This report was prepared by MEDB and funded under an Award from the U.S. Department of Commerce, Economic Development Administration (EDA), with support from the State of Hawai‘i Department of Business, Economic Development & Tourism (DBEDT) and the County of Maui Office of Economic Development (OED)
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EXECUTIVE SUMMARY

- Maui County consists of the Hawaiian islands of Maui, Lānaʻi and Molokai (excluding Kalawao County, location of the Kalaupapa community). In 2021, the County had a population of 164,221 and an official labor force in July 2022 of 87,750 (in both cases, latest data available). The dominant economic activity in the County is the visitor industry, which in terms of direct and indirect employment, accounts for approximately two-thirds of the economy.

- Among the major challenges Maui County faces in economic development are:
  - Increasing the stock of attainable housing which affects quality of life, retention of residents, and presents a barrier to retaining and attracting skilled workers;
  - Managing the number of visitors that has put pressure on many communities and the natural environment, requiring a rebalancing of priorities;
  - Diversification of the economy;
  - Increasing the number and proportion of living wage jobs;
  - Improving the business environment which faces complex regulation and high shipping costs;
  - Improving and updating broadband and ensuring equity of access to high-speed internet;
  - Emerging from the COVID-19 pandemic and subsequent supply chain and inflationary issues.

- A consensus exists among residents and stakeholders that Maui County’s economic development should be measured by increased sustainability and resilience, especially considering Maui’s isolated geographic location and the likelihood of potential natural disasters, pandemics, or periodic economic downturns.

- There is also a consensus that the desirability of developing a vibrant, diversified economy must be balanced by sensitivity to residents’ needs and the County’s unique natural and cultural resources.

- The Comprehensive Economic Development Strategy (CEDS), mandated by the Economic Development Administration (EDA) of the U.S. Department of Commerce, is an economic roadmap to diversify and strengthen regional economies – in our case, Maui County.

- Usually conducted every 5 to 6 years, the purpose of the CEDS is to create a locally-based strategy for economic development and create an environment for economic prosperity and resilience. EDA and other Federal funding for projects, as well as some State and County funding, is informed by the CEDS and uses it as a criterion for decision making.
The CEDS was coordinated by the Maui Economic Development Board (MEDB), with similar exercises conducted on other Hawaiian islands by their respective EDBs. The Maui County CEDS forms part of the Hawaii State CEDS, along with the CEDS conducted by Hawai‘i Island, Kaua‘i, and O‘ahu.

- A Maui County Strategy Committee was formed to develop, guide, and review the CEDS process, composed of 37 representatives from major stakeholders in the community.
- The CEDS process is cluster based; a cluster is defined as a network of connected businesses, suppliers and associates in a specific field that are all located in the same geographical area. The Strategy Committee identified the main economic clusters in Maui County driving the economy:
  - Agriculture, Aquaculture and Forestry (including Business and Technology);
  - Attainable Housing and Construction;
  - Creative Industries (Culture and the Arts);
  - Eco-Economy (Conservation, Ecosystem and Environmental Restoration and Management, Climate Change Adaptation);
  - Energy (including Renewables);
  - Hawaiian Knowledge and Culture;
  - Health and Wellness;
  - Science, Technology, Innovation, and Efficiency;
  - Visitor Industry.
- In addition, geographical clusters for Hāna, Lāna‘i and Molokai were identified, recognizing that economic priorities in these communities are different.
- Focus Groups were established for each cluster, composed of representatives from businesses and entities engaged in the cluster as well as community members who responded to invitations put out on social media. The County administration and Maui County Council members were also asked to submit names of invitees.
- Virtual Focus Group meetings were held to conduct a SWOT exercise (Strengths, Weaknesses, Opportunities and Threats) and establish priorities and strategies for the cluster for the next five years and beyond. An economic update with disaggregated Maui County data and specific cluster data was also presented. A total of 212 attendees participated in the 11 online Focus Groups.
- In their meetings, Focus Groups were tasked with identifying the most important priorities for economic development for the cluster, as well as strategies to achieve these priorities. They were also asked to identify gaps in infrastructure and articulate strategies that could contribute to resilience.
- The CEDS Strategy Committee was convened on several occasions during this process to review Focus Group input and refine the goals and strategies.
- Among the leading Focus Group priorities were:
Agriculture, Aquaculture, and Forestry:
- Establish municipal composting to promote waste diversion and soil fertility
- Develop local producer cooperatives to work with the government & private sector to improve land and water necessities and buying power (e.g. seeds/ equipment)
- Invest in Agriculture, Aquaculture, and Forestry education/promotion via schools & curricula to create workforce pipelines

Attainable Housing and Construction:
- Develop comprehensive rezoning strategy that better utilizes existing urbanized areas through infrastructure upgrades (Adhering to the guidance of the most recent archeological & environmental surveys developed after community plans)
- Increase attainable housing inventory for local residents that includes a housing pathway from Apartment to Condo to House
- Implement creative legislation regarding second+/empty home taxation regimes to disincentivize out-of-County and part-time resident buyers

Creative Industries:
- Create funding support via technical assistance for grants and arts organizations with a focus on operational expenses, capacity building and spaces within a cultural, place-based framework
- Establish a film production, digital media, music and sound facility/program on Maui with an incubator program for shared production facilities, etc.
- Revisit venues and facilities options and collaborations to better utilize and expand shared arts & culture spaces with a focus on the Wailuku Arts district

Eco Economy:
- Create a sustainable funding stream for conservation and biosecurity by implementing a clearly articulated plan
- Expand eco-sustainability focused tourism training for visitors & visitor guides: Mauka-makai, MISC, East Maui Watershed Partnership, etc.
- Create a Maui County Testing Lab to expand local diagnostic and monitoring processes and analyze data on-island and study environmental impacts

Energy:
- Develop and implement clear pathways for community-led planning and development opportunities and projects (e.g. community solar, shared energy)
- Create strategy for a broad and equitable adoption for renewable solutions based on need for households/industries via renewable tax credits and grants
- Increase infrastructure for electric vehicles
**Hawaiian Knowledge and Culture:**
- Increase funding opportunities and access to capital for Native Hawaiian owned businesses
- Apply indigenous knowledge and innovation across all economic sectors and `āina based organizations
- Advocate for Department of Hawaiian Home Lands (DHHL) clearing their waitlist

**Health and Wellness:**
- Build a streamlined, predictive model with proper tools to anticipate and prepare for future healthcare workforce needs of our community
- Pilot people-focused (not insurance company based) delivery model and prepare to scale
- Expand mental health services across Maui County

**Science, Technology, Innovation, and Efficiency:**
- Create incubator and accelerator facility and programs for Maui County businesses
- Develop new degree courses and industry-recognized certifications to provide pathways for higher-paying STEM jobs
- Develop online tools to make finding local tech talent easier

**Visitor Industry:**
*Per the Maui Nui Destination Management Action Plan 2021-2023*
- Create positive contributions to the quality of life for Maui County residents
- Support the maintenance, enhancement, and protections of Maui County’s natural resources
- Ensure the authentic Hawaiian culture is perpetuated and accurately presented in experiences for residents and visitors, materials and marketing efforts

**Hāna:**
- Increase local to local business collaboration, development and networking to create a tight-knit Hāna network
- Create plan for civic center in Hāna to include business space & parking
- Regulate tourism and shift focus to cultural tourism to promote quality of visitors and mindful visitor management (“quality over quantity”)

**Lānaʻi:**
- Construct affordable housing on County-owned land
- Establish long-term care and retrofit homes to enable kūpuna to remain on-island
- Create a plan for 100-acre agriculture park
**Molokai:**
- Restore forests with native plants and trees
- Expand an aligned K-12 system in all Molokai schools to include sustainability, cultural relevance, service learning, STEM and computer science.
- Maximize locally sourced renewable energy to decrease electricity costs
- Secure guarantees for maintaining barge service, especially for farming community

A number of “throughlines” were common to several of the Focus Group discussions. These included:
- Creation of educational/DOE/training/professional development pipeline;
- Cultural eco-tourism growth and development;
- Need for improved data tracking systems and Maui County data publication;
- Support for grant writing and technical assistance;
- Prioritization of needs based on urgency and impact;
- Need for streamlined County permitting process to clear pathways for community-led planning and development opportunities;
- Need to ensure water access and equity.

- A public online survey was also conducted to encourage feedback from Maui County residents and to determine priorities. The survey captured almost 600 responses from a wide cross-section of the community.
- This report includes cluster data and an economic narrative that informs recent trends in Maui County’s economy and factors affecting the identified clusters.
- The Maui County CEDS report is a self-standing document for planning, decision-making, and informational purposes; it also informs, and is included in, the State of Hawai‘i CEDS document that combines and integrates findings for each island.
- Next Steps: Development of an Action and Implementation Plan based on SMART goals (Specific, Measurable, Realistic, and Time Bound) which will guide Maui County in bringing priorities to fruition.
MAUI COUNTY CEDS: PROCESS and METHODOLOGY

The Comprehensive Economic Development Strategy (CEDS) for Maui County was coordinated by the Maui Economic Development Board, Inc. (MEDB). As specified contractually by the Economic Development Administration (EDA) of the U.S. Department of Commerce, a Strategy Committee was formed to develop, guide, and review the CEDS process. As further required by EDA, MEDB enlisted a cross-section of all sectoral leaders and experts in the community to gain their mana’o and benefit from their intimate knowledge of local skills and resources in strategy formulation and implementation.

The Strategy Committee therefore includes representatives of local government, business, industry, finance, agriculture, organized labor, utilities, education, community organizations, public health agencies, minorities, and women. Composition of the Maui County CEDS Strategy Committee, which convened virtually on several occasions between March 2022 and July 2022, is as follows (alphabetical order):

Debbie Cabebe, Maui Economic Opportunity (MEO)
Kyle Caires, Maui Farm Bureau
Grant Chun, Hale Mahaolu
Ryan Churchill, Pacific Rim Land & Lipoa Investments, LLC
Jud Cunningham, Maui Behavioral Health Resources
Ned Davis, Maui Innovation Group, LLC
Frank De Rego Jr., Maui Native Hawaiian Chamber of Commerce and MEDB
Lucienne De Naie, Maui Sierra Club
Kit Zulueta Furukawa, Maui Filipino Chamber of Commerce
Barry Helle, Wailea Old Blue, LLC
Lui Hokoana, University of Hawaii Maui College
JoAnn Inamasu, Maui County Office of Economic Development
William Kamai, Hawaii Regional Council of Carpenters
Bob King, Pacific Biodiesel Logistics
Keoni Kuoha, Hawaii Community Foundation
Naomi “Sissy” Lake-Farm, Maui Historical Society
Kanoa Leahy, Karey Kapoi Consulting
Wesley Lo, Hale Makua Health Services
Mahina Martin, Hawaiian Electric Co.
Tiare Martin, UH Vanguard Center of DoD High Performance Computing
Vince Mina, Hawaii Farmers Union
In the process of formulating an in-depth analysis of the economic challenges and opportunities for Maui County, the Strategy Committee identified the main economic clusters considered to be economic drivers for Maui County’s economy. The CEDS process requires a cluster-based strategic approach, where clusters are defined as a network or group of firms, related economic actors, and institutions that are located near one another and that draw productive advantage from their mutual proximity and connections. They may be connected by functional relationship (e.g. suppliers and purchasers, producers and distributors) or by competition for similar markets. Cluster-based strategies provide numerous benefits including economies of scale, access to labor and knowledge, improved logistics, and greater opportunities to innovate.

The clusters identified for Maui County, in alphabetical order, are:

- Agriculture, Aquaculture and Forestry (incl. Business and Technology)
- Attainable Housing and Construction
- Creative Industries (Culture and the Arts)
- Eco-Economy (Conservation, Ecosystem and Environmental Restoration & Management, Climate Change Adaptation)
- Energy (incl. Renewable)
- Hawaiian Knowledge and Culture
- Health and Wellness
- Science, Technology, Innovation and Efficiency
- Visitor Industry
The government, retail, and education sectors were also considered; the Strategy Committee concluded that, like small business, they are fundamental to all clusters and are threaded through them. The Committee also reviewed infrastructure needs common to all Clusters, including broadband expansion and equity of access, business incubation, educational initiatives, and the involvement of the non-profit sector.

The Strategy Committee recognized that economic development priorities in Hāna, Lāna‘i and Molokai were likely to be different and decided to treat these communities as distinct geographical clusters.

To further inform the choice and importance of the clusters, MEDB used Social Media to distribute a Maui County Community Economic Survey in June 2022 to gather input on residents’ priorities and opinion; 589 residents responded. The survey and an analysis of results is attached as Appendix 2 to this report.

As an integral part of the CEDS process, and as required by the EDA, Focus Groups representing each of the identified clusters and geographical locations were convened to gather input on economic development challenges, opportunities, priorities and strategies relevant to the formulation of the CEDS for Maui County. Invitations to the Focus Groups were extended to representatives from the public, private, and nonprofit spheres in each cluster, as well as by Social Media. Members of the Maui County Council and the County administration were also invited to submit names for invitation to the Focus Groups, or to direct them to meeting links. All of the Cluster Focus Group meetings were held virtually, by Zoom, in May and the first week of June 2022. A listing of Focus Group participants is provided in Appendix 3. Focus Group meeting participants were presented with an overview of the CEDS process and a brief economic background and update for Maui County, including demographic trends, labor force, income, housing, and visitor data. The presentation also presented data that were relevant and specific to each Cluster. Participants were then guided in a SWOT exercise (analysis of Strengths, Weaknesses, Opportunities, and Threats), with feedback gathered by means of a virtual Jamboard. Each Cluster Focus Group then defined priorities to be addressed over the next five years and identified strategies to actualize these priorities. A total of 212 participants contributed during this Focus Group process, and their input is incorporated into this CEDS report. In all, therefore, more than 830 residents were reached to contribute to the CEDS process in Maui County.
MAUI COUNTY CEDS: VISION STATEMENT

The following Vision Statement incorporates feedback and validation from the 2022 CEDS Strategy Committee and reflects related contributions gathered during the Focus Group and consultation process that participants felt were important to include.

MAUI COUNTY VISION STATEMENT

Our unique island communities of Maui, Lānaʻi and Molokai innovate and diversify to ensure shared economic vitality.

CORE VALUES STATEMENT

In order to fulfill this vision, several intrinsic intersecting values are of paramount importance. These include (but are not limited to) economic opportunity for all, cultural traditions, stewardship of the environment and natural resources, strength through diversity, building resilience, respect and collaboration, broad-based community engagement, and the value of lifelong learning.
MAUI COUNTY: ECONOMIC BACKGROUND

Introduction
The County of Maui is the second largest county by land area in the State of Hawai‘i. It consists of four main islands: Maui, Molokai, Lāna‘i, and Kaho‘olawe. The combined area of these islands is 1,171 square miles, including over 9 square miles of inland water; the island of Maui is the largest, with 734.5 square miles, and the islands have a total coastline of 210 statute miles. Kalawao County, a state-managed hospital community (Kalaupapa), is situated on the island of Molokai. The island of Kaho‘olawe is uninhabited and is in the process of being restored from a military practice site to a cultural reserve.

The island of Maui is the economic center and home to most (93.5% as of 2020) of the County’s residents and businesses; the town of Wailuku is the seat of county government, and the contiguous town of Kahului is the primary commercial center.

Transportation
Maui County is connected with the rest of the State and the Continental U.S. by regular air and sea transportation links. The island of Maui’s primary airport (OGG) is located in Kahului, the main business center; the publicly owned airport also provides general aviation, commuter, and helicopter services. The airport is operated by the Hawaii State Department of Transportation and handled around 6 million passengers in 2021, compared with approximately 2.5 million in the peak pandemic year of 2020 and almost 8 million in 2019. The Kahului-Honolulu corridor is ranked as one of the busiest (13th) in the United States.

The largest interisland carrier is Hawaiian Airlines, which provides frequent direct service to Honolulu as well as Hilo and Kona on the Big Island, and Lihue on Kaua‘i. A smaller commuter airline, Mokulele Airlines, operated by Southern Express, connects Kahului to Hāna on Maui, Honolulu, Kailua-Kona and Waimea on the Big Island, Ho‘olehua on Molokai, and Lāna‘i City. For residents of Molokai and Lāna‘i, the limited availability of air transportation is generally regarded as a challenge for economic development. Southwest Airlines entered the Hawai‘i market in 2019 and operates inter-island flights from Kahului to Honolulu and Kailua-Kona. Aloha Airlines, which had competed with Hawaiian Airlines as the state’s main interisland carrier since the 1950s, ceased operation in 2008, but following liquidation proceedings, emerged as an independent cargo operator -- Aloha Air Cargo -- which continues freight flights between Kahului and Honolulu.

Kahului airport also has direct air links to the Continental U.S. The major carriers (in order of passenger loads in 2021-22) are Hawaiian Airlines (39% market share), Southwest Airlines.
(16%), United Airlines (14%), Alaska Airlines (12%), and American Airlines (11%). Other carriers (8% of the market) include Delta Airlines, Air Canada, and West Jet. Cargo carriers to the Continental U.S. include Federal Express, UPS, and Amazon. Additional passenger flights and connections, including direct international routes, are available from Honolulu. The busiest routes from Kahului (April 2021 through March 2022) are Honolulu (HNL, 716,000), Los Angeles (LAX, 526,000), Seattle-Tacoma (SEA, 284,000), and San Francisco (SFO, 270,000).

A smaller, secondary airport on Maui is located close to the resort areas in West Maui at Kapalua (JHM), offering interisland service. Hāna, in East Maui, also has a small airport (HNM), with service mainly to Kahului. For the airports located on Molokai (MKK) at Hoʻolehua and on Lānaʻi (LNY), the most frequent scheduled service is to Honolulu. A small airport links the isolated hospital community at Kalaupapa on Molokai with Honolulu and Hoʻolehua (MKK).

Maritime transportation is the primary means by which goods reach Maui County; about 3.7 million tons of cargo passes through the principal commercial port at Kahului in Maui annually, about two-thirds inbound and one-third outbound. About 79% of this freight traffic is manufactured equipment, machinery and manufactured products, and most of which is shipped via Honolulu. Kahului is the only commercial deep-draught harbor in the County (and one of ten in the State) and is the busiest port in the State outside O‘ahu. Protected by two large breakwaters, the three-pier harbor occupies 45 acres of secured facility, and accommodates cruise ships as well as interisland freight barges, container vessels, other cargo vessels, tugboats, and gasoline and fuel oil tankers (much of the County’s electricity is generated from diesel oil). In 2019, the harbor accommodated 677 vessel arrivals. In 2022, visiting cruise ships returned to Kahului Harbor following the pandemic hiatus of 2020 and 2021. Because of Kahului Harbor’s size and commercial importance, the Harbors Division, Department of Transportation (DoT), State of Hawai‘i, has devoted special care to long-range planning, and the 2012 Kahului Harbor Development Plan, based on the prior 2035 Master Plan, is the latest document to address planning issues.

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1 Maui County Data Book 2020
In addition, smaller boat harbors at Māʻalaea and Lahaina accommodate private recreational vessels and larger boats offering ocean activities, primarily for the visitor market (fishing, snorkeling, whale watching, etc.). A scheduled passenger ferry service from Lahaina to Lānaʻi is an important transportation links, but the Molokai ferry service was cut back in 2015, mainly due to airfare price competition among carriers, and ended in 2016. The main harbor on Molokai is located in Kaunakakai; on Lānaʻi, the harbor at Kaumalapau handles commercial traffic, and the newly refurbished Manele Harbor serves as the destination for the passenger ferry and public boating activities.

Utilities
All public service companies providing utilities on Maui are regulated by the Hawaiʻi Public Utilities Commission (PUC). The County’s electricity provider is the Hawaii Electric Company (HECO), which acquired its former subsidiary, Maui Electric Company (MECO) in 1968. A corporate reorganization in early 2020 resulted in the utility name in Maui County reverting to Hawaiian Electric (HECO). As of 2020, the company serves over 73,000 customers in Maui County. In 2020, peak demand reached 184 Megawatts (mW) on Maui, 5.9 mW on Molokai, and 6.1 mW on Lānaʻi (total “firm” – or dispatchable generating capacity comfortably exceeds
these numbers – about 250mW on Maui, 12mW on Molokai and 10mW on Lāna’i). Maui island’s main electricity generating oil-fired plant is located at Mā’alaea, with a smaller plant in Kahului that currently, is planned to close in 2024, although a final decision is pending. HECO estimates\(^2\) that for Maui Island, 50.2% of electricity sales are derived from renewable sources, one of the highest proportions in the nation. Of this amount, 26% is derived from 3 wind farms and 23% from customer-sited solar PV. The remainder is accounted for by grid-scale solar and biofuels.

Maui’s sole gas utility is Hawaii Gas, which serves 810 accounts, as of 2020\(^3\), an increase of 60% over 2016. Of these, 88% were residential accounts. Unlike Oʻahu, Maui does not have a Synthetic Natural Gas (SNG) underground pipeline network. Instead, utility customers use liquid propane, which is metered and some of which is supplied by underground lines. Other customers on Maui use non-utility service supplied by propane from cylinders and tanks; Maui Gas Service, a subsidiary of Amerigas, also provides non-utility gas service.

The public water system is managed by the Department of Water Supply (DWS), an agency of the County of Maui. DWS provides water to approximately 37,000 services on Maui and Molokai (the water system on Lānaʻi is privately owned). There are a number of private water companies on Maui Island, especially in West Maui, which are regulated as utilities by the PUC. On Molokai, the state’s Molokai Irrigation System serves a majority of agricultural and homestead users; Molokai Ranch, DHHL and the Kawela Plantation also provide water. In 2021, the State Commission on Water Resource Management (CWRM) granted a DHHL request to increase supply from the Kualapuʻu aquifer to the Home Lands, and Maui County is in the process of developing an updated long-term water plan for Molokai using an external consulting company.

Environment and Resources

The County of Maui enjoys a generally tropical climate, although there is a wide range of climatic and weather conditions due to the proximity of the ocean, the elevation of the mountains, irregular topography, and variable trade wind flow. Three-quarters of the island of Maui lies within 5 miles of the coastline, and no point on the island is further than 10½ miles from the ocean. All points in Molokai and Lānaʻi lie within 5 miles of the ocean. Haleakala is the highest point (10,023 feet) on Maui (Puʻu Kukui, at 5,788 feet is the highest point in the West Maui watershed). The highest peak on Molokai is Kamakou (4,961 feet); on Lānaʻi, Lānaihale stands at 3,366 feet. Mean altitude is 2,390 feet on Maui, 1,150 feet on Molokai, and 1,140 feet on Lānaʻi.

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\(^3\) Maui County Data Book, 2020
There are generally regarded to be two seasons in Hawaiʻi: the cooler, wetter winter months (November-April), and the warmer, dryer summer (May-October). Daily sea-level temperatures in Maui County generally average 67° F to 84° F. Even in the hotter summer months, sea-level temperatures rarely exceed the low 90s, even in the dryer leeward areas. In winter, nighttime temperatures rarely fall below 60° F, although in Upcountry areas, winter nighttime temperatures typically fall into the 40s. Maui enjoys a year-round growing season.

It is estimated that the “natural” level of rainfall for the area of the Pacific Ocean that Maui occupies (that is, if the Hawaiian Islands did not exist) is about 25 inches a year. However, the actual average rainfall for Maui is about 70 inches, because the mountainous topography and proximity of so much of the land to the ocean. The driest areas of Maui (such as Kihei and leeward coasts) receive less than 20 inches of rain per year, on average, while in other areas, such as the lower windward slopes of Haleakalā, annual rainfall is over 200 inches. Puʻu Kukui in the West Maui Mountains is claimed to be one of the wettest places on earth with over 400 inches of rain per year.

Climate change, drought, sea-level rise and worsening ocean and fresh water quality are all current issues for Maui County, with coral bleaching and potential loss of living reefs also a major concern for the community. More on this subject is included in the Eco-Economy section below.

Of Maui island’s 465,800 acres, 94% is zoned by the State Land Use Commission as Agricultural or Conservation, the same as for Lānaʻi (84,763 acres); for Molokai (161,395 acres), the proportion is 97%. A majority of the remainder on each island is zoned urban. On Maui, 15% of total land is classified as State-owned Forest Reserve, with a further 7% as Private Forest Land within Conservation district. On Molokai, Forest Reserve accounts for 7% of total land area, and on Lānaʻi, 8% is Private Forest Land. Although most of Maui is essentially rural, discussions at the Federal level have cast doubt on Maui retaining its valuable HUBZone status beyond June 2023. This is due to a statistical calculation that combines the populations of the adjacent communities of Kahului and Wailuku (each with about 25,000 residents), automatically triggering re-designation of the whole of Maui as “metropolitan”. Such reclassification would likely apply also to the rural communities of Molokai and Lānaʻi and have distinctly negative, far-reaching ramifications for the entire County. An extension to Maui County’s HUBZone status as “redesignated” was made in 2018, and the possibility of the loss of HUBZone status would present a serious challenge to economic development.

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4 Maui County Data Book, 2020
5 Historically Underutilized Business Zone
In addition to its miles of sandy beaches and world-class reefs, Maui’s natural attractions that drew more than 3 million visitors a year 2019 include the 10,000-foot dormant volcano, Haleakalā; the winding road to Hāna featuring tropical rainforest and sweeping ocean panoramas; ʻIao Valley, one of Maui’s most important and spectacular watersheds; snorkeling and diving havens such as Molokini; the rolling landscapes and ranch lands Upcountry; and surfing and windsurfing meccas such as Jaws (at Peahi) and Hoʻokipa. Maui’s environment and natural assets are proving to be much more than visitor attractions; Maui Nui is blessed with an abundance of resources that hold the potential to transform the sources of the County’s energy, which promises to end the present reliance on imported fossil fuels. Among these sustainable resources are significant trade winds, reliable sunshine, strong ocean currents, ever-present waves, and geothermal potential. Extensive fertile acreage exists to potentially grow biofuels and biomass sources of energy.

Infrastructure
Maui County has 658 miles of streets and highways, of which 601 miles (over 90%) are paved. The County of Maui funds a public bus system that provides service in and between various Central, South, West, and Upcountry Maui communities. Annual ridership is averages over 6,500 per day or more than 2.3 million per year. An 80-fold increase over the 29,000 passengers in 2004, the bus system’s inaugural year. In 2019, there were 190,710 registered vehicles in Maui County, an increase of 6% over the previous 5-year period, averaging 8,912 miles of travel per year.

In 2020, there were 73,535 housing units in Maui County, about 25% of which were vacant or used seasonally; 63% of the total were owner-occupied. There were 55,620 households in Maui County with an average size of 2.96 people, almost the same as the State average (2.94). In June 2022 the median price of a single-family home on Maui Island reached a record high of $1,255,000 and the median price of a condominium unit in the same month was $832,500. For Molokai, median sales price for a single-family home in December 2021 $540,000 (compared to $219,000 in 2016) and $652,500 (June 2022) for Lānaʻi. For a discussion of the affordable housing crisis in Maui County that is unquestionably affecting prospects for economic development and is a major concern of the community, see the section below on the Attainable Housing and Construction Cluster.

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6 DBEDT, Visitor Statistics
7 Maui County Data Book, 2020
9 Realtors Association of Maui
There are four hospitals in the County: Maui Memorial Medical Center (MMMC), with 219 staffed acute-care beds, over 200 attending physicians, and a total of over 1,500 caregivers. It has the second-busiest ER in the state with over 50,000 visits per year. Kula Hospital and Clinic has 123 beds (5 acute care and the remainder intermediate and long-term care), a 24-hour emergency room and outpatient clinic with lab and x-ray services. Lāna’i Community Hospital has 14 staffed beds (of which 10 are for long-term care), 3 ER beds, and a staff of over 40. Molokai General Hospital has 15 critical-access beds and a staff of 80 (60 of whom are full-time).

In terms of education, the University of Hawaiʻi Maui College (UHMC) currently offers 20 Associates degree and 3 four-year baccalaureate degrees (Applied Business & Technology, Sustainable Science Management, and Engineering Technology). It also offers 32 certification courses and continuing education courses. In 2021-22, UHMC had 2,724 students enrolled; in 2020, it awarded 593 degrees. Of the enrolled students, 27% attended full-time and 73% part-time; 33% were male and 67% female; 96% were Hawaiʻi residents. In terms of ethnicity, 30% were Hawaiian or part-Hawaiian, 25% Filipino, 15% Caucasian, 12% mixed race and 18% other ethnicity. There are five public high schools in the County, with a sixth (Kihei HS) due to open in early 2023. In 2020, enrollment levels ranged from 322 (Molokai HS) to 1,304 (Baldwin HS), 1,129 (King Kekaulike HS), 1,061 (Lahainaluna HS) and 2,082 (Maui HS). Hāna and Lānaʻi have multi-level schools that include high school. In 2020, there were over 21,000 students enrolled in public K-12 schools and a further 3,300 in private schools.

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10 https://www.mauihealth.org/services/emergency-services/
11 Maui County Data Book, 2020
The County’s solid waste and wastewater system is managed by the County of Maui’s Department of Environmental Management. The County operates about 70% of all wastewater systems on Maui, 80% on Molokai, and the wastewater treatment plant on Lāna‘i (some secondary treatment to R-1 standards is conducted via a private system). The remaining systems in the County are private.

Population

Maui County is the third most populous county in the state after Honolulu County (O'ahu) and the Big Island of Hawai'i with a resident population of 164,754 (2020 Census), which represents 11.5% of the state population (an increase from 10.6% in 2000 and 9.1% in 1990). Since Hawai‘i became the 50th State in 1959, Maui’s population growth rate has been the most pronounced of any County. Census data show that more than half of the current resident population of Maui County was born elsewhere. The population of Maui County has grown dramatically over the last 60 years, with almost a quadrupling since 1960.

---

State of Hawai‘i Population by County (2020)

- **Maui County**: 164,836 (11%)
- **Kaua‘i County**: 73,298 (5%)
- **Hawai‘i County** (Big Island): 200,629 (14%)
- **Honolulu County** (O‘ahu): 1,016,508 (70%)

**Total State Population**: 1,455,271

Source: U.S. Census Bureau

Note: Total State Population: 1,455,271 (including Kalawao County)

---

12 DBEDT/U.S. Census Bureau, Population Division.
### County of Maui Population and Percentage Change (1900 – 2020)

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>Percentage Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1900</td>
<td>26,743</td>
<td>11.3</td>
</tr>
<tr>
<td>1910</td>
<td>29,762</td>
<td>25.6</td>
</tr>
<tr>
<td>1920</td>
<td>37,385</td>
<td>25.6</td>
</tr>
<tr>
<td>1930</td>
<td>55,541</td>
<td>48.6</td>
</tr>
<tr>
<td>1940</td>
<td>55,534</td>
<td>0.0</td>
</tr>
<tr>
<td>1950</td>
<td>48,179</td>
<td>-13.2</td>
</tr>
<tr>
<td>1960</td>
<td>42,576</td>
<td>-11.6</td>
</tr>
<tr>
<td>1970</td>
<td>45,984</td>
<td>8.0</td>
</tr>
<tr>
<td>1980</td>
<td>70,847</td>
<td>54.1</td>
</tr>
<tr>
<td>1990</td>
<td>100,504</td>
<td>41.9</td>
</tr>
<tr>
<td>2000</td>
<td>128,241</td>
<td>27.6</td>
</tr>
<tr>
<td>2010</td>
<td>155,068</td>
<td>20.9</td>
</tr>
<tr>
<td>2020</td>
<td>164,836</td>
<td>6.3</td>
</tr>
</tbody>
</table>

*Source: U.S. Census Bureau*

Between 2000 and 2010, the County’s growth rate increased by 21%, but since then – primarily due to the COVID-19 pandemic, population growth slowed dramatically, to 6% since 2010, the lowest growth rate in a decade since Statehood. Within Maui County, over 93% of the population resides on the island of Maui.

### Maui County Population, 1940 – 2020

*Source: U.S. Census Bureau*
Resident Population of Maui County by Island (2000 – 2020)

<table>
<thead>
<tr>
<th>Year</th>
<th>2000</th>
<th>2010</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maui (Island)</td>
<td>117,044</td>
<td>144,588</td>
<td>154,100</td>
</tr>
<tr>
<td>Molokai</td>
<td>7,404</td>
<td>7,345</td>
<td>7,369</td>
</tr>
<tr>
<td>Lānaʻi</td>
<td>3,193</td>
<td>3,135</td>
<td>3,367</td>
</tr>
<tr>
<td>Maui County Total</td>
<td>128,241</td>
<td>155,068</td>
<td>164,836</td>
</tr>
</tbody>
</table>

Source: DBEDT/ U.S. Census Bureau, Population Division
Note: Population data by island available in census years only

Over the period 1960-2020, the population of Maui County has increased at a faster rate than any other county and more than double the state average:

Annual Average Growth Rate in Resident Population by County (1960 – 2020, by Decade)

<table>
<thead>
<tr>
<th>Date</th>
<th>Hawai‘i (Total)</th>
<th>Maui County</th>
<th>Honolulu County</th>
<th>Kaua‘i County</th>
<th>Hawai‘i County</th>
</tr>
</thead>
<tbody>
<tr>
<td>1960 – 1970</td>
<td>2.2%</td>
<td>0.8%</td>
<td>2.6%</td>
<td>0.6%</td>
<td>0.3%</td>
</tr>
<tr>
<td>1970 – 1980</td>
<td>2.5%</td>
<td>5.4%</td>
<td>2.1%</td>
<td>3.1%</td>
<td>4.2%</td>
</tr>
<tr>
<td>1980 – 1990</td>
<td>1.5%</td>
<td>4.1%</td>
<td>1.0%</td>
<td>3.1%</td>
<td>3.4%</td>
</tr>
<tr>
<td>1990 – 2000</td>
<td>0.9%</td>
<td>2.8%</td>
<td>0.5%</td>
<td>1.4%</td>
<td>2.4%</td>
</tr>
<tr>
<td>2000 – 2010</td>
<td>1.2%</td>
<td>2.1%</td>
<td>0.9%</td>
<td>1.5%</td>
<td>2.4%</td>
</tr>
<tr>
<td>2010 – 2020</td>
<td>0.7%</td>
<td>0.6%</td>
<td>0.7%</td>
<td>0.9%</td>
<td>0.8%</td>
</tr>
</tbody>
</table>

Source: DBEDT and U.S. Census Bureau

Over this period, the Maui County population has grown by 286%; Hawai‘i Island by 227%, Kaua‘i by 160%, Honolulu County (O’ahu) by 103%, with the State average at 130%.

Population by Race/Ethnicity
Maui County’s population, like the rest of the state, is made up of diverse ethnic groups. The largest single group in 2020 is White (Caucasian), with 35% of the total, a slight increase from 34% in 2000. Those of Asian (28%), Native Hawaiian (11%), and persons of mixed race (25%) are the principal other ethnic groups:
### Resident Population of Maui County and the State of Hawai‘i (2000 – 2021)

<table>
<thead>
<tr>
<th></th>
<th>Maui County</th>
<th>State of Hawai‘i</th>
</tr>
</thead>
<tbody>
<tr>
<td>One Race</td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>33.9%</td>
<td>34.4%</td>
</tr>
<tr>
<td>Asian</td>
<td>31.1%</td>
<td>28.8%</td>
</tr>
<tr>
<td>Native Hawaiian &amp; Pacific Islander</td>
<td>10.7%</td>
<td>10.4%</td>
</tr>
<tr>
<td>African American</td>
<td>0.4%</td>
<td>0.6%</td>
</tr>
<tr>
<td>American Indian or Alaska Native</td>
<td>0.4%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Other Race</td>
<td>1.3%</td>
<td>1.9%</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>22.2%</td>
<td>24.5%</td>
</tr>
<tr>
<td>Hispanic or Latino (of any race)</td>
<td>7.8%</td>
<td>10.1%</td>
</tr>
</tbody>
</table>

Source: DBEDT/U.S. Census Bureau

*Note: Hispanic or Latino population is included in the ethnic categories above*

Each island in Maui County has a very different racial and ethnic composition. 2020 Census data showed that Maui Island has a plurality of Caucasians (36%); Molokai has a plurality of those reporting themselves as Native Hawaiian or part-Hawaiian (44%); and Lāna‘i has a majority of those with Asian heritage (56%) with a large Filipino contingent. The fastest growing population subgroup in Maui County between 2000 and 2020 has been Hispanic and Latinos; the group comprised 12.1% of the total population of Maui County in 2020 compared to 7.8% in 2000.

### Population by Age

In terms of age distribution, Maui’s population is aging, and at a faster rate than statewide; median age in 2020 was 42.0 years, compared to 39.6 years in 2010 and 36.8 years in 2000\(^{13}\), in part reflecting older cohorts (especially those of retirement age) in-migrating. In comparison, the State median age is 40.0 years, up from 38.6 years in 2010. Highest median age in the State is Hawai‘i County (43.3 years), and the lowest is Honolulu City and County (38.8). As of 2020, 18.3% of Maui’s population was foreign born, the same proportion as in 2010.

Demographic data by broad age group for Maui County and the State are as follows:

---

\(^{13}\) American Community Survey and Census data.
Age Distribution, Maui County and State of Hawai‘i (2010 and 2020)

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Maui County</th>
<th></th>
<th>State of Hawai‘i</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010</td>
<td>2020</td>
<td>2010</td>
<td>2020</td>
</tr>
<tr>
<td>Under 18 years old</td>
<td>21.4%</td>
<td>25.2%</td>
<td>21.0%</td>
<td>24.4%</td>
</tr>
<tr>
<td>18 – 64 years old</td>
<td>59.0%</td>
<td>62.0%</td>
<td>59.4%</td>
<td>61.8%</td>
</tr>
<tr>
<td>65 years old and over</td>
<td>19.6%</td>
<td>12.8%</td>
<td>19.6%</td>
<td>14.3%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau

As these data suggest, since the April 2020 Census enumeration, Maui County has seen a significant influx of older, remote workers, especially from the West Coast, as well as retirees and others who have made “life decisions” following the COVID-19 pandemic. This demographic shift has also made a significant impact on Maui’s housing market.

Labor Force Trends and Sector Composition

The 17% increase in the labor force between 2005 and 2021 mirrors the population trend (+14%) over the same period. Data for 2020 and 2021 were greatly affected by the pandemic and thus off-trend. The labor force decrease of 3,750 between 2018 and 2022 also reflects in part the out-migration during the pandemic, especially younger workers who had lost their jobs and returned to the Continental U.S. to rejoin their family or those who sought work there in the absence of jobs in Maui County, especially in the visitor and related industries.

Labor Force Data, Maui County (2005 – 2022)

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Labor Force</th>
<th>Employed</th>
<th>Unemployed</th>
<th>Unemployment Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>74,050</td>
<td>72,250</td>
<td>1,800</td>
<td>2.4%</td>
</tr>
<tr>
<td>2006</td>
<td>75,600</td>
<td>73,650</td>
<td>1,950</td>
<td>2.6%</td>
</tr>
<tr>
<td>2007</td>
<td>77,800</td>
<td>76,100</td>
<td>1,750</td>
<td>2.2%</td>
</tr>
<tr>
<td>2008</td>
<td>78,900</td>
<td>76,000</td>
<td>2,850</td>
<td>3.6%</td>
</tr>
<tr>
<td>2009</td>
<td>75,700</td>
<td>69,250</td>
<td>6,450</td>
<td>8.5%</td>
</tr>
<tr>
<td>2010</td>
<td>79,600</td>
<td>73,150</td>
<td>6,450</td>
<td>8.1%</td>
</tr>
<tr>
<td>2011</td>
<td>81,100</td>
<td>74,900</td>
<td>6,250</td>
<td>7.7%</td>
</tr>
<tr>
<td>2012</td>
<td>79,900</td>
<td>74,850</td>
<td>5,050</td>
<td>6.3%</td>
</tr>
<tr>
<td>2013</td>
<td>79,900</td>
<td>76,150</td>
<td>3,750</td>
<td>4.7%</td>
</tr>
<tr>
<td>2014</td>
<td>82,650</td>
<td>79,050</td>
<td>3,550</td>
<td>4.3%</td>
</tr>
<tr>
<td>2015</td>
<td>84,500</td>
<td>81,550</td>
<td>2,950</td>
<td>3.5%</td>
</tr>
<tr>
<td>2016</td>
<td>86,000</td>
<td>83,550</td>
<td>2,450</td>
<td>2.9%</td>
</tr>
<tr>
<td>2017</td>
<td>89,650</td>
<td>87,550</td>
<td>2,150</td>
<td>2.4%</td>
</tr>
<tr>
<td>2018</td>
<td>90,300</td>
<td>88,500</td>
<td>1,800</td>
<td>2.0%</td>
</tr>
<tr>
<td>2019</td>
<td>88,600</td>
<td>86,600</td>
<td>2,000</td>
<td>2.3%</td>
</tr>
<tr>
<td>2020</td>
<td>84,900</td>
<td>58,800</td>
<td>26,100</td>
<td>30.8%</td>
</tr>
<tr>
<td>2021</td>
<td>86,450</td>
<td>80,100</td>
<td>6,350</td>
<td>8.3%</td>
</tr>
<tr>
<td>2022</td>
<td>86,550</td>
<td>82,900</td>
<td>3,650</td>
<td>4.2%</td>
</tr>
</tbody>
</table>

Source: DLIR
Notes: Data not seasonally adjusted; Date for May each year; Numbers rounded by DLIR; 2022 data preliminary
Sectoral analysis (following table) shows the proportions of the employed labor force (excluding agriculture) by major industries. Over the period 2000 to 2021, the sectors representing the visitor industry (the single largest economic driver of Maui County’s economy) declined slightly, and especially during the peak COVID-19 pandemic year of 2020. As could be expected, the share of the labor force for Healthcare and Social Assistance leapt during the pandemic and showed notable resilience as the cluster was on the front line of countering the surge in COVID-19, to the point of becoming overstretched. Construction likewise showed resilience, not least because it was a sector that was mostly exempt from lockdown restrictions.

### Employment by Sector, As Percent of Total Jobs, Maui County (2005 – 2022)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment as % of Total</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Leisure &amp; Hospitality</td>
<td>32.1%</td>
<td>32.5%</td>
<td>27.5%</td>
<td>29.1%</td>
<td>23.5%</td>
<td>28.2%</td>
</tr>
<tr>
<td>Retail &amp; Wholesale Trade</td>
<td>15.5%</td>
<td>15.7%</td>
<td>15.7%</td>
<td>13.4%</td>
<td>16.0%</td>
<td>14.9%</td>
</tr>
<tr>
<td>Transportation, Warehousing &amp; Utilities</td>
<td>4.8%</td>
<td>4.5%</td>
<td>4.5%</td>
<td>5.3%</td>
<td>4.7%</td>
<td>5.4%</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>52.4%</td>
<td>52.2%</td>
<td>47.7%</td>
<td>47.8%</td>
<td>44.2%</td>
<td>48.5%</td>
</tr>
<tr>
<td>Government <em>(State including DOE, County, Federal)</em></td>
<td>13.4%</td>
<td>12.8%</td>
<td>15.4%</td>
<td>13.4%</td>
<td>14.4%</td>
<td>12.6%</td>
</tr>
<tr>
<td>Healthcare &amp; Social Assistance</td>
<td>6.1%</td>
<td>6.6%</td>
<td>7.8%</td>
<td>7.6%</td>
<td>13.0%</td>
<td>11.4%</td>
</tr>
<tr>
<td>Professional &amp; Business Services <em>(Including Science &amp; Tech)</em></td>
<td>8.3%</td>
<td>8.7%</td>
<td>9.4%</td>
<td>9.4%</td>
<td>9.0%</td>
<td>9.1%</td>
</tr>
<tr>
<td>Construction, Natural Resources, Mining</td>
<td>5.1%</td>
<td>5.8%</td>
<td>4.3%</td>
<td>5.1%</td>
<td>7.2%</td>
<td>6.1%</td>
</tr>
<tr>
<td>Miscellaneous Services</td>
<td>4.0%</td>
<td>4.1%</td>
<td>4.5%</td>
<td>4.1%</td>
<td>4.4%</td>
<td>4.3%</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>4.1%</td>
<td>4.4%</td>
<td>3.7%</td>
<td>4.0%</td>
<td>3.9%</td>
<td>3.8%</td>
</tr>
<tr>
<td>Education Services <em>(Excluding DOE)</em></td>
<td>1.0%</td>
<td>1.5%</td>
<td>1.5%</td>
<td>1.5%</td>
<td>0.7%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>2.8%</td>
<td>2.2%</td>
<td>1.5%</td>
<td>1.6%</td>
<td>1.6%</td>
<td>1.4%</td>
</tr>
<tr>
<td>Information Services</td>
<td>1.5%</td>
<td>1.3%</td>
<td>1.1%</td>
<td>0.8%</td>
<td>0.7%</td>
<td>0.7%</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>1.3%</td>
<td>0.4%</td>
<td>0.4%</td>
<td>0.3%</td>
<td>0.9%</td>
<td>0.4%</td>
</tr>
</tbody>
</table>

*Source: DLIR*

*Note: Excludes Agriculture, Sectors ranked by order of magnitude in 2021*
Unemployment

Unemployment rates for Maui County for the period 2005-2022 are shown in the Labor Force table above. The following chart shows the monthly rates from 2019 through the course of the pandemic to 2022 for Maui County (blue line), the State of Hawai‘i (yellow line), Lāna‘i (orange line), and Molokai (purple line), compared to the U.S. average (green line).

**Unemployment Rates in Percentage of Maui County Islands State of Hawaii and United States (2019 – 2021)**

[Unemployment chart]

*Source: DLIR*

Until the first quarter of 2020, unemployment rates were at or near historic lows (2 to 3%) and the labor market reflected a robust economy. With the pandemic lockdown that began in mid-March 2020, Maui County registered the highest unemployment rate in the nation in April 2020 at 34% due to the effective shutdown of the visitor industry and other sectors of the economy, underscoring the lack of resilience in the face of economic shocks. In comparison, at the peak of the “Great Recession” of 2009, unemployment rates reached 14% in Maui County. The peak for Lāna‘i during the pandemic occurred later, in the second half of 2020 when employer and government programs were tapering off. By mid-2022, unemployment rates had fallen closer to pre-pandemic levels at around 4% for Maui County as a whole – still higher than pre-pandemic.

Income Data

Per Capita Income (PCI) in Maui County has risen consistently over recent years, although in real terms (after allowing for inflation), growth has been less impressive. Between 2005 and 2020, PCI grew by 56%, but Hawai‘i’s inflation rate (as measured by the Honolulu Consumer Price Index), rose by 45% over the same period. Subsequent inflation, reaching 9% nationally in
mid-2022 will erode any income gains even more markedly. As the chart below shows, there has been a consistent relationship between Maui’s PCI and that of the State as a whole, although Maui lags because the PCI for the County of Honolulu runs higher – by approximately $10,000 in 2020. Maui County data for 2021 is not yet available. PCI for Kaua’i is similar, and Hawai’i County lags Maui County levels by about $8,000.

Per Capita Income (2005 – 2019)

Source: U.S. Bureau of Labor Statistics and Federal Reserve Board of St. Louis
Note: Personal income is defined as the income that is received by persons from all sources. It is calculated as the sum of wages and salaries, supplements to wages and salaries, proprietors’ income with inventory valuation and capital consumption adjustments, rental income of persons with capital consumption adjustment, personal dividend income, personal interest income, and personal current transfer receipts, less contributions for government social insurance

Maui County’s Housing Market
The long-term lack of attainable housing has for some time acted as an obstacle to attracting and sustaining a qualified workforce and thus limited economic diversification and growth. As in the 2016 CEDS process, many of the economic cluster Focus Groups cited this issue which has undoubtedly negatively impacted the quality of life for many residents. Similar issues exist in other counties in the State. Despite some recent progress in building affordable housing, the supply has not matched demand as real estate prices have soared during the pandemic. In addition, some residential housing stock has been lost to visitor use such as short-term vacation rentals, Airbnb, VRBO, etc., gentrification of formerly affordable neighborhoods and the targeting of some developments to offshore buyers. Analysis of trends and data can be found in the Attainable Housing and Construction section below.
Business Environment: A Postscript

There are some factors relating to the economic environment that fall within the scope of government agencies, organizations that advocate for businesses, economic diversity and development, as well as non-profits and academic institutions. Other factors are external or functions of geography and the environment. Maui County exists and operates within the context of the State of Hawai‘i, as well as in a national context with customs, legislation, rules and regulations originating elsewhere.

In July 2022, the media network, CNBC, published a ranking of America’s Top States for Business in 2022\(^{14}\). The ranking was based for all states on 88 metrics grouped into 10 broad categories to assess competitiveness (the methodology is explained in the footnote reference below). Hawai‘i ranked 46\(^{th}\) out of the 50 states. The leading states, in order of ranking, were North Carolina, Washington, Virginia, Colorado and Texas.

The 10 groupings are as follows, with Hawaii’s ranking out of the 50 states listed in parentheses (1 being the highest, 50 the lowest):

<table>
<thead>
<tr>
<th>Category</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce</td>
<td>19</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>39</td>
</tr>
<tr>
<td>Cost of Doing Business</td>
<td>50</td>
</tr>
<tr>
<td>Economy</td>
<td>48</td>
</tr>
<tr>
<td>Life, Health, and Inclusion</td>
<td>3</td>
</tr>
<tr>
<td>Technology and Innovation</td>
<td>40</td>
</tr>
<tr>
<td>Business Friendliness</td>
<td>35</td>
</tr>
<tr>
<td>Education</td>
<td>38</td>
</tr>
<tr>
<td>Access to Capital</td>
<td>49</td>
</tr>
<tr>
<td>Cost of Living</td>
<td>50</td>
</tr>
</tbody>
</table>

Many of these factors pertaining to Maui County are discussed at length in the report that follows.

MAUI COUNTY CEDS: SWOT SUMMARY

Strategy Committee SWOT
At its first, virtual meeting (March 30, 2022), the Strategy Committee conducted an analysis of Maui County’s Strengths, Weaknesses, Opportunities, and Threats (SWOT). This process, and the SWOTS for each Focus Group that followed, was conducted by means of a Jamboard, the virtual equivalent of using easels or post-it notes, whereby the Committee could contribute comments virtually through the Zoom medium, and later, vote for the Strengths, Weaknesses, Opportunities, and Threats for which they felt most strongly in favor. In each category, the order of comments reflects the degree of consensus (number of votes in support of the statement).

Strengths
Hawaiian culture and values
Deep sense of community/collaboration
Multicultural/ethnic diversity
Natural beauty
Ike of kūpuna
Wonderful year-round climate
Caring and competent workforce
Life/work balance opportunities
Aloha spirit and compassion for community
Business connections visit Maui from many places in the U.S. and world
Potential access to capital from wealthy individuals that call Maui home

Other (1 each): Maui is a well-known and highly regarded "brand"; Social services; Well established and dynamic visitor industry; Plentiful fresh water

Weaknesses:
Cost of housing
Over-dependence on tourism
Dependence on oil
Out migration of excellent workforce
Not enough capacity to address challenges our homeless and mentally ill face
Water issues affecting agricultural industry
Cost of living
Lack of workforce opportunities
Lack of workforce and aging population
Housing inventory
Communication infrastructure (i.e. broadband access and speed, mobile call service)
Cost of materials/supplies for construction
Education alignment to training and workforce needs
Lack of comprehensive understanding and support of a diverse economy
A lack of understanding of our finite resources from mountain to sea
Unwieldy permitting
Policy makers don't understand the variables involved in economic development
Insufficient funding to address invasive species
Lack of local, county, and state support and capital for innovation sector
Woeful lack of high speed fiber optic broadband infrastructure
Over development
Poor business climate
Lack of focus and support for conservation
Precarious/limited access to and from Lahaina

Other (1 each): Government hostility to particular sectors of the economy instead of a balanced approach; Water treatment is contentious/problematic; Lack of innovative strategic thinking; Minimal support for small business growth/incubation; Minimal tax incentives for startups/small businesses; Maui marketed as a tourist destination

Opportunities:
Tech partnerships and remote work opportunities
Renewable energy
Technology
Collaboration between county/state government and non-profits to create more affordable housing
Workforce development and apprenticeship programs
Enough land available to build more housing and agriculture
Education and health
Better collaboration between education and local employers
Healthy, beautiful environment to support health/wellness industry
Native Hawaiian designations for businesses
Diversified ag-, eco-, edu- and volun- tourism
Assess/determine visitor capacity and impacts
Improve energy mix
Improve education
Better planning could protect priceless cultural landscapes vital for tourism and education
Workforce development and apprentice programs
Healthy environment for our host culture and more opportunities
Vacant buildings and land that could be repurposed for social needs
Agriculture industry/value added
Film and graphic arts
Reach out to immigration system to support small business workforce needs (e.g. Philippines)
Other (1 each): Professional skills exported (e.g. architecture and engineering); Telecommuting/visual work; Leveraging the value of the Maui "brand"; Develop more greenways/alternative transportation options

**Threats:**
- Reliance on tourism
- Food security
- Coastal erosion
- Climate change that leads to drought/realistic water planning
- Gentrification
- Shortage of doctors and nurses
- Loss of housing inventory to off-shore buyers
- Aging infrastructure
- Global economy’s impact on tourism, other industries unmeasured
- Insufficient family time
- Lack of interim solutions to give unsheltered people a safe place to stay
- Bifurcation of wealth
- Lack of planning that considers limits for an island
- Kama‘aina students do not find returning to Maui attractive
- Security (e.g. international threat on connectivity)
- Only one acute care hospital for a growing population
- Geographic isolation
- New Coronavirus variants
- Maintaining our values

Other (1 each): Growing mental health crisis; Lack of pathways for entry-level workers; Real estate available to offshore and 2nd/3rd/4th home buyers; Maui is the #1 transient destination; Prevalence of residents using Amazon instead of shopping locally
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MAUI COUNTY CEDS STRATEGIC DIRECTION & ACTION PLAN: PRIORITIES AND STRATEGIES

Introduction
As directed by the Economic Development Administration, the determination of cluster priorities and strategies – with particular reference to infrastructure gaps that could serve to increase resilience – flows from the SWOT analysis and reflects the input of cluster Focus Groups and the Strategy Committee. These speak to the region’s assets and limitations and their role in capacity building.

The CEDS Focus Group cluster discussions shared a number of “throughlines” – connecting themes, characteristics, and commonalities. Most of these are common strategies that include:

- Creation of an education to workforce training and professional development pipeline
- Desirability of the development and growth of cultural eco-tourism
- Data tracking systems and further data disaggregation for Maui County
- Support for grant writing and technical assistance
- Highlight Hawaiian culture as the leading epistemology in Maui Nui to protect home-grown intellectual property rights and encourage Native Hawaiian entrepreneurship
- Prioritization of needs based on urgency and impact
- Equity of access to and expansion of high-speed broadband
- Streamlining of County permitting to clear pathways for community-led planning and development opportunities and projects
- Access to water and equity of distribution
- Encouraging a transition to a “circular economy” with regeneration through use of renewable energy and resources

Each online Cluster Focus group was presented with an updated economic analysis for the State, Maui County, and cluster data. Following a SWOT exercise for their cluster, each group was tasked with identifying priorities for the cluster and strategies for addressing the priorities.
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Agriculture, Aquaculture, and Forestry (incl. Business and Technology)

Priorities and Strategies

Priorities\(^{15}\)
- Establish municipal composting facility to promote waste diversion and soil fertility
- Develop local producer cooperatives to work with the government and private sector to improve land and water necessities and buying power (seeds, equipment, etc.)
- Transition water access to the public domain to support timely infrastructure improvements and maintenance to be eligible for public financing
- Invest in Agriculture, Aquaculture and Forestry education/promotion via school and curricula to create workforce pipelines
- Establish a food security fund via tax revenues to increase local food production
- Create an invasive species/pest management plan (especially Axis deer) and launch implementation

- Fund natural resource recovery specialists to manage food waste opportunities
- Improve access to short/long-term leasing of public and private ag lands for management and use
- Build affordable housing for Ag workers via tax incentives

Strategies
- Stimulate support for traditional and local agriculture/aquaculture
- Promote best practices to build soil health and drought resiliency programs to boost productivity
- Improve access for business planning/management and grantsmanship training for farmers and ranchers
- Defend the individual’s right to farm
- Create legally enforceable Rights of Nature – an emerging environmental law area
- Reduce Ag regulations for farmers and eliminate existing bad regulations
- Amend property tax rules so that “Gentleman Farms” must produce revenue and provide employment to preserve tax rates and access to Ag-rate water
- Formulate strategies to develop Axis deer as a resource (incl. aligning legislation with Federal health regulations)

\(^{15}\) Priorities in boldface are those with the most consensus by Members of the Focus Group
Agriculture, Aquaculture, and Forestry (incl. Business and Technology)

Cluster Analysis

In the summer of 2022, the County of Maui established its new Department of Agriculture. The agriculture landscape in Maui County features several organizations representing farmers, ranchers, flower growers, fisherpersons, and multiple support businesses, providing education and training, and advocating for sustainability and food security. These include the Maui Farm Bureau (MFB) and Hawai’i Farmers Union United (HFUU), UHMC Department of Agriculture, UH College of Tropical Agriculture and Human Resources (CTHAR), Maui Nui Food Alliance, Grow Some Good, Common Ground Collective, Go Farm, and Maui Farmer Network. Although these entities occupy the same cluster, their mission, goals and methodologies are diverse. In some cases, differences arise over agricultural scale, technology, and practice and for others, political and ethical issues transcend agriculture concerns. There were — and remain -- diverse opinions within the Agriculture cluster on the formation of, and the requirements for, the Maui County Department of Agriculture.

As the County of Maui website states, “Agriculture is deeply rooted in Maui history and will continue to be an important industry from an economic, social, and environmental perspective. Although the face of Maui agriculture has evolved over the years, the important role it plays in the islands’ economy, environment, and way of life remains consistent, if not increasingly significant in the light of steady growth and expanding urbanization.”

Until the 1960s, Maui County’s economy was dominated by Agriculture, the only industry specifically recognized in the Hawai’i State Constitution as being in the public interest: “The State shall conserve and protect agricultural lands, promote diversified agriculture, increase agricultural self-sufficiency and assure the availability of agriculturally suitable lands.” Through the 1980s and beyond (in the case of pineapple) and 2016 (in the case of sugar), the cluster was dominated by large-scale agricultural concerns and ranching activities (the latter, while not labor intensive, continues today). Labor-intensive small-scale farming, especially Upcountry, has always been an important part of the cluster. The pineapple industry steadily contracted until 2009 when the Maui Pineapple Company Ltd., a subsidiary of Maui Land and Pineapple, Inc. ceased operation. In December 2016, the last remaining large-scale sugar company in the state, Hawaiian Commercial & Sugar Co. (HC&S), likewise closed down.

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16 [https://www.mauicounty.gov/144/Agriculture](https://www.mauicounty.gov/144/Agriculture)
17 Article XI, Section 3 of the State Constitution.
In 2018, the 41,000 acres owned by HC&S was acquired by Mahi Pono, a Maui-based farming company that is a joint venture of a Pomona Farming LLC, a California agricultural group, and a Canadian pension fund. Mahi Pono is in the process of transforming the lands into a sustainable model of diversified agriculture. The company’s goal is to grow food for local consumption, thus improving food security. Orchard and row crops include various citrus, avocados, 'ulu (breadfruit), watermelon, bananas, coffee, macadamia nuts, and vegetables such as onions, kale, squash, carrots, sweet potatoes, and green beans. As of 2022, Mahi Pono has planted over 1.2 million trees on 5,500 acres, with another 7,400 acres devoted to grass pasture to support a cattle grass-fed beef program. The company employs 300 full-time workers, with plans to expand to a workforce of 800 when plantings are maximized. In 2019, the company acquired 50% of East Maui Irrigation (EMI), the landmark 70-mile, gravity-fed water system established in the 1870s. A tenant farmer program leases farm-ready land to local farmers and as of 2021, 14 small farm operations occupied 60 acres of Mahi Pono land.

One report by the Maui County Farm Bureau in association with the County’s Office of Economic Development stated the case for the importance of the Agriculture cluster that remains as valid – if not more so – today. Among the factors cited, in addition to diverse job opportunities, job creation, and tax revenues, are locally grown food products that are fresher and higher-quality (as farm-to-table advocates will attest), increased food security, sustainability, resilience, biosecurity (minimizing the import of invasive species), and preservation of open space and viewscapes. Other important cluster assets are the cultural traditions and practices such as restoring and maintaining fishponds, growing taro, stream-based aquaculture, native forest and watershed preservation, inshore and ocean fishing, and hunting. Biofuel feedstock development (already pioneered by Pacific Biodiesel In Waikapū), exporting opportunities, responsible agricultural tourism and expansion of organic farming are further cluster opportunities. Since the last CEDS in 2016, the County has seen a welcome growth of farmer’s markets across the region and increasing participation in the farm-to-consumer and ocean-to-consumer movements.

Among the most obvious challenges affecting the growth of the cluster are the availability of affordable water for irrigation, resolution of water rights issues, and the maintenance and development of infrastructure, external product competition, high shipping costs (Young Brothers rates rose 46% in 2021 alone), and a lack of affordable farm worker housing. Increasingly, for parts of the County, Axis deer overpopulation is a growing concern, with farmers and homeowners alike suffering the damaging effects of the foraging invasive species. However, some residents see this problem also as a potential opportunity for supporting food security if venison processing can be officially sanctioned and local facilities approved.

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Another challenge in the Agriculture arena is that traditional, regenerative, and organic farming tend to be highly labor-intensive and technology adverse. The plantation economy was profitable in its heyday because of scale, volume, and abundant labor. While studies have shown that some customers are willing to pay up to a 15% premium for healthier-grown foods (such as non-GMO, organic, no additives), they are not willing to buy “unsightly” produce, however nutritious and healthy. No state or local agency knows the demand in terms of who is buying and at what cost. The majority of the population of Maui County cannot afford to pay the “healthy premium.” The market for regenerative and local farm produce is ill-defined, and small farmers in Maui County are growing on speculation or anticipate demand at harvest time. Few farmers world-wide grow in this mode and fewer business schools advocate it.

In 2022, a new County Department of Agriculture was created and in July, a new Department Director (from Molokai) and Deputy Director were appointed. The Department’s goals were established by a County Agriculture Working Group and include developing regional sustainable and diversified agriculture, building economic resiliency, supporting the health of residents and ecosystems through natural resource regeneration and protection, and improving food security.\(^{19}\)

**Data Review**

The number of jobs in the Agriculture cluster were recorded by the State Department of Labor and Industrial Relations (DLIR) through 2012, **but not thereafter**. In the period 2000 to 2012, the official DLIR job count showed a range of 2,000 (2002) to 1,600 jobs (2012), with the decline in part due to the closure of Maui Pineapple Company Ltd.

The National Agricultural Statistical Service of the USDA (U.S. Department of Agriculture) holds Census of Agriculture every five years, the most recent occurring in 2002, 2007, 2012 and 2017. The next Census (2022) reporting deadline is February 2023.

### Maui County: Numbers of Hired Workers (2002 – 2017)

<table>
<thead>
<tr>
<th>Year</th>
<th>2002</th>
<th>2007</th>
<th>2012</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of Hired Workers</strong></td>
<td>2,804</td>
<td>2,051</td>
<td>2,311</td>
<td>1,880</td>
</tr>
</tbody>
</table>

*Source: USDA*

The decline in the worker count between 2012 and 2017 is largely attributable to the closure of HC&S. The Census of 2017 reported an additional 1,814 unpaid workers (such as family workers). Combining both groups, Agriculture accounted for about 4.5% of the total labor force in 2017, using DLIR labor force estimates. This compares with 1960 data showing that 22% of the employed labor force in Maui County worked in agriculture, with a further 28% reported as

\(^{19}\) “Molokai woman is tapped to be county agricultural director,” *Maui News*, July 7, 2022
working in Food and Kindred Manufacturing, mostly in pineapple canneries and sugar mills for a total of 50% of the labor force\(^{20}\). In 1960, 17% of the population of Maui lived in HC&S housing\(^{21}\) and 33% of the employed labor force statewide worked in agriculture.\(^{22}\)

Additional Maui County Census of Agriculture highlights drawn from the five-yearly Census of Agriculture are as follows:

![Maui County Farm Data (2002 – 2017)]

The total acreage of farms in Maui County has declined from 355,000 acres in 1992 (48% of all land) to 249,000 in 2017 (34%). The growth in the number of farms reflects, in part, the creation of a new zoning category – rural two-acre “agricultural” subdivisions, mainly Upcountry. In addition, tax advantages benefited owners filing an Agricultural Plan with the County, leading to a proliferation of so-called “gentleman farms” or “gentleman estates.” Many of these lots – formerly on lands that were large agricultural holdings – were purchased by investors from the Continental U.S. or residents that could afford the price tag; most true farmers could not. This innovation was a contributing factor to the demographic influx to communities such as Haʻikū and Pāʻia, as well as explaining the lower average farm size (see also Table 4, below). A countervailing trend is the reduction in acreage available for farming due to limits in access to water, roads, and living space as well as new or enforced regulations.

Farm size is a significant factor because in the Continental U.S., food is typically grown and harvested by mechanical means and automation on very large farms or in greenhouses to high

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\(^{21}\) General Plan 2030, Maui Island Plan. County of Maui Department of Long-Range Planning. No residents have lived on plantations in recent decades.

\(^{22}\) U.S. Bureau of the Census.
quality and high volume and therefore at low cost. Small farms produce lower volumes and are far more labor intensive. Even though the farm-to-table movement and specialty chef suppliers and growers have emerged in Maui County, the high demand by resorts, hotels, and restaurants well exceeds what can be supplied locally. In addition, the high standards of produce required (including by residents coming from areas where high quality is prevalent) means that smaller-scale farmers cannot compete with large, automated, corporate agricultural ventures from around the world, even factoring in the high cost of shipping. Even if more agricultural workers can be found, costs are likely to rise more than the resulting yield. While the rest of the world is moving towards larger, more automated, enclosed or vertical types of farm infrastructure, Maui County remains largely with the traditional agriculture model.

Another notable trend is the aging of the farmer population, rising from an average of 55 years in 2002 to over 60 in 2017. The fact that the average age is growing more slowly than the time period itself suggests that a significant number of younger individuals are joining the ranks. However, anecdotal evidence from the farming community confirms the fact that younger age groups are less interested in pursuing the family business – or the industry of agriculture as a whole -- than previous generations. The lure of higher pay in a more conducive (cleaner, cooler) environment, possibly with a benefit package, are among the explanations. The number of farms being sold because of the eldest family member retiring, dying, or becoming unable to work or manage the farm, is increasing.

Maui County Farms by Size (2017)

<table>
<thead>
<tr>
<th>Farms (by size)</th>
<th>Number of Farms</th>
<th>Total Farms (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – 9 Acres</td>
<td>1,010</td>
<td>72%</td>
</tr>
<tr>
<td>10 – 49 Acres</td>
<td>252</td>
<td>18%</td>
</tr>
<tr>
<td>50 – 179 Acres</td>
<td>75</td>
<td>5%</td>
</tr>
<tr>
<td>180 – 499 Acres</td>
<td>23</td>
<td>2%</td>
</tr>
<tr>
<td>500 – 999 Acres</td>
<td>16</td>
<td>1%</td>
</tr>
<tr>
<td>1,000+ Acres</td>
<td>32</td>
<td>2%</td>
</tr>
<tr>
<td>Total</td>
<td>1,408</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: USDA

In terms of the total value of agricultural products sold in Maui County, the growth evident through 2012 ($188.1 million) slumped dramatically by 2017 ($74.2 million), primarily due to the closure of HC&S23. Consistent with the recent growth of small-scale farms, 71% of the total number of farms in Maui County have sales of less than $10,000 per year.

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23 Source: USDA Census of Agriculture.
Maui County Farms by Value of Sales (2017)

<table>
<thead>
<tr>
<th>Farms (by Value of Sales)</th>
<th>Number of Farms</th>
<th>Total Farms (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $2,500</td>
<td>632</td>
<td>45%</td>
</tr>
<tr>
<td>$2,500 – $4,999</td>
<td>175</td>
<td>12%</td>
</tr>
<tr>
<td>$5,000 – $9,999</td>
<td>201</td>
<td>14%</td>
</tr>
<tr>
<td>$10,000 – $24,999</td>
<td>161</td>
<td>11%</td>
</tr>
<tr>
<td>$25,000 – $49,999</td>
<td>93</td>
<td>7%</td>
</tr>
<tr>
<td>$50,000 – $99,999</td>
<td>78</td>
<td>6%</td>
</tr>
<tr>
<td>$100,000+</td>
<td>68</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,408</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: USDA

The seed industry (and especially seed corn) continues as a major contributor to agricultural sales, and 2019 data show it was the largest agricultural commodity in the state, representing 31% of total value of agriculture in Hawaii. Other crops produced in Maui County are as follows:

Maui County Crops by Type, Number of Farms and Farm Size (2017)

<table>
<thead>
<tr>
<th>Type of Farm</th>
<th>Number of Farms</th>
<th>Acreage</th>
<th>Major Crops</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vegetables</td>
<td>221</td>
<td>1,377</td>
<td>Snap Beans, Taro, Cabbage, Lettuce</td>
</tr>
<tr>
<td>Citrus Fruits</td>
<td>378</td>
<td>286</td>
<td>Oranges, Limes, Lemons, Tangerines</td>
</tr>
<tr>
<td>Non-Citrus Fruits</td>
<td>667</td>
<td>2,809</td>
<td>Bananas, Avocados, Mangoes, Persimmons</td>
</tr>
<tr>
<td>Nuts</td>
<td>67</td>
<td>579</td>
<td>Macadamia</td>
</tr>
<tr>
<td>Livestock</td>
<td>193</td>
<td>n/a</td>
<td>Goats, Poultry, Cattle, Horses, Bees</td>
</tr>
<tr>
<td>Cut Flowers</td>
<td>166</td>
<td>449</td>
<td>n/s</td>
</tr>
<tr>
<td>Nursery Stock Crops</td>
<td>83</td>
<td>114</td>
<td>n/s</td>
</tr>
</tbody>
</table>

Source: USDA, National Agricultural Statistical Service

These data precede the presence of Mahi Pono, so the acreage for citrus and other fruit as well as vegetables, will be considerably higher in the next Agricultural Census. Other trends to note for Maui County agriculture are the increase in the number of USDA certified organic farms, from 27 in 2012 to 35 in 2017 (with 8 farms in transition to organic), and the increase in agritourism. In 2007, there were 30 farms in this category, rising to 52 in 2012 and 69 in 2017.
Agriculture – SWOT

**Strengths**
- Favorable growing conditions
- Hawaiian knowledge and culture/Aloha spirit
- Creation of a County Department of Agriculture
- Farmers’ experience, knowledge and innovation
- County (OED) support of ag resiliency projects/Approachable County policy makers
- Biosecurity due to geographical isolation
- Prioritization of food security and sustainability
- Multicultural population with roots and traditions in agricultural progress
- Water management area designations
- Plentiful mulch sources
- UH Maui College Ag focus
- Value-add food processing potential
- Potential legislation to encourage local ag product purchases

Others (1 each): Abundance of water; eco-consciousness; progressive population that values locally grown; Farmers Union; full-time USDA staff on Maui; emerging producer distribution channels (food hubs).

**Weaknesses**
- Labor shortage/Lack of experts for hire
- Excess cost of inputs vs. Continental U.S./Shipping costs
- Access to land, water, capital/Cost of land
- Aging/limited access to slaughterhouse facilities
- Consolidation of local food service distributors (Kula Produce, Sysco, Armstrong)
- Lack of value-add processing facilities
- Lack of funding sources/support for small farmers/large farmers
- Food and Ag Supply insecurity
- Inconsistent rainfall/Cost of pumping water
- Biosecurity at ports of entry
- Effect of Axis deer population growth on ag production and environment
- Poor State funding allocation for Hawaii Department of Agriculture (HDOA) programs
- Shipping costs
- Unsustainability of farms relying on grants
- Dependence on imports
- Lack of food waste composting
- Local talent emigrating
- Lack of using non-arable land for energy production (e.g. PV panels)
- Lack of community-based water resource management
- Invasive and non-native species
Opportunities
Encouragement and support for eating local farm-to-table/Maui chefs’ willingness to buy local – even if costlier/Development of full agriculture and food ecosystem supporting local Statewide support to preserve farming/ Advocacy groups for farmers and ranchers Maui Wowie/growing hemp Composting food waste Local feed production of livestock feed Technology to improve ag production efficiency (e.g. drones) Agricultural tourism Quality/freshness of local products vs. imports Reform of High School ag curriculum Maui brand name – positive/international recognition Food as Healthcare Myco (fungal) protein/access to biologicals and other ag products Seasonal crops that can be grown cheaper than Continental U.S. Biomass production Natural farming hubs Support of traditional food systems Increase in demand-based farming and reduction of speculative farming Virtual learning platform ag education Locally grown Christmas trees and alternatives Increasing value-add production

Others (1 each): Oyster farming; Growing alternative building materials; Utilizing 4-H and FFA (Future Farmers of America) to promote early interest in ag activities.

Threats
Rising fuel/Input costs and lack of availability/Cost of imported fertilizer and amendments Lack of labor due to low wages/Lack of attainable housing Lack of Statewide wildlife management plan and DLNR inactivity Invasive species and lack of oversight Exhausted soils Climate change Shipping threats during catastrophic events Natural resource mismanagement Lack of a strategic plan and funding to execute it MISC laxity: focus on fundraising rather than addressing threats Dept. of Health restrictions re value-add products Cheaper production in Continental U.S. Marketing structure via wholesalers creates farmer competition and lower prices Lack of means of production
Others (1 each): Storms and pests; Geopolitical instability; Farm work unappealing; lack of funding resulting in slow development; lack of funding, time and support for implementation of fully local ag ecosystem.
Attainable Housing and Construction

Priorities and Strategies

Priorities

• Develop comprehensive rezoning strategy that better utilizes existing urban areas through infrastructure upgrades
• Increase attainable housing inventory for local residents that includes a housing pathway from Apartment to Condo to House
• Implement creative legislation regarding second+/empty homes taxation regimes to disincentivize out-of-County and part-time resident buyers
• Streamline County permitting process
• Develop innovative wastewater infrastructure and expand R1 water system
• Build out infrastructure to identified designated growth areas
• Expand training and certification pathways in the skilled trades offered in Maui County (to include Architecture and Engineering support)

• Include tiny homes, container homes and alternative Green building homes into County Code, to include Ag and DHHL lots
• Increase Affordable Housing Fund availability
• Reform Real Property Tax regime to encourage long-term housing and discourage offshore investment
• Complete the Community Plan

Strategies

• Provide funding for non-profit developers
• Infill development and adaptive reuse
• Encourage Sustainable housing design
• Prioritize walkable communities
• Offer universal financial literacy and education and housing counseling
• Require subsidized housing to be owner-occupied
• Make project-based housing vouchers available annually
• Create incentives for youth and recent college graduates to return home to work and offer mentorships and apprenticeships for professional jobs
• Create incentives for the Ag cluster to farm local building materials
• Utilize County land for affordable housing
• Facilitate and improve process for community consultation on development
• Create community-supported iwi and burial protocols

24 Priorities in boldface are those with the most consensus by Members of the Focus Group
25 Adhering to the guidance of the most recent archaeological and environmental surveys
Other: (1 each)
Innovative transit and transit-oriented development; Remove “no ‘ohana” restrictions in developments; Focus building in appropriate locations to minimize opposition (not wetlands or burial sites); coordinate an array of financing sources.
Attainable Housing and Construction

Cluster Analysis

“Workforce housing is a building block of our community.” – CEDS Focus Group member

Housing – specifically affordable and attainable housing – continues to be the major social and economic issue in Maui County. The previous (2016) CEDS report for the County identified the strategic necessity of increasing the stock of affordable housing as its availability not only affects the quality of life but also presents a barrier for retaining and attracting a skilled and in-demand workforce. Then, as now, several of the other Cluster Focus Groups convened for the CEDS process expressed the shortfall as a major weakness and a challenge for economic development across all economic sectors. The cluster Focus Group proposed some priorities and strategies needed to address this shortfall.

Certainly, the real estate market in the intervening period since 2016 has become even more unfavorable in terms of availability and affordability, especially since the COVID-19 pandemic began in 2020. This resulted in record unemployment rates and out-migration and a simultaneous influx of older, more affluent individuals and families which exerted a profound effect on the housing market. Some of this in-migration was retirees or those taking early retirement with the onset of the pandemic; others were remote workers and those who discovered the re-location possibilities that remote working offered. Yet others were making a “life decision” that echoed similar demographic changes following 9/11. This in-migration, partially offsetting the outmigration of service industry personnel who no longer had employment in the dormant visitor industry, together with offshore investors planning ahead, increased demand on a limited, and ever-decreasing, housing supply. Predictably, this resulted in a real estate boom that exceeded similar patterns experienced in the Continental U.S. Housing prices and rents rose by 40 to 50% in the two-year period following the onset of the pandemic, leaving many residents frozen out of an escalating housing market.

Several initiatives to promote attainable housing in Maui County have been discussed and proposed over recent years, and a number of projects have been approved and are moving

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20 This report refers to “affordable” and “attainable”. While often used interchangeably, Affordable Housing can be defined as housing priced below the market value and typically requiring no more than 30% of a household’s monthly income to buy. To achieve this, subsidies may be provided, generally by the government, to lower the cost that occupants need to pay for affordable housing. Attainable Housing can be defined as housing that is affordable to people earning around the Area Median Income (AMI). Households living in attainable housing and earning between 80% and 120% of the AMI should not need to spend more than 30% of their income on housing costs.
forward. Most recently, in 2021, the County issued the Maui County Comprehensive Affordable Housing Plan (MCCAHP)\textsuperscript{27}. This Plan was guided by community recommendations derived through an interactive public outreach process; the principal goal of the Plan is to provide a roadmap to create, within a 5-year timeframe, 5,000 affordable homes for local residents earning less than 120% of the Annual Median Income (AMI). As the Plan noted. “A new affordable housing system must also invest in off-site infrastructure which stands [as] a key impediment to affordable housing development in the county.”

The MCCAHP proposed five goals each with a set of targets for measurement of progress:
- Build 5,000 affordable homes for local residents at or below 120% area median income.
- Provide sufficient funding to the Affordable Housing Fund to finance the development of needed affordable housing and community serving infrastructure.
- Require developers to dedicate 20% of their land to affordable housing development and build housing that meets the needs of local residents when seeking resources from the Affordable Housing Fund.
- Use county owned land to develop affordable housing.
- Make the development process more accessible, predictable and timely.

In addition, the MCCAHP proposed five strategies to achieve the plan’s goals, priorities, and targets:
- Expansion of the Affordable Housing Fund to provide sufficient funds for community serving infrastructure and housing supports for local renters and homebuyers;
- Updates to the workforce housing agreement and development of dedicated land to affordable housing at greater densities to meet real demand without increasing unit requirements on developers;
- By-right development of 100% affordable housing projects through community decision-making and design standards that balance affordable housing while preserving valuable public health, cultural, and environmental resources;
- Development of long-term affordable housing on county-owned lands and in partnership with the State of Hawaii and private landowners;
- Pilot and demonstration projects such as acquisition and redevelopment of existing properties, supportive housing for extremely low-income residents (below 30% AMI), individual development accounts paired with new renter and homebuyer programs to obtain existing homes, and financing of in-fill housing to include accessory dwelling units, ʻohana units, and single-family homes.

\textsuperscript{27} http://mauicounty.us/wp-content/uploads/2021/10/Maui-County-Comprehensive-Affordable-Housing-Plan.pdf
Among other projects to advance attainable and affordable housing in Maui County is the Hawai‘i Community Foundation’s House Maui Initiative, whose aim is to bring together non-profit organizations, homebuilders, funders, government agencies and community organizations to create affordable housing solutions. As the recently appointed Director of the Initiative, Keoni Kuoha, noted, “Secure, attainable housing is foundational to the wellbeing of Hawai‘i’s people and places...Local residents want to remain in Hawaii, flourish, and maintain bonds with family, friends, their communities, and `āina –and we need affordable housing to make that happen.”

Data Review
To understand the present hot-button issue of housing affordability and availability in Maui County, a review of recent trends proves instructive. Prior to the “Great Recession” of 2008-09, median single-family home prices soared from less than $300,000 in 2000 to a peak of $725,000 in June of 2006. By May of 2012, after 6 years of a downward trend in prices, the market bottomed out at a median price of $382,000 – a drop of 53%. By April 2020, at the onset of the pandemic closedown, the median price had recovered over the intervening 8 years to $754,000, a 97% rise. A year later (April 2021), the median price for a single-family home was a then-record of $975,000 (a single-year increase of 29%), and by April 2022, $1,242,500 (a 27% increase from the previous year and 65% over 2020).

Maui County Real Estate, Median Sales Price
Single Family Homes (2000 – 2022)

Source: Realtors Association of Maui
Note: Data from June of each year
For condominium sales, the general long-term trend has been similar, but the median prices remained elevated at around $500,000 through the Great Recession, then declining in 2011 and 2013 to approximately $300,000. By 2019, median prices had recovered to the $500,000 range again, before taking off in the 2020 to 2022 period, rising by about 50% over this period and exceeding the $800,000 barrier (see chart below). In the case of both single-family homes and condominiums, offshore buyers constituted more than half of all purchasers, either with the intent of moving to Maui County in the short or longer term or investing in rental property. The scale of these price increases in turn priced many local residents out of the housing market. Rising interest rates in mid-2022 (and expected to continue beyond) are further discouraging home ownership and signs of a real estate market cooling are evident.

![Maui County Real Estate, Median Sales Price Condominiums (2005 – 2022)](chart)

*Source: Realtors Association of Maui*

Over the last 2 years, during the pandemic, the significantly increased demand for housing coincided with an ever-shrinking inventory of properties on the market, resulting in the historic surge in prices. As the chart below shows, as recently as 2017, an average of well over 500 properties were on the market at any given time. By 2022, that number had fallen below 200. Likewise, reflecting the proliferation of cash deals, the median number of days a home or condo was on the market (from date of listing to date of closing), fell from 90 days pre-pandemic to
just 69 days in April 2022. A June 2022 market report based on Realtor Association data cited that over 99% of listed single-family homes received at least their full asking price.

Inventory of Single-Family Homes for Sale
Maui County (2017 – 2022)

Source: Realtors Association of Maui

At the same time, unsurprisingly, the housing shortage has resulted in dramatic rent increases. A recent report by the University of Hawai’i Economic Research Organization (UHERO) reported a rent spike of rental prices on Maui, with a 41% surge in asking prices over the past year. A June 2022 article reported that “Rents across the country have gone through a period of historical growth in the past two years.” The report noted that on Maui, “the median monthly rent price is $1,543 – 40.8% higher than the national average and among the highest of any U.S. metro area.” Even so, anecdotally, many Maui County residents would tell you that the median rent price cited in this article seems surprisingly (and attractively) low. As reported in the Maui News, “In March 2021, the median-priced Craigslist posting for a rental unit on Maui was $1,850, while in March 2022 it had risen to $2,600, according to postings on Craigslist...” One longtime local resident and military veteran was quoted in the article as saying, “The reason why landlords are renting so high is not for the local people...It’s for the guys that are moving in, and they’re moving in by the droves. They like the beaches and the good weather. They don’t care about the history and culture of Hawai’i...If nothing is done, it’s

28 “Has the housing market slowdown finally touched down in paradise?”, GM Maui Group, email, June 14, 2022.
30 “O’ahu and Maui Have Some of the Highest Rents in the Nation”, 24/7 Wall St. via The Center Square, June 9, 2022.
going to get worse and worse.” Whether strictly accurate or not, it is a view shared by many Maui County residents. A March 2022 report by Porch Research\textsuperscript{32} found that 61% of renters across the biggest metropolitan areas in the U.S. are priced out of home ownership, with the figure at 93% for Maui County and 86% for urban Honolulu.

With housing affordability and attainability increasingly out of reach for Maui County residents, the implications for Maui County’s labor force across all clusters and industries are profound. Even pre-pandemic, in 2019, a West-side workforce affordable housing survey conducted by MEDB of over 320 residents showed that 25% were considering a move to the Continental U.S., 75% of whom cited lack of affordable housing as a reason. Of those surveyed, 56% worked in the visitor industry, and 14% in the public sector (broadly representative percentages), and two-thirds had lived on Maui for at least 15 years; 19% of respondents were lifetime residents. In terms of affordability, a recent report by the National Low Income Housing Coalition\textsuperscript{33} estimates that for the estimated 39% of renter households in Maui County, an affordable rent for a 2-bedroom home, at Fair Market Rent and a mean average wage would be $822. An affordable rent for a household earning the mean income of $95,000 would be about $2,400.

### Low Income Rental Housing Affordability

#### Maui County and Statewide Hawai’i (2021)

<table>
<thead>
<tr>
<th></th>
<th>Maui County</th>
<th>Hawai’i (State)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renter Households</td>
<td>39%</td>
<td>41%</td>
</tr>
<tr>
<td>Housing Wage (a)</td>
<td>$34.08</td>
<td>$37.69</td>
</tr>
<tr>
<td>Estimated Mean Renter Wage</td>
<td>$15.80</td>
<td>$17.56</td>
</tr>
<tr>
<td>Affordable Rent at Mean Renter Wage</td>
<td>$822.00</td>
<td>$913.00</td>
</tr>
<tr>
<td>Annual Wage (a)</td>
<td>$70,880</td>
<td>$78,401</td>
</tr>
<tr>
<td>Housing Cost (b)</td>
<td>$1,772</td>
<td>$1,960</td>
</tr>
<tr>
<td>Number Of Full Time For 2-Bedroom at FMR (c)</td>
<td>3.40</td>
<td>3.70</td>
</tr>
<tr>
<td>Area Median Income (d)</td>
<td>$95,900</td>
<td>$100,068</td>
</tr>
<tr>
<td>Rent Affordable at Ami</td>
<td>$2,398</td>
<td>$2,502</td>
</tr>
</tbody>
</table>

Source: National Low Income Housing Coalition, Out of Reach – The High Cost of Housing, 2021

Notes:

\(a\) Wage needed to afford rent and utilities for a 2-bedroom apartment at Fair Market Wage (FMR) – without paying more than 30% of income – assuming 40 hours pw, 52 weeks pa

\(b\) 2-bedroom apartment at Fair Market Wage (FMR) per HUD

\(c\) # FT Jobs at minimum wage

\(d\) AMI per household

\textsuperscript{32}“Priced Out: 61% of Renters Can’t Afford To Buy a Home In Their City”, Porch Research, March 10, 2022, https://porch.com/advice/renters-priced-out-study

These data echo the findings of the recent ALICE report by the Aloha United Way\textsuperscript{34}. ALICE is the acronym for Asset Limited, Income Constrained, Employed. According to the study, even before the full effects of the pandemic were manifested (impacting low-income households the hardest), 42% of employed households struggle to make ends meet. 9% live below the poverty level, and 33% earn more than the poverty level but not enough to afford basic household necessities including housing, clothing, child care, healthcare, transportation, and food. With a national annual inflation rate in 2022 running at 9% by midyear with little sign of abating in the short term and unemployment rates still above pre-pandemic levels, the affordability situation now in Maui County is even more acute.

A further factor contributing to Maui County’s high real estate prices is that Hawai‘i has some of the most restrictive government housing regulations in the nation, as reported in a recent UHERO report\textsuperscript{35}. With the median home price in Hawai‘i about two and a half times the national median, the report attributes part of the problem to the limited ability of the housing market to create the number of housing units necessary to meet demand: “Hawai‘i’s counties have some of the highest regulatory burdens, even when compared with the nation’s 30 most expensive counties.” Permitting wait times are roughly triple the national average, and in terms of housing requirements, Maui County falls within the top 5% in restrictiveness, of all the counties sampled. Maui County Department of Planning is cited in the report as providing an explanation: “Developing housing in Hawai‘i is special...because of cultural and historical significance of the land. It therefore requires environmental and cultural reviews.” In addition, much development falls within Special Management Areas (SMAs) because most supporting infrastructure is there, and these areas must usually undergo archaeological review.

Meanwhile, construction industry data can help shed light on the addition of housing stock to alleviate the shortage in inventory, as well as the status of the commercial building sector. Historically, the construction cluster has played an important role in the economic growth of Maui County since the 1960s when visitor industry infrastructure began to be developed. As a DBEDT report\textsuperscript{36} noted, “Construction demand is influenced by the growth of population and the growth of other industries including hotel, retail, education, healthcare...The Construction industry differs from other industries in that, not only does it add economic value to the current year, but it also contributes to the capital stock to be used in future years. This is significant because capital stock is one of the main factors determining long-term economic growth.”

\textsuperscript{34} ALICE: A Study in Financial Hardship in Hawai‘i, 2020, Aloha United Way. \url{https://www.auw.org/alice-study-financial-hardship-hawaii}
\textsuperscript{36} Construction and Hawai‘i’s Economy, DBEDT, 2014.
The construction industry is an important economic driver for Maui County and accounts for a significant number of jobs – in 2021, 5.9% of the total. Employment in the cluster has not quite returned to pre-2008 levels because in the lead up to the “Great Recession”, new home building was peaking; the residential building market contracted significantly over the next three years. Public spending on construction projects as part of the federal government’s stimulus program, together with significant commercial development in Maui County, led the steady rebound in construction employment over the last decade. Large-scale capital projects included the development of the Kahului Business Park, the Lahaina Bypass, and airport improvements including construction of the rental car facility and the airport access road. The cluster was less affected by the pandemic than most as construction activities were largely permitted to continue operation during the initial lockdown, resulting in marked resilience compared to the rest of the economy.

The shortage of inventory in the residential housing market, described earlier, is also reflected in the generally flat trend of building permits issued in Maui County since the “Great Recession”. Permit numbers fell by more than half between the 2006 peak and 2010, and numbers of permits issued in 2020 were strikingly close to levels in 2010. This trend suggests that housing inventory will remain low until the market shifts significantly.

A dramatic drop in the total number of building permits issued by the County Data occurred prior to the “Great Recession” of 2008-09 and has remained in the broad range of 1,000 to 1,400 since then (see Chart below). Data comparing the number, proportions, and values of permits by category in 2015 and 2020 show a decline in total value between these dates of just over one-third (see Table below). The major difference occurred in the value of hotel permits, which shrank from $308m. to less than $57m. Other permit categories also declined in value with the exception of residential permits, which increased by 15%.
Number of Building Permits, Maui County (2005 – 2020)

![Graph showing number of building permits from 2005 to 2020.](image)

Source: DBEDT

Value and Percentage of Building Permits by Category
Maui County (2015 and 2020)

<table>
<thead>
<tr>
<th>Category</th>
<th>2015</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Value ($ million)</td>
<td>%</td>
</tr>
<tr>
<td>Residential</td>
<td>$177.6</td>
<td>24%</td>
</tr>
<tr>
<td>Hotel</td>
<td>$308.0</td>
<td>42%</td>
</tr>
<tr>
<td>Non-Residential</td>
<td>$122.4</td>
<td>17%</td>
</tr>
<tr>
<td>Additions &amp; Alterations</td>
<td>$123.5</td>
<td>17%</td>
</tr>
<tr>
<td>Total ($ million)</td>
<td>$731.5</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: DBEDT

Also of note is that the construction cluster is significant in traditionally offering high wages, especially for construction trades; most are above the average for the whole economy. Given the shortage of skilled trades workers in Maui County and the acknowledged aim of adding high-paid, high-skill jobs to the resident workforce, the cluster Focus Group priority of stepping up training in the construction trades is a logical one.
## Occupational Employment and Wage Estimates
### Construction Industry, Maui County (2021)

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Average Annual Wage</th>
<th>Number Employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Line Supervisors</td>
<td>$88,250</td>
<td>350</td>
</tr>
<tr>
<td>Paving and Surfacing Equipment Operators</td>
<td>$87,510</td>
<td>60</td>
</tr>
<tr>
<td>Dry Wall &amp; Ceiling Tile Installers</td>
<td>$81,460</td>
<td>110</td>
</tr>
<tr>
<td>Carpenters</td>
<td>$76,230</td>
<td>670</td>
</tr>
<tr>
<td>Electricians</td>
<td>$75,690</td>
<td>310</td>
</tr>
<tr>
<td>Construction Equipment Operators</td>
<td>$71,820</td>
<td>260</td>
</tr>
<tr>
<td>Construction &amp; Building Inspectors</td>
<td>$69,590</td>
<td>50</td>
</tr>
<tr>
<td>Plumbers, Pipefitters</td>
<td>$68,760</td>
<td>260</td>
</tr>
<tr>
<td>Painters</td>
<td>$59,430</td>
<td>160</td>
</tr>
<tr>
<td>Construction Laborers</td>
<td>$59,360</td>
<td>500</td>
</tr>
<tr>
<td>Roofers</td>
<td>$52,440</td>
<td>70</td>
</tr>
<tr>
<td><strong>Total: All Occupations, Maui County</strong></td>
<td><strong>$55,970</strong></td>
<td><strong>64,090</strong></td>
</tr>
</tbody>
</table>

*Source: Bureau of Labor Statistics*
Attainable Housing and Construction – SWOT

Strengths
Native Hawaiian culture, history, and people
Community and political will, and advocacy for, attainable housing solutions/County housing plans and community plans
Environment and scenery/location
Access to parks and open spaces
Aloha spirit
Weather and climate
Diverse, multicultural community
Construction trades workforce
“Green” developers
Outstanding, community-minded non-profits
Affordable Housing Fund
Living culture, arts and music
Beneficial regulations protecting Ag lands and natural resources
Distinct communities – dense urban areas physically distanced
Historic town centers

Others (1 each): Not-for-profit affordable builders; Existing underutilized building stock.

Weaknesses
Lengthy/complex permit process
High cost of construction and shipping
Poor infrastructure – roads, water, wastewater
Building codes unsuitable for rural areas/Lack of Eco-village” zoning/Zoning loopholes and lack of Zoning enforcement
Commodification of homes as investments (esp. tourists)/industry focused on offshore buyers
Insufficient political will/Lack of County accountability
County municipal code deficient re green building, alternatives
County policy slow to change
Real property and other taxes favorable to offshore investors and detrimental for local housing
NIMBYism (“Not In My Back Yard”)
Lack of locally grown building materials
“Brain drain” of local talent
Outsourcing design and planning to offshore firms ignorant of local nuances and needs
Lack of community consensus and unified vision for planning and housing growth
Lack of attention to design and aesthetics
High homeless population
Lack of available land for development
Supply chain issues
Lack of affordable housing subsidies/Lack of incentives to develop affordable housing
Abundance of luxury homes and “fake farms”
Economic regulatory barriers
High cost of living
“Buy and flip” model of exploitation
Visitor industry model needs to change
High risk for builders and developers (high risk/return equation)

Others (1 each): Shortage of rental vehicles; Lack of experience and understanding; Building in inappropriate places (e.g. sensitive ecosystems/burial sites); Limited professional training opportunities for well-paid jobs.

Opportunities
“Tiny home” communities and eco-villages
Prioritization of increasing long-term rental inventory/Multi-family inventory
Green Building incentives
Adaptive reuse of housing stock
Provision of infrastructure for approved zoned projects
Food security/locally gown food
Tax incentives to convert short-term to long-term rentals
Comprehensive zoning and increased density in each zoning district
Development of wind, solar and wave power
Increase Ag zone density
Affordable Housing Fund
Pre-designed, easily permitted home packages
Develop education-to-construction trade pipeline
Encourage Infill development
Encourage off-grid living
Potential for increase in ‘ohana units
Reform County taxation system
Allow for revocation of “no ‘ohana” project conditions
Increased investment for, and collaboration with, Hawaiian Homesteads
Conversion of commercial properties to residential
Encourage and utilize billionaires’ resources

Others (1 each): Increase rural housing; Assess “digital nomads” for infrastructure use (incl. bandwidth/data usage).

Threats
High cost of construction, materials, and shipping/Supply chain issues
Outmigration of residents/“Brain drain”
Excessive tourism/Presence of billionaires
Disconnected wealthy homeowners and negative attitudes of new residents resistant to community-wide improvements
Climate change and sea-level rise
Offshore real estate investment
Lack of affordable, livable housing
High cost of living and housing
Inability of County decision makers to build consensus/Inconsistent housing policies
Shortfall in recruitment of younger workers for construction trades/Retirement of older tradesmen
Food and energy insecurity – reliance on imports
Limited economic opportunity for residents
Acceptance of status quo
Natural disasters
U.S. law limiting housing market management (e.g. Fair Housing law)
Zero-sum mentality: must lose something to gain housing
Over-regulation designed as protection -- but unintended consequences
Lack of regulation for housing industry/home prices
Over-taxing small business and excessive fees and penalties

Others (1 each): Excessive number of realtors moving to Maui to make a quick buck; Over-population; Lack of rent control; limited water supply; short-term planning.
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Creative Industries

Priorities and Strategies

Priorities

- Create funding support via technical assistance grants and arts organizations with a focus on operational expenses, capacity building and spaces within a cultural, place-based framework
- Establish a film production, digital media, music and sound facility/program on Maui with an incubator program for shared production facilities, etc.
- Create a data tracking system and synthesized data metric around economic drivers in the creative industries within our County
- Revisit venues and facilities options and collaborations to better utilize and expand shared arts and culture spaces with a focus on the Wailuku Arts district
- Develop cultural tourism (and eco-tourism) to supplant the existing tourism model

Strategies

- Provide professional development tools and digital media training for artists
- Extend reach to longtime local residents (community and homesteader associations/organizations, and businesses involved with specific populations/Creatively democratize arts to extend reach and make part of everyone’s everyday life
- Seek avenues for the rural communities of Hāna, Lānaʻi and Molokai to have more voice and more opportunities
- Improve financial/scheduling accessibility to the MACC for local performing arts organizations
- Support the perpetuation and practical economic benefits of traditional Native Hawaiian arts
- Shift the focus to the intrinsic benefits of the arts, rather than entertainment
- Establish string music programs in all public schools, for all ages
- Develop a Creative Arts Alliance to coalesce interests, strengths, and shared goals
- Support inter-island collaboration
- Create an online library of available resources
- Facilitate collaboration and cooperation between different cultural traditions

Other (1): Develop Living Treasures program (Japanese model) to perpetuate native arts and artists.

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37 Priorities in boldface are those with the most consensus by Members of the Focus Group
Creative Industries  
(Culture and the Arts)

Cluster Analysis and Data Review
Much of the cluster metrics are collected on the State level, and County-level data are limited. The State of Hawai‘i has identified the development of creative industries as an important economic development strategy because Hawai‘i’s unique cultural diversity and its Hawaiian host culture are important attractions for millions of visitors and the spending they bring\(^{38}\). As important, they also enhance the quality of life and residents’ sense of well-being. In addition, the unique nature of Hawai‘i’s creative, artistic and cultural cluster contributes to Hawai‘i’s creative products successfully competing globally and generating export revenues. Further, the cluster and its workforce are major sources of concepts and content for Hawai‘i’s emerging Science, Technology and Innovation cluster. There continued to be authentic concern for cultural appropriation.

The COVID-19 pandemic hit Hawai‘i’s arts and culture economy particularly hard. In a recent article based on U.S. Bureau of Labor Statistics data\(^{39}\), the cluster shrank by 6.4% nationally, “nearly double the overall rate.” Job loss in arts and culture for Hawai‘i was estimated at 24.4%, second-worst only to Nevada (29.9%). Available labor force and job count data gathered by the State Department of Labor and Industrial Relations (DLIR) categorizes the most relevant segment of this cluster as Arts, Entertainment, and Recreation. Controversially, this grouping forms a subcategory of the Leisure and Hospitality sector; the remaining 90% (approximately) of jobs in this sector are accounted for by Accommodation and Food Services. (The Maui CEDS Focus Group for this cluster expressed their discontent with this official categorization).

### Arts, Entertainment and Recreation Job Count: Maui County Labor Force Data (2006 – 2021)

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Count</td>
<td>2,500</td>
<td>2,500</td>
<td>2,500</td>
<td>2,100</td>
<td>1,900</td>
<td>2,000</td>
<td>2,100</td>
<td>2,300</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Count</td>
<td>2,400</td>
<td>2,300</td>
<td>2,500</td>
<td>2,800</td>
<td>2,600</td>
<td>2,300</td>
<td>1,400</td>
<td>1,600</td>
</tr>
</tbody>
</table>

*Source: DLIR*

*Note: Numbers are rounded by DLIR*

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\(^{38}\) Hawai‘i’s Creative Industries: Update Report 2020, DBEDT, May 2020  
Job count data since 2006 show a decline in employment of 24% during the “Great Recession” of 2008-09, reflecting mainly the decline in visitor numbers, building back to a peak of 2,800 in 2017. Numbers then declined over the following two years, by 18% to 2019, and by 50% between 2017 and 2020, the initial year of the COVID pandemic. This decline was even steeper than for Accommodation and Food Services (32%), confirming that the Creative Industry cluster fared worse, in job terms, than any other. As a share of the total job count in Maui County, the Arts, Entertainment and Recreation cluster accounted for about 3.5% of the total; by 2000 and 2021, that proportion had fallen to 2.3%. It should be noted, however, that these proportions in the cluster are significantly higher than for the State as a whole (the corresponding numbers were 2.0% in 2006, 2.1% in 2017, and 1.6% in 2021). The lack of disaggregated data for the cluster makes it hard to determine the significance of resident (compared to visitor) support and involvement, and its economic value to Maui County’s population.

DBEDT’s Creative Industries Division (CID) defines the cluster more broadly, to include film, digital media and animation; visual fine arts; design; culinary arts and events, literary arts, performing arts, cultural heritage and preservation, and arts education. The cluster is particularly notable for its highly skilled workforce, and its strong correlation with Visitor industry trends. Using ESRI (Economic Modeling Specialist International) web-based data, CID estimates that for Maui County in 2018, the Creative Industry cluster accounted for 6,609 jobs, or 12% of the State’s 53,464 jobs – a 0.3% increase from 2008.

### Creative Industry Jobs, Maui County (2008 – 2018)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Performing &amp; Creative Arts</td>
<td>2,469</td>
<td>2,200</td>
<td>2,161</td>
<td>2,216</td>
<td>-1.1%</td>
</tr>
<tr>
<td>Marketing, Photography &amp; Related</td>
<td>1,361</td>
<td>1,330</td>
<td>1,651</td>
<td>1,705</td>
<td>+2.9%</td>
</tr>
<tr>
<td>Music</td>
<td>387</td>
<td>334</td>
<td>500</td>
<td>445</td>
<td>+1.4%</td>
</tr>
<tr>
<td>Engineering &amp; Research and Development</td>
<td>387</td>
<td>356</td>
<td>274</td>
<td>338</td>
<td>-1.4%</td>
</tr>
<tr>
<td>Business Consulting</td>
<td>361</td>
<td>355</td>
<td>439</td>
<td>458</td>
<td>-1.4%</td>
</tr>
<tr>
<td>Publishing &amp; Information</td>
<td>339</td>
<td>303</td>
<td>234</td>
<td>229</td>
<td>-3.8%</td>
</tr>
<tr>
<td>Design Services</td>
<td>301</td>
<td>274</td>
<td>303</td>
<td>316</td>
<td>+0.5%</td>
</tr>
<tr>
<td>Computer &amp; Digital Media Productions</td>
<td>279</td>
<td>319</td>
<td>403</td>
<td>415</td>
<td>+4.0%</td>
</tr>
<tr>
<td>Architecture</td>
<td>231</td>
<td>211</td>
<td>173</td>
<td>176</td>
<td>-2.7%</td>
</tr>
<tr>
<td>Radio &amp; TV Broadcasting</td>
<td>141</td>
<td>135</td>
<td>79</td>
<td>81</td>
<td>-5.4%</td>
</tr>
<tr>
<td>Art Education</td>
<td>89</td>
<td>85</td>
<td>82</td>
<td>82</td>
<td>-0.8%</td>
</tr>
<tr>
<td>Cultural Activities</td>
<td>51</td>
<td>53</td>
<td>72</td>
<td>67</td>
<td>+2.9%</td>
</tr>
<tr>
<td>Film, TV, Video Production &amp; Distribution</td>
<td>49</td>
<td>55</td>
<td>72</td>
<td>67</td>
<td>+2.9%</td>
</tr>
<tr>
<td>Total</td>
<td>6,445</td>
<td>6,010</td>
<td>6,449</td>
<td>6,609</td>
<td>+2.5%</td>
</tr>
</tbody>
</table>

Source: Hawai‘i’s Creative Industries: Update Report 2020, DEDBT, May 2020
Note: Derived from EMSI NAICS-based data. These data are the latest available published in this form.
It should be noted that CID’s classification includes groups not regarded as Creative Industry in some other counts, such as Engineering and R&D, Marketing, and Business Consulting. The EMSI numbers also include proprietors and self-employed jobs and estimates for very small industries that are not reported by Federal agencies and DLIR.

Certain high performing groups not only grew jobs during the 2008-18 period but also increased their competitive share of the activity by exceeding national growth for the industry. These included: Marketing, Photography and Related, Cultural Activities, Film, TV, Video Production/Distribution, and Computer and Digital Media Products. The six creative industry groups that lost jobs in Maui County over the 2008 to 2018 period were (perhaps predictably) Radio and TV Broadcasting, and Publishing and Information; others were Architecture, Engineering and R&D, Performing and Creative Arts, and Art Education. As indicated above by DLIR data, job numbers for the pandemic era are likely to be significantly lower.

Cluster earnings data (also from the latest available source) show a wide disparity among industries, with earnings generally lower than the Hawai‘i average, and significantly lower than (less than half of) the national average.

### Creative Industry Average Annual Earnings, Maui County (2018)

<table>
<thead>
<tr>
<th>Industry Group</th>
<th>Maui County</th>
<th>Hawai‘i State</th>
<th>Maui vs. Hawai‘i</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering and R&amp;D</td>
<td>$93,257</td>
<td>$104,854</td>
<td>89%</td>
</tr>
<tr>
<td>Computer &amp; Digital Media Productions</td>
<td>$85,303</td>
<td>$94,571</td>
<td>90%</td>
</tr>
<tr>
<td>Architecture</td>
<td>$59,531</td>
<td>$85,645</td>
<td>70%</td>
</tr>
<tr>
<td>Cultural Activities</td>
<td>$58,541</td>
<td>$52,666</td>
<td>111%</td>
</tr>
<tr>
<td>Film, TV, Video Production &amp; Distribution</td>
<td>$55,718</td>
<td>$91,302</td>
<td>61%</td>
</tr>
<tr>
<td>Business Consulting</td>
<td>$54,841</td>
<td>$69,319</td>
<td>79%</td>
</tr>
<tr>
<td>Radio &amp; TV Broadcasting</td>
<td>$53,923</td>
<td>$71,938</td>
<td>75%</td>
</tr>
<tr>
<td>Publishing &amp; Information</td>
<td>$41,065</td>
<td>$53,821</td>
<td>76%</td>
</tr>
<tr>
<td>Design Services</td>
<td>$37,983</td>
<td>$36,436</td>
<td>104%</td>
</tr>
<tr>
<td>Marketing, Photography &amp; Related</td>
<td>$29,975</td>
<td>$32,443</td>
<td>92%</td>
</tr>
<tr>
<td>Music</td>
<td>$27,899</td>
<td>$41,538</td>
<td>67%</td>
</tr>
<tr>
<td>Performing &amp; Creative Arts</td>
<td>$27,308</td>
<td>$32,443</td>
<td>92%</td>
</tr>
<tr>
<td>Art Education</td>
<td>$16,323</td>
<td>$11,403</td>
<td>143%</td>
</tr>
<tr>
<td>Average</td>
<td>$39,650</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Source: Hawai‘i’s Creative Industries: Update Report 2020, DEDBT, May 2020*

*Note: Derived from EMSI NAICS-based data*
The cluster average is depressed by the two industries with 59% of the total jobs (performing and creative arts and marketing, photography and related) with well below average earnings for the cluster as a whole. It is worth noting that in some of the delineated industries, jobs and earnings are less than full-time. However, the cluster average earnings of $39,659 compares with $31,250 in 2014, an increase of 27% over a 4-year span.

Studies on the overall economic impact of the Creative Industries in Maui County are sparse, but one instructive report\(^\text{40}\) analyzed the impacts of nonprofit arts and culture organizations in Maui County. The study showed that an estimated $22 million in economic activity was generated annually and that 544 full-time equivalent jobs were supported, directly or indirectly. Two-thirds of event attendees were Maui residents, with the rest from off-island. The latter group spent almost triple per person than residents. The report also estimated that for every $100,000 spent by Arts and Culture nonprofits, 2 full-time jobs were supported and $49,000 generated in resident household income and almost $5,000 in resulting local and state government revenue.

A more recent, updated report by the same organization\(^\text{41}\) included only statewide results for Hawai‘i, submitted by the Hawaii Arts Alliance representing 236 organizations, 109 of which (46%) responded to the survey. The total expenditures of $206 million (organizational and audience expenditures) supported an estimated 5,968 jobs, generating $23 million in local and state government revenue. In addition, for every $100,000 spent by Arts and Culture nonprofits in Hawai‘i, 3.5 full-time jobs were supported, $85,000 generated in resident household income and almost $12,000 in resulting local and state government revenue.

A 2021 article on the Maui Arts & Cultural Center (MACC) in the Maui News\(^\text{42}\) described some of the multiple challenges facing a major Maui County Creative Industries nonprofit, mirroring the experience of most other nonprofits in the cluster during the COVID-19 pandemic. The number of events at the MACC went from 1,700 events a year, with over 238,000 people attending MACC events in 2018-19, to virtually zero. This resulted in financial “hemorrhaging,” while the MACC opted to keep many staff on the payroll and providing virtual and drive-in entertainment at no cost to the public. Limited live events resumed end-June 2021.

\(^{40}\) Arts and Economic Prosperity III. Americans for the Arts, 2007.
\(^{41}\) Arts and Economic Prosperity 5. Americans for the Arts, 2017.
\(^{42}\) “MACC Survives Yearlong Loss of Shows and Income,” Maui News, June 26, 2021,
Creative Industries – SWOT

Strengths
Legacy and uniqueness of Native Hawaiian arts and culture/Nurturing and perpetuation of Hawaiian culture by Hawaiian immersion schools
Many talented local artists practicing a variety of arts disciplines
Natural beauty of Maui County attractive to off-island artists
Planning underway for Art District with growing Public Art movement
Collaboration between arts organizations
Strength of Middle and High school arts education programs that nurture creativity and the arts
Location of the MACC, a world-class venue
Resilience of arts and culture in the County during COVID-19 pandemic, helping keep communities connected
Filmmaker Destin Daniel Cretton
Prospect of Hālau of ‘Ōiwi Art (Hawaiian cultural center in Wailuku)
UH Maui College arts programs, incl. online
Support by visitors of local arts and artists
Concept of Kakou – “in this together”

Others (1 each): Upcoming STEM facility at Maui High School; Hui No’eau.

Weaknesses
Lack of facilities and affordable spaces for the arts
Need for greater access in public schools to arts subjects (esp. Lāna‘i and Molokai)
Reduced access and high cost of MACC for local artists
Lack of recognition for Creative Industries as an economic driver and lack of data tracking (esp. Lāna‘i and Molokai)
Competition between existing arts groups and entities, especially for funding
Lack of ideal venue for classical music
Lack of professional/business support for creative artists and entities
Philanthropy from wealthy residents going offshore
Lack of marketing assistance for small business in arts and crafts
Low remuneration for creative artists
Cessation of Arts and Cultural Commission
Lack of interest by local residents in offerings
Lack of opportunities for public art
Hawaiian culture and arts not presented authentically to visitors
Cost of importing and exporting
Difficulty in administrating grant opportunities

Other: Lack of capacity of local groups to seek funding.

**Opportunities**
Federal, State, County, and private funding for the arts (and art spaces)
Potential/room for growth – new facilities, marketing development and assistance
Leverage tourism to support the arts and local artists and rethink tourism and the arts
Increase collaboration between arts organizations and non-profits
Export opportunities for digital art media
Develop the Wailuku Arts District
Support and nurture creative arts classes
Explore/leverage health benefits of arts and culture
Share costs of visiting artists between islands
Separate/make distinct Creative Industries from Leisure/Hospitality cluster
Realize potential for artistic cross-pollination between different cultures
Increase art offerings for residents

Others (1 each): Job creation through more arts programs; Support State Foundation for Culture and the Arts (SFCA) effort to build a statewide directory of artists.

**Threats**
Preference for streaming events rather than in-person events
High costs of living/housing
Cost of new buildings and overcoming bureaucratic hurdles
U.S. economic conditions dampening support for the arts
Lack of funding and competition for donors
Lack of visitor education/awareness
Lack of cohesion/disconnected creative community
Slow rebound of in-person events post-COVID
Loss of Federal funding due to lack of scale/demography

Others (1 each): Lack of support for authentic Native Hawaiian arts and artists; Displacement/disenfranchisement of Native Hawaiians and longtime resident artists; Lack of support for Creative Industries in the State legislature.
Eco-Economy
(Incl. Conservation, Ecosystem and Environmental Restoration & Management, Climate Change Adaptation)

Priorities and Strategies

Priorities

- Create a sustainability funding stream for conservation and biosecurity by implementing a clearly articulated plan
- Expand eco-sustainability-focused tourism training for visitors and visitor guides: (mauka-makai, MISC, East Maui Watershed Partnership, etc.)
- Develop and implement a cohesive program that connects resident students (through to adults) to `āina
- Create a Maui County Testing Lab to expand local diagnostic and monitoring processes and analyze data on-island and study environmental impacts
- Create an Integrated water infrastructure management plan
- Create a Workforce Development Plan to include the existing educational system (University of Hawai‘i, BYU Hawai‘i, etc.)
- Create an Ahupua‘a Restoration Plan
- Provide resources and support for fishpond restoration and protection
- Establish County-wide watershed management program with focus on protection, conservation and climate resilience of water resources (incl. surface, ground, ocean water)

Strategies

- Integrate a cultural, traditional and holistic approach into eco-economy strategies
- Prioritize actions by urgency; e.g. sea level rise, imminent extinctions
- Plan for net-zero Green House Gas (GHG) emissions across all clusters
- Integrate environmental and climate considerations across all clusters (incl. flood water management)
- Create goals and plans for urban and rural reforestation and planting
- Implement visitor fees to support the development of the eco-economy
- Address transportation issues
- Limit visitor numbers to not exceed natural resource and infrastructure capacity

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43 Priorities in boldface are those with the most consensus by Members of the Focus Group
Eco-Economy

Cluster Analysis and Data Review

“Intelligence is the ability to adapt to change” – Stephen Hawking

This cluster has been identified by the Maui County CEDS Strategy Committee for the first time as an economic driver with significant potential given growing scientific data regarding climate change and the need for adaptation and active remediation. Growing concerns have been expressed in recent years by residents regarding the necessity to preserve and conserve our County’s environment and natural resources, both terrestrial and marine. Accelerating climate change, sea-level rise and storm surges are all issues in Maui County, affecting coastlines and resulting in beach erosion (notably, for example, Ma’alaea and Ka Hāna), with dialogue continuing on relocating the Honoapi’ilani Highway at Ukumehame in West Maui in the mauka direction. U.S. Senator Schatz, visiting the site in July 2022 commented, “We’ve got to get this done.”44 A recent national ABC News TV segment reported that Maui had lost 25% of its beaches in the last century and that 70% of the State’s coastline is threatened. More periods of drought, lower long-term participation, increased ocean acidification and coral bleaching are also major concerns. Declining coral health, the loss of coral and the consequent decrease in coastal protection signals more serious coastal flooding. Currently, coral reefs shelter 38% of Hawaii’s coastal areas, a proportion forecast to fall to 11% by 2050 and 1% by 2100.45

These concerns have become amplified as visitor numbers reached all-time records pre-pandemic (2019), and the resurgence post-pandemic in 2021-22 contrasted starkly with the relative serenity that the absence of tourism had made apparent. During the pandemic itself, nearshore reefs experienced some recovery and world-class snorkeling destinations such as Molokini Reserve (and Hanauma Bay on O’ahu) experienced a resurgence in aquatic life and water clarity. Likewise, with the resumption of significant tourism in 2021, these trends reversed46.

As the CEDS Eco-economy Focus Group discussed, a discussion of this cluster is correlated in a number of ways with the impacts of the visitor industry, and the emergence of the cluster and its consciousness in the minds of many residents deserves a review of visitor industry trends over recent years.

44 The Maui News, July 8, 2022
45 https://abcnews.go.com/Politics/hawaiis-beaches-disappearing-due-climate-change/story?id=80875435
Following the “Great Recession” of 2008-09, visitor numbers in Maui County increased by more than 50% between 2010 and 2019, from just below 2 million per year to more than 3 million; in comparison, the resident population grew by about 7% during this period. In the decade 2009-19, the number of visitors in Maui County on any given day grew from 43,000 to 68,000, an increase of 58%. After the hiatus during the pandemic, visitor numbers to Maui County reached record numbers due to pent-up demand, stored disposable income, and difficulty in flying internationally. In July 2021, an average of 76,000 visitors were present per day – a ratio of 46 visitors per 100 residents. By comparison, the Maui Island Plan of 2012 recommended an optimal ratio of 33 to 100. These numbers may contribute to the unease expressed by some that tourism should be managed responsibly in some form, that some form of environmental levy be instituted to support the Eco-economy, and/or a program of conservation and cultural education or hands-on volunteerism be offered visitors to mitigate impacts and provide a more meaningful experience while vacationing in the County.

https://www.mauicounty.gov/1503/Maui-Island-Plan
Aggregated data for the Eco-economy in Maui County is sparse, as most activities and jobs in this area are distributed across various clusters, for example, Energy, Professional, Scientific and Technical Services, Construction, Remediation Services, Education Services, Leisure and Hospitality, and Government. For Bureau of Labor Statistics occupational data, eco-economy staff are included in part in the Life and Physical Science category, the Forest and Conservation grouping (50 workers earning an average of $40,500), and Landscaping and Groundskeeping (1,480 workers and an average $39,520 per year). Other Eco-economy occupations for Maui County are not specifically disaggregated. A variety of reports (mostly referring to the Green economy) include specific occupations as heating and air-conditioning mechanics and installers, solar PV installers, building retrofitters and remediation workers, recycling and reclamation workers, green waste and composting workers, biomass and biofuel personnel, private, nonprofit and government personnel engaged in natural resource management, conservation and protection, ecosystem researchers and watershed professionals. For analytical purposes and for gaining an understanding of the cluster’s true potential, it would be most helpful if state and local agencies collected County-level data specifically for eco-economy occupations.

In 2016, Hawaii Green Growth, a statewide public-private partnership committed to advancing State social, economic, and environmental goals by 2030, launched the Aloha+ Challenge which established a dashboard measuring local metrics towards the global U.N. Sustainability Development Goals (UNSDGs)48. Dashboard metrics include Renewable Energy statewide (36% in 2020), Solid Waste Diversion (27% in 2021), Water Recharge, Conservation and Reuse (12m. gallons per day in 2022), and others covering local food production and green workforce and education.

In 2021, DBEDT updated the Hawai‘i 2050 Sustainability Plan49 which included recommended statewide actions over the 2021-30 decade. These are:

- Promote a Sustainable Economic Recovery
- Reduce Greenhouse Gases
- Improve Climate Resilience
- Advance Sustainable Communities
- Advance Equity
- Institutionalize Sustainability Throughout Government
- Preserve the Natural Environment
- Perpetuate Traditional Ecological Knowledge and Values.

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As previously mentioned, disaggregated data for Maui County related to the Eco-Economy covering the multiple dimensions presented above are limited. The following table presents some indicators relevant to Focus Group discussion.

### Maui County Eco-Economy: Selected Data

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2010</th>
<th>2019/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of LEED Certified Buildings</td>
<td>3</td>
<td>81</td>
<td>120</td>
</tr>
<tr>
<td>Number of Invasive Plant Species Fully Eradicated</td>
<td>n/a</td>
<td>12</td>
<td>21</td>
</tr>
<tr>
<td>Acres protected by HLT (HILT)</td>
<td>473</td>
<td>14,692</td>
<td>14,813</td>
</tr>
<tr>
<td>Volume of Landfill Trash (tons)</td>
<td>251,678</td>
<td>118,236</td>
<td>144,243</td>
</tr>
<tr>
<td>Beverage Containers Returned for Redemption (%)</td>
<td>68% (2006)</td>
<td>76%</td>
<td>62%</td>
</tr>
<tr>
<td>Sites Monitored for Near-shore Water Quality</td>
<td>n/a</td>
<td>n/a</td>
<td>48 (2018)</td>
</tr>
<tr>
<td>Sites with unsafe levels of: Nitrogen</td>
<td>n/a</td>
<td>n/a</td>
<td>42%</td>
</tr>
<tr>
<td>Phosphorous</td>
<td></td>
<td></td>
<td>8%</td>
</tr>
<tr>
<td>Nitrates</td>
<td></td>
<td></td>
<td>63%</td>
</tr>
<tr>
<td>Turbidity</td>
<td></td>
<td></td>
<td>96%</td>
</tr>
</tbody>
</table>

*Source: US Green Building Council; HILT; County Department of Environmental Management; Hawai‘i State Department of Health; Hui O Ka Wai Ola*

*Note: Data for Hawai‘i Land Trust (HLT) for 2010 and 2019/20 include 11,051 acres of Ulupalakua Ranch that were put into a conservation easement in 2009.*
**Eco-Economy -- SWOT**

**Strengths**
- Strong support from residents for environmental protection and conservation
- Community action and support for water protection (e.g. Hui O Nā Wai ‘Ehā)
- Collaboration between, and educational outreach by, conservation groups
- Strong sense of community
- Dedication of environmental organizations, agencies and nonprofits
- Community support to restore fishponds
- Connectedness of community to culture, ‘ike kūpuna (knowledge of one’s traditional past)
- Availability of natural resources
- Outdoor opportunities for K-12 education
- UHMC Sustainable Science Management degree program
- Good (empathetic) Council members
- Other (1 each): Good land protections; MEO presence on Molokai

**Weaknesses**
- Excessive tourism and lack of visitor education on culture and traditions
- Low wages for conservation work
- Lack of prevention of invasive species at harbors and ports
- Lack of inspectors for enforcement
- Hawaiian cultural scientists’ expertise underused and underrecognized
- Development that disturbs sensitive ecosystems
- Lack of funding and resources for eco-economy projects
- Increasing demand for groundwater development
- Insufficient State Division of Conservation and Resource Enforcement staffing
- Slow progress of water protection efforts
- Lack of recognition for traditional land use under SMA guidelines
- Time consuming/cumbersome permitting processes
- Wildfires
- Diversity of land ownership and kuleana issues complicate natural resource issues
- Lack of STEM opportunities
- Lack of coordinated development that accounts for environment carrying capacity
- Lack of floodplain management
- Lack of resilience in large areas of land and natural resources to perturbations
- Number of shoreline properties owned by wealthy non-residents and off-islanders
- Lack of urgency for climate change action
- Inadequate wastewater treatment capacity for both residents and visitors
Lack of integrated water resource management (incl. watershed protection plan)
Lack of representation from Molokai in County-wide discussions
Other (1): Lack of proactive approach by County for prevention of water pollution

**Opportunities**
Develop a cultural overlay using traditional land use and watershed management in Maui County Code
Impose a visitor industry “Green Tax” to support conservation
Reforestation and urban forestry
Local alternatives for Christmas trees
Increase regenerative agriculture with available ag land
Develop a wetlands overlay to protect wetlands and streams from development
Create a Conservation Campus at site of old Maui High School (Hamakuapoko)
Increase investments in open space to mitigate climate change
Develop curricula to promote environmental science, engineering and STEM jobs
Increase number of, and support for, native plant nurseries
Engage visitors in natural resource management and restoration/conservation tourism
Make permanent dedication of tax credits for conservation efforts
Develop innovative wastewater infrastructure
Establish higher education support to provide STEM jobs in conservation
Use invasive plants and animals as food sources
Establish a tax benefit for planting native trees
Encourage school food programs to use locally raised produce and protein

**Threats**
Climate change conditions and effects (e.g. droughts, sea level rise)
Invasive plants and animals
Loss of nearshore coral reef habitat
Loss of local knowledge as kūpuna age
Imminent extinction of native birds, insects, and plants/Resulting loss of cultural connections
Unguided tourists using traditional gathering areas for recreation
Increasing light pollution
Improper waste disposal (buried at landfill etc.)
Overuse of natural resources (construction, tourism, etc.)
Lack of biosecurity
Environment out of control – negative impacts across all sectors
Other (1): Contamination of soils from past conventional ag practices
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Energy
(Incl. Renewable Energy)

Priorities and Strategies

Priorities

- Develop and implement clear pathways for community-led planning and development opportunities and projects (e.g. community solar, shared energy)
- Create strategy for a broad and equitable adoption for renewable solutions based on need for households/industries via renewable tax credits and grants
- Expand and implement STEAM programs to support student-led community engagement
- Expand access to workforce training to support renewable energy and installation projects
- Increase infrastructure for electric vehicles
- Minimize (and at least not add to) regulatory hurdles for renewable energy projects
- Develop new renewable energy resources

Strategies

- Ensure equity: Availability of Renewable Energy to all/Equity of access to energy technology and equity of community environmental impacts
- Develop a Statewide strategic plan for implementing 100% renewables
- Hold more dialogue on energy trade-offs
- Develop strategies for public education and outreach to counter NIMBYism
- Invest in feasibility study for alternatives to oil (e.g. wastewater to algae to fuel; other biofuels; solid waste to energy)
- Employ drones to create 3D mapping for proposed projects and share publicly
- Prioritize public office candidate policies regarding renewable energy as voting criteria

Other (1 each): Create energy investment huis that include participation by renters; Create locked-in energy rates once 100% renewable goal is reached; Plan for retreat from sea-level rise and increase climate resilience.

50 Priorities in boldface are those with the most consensus by Members of the Focus Group
51 NIMBY is an acronym for “Not In My Back Yard”.
Energy

Cluster Analysis
As MEDB’s Trends Maui Nui 2020 report noted, “Maui County has made major strides towards the State’s ambitious energy goals: 100% energy from renewable sources and carbon neutral by 2045. However, as Maui County continues its transition, questions remain about how to balance reliability, affordability, resiliency, and equity in its electrical grid.”

Like the State of Hawai’i, Maui County continues to be heavily dependent on imported oil for its primary energy needs. As outlined on the Hawaiian Electric (HECO) website, “Electricity prices in Hawaii are generally higher than on the U.S. mainland due to the cost of imported oil used to power many of the islands’ generators. The fluctuation in the cost of fuel, which makes up roughly 50 percent of a typical bill, is the biggest driver.”

A recent report by DBEDT places developments in Maui County into a broader context. In the period 2002 through 2019, the share of renewable energy for all energy needs (electricity generation, jet fuel, gasoline, residential and other uses) increased from 3.7% to 9.7%, primarily due to the increased capacity of solar and wind energy in electricity generation. In 2019, more than half of Hawaii’s total energy needs (57%) was accounted for by the transportation sector, and of that total, jet fuel accounted for 58%; motor gasoline 30%, distillate fuel (diesel etc.) 7%, and residential use 5%.

<table>
<thead>
<tr>
<th>Hawai’i’s Petroleum Use by Sector (2018)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Transportation</td>
<td>33.9%</td>
</tr>
<tr>
<td>Ground Transportation</td>
<td>27.4%</td>
</tr>
<tr>
<td>Electric Power Generation</td>
<td>23.6%</td>
</tr>
<tr>
<td>Marine Transportation</td>
<td>4.0%</td>
</tr>
<tr>
<td>Commercial</td>
<td>2.9%</td>
</tr>
<tr>
<td>Residential</td>
<td>0.3%</td>
</tr>
</tbody>
</table>


Energy continues as a significant cluster in Maui County, which is a national leader in renewable energy grid penetration. Hawaiian Electric Company (HECO), which merged its subsidiary Maui Electric Company (MECO) as of January 2020, estimates that in 2021, 50% of total energy generation needs were derived from renewable energy sources. This compares with 67% for Kaua’i (2020) and 60% for Hawai’i Island, a number that rose from 43% in 2020 due to the reopening of the geothermal plant in Puna. By comparison, O’ahu reached 33% renewable in

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52 DBEDT, State of Hawaii Energy Data and Trends, April 2022
2021\textsuperscript{53}. The trend in renewable energy supply since 2005, when it accounted for 8% in Maui County has been steadily upwards. The State goal, as articulated through the Hawai‘i Clean Energy Initiative (HCEI), is for 100% of electricity generation to come from renewable sources by 2045.

As reported in a recent DBEDT study\textsuperscript{54}, the importance of Hawai‘i’s non-utility electricity producers has increased over time. The utility companies (HECO, MECO, HELCO, and KIUC) generated 54% of the total electricity generated by the electric power industry (excluding customer generated electricity) in 2019 and purchased the remainder from independent power producers (IPPs) and combined heat and power (CHPs). This was a 28% point decrease from 1990, when utilities generated 82% of the total electricity sold in Hawai‘i. HECO data show that, of Maui County’s 50% renewables figure, 26% was generated from commercial wind; 23% from customer-sited solar, mostly rooftop PV (23%), grid-scale solar accounted for 1.4% and biomass for 0.1%. Statewide, 45% of total renewable energy was sourced from customer-sited solar and wind; 22% from commercial wind; 12% from grid-scale solar; 12% from biomass (including waste-to-energy); 6% from geothermal; 2% from biofuels; and 1% from hydro\textsuperscript{55}.

\begin{figure}[h]
\centering
\includegraphics[width=\textwidth]{renewable_energy_trend.png}
\caption{Renewable Energy as Percentage of Electricity Generation Hawai‘i State Energy Office (2015-20); HECO (2021)}
\end{figure}


\textsuperscript{53} Data sourced from the Hawai‘i State Energy Office and HECO.
\textsuperscript{55} \url{https://www.hawaiianelectric.com/clean-energy-hawaii/our-clean-energy-portfolio}
HECO also reported that as of March 31, 2022, there were 14,917 installed PV systems in Maui County, 92% of which were residential and 8% commercial. These systems accounted for 141 megawatts (mW) of capacity, 59% of which came from residential PV, and 41% from commercial. One other major difference in the energy cluster since the 2016 CEDS report has been the closure in December 2016 of Hawaii Commercial & Sugar (HC&S), the last active sugar company in the state, which produced 4mW of energy in 2015 to the grid from a mixture, mainly of bagasse (sugar cane fibrous residue after crushing the cane), and also coal and hydro. Maui County’s Energy cluster is lacking in terms of published employment, occupational and wage data. Employment numbers produced by the Hawaii Department of Labor and Industrial Relations (DLIR) aggregate Utilities with Transportation and Warehousing. In 2021, this cluster accounted for 3,700 jobs (500 in air transportation). HECO, the largest energy employer in Maui County, was staffed by over 300 workers as of 2021. A recent DBEDT report on emerging industries noted that one such industry in 2016, Alternative Power Generation, was now declining as a source of employment with less than half the number of jobs in 2020 compared with 2016.

In terms of the DLIR job count, occupations related to energy are included in the Construction sector, as well as Technical Services in the Science and Technology sector. One estimate for energy sector jobs in the State was given in a 2020 Energy and Employment report issued by the National Association of State Energy Officials. This gave an estimate of about 20,000 people employed in the cluster, with about one-third in electrical power generation, 30% in energy efficiency, 20% in transmission, distribution and storage, and a similar proportion in fuels. The report also stated that Hawai’i was experiencing difficulty in filling most positions due to a limited application pool and lack of experience, training and skills. Another report, the Solar Jobs Census of 2019, estimated that Hawai’i was 5th in the nation for solar jobs per capita, with a total of about 2,500 jobs, three-quarters working on installation.

---

Maui County Utility Data (2010 – 2020)

<table>
<thead>
<tr>
<th>Island</th>
<th>2010</th>
<th>2015</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maui Island</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Residential Customers</td>
<td>62,992</td>
<td>65,603</td>
<td>68,286</td>
</tr>
<tr>
<td>Average Rate per kWh</td>
<td>$0.295</td>
<td>$0.310</td>
<td>$0.333</td>
</tr>
<tr>
<td>Molokai</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Customers</td>
<td>3,146</td>
<td>3,212</td>
<td>3,269</td>
</tr>
<tr>
<td>Average Rate per kWh</td>
<td>$0.358</td>
<td>$0.376</td>
<td>$0.354</td>
</tr>
<tr>
<td>Lāna’i</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Customers</td>
<td>1,636</td>
<td>1,718</td>
<td>1,749</td>
</tr>
<tr>
<td>Average Rate per kWh</td>
<td>$0.371</td>
<td>$0.376</td>
<td>$0.364</td>
</tr>
</tbody>
</table>

Source: Maui County Data Book 2012, 2016, 2020

With population growth in the County over the period, customer numbers grew as expected. Interestingly, the discrepancy in rates between Maui Island and Molokai and Lāna’i narrowed. While Maui’s rates increased by 13% over the period, those for Molokai and Lāna’i both fell; however, they still remained slightly higher than Maui Island in 2020. However, new rates effective from June 2022 show significantly increased rates reflecting the recent jump in oil prices. These range from 42.5 cents to 45.4 cents per kWh depending on usage for Maui Island customers; 56.2 cents to 60.0 cents for Molokai; and 57.7 cents to 60.9 cents for Lāna’i.

It is worth noting that DBEDT data show the average rate in the U.S. as 10.7 cents per kWh\(^5^8\).

Average Monthly Residential Bill, Maui County by Island (2011 – 2019)

<table>
<thead>
<tr>
<th>Year</th>
<th>Maui</th>
<th>Lāna’i</th>
<th>Molokai</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>$219</td>
<td>$192</td>
<td>$161</td>
</tr>
<tr>
<td>2013</td>
<td>$211</td>
<td>$199</td>
<td>$153</td>
</tr>
<tr>
<td>2015</td>
<td>$168</td>
<td>$159</td>
<td>$115</td>
</tr>
<tr>
<td>2017</td>
<td>$157</td>
<td>$150</td>
<td>$115</td>
</tr>
<tr>
<td>2019</td>
<td>$183</td>
<td>$195</td>
<td>$133</td>
</tr>
</tbody>
</table>


Energy conservation efforts have also made an impact, reducing overall energy consumption. In 2005, annual average residential usage was 8,967 kWh, and by 2020, it was 6,122 kWh, a reduction of more than 30%; Molokai and Lāna’i made even greater strides. (This downward trend also reflects the drop in demand due to COVID-19 and its effect on the economy). However, with the climate warming and disposable income rising, air conditioning use has

\(^5^8\) [https://dbedt.hawaii.gov/economic/energy-dashboard/](https://dbedt.hawaii.gov/economic/energy-dashboard/)
increased, countering strides made in energy conservation. In 1970, only 2% of Maui residents had air-conditioning; by 2014, 44%, and by 2019, 53%.

**Transportation Energy Data, Maui County (2005 – 2020)**

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2010</th>
<th>2015</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of Licensed Drivers</strong></td>
<td>102,050</td>
<td>110,420</td>
<td>114,569</td>
<td>121,224</td>
</tr>
<tr>
<td><strong>Number of Vehicles Registered (a)</strong></td>
<td>160,277</td>
<td>154,276</td>
<td>176,034</td>
<td>186,866</td>
</tr>
<tr>
<td><strong>Passenger Vehicles</strong></td>
<td>125,169</td>
<td>118,945</td>
<td>138,937</td>
<td>148,660</td>
</tr>
<tr>
<td><strong>All Other Vehicles</strong></td>
<td>35,108</td>
<td>35,331</td>
<td>38,097</td>
<td>38,206</td>
</tr>
<tr>
<td><strong>Gallons of Motor Fuel Consumed</strong></td>
<td>69.3m</td>
<td>61.7m</td>
<td>68.8m</td>
<td>73.9m</td>
</tr>
<tr>
<td><strong>Average Annual Vehicle Miles</strong></td>
<td>10,932</td>
<td>8,913</td>
<td>8,881</td>
<td>8,497</td>
</tr>
</tbody>
</table>

Source: Hawai‘i Department of Transportation  
(a) Data for 2019

Maui County driver numbers reflect the increase in population, and although fuel consumption follows a cyclical trend, 2020 numbers almost certainly take pre-pandemic data into account given the lighter road traffic and lack of rental cars.

Notably, one energy company on Maui spans the Energy, Agriculture, Eco-economy, and Science, Technology and Innovation clusters: Pacific Biodiesel. Founded on Maui Island in 1995, the company is the longest operating biodiesel producer in the U.S. and opened the first retail biodiesel pump in the nation. It remains the only commercial producer of liquid biofuel in Hawai‘i. Pacific Biodiesel’s focus is a “circular economy” model of sustainability that addresses climate change concerns with recycling (for example, used cooking oil) and developing value-added co-products from biofuel crops such as sunflower oil for cooking and beauty oils and products. The company has an agricultural operation in Waikapū, on former HC&S land now leased from Mahi Pono, with several acres of sunflowers rotated with nitrogen-fixing cover crops. These colorful, uplifting fields proved a social media phenomenon when first planted in 2017 and have remained a draw intermittently for residents and visitors alike. In June 2022 Pacific Biodiesel opened its first off-grid fueling station at the Mā‘alaea small boat harbor in a public-private partnership with DLNR to provide marine customers as well as on-road and off-road sales.
**Energy -- SWOT**

**Strengths**
Community commitment to the Hawaii Clean Energy Initiative (HCEI) goal of 100% renewable energy by 2045
Continued support for State renewable energy tax credits
Quality and quantity of seasoned energy developers willing to invest in Maui County and create renewable energy projects
Native Hawaiians and their indigenous value system
The people of Maui County and its youth
Abundance of solar energy
Over half of Maui County’s energy derived from solar and wind
National leadership in EV ownership per capita
Wind renewable projects
MEDB’s Hawai‘i (formerly Maui) Energy Conference
UH Maui-Sustainable Living Institute of Maui (SLIM) programs for workforce education
High cost of energy encouraging development of renewables
New workforce program opportunities (especially on Molokai)

Other (1 each): Existing wind farms as proven model; MEDB leadership in renewable energy.

**Weaknesses**
Scarcity and unaffordability of renewable energy opportunities for many – only the privileged benefit
Time-consuming and costly regulatory permitting processes leading to lack of motivation/
   Regulatory bodies and Government act too slowly on renewable projects
Recent loss of 2 large solar farm projects
Length of lead-times for equipment and materials
Lack of trained workforce
Lack of EV public charging stations and economic viability
Lack of State tax credits for EVs
Approaching obsolescence of Kahului and Maalaea power plants
Scale of NIMBY opposition to renewable projects
Prohibitive cost of shipping and fuel for building utility-scale solar projects
Lack of local renewable companies and installers/Lack of solar companies traveling to neighbor islands
Utility (HECO) business model of profit and extraction
Slowness of utility upgrades to grid for renewable integration
Geographic isolation, scarcity and costs
Principal focus on “big energy”
Clean energy initiatives (e.g. Molokai grid) behind schedule
Misinformation by groups relating to renewable energy

Other (1 each): Above ground transmission lines; Maui County multi-island Plans create challenges as no “one size fits all”; solar output reduced by clouds.

**Opportunities**
- Shared energy (e.g. community solar)
- Renewable energy workforce training
- Homeowner reimbursement for energy production expansion to Lāna‘i
- Alternative fuels
- Solar panel cleaning and inspection services
- Creation of energy strategy plan for each island In County
- Community owned and developed renewable energy projects
- Agri-voltaic ventures providing alternative income for farmers
- Job creation via project operation and maintenance
- Subsidize rental property solar projects to benefit tenants
- Geothermal project potential
- Build climate-resistant infrastructure
- Smart technology
- State goal of 100% renewables by 2045

Other (1 each): More distributed energy and grid services; Drone inspection for energy facilities; Adoption of grid-forming strategies; Pro-active support by County and MEDB of utility-scale renewable projects; Election year possibility to elect candidates that pro-actively support renewables.

**Threats**
- Senate Bill 2510 that limits the types of renewable energy Hawai‘i can pursue\(^{59}\)
- State Energy Office lacks leadership to promote and educate public about renewables
- Supply chain disruptions
- Declining Federal tax credits
- NIMBY opposition delaying or threatening renewable permit approvals
- State administration lacking pro-active leadership in advancing utility-scale solar projects
- Hawai‘i’s reputation and reality as business-unfriendly
- Slow speed of permitting processes
- Cost of fossil fuel and unpredictable pricing and availability
- Oil supply scarcity and prone to conflict
- Increased threat to transmission from fire, floods and storms
- Continued focus of utility on profit over innovation
- Lack of residents’ knowledge and understanding of renewable development
- Increases in shipping costs
- Tax benefits accruing only to for-profit sector

\(^{59}\) Subsequently vetoed by Governor Ige in July 2022.
Excessive salaries and bonuses for utility (HECO) executives
Effects of sea-level change for infrastructure

Other (1 each): Lack of County investment towards renewable energy; Increased regulatory control (permits, rules, etc.)
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Hawaiian Knowledge and Culture

Priorities and Strategies

Priorities

- Increase funding opportunities and access to capital for Native Hawaiian owned businesses
- Apply indigenous knowledge and innovation across all economic sectors and `āina-based organizations
- Advocate for Department of Hawaiian Home Lands (DHHL) clearing their waitlist
- Reduce impacts of visitors through a clear assessment of carrying capacity analysis and support a Hawaiian-led, Hawaiian culture-based authority committed to `āina, environmental impacts and our people
- Support expansion of Hawaiian culture and ōlelo within an accessible education system from keiki to kūpuna

- Promote tourism education and management (“respect the culture and place”) at airports, hotels, car rental, etc.
- Fund land acquisitions to protect cultural and natural resources in perpetuity
- Establish a County Department of `Ōiwi Resources
- Create affordable housing for kānaka

Other (1 each): Support the construction of Hālau of ʻŌiwi Art in Wailuku; Require strong pa`akai

Strategies

- Integrate Hawaiian healing methodologies and knowledge into healthcare systems (incl. mental health)
- Create pathways to prioritize practitioners as local experts for all Hawaii-based studies and projects
- Facilitate the cultural conversation for enduring community-based solutions
- Support community organizations involved in `āina and/or kai-based kuleana work
- Indigenize innovation and entrepreneurship
- County to support better community engagement and communication
- Fund kūpuna to visit schools to share their mo`ōlelo with our keiki
- Establish consent for use and fair compensation for ʻōiwi intellectual property

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60 Priorities in boldface are those with the most consensus by Members of the Focus Group
Hawaiian Knowledge and Culture

Cluster Analysis

In recognizing “the Hawaiian renaissance movement taking shape throughout Hawaii,61” this cluster has been identified by the Maui County CEDS Strategy Committee for the first time as a rightful driver of economic development that also overlays all of the other clusters. Central to Hawaiian knowledge and culture is the profound connection with the natural world, the native land and resources. For hundreds of years, Native Hawaiians have coevolved with this environment and through ancestral research and observation and the application of natural science and cultural values, have accumulated deep knowledge and understanding of their environment. This sophisticated culture and the traditions perpetuated through the generations provides to the present day a foundation and unique worldview that is integral to the concept of a community that is pono – one that is balanced, righteous, fair and aligned.

For many of Hawaiian heritage, the challenges of perpetuating Hawaiian values, traditions and culture, and ensuring the welfare of the Hawaiian community while thriving in a modern global economy are daunting. Setting an economic context in Maui County is challenging because disaggregated data is limited. In terms of population, decennial census data show that Statewide, 11% self-report as Native Hawaiian or Pacific Islander. In combination with at least one other race, the proportion is 27%.

### Native Hawaiian and Other Pacific Islander (P.I.) Population

**State of Hawai‘i (2000 – 2020)**

<table>
<thead>
<tr>
<th></th>
<th>2000</th>
<th>2010</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total State Population</strong></td>
<td>1,211,537</td>
<td>1,360,301</td>
<td>1,455,271</td>
</tr>
<tr>
<td><strong>(a) Native Hawaiian &amp; P.I.</strong></td>
<td>113,539</td>
<td>135,422</td>
<td>157,445</td>
</tr>
<tr>
<td><strong>As Percentage (%)</strong></td>
<td>9%</td>
<td>10%</td>
<td>11%</td>
</tr>
<tr>
<td><strong>(b) Native Hawaiian &amp; P.I.</strong></td>
<td>282,667</td>
<td>355,816</td>
<td>394,102</td>
</tr>
<tr>
<td><strong>As Percentage (%)</strong></td>
<td>23%</td>
<td>26%</td>
<td>27%</td>
</tr>
</tbody>
</table>

*Source: U.S. Census Bureau*

(a) Census respondents self-reporting as Native Hawaiian or P.I. alone
(b) Census respondents self-reporting as Native Hawaiian or P.I. alone or in combination with one or more ethnicities

*Note: 2020 Census data for Maui County reports 10.6% of population self-reporting as Native Hawaiian or other Pacific Islander alone; Pacific Islanders account for 3.0%*

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61 This phrase from the website of Hawai‘inuiākea – School of Hawaiian Knowledge at UH Manoa.
Based on Census Bureau data, the Office of Hawaiian Affairs (OHA) estimates that as of 2017, there were over 614,000 individuals of Native Hawaiian ethnicity in the United States population.

Using the broader definition of “Native Hawaiian or Pacific Islander” to include that ethnicity alone plus those individuals self-reporting as Native Hawaiian in combination with one or more other ethnicities, proportions by County in the State were as follows in 2010:

### Native Hawaiian Population, State of Hawai‘i by County (2010)

<table>
<thead>
<tr>
<th>County</th>
<th>Native Hawaiian/PI</th>
<th>Total Population</th>
<th>Native Hawaiian/PI as Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maui County</td>
<td>36,804</td>
<td>154,924</td>
<td>23.8%</td>
</tr>
<tr>
<td>Honolulu (O‘ahu)</td>
<td>182,120</td>
<td>953,207</td>
<td>19.1%</td>
</tr>
<tr>
<td>Hawai‘i</td>
<td>54,919</td>
<td>185,079</td>
<td>29.7%</td>
</tr>
<tr>
<td>Kaua‘i</td>
<td>16,127</td>
<td>67,091</td>
<td>24.0%</td>
</tr>
</tbody>
</table>

Source: U.S. Bureau of the Census and OHA. (2020 Census data by ethnicity and island not yet available)

Note: Data show Census respondents self-reporting as Native Hawaiian alone or in combination with one or more ethnicities

### Native Hawaiian Population, Maui County (2010)

<table>
<thead>
<tr>
<th>County</th>
<th>Native Hawaiian/PI</th>
<th>Total Population</th>
<th>Native Hawaiian/PI as Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maui County</td>
<td>36,804</td>
<td>154,924</td>
<td>23.8%</td>
</tr>
<tr>
<td>Maui Island</td>
<td>31,666</td>
<td>144,444</td>
<td>21.9%</td>
</tr>
<tr>
<td>Molokai</td>
<td>4,527</td>
<td>7,345</td>
<td>61.6%</td>
</tr>
<tr>
<td>Lāna‘i</td>
<td>611</td>
<td>3,135</td>
<td>19.5%</td>
</tr>
</tbody>
</table>

Source: U.S. Bureau of the Census and OHA. (2020 Census data by ethnicity and island not yet available)

Note: Data show Census respondents self-reporting as Native Hawaiian alone or in combination with one or more ethnicities

Labor force data such as job count by industry or occupation are not collected by ethnicity. However, a recent Statewide DBEDT report on Native Hawaiian Entrepreneurship\(^\text{62}\) included data drawn from the American Community Survey (ACS) conducted annually by the Census Bureau that provides broad categorization by type of sector worker:

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As this table shows, Native Hawaiians are more likely to be employed in the private sector and less likely to hold a job in the government sector or be self-employed. The report included a breakdown of more than 10,000 Native Hawaiian entrepreneurs, defined as self-employed in their own business, professional practice, or farm. As the report notes, entrepreneurs are the engine of economic growth, creating jobs and spawning innovation. The leading three industries accounting for 44% of all Native Hawaiian entrepreneurs were Construction; Administration, Waste Management, and Remediation Services; and the catch-all grouping of Other Services. They were less likely than other entrepreneurs to be in the Science and Tech cluster, or the real estate field.

### Industries of Hawaiian Entrepreneurs, Statewide

<table>
<thead>
<tr>
<th>Industry</th>
<th>Native Hawaiian Entrepreneurs</th>
<th>All Entrepreneurs in Hawaii</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number</td>
<td>10,193</td>
<td>88,282</td>
</tr>
<tr>
<td>Construction</td>
<td>15.7%</td>
<td>12.5%</td>
</tr>
<tr>
<td>Admin/Waste Management/Remediation</td>
<td>14.5%</td>
<td>8.9%</td>
</tr>
<tr>
<td>Other Services (excluding Public Admin)</td>
<td>13.9%</td>
<td>11.1%</td>
</tr>
<tr>
<td>Healthcare and Social Assistance</td>
<td>9.1%</td>
<td>9.3%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>8.4%</td>
<td>7.8%</td>
</tr>
<tr>
<td>Professional/Science/Tech</td>
<td>5.8%</td>
<td>12.2%</td>
</tr>
<tr>
<td>Agriculture/Forestry/Fishing</td>
<td>5.0%</td>
<td>4.2%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>4.7%</td>
<td>2.9%</td>
</tr>
<tr>
<td>Real Estate/Rental/Leasing</td>
<td>4.5%</td>
<td>7.3%</td>
</tr>
<tr>
<td>Arts/Entertainment/Recreation</td>
<td>4.4%</td>
<td>4.8%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>4.2%</td>
<td>3.2%</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>2.2%</td>
<td>3.9%</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>1.6%</td>
<td>4.8%</td>
</tr>
<tr>
<td>All Other</td>
<td>6.0%</td>
<td>7.1%</td>
</tr>
<tr>
<td>Subtotal</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau (ACS)

Notes:
1. Entrepreneurs defined as self-employed in own business, professional practice, or farm
2. Native Hawaiian refers to self-reporting as Native Hawaiian alone or in combination
OHA Statewide income data for the Native Hawaiian population over the period 2010-19 demonstrate a broadly consistent relationship, with the Native Hawaiian median household income generally in a range 5 to 10% lower than for the population as a whole.

**Native Hawaiian Median Household Income (MHI) as Percentage of Hawaii Statewide MHI (2010 – 2019)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Native Hawaiian MHI</th>
<th>State MHI</th>
<th>Native Hawaiian as Percentage of state MHI (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$59,755</td>
<td>$63,030</td>
<td>94.8%</td>
</tr>
<tr>
<td>2011</td>
<td>$59,532</td>
<td>$61,821</td>
<td>96.3%</td>
</tr>
<tr>
<td>2012</td>
<td>$60,415</td>
<td>$66,259</td>
<td>91.2%</td>
</tr>
<tr>
<td>2013</td>
<td>$65,688</td>
<td>$68,020</td>
<td>96.6%</td>
</tr>
<tr>
<td>2014</td>
<td>$62,852</td>
<td>$69,592</td>
<td>90.3%</td>
</tr>
<tr>
<td>2015</td>
<td>$75,381</td>
<td>$73,486</td>
<td>102.6%</td>
</tr>
<tr>
<td>2016</td>
<td>$70,455</td>
<td>$74,511</td>
<td>94.6%</td>
</tr>
<tr>
<td>2017</td>
<td>$72,363</td>
<td>$77,765</td>
<td>93.0%</td>
</tr>
<tr>
<td>2018</td>
<td>$75,708</td>
<td>$80,212</td>
<td>94.4%</td>
</tr>
<tr>
<td>2019</td>
<td>$73,065</td>
<td>$83,102</td>
<td>87.9%</td>
</tr>
</tbody>
</table>

*Source: OHA and Bureau of the Census (ACS)*

*Note: MHI data in inflation-adjusted dollars*

A joint 2020 study examined the impacts of the COVID-19 epidemic on Native Hawaiian businesses. Some of the main findings are summarized below:

**Native Hawaiian Businesses: Data, and Impacts of COVID-19**

<table>
<thead>
<tr>
<th>Types of Businesses</th>
<th>Number of Businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Small Businesses in Hawaiʻi, 2020</td>
<td>135,567 <em>(Source: SBA)</em></td>
</tr>
<tr>
<td>Native Hawaiian Owned Businesses in Hawaiʻi</td>
<td>13,147 <em>(11.1% of all businesses)</em></td>
</tr>
<tr>
<td>Of which percentage in the Arts, Entertainment and Recreation Cluster (%)</td>
<td>17.1%</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>5.9%</td>
</tr>
<tr>
<td>Native Hawaiian Owned Businesses with Employees</td>
<td>1,202 <em>(9.1%)</em></td>
</tr>
</tbody>
</table>

---

Online survey of 1,044 Business Owners in April 2020 by NHCoC and OHA:
- Decline in customer/client demand (53%)
- Depletion of cash reserves (49%)
- Business closed temporarily (48%)
- Event cancellation (34%)

Take-aways for Native Hawaiian-owned businesses:
- Less dependent on tourism than Non-NH Owned and more resilient
- Need for greater access to capital is a long-standing challenge
- Need for technical assistance to manage the business

The latest 15-year Strategic Plan published by the Office of Hawaiian Affairs covers the period 2020-2035. The plan contains four main themes: Educational Pathways, Health Outcomes, Quality Housing, and Economic Stability. The principal recommendations regarding economic stability are as follows:
- Advance policies, programs and practices that strengthen ability to pursue multiple pathways toward economic stability:
  - Increase number/percent Native Hawaiian ‘ohana who are able to provide high-quality keiki and kūpuna care
  - Increase access to capital and credit for community strengthening Native Hawaiian businesses and individuals
  - Increase number of Native Hawaiian ‘ohana who are resource stable (e.g. financial, subsistence, other)
  - Increase Native Hawaiian employment rate
- Cultivate economic development in and for Hawaiian communities:
  - Increase the number of successful, community strengthening Native Hawaiian-owned businesses
  - Establish new markets for Native Hawaiian products (e.g. kalo, loko i’a grown fish) that can provide Native Hawaiian producers a livable wage
  - Establish and operationalize an Indigenous economic system consistent with Native Hawaiian knowledge, culture, values, and practices

Other main recommendation of the Strategic Plan are:
**Educational Pathways**
- Support development and use of educational resources for all Hawaiian lifelong learners in schools, communities and ‘ohana
- Support education through Hawaiian language medium and focused Charter Schools

**Health Outcomes**
- Advance policies, programs, and practices that strengthen Hawaiian wellbeing, including physical, spiritual, mental and emotional health

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64 https://19of32x2y133s8o4xza0gf14-wpengine.netdna-ssl.com/wp-content/uploads/Mana-i-Mauli-Ola.pdf
Advance policies, programs and practices that strengthen the health of the ‘āina and mo'omeheu

Quality Housing
• Advance policies, programs, and practices that strengthen Hawaiian resource management knowledge and skills to meet the housing needs of their ‘ohana
• Support implementation of the Hawaiian Homes Commission Act and other efforts to meet the housing needs of ‘ohana
Hawaiian Knowledge and Culture -- SWOT

**Strengths**
Emerging Native Hawaiian leaders and educators (incl. kiaʻi)  
Many outstanding kumu hula and other Native Hawaiian practitioners in Maui County  
Ahupua’a resource management systems  
Strong County Council members supportive of cultural initiatives and projects  
Native Hawaiian role models/kūpuna for youth and lāhui  
Hui O Nā Wai ʻEhā  
Better efforts to perpetuate Hawaiian ʻike and ʻōlelo Hawaii  
Emerging (and potential) industries and opportunities in Ag, Eco-tourism, cultural and holistic health retreats, etc.  
Variety of Native Hawaiian and culturally focused community groups and non-profits  
Hawaiian values in business  
A vested population that cares and supports the economic progress of authentic Hawaiian culture  
Rich natural resources (e.g. ocean, fresh water, soil, etc.)  
Active communities and many people knowledgeable about our natural resources  
Increasing interest in the restoration of lo`i and loko i`a  
Diverse cultural schools and knowledge  

Other (1 each): Cultural position in Mayor’s Office; Sense of “home” for many; Cultural mapping, iwi and archaeology database

**Weaknesses**
Over-reliance on tourism/poor tourism management  
Poor natural resource management/diminishing natural resources  
Dearth of Native Hawaiian-owned businesses and support-resources to establish them  
Too many water diversions  
Displacement of kānaka maoli  
Too many luxury homes and real estate lobbyists  
Cultural practitioners not contracted or patronized  
Native Hawaiian homelessness and inability to resolve  
Lack of cultural practitioners helping address mental health issues  
Cultural appropriation and tokenism if Hawaiian culture in tourist industry  
Extractive economy  
Lack of high-paying jobs/need to raise minimum wage  
Government disconnected from Hawaiian knowledge and culture  
Need for stronger Ka Pa`akai analysis  
Too many Native Hawaiians/Polynesians in prison system  
Rural job opportunities but urban living prices  
Lack of ʻāina-based organizations  
Lack of mental health facilities, especially for extreme cases needing institutionalization  
Complex and lengthy process for permitting and establishing new businesses
Lack of aquaculture
Investment in declining industries
Disconnect between programs and target groups
Lack of Hawaiian charter schools
Lack of data on Native Hawaiian businesses in Maui County
Lack of small business education on tax benefit programs
Innovation/entrepreneurship sector shaped by and perpetuates colonial mentality and capitalism
Cost of housing and utilities

Other (1 each): Poor communication between Film Office and local media producers; Food regulations (e.g. processing deer, milk, etc.) Influence of developers; Healthcare workforce shortage and reliance on outsourcing/importing staff

Opportunities
Sovereignty
Empower and inspire kanaka youth to be positive community role models
Abolish the Hawaii Tourism Authority
Establish more Hawaiian language and charter schools
Create and strengthen links between cultural connection and healthcare outcomes
Improve protection of indigenous intellectual property rights
Design a sustainable business ecosystem aligned with Hawaiian values
Halt the construction of luxury homes
Increase taxes on tourism industry and use funds raised for community investment
Employ local experts and practitioners instead of outsourcing
Elect leadership that supports the advancement of Hawaiian culture and knowledge
Support land acquisitions with high cultural and environmental value and protect in perpetuity
Reforestation with native plants
Reduce/minimize stream diversions
Transition focus from tourism to conservation
Incentives for film and TV productions in Maui County
Promote Native Hawaiian involvement for ‘ike kūpuna and cultural preservation
Create community based Aha Moku systems in Maui County
Promote sustainability and food security measures to reduce reliance on food imports
Invest in spaces for cultural practices
Cultural sequestration

Other (1): Availability of open/green space

Threats
Displacement/outmigration of kānaka and increasing in-migration of real estate buyers with no ties to ‘āina
Invasive species (esp. deer) that threatened native ecosystems
America and the military
Tourism; no clear plan to balance over-reliance
Simplification of Hawaiian culture and cultural misappropriation
Over-diversion and extraction of freshwater
Quiet title
Avoidance of difficult cultural conversations
False narrative that all Hawaiians must agree before taking action on issues
Real estate industry
Overpopulation and overdevelopment
Status quo
Lack of understanding of central role Native Hawaiians have in our community
Greed, apathy and selfish ambition
Out-of-state businesses using tax credits and repatriating State and County tax revenues
Homeless sent here from Continental U.S.
Lack of high-paying jobs
Desecration of burials/iwi kūpuna
Dredging and sand mining
Drug abuse and lack of access to mental health treatment
WWOOFing⁶⁵ farms and exploitative business practices

⁶⁵ World Wide Opportunities on Organic Farms organization
Healthcare and Wellness

Priorities and Strategies

Priorities

- Build a streamlined, predictive model with proper tools to anticipate and prepare for future healthcare workforce needs of our community
- Pilot people-focused (not insurance company based) delivery model and prepare to scale
- Develop and grow a hui of Community Healthcare Workers as the first line of triage for improving the social determinants of health that includes mental health
- Expand mental health services across Maui County
- Promote further collaboration of healthcare providers and sectors to facilitate cross-pollination
- Create incentives for improved recruitment and retention such as housing

Strategies

- Prioritize development at UHMC of specific programs to match community future needs
- Utilize and reach outside Maui County for trainings and education via the UHMC system
- Fund a County-wide Health Impact Assessment to focus on the social determinants of health in the community rather than focusing on illness
- Influence Statewide legislative changes to support a healthier sector
- Promote wellness by exploring a community group/visit model for mutual support within the community

66 Priorities in boldface are those with the most consensus by Members of the Focus Group
Healthcare and Wellness

Cluster Analysis

As the Maui County General Plan\textsuperscript{67} states, “Obtaining quality health care is an essential part of every resident’s life and will continue to grow in importance as Maui’s population ages. The traditional and alternative medicine sectors are identified as growth sectors, and opportunities exist to create a robust niche industry that can provide viable employment. To build a solid foundation for the provision of quality health care services, including mental health and substance abuse services, and realize the economic potential of these sectors, Maui needs to develop and provide access to a comprehensive and integrated spectrum of health care services and improve the quality of medical facilities.”

Forward planning for the Healthcare cluster firstly requires analysis of demographics for Maui County. Maui’s population is aging, and at a faster rate than statewide. In 2020, the median age was 42.0 years, compared to 39.6 years in 2010 and 36.8 years in 2000. Over this period, Maui County has seen a greater in-migration of older workers and retirees and the consistent loss of young adults for education and work opportunities to the Continental U.S. This trend has been exacerbated during the COVID-19 pandemic by an outmigration of younger cohorts who suddenly found themselves without a job as the County’s service industry temporarily closed down and unemployment reached 34%, the highest rate in the nation. By 2020, over 19% of the Maui County population was over 65 years old, compared with 13% in 2000. The comparison between the proportion of seniors (65+) to those of working age (25-64) in Maui County between 2010 (22%) and 2022 (36%) is even more dramatic. The number of births in the resident population has steadily fallen from a peak of 2,174 in 2009 to 1,794 in 2020, despite the rise in overall population numbers.

Nationally, the peak birth years for baby boomers were the mid- to late-1950s, so that together with Maui County’s recent elevated in-migration trend, the 2020s will see increasing numbers in older age cohorts likely requiring age-related healthcare. Leaders in the County’s healthcare system clearly articulate the need to begin restructuring the Healthcare system for the needs of the community in 10 to 20 years’ time and beyond, which will require a radical change in the healthcare delivery system. Training for building a workforce for a home- and community-based healthcare service requires both planning and funding. Under the current system, Medicare reimbursements have fallen in real terms while upward pressure on wages and costs intensifies. For existing kūpuna care facilities, for example, Medicaid patients do not generate positive cash flow. Under the current system, valuable hospital beds are likewise occupied by

\textsuperscript{67} Maui County General Plan 2030, Maui Island Plan
kūpuna needing longer-term care, restricting healthcare system flow-through and limiting capacity for primary care patients. Some professionals in the cluster express concern that under present trends, a demographic increase in the number of resident seniors’ long-term care facilities with scant or no resources, dependent on an inadequate Medicare/Medicaid system, will result in forced homelessness -- an image that defies contemplation.

A critical shortage of medical professionals in Maui County has grown over the last few years. A recent blog post on the Maui Health website notes68 that Maui has faced hospital staffing shortages for a while, worsened by the high cost of living, high housing costs and the lack of affordable housing options. The article notes that communities are facing similar issues across Hawai‘i and the U.S., but Maui County’s real estate market makes matters even more acute. A recent MEDB report69 cited the ratio of Maui County residents to practicing physicians in 2019 as 557 to 1, compared to the national average of 338 to 1. Medical providers in the County find that difficulty in recruiting even affects high-paid healthcare occupations such as physicians. The healthcare staff shortage preceded COVID-19, but the pandemic caused more strain on the healthcare system and caused more burnout for medical staff.

A recent report by the Hawaii State Center for Nursing estimated that the state currently has a shortfall of 513 physicians, 212 physician assistants (there are no training courses currently offered in Hawai‘i) and 396 advanced practice registered nurses. The publication NursingEducation reported on a data analysis of the 15 counties in the nation with the largest shortage of healthcare workers, conducted in 2021 by the Federal Health Resources and Services Administration (an agency of the U.S. Department of Health and Human Services). Maui County was 5th worst in the entire nation (Hawai‘i County was 3rd worst, and Kaua‘i 13th.)70 The Hawaii Physician Workforce Assessment Project estimates that the State of Hawai‘i needs at least 750 doctors, especially in primary care specialties. The shortfall in Maui County and Hawai‘i County is the most severe, at 40%71.

A recent UH-Manoa study reported in The Journal of Health and Social Welfare72 that 23% of nurses in Hawai‘i surveyed in 2020 were considering leaving the workforce due to the pandemic, and of these the leading reasons were issues of safety, job fatigue, retirement

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68 https://www.mauihealth.org/blog/posts/maui-health-still-facing-vacancies/ March 7, 2022
69 Focus Maui Nui, Trends Maui Nui 2020
72 https://mauinow.com/2022/06/18/uh-study-23-of-hawaii-nurses-are-considering-leaving-workforce-due-to-pandemic/
considerations, and a lack of desire to remain a healthcare provider. Two other surveys reported similar findings; the first, conducted by the Washington Post and Kaiser Family Foundation found that 28% of nurses expressed a desire to quit. A 2021 survey by the Hawaiʻi State Center for Nursing found that 25% of nurses felt so stressed they were considering leaving the profession. A KITV (Honolulu) segment in May 2022\(^{73}\) reported that healthcare shortages were not just affecting physicians and nurses; shortages were also being experienced in healthcare occupations such as medical assistants, ancillary support workers, pharmacy technicians and medical billers and coders. The President of the Hawaiʻi Medical College, the only accredited institution in the State producing Medical Assistant graduates, elaborated that in the past, Hawaiʻi hospitals would recruit between 300 and 500 graduates annually, but currently the number of graduates has fallen to only 200 per year. This trend is attributable in part to COVID-19 concerns and reflect a workforce pipeline issue experienced in the Maui County healthcare cluster with high school student and HOSA programs being negatively affected by the lack of internships, job shadowing and mentoring programs that were offered before the pandemic. The workforce pipeline has been constricted.

A further factor affecting the shortage of healthcare professionals, especially for physicians, are the Medicare reimbursement rates in Hawaiʻi which are among the lowest in the nation. According to the Hawaiʻi Physician Shortage Crisis Task Force\(^{74}\), Hawaiʻi medical providers receive similar reimbursement rates as Ohio providers despite the significant difference in the cost of living. One solution proposed is to exempt medical services in Hawaii from the General Excise Tax (GET) but a bill to this effect in the State Legislature stalled recently. One outcome from the CEDS Healthcare Focus Group was a call to change the current healthcare model that is driven by insurance company reimbursements.

Solutions to mitigate both the structural imbalances of the cluster and the chronic staff shortages over the longer-term include expanding home health. “Hospital at home” is increasingly a model in some communities in the Continental U.S. based on wellness programs to pre-empt hospital and clinic visits. The model requires training of community health workers able to make assessments of health determinants. In Hawaiʻi, for example, healthcare personnel could also be trained to help individuals navigate health service resources in a culturally appropriate fashion, with trained nurses and nursing aides making home visits, which would be a far cheaper option than the current system. In addition, expanded healthcare curricula in middle and high schools, such as those currently in place at Maui High School,


should also be considered. Another initiative could be modeled after a program at the Kahuku School Health Learning Center on Oʻahu, with students mentored to interact with kūpuna in the community healthcare system. This type of exposure reaches those students who don’t yet know they have a calling in healthcare professions.

Other initiatives have been proposed to address the healthcare workforce crisis in Maui County, made all the more urgent because of the aging population; the number of seniors has increased by 87% since 2005. Among these are proposals for affordable housing specifically designated for healthcare professionals in perpetuity, such as the 16-lot plan in Maui Lani – close to Maui Memorial Medical Center – proposed by the Mayor’s office in March 2022\(^75\). Two bills addressing the issue – with special reference to the Neighbor Islands -- were signed into law by Governor Ige in July 2022\(^76\). Senate Bill 2597 allows more loans to medical students and some debt forgiveness in exchange for a commitment to remain in Hawaiʻi to practice (83% of loan re-payers remain in Hawaiʻi). Senate Bill 2657, also passed into law, funds expansion of medical residency at the John A. Burns School of Medicine at UH-Manoa and medical student training opportunities on Neighbor Islands.

![Annual Average Job Count, Healthcare and Social Assistance Maui County (2010 – 2021)](chart)

*Source: DLIR*

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Despite the workforce issues, the Healthcare and Wellness cluster has been the fastest-growing economic driver in Maui County since 1990 – numbers employed have tripled in that time span, and the cluster employs over 11% of the total workforce; only the Government sector (13%) and the visitor industry are larger employers. The largest single employer in Maui County is Maui Health with more than 1,600 staff at Maui Memorial Medical Center (MMMC), the MMMC outpatient clinic, Kula Hospital, and Lāna‘i Community Hospital. Maui Health is also affiliated with Kaiser Permanente.

Over the period 2010 through 2021, the labor force in Maui County increased by 9% as a whole; the proportion for Healthcare and Social assistance was 49%, and the sector proved notably resilient during the pandemic, not least because employees were on the front lines providing treatment, care, and support. Two-thirds of the State job count data for the sector are employed in Healthcare occupations, with the remaining one-third in Social Assistance, which includes individual and family services, emergency and relief services, vocational rehabilitation services, and child day-care services.

Occupational wage data for healthcare, shown in the table below, demonstrate that a wide range of jobs are high-status and well-paid, validating the efforts to encourage the growth of the cluster. Many observers and professionals in the field voice the opinion that the Wellness sector is an obvious candidate for expansion, as informed by indigenous, cultural, and preventative health practices, together with alternative therapies. Although the concept of adding to visitor numbers may not be universally welcomed, any shift towards a more affluent market segment that can benefit Maui County’s healthcare cluster and associated economic development is likely to also be positive for the resident population by upgrading services available and the caliber of the Maui-based professional corps.

As the healthcare occupational table shows, the Bureau of Labor Statistics differentiates between Practitioners and Technical Occupations (2,900 employees) earning an average of $109,310 and Healthcare Support Occupations (2,170 employees) earning an average of $39,910. This provides an illuminating insight into the bifurcation of compensation in the cluster.
# Healthcare Occupational and Mean Wage Data, Maui County (2021)

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Numbers</th>
<th>Hourly</th>
<th>Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physicians</td>
<td>160</td>
<td>$102.37</td>
<td>$212,930</td>
</tr>
<tr>
<td>Dentists</td>
<td>70</td>
<td>$79.99</td>
<td>$166,380</td>
</tr>
<tr>
<td>Pharmacists</td>
<td>100</td>
<td>$61.29</td>
<td>$127,470</td>
</tr>
<tr>
<td>Medical and Health Service Managers</td>
<td>120</td>
<td>$57.07</td>
<td>$118,710</td>
</tr>
<tr>
<td>Physician Assistants</td>
<td>30</td>
<td>$56.23</td>
<td>$116,960</td>
</tr>
<tr>
<td>Clinical and Counseling Psychologists</td>
<td>30</td>
<td>$51.82</td>
<td>$107,780</td>
</tr>
<tr>
<td>Registered Nurses</td>
<td>1,120</td>
<td>$51.73</td>
<td>$107,600</td>
</tr>
<tr>
<td>Dental Hygienists</td>
<td>140</td>
<td>$40.69</td>
<td>$84,630</td>
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<tr>
<td>Radiologic Technicians</td>
<td>70</td>
<td>$38.90</td>
<td>$80,910</td>
</tr>
<tr>
<td>Physical Therapists</td>
<td>100</td>
<td>$36.83</td>
<td>$76,600</td>
</tr>
<tr>
<td>Healthcare Social Workers</td>
<td>60</td>
<td>$36.02</td>
<td>$74,910</td>
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<tr>
<td>Massage Therapists</td>
<td>180</td>
<td>$32.32</td>
<td>$67,220</td>
</tr>
<tr>
<td>Mental Health and Substance Abuse Social Workers</td>
<td>60</td>
<td>$29.92</td>
<td>$62,240</td>
</tr>
<tr>
<td>All Occupations</td>
<td>64,090</td>
<td>$26.91</td>
<td>$55,970</td>
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<tr>
<td>Psychiatric Technicians</td>
<td>40</td>
<td>$25.42</td>
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</tr>
<tr>
<td>Licensed Practical Nurses and Lic. Vocational Nurses</td>
<td>140</td>
<td>$24.30</td>
<td>$50,540</td>
</tr>
<tr>
<td>All Other Healthcare Support Workers</td>
<td>370</td>
<td>$20.95</td>
<td>$43,570</td>
</tr>
<tr>
<td>Medical Assistants</td>
<td>280</td>
<td>$20.88</td>
<td>$43,430</td>
</tr>
<tr>
<td>Pharmacy Technicians</td>
<td>160</td>
<td>$19.63</td>
<td>$40,830</td>
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<tr>
<td>Dental Assistants</td>
<td>160</td>
<td>$19.33</td>
<td>$40,210</td>
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<tr>
<td>Community Health Workers</td>
<td>50</td>
<td>$16.71</td>
<td>$34,750</td>
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<tr>
<td>Nursing Assistants</td>
<td>350</td>
<td>$16.70</td>
<td>$34,740</td>
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<tr>
<td>Biological Technicians</td>
<td>140</td>
<td>$17.19</td>
<td>$35,760</td>
</tr>
<tr>
<td>Home Health and Personal Care Aides</td>
<td>690</td>
<td>$15.20</td>
<td>$31,620</td>
</tr>
</tbody>
</table>

Source: U.S. Bureau of Labor Statistics (BLS)
Healthcare and Wellness -- SWOT

**Strengths**

- Strong network of non-profit providers
- UH Maui College programs and staff
- Rich multicultural population demographic
- Extremely alluring physical island environment
- Passionate commitment to community
- Plenty of new and innovative private health and wellness practitioners opening businesses post-pandemic
- Community members familiar with each other
- Three different islands in the County offering three different lifestyles
- Awesome kūpuna programs
- Strong grassroots movements with ability to access County support
- Manageable number of key participants in healthcare proving the ability to build for the future – as opposed to trying to protect the status quo

**Weaknesses**

- Wages not matching the cost of living or the importance of the healthcare role
- Aging demographics and shrinking workforce
- Lack of affordable housing
- Mismatch between cost of workforce (up) and healthcare reimbursements (down)
- Limited funds to grow programs
- Lack of qualified individuals to work in healthcare field
- Delivery system built on obsolete models of care
- Loss of great practitioners due to lack of housing or feeling of disconnectedness with community
- Inadequate infrastructure
- Many residents cannot afford alternative healthcare
- Lack of community programs to support alternative healthcare
- Overwhelmed systems do not allow residents to learn about them and be supported in prevention
- Income disparities
- Growing Medicaid population
- Insurance is driving the healthcare system, not the community

**Opportunities**

- UHMC to start a program for Licensed Practical Nurses (LPN) and B.S. in Nursing (BSN)
- Focus/emphasis on food and energy sustainability
- Improved bandwidth to make telehealth available in all areas of the County
- Identification of, and funding for, apprentice programs and educational opportunities

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**Numbers in parentheses represent the number of votes by Focus Group members concurring with the statement**
Prioritize affordable housing for healthcare personnel
Medical vacations (medical tourism)
Build out MDVIP\textsuperscript{78} private pay service model to support all of the community
Strengthen and build more career pathways with the Department of Education and UHMC to create needed workforce
Increase demand for high-quality healthcare services expected by recent residents
Incentivize growing trend for healthcare cash payments

**Threats**
Residents seeking healthcare off-island
Worsening acceleration of housing, cost of living, and healthcare costs
Lack of understanding of healthcare complexities
Increased demand of high-quality healthcare by new arrivals
Investment needed in “cross chasm” of change

\textsuperscript{78} Name of a Florida-based private company operating a network of physicians offering preventive and primary care
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Science, Technology, Innovation and Efficiency

Priorities and Strategies

Priorities

• Create incubator and accelerator facility and programs for Maui County businesses
• Develop new degree courses and industry-recognized certifications to provide pathways for higher-paying STEM jobs
• Develop online tools to make finding local tech talent easier
• Establish a mechanism for tech companies to collaborate, team together on contracts and shared projects, and share personnel as required
• Feasibility study for Maui County as a launch site for space activities
• Highlight Hawaiian culture as leading epistemology in Maui Nui to protect home-grown intellectual property rights and encourage Native Hawaiian entrepreneurship
• Streamline basic start-up, permitting process and access to capital for targeted businesses

• Develop Web3, Blockchain, DAO (Decentralized Autonomous Organization) technology
• MRTC improvements: keep A/C on 24/7, fix plumbing and plumbing fixtures, roof, etc.
• App development
• Promote restoration of ʻo‘i kalo and loko ʻi’a
• Create more workforce housing, including for science and tech workers

Other (1 each): Healthcare equipment manufacturing;

Strategies

• Develop “Maui” Brand (separate from “Hawai‘i”) and market Maui as a world center
• Work with State Legislature to restore the Maui Research and Technology Park to its original vision as a vibrant incubation location conducive to innovation companies
• Promote Hawaiian wayfinding education and space sciences
• Emphasize high-value, high-growth industries to get in front of the curve; define what and where Maui wants to be
• Increase collaboration between Maui tech companies
• Educate Mayor’s Office and Council: 1 tech job creates 6 non-tech jobs
• Improve the effectiveness of Maui County Departments

Priorities in boldface are those with the most consensus by Members of the Focus Group
• Develop a two-way virtual workforce

Other (1 each): Create centers of excellence; Create shared space observation resources to promote space sciences
Science, Technology, Innovation and Efficiency

Cluster Analysis
When the science and technology cluster was at a fledgling stage in Maui County in the 1980s, further development was a viable and attractive option because it was a clean, environmentally friendly option and was largely free of the encumbrances of expensive shipping and geographical distance. Despite its isolated location, Maui enjoys several competitive advantages in attracting science, technology, and innovation enterprises, such as its time zone that bridges the Continental U.S. and Asian technology markets; its desirable environment and quality of life; and incentive programs past and present, such as SBA HubZone and Foreign Trade Zone. The cluster was also favored as it provides skill-based, competitively paid jobs for which a STEM pipeline could be provided for residents with STEM education opportunities in County K-12 schools and post-secondary education. Community and business leaders recognized the potential for giving employers the advantage of avoiding relocating and transplanting staff. Since then, the science and technology cluster has expanded as a strategic component of Maui County’s economic base, with some oscillations over time in part due to Federal policy and funding decisions.

In terms of future development and growth within this cluster, a very promising sign is the foundational and permanent presence of U.S. Space Force (USSF) activities on Maui. National security requires the ability to operate and maintain satellites in a congested and contested space environment. In May 2022, the USFF Delta 2 activated the 15th Space Surveillance Squadron in the Maui Research & Technology Park in Kihei, in partnership with the Air Force Research Laboratory and the Maui Supercomputing Center. The Squadron’s focus is to execute a critical mix of research, development, and operations based on Maui. This recent milestone provides Maui County an opportunity for critical national presence and “pull” for space technology along with products, services and workforce expertise needed to meet the USSF’s objectives. Along with the Space Force itself, defense contractors are establishing a presence or planning to do so, and for the first time, a significant number of commercial companies and investors.

Maui County’s Science, Technology and Innovation cluster lacks sufficiently disaggregated published occupational and wage data, for example, and for some statistics a degree of overlap exists between the cluster and Healthcare, Energy (especially Renewable Energy), and Agriculture. Nevertheless, growth in this sector, as measured by numbers employed in the cluster, has been marked since the early 1980s, rising from an estimated 175 jobs or so in the early 1980s to more than 2,000, representing 3.2% of all those employed in 2021. Many have

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80 The Small Business Administration HUBZone designation (Historically Underutilized Business Zone)
attributed these numbers to the efforts of Senator Daniel K. Inouye as well as MEDB programmatic support.

Numbers employed in the cluster then stabilized through the beginning of the downturn in 2008, then declined by more than 10% through 2011. Some of this retrenchment was due to the closure of Federal programs, corporate mergers and relocation, as well as an increase in out-of-state remote working. By 2015, with total employment numbers increasing, Science, Technology and Innovation jobs represented 2.8% of the total. They have since returned to the 3.2% to 3.3% of the labor force range and the sector showed notable resilience during the COVID-19 pandemic. Indeed, anecdotal evidence from professionals in the cluster indicates that recent job growth has occurred, even if these were not specifically captured in official counts.

### Professional, Scientific and Technical Services Job Count
**Maui County (2000 – 2021)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Job count</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>2,200</td>
</tr>
<tr>
<td>2005</td>
<td>2,400</td>
</tr>
<tr>
<td>2010</td>
<td>2,100</td>
</tr>
<tr>
<td>2015</td>
<td>2,100</td>
</tr>
<tr>
<td>2020</td>
<td>1,900</td>
</tr>
<tr>
<td>2021</td>
<td>2,100</td>
</tr>
</tbody>
</table>

Source: DLIR, Annual averages

*Note 1: Includes Information; excludes Company Management and Administration, and Federal Employees (DoD etc.)*

*Note 2: An earlier study (HiSciTech: An Economic Workforce Profile) estimated additional employment in supplier companies or non-tech service providers of at least 1,500 jobs*

The official numbers collected by the State Department of Labor exclude Federal employees, especially those in the military, which includes Air Force Research Laboratory (AFRL) and related personnel stationed in Maui County, many of whom are engaged in science and technology work. It is also worth noting that the combination of a number of jobs in the Science, Technology, Innovation and Efficiency cluster included in the official job count of other industries, excludes in the Information field, company management and administration, suggesting a significant undercount. In any event, Maui has the largest number of private sector technology-related jobs in the State, after O‘ahu.

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81 Other DLIR data estimate a total of 900 Federal employees (number rounded) in Maui County in 2021 and so far in 2022.
In terms of labor force structure, perhaps most notable is that, based on a 2000 survey, less than 1% of the science and technology labor force was drawn from Hawai‘i high school graduates; today, approximately 60% are home-grown. The numbers of women in the cluster have also significantly increased, with several now in leadership roles, for example in space contractor research roles and at the R&T Park Vanguard Center and leading research positions in private technology companies.

The Science, Technology, Innovation and Efficiency cluster has consistently shown mean earnings that are well above the average for all occupations, a major reason that MEDB, County, Federal and private funding has supported a robust STEM education-to-workforce pipeline in Maui County schools that includes gender and culturally aligned curricula, project-based learning, job shadowing, internships, mentoring, and professional development for Maui County’s educators. Nurturing home-grown talent provides an incentive for businesses in the cluster to operate and remain in Maui County, and for others to relocate.
### Occupational and Wage Data, Maui County (May 2021)

<table>
<thead>
<tr>
<th>Type of Jobs</th>
<th>Mean Hourly</th>
<th>Mean Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maui County – All Occupations</td>
<td>$26.91</td>
<td>$55,970</td>
</tr>
<tr>
<td><strong>Selected Science &amp; Technology Occupations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engineering &amp; Architectural Managers</td>
<td>$65.20</td>
<td>$135,610</td>
</tr>
<tr>
<td>Software Developers</td>
<td>$61.56</td>
<td>$128,050</td>
</tr>
<tr>
<td>Electrical Engineers</td>
<td>$59.72</td>
<td>$124,220</td>
</tr>
<tr>
<td>Computer &amp; Information System Managers</td>
<td>$59.59</td>
<td>$123,950</td>
</tr>
<tr>
<td>Computer Systems Analysts</td>
<td>$47.62</td>
<td>$99,050</td>
</tr>
<tr>
<td>Network &amp; Computer System Administrator</td>
<td>$41.79</td>
<td>$86,920</td>
</tr>
<tr>
<td>Web Developers</td>
<td>$34.63</td>
<td>$72,030</td>
</tr>
<tr>
<td>Computer Network Support</td>
<td>$32.32</td>
<td>$67,220</td>
</tr>
<tr>
<td>Life &amp; Physical Science Occupations</td>
<td>$31.84</td>
<td>$66,220</td>
</tr>
<tr>
<td>Computer User Support</td>
<td>$28.98</td>
<td>$60,290</td>
</tr>
<tr>
<td><strong>For Comparison</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Healthcare Practitioners &amp; Technical</td>
<td>$52.55</td>
<td>$109,310</td>
</tr>
<tr>
<td>Lawyer</td>
<td>$45.49</td>
<td>$94,620</td>
</tr>
</tbody>
</table>

Source: DLIR

Maui County’s most significant market segments within the Science, Technology and Innovation cluster are Information and Communications Technology, Defense/Aerospace, Engineering/Professional Services, Renewable Energy, Agricultural Biotechnology, and Astronomy and Optics.
**Science, Technology, Innovation and Efficiency -- SWOT**

**Strengths**
- Work/Life balance, environment and quality of life
- Inherent sense of aloha in the community that supports education
- Air Force/Space Force presence
- Privateer.com presence
- Maui R&T Park community and ownership commitment to innovation
- Large plots of land for Ag
- Attraction of Maui facilitates inviting external tech experts to share knowledge with local tech companies
- Education systems to teach, train and certify apprentice workforce
- Strong workforce STEM foundation
- Natural location for renewable energy activity
- Multiple cultures and languages make a natural communication bridge to Asia
- Beautiful/desirable environment

Other (1 each): Location -- closer to Asia and Australia than Continental U.S.; Haleakalā – one of top 5 sites in the world for observing space; Solar telescope (DKIST) presence; Pacific Disaster Center presence; Companies’ interaction with students providing inspiration; Internship opportunities; County’s recognition of Hawai’i’s unique standing (U.S./State/Kingdom)

**Weaknesses**
- Lack of workforce housing/Housing for low- and middle-income families/Lack of temporary housing (<6 months) for engineers, traveling nurses, etc.
- Aversion to change, growth, or new technologies
- Lack of investor incentives
- Lack of major funding to achieve goals/Lack of local investor institutions (banks or venture capital)/Lack of Tier 1 institutional investors or private equity
- Lack of Big Picture leadership to diversify the economy
- Lack of employees with skills needed/Difficulty finding reliable, consistent workforce
- Lack of small business incubation and acceleration
- Corporate status: Need to be a Hawaii Corp for State incentives but Delaware Corp. for Venture Capital funding. Difficult for smaller businesses to achieve Subsidiary structure/status
- Lack of STEM degree availability on-island, leading to brain drain
- Lack of affordable and secure workspace
- Poor communications infrastructure
MRTC not fully functional as an innovation incubator
High taxes for small businesses

Other (1 each): Lack of drone pilots; Location (sea-locked); Lack of mid-level engineers and developers for company-building; high cost of living deters talent; Lack of modular housing factory to reduce cost of affordable housing; lack of program to actively connect HS and college graduates into innovation positions; Length of process for business to set up, get permits, build or renovate; Lack of ownership/accountability to implement recognized strategy

Opportunities
Create accelerator/incubation programs for needed tech
Attract the great talent that want to be here
Promote Maui County as a leader in Space Tech
Research funding
Growth in aerospace funding opportunities in Maui
Expand UHMC degree programs
Keep Maui’s educated here by providing better/more diverse job opportunities
Sen. Schatz position on Appropriations and other Senate Committees
Create a Maui County tech-focused jobs board
Create jobs that don’t consume natural resources
Capitalize on Destin Cretton’s success in underscoring Maui’s Creative Industries capabilities
Growing drone operations for Ag mapping

Other (1 each): Improved methods of recycling E-waste locally; Drone certification degree at UHMC; Outdoor tech activities; aging population; Sensor technology (esp. Ag sensors); Cybersecurity Center of Excellence

Threats
Increasing cost of living and cost of housing
Taxation and O’ahu taking tax revenue
Outmigration of youth due to wages and cost of living/Lack of well-paying careers for youth and graduates
Reputation/reality that County is business-unfriendly
Climate change and sea-level rise
Supply chain issues/breakdown
Plantation mindset
Nepotism
Displacement due to settler colonialism
Housing shortage due to County building permit delays
Cost of doing business on Maui
Drought/Aversion to, and fear, of spending on pono water policies
Lack of STEM educational opportunities in many high-demand fields
Lack of good university system for tech talent
Distrust of government
Jones Act causing lack of direct importation
Lack of consistent strategy, commitment and funding to innovate
Insufficient funding for employees, housing, medical, etc.
Division between Mayor’s Office and Council
Reversion to tourist-based economy post-COVID (esp. by State)
Visitor Industry

Cluster Analysis

Given the ongoing community convening for the **Maui Nui Destination Management Action Plan 2021-2023** (Maui Nui DMAP) conducted by the Hawai`i Tourism Authority (HTA), it was considered more productive to use this, and a second HTA document, their **Strategic Plan 2020-2025**, that look strategically at the visitor industry cluster over the next few years.

In 2021, The Hawai`i Tourism Authority (HTA) published the Maui Nui Destination Management Action Plan 2021-2023 (Maui Nui DMAP) in response to the record numbers of visitors statewide in 2019, which put pressure on many communities, impacting residents’ quality of life as well as the visitor experience as well. The aim of the DMAP process is “to rebuild, redefine, and reset the direction of tourism over a three-year period. The focus is on stabilization, recovery, and rebuilding of the desired visitor industry for each island.” Maui County’s DMAP specified 6 objectives to achieve the goals:

- Create positive contributions to the quality of life for Maui County residents
- Support the maintenance, enhancement, and protection of Maui County’s natural resources
- Ensure the authentic Hawaiian culture is perpetuated and accurately presented in experiences for residents and visitors, materials and marketing efforts
- Maintain and improve visitor satisfaction of their experience in Maui County
- Strengthen the economic contribution of Maui County’s visitor industry
- Increase communication and understanding between the residents and the visitor industry.

HTA’s **Strategic Plan 2020-2025** acknowledged that “tourism is at a point that requires a re-balancing of priorities. The continuous drive to increase visitor numbers has taken its toll on our natural environment and people, the very reason visitors travel to our islands.” The Plan therefore focused on Destination Management, which includes attracting and educating responsible visitors; advocating for solutions for overcrowded attractions, overtaxed infrastructure, and other tourism-related problems; and working with other responsible agencies to improve natural and cultural assets valued both by residents and visitors.

HTA’s **Strategic Plan 2020-2025** was organized around four interacting “pillars”:

- Natural Resources (respecting Hawai`i’s natural and cultural resources)
- Hawaiian Culture (supporting Native Hawaiian culture and community)
- Community (ensuring that tourism and communities enrich each other)
• Brand Marketing (strengthening tourism’s contributions)

Regarding visitor industry data, the number of visitors to Maui County is a key metric for a number of reasons. Since an estimated two-thirds of the County’s economy is related, directly or indirectly, to the visitor industry, overall jobs and income are strongly correlated to this sector. In 2019, HTA estimates that Maui County visitors contributed $5.13 billion in expenditures, averaging a stay of 8 days and spending $212 per person per day. Hotel occupancy was 78% with an average daily hotel room rate of $400. A high proportion of visitors were repeat (71%), independent travelers (81%), and took self-guided tours or drove around the island (83%). HTA reported that only 21% visit historic sites and 19% visit museums or art galleries. Latest (July 2022) data show an average daily room rate of $600 and an occupancy rate of 70%.

The resident population of Maui is consistently augmented by a significant number of visitors. In 2000, the average daily visitor count for Maui County was 43,854 (or 34% of the resident population). In peak months (December, January, February), this number is typically at least 10,000 higher. By 2015, the average numbers of visitors in Maui County on any given day reached 58,211 (35%) and in 2019, a record year pre-pandemic for visitor numbers, an average of 67,885 (40%). Visitor numbers peaked in July 2021, with as many as 76,000 visitors were in Maui County at any day (46%).

**Average Daily Visitor Census, Maui County (2000 – 2020)**

![Average Daily Visitor Census, Maui County (2000 – 2020)](image)

*Source: Hawai‘i Tourism Authority, Annual Visitor Research Report, and DBEDT*

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82 Hawai‘i Tourism Authority, *Maui Nui Destination Management Action Plan 2021-2023*

83 DBEDT, *Annual Visitor Research Reports*
The metrics contained in the Maui Island Plan of 2012\textsuperscript{84} that call for an optimal ratio of visitors to residents of 3 to 1, and percentages included in the chart above reflect the actual proportions. The significance of the ratio of the visitor count to resident population is the feeling expressed by residents of overcrowding on the roads, in the stores, and on beaches, the degradation of natural resources, and the strain on the capacity of medical services. This upsurge of opinion has led to the subsequent community call for more responsibly managed tourism.

Following the “Great Recession” of 2008-09, the total annual number of visitors dipped below 2 million, rising strongly and consistently (by 50%) through 2019, exceeding 3 million for the first time. With the outbreak of COVID-19 and the lockdown beginning statewide in March 2020, visitor number collapsed for several months, devastating the County’s economy, which saw a national record-high unemployment rate of 34% in April 2020. Visitor numbers rebounded during 2021 and early 2022 has again seen record-setting numbers, due in part to pent-up travel demand because of the pandemic lockdown, stored disposable income for many during the pandemic, and an inability for a while to travel international routes.

![Annual Number of Visitors, Maui County (2000 – 2021)](chart)

Source: Hawai‘i Tourism Authority, Annual Visitor Research Report, and DBEDT

\textsuperscript{84} https://www.mauicounty.gov/1503/Maui-Island-Plan
As the Maui County General Plan 2030 (currently being updated) states, from the beginning of Maui’s visitor boom in the 1960s, “it has been County policy to maximize the economic benefits of the visitor industry by attracting higher-spending visitors rather than maximizing the number of visitors to the island.” The visitor industry serves as the main driving force of Maui County’s economic engine, and Maui County’s economy is more reliant on the cluster than other Hawai‘i counties. It is therefore important to take steps to manage the industry responsibly and sustainably while developing other clusters and diversifying to increase resilience. The industry is highly dependent on the health of the global economy as demonstrated in recent times by the economic impact of the events of 9/11, the “Great Recession” of 2008-09, and most notably, the COVID-19 pandemic. Measures of the importance of the visitor industry to Maui County include the 40% of real property tax collections that it contributes and the 40% of direct employment (a percentage that has gradually declined since 2001) for which it accounts and an estimated further 25 to 30% in jobs supported indirectly by tourism. For example, considerable employment is generated in agriculture, health services, construction and real estate, entertainment and recreation.

Since 2005, the long-term trend in visitor industry employment as a percentage of total employment is downwards.

**Visitor Industry Employed as Percentage of Total Employment Maui County (2005 – 2021)**

*Source: DLIR*
The components of visitor industry employment over the last decade are as follows:

**Numbers Employed in the Visitor Industry, Maui County (2005 – 2021)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Accommodation</th>
<th>Food Service</th>
<th>Retail and Wholesale</th>
<th>As % of Total Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>11,900</td>
<td>8,000</td>
<td>10,800</td>
<td>48.7%</td>
</tr>
<tr>
<td>2006</td>
<td>12,000</td>
<td>8,400</td>
<td>11,000</td>
<td>48.2%</td>
</tr>
<tr>
<td>2007</td>
<td>11,800</td>
<td>8,400</td>
<td>11,500</td>
<td>47.6%</td>
</tr>
<tr>
<td>2008</td>
<td>11,900</td>
<td>8,200</td>
<td>11,400</td>
<td>47.8%</td>
</tr>
<tr>
<td>2009</td>
<td>10,900</td>
<td>7,400</td>
<td>10,400</td>
<td>47.0%</td>
</tr>
<tr>
<td>2010</td>
<td>10,700</td>
<td>7,700</td>
<td>10,300</td>
<td>44.3%</td>
</tr>
<tr>
<td>2011</td>
<td>11,100</td>
<td>8,200</td>
<td>10,300</td>
<td>44.4%</td>
</tr>
<tr>
<td>2012</td>
<td>11,700</td>
<td>8,700</td>
<td>10,400</td>
<td>44.7%</td>
</tr>
<tr>
<td>2013</td>
<td>12,000</td>
<td>9,000</td>
<td>10,600</td>
<td>44.4%</td>
</tr>
<tr>
<td>2014</td>
<td>12,200</td>
<td>9,300</td>
<td>10,900</td>
<td>44.4%</td>
</tr>
<tr>
<td>2015</td>
<td>12,000</td>
<td>9,600</td>
<td>11,400</td>
<td>43.9%</td>
</tr>
<tr>
<td>2016</td>
<td>12,300</td>
<td>9,900</td>
<td>11,400</td>
<td>43.7%</td>
</tr>
<tr>
<td>2017</td>
<td>12,600</td>
<td>10,200</td>
<td>11,500</td>
<td>43.5%</td>
</tr>
<tr>
<td>2018</td>
<td>12,800</td>
<td>10,500</td>
<td>11,600</td>
<td>43.5%</td>
</tr>
<tr>
<td>2019</td>
<td>13,000</td>
<td>10,500</td>
<td>11,500</td>
<td>43.5%</td>
</tr>
<tr>
<td>2020</td>
<td>7,100</td>
<td>5,900</td>
<td>9,800</td>
<td>37.3%</td>
</tr>
<tr>
<td>2021</td>
<td>9,900</td>
<td>8,000</td>
<td>10,300</td>
<td>40.8%</td>
</tr>
</tbody>
</table>

*Source: DLIR*

Interestingly, the trend in the core Visitor industry employment over the period, as a share of total employment, has been consistently downward, suggesting that some diversification away from the cluster has been occurring, in part also supported by the evidence of growing shares of total employment for clusters such as Health and Wellness and Construction.

Visitor number trends and implications for the economy of Lānaʻi and Molokai are presented in the sections for those islands.

As dominant a cluster as the Visitor industry is in Maui County’s economy in terms of employment and revenue, wage data shows that the cluster’s service jobs are remunerated at levels typically below the mean for all earners.
## Visitor Industry Occupational and Mean Wage Data
### Maui County (2021)

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Numbers</th>
<th>Hourly</th>
<th>Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lodging Managers</td>
<td>40</td>
<td>$58.21</td>
<td>$121,090</td>
</tr>
<tr>
<td>Facilities Managers</td>
<td>90</td>
<td>$49.97</td>
<td>$103,930</td>
</tr>
<tr>
<td>Administrative Service Managers</td>
<td>150</td>
<td>$47.19</td>
<td>$98,160</td>
</tr>
<tr>
<td>Food Service Managers</td>
<td>120</td>
<td>$42.19</td>
<td>$87,750</td>
</tr>
<tr>
<td>Chefs/Head Cooks</td>
<td>200</td>
<td>$38.19</td>
<td>$79,430</td>
</tr>
<tr>
<td>Meeting, Convention and Event Planners</td>
<td>90</td>
<td>$29.39</td>
<td>$61,120</td>
</tr>
<tr>
<td><strong>All Occupations</strong></td>
<td><strong>64,090</strong></td>
<td><strong>$26.91</strong></td>
<td><strong>$55,970</strong></td>
</tr>
<tr>
<td>1st Line Supervisors of Housekeeping and Janitorial</td>
<td>150</td>
<td>$25.97</td>
<td>$54,010</td>
</tr>
<tr>
<td>1st Line Supervisors of Food Prep and Svc. Workers</td>
<td>350</td>
<td>$25.26</td>
<td>$52,950</td>
</tr>
<tr>
<td>Hotel, Motel, and Resort Desk Clerks</td>
<td>500</td>
<td>$25.07</td>
<td>$52,150</td>
</tr>
<tr>
<td>1st Line Supervisors of Retail Salespersons</td>
<td>730</td>
<td>$24.72</td>
<td>$51,420</td>
</tr>
<tr>
<td>Bartenders</td>
<td>490</td>
<td>$24.12</td>
<td>$50,180</td>
</tr>
<tr>
<td>Maids, Housekeepers, Cleaners</td>
<td>1,670</td>
<td>$21.84</td>
<td>$45,430</td>
</tr>
<tr>
<td>Cooks (Restaurants)</td>
<td>1,500</td>
<td>$21.11</td>
<td>$43,900</td>
</tr>
<tr>
<td>Wait Staff</td>
<td>1,780</td>
<td>$19.40</td>
<td>$39,550</td>
</tr>
<tr>
<td>Tour and Travel Guides</td>
<td>70</td>
<td>$18.28</td>
<td>$36,020</td>
</tr>
<tr>
<td>Restaurant and Lounge Hosts/Hostesses</td>
<td>360</td>
<td>$18.06</td>
<td>$32,980</td>
</tr>
<tr>
<td>Shuttle Drivers and Chauffeurs</td>
<td>270</td>
<td>$18.04</td>
<td>$31,710</td>
</tr>
<tr>
<td>Food Preparation Workers</td>
<td>540</td>
<td>$17.94</td>
<td>$37,310</td>
</tr>
<tr>
<td>Retail Salespersons</td>
<td>2,540</td>
<td>$17.48</td>
<td>$36,350</td>
</tr>
<tr>
<td>Janitors and Other Cleaners</td>
<td>1,430</td>
<td>$16.77</td>
<td>$34,870</td>
</tr>
<tr>
<td>Dishwashers</td>
<td>520</td>
<td>$16.46</td>
<td>$33,240</td>
</tr>
<tr>
<td>Baggage Porters and Bellhops</td>
<td>240</td>
<td>$16.28</td>
<td>$33,870</td>
</tr>
<tr>
<td>Cashiers</td>
<td>1,960</td>
<td>$15.88</td>
<td>$33,020</td>
</tr>
</tbody>
</table>

*Source: U.S. Bureau of Labor Statistics (BLS)*

Numbers involved in the higher-paying occupations in the sector are relatively small, whereas some of the largest occupations in Maui County’s visitor industry have incomes significantly below the mean wage overall. For example, retail salespersons represent about 3.8% of the workforce and earn only 65% of the mean wage for all those employed; cashiers make up 3.1% of the workforce and earn 59% of the mean. It should be noted that many of the occupations in the cluster likely earn income in tips, but the overall pattern is well-established.
Hāna

Priorities and Strategies

Priorities

• Increase local business collaboration, development and networking to create a tight-knit Hāna network
• Create plan for Civic Center in Hāna to include business space and parking
• Regulate tourism and shift focus to cultural tourism to promote quality of visitors and mindful visitor management (“quality over quantity”)
• Strengthen food security
• Create and execute a highway safety and stabilization plan

Strategies

• Increase education opportunities
• Improve food distribution and exporting
• Promote Hāna
• Maui.com as the East Maui web portal
• Connect Hāna youth to UH trade program opportunities

Other (1 each): Improve speed and reliability on internet connectivity/ Develop curricula of specific relevance for interests of Hāna youth/ Improve infrastructure to enable building of new business

85 Priorities in boldface are those with the most consensus by Members of the Focus Group
Hāna

Cluster Analysis
Hāna is a rural and geographically isolated community at the eastern end of Maui island, reached mainly by the winding and scenic 52-mile-long Hāna Highway that stretches along Maui’s north shore; the road was completed in 1926. The economy of the community is driven largely by agriculture and the visitor industry (mainly day-visitors) and due to its relatively small size and distance from other communities, Hāna is distinguished by unique characteristics and challenges. In common with other rural communities such as Lāna‘i and Molokai, Hāna has a significant subsistence economy that is both unmeasured and unofficial and an informal trade and barter network.

The Hāna Census Tract (301), including communities from Keanae to the northwest and Kahikinui to the southwest, recorded a population of 2,719 in the decennial census of 2020, an increase of 19% over 2010, 46% over 2000, and almost a doubling -- 91% -- compared to 1980. For many, the remoteness, rural lifestyle that Hāna offers and the Native Hawaiian culture and traditions that prevail in the region have attracted new residents over recent decades, more than compensating for the outmigration of younger residents seeking education and employment opportunities.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>1,423</td>
<td>1,895</td>
<td>1,855</td>
<td>2,291</td>
<td>2,719</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, 2020 Census, Table P1, Census Tract 301

It should be noted that Census Bureau 2020 American Community Survey (ACS) data estimate the Hāna population as 1,388, a difference almost half compared to 2020 Census data. Responding to an inquiry to explain the significant difference, the DBEDT population statistics office advised that ACS data should be regarded with caution because of data collection issues during the COVID-19 pandemic. Census results include mitigation of a non-response bias, so that the two sources of data from the U.S. Census Bureau might best be interpreted as providing a range of population in 2020, from 1,388 to 2,719. DBEDT noted by email that in their opinion, “The Census 2020 population numbers would be the more accurate count.”

In terms of ethnicity, the 2020 Census reported that the largest percentage of the Hāna tract’s population self-identified as Native Hawaiian and Pacific Islander (39%). The next largest group were those self-reporting as White (31%). The following table shows the detailed breakdown by ethnicity, together with a comparison with Maui County as a whole.
### Hāna District Population by Ethnicity Compared with Maui County (2020)

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
<th>Hāna District (%)</th>
<th>Maui County (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Native Hawaiian &amp; Pacific Islander</td>
<td>1,058</td>
<td>39%</td>
<td>11%</td>
</tr>
<tr>
<td>White (Caucasian)</td>
<td>844</td>
<td>31%</td>
<td>35%</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>425</td>
<td>26%</td>
<td>24%</td>
</tr>
<tr>
<td>Asian</td>
<td>85</td>
<td>3%</td>
<td>29%</td>
</tr>
<tr>
<td>African American/Alaska Native/Other</td>
<td>28</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Total</td>
<td>2,719</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

*Source: U.S. Census Bureau, 2020 Census, Table P1, Census Tract 301*

The most obvious difference in ethnicity in the Hāna population compared to Maui County as a whole, in addition to the preponderance of the Native Hawaiian population, is the far smaller number self-reporting with Asian heritage; in Maui County as a whole, the largest ethnic groups include those identifying as Japanese, Filipino, Chinese, and Korean. The principal explanation was the lack of large plantation-based agriculture in Hāna and the associated historic immigration of Asian field workers and trades people. Of the 26% in the Hāna District that identify as two or more races, 36% report three or more races, and 4% four or more.

### Median Age of Hāna, Maui County and Statewide Residents (2020)

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
<th>All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hāna</td>
<td>50.1 years</td>
<td>52.4 years</td>
<td>50.6 years</td>
</tr>
<tr>
<td>Maui County</td>
<td>41.0 years</td>
<td>42.8 years</td>
<td>41.8 years</td>
</tr>
<tr>
<td>Hawaii State</td>
<td>37.9 years</td>
<td>41.0 years</td>
<td>39.4 years</td>
</tr>
</tbody>
</table>

*Source: U.S. Census Bureau, Census Tract 301*

Population age is significant for planning and provision of services. As Census data show, the median age of Hāna residents is over 9 years more than for Maui County as a whole, and over 12 years more than the rest of the State.

Disaggregated labor force and occupational data for the Hāna region is not available. The COVID-19 pandemic brought the Hāna economy to a standstill as for three months, access roads – Hāna Highway and Piʻilani Highway – were blockaded to prevent the spread of the virus and only residents could pass through. One instructive local initiative was documented in a recent article in the monthly publication *MauiTimes*[^86]. The author noted, “Once the agricultural heart of the island, East Maui has grown dependent on the same food supply tropes that the county residents know too well,” with the regular runs from Hāna to Costco, Foodland and other supermarkets in Central Maui. “For some, hunting boar and pounding paʻiʻai is still

integral to the East Maui way of life, but for many, food has been commodified and is increasingly imported.” However, just before the pandemic lockdown, a farmers market opened in Hāna, which according to the manager, has since become a primary source of income for more than half of the 20 regular vendors. Pandemic relief funds were used to issue residents with scrip to spend at the farmer’s market. From July 2020 to October 2021, an estimated $300,000 was recycled into the Hāna economy with nutritional as well as monetary benefit for vendors. The initiative also gave a boost to the local farming community – a true win-win situation.

American Community Survey data from the Census Bureau provides annual information on Per Capita Income. In 2020, average income in the Hāna region was $28,642, compared with $36,872 for Maui County as a whole, and $37,013 for the State.
Hāna -- SWOT

**Strengths**
Hawaiian culture  
Tight-knit community and community pride  
Open space preservation  
Natural beauty  
Pūnana Leo and Kula Kaiapuni  
Diversified population  
Access to fishing and hunting  
Cultural center  
Low crime rate  
Hāna Farmers Market weekly  
Clean (fresh) water  
Clean ocean  
Strong family support units  
Ag industry  

Other (1 each): Local radio station; Anticipated homestead development; Niche markets; Families with genealogical ties to the land; Strong community engagement and county council representation

**Weaknesses**
Lack of affordable housing and housing for local population  
Traffic  
Lack a community kitchen and food processing facility  
Lack of accurate visitor statistics  
Limited education opportunities  
Lack of performance venue  
Lack of disaster preparedness  
Lack of services (e.g. appliance repair, auto mechanic)  
Lack of elderly support services  
Lack of community playground for keiki  

Other (1 each): Limited parking for civic center and County park; Isolated geographic location; Limited grocery store options; Substandard road quality; Drug and alcohol abuse; Lack of support for Native Hawaiian cultural preservation; Limited office and business space; Unusable community center; Lack of capital and investment; Lack of cultural workforce development programs
Opportunities
Improvement of recreational spaces (e.g. Hāna Bay, performance venue for local talent)
Trade school programs/funding for secondary and trade schools
Alternative energy resources
Improving financial literacy
Improving digital literacy
Curated visitor experiences and online bookings
Economic diversification to create more resident job opportunities
Develop creative industries sector
Locally owned business ventures
Use ranch land for housing
Small ’ohana gardens and aquaculture programs
Natural resource preservation
Internships
Business scholarship programs
Community stewardship

Other (1): Funding opportunities for Native Hawaiians

Threats
Lack of, and limited, infrastructure
Land sales
Miconia and invasive species
Impacts of global warming, sea level rise and natural disasters (tsunamis, floods, etc.)
Degradation of natural resources
Lack of housing
Youth bored/turned off due to lack of youth-oriented activities
Drugs and alcohol abuse
Unbalanced development
Over-tourism/uneducated or ignorant tourists
Underfunding of Hāna School
Government regulations for building and water permits
Lack of land for business development
Lack of first responders (numbers limited)
Geographical isolation
Insufficient pay scales

Other (1 each): Lack of job opportunities; Loss of Native Hawaiian population; Property bought by non-Hawaiians; Hāna Highway
Lāna‘i

Priorities and Strategies

Priorities

- Construct affordable housing on County-owned land
- Establish long-term care and retrofit homes to enable kūpuna to remain on-island
- Pilot a new visitor model for County: Welcome visitors while educating them about respect for the land and resources
- Support food security by supporting a Farmers Market and showcasing Lāna‘i High and Elementary School (LHES) produce
- Plan creation of 100-acre Agriculture Park
  - Increase healthcare access via telemedicine (or medical professionals’ visits)
  - Protect the watershed
  - Create a Lāna‘i Non-Profit hub to encourage collaboration and support
  - Plan/conduct a charrette to determine best business/economic model for the island

Other (1 each): Plan industrial park; Plan airport expansion; Assist a non-profit Preschool to secure a bigger facility to serve more families

Strategies

- Increase young Lāna‘ians (25 to 45) civic participation to create new leadership
- Develop and support well-paid career tracks at LHES that encourage youth to stay on-island
- Assess visitor capacity (infrastructure and natural resources) and plan accordingly
- Community and Pūlama Lāna‘i to collaborate in finding community solutions and benefits
- Increase opportunities for diversified agriculture
- Improve quality of keiki education
- Increase “lift” to bring in necessities

Other (1 each): Approve/implement land access to revitalize community use; Financial literacy education for youth and adults

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87 Priorities in boldface are those with the most consensus by Members of the Focus Group
Lānaʻi

Cluster Analysis

Lānaʻi is the 6th largest island in the State and since 2012, is 98%-owned by Larry Ellison, founder and CEO of Oracle Corporation and founder of Pūlama Lānaʻi, the island’s land and resource management company. The remaining 2% of the island is owned by the State, Maui County, and by private landowners. Lānaʻi is known as “The Pineapple Island” because of its history as an island-wide pineapple plantation since the 1920s, when James Dole, President of the Hawaiian Pineapple Company (later the Dole Food Company), purchased the island and developed 18,000 acres of the Palawai Basin in the central flatlands as the world’s largest pineapple farm. In the 1960s, Dole merged with Castle & Cooke, one of Hawaii’s “Big 5” companies, and in 1985, Castle & Cooke was in turn merged with David Murdock’s Flexi Van Corporation and thus passed into his sole ownership. As the pineapple operation was being phased out in the 1980s (closing permanently in 1992), the island’s resorts began to be developed. Murdock sold his interests in, and control of, Lānaʻi to Larry Ellison for a reported $300 million.

Currently, Pūlama Lānaʻi, which describes itself as a cultural steward and community builder, is developing and managing sustainable solutions including conservation programs, freshwater supply, and hydroponic agriculture. Larry Ellison has stated that his goal is to have the island be “the first economically viable, 100% green community.” He pledged to invest $500 million in infrastructure projects, including renewable energy and an environmentally friendly agriculture industry. Pūlama Lānaʻi’s website states, “We strive to enhance and perpetuate the island’s diverse species and fragile ecosystem through game management, natural species preservation, watershed management, erosion control, coastal resources and fisheries management, invasive species control and conservation education.” Since the transition in ownership, several renovation projects have been completed, including a state-of-the-art community theater, Hospice House, pharmacy, physical therapy service, community pool, housing, and landscaping.

In June 2015, both major resorts were closed for renovation. The Four Seasons Resort Lānaʻi at Manele Bay, originally opened in 1991, reopened in February 2016 as a premium, 5-diamond destination. The former Four Seasons Lānaʻi The Lodge at Kōʻele, originally opened in 1990, temporarily accommodated construction personnel working on the Manele Bay Resort and reopened as Sensei Lānaʻi, A Four Seasons Resort and wellness destination. Other facilities on the island include a single K-12 school, Lānaʻi High and Elementary School, a 24-bed Community Hospital, and the Lānaʻi Community Health Center that offers primary care, dental, and other healthcare services.
Historically, the population of Lāna'i has been correlated to the scale of the pineapple industry and then the resort businesses. Estimated at around 200 residents in 1890, the population swelled as the pineapple plantation expanded, with significant in-migration from the Philippines and Japan. In common with Maui County demographics, Lāna'i experienced a postwar outmigration as increased mechanization reduced the need for field labor. Despite the phasing out of the pineapple operation, the construction and opening of the island’s resorts resulted in significant population growth (an increase of 51%) between 1980 and 2000. In the most recent 20-year period, the population stabilized, rising by a more modest 5%.

### Population of Lāna'i (1950 – 2020)

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>Percentage Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1950</td>
<td>3,091</td>
<td></td>
</tr>
<tr>
<td>1960</td>
<td>2,115</td>
<td>-32%</td>
</tr>
<tr>
<td>1970</td>
<td>2,204</td>
<td>+4%</td>
</tr>
<tr>
<td>1980</td>
<td>2,119</td>
<td>-4%</td>
</tr>
<tr>
<td>1990</td>
<td>2,426</td>
<td>+15%</td>
</tr>
<tr>
<td>2000</td>
<td>3,193</td>
<td>+32%</td>
</tr>
<tr>
<td>2010</td>
<td>3,135</td>
<td>-2%</td>
</tr>
<tr>
<td>2020</td>
<td>3,367</td>
<td>+7%</td>
</tr>
</tbody>
</table>

*Source: U.S. Census Bureau*
It should be noted that Census Bureau 2020 American Community Survey (ACS) data estimate the Lāna'i population as 2,888, a difference of 479, or 14% less. Responding to an inquiry to explain the difference, the DBEDT population statistics office advised that ACS data should be regarded with caution because of data collection issues during the COVID-19 pandemic. Census results include mitigation of a non-response bias, so that the two sources of data from the U.S. Census Bureau might best be interpreted as providing a range of population in 2020, from 2,888 to 3,367.

As reported in the Lāna'i Community Plan 2016, Pūlama Lāna'i estimates that the island resident population could reach approximately 6,000 within 20 years if its development plans are realized.

The ethnicity of Lāna'i’s population is noticeably different than the rest of Maui County, as the following table indicates. Data are taken from the 2010 Census as 2020 Census data are not yet available. The predominant ethnicity – Asian – is almost double the proportion for the County as a whole, and Caucasians are less than half of the proportion in the County.

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Lāna'i</th>
<th>Maui County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian</td>
<td>56%</td>
<td>29%</td>
</tr>
<tr>
<td>2 or more Races</td>
<td>23%</td>
<td>23%</td>
</tr>
<tr>
<td>Caucasian</td>
<td>14%</td>
<td>36%</td>
</tr>
<tr>
<td>Native Hawaiian/ Pacific Islander</td>
<td>7%</td>
<td>11%</td>
</tr>
<tr>
<td>Other Ethnicity</td>
<td>&lt;1%</td>
<td>&lt;1%</td>
</tr>
</tbody>
</table>

*Source: U.S. Census Bureau*

*Note: 2020 Census data by ethnicity expected May 2023*

Employment on Lāna'i has remained noticeably resilient since the “Great Recession” of 2008-09 and the profound job loss and rise in unemployment rate during the COVID-19 pandemic on Maui Island was not replicated to quite the same extent or for such a prolonged period on Lāna'i (see orange line in chart below) due to support by Pūlama Lāna'i, although rates spiked in late 2020 before dropping, and have again trended upward in 2022.
Unemployment Rates in Percentage of Maui County Islands
State of Hawaii and United States (2019 – 2021)

Source: DLIR

While the population of Lāna'i increased by 5% between 2000 and 2020, numbers in the labor force (data exclude agriculture) have declined, stabilizing for the most part following the marked drop following the “Great Recession” of 2008-09. The job count fell by 23% between 2007 and 2011.

Lāna'i Labor Force: Job Count (2000 – 2021 Annual Averages)

<table>
<thead>
<tr>
<th>Year</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Count</td>
<td>1,800</td>
<td>1,800</td>
<td>1,750</td>
<td>1,700</td>
<td>1,650</td>
<td>1,650</td>
<td>1,750</td>
<td>1,750</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Count</td>
<td>1,700</td>
<td>1,600</td>
<td>1,350</td>
<td>1,300</td>
<td>1,400</td>
<td>1,500</td>
<td>1,500</td>
<td>1,400</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Count</td>
<td>1,400</td>
<td>1,400</td>
<td>1,600</td>
<td>1,600</td>
<td>1,500</td>
<td>1,600</td>
</tr>
</tbody>
</table>

Source: DLIR
Notes: Numbers rounded by DLIR and exclude Agriculture
A more detailed analysis of the job count by industry, collected by the State Department of Labor and Industrial Relations (DLIR), shows the predominance of jobs in the resort and hospitality sector, and related vendors:

### Lāna'i Job Count by Industry (2021 Annual Average)

<table>
<thead>
<tr>
<th>Type of Jobs</th>
<th>Number of Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Jobs</td>
<td>1,600</td>
</tr>
<tr>
<td>Private Jobs</td>
<td>1,400</td>
</tr>
<tr>
<td>Leisure &amp; Hospitality</td>
<td>700</td>
</tr>
<tr>
<td>Professional &amp; Business Services</td>
<td>200</td>
</tr>
<tr>
<td>Trade, Transportation &amp; Utilities</td>
<td>100</td>
</tr>
<tr>
<td>Education &amp; Health Services</td>
<td>100</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>50-100</td>
</tr>
<tr>
<td>Other services</td>
<td>50-100</td>
</tr>
<tr>
<td>All Other</td>
<td>150-200</td>
</tr>
<tr>
<td>Government</td>
<td>200</td>
</tr>
</tbody>
</table>

*Source: DLIR*

*Notes: Numbers rounded by DLIR and exclude Agriculture. Government data mostly State employees, including DOE and UH. “Other” category includes Information, Construction, and Manufacturing.*
Decennial Census data disaggregates labor force data by different categories. 2020 Census data by industry for Lāna‘i will only be available in 2023, but 2010 data distribution are instructive:


<table>
<thead>
<tr>
<th>Types of Industry</th>
<th>Number of Jobs in Industry</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Primary Jobs</td>
<td>951</td>
<td>100.0%</td>
</tr>
<tr>
<td>Accommodation, Food Services</td>
<td>574</td>
<td>60.4%</td>
</tr>
<tr>
<td>Management (companies/business)</td>
<td>118</td>
<td>12.4%</td>
</tr>
<tr>
<td>Arts, Entertainment, Recreation</td>
<td>55</td>
<td>5.8%</td>
</tr>
<tr>
<td>Retail &amp; Wholesale Trade</td>
<td>47</td>
<td>4.9%</td>
</tr>
<tr>
<td>Real Estate, Rental/Leasing</td>
<td>47</td>
<td>4.9%</td>
</tr>
<tr>
<td>Healthcare &amp; Social Assistance</td>
<td>27</td>
<td>4.9%</td>
</tr>
<tr>
<td>Construction</td>
<td>20</td>
<td>2.1%</td>
</tr>
<tr>
<td>Administration, Waste Management</td>
<td>18</td>
<td>1.9%</td>
</tr>
<tr>
<td>Transportation, Warehousing</td>
<td>17</td>
<td>1.8%</td>
</tr>
<tr>
<td>Utilities</td>
<td>10</td>
<td>1.1%</td>
</tr>
<tr>
<td>Finance &amp; Insurance</td>
<td>9</td>
<td>0.9%</td>
</tr>
<tr>
<td>Other Services</td>
<td>5</td>
<td>0.5%</td>
</tr>
<tr>
<td>Agriculture, Forestry, Fishing</td>
<td>4</td>
<td>0.4%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau
Notes: Only includes jobs covered by unemployment insurance. Includes Federal jobs but excludes State and County jobs

Given the importance of the visitor industry to the Lāna‘i economy, the trend in numbers pre-COVID-19 remained stable from 2009 at the end of the “Great Recession” before plummeting during the pandemic, in common with the rest of Maui County.

Lāna‘i Visitor Count (2000 – 2021)

<table>
<thead>
<tr>
<th>Year</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Count</td>
<td>87,661</td>
<td>84,905</td>
<td>80,875</td>
<td>91,445</td>
<td>73,382</td>
<td>73,280</td>
<td>94,269</td>
<td>100,350</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Count</td>
<td>80,867</td>
<td>61,054</td>
<td>68,205</td>
<td>75,004</td>
<td>72,649</td>
<td>74,310</td>
<td>68,150</td>
<td>58,390</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Count</td>
<td>63,024</td>
<td>64,529</td>
<td>75,010</td>
<td>84,103</td>
<td>17,924</td>
<td>47,740</td>
</tr>
</tbody>
</table>

Source: DBEDT
Lānaʻi Visitor Count (2000 – 2021)

Source: DBEDT
**Lāna‘i -- SWOT**

**Strengths**
- Resilient, close-knit, cohesive community – everyone offers help
- Growth potential – with the right plan
- Lack of traffic
- Relaxed lifestyle/country living
- Safe place to live and raise a family
- Free dual-credit program at UHMC
- Ability of some properties to garden and grow own food
- Single K-12 school
- Community willingness to try new things and learn from failure
- Interest in creating career paths with local school

Other (1 each):
- Private nonprofit school with 40-year track record; Access to 1-meter telescope (providing education and jobs); Ability to control/limit growth; New Hawaiian immersion school; Plenty of zoned farmland; Cat sanctuary, a world-class travel destination that teaches visitors about the importance of native birds

**Weaknesses**
- 98% of island owned by single owner – single engine economy -- future uncertainty
- Limited access to commercial property
- Logistical isolation
- Tourism: divided community (welcoming vs. discouraging)
- Lack of affordable housing
- Too many invasive species
- Lack of specialized medical services
- Lack of economic diversity
- Lack of volunteerism
- Many have to work multiple jobs
- Limited hiring pool restricts growth
- Lack of political involvement
- Limited transportation options to/from Lāna‘i
- No Farmers Market
- Recent influx of newcomers brings uncertainty
- Mentality that billionaire owner should fund Lāna‘i and County should focus on Maui/Molokai

Other (1 each):
- Lack of locations for job diversity training; Limited support for Hawaiian immersion school; Private water system/lack of surface water; Lack of long-term care facility for kūpuna; Lack of financial literacy education for youth; Community scared of disruptive technology; Contractors/trades reluctant to work on homes; ILWU impotent; Imbalance of power in the community (in favor of Pūlama Lāna‘i); Big dreams are a long process.
Opportunities
Home business and remote working (esp. young people)
100-acre Ag Park
Energy independence
Earn and Learn: HS students part-time in workforce and received school credit
Increased employment opportunities
Parks – highly used
Carbon capture
Diversification of industries
Tech+Ag to combat climate change and provide food security
Easier access to government officials and reps
Home water collection
Grow the Hawaiian Immersion schools beyond elementary level

Other (1 each): Drone cargo (sea and air); New 200-acre industrial park; Increased revenue from property tax; Collaboration between LHES and business/trade schools; Neighbor island community collaboration to help support the needs of Lāna‘i.

Threats
Lack of diversified economy
Limited on-island healthcare (incl. long-term care)
Excessive tourism
Local residents pushed out because of cost of living
Lack of transparency by billionaire landowner regarding Lāna‘i sustainability goals
Invasive species (esp. roosters)
Substance abuse
Lack of licensed toddler/infant/home care
Minimal support for non-profits
Restricted air transportation)
Only 1 barge per week
Loss of talented young adults
Climate change causing limited aquifer recharge

Other (1 each): Lack of good data to make informed decisions for Lāna‘i; Lack of teachers and high turnover so lack of consistency for students; Lack of access to land; Gentrification;
Exponential growth in real estate prices and growth in short-term rental investments: Limited subsidy assistance for families in need; Dichotomy of supporting youth to leave and see the world vs. wanting them to stay and join the workforce; Ideas shut down due to past history/events; Transient workers not contributing to the community; State and County departments not fulfilling their responsibilities to Lāna‘i.
Molokai

Priorities and Strategies

Priorities

- Restore forests with native plants and trees
- Create an aligned K-12 system in all Molokai schools to include sustainability, cultural relevance, service learning, STEM, and computer science
- Maximize locally sourced renewable energy to decrease electricity costs
- Build more attainable and accessible housing (incl. rent-to-own opportunities)*
- Prioritize small business development
- Secure guarantees for maintaining barge service, especially for farming community (air freight too expensive)

- Highlight Hawaiian culture as the leading epistemology in Maui Nui to protect home-grown intellectual property rights and encourage Native Hawaiian entrepreneurship
- Learn from Molokai as an incubator for proof of concept
- Transition/secure Molokai Ranch land and assets to community ownership
- Restore, protect and manage coastline, reefs and marine areas
- Increase Management/Resource Management training opportunities on-island (government offices, non-profits etc.)
- More investment in Agriculture and food production/Grow building materials and expand farms
- Establish a central community-based Research Hub so community can access information, data, research (e.g. indigenous rights) and collaborate
- Initiate a deer program (food resource, land protection, job creation)
- Upgrade Internet to high-speed fiber service to all Molokai residents
- Establish affordable inter-island transportation
- Establish ʻāina-based daycare facility for long-term care
- Teach financial literacy
- Address drought conditions and effects (e.g. high water bills)

Other (1 each): Establish a Directory of Volunteer Services (e.g. yard cleaning, building maintenance); Create a hurricane-rated shelter and resilience hub

* Suggested contribution via public comment: Create and implement policies and criteria for affordable housing projects that support the protection and contributes to the regeneration

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88 Priorities in boldface are those with the most consensus by Members of the Focus Group
of our natural resources, is culturally appropriate and is not restricted by “cookie cutter” templates or funding requirements that inflate housing costs.

Strategies

- School curricula to be ʻāina-based and teach sustainability at a young age
- Support preserving open space for cultural and ecological vitality
- Promote a subsistence economy to decrease dependency on imported goods and services
- Promote and support non-extractive economic development
- Know/share the legacies of Molokai (especially with youth)
- Address sea-level rise and County Council to plan for executing identified projects
- Support existing pathways towards resource sovereignty, incl. grassroots leadership
- Teach Ag in Molokai schools to inspire next-gen farmers
- Promote remote job opportunities for youth (esp. IT)
- Better determine the number and type of jobs needed
- Support efforts to restore fishponds and loʻi
- Support Homesteaders who are trying to start businesses and reduce red tape
- Require Community Service for MHS students for graduation
- Reduce numbers of MHS students leaving to attend boarding schools
- Support MHS goal of 100% graduation
- Take advantage of dark skies (lack of light pollution)
- Conduct Market Research study for Molokai residents only
- Create home-grown fertilizer from invasive species compost
- Build upon existing Molokai college campus programs
- Increase Vocational Tech programs at MHS
- Establish and implement a cap on population of Molokai based on carrying capacity data

Other (1 each): Protect freshwater sources from over-diversion
Molokai

Cluster Analysis
Molokai is the 5th largest island in the State and by land area and population, the 2nd largest in Maui County. Historically, Molokai’s economy has seen numerous shifts since the closure in the 1970s and 1980s of the pineapple operations that long dominated its economy. In 2008, the closure of the 61,000-acre Molokai Ranch led to the loss of over 100 jobs and caused the closure of several related businesses, with a ripple effect across the economy. In recent years, Molokai has made progress in diversifying its economy, particularly in entrepreneurship.

Maui County Population by Island (2020)

<table>
<thead>
<tr>
<th>Island</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maui Island</td>
<td>154,100</td>
</tr>
<tr>
<td>Molokai</td>
<td>7,369</td>
</tr>
<tr>
<td>Lāna‘i</td>
<td>3,367</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, 2020 Census
Notes: Kalawao County (82 residents) included in Molokai data. Kaho‘olawe officially has no permanent residents.

Population data and many economic indicators for Molokai are only available in decennial Census years. The population of Molokai has grown by almost half -- 47% -- during the 60-year period 1960 to 2020, compared to the quadrupling for Maui County as a whole. As the following table and chart show, the three decades from 1970 to 2000 showed the most pronounced growth (41%) over the time period. Population numbers have stabilized since 2000.

Molokai Population (1960 – 2020)

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>Percentage Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1960</td>
<td>5,023</td>
<td></td>
</tr>
<tr>
<td>1970</td>
<td>5,261</td>
<td>-4.9%</td>
</tr>
<tr>
<td>1980</td>
<td>6,049</td>
<td>+4.7%</td>
</tr>
<tr>
<td>1990</td>
<td>6,717</td>
<td>+11.0%</td>
</tr>
<tr>
<td>2000</td>
<td>7,404</td>
<td>+10.2%</td>
</tr>
<tr>
<td>2010</td>
<td>7,345</td>
<td>-0.8%</td>
</tr>
<tr>
<td>2020</td>
<td>7,369</td>
<td>+0.3%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau
Note: Includes Kalawao County (82 residents)
As shown in the following table, the ethnicity of Molokai residents differs from that of Maui County as a whole. Over two-thirds of the population self-report as Native Hawaiian or with ethnicity of two or more races; for Maui County as a whole, the proportion is one-third. Conversely, whereas Asians and Caucasians make up almost two-thirds (64%) of Maui County’s population, these groups account for less than one-third (30%) of Molokai’s.

<table>
<thead>
<tr>
<th></th>
<th>Molokai</th>
<th>All Maui County</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Population</strong></td>
<td>7,369</td>
<td>164,221</td>
</tr>
<tr>
<td><strong>By Ethnicity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Native Hawaiian or Other Pacific Islander</td>
<td>44%</td>
<td>11%</td>
</tr>
<tr>
<td>Two or more Races</td>
<td>25%</td>
<td>24%</td>
</tr>
<tr>
<td>Caucasian (white)</td>
<td>16%</td>
<td>35%</td>
</tr>
<tr>
<td>Asian</td>
<td>14%</td>
<td>29%</td>
</tr>
<tr>
<td>Black, African American &amp; Other</td>
<td>1%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, 2020 Census, and American Community Survey

Labor force numbers on Molokai have remained resilient since the “Great Recession” of 2008-09 and the closing of Molokai Ranch operations (and related businesses) in March 2008. The significant job loss and rise in unemployment rates for the County as a whole during the COVID-19 pandemic were not replicated to the same extent on Molokai. The chart below shows the national-high unemployment rate for Maui County (blue line), which reached 34% in April 2020, and the purple line representing the unemployment rate for Molokai which peaked at 12.6% in
June 2020. The rate gradually fell during the latter half of 2020, remaining well below the Maui County rate before rising during the COVID Omicron surge in late 2021, reaching 10.0 percent in October. Rates have remained elevated, since then, reaching 10.6% on May 2022.

Unemployment Rates in Percentage of Maui County Islands
State of Hawaii and United States (2019 – 2021)

The job count, collected by the State Department of Labor, has been stable over the last two decades, mirroring the demographic trend, with the notable exception of 2008 through 2011, for reasons noted above. The dip in jobs during the pandemic was far less dramatic compared to Maui County as a whole, illustrating the greater resilience of the Molokai economy, partly due to the significant subsistence economy and the comparative lack of dependence on the visitor industry.

<table>
<thead>
<tr>
<th>Year</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Count</td>
<td>1,900</td>
<td>1,700</td>
<td>1,800</td>
<td>1,800</td>
<td>1,850</td>
<td>1,900</td>
<td>1,900</td>
<td>1,900</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Count</td>
<td>1,850</td>
<td>1,800</td>
<td>1,600</td>
<td>1,500</td>
<td>1,600</td>
<td>1,600</td>
<td>1,700</td>
<td>1,800</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Count</td>
<td>1,800</td>
<td>1,800</td>
<td>1,900</td>
<td>1,800</td>
<td>1,700</td>
<td>1,800</td>
</tr>
</tbody>
</table>

Source: DLIR
Notes: Numbers rounded by DLIR and exclude Agriculture

The Department of Labor does not include the significant subsistence or unofficial economy that exists on Molokai and that does not appear in any official data; this is estimated by informed residents as accounting for the equivalent of one-third of income and the “official” economy. Many residents continue cultural traditions of hunting and gathering, both on land and in the ocean, to provide food for family rather than recreational purposes. The traditions of
barter and trade are well established and not quantified in the data but are significant aspects of the overall economy.

In terms of the official job count recorded by the State Department of Labor and Industrial Relations, 2021 annual data show that almost 40% of all positions fall within the Government sector. These data also show that more than 40% of all jobs fall within the education and health sectors (including DOE and UH jobs).

### Molokai Job Count by Industry (2021 Annual Average)

<table>
<thead>
<tr>
<th>Type of Jobs</th>
<th>Number of Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Jobs</strong></td>
<td>1,800</td>
</tr>
<tr>
<td><strong>Private Jobs</strong></td>
<td>1,100</td>
</tr>
<tr>
<td>Education &amp; Health Services</td>
<td>400</td>
</tr>
<tr>
<td>Leisure &amp; Hospitality</td>
<td>200</td>
</tr>
<tr>
<td>Trade, Transportation &amp; Utilities</td>
<td>300</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>50-100</td>
</tr>
<tr>
<td>Professional &amp; Business Services</td>
<td>&lt;50</td>
</tr>
<tr>
<td>All Other Services</td>
<td>100</td>
</tr>
<tr>
<td><strong>Government</strong></td>
<td>700</td>
</tr>
<tr>
<td>State DOE &amp; UH</td>
<td>400</td>
</tr>
<tr>
<td>State (other)</td>
<td>100</td>
</tr>
<tr>
<td>County</td>
<td>100</td>
</tr>
<tr>
<td>Federal</td>
<td>50-100</td>
</tr>
</tbody>
</table>

*Source: Department of Labor and Industrial Relations*

(a) Includes Social Assistance

*Note: Numbers rounded by DLIR and exclude Agriculture*
Decennial Census data disaggregates labor force data by different categories, and which include agriculture, aquaculture, fishing forestry and hunting. These data show just how important this sector is to the Molokai economy:

### Molokai Labor Force by Industry (2010)

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, Forestry, Fishing, Hunting <em>(a)</em></td>
<td>30.7%</td>
</tr>
<tr>
<td>Healthcare &amp; Social Assistance</td>
<td>19.3%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>13.8%</td>
</tr>
<tr>
<td>Accommodation &amp; Food Services</td>
<td>9.9%</td>
</tr>
<tr>
<td>Miscellaneous Services</td>
<td>4.6%</td>
</tr>
<tr>
<td>Public Administration</td>
<td>4.0%</td>
</tr>
<tr>
<td>Transportation/Warehousing</td>
<td>3.5%</td>
</tr>
<tr>
<td>Construction</td>
<td>3.1%</td>
</tr>
<tr>
<td>Finance &amp; Insurance</td>
<td>1.7%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>1.7%</td>
</tr>
<tr>
<td>Professional, Scientific &amp; Tech Services</td>
<td>1.1%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>1.1%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>0.8%</td>
</tr>
<tr>
<td>All Other</td>
<td>2.9%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

*Source: U.S. Census Bureau*

*(a) Includes aquaculture*

*Note: Includes jobs covered by Unemployment Insurance, Federal jobs; excludes State and County Jobs*

In terms of visitor numbers, the closure of Molokai Ranch in 2008 saw a decrease of approximately 50% compared to the most recent peak year of 2003 (1992 saw over 115,000 visitors). Since 2009, visitor numbers gradually increased before plummeting to just over 17,000 in the peak pandemic year of 2020. Unlike Maui island and Lāna`i, Molokai visitor numbers have been far slower to approach pre-pandemic levels.
Affordable housing has been as much, if not more than, an issue on Molokai as for the rest of Maui County. Recent data obtained from the Realtors Association of Maui (RAM) show that as of December 2021, the median price of a single-family dwelling is $540,000 on Molokai, compared to more than $1 million for the entire Maui Multiple Listing Service (MLS). For Molokai, this represents an increase of over 117% since December 2015, compared to 68% for the entire MLS. (It should be noted that some Molokai real estate sales data is reported to the Honolulu Board of Realtors instead of RAM.)

Source: DBEDT
Molokai -- SWOT

Strengths
Molokai residents: Close-knit community with honesty and trust
Resiliency of youth and residents and long history of self-determination
Sust‘āinable Molokai – responding to priorities identified by the community
Community involvement and collaboration and community control of future
Generational families remaining on Molokai
Collaboration of non-profits/Numerous aloha ‘āina non-profits
Generational knowledge of place and resources passed own by kūpuna to ‘ōpio
Community not dependent on tourism
Mālama ‘āina
Community adaptability
Entrepreneurship and entrepreneurial mindset
Determination to live self-sufficiently without reliance on imports
Rich natural resources and space to grow more
Family-oriented, ‘ohana lifestyle
New generation of young servant-leaders
Resourcefulness
Large Native Hawaiian community
Wide range of skills/trades on offer
Low crime
Subsistence resources help offset high cost of living
Groundwater protection
Multiple active, working fishponds
Increasing interest on lo‘i restoration
Plenty deer
North Shore valleys
Diversified agriculture

Other (1 each): Willingness of volunteers to advance Molokai initiatives; Desire for off-grid and renewable energy and Green Building; Molokai reef protected by Maui and Lāna‘i; Teacher collaboration easy in small community; Effectiveness of MISC; Strong identity as kupa‘āina of Molokai; Cohesive community goal of leaving a legacy for keiki; Kalapapa and its legacy; Accountability; More controlled environment due to geographic isolation
Weaknesses
Limited transportation options and high cost of travel
Lack of affordable housing (incl. short-term housing for interns)
Lack of place-based governance
Lack of opportunities to keep local talent and youth on-island
Threat of sea-level rise
Lack of medical specialists and medical services
High shipping costs for goods
Lack of accommodation options for kūpuna/Lack of kūpuna housing
Long-time residents not heard (esp. kūpuna)/Elderly not being or staying informed
One-third of island is owned by a foreign corporation (Molokai Ranch)
Lack of access to Molokai-specific data
Unsustainable water extraction and use
Overpopulation of deer
Lack of place-based education/curriculum
Cost of living – things too expensive
Lack of bike lanes/bike paths (alternative transportation
Lack of Native Hawaiian practices driving mental health
Lack of fun places/things to do (youth get bored)
Upkeep/maintenance of homes and businesses
Geographical isolation
Lack of funds for facilities and teachers at Molokai schools
Lack of daycare for babies and toddlers
Maui County Code does not allow many sustainable/eco-design/’ohana housing types
Lack of teacher Face-to-Face professional development opportunities
Lack of pet advocacy and general care
Poor communication between County/State/Federal agencies

Other (1 each): Drug use (esp. meth); Broken roads; Expensive internet/wifi; Need more focus on kūpuna council; Lack of cooperation/unification amongst service-providing organizations;
Lack of long-term and residential treatment for aging and high-needs residents; Climate change
and natural resource depletion; Helicopters from Maui; Lack of food security for some families;
Difficulty competing with large businesses; Lack of community consensus and common goals on
resolving problems

Suggested additions via public comment:  
Majority of County facilities and operations on Molokai Ranch land and not owned by County of
Maui; Lack of emergency food storage and cold storage facility (incl. mass casualties)
Opportunities
Renewable Energy (RE): Community plan for 100% RE (CERAP)/Achieve 100% renewable energy by 2045/Community leadership in energy planning and development/Community-owned energy
Increase local farmer and grower production/ Increase food security to avoid reliance on imports
Record kūpuna manaʻo and moʻolelo while we still can/Develop oral history program
Create resiliency hubs
Support new small businesses
Create a community-based research hub
Promote workforce development
Create community events that support local vendors
Asset mapping to determine inventory and needs
Restore forests with native plants
Grassroots leadership
Protect open and cultural spaces
Create a Molokai-specific climate change plan
Improve waste management and reduce/reuse/recycle
More remote job opportunities for residents
Utilize Hawaiian lunar methodology to restore and protect natural resources
Utilize deer resource
Facilitate return of youth
Educate on the culture and essence of Molokai
Prioritize the needs of our students
Expand on Hawaiian healing practices and traditions
Develop entrepreneurship opportunities for farming
Create new job prospects

Other (1 each): Expansion of college programs; Establish more restaurant/food vendor options; Access to tech training (e.g. classes on Zoom); Increase scholarships as incentive for youth leaving for education to return or give back
Threats
Sea level rise and flood risk
Invasive species
Transplants who want to change Molokai and treat residents as outsiders
Land and housing too expensive for residents to buy; Realtors selling for the wrong reasons
Tourism (incl. how people define it)
Worsening drought conditions
Expanding deer population
Lack of reliable and affordable inter-island transportation
Long-time residents feeling uncomfortable speaking up and being heard
Lack of water availability for homestead farming
Depletion of natural resources
Loss of vegetations due to poor land-use practices and feral ungulates
COVID
Lack of hurricane and tsunami shelters
Arguing instead of collaborating on common goal

Other (1 each): Monocrop agriculture; Inflation; Limited number of contractors; Competition between services; Lack of understanding the needs of our students and teachers; high utility costs (esp. water bills); displacement of kānaka; land speculation
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Evaluation and Performance Measures

For any plan to be deemed successful, measurement and evaluation of progress towards stated goals are key; they can also determine where gaps exist and the extent of any shortfall. By using indicators and data that can be easily collected at regular intervals and lend themselves to benchmarking against historical performance or against the performance of others, it will be possible to determine which priorities and strategies are meeting with success and what adjustments need to be made.

In 2021, Maui Economic Development Board published Trends Maui Nui 2020, a compendium of historical data with narratives covering the 2005 to 2020 period with the purpose of informing effective and appropriate decisions for the future. This initiative came out of the landmark Focus Maui Nui community engagement process that brought nearly 1,700 residents into a consultative process to determine the vision and values that should drive the future of the county. Trends Maui Nui 2020 serves as a model for benchmarking indicators demonstrating progress – or lack of progress – across a wide range of demographic, environmental, economic and social issues.

As a model for evaluation and performance measures, Trends Maui Nui 2020 quantifies indicators in three broad categories: People (demographics, health and social services), Place (environment, infrastructure), and Purpose (economic development, education). Adapting these metrics to the priorities and strategies contained in the 2022 CEDS, the following framework provides examples of indicators that will inform both quantitative and qualitative progress over the course of the next five-year period.

Note: Indicators in green typeface below indicate examples of cluster Focus Group Priorities.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Baseline Data</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2005</td>
<td>2010</td>
<td>2020</td>
</tr>
<tr>
<td><strong>Overarching – Economy</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross Domestic Product (GDP)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>GDP per capita</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Population</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Net migration</td>
<td>✓</td>
<td>✓</td>
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<td>✓</td>
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<tr>
<td>Household/Per Capita Income</td>
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</tr>
<tr>
<td>Minimum Wage</td>
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<tr>
<td>Income Inequality</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to Capital</td>
<td></td>
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<tr>
<td>Net Capital Investment</td>
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<tr>
<td>Numbers of Businesses (&amp; by Employee Size)</td>
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<td>✓</td>
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<td>✓</td>
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<tr>
<td>Business Startup #s</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Overarching – Labor Market</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Labor Force</td>
<td>✓</td>
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<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Numbers Employment</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Numbers Unemployed</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Underemployment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jobs Created</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>------</td>
<td>------</td>
<td>------</td>
<td>-----------</td>
</tr>
<tr>
<td>% ALICE</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Poverty Rate</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Health Insurance Rate</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Homelessness</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Crime Rate</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access to High Speed Broadband</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Overarching – Education                      |      |      |      |           |
| Preschool Education #s                       | ✓    | ✓    | ✓    |           |
| Teacher Salaries                             | ✓    | ✓    | ✓    |           |
| K-12 public school enrollments               | ✓    | ✓    | ✓    |           |
| K-12 private school enrollments              | ✓    | ✓    | ✓    | ✓         |
| Home school students                         |      |      |      |           |
| HS Graduation Rates                          | ✓    | ✓    | ✓    |           |
| HS Diplomas                                  | ✓    |      |      |           |
| HS Proficiency Levels                        | ✓    | ✓    | ✓    |           |
| CTE completions                              | ✓    |      |      |           |
| Higher Education Rates                       | ✓    | ✓    | ✓    |           |
| Attainment Rates                             | ✓    | ✓    | ✓    |           |
| Post-Secondary Credentials                  | ✓    | ✓    | ✓    |           |

| Cluster Data                                 |      |      |      |           |
| Agriculture                                  |      |      |      |           |
| Establish municipal composting facility      |      |      |      |           |
| Develop local producer co-operatives         |      |      |      |           |
| Data count of Ag sector paid employees       | ’07  | ‘12  | ’17  | ’22       |
| Data count of Ag sector unpaid/family employees | ’07  | ‘12  | ’17  | ’22       |

| Attainable Housing & Construction            |      |      |      |           |
| Changes in County permitting process         |      |      |      |           |
| Number of skills training courses            |      |      |      |           |
| Attainable Housing Units completed           | ✓    |      |      |           |
| Home Ownership Rate                          | ✓    | ✓    | ✓    |           |
| Median Home Price                            | ✓    | ✓    | ✓    |           |
| Median Condo Price                           | ✓    | ✓    | ✓    |           |
| Median Rental Price                          | ✓    | ✓    | ✓    |           |

| Creative Industries                          |      |      |      |           |
| Creation of funding support mechanism        |      |      |      |           |
| Establish shared production multi-media facility |      |      |      |           |
| Job Count                                    | ✓    | ✓    | ✓    |           |
| Average Earnings                             | ✓    | ✓    | ✓    |           |
Eco-Economy
Establish a Maui County Environmental Testing Lab
Creation of Sustainability Plan for Conservation/Biosecurity
“Green” job #s
Water Consumption
Water Quality
Reef Monitoring/Quality
Invasive Species
Acreage Protected/in Conservation
Net Loss of Agricultural/Forest Lands
Condition of Natural Resource Attractions
Greenhouse Gas Emissions
Climate Change Indicators
Volume of Solid Waste
% Waste Diversion (recycling etc.)

Energy
Tax credits and grants for renewable energy adoption
EV Charging Stations
Numbers of EVs
% Electricity Generation via Renewable Energy
Utility Customers
% with access to PV (equity of access)

Hawaiian Knowledge and Culture
Funding opportunities identified for NH businesses
DHHL waiting list numbers
Native Hawaiian Indicators (cultural, health, etc.)
Native Hawaiian Entrepreneurship (NH owned businesses)
DHHL Waitlist #s
# Native Hawaiian community groups
# Native Hawaiian non-profits
# Native Hawaiian cultural practitioners
In-stream water data

Healthcare and Wellness
Create predictive model for workforce needs
Pilot a people-based (not insurance-based) delivery model
Job Count
Average Earnings
Number of Hospital Beds
Resident: Physician ratio
Healthcare Professional Shortfalls
# Nurses
# Physicians
# Other key personnel
Science, Technology and Innovation

- Creation of incubator/accelerator facility
- Create online local tech recruitment tool
- Job count
- Average earnings
- Number of tech businesses
- Number of startups

Visitor Industry

- Visitor Numbers (annual)
- Visitor Daily Census
- Ratio of Daily Census #s and Residents
- Visitor Spending
- Hotel Occupancy Rates
- Eco-Tourism Destinations

Hāna

- Create plan for Hāna Civic Center
- Track increase in Hāna Business collaboration
- Creation of highway safety and stabilization plan

Lāna`i

- Track attainable housing plans on County land
- Establish long-term care and kūpuna home retrofits
- Creation of Ag Park
- Job count

Molokai

- Track initiative for forest restoration
- Amount of locally-sourced renewable energy
- Cost of electricity
- Progress in aligned K-12 sustainability and STEM curriculum
- Job count

Gathering and maintaining a database of these indicators on a consistent and regular basis will require significant funding, as well as planning mechanisms for data collection where none currently exists (e.g. Number of performing Hālau, GHG data by source, acreage lost to sea level rise and coastal erosion, percentage of property ownership by non-residents, number of home schooled students, number of business closures, number of multi-job holders, percentage of food imports by category).
## Glossary and Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/C</td>
<td>Air Conditioning</td>
</tr>
<tr>
<td>ACS</td>
<td>American Community Survey (U.S. Census Bureau)</td>
</tr>
<tr>
<td>AFRL</td>
<td>Air Force Research Laboratory</td>
</tr>
<tr>
<td>Ag</td>
<td>Agriculture (abbreviation)</td>
</tr>
<tr>
<td>ALICE</td>
<td>Asset Limited, Income Constrained, Employed (Aloha United Way study)</td>
</tr>
<tr>
<td>AMI</td>
<td>Annual Median Income</td>
</tr>
<tr>
<td>BA and BS</td>
<td>Bachelor of Arts and Bachelor of Science</td>
</tr>
<tr>
<td>BLS</td>
<td>Bureau of Labor Statistics (U.S. Department of Commerce)</td>
</tr>
<tr>
<td>CEDS</td>
<td>Comprehensive Economic Development Strategy</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>CERAP</td>
<td>Community Energy Resilience Action Plan (Molokai)</td>
</tr>
<tr>
<td>COVID-19</td>
<td>Corona Virus Disease (first identified in 2019)</td>
</tr>
<tr>
<td>DBEDT</td>
<td>Department of Business, Economic Development and Tourism (Hawai‘i)</td>
</tr>
<tr>
<td>DHHL</td>
<td>Department of Hawaiian Home Lands (Hawai‘i)</td>
</tr>
<tr>
<td>DLIR</td>
<td>Department of Labor and Industrial Relations (Hawai‘i)</td>
</tr>
<tr>
<td>DMAP</td>
<td>Destination Management Action Plan</td>
</tr>
<tr>
<td>DOD</td>
<td>Department of Defense (Federal)</td>
</tr>
<tr>
<td>DOH</td>
<td>Department of Health (Hawai‘i)</td>
</tr>
<tr>
<td>DOT</td>
<td>Department of Transportation (Hawai‘i)</td>
</tr>
<tr>
<td>EDA</td>
<td>Economic Development Administration (U.S. Department of Commerce)</td>
</tr>
<tr>
<td>EMSI</td>
<td>Economic Modeling Specialist International (private company)</td>
</tr>
<tr>
<td>EMWP</td>
<td>East Maui Watershed Partnership</td>
</tr>
<tr>
<td>ESRI</td>
<td>Environmental Systems Research Institute (private company)</td>
</tr>
<tr>
<td>ER</td>
<td>Emergency Room</td>
</tr>
<tr>
<td>FMR</td>
<td>Fair Market Rent</td>
</tr>
<tr>
<td>FPL</td>
<td>Federal Poverty Level</td>
</tr>
<tr>
<td>FT</td>
<td>Full-time</td>
</tr>
<tr>
<td>HC&amp;S</td>
<td>Hawaiian Commercial &amp; Sugar (the last large-scale sugar producer in the State)</td>
</tr>
<tr>
<td>HDOA</td>
<td>Hawai‘i Department of Agriculture</td>
</tr>
<tr>
<td>HECO</td>
<td>Hawaiian Electric Company</td>
</tr>
<tr>
<td>HELCO</td>
<td>Hawai‘i Electric Light Company (Big Island utility)</td>
</tr>
<tr>
<td>HILT</td>
<td>Hawaiian Islands Land Trust (former acronym)</td>
</tr>
<tr>
<td>HLT</td>
<td>Hawai‘i Land Trust (current acronym, from 2021)</td>
</tr>
<tr>
<td>HS</td>
<td>High School</td>
</tr>
<tr>
<td>HTA</td>
<td>Hawai‘i Tourism Authority</td>
</tr>
<tr>
<td>HUBZone</td>
<td>Historically Underutilized Business Zone</td>
</tr>
<tr>
<td>HUD</td>
<td>Housing and Urban Development (U.S. Department)</td>
</tr>
<tr>
<td>ILWU</td>
<td>International Longshore and Warehouse Union</td>
</tr>
<tr>
<td>K-12</td>
<td>Kindergarten through 12th grade</td>
</tr>
<tr>
<td>KITV</td>
<td>Call sign of Honolulu-based TV station (ABC affiliate)</td>
</tr>
<tr>
<td>KIUC</td>
<td>Kaua‘i Island Utility Cooperative</td>
</tr>
<tr>
<td>Term</td>
<td>Description</td>
</tr>
<tr>
<td>--------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td>kWh</td>
<td>Kilowatt Hour (unit of energy)</td>
</tr>
<tr>
<td>LEED</td>
<td>Leadership in Energy and Environmental Design</td>
</tr>
<tr>
<td>LHES</td>
<td>Lānaʻi High &amp; Elementary School</td>
</tr>
<tr>
<td>LLC</td>
<td>Limited Liability Company</td>
</tr>
<tr>
<td>MACC</td>
<td>Maui Arts and Cultural Center</td>
</tr>
<tr>
<td>MCCAHNP</td>
<td>Maui County Comprehensive Affordable Housing Plan</td>
</tr>
<tr>
<td>MECO</td>
<td>Maui Electric Company</td>
</tr>
<tr>
<td>MEDB</td>
<td>Maui Economic Development Board</td>
</tr>
<tr>
<td>MEO</td>
<td>Maui Economic Opportunity</td>
</tr>
<tr>
<td>MHI</td>
<td>Median Household Income</td>
</tr>
<tr>
<td>MHS</td>
<td>Molokai High School</td>
</tr>
<tr>
<td>MISC</td>
<td>Maui Invasive Species Committee</td>
</tr>
<tr>
<td>MMMC</td>
<td>Maui Memorial Medical Center (Hospital)</td>
</tr>
<tr>
<td>mW</td>
<td>Megawatt</td>
</tr>
<tr>
<td>NAICS</td>
<td>North American Industry Classification System</td>
</tr>
<tr>
<td>NH</td>
<td>Native Hawaiian</td>
</tr>
<tr>
<td>NHCoC</td>
<td>Native Hawaiian Chamber of Commerce</td>
</tr>
<tr>
<td>NIMBY</td>
<td>Not In My Back Yard</td>
</tr>
<tr>
<td>OGG</td>
<td>Kahului Airport code letters (named after pilot Jim Hogg)</td>
</tr>
<tr>
<td>OHA</td>
<td>Office of Hawaiian Affairs</td>
</tr>
<tr>
<td>PCI</td>
<td>Per Capita Income</td>
</tr>
<tr>
<td>PI</td>
<td>Pacific Islander</td>
</tr>
<tr>
<td>PV</td>
<td>Photo-voltaic</td>
</tr>
<tr>
<td>RAM</td>
<td>Realtors Association of Maui</td>
</tr>
<tr>
<td>RE</td>
<td>Renewable Energy</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>Research and Development</td>
</tr>
<tr>
<td>R&amp;T</td>
<td>Research &amp; Technology Park (in Kihei)</td>
</tr>
<tr>
<td>SBA</td>
<td>Small Business Administration (U.S. Department of Commerce)</td>
</tr>
<tr>
<td>SMA</td>
<td>Special Management Area</td>
</tr>
<tr>
<td>STEM</td>
<td>Science, Technology, Engineering and Math</td>
</tr>
<tr>
<td>SWOT</td>
<td>Strengths, Weaknesses, Opportunities and Threats</td>
</tr>
<tr>
<td>TV</td>
<td>Television</td>
</tr>
<tr>
<td>UH</td>
<td>University of Hawaiʻi</td>
</tr>
<tr>
<td>UHERO</td>
<td>University of Hawaiʻi Economic Research Organization</td>
</tr>
<tr>
<td>UHMC</td>
<td>University of Hawaiʻi Maui College</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>US</td>
<td>United States</td>
</tr>
<tr>
<td>USDA</td>
<td>U.S. Department of Agriculture</td>
</tr>
<tr>
<td>USSF</td>
<td>U.S. Space Force</td>
</tr>
<tr>
<td>VRBO</td>
<td>Vacation Rentals By Owner (private online company)</td>
</tr>
</tbody>
</table>
Appendix 1. Resiliency in Maui County: Plans and Actions

2020 Maui County Hazard Mitigation Plan Update

The comprehensive, 1,044-page County Plan was developed by the Maui Emergency Management Agency and issued in August 2020, updating the previous Multi Hazard Mitigation Plan issued in August 2015. The subtitle of the Plan, included on the cover page, reads: “Protect people, the environment, the local economy, and infrastructure from natural hazards and climate change.” It was created as an ongoing effort to reduce the negative impacts and costs from damages associated with hazards and threats. The publication is a Masterplan for all of Maui County, identifying hazard mitigation actions and activities to reduce losses from extreme events such as earthquakes, tsunamis, tropical cyclones (hurricanes), flooding, significant beach erosion, wildfires, drought, highway rockslides, and technological disasters. It establishes priorities and long-term sustained processes to implement mitigation actions.

The plan was developed through “a community-driven project approach that included interviewing key stakeholders, hosting public meetings, and distributing public preparedness surveys. The Steering Committee included but not limited to, the Maui County Planning Department, the Maui Visitor’s Bureau, the Maui County Department of Public Works, and the chief executive officer of Feed My Sheep and chair of Voluntary Organizations Active in Disaster.”

Working with a consulting team led by Jamie Caplan Consulting LLC, the Maui Emergency Management Agency formed a Steering Committee of County Leaders to inform the update process. The process involved interviewing key stakeholders, hosting public meetings, distributing a public preparedness survey and review of the draft plan. The Steering Committee hosted three public meetings in February 2020, one in each of the following locations: Central Maui, Molokai and Hāna. Additional public meetings will be held in April 2020. The plan was subsequently approved by the Federal Emergency Management Agency (FEMA).

The Plan chapter organization is as follows:

- Introduction and Assurances
- Maui County Profile
- Planning Process
- Risk and Vulnerability Assessment
- Capability Assessment
- Mitigation Strategy
- Plan Implementation and Maintenance
• Five appendices with data and supporting materials are also included in the Plan.

**Molokai Climate Change and Sea Level Adaptation (CCSLAR) Plan**

This resiliency plan is currently being prepared by Sust’āinable Molokai, a non-profit community development organization “committed to restoring `āina momona (abundant land) by uniting traditional practices with responsible and modern sustainability solutions.” Their programs include food security and sovereignty, agricultural education, energy resilience, conservation, and conscious climate change.

The main elements and characteristics of the CCSLAR plan are as follows:

- Using an indigenous place-based perspective—meaning the planning process will be led/driven by Molokai kamaʻāina and long-time community leaders
- Incorporating appropriate technical land-use planning and coastal engineering expertise
- Utilizing this process as an opportunity to engage and develop the next generation of local leaders
- Resulting in an action-oriented document that identifies the key climate change issues and ways to build greater community adaptability, resilience, and capacity in the years ahead

**Maui County Office of Climate Change, Resiliency, and Sustainability (CCRS)**

The County of Maui Mayor’s Office established the CCRS “to support a sustainable, equitable, climate-safe future for Maui Nui by providing access to information and resources while advocating for our community's most critical environmental concerns. CCRS focuses primarily on climate mitigation, decarbonization, and adaptation; within that, the Office focuses on initiatives related to environmental protection, energy and clean transportation, green buildings, and resilient housing.” The Office has recently launched an online Climate Action Engagement (ClimATE) hub to provide information and resources on climate action and resiliency. It addresses how the County of Maui is working to reduce greenhouse gas emissions, adapt to the projected impacts of climate change (such as sea-level rise and hazardous weather events), and strengthen community resiliency to ensure an equitable and sustainable future for current and future generations.

Among specific current and planned CCRS initiatives are:
- Establishing a baseline of Greenhouse Gas (GHG) Emissions
- Identifying climate vulnerabilities
- Identifying mitigation and resiliency strategies
- Modeling carbon impacts
- Developing an implementation roadmap
As the [https://www.resilientmauinui.org/](https://www.resilientmauinui.org/) website describes, CCRS is in the process of developing a Countywide Climate Change Vulnerability Assessment for Maui County, “which will build off of existing County departmental vulnerability assessments, the County’s multi-hazard mitigation plan, and other community plans and community vulnerability assessments that are complete or are currently underway. This planning effort aims to provide an integrated, high-level climate change vulnerability study that can help guide County policies, projects, and budget priorities to address climate change vulnerabilities.”

**Maui County Council Climate Action, Resilience, and Environment (CARE) Committee**
The County Council of Maui has established a Committee specifically concerned with issues relating to resilience, climate change and the environment. Specific issues falling within its oversight include:

- Sea-level rise, shoreline erosion, managed retreat, deforestation, drought, wetlands, carbon emissions, pollution, and other related contributors to climate change
- Protection, preservation, and enhancement of the environment, including recycling
- Animal management and related grants
- Energy, including solar, geothermal, wind, biomass, hydropower, wave energy production, biofuel and synthetic fuel production, power systems, and energy-efficient technologies for building
- Oversight of the Maui Emergency Management Agency and the Department of Environmental Management’s Environmental Protection and Sustainabiity Division
- Implementation of the following General Plan objective: Protect the Natural Environment.

**County of Maui Department of Environmental Management (DEM)**
The DEM Environmental Protection and Sustainability Division (EP&S) “was established in 2016 within the Department to guide and fund environmental initiatives around natural resource protection, sustainability, conservation, and restoration. The Division fosters partnerships with government agencies and community leaders to enforce environmental legislation and support innovative programming, community-based initiatives, and public education. EP&S is committed to building a sustainable community with Mālama ʻĀina as its guiding principle.”

Sections within EP&S are: Recycling and Household Hazardous Waste Collection; Abandoned Vehicles, Metals, & Litter Control; and Environmental Programming, focusing on a wider set of environmental issues affecting Maui County.
Appendix 2: Maui County Community Economic Survey

CEDS Online Survey
In order to augment the Focus Group discussions and findings, and to engage a wider community, MEDB posted an online Social Media survey in June 2022, requesting that respondents prioritize the economic sectors identified by the Strategy Committee. The principal question asked was:

*Which of the following sectors should we prioritize to create economic resilience and prosperity for Maui County?*

The nine clusters already identified in this report were listed on the survey and respondents could indicate priorities on a scale of 1 to 5, with 1 being lowest priority and 5 being the highest. Respondents were also asked demographic questions (home and work locations, age range, gender, occupation, etc.). The ranking of priority clusters based on 589 responses were as follows:

<table>
<thead>
<tr>
<th>Cluster</th>
<th>Average Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attainable Housing and Construction</td>
<td>4.19</td>
</tr>
<tr>
<td>Energy</td>
<td>4.08</td>
</tr>
<tr>
<td>Agriculture</td>
<td>4.06</td>
</tr>
<tr>
<td>Healthcare and Wellness</td>
<td>4.03</td>
</tr>
<tr>
<td>Eco-Economy</td>
<td>4.03</td>
</tr>
<tr>
<td>Hawaiian Knowledge and Culture</td>
<td>3.75</td>
</tr>
<tr>
<td>Science, Technology, and Innovation</td>
<td>3.35</td>
</tr>
<tr>
<td>Creative Industries</td>
<td>3.15</td>
</tr>
<tr>
<td>Visitor Industry</td>
<td>2.34</td>
</tr>
</tbody>
</table>

Demographics of Respondents
One aim of the online survey was to maximize reach and particularly to younger residents who tend to spend more time online than older age groups. Surprisingly, despite using both Instagram and Facebook, survey respondents were not representative of the population of Maui County as whole in terms of age. In particular, the 45- to 64-year-old age group was overrepresented:

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Percentage of Total (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 18</td>
<td>2.3%</td>
</tr>
<tr>
<td>18 – 24</td>
<td>1.4%</td>
</tr>
<tr>
<td>25 – 34</td>
<td>8.8%</td>
</tr>
<tr>
<td>35 – 44</td>
<td>20.3%</td>
</tr>
</tbody>
</table>
Gender and Ethnicity
Of the 589 respondents, 82% specified gender and of these, 61% were female and 39% male. In terms of self-reported ethnicity, 54% were Caucasian, 18% wholly or partly Native Hawaiian, 15% Asian, and 4% Hispanic. African Americans, Native Americans, Pacific Islanders and Aleuts made up 4% and 8% reported “Other” (e.g. two or more races).

Length of Time Living in Maui County
About three-quarters of respondents (76%) reported they had lived in Maui County for 10 years or more, with 24% reporting they had lived in the County for less than 10 years. Confirming the age demographic data, 37% of the total had lived in Maui County for 30 years or more.

Home and Work Location
Location data did show a wide geographical distribution, but not necessarily representative of the population at large – for example, about one-third of County residents live in Central Maui and fewer than 10% Upcountry.

<table>
<thead>
<tr>
<th>Location</th>
<th>Home</th>
<th>Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Maui</td>
<td>22%</td>
<td>29%</td>
</tr>
<tr>
<td>South Maui</td>
<td>21%</td>
<td>19%</td>
</tr>
<tr>
<td>Upcountry Maui</td>
<td>19%</td>
<td>11%</td>
</tr>
<tr>
<td>West Maui</td>
<td>17%</td>
<td>16%</td>
</tr>
<tr>
<td>North Shore</td>
<td>12%</td>
<td>7%</td>
</tr>
<tr>
<td>Molokai</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>Lānaʻi</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>East Maui</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
<td>19%</td>
</tr>
</tbody>
</table>
The 589 survey respondents reported 814 occupations. Of the occupations specified, 11% were retired (confirming the age demographic). The industry distribution was as follows:

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage of Occupations (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitor Industry</td>
<td>22%</td>
</tr>
<tr>
<td>Tourism and Hospitality</td>
<td>11%</td>
</tr>
<tr>
<td>Food and Beverage</td>
<td>3%</td>
</tr>
<tr>
<td>Retail</td>
<td>8%</td>
</tr>
<tr>
<td>Business</td>
<td>10%</td>
</tr>
<tr>
<td>Education</td>
<td>9%</td>
</tr>
<tr>
<td>Healthcare</td>
<td>8%</td>
</tr>
<tr>
<td>Non-profits</td>
<td>8%</td>
</tr>
<tr>
<td>Science and Technology</td>
<td>6%</td>
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Appendix 3. Focus Group Participants

The participants from the 11 Focus Group meetings are listed alphabetically. Several attendees attended more than one group; total Focus Group attendance was 212 (an average of over 19 per Focus Group). Adding the 37 Strategy Committee members (the committee convened four times) and the 589 online survey respondents, 838 Maui County residents participated directly in the 2022 CEDS process.

Abdul Cassandra  
Afelin Momi  
Albitz Gary  
Aquinde Joshua  
Artates Wailani  
Balala Rudy  
Bennett J. Mathias  
Boese Max  
Braun Brenda  
Buchanan Moku and Lori  
Caires Kyle  
Campbell Rachel  
Ching Josiah  
Chow Leilani  
Churchill Ryan  
Costales Kanani  
Crall Rebecca  
Crawford Scott  
Cunningham Jud  
Davis Ned  
De la Nux Isaac and Konane  
De Rego Jr. Frank  
Delacruz Margie  
Dodson Sherri  
Enimoto Walter  
Fielding Alex  
Fletcher Sarah  
Fonseca Rubens  
Frampton Rory  
Freistat Pajimola Sarah
Gammie  Paul
Gima        Butch
Gonzales    David “Kawika”
Griffith    Kate
Guerriero   Gabriel “Gabe”
Haase       William “Butch”
Hao         Daris
Hirata      Keomailani Hanapi
Hoke        Kawika
James       Britney
Janikowski  Valerie
Johnson     Amy
Johnson     David
Johnson     Gabe
Johnston    David
Kaahanui    Alice and Charles
Kaalekahi   Tehani
Kaauwai     Rufina
Kahue-Cabanting  U’i
Kahumoku    George
Kalaniopio-Cook  Mapuana
Kamekona    Carol Lee
Kanai       Edde
Kapu        Ke’eaumoku
Kaur        Navdeep
Kaye        Sally
Kekalia     Helen
Keoni       James
Knox        Robin
Kuoha       Iolani
Kuoha       Keoni
Lea         Heidi
Lind        Becky
Lindley     Cheryl
Lindsey     Ekolu and Puanani
Lo          Wes
Lono        Dawn
Lopes       Chandy
Low  Maluhia
MacDonald  Kai
Manna  Negus
Martin  Mahina
McEwan  Lin
McGee  Christopher
McGee  Damarice
McHugh-White  Kelly
McPherson  Mahie
Mendija  Tanya
Mentzel  Chris
Mokuau  Katy
Molitau  Kāpono’ai
Mori  Amanda
Morita  Roxanne
Nelson  Lauren
Newman  Audrey
Nishimoto  Daron
Nunokawa  Scott
O’Brien  Christopher
Okamoto  Linda “Kay”
Oto-Pale  Emma Ulalia
Parker  Jesica
Pata  Pueo
Pavao  Hoku
Peardon  Tony
Pellegrino  Wallette
Penniman  Teya
Peralta  Sam
Place  Heather
Poepoe  Mahina
Powers  Keith
Preza  Diane
Pu  Susie
Pulmano  Leilani
Purdy  George
Rasmussen  Teena
Rawlins  Melanie
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<td>Kari</td>
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<tr>
<td>Tech Kako’o ‘Aha Moku O Maui</td>
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Next Steps

**Phase 1** completion is based upon the required framework prescribed by the U.S. Department of Commerce, Economic Development Administration (EDA) contract specifications.

The 2022 Maui County Comprehensive Development Strategy (CEDS) document will be added to the Hawaii State CEDS and submitted to the State Office of Planning and Sustainable Development (OPSD) on August 31, 2022. There will then be a one-month period for public comment during September 2022 before submission to the EDA.

Broad dissemination of the completed Maui County CEDS to elected officials, county and state administrations, state and federal legislative delegations, non-profits, educators, and the general community at large will occur following the public comment period.

This 2022 CEDS will supersede the 2016 CEDS as the guiding document for EDA to evaluate proposals and projects requesting funding for Maui County and Hawai’i. Other federal departments and state agencies also look to the CEDS for funding reviews.

**Phase 2** will include working with the Maui Nui community again to develop an Action and Implementation Plan based on SMART Goals (Specific, Measurable, Achievable, Realistic, and Time Bound), which will guide us in bringing priorities to fruition.

A benchmarking process will be developed to track progress towards the goals, as proposed in the report (Evaluation and Performance Measures).