

O‘AHU

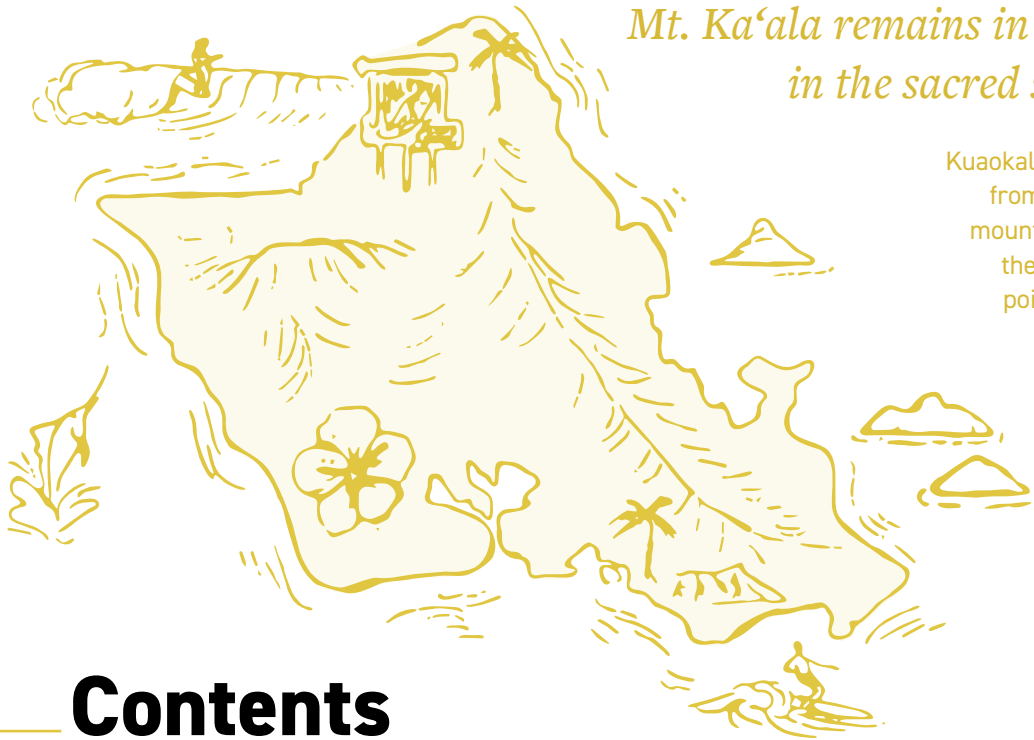
DESTINATION MANAGEMENT
ACTION PLAN 2026 - 2028

Kūha‘o Ka‘ala i ke kā‘ei kapu o Kuaokalā

*Mt. Ka‘ala remains in solitude, adorned
in the sacred sash of Kuaokalā.*

Kuaokalā is the ridgeline descending from the upper reaches of Ka‘ala mountain heading towards Ka‘ena, the Leina ‘Uhane, or the leaping point of souls, hence the sacred element of the place.

LEIMOANA COLLECTION



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01. PURPOSE OF THIS PLAN

Tourism is O‘ahu’s most significant economic driver, supporting tens of thousands of jobs and sustaining a wide range of local businesses across hospitality, culture, transportation, retail, and food. Nearly 40% of all visitor spending statewide flows through O‘ahu according to the *2024 Annual Visitor Research Report* by the Department of Business, Economic Development, and Tourism (DBEDT). The City & County of Honolulu’s dedicated 3% transient accommodations tax (“TAT”) generates revenue directly for the island. Statewide TAT and sales taxes on visitor expenditures contribute to the state general fund and the new “Green Fee,” which will invest tourism monies into environmental stewardship, sustainable tourism, and climate resilience to benefit the island. As home to Waikīkī, one of the world’s most recognized visitor destinations, and Daniel K. Inouye International Airport, O‘ahu serves as Hawai‘i’s primary visitor gateway, offering broad access to the islands’ culture, history, and landscapes.

Residents mentioned these benefits throughout the engagement process for this plan led by HTA, however, they *also* shared a different experience of how tourism shows up in daily life. While acknowledging tourism’s contributions to the local economy and to tax revenue, communities often expressed more strain than direct benefit. They described crowded highways, illegal parking in neighborhoods, pressure on emergency services, and places (particularly on the North Shore) where visitor demand routinely exceeds the capacity of roads, beaches, and public facilities. They spoke about deteriorating infrastructure and the sense that, even as tourism has grown, care for the places that carry its impacts has not kept proper pace; a consequence, at least in part, of the City & County directing only a small share (8.34%) of O‘ahu’s 3% TAT to mitigating visitor impacts to parks, beaches, and other public facilities. Although outright opposition to tourism was uncommon, frustration with its increasing footprint on community life and local resources was deeply palpable as tourism has grown without the management needed to balance it.

The purpose of this plan is to respond to those concerns with action: by improving how O‘ahu uses the tools, systems, and partnerships it already has, and by reimagining what these assets can do for the island’s future. Rather than building new systems, it focuses on strengthening **coordination, communication, and management**. It emphasizes **innovation through reconfiguration**: using transit more, elevating venues that can absorb visitor activity, improving messaging and wayfinding, and engaging partners in new ways. These approaches are designed not only to reduce strain, but to enhance the visitor experience by easing congestion and expanding opportunities for engagement with O‘ahu’s history, culture, and communities.

Destination management on O‘ahu is about shaping a future where the benefits of tourism are more clearly felt by O‘ahu’s communities than its unintended effects. It is about proactive planning rather than reacting, improving visitor movement patterns, investing in improvements that matter to residents, and strengthening the appeal of cultural and historical experiences for visitors. It requires industry, communities, and agencies to work together to employ solutions already in place in the island’s systems, and to apply them in intentional, coordinated ways for the benefit of residents, visitors, and our natural resources.

ALIGNMENT WITH HAWAI'I'S STATEWIDE DESTINATION MANAGEMENT FRAMEWORK

The work of **destination management** on O'ahu is part of a broad statewide mandate established under Chapter 201b-3(a)(14), Hawai'i Revised Statutes, which directs Hawai'i Tourism Authority (HTA) to carry out and coordinate "destination management" in Hawai'i, defined in the statute as:

A collaborative and coordinated process with public, private, and community stakeholders to manage the various elements of a visitor destination in order to:

1. *Create, implement, and monitor strategies that attract targeted visitor markets and improve visitor experiences;*
2. *Improve natural and cultural resources valued by Hawai'i residents and visitors;*
3. *Develop and maintain tourism-related infrastructure to prevent overcrowding and overtaking sites and resources; and*
4. *Ensure that the provision of services enhances the visitor experience.*

The same engagement that informed this plan shaped a collective **vision** for destination management and the **guiding principles** underlying every island's DMAP. Conversations across the *pae 'āina* (archipelago), including those held on O'ahu, helped define this shared vision for destination management:

"Destination management in Hawai'i is rooted in deliberate, ongoing stewardship that honors 'āina, culture, and community as the foundations of both our beloved home and our world-renowned visitor destination. Acting collaboratively as government, industry, residents, and visitors, we embrace the kuleana (responsibility) to guide tourism into greater harmony with Hawai'i's people and places, reducing strain while regenerating reciprocity, connection, and abundance for generations to come."

1. *Iwaho mākou i Ka'alawai lā*

'Ike i ka nani Kaimana Hila lā

Kau mai i luna

Kaimana Hila

The statewide vision is expressed through four guiding principles:

PRINCIPLE	MEANING	PRACTICE
MĀLAMA Stewardship <i>of ‘Āina (Land) and Culture</i>	Caring for what sustains and distinguishes Hawai‘i (its lands, waters, and living heritage) through protection and restoration.	Intentional, strategic action that advances protection, restoration, and resource management to heal ecosystems, safeguard cultural sites and practices, and care for Hawai‘i’s storied places.
LAULIMA Collaboration <i>and Accountability</i>	Acting together in shared <i>kuleana</i> (responsibility) across community, industry, and government agencies.	Interagency coordination, community governance, transparent data, and adaptive management that ensure alignment, accountability, and sustained communication with stakeholders.
LŌKAHI Harmony <i>and Reciprocity</i>	Cultivating relationships among residents, visitors, and ‘āina through respect, care, connection, and attentive response to strain.	Visitor engagement, place-based interpretation, stewardship opportunities, and responsive visitor management that deepen connection to place, reinforce care for communities and ‘āina, and address tourism-related strain as it emerges.
HO‘ŌLA Regeneration <i>and Growth of What is Good</i>	Nurturing the conditions for abundance so tourism replenishes rather than depletes.	Reinvestment of revenues, strengthened infrastructure and labor force, and regenerative tourism practices that respect ‘āina, support local businesses, operationalize traditional knowledge, and advance community well-being.

Rather than dictating the structure of this plan, these statewide principles ground its overall approach to **destination management**. They inform the strategies, objectives, and actions that follow, guiding how statewide priorities are translated into place-based solutions for O‘ahu.

“KAIMANA HILA”

A SONG OF LOVE FOR O‘AHU BY CHARLES E. KING
HONORING THE MAJESTICAL LĒ‘AHI AND SOUTH SHORE OF O‘AHU

NOTE: While the DMAP presents a structured, time-bound action plan for addressing priority management needs, HTA regularly advances destination management through multiple efforts, programs, initiatives, and functions that support the same statutory objectives and guiding statewide principles. These include visitor education and post-arrival marketing (VEPAM), pre-arrival messaging, resident engagement, product development, and stewardship and community capacity-building initiatives such as HTA's Community Partnership Programs (CPP) and Community Tourism Collaborative (CTC) programs. Although these efforts are only occasionally referenced within this DMAP, they remain integral to how destination management is carried out in practice and how community well-being, visitor satisfaction, and stewardship outcomes are shaped over time.

HOW THIS PLAN BUILDS ON AND DIFFERS FROM THE FIRST DMAP CYCLE

O'ahu enters this DMAP cycle with a clear goal: **execute focused, visible management action**. Across engagements, residents emphasized that they feel the island has too many plans requiring too much of their time and *mana'o* (insights) just to sit on shelves of organizations and agencies. Residents deserve tangible, visible change in the places where tourism is most affecting daily life. Industry representatives likewise expressed a desire to play a more active role in supporting community well-being, and government agencies stressed the need for clearer roles and stronger collaboration with other agencies, industry, and communities. While the initial 2021-2024 O'ahu DMAP highlighted important priorities for management, many of its actions were exploratory or open-ended, resulting in a sense that, while important actions were outlined, there was little ability to see their effects. In contrast, this plan outlines concrete, achievable steps that advance stakeholders' priorities with a clarity, coordination, accountability, and progress that residents and visitors can see.

A 2024 State Auditor report and another independent evaluation highlighted areas where the DMAPs could evolve: clearer agency roles, better measurement, and more realistic, sequential action planning. These reports were also considered in the formation of this plan.

To reflect those lessons and respond to current conditions, the 2026–2028 O'ahu DMAP introduces several key refinements:

- **A hotspot-centered, place-based approach to destination management.**

The previous DMAP identified a set of hotspots through a review of community input, agency feedback, and partner consultation; however, the criteria and process used to identify and prioritize those sites were not explicitly stated, and hotspots were one of several planning considerations rather than the primary organizing focus. **This DMAP places hotspots and sites under strain at the center of its approach**, introducing a stakeholder-informed, factor-based framework for identifying sites under strain across the island and designating within them a smaller subset of critical, priority hotspots where tourism-related pressure is most acute. The plan moves beyond identification by centering **targeted, site-specific management actions** for priority sites, reflecting a more place-based focus on managing tourism impacts where they are greatest.

- **Stronger measurability and clearer articulation of progress.**

Each hotspot and site under strain action in this plan is structured with defined steps laid out by fiscal year, anticipated deliverables, and intended outcomes, enabling more consistent tracking and communication of progress and success over time. These measures place greater emphasis on outcome-based indicators than the previous plan to better assess whether actions are producing meaningful change on the ground, while still including select process measures where appropriate. Action steps and deliverables are intended to guide implementation and may be refined over time in response to evolving conditions, operational considerations, and on-the-ground realities.

A comprehensive implementation timeline for all actions included in this plan is provided in Appendix B.

- **Clearer roles and accountability in interagency collaborations.**

Each hotspot and site under strain action also identifies specific management partners and roles, including relevant divisions within agencies (e.g., the Division of Forestry and Wildlife within the Department of Land and Natural Resources) and named community and industry partners where sensible, rather than broad designations alone. During the drafting process, HTA engaged these partners directly and secured provisional commitments to collaborate, helping ensure actions are grounded in organizational capacity and shared *kuleana*. Where implementation authority sits with other agencies (e.g., for enforcement, land management, transportation, or infrastructure), HTA is often included as a coordinating/convening partner to support alignment, communication, and visitor-facing strategies.

- **Identified opportunities for aligned destination management beyond named actions.**

While this plan identifies a defined set of priority hotspots and site-specific actions for this cycle, it also articulates destination-wide management strategies, lists stakeholder-identified priorities for priority sites, and includes a section of policy and advocacy positions intended to help align and support complementary efforts led by communities, agencies, and partners beyond the DMAP itself. These elements recognize destination management as a collaborative, ongoing endeavor, in which community-led, agency-led, or independently funded efforts that advance identified priorities may be considered aligned with DMAP outcomes, regardless of whether they are named as actions in this cycle. Communities, agencies, and partners are encouraged to utilize this DMAP as a reference framework when advancing actions aligned with the strategies, priorities, outcomes, and sites articulated in this plan.

- **A different stakeholder engagement process.**

Unlike the previous DMAP cycle, where the island's Steering Committee drafted actions that were subsequently taken to the broader public for input, during this DMAP cycle, island-wide community meetings, industry sessions, and Advisory Group discussions were conducted concurrently. This ensured that stakeholder inputs directly and iteratively guided the structure and content of the plans. For more details about the engagement and creation process, see Section 2: Development Process for the Plan.



02. DEVELOPMENT PROCESS FOR THE PLAN

The O‘ahu Destination Management Action Plan (DMAP) was developed through an iterative planning process spanning July 2025 through early 2026. Rather than following a linear “consult once and decide” approach, the plan evolved through repeated cycles of engagement, analysis, drafting, and refinement.

Throughout the planning period, many inputs informed development. Community and industry perspectives, advisory guidance, agency and partner dialogue, HTA staff insights, and ongoing research were considered together to identify emerging priorities, refine strategies, and develop feasible actions.

Input gathered through this process shaped the plan at several levels:

- **Strategies (Section 4)** synthesize recurring themes raised through engagement and organize how the DMAP responds to those concerns.
- **Hotspots and sites under strain (Section 5)** align with locations repeatedly identified by stakeholders as experiencing concentrated tourism-related impacts.
- **Actions (Sections 5 and 6)** were developed to address these themes while remaining feasible within the DMAP timeframe and partnership context.

As additional input was gathered, draft materials were revisited with various stakeholders and refined. This approach helped ensure that the DMAP’s structure, priorities, and actions emerged from shared patterns across engagement rather than isolated comments or individual meetings.

This section describes how engagement, analysis, and drafting informed each other during the planning process. **A schedule of meetings and engagement activities is provided in Appendix A.**

The DMAP was shaped by weaving together four strands of knowledge...

...over multiple phases of engagement, insight, and action.

Community & Industry Voices

Virtual Engagement • In-Person Sessions • Public Comment Portal

Research & Analysis

Tourism Data • Existing DMAPs & Plans • Thematic Synthesis

Agency & Partner Coordination

State & County Agencies • Community Organizations • Implementation Feasibility

HTA Leadership & Staff Guidance

Destination Managers • Program Insights • Operational Context

Initial Insights & Priorities

Legislative direction, research, and HTA priorities informed early understandings and identified a preliminary focus on hotspots.

Early Engagement & Emerging Themes

Initial sessions with industry, community members, and Advisory Group stakeholders surfaced broad island priorities and helped shape early stage management themes.

Focused Dialogue & Action Development

In-person community sessions and ongoing Advisory Group dialogues refined themes into island-specific strategies, solidified priority hotspots, and offered more specific insights that informed related management actions.

Draft Development & Refinement

Multiple draft iterations, continued stakeholder input, and consultation with potential action partners refined actions, strengthened plan framing, and clarified feasible pathways for implementation.

This Destination Management Action Plan is crafted with intention, iteration, and aloha. Like a kaula (rope), it seeks to weave knowledge from many sources to create lasting change for our communities.

Inspiration for this illustration comes from “Aha Weave featuring John Kaimikaua” on YouTube.

HOW THE DMAP WAS WOVEN TOGETHER

The planning process was iterative and collaborative, with **engagement, analysis, and drafting occurring in ongoing cycles** rather than discrete phases. Input gathered at each stage helped to identify recurring themes, locations experiencing tourism-related strain, and possible directions for action. As new insights emerged, draft ideas were revisited with stakeholders and refined.

This approach allowed the plan to evolve over time and helped ensure that strategies, hotspot priorities, and actions reflect patterns consistently raised across engagement rather than isolated feedback.

1. Establishing the Initial Frame

Planning for the DMAP began with a review of existing conditions, policy direction, the 2021-2023 DMAP and other island-specific management plans, and available visitor and other tourism-related data. This work informed the situational analysis and SWOT (Section 3), providing an initial picture of the possibilities, pressures, and management context facing the destination.

Key contextual drivers for the plan included legislative direction to focus management efforts on hotspots and sites under strain, as well as findings from the State Auditor and internal HTA review related to destination management accountability and implementation described in Section 1.

While this research provided an early baseline for the plan, additional plans, studies, and policy context continued to be incorporated as they were identified through engagement with partners.

2. Advisory Guidance and Iterative Direction

An island Advisory Group provided ongoing guidance throughout the planning process. Convened by HTA, the group included representatives from the visitor industry, 'āina stewardship groups, State and County agencies, visitor bureaus and destination organizations, business and community leadership, and other partners with relevant experience in tourism and resource management. A list of these individuals is provided at the end of this plan.

The Advisory Group met several times and provided their *mana'o* (input) as the plan evolved, reviewing emerging themes, discussing locations raised as experiencing tourism-related strain, and helping shape the direction and scope of proposed actions. This input helped refine early concepts, identify priority locations for management attention, and ensure that draft strategies and actions reflected a broad range of perspectives.

Additional information on Advisory Group meeting dates is provided in Appendix A.

3. Listening to Recurring Concerns and Emerging Themes

Early engagement with community members and industry stakeholders focused on understanding how tourism is experienced in daily life across the island and where its impacts are most visible.

Rather than simply listing comments, the project team looked for patterns in what people raised repeatedly, how they described those concerns, which locations were consistently cited as places of concern, and what types of actions stakeholders suggested in response.

Through this process, several recurring themes began to emerge across conversations, including concerns related to traffic, infrastructure, and access; enforcement and safety; natural and cultural resources; visitor education; local economic benefit; and resident engagement, among others.

These themes helped shape later in-person community sessions, where participants explored these topics in greater depth and discussed potential approaches for addressing them.

As the process progressed, **these recurring themes were refined several times until they were synthesized into the management strategies presented in Section 4.** While the strategies do not correspond directly to individual comments raised during engagement, they reflect the broader patterns and priorities that emerged and helped organize how the DMAP responds to those concerns.

Additional information on the timing, format, and locations of community and industry engagement is provided in Appendix A.

4. Partner Coordination

Throughout the planning process, HTA Destination Managers and other HTA staff engaged directly with State and County agencies, ‘āina-based stewardship organizations, and other potential implementation partners. Several of these entities are listed at the end of this plan.

These conversations focused on:

- understanding roles, internal processes, staffing capacities, and operational limitations,
- alignment with existing programs, policies, and capital investments,
- clarification of jurisdictional responsibilities,
- identification of feasible pathways for implementation and partnership,
- and securing provisional commitments to included actions.

This coordination helped ensure that proposed actions reflect both stakeholder priorities and practical implementation realities.

5. Draft Development, Review, and Refinement

Insights from stakeholder engagement, advisory dialogue, analytical work, and partner coordination were brought together to develop draft strategies and actions. These materials were refined through multiple rounds of drafting and review as the plan evolved.

Draft concepts were shared with Advisory Group members, HTA staff, and relevant partners to confirm that they accurately reflected stakeholder concerns and appeared feasible within the DMAP planning period. A draft version of the DMAP was presented publicly in February 2026 through a virtual session and an online commentary portal, providing an opportunity for additional feedback from community members and stakeholders. Input received during this stage informed late stage revisions before finalization of the plan in March 2026.

*2. Iwaho mākou Kapi‘olani Paka lā
‘I ka lina poepoe ho‘oluhi kino*

Aloha ‘ino

HOW ACTIONS WERE DEVELOPED

Actions included in this plan were informed by stakeholders' *mana'o* (insight). Ideas for action suggested by stakeholders were evaluated for feasibility and the ability to advance the statewide vision for **destination management** (Section 1). Actions proposed in this plan are those that:

- Align with one or more of the three O'ahu management strategies (Section 4)
- Directly address identified sites under strain (Section 5) through targeted, site-specific action at priority hotspots, or support those efforts through complementary management approaches, and
- Can reasonably demonstrate measurable outcomes within the FY 2027–2029 planning period.

Site-specific actions at priority hotspots form the core of this DMAP. These actions were honed for sites on the island where tourism-related strain is most acute and where the feasibility of near-term management intervention is strongest. They reflect the plan's primary emphasis on addressing tourism-related pressure, safety concerns, and cultural and environmental impacts at specific strained locations.

In addition to these site-specific actions, the plan includes a smaller number of other management actions that support hotspot management by addressing broader destination conditions and opportunities (Section 6). While hotspots identify places where visitor pressure is currently concentrated, visitor behavior is shaped by factors that extend beyond any single site, including how visitors receive information and what alternatives they perceive to be available. Research from the University of Hawai'i at Mānoa finds that when access is limited at one heavily visited location, visitor demand can shift to nearby sites rather than dissipating (Moromizato 2025). These other actions therefore focus on visitor education, coordination, engagement, and targeted place-based initiatives that shape how visitors move through and interact with the island. While these actions may be applied at specific locations, they are not primarily driven by site strain and are intended to reinforce, complement, and strengthen the effectiveness of hotspot-focused management.

In developing proposed actions, HTA conducted a review of existing plans and studies – including those led by the Department of Land & Natural Resources (DLNR), Hawai'i Department of Transportation (HDOT), County agencies, and local organizations – to ensure that actions build on existing work where appropriate and avoid duplicating ongoing efforts.

Draft actions were reviewed by the Advisory Group and identified action partners, who provided feedback on feasibility, implementation considerations, and alignment with desired outcomes at identified sites under strain. HTA incorporated this feedback in refining the actions before presenting the draft plan for community review through public meetings and an online review portal in February 2026.

While actions in this plan are presented with defined timelines, proposed steps, and anticipated deliverables to support clarity and measurability, DMAP implementation will follow an **adaptive management approach**. Specific implementation details may evolve over time in response to changing conditions on the ground, emergent priorities, shifts in visitor behavior, resource conditions, and community needs, among other reasons. In some cases, actions may be sequenced differently, postponed, rescoped, or refined to reflect new information, while maintaining alignment with the plan's core intent and intended outcomes.

As destination management is a “collaborative and coordinated process with public, private, and community stakeholders,” as defined by Chapter 201B-3(a)(14), Hawai‘i Revised Statutes, implementation is shaped by factors beyond any single entity’s direct authority. These include funding availability, procurement outcomes, partner capacity, regulatory processes, and interagency coordination, among others. While leads and action partners were identified during plan development and commitment provisionally secured, implementation of several actions is contingent on partner participation and readiness, available funding, and legislative appropriations. Any material changes to action steps, timelines, or deliverables will be documented and communicated through ongoing reporting and engagement to ensure transparency.

Although actions included in this plan represent priority initiatives identified for advancement within the DMAP planning period, they do not represent the full spectrum of destination management activity occurring or needed on O‘ahu. Consistent with the statutory definition of *destination management*, community-based stewardship, hosting, education, safety guidance, and place-based management efforts are understood to be **core components of destination management**, whether implemented through DMAP actions or other public, private, or philanthropic pathways. Initiatives that advance the intent of the O‘ahu management strategies (Section 4) and the statewide destination management framework (Section 1) may be considered aligned with destination management goals regardless of funding source or implementing entity. Communities, agencies, the visitor industry, and other partners are encouraged to reference and draw from this DMAP when advancing actions aligned with these strategies, priorities, and outcomes.

Finally, some suggestions raised throughout the DMAP process did not advance as actions and were instead organized into two additional categories:

- **Additional Opportunities Identified Through Stakeholder Engagement:** ideas raised by stakeholders that could advance destination management but fall outside the specific actions included in this DMAP. These may include recommendations for action by other agencies, potential pathways for future HTA consideration, or broader policy requests that could influence destination management outcomes. Select recommendations are included in **Appendix C** of this plan, while a full listing of opportunities is available on the HTA website.
- **Infeasible or Out-of-Scope:** ideas that proved impractical, outside legal authority, or otherwise unworkable within this DMAP cycle. These are not included in the plan.

Collectively, the actions and positions outlined in this document seek to advance **destination management** on O‘ahu in ways that support harmony, stewardship, regeneration, and collaboration.

2. “WE ALL WENT AND SAW KAPI’OLANI PARK
TO SEE A RING THAT EXHAUSTED THE BODY
THAT IS TOO BAD”



03. TOURISM & DESTINATION MANAGEMENT ON O'AHU

Before turning to the strategies and actions of this plan, it is important to understand the conditions related to tourism that shape daily life on O'ahu today. Over the course of the DMAP development process, residents, industry partners, and agency staff shared observations about the island's current pressures and capacities: insights echoed in and expanded by State and County data. Taken together, they offer a grounded picture of the **situation** in which destination management will operate during this DMAP cycle.

That picture reveals an island where tourism generates significant economic activity, yet communities often feel few benefits reflected in the places they enjoy. O'ahu's visitor industry draws the largest volume of travelers in the State and produces considerable tax revenue, but instead of reinvestment in local communities and improvements to local infrastructure, residents experience aging facilities, deferred maintenance, crowded corridors, and a sense that the system is not keeping pace with demand. Across engagements, residents expressed grief over feeling displaced from familiar places, concern that tourism's benefits are not returning to improve community conditions, and, in several cases, a belief that visitor volume itself has become too high. O'ahu has demonstrated that visitor activity can be managed effectively at specific sites such as Hanauma and Lē'ahi. However, residents questioned whether the island's broader systems of infrastructure, regulation, and enforcement are currently equipped to manage visitor activity at the scale it now occurs – and, for some, if the island can ever sustain the volumes currently experienced.

The following sections capture some of the island-wide conditions affecting **destination management** on O'ahu today. They draw on quantitative indicators, stakeholder input, and analytical tools used during planning to understand where demand concentrates and when strain peaks. What emerges is a snapshot of O'ahu's present moment: the patterns of movement, economic realities, management challenges, and community sentiment that inform the work, strategies, and actions ahead.

KEY ISLAND-WIDE CONDITIONS

CONGESTION AND VISITOR VOLUME

- According to the Department of Business, Economic Development, and Tourism (DBEDT)'s 2024 *Annual Visitor Research Report*, O'ahu hosts the **largest number of visitors** in the state (almost 5.8 million in 2024, or 60% of all Hawai'i visitors) with roughly 112,000 on-island each day.
- However, due to O'ahu's large resident population, this equates to approximately one visitor for every nine residents.
- During DMAP engagements, North Shore residents described congestion as a **daily strain**. A 2021 survey of North Shore residents found that 83% of respondents reported dissatisfaction with efforts to "manage and lessen the impacts of traffic congestion" in a corridor highly popular with visitors (*North Shore Issues & Trends Survey 2021, Ward Research*).
- According to DBEDT's 2024 *Visitor Satisfaction and Activity Study*, nearly **60% of U.S. visitors on O'ahu rent cars**, limiting the congestion-relief potential of O'ahu's transit system.

ECONOMIC CONDITIONS

- DBEDT's 2024 *Annual Visitor Research Report* reports that visitor spending on O'ahu reached **\$8.94 billion in 2024**, \$800 million more than in 2019 (\$8.14 billion). However, the report shows that **daily spend per visitor has declined about 8.9% from 2022**, reflecting shifts in market composition and purchasing patterns. Nearly half (46%) of visitor spending is on lodging.
- In FY 2025, the City & County of Honolulu collected **\$52.4 million** through its County TAT (*Annual Comprehensive Financial Report, Fiscal Year Ended June 30, 2025, City & County of Honolulu*).
- O'ahu's visitor mix has shifted toward the **U.S. mainland** and away from **international markets** since 2019. This may flatten future spending and increase **seasonal swings** if business travel softens, particularly coupled with the 2026 **Hawai'i Convention Center renovation**.

INFRASTRUCTURE

- Many sites and key corridors (e.g., Kamehameha Highway on the North Shore) cannot adequately absorb current visitor loads. Spillover into nearby communities due to inadequate infrastructure results in **illegal parking, overcrowding**, and a sense of displacement and loss for residents.
- **Climate change and coastal erosion** threaten iconic beaches like Waikiki and shoreline infrastructure, increasing the cost and complexity of maintaining O'ahu's tourism assets.
- Much of the island's **lodging inventory is aging**, while global competitors continue to invest in newer, higher-amenity resorts.
- O'ahu has the state's most robust public transit system, but visitor use remains low. According to the 2024 DBEDT *Visitor Satisfaction and Activity Study*, fewer than **8% of U.S. mainland visitors** ride TheBus/Skyline, and visitors who use public transit more frequently (e.g., Japanese, Oceania, European, and Canadian guests) are declining in market share. This limit transit's current impact on reducing congestion in high-use corridors, although potential remains.

- Residents emphasized during DMAP community meetings that **basic facilities** (e.g., **public restrooms, beach park infrastructure**) are failing after years of **deferred maintenance**. This snowballs in its effects because, as one resident put it, “when everything looks junk, people treat it junk,” diminishing visitor satisfaction and resident well-being.
- The island benefits from several large-capacity experience sites (e.g., Waikiki, Pearl Harbor, Ala Moana Center, Polynesian Cultural Center, Kualoa Ranch). These can absorb significant visitor volume in controlled settings, easing pressure on natural areas and neighborhood-adjacent sites.

MANAGEMENT OPPORTUNITIES & ISSUES

- Several **successful management models** already exist on O'ahu (e.g., Hanauma Bay, Lē'ahi), showing how coordination, clear expectations, and education can improve resource conditions and relieve community and natural resources pressure.
- O'ahu's role as the State's **political and administrative center** creates a unique opportunity for more consistent coordination across State and County agencies.
- Site issues stem not from visitor volume alone but also from a **lack of coordinated stewardship**, inconsistent signage, overlapping jurisdictions, and limited ranger or enforcement presence.
- Although the island hosts Hawai'i's widest range of museums, cultural institutions, and urban attractions, many are underutilized by visitors. These present opportunities to **redirect demand** from strained sites toward places with ample capacity and strong cultural grounding.

RESIDENT SENTIMENT REGARDING TOURISM

- According to DBEDT's *Spring 2024 Resident Sentiment Survey*, **67% of residents believe O'ahu is “run for tourists,”** with **79% of North Shore residents** agreeing with this statement.
- **During DMAP stakeholder meetings:**
 - Industry partners noted that tourism generates significant tax revenue for the State of Hawai'i and the City & County of Honolulu, but residents expressed that they see **little visible reinvestment** in the places they use every day, creating a disconnect between economic contributions of tourism and on-the-ground conditions.
 - Residents on the North Shore described feeling displaced from **beaches, parks, and coastal areas** during peak times, often adjusting routines (or avoiding certain places entirely) because of congestion, parking spillover, and unmanaged visitor behavior. For some, this contributes to a general sense of economic and social disruption, as well as a growing disconnect from places long used for recreation, refuge, and gathering.
 - Residents repeatedly emphasized that **they are not opposed to visitors**. However, many called for clearer rules, stronger enforcement, and management systems that reflect and respond to the daily realities of communities living alongside tourism. In several of the most heavily tourism-impacted communities, several participants said that visitor numbers have simply become too high.

3. *Iwaho mākou Waikīkī lā*

‘Ike i ka nani hale ho‘onui ‘ike lā

Ho‘onui hana

O'AHU SWOT ANALYSIS

The SWOT analysis below summarizes the strengths and weaknesses of O'ahu as a destination, alongside opportunities to strengthen management and threats to effective stewardship. It was used as a planning tool to inform priorities and actions, rather than as a comprehensive assessment of all conditions impacting destination management.

STRENGTHS

- Waikīkī is a globally recognized destination
- Strong visitor satisfaction, aloha spirit, and multicultural depth
- Proven managed-access models at Hanauma Bay and Lē'ahi
- Robust public, private, and urban bikeshare transportation networks
- Deep inventory of museums, cultural institutions, and heritage sites
- Large-capacity attractions (Pearl Harbor, Polynesian Cultural Center, Kualoa Ranch)
- Diverse culinary scene and strong local food culture
- Frequent festivals and events supporting cultural vibrancy
- Established permitting and certification systems for tours and operators

OPPORTUNITIES

- Expand reservation and managed-access tools at high-use sites
- Strengthen State–County coordination on parking, signage, destination development, and mobility
- Improve multimodal mobility uptake through clearer wayfinding, easier public transport access, and bikeshare expansion
- Centralize visitor information channels for rules, safety, and reservations
- Redirect demand to cultural and urban sites with higher capacity
- Leverage “Green Fee” funding for stewardship and restoration
- Grow patronage of local vendors, artisans, and cultural practitioners
- Incorporate and improve more trails in the Nā Ala Hele program by DLNR
- Visitor involvement in active restoration and regeneration of natural resources

WEAKNESSES

- Aging and inconsistent public infrastructure and accommodations
- Traffic congestion and hotspots, especially near neighborhoods
- Limited education and enforcement capacity across agencies
- Low domestic visitor use of public transit
- Fragmented reservation and information systems
- Inadequately managed and enforced vacation rentals in residential areas
- Low resident support and trust in tourism systems
- Limited amount of conservation land reduces eligibility for certain funds

THREATS

- Coastal erosion and climate impacts without regenerative investment to counter such impacts
- Declines in international markets and spending strain retail and activity sectors
- Resident dissatisfaction
- Loss of funding for arts, culture, and stewardship programs impacts some cultural institutions and stewardship groups
- Limited education and enforcement capacity reduces the impact of rules and access systems
- Spillover effects (i.e., when one site is managed and pressure jumps to nearby areas)



04. MANAGEMENT STRATEGIES FOR O'AHU 2026-2028

Rooted in extensive stakeholder engagement on O'ahu, this plan advances three interrelated strategies for **destination management** on the island over the next three years:

1. Reimagine What We Have
2. Gather People with Purpose
3. Prepare for What Comes Next

Community, agency, and industry stakeholders who engaged in the DMAP process, as well as Advisory Group members, were prompted to identify **problems, issues, or needs** related to tourism-related strain in their communities as a component of DMAP outreach. In some cases, they proposed **specific ideas for action** that informed or complemented those observations and concerns.

Evaluating these stakeholder contributions for common themes led directly to the destination management strategies that follow, which in turn anchor the actions included in this plan.



STRATEGY 1: REIMAGINE WHAT WE HAVE

Activating existing systems, assets, and infrastructure in new ways that relieve strain and improve movement.

Objective: Explore and test new ways to leverage existing transit, cultural, and urban infrastructure to support visitor movement and experience while helping reduce pressure on strained sites and communities.

Across O‘ahu, stakeholders highlighted that the island already has extensive infrastructure (from TheBus and walkable districts to established cultural institutions) that is used by residents but rarely comes to mind for visitors to experience. Many of these assets are not framed, promoted, or interpreted in ways that make them feel like visitor pathways, even though they have capacity and offer meaningful, car-light alternatives to heavily visited sites and corridors. Discussions emphasized that small shifts in messaging, storytelling, wayfinding, and service design can reintroduce these existing systems to visitors without altering their core function for residents. This strategy reflects those insights by focusing on how **O‘ahu can reposition and adapt what already exists** through targeted pilot programs, visitor promotions, community engagement, and modest modifications, to improve mobility, relieve strain, and offer richer, more grounded experiences.

Select Associated Actions:

- **North Shore:** North Shore Park-and-Ride Corridor Circulator Shuttle (*Action NS-5*)
- **Ka‘iwa Ridge:** Park Once → Explore by Bus & Bicycle Pilot (*KR-2*)
- **Capital Historic District:** Capital Historic District Promotion (*CD-3*)



STRATEGY 2: GATHER PEOPLE WITH PURPOSE

Creating innovative channels for communication, coordination, and shared stewardship.

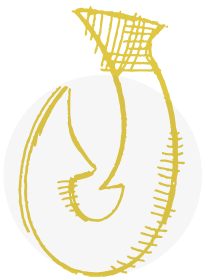
Objective: Build collaborative structures, regular *hui* (groups), and innovative gatherings to bring communities, agencies, and industry to shape O‘ahu destination management together.

Throughout engagement, stakeholders described a destination management system on O‘ahu that feels fragmented, with agencies often working on parallel efforts without sufficient alignment, operators receiving conflicting guidance, and communities lacking adequate avenues to raise concerns or propose solutions. Residents emphasized the need for regular communication and transparency around how decisions are made; industry partners asked for clear expectations, consistent messaging, and structured venues where they can share the

positive contributions that they already make, surface challenges, and participate in problem-solving. Agencies likewise stressed the importance of spaces where multiple partners can coordinate management needs. This strategy responds by convening **reliable hui and gathering structures** at the regional and island-wide level that bring community, agencies, and visitor industry businesses together to share information, troubleshoot issues, and advocate for solutions, ensuring decisions are developed collectively and that partners stay connected, coordinated, and aligned over time.

Select Associated Actions:

- **North Shore:** North Shore Tour & Shuttle Operator Hui (NS-2)
- **Island-wide:** Multi-Agency Tourism Engagements Across O‘ahu (IW-4)
- **Island-wide:** O‘ahu Visitor Mobility Coordination Roundtable (IW-2)



STRATEGY 3: PREPARE FOR WHAT COMES NEXT

Building data, pathways, and management tools needed to guide O‘ahu’s future decisions.

Objective: Position O‘ahu to make long-term, informed decisions about visitor access, safety, and resource protection by developing the studies, data, and frameworks needed to guide future action.

Across community meetings, industry sessions, and Advisory Group discussions, participants stressed the need to be more proactive in preparing for future conditions: from shifting visitor patterns and predictable safety risks at high-use sites, to climate impacts, infrastructure limitations, and capacity constraints. They called for carrying capacity analyses, integrated corridor studies, and clearer frameworks for exploring managed access, noting that agencies currently hold pieces of information but lack unified planning tools to properly guide decisions. They also emphasized the importance of durable management pathways and expert planning support that can translate data, community insight, and operational realities into workable, long-term solutions. This strategy responds by **advancing action plans, feasibility assessments, expert analyses, safety designations, and pilot programs** that equip O‘ahu for future destination management decisions grounded in evidence, shared understanding, and long-term stewardship.

Select Associated Actions:

- **Pu‘u O Hulu Kai:** Nā Ala Hele Designation for “Mā‘ili Pillbox” Trail (POH-1)
- **North Shore:** Visitor Use, Capacity, & Conditions Assessment of the North Shore Corridor (NS-4)
- **Capital Historic District:** Recurring Cultural Activation in the Capital Historic District (CD-4)

3. “WE ALL WENT AND SAW WAIKĪKĪ
TO SEE A HOUSE THAT INCREASED KNOWLEDGE
AND MADE MUCH WORK”



05. SITES UNDER STRAIN: DESTINATION MANAGEMENT IN FOCUS

Tourism-related strain on O‘ahu is experienced most tangibly in specific places: along roadways, in bays, at beaches, and in other areas where visitors, residents, and natural resources interact every day. These are the settings where O‘ahu’s destination management strategies can have the greatest and most immediate impact when translated into **concrete action**.

With that in mind, this DMAP is intentionally centered on the locations where tourism-related pressures are most evident. These **sites under strain** – the roads, beaches, valleys, trails, and corridors repeatedly raised as places of concern during stakeholder engagement – are places where tourism-related activity intersects with natural, cultural, or community resources, creating or intensifying impacts that diminish resident quality of life, the visitor experience, and the overall health of our natural resources. Strain, as defined in this plan, may arise from the scale or behavior of visitation, or from visitation occurring in places that are unsafe, culturally inappropriate, environmentally sensitive, or otherwise restricted from public access.

Within this broader set of sites, the plan identifies a smaller number of **hotspots**. Hotspots represent **the most acute subset of sites under strain**: locations where tourism-related pressure is concentrated, multifaceted, and persistent; and where the need for coordinated, site-specific management is most apparent. By distinguishing hotspots from other sites under strain, the plan identifies where targeted actions are prioritized, versus where ongoing coordination, monitoring, or broader initiatives are more appropriate.

This approach builds on the 2021–2023 DMAPs, which identified named hotspots through a review of community input, agency feedback, partner consultation, and implementation-phase evaluation, but did not include the comprehensive process used to select those sites in the final plan. This plan strengthens that foundation by outlining a clear, collaborative framework for **identifying, prioritizing, and advancing action** at sites where tourism-related pressures are concentrated, placing site-specific management at the forefront of the DMAP and strengthening coordination among public, private, and community partners to sustain resident well-being, the visitor experience, and the health of Hawai‘i’s natural, cultural, and infrastructural resources.

HOW SITES UNDER STRAIN WERE IDENTIFIED AND EVALUATED

Input on potential sites came from multiple types of stakeholder engagement. **Community participants** shared input on a wide range of locations where they observed visitor-related strain, including impacts to natural and cultural resources, traffic and infrastructure challenges, and areas where more visitor education or management could improve conditions or behavior. Responses reflected where the impacts of tourism are experienced locally and provided the foundation for identifying areas of concern.

As part of their charge, **Advisory Group members** were explicitly asked to identify hotspots using a shared definition: *places where impacts from visitors or the visitor industry significantly contribute to pressure on natural, cultural, or community resources*. Potential sites were also informed by HTA recommendations.

From this combined input, the planning team compiled a list of potential hotspots and evaluated each using **thirteen (13) shared criteria**, grouped into three (3) dimensions:

1. Where tourism-related strain is occurring,
2. How serious or consequential that strain is, and
3. How feasible it is for HTA and its partners to act within the scope of the DMAP.

Each location was assessed using a combination of quantitative and qualitative inputs, including Advisory Group review, the frequency and intensity of stakeholder mentions, and other available data and analysis. Feasibility was assessed separately through HTA and agency input, considering jurisdiction, resources, and alignment with the DMAP's scope.

A color scale was then applied to show both **strain** and **feasibility** ratings for each site. These scales move in opposite directions: **high strain (red)** indicates greater pressure and concern, while **high feasibility (green)** indicates a stronger ability to act through collaborative, coordinated management.

COLOR SCALE

COLOR	IDENTIFICATION/COMPOUNDING FACTOR	FEASIBILITY
	Very high: Severe conditions, risks, or vulnerabilities clearly present and widely evident	Very low: Limited ability for HTA or partners to act within current scope or resources
	High: Notable and recurring conditions requiring coordinated management attention	Low: Some capacity for action, but significant barriers remain
	Moderate: Emerging or situational conditions manageable with targeted effort	Moderate: Feasible with coordination or additional resources
	Low: Minimal pressures or sensitivities at present	High: Clarity of solution; authority, partners, and resources available for action
	Not applicable or insufficient information	Not applicable or insufficient information

HOW PRIORITY HOTSPOTS AND SITES FOR THIS DMAP WERE DETERMINED

Following the evaluation to identify sites under strain, those sites that showed **significant levels of Tier 1 and Tier 2 criteria rated red (very high strain) or orange (high strain)** were classified as **hotspots**. Sites exhibiting some strain but which did not reach those thresholds remained “**sites under strain**” for purposes of this document. These areas reflect real and ongoing pressures or community concerns but were not elevated to hotspot status for this DMAP cycle based on relative severity and implementation feasibility.

The O‘ahu Advisory Group, in consultation with HTA, selected **priority hotspots and sites of strain** for focused DMAP action during the 2026–2028 DMAP cycle. A limited number of priority sites were chosen to ensure that limited available resources (e.g., staffing, funding, and partnerships) could be applied effectively and efficiently; and that included actions could be sequenced based on feasibility and readiness, allowing each action to achieve measurable results within the DMAP implementation period. The identification of priority sites and development of associated actions reflects this sequencing approach and is not intended to limit other agencies, organizations, or communities from advancing management actions aligned with DMAP outcomes at other sites under strain, nor to foreclose consideration of site-specific actions for other locations in future DMAP cycles.

While several sites under strain are not addressed through site-specific actions in this DMAP due to resource and sequencing considerations, they were considered in constructing **broader destination-wide management actions** presented later in this document. These actions are designed to shape visitor movement, knowledge, expectations, and coordination across the island, thereby improving conditions at all sites under strain through changes in visitor behavior, distribution, and management practices broadly.

Communities, agencies, industry, and other partners are encouraged to continue organizing, coordinating, and advancing place-based efforts aligned with included DMAP strategies, priorities, and outcomes, regardless of whether a site is named for focused action in this cycle. All DMAP-identified sites under strain are indexed at the end of this section and will continue to be monitored by HTA in collaboration with partners for changes in conditions, feasibility, and partnership readiness that may adjust their designation as hotspots or sites under strain. Hotspot identification and site-specific DMAP action are part of a repeatable, island-wide destination management approach that will evolve over time, with additional sites considered in future DMAP cycles as readiness and capacity align.

4. *Iwaho mākou Maki ‘Ailana lā*

Ku‘u pua lilia lana i ka wai lā

Lana mālie

CRITERIA FOR IDENTIFYING AND PRIORITIZING HOTSPOTS

CATEGORY 1 - Identification

“Is this site under strain related to tourism?”

CRITERION	DEFINITION / FOCUS
Access Infrastructure & Arrival Pressure	Strain created by how people reach the site. Reflects whether approach routes and arrival infrastructure (e.g., road capacity, parking, trailheads, marine landings, neighborhood adjacencies) are overwhelmed, unmanaged, unsafe, or reliant on informal / illegal access points.
On-Site Capacity & Crowd Pressure	Strain created by what happens once people are at the site. Reflects whether conditions within the area (e.g., trails, lookouts, beaches, pools, facilities) are overcrowded or exceed what on-site infrastructure and management can safely or sustainably support.
Community Strain & Resident Impact	Degree to which visitation disrupts surrounding communities through noise, trespass, blocked driveways, neighborhood congestion, or interference with local use.
Site Degradation & Maintenance Stress	Observable environmental, cultural, or infrastructural wear and tear (or escalating maintenance burden) linked to visitation (e.g., erosion, litter, vandalism, or declining water quality).

4. “WE ALL WENT AND SAW MAKI ISLAND
BEHELD THE BEAUTY OF THE FLOATING WATER LILY
SWEET AND PEACEFUL”

CATEGORY 2 - Context & Compounding Factors

“How serious or consequential is that strain?”

CRITERION	DEFINITION / FOCUS
Cultural Sensitivity	Presence of sacred, historic, or community-valued cultural sites or practices vulnerable to visitation impact.
Environmental Sensitivity	Ecological fragility or biodiversity importance that heightens the consequence of overuse.
Safety & Risk	Degree of danger to visitors, responders, or nearby residents based on incident history or inherent hazards such as cliffs, flash floods, surf, or traffic conflicts.
Visibility & Promotion	Level of amplification through social media, influencers, or commercial marketing that fuels visitation.
Local Economic Benefit & Reciprocity	Extent to which visitation can generate tangible community benefit (e.g., jobs, local commerce, stewardship funding). High strain with low benefit indicates higher priority for intervention.

CATEGORY 3 - Feasibility & Viability

“Can HTA and its partners realistically act within the mandate of the DMAP?”

CRITERION	DEFINITION / FOCUS
Jurisdictional Clarity & Legality of Access	How clear and actionable the site’s ownership, access rights, and management responsibilities are for HTA and its immediate DMAP partners. Ambiguity or contested access reduces feasibility.
Cost & Resource Demand	Financial and staffing requirements relative to what HTA and its partners can plausibly support or co-fund within the plan period.
Implementation Timeline & Complexity	Realistic timeframe and administrative lift for DMAP-aligned action, considering permitting, coordination, and policy processes within the DMAP window of FY 2027 – FY 2029.
DMAP Alignment & Partnership Leverage	Extent to which effective action falls within HTA’s mandate or can be catalyzed through formal collaboration mechanisms. Sites requiring action entirely outside HTA’s role score lower.

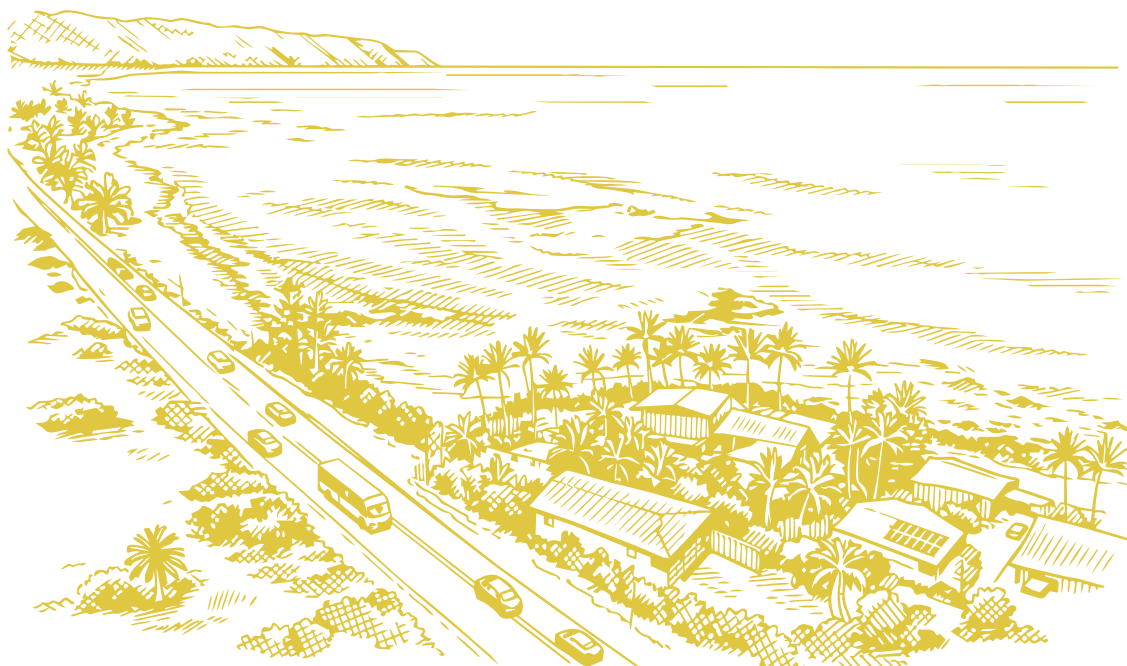
HOTSPOT: NORTH SHORE CORRIDOR

LOCATION: KAMANANUI, WAIALUA, O'AHU – ULUPEHUPEHU, KO'OLAULO, O'AHU

Running from Hale‘iwa to Kuilima and beyond, the **North Shore** is one of O‘ahu’s most visited and most strained places. An estimated 40% of the 5+ million visitors to O‘ahu make the trip each year, putting thousands of cars a day on a narrow two-lane stretch of Kamehameha Highway. Visitors often stop to shop at Hale‘iwa’s retail clusters, to see *honu* (turtles), visit Waimea Valley, and take in the views at Sunset Beach, often moving between multiple sites as part of a “circle island” self-driven or guided tour.

Visitors spend and support local businesses vital to the community life of the area, but constant movement contributes to congestion and safety concerns on the highway, with cars circling for parking, abrupt roadside stops, and pedestrians crossing at busy areas. During community engagement sessions, residents described having to schedule daily life around these traffic patterns. Community organizations noted that tour and shuttle activity is uneven: some manage and educate guests well, while others contribute to mid-day crowding or unload in unsafe areas. Community groups also report ongoing violations of City & County rules that prohibit commercial tour stops at several North Shore beach parks under Ordinance 21-38 (2021). This has implications not just for North Shore residents, but for *‘āina* (land) and sea resources that are also taxed from chronic human impact, particularly when unmanaged.

Efforts are already underway to explore longer-term mobility solutions for the North Shore corridor. The City & County of Honolulu, through its Complete Streets initiative and in coordination with the O‘ahu Metropolitan Planning Organization, is advancing planning for a **Hale‘iwa Mobility Hub intended to support more connected,**



multimodal access to and within the region. While still in development, this work reflects a broader shift toward mobility solutions that reduce dependence on individual car travel along the corridor and support more intentional, better-managed visitor movement that reduces unsafe stopping, roadside parking, and damage to sensitive coastal and nearshore environments.

Across DMAP engagement, North Shore residents were clear: they want **solutions**, coordination among agencies, and tangible improvements after years of inconclusive conversations. Drafts of the *North Shore Sustainable Communities Plan*, currently in development, reinforce these priorities, identifying similar issues: overcrowding, traffic challenges, and unmanaged visitor behavior. Together, these inputs ground the need for deliberate, coordinated action to improve safety, manage visitor movement, and support the well-being of North Shore residents, ‘āina, and other natural resources.

Actions for the North Shore that follow seek to advance the following priorities for destination management along the corridor (Waialua to Kuilima):

1. **Improving safety and quality-of-life while reducing risk** for residents, visitors, and workers along the North Shore transportation and shoreline corridor
2. **Reducing roadway strain**, particularly through multimodal transportation options, where insufficient infrastructure, limited and unmanaged parking, and visitor volumes intersect with daily community life
3. **Strengthening shared understanding of visitor use, timing, and conditions** to support more informed, coordinated, and adaptive decision-making across agencies and partners
4. **Regeneration of coastal and nearshore ‘āina and marine resources** by addressing and actively countering effects of visitation at individual sites and throughout the entire corridor
5. **Establishing corridor-wide foundations for future management decisions**, grounded in data, community priorities, and long-range planning efforts already underway on the North Shore
6. **Strengthening the adequacy, prevalence, and resilience of physical infrastructure**, including roadways, parking, sanitation, waste management, drainage, and shoreline facilities

Other community-led, agency-led, or otherwise funded actions that advance these priorities may be considered aligned with destination management outcomes for the corridor.

5. *Iwaho mākou i ka Seaside lā*
‘Ike i ka nani papa he‘e nalu lā
He‘e mālīe

HOTSPOT INDICATORS

OVERALL PRIORITY

IDENTIFICATION

CONTEXT & COMPOUNDING FACTORS

FEASIBILITY & VIABILITY

	Access Infrastructure & Arrival Pressure
	On-Site Capacity & Crowd Pressure
	Community Strain & Resident Impact
	Site Degradation & Maintenance Stress
	Cultural Sensitivity
	Environmental Sensitivity
	Safety & Risk
	Visibility & Promotion
	Local Economic Benefit & Reciprocity
	Jurisdictional Clarity & Legality of Access
	Cost & Resource Demand
	Implementation Timeline & Complexity
	DMAP Alignment & Partnership Leverage

SITE SWOT

STRENGTHS

- Iconic coastline attracting visitors to natural sites
- High visitor spending supporting local businesses
- Existing TheBus service through corridor communities
- Multiple community stewardship groups operating
- Known visitor movement patterns across key nodes
- Strong, established identity with visitors

OPPORTUNITIES

- Group transport could reduce visitor vehicle pressure
- Operator *hui* (group) could standardize safety expectations, provide consistent cultural education, and redirect visitors to appropriate areas
- Timing advisories may flatten predictable midday peaks
- Visitors receptive to curated cultural interpretation
- Long-range planning already underway locally (e.g., Hale'iwa Mobility Hub)

WEAKNESSES

- Single two-lane highway stretches entire corridor
- Seasonal/episodic peak traffic around high surf, surf meets, and other events
- Limited, unmanaged legal parking near major beaches
- Inconsistent tour and shuttle operating practices
- Frequent roadside stops create hazardous traffic conditions
- Lack of real-time data on visitor flows
- Safety risks from uncontrolled pedestrian crossings

THREATS

- High surf and storms disrupt daily traffic and damage roadways
- Coastal erosion threatens beach access points
- Social media spikes overload specific corridor sites
- Construction phases worsen congestion levels
- Increasing tour volume amplifies roadside safety concerns
- Climate change accelerates infrastructure vulnerability
- Resident frustration intensifies with unmanaged behavior

VERY HIGH/VERY LOW

HIGH/LOW

MODERATE

LOW/HIGH

N/A

*PLEASE SEE COLOR SCALE ON PAGE 23 FOR HOTSPOT ANALYSIS

MANAGEMENT ACTIONS, NORTH SHORE CORRIDOR (NS)

NS-1: IMPLEMENT A TARGETED NORTH SHORE VISITOR OCEAN SAFETY & STEWARDSHIP EDUCATION CAMPAIGN

NS-1



Management Strategy: Reimagine What We Have

Goal: Improve visitor awareness of ocean safety, site sensitivity, and responsible behavior at high-use North Shore beaches and nearshore areas through a coordinated, corridor-wide visitor education effort.

Justification: In addition to roadway strain on Kamehameha Highway, community members identified unsafe ocean behavior, reef damage, and lack of visitor preparedness as recurring challenges across the corridor. These issues are particularly acute at popular nearshore and beach sites where visitors encounter ever-changing ocean conditions and sensitive marine ecosystems.

Recent site-specific planning efforts, including the *Pūpūkea Marine Life Conservation District Act 31 (2022) Carrying Capacity Program* and *Pūpūkea Marine Life Conservation District Management Plan (2024)*, document high levels of human use, unmanaged access, and visitor behaviors that contribute to natural resource degradation and safety risks for residents, visitors themselves, and emergency responders like lifeguards. While a few sites have implemented limited individualized education and stewardship efforts, stakeholders emphasized a need for clearer, more consistent visitor awareness through messages that reach people before and during their arrival at North Shore destinations.

This action focuses on a coordinated Visitor Education and Post-Arrival Marketing (VEPAM) campaign that re-inforces ocean safety awareness, respectful behavior, and environmental stewardship principles across the North Shore, complementing existing site management, enforcement, and corridor mobility efforts.

Lead: VEPAM contractor: *campaign development, coordination, visitor-facing distribution*

Projected partners:

- Hawai'i Tourism Authority (HTA): *campaign oversight*
- Department of Land & Natural Resources (DLNR) – Aquatic Resources (DAR), Boating & Ocean Recreation (DOBOR), Conservation & Resources Enforcement (DOCARE), Conservation & Coastal Lands (OCCL): *content guidance*
- City & County of Honolulu – Department of Ocean Safety: *localized legal guidance*
- Hawai'i Water Safety Coalition: *ocean and water safety messaging*
- North Shore stewardship organizations: *place-based knowledge and messaging input*
- North Shore businesses and visitor-facing operators (e.g., surf schools, tour operators, beach equipment rental providers): *visitor interaction insight and distribution pathways*
- Visitor industry partners (e.g., accommodations, tour providers): *distribution at visitor touchpoints*
- North Shore community members: *localized insights*

Implementation framework:

PHASE	PROPOSED ACTION STEPS
FY 2027	VEPAM contractor: • Conduct targeted outreach with ocean safety professionals, stewardship organizations, community members, and businesses on the North Shore to identify priority visitor behavior challenges, effective messaging approaches, and practical in-person and media distribution channels for the area • Identify priority visitor behavior challenges to address, such as: ◦ Ocean safety and hazardous conditions ◦ Reef and marine life protection ◦ Appropriate group behavior and site etiquette • Develop a North Shore-specific visitor education package, which may include: ◦ Short-form digital content (video, QR-based resources) ◦ Consistent visual messaging for use across sites ◦ Plain-language guidance on safety, conditions, and respectful behavior • Coordinate messaging with existing site plans and agency guidance
FY 2028	VEPAM contractor: • Pilot distribution of education materials through high-impact visitor channels, which may include: ◦ Rental cars, accommodations, tour operators, and visitor centers ◦ Post-arrival digital platforms and wayfinding touchpoints ◦ Local businesses, experience providers, and stewardship organizations • Coordinate with site managers and community partners to pilot and test localized messaging approaches and distribution channels
FY 2029	VEPAM contractor: • Refine or expand campaign elements based on feedback and observed outcomes • Align successful approaches with broader island-wide visitor education efforts HTA: Review campaign performance and findings

Anticipated deliverables:

- North Shore-specific visitor ocean safety and stewardship education materials
- Coordinated distribution strategy using post-arrival visitor channels
- Summary of lessons learned and recommendations for continued use or expansion

Intended outcomes:

- Improved visitor understanding of ocean safety and nearshore conditions
- Reduced high-risk and high-impact visitor behaviors at North Shore sites
- Stronger alignment between visitor behavior, community expectations, and site capacity
- Reinforcement of site-specific management efforts through consistent visitor messaging

NS-2: START A NORTH SHORE TOUR & SHUTTLE OPERATOR HUI AND ALIGNMENT INITIATIVE

NS-2

Management Strategy: Gather People with Purpose, Prepare for What Comes Next



Goal: Improve safety, reduce strain, and elevate visitor experience by bringing existing and potential tour and shuttle operators into a structured partnership to align practices, review regulations, and coordinate schedules in the corridor.

Justification: Stakeholders consistently noted that tour and shuttle vehicles can contribute to congestion and safety concerns when vehicles cluster at popular sites, stop illegally, allow guests to enter unsafe or inappropriate areas, or conduct commercial activity at beaches at which such activity is banned through Honolulu City & County Ordinance 21-38 (2021). At the same time, guided tours can reduce reliance on rental cars and support safer, more responsible visitor behavior when operators actively guide movement, timing, and interpretation at the site destination.

What is currently missing is any unified mechanism for: (1) understanding **who** all of the operators are, (2) **where** and **when** they operate, (3) **how** they manage guest guidance, education, and safety, (4) **what** information they share, and (5) whether current regulations are clear, consistent, and enforceable. A structured *hui* (group) provides a practical forum for regular alignment, bringing operators and agencies together to surface issues, review expectations, coordinate where possible, and identify reasonable, voluntary solutions that reduce conflict and improve corridor conditions.

Lead: Hawai'i Tourism Authority (HTA): *convener, facilitator, and coordination support*

Projected *hui* members:

- North Shore tour and shuttle operators: *operational insight, schedule coordination, guest management practices*
- Hawai'i Department of Transportation (HDOT) – Highways: *roadway rules, stopping and loading*
- City & County of Honolulu – Transportation Services (DTS): *mass transit operations*
- City & County of Honolulu – Parks & Recreation (DPR): *park access and use context*
- City & County of Honolulu – Police Department (HPD): *traffic safety and enforcement*
- On-island destination marketing organization (DMO): *visitor information alignment*
- Community-based transportation or tour initiatives operating or actively being developed in the corridor (if applicable): *operational insight and community perspective*
- North Shore stewardship or community organizations with direct involvement in visitor management or resource protection: *place-based insight and community perspective*

Implementation framework:

PHASE	PROPOSED ACTION STEPS
FY 2027	HTA: • Conduct targeted outreach to identify operators and transportation providers currently serving the corridor, as well as any community-based initiatives or organizations exploring visitor transportation or tour services • Convene hui members and establish shared expectations, communication pathways, and near-term focus areas • Coordinate development of an initial operator inventory, including: ◦ Active operators in the corridor ◦ Any community-based or emerging transportation or tour initiatives being actively developed for the corridor ◦ General schedules and timing patterns ◦ Typical stopping locations ◦ Common operating and guest-management practices • Coordinate with agency participants to clarify existing rules and expectations related to stopping, loading, site access, and guest safety • Ensure operator information is shared with the North Shore Corridor Study (<i>Action NS-4</i>) North Shore Tour & Shuttle Operator Hui: • Participate in hui formation, meetings, and information sharing • Explore and advance alignment around topics such as (but not limited to): ◦ Safe and legal stopping and loading practices ◦ Guest supervision and safety expectations ◦ Visitor behavior, etiquette, and resource protection messaging ◦ Consistency and accuracy of cultural and historical information ◦ Timing considerations during peak congestion periods • Identify opportunities for shared learning, trainings, or articulation of basic standards of practice where beneficial, and explore practical adjustments to operations that could improve safety, reduce congestion, or strengthen visitor guidance
FY 2028–2029 (ONGOING)	HTA: • Continue to convene and facilitate the hui • Support coordination between operators, agencies, and community as issues emerge • Document progress, alignment areas, and lessons learned to inform future North Shore visitor management efforts

FY 2028–2029
(ONGOING)

North Shore Tour & Shuttle Operator Hui:

- Participate in hui formation, meetings, and information sharing
- Identify at least one achievable improvement, adjustment, or shared practice to advance through hui coordination per year
- Surface longer-term questions or needs that may warrant future exploration (e.g., regulatory clarity), without presuming new requirements

NS-2

Anticipated deliverables:

- Established North Shore Tour & Shuttle Operator Coordination Hui (minimum 7 operators and/or potential operators; at least 2 community representatives)
- Initial operator inventory documenting who operates (or are actively exploring future operation), where, when, and how
- Documented areas of alignment, improvement, or shared learning
- Summary of hui progress and coordination pathways for future North Shore management efforts

Intended outcomes:

- Improved communication and trust between operators, HTA, other agencies, and community
- Reduced safety risks and operational conflicts at key North Shore sites
- Better understanding of tour and shuttle activity patterns to inform corridor planning and support practical operational adjustments over time
- Increased shared responsibility for visitor behavior, safety, and flow

NOTE: This action does not establish new permitting or licensing requirements. The hui may, however, raise questions about regulatory clarity or consistency [e.g., potential roles of the Public Utilities Commission (PUC) or Department of Commerce and Consumer Affairs (DCCA)] for future consideration if warranted.

NS-3: PROVIDE PEAK-TIME NORTH SHORE TRAFFIC ADVISORIES TO VISITORS

NS-3

Management Strategy: Reimagine What We Have

Goal: Reduce mid-day congestion by sharing clear, consistent “best times to visit” advisories with visitors through hotels, car rental agencies, and digital channels.

Justification: Community members and agencies consistently noted that congestion along the North Shore follows relatively predictable daily patterns, with the most severe strain occurring during mid-day hours. Visitors frequently arrive during peak periods without awareness that conditions vary significantly by time of day or that alternative timing choices could improve both their experience and local conditions.

Findings from the North Shore Study (NS-4) and operational insight from the Tour & Shuttle Operator Hui (NS-2) will further provide details to move beyond generic messaging and offer **place-specific, evidence-informed timing guidance**. Simple, well-coordinated advisories delivered through visitor touchpoints offer a low-cost, adaptive way to influence arrival patterns without new infrastructure or enforcement.



Lead: Hawai'i Tourism Authority (HTA): *Direction-setting, coordination, distribution, and oversight*

Projected partners:

- VEPAM contractor: *content, program design, deployment*
- On-island destination marketing organization (DMO): *distribution assistance*
- Accommodations, car rental providers, and visitor information platforms: *distribution channels*

Implementation framework:

PHASE	PROPOSED ACTION STEPS
FY 2027	HTA: • Confirm scope and priorities for North Shore timing advisories based on available data, including information and evolving findings from Actions NS-2 and NS-4 • Coordinate with the VEPAM contractor to ensure advisories align with broader O'ahu visitor guidance principles VEPAM Contractor: • Translate information and findings into clear, place-specific peak-time advisories, such as “best times to visit” guidance • Develop a flexible advisory toolkit (e.g., short messages, simple graphics, adaptable scripts) suitable for use across multiple visitor-facing touchpoints • Design and launch one or more pilot approaches to improve visitor awareness of real-time or near-real-time conditions, such as: ◦ Framing or reinforcing use of live navigation tools during trip planning and travel ◦ Integrating timing guidance into existing visitor-facing digital or physical touchpoints ◦ Highlighting congestion awareness at key decision moments (arrival, routing) • Explore integration of relevant behavioral guidance into messaging, including how to monitor impacts on behavior as a result of pilot implementation
FY 2028	HTA: • Review pilot performance and findings • Determine whether approaches should be refined, expanded, scaled, or incorporated into broader visitor education efforts VEPAM Contractor: • Implement refinements or expansions to pilot approaches as directed • Update content based on corridor conditions, pilot results, and operator feedback

Anticipated deliverables:

- North Shore visitor timing advisory toolkit
- Launched pilot(s) actively informing visitors about real-time or near-real-time roadway conditions
- Summary of pilot performance and lessons learned
- Updated advisory content informed by pilot results

Intended outcomes:

- Increased visitor awareness of both predictable and real-time North Shore conditions
- Reduced clustering during peak congestion periods
- Better-informed visitor decision-making before and during travel
- A scalable, adaptive, sustainable model for condition-aware visitor advisories on O‘ahu

NS-4: CONDUCT A VISITOR USE, CAPACITY, CONDITIONS & SAFETY ASSESSMENT OF THE NORTH SHORE CORRIDOR FROM WAIALUA TO KUILIMA ("TURTLE BAY")



Management Strategy: Prepare for What Comes Next

Goal: Produce a comprehensive corridor-wide analysis of visitor use, resident sentiment, site and roadway capacity, safety conditions, visitor demand drivers, and congestion patterns along the North Shore (Waiialua to Kuilima) to identify practical, operable strategies that reduce tourism-related strain and improve safety across the corridor.

Justification: Across meetings, residents of the North Shore and beyond described the area as one of the most congested and visibly strained parts of O‘ahu, with traffic backups, roadside parking, and daily life shaped around peak visitor times. These conditions contribute to safety risks for residents, visitors, and emergency responders, as well as to negative impacts on community quality of life.

While the Hawai‘i Department of Transportation (HDOT), Department of Business, Economic Development & Tourism (DBEDT), City & County Department of Planning & Permitting (DPP), and others each provide pieces of information about traffic, visitor patterns, long-term management goals, and environmental impacts, there is no single, integrated document showing how visitor volumes, timing patterns, site use, and roadway constraints interact along the full Hale‘iwa–Kuilima corridor.

Stakeholders repeatedly asked for a “carrying capacity” or conditions assessment to clarify where and when pressure builds, what drives visitation to hotspot areas, and which management strategies are most likely to relieve congestion. A focused Visitor Use, Capacity, Conditions & Safety Assessment fills this gap and provides the foundation for near-term and long-range management decisions. Findings from the assessment will iteratively inform Actions NS-1, NS-2, NS-3, and NS-5 through a comprehensive corridor analysis, safety audit, and action-oriented planning framework.

Lead: Hawai‘i Tourism Authority (HTA): *convener and contract manager*

Projected partners:

- Procured consultant: *primary analyst, data integration, modeling, and report development*
- Hawai'i Department of Transportation (HDOT) – Highways: *data provision, roadway consultation*
- City & County of Honolulu – Permitting & Planning (DPP): *land-use planning coordination, corridor policy context*
- City & County of Honolulu – Transportation Services (DTS): *mass transit information, safety audit*
- O'ahu Metropolitan Planning Organization (OMPO): *mobility hub information*

Projected data providers:

- Department of Business, Economic Development & Tourism (DBEDT) – Research & Economic Analysis: *visitor data and trend analysis*
- Department of Land & Natural Resources (DLNR) – State Parks, Forestry & Wildlife (DOFAW), Boating & Ocean Recreation (DOBOR): *site use data, land management context*
- City & County of Honolulu – Parks & Recreation: *park use data*
- City & County of Honolulu – Climate Change, Sustainability & Resilience: *contextual environmental and resilience data*
- City & County of Honolulu – Police Department (HPD): *traffic enforcement and safety data*

Projected corridor stakeholders:

- North Shore Neighborhood Board: *community consultation, resident experience input*
- North Shore community associations and Hawaiian Civic Clubs: *community consultation, resident and lineal descendant experience input*
- North Shore Chamber of Commerce: *business and economic context*
- North Shore Beach Management Plan hui: *site-specific management insight*
- North Shore Community Land Trust: *place-based stewardship perspective*
- Mālama Pūpūkea-Waimea: *community stewardship and monitoring insight*
- North Shore hotels, tour operators, and providers: *visitor routing and demand-driver insight*

Implementation framework:

PHASE	PROPOSED ACTION STEPS
FY 2027-FY 2028	HTA: • Develop and issue a competitive scope of work and procurement for a corridor-wide <i>Visitor Use, Capacity, Conditions & Safety Assessment</i> covering Waialua–Kuilima • Conduct pre-procurement coordination with State, City, and community partners to refine study questions, geographic focus, and priority management needs • Execute procurement and manage consultant contract through completion of final deliverables

Procured consultant:

Conduct the *Visitor Use, Capacity, Conditions & Safety Assessment*.

The consultant may:

- Compile, clean, and synthesize existing datasets and plans (e.g., traffic counts, visitor data, site observations, community plans, prior studies), and identify analytical gaps
- Incorporate relevant findings from site-specific management efforts within the corridor like the *Pūpūkea Marine Life Conservation District Management Plan (2024)* and *Pūpūkea Marine Life Conservation District Act 31 (2022) Carrying Capacity Program* to ensure alignment with documented use patterns, impacts, and capacity considerations at high-use nearshore sites
- Design and implement targeted data collection, to include field observations or limited counts, to address identified gaps where existing information is insufficient
- Analyze how visitor flows, site use, parking pressure, and roadway constraints interact across the full corridor, including variation by season, day, and time of day
- Examine visitor demand drivers, such as tour routing, online promotion, social media exposure, and mapping tools, to understand why and when visitation concentrates at specific locations
- Conduct targeted engagement with North Shore community organizations, residents, and stakeholders to validate findings and refine assessment priorities
- Convene working sessions and community meetings during the study process to review preliminary findings and gather input before final recommendations are developed
- Conduct a corridor-level safety review of Kamehameha Highway and key visitor nodes, examining pedestrian crossings, roadside stopping patterns, parking conflicts, and areas where visitors interact with traffic
- + **DTS:** Develop a unified, corridor-wide profile of visitor use, capacity, and conditions, including broad capacity thresholds or indicators that signal congestion or breakdown
- + **DTS:** Identify locations where targeted safety improvements could reduce conflicts among vehicles, pedestrians, and cyclists
- Map peak-pressure areas, congestion triggers, safety risk locations, and spatial relationships among sites, roadways, and communities
- Identify practical near-term management considerations to inform mobility planning, shuttle feasibility discussions, parking strategies, managed-access concepts, visitor timing advisories, and corridor safety improvements
- Produce a final technical report and a concise public-facing summary suitable for agency and community briefings
- Present findings to State and City agencies and North Shore community stakeholders

FY 2027-FY 2028
(CONT.)

Anticipated deliverables:

- Draft and final *North Shore Corridor Visitor Use, Capacity, Conditions & Safety Assessment*
- Integrated, consultant-developed dataset combining State, City, and community information
- Profile of visitor volumes, timing patterns, site use, parking pressure, and roadway constraints
- Interactive maps identifying peak-pressure locations, congestion triggers, and safety risk areas
- Visitor demand-driver analysis
- Prioritized list of corridor management and safety strategies for near-term implementation
- Implementation framework outlining potential agency roles, timelines, and pathways for advancing recommended actions
- Public-facing summary and presentation materials

Intended outcomes:

- Clear, actionable information to guide action and community-based management on:
 - Shuttle feasibility and routing discussions
 - Managed-access concepts for key sites under strain / hotspots
 - Visitor timing advisories and messaging
 - Parking and roadside management strategies
 - Corridor safety improvements
 - Development of long-range mobility solutions aligned with North Shore community plans
- Improved interagency coordination through shared datasets and corridor-level understanding of conditions and capacities

NS-5: PILOT A NORTH SHORE PARK-AND-RIDE CORRIDOR CIRCULATOR SHUTTLE

**Management Strategy:** Reimagine What We Have

Goal: Test the feasibility, ridership potential, and travel-behavior impacts of a North Shore park-and-ride corridor circulator shuttle during peak periods to reduce visitor- and tourism-related driving and congestion within the North Shore corridor, while informing longer-term mobility planning and transit coordination.

Justification: Residents consistently identified visitor driving, circling for parking, and roadside activity as major contributors to congestion and safety concerns on the North Shore. While public transit service exists, current routes and service patterns like The Bus' Route 52 are primarily designed to meet resident mobility needs and are not optimized to address concentrated visitor travel during peak periods.

The 2025 *North Shore Sustainable Communities Plan* identifies a visitor shuttle and “park once” mobility approach as a long-term strategy for reducing vehicle dependence. In parallel, the O’ahu Metropolitan Planning Organization (in partnership with the City and County of Honolulu) is completing a *Hale‘iwa Mobility Hub Planning Study* (2024–2026) exploring locations, features, and feasibility of mobility hubs on the North Shore.

Rather than presupposing a single operational model, this action advances a time-limited shuttle pilot following completion of the Mobility Hub Study, incorporating findings from the *North Shore Corridor Visitor Use, Capacity, & Conditions Study* (NS-4). The pilot focuses specifically on reducing visitor and tourism-related vehicle activity within the corridor by providing an alternative to individual driving between major destinations and high-use sites, with the intent of better managing existing visitation patterns rather than increasing visitation. It is also intended to test how a corridor circulator could function as part of a wider mobility system that may ultimately include park-and-ride hubs, existing transit routes, walking connections, and potential bicycle or other multimodal options.

Pilot design will incorporate technical input from transportation partners as well as localized insight from community organizations, corridor destinations, and stewardship groups regarding practical stop locations, circulation patterns, visitor behavior at key sites, and opportunities to reduce roadside parking, vegetation damage, and unmanaged access near sensitive coastal and nearshore areas.

Lead: Hawai'i Tourism Authority (HTA): *recruit funding partners, coordination*

Projected partners:

- City & County of Honolulu – Transportation Services (DTS): *mass transit coordination, operational feasibility assessment*
- O'ahu Metropolitan Planning Organization (OMPO): *Mobility Hub Study coordination and planning alignment*
- Hawai'i Department of Transportation (HDOT) – Highways: *roadway context and traffic operations coordination*
- North Shore Chamber of Commerce and North Shore Neighborhood Board: *local insight on circulation needs and community considerations*
- Corridor stewardship organizations and major destinations (e.g., Waimea Valley, Pūpūkea MLCD partners): *input on visitor movement patterns and potential shuttle stop locations*

Potential service operators (to be determined):

- Public transit provider (e.g., TheBus, via DTS)
- Procured private shuttle operator
- Community-based non-profit operator
- Hybrid service model

Implementation Framework:

PHASE	PROPOSED ACTION STEPS
FY 2028	HTA: • Coordinate with DTS and O'ahu MPO following completion of the <i>Hale'iwa Mobility Hub Planning Study</i> to determine the most appropriate park-and-ride shuttle pilot model for the North Shore corridor, as well as how the pilot can complement potential mobility hub locations and broader multimodal transportation options serving the corridor

FY 2028
(CONT.)

HTA:

- Use findings from NS-4 to identify priority congestion periods, potential park-and-ride locations, and candidate service windows
- Conduct targeted consultation with corridor stakeholders (e.g., relevant agencies, stewardship organizations, community members, and major destinations) to identify and align practical shuttle stop locations, circulation needs, resource protection priorities, and neighborhood considerations, particularly for sensitive corridor sites
- Determine whether the pilot should be operated through:
 - Existing public transit service adjustments,
 - A privately operated shuttle procured for the pilot,
 - A community non-profit model, or
 - A hybrid approach
- Support definition of pilot scope, service parameters, and evaluation criteria

DTS + OMPO (with HTA):

- Provide technical input on routing concepts, service feasibility, and integration with planned mobility hubs and related multimodal transportation connections serving the corridor (e.g., existing bus service, bicycle access, and walking connections)
- Advise on operational constraints, fleet considerations, and coordination needs

FY 2029

HTA:

- Launch a **park-and-ride corridor circulator shuttle pilot** during peak visitor periods
- Ensure inclusion of **interpretive or orientation components** for riders (e.g., ocean safety, place-based expectations, cultural information, environmental stewardship)
- Coordinate development of appropriate **visitor-facing promotion and wayfinding**, including how the shuttle connects with other mobility options in the corridor
- Monitor pilot performance, including ridership patterns, visitor uptake, operational challenges, and qualitative feedback (from operator, visitors, and community), as well as neighborhood impacts

Service operator (public, private, or non-profit):

- Operate the shuttle pilot in accordance with defined parameters
- Collect operational and ridership data to support evaluation

Anticipated deliverables:

- Determination memo identifying the preferred shuttle pilot delivery model
- Defined park-and-ride shuttle pilot scope and service concept
- Time-limited North Shore corridor circulator shuttle pilot implemented during peak visitor periods
- Pilot performance dataset (ridership, operations, timing)
- Pilot evaluation summary to inform future mobility decisions and corridor planning

Intended outcomes:

- Real-world evidence on whether a park-and-ride corridor circulator shuttle can reduce visitor and tourism-related vehicle activity within the North Shore corridor
- Improved understanding of visitor willingness to use shared mobility on the North Shore
- Stronger alignment between destination management goals and regional mobility planning
- Insight into how circulator service could complement existing transit routes, potential mobility hubs, and other multimodal transportation options
- Actionable insight to inform longer-term transit, shuttle, or mobility hub investment



5. "WE ALL WENT TO THE SEASIDE HOTEL
AND LOOKED WITH WONDER AT ALL THE RIDERS OF THE SURF
"GLIDING SWIFTLY



HOTSPOT: KA'IWA RIDGE "LANIKAI PILLBOX"

LOCATION: KAILUA, KO'OLAUPOKO, O'AHU

Ka'iwa Ridge (commonly known as the "Lanikai Pillbox" trail) climbs from the edge of Kailua and Ka'ōhau (Lanikai) onto a narrow ridgeline overlooking the offshore twin islets of Nā Mokulua. The short, steep ascent rewards hikers with sweeping sunrise views and access to two historic World War II bunkers perched along the ridge. Its proximity to residential streets and Kailua Beach Park, combined with high visibility on social media and travel platforms, has made it one of O'ahu's most frequented hikes. In response to decades of erosion and safety concerns, the Department of Land and Natural Resources (DLNR) began a major sustainable trail improvement project in 2024, adding engineered switchbacks, water-management features, and safer trail alignment to stabilize the corridor and reduce environmental impacts.

Even with these improvements, Ka'iwa Ridge remains a focal point of visitor pressure in a neighborhood with limited parking, narrow roadways, and daytime access restrictions. Residents report early-morning crowding, acute trail congestion, and repeated vehicle circulation as visitors search for legal parking near the trail or at Kailua and Lanikai beaches. These conditions are documented in the *Lanikai Transportation Management Plan* (2025), which identifies constrained roadway access, illegal parking, and visitor vehicle circulation as issues affecting neighborhood safety, emergency access, and quality of life, and emphasizes the need to reduce single-occupancy vehicle trips and improve use of alternative transportation options.

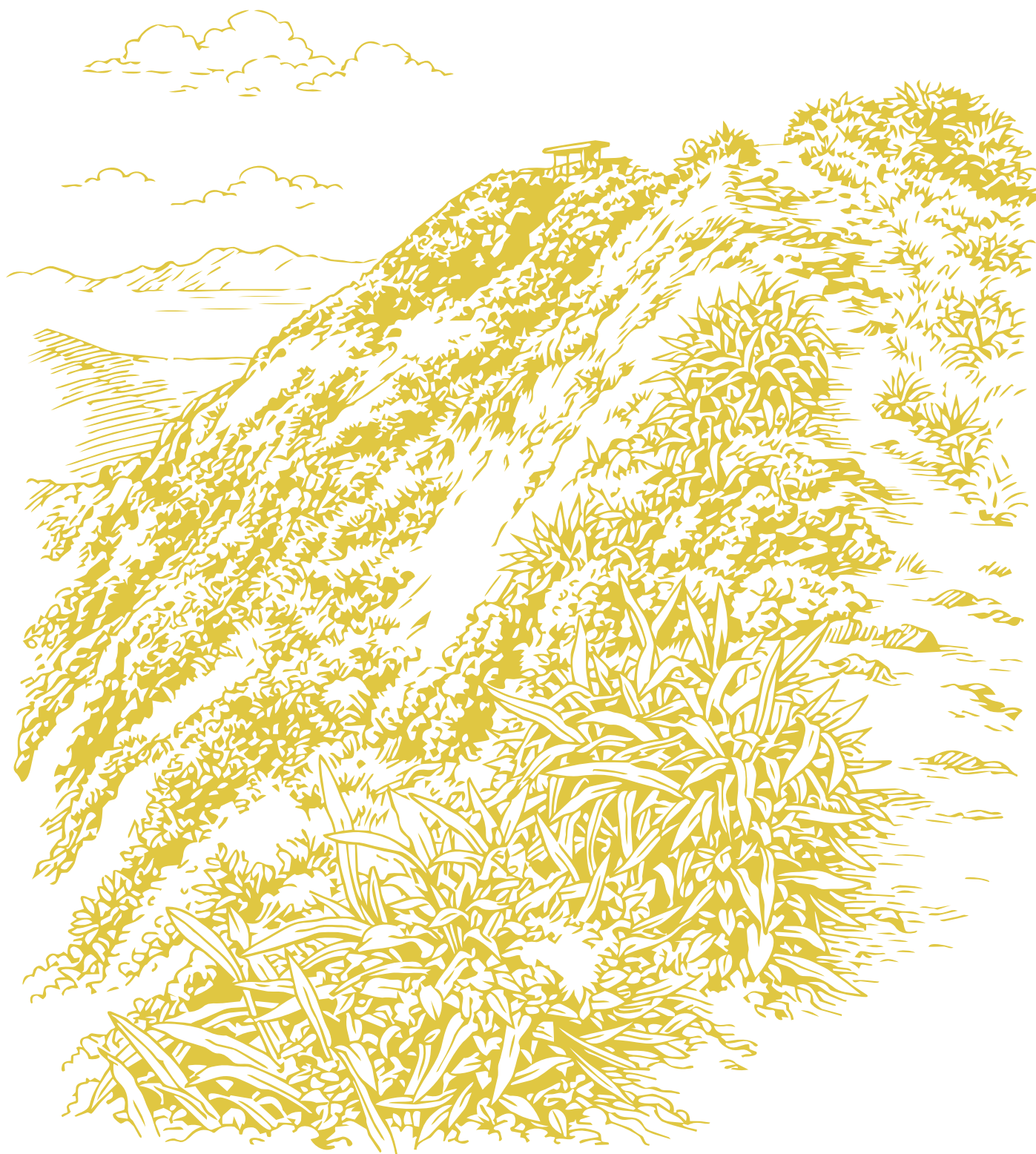
The absence of a formal trailhead or organized arrival system at Ka'iwa Ridge concentrates demand during peak hours and extends traffic impacts into surrounding residential streets. Consistent with the *Lanikai Transportation Management Plan*, DMAP resident stakeholders and DLNR emphasized that trail repairs alone are unlikely to resolve these pressures and highlighted the importance of pairing physical improvements with access management and mobility approaches that reduce reliance on neighborhood parking, limit vehicle circulation, and better align visitor movement with roadway and residential capacity.

Subsequent actions seek to advance the following priorities for destination management at Ka'iwa Ridge:

1. **Managed access to a high-use recreation site**, aligned with community capacity, neighborhood conditions, and ongoing land-manager investments
2. **Improved visitor mobility and reduced reliance on parking in surrounding neighborhoods**, including approaches that support shared transportation and predictable visitor movement
3. **Protection of residential quality of life** by reducing circulation, congestion, and unsafe roadside behavior associated with visitor activity
4. **Stronger alignment between visitor use and site capacity** in the greater Kailua-Ka'ōhau area, particularly in relation to trail conditions, safety, and environmental sensitivity

5. Improved visitor orientation and expectations, especially related to access constraints, safety, and respectful behavior in residential areas

Other community-led, agency-led, or otherwise funded efforts that advance these priorities may be considered aligned with destination management outcomes for the area.



HOT SPOT INDICATORS

OVERALL PRIORITY

IDENTIFICATION

CONTEXT & COMPOUNDING FACTORS

FEASIBILITY & VIABILITY

Access Infrastructure
& Arrival Pressure

On-Site Capacity
& Crowd Pressure

Community Strain
& Resident Impact

Site Degradation
& Maintenance Stress

Cultural Sensitivity

Environmental
Sensitivity

Safety & Risk

Visibility & Promotion

Local Economic
Benefit & Reciprocity

Jurisdictional Clarity
& Legality of Access

Cost & Resource
Demand

Implementation
Timeline & Complexity

DMAP Alignment &
Partnership Leverage

SITE SWOT

STRENGTHS

- Short trail offering iconic sunrise ridge views
- Community engaged in access discussions
- DLNR implementing trail stabilization upgrades
- Refined entry points allow future access control
- Proximity to major beach increases visitor interest

OPPORTUNITIES

- Managed access possible after trail improvements
- Park-and-ride model can redirect visitor parking
- Existing transit connects Kailua, beaches, and Lanikai
- New wayfinding could reduce neighborhood circulation
- Advancement of potential solutions outlined in the *Lanikai Transportation Management Plan* (2025)

WEAKNESSES

- No restrooms or basic trailhead facilities
- Severe parking shortages near Lanikai access points
- Trailhead embedded in narrow residential streets
- Steep grades lead to rescue calls
- Summit graffiti and litter diminish overall experience
- Vehicle circulation increases neighborhood congestion

THREATS

- Erosion could undermine new trail investments
- Dry ridge vegetation presents recurring fire risk
- Sunrise surges overwhelm narrow neighborhood streets
- High online visibility drives unmanaged peak use
- Resident frustration rises with illegal parking behavior
- Additional visitation could strain limited infrastructure



VERY HIGH/VERY LOW



HIGH/LOW



MODERATE



LOW/HIGH



N/A

*PLEASE SEE COLOR SCALE ON PAGE 23 FOR HOTSPOT ANALYSIS

MANAGEMENT ACTIONS, KA'IWA RIDGE (KR)

KR-1: EVALUATE MANAGED ACCESS FOR KA'IWA RIDGE

KR-1



Management Strategy: Prepare for What Comes Next

Goal: Determine whether a managed access system such as timed or capped entry is feasible for Ka'iwa Ridge once ongoing trail improvements are completed.

Justification: Stakeholders identified Ka'ōhao ("Lanikai")'s Ka'iwa Ridge as a high-use site where trail crowding, parking overflow, and neighborhood strain are persistent concerns. The Department of Land and Natural Resources (DLNR) has indicated that, alongside trail improvements, it intends to explore whether managed access tools may be needed to better align visitor use with site and community capacity.

The Department of Transportation Services' *Lanikai Transportation Management Plan* (2025) documents these same pressures and reflects initial resident input regarding potential management approaches for the ridge and trail. The plan identifies managed access, including reservation-based systems, use caps, and requirements to arrive via transit or shuttle, as options warranting consideration to reduce neighborhood traffic, limit vehicle circulation, and protect residential quality of life.

Given this foundation, the focus of this action is to evaluate the feasibility, operational requirements, and readiness of potential managed access models and solicit additional community feedback as needed for specific access management approaches. Any decision regarding managed access must be grounded in visitor use data, access and mobility constraints, and land-management considerations, and must be led by DLNR as land manager. This action initiates evaluative and engagement work in FY 2027 to inform future planning or implementation without presupposing a specific management outcome.

Proposed lead: Department of Land & Natural Resources (DLNR) – Forestry & Wildlife (DOFAW), Outdoor Recreation: *land management, decision authority, community engagement*

Projected partners:

- Hawai'i Tourism Authority (HTA): *data support, destination-management advising*
- Lanikai Association and Lanikai residents: *resident perspectives*
- City & County of Honolulu – Department of Transportation Services (DTS): *transportation, parking, and mobility data; alignment with the Lanikai Transportation Management Plan*

Implementation framework:

PHASE	PROPOSED ACTION STEPS
FY 2027 (BEGIN)	DLNR: • Launch a managed access feasibility and readiness effort for Ka'iwa Ridge concurrent with or following trail improvement completion • Assess operational and access conditions affecting feasibility, including: ◦ Parking availability and spillover ◦ Pedestrian and roadway safety ◦ Peak-use patterns and timing ◦ Enforcement, staffing, and operational considerations • Evaluate a range of potential management pathways, which may include (but are not limited to) reservation or timed-entry systems, daily or time-based use caps, and on-site stewardship or monitoring • Lead community input and engagement to determine resident preferences for access management models • Document findings and determine whether and which management actions should advance for pilots and/or full implementation HTA: • Provide relevant visitor use, timing, and mobility data to support DLNR's analysis • Advise on destination-management considerations and alignment with other managed-access efforts DTS: • Provide relevant transportation, parking, and circulation data to inform feasibility assessment and alignment with the Transportation Management Plan
FY 2027–FY 2029 (ONGOING)	DLNR (with DMAP support from HTA, as appropriate): • Advance one or more management actions identified through the FY 2027 feasibility and readiness effort • Actions may include planning, piloting, or phased implementation of managed access or related site-management tools, with scope, sequencing, and resourcing to be determined based on FY 2027 findings • Coordinate with community stakeholders and relevant agencies as actions are refined

KR-1

Anticipated deliverables:

- DLNR-led access and feasibility summary for managed access at Ka'iwa Ridge
- Clear determination regarding whether and how managed access or other management actions should proceed
- Identification of priority management actions to be advanced in FY 2028–FY 2029

Intended outcomes:

- A clear, evidence-based understanding of appropriate management pathways for Ka'iwa Ridge
- Alignment between trail improvements, community expectations, and future site management
- Readiness to advance future targeted management actions

KR-2: PILOT A "PARK ONCE → EXPLORE BY BUS & BICYCLE" MOBILITY PROGRAM

KR-2

**Management Strategy:** Reimagine What We Have

Goal: Test a park-and-ride–based visitor mobility program that seeks to reduce neighborhood congestion, visitor re-parking, and trailhead pressure at Ka'iwa Ridge, while supporting broader improvements to visitor use of public transit and other car-light mobility options in the greater Kailua area.

Justification: Stakeholders consistently identified visitor mobility in Kailua as a contributing factor to congestion and strain at Ka'iwa Ridge and surrounding neighborhoods like Lanikai, driven by repeated re-parking, circulation between sites, and limited awareness of transit options. While policy measures such as the Lanikai daytime limited parking ban have reduced some pressure, demand remains high and continues to affect surrounding streets, beaches, and trail access. These concerns are echoed in the Lanikai Transportation Management Plan (2025), which identifies both expanded and better-utilized public transit and bikeshare as potential strategies for reducing vehicle trips and parking demand in the area.

The City & County of Honolulu already operates transit routes such as Route 671 connecting Kailua Town, Kailua Beach Park, Lanikai, and nearby recreation areas, but visitors rarely use them due to limited visibility, unclear guidance, and lack of integration with visitor trip planning. A targeted “park once” mobility pilot provides an opportunity to test whether clearer guidance, wayfinding, and visitor-facing materials can shift behavior using existing or adapted transit service. The “park once” concept also creates an opportunity to engage other mobility providers in Kailua, such as bicycle rental or bikeshare operators, to explore complementary ways for visitors to access nearby destinations without repeatedly moving their vehicles.

Lead: Hawai'i Tourism Authority (HTA): *coordination, visitor-facing implementation, evaluation oversight*

Projected partners:

- City & County – Department of Transportation Services (DTS): *transit coordination, operational feasibility; alignment with the Lanikai Transportation Management Plan*
- Department of Land & Natural Resources (DLNR) – Forestry & Wildlife (DOFAW), Outdoor Recreation: *trail access and site-management context*

Implementation framework:

PHASE	PROPOSED ACTION STEPS
FY 2027	HTA (+ DTS): • (Optional): Procure a visitor mobility and education consultant to support development of a Kailua “park once → explore by transit” pilot • Coordinate with DTS to assess feasibility of using existing transit service (e.g., Route 671) as the primary mobility backbone, and identify constraints or adjustments needed, including securing of a parking location • Evaluate alternative delivery options (e.g., a short-term shuttle operated by a separate provider) if existing transit service is not feasible for the pilot • Define pilot objectives, success measures, and evaluation approach, including visitor participation and ridership measurement • Engage potential multimodal mobility partners (e.g., bikeshare providers, local bicycle rental businesses, or other shared mobility operators) to explore complementary options that could operate from the park-once location HTA or consultant: • Develop visitor-facing mobility tools and materials, which may include (but are not limited to): ◦ Visitor-friendly transit or visitor mobility guides ◦ Wayfinding concepts or directional cues ◦ Digital, QR-based, or mobile-friendly information ◦ Orientation or interpretive content to be featured onboard during select trips • Design a pilot evaluation framework, including surveys, counts, or other methods to measure awareness, participation, and behavior change
FY 2028	HTA (with DTS and consultant, if procured): • Launch the time-limited Kailua mobility pilot (minimum six months) encouraging visitors to park once and use transit to access beaches, trails, and key destinations • Implement any complementary multimodal mobility options identified during FY 2027 planning (e.g., bikeshare access or partnerships with local mobility providers), where feasible and aligned with pilot objectives. • Coordinate visitor-facing promotion through visitor-facing channels and touchpoints • Ensure data collection and evaluation mechanisms are implemented

FY 2028 (CONT.)

HTA or consultant:

- Deploy visitor-facing tools and outreach in coordination with transit operations
- Conduct data collection and surveys to measure:
 - Visitor awareness and uptake
 - Changes in transit use
 - Effects on re-parking and circulation patterns
 - Qualitative visitor and community feedback
- Prepare an evaluation summary documenting findings and lessons learned
- Assess feasibility of **expanding or adapting the model to additional Kailua-area routes or destinations** based on pilot outcomes and capacity considerations
- Coordinate findings with **IW-1 and IW-2** discussions to inform broader Windward O'ahu and islandwide visitor transit strategies

FY 2029
(CONDITIONAL)**HTA (with DTS):**

- If program is continued or expanded, identify the appropriate operational, funding, and governance pathway

Anticipated deliverables:

- Defined Kailua park-and-ride / transit pilot concept
- Visitor-facing mobility tools and guidance materials
- Time-limited pilot implemented and evaluated
- Summary of feasibility, partnerships, and performance of any complementary multimodal mobility options tested during the pilot (e.g., bicycle access or shared mobility partnerships)

Intended outcomes:

- Reduced visitor re-parking and circulation tied to Ka'iwa Ridge and the greater Kailua area
- Increased visitor awareness and use of transit options in Kailua
- Clear evidence on whether "park once" mobility models, including transit and other shared mobility options, can influence visitor behavior and reduce vehicle congestion in the area
- Actionable guidance for expanding successful approaches to other Windward O'ahu routes

6. Iwaho mākou 'Āinahau lā

'Ike i ka nani papa hinuhinu lā

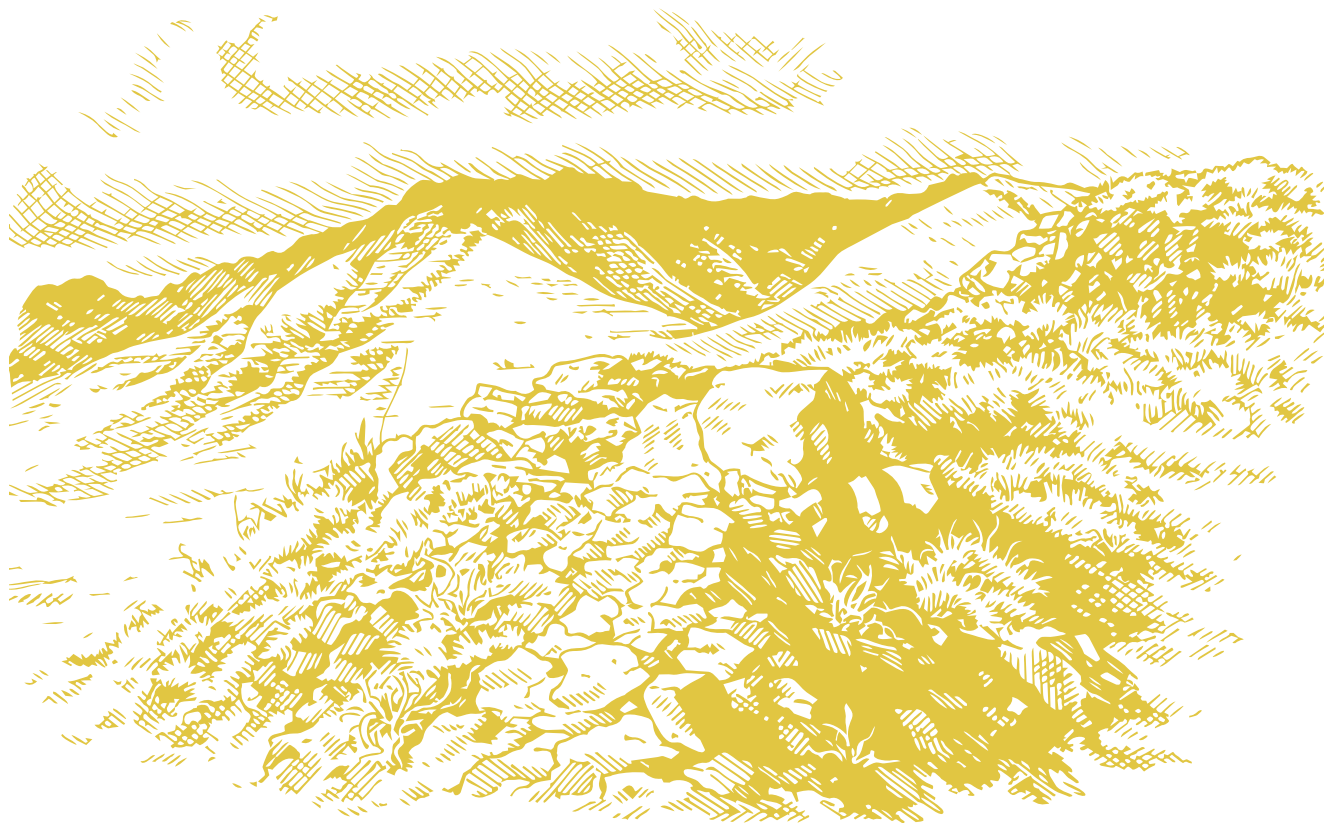
Hele mālie

SITE OF EMERGING STRAIN: PU'U O HULU KAI (MĀ'ILI PILLBOX)

LOCATION: WAI'ANAE, WAI'ANAE MOKU, O'AHU

The trail at **Pu'u o Hulu Kai** (often known as the Mā'ili or “Pink” Pillbox trail) rises above the Wai'anāe coast, climbing a short but steep ridge in Mā'ili to sweeping views of Kahe Point all the way to Mauna Lāhila. The hike leads to several WWII bunkers atop the ridgeline, and it is particularly popular for sunset hikes as it sits on O'ahu's west side. Easy access from Kaukama Road and dramatic vistas have made it a favored outing for residents and visitors. Yet unlike other high-use trails, the trail at Pu'u o Hulu Kai is currently not part of DLNR's Nā Ala Hele system, the statewide network responsible for managing and maintaining designated public trails.

While Pu'u o Hulu Kai is not among O'ahu's most heavily strained sites, both the O'ahu DMAP Advisory Group and DLNR identified it as an emerging point of concern due to recurring roadside parking conflicts, unclear jurisdiction, and safety risks, including a fatality in 2025. The trail's informal status leaves no single agency clearly responsible for improvements, signage, or long-term stewardship, and the surrounding residential streets regularly absorb impacts of unmanaged use. Addressing these gaps by clarifying trail designation and exploring practical parking solutions would reduce hazards, ease neighborhood tension, and create a foundation for more consistent care of the site over time. These steps are not intended to increase visitation, but rather to improve safety and management for those who already access the trail.



HOTSPOT INDICATORS

OVERALL PRIORITY

IDENTIFICATION

CONTEXT & COMPOUNDING FACTORS

FEASIBILITY & VIABILITY

	Access Infrastructure & Arrival Pressure
	On-Site Capacity & Crowd Pressure
	Community Strain & Resident Impact
	Site Degradation & Maintenance Stress
	Cultural Sensitivity
	Environmental Sensitivity
	Safety & Risk
	Visibility & Promotion
	Local Economic Benefit & Reciprocity
	Jurisdictional Clarity & Legality of Access
	Cost & Resource Demand
	Implementation Timeline & Complexity
	DMAP Alignment & Partnership Leverage

SITE SWOT

STRENGTHS

- Popular sunset hike with sweeping Wai'anae view
- Limited entry points simplify potential access controls
- Visitation increasing but still within manageable levels

OPPORTUNITIES

- Designation could unlock long-term stewardship pathways
- Basic signage can quickly improve visitor safety
- Partner parking sites could relieve neighborhood strain
- Clearer jurisdiction guides funding and permitting
- Early improvements may prevent future closures
- Data collection could support future management steps

WEAKNESSES

- No formal trail designation or responsible authority
- Roadside parking disrupts narrow residential streets
- Lack of facilities reduces safety and cleanliness
- Steep, eroded segments increase fall risk
- Emergency response access remains challenging
- Informal trail maintenance cannot meet rising demand

THREATS

- Rising use may accelerate erosion and injuries
- Parking conflicts could heighten neighborhood tensions
- Lack of management prolongs safety vulnerabilities
- Social media growth increases unmanaged visitation
- Erosion may force partial or temporary closures
- Visitor rescues could strain emergency services



VERY HIGH/VERY LOW



HIGH/LOW



MODERATE



LOW/HIGH



N/A

*PLEASE SEE COLOR SCALE ON PAGE 23 FOR HOTSPOT ANALYSIS

POH-1: ADVANCE NĀ ALA HELE DESIGNATION FOR PU'U O HULU KAI'S "PILLBOX" TRAIL

POH-1

Management Strategy: Prepare for What Comes Next

Goal: Advance the trail at Pu'u O Hulu Kai ("Mā'ili Pillbox") toward formal Nā Ala Hele designation by clarifying jurisdiction, documenting existing conditions, and supporting DLNR's internal trail designation process, establishing a foundation for long-term stewardship and safety improvements.

Justification: The trail at Pu'u O Hulu Kai is a high-use informal trail that lacks formal designation, creating uncertainty around jurisdiction, stewardship responsibility, and authority to implement safety or infrastructure improvements for the benefit of residents and visitors alike. Stakeholders noted that without a clear management pathway, agencies are limited in their ability to address trail conditions, safety risks, or visitor impacts in a consistent and coordinated manner.

Advancing Nā Ala Hele designation is a key step toward resolving this uncertainty. While designation does not itself guarantee funding or improvements, it establishes clear responsibility, enables long-term planning, and positions DLNR and partners to pursue targeted safety and stewardship actions as appropriate.

Lead: Hawai'i Tourism Authority (HTA): *coordination, planning support, and process facilitation*

Projected partners:

- Department of Land & Natural Resources (DLNR) – Forestry & Wildlife (DOFAW), Outdoor Recreation: *designation authority and land management lead*
- O'ahu Nā Ala Hele Advisory Council: *designation guidance and review*

Implementation framework:

PHASE	PROPOSED ACTION STEPS
FY 2027-FY 2028	HTA: • Coordinate with DLNR DOFAW and the Nā Ala Hele Advisory Council regarding requirements, sequencing, and information needs for trail designation • Support preparation of designation-ready materials, which may include: ◦ Existing trail conditions summary ◦ Known safety considerations and use patterns ◦ Access, parking, and surrounding context ◦ Cultural or historical considerations drawn from available sources • Document the designation pathway, including remaining steps, approvals, and dependencies, to support DLNR's internal review and decision-making • Communicate regularly with surrounding community about designation process



FY 2027-FY 2028
(CONT.)

DOFAW:

- Review materials and advise on eligibility, process requirements, and feasibility of designation
- Advance the trail through the Nā Ala Hele designation process

FY 2028-FY 2029

HTA:

- After Nā Ala Hele designation advances and specific safety or stewardship needs are identified for the trail, explore further opportunities to support **visitor-related safety improvements** to the trail through DMAP-aligned funding or coordination
- Potential support may include (but is not limited to) improvements such as wayfinding, trail safety measures, or visitor guidance, subject to DLNR priorities and feasibility
- Coordinate with DOFAW to ensure any supported actions align with land management objectives and designation requirements

Anticipated deliverables:

- Designation-ready summary package supporting DLNR's Nā Ala Hele review
- Clear documentation of designation steps, requirements, and decision points
- Determination by DLNR on whether to proceed with formal designation
- Identification of potential follow-on safety or stewardship actions (if applicable)

Intended outcomes:

- Clear jurisdictional and management pathway established for the trail
- DLNR better positioned to plan, fund, and implement safety or trail improvements
- Foundational step toward long-term stewardship of a high-use, visitor-frequented site

POH-2: EXPLORE ACCESS & PARKING SOLUTIONS

POH-2

Management Strategy: Reimagine What We Have

Goal: Identify practical parking improvements that reduce roadside safety risks and neighborhood conflict around the trail area.

Justification: Unmanaged visitor parking along narrow residential streets near the trail (particularly along Kaukama Road) has created recurring safety concerns, blocked access, and tension with nearby residents. Longer-term trail management solutions may emerge through Nā Ala Hele designation, but there is a need to clarify parking expectations and explore interim access measures that improve safety and reduce conflict without major construction or enforcement changes.



This action focuses on short-term, practical improvements that can be evaluated and implemented by City agencies, informed by site conditions and community context.

Proposed lead: City & County of Honolulu (CCH): *parking and access*

Partner: Hawai'i Tourism Authority (HTA): *visitor-facing guidance support and coordination*

Implementation framework:

PHASE	PROPOSED ACTION STEPS
FY 2028	CCH: - Review existing roadside parking patterns and safety risks near the Pu'u O Hulu Kai trailhead, in coordination with relevant City departments - Identify feasible, low-cost parking and access adjustments, which may include (but are not limited to): - Clearer curb markings or delineation in sensitive areas - Refined “no parking” zones for safety and access - Evaluation of temporary or time-limited off-street parking opportunities (e.g., use of an existing public lot during peak periods) - Determine feasible measures for near-term implementation under existing authority HTA: - Assist with development of visitor-facing parking and access guidance focused narrowly on safety and neighborhood respect (e.g., parking do's and don'ts) - Coordinate dissemination of guidance through appropriate visitor information channels, if and when measures are implemented

Anticipated deliverables:

- Summary of existing parking and access issues near the trail
- List of feasible interim parking or access measures identified by City & County of Honolulu
- Determination of which measures can be implemented in the near term
- Simple visitor-facing parking and access guidance (if applicable)

Intended outcomes:

- Reduced roadside safety hazards near the trailhead
- Clearer parking expectations for visitors
- Reduced neighborhood friction related to unmanaged parking
- Interim improvements in place as longer-term trail management advances

ADDITIONAL SITES UNDER STRAIN

In addition to **priority hotspots**, stakeholders identified other hotspots and sites under strain across O‘ahu experiencing varying levels of tourism-related strain, access challenges, or community concern. These sites are listed below. While they were not advanced for targeted action in this DMAP cycle due to resource limitations, **other management actions** included in the following section are designed to shape destination-wide conditions in ways that are intended to improve conditions at multiple sites under strain.

Furthermore, work undertaken by community organizations, agencies, or other partners at these sites that advances the statewide destination management principles described in Section 1 and the island-specific management strategies outlined in Section 3 may be considered aligned with destination management objectives, where such efforts demonstrably contribute to improved safety and experience, reduced strain, cultural or environmental stewardship, and community well-being. The absence of site-specific actions in this plan is not meant to preclude aligned management efforts from occurring, provided such efforts remain consistent with all applicable legal restrictions, cultural protocols, and site-specific access limitations.

On that note, some sites may have **restricted or prohibited access** due to legal restrictions, access across privately held land, safety hazards, or presence of sensitive resources. Their inclusion reflects **observed or reported visitation and associated management concerns**, not an indication that they are appropriate for visitation or that intervention is warranted outside of authorized management actions.

HTA will continue to monitor these sites for changes in conditions, compounding pressures, and readiness for coordinated management action. As feasibility, resources, or partnerships evolve, these locations may be addressed within this DMAP cycle or considered for more targeted action in future DMAP cycles.

Additional Hotspots:

- Hale‘iwa Town**
- Kailua Beach Park*
- Kapo‘o (“Shark’s Cove”)**
- Laniākea**
- Lulumahu Falls*
- Nānākuli Beach Park (“Mermaid Cave”)
- Waimea Bay Beach#

Additional Sites Under Strain:

- Hanauma Bay (Highway Access)*
- Hūnānāniho (“Waimānalo Beach Park”)
- Ka‘ena Point*
- Kahe Point Beach Park
- Keawa‘ula (“Yokohama”)
- Makapu‘u Lighthouse Trail*
- Mānoa Falls

* Hotspot in 2021-2024 O‘ahu DMAP

Part of the North Shore Corridor

06. OTHER ACTIONS



This Destination Management Action Plan (DMAP) is **first and foremost focused on hotspots and sites under strain**. As described in the preceding sections, these are critical locations where tourism-related pressure, safety risks, and impacts on cultural and natural resources are most acute, and where targeted, site-specific management is most urgently needed. These sites emerged consistently through community and industry stakeholder engagement and remain the central priority of this plan.

At the same time, stakeholders were clear that **conditions at individual sites do not occur in isolation**. Visitor behavior at hotspots is shaped by decisions made elsewhere in the destination system: where visitors are encouraged to go, what they understand before arrival on-island or at specific sites, how broad access is managed, and how agencies and partners coordinate across the island. Research conducted at the University of Hawai'i at Mānoa has observed that when access is restricted at a heavily visited location, displaced visitor demand often shifts to nearby sites rather than dissipating, reinforcing the need to consider how management at individual sites influences conditions elsewhere (Moromizato 2025). Without attention to these broader dynamics, even well-designed site-specific actions are more difficult to sustain and new hotspots can arise.

For this reason, the DMAP includes a limited set of other actions that **support and reinforce hotspot and site-specific management**. These actions align with O'ahu's destination management strategies (**Reimagine What We Have; Gather People with Purpose; Prepare for What Comes Next**) and respond to recurring calls for action raised through stakeholder engagement. Each action was refined in consultation with the O'ahu DMAP Advisory Group and relevant partners to best ensure alignment, feasibility, and shared accountability.

Unlike the hotspot and site-specific actions presented earlier in this plan, the actions in this section are not accompanied by multi-year implementation frameworks with year-by-year action steps or designations for leads or partners. This distinction is intentional. Many of these actions will be advanced through existing programs, initiatives, and planning processes that operate on their own update cycles within HTA and other agencies, where duplicative timelines would add limited value. Others rely on interagency coordination that cannot be effectively sequenced in advance. In these cases, flexibility is essential to ensure actions can be assigned, integrated, timed, and adapted as conditions evolve.

This portion of the plan is organized into two complementary sections:

1. **Sites of Opportunity** recognize that managing visitor pressure also involves shaping where visitors are encouraged to go. By intentionally strengthening underutilized areas with community interest and capacity to host more visitors, the plan seeks to redistribute visitor traffic and reduce pressure on sensitive sites. In this context, destination activation functions as a management tool used to support hotspot relief, not simply a strategy for growth.

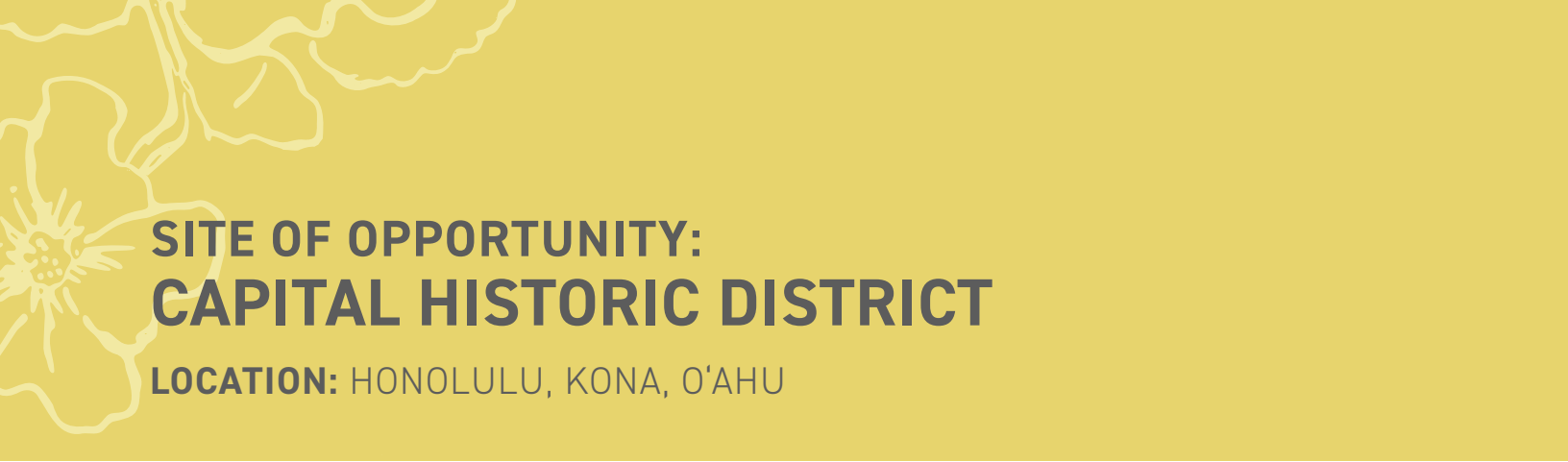
This plan designates the **Capital Historic District** as a **Site of Opportunity**. Located in downtown Honolulu and conveniently accessible from Waikiki, the Capital Historic District receives relatively low visitor use despite its significant cultural, historical, and civic assets, existing infrastructure, and strong transit access. Designating the Capital Historic District as a Site of Opportunity enables targeted, place-

based management initiatives that strengthen its role as an urban cultural center, support local businesses and institutions, and help redirect visitor presence away from congested hotspots elsewhere on the island.

2. Island-Wide Actions (IW) strengthen destination-wide systems and initiatives that support site-specific management. While this DMAP is centered on hotspots and sites under strain, these island-wide actions reflect the issues and ideas for action most frequently raised by community members and industry stakeholders throughout the engagement process. These actions focus broad action related to items like visitor education and communication, activation of existing programs, community support, stewardship improvements, resident engagement, and interagency coordination. While the effects of these actions are often realized at specific locations, they are designed to work in tandem with site-based actions by enhancing the broader management system in which those sites operate.

Together, these actions reinforce a core principle of destination management: **effective action at sites under strain is enhanced through aligned action across the destination as a whole**. While distinct from the actions presented earlier for hotspots and sites under strain, the actions in this section aim to make those site-based efforts more effective, durable, and responsive to community priorities.

For detail on how action items were developed through stakeholder engagement, drafting, and review, refer to Section 2: Development Process for the Plan.



SITE OF OPPORTUNITY: CAPITAL HISTORIC DISTRICT

LOCATION: HONOLULU, KONA, O'AHU

The Hawai'i Capital Historic District is home to many of Hawai'i's most significant cultural and civic landmarks, including **Iolani Palace**, **Kawaiaha'o Church**, the **Hawai'i State Capitol**, **Mission Houses**, the **King Kamehameha I Statue**, and major museums. Yet the district remains one of the least visited areas on O'ahu by travelers; Iolani Palace, the most widely recognized of these sites, welcomes only about 160,000 of the nearly 6 million visitors who come to the island each year. Across DMAP engagements, stakeholders noted a persistent pattern in which visitors seek authentic cultural experiences but concentrate at a small number of highly visible sites, contributing to strain elsewhere. Advisory Group members emphasized the opportunity to “make the beaten path appealing again” by directing visitor activity toward places with cultural depth, available capacity, and strong transit access—conditions the Capital Historic District is uniquely positioned to offer.

The district is geographically compact, supported by multiple bus routes, and contains public institutions capable of accommodating additional daytime visitation. However, stakeholders observed that from a visitor perspective, these institutions often register to visitors as separate destinations rather than as part of a connected district. Many visitors lack clear information or orientation that would help them move comfortably between sites downtown. As a result, visitors may gravitate toward more familiar or heavily promoted locations, not necessarily because those places are better suited to receive additional use, but because they are easier to recognize, reach, and understand.

Some stakeholders also noted that, despite the district's compact geography, wide streets, complex crossings, and limited pedestrian-oriented wayfinding can make movement between nearby destinations not intuitive, unsafe, or uncomfortable, potentially reinforcing car use even in a compact area. These observations highlight the importance of strengthening visitor orientation, pedestrian connectivity, and safe multimodal movement within the district.

Adjacent to the district are additional historic and cultural destinations including **Foster Botanical Garden**, **Chinatown**, and the **Queen Emma Summer Palace** – all reachable by public transportation and capable of supporting connected, car-light visitor movement beyond the district core.

For these reasons, the Capital Historic District emerged as a strong **site of opportunity**: a place where existing infrastructure, civic assets, and cultural institutions can support increased visitor use in ways that improve visitor flow, extend dwell time, and relieve pressure on more constrained sites elsewhere. Strengthening the district as a cohesive, legible cultural area supports destination management goals by shaping visitor movement, improving use of transit and walkable environments, and aligning visitor activity with areas designed to accommodate it.

The following actions aim to address the priorities for destination management in the Capital Historic District that were raised by stakeholders:

1. **Better alignment of visitor movement with areas that have capacity**, particularly walkable, transit-served civic and cultural districts
2. **Stronger visitor orientation and wayfinding** to support confident navigation, longer stays, and car-light movement downtown
3. **Improved coordination among cultural institutions and public spaces** to function as a connected district rather than isolated destinations
4. **Expanded opportunities for cultural learning and civic understanding** in settings suited to absorb additional daytime visitation
5. **Intentional redirection of visitor activity away from strained sites** by strengthening attractive, high-quality alternatives
6. **More effective use of existing infrastructure and public investment** to support destination management outcomes without introducing new pressure points
7. **Improved pedestrian and cyclist mobility and safety**, including consideration of street design approaches (e.g., traffic calming, safer crossings, clearer signage, and more pedestrian-oriented streets) that strengthen connections between destinations

Other community-led, agency-led, or otherwise funded efforts that advance these priorities may be considered aligned with destination management outcomes for the district.

HOTSPOT INDICATORS

OVERALL PRIORITY

IDENTIFICATION

CONTEXT & COMPOUNDING FACTORS

FEASIBILITY & VIABILITY

Access Infrastructure
& Arrival Pressure

On-Site Capacity
& Crowd Pressure

Community Strain
& Resident Impact

Site Degradation
& Maintenance Stress

Cultural Sensitivity

Environmental
Sensitivity

Safety & Risk

Visibility & Promotion

Local Economic
Benefit & Reciprocity

Jurisdictional Clarity
& Legality of Access

Cost & Resource
Demand

Implementation
Timeline & Complexity

DMAP Alignment &
Partnership Leverage

SITE SWOT

STRENGTHS

- Dense cluster of major cultural and historic sites
- Compact district with strong transit access
- Ample parking near cultural institutions
- Strong storytelling potential across multiple sites
- Existing institutions offer quality visitor content

OPPORTUNITIES

- Unified loop map can anchor exploration
- New cultural products can activate quiet spaces
- Daytime events can diversify visitor options
- Coordination redirects pressure from hotspots
- Transit access supports car-free itineraries

WEAKNESSES

- Limited wayfinding linking sites to visitors
- Wide streets with heavy traffic, contributing to unsafe and uncomfortable pedestrian movement
- Fragmented visitor identity across institutions
- Many experiences remain underpromoted and the district is not marketed as a destination

THREATS

- Limited funding constrains programming growth
- Perceived safety issues may deter some visitors
- Competing attractions overshadow cultural district

VERY HIGH/VERY LOW

HIGH/LOW

MODERATE

LOW/HIGH

N/A

*PLEASE SEE COLOR SCALE ON PAGE 23 FOR HOTSPOT ANALYSIS

MANAGEMENT ACTIONS, CAPITAL HISTORIC DISTRICT

The Capital Historic District is home to many of Hawai‘i’s most significant cultural and civic sites, yet it remains underutilized by visitors and lacks a clear and unified tourism-facing identity. Because the district is walkable, transit-accessible, and capable of accommodating higher visitor volumes, it presents a strategic opportunity for **destination management**: intentionally directing visitor activity toward a high-capacity urban area while reducing pressure on sites under strain elsewhere on the island.

This suite of actions advances destination management by organizing visitor movement, strengthening experiences, activating public space, and aligning visitor-facing communication. Rather than introducing new attractions, these actions focus on **enhancing visitor awareness and accessibility of existing cultural and historical assets**, using district activation and coordinated promotion as tools to shape visitor flow, dwell time, and behavior in service of community and visitor experience outcomes.

CD-1: DEVELOP A UNIFIED WALKABLE & TRANSIT-FRIENDLY CULTURAL ROUTE IN DOWNTOWN

CD-1

Management Strategy: Reimagine What We Have

Goal: Organize Downtown Honolulu’s existing civic, cultural, and historic assets into a unified cultural route that supports walking, transit, and bicycle movement, encourages longer stays and deeper engagement with place, and helps redirect visitor activity toward an area able to accommodate higher volumes.

Justification: Stakeholders consistently emphasized the opportunity in destination management to redirect visitor activity toward areas that can absorb greater use, rather than concentrating existing visitation at already strained sites. Downtown Honolulu and the Capital District contain a dense concentration of cultural institutions, historic sites, and civic spaces that are geographically close to one another and well served by transit, yet are often experienced by visitors in a fragmented or incidental way, if at all.

Organizing these assets in a coherent, well-communicated cultural route can strengthen visitor orientation, encourage walking and transit use, extend visit time in an appropriate setting, and deepen understanding of Hawai‘i’s civic and historical foundations without introducing new attractions or infrastructure.

Stakeholders also noted that connections between area sites can be unclear, unsafe, or uncomfortable to navigate, despite their proximity. As part of developing the cultural route, this action will work with the City & County of Honolulu to conduct a pedestrian connectivity and multimodal mobility assessment that helps identify the most practical route linking key destinations while documenting crossings, barriers, and mobility conditions that affect movement between sites. Findings may support ongoing and/or additional City & County efforts to improve safe and comfortable movement for residents and visitors within the district.



Anticipated deliverables:

- Unified downtown cultural route framework
- Digital visitor guide with QR access and place-based narratives
- Complementary print map (as appropriate)
- Soft-launch deployment and full public launch
- Distribution of materials through industry partners (hotels, airlines, cultural institutions, transit)
- Pedestrian connectivity and walkability assessment informing route development and identifying key routes, crossings, and barriers affecting mobility between district destinations in coordination with the City & County of Honolulu

Intended outcomes:

- Increased visitor use of compact and transit-accessible areas in Downtown Honolulu
- Reduced pressure on more sensitive or capacity-constrained sites through redirection
- Stronger visitor understanding of Hawai‘i’s civic and cultural history
- Greater visibility and connectivity for downtown cultural institutions and small operators
- Improved awareness of pedestrian and bicycle connectivity needs within the district

CD-2: SUPPORT DEVELOPMENT OF NEW CAPITAL HISTORIC DISTRICT VISITOR EXPERIENCE PRODUCTS

CD-2

Management Strategy: Gather People with Purpose, Prepare for What Comes Next



Goal: Support development of new, place-based visitor experiences in the district by helping local cultural practitioners, artists, culinary entrepreneurs, and institutions translate strong ideas into visitor-ready offerings, expanding high-quality experiences in an area well suited to absorb additional visitor activity.

Justification: Stakeholders noted that while the Capital Historic District contains a dense concentration of cultural institutions, creative practitioners, civic landmarks, and food traditions, visitors currently encounter relatively few coordinated, purchase-ready experiences that invite deeper engagement or extended dwell time. As a result, visitors often pass through the area briefly rather than spend meaningful time there.

Supporting the development of new visitor experiences in the district advances destination management objectives by strengthening offerings in a high-capacity, transit-accessible area, helping redirect visitor activity away from more strained locations, and creating pathways for local practitioners and small businesses to benefit from visitor presence in a controlled, intentional way.

Anticipated deliverables:

- Completed cohort of creators and institutions supported in a product development pathway
- New visitor experiences launched in the district
- Prototype testing results and early visitor feedback
- Launch of new experiences through visitor industry distribution channels
- Summary of lessons learned and recommendations for continuation or scaling

CD-2

Intended outcomes:

- Expanded set of high-quality, place-based visitor experiences in the Capital Historic District
- Increased visitor dwell time and engagement in a walkable, transit-accessible area
- Greater economic and cultural participation by local practitioners and institutions
- Stronger alignment between visitor experience development and destination management goals

CD-3: PROMOTE THE CAPITAL HISTORIC DISTRICT AS A WALKABLE CULTURAL DESTINATION

CD-3

**Management Strategy:** Reimagine What We Have

Goal: Develop and implement coordinated, visitor-facing promotion that positions the district as a culturally rich, transit-accessible area where visitors can confidently explore civic, cultural, arts, and food destinations while supporting redirection of visitor activity toward a high-capacity urban area.

Justification: The Capital Historic District has a strong cultural, historical, and civic identity, but it is not widely recognized by visitors as a cohesive destination. As orientation tools and new experiences are developed through Actions CD-1 and CD-2, coordinated promotion will help visitors better understand what the district offers and how to explore it.

Visitor-facing information can also support safer and more comfortable movement through the district by helping visitors understand how destinations connect, where to walk between sites, and how to access the area using transit and other multimodal options. By highlighting the district's concentration of cultural institutions, public spaces, and nearby destinations and providing clear guidance on how to reach and move through the area, this action supports more intentional visitor movement patterns while strengthening awareness of a place well suited to accommodate additional daytime visitation.

Anticipated deliverables:

- A comprehensive promotional package with relevant media assets
- A dedicated digital landing page/feature for the Capital Historic District with QR-linked access
- Distribution of promotional materials through visitor-facing channels or platforms, such as airlines, concierges, transit screens, and cultural institutions
- Visitor-facing guidance highlighting how to reach and explore the district using transit, walking routes, and bicycle-friendly connections
- Clear orientation information helping visitors move safely and confidently between major district destinations

Intended outcomes:

- Increased visitor awareness of the district as a walkable, transit-accessible cultural destination
- Greater engagement with cultural institutions and experiences in a high-capacity urban area
- Clear support for visitor redirection away from strained sites through attractive alternatives
- Safer and more confident visitor movement between destinations within the district
- Stronger alignment between destination management goals and visitor communication efforts

CD-4: PILOT A RECURRING CULTURAL ACTIVATION IN THE CAPITAL HISTORIC DISTRICT

CD-4

Management Strategy: Reimagine What We Have, Prepare for What Comes Next



Goal: Develop and launch a recurring, daytime cultural activation in the district that offers visitors a free or low-cost opportunity to engage with culture, arts, history, and community.

Justification: Stakeholders identified the Capital District as well suited to host additional daytime visitor activity, given its concentration of cultural institutions, civic spaces, transit access, and existing events. While the district already hosts periodic activations (e.g., First Friday, Royal Hawaiian Band concerts), there is an opportunity to establish a predictable daytime cultural presence that complements these efforts and reinforces the district as a welcoming place to spend time.

A recurring activation supports destination management objectives by creating a clear reason for visitors to spend time in a walkable, transit-accessible area, while expanding opportunities for local practitioners, artists, and small vendors to engage visitors in culturally grounded ways.

Anticipated deliverables:

- Cultural activation feasibility and pilot summary
- Launch of a recurring daytime cultural activation
- Coordinated promotion of the activation through visitor-facing channels
- Post-launch summary documenting participation, lessons learned, and future considerations

Intended outcomes:

- Increased daytime visitor presence in the district
- Expanded opportunities for local cultural practitioners, artists, and small vendors
- Stronger visitor understanding of the district's cultural and civic significance
- Meaningful redirection of visitor activity toward a high-capacity urban area



7. Ha'ina 'ia mai ana ka puana lā
 'Ike i ka nani Kaimana Hila lā
 Kau mai i luna

ISLAND-WIDE ACTIONS (IW)

The following actions apply O‘ahu’s destination management strategies at an island-wide scale. With limited resources, this plan advances only a select number of these actions with high potential for impact in the next three years.

To seek alignment statewide, complementary initiatives are included in the DMAPs for Hawai‘i’s other five main islands. The actions advanced here reflect concerns heard consistently in community engagements on O‘ahu while contributing to shared statewide principles of stewardship, harmony, regeneration, and collaboration. As these initiatives are implemented and evaluated, successful approaches may be refined and expanded to other parts of the state.

IW-1: PILOT SUPPLEMENTAL COMMUNITY-LED PARK & PUBLIC SPACE STEWARDSHIP AT PRIORITY BEACH PARKS

IW-1



Management Strategy: Reimagine What We Have

Goal: Improve cleanliness, functionality, and visitor experience at high-use beach parks by funding supplemental community-based stewardship focused on rubbish removal, graffiti abatement, and visible care of place while creating opportunities for modest community-led enhancements that visibly reinvest tourism dollars into places residents use every day.

Justification: Residents across O‘ahu consistently expressed a desire to see tourism revenue reinvested into everyday public spaces, particularly beach parks. Stakeholders emphasized that undermaintained facilities undermine both resident well-being and visitor satisfaction.

This concern is notable given how the City & County allocates its county transient accommodations tax (TAT). While the 3% TAT generates revenue directly from visitor lodging, only 8.34% of those funds are reserved in a special account to mitigate impacts to public facilities and natural resources, including the restoration, operations, and maintenance of beaches and parks. For many residents, that reinvestment is not visible in daily life, particularly where heavily used beach parks show signs of deferred maintenance and wear.

The City & County Department of Parks & Recreation (DPR) already operates an **Adopt-a-Park program** that supports volunteer stewardship and community engagement. Although the program provides a valuable framework for civic participation, it is primarily designed around volunteer support and does not come with funds for community organizations to conduct such work. At high-visitor-use beach parks, additional support is often needed to address sustained pressure on facilities during peak periods.

This action builds on the Adopt-a-Park foundation by supporting contracted community organizations to provide **supplemental stewardship** that complements DPR's core maintenance responsibilities. The program will focus on rubbish removal, graffiti abatement, and visible care of place. Participating organizations may also propose modest community-led enhancements coordinated with and approved by DPR, showing visible reinvestment of tourism-generated revenue into public spaces used by residents.

Priority pilot sites (may be altered):

- Hūnānāniho ("Waimānalo Beach Park")
- Kailua Beach Park
- One additional high-visitor-use beach park (TBD; likely North Shore)

Anticipated deliverables:

- Community-based maintenance and stewardship program at three (3) high-use beach parks
- Supplemental rubbish removal, graffiti abatement, and care of place during peak visitor periods
- Public-facing acknowledgment of visitor-funded reinvestment implemented
- Optional small-scale community-led park enhancements implemented where feasible
- Sustainability and funding pathways memo
- Final program period evaluation and transition summary

Intended outcomes:

- More consistently maintained facilities at high-use beach parks during peak periods
- Reduced rubbish accumulation and improved cleanliness at priority parks
- Improved resident perception of reinvestment, with tourism dollars visibly supporting everyday community spaces and services
- Improved visitor experience through visible care of place and well-maintained public spaces
- A tested, clearly bounded model for supplemental, community-based park stewardship that complements City park management

IW-2: FORM AN O'AHU VISITOR MOBILITY COORDINATION ROUNDTABLE

Management Strategy: Gather People with Purpose, Prepare for What Comes Next



Goal: Form a standing, multi-agency roundtable to align visitor-related mobility issues and develop shared strategies that improve how visitors move around O'ahu in ways that also reduce strain on residents, communities, and natural and cultural resources.

Justification: Across DMAP engagement, residents and stakeholders consistently cited visitor movement (e.g., congestion, unsafe parking, confusion around transit access) as a major impact of tourism on daily life. Multiple agencies, partners, and private providers play roles in transportation, safety, enforcement, and visitor information on O'ahu, but these efforts are often addressed separately, making it difficult to align responses to visitor-related mobility challenges as they arise.

At the same time, O‘ahu already has a substantial mobility network in place, including TheBus, Skyline, a robust urban bikeshare program, and various other transportation services. Visitors, however, often struggle to understand how these systems connect to key destinations or how they can be used as practical alternatives to driving. Improving how visitors access and use existing mobility systems represents an opportunity to reduce visitor vehicle trips while also strengthening systems that serve residents.

An O‘ahu Visitor Mobility Coordination Roundtable provides a venue to share information, surface emerging issues, and align approaches to visitor movement in ways that support resident well-being, improve safety, protect ‘āina, and explore new, innovative uses of existing systems. The roundtable may also serve as a forum to examine how existing transit services, connections between Skyline and TheBus, and other shared multimodal mobility options – including by foot – can be better understood or utilized by visitors without compromising resident mobility needs.

Areas of coordination may include:

- Improving visitor understanding, awareness, and use of existing transit services, including clearer guidance on how visitors can access destinations using TheBus and Skyline
- Strengthening visitor-facing mobility guidance, wayfinding, and communication across agencies and visitor industry partners
- Considering how existing transit services and connections might better support visitor movement where doing so does not negatively impact resident mobility
- Enhancing pedestrian safety and access in areas experiencing concentrated visitor movement
- Exploring opportunities to integrate shared and multimodal mobility options (e.g., transit, shuttle services, bicycle access, and walking connections)
- Identifying where mobility-related audits, studies, or pilots (e.g., visitor transit usability, pedestrian safety, corridor mobility, multimodal access) can most effectively support destination management
- Sharing information and lessons learned from DMAP mobility pilots (NS-5, KR-2) and related initiatives underway (e.g., mobility hub projects) across O‘ahu

This action supports destination management by strengthening coordination around movement, rather than infrastructure, and by improving clarity and predictability in how visitors navigate the island.

Anticipated deliverables:

- O‘ahu Visitor Mobility Coordination Roundtable established
- Regular roundtable meetings convened
- Regular roundtable summaries documenting shared priorities and coordination points
- Partner-ready visitor multimodal mobility guidance and promotion materials and strategies

Intended outcomes:

- Improved alignment among agencies and industry on visitor mobility issues that affect residents
- Better use of existing transit, access, and mobility systems to support both residents and visitors
- More consistent agency awareness of strain points and changes affecting visitor movement
- Clearer, more predictable mobility-related communication shared with partners and communities



IW-3: CONDUCT A CULTURAL PROMOTION CAMPAIGN FOR O'AHU'S MUSEUMS, CULTURE, & ARTS INSTITUTIONS

Management Strategy: Reimagine What We Have

Goal: Strengthen visitor awareness and use of local museums, arts organizations, and cultural institutions through a coordinated, islandwide cultural promotion effort that elevates in-town, car-light cultural and artistic experiences as core components of an O'ahu visit.

Justification: Advisory Group members noted that many of O'ahu's museums, arts organizations, and cultural institutions are underutilized by visitors, despite offering meaningful, educational, and transit-accessible experiences well suited to accommodate additional use. They emphasized that visitors often lack cultural grounding that could meaningfully deepen their experience, and suggested that clearer promotion of cultural options, particularly in urban and in-town areas, could both develop greater visitor understanding and reduce pressure on beaches, trails, and other strained sites.

Promotion of such institutions serves as a **visitor redirection strategy**: guiding visitors toward places that can absorb higher volumes, encourage longer visits, and support resident-aligned movement patterns. This action focuses on **coordinating and amplifying existing cultural offerings**, rather than creating new products, and is intended to work in close alignment with Capital Historic District initiatives (Actions CD-1 through CD-4), particularly the district-focused promotion effort in CD-3.

Anticipated deliverables:

- Coordinated O'ahu cultural promotion campaign
- Visitor-facing campaign assets highlighting arts, history, and cultural experiences, particularly for in- or near-town, car-light options
- Campaign distribution through visitor-facing channels at launch (e.g., hotels, visitor platforms, cultural institutions, digital placements)
- Established campaign success metrics (e.g., reach, partner participation, engagement indicators)
- FY 2029 campaign evaluation summary documenting performance, partner uptake, and recommendations for continuation or refinement

Intended outcomes:

- Increased visitor awareness and use of cultural, historical, and arts institutions on O'ahu
- Greater visitor use of art/cultural institutions, supporting redirection from strained natural sites
- Improved cultural grounding for visitors, contributing to more respectful and informed behavior
- Stronger cross-institutional alignment around O'ahu's cultural identity and storytelling
- Greater visibility and attendance for museums and cultural institutions

IW-4: HOST A ROTATING SET OF MULTI-AGENCY TOURISM ENGAGEMENTS ACROSS O'AHU

IW-4



Management Strategy: Gather People with Purpose

Goal: Establish a predictable, rotating series of tourism-focused community gatherings where agencies, industry, and HTA jointly provide updates, listen to resident concerns, and coordinate on shared issues.

Justification: Community and industry feedback highlighted several destination management needs:

- **Residents are fatigued by repeated, uncoordinated outreach** from multiple agencies on similar tourism-related issues; they want meaningful engagement, but not duplicative engagement.
- **Communities want ongoing engagement with DMAP actions** and clearer updates on what has been accomplished, what is in progress, and what is planned next.
- **Destination management requires coordinated, cross-agency effort**, as outlined in HRS Chapter 201b-3(a)(14), yet residents often experience tourism systems as fragmented.
- **Industry wants opportunities to engage constructively with residents**, noting that the public is often unaware of industry contributions to community and local initiatives tied to tourism revenue.

A rotating, multi-agency tourism gathering provides a predictable, collaborative venue to share updates, listen to community concerns, and strengthen relationships across communities, agencies, and the industry.

Anticipated deliverables:

- Island-wide rotating schedule established for multi-agency tourism engagement gatherings
- Several multi-agency gatherings held per year, rotating across different communities on O'ahu
- DMAP update materials prepared and used consistently at each gathering
- Flexible agenda framework that accommodates additional agency, industry, and issue-specific updates related to tourism management
- Regular meeting summary memos documenting meeting locations, participating agencies and partners, key themes raised, and coordination outcomes
- Gatherings held with participation from at least three (3) agency partners at each gathering and regular visitor industry representation

Intended outcomes:

- Reduced resident engagement fatigue through coordinated, predictable outreach
- Improved transparency and understanding of DMAP progress and tourism-related agency roles
- Stronger cross-agency coordination on visitor and tourism management issues aligned with the intent of Chapter 201b-3(a)(14), Hawai'i Revised Statutes
- Improved resident-industry relationships through regular, predictable interaction
- Greater community trust and consistency in messaging across agencies

7. "THIS IS THE END OF THE SONG
GAZED UP AT THE GRANDEUR OF OLD DIAMOND HEAD
SO MAJESTIC"

EIA IHOLA NŌ KA PUANA O IA MELE NEI. E NĀNEA MAI.

Kaimana Hila

A SONG OF LOVE FOR O'AHU BY CHARLES E. KING HONORING THE
MAJESTICAL LĒ'AHĪ AND SOUTH SHORE OF O'AHU

*Iwaho mākou i Ka'alawai lā
'Ike i ka nani Kaimana Hila lā
Kau mai i luna*

We all went there on Ka'alawai shores
And gazed up at the grandeur of old Diamond Head
So majestic

*Iwaho mākou Kapi'olani Paka lā
'I ka lina poepoe ho'oluhi kino
Aloha 'ino*

We all went and saw Kapi'olani Park
To see a ring that exhausted the body
That is too bad

*Iwaho mākou Waikīkī lā
'Ike i ka nani hale ho'onui 'ike lā
Ho'onui hana*

We all went and saw Waikīkī
To see a house that increased knowledge
And made much work

*Iwaho mākou Maki 'Ailana lā
Ku'u pua lilia lana i ka wai lā
Lana mālie*

We all went to the Seaside Hotel
And looked with wonder at all the riders of the surf
Gliding swiftly

*Iwaho mākou i ka Seaside lā
'Ike i ka nani papa he'e nalu lā
He'e mālie*

We all went to 'Āinahau
And saw the beautiful shining surfboards
Moving gently

*Iwaho mākou 'Āinahau lā
'Ike i ka nani papa hinuhinu lā
Hele mālie*

This is the end of the song
Gazed up at the grandeur of old Diamond Head
So majestic

*Ha'ina 'ia mai ana ka puana lā
'Ike i ka nani Kaimana Hila lā
Kau mai i luna*

ACKNOWLEDGEMENTS

The Hawai'i Tourism Authority is grateful to the many individuals and organizations who shared their time, mana'o, and expertise during the development of the O'ahu Destination Management Action Plan. The individuals listed here are recognized in appreciation of their roles in the process.

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GLOSSARY

Average Daily Census:

The average number of visitors present in Hawai‘i on any given day.

Average Length of Stay:

The average number of days visitors spend in Hawai‘i, including both the day of arrival and the day of departure.

Community Benefit:

Positive outcomes for local communities resulting from tourism, which may include economic opportunity, reinvestment in infrastructure and public spaces, cultural preservation, environmental stewardship, and improvements to residents’ quality of life.

Community-Led Stewardship:

An approach to caring for and managing places in which local communities, cultural practitioners, and lineal descendants play a leading role in protecting natural resources, cultural sites, and community well-being.

De Facto Population:

The total number of people present in a place at a given time, including both residents and visitors.

Destination Management:

The coordinated planning and management of tourism in a place to address impacts, protect resources, and improve experiences for residents and visitors through collaboration among government agencies, communities, and industry partners.

Destination Marketing Organization (DMO):

An organization that promotes and supports travel to a specific destination through marketing, visitor information, and industry coordination.

Destination Stewardship:

The shared responsibility of caring for a place so that it can thrive for future generations. While *destination management* focuses on planning and coordination, destination stewardship emphasizes collective care and long-term *kuleana* for the place itself.

Hotspot:

A location where visitor use and tourism-related pressure are concentrated and where targeted management actions are prioritized.

Lineal Descendant:

A person who can trace direct family ancestry to individuals historically connected to a particular place or ‘āina. In Hawai‘i, lineal descendants often maintain genealogical, cultural, and familial ties to specific lands, waters, and resources, and their perspectives are important in decisions related to stewardship, cultural practice, and place-based management.

Managed Access:

Strategies used to regulate how people enter or use a site in order to protect resources and improve visitor experience. Examples may include reservation systems, permits, transportation controls, or timed entry.

Mobility Hub:

A location where multiple transportation options connect (e.g., shuttles, buses, bicycles, walking routes) allowing visitors and residents to move between destinations more efficiently.

Multimodal Transportation:

A transportation approach that integrates multiple forms of travel, such as walking, bicycling, buses, shuttles, and private vehicles, to improve mobility and reduce congestion.

Per-Person Per-Day Spending:

The average amount of money spent by a visitor per day during their stay in Hawai'i.

Place-Based Management:

An approach to destination management that tailors strategies and actions to the specific conditions, culture, and needs of a particular community, *‘āina*, or site.

Priority Hotspot:

A hotspot selected for focused management action during the current DMAP implementation cycle.

Regenerative Tourism:

An approach to tourism that seeks to restore, strengthen, and sustain the environmental, cultural, and community systems of a place. Regenerative tourism goes beyond minimizing negative impacts by supporting activities and partnerships that help communities and ecosystems thrive over time.

Resident Sentiment:

Public attitudes and perceptions among residents regarding tourism and its impacts on their community and family system.

Site of Opportunity:

A location where visitor activity may be encouraged or better supported in order to distribute visitation more evenly and reduce pressure on heavily impacted sites.

Site Under Strain:

A location where strain is occurring due to visitor use, infrastructure limitations, environmental sensitivity, or other pressures. This designation may also apply where any level of visitor activity occurs in areas where public access is restricted or inappropriate.

Stakeholder:

An individual, organization, or group with an interest in or connection to tourism and its impacts in a particular place. In the DMAP context, stakeholders include residents, community organizations, cultural practitioners, lineal descendants, businesses, industry representatives, government agencies, and other partners involved in destination management and stewardship.

Strain:

Pressure affecting a place, resource, or community that may arise from visitor use, infrastructure limitations, environmental conditions, or other factors. In the DMAP context, strain may also occur when visitor activities or access take place in areas where said access is restricted or prohibited, including unsafe, culturally sensitive, or environmentally protected locations.

Transient Accommodations Tax (TAT):

A tax applied to short-term visitor accommodations such as hotels and vacation rentals. In Hawai'i, the TAT is collected by both the State and counties, with the State currently levying an 11 percent tax and each county collecting an additional 3 percent.

Visitor:

An out-of-state traveler who stays in Hawai'i for at least one night but less than one year.

Visitor Education and Post-Arrival Marketing (VEPAM):

An HTA program focused on marketing to and educating visitors after they arrive in the islands, including information about appropriate activities, experiences, and responsible behavior that supports cultural, community, and environmental stewardship.

Visitor Orientation:

Information provided to visitors before or during their trip to help them understand local conditions, cultural and environmental context, safety considerations, and guidance for respectful and responsible behavior.

Wayfinding:

Signage, maps, and other navigation tools that help people understand where they are and how to move through a place safely and efficiently.



ACRONYMS & ABBREVIATIONS

State Agencies

DAR: Division of Aquatic Resources (DLNR)
DBEDT: Department of Business, Economic Development & Tourism
DLNR: Department of Land and Natural Resources
DOCARE: Division of Conservation and Resources Enforcement (DLNR)
DOBOR: Division of Boating and Ocean Recreation (DLNR)
DOFAW: Division of Forestry and Wildlife (DLNR)
HDOT: Hawai'i Department of Transportation
HTA: Hawai'i Tourism Authority
OCCL: Office of Conservation & Coastal Lands (DLNR)

City and County of Honolulu

CCH: City and County of Honolulu
DPP: Department of Planning and Permitting
DPR: Department of Parks and Recreation
DTS: Department of Transportation Services
HPD: Honolulu Police Department
OMPO: O'ahu Metropolitan Planning Organization

Locations in Action IDs

CD: Capital Historic District
IW: Island-Wide (referring to an Island-Wide Action within the DMAP framework)
KR: Ka'iwa Ridge ("Lanikai Pillbox")
NS: North Shore Corridor
POH: Pu'u O Hulu Kai ("Mā'ili Pillbox")

Other Acronyms & Terms

DMAP: Destination Management Action Plan
DMO: Destination Marketing Organization
FY: Fiscal Year
MLCD: Marine Life Conservation District
TAT: Transient Accommodations Tax
VEPAM: Visitor Education and Post-Arrival Marketing

Appendices

The background of the page is a solid yellow color. It features a decorative pattern of white chevrons (V-shapes) that are arranged in a staggered, overlapping manner across the entire surface. The chevrons are oriented in various directions, creating a dynamic and textured visual effect.

APPENDIX A:

DMAP ENGAGEMENT SCHEDULE

The development of this DMAP included multiple rounds of engagement with community members, industry representatives, government agencies, and the island Advisory Group. These engagements helped identify sites under strain, refine emerging themes, and shape the strategies and actions included in the plan.

Advisory Group Meetings

The island Advisory Group provided ongoing guidance throughout the DMAP development process, helping review emerging themes, identify sites under strain, and refine draft actions:

- August 11, 2025
- September 2, 2025
- September 26, 2025
- December 9, 2025

Community Engagement

Community engagement focused on understanding how tourism is experienced in daily life across O‘ahu and identifying locations where tourism-related strain is most visible.

Initial Virtual Engagement

- **August 27, 2025**

Initial session conducted to gather insights for both the DMAP and the HTA Strategic Plan.

In-Person Community Input Session

Facilitated sessions held in two communities focused on themes that emerged early in the process:

- **September 24, 2025: Wahiawā Community Session**
- **September 25, 2025: Kaimukī Community Session**
 - traffic and infrastructure
 - reinvestment and storytelling
 - visitor education
 - resident engagement and communication

These discussions helped further identify sites under strain and clarify desired outcomes for destination management.

Draft Review Sessions

- **February 18, 2026: Virtual Draft DMAP Review Session**

Session to present the draft DMAP and gather feedback on proposed strategies and actions.

Industry Engagement

Industry engagement focused on understanding operational realities, sector perspectives, and the role businesses play in destination management.

- **August 11, 2025: Virtual Industry Input Session**

Session conducted to gather *mana'o* (insight) from visitor industry representatives for both the DMAP and the HTA Strategic Plan.

- **September 22, 2025: Industry Engagement Session at the HTA Tourism Conference**

Facilitated discussions across six sector groupings:

- accommodations and lodging
- tours and activities
- transportation and access
- food, retail, and events
- marketing, media, and travel trade
- community and cultural stewardship partners

These discussions helped identify practical opportunities for industry participation in destination management.

Public Comment Period: February 2026

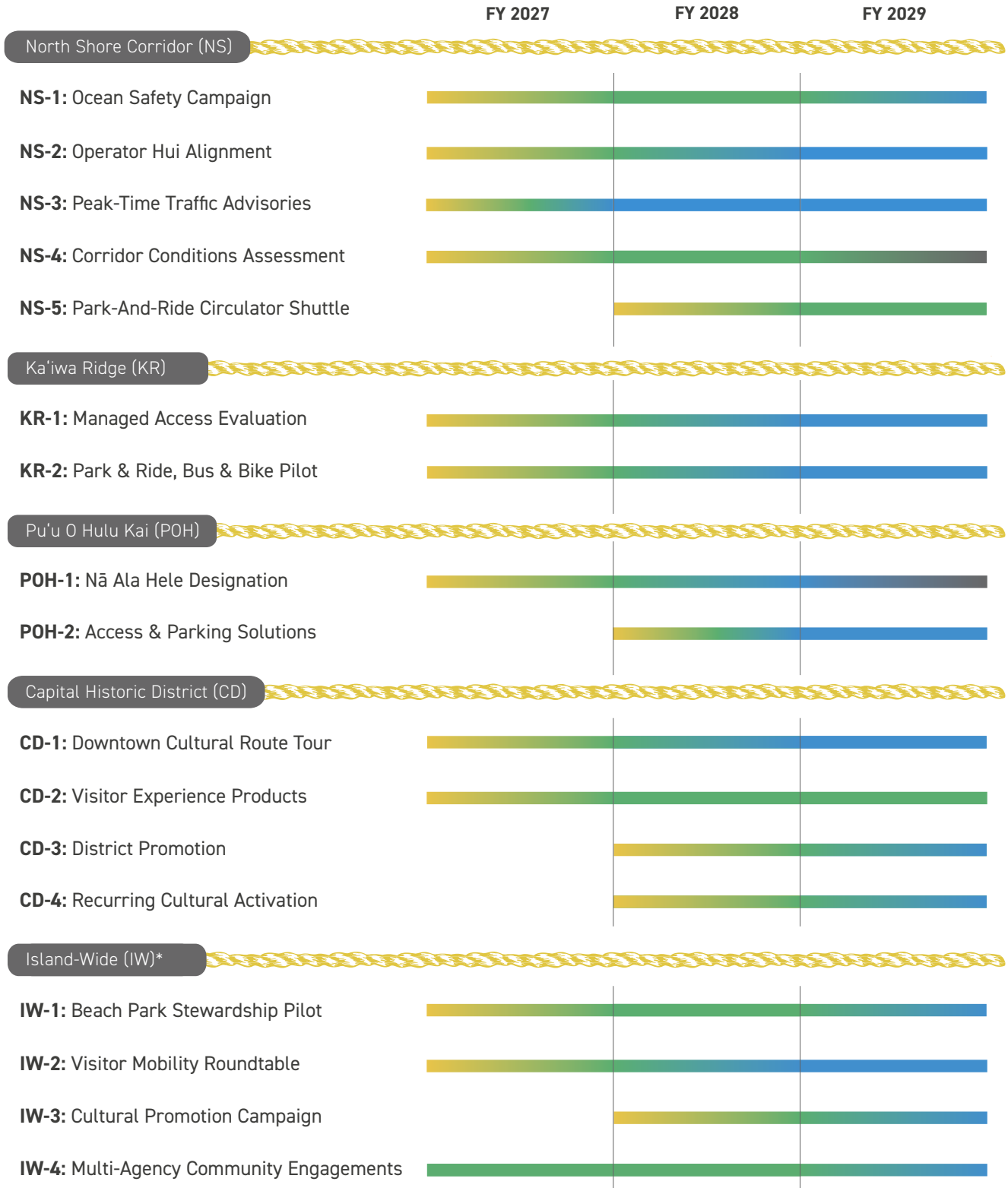
An online commentary portal was made available on the HTA website to gather additional feedback from community members, industry participants, and other stakeholders on the draft DMAP.

Agency and Partner Coordination

Throughout the planning process, HTA Destination Managers and other HTA staff engaged regularly with State and County agencies, 'āina-based stewardship organizations, and other partners. These conversations helped clarify agency roles, operational realities, and potential pathways for collaboration in implementing proposed actions.

APPENDIX B: THREE-YEAR IMPLEMENTATION TIMELINE

■ Procurement / Planning ■ Implementation / Execution ■ Refinement / Review



*Timeline for Capital Historic District (CD) and Island-Wide (IW) timelines have not been determined. Estimates provided.

APPENDIX C:

ADDITIONAL OPPORTUNITIES IDENTIFIED THROUGH STAKEHOLDER ENGAGEMENT

The DMAP identifies a set of priority actions that HTA and its partners will work to advance during the 2026–2028 DMAP implementation cycle. During engagement, however, stakeholders raised a wide range of additional issues, opportunities, and site-specific concerns related to destination management on O‘ahu.

Given the breadth of topics raised and the practical limits of available resources, it is not possible for every idea or site identified to be translated into a formal DMAP action for the 2026–2028 implementation cycle. Many items relate to kuleana held entirely by other State and County agencies, while others may benefit from additional coordination, research, or feasibility assessment before specific actions can be defined.

Documenting these perspectives nonetheless helps ensure that stakeholder input gathered through the DMAP process remains visible and available to inform ongoing dialogue, coordination, and management efforts across all partners involved in caring for O‘ahu as a home and visitor destination.

Opportunities identified through engagement fall into three categories:

1. Agency Opportunities

Areas of progress identified through stakeholder input that fall fully within the responsibilities of other State and County agencies. These are recommended for further consideration.

Examples include:

- **City & County of Honolulu Department of Public Works (DPW) + Department of Transit Services (DTS):** improve pedestrian safety, wayfinding, and walkability in the Capital Historic District, Downtown Honolulu, and Chinatown
- **Department of Hawaiian Home Lands (DHHL) + Honolulu Police Department:** improve hazard communication and enforcement addressing unsafe access and unauthorized tour activity at Mermaid Caves
- **Department of Parks & Recreation (DPR):** expand safety infrastructure at cliff-jumping locations such as China Walls where repeated rescues occur

2. Ongoing HTA Exploration

Topics raised during stakeholder engagement that HTA will continue exploring as partnerships, research, and planning efforts help shape potential future initiatives. These are recommended for continued exploration as opportunities evolve.

Examples include:

- **Expanding tourism impact and key performance success indicators** that complement spending, visitor satisfaction, and resident sentiment measures with additional environmental, infrastructure, safety, and community benefit metrics
- **Advancing climate-informed destination management planning** to better understand how shoreline change, coral reef decline, sea level rise, and extreme weather may affect visitor access and infrastructure
- **Partnering with the City & County of Honolulu Department of Transportation Services (DTS) and O‘ahuMPO** to improve visitor awareness and use of public transit while considering visitor mobility needs in transit design, wayfinding, and service planning

3. Policy Considerations

Broader policy issues and community concerns that influence tourism, destination management, and community conditions but fall outside the scope of DMAP implementation as they typically require legislative action, statewide policy changes, or decisions by other agencies. These are recommended for further policy dialogue and consideration.

Examples include:

- **Strengthening mechanisms that link tourism-generated revenues to visible community investments** such as parks, infrastructure, and neighborhood facilities
- **Increasing coordinated long-term climate adaptation and shoreline management policies** addressing sea level rise, coastal erosion, and impacts to visitor infrastructure
- **Expanding funding and implementation authority for community stewardship programs** officially supporting volunteer and community-led care of public lands

A broader listing of opportunities identified through DMAP stakeholder engagement across all six islands is available on the Hawai‘i Tourism Authority website at [HTTPS://HTA.HAWAII.GOV/DMAPS/](https://HTA.HAWAII.GOV/DMAPS/).

APPENDIX D:

OTHER RESOURCES

Department of Business, Economic Development and Tourism: **2024 Annual Visitor Research Report**

<HTTPS://FILES.HAWAII.GOV/DBEDT/VISITOR/VISITOR-RESEARCH/2024-ANNUAL-VISITOR.PDF>

Department of Business, Economic Development and Tourism: **2025 Visitor Plant Inventory**

<HTTPS://FILES.HAWAII.GOV/DBEDT/VISITOR/VISITOR-PLANT/2025VPI.PDF>

Department of Business, Economic Development and Tourism: **Resident Sentiment Surveys**

<HTTPS://DBEDT.HAWAII.GOV/VISITOR/RESIDENT-SENTIMENT-SURVEY-REPORT/>

Hawai'i Tourism Authority: **Visitor Satisfaction & Activity Reports**

<HTTPS://HTA.HAWAII.GOV/VISITOR-SATISFACTION-AND-ACTIVITY/>

Hawai'i Tourism Authority: **O'ahu Destination Management Action Plan (2021–2024)**

HTTPS://HTA.HAWAII.GOV/WP-CONTENT/UPLOADS/2026/06/HTA_OAHU_DMAP_2021-2024.PDF

City & County of Honolulu: **Annual Comprehensive Financial Report (FY 2025)**

<HTTPS://WWW.HONOLULU.GOV/OCA/WP-CONTENT/UPLOADS/SITES/39/2026/01/CC-HONOLULU-ACFR-FY2025-PDF-A.PDF>

City & County of Honolulu: **Honolulu Complete Streets Progress Report (FY 2025)**

HTTPS://WWW.HONOLULU.GOV/COMPLETESTREETS/WP-CONTENT/UPLOADS/SITES/37/2026/01/FY25-CS-ANNUAL-REPORT_FINAL.PDF

City & County of Honolulu: **Lanikai Transportation Management Plan**

HTTPS://WWW.HONOLULU.GOV/DTS/WP-CONTENT/UPLOADS/SITES/45/2025/06/LANIKAI-TRANSPORTATION-MANAGEMENT-PLAN_FINAL.PDF

Department of Land and Natural Resources: **Pūpūkea Marine Life Conservation District Management Plan (2024)**

HTTPS://DLNR.HAWAII.GOV/HOLOMUA/FILES/2024/04/PUPUKEA-MANAGEMENT-PLAN_UPDATED-APR-2024.PDF

Hawai'i Sea Grant: **North Shore Beach Management Plan**

<HTTPS://SEAGRANT.SOEST.HAWAII.EDU/SUSTAINABLE-COASTAL-TOURISM/NSBMP/>

Moromizato, N. (2025). *Analyzing travel flow to Hanauma Bay before and after the reservation system using big data*.
University of Hawai'i at Mānoa, School of Travel Industry Management.

North Shore Sustainable Communities Plan

<HTTPS://NORTHSHORESCP.COM/>

Oahu Metropolitan Planning Organization: **O'ahu Mobility Hubs Program**

<HTTPS://ENGAGE.OAHUMPO.ORG/MOBILITY-HUB-PLANNING-STUDY>

The logo for the Hawai'i Tourism Authority. It features the words "HAWAII TOURISM" in a white, stylized, sans-serif font. A horizontal line with a rainbow gradient (red, orange, yellow, green, blue) runs beneath the text. Below this line, the word "AUTHORITY" is written in a smaller, white, all-caps, sans-serif font.

HAWAII TOURISM
AUTHORITY

