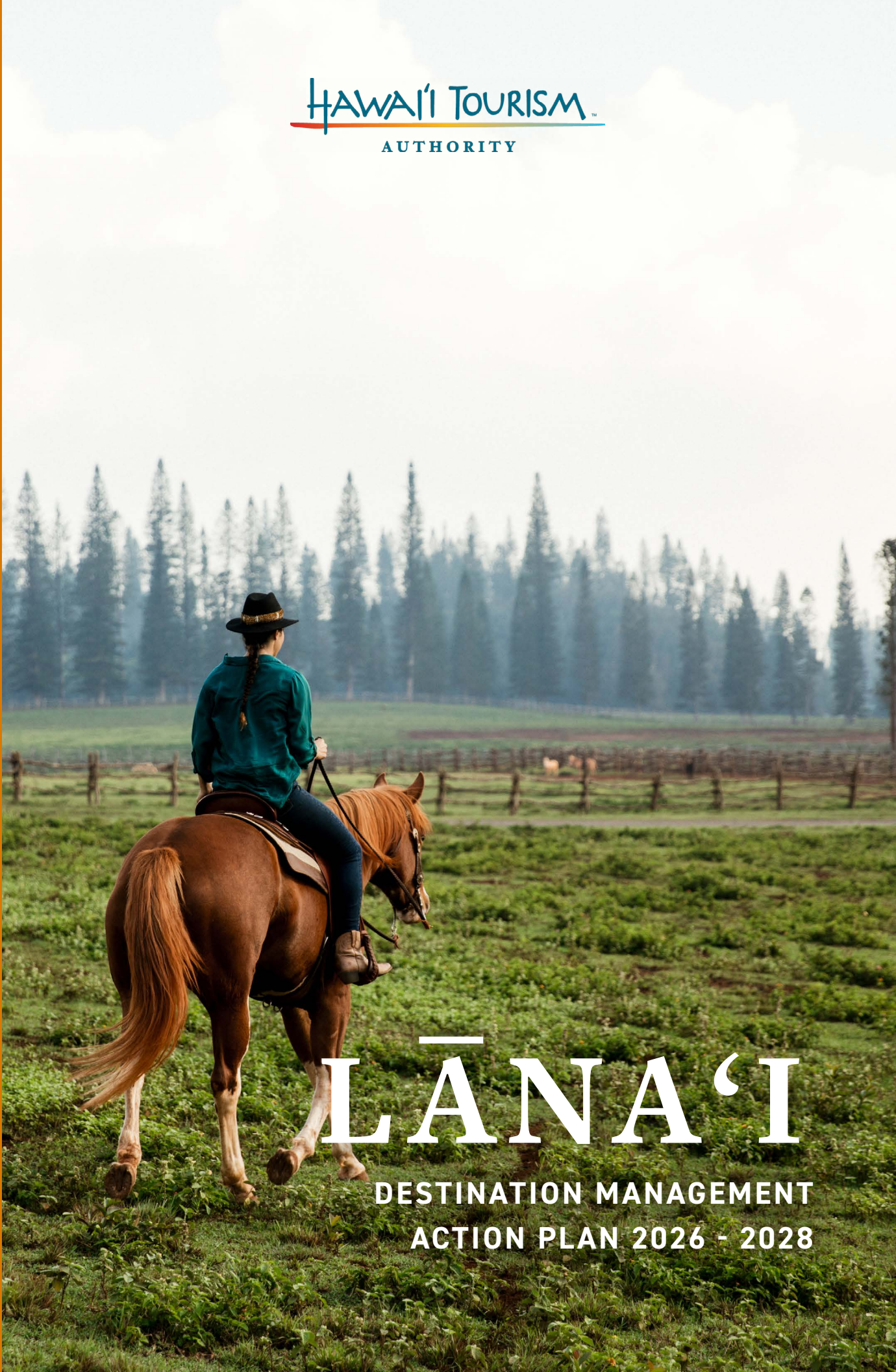




LĀNA‘I

DESTINATION MANAGEMENT
ACTION PLAN 2026 - 2028

Kaululā‘au ali‘i panapana lapu Kaulahea ali‘i manamana kapu

Kaululā‘au the mischievous chief
Kaulahea the reverent chief

Lāna‘i, modest in size and population, yet traditional chiefly rulers were of both the staunch and astute sort as well as the mischievous unconventional type. Lāna‘i leadership were known for being clever, wise and of notable formidability, and were honored and respected by their island people.

LEIMOANA COLLECTION

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01. PURPOSE OF THIS PLAN

Throughout engagement meetings for developing this plan, the people of Lānaʻi spoke with pride about who they are and what the island they call home means to them. They described a place where relationships matter, where stories and *kuleana* (responsibilities) pass between generations, and where the landscape is not a backdrop but *ʻohana* (family). They spoke of forest restoration work *mauka* (upland), of lauhala weavers and *ʻōlelo Hawaiʻi* (Hawaiian language) classrooms shaping the next generation of *keiki* (children) and *ʻōpio* (youth), and of the quiet of Lānaʻi City where neighbors greet each other across Dole Park or signal to one another in passing pick-ups with the beloved, bucolic “Lānaʻi wave.” For many, Lānaʻi is defined by its intimacy and its integrity: a small island with a strong sense of who it is.

Visitor activity today on Lānaʻi is modest, shaped by limited access to the island and by the pull of the two luxury resorts that anchor most visitation at Mānele and Koʻele. With limited simple, reliable ways for most visitors to move beyond the harbor, many never make it into town, meet local practitioners, or see the cultural and conservation work happening across the island. Residents spoke about what they wish most visitors would experience: a talk-story with *kūpuna* (elders) at Lānaʻi Culture & Heritage Center; a day spent planting native trees with conservation staff; a weaving demonstration; a visit to the Cat Sanctuary; a walk through heritage sites that hold family histories; a meal or the annual Pineapple Festival in Lānaʻi City; the everyday generosity of people who wave you across the street. They shared hopes for a tourism future that is modest, meaningful, and reflective of Lānaʻi’s values: one that more greatly supports local businesses and offers visitors a chance to truly know this unique place rather than only glimpse its shoreline.

The purpose of this plan is to respond to those hopes through **destination management**: improving how visitors arrive, move, learn, and contribute; supporting the systems that protect *ʻāina* (land) and cultural resources; and ensuring that tourism aligns with the island’s needs, identity, and aspirations. These priorities emerged through collaborative engagement with the residents, *mālama ʻāina* (care for the land) stewards, visitor industry partners, and government representatives who carry *kuleana* for Lānaʻi’s future. Destination management is not the work of any single entity; it is a shared effort to shape how tourism shows up in daily life, supports community well-being and improves the visitor experience.

Destination management on Lānaʻi is therefore about acting together to build conditions for a thoughtful, well-supported visitor presence: one that includes but extends beyond the traditional resort pathway and connects more people to other parts of the island *ʻohana*. By improving access, strengthening coordination, and expanding opportunities for visitors to engage with businesses and organizations in Lānaʻi City, this plan looks toward a future where visitors can more easily meet the people who care for Lānaʻi, learn from its history and culture, and experience for themselves what the island truly means.

ALIGNMENT WITH HAWAI'I'S STATEWIDE DESTINATION MANAGEMENT FRAMEWORK

The work of **destination management** on Lāna'i 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 Hawaii 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 Lāna'i, 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. He mele kēia 'āina 'o Lāna'i
 Ka huina li'ili'i o nā mokupuni
 Li'ili'i ka mana'o me ka 'ōlelo
 Mea nui o nā moku'āina

Mele Lāna'i

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 Lāna‘i.

"MELE LĀNA'I"

A SONG OF LOVE FOR LĀNA'I BY VAL KEPILINO
HONORING THE RED EARTH, ANCIENT CLIFFS, AND ENDURING SPIRIT OF LĀNA'I

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.

NOTE: A number of existing plans including the *Lānaʻi Community Plan* (2016) and the *2017–2026 Maui County Tourism Industry Strategic Plan* identify a need to protect Lānaʻi's natural and cultural resources, strengthen transportation and access systems, and support resident well-being amid visitor activity. This DMAP builds on those long-standing priorities as well, while responding to Lānaʻi's current tourism realities.

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

Lānaʻi enters this next DMAP having made progress on community-driven promotional efforts launched in the previous DMAP cycle, but several unanticipated events (e.g., the discontinuation of the Mālama Lānaʻi day experience, the loss of Lahaina Harbor and resulting ferry reductions, and softer visitation after the 2023 fires) continue to depress day-trip activity. In response, this plan takes a renewed, strategic approach to promotion: strengthening awareness of Lānaʻi, improving ease of access both to and around the island, and creating clearer, values-aligned pathways that connect visitors with Lānaʻi City, community partners, and the island's distinctive sense of place. Rather than “rebranding” Lānaʻi, this plan elevates what already makes the island unique (e.g., its small-community identity, welcoming spirit, and authentic experiences) and positions those strengths to guide how more visitors can engage with Lānaʻi in the years ahead.

In 2024, a 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 Lānaʻi 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. While no sites on Lānaʻi were found to currently meet the criteria for designation as a hotspot or site under strain, this framework remains the focus of the plan and is applied proactively to guide future

visitation and prevent emergence of tourism-related strain should visitation increase. 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., enforcement, land management, transportation, 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 and lists stakeholder-identified priorities for priority sites. 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 (to inform both the DMAP and the HTA Strategic Plan), 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 Lānaʻi 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 & 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.

1. "HERE IS MY SONG OF LĀNA'I
ONE OF THE LITTLE ISLANDS OF HAWAI'I
THOUGH IT BE LITTLE IN WORDS AND THOUGHTS
IT IS A VERY IMPORTANT ISLAND"

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 Lāna'i management strategies (Section 4),
- Apply the statewide DMAP hotspot and site-under-strain framework (Section 5); while no sites on Lāna'i were identified as currently experiencing concentrated tourism-related strain, actions were developed to ensure that visitation remains well managed and does not create future strain, and
- Could reasonably demonstrate measurable outcomes within the FY 2027–2029 planning period.

Consistent with the statewide DMAP approach, site-specific actions at priority hotspots form the core of this framework; however, because no priority hotspots or sites under strain were identified on Lāna'i, the actions in this plan focus on **proactive management** to guide visitation and prevent the emergence of tourism-related strain at specific sites. These actions reflect the plan's primary emphasis on protecting community well-being, safety, and cultural and environmental resources as visitation increases.

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 in 2023 found 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, rescope, 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 Lāna‘i. 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 Lāna‘i 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 Lāna‘i in ways that support harmony, stewardship, regeneration, and collaboration.

2. Kona pua pono‘ī ke kauna‘oa
 Ua ‘oi kona u‘i mua ka lehua
 Ka wai ho‘olu‘u like me ke kula
 Pili me kukuna o ka lā



03. TOURISM & DESTINATION MANAGEMENT ON LĀNAʻI

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 Lānaʻi 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.

What emerges on Lānaʻi is a very different picture from the rest of Hawaiʻi: an island where visitor volume remains low, community strain from tourism is limited, and residents express notably strong support for welcoming more visitors. Stakeholders emphasized that Lānaʻi’s challenges stem less from overcrowding than from **under-engagement**: too few visitors reaching Lānaʻi City, too little awareness of the island beyond its luxury resorts, and limited opportunities for community groups, cultural practitioners, and small businesses to benefit. Residents described a deep pride in the island’s small-town identity, plantation history and close sense of community, paired with a desire for visitor activity that reflects those values and contributes more directly to local life. Industry members noted that while Lānaʻi’s resorts continue to draw global demand, the broader visitor experience can feel fragmented, with logistical barriers that keep day-trippers at Hulopoʻe and prevent them from connecting with other places on Lānaʻi. Taken together, these insights point to an island seeking not to reduce tourism, but to **reshape it** toward clearer pathways, better orientation, stronger coordination, and more community benefit as interest in Lānaʻi evolves.

The following sections capture some of the island-wide conditions affecting destination management on Lānaʻi 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 Lānaʻi’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

- Lānaʻi accounts for only **0.2% of statewide visitor days**, welcoming about **45,000 visitors in 2024**, a 16% decline from 2023 (2024 Annual Visitor Research Report, Department of Business, Economic Development, and Tourism – DBEDT).
- On a typical day, the island hosts about **482 visitors**, which means there is roughly one visitor for every seven residents. This is relatively low compared to the other islands (2024 Annual Visitor Research Report, DBEDT).
- Nearly all overnight visitors stay within the **two resort areas (Mānele and Kōʻele/Sensei)**, with most day visitors remaining near **Hulopoʻe Beach Park** due to limited mobility beyond the harbor.
- **Day trippers registered minimally** in community perception during DMAP engagements, reflecting how little visitor activity reaches Lānaʻi City and residential areas.

ECONOMIC CONDITIONS

- According to DBEDT's 2024 Annual Visitor Research Report, visitors on Lānaʻi spend an average of **\$666 per person per day** (the highest in the state) with lodging alone accounting for more than **60%** of spending. However, total visitor spending was roughly \$116.5 million in 2024, about 3% lower than in 2023, reflecting reduced arrivals.
- Visitor spending in Lānaʻi City remains limited; shopping averages just **\$22 per person per day, well below the state average**, highlighting missed opportunities in tourism for local businesses.
- Because a large amount of visitor spending occurs within the island's two resorts, **economic benefit from tourism is greatly concentrated**.

INFRASTRUCTURE

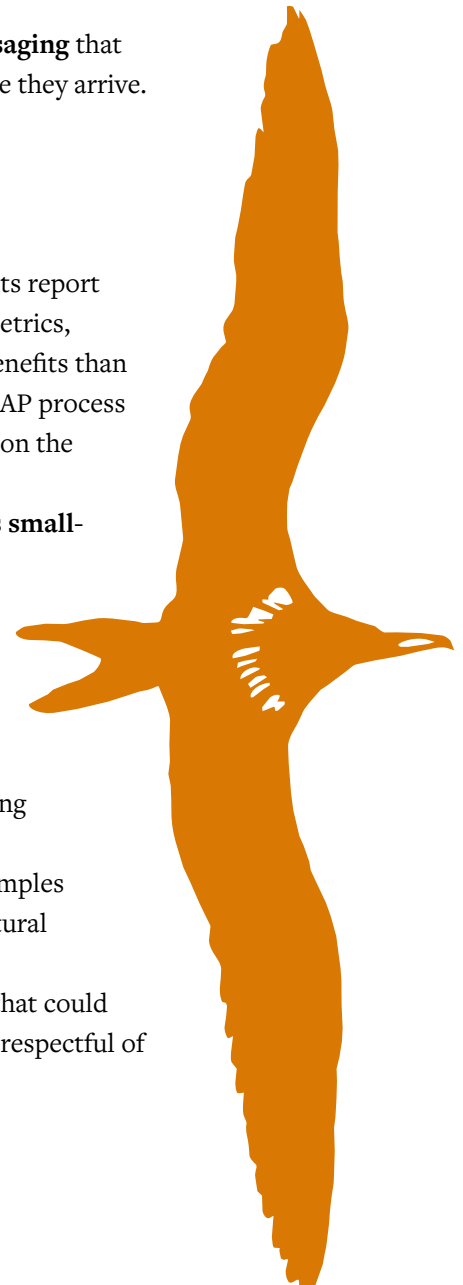
- The **Mānele–Hulopoʻe–Lānaʻi City corridor** lacks sufficient reliable transportation; with no public transit and limited shuttles, visitors often cannot travel beyond the harbor area.
- About **one-third of Lānaʻi visitors** who identified issues on their trip cited **insufficient ground transportation**, making it the most commonly mentioned challenge.
- Only **20% of Lānaʻi visitors rent cars**, and several roads outside the main Lānaʻi City corridor are **unimproved**, creating safety concerns for unfamiliar drivers (2024 Visitor Satisfaction and Activity Study, DBEDT).
- Visitor flow is shaped by **limited and costly access**: reduced and less convenient ferry schedules from Maui after the 2023 fires, higher air and ferry fares, and shrinking airlift constrain visitation.
- The existing **Lānaʻi Guide App** is widely valued but contains outdated information and is only available on iOS, limiting its ability to support visitor orientation and wayfinding.

MANAGEMENT OPPORTUNITIES & ISSUES

- During DMAP stakeholder meetings:
 - Stakeholders described **fragmented coordination** across hotels, agencies, and the community, noting the absence of an on-island role to link efforts or follow through on ideas.
 - Industry, Advisory, and community participants pointed to **recurring communication gaps**, with strong ideas often stalling because partners were “not at the same table.”
 - Many noted that trip planning for Lānaʻī can feel **confusing or overly complex**, with unclear information about transportation, activities, hours, and what a day trip entails.
 - Stewardship groups expressed interest in hosting visitors but cited **limited logistical capacity**, especially for transportation, sign-ups, safety briefings, and coordination.
 - Community voices emphasized that hotel and community programming often operate **separately rather than together**, resulting in missed opportunities for local benefit.
 - Advisory Group members noted **jurisdictional ambiguity** at sites like Hulopoʻe, which makes enforcement and visitor management difficult to coordinate.
 - Stakeholders highlighted the need for **consistent, values-based messaging** that reflects Lānaʻī’s small-community identity and prepares visitors before they arrive.

RESIDENT SENTIMENT REGARDING TOURISM

- According to DBEDT’s Spring 2024 Resident Sentiment Survey, Lānaʻī residents report **higher satisfaction with tourism** than the state average across several key metrics, including strong support for the statement that tourism has “brought more benefits than problems” (Lānaʻī: 73%, State: 56%). Several residents participating in the DMAP process described daily life as largely unaffected by tourism due to low visitor volume on the island and concentration in resort areas.
- Residents and Advisory Group members regularly expressed **pride in Lānaʻī’s small-community identity** and want visitors who understand local values, history, and pace before arriving.
- During DMAP stakeholder meetings:
 - Community participants emphasized that while they welcome visitors, they want **more meaningful interactions**: encounters rooted in story, place, and authentic connection.
 - Many residents want tourism to **better support town businesses**, noting that few visitors reach Lānaʻī City under current conditions.
 - Residents were frustrated with **fragmented collaboration**, sharing examples where events felt disjointed or lacked coordination between hotels, cultural groups, and residents.
 - Business leaders expressed interest in **festival and cultural activities** that could involve visitors, but emphasized that these must be well-organized and respectful of local capacity.



LĀNA'I SWOT ANALYSIS

The SWOT analysis below summarizes the strengths and weaknesses of Lāna'i 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

- Strong resident support for tourism overall
- Distinct small-community identity and hospitality culture
- Rich cultural assets in Lāna'i City
- High-quality interpretation from Lāna'i Culture & Heritage Center
- World-class resorts with fairly stable visitor demand
- Streamlined land management under single landowner
- Abundant natural beauty and outdoor opportunities
- Reputation as an "undiscovered" place for visitors

OPPORTUNITIES

- Shuttle system to connect Mānele Harbor and Lāna'i City for benefit of visitors as well as residents
- Pre-arrival education at airport commuter terminals in Honolulu & Kahului
- Expanded stewardship and cultural access programs
- Curated day-trip experiences for *kama'āina* (locals) and visitors reduces complication of planning day trips with multiple providers
- Targeted micro-campaign for values-aligned travelers
- Stronger hotel-community programming collaboration
- Modernized Guide App with updated pathways and functionality

WEAKNESSES

- Limited and/or complex on-island transportation and visitor mobility
- Stewardship opportunities often located in remote locations requiring off roading capabilities and no restroom facilities
- Dispersed partners with inconsistent coordination
- Few visitors reach Lāna'i City businesses
- Confusing and disconnected logistics for planning Lāna'i day trips
- Limited venues for cultural or evening programming
- Workforce housing pressures affect industry stability
- Ferry schedule has become more limited, leaving little time for day-trippers who do not take the early morning Maui ferry to be on island

THREATS

- Declining airlift and rising transportation costs
- Economic softness reducing discretionary travel
- Climate impacts on coastal and cultural sites
- Limited water resources and infrastructure strain
- Ongoing axis deer and ungulate pressure on land resources
- Small workforce vulnerable to turnover shocks



04. MANAGEMENT STRATEGIES FOR LĀNA'I 2026 - 2028

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

1. Improve Visitor Mobility and Orientation
2. Promote Lāna'i Travel Through Targeted, Values-Aligned Pathways
3. Expand Community Opportunity Through Coordinated Partnerships

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:

IMPROVE VISITOR MOBILITY AND ORIENTATION

Creating predictable, place-based movement and clear guidance to support town vitality and protect sensitive areas.

Objective: Make it easier for visitors to understand, navigate, and move through Lānaʻi in ways that support local businesses, protect sensitive places, and reflect community values.

Lānaʻi's visitor experience is shaped, and constrained, by the limited mobility options available when they arrive on the island. With a reduced ferry schedule, fluctuating flight availability, and no island-wide public transit, visitors often remain at entry points like Hulopoʻe rather than connecting with Lānaʻi City, area businesses and local non-profits. Community, Advisory Group, and industry input sessions emphasized that this bottleneck affects residents' quality of life, local business vitality, and the island's ability to benefit more fully from visitor presence. When people can move predictably and know what to expect before they arrive, visitor pressure remains low, town benefits grow, and authentic engagement with Lānaʻi's culture and *ʻāina* becomes more possible. Strengthening both orientation and mobility creates the conditions for proactive, place-based management as visitor interest evolves.

Select Associated Actions:

- **Mānele & Hulopoʻe:** Shuttle Pilot Linking Mānele, Hulopoʻe, and Lānaʻi City (*Action MH-1*)
- **Island-wide:** Lānaʻi Pre-Arrival Video for Maui & Oʻahu Commuter Terminals (*IW-4*)



STRATEGY 2:

PROMOTE LĀNA'I TRAVEL THROUGH TARGETED, VALUES-ALIGNED PATHWAYS

Focusing awareness efforts on visitors who align with Lānaʻi's scale, culture, and community priorities.

Objective: Increase awareness of Lānaʻi in ways that reflect community values, attract high-value visitors, and strengthen opportunities for small businesses, cultural practitioners, and stewardship partners.

Stakeholders noted that many potential visitors have limited understanding of what Lānaʻi is or offers beyond resort areas, and that the island benefits most from awareness efforts focused on values-aligned travelers, niche segments aligned with local values, and *kamaʻāina* (locals). Rather than broad marketing, this strategy focuses on destination management pathways that influence who comes, how they prepare, and how they move on-island, including pre-arrival guidance, curated day-trip frameworks, limited-scope outreach efforts, and refreshed digital tools that accurately depict Lānaʻi before visitors arrive. This approach builds on the previous DMAP's emphasis on community-led resources and shifts the focus from increasing demand to **managing demand quality**, supporting

high-value and informed visitation that aligns with local capacity, strengthens resident-visitor relationships, and reinforces stewardship outcomes.

Select Associated Actions:

- **Island-wide:** Targeted Micro-Campaign for Values-Aligned Travelers & Kama'āina (IW-2)
- **Island-wide:** Pathways that Simplify Lāna'i Day-Trip Planning & Booking (IW-3)



STRATEGY 3:

EXPAND COMMUNITY OPPORTUNITY THROUGH COORDINATED PARTNERSHIPS

Building the systems and relationships needed to better translate visitor activity into meaningful community benefit.

Objective: Build the connections, systems, and on-island coordination needed to ensure that visitor activity supports Lāna'i's community, cultural organizations, and stewardship partners in concrete and lasting ways.

Across DMAP engagements, community members noted that Lāna'i's ability to increase community benefit from the visitor industry is limited less by ideas than by fragmented coordination. Advisory Group members emphasized the lack of a dedicated on-island coordinator with intimate knowledge of place and established on-island relationships to sustain outreach and follow-through, which also weakens residents' connection to tourism decisions. Conservation teams said they could offer more volunteer or cultural experiences if partners handled logistics like transport or sign-ups, and hotels and community groups expressed interest in collaborating but need clearer structures to link local practitioners, visiting talent, and resident-facing opportunities. Strengthening these partnerships, and establishing the role and systems to support them, will help ensure visitor activity benefits the community more directly.

Select Associated Actions:

- **Island-wide:** On-Island Destination Management Support Services (IW-1)
- **Island-wide:** Pathways that Simplify Lāna'i Day-Trip Planning & Booking (IW-3)

2. "HER OWN FLOWER IS THE KAUNA'OA
SHE HAS HER OWN BEAUTY AS THE LEHUA OF HAWAI'I
THE DYE OF HER COLOR IS LIKE GOLD
ALMOST A DUPLICATE OF THE RAYS OF THE SUN"



05. SITES UNDER STRAIN: DESTINATION MANAGEMENT IN FOCUS

Sites under strain, or locations that face pressure from tourism-related activity, are a central focus of the 2026–2028 Destination Management Action Plans, as are hotspots: the sites experiencing the most acute tourism-related strain. These are places where high-volume visitation intersects with sensitive resources, limited infrastructure, or cultural significance, creating impacts that require careful management to protect both community well-being and visitor experience. Across the islands, these areas are the sites where challenges are most visible and where focused management action can have the greatest effect.

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 the current state of tourism on Lānaʻi. Topics were designed to elicit sites where the impacts of tourism are experienced locally and provide 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) categories:

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 comments, 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 (shown on next page) 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.

3. Ka mea nui o kēia ‘ailana
 Ka halakahiki e ho‘owaiwai
 E ho‘okaulana ‘oe kou inoa
 —‘Imi ola no ka lehulehu

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

After applying the statewide hotspot criteria, Lānaʻi stood apart from the other Hawaiian Islands, in that **no sites were found to be currently experiencing significant or recurring tourism-related strain**. Visitor volumes on Lānaʻi remain low, a large share of activity occurs within managed resort areas, and access to the island is limited. Stakeholders consistently described Lānaʻi as a place where existing visitor patterns do not overburden infrastructure, natural resources, or community life. As a result:

- No sites on Lānaʻi meet the criteria for designation as a hotspot, and
- No sites meet the criteria for a site under strain.

This context is a defining characteristic of Lānaʻi's DMAP: rather than mitigating current strain, the plan focuses on guiding a desired (but carefully scaled) increase in visitation, ensuring that growth does not create new management challenges or strain for residents, cultural resources, or natural resources.

3. "THIS ISLAND IS RECOGNIZED FOR
THE PINEAPPLE THAT BRINGS HER WEALTH
HER NAME IS KNOWN EVERYWHERE
IT BRINGS PROSPERITY TO THE POPULATION"



A PROACTIVE APPROACH: IDENTIFYING A SITE OF POTENTIAL FUTURE STRAIN

Although Lānaʻi has no active hotspots, stakeholder input and Advisory Group discussions highlighted **Hulopoʻe and Mānele** as one corridor that could experience pressure **if visitation increases** without an increase in mobility options to move visitors away from the area. Many of the actions contained in this plan focus on promotional or operational initiatives designed to create a modest increase in day-trip visitors.

As such, this plan designates **Hulopoʻe-Mānele Corridor** as a **Site of Potential Future Strain**. In other words, the area is not strained now, but its **trajectory** matters. Developing proactive management action for the area aligns with Lānaʻi's broader goal: welcoming more visitors in ways that preserve community well-being, protect natural and cultural resources, and strengthen the island's small-community identity without creating strain for residents or 'āina.

Hotspot identification and site-specific action through the DMAP are part of a repeatable, island-wide destination management approach that will evolve over time. Additional sites may be considered in future DMAP cycles as conditions, feasibility, and partnership readiness change.



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).



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.

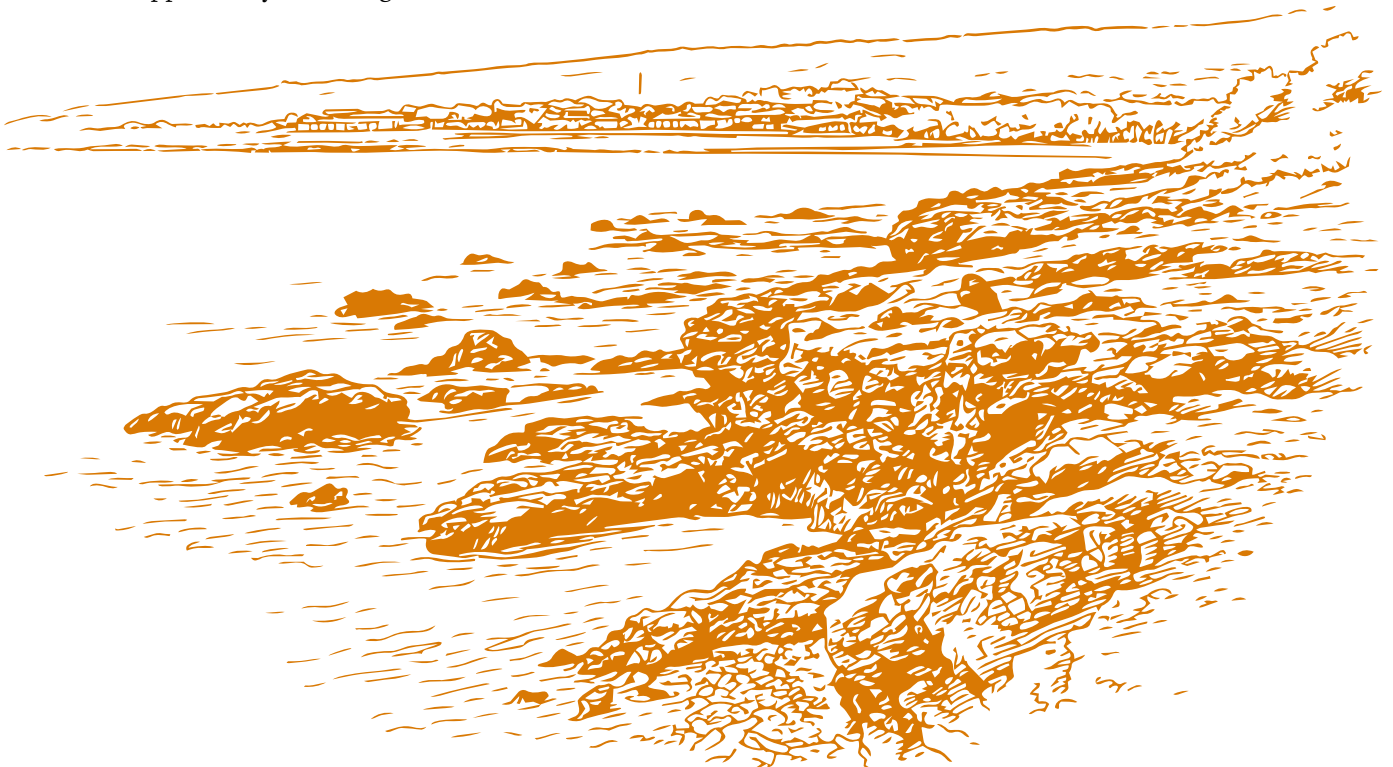
SITE OF POTENTIAL FUTURE STRAIN: MĀNELE & HULOPO'E

LOCATION: PĀLĀWAI, KONA, LĀNA'I

The **Mānele–Hulopo'e Corridor** is Lāna'i's primary day-visitor gateway, where passengers arrive by ferry at Mānele Harbor and often spend the day at Hulopo'e Beach Park: a Marine Life Conservation District known for coral reefs, tide pools, and the landmark sea stack Pu'u Pehe ("Sweetheart Rock"). The corridor fronts the island's Four Seasons Resort and accommodates sea tour operators such as Trilogy Excursions, making it both an ecological treasure and the heart of Lāna'i's visitor interface.

Long-term concerns for the corridor have largely concentrated on impacts to marine resources in the area, particularly from some sea tour operators and when dolphins are present in Hulopo'e Bay. However, these concerns have been tempered recently due to reduced visitor traffic and tour operations to the island.

While the corridor is not currently experiencing overcrowding as a hotspot, its concentration of arrival activity, resort infrastructure, and sensitive coastal ecosystems make it susceptible to future strain if visitor numbers increase, as is the intended outcome of many of the island-wide actions included in this plan. Stakeholders from industry and community emphasized that additional visitation would be welcome from an economic perspective, yet limited transportation infrastructure keeps most day visitors confined to Hulopo'e, concentrating wear on the shoreline while having limited opportunity to access Lāna'i City-based experience, retail, and dining businesses. Improving mobility between the harbor, beach, and Lāna'i City would enhance the visitor experience, create new economic opportunity, and safeguard marine resources.



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

- Primary arrival corridor with existing visitor infrastructure and amenities
- Marine Life Conservation District safeguards ecological and scenic quality
- Strong community and industry support for responsible tourism growth

OPPORTUNITIES

- Develop low-cost shuttle linking harbor, beach, and town
- Integrate stewardship and orientation messaging into mobility system
- Strengthen coordination among operators to align ferry and on-island access
- Use shuttle pilot data to plan long-term transit solutions
- Frame corridor as model for proactive management

WEAKNESSES

- Limited on-island transportation confines visitors to Hulopo'e area
- Inconsistent orientation or wayfinding at arrival points
- Minimal data on visitor flow and satisfaction levels
- Few mechanisms to disperse visitor spending into Lāna'i City

THREATS

- Increased visitation without mobility could create strain
- Visitor clustering may degrade marine and cultural resources, even with hotel intervention
- Delayed infrastructure investment risks future congestion or safety issues
- Missed opportunity to spread economic benefit beyond the shoreline



VERY HIGH/VERY LOW



HIGH/LOW



MODERATE



LOW/HIGH



N/A

*PLEASE SEE COLOR SCALE ON PAGE 24 FOR HOTSPOT ANALYSIS

MANAGEMENT ACTIONS, MĀNELE & HULOPO'E (MH)

MH-1: DEVELOP AND LAUNCH A SHUTTLE PILOT LINKING MĀNELE HARBOR, HULOPO'E BEACH PARK, AND LĀNA'I CITY

MH-1



Management Strategy: Improve Visitor Mobility and Orientation

Goal: Establish and pilot a coordinated on-island shuttle service linking Mānele Harbor, Hulopo'e Beach Park, and Lāna'i City to improve visitor access throughout the island, enhance the visitor experience, and proactively manage visitor movement before congestion or strain emerges.

Justification: Community and industry partners consistently identified on-island mobility as Lāna'i's most significant tourism-related constraint. Without transportation options connecting Mānele Harbor to Lāna'i City, most visitors tend to remain clustered at Hulopo'e Beach Park, limiting both the distribution of economic benefit and the island's ability to manage future growth.

A shuttle pilot provides a low-impact, proactive destination management tool: guiding movement, reducing pressure at a single site, and supporting greater visitor circulation throughout the island. By testing routes, schedules, governance models, and funding approaches in partnership with the County and community, this action helps Lāna'i plan for long-term visitor (and resident) mobility needs using data and resident input.

Lead: Hawai'i Tourism Authority (HTA): *convening, destination management coordination lead*

Projected partners:

- County of Maui – Transportation (MDOT): *coordination on mobility and transit integration*
- County of Maui – Office of Economic Development (OED): *county economic alignment*
- Maui Economic Opportunity (MEO): *local operations insight and service models*
- Destination marketing organization (DMO): *visitor and frontline industry awareness*
- Expeditions Ferry: *schedule coordination and visitor information*

Other stakeholders:

- Excursion, experience, retail, dining, and other activity providers: *route coordination*
- Community representatives: *resident perspective and feedback*

Implementation framework:

PHASE	PROPOSED ACTION STEPS
FY 2027	HTA: - Initiate (directly or through procurement) a feasibility, route, and operations assessment to inform shuttle design, governance, funding, and evaluation criteria - Ensure the assessment examines: - Shuttle routing options linking Mānele Harbor, Hulopo'e Beach Park, and Lāna'i City - Frequency, hours of service, and alignment with ferry schedules - Governance and operating models - Community needs, visitor needs, and potential impacts to residents - Opportunities for on-board orientation and education (e.g., audio narration, stewardship messaging, safety and place-based context) - Economic impact on locally-owned businesses HTA + Partners: - Conduct at least two (2) community engagement sessions and solicit documented input from a minimum of three (3) experience partners to inform assessment findings - Coordinate with County of Maui to explore long-term sustainability pathways (e.g., County, private, visitor-supported, philanthropy) options from the outset - Begin coordination with DMO and frontline industry partners to scope visitor and kama'āina awareness needs for the upcoming pilot
FY 2028	HTA: - Procure a Lāna'i-based shuttle operator to operate a one-year pilot service, with vehicle provision, staffing, insurance, and maintenance handled by the operator - Finalize pilot routes, schedules, governance structure, and success measures based on FY 2027 assessment findings HTA + Maui County Partners: - Develop visitor- and kama'āina-facing promotional materials for the pilot service, including pre-trip awareness for visitors planning Maui and Lāna'i travel - Coordinate promotion with DMO and Maui County channels, with pre-launch awareness in Q1–Q2 FY 2028 and targeted messaging timed to travel planning cycles during the pilot period Shuttle operator (contracted) - Conduct operational testing in Q1–Q2 FY 2028 for pilot launch in Q3, refining as needed - Launch one-year shuttle pilot around Q3, aligned with ferry arrivals and departures - Implement rider feedback tools and collect monthly data on ridership, costs, satisfaction, and operations throughout the pilot year

FY 2029

Shuttle operator (contracted)

- Continue shuttle pilot operations until at least the end of **Q2 FY 2029** (early January)

HTA:

- Evaluate pilot outcomes at the conclusion of the one-year service period, including ridership, satisfaction, cost efficiency, operational feasibility, and benefit to community, visitors and local businesses/nonprofits
- In collaboration with Maui County, and other partners, determine whether the shuttle service should be:
 - Continued for an additional six months (Q3-Q4 FY 2029) with **DMAP funding**,
 - Transitioned into a determined alternative funding model, or
 - Concluded with findings documented
- Produce a **final evaluation and sustainability report** summarizing performance, lessons learned, and recommended next steps

Anticipated deliverables:

- Feasibility, route, and operations assessment completed in FY 2027, with **50+ resident participants** across **at least two community engagement sessions**, and **5+ partner inputs**
- Defined pilot success metrics and long-term funding options identified during assessment, with success metrics documented and achieved during the pilot period
- Rider feedback system implemented, targeting **≥75% satisfaction**
- Shuttle operator procured and **one-year pilot service launched around Q3 FY 2028**
- Visitor and kama'āina promotional materials developed and deployed prior to pilot launch
- Monthly ridership and operations dataset collected during the pilot year
- Final evaluation and sustainability report completed in FY 2029

Intended outcomes:

- Increased visitor movement between Mānele Harbor, Hulopo'e Beach Park, and Lāna'i City
- Reduced clustering and pressure at Hulopo'e Beach Park
- Improved visitor orientation and on-island mobility experience
- Expanded economic activity and visitor presence in Lāna'i City
- A clear, data-driven pathway for sustainable, long-term island mobility solutions

4. "NOW ENDS MY SONG OF LĀNA'I
LĀNA'I, YOUR NAME IS WARMLY RECALLED
THOUGH YOU ARE SMALL, YOU ARE GREATLY LOVED
YOU'LL NEVER BE FORGOTTEN."

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. **While no sites on Lānaʻi were identified as currently meeting hotspot or site-under-strain criteria**, the application of this statewide framework informed the designation of the Mānele–Hulopoʻe corridor as a Site of Potential Future Strain should visitation increase. This designation reflects the corridor’s role as Lānaʻi’s primary arrival area and recognizes that proactive management is warranted to prevent the emergence of future strain.

At the same time, stakeholders were clear that **conditions at individual sites do not occur in isolation**. Visitor behavior at sites 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 Hawaiʻi 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. Without attention to these broader dynamics, even well-designed site-specific actions are more difficult to sustain.

For this reason, the DMAP includes a limited set of other actions that **support and reinforce site-specific management**. These actions align with Lānaʻi’s destination management strategies (**Improve Visitor Mobility and Orientation; Promote Lānaʻi Travel Through Targeted, Values-Aligned Pathways; Expand Community Opportunity Through Coordinated Partnerships**) and respond to recurring calls for action raised through stakeholder engagement. Each action was refined in consultation with the Lānaʻi DMAP Advisory Group and relevant partners to best ensure alignment, feasibility, and shared accountability.

Unlike the 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.

Island-Wide Actions (IW) focus on broad action related to items like visitor education and communication, activation of existing programs, targeted market outreach, community support, stewardship improvements, resident engagement, and interagency coordination. The actions in this section are designed to make site-based efforts more effective, durable, and responsive to community priorities by enhancing the broader management system in which those sites operate. On Lānaʻi, these actions are designed to work in tandem with the site-specific action to pilot a shuttle from Mānele and Hulopoʻe to Lānaʻi City by guiding a modest increase in visitation while ensuring that any growth does not create new strain at sensitive locations.

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 Lāna‘i 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.

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

IW-1: PROCURE ON-ISLAND DESTINATION MANAGEMENT SUPPORT SERVICES FOR LĀNA'I

IW-1

Management Strategy: Expand Community Opportunity Through Coordinated Partnerships



Goal: Strengthen implementation of Lāna‘i DMAP actions and sustained resident engagement by procuring dedicated, Lāna‘i-based destination management support services that provide consistent on-the-ground coordination, relationship-building, and place-based insight.

Justification: Like each island, Lāna‘i has its own unique culture. Advisory Group members (both in the current DMAP process and in prior DMAP implementation) emphasized the value of having dedicated, on-island destination management capacity to support DMAP efforts and broader management initiatives. They noted that destination management on Lāna‘i is most effective when led by someone with lived experience of the island, sustained local presence, and the ability to maintain regular, trusted relationships with residents, cultural practitioners, businesses, and local organizations. An on-island destination management support role responds directly to this request by strengthening continuity, *pilina* (connection), and place-based understanding in DMAP implementation.

This role enhances HTA’s existing destination management structure by extending on-the-ground capacity on Lāna‘i through contracted support services for a Lāna‘i Destination Manager. It enables grounded and more timely coordination of DMAP actions, sustained resident engagement, and alignment of destination management with locally rooted activities such as cultural events, community gatherings, and other locally-led experiences which shape how visitors encounter and move through the island. These activities are core tools for guiding visitor behavior and distributing economic benefits to the community.

Anticipated deliverables:

- Executed contract for Lāna‘i-based destination management support services
- On-island support mobilized and actively coordinating DMAP actions
- Ongoing coordination for visitor-facing activities aligned with destination management objectives
- Annual summaries of on-island DMAP implementation support and community engagement
- Final evaluation documenting outcomes, lessons learned, and recommendations for future destination management capacity

IW-1

Intended outcomes:

- Stronger on-island capacity to implement and advance Lānaʻi DMAP actions
- More consistent, trusted engagement with Lānaʻi residents and partners
- Clear basis for long-term decisions about destination management staffing or support on Lānaʻi

IW-2: RUN A TARGETED MICRO-CAMPAIGN FOR VALUES-ALIGNED TRAVELERS & KAMAʻĀINA

IW-2

Management Strategy: Promote Lānaʻi Travel Through Targeted, Values-Aligned Pathways



Goal: Conduct a targeted micro-campaign that increases awareness of Lānaʻi among values-aligned travelers and *kamaʻāina* (Hawaiʻi residents) and encourages place-appropriate visitation by aligning promotion with managed access, planned mobility improvements, and community-defined visitor pathways.

Justification: The work completed under the first DMAP provides a strong foundation for messaging efforts moving forward. The previous DMAP's Advisory Group undertook a comprehensive rebrand and developed core messaging themes that can be thoughtfully leveraged and refined as part of this next campaign. As a result, this effort builds upon existing work rather than starting from scratch. Many Lānaʻi stakeholders continued to express interest in greater visitation to the island, particularly from visitors who are likely to travel thoughtfully and engage respectfully with the community as well as *kamaʻāina* Hawaiʻi residents. At the same time, stakeholders emphasized that any promotion of Lānaʻi travel should be deliberately scoped and values-driven, reflecting Lānaʻi's identity and ensuring that increased visibility aligns with community expectations rather than broad, open-ended growth.

A **targeted micro-campaign** supports destination management outcomes by proactively inviting audiences whose interests and values align with the island's approach to tourism and shaping the expectations of those visitors before arrival. As access to the island becomes more coordinated through DMAP actions like the shuttle pilot connecting Mānele Harbor, Hulopoʻe, and Lānaʻi City (*Action MH-1*), this campaign provides a way to communicate that Lānaʻi is welcoming visitors in intentional, community-supported ways that are grounded in place. In this way, promotion becomes a tool for reinforcing the island's desired relationship with visitors and supporting long-term stewardship of the destination as modest growth is sought.

Anticipated deliverables:

- Defined target audience profiles and campaign scope
- Targeted micro-campaign developed and deployed through selected partner channels
- Documented success indicators and campaign performance summary
- Alignment of campaign messaging with other active Lānaʻi DMAP actions
- Summary assessment informing future values-aligned promotion efforts

Intended outcomes:

- Increased awareness of Lānaʻi among values-aligned travelers
- Stronger alignment between promotion and community expectations for visitation
- Visitors arrive with clearer understanding of Lānaʻi's identity and approach to tourism
- Promotion supports intentional activation without driving unmanaged visitation

IW-3: ADVANCE PATHWAYS THAT SIMPLIFY LĀNA'I DAY-TRIP PLANNING AND BOOKING

Management Strategy: Improve Visitor Mobility and Orientation, Promote Lānaʻi Travel Through Targeted, Values-Aligned Pathways, Expand Community Opportunity Through Coordinated Partnerships



Goal: Reduce logistical barriers to visiting Lānaʻi by advancing day-trip planning and booking pathways that simplify how visitors understand, plan, and access transportation, mobility, dining, and activities.

Justification: Lānaʻi stakeholders consistently shared that disinterest in visiting the island is not the primary barrier to visitation. Rather, the difficulty of planning, coordinating transportation, and understanding options discourages potential visitors before they ever arrive. As one participant put it, “Visitors often shut down just trying to figure out the logistics – it’s just too complicated... I’d say about 90% of those who might want to come ultimately don’t, once they see the cost and the complexity of getting here.”

Lānaʻi’s scale and provider landscape offer an opportunity to address this challenge through coordination. By bringing together transportation operators, businesses, cultural venues, and community organizations, this action focuses on exploring whether clearer itineraries, aligned schedules, and simplified booking pathways can be developed and made available to potential visitors. This approach supports intentional activation of the destination and channels visitation into vetted and community-supported experiences.

Anticipated deliverables:

- One or more partner-approved and -implemented Lānaʻi day-trip planning and booking pathways developed and launched
- Clear, visitor-facing guidance that simplifies how to plan and book a Lānaʻi day trip across transportation, mobility, and activities
- Summary of launch performance and partner feedback

Intended outcomes:

- Reduced confusion and friction for visitors planning a Lānaʻi day trip
- Increased use of coordinated, community-supported visitor pathways
- Stronger alignment among transportation providers, local businesses, and cultural venues
- A more accessible Lānaʻi visitor experience that reflects local priorities

IW-4: DEVELOP A LĀNA'I PRE-ARRIVAL VIDEO FOR MAUI & O'AHU COMMUTER TERMINALS; MAUI HARBORS

IW-4

Management Strategy: Improve Visitor Mobility and Orientation, Promote Lānaʻi Travel Through Targeted, Values-Aligned Pathways



Goal: Prepare travelers headed to Lānaʻi with culturally-grounded orientation and practical information before departure by producing a short pre-arrival video displayed in Maui and Oʻahu commuter terminals.

Justification: Community members and industry stakeholders on Lānaʻi emphasized that many visitors arrive without a clear understanding of the island's scale, pace, values, or environmental sensitivities. This lack of preparation can lead to confusion, misaligned expectations, and unnecessary strain on local systems. While visitor orientation videos were previously produced for and are displayed on the Maui-Lānaʻi commuter ferry, travelers arriving via air do not currently receive comparable information.

This action advances destination management by shaping visitor understanding at a critical moment immediately before arriving to Lānaʻi. Leveraging the terminal monitor infrastructure installed through **Molokaʻi DMAP**

Action IW-6 (producing a similar video) and supplementing with additional infrastructure at respective Maui harbor departures provides a cost-effective, consistent platform to deliver place-based guidance, reinforce respectful behavior, and direct travelers to accurate information. As part of HTA's VEPAM program, this helps visitors arrive better informed, better oriented, and better prepared to engage responsibly with Lānaʻi.

Anticipated deliverables:

- A Lānaʻi pre-arrival orientation video produced and deployed around FY 2028
- Culturally reviewed scripts and messaging aligned with VEPAM standards
- Integration of videos into Maui and Oʻahu commuter terminal monitor systems
- QR-linked connections to approved Lānaʻi visitor information and mobility resources

Intended outcomes:

- Visitors arrive with clearer understanding of place, expectations, and appropriate behavior
- Improved visitor readiness related to safety, transportation, and activities
- More consistent, values-aligned visitor orientation across all primary Lānaʻi arrival pathways

4. Haʻina ʻia mai ana ka puana
Pumehana kou inoa aʻo Lānaʻi
Liʻilii ʻoe ke aloha nui
He manaʻo pōina ʻole

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

Mele Lāna'i

A SONG OF LOVE FOR LĀNA'I BY VAL KEPILINO
HONORING THE RED EARTH, ANCIENT CLIFFS, AND ENDURING SPIRIT OF LĀNA'I

*He mele kēia 'āina 'o Lāna'i
Ka huina li'ili'i o nā mokupuni
Li'ili'i ka mana'o me ka 'ōlelo
Mea nui o nā moku'āina*

*Kona pua pono'i ke kauna'oa
Ua 'oi kona u'i mua ka lehua
Ka wai ho'olu'u like me ke kula
Pili me kukuna o ka lā*

*Ka mea nui o kēia 'ailana
Ka halakahiki e ho'owaiwai
E ho'okaulana 'oe kou inoa
'Imi ola no ka lehulehu*

*Ha'ina 'ia mai ana ka puana
Pumehana kou inoa a'o Lāna'i
Li'ili'i 'oe ke aloha nui
He mana'o pōina 'ole*

Here is my song of Lāna'i
One of the little islands of Hawai'i
Though it be little in words and thoughts
It is a very important island

Her own flower is the kauna'oa
She has her own beauty as the lehua of Hawai'i
The dye of her color is like gold
Almost a duplicate of the rays of the sun

This island is recognized for
The pineapple that brings her wealth
Her name is known everywhere
It brings prosperity to the population

Now ends my song of Lāna'i
Lāna'i, your name is warmly recalled
Though you are small, you are greatly loved
You'll never be forgotten

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 Lāna‘i 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

DBEDT: Department of Business, Economic Development & Tourism

DLNR: Department of Land and Natural Resources

HDOT: Hawai'i Department of Transportation

HTA: Hawai'i Tourism Authority

County of Maui

MDOT: Maui County Department of Transportation

OED: Office of Economic Development

Locations in Action IDs

IW: Island-wide (referring to an Island-Wide Action within the **DMAP** framework)

MH: Mānele & Hulopo'e

Other Acronyms & Terms

DMAP: Destination Management Action Plan

DMO: Destination Marketing Organization

FY: Fiscal Year

MEO: Maui Economic Opportunity

TAT: Transient Accommodations Tax

VEPAM: Visitor Education and Post-Arrival Marketing

Appendices

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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:

- July 30, 2025
- September 29, 2025
- October 10, 2025
- December 8, 2025
- March 25, 2026

Community Engagement

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

Initial Virtual Engagement

- **August 28, 2025**

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

In-Person Community Input Session

Facilitated session focused on themes that emerged early in the process:

- **October 9, 2025: Lānaʻi Community Session**

Participants discussed recurring concerns including:

- hotspots and access
- stewardship and management
- visitor education
- resident engagement and communication

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

Draft Review Sessions

Two opportunities were provided for community members and stakeholders to review and provide feedback on the draft DMAP:

- **January 24, 2026: Lānaʻi City Draft Review Tabling Session**

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

- **February 19, 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 8, 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

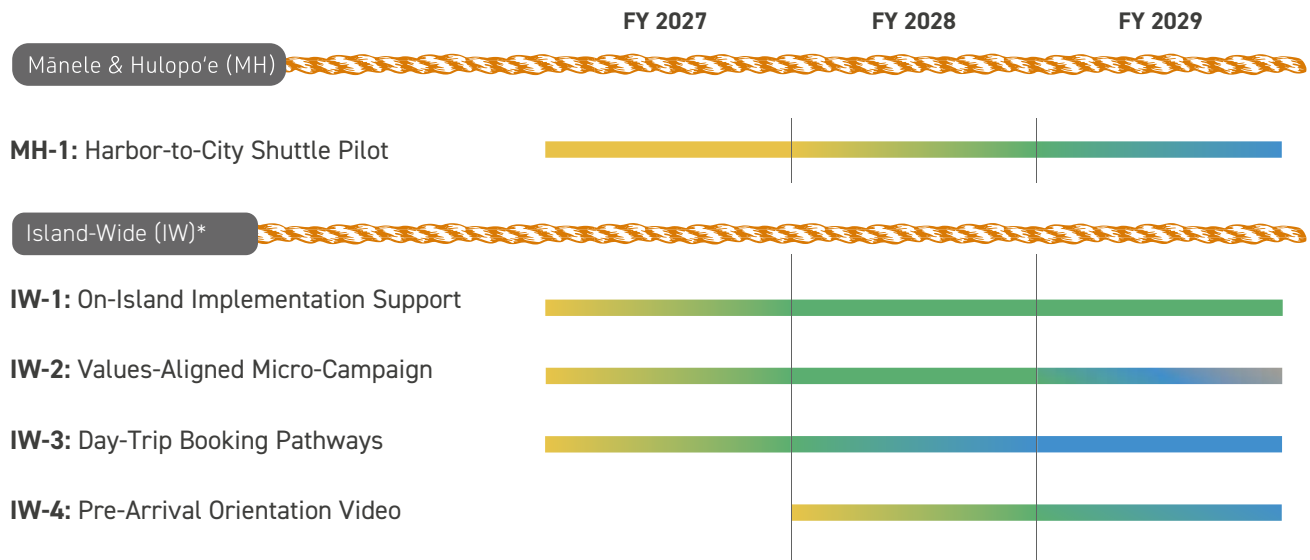
An online commentary portal was made available on the HTA website to gather additional feedback from community members, industry participants, and other stakeholders on the draft DMAP.

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 Island-Wide Actions (IW) has 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 Lānaʻi.

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 Lānaʻi 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:

- **Department of Land and Natural Resources (DLNR):** Support community-led marine stewardship education and resource protection efforts for nearshore ecosystems
- **County of Maui – Office of Economic Development:** Strengthen visitor activity at Lānaʻi City businesses through programming and economic development initiatives
- **County of Maui – Environmental Management:** Expand recycling, composting, and waste management infrastructure that serves both residents and visitor activity on Lānaʻi

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:

- **Exploring a Lānaʻi-specific visitor code of conduct or visitor promise** that reinforces cultural respect, stewardship, and responsible visitor behavior
- **Supporting community-based cultural programming and events** that provide meaningful visitor experiences while strengthening local organizations and businesses
- **Developing more agriculture-linked visitor experiences** that better connect visitors with Lānaʻi's rich agricultural heritage and locally grown products

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:

- **Addressing interisland transportation access and pricing**, including ferry schedules and airline service levels that influence visitor access and local economic opportunity
- **Supporting long-term housing affordability and workforce stability** to ensure tourism continues contributing to community well-being
- **Expanding waste management and recycling system capacity** on Lānaʻi through long-term infrastructure investment and policy coordination

A broader listing of opportunities identified through DMAP stakeholder engagement across all six islands is available on the Hawaiʻi Tourism Authority website at [HTTPS://WWW.HAWAII TOURISMAUTHORITY.ORG/WHAT-WE-DO/DESTINATION-MANAGEMENT/](https://www.hawaiitourismauthority.org/what-we-do/destination-management/).

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://HAWAII-TOURISMAUTHORITY.ORG/RESEARCH/VISITOR-SATISFACTION-AND-ACTIVITY/>

Hawai'i Tourism Authority: **Maui Nui Destination Management Action Plan (2021–2023)**

<HTTPS://WWW.HAWAII-TOURISMAUTHORITY.ORG/MEDIA/6860/HTA-MAUI-ACTION-PLAN.PDF>

County of Maui: **Moloka'i Island Community Plan (2018)**

<HTTPS://WWW.MAUI-COUNTY.GOV/1684/MOLOKAI-ISLAND-COMMUNITY-PLAN-UPDATE#DOCACCESS-FO8BE-A208E57750E6C5BDDE4EED7B97E437415CC2886BC59D3D5A8E0FF648767>

County of Maui: **Lāna'i Community Plan (2016)**

<HTTPS://WWW.MAUI-COUNTY.GOV/DOCUMENTCENTER/VIEW/105983/2016-LANAI-COMMUNITY-PLAN-?BIDID=>

Hawai'i Tourism Authority: **Maui County Tourism Industry Strategic Plan (2017–2026)**

<HTTPS://WWW.HAWAII-TOURISMAUTHORITY.ORG/MEDIA/5414/MAUI-COUNTY-TOURISM-INDUSTRY-STRATEGIC-PLAN-VOLUME-1.PDF>

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.

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