action Plan (Draft 12.10.15)

Strategy 1f: Support the development of regulations to appropriately monitor and enforce homestays (bed & breakfasts) and Individual Vacation Units (homes and condos).

Lead: Chris Gampon, Ce Lucente **Partners:** Implementation Committee, Chamber's Government Affairs Committee, HLTA

#	Planned Action	Responsibility	Timeline	Desired Outcome	Related Performance Measure
1	Ask the County Council to support tax equity for all types of visitor accommodations by making the following changes: a. In proposed homestay bill (No. 2609), charge homestays at the hotel and resort real property tax rate (not commercialized home rate) b. Request legislation to charge TVRs at the hotel and resort rate (not vacation rental rate)	All interested organizations and businesses on Implementation Cte. as advocates Partners: Chamber of Commerce, HLTA	Early 2016, while Council is considering Proposed Bill No. 2609 - public hearing scheduled for Wed., Jan. 13, 2016, 1:30 PM	-All tourist accommodations share an equal tax burden -Those unwilling to pay the higher rate might make their property available for long-term rentals for local residents.	-Visitor satisfaction -Resident satisfaction -Hotel occupancy PLUS: -Increase in property tax revenue
2	Request County legislation that will: a. Require all TVR and homestay advertising to meet all state requirements for advertising (online and in print) and permitting, including listing the location, TAT number, permit number, and if a TVR, the management company information b. Authorize a substantial fine, enforceable and collectable by the County, for each day of any violations.	All interested organizations and businesses on Implementation Cte. as advocates Partners: Chamber of Commerce, HLTA	-Amend current homestay bill to include this -Amend TVR legislation within 6 months	-Regulatory support for County enforcement of TVR and Homestay violations in advertising -Easier identification of legal and illegal TVRs and homestays -Fines that would provide County an added source of revenue for enforcement	-Visitor satisfaction -Resident satisfaction -Hotel occupancy PLUS: -Increase in revenues from fines

TSPU Priority #9 – Kaua‘i Products & Services Action Plan (1st Draft 4.22.16)

Strategy 2d: Encourage the visitor industry, airlines and the growing cruise line industry to buy and promote Kaua‘i products and services to support businesses on Kaua‘i. **(Revised wording)**

Lead: Nalani Brun, Amy Chun, Sue Kanoho, Mark Perriello, Melissia Sugai, Denise Wardlow
Partners: HLTA, Kaua‘i Farm Bureau, Distributors

#	Planned Action	Responsibility	Timeline	Desired Outcome	Related Performance Measure
1	Widely distribute the Kaua‘i Made Shopping Guide and the Kaua‘i Made “postcard” through visitor industry businesses to share with visitors (e.g., hotel concierges, rental car companies, cruise ships, Kaua‘i Chamber of Commerce, HTLA members)	OED	2016	Increased sales through expanded market and increased use of local vendors	1.1, 1.2, 1.3, 4.1
2	Encourage broad promotion and attendance by visitor industry, retailers and restaurant chefs at the annual Kaua‘i Made/Kaua‘i Grown Trade Show (for wholesalers in morning and general public in afternoon)	OED, HTLA, KVB	Fall 2016 and annually	Increased sales through expanded market and increased use of local vendors	1.1, 1.2, 1.3, 4.1
3	Encourage the County to organize a Kaua‘i Made/ Kaua‘i Grown vendor section at the annual HLTA Expo at the Blaisdell Center in Honolulu.	OED	Summer 2017 and annually	Statewide exposure and expanded market	1.1, 1.2, 1.3
4	Develop a list of Kaua‘i Made, Kaua‘i Grown, and related Kaua‘i service businesses to distribute to visitor industry properties and businesses to encourage use of these products and services.	OED Kaua‘i Chamber of Commerce	2017	Increased sales for local vendors	1.1, 1.2, 1.3, 4.1
5	Develop an app of the Kaua‘i Made Shopping Guide (promoted through business cards with a message such as: “To see all Kaua‘i Made products, go to…” and show the website and a QR bar code)	OED	2018	Expanded market for local vendors and increased sales	1.1, 1.2, 1.3, 4.1

6	Support County's development of a system to connect farmers to restaurants (growers to users) to increase use of locally grown foods; system to include distribution of product availability lists.	OED Kaua'i Farm Bureau Distributors	2018	Expanded market and increased sales for local farmers	1.1, 1.2, 1.3