

## **Chapter 10: Long-Range Implementation Program**

*Vision without action is a daydream. ~Japanese proverb*

**T***he Long Range Implementation Program establishes a general framework for the implementation of the Maui Island Plan. As part of planning for Maui’s future, a financial program is needed that*



*contemplates the implementation of identified actions and capital improvements to provide adequate public facilities and infrastructure essential for the growth of communities, the protection of public health and safety, and the enhancement of the natural and built environments. Finally, this chapter seeks to prioritize and implement the plan’s actions by identifying priorities, commencement dates, completion dates, estimated costs, funding sources, and lead implementation agencies.*

*Aerial view of Kahului Harbor. Maui, Hawai`i.*

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The overall responsibility of infrastructure and service delivery on Maui has shifted among the Federal, State, and County government and the private sector. During the early to mid-1900s, the sugar and pineapple plantations and ranching played a major role in community building on Maui. The Federal, State, and County governments began to play a greater role in public facilities and infrastructure with the onset of World War II and the phase-out of plantation camps. From 1959 to the mid 1970s, the Federal government played a significantly greater role than it has in recent decades in funding public facilities and infrastructure, particularly highways and wastewater treatment facilities.

Since the mid 1970s, Federal funding for public infrastructure improvements began to decrease with more of the cost being shifted to State and local governments. This funding trend has added to the financial burden of State and County governments nationwide. Traditionally, Maui County has relied on property tax revenues and water and wastewater fees as its primary revenue sources for funding infrastructure and public facilities. However, with the increased financial burden imposed by the lack of Federal support and community resistance to increasing property taxes, the County has required contributions and/or fees from developers to help mitigate the impacts resulting from their developments.

Today, Maui is facing several infrastructure planning challenges.

- aging infrastructure and public facilities;
- infrastructure demand outpacing revenues; and
- intergovernmental and intragovernmental coordination.

This chapter establishes a broadly defined infrastructure strategy and policy framework to strengthen infrastructure planning and delivery on Maui, and to identify short, medium, and long-term capital projects and costs to address existing service deficits and projected growth to 2030.



*Examples of infrastructure/public facilities including water (irrigation ditch), airports (Kahului Airport), parks (Eddie Tam), and roads (Hāna Highway).*

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The County's Capital Improvement Project (CIP) program is an important framework to implement land use policies in the General Plan and various Community Plans as related to public facilities and infrastructure. The CIP process includes annual budgeting, a specific six-year plan, and general longer-term plans that consider 20-year forecasts.

The development of the CIP program falls within the framework of the Countywide Policy Plan, Maui Island Plan, Maui's six (6) Community Plans, and the Molokai and Lāna'i Community Plans. Population forecasts for a 20-year timeframe and urban and rural growth areas identified in the Maui Island Plan will provide the basis for infrastructure planning for Maui Island.



*Main Street in Wailuku-Road improvement projects could be funded through the CIP process.*

### **CAPITAL IMPROVEMENT REQUIREMENTS AND FINANCING**

The purpose of this section is fourfold:

1. Provide the County's policy regarding the role and responsibility of the public and private sectors for providing infrastructure and public facilities;
2. Identify major regional capital improvement projects necessary to address existing service deficits and projected growth to 2030;
3. Identify potential funding mechanisms to finance future CIP projects; and
4. Ensure that capital improvement projects are scheduled and constructed in a timely manner.

The infrastructure funding strategy provides an efficient and equitable means of planning and financing infrastructure improvements. Major County capital improvement projects and potential funding mechanisms are discussed by each County agency and include solid waste, water, wastewater, roads, transit, parks, and public safety.

#### **Infrastructure Planning and Finance Policy Framework**

The County CIP funding strategy is comprised of three policy statements with underlying strategies to effectuate the policies.

##### **1. Infrastructure Services Policy:**

The County is responsible for determining areas where infrastructure and public facilities will be supported.

##### **2. Infrastructure Expansion Policy:**

Developers are generally responsible for public facility and infrastructure expansion costs associated with their projects.

As a condition of subdivision or development approval, the County often requires new developments to construct on-site water, roads, wastewater, park facilities, and other infrastructure and public facilities pursuant to County standards. Upon completion of construction, the County may require the developer to dedicate the infrastructure/facilities to the County. Developments may also be required to donate easements or other types of partial rights to the County. In addition, developments are often required to provide financial assurance, such as bonding, to ensure enforcement of needed corrective action(s) or uninterrupted operation (in case of bankruptcy, abandonment, or any other default on financial obligation).

The County has also considered the imposition of impact fees, which are designed to mitigate the impact of new development on infrastructure and public facility systems. These one-time payments are made by the development; fees are typically passed on to either the seller of land or homebuyer to pay for the cost of infrastructure caused by new development. While the enabling ordinance for traffic impact fees have been enacted, the required studies that determine the actual fee amounts have yet to be adopted; other impact fee ordinances have been discussed but not enacted.

To ensure that no ambiguities exist regarding infrastructure funding responsibilities, the County may establish an infrastructure funding strategy to ensure that infrastructure improvements are implemented prior to or concurrent with development by the responsible party depending on the nature of the infrastructure project.

##### **3. Existing Deficiencies Policy:**

Through its CIP program, the County is responsible for funding operations and capital improvements to address existing deficiencies of County-owned and operated systems.

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The Existing Deficiencies Policy shall be implemented by, but not limited to, the following strategy:

- A. *Identify existing service deficiencies and project future operations and maintenance needs:*** Using the CIP program, needs assessment studies, or adopted level-of-service standards, the County will identify existing service deficiencies and projected operations and maintenance needs. The County may provide revenues sufficient to maintain the minimum acceptable level-of-service standards over the 20-year planning horizon. The County will encourage the State to upgrade its facilities to meet the County's LOS standards.
- B. *Develop and Utilize Alternative Funding Sources:*** The County could consider alternative funding sources to be used to finance major CIP projects. Some of these sources are currently available while others would require enabling legislation or voter approval before they could be utilized. Such alternatives include: public-private partnerships, which can save time and costs; strategic budget allocations or trust funds to create special funds for specific purposes; special district financing, such as tax districts or redevelopment districts, where revenues are reinvested in the same geographic area; and peak demand pricing, where the charge for the use of public facilities or infrastructure is increased during periods of heaviest use.

Table 10-1, Sources of Existing Revenues for Infrastructure, describes current revenue sources through which the County raises needed revenues.

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**Table 10 - 1: Sources of Existing Revenues for Infrastructure**

Infrastructure	Operation & Maintenance	Capital Investment (Deficits)	Capital Investments (Growth)
Wastewater	Monthly sewer fees Monthly reclaimed water fees	Wastewater hook-up (impact) fees Bond financing and SRF loans based on rate revenues and fees	Wastewater hook-up (impact) fees Subdivision exactions for on-site improvements Bond financing & SRF Loans based on rate revenues & fees
Water	Monthly water fees Water system development (impact) fees Special District Financing	Water system development (impact) fees Bond financing and SRF loans based on rate revenues and fees	Water hook-up (impact) fees Subdivision exactions for on-site improvements Bond financing & SRF Loans based on rate revenues & fees
Roadways	Federal and State Funding Sources County Gas Tax	Federal and State Funding Sources County Gas Tax	Federal and State Funding Sources Subdivision exactions for on-site improvements ships
Transit	Federal and State Funding Sources County Gas Tax General Fund Farebox/Advertising	Federal and State Funding Sources County Gas Tax	Federal and State Funding Sources Subdivision exactions for on-site improvements
Parks	General Fund revenues	General Fund revenues Bond financing based on GF revenues Maui Open Space Preservation Fund	Subdivision exactions for on-site improvements Impact fees
Solid Waste	Landfill disposal and collection fees Grant Revenues	Landfill disposal and collection fees Grant Revenues User charge & bond financing based on user charge	Landfill disposal and collection fees Grant Revenues Bond financing based on collection fees
Police / Fire	General Fund revenues	General Fund revenues	General Fund revenues Impact fees Bond financing based on GF & alternative revenue sources

**Capital Improvements and Financing**

The following section identifies major CIP projects necessary to address existing service deficits and projected growth to 2030, and potential funding sources by infrastructure system. Implementation costs and dates provided below are estimates and have not been adjusted for inflation. Identification of projects in this CIP plan does not legally bind the County to implementing these improvements; rather, the plan provides a guide for implementation of major projects to 2030.

**WATER – MAJOR CAPITAL IMPROVEMENTS**

Major projected capital costs to 2030 will be in the following areas: 1) source development; 2) improvement, replacement, and upgrade of waterlines; 3) construction and replacement of water tanks; 4) expansion and improvement of treatment plants; and 5) construction of new reservoirs. The majority of Maui’s water infrastructure systems were constructed decades ago and is in need of major repairs and in some instances complete replacement. According to the Department of Water Supply (DWS), much of the island’s water infrastructure is in fair to poor condition, especially transmission lines. Major repairs and replacements will be required to ensure the reliability of the island’s water distribution system.

The following is a summary of the major capital improvement requirements for Maui’s regional systems as described in chapter 6, Table 6-3. It should be noted that these costs do not include replacement of existing systems reaching the end of their useful lives. Estimated costs for such projects are roughly equal in magnitude for each area.

**Table 10 - 2: Major Capital Improvement Projects – Water Systems**

<b>Project</b>	<b>Estimated Timing</b>	<b>Estimated Cost</b>
<b><i>Central Maui Water System</i></b>		
Source development to meet demand to 2030. A wide range of costs exist for source development depending on the combination of new sources pursued.	On-going	\$100 million
<b><i>West Maui Water System</i></b>		
The costs of source development to meet 2030 demand may range significantly due to the sources pursued. These costs do not include the development of new raw water storage reservoirs.	On-going	\$40 million
<b><i>Upcountry Water System</i></b>		
Upcountry source development costs are based on satisfying a significant portion of the upcountry water meter waiting list. It should be noted that this demand is far in excess of demand projected in the Maui Island Plan.	On-going	\$100 million
<b><i>East Maui System</i></b>		
Various combinations of source, storage and transmission improvements.	On-going	\$10 million

**Current Revenues versus Projected Expenditures**

Current DWS (Department) resources will not be able to keep pace with projected expenditures as operating and capital expenses increase.

The Department’s CIP expenses can be broken down into the following three categories: repair and maintenance; fire flow improvements; and growth-serving capital improvements. Due to the age of the island’s water infrastructure extensive repairs and replacements to water lines, tanks, well pumps, treatment facilities, and other water system components will be necessary to address current deficiencies and ensure the reliability of County water supply systems.

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As the island's population grows to 2030, water systems will need to be expanded to serve new growth areas. As such, acquiring additional water sources will be necessary to address the growing demand for water.

### **Funding Strategy**

The County will need to raise revenues from current revenue sources and pursue additional sources to fund the Department's growing operational and capital expenses. The Department's funding strategy will follow the policies and strategies outlined at the beginning of this section.

#### **1. Repair and Upgrades of Existing Facilities**

Repairs, maintenance, and upgrades of existing water supply facilities and infrastructure should be borne by all service users. These costs are currently paid for through rates charged to individual customers, which make the distribution of such costs more equitable throughout the community. Water service fees are the primary funding source for maintaining existing facilities.

- **Water Service Charges:** Monthly water service charges are the primary revenue source for water supply operations, as well as repair, maintenance, and upgrades to existing systems. To address rising operating and maintenance costs and to continue to strive for self-sufficiency, the Department will need to continually increase its rates. The Department has estimated that the County may need to increase water service rates by more than 50% between 2015 and 2025 to adequately fund maintenance and upgrade projects.

#### **2. Facility Expansion**

Costs associated with water supply storage and distribution system expansion should be borne primarily by new development to ensure that costs are distributed equitably to uses benefiting from the improvements. The primary funding mechanisms for funding infrastructure expansion will be subdivision exactions, water system development fees and impact fees and or special taxing districts.

## **ROADWAYS – MAJOR CAPITAL IMPROVEMENTS**

The following is a summary of the major capital improvement requirements for roads for each Community Plan region. The primary source relied upon for this section was the *County of Maui Traffic Impact Fee Study, Final Report 4-5* (March, 2013) prepared by CDM Smith for the County of Maui, Department of Planning. Both State highway and County road improvements likely necessary to accommodate island growth to 2030 are listed. However, State highway improvement costs are only presented for informational purposes and are not the financial responsibility of the County. Cost estimates for County roads will be funded through a combination of Federal, State, and County funds.

### **Current Revenues versus Projected Expenditures**

Capital Improvement Project expenses can be broken down into the following two categories: repair and maintenance; and growth-serving capital improvements. Due to the level of use of many of Maui's roadways, repairs and replacements such as road resurfacing and bridge replacement will be necessary to ensure the reliability of the island's roadway network.

As the island's population grows to 2030, roadway systems will need to be expanded to service new growth areas.

**Table 10 - 3: Major Capital Improvement Projects – Roadways**

<b>Project</b>	<b>Estimated Timing</b>	<b>Estimated Cost</b>
<b>Central Maui Roadways</b>		
Secure ROW and construct Wai`ale Connector between Waiko Road and Honoapi`ilani Highway	2016-2021	\$10-15 million
Secure ROW and construct Lono Avenue extension to Kuihelani Highway	2016-2021	\$2-3 million
<b>Kīhei-Mākena Roadways</b>		
Secure ROW and construct Kīhei North-South Collector Road	2016-2021	\$37.6 million
<b>West Maui Roadways</b>		
Secure ROW and construct Lahaina Bypass from Hokiokio Road to Launiupoko (State)	2016-2021	TBD
Secure ROW and construct Mill Street extension from Honoapi`ilani Highway to Keawe Street	2016-2021	\$20-30 million
Secure ROW and construct Lahaina Cane Haul Road from Ukumehame to Aholo Street	2022-2030	\$15-20 million
<b>Pā`ia -Ha`ikū Roadways</b>		
Secure ROW for Hāna Highway Bypass (State)	2022-2030	TBD

**Funding Strategy**

To cover growing operational and capital expenses, revenues will need to be annually evaluated. Depending on the amount of revenue from traditional funding sources, rates and fees may need to be adjusted. Additionally, Federal funds vary from year to year but, overall, have been very consistent for the last 20 years or so.

**1. County Funding Sources**

Repairs, maintenance, and upgrades of existing roadways should be borne by all service users. These costs are currently paid by the highway fund which is funded by the fuel tax, franchise tax, and weight tax. These taxes need to be evaluated annually, as each revenue source is dependent on fuel consumption, vehicle registration and electricity demand.

- **Fuel Tax:** The fuel tax is based on the number of gallons of fuel purchased. It is one of the most direct user-related sources of funds available since the amount paid by drivers is proportional to trip length and vehicle weight.
- **Franchise Tax:** The franchise tax is collected from a tax on annual gross receipts from electric light and power companies operating as public utilities in the County of Maui. In exchange, Maui Electric Company has the right to use County rights-of-way for the transmission of electricity to their customers.
- **Weight Tax:** The weight tax is collected on passenger vehicles, trucks, and non-commercial vehicles not exceeding 6,500 pounds, and two cents per pound of net weight for all other motor vehicles. This tax is collected as part of the annual vehicle registration process.

**2. State Funding Sources**

State funds are occasionally available, as certain projects can receive state funding generally as a match to County funding. This funding source is highly variable and unpredictable. Even if funds are placed in the State budget, there is no guarantee that they will be released.

**3. Federal Funding Sources**

Federal gas tax funds are redistributed to the states, who in turn sub-allocate their allotments to local jurisdictions, such as the County. These funds can only be used on roads designated for Federal funds, which are typically major collector roads. The enabling Federal legislation changes from time to time, but in general, the County has been able to secure between \$8M and \$12M+ annually for new construction, and reconstruction of roads and bridges.

**4. Private funding sources**

New projects and subdivisions may have requirements to complete new roads or portions of new roads to service the project or subdivision. Such requirements must meet a ‘rational nexus’ test, i.e. the requirements must be based on a rational evaluation of existing safety and traffic needs. Additionally, the opportunity for public-private partnerships is always a possibility, as new projects that are only required to partially develop a road can partner with the County to fully develop the road.

**TRANSIT – MAJOR CAPITAL IMPROVEMENTS**

Three major projects have been identified by the County Department of Transportation (CDOT) as necessary to accommodate projected population growth to 2030. Capital improvement projects are discussed from an island-wide standpoint rather than by region due to the interregional applicability of the projects.

**Table 10 - 4: Major Capital Improvement Projects – Transit**

<b>Project</b>	<b>Estimated Timing</b>	<b>Estimated Cost</b>
<b><i>Maui Public Bus System</i></b>		
Acquire land and develop plan for Central Maui transit hub/park-n-ride	2016-2021	\$4 million
Acquire land and develop plan for West Maui transit hub and park-n-ride	2016-2021	\$4 million
Acquire land and develop plan for South Maui transit hub and park-n-ride	2016-2021	\$4 million

**Current Revenues versus Projected Expenditures**

To accommodate projected expenditures for transit operations, current revenues will need to significantly increase. The transit system primarily operates with one hour headways. As headways decrease across the system to every half hour, operational expenses will double; this necessitates a considerable increase in funding. Additionally, as service routes are added and expanded, operating costs will again increase.

As Maui’s transit system matures, service, repair and maintenance expenses are likely to increase as buses age. Transit-supportive infrastructure also requires ongoing upkeep and repairs throughout the island.

Growth-serving capital improvements will place a large burden on the Department’s budget as the transit system expands and improves. Three major transit facilities are needed in the near future to address current and anticipated demand. Costs associated with these facilities will be significant due to the need to acquire land and plan, design, and construct the facilities. Current revenue levels will not be able to cover projected capital expenditures.

**Funding Strategy**

The County will need additional funding to operate and expand the County’s public transit system to 2030. The Department’s funding strategy includes increasing current funding sources and pursuing new sources to cover system repairs, upgrades, and expansion.

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### **1. Repair and Upgrades of Existing Facilities**

To fund operations, repair, and maintenance of the transit system the County will continue to rely on the General Fund, Highway Fund, FTA grants, farebox revenues and advertising revenues.

- **Bus Fares:** One-way bus fares are nominal for most routes with daily and monthly passes also available. Transit fare revenues are deposited into the Highway Fund. By charging for all Maui Bus routes and increasing transit rates across the system, transit fare contributions to the General Fund could be significantly increased.

### **2. Facility Expansion**

The primary funding mechanisms for funding infrastructure expansion will be subdivision exactions, impact fees, and could possibly include special tax districts. Other potential funding sources include:

- **Federal Funding:** The County Department of Transportation should continue to rely on FTA grants for both operating and capital expenses. To fund the three major capital improvement projects previously discussed, the Department should apply for FTA grants. Under this program, grant recipients are required to supply matching funds for capital projects. The purchase of the land for the facilities could qualify as the local match, with planning, design, and construction expenses covered by the Federal grant. Funds may also be available once a Metropolitan Planning Organization entity is formed.
- **Public Private Partnerships:** Many entities in the private sector benefit from the County transit service as an alternate mode of transportation for customers and alternate to providing employee parking. The County should continue to partner with the private sector to establish mass transit within the community. The private sector's involvement can vary from having service clubs maintain bus shelters to the dedication of land for transit purposes.

## **WASTEWATER – MAJOR CAPITAL IMPROVEMENTS**

Major projected capital costs to 2030 will be in the following areas: 1) repair and upgrades to the existing aging plant and collection systems; 2) compliance with Environmental Protection Agency (EPA) Consent Decree requirements for continuing investigations and potential replacement/relocation of aging/leaking transmission lines; 3) expansion of wastewater reuse and distribution in Central, South, and West Maui; and 4) tsunami and shoreline erosion protection.

Although the County's existing wastewater infrastructure was largely constructed during the 1970's and 1980's, the Department of Environmental Management, Wastewater Reclamation Division, indicate that with ongoing maintenance and upgrades to existing treatment plants, collection, and transmission systems can be maintained in fair to good condition.

**Table 10 - 5: Major Capital Improvement Projects – Wastewater**

<b>Project</b>	<b>Estimated Timing</b>	<b>Estimated Cost</b>
<b><i>Wailuku-Kahului Wastewater System</i></b>		
Repairs, upgrades, compliance, possible relocation/replacement, expansion, and protection	On-going	TBD
<b><i>Lahaina Wastewater System</i></b>		
Repairs, upgrades, compliance, possible relocation/replacement, expansion, and protection	On-going	TBD
<b><i>Kīhei Wastewater System</i></b>		
Repairs, upgrades, compliance, possible relocation/replacement, expansion, and protection	On-going	TBD

**Current Revenues versus Projected Expenditures**

The Division’s CIP expenses can be broken down into the following two categories: rehabilitation and replacement; and growth-serving capital improvements. Due to the age of the island’s wastewater infrastructure, extensive repairs and replacements to sewer lines, force mains, pump stations, laterals, and treatment facilities will be necessary to ensure the on-going reliability of County wastewater systems. These CIP expenses will be considerable due to the extensive network of facilities.

Growth-serving capital improvements will also be a large component of the Division’s future budgets. As the island’s population grows to 2030, system capacity will need to be expanded to treat additional flows. Conservation of potable water resources will also create a greater demand for higher levels of treatment and expanded reuse distribution systems to make treated water available. Both installing new infrastructure and expanding wastewater reuse will increase the Division’s budgetary needs considerably.

Figure 10-1 identifies cumulative CIP costs over 5-year intervals from 2000 to 2030. Between 2005 and 2010, cumulative 5-year CIP costs increased from \$44.9 million to \$121.8 million, an average annual increase of 22%.

From 2010, these costs will increase at an average annual rate of 10% to \$197.2 million. To finance the increase in CIP, sewer rates will need to increase considerably to pay additional debt service. In addition to increasing sewer rates, greater use of alternative funding sources should be considered.

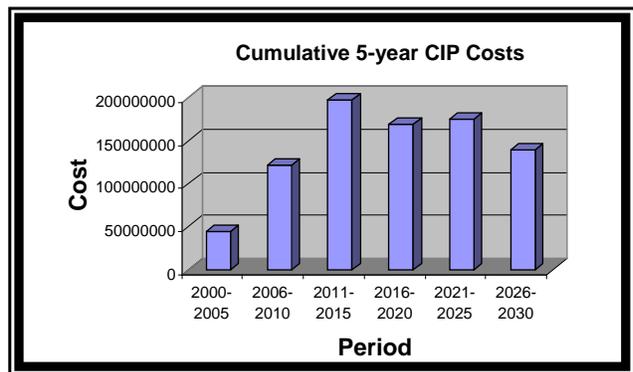


Figure 10 - 1. Cumulative 5-year CIP Costs.

**Funding Strategy**

To cover the Wastewater Reclamation Division’s growing operational and capital expenses, revenues will need to increase. The funding strategy should address costs associated with both repair and maintenance of existing facilities, as well as plant and collection system expansion.

**1. Repair and Upgrades to Existing Facilities**

Incremental repair, maintenance, and upgrades of existing facilities should be borne by all service users. These costs are currently paid for through sewer and reclaimed water rates. These revenue sources are further described below.

- Sewer Rates:** Monthly sewer and cesspool fees are the primary revenue source for wastewater operations as well as repair, maintenance, and upgrades of existing systems. Cash from sewer rates is used to pay for capital projects or to pay down debt service associated with these improvements. It is important to note that these funds are not used to finance facility expansion, but only repair and maintenance of existing systems.

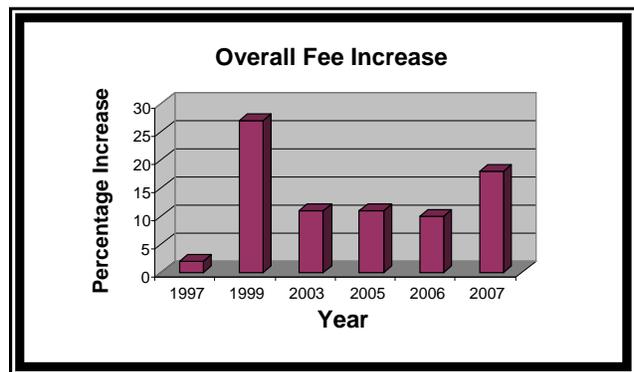


Figure 10 - 2. Overall Sewer Fee Increases.

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Due to rising costs associated with operating and maintaining the County's aging wastewater infrastructure, wastewater fee increases have occurred over seven of the last ten years. Since 2003, wastewater rates have increased by 75%, and are projected to increase by approximately 3% per year for the next five years.

- **Reclaimed Water Rates:** Like sewer rates, reclaimed water rates need to reflect more of the actual cost of delivering this resource to users. Significant expansion of reclaimed water distribution would require a considerable increase in rates due to debt service and pumping costs. This cost may actually be more than what it would cost to deliver potable water for non-potable uses. However, the external benefits associated with water conservation and reducing the island's reliance on injection wells also needs to be considered.

### **2. Facility Expansion**

The primary funding mechanisms for funding infrastructure expansion will be required subdivision improvements, impact fees, and/or special taxing districts. Table 10-1 (Sources of Existing Revenues for Infrastructure) identifies existing funding opportunities to support wastewater facility expansion.

## **SOLID WASTE – MAJOR CAPITAL IMPROVEMENTS**

Major projected capital costs to 2030 are expected to be in the following areas: 1) solid waste facilities design, permitting, and construction; 2) landfill expansion and closure; 3) recycling facilities and improvements; 4) implementation of the Integrated Solid Waste Management Plan (2009); 5) compliance with State Department of Health (DOH) and Environmental Protection Agency (EPA) permits and legal requirements; and 6) compliance with State and County Special Use permits and conditions.

**Table 10 - 6: Major Capital Improvement Projects – Solid Waste**

<b>Project</b>	<b>Estimated Timing</b>	<b>Estimated Cost</b>
<b><i>Central Maui Landfill</i></b>		
Close Phase IV	2010-2015	\$2.5 million
Acquire land and construct Phase VI	2016-2021	\$10 million
Acquire land and construct Phase VII	2022-2030	\$17 million

### **Current Revenues versus Projected Expenditures**

The Division's budget is driven by the handling and management of solid waste to achieve efficiency, diverting more tonnage of waste from landfills and implementing innovative options for managing waste as well as compliance with State DOH and EPA permits and requirements of State and County Special Use permits. Implementation of the programs and projects identified in the Division's Integrated Solid Waste Management Plan significantly increases the Division's operating and CIP expenses.

Growth-serving capital improvements account for the majority of the Division's CIP expenses. Major growth-serving capital improvement projects include land acquisition and landfill construction. As the island's population grows and the Integrated Solid Waste Management Plan (2009) is implemented to manage growing waste, solid waste capital improvements become necessary and funding will be needed.

### **Funding Strategy**

The solid waste system is different from other County infrastructure and facilities in that implementing the Integrated Solid Waste Management Plan (2009) and construction and expansion of facilities will be needed regardless of population growth. Due to this fact, costs associated with solid waste system operation, repair, maintenance, construction and expansion should be borne by all users to ensure that costs are distributed equitably and the cost of financially sustaining the Solid Waste program and projects is maintained.

### **Implementation**

The County will need to increase revenues to cover the Division's growing operational and capital improvement expenses. Addressing escalating expenses will require a combination of increasing current revenue sources and pursuing additional sources. Currently, general obligation bonds are used to fund the majority of the Division's capital improvement projects. These bonds will likely remain an important CIP funding source. The following solid waste funding strategy will ensure an efficient and equitable means of programming and paying for Solid Waste Division expenses.

#### **1. Repair, Upgrades, and Expansion of Existing Facilities**

- ***Landfill Disposal Fees:*** Landfill disposal fees are charged to commercial dumpers for disposal of waste at the County's landfills. Disposal fees include the tipping fee; green-waste disposal fee; bio-solids disposal fee; fats, oil and grease fees; and the recycling surcharge. To more closely cover the actual expenses of the landfill, rate increases will be needed.
- ***Refuse Collection Fees:*** Refuse collection fees are charged to residents for curbside waste collection services. The County will need to increase both landfill disposal fees and refuse collection fees as operation and maintenance expenses rise

Table 10-1 (Sources of Existing Revenues for Infrastructure) identifies additional funding opportunities to support the expansion of solid-waste disposal services.

## **PARKS – MAJOR CAPITAL IMPROVEMENTS**

Major projected capital costs to 2030 will be in the following areas: 1) acquisition of undeveloped park lands to address existing deficiencies and accommodate the projected population growth; 2) development of new park facilities and supporting infrastructure; and 3) on-going repair and maintenance of the existing facilities.

The following is a summary of some of the major long-range capital improvement projects being considered by the Department of Parks and Recreation.

**Table 10 - 7: Major Capital Improvement Projects – Parks**

<b>Project</b>	<b>Estimated Timing</b>	<b>Estimated Cost</b>
Central Maui Park Development	2016-2030	\$160 million
South Maui Park Development	2016-2030	\$70 million
East Maui Park Development	2016-2030	\$60 million
West Maui Park Development	2016-2030	\$140 million

### **Current Revenues versus Projected Expenditures**

With the island’s growing population greater demand is being placed on the Department’s facilities, the majority of which were constructed an average of 47 years ago. These aging facilities, designed for smaller populations, are maximized to over-capacity, impacting their operations and maintenance. The Department’s budget is becoming increasingly inadequate to sufficiently address the island’s recreation needs as a result of steadily increasing operating expenses.

Unlike water and wastewater where fees are collected and deposited into a special fund to finance operations and capital expenditures, the Department is funded predominantly through General Fund revenues. Because the General Fund is the primary source of funding for numerous other public programs and projects (such as the police, fire, highways, transit, and housing) it is especially difficult for the Department’s projects to compete for limited General Fund dollars. The Department also receives funding from developers through the payment of park assessment fees. However, these monies are only sufficient to mitigate the impact to park facilities caused by new development, and are not intended to address existing deficiencies.

With a growing population, and an economy and lifestyle that are highly dependent upon active and passive recreation, it is important that the Department explore avenues to develop additional revenue sources.

### **Funding Strategy**

The County will need to increase revenues to cover the Department’s growing operational and capital expenses. The County can achieve this through a combination of increasing current revenue sources and pursuing additional sources.

### **Acquisition of Land and Facilities**

All Maui Island residents should help fund the acquisition of park land and facilities to address existing deficits. However, new development should bear the cost associated with the acquisition of land and facilities to serve new growth. The following funding strategies are currently utilized to increase park resources, and ensure an efficient and equitable means of programming and paying for the acquisition of park land and facilities.

- **Park Assessment (Impact) Fees:** Based on a level-of-service standard of 10-acres of sub-regional park land per 1,000 resident population, as described in the *Public Facility Assessment Update* (2007), and an average of 2.7 persons per dwelling unit, each new residential unit should contribute approximately 1,176 square feet of land area for parks and playgrounds. This is more than double the 500 square feet per unit that is currently required of new subdivisions. To address this inconsistency, the County should conduct a detailed level-of-service analysis, and thereafter, adopt level-of-service standards for each region of the island. The County’s park assessment requirements should be adjusted to reflect the adopted standards.
- **Open Space, Natural Resources, Cultural Resources and Scenic Views Preservation Fund:** In 2002, seventy-three percent of voters in Maui County approved a Charter amendment mandating

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that a *minimum of one percent* of annual property tax revenues be placed into a special fund for the preservation of open space, natural and cultural resources, and the preservation of public access to coastal lands. In 2006, approximately \$1.56 million was placed into the Maui Open Space Preservation Fund, which was established to collect these monies.

- ***State and Federal Funding Sources:*** Certain park land acquisitions may qualify for State and Federal funds. Potential Federal funding sources include the National Oceanic and Atmospheric Administration (NOAA), the United States Department of the Interior, Fish and Wildlife Service (USFWS) Coastal Wetlands Acquisition Program and acquisitions associated with the USFWS Endangered Species Act. The Legacy Land Conservation Program and the Hawai'i Coastal and Estuarine Land Conservation Plan are also important potential funding sources.

### **PUBLIC FACILITIES – MAJOR CAPITOL IMPROVEMENTS**

This section discusses CIP projects and funding for fire control, police, government offices and parking. The following is a summary of the major capital improvement requirements for public facilities to 2030.

**Table 10 - 8: Major Capital Improvement Projects - Public Facilities**

<b>Project</b>	<b>Estimated Timing</b>	<b>Estimated Cost</b>
<b><i>Regional Fire Facilities</i></b>		
A new centrally located fire station which will include a fire training facility, Mechanic Shop, Storage Building, and Administration Building	2016-2021	\$31.2 million
<b><i>Regional Police Facilities</i></b>		
Lahaina Police Station	2015-2018	\$5 million
<b><i>Offices and Parking</i></b>		
Government Offices and Parking	2016-2021	\$50 million

### **Funding Strategy**

The County may need to increase revenues to cover growing expenditures for public facilities to 2030. The primary funding sources for fire and police facilities together with government offices and parking capital costs are the County General Fund and G.O. bonds. As public facility expenditures increase to address existing facility deficits and projected needs, revenues from these two primary funding sources may need to increase.

### **PROJECT AND OPERATIONS MANAGEMENT**

Implementation of the Maui Island Plan will require a coordinated effort from County and State agencies, the private sector and nonprofits, and the community. Implementation mechanisms include planning and regulatory approaches, capital improvement programming, monitoring and evaluation. Managing and facilitating the plan's implementation will require the establishment of an efficient and comprehensive project and operations management approach.

#### ***Planning Department***

The Department of Planning will facilitate the implementation of the Maui Island Plan. The Maui Island Plan has many policies and requirements which contain action words such as: "encourage," "support," "ensure," "prohibit," and "protect." The Department will initiate studies, make proposals, and propose legislation to implement the Plan's policies and actions. The Planning Director may also adopt rules to facilitate the implementation and administration of the Maui Island Plan.

## ***IMPLEMENTATION PROGRAM***

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The Department will work with other County departments, State agencies, Planning Commissions and other decision-makers to facilitate the Plan's implementation.

### ***Implementation Program Schedule***

As part of the Implementation Strategy, MCC Chapter 2.80B.030.G.4 mandates the development of an implementation schedule to facilitate the implementation of Maui Island Plan policies and actions. The Implementation Program Schedule includes all proposals for action from all Maui Island Plan elements as well as major CIP projects. CIP projects identified in the schedule are derived from agency 6-year CIPs and long-range plans. The schedule does not represent a comprehensive list of all CIP projects; rather, major region-serving projects with an estimated cost over \$1 million are included to facilitate capital improvement programming and serve as a guide for forthcoming large infrastructure budget items. The list does not include repair and maintenance projects.

Components of the Implementation Program Schedule include a brief description of the project or initiative, priority, timing, lead implementation agency, and potential funding source(s). The Implementation Program Schedule is attached as Appendix C.

## **OTHER IMPLEMENTATION MECHANISMS**

***The Implementation Program is intended to identify programs and projects that should be developed over the twenty-year planning period to help implement the Maui Island Plan.***

In each chapter of the Maui Island Plan, there are implementing actions that set forth a procedure, program, or technique for effectuating the intent of the supporting policy or policies within its subsection. The County's role in realizing an action can vary depending upon how the implementing action is worded, and what resources exist to support its development. In some cases, the County may act as a support mechanism; in others as a direct contributor.

There may be programs, projects and regulations that have not been considered as part of this Plan, but will later be identified and receive support by their own accord or as a result of the policies or programs within this Plan. The Implementation Program should provide enough flexibility over the life of the Plan to allow for reprioritization, re-scoping, and adjustments to level of funding. Implementation of the actions listed within Appendix C and within the Maui Island Plan elements are subject to available funding.

### ***Land Use***

The primary means of implementing the directed growth strategy will be through the land use regulatory controls and programs. Existing and proposed planning and regulatory controls necessary to realize the recommendations of the directed growth strategy include:

- **State Land Use Law (HRS, Chapter 205):** State land use districting has helped to contain urban development to urban and rural designated areas. The County will need to work with the State to ensure consistency with the directed growth strategy.
- **County Zoning (MCC, Title 19):** Zoning is the primary land planning tool used on Maui to implement the desired pattern of future development. Updates to Title 19 will be necessary to implement this Plan. In particular, the lot size and density permitted in the agricultural district

ordinance and expanding some districts to allow for mixed uses will be necessary to implement this directed growth strategy.

- **Urban Growth Boundaries (MCC, CH 2.80B):** Delineation of future urban, small town, and rural development is a key component of the County’s managed and directed growth plan. The UGBs, STBs, and RGBs provide a consistent approach for deciding where urban, small town, and rural growth can occur, indicating the long term limits of development, and where non-agricultural values and land uses should prevail.
- **Urban Service Areas:** Service Areas closely follow UGBs and identify areas to be supplied with County infrastructure and services. Both the UGBs and the Urban Service Areas are major tools for achieving the goals of the Maui Island Plan and will play a key role in guiding future growth on the island.
- **Transfer of Development Rights:** A TDR program allows for the transfer of development rights from an area with important natural, agricultural, or scenic resources to a designated area, which is suitable for development. A TDR program should be designed to support the land use guidance system, particularly agricultural zoning and the establishment of urban growth boundaries and can be utilized to preserve a combination of working farm lands and prime urban fringe agricultural lands that function as greenways and open space buffers.

### ***Environmental Review***

Proposals to change land uses and the environment are often accompanied by an environmental assessment (EA) or environmental impact statement (EIS) when triggered by HRS, Chapter 343. These studies provide a standard process and format to acquire, analyze and report the anticipated impact of development on the environment.

The County should ensure that the information provided in all permit and entitlement applications is current and can be used to effectively analyze existing conditions and projected impacts. Therefore, the County may require applicants to update required plans and studies when current data and information is needed to properly assess the impacts of a project.

### ***Development Character & Density***

The County’s Community Plans, as well as various components of the development review and regulatory process, affect the character and density of new development. Each implementation mechanism provides the opportunity to carry out the development and land use goals and policies of the Maui Island Plan by creating both a framework and rules by which future development must conform. Each implementation mechanism is further described below:

- **Community Plans;**
- **Zoning;**
- **Subdivision Approval;**
- **Building Permits; and**
- **Design Guidelines.**

The six Community Plans on Maui will be updated to reflect Countywide Policy Plan and Maui Island Plan goals and policies as they pertain to each specific region. Community Plans are more detailed than the Maui Island Plan and contain more region-specific policies and actions. Community involvement and input is an integral part of the Community Plan update process which ensures that each plan addresses its community’s distinctive needs and concerns. Future updates to the Community Plans will place more emphasis on developing policies and programs to promote the formation of more livable communities at the town and neighborhood scale.

## ***IMPLEMENTATION PROGRAM***

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Zoning, subdivision, and building permit requirements are also important elements of the land use regulatory process and have a considerable influence on the character and density of new development. Zoning regulations control the use, intensity, and character of development on the land. The Maui Island Plan makes recommendations for urbanization of certain non-urban lands. These recommendations will require that the zoning on these lands be changed from predominantly agriculture, to a non-agricultural use. Moreover, there are numerous recommendations for revisions to the zoning code to allow for more mixed-use and higher density development within our existing and planned urban areas as well as changes to our rural and agricultural zoning policies and standards. This should comprehensively rezone lands to implement updated community plan map designations.

The subdivision approval process requires project improvements, which may encompass on-site grading, roadways, curbs, gutters, sidewalks, sewer, water, and electric, to conform to zoning and infrastructure standards. Subdivision requirements can have a significant impact on the character and form of development as well as the probable environmental and socio-economic impacts associated with a project. The requirement for issuance of building permits prior to construction helps to ensure that the approved site and architectural design for the project is implemented and that the project complies with the Uniform Building Code (UBC). The Maui Island Plan makes recommendations for revisions to the subdivision standards and building permit process. The Planning Director and the Director of Public Works shall have the authority to adopt rules to facilitate the implementation and administration of some Maui Island Plan policies and actions.

# APPENDIX C

## Maui Island Plan 2030 Implementation Program Schedule

## Maui Island Plan 2030 Implementation Actions by Element: Capital Improvement Projects (CIP)

Island Plan Element		Priority	Timing	Lead / Coordinating Agency(s)	Estimated Cost (\$ Millions)	Funding Source
Action	Project / Initiative					
<b>CIP-Water Systems</b>						
WS-1	Central Maui Water System	1	On-going	Department of Water Supply	100	County, Private
WS-2	West Maui Water System	1	On-going	Department of Water Supply	40	County, Private
WS-3	Upcountry Water System	1	On-going	Department of Water Supply	100	County, Private
WS-4	East Maui Water System	1	On-going	Department of Water Supply	10	County, Private
<b>CIP-Roadways</b>						
RW-1	Secure ROW and Construct Kahului Airport By-Pass (STATE)	2	2016 - 2021	State Department of Transportation	63	State, Federal
RW-2	Secure ROW and Construct Wai'ale Connector between Wai'ale and Maui Lani	1	2016 - 2021	Department of Public Works	13.7	County, Federal
RW-3	Secure ROW and Construct Lono Avenue Extension to Kuihelani Highway	1	2016 - 2021	Department of Public Works	2.3	County, Federal
RW-4	Secure ROW and Construct Kihei North South Collector Road	1	2016 - 2021	Department of Public Works	37.6	County, State, Federal
RW-5	Secure ROW and Construct Lahaina By-Pass from Keawe Street to Lahainaluna Road (STATE)	1	2010 - 2015	State Department of Transportation	77	State, Federal
RW-6	Secure ROW and Construct Honoapiilani Widening from Aholo Street to Lahainaluna Road (STATE)	2	2010 - 2015	State Department of Transportation	24	State, Federal
RW-7	Secure ROW and Construct Lahaina By-Pass from Lahainaluna Road to Launiupoko (STATE)	2	2016 - 2021	State Department of Transportation	66	State, Federal
RW-8	Secure ROW and Construct Mill Street Extension from Aholo Street to Keawe Street (Conceptual)	1	2016 - 2021	Department of Public Works	23.8	County, State, Federal
RW-9	Secure ROW and Construct Lahaina Cane Haul Road from Ukumehame to Aholo Street (Conceptual)	1	2022 - 2030	Department of Public Works	17.5	County, State, Federal
RW-10	Secure ROW Hana Highway/Pa'ia By-Pass (STATE)	2	2022 - 2030	State Department of Transportation	12.4	State, Federal
<b>CIP-Transit</b>						
TR-1	Acquire Land and Work to Develop Central Maui Transit Hub / Park-n-ride	1	2016 - 2021	County Department of Transportation	3.5	County, Federal
TR-2	Acquire Land and Work to Develop Ma'alaea Transit Hub / Park-n-ride	1	2016 - 2021	County Department of Transportation	4	County, Federal
TR-3	Acquire Land and Work to Develop South Maui Transit Hub / Park-n-ride	1	2016 - 2021	County Department of Transportation	4	County, Federal
<b>CIP-Wastewater</b>						
WW-1	Wailuku - Kahului System: Implement and maintain shoreline erosion and tsunami proofing of Wailuku - Kahului Wastewater Reclamation Facility	1	On-going	Department of Environmental Management	TBD	County, Private

<b>Island Plan Element</b>		<b>Priority</b>	<b>Timing</b>	<b>Lead / Coordinating Agency(s)</b>	<b>Estimated Cost (\$ Millions)</b>	<b>Funding Source</b>
<b>Action</b>	<b>Project / Initiative</b>					
<b>CIP-Wastewater</b>						
WW-2	Lahaina Wastewater System: Expansion of reclaimed wastewater system based on needs and cost effectiveness	1	2010 - 2021	Department of Environmental Management	TBD	County, Private
<b>CIP-Solid Waste (Central Maui Landfill)</b>						
SW-1	Close Phase IV - Central Maui Landfill	1	2010 - 2015	Department of Environmental Management	2.5	County
SW-2	Acquire Land and Construct Phase VI - Central Maui Landfill	1	2016 - 2021	Department of Environmental Management	10	County
SW-3	Acquire Land and Construct Phase VII - Central Maui Landfill	1	2022 - 2030	Department of Environmental Management	17	County
<b>CIP-Parks</b>						
PR-1	Central Maui Park Development	1	2016 - 2030	Department of Parks & Recreation	160	County, Private
PR-2	South Maui Park Development	1	2016 - 2030	Department of Parks & Recreation	70	County
PR-3	East Maui Park Development	1	2016 - 2030	Department of Parks & Recreation	60	County, Private
PR-4	West Maui Park Development	1	2016 - 2030	Department of Parks & Recreation	140	County
<b>CIP-Public Facilities</b>						
PF-1	Regional Fire Facilities: A new centrally located fire station which will include a fire training facility, mechanic shop, storage building, and administration building.	1	2016 - 2021	Maui Fire Department	31.2	County
PF-2	Regional Police Facilities: Kihei Police Station	1	2010 - 2015	Maui Police Department	40	County
PF-3	Government Offices and Parking	1	2016 - 2021	Department of Public Works	50	County

# Maui Island Plan 2030 Implementation Actions by Element: Programmatic Actions

<b>Island Plan Element</b>		<b>Priority</b>	<b>Timing</b>	<b>Lead / Coordination Agency(s)</b>	<b>Estimated Cost (\$1,000)</b>	<b>Funding Source</b>
<b>Action</b>	<b>Project / Initiative</b>					
<b>Population</b>						
1.1.1-Action 1	Use an existing agency to facilitate education, employment, housing, social services, and other programs that help retain young adults on Maui.	1	On-going	Department of Housing and Human Concerns	NA	Not Applicable
1.1.1-Action 2	Identify existing and develop new funding sources for youth and family services (e.g., recreation, health care, education, housing, child care, etc.) and integrate such resources to achieve an effective outcome.	1	On-going	Department of Housing and Human Concerns	TBD	County, Private, Non-Profit
1.1.1-Action 3	Develop and regularly conduct a Community Satisfaction Survey to measure residents' quality-of-life, facilitate the development of informed policies/programs, and improve service delivery.	2	On-going	Department of Planning	100	County
<b>Heritage Resources: Cultural Resources</b>						
2.1.1-Action 1	Provide staffing and funding to support cultural resource planning, strengthen enforcement, support cultural programs and educational activities, and utilize the generational knowledge of Native Hawaiian advisory bodies, when appropriate.	1	On-going	Department of Planning	TBD	County, State
2.1.1-Action 2	Establish a program to support the reconstruction, restoration, repair, rebuilding, or preservation of historic sites.	2	On-going	Department of Planning	TBD	County, Federal, Non-Profit
2.1.1-Action 3	Incorporate the following areas of expertise into the Cultural Resources Commission: (1) Generational knowledge; and (2) Kupuna with traditional knowledge of land and ocean practices.	2	On-going	Office of the Mayor, Department of Planning	NA	Not Applicable
2.1.1-Action 4	Develop, expand, and support educational programs, festivals, celebrations and folklore that foster the spirit of aloha.	2	On-going	Office of the Mayor, Office of Economic Development	200	County
2.1.2-Action 1	Commission cultural landscape studies of the entire island to assess areas as potential Heritage Areas.	1	2016 - 2021	Department of Planning	250	County
2.1.2-Action 2	Inventory potential Thematic Cultural Resource areas and submit nominations for State and/ or National Register of Historic Places.	2	On-going	Department of Planning	200	County, Federal
2.1.2-Action 3	Prepare every ten years or whenever necessary an update to the Historic and Cultural Resources Plan and Inventory/Mapping Project that documents existing cultural and historic sites.	1	On-going	Department of Planning	125	County
2.1.2-Action 4	Develop and adopt a Heritage Area Management Program to protect the natural, cultural, scenic, and historic resources to include: (1) A Heritage Area Plan with protection standards for Heritage Areas identified on the Cultural/ Scenic Resources technical reference map; (2) A process to require a Cultural Landscape Report for developments within Heritage Areas; and (3) Consultation with Native Hawaiian advisory bodies, when appropriate.	2	2016 - 2021	Department of Planning	TBD	County, Federal
2.1.3-Action 1	Develop a comprehensive program for protection of cultural, historic and archaeological sites through the acquisition of easements, use of Transfer of Development Rights/Purchase of Development Rights, and other protective mechanisms.	2	On-going	Department of Planning	500	County, Federal, Non-Profit

<b>Island Plan Element</b>		<b>Priority</b>	<b>Timing</b>	<b>Lead / Coordinationg Agency(s)</b>	<b>Estimated Cost (\$1,000)</b>	<b>Funding Source</b>
<b>Action</b>	<b>Project / Initiative</b>					
<b>Heritage Resources: Cultural Resources</b>						
2.1.3-Action 2	Amend regulations to provide additional protection of lands that are important for traditional native Hawaiian uses including subsistence food gathering, traditional access, agriculture, and religious uses.	2	2016 - 2021	Department of Planning, Department of Land & Natural Resources	TBD	County
2.1.3-Action 3	Establish additional Historic and Archaeological Districts and ensure that land use regulations are implemented to ensure their protection.	2	On-going	Department of Planning, Department of Land & Natural Resources	0	Not Applicable
2.1.3-Action 4	Develop a program to identify and list Historic Places on the State and National Historic Register.	2	2010 - 2020	Department of Planning	500	County, Federal, Private
<b>Heritage Resources: Shoreline</b>						
2.2.1-Action 1	Seek funding and work with other agencies and organizations to establish and prioritize MMAs around Maui's coastline.	2	On-going	Department of Planning, Department of Land & Natural Resources	TBD	County, State, Federal
2.2.1-Action 2	Establish an advisory committee to advocate the conservation and management of coastal resources, including members with generational knowledge; kupuna with traditional and/or area knowledge; and those possessing traditional knowledge of land or ocean practices.	2	2016 - 2021	Department of Planning, Department of Land & Natural Resources	TBD	County, State
2.2.2-Action 1	Adopt coastal landscaping provisions that include standards such as setbacks, buffers, and other measures that promote the use of native plants and xeriscaping.	2	2010 - 2020	Department of Parks & Recreation	50	County
2.2.2-Action 2	Develop a master plan and feasibility study for the preservation and enhancement of the Ma'alaea Beach recreation area and Keālia Pond National Wildlife Refuge to include the possible mauka realignment of North Kīhei Road.	2	2022 - 2030	Department of Planning	200	County, State
2.2.2-Action 3	Work with appropriate agencies, landowners, and community groups to identify Maui's Hawaiian fishponds and develop a management plan for their protection, repair, restoration, and use.	2	2016 - 2030	Department of Planning, Department of Land & Natural Resources	100	County, State
2.2.2-Action 4	Implement a Reef Protection and Restoration Plan.	2	2016 - 2030	Department of Planning, Department of Land & Natural Resources	TBD	County, State, Federal, Non-Profit
2.2.3-Action 1	Transition from the use of wastewater injection wells to appropriate, environmentally sound methods of wastewater disposal, and promote the beneficial reuse of wastewater effluent.	2	On-going	Department of Environmental Management	TBD	County, State, Federal
2.2.3-Action 2	Revise regulations: (1) Require the approval of an ESCP for development activities that may pose a threat to water quality. (2) Require an on-site monitoring program, where applicable, when grading may pose a threat to water quality or when recommended in the ESCP. (3) Devise site plan standards using innovative tools. (4) Control the pollutant load by imposing standards that are more restrictive than the State water quality control standards.	2	2016 - 2021	Department of Planning, Public Works	0	Not Applicable
2.2.4-Action 1	Revise subdivision and development regulations to: (1) Increase linear frequency for public access to and along the shoreline; and (2) Require access to and along the shoreline as a condition of subdivision, land use entitlement, and/or discretionary development approval.	1	On-going	Department of Planning, Public Works	0	Not Applicable

Island Plan Element		Priority	Timing	Lead / Coordinationg Agency(s)	Estimated Cost (\$1,000)	Funding Source
<b>Heritage Resources: Shoreline</b>						
2.2.4-Action 2	Prioritize the acquisition of shoreline parcels in accordance with the recommendations of the Shoreline Access Inventory Update – Final Report (March 2005), and other plans funded by the Coastal Zone Management Program.	1	On-going	Department of Planning	0	County, State, Federal, Non-Profit
2.2.4-Action 3	Implement the Pali to Puamana Plan to facilitate the restoration of shoreline and coastal resources along the eight-mile stretch of seashore from Ukumehame to Puamana.	1	2010 - 2030	Department of Planning	5,000 to 50,000	County, State, Federal
2.2.4-Action 4	Acquire development rights for the lands adjoining Ho`okipa Beach Park, to enhance coastal zone management.	2	2016 - 2030	Department of Parks & Recreation	5,000 to 50,000	County, State, Federal, Non-Profit
2.2.4-Action 5	Acquire coastal lands between the Central Maui Wastewater Reclamation Facility and Pā`ia Town in accordance with the recommendations of the Northshore Greenway Master Plan.	2	2016 - 2030	Department of Planning, Public Works	TBD	County, State, Federal, Non-Profit
2.2.4-Action 6	Develop and adopt funding mechanisms to finance the acquisition of additional shoreline lands in South and West Maui, and other areas as they urbanize.	2	2016 - 2021	Department of Finance	TBD	County, State, Federal, Non-Profit
<b>Heritage Resources: Watersheds</b>						
2.3.1-Action 1	Develop, regularly update, and adopt watershed management plans for regions of the island not covered by existing plans.	2	On-going	Department of Water Supply, Department of Land & Natural Resources	200	County, State, Federal
2.3.1-Action 2	Work with the State and Federal government to ensure instream assessment to assure the reproductive system/cycle for Native species and for other purposes.	2	On-going	Department of Planning	400	County, State, Federal
2.3.2-Action 1	Adopt standards to reduce the amount of nutrients that enter watersheds, and encourage the reduction of landscape fertilizers and pesticide.	1	On-going	Department of Planning, Department of Water Supply, Department of Land & Natural Resources	50	County, State
2.3.2-Action 2	Develop updated grading BMPs that are appropriate for Maui.	2	2010 - 2015	Department of Water Supply, Public Works	0	Not Applicable
2.3.2-Action 3	Implement the Pollution Prevention Plan (PPP) program, which provides incentives for agricultural operations to prevent runoff and nonpoint source pollution.	1	On-going	Department of Water Supply, Public Works, Department of Health	0	Not Applicable
2.3.3-Action 1	Develop standards for appropriate buffers and/or other protective measures for development near or around wetlands.	2	2010 - 2020	Department of Planning, Public Works	0	Not Applicable
2.3.3-Action 2	Enact ordinances to ensure no net loss of wetlands.	2	2010 - 2021	Department of Planning, Public Works	0	Not Applicable
2.3.3-Action 3	Enforce no net loss of wetlands and improve degraded wetlands.	2	On-going	Department of Planning, Department of Land & Natural Resources	TBD	County, State, Federal
2.3.3-Action 4	Assist in the preservation and enhancement of Keālia and Kanahā-Mauoni Ponds; Lā`ie, Kalepolepo, Nu`u, Ukumehame, Olowalu, Launiupoko, and Mākena wetlands; and other wetland areas.	2	On-going	Department of Planning, Department of Land & Natural Resources	TBD	County, State, Federal, Non-Profit
2.3.4-Action 1	Develop tree protection regulations that restrict the removal of vegetation outside of identified building envelopes/protected areas.	2	2010 - 2020	Department of Planning, Parks & Recreation	0	Not Applicable
2.3.4-Action 2	Develop strategic partnerships with conservation groups and organizations to maximize Federal, State, County, and private funding; and increase cooperation to achieve conservation goals.	2	On-going	Department of Planning, Department of Land & Natural Resources	NA	County, State, Federal, Private, Non-Profit

<b>Island Plan Element</b>		<b>Priority</b>	<b>Timing</b>	<b>Lead / Coordination Agency(s)</b>	<b>Estimated Cost (\$1,000)</b>	<b>Funding Source</b>
<b>Action</b>	<b>Project / Initiative</b>					
<b>Heritage Resources: Watersheds</b>						
2.3.5-Action 1	Develop tools, such as CSD plans, to protect watershed resources and sensitive habitats.	2	On-going	Department of Planning, Department of Water Supply	0	Not Applicable
2.3.5-Action 2	Identify and map critical watersheds, sensitive habitats, and those areas susceptible to high erosion and sediment loss.	2	2016 - 2021	Department of Planning	10	County
2.3.6-Action 1	Compile and update data on the needs of the multiple users of water.	1	On-going	Department of Water Supply	0	Not Applicable
<b>Heritage Resources: Wildlife</b>						
2.4.1-Action 1	Develop, and regularly update, an island-wide Environmental Resources Sites' database to serve as a basis for decision making to include the following: natural preserves; watersheds; wetlands; streams; dryland forests; critical habitat areas; natural barrier resources; and other sensitive landforms and features on an Environmental Resources Map.	1	On-going	Department of Planning, Department of Water Supply	TBD	County, State, Federal
2.4.1-Action 2	Prepare the following, in coordination with the State and resource partnerships: (1) An inventory of key habitats that lack regulatory protections; and (2) An inventory of NAPP-eligible lands.	1	2016 - 2021	Department of Planning, Department of Water Supply	TBD	County, State
2.4.1-Action 3	Increase wildlife and natural area planning expertise throughout the County government.	2	On-going	Department of Planning	TBD	County
2.4.1-Action 4	Amend existing regulations to require flora and fauna assessments and protection plans for development in areas with identified concentrations of indigenous flora and fauna.	2	2016 - 2021	Department of Planning	TBD	County, State
2.4.2-Action 1	Work with Federal and State agencies to develop and implement procedures for the inspection of incoming cargo, passenger baggage, and vehicles for invasive species and prohibited plants and animals.	1	On-going	State Department of Transportation	TBD	State, Federal
2.4.2-Action 2	Pursue Federal and other dedicated funding for invasive species intervention at harbors and airports.	1	On-going	State Department of Transportation	NA	State, Federal
2.4.2-Action 3	Pursue Federal and other funding for public/private partnerships to develop and implement environmental protection programs.	2	On-going	Department of Environmental Management	NA	County, State, Federal, Private, Non-Profit
2.4.3-Action 1	Develop management plans for the reforestation of native species' habitats and institute rest periods for designated areas threatened by overuse.	2	2022 - 2030	Department of Planning, Department of Water Supply, Department of Land & Natural Resources	10	County, State, Federal, Non-Profit
2.4.3-Action 2	Develop an inventory of lands, and prioritize urban and rural wilderness areas that are threatened by human impacts and are strong candidates for preservation.	2	2016 - 2021	Department of Planning, Parks & Recreation	0	Not Applicable
<b>Heritage Resources: Scenic Resources</b>						
2.5.1-Action 1	Adopt a Scenic Roadway Corridor Overlay District to establish special controls to mitigate the impact of development on scenic resources.	1	2010 - 2020	Department of Planning	0	Not Applicable
2.5.1-Action 2	Establish a Scenic Roadway Corridor Management Plan and Design Guidelines to guide the development within the Overlay District.	1	2016 - 2021	Department of Planning	50	County
2.5.1-Action 3	Adopt a management plan that identifies right-of-way improvements, utility controls, roadside maintenance activities, signage, potential new vehicular turnoffs, and land acquisition opportunities that would protect the resource.	1	2016 - 2021	Department of Planning, Public Works	100	County

Island Plan Element		Priority	Timing	Lead / Coordinationg Agency(s)	Estimated Cost (\$1,000)	Funding Source
Action	Project / Initiative					
<b>Heritage Resources: Scenic Resources</b>						
2.5.1-Action 4	Establish design guidelines that integrate techniques such as development clustering, greenbelts, and open space buffers, site plan configuration to protect view planes, building design and height limitations, setbacks from public roadways, landscaping, and other techniques.	1	2016 - 2021	Department of Planning	50	County
2.5.1-Action 5	Create thresholds for new subdivision of land or building permit which is within a Scenic Roadway Corridor viewshed (as mapped by the County) to make them subject to assessment of the projects visual impact and compliance with the design guidelines.	2	2016 - 2021	Department of Planning	NA	Not Applicable
2.5.1-Action 6	The County shall use the management plan and design guidelines to review site designs, development applications, and capital improvement programs to ensure that they do not degrade Maui's scenic roadways and resources.	2	On-going	Department of Planning	NA	Not Applicable
2.5.1-Action 7	Develop and adopt standards to protect ridgelines, slopes, and view planes from development.	1	2010 - 2020	Department of Planning	0	Not Applicable
2.5.1-Action 8	Develop and adopt regulations to protect night-sky resources from encroachment by the built environment, and limit night-light emissions and light-intensity levels.	2	2022 - 2030	Department of Public Works	0	Not Applicable
2.5.2-Action 1	Develop, adopt, and implement a Scenic Resources Management Plan and design guidelines.	2	2010 - 2020	Department of Planning	100	County
2.5.2-Action 2	Develop and adopt an ordinance that requires Scenic Resource Impact Assessments for projects that may have potential impact on scenic resources.	2	2010 - 2020	Department of Planning	0	Not Applicable
2.5.2-Action 3	Develop and adopt standards and processes to: (1) Ensure that the location and design of utility poles, facilities, and infrastructure do not degrade scenic resources; (2) Require utilities to be placed underground, whenever feasible; and (3) Require UDRB to review and approve the installation of utilities along scenic corridors.	2	2010 - 2020	Department of Planning	0	Not Applicable
2.5.3-Action 1	Revise land use regulations to: (1) Require access, where appropriate, to scenic vistas and resources, provided such access is culturally acceptable; (2) Limit the height of walls; and (3) Require appropriate setbacks and site design along scenic corridors.	2	2010 - 2020	Department of Planning, Public Works	NA	Not Applicable
2.5.3-Action 2	Develop additional Scenic Lookout points.	2	2010 - 2030	Department of Public Works, State DOT	TBD	County, State, Federal
<b>Natural Hazards</b>						
3.1.1-Action 1	Consolidate and update the geographic information systems (GIS) hazards data bank in the Maui County Emergency Operations Center. Allow for the use of outside data to be included in the data bank.	1	2010 - 2017	Civil Defense	50	County
3.1.1-Action 2	Acquire the latest GIS technology in hazard, risk, and vulnerability assessments.	2	On-going	Civil Defense	TBD	County
3.1.1-Action 3	Establish a standing County Hazard Mitigation Committee, comprised of representatives from all levels of government and the private sector.	2	2010 - 2015	Civil Defense	TBD	County
3.1.2-Action 1	Develop an Emergency Management Center in Central Maui.	2	2016 - 2021	Civil Defense	TBD	TBD
3.1.2-Action 2	Implement the HMP, and subsequent updates, to the extent it is consistent with MIP.	2	On-going	Civil Defense	TBD	TBD

<b>Island Plan Element</b>		<b>Priority</b>	<b>Timing</b>	<b>Lead / Coordination Agency(s)</b>	<b>Estimated Cost (\$1,000)</b>	<b>Funding Source</b>
<b>Action</b>	<b>Project / Initiative</b>					
<b>Natural Hazards</b>						
3.1.2-Action 3	Develop a Post-Disaster Recovery and Reconstruction Plan that will ensure Maui's resilience to coastal hazards.	2	2010 - 2015	Civil Defense	TBD	County
3.1.2-Action 4	Develop plans and/or incentives to do the following: (1) Encourage rebuilding inland as an alternative to shoreline hardening; (2) Streamline the reconstruction of structures that are moved substantially inland; (3) Encourage the relocation of existing structures so they are away from shoreline areas; and (4) Encourage the relocation of vulnerable coastal roads that are susceptible to destruction from natural hazards, such as a portion of North Kihei Road and the Pali to Puamana realignment.	2	2016 - 2021	Department of Planning, Public Works	TBD	County
3.1.2-Action 5	Periodically update the shoreline rules to enable the Maui Planning Commission to provide safe setbacks from the shorelines and incorporate best management practices.	2	On-going	Department of Planning	NA	County, State
3.1.2-Action 6	Use and update the Federal Emergency Management Agency-Digital Flood Insurance Rate Maps (DFIRM) in the permitting process to minimize development in flood-prone areas.	2	On-going	Department of Planning	NA	County, Federal
3.1.2-Action 7	Following each coastal erosion disaster, identify and document the new shoreline position to be used for reviewing future development.	2	On-going	Department of Planning	NA	Not Applicable
3.1.2-Action 8	Following each natural disaster, gather data to plan for future disaster events.	2	On-going	Civil Defense	NA	Not Applicable
3.1.2-Action 9	Update coastal planning requirements to factor in incremental effects of rising sea levels.	2	On-going	Department of Planning	NA	Not Applicable
3.1.2-Action 10	Increase water storage and development of additional capacity in Upcountry Maui and other areas susceptible to drought and encourage efficiency in conservation programs.	1	On-going	Department of Water Supply	TBD	County
3.1.3-Action 1	Develop an island-wide evacuation routes plan.	1	2010 - 2020	Civil Defense	50	County
3.1.3-Action 2	Identify and develop required shelter capacity.	1	2010 - 2030	Civil Defense	TBD	TBD
3.1.3-Action 3	Plan for opening and staffing the shelters to ensure that the facilities are made available at the time of evacuation orders.	2	On-going	Civil Defense	NA	Not Applicable
3.1.4-Action 1	Develop regularly scheduled mitigation training for public and private emergency responders and establish volunteer groups to elevate public awareness of emergency procedures.	2	On-going	Civil Defense, Maui Police Department	40	County
<b>Economic Development: Diversification</b>						
4.1.2-Action 1	Regularly study market trends with the intent to attract new industries that are environmentally/culturally appropriate for Maui.	1	On-going	Office of the Mayor, Office of Economic Development	200	County, State
4.1.2-Action 2	Develop programs that brand all locally produced services and products or devise other measures to achieve import substitution.	2	2016 - 2021	Office of the Mayor, Office of Economic Development	100	County
4.1.2-Action 3	Create a database of imports suitable for substitution by locally produced services and products and annually report on progress made towards import substitution.	1	On-going	Office of the Mayor, Office of Economic Development	50	County
4.1.3-Action 1	Develop and implement innovative land use tools, public / private transportation incentives, and flexible business practices to reduce travel costs and job trips.	2	2022 - 2030	Department of Planning, County DOT, State DOT	TBD	County

<b>Island Plan Element</b>		<b>Priority</b>	<b>Timing</b>	<b>Lead / Coordination Agency(s)</b>	<b>Estimated Cost (\$1,000)</b>	<b>Funding Source</b>
<b>Action</b>	<b>Project / Initiative</b>					
<b>Economic Development: Tourism</b>						
4.2.1-Action 1	Conduct and regularly update an impact assessment (social, economic, and environmental) of the costs and benefits of mega-resort, timeshare, vacation rental, and other types of visitor accommodations.	2	On-going	Department of Planning	100	County
4.2.1-Action 2	Seek additional revenues to offset the potential loss of HTA funds that will help support niche activities.	1	On-going	Office of Economic Development	NA	County, State, Federal, Private
4.2.1-Action 3	Develop a yearly performance report to the Maui County Council that describes the returns resulting from expenditures of public funds/grants that are awarded for the visitor industry.	2	On-going	Office of the Mayor, Office of Economic Development	20	County
4.2.2-Action 1	Manage transient vacation rentals through permitting in accordance with adopted regulations and community plan policies.	2	On-going	Department of Planning	NA	Not Applicable
4.2.2-Action 2	Work cooperatively to establish a comprehensive set of resource management standards, including protection of Native Hawaiian rights and certification programs for ecotourism.	2	2016 - 2021	Department of Planning	100	County
4.2.2-Action 3	Develop programs and/or regulations to: (1) Allow for the development of small, locally-owned inns and B&Bs in the commercial cores of Maui's country towns and business districts if permitted, and as defined in the community plans; (2) Cap the number and type of visitor accommodations that can be permitted; and (3) Manage the number and type of visitor accommodations that can be permitted.	2	2016 - 2021	Department of Planning	0	Not Applicable
4.2.2-Action 4	Develop design guidelines for small, locally-owned inns, retreat centers, and like-kind accommodations.	2	2016 - 2021	Department of Planning	20	County
<b>Economic Development: Agriculture</b>						
4.3.1-Action 1	Encourage the development of community gardens, including gardens on greenbelts that separate communities.	2	2010 - 2021	Office of the Mayor, Office of Economic Development	0	Not Applicable
4.3.1-Action 2	Establish benchmarks to monitor progress towards achieving island-wide food self-sufficiency.	2	On-going	Office of the Mayor, Office of Economic Development	25	County
4.3.1-Action 3	Propose revisions to the zoning ordinance to allow the direct marketing of the island's agricultural products through farmers markets, "pick-your-own" farms, farm stands, and similar venues.	2	2016 - 2021	Department of Planning	NA	Not Applicable
4.3.2-Action 1	Bi-annually update the Maui Agricultural Development Plan to provide strategic direction for the expansion of agriculture on Maui and to determine ongoing direct and indirect benefits of agriculture on Maui.	2	2016 - 2021	Office of the Mayor, Office of Economic Development	75	County
4.3.2-Action 2	Increase staffing within the Office of Economic Development to promote agricultural development, as financially feasible.	2	2010 - 2021	Office of the Mayor, Office of Economic Development	80	County, State
4.3.3-Action 1	Implement the Maui Agricultural Development Plan (July 2009) and its updates, when consistent with the MIP.	2	On-going	Office of the Mayor, Office of Economic Development	50	County, State, Federal, Private
4.3.3-Action 2	Develop a program to expand the seed crop industry consistent with safe GMO practices.	2	On-going	Office of the Mayor, Office of Economic Development	0	Not Applicable
<b>Economic Development: Emerging Industries</b>						
4.4.1-Action 1	Develop streamlined permitting procedures for emerging industries.	2	2016 - 2021	Department of Planning	NA	Not Applicable

Island Plan Element		Priority	Timing	Lead / Coordinationg Agency(s)	Estimated Cost (\$1,000)	Funding Source
Action	Project / Initiative					
<b>Economic Development: Emerging Industries</b>						
4.4.1-Action 2	Prepare a list of environmentally and culturally sensitive and appropriate industries that would potentially benefit Maui as listed in the updated CEDS report.	1	2010 - 2017	Office of Economic Development	NA	Not Applicable
4.4.2-Action 1	Publicize renewable energy production opportunities to potential investors.	2	On-going	Office of the Mayor, Office of Economic Development	5	County, State
4.4.2-Action 2	Support the implementation of a wheeling tariff.	2	On-going	Office of Economic Development	NA	Not Applicable
4.4.2-Action 3	Develop plans, programs, and incentives to: (1) Attract/strengthen/retain renewable energy businesses; and (2) Assist businesses and homeowners to obtain/install/use solar, wind, and other forms of renewable energy facilities.	2	2016 - 2021	Office of the Mayor, Office of Economic Development	NA	County
4.4.2-Action 4	Implement the goals and objectives of the Maui County Energy Alliance Plan where consistent with the MIP and financially feasible.	2	On-going	Office of Economic Development	TBD	County, State, Federal
<b>Economic Development: Small Business</b>						
4.5.1-Action 1	Develop and market an online directory of local small businesses and their products/services.	2	On-going	Office of Economic Development	10	County
4.5.1-Action 2	Provide business assistance, workshops, and marketing programs to small businesses to establish and enhance their viability.	1	On-going	Office of the Mayor, Office of Economic Development	TBD	County
4.5.1-Action 3	Review and revise regulations and procedures to improve Maui's small-business climate.	1	On-going	Department of Planning	TBD	County
4.5.1-Action 4	Develop a program and revise procedures to facilitate government procurement of goods and services from local businesses.	2	2010 - 2015	Department of Finance	0	Not Applicable
4.5.1-Action 5	Develop and enhance programs that help locally-operated small businesses to market and provide goods and services to visitors and the visitor industry.	2	2010 - 2021	Office of the Mayor, Office of Economic Development	TBD	County
4.5.1-Action 6	Adopt the UBC's Uniform Code for Building Conservation to reduce the cost of rehabilitating older structures for commercial and other uses.	2	2016 - 2021	Department of Public Works	NA	Not Applicable
4.5.1-Action 7	Continue to work with small businesses and direct them to organizations that provide loans.	2	On-going	Office of Economic Development	NA	Not Applicable
<b>Economic Development: Health Care Sector</b>						
4.6.3-Action 1	Support the alternative health practices industry as well as local entrepreneurs who offer related services.	2	On-going	Department of Planning	TBD	TBD
<b>Economic Development: Education and Workforce</b>						
4.7.2-Action 1	Consider a labor force capacity study to project the future supply and demand for knowledge-based workers to serve Maui's technology-related needs.	2	2016 - 2021	Office of the Mayor, Office of Economic Development	50	County
4.7.2-Action 2	Partner with the State and other entities toward the development of a County database of health care resources such as workforce, area shortages, and present and future needs, up to and including a plan to address such needs.	2	2016 - 2030	Office of Economic Development	NA	Not Applicable
4.7.2-Action 3	Work with the UHMC, trade unions, and other entities to develop curriculum and certification programs relating to design, installation, and operation/maintenance of renewable energy systems.	2	On-going	Office of Economic Development	NA	Not Applicable

<b>Island Plan Element</b>		<b>Priority</b>	<b>Timing</b>	<b>Lead / Coordinationg Agency(s)</b>	<b>Estimated Cost (\$1,000)</b>	<b>Funding Source</b>
<b>Action</b>	<b>Project / Initiative</b>					
<b>Economic Development: Education and Workforce</b>						
4.7.2-Action 4	Work with appropriate institutions and trade unions to develop and implement a certification program on current or emerging building code and land use regulations and consider conducting a County training program on same.	2	On-going	Department of Planning, Public Works	50	County
<b>Housing</b>						
5.1.1-Action 1	Amend development codes to facilitate different types of housing, including mixed use, mixed housing types, clustering, and conservation subdivisions.	1	2010 - 2021	Department of Planning, Public Works	0	Not Applicable
5.1.1-Action 2	Do a study to determine optimum permit processing times on affordable housing development approvals while ensuring that community and environmental standards are addressed.	1	2016 - 2021	Department of Planning, Public Works	0	Not Applicable
5.1.1-Action 3	Establish the rules and mechanisms to establish a Maui “master list” of affordable housing projects and land entitled for affordable housing so that residents will be able to obtain an affordable unit in a fair and expeditious manner.	1	On-going	Department of Planning, Housing & Human Concerns	0	Not Applicable
5.1.1-Action 4	Study successful models of affordable housing projects/units and adopt appropriate minimum design standards that satisfy the needs of Maui’s residents.	2	2010 - 2021	Department of Planning, Housing & Human Concerns, Public Works	0	Not Applicable
5.1.1-Action 5	Amend zoning and historic preservation ordinances/rules to support adaptive reuse opportunities.	1	2022 - 2030	Department of Planning	0	Not Applicable
5.1.1-Action 6	Develop incentives to promote projects that achieve the Leadership in Energy and Environmental Design (LEED) Silver or Gold certification.	2	2016 - 2021	Department of Planning, Water Supply, Public Works	0	Not Applicable
5.1.2-Action 1	Develop appropriate incentives to encourage the production of required affordable housing during the different stages of an economic cycle.	1	2016 - 2021	Department of Housing and Human Concerns	TBD	County
5.1.2-Action 2	Develop and maintain a reporting system/database and related maps for the following: (1) Existing/newly constructed housing units that are affordable to very low-, low-, and moderate-income households; (2) The location and quantity of housing that is used by visitors/second home; and (3) Property tax information, including property land use designations, tax rates, acquisition price, and market value assessments.	1	On-going	Department of Planning, Housing & Human Concerns, Finance	50	County
5.1.2-Action 3	Explore the benefits and costs of revising the County’s property tax rates to make them more responsive to the needs of the citizens in the area of affordable housing.	2	2010 - 2015	Department of Finance	0	Not Applicable
5.1.2-Action 4	Develop incentives for locating new workforce housing in proximity to jobs and services.	1	2016 - 2021	Department of Planning, Housing & Human Concerns, Finance	TBD	County

Island Plan Element		Priority	Timing	Lead / Coordinationg Agency(s)	Estimated Cost (\$1,000)	Funding Source
Action	Project / Initiative					
<b>Housing</b>						
5.1.3-Action 1	Consider the following actions in housing-related code amendments: (1) Give a higher priority to the construction of actual units and a lower priority to the provision of land, over the current alternative in-lieu fee payment; (2) Require recordation of a covenant to ensure that the required affordable units in a project remain affordable for perpetuity; (3) Consider that affordable houses be developed and available concurrently with market units; (4) Encourage the development of affordable “for-sale” and rental housing through incentives; (5) Consider a rent stabilization program to ensure that rental housing remains affordable; (6) For the sale prices of required affordable housing units, evenly distribute prices over the range of the subject income category; and (7) Expedite permitting for affordable housing projects approved pursuant to the residential workforce housing ordinance.	2	2016 - 2021	Department of Housing and Human Concerns	0	Not Applicable
5.1.3-Action 2	Support/help in the creation of Community Development Corporations to facilitate the development and maintenance of affordable housing.	2	2022 - 2030	Department of Housing and Human Concerns	TBD	County
5.1.3-Action 3	Enhance our existing affordable housing financing program to include the following elements: (1) An affordable housing assessment on commercial and residential properties. (2) A real estate transfer tax imposed on visitor units, TVRs, and residential housing that is not affordable for residents with household incomes of up to 200 percent of the island median household income.	2	2016 - 2021	Department of Housing & Human Concerns, Finance	50	County
5.1.3-Action 4	Explore flexible funding for the affordable housing fund/program based on County tax revenues.	2	2010 - 2015	Department of Finance	0	Not Applicable
5.1.3-Action 5	Actively pursue appropriate Federal, State, County, and private grants/subsidies to facilitate affordable housing projects.	1	On-going	Department of Housing and Human Concerns	0	Not Applicable
5.1.4-Action 1	Prioritize Capital Improvement Projects that commit to building appropriately planned affordable housing-related projects.	2	On-going	Office of the Mayor	0	Not Applicable
5.1.5-Action 1	Develop financing mechanisms to assist low-income elders and other high-risk/disadvantaged patients who need residential and institutional health care to remain in affordable housing that is part of a community development project.	2	On-going	Department of Housing & Human Concerns, Finance	TBD	County, State, Federal
5.1.5-Action 2	Create or assist in creating programs that provide affordable housing to seniors, the disabled, and those returning from mental health institutions, correctional institutions, and drug rehabilitation.	1	On-going	Department of Housing and Human Concerns	TBD	County, State, Federal
5.1.5-Action 3	Help in securing/leveraging federal grants, low income housing tax credits, and other resources that support affordable housing for special needs populations.	1	On-going	Department of Housing and Human Concerns	0	Not Applicable
5.1.5-Action 4	Develop and maintain indicators to monitor homelessness.	1	On-going	Department of Housing and Human Concerns	0	Not Applicable
5.1.5-Action 5	Partner with the private sector/nonprofit organizations to develop and maintain an adequate supply of emergency shelters and transitional housing.	1	On-going	Department of Housing and Human Concerns	TBD	County, State, Federal
5.1.5-Action 6	Amend the Zoning/Subdivision Codes to streamline and facilitate the development of elder care/assisted living facilities, as well as housing/facilities that are Americans with Disabilities Act-compliant.	2	2010 - 2015	Department of Public Works	50	County

<b>Island Plan Element</b>		<b>Priority</b>	<b>Timing</b>	<b>Lead / Coordinationg Agency(s)</b>	<b>Estimated Cost (\$1,000)</b>	<b>Funding Source</b>
<b>Action</b>	<b>Project / Initiative</b>					
<b>Housing</b>						
5.1.5-Action 7	Waive County review fees to modify dwelling units to accommodate the needs of people with disabilities (reasonable accommodation).	2	On-going	Department of Planning, Public Works	TBD	County
5.1.5-Action 8	Explore the adoption of an aging-in-place ordinance.	1	2010 - 2017	Department of Planning, Housing & Human Concerns	50	County
5.1.6-Action 1	Develop a comprehensive, flexible system of incentives to develop affordable housing, including: (1) Reduction or waiver of impact, assessment, and permit fees; (2) Density bonuses; (3) Exemptions from subdivision and zoning standards; (4) Building code modifications while maintaining health and safety; and (5) Possible use of publicly owned lands.	1	2016 - 2021	Department of Planning, Housing & Human Concerns, Public Works	TBD	County
5.1.6-Action 2	Streamline the permitting process as follows: (1) Within one year of this plan's adoption, adopt new administrative rules that streamline and clarify the permitting process; (2) Consider using outside consultants (third-party review); (3) Implement a one-stop permitting process; and (4) Adopt a set of standards so permitting is administrative and as ministerial as possible.	1	On-going	County of Maui	0	Not Applicable
5.1.7-Action 1	Revise regulations to allow for indigenous Hawaiian architectural practices, styles, customs, techniques, and materials, in accordance with Section 46-1.55, Hawai'i Revised Statutes.	2	2022 - 2030	Department of Planning, Public Works	0	Not Applicable
5.1.7-Action 2	Encourage the use of alternative building materials (e.g., bamboo).	1	On-going	Department of Public Works	0	Not Applicable
<b>Infrastructure: Solid Waste</b>						
6.1.1-Action 1	Implement the ISWMP through programs/improvements/upgrades of the solid waste management system and the Capital Improvement Project (CIP) budget in a timely manner.	1	On-going	Department of Environmental Management	TBD	County, Federal
6.1.1-Action 2	Regularly update waste generation, reuse, recycling, and disposal data for monitoring and implementation purposes.	1	On-going	Department of Environmental Management	NA	Not Applicable
6.1.1-Action 3	Educate the public about the importance and cost savings of solid waste reduction.	2	On-going	Department of Environmental Management	0	Not Applicable
6.1.2-Action 1	Implement a comprehensive, curbside recycling program.	1	2010 - 2021	Department of Environmental Management	TBD	County
6.1.2-Action 2	Develop regulations, programs, funding opportunities, and/or incentives to: (1) Increase recycling of used appliances/furniture/electrical/components/clothing/other household items and recyclable materials; (2) Increase the number of composting centers; (3) Reduce solid wastes generated by packaging, food service products, home construction waste, etc.; (4) Construct materials recovery facilities (MRFs) including a facility in Central Maui, in accordance with the ISWMP, and investigate a cost-recovery fee to meet funding needs; and (5) Discourage slow degradable materials, e.g., Styrofoam.	2	2010 - 2015	Department of Environmental Management	TBD	County

<b>Island Plan Element</b>		<b>Priority</b>	<b>Timing</b>	<b>Lead / Coordinationg Agency(s)</b>	<b>Estimated Cost (\$1,000)</b>	<b>Funding Source</b>
<b>Action</b>	<b>Project / Initiative</b>					
<b>Infrastructure: Solid Waste</b>						
6.1.2-Action 3	Develop public outreach/education/incentive programs to increase awareness to reduce, reuse, and recycle.	2	On-going	Department of Environmental Management	TBD	County
6.1.2-Action 4	Prepare a study to assess the feasibility of a future waste to energy program.	2	2010 - 2015	Department of Environmental Management	TBD	County
6.1.2-Action 5	Identify and develop a recycling/redemption facility at an appropriate location in West Maui.	2	2010 - 2015	Department of Environmental Management	TBD	County
<b>Infrastructure: Wastewater</b>						
6.2.2-Action 1	Implement the following to ensure effective, safe multi-user wastewater treatment systems: (1) Amend County regulations and plans to ensure adequate operating procedures, treatment standards, and monitoring programs; (2) Establish treatment and capacity requirements suitable for the required level of service/use; and (3) Require private treatment facilities or public-private funded facilities to provide financial assurance, including bonds, for the following: a. Repair, removal, or replacement of any system components reaching the end of intended service life; and b. Enforcement of other needed corrective action(s) or guaranteeing uninterrupted operation in case of bankruptcy, abandonment, or any other default on financial obligation.	2	2010 - 2021	Department of Environmental Management, Department of Health	TBD	County
6.2.2-Action 2	Work with the State toward the phase out of cesspools.	2	On-going	Department of Environmental Management	0	Not Applicable
6.2.2-Action 3	Conduct and implement technical studies to identify appropriate level of service and potential funding mechanisms to augment the funding available for ongoing upgrade/maintenance of the wastewater system.	2	2016 - 2021	Department of Environmental Management	250	County
6.2.3-Action 1	Identify potential new users of treated effluent and implement the necessary improvements to supply this water through the County CIP.	2	2010 - 2030	Department of Environmental Management	TBD	County, Federal
6.2.3-Action 2	Amend County regulations to allow for the use of grey water for approved purposes.	2	2010 - 2015	Department of Public Works	NA	County
6.2.3-Action 3	Create education, marketing, and incentive programs that promote the reuse/recycling of wastewater.	2	2016 - 2021	Department of Environmental Management	TBD	County
<b>Infrastructure: Water</b>						
6.3.1-Action 1	Implement the WUDP.	2	On-going	Department of Water Supply	TBD	County, Federal, Private
6.3.1-Action 2	Develop site selection studies for water storage and supply facilities for each community plan area.	2	On-going	Department of Water Supply	300	County
6.3.1-Action 3	Prepare and implement a plan to identify and prioritize infrastructure requirements needed to accommodate nonpotable water for irrigation.	2	2010 - 2021	State Department of Agriculture	250	County, State, Federal
6.3.1-Action 4	Work with the State to set standards for the amount of water withdrawn from aquifers and other groundwater sources to ensure the long-term health and sustainability of the resource.	2	On-going	Department of Water Supply	NA	Not Applicable
6.3.1-Action 5	Produce an annual evaluation of the state of available water resources on the island.	2	On-going	Department of Water Supply	NA	Not Applicable

<b>Island Plan Element</b>		<b>Priority</b>	<b>Timing</b>	<b>Lead / Coordinationg Agency(s)</b>	<b>Estimated Cost (\$1,000)</b>	<b>Funding Source</b>
<b>Action</b>	<b>Project / Initiative</b>					
<b>Infrastructure: Water</b>						
6.3.2-Action 1	Develop programs to increase the efficiency of all water system elements.	2	On-going	Department of Water Supply	0	Not Applicable
6.3.2-Action 2	Develop, adopt, and implement water source development siting standards that implement the MIP Directed Growth Plan and the WUDP, and protect water quality for existing and future consumers.	2	On-going	Department of Water Supply	0	Not Applicable
6.3.2-Action 3	Revise County regulations to require high-efficiency, low-flow plumbing fixtures in all new construction.	2	2010 - 2015	Department of Water Supply, Public Works	NA	Not Applicable
6.3.2-Action 4	Pursue development of additional potable water sources to keep pace with the County's needs.	1	On-going	Department of Water Supply	TBD	County
6.3.2-Action 5	Identify and develop renewable energy systems to serve the DWS.	2	On-going	Department of Water Supply	TBD	County
6.3.2-Action 6	Develop a water rate structure that encourages conservation and discourages the excessive use of water.	2	On-going	Department of Water Supply	NA	County
6.3.2-Action 7	Develop a comprehensive water conservation ordinance to include xeriscaping regulations to promote water conservation.	2	2010 - 2016	Department of Water Supply	NA	Not Applicable
6.3.2-Action 8	Update DWS reliability and drought standards, and continue to evaluate as needed in light of updated regulation and rainfall and flow data.	2	On-going	Department of Water Supply	0	Not Applicable
6.3.3-Action 1	Ensure water quality and quantity report results are provided in a timely manner to consumers when water quality or quantity falls below standards.	2	On-going	Department of Water Supply	0	Not Applicable
6.3.3-Action 2	Complete and implement DWS wellhead-protection program to protect the water quality of public and private wells.	2	2010 - 2030	Department of Water Supply	TBD	County, State
<b>Infrastructure: Transportation</b>						
6.4.1-Action 1	Explore the benefits and costs of establishing a Metropolitan Planning Organization to serve Maui's transportation needs.	1	2014 - 2021	Department of Planning, Public Works, County DOT	TBD	County, State, Federal
6.4.1-Action 2	Develop and implement in a timely manner appropriate Transportation System Management (TSM) and Transportation Demand Management (TDM) programs in accordance with a Comprehensive Long Range Multimodal Plan.	2	2010 - 2021	Department of Public Works, County DOT, State DOT	TBD	County, State, Federal
6.4.1-Action 3	Study the feasibility of High Occupancy Vehicle (HOV) lanes within or adjacent to major arterials.	2	2016 - 2021	Department of Public Works, County DOT, State DOT	TBD	County, State
6.4.1-Action 4	Optimize traffic signal timing and coordination to reduce travel time and delay.	2	2010 - 2030	Department of Public Works, State DOT	TBD	County, State
6.4.1-Action 5	Establish additional park-n-ride facilities in key locations.	2	2010 - 2021	Department of Public Works, County DOT	TBD	County, Federal, Private
6.4.2-Action 1	Revise the subdivision ordinance to require developers, where appropriate, to integrate sidewalks, pathways, bikeways, and transit infrastructure into new commercial and residential projects, while enhancing community character.	2	2016 - 2021	Department of Public Works	0	Not Applicable
6.4.2-Action 2	Implement the Upcountry Greenway Master Plan (2004), and other approved greenway plans, consistent with the MIP, and County and State transportation plans.	2	On-going	Department of Planning, Public Works	TBD	County, Federal, Private
6.4.2-Action 3	Develop and adopt regulations to require developments to dedicate right-of-way consistent with State and County transportation plans prior to or as the phases of the developments become operational.	1	2010 - 2015	Department of Public Works, State DOT	NA	Not Applicable

<b>Island Plan Element</b>		<b>Priority</b>	<b>Timing</b>	<b>Lead / Coordination Agency(s)</b>	<b>Estimated Cost (\$1,000)</b>	<b>Funding Source</b>
<b>Action</b>	<b>Project / Initiative</b>					
<b>Infrastructure: Transportation</b>						
6.4.2-Action 4	Implement pedestrian and bikeway plans.	1	On-going	Department of Public Works, Planning, State DOT	TBD	County, State, Federal
6.4.3-Action 1	Adopt and amend County regulations to incorporate design standards for roadways, transit, and pedestrian facilities that ensure protection of the natural environment and each community's sense of place.	2	2010 - 2017	Department of Planning, Public Works, County DOT	TBD	County
6.4.3-Action 2	Develop, adopt, and regularly update the mapping of Scenic Corridor Protection standards that implement the recommendations of the Scenic Roadway Corridors Management Plan and Design Guidelines.	1	2010 - 2017	Department of Planning	NA	Not Applicable
<b>Infrastructure: Transit</b>						
6.5.1-Action 1	Amend the County subdivision and development regulations to require, where appropriate, transit-supportive roadway infrastructure.	1	2010 - 2017	Department of Public Works, County DOT	75	County
6.5.1-Action 2	Develop and adopt an ordinance to require developments, if appropriate, to provide private shuttle services connecting to public transit or appropriate impact fees for transportation improvements.	2	2010 - 2015	Department of Planning, County DOT	0	Not Applicable
6.5.1-Action 3	Prepare a study to: (1) Prioritize transit corridors and stations; (2) Develop an implementation program to preserve sites and ROWs for necessary facilities; and (3) Identify alternative funding approaches including public-private partnerships.	2	2016 - 2021	Department of Planning, Public Works, County DOT	TBD	County, State, Federal
6.5.1-Action 4	Regularly conduct transit system needs-assessment surveys to ensure community satisfaction, and provide opportunities for transit-system users to make suggestions on ways to improve services.	2	On-going	County Department of Transportation	TBD	County
6.5.1-Action 5	Work with rental car agencies to consider expansion of their agencies into high population areas such as West and South Maui.	2	On-going	State Department of Transportation	TBD	Private
6.5.1-Action 6	Designate, map, and preserve, or develop corridors to support mass-transit solutions.	2	2016 - 2030	Department of Public Works, County DOT, State DOT	TBD	County, State, Federal
6.5.2-Action 1	Conduct and implement technical studies to identify potential funding for ongoing maintenance and upgrades of transportation systems (transportation impact fees, community facilities districts, etc.).	2	On-going	County Department of Transportation	TBD	County
6.5.2-Action 2	Establish alternative financing programs such as transportation impact fees, community facilities districts, transfer of development rights, or dedicated sources of funding.	2	2016 - 2021	Department of Planning, County DOT	TBD	County
<b>Infrastructure: Parks</b>						
6.6.1-Action 1	Identify government ROWs to determine if they can be incorporated into an island-wide parks and recreation functional plan.	1	2014 - 2020	Department of Parks & Recreation	0	Not Applicable
6.6.1-Action 2	Identify community partners for the maintenance and ownership of community park facilities.	1	On-going	Department of Parks & Recreation	0	Not Applicable
6.6.1-Action 3	Develop, adopt and regularly update an island-wide parks and recreation functional plan that incorporates facilities, programs, and a financial component.	1	2014 - 2021	Department of Parks & Recreation	400	County
6.6.1-Action 4	Institute regularly-held, inter-agency coordination meetings to facilitate the implementation of the functional plan.	2	On-going	Department of Parks & Recreation	0	Not Applicable

<b>Island Plan Element</b>		<b>Priority</b>	<b>Timing</b>	<b>Lead / Coordination Agency(s)</b>	<b>Estimated Cost (\$1,000)</b>	<b>Funding Source</b>
<b>Action</b>	<b>Project / Initiative</b>					
<b>Infrastructure: Parks</b>						
6.6.2-Action 1	Develop and adopt LOS and design standards for parks and recreational facilities.	1	2016 - 2021	Department of Parks & Recreation	300	County
6.6.2-Action 2	Identify and acquire appropriate park sites in accordance with a parks and recreation functional plan.	1	2016 - 2030	Department of Parks & Recreation	TBD	County, State, Federal, Non-Profit
6.6.2-Action 3	Implement parks and recreational plans, consistent with the MIP, including the North Shore Bikeway Master Plan; Upcountry Greenway Master Plan; South Maui Community Park and Open Space Master Plan; Pali to Puamana Parkway Master Plan; Shoreline Access and Inventory Update-Final Report; South Maui Heritage Corridor; and North Shore Corridor Report.	1	2010 - 2030	Department of Parks & Recreation	100	County
6.6.2-Action 4	Develop a regional park and fairground in Central Maui, and regional parks in South and West Maui.	1	2014 - 2021	Department of Parks & Recreation	See CIP PR-1	County, Private
6.6.2-Action 5	Amend County zoning and subdivision ordinances to require development to incorporate a mixture of park facilities into large master-planned communities.	1	2013 - 2022	Department of Planning, Public Works	NA	Not Applicable
6.6.2-Action 6	Develop additional historical and cultural parks.	2	2015 - 2025	Department of Planning, Parks & Recreation	TBD	TBD
6.6.2-Action 7	Establish community-based advisory boards where necessary to help prioritize the purchase of park and recreational lands and facilities.	2	2018 - 2030	Department of Planning, Parks & Recreation	TBD	TBD
6.6.3-Action 1	Amend development regulations to ensure the construction of adequate parking with pathways near shoreline access points.	1	2014 - 2022	Department of Planning, Parks & Recreation	NA	Not Applicable
6.6.3-Action 2	Amend the Maui County Code to provide better access and proper stewardship of traditional trails and access systems.	1	2016 - 2030	Department of Parks & Recreation	NA	Not Applicable
6.6.3-Action 3	Develop an educational program for private land owners and the general public to ensure proper stewardship of the islands' trail and access systems.	2	2010 - 2021	Department of Parks & Recreation, Department of Land & Natural Resources	TBD	County, State
6.6.3-Action 4	Develop public campgrounds in suitable locations throughout the island.	2	2016 - 2022	Department of Parks & Recreation, Department of Land & Natural Resources	4,000	County, State, Federal
6.6.3-Action 5	Create opportunities to utilize portions of public parks for community gardens.	2	2010 - 2021	Department of Parks & Recreation	TBD	County
<b>Infrastructure: Public Facilities</b>						
6.7.1-Action 1	Establish an archive center to preserve both digital and hardcopy documents that are important to Maui's planning process.	2	2022 - 2030	Department of Planning, Information Technology Services Division	NA	Not Applicable
<b>Infrastructure: Schools and Libraries</b>						
6.8.2-Action 1	Conduct an inventory to determine safety obstacles along school access routes and work with the State to address safety concerns for students who are unable to utilize school bus transport.	1	2010 - 2021	Department of Public Works, Department of Education	TBD	County, State, Federal
6.8.2-Action 2	Work with the State to coordinate the siting and development of future school facilities, bikeways, pedestrian paths, and greenways to encourage mobility.	2	On-going	Department of Planning, Department of Education	0	Not Applicable
6.8.2-Action 3	Amend County zoning and subdivision regulations to require development within the vicinity of schools, libraries, community centers, and other public facilities to provide bike-and pedestrian-friendly infrastructure and traffic calming features.	1	On-going	Department of Planning, Public Works	NA	Not Applicable

<b>Island Plan Element</b>		<b>Priority</b>	<b>Timing</b>	<b>Lead / Coordination Agency(s)</b>	<b>Estimated Cost (\$1,000)</b>	<b>Funding Source</b>
<b>Action</b>	<b>Project / Initiative</b>					
<b>Infrastructure: Health Care</b>						
6.9.1-Action 1	Work with Federal and State legislators to enact legislation and secure funding to meet Maui's health care needs.	2	On-going	Office of Economic Development, Department of Housing & Human Concerns	0	Not Applicable
6.9.2-Action 1	Work with the State to secure the construction of long-term care facilities (particularly in South and West Maui), expand and modernize Kula hospital without jeopardizing its status as a registered historic structure, and establish geriatric training programs.	2	2010 - 2021	Department of Health	TBD	County, State, Federal, Private
6.9.2-Action 2	Monitor current and future long-term care bed needs and ensure that such needs are met consistently with the Maui Bed Needs Study.	1	On-going	Department of Housing and Human Concerns	0	Not Applicable
6.9.3-Action 1	Gradually expand the "Aging-in-Place" education program for home builders and homeowners.	1	On-going	Department of Housing and Human Concerns	0	Not Applicable
6.9.3-Action 2	Expand the responsibilities of the Department of Housing and Human Concerns to include providing support for the following community-based services: (1) The Hāna "Aging-in-Place Retrofit Project"; (2) Transportation services for seniors and persons with disabilities; and (3) Home-delivered meals programs, like Meals on Wheels, to underserved communities.	1	On-going	Department of Housing & Human Concerns, County DOT	TBD	TBD
6.9.3-Action 3	Expand programs that utilize able-bodied seniors to voluntarily assist other seniors and disabled who are homebound.	1	On-going	Department of Housing and Human Concerns	TBD	County, State, Federal
6.9.4-Action 1	Offer culturally-sensitive programs to address healthy lifestyles, mental health, dental health, substance abuse, and chronic/life-threatening diseases.	1	On-going	Department of Housing and Human Concerns	TBD	County, State, Federal
<b>Infrastructure: Energy</b>						
6.10.1-Action 1	Work with the Energy Management Program to: (1) Audit County facilities, operations, and equipment; (2) Develop programs and projects to achieve greater energy efficiency and reduction in fossil fuel use; (3) Develop and maintain data and reports on island energy consumption; (4) Phase out inefficient fossil-fueled vehicles; and (5) Assist homeowners and businesses in reducing fossil fuel consumption.	1	On-going	Office of Economic Development	TBD	County
6.10.3-Action 1	Install and maintain back-up power systems at County facilities for critical public health and safety purposes.	1	2010 - 2030	Civil Defense	TBD	County, Federal
6.10.3-Action 2	Establish incentives or exemptions for renewable energy production facilities except for public utility companies.	2	On-going	Department of Finance	NA	County
6.10.4-Action 1	Avoid the use of power poles where possible for new construction.	2	On-going	Department of Planning, Public Works	0	Not Applicable
6.10.4-Action 2	Underground existing power transmission and distribution systems wherever possible or feasible when upgrades or new systems are needed.	2	On-going	Department of Planning, Public Works	0	Not Applicable
6.10.4-Action 3	Strongly encourage the State PUC to initiate a new Integrated Resource Plan process.	2	On-going	Department of Planning, Public Works	0	Not Applicable
<b>Infrastructure: Harbors and Airports</b>						
6.11.1-Action 1	Update/amend the Wailuku-Kahului Community Plan to accommodate planned harbor improvements and any compatible land uses considering sea level rise.	1	2010 - 2021	Department of Planning, State DOT	50	County

<b>Island Plan Element</b>		<b>Priority</b>	<b>Timing</b>	<b>Lead / Coordinationg Agency(s)</b>	<b>Estimated Cost (\$1,000)</b>	<b>Funding Source</b>
<b>Action</b>	<b>Project / Initiative</b>					
<b>Infrastructure: Harbors and Airports</b>						
6.11.1-Action 2	Study the feasibility of developing a Harbor Front District for Kahului Harbor that incorporates the planned harbor improvements and defines appropriate mixes of uses including entertainment and recreation where appropriate.	1	2010 - 2021	Department of Planning, State DOT	100	County
6.11.2-Action 1	Provide boat owners with adequate pier slips, utilities, repair facilities, waste-disposal capabilities, and yacht berthing/launch/recovery services.	2	2010 - 2021	Department of Land & Natural Resources	TBD	State
6.11.2-Action 2	Develop plans and funding mechanisms to stimulate shore-side improvements to small boat harbors.	2	On-going	Department of Land & Natural Resources	TBD	State
6.11.2-Action 3	Broaden cooperation with State, County, and private entities to regularly report progress on projects and implementing initiatives.	2	On-going	County of Maui	0	Not Applicable
6.11.3-Action 1	Work with the State and Kahului Airport users to: (1) Safely accommodate more efficient airplanes; (2) Increase infrastructure investments and improve operating procedures; (3) Implement more efficient and reliable screening/inspecting of passengers, luggage, and cargo; (4) Identify and construct airport sites and hangars for small and rotary wing aircraft; (5) Accommodate mass transit, buses, shuttles, and taxis; and (6) Beautify the airport grounds and access roads.	1	On-going	Department of Public Works, County DOT, State DOT	TBD	County, State, Federal
6.11.3-Action 2	Develop a plan to minimize safety hazards during the transport of aviation fuel from Kahului Harbor to Kahului Airport.	2	2016 - 2021	State Department of Transportation	TBD	State
6.11.3-Action 3	Study the feasibility of developing an Airport District for Kahului Airport that intentionally agglomerates uses that support the airport such as a business hotel(s), gas stations, parcel delivery services and freight forwarding.	2	2010 - 2021	Department of Planning, State DOT	50	County
6.11.3-Action 4	Preserve land around the airport for future expansion.	1	On-going	Department of Planning, State DOT	TBD	County, State, Federal
6.11.3-Action 5	Develop a corridor study and sub-area plan for land uses around the airport and along the airport connector road.	2	2010 - 2021	Department of Planning, Public Works	200	County
<b>Land Use: Agricultural Lands</b>						
7.1.1-Action 1	Implement the Maui Island Directed Growth Strategy.	1	On-going	Department of Planning	0	Not Applicable
7.1.1-Action 2	Implement County responsibilities under Acts 183 (2005) and 233 (2008) to designate and establish Important Agricultural Lands (IAL) and the incentives therein.	1	2010 - 2015	Department of Planning	0	Not Applicable
7.1.1-Action 3	Develop, adopt, and implement TDR and PDR Programs for, productive Agricultural Lands and IALs with a preference given to lands with a current or recent history of productive agricultural uses.	1	2010 - 2021	Department of Planning	25	County
7.1.1-Action 4	Revise the Agricultural District Ordinance to allow for limited clustering and CSD, where appropriate.	1	2010 - 2015	Department of Planning	0	Not Applicable
7.1.1-Action 5	Revise existing land use regulations to ensure that Prime Agricultural Lands are distinct from rural (primarily residential) land uses.	1	2016 - 2030	Department of Planning	0	Not Applicable

<b>Island Plan Element</b>		<b>Priority</b>	<b>Timing</b>	<b>Lead / Coordinationg Agency(s)</b>	<b>Estimated Cost (\$1,000)</b>	<b>Funding Source</b>
<b>Action</b>	<b>Project / Initiative</b>					
<b>Land Use: Agricultural Lands</b>						
7.1.1-Action 6	Consider developing or amending regulations to: (1) Reduce the subdivision of agricultural lands by strengthening applicable zoning and subdivision ordinances, and consider the creation of Agricultural categories to better reflect agricultural uses and land use patterns; (2) Require public notification and review of the subdivision of agricultural land into four or more lots; and (3) Require the preparation of a more detailed agricultural impact assessment for changes to the Urban Growth Boundary, Community Plan Amendments, and change in zoning requests of Prime agricultural land as required by Section 19.510, MCC.	1	2016 - 2021	Department of Planning, Office of Economic Development	0	Not Applicable
7.1.1-Action 7	Utilize farm land trust mechanisms to preserve agricultural lands and family farms.	1	On-going	Department of Planning, Office of Economic Development	0	Not Applicable
7.1.1-Action 8	Promote farm profitability by supporting programs or subsidies including: (1) Low-cost, reliable transportation for export agricultural products; (2) Hawaii Farm Bureau Federation, Maui County; and farmers cooperatives; (3) Promotion of locally-grown products to hotels, restaurants, or other segments of the visitor industry; (4) The expansion of marketing efforts such as Grown on Maui to the mainland or Far East markets; (5) Development of new or value-added products; and (6) Property tax incentives for commercial agricultural uses.	1	On-going	Office of Economic Development, Department of Finance	TBD	TBD
7.1.2-Action 1	Identify and acquire productive and community Agricultural Lands that are appropriate for the development of agricultural parks and community gardens in each community plan area.	2	2022 - 2030	Department of Planning, Finance	TBD	County
7.1.2-Action 2	Coordinate with the State Department of Agriculture, the development of an Agricultural Water Strategy, and incorporate an agricultural component in the Water Use and Development Plan.	2	On-going	Department of Water Supply, State Department of Agriculture	25	County, State
7.1.2-Action 3	Revise the subdivision ordinance to create appropriate subdivision requirements for agricultural parks, and to promote research and development activities.	2	2010 - 2015	Department of Public Works	0	Not Applicable
7.1.2-Action 4	Coordinate with industry stakeholders to develop alternative sources of irrigation water including wastewater reuse, recycled stormwater runoff, and brackish well water.	2	On-going	Department of Water Supply, Environmental Management	0	Not Applicable
<b>Land Use: Rural Areas</b>						
7.2.1-Action 1	Coordinate with the State to develop and revise regulations for rural development, within the State Rural District, to encourage creative design and sustainable communities.	2	2016 - 2021	Department of Planning	0	Not Applicable
7.2.1-Action 2	Revise the Country Town Business District Ordinance to allow mixed uses including small-scale residential uses.	2	2010 - 2015	Department of Planning	0	Not Applicable
7.2.1-Action 3	Create new Country Town Business zoning sub-districts and design guidelines that reflect the unique character and land use patterns of Maui's Country Towns and that recognize rural villages.	2	2010 - 2015	Department of Planning	100	County
7.2.1-Action 4	Revise subdivision regulations to permit clustering and CSD within the Rural Districts and extend Hawaii Right to Farm Act protections to rural subdivisions.	1	2010 - 2015	Department of Planning, Public Works	0	Not Applicable
7.2.2-Action 1	Develop and adopt regulations to establish rural infrastructure and public facility LOS standards.	2	2010 - 2021	Department of Planning, Public Works	50	County

Island Plan Element		Priority	Timing	Lead / Coordinationg Agency(s)	Estimated Cost (\$1,000)	Funding Source
Action	Project / Initiative					
<b>Land Use: Rural Areas</b>						
7.2.2-Action 2	Revise stormwater management regulations to allow for LID techniques and potential irrigation uses.	2	2016 - 2021	Department of Public Works	25	County
7.2.2-Action 3	Develop and adopt appropriate procedures and standards for the public to review development in County rural zones.	2	2016 - 2021	Department of Planning	0	Not Applicable
7.2.2-Action 4	Amend Chapter 19.36B, MCC, as it relates to pavement and parking requirements in rural areas.	2	2010 - 2021	Department of Planning	0	Not Applicable
<b>Land Use: Urban Areas</b>						
7.3.1-Action 1	Establish minimum-density requirements and design standards within urban areas to support higher densities, infill development, and efficient land use patterns.	1	2016 - 2021	Department of Planning	0	Not Applicable
7.3.1-Action 2	Update zoning and development regulations to achieve the following: (1) Facilitate environmentally friendly projects (LEED – ND); (2) Revise the application and reporting requirements in Title 19, Maui County Code (MCC), to strengthen evaluation requirements and establish design guidelines for new urban expansion, new towns, and major projects within UGBs; (3) Discourage future pyramid zoning within the industrial zoning districts, while allowing ancillary commercial uses; and (4) Consider the establishment of a new zoning category that strictly defines and limits uses for heavy industrial areas.	1	2010 - 2021	Department of Planning	0	Not Applicable
7.3.2-Action 1	Develop and adopt a TDR Ordinance and a formal TDR program, and identify receiving areas within urban growth boundaries.	1	2010 - 2021	Department of Planning	0	Not Applicable
7.3.2-Action 2	Amend the zoning ordinance to: (1) Reduce minimum lot sizes in urban areas; (2) Encourage a mix of single-family and multifamily lots within the same development; and (3) Facilitate the establishment of mixed-use towns/village centers.	1	2010 - 2021	Department of Planning	0	Not Applicable
7.3.2-Action 3	Update regulations to promote community gardens and edible landscapes.	1	2016 - 2021	Department of Planning, Parks & Recreation	0	Not Applicable
7.3.2-Action 4	Consider standards to regulate the location, design, and massing of big-box retail stores.	2	2016 - 2021	Department of Planning	0	Not Applicable
7.3.2-Action 5	Amend the Maui County Code (MCC) to reduce parking requirements, where appropriate, in mixed-use projects, encourage joint-use parking, and allow for the use of innovative methods to meet peak parking needs.	1	2010 - 2017	Department of Planning	0	Not Applicable
7.3.2-Action 6	Revise the zoning ordinance to allow for mixed-use development that is appropriate and in character with the existing community.	1	2016 - 2021	Department of Planning	0	Not Applicable
7.3.3-Action 1	Implement the Wailuku Redevelopment Plan, and subsequent updates, and formulate plans for other appropriate areas.	2	On-going	Department of Planning	TBD	Not Applicable
7.3.3-Action 2	Develop and adopt regulations to require Urban Design Review Board review of all major urban expansion, new towns, and urban infill, and redevelopment projects.	1	2010 - 2015	Department of Planning	0	Not Applicable
7.3.3-Action 3	Prepare general Urban Design Guidelines for Central, South, and West Maui.	2	2016 - 2021	Department of Planning	150	County
7.3.3-Action 4	As part of the Community Plan updates, prepare streetscape, pedestrian/bikeway/transit circulation, redevelopment and infill, and greenway infrastructure and master plan elements.	2	On-going	Department of Planning	100	County

<b>Island Plan Element</b>		<b>Priority</b>	<b>Timing</b>	<b>Lead / Coordinationg Agency(s)</b>	<b>Estimated</b>	
<b>Action</b>	<b>Project / Initiative</b>				<b>Cost (\$1,000)</b>	<b>Funding Source</b>
<b>Land Use: Urban Areas</b>						
7.3.3-Action 5	Develop community planning processes to establish standards and priorities for streetscape beautification, public amenities, pedestrian and bicycle circulation, parking, redevelopment target areas, transit amenities, and sense of place and building form/design guidelines.	2	2016 - 2021	Department of Planning, Parks & Recreation, Public Works, County DOT	0	Not Applicable
7.3.4-Action 1	Define and map the Resort Destination Areas of Wailea, Mākena , Kapalua, and Kā'anapali.	2	2016 - 2021	Department of Planning	0	Not Applicable
7.3.5-Action 1	Develop and adopt regulations that: (a) mandate early consultation with communities affected by planning and land use activities; and (b) establish efficient and realistic review timelines.	1	2010 - 2015	Department of Planning	0	Not Applicable
7.3.5-Action 2	Update the MIP and Community Plan land use designations and zoning maps with each update of the General Plan.	1	On-going	Department of Planning	0	Not Applicable
7.3.5-Action 3	Evaluate the establishment of time limitations on unused development entitlements for projects which have not commenced within a reasonable time period.	2	2016 - 2021	Department of Planning	0	Not Applicable
<b>CIP-Coordinated Infrastructure Planning Strategy</b>						
9.CIPS-Action 1	Develop and implement the Coordinated Infrastructure Planning Strategy (CIPS), including the preparation and regular update of agency functional plans.	2	On-going	Office of the Mayor, Department of Planning	800	County
9.CIPS-Action 2	Develop and adopt alternative capital improvement financing tools such as impact fees, special taxing districts, public-private partnerships.	2	On-going	Office of the Mayor, Department of Planning, Finance	TBD	County