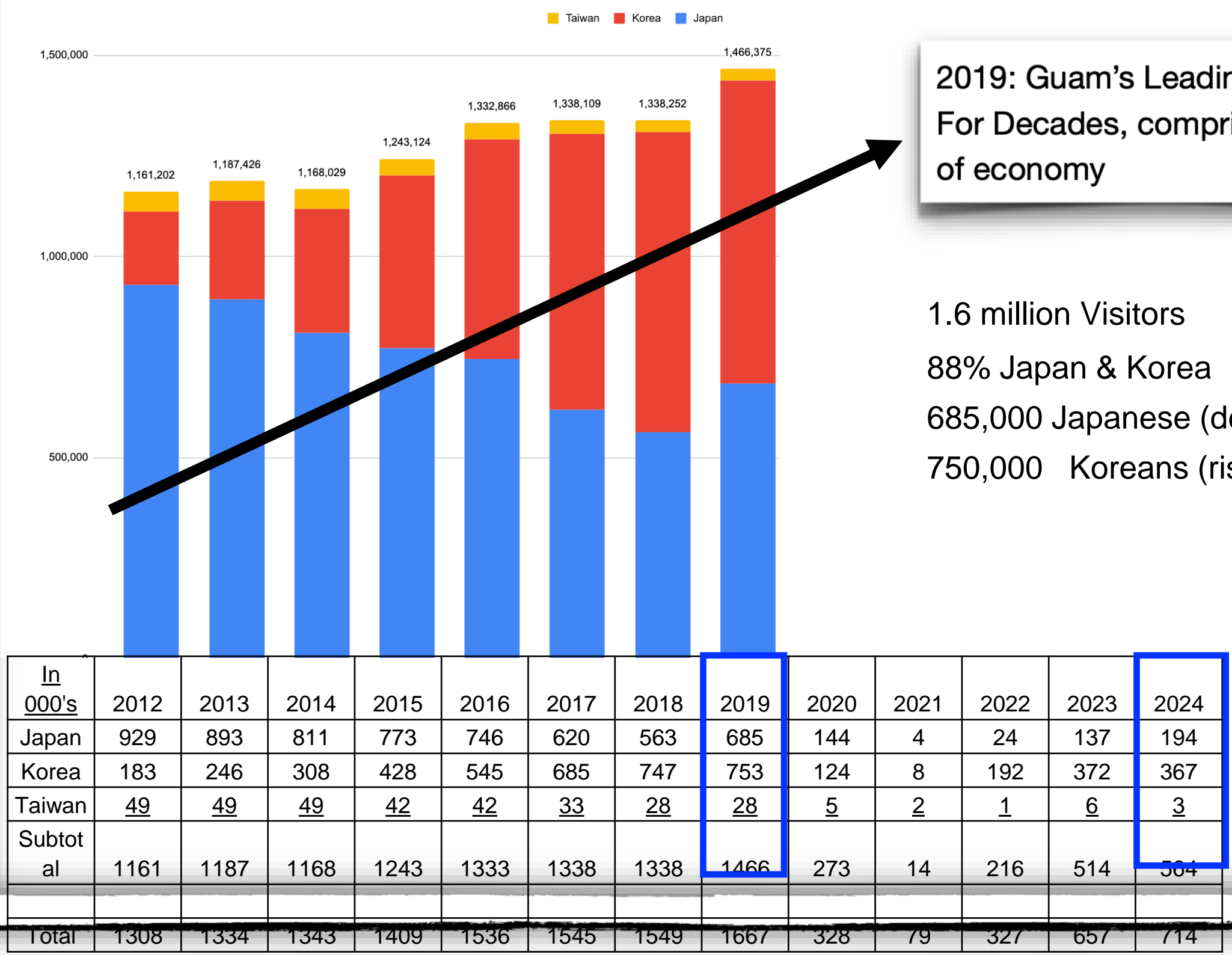




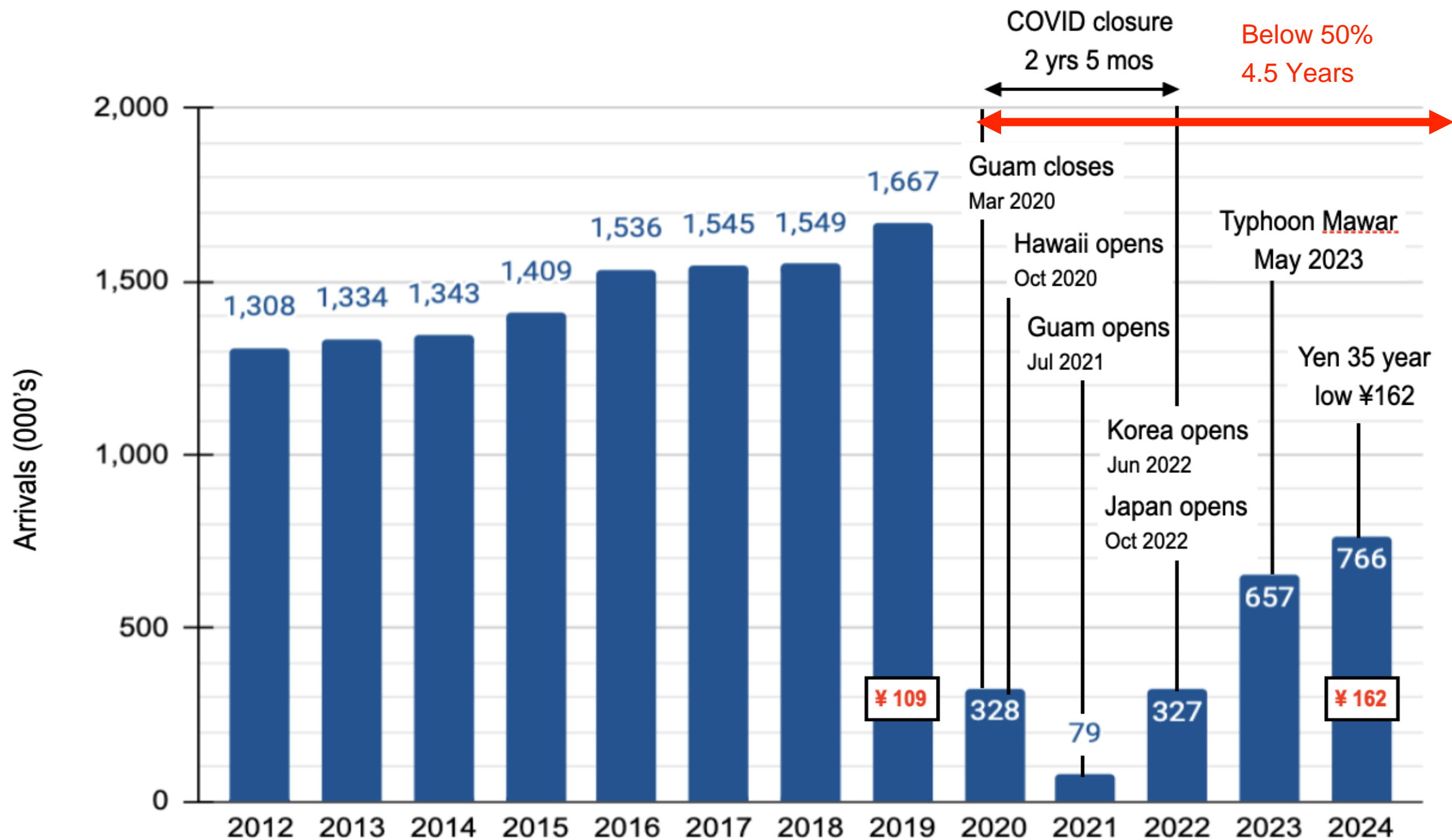
Guam

**SHORT-TERM TOURISM RECOVERY PLAN
AND SITUATION REPORT**

Situation Report

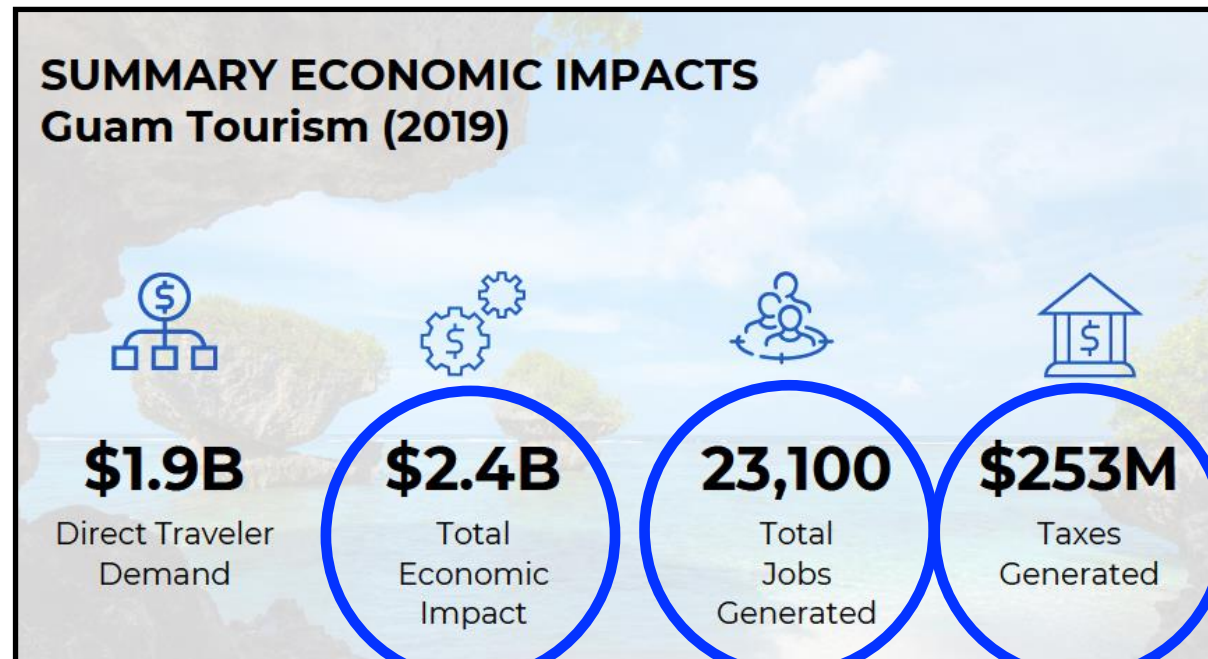


2.5 Year Closure

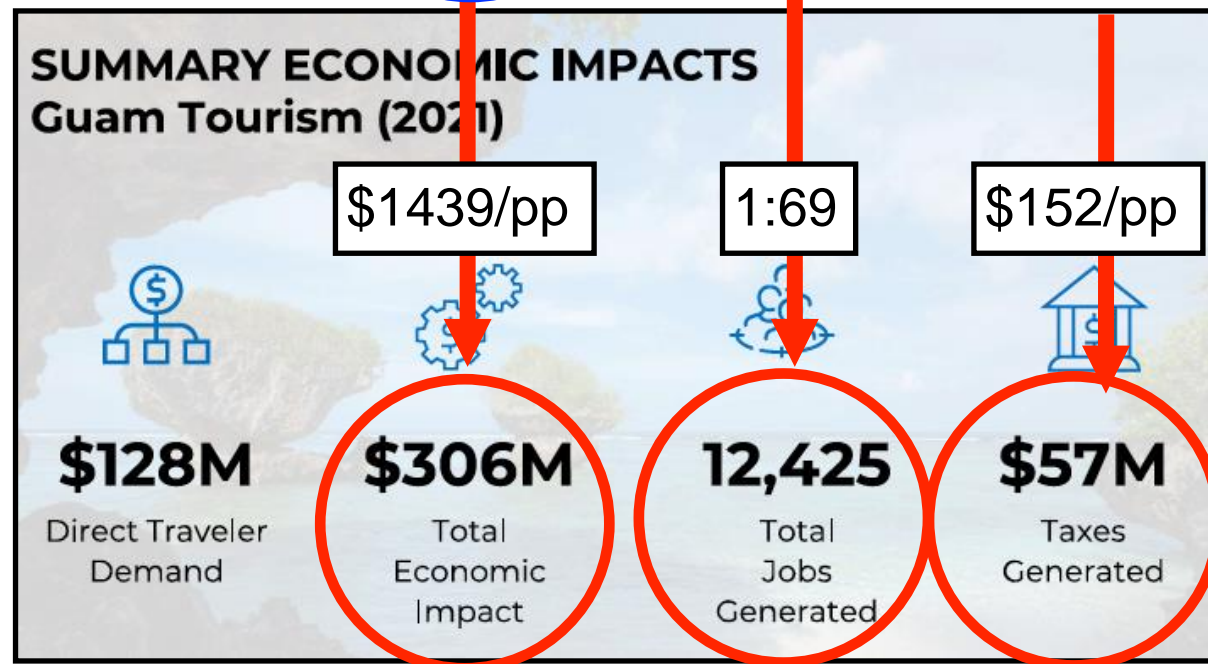


Economic Impact

2019



2021



An updated Economic Impact Assessment will soon be in process.

Current Situation: Japan

Market	Outbound % Recovery	Guam Arrivals % Recovery	Market Share Change	% Variance in Market Share
Japan	60-70%	30%	3.4% → 1.4%	-59%

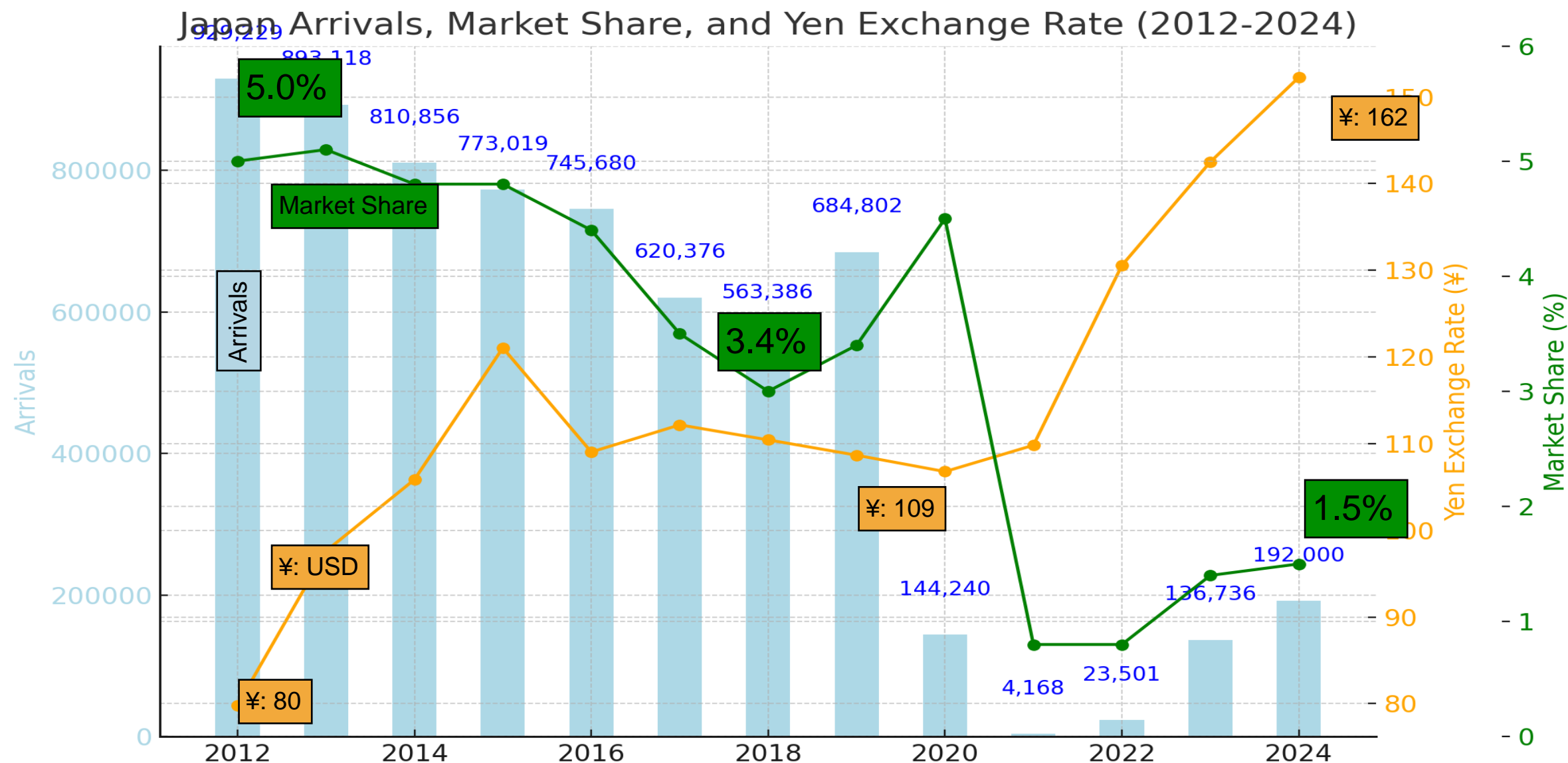
Japan Market Share

	A	B	C	D	E
1					
2			Outbound	Guam	Market Share
3	2019	Jan	1,452,157	58,021	4.0%
4		19-Feb	1,534,792	58,774	3.8%
5		19-Mar	1,929,915	72,974	3.8%
6		19-Apr	1,666,546	47,725	2.9%
7		19-May	1,437,929	41,989	2.9%
8		19-Jun	1,520,993	41,027	2.7%
9		19-Jul	1,659,166	48,103	2.9%
10		19-Aug	2,109,568	75,630	3.6%
11		19-Sep	1,751,477	59,758	3.4%
12		19-Oct	1,663,474	49,218	3.0%
13		19-Nov	1,642,333	63,789	3.9%
14		19-Dec	1,712,319	67,794	4.0%
15					
16	2023	23-Jan	443,105	4,806	1.1%
17		23-Feb	537,705	5,459	1.0%
18		23-Mar	694,292	11,583	1.7%
19		23-Apr	560,183	7,304	1.3%
20		23-May	675,661	6,011	0.9%
21		23-Jun	703,259	2,434	0.3%
22		23-Jul	891,615	10,989	1.2%
23		23-Aug	1,200,930	23,560	2.0%
24		23-Sep	1,004,730	13,079	1.3%
25		23-Oct	937,715	11,893	1.3%
26		23-Nov	1,027,110	18,342	1.8%
27		23-Dec	947,911	20,299	2.1%
28	2024	24-Jan	838,581	18,955	2.3%
29		24-Feb	978,884	17,343	1.8%
30		24-Mar	1,219,789	22,343	1.8%
31		Apr	888,767	14,326	1.6%
32					

GLOBAL JAPANESE DESTINATION
SORTED BY MARKET SHARE GAINS/LOSSES VS. 2019

	MARKET SHARE			
	2019	2023	Variance	
Turkey	0.5%	0.8%	59%	Winners
Korea	16.3%	24.1%	48%	
Vietnam *RF	4.7%	6.1%	28%	
Australia	2.5%	3.1%	25%	
New Zealand	0.5%	0.5%	11%	
Singapore	4.4%	4.5%	2%	
Canada	1.3%	1.2%	-4%	Losers
Spain	3.3%	3.2%	-5%	
N. Mariana	0.1%	0.1%	-5%	
Switzerland	1.1%	1.0%	-6%	
Philippines	3.4%	3.2%	-7%	
Bali(Indonesia)	1.3%	1.2%	-7%	
Thailand	9.0%	8.4%	-7%	
Germany	3.1%	2.8%	-8%	
Taiwan	10.8%	9.6%	-11%	
Cambodia *R	1.0%	0.9%	-13%	
U.S.A	18.7%	15.8%	-16%	
Hawaii	7.9%	6.0%	-24%	
Hong Kong	5.4%	3.6%	-33%	
Austria	1.3%	0.8%	-38%	
Slovenia	0.2%	0.1%	-42%	
Macao	1.5%	0.8%	-47%	
Croatia	0.7%	0.4%	-50%	
Guam	3.4%	1.4%	-59%	

Japan Arrivals, Currency & Market Share



	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Japan outbound	18,490,657	17,472,748	16,903,388	16,213,763	17,116,420	17,889,292	18,954,031	20,080,669	3,174,219	512,244	2,771,770	9,624,216	13,700,000
Guam Japan arrivals	929,229	893,118	810,856	773,019	745,680	620,376	563,386	684,802	144,240	4,168	23,501	136,736	208,000
Guam Japan Market Share	5.0%	5.1%	4.8%	4.8%	4.4%	3.5%	3.0%	3.4%	4.5%	0.8%	0.8%	1.4%	1.5%
Yen to USD	79.82	97.60	105.85	121.05	109.03	112.16	110.43	108.66	106.77	109.81	130.56	142.50	152.25

Key Points

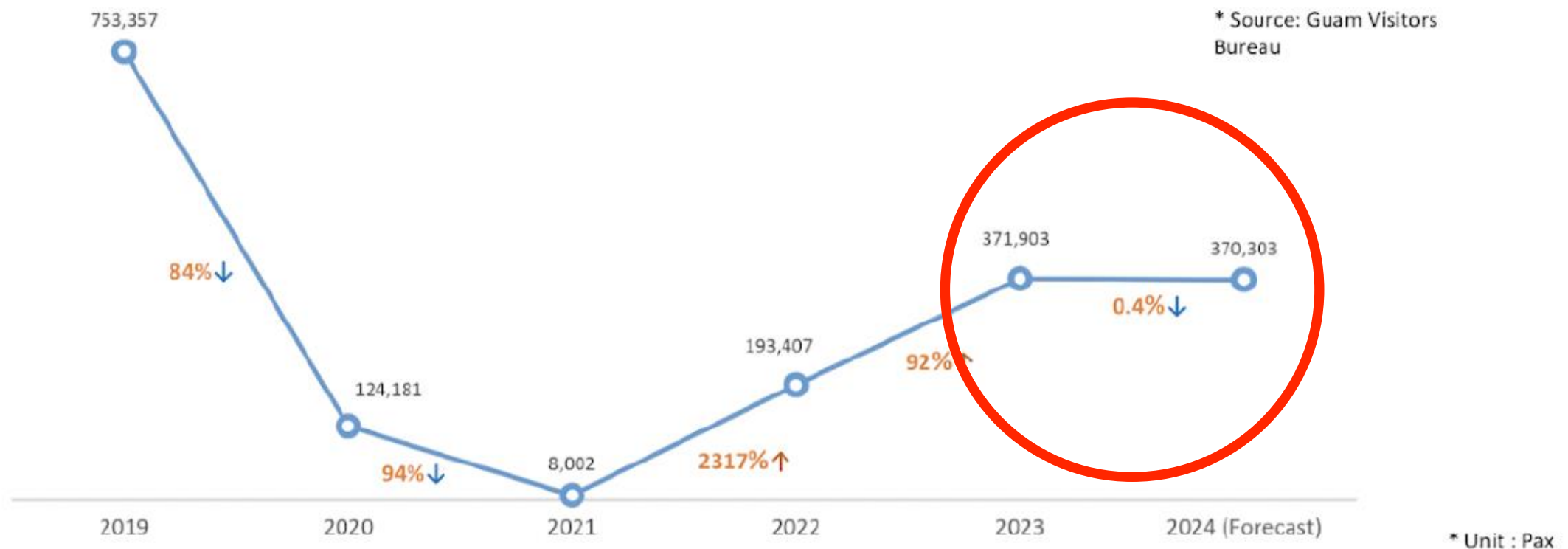
- Arrivals (columns) -70% despite that outbound is only -35%
- Green (market share) was 5% and then 3.4% in 2019 and is now 1.5% (60% down)
- Yellow (yen) shares y-axis — 2X versus 2012 and 50% higher than 2019

Current Situation: Korea

Market	Outbound % Recovery	Guam Arrivals % Recovery	Market Share Change	% Variance in Market Share
Japan	60-70%	30%	3.4% → 1.4%	-59%
Korea	95-100%	50%	2.6% → 1.3%	-50%

Korea Arrivals Stalled

◆ Korean Guam Arrival



Arrival	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	Var.
2019	69,295	59,429	54,087	54,161	58,276	62,413	67,866	65,333	61,412	67,124	62,448	71,513	753,357	1%
2020	78,609	40,022	5,160	6	4	5	77	95	46	37	39	81	124,181	-84%
2021	104	77	113	86	102	173	303	375	573	998	3,639	1,459	8,002	-94%
2022	924	311	760	3,239	9,947	16,298	28,063	24,751	18,065	29,045	25,754	36,250	193,407	2317%
2023	39,653	37,480	36,428	35,397	29,005	2,871	26,984	31,774	29,191	30,802	31,355	40,963	371,903	92%
2024	46,740	41,847	32,676	28,982	28,338	26,499	31,178	29,274	25,965	28,379	22,286	28,139	370,303	0%
VS. 2019	-43%	-37%	-33%	-35%	-50%	-95%	-60%	-51%	-52%	-54%	-50%	-43%	-51%	

* Forecasted number in blue

Korea Decline in Seats: 2019-24

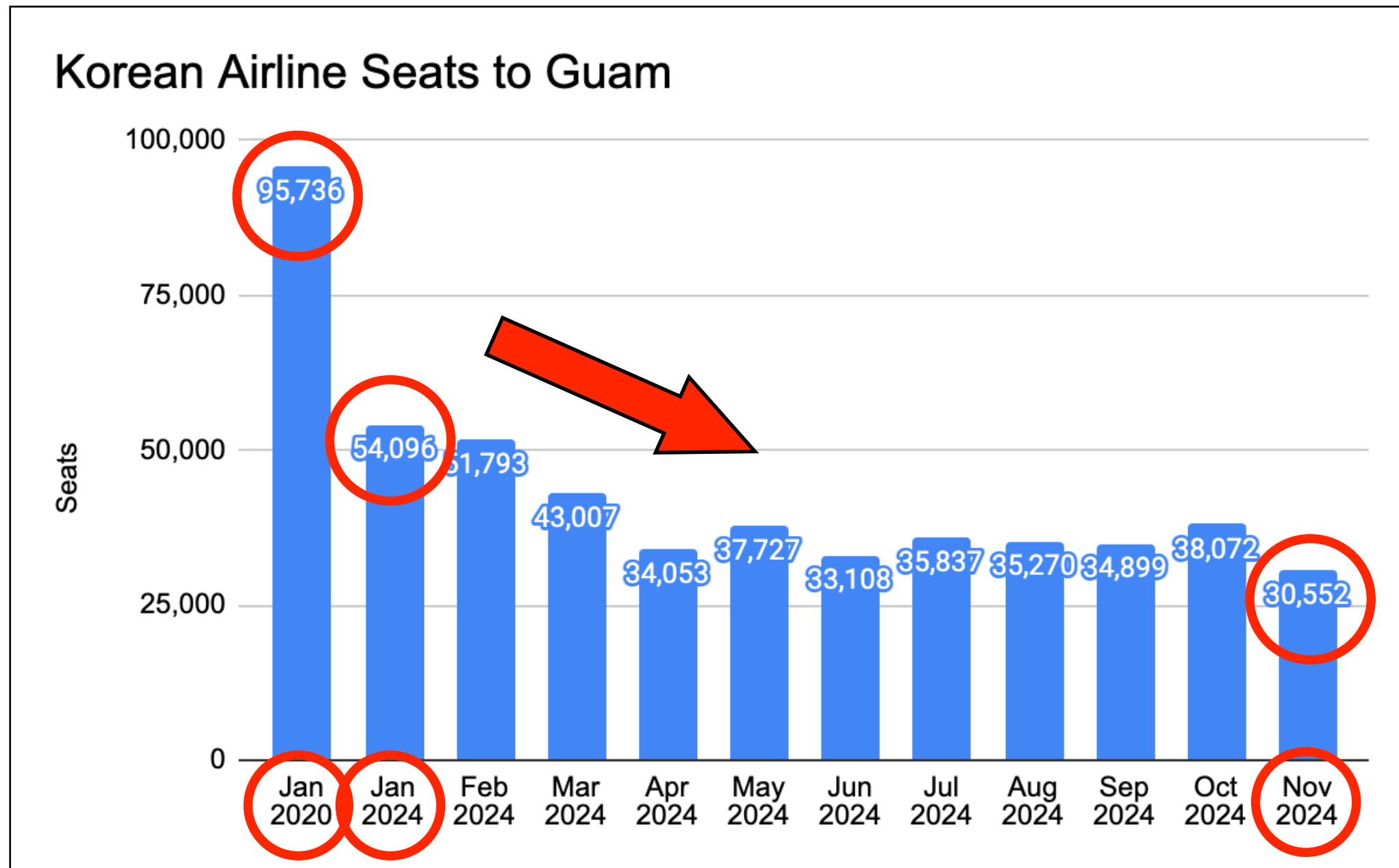
Korea-Guam Airline Seat Supply



Airseat	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	Var.LY
2019	76,555	70,543	70,878	67,914	69,231	67,509	74,334	74,523	73,008	81,589	74,310	84,651	885,045	2%
2020	94,736	75,569	16,589			458	647	567	567	567	756	945	191,401	-78%
2021	756	756	945	756	756	945	1,134	3,810	4,857	5,094	6,176	9,601	35,586	-81%
2022	6,378	2,908	3,366	6,341	17,894	25,430	39,632	44,393	32,531	38,486	37,266	42,851	297,476	736%
2023	46,446	43,722	52,178	48,966	41,781	12,579	37,820	44,084	42,640	44,675	40,947	45,633	501,471	69%
2024	54,096	51,415	43,196	34,053	37,727	33,108	35,837	35,270	35,088	37,931	28,572	30,923	457,216	-9%

* Forecasted number in blue

Decline in Seats: 2024



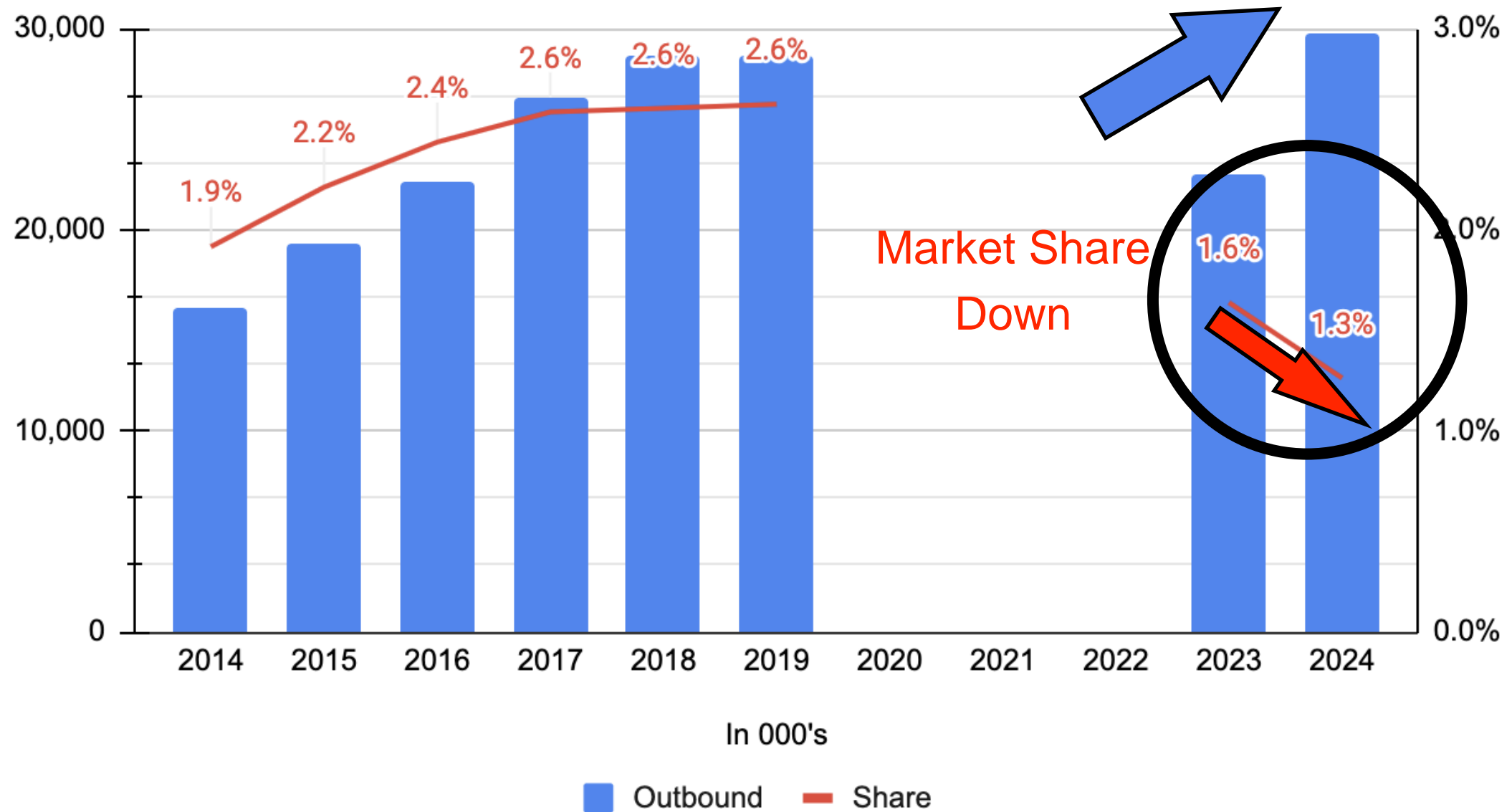
Japan and Korea Air Seats

Japan and Korea Airlift and Load Factors: 2019, 2023, 2024

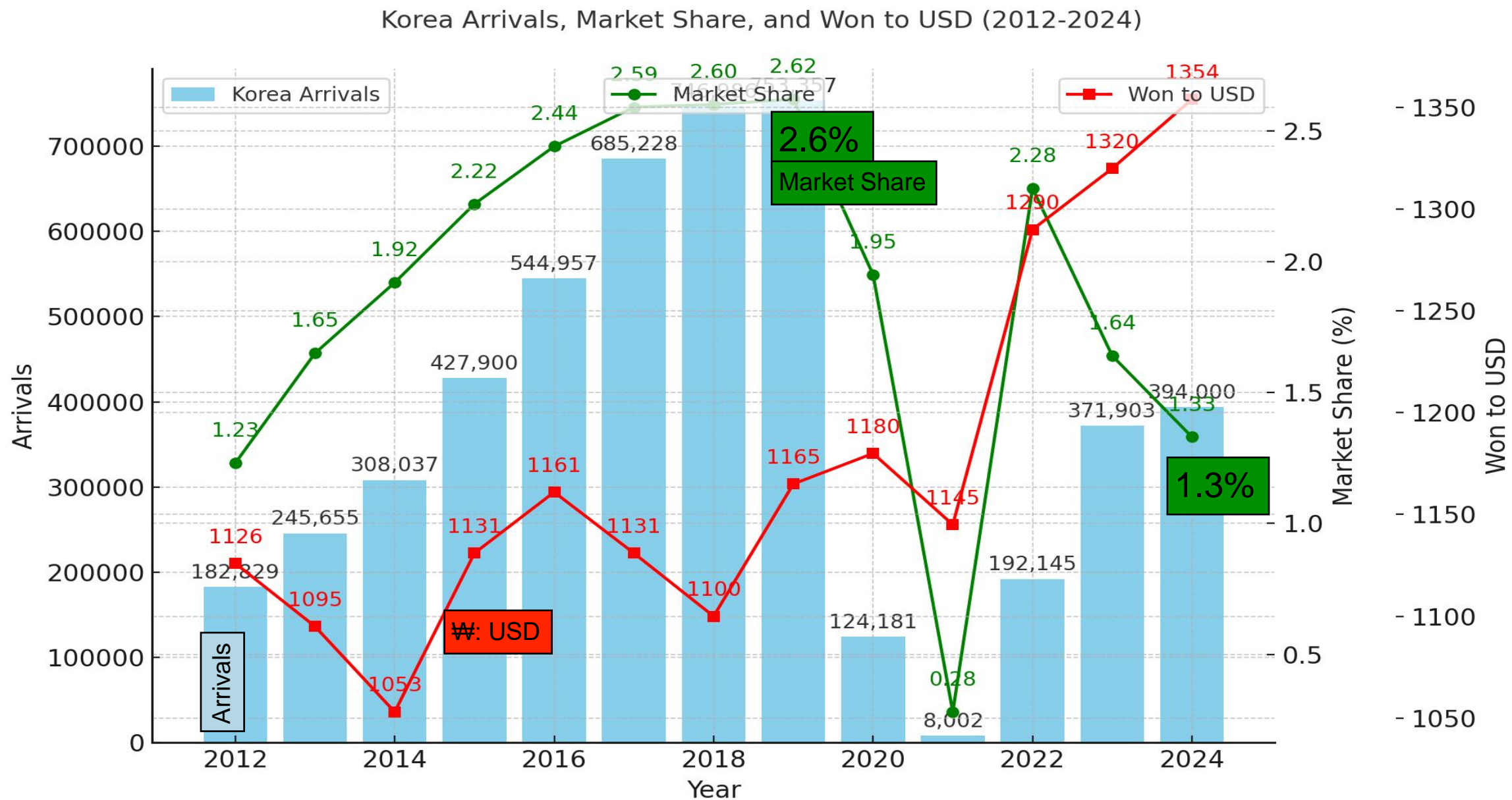
Country	Seats 2019	Seats 2023	Seats 2024	Arrivals 2019	Arrivals 2023	Arrivals 2024	Load Factor 2019	Load Factor 2023	Load Factor 2024
Japan	875,084	387,176	529,101	683,777	133,640	192,036	78.1%	34.5%	36.3%
Korea	885,045	504,477	464,029	753,366	374,242	375,000	85.1%	74.2%	80.8%

Korea Outbound & Market Share

Korea Outbound (000's) & Guam Market Share



Korea Arrivals, Currency & Market Share



Key Points

- Arrivals (columns) -50% despite that outbound is back to normal
- Green (market share) was 2.6% in 2019 and is now 1.3% (50% down)
- Red (Won) shares y-axis with market share so it's a bit skewed - only a 14% difference vs 2019

Key Challenges

Product Decline

- Public and Private: Tired and run-down after years of closure and the typhoon
- Rising construction costs hinder repairs and improvements
- Customer dissatisfaction

Limited Air Service (Korea and Taiwan)

- Reduced flights. Aircraft shortages. Labor shortages. Rising airfares. Limited seats

Rising Costs

- Inflation and strong U.S. dollar

Increased Competition

- Thailand, Vietnam, and the Philippines have surged
- Domestic travel and new Japan visa waivers heighten challenges
- Longer term, reliance on few limited source markets must also be addressed

Current Situation

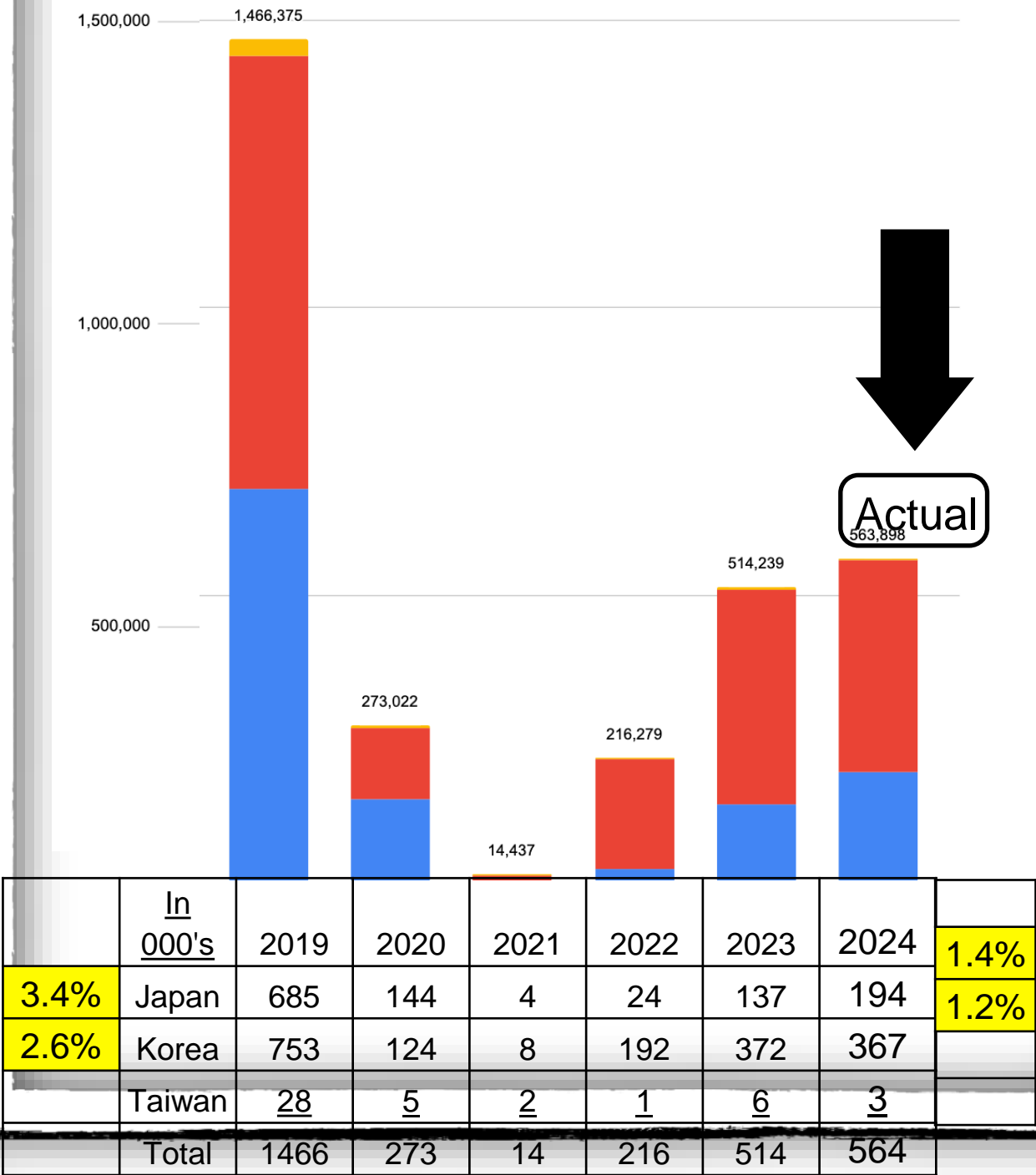
Market	Outbound % Recovery	Guam Arrivals % Recovery	Market Share Change	% Variance in Market Share
Japan	60-70%	30%	3.4% → 1.4%	-59%
Korea	95-100%	50%	2.6% → 1.3%	-50%

	2019	Forecast 2024	2024 if at 2019 Market Share
Japan	685,000	194,000	471,000
Korea	753,000	367,000	734,000
Combined	1,438,000	561,000	1,205,000

Turning the Page

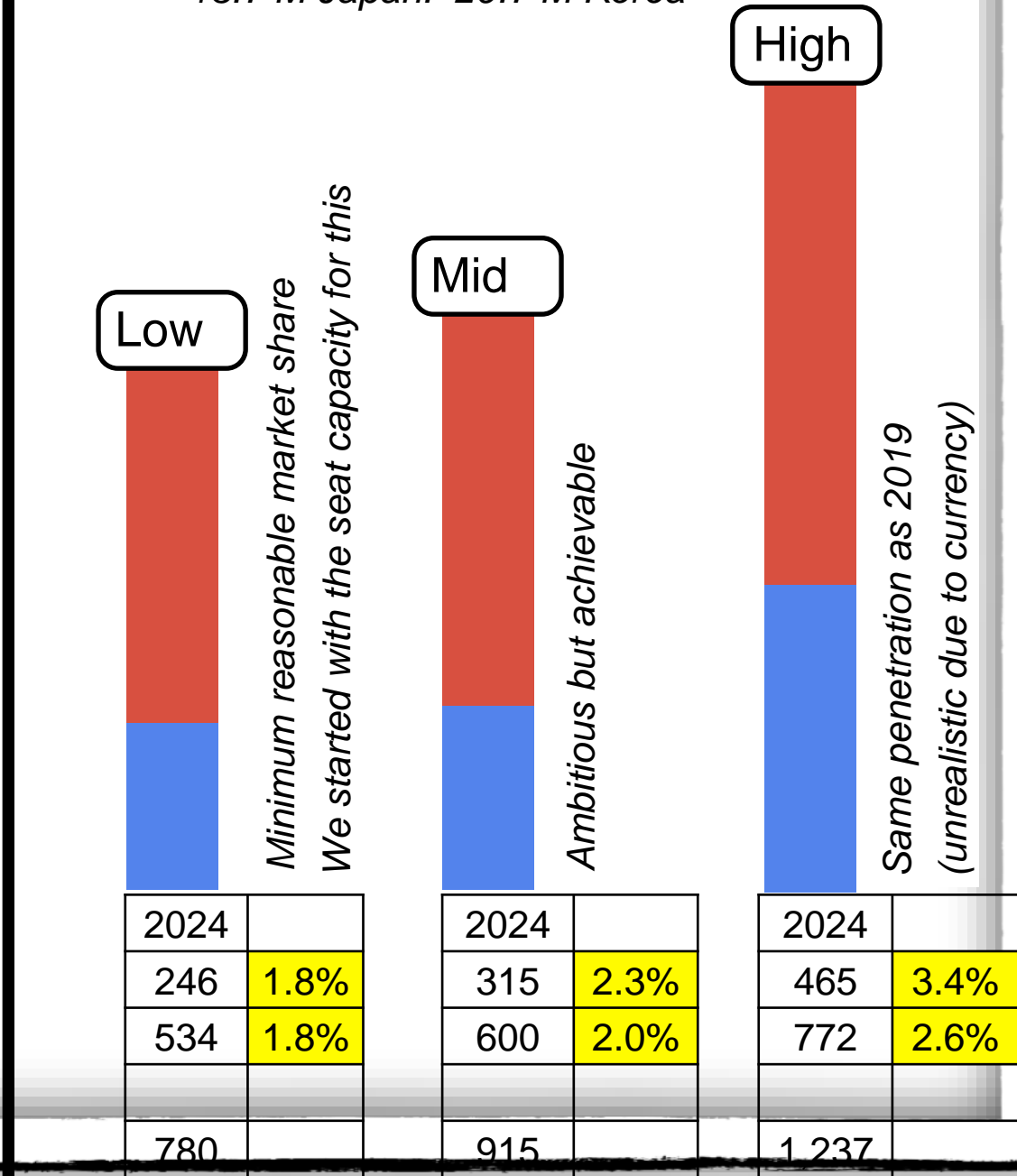
Where We Are Vs. Should Be (2024)

Where We Are



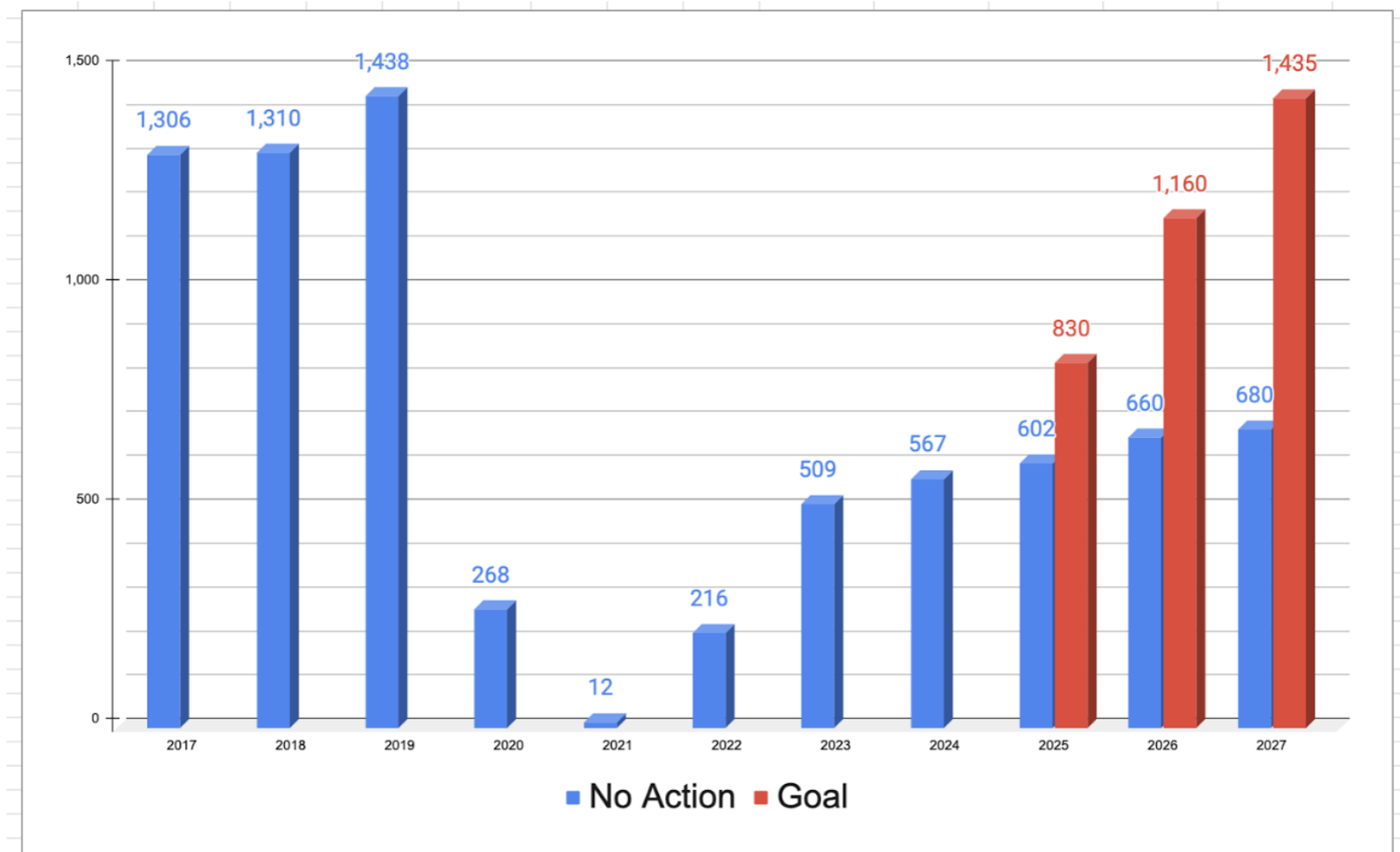
Where We Should Be

Based on actual outbound 2024
13.7 M Japan. 29.7 M Korea



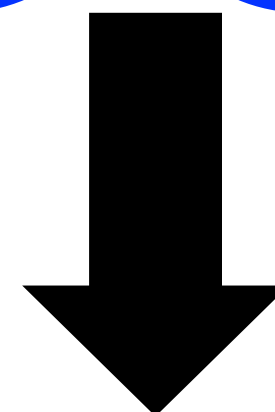
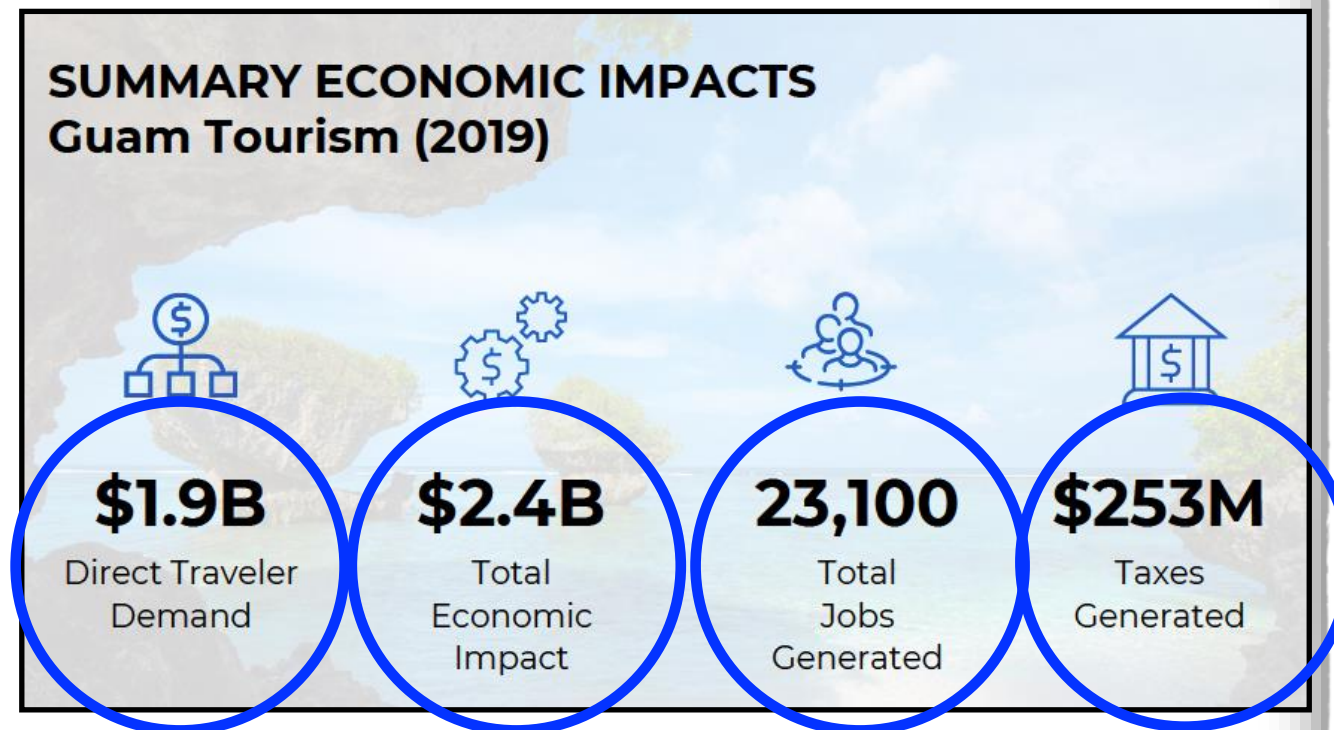
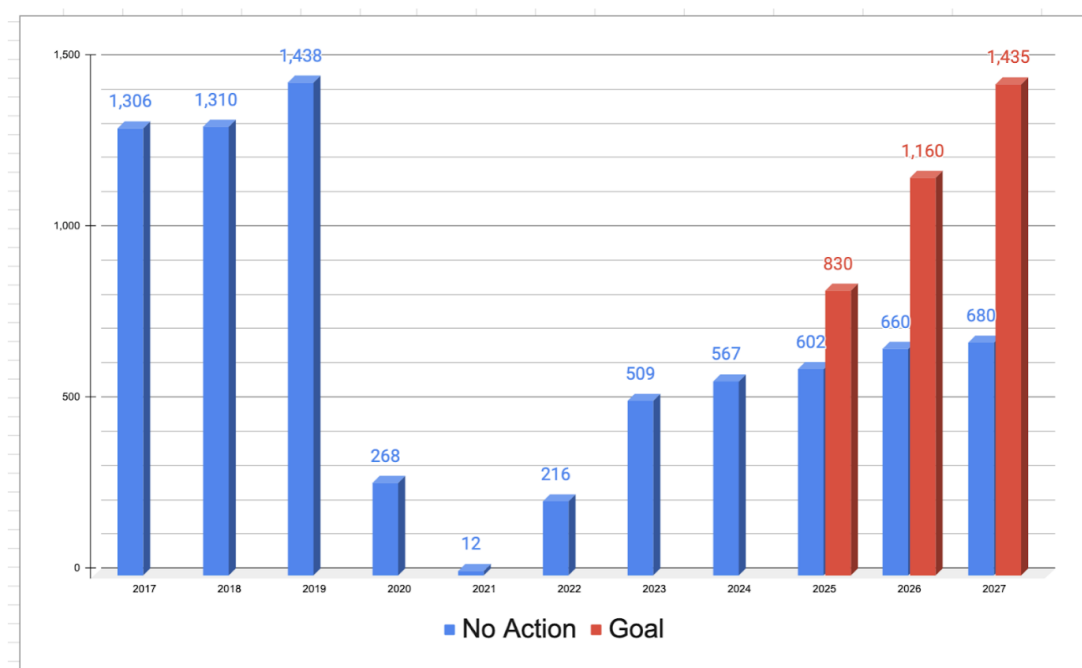
2025 Goals

000's	2019	2024	2025 if no action	2026 if no action	2027 if no action	2025 Goal	2026 Goal	2027 Goal
Japan	685	192	208	260	260	290	500	685
Korea	750	375	394	400	420	540	660	750
Total	1,435	567	602	660	680	830	1,160	1,435
Vs. 2019		-60%	-58%	-55%	-55%	-42%	-20%	—
Japan share	3.4%	1.3%	1.3%	1.3%	1.3%	1.8%	2.5%	3.4%
Korea share	2.6%	1.3%	1.3%	1.3%	1.3%	1.8%	2.2%	2.6%

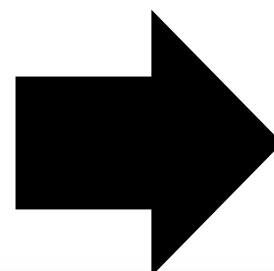


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Vs. 2019		-60%	-58%	-55%	-55%	-42%	-20%	-
Japan share	3.4%	1.3%	1.3%	1.3%	1.3%	1.8%	2.5%	3.4%
Korea share	2.6%	1.3%	1.3%	1.3%	1.3%	1.8%	2.2%	2.6%



830k pax with intervention
 - 600k pax without intervention
 = 230k difference

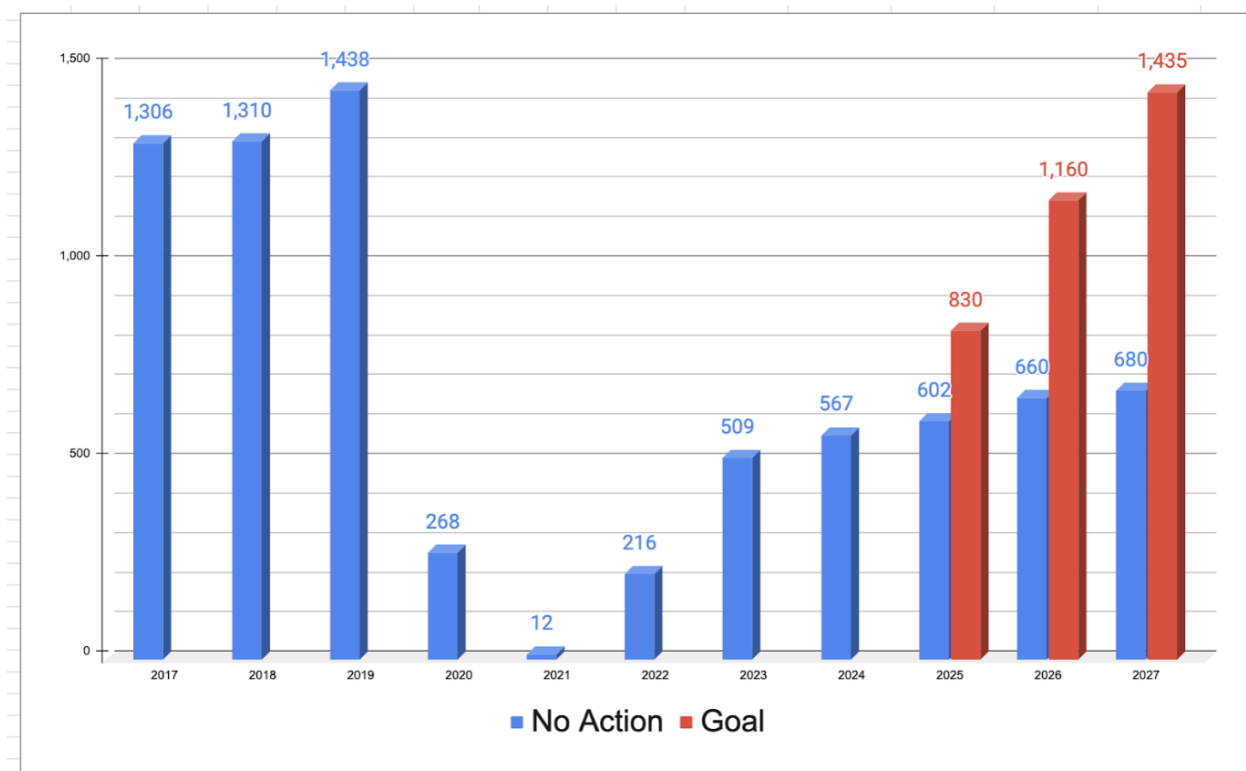


AN INCREASE OF
 \$60 MILLION IN TAXES!
 THOUSANDS OF JOBS

2025 Goals

Plan Expectations

000's	2019	2024	2025 if no action	2026 if no action	2027 if no action	2025 Goal	2026 Goal	2027 Goal
Japan	685	192	208	260	260	290	500	685
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Japan share	3.4%	1.3%	1.3%	1.3%	1.3%	1.8%	2.5%	3.4%
Korea share	2.6%	1.3%	1.3%	1.3%	1.3%	1.8%	2.2%	2.6%



GVB Forecast

FY25 FORECAST - TENTATIVE



FY2025	Conservative	Moderate	Optimistic
Japan	250,000	290,000	350,000
Korea	377,949	461,731	480,000
USA	85,000	99,300	102,000
Philippines	12,000	15,731	17,000
Taiwan	3,000	5,270	17,430
Others	35,000	42,000	42,000
Total	762,949	914,032	1,008,430
Japan/Korea	627,949	751,731	830,000

Key Challenges

Key Tactics

Product Decline



Destination Improvement

Limited Air Service



Airline Support

Rising Costs



Targeted Marketing

Competition



Rebranding/Repositioning

Essential Requirements

- **Transparency**

Openly communicate tourism's precarious state

- **Significant Investment**

Destination, Airlines, Marketing, share of voice

- **SMART Goals**

Clear, actionable objectives for management

- **Unified Effort**

Board, Management, Industry, Community

- **Community & Stakeholder Engagement**

ONLINE POLL

What should be on top of senatorial candidates' list among these priority items?

- ☐ Help lower the cost of food, housing, and fuel.
- ☐ Job creation so more people can afford goods and services.
- ☐ Get a clearer picture of the military buildup's impact on infrastructure, island security.
- ☐ Hire, train and equip more police officers, other law enforcement officers.
- ☐ Build a new Guam Memorial Hospital.
- ☐ Rebuild Simon Sanchez High School, consolidate schools.
- ☐ Other

[Vote](#)

[View Results](#)

Part I: Airline Incentives, Market Specific

Airline Situation

- Global Aircraft Shortage
- Tokyo-Seoul frequency
- Airport costs versus competition
- Fewer flights = higher margins

Guam Landing Fees (cost per enplanement)

	2019	2024	Variance
USD	\$ 18.15	\$ 30.61	68.5%
Yen ²	¥ 1,978 1 USD = ¥109.00	¥ 4,660 1 USD = ¥152.25	235.6%
Won	₩ 21,157 1 USD = ₩1165.7	₩ 41,476 1 USD = ₩1354.84	196.0%

Route Incentives

- Minimum Revenue Guarantees
- Fixed fee support (\$3000-5000/flight = 10 seats)
- Load Factor Bonuses

Cooperative Marketing Support

- New Perspectives
- Long term Route Sustainability

Per Flight Value (Korea flights)

166 seats x 70% load factor

116 seats x 7x/week = 42,000 pax

*\$5000/flight = **\$1.8 MM/year***

*Spend = \$451/pp = **\$19 MM** Guam income*

*Economic Impact = \$1500/pp = **\$60 MM***

*Taxes = **\$6 MM***

Part II: Marketing

- Substantial Supplemental Funding
- New Approaches. Fresh Vision. Marketing Advisor
- Source Market Feedback
- Target Okinawa: 4% share = 2019 arrivals

1. Focus on Unique Selling Points (USPs)

- **Diverse, Unique Experiences**
(aka attractions and option tours)
- **CHamoru culture** and the warmth of the CHamoru people
- **America** in Asia: *“Where America’s Day Begins”*

2. Market *Experiences*

Rebrand “optional tours” as immersive “***experiences.***”

ADVENTURE

Hiking
Skydiving

CULTURAL

Valley of the Latte
Guam Museum

SHOPPING

Donki
Duty Free Shoppers
Guam Premium Outlets
Micronesia Mall
Plaza Shops
Tumon Sands Plaza

OTHER

Golf
PIC Water Park
Tagoda Amusement Park
Sightseeing
Stargazing Tours

EVENING

Fish Eye Dinner Show
Tao Tao Tasi Show
Karera at SandCastle
Great American Circus
Zoh Nightclub
Chamorro Village
BIG Dinner Cruise

OCEAN

Fish Eye Marine Park
Guam Aquarium
Dolphin Watching
Marine Sports
Jet Ski
Parasailing
Snorkeling
Fishing

DINING

Chamorro, Thai, Japanese, Korean, European
Fine Dining, Casual Dining, Beachfront Dining



3. Value-Added Promotions

Full industry participation. Value-added benefits (not discounts)

VALUE GUAM, THE GREAT GUAM GIVEAWAY

\$5 MILLION IN CONTRIBUTIONS: UPGRADES, ETC. FULL PARTICIPATION (HOTELS, AIRLINES, ATTRACTIONS, DINING)
MARKET HEAVILY: INFLUENCERS, BLOGGERS, TRADITIONAL AND ONLINE MEDIA. LEVERAGE PREMIUM GUAM MEDIA



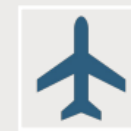
Upgrades (seat upgrades, etc.)



Bonus (4th Night Free, \$100 spa with min F&B spend)



Value Added (Free Gift with Purchase)



Limit to Quality Tours and Products



Run for Specific Time (Sept 1 to Dec 15)



Market and Promote Aggressively



One Lucky Winner Wins a Guam VIP Luxury Package

4. Premium Guam Campaign

Showcase Guam's luxury offerings coupled with a **major high profile event**

Goal: Attract a customer less concerned about the Strong USD / Weak Yen



Part II - Events

Quarter	Event	Target	2025	2026 (Proposed)
Quarter 1 January-March	NYE Fireworks Celebration	Locals	Jan 1	Jan 1
	Ko'ko' Kids Race & Japan Festival	Signature Event	Apr 12	Late January
	Ko'ko' Road Race Ekiden, 10K & HM	Signature Event	Apr 13	Late January
	LOCUS Camping Festival (Electr. Music)	Visitors, Locals		Feb 6-8
	Inalahan Gadao Festival	Visitors, Locals	Feb 14-15	Feb
	Guam History & Chamoru Heritage Day	Visitors, Locals	Feb 28-Mar 3	Feb 26-Mar 2
	Malesso Crab Festival	Visitors, Locals	Mar 28-30	Mar
Quarter 2 April-June	Agana Heights Coconut Festival	Visitors, Locals	Apr	Apr
	Waterbomb H2O	Signature Event		Apr
	Marianas Int'l Dance & Art Festival	Neighboring Islands, Locals, Visitors	Apr 29-May 5	Apr/May
	Agat Mango Festival	Visitors, Locals	May 23-25	May
	King's Guam World Tennis Tour	Visitors, Athletes, Locals	May/Jun	May/Jun
	Guam Micronesian Island Fair	Signature Event	Jun 7-8	June
	Electric Island Festival (EIF)	Visitors, Locals	Jun 21	June
Quarter 3 July-September	Family Treasure Hunt	Visitors, Families	Jun-Aug	Jun-Aug
	Liberation Day	Veterans, Locals	Jul 21	Jul 21
	Un Marianas Festival	Signature Event		Aug/Sep
	Mangilao Donne' Festival	Visitors, Locals	Sep	Sep
Quarter 4 October-December	International BBQ & Food Competition	Signature Event	May 23-25	Jul 21 or Nov/Dec
	Chamoru Christmas Festive Garden (Tumon)	Visitors, Locals	Nov-Dec	Nov-Dec
	International Dragon Boat Festival	Visitors, Locals	Nov	Nov
	Tour of Guam Cycling	Visitors, Athletes, Locals	Dec	Dec

NEW

NEW

NEW
NEW

Part III

Destination Improvement

Destination Improvement

- Destination Maintenance & Operations (DMO)
- Destination Development (DD)
- Product Improvement (Private sector)

Destination Maintenance & Operations

Beach Cleaning & Maintenance
Bus Shelter Maintenance
Culvert Cleaning Maintenance
Holiday Illumination
Tumon Landscape Maintenance
Tumon Trash & Recycling Maintenance
Tumon Tree Trimming
Tumon Street & Sidewalks Improvements
Island Road Maintenance
Islandwide Beautification
Paint, Equipment, Supplies
Total \$2.5M

Evaluate and define scope, roles and funding among GVB, DPR, & DPW

Destination Development

- **Major Upgrades**

- Infrastructure, roads, large scale HOT Bond projects

- **Immediate Needs: \$12-13 MM**

- Urgently address all visitor areas (Both Island-wide and Tumon)
 - Repair, improve and maintain public restrooms
 - Repair, clean and enhance sightseeing spots
 - Remove graffiti promptly and regularly
 - Clear junk cars island-wide
 - Improve the airport experience

Airport: Support GIAA

Immediate & Low Cost

- Flooring
- Working escalators/walkways
- Greenery
- Music
- Immigration Forms table
- Working iPads
- Baggage claim monitors
- Signage standards
- Leverage unused ad space
- GVB Event banners
- Restrooms
- Waterblast and paint exits

Short & Medium Term

- Hotel Transportation Solution
- Restroom Redevelopment
- Concession Legislation
- Facility Upgrades
- Departure Experience
- Kids Play Areas
- Air Quality and Scent
- Electronic Forms
- Possible Privatization

Beautification

Major Public Initiatives

- Work with Mayors (Villages)
- List and Prioritize
- Assist homeless relocation

Tumon

- Water blast and paint everything! Annual “water blast and paint month”
- Paint curbs and utility boxes quarterly
- Repair crosswalks and sidewalks. Resurface SVR (coop with DPW)
- Condemn and demolish derelict buildings (work with Legislature)
- VSO’s report graffiti immediately. Remove graffiti within 48 hours
- Establish CC&Rs

Private Sector

- Incentives: water blast and paint
- Remove vinyl banners (VSOs)
- Address graffiti immediately
- Park Quality Officers (PQOs)

Product Improvement (private sector)

- **GEDA Support** for Upgrades (zero interest, forgivable or matching loans)
- **Water blast and paint** everything! Annual “water blast and paint month”
- Self-Evaluation. Shared **study tours**
- Establish and maintain Property Standards (**CC&Rs**)
- **Working Group Feedback** (Identify and assist substandard properties)
- **Visitor/GVB Feedback** (GVB private consultation, assistance)

Other Quality Initiatives

- **Safety & Security:** JFK intersection, lighting, CCTV cameras, other
- **Transportation:** Airport, Tumon and Island wide
- **Data:** Re-implement surveys. Examine tools like Symphony
- **Communications:** Examine free Wi-Fi

Long Term HOT Bond

Must Do

- Major Tumon upgrade
- Matapang drainage

Should Do

- Tumon flooding
- Village enhancements

Nice To Do

- Ypao amphitheater
- Ypao garage

Economics & Budgets

Budget

Supplemental Budget	2025	2026	Total
Airline Incentives	\$7,000,000	\$7,000,000	\$14,000,000
Airline Co-Op Mktg	\$2,500,000	\$2,500,000	\$5,000,000
Signature Events	\$2,000,000	\$2,000,000	\$4,000,000
Additional Events	\$1,000,000	\$1,000,000	\$2,000,000
Travel Agent Support	\$1,000,000	\$1,000,000	\$2,000,000
FIT Support (B2C)	\$1,000,000	\$1,000,000	\$2,000,000
Supplemental Marketing	\$5,000,000	\$4,000,000	\$9,000,000
Rebranding & Advisory	\$2,500,000	\$2,500,000	\$5,000,000
Product Improvement	\$11,500,000	\$1,500,000	\$13,000,000
Group Support	\$1,000,000	\$1,000,000	\$2,000,000
Admin & Other	\$500,000	\$500,000	\$1,000,000
TOTAL	\$35,000,000	\$24,000,000	\$59,000,000

2025: \$ 500M Difference in Annual Impact

<u>2025</u>	AS IS (STATUS QUO)	GOAL (SAME AS 2019)	DIFFERENCE
Market Share	1.3%	1.8%	.5%
Arrivals	600,000	830,000	230,000
Tourist Spending	\$ 1.1 Billion	\$ 1.5 Billion	\$ 400 Million
Economic Impact	\$ 1.4 Billion	\$ 1.9 Billion	\$ 500 Million
Taxes	\$ 155 Million	\$ 215 Million	\$ 60 Million

\$ 60 Million in tax difference, year 1

Arrivals based on market share x expected outbound growth

Tourist spending based on arrivals x average spend: GVB Exit Surveys.

Economic Impact and Taxes are extrapolated using Tourism Economics 2019 Guam Report

2027: \$ 1 Billion Difference in Annual Impact

<u>2027</u>	AS IS (STATUS QUO)	GOAL (SAME AS 2019)	DIFFERENCE
Market Share	1.3%	2.9% (3.4 JPN, 2.6 KOR)	1.6%
Arrivals	600,000	1,450,000	770,000
Tourist Spending	\$ 1.1 Billion	\$ 2.6 Billion	\$ 1.5 Billion
Economic Impact	\$ 1.4 Billion	\$ 3.5 Billion	\$ 2.1 Billion
Taxes	\$ 155 Million	\$ 375 Million	\$ 220 Million

\$ 220 Million in tax difference thereafter!

Arrivals based on market share x expected outbound growth

Tourist spending based on arrivals x current average spend: GVB Exit Surveys.

Economic Impact and Taxes are extrapolated using Tourism Economics 2019 Guam Report

Next Steps

Board approve draft plan

**Present
Final Plan**

Funding

Q2 Activities

Strategic Plan in process
New Marketing Initiatives
Finalize HOT Bond needs

Q4 Activities

Publish Strategic Plan

Nov

2025

Q1

Q2

Q3

Q4

Working Groups

Destination Development
Airport
Japan
Korea
Taiwan
Marketing
Events
Transportation
Communication
Community
Economic Impact

Q1 Activities

New Board
New President & CEO
Implement Airline Incentives
Engage Marketing Advisor
Destination Improvement
HOT Bond in development
Begin Strat Plan

Q3 Activities

Issue HOT Bond
Finalize plans for 2026
Finalize Strategic Plan



Guam

**SHORT-TERM TOURISM RECOVERY PLAN
AND SITUATION REPORT**

Collaborative Solution



Primary

- Guam Visitors Bureau
- Executives from Guam's tourism industry
- Office of the Governor
- 37th Guam Legislature
- Guam Economic Development Authority
- Department of Parks & Recreation
- Department of Public Works

Secondary (Members)

- Guam International Airport Authority
- Guam Hotel & Restaurant Association
- Japan Guam Travel Association
- Korea Guam Travel Association
- Japan Guam Hotel Association
- Guam Travel & Tourism Association
- Guam Chamber of Commerce
- Guam Women's Chamber of Commerce
- Industry representatives
- Community representatives



GUAM

Board
Management
Staff
Membership

