



Waiheke Island Sustainable Community and Tourism Strategy 2019-2024

Developed by *Project Forever Waiheke* for the Waiheke Island Local Board and the Waiheke community, 26 February 2019

Outline of the strategy document

Chapter 1 provides a summary of why a *Waiheke Sustainable Community And Tourism Strategy* was seen as needed and the process through which it has been developed.

Chapter 2 describes the current situation on Waiheke in relation to its communities and rapidly increasing tourism, and how community and tourism interact.

Chapter 3 outlines the vision, principles and key goals of the Waiheke Sustainable Community And Tourism Strategy.

Chapter 4 sets out 14 strategic action areas, including some recommended actions and long-term targets.

Acknowledgements

Project Forever Waiheke's Local Working Group would like to express its thanks to the hundreds of local residents and members of particular interest groups who took part in the community consultation and provided feedback on an earlier draft of this Strategy, providing valuable input and guidance in developing this document. We also wish to thank the Strategy Sub-Committee for the many hours of work that have gone into producing the first ever *Waiheke Sustainable Community And Tourism Strategy*. We congratulate the Waiheke Local Board for its willingness to collaborate closely with a community group in strategy development.

Chapter 1: Background to developing Waiheke Sustainable Community and Tourism Strategy

Project Forever Waiheke

In 2017 *Project Forever Waiheke* was established by a group of Waiheke Island residents as a response to evidence of widespread community concern related to recent major increases in tourism on Waiheke Island and infrastructure developments associated with tourism. The combined impacts of those changes had been perceived by many residents as harmful to the island's natural/environmental, social/cultural and built environments. In submissions to the Waiheke Island Local Board¹ and a range of protests through the media², island residents had been asking for improvements to local management of tourism, so that tourism does not compromise the island's current and future community and conservation values, but rather that it promotes a visitor experience that is consistent with what residents value in the island experience.

Key objectives of the Project Forever Waiheke initiative are to:

- Collaborate with the Waiheke Island Local Board for improved management of sustainable tourism
- Determine sustainable community and tourism strategy for Waiheke for the next 10-15 years
- Identify priority indicators of tourism impacts on Waiheke, both positive and negative, for monitoring
- Obtain baseline tourism impacts data and monitor impacts trends over the next 3-5 years to both (i) inform continuing sustainability strategy to sustain both community and tourism needs, (ii) provide an evidence base to support such strategy, and (iii) provide evidence to guide planning for Waiheke by Auckland Council.

For further information on the Project's goals, structure and activities, go to www.ForeverWaiheke.com. From the outset, the Project's Local Working Group (governance group) was composed to include the Chair and Deputy Chair of the Waiheke Local Board, to ensure close collaboration between the Local Board and the community.

Community consultation 2018

To inform development of sustainable tourism strategy, *Project Forever Waiheke* undertook a community consultation in February 2018. The key objectives of the community consultation were to:

- Obtain baseline data on community views in relation to current tourism impacts and related development on Waiheke
- Build on earlier planning for Waiheke through the *Essentially Waiheke* programme undertaken over the past 25 years to identify residents' concerns about and wishes for Waiheke

¹ See http://infocouncil.aucklandcouncil.govt.nz/Open/2018/02/WHK_20180222_AGN_7834_AT_files/WHK_20180222_AGN_7834_AT_Attachment_57289_1.PDF for example:

² See for example: <https://www.stuff.co.nz/business/99402126/project-planned-to-prevent-tourism-destroying-waiheke-island>; <https://www.stuff.co.nz/travel/travel-troubles/91376120/A-sight-they-didn-t-expect-to-see-200-angry-Waiheke-Island-residents-block-double-decker-bus-full-of-tourists>

- Identify priority concerns, needs and preferences
- Provide information and promote awareness amongst the Waiheke community about the Project Forever Waiheke project and its goals.

The community consultation comprised a community-wide survey of residents and a workshop open to all residents, including part-time and occasional residents. A report - *Community views on tourism and development on Waiheke Island 2018* - was published in July 2018 and disseminated to the Waiheke community. In the same month, a separate *Waiheke Community Survey*, commissioned by Auckland Council, reported that key concerns for island residents were tourism and related impacts, in particular road and traffic issues, poor quality infrastructure and Council decision-making in relation to Waiheke. Residents saw these latter issues as exacerbated by rapidly increasing tourism, which was also straining Waihekeans' quality of life. That report concluded that there was "a strong perception that the local board needs more power, that all parties need to communicate more effectively with the Waiheke community, and that more action is needed to deliver required infrastructure. There was also a cross-cutting theme that Auckland Council and AT need to better recognise and appreciate the 'unique character' of the island".³

The *Project Forever Waiheke* consultation identified the development of sustainable tourism strategy for Waiheke as an urgent priority, alongside improved structures for protecting the island's natural, built and social environments. *However residents viewed such strategy as needing to focus equally on sustainable community.* This approach, combining a focus on sustaining community cohesion and resilience alongside managing tourism for sustainability, is evident in other high volume tourist destinations worldwide, and in some tourism strategies elsewhere in New Zealand (e.g. Catlins and Northland). Hence, the collaboration between the Local Board and *Project Forever Waiheke* has focused on developing *sustainable community and tourism strategy*.

Collaborative strategy development

The strategy set out in this document is the product of a close collaboration between the Waiheke Local Board and *Project Forever Waiheke*. The group that undertook development of the strategy included representation from Ngāti Paoa and the Waiheke Island Tourism Forum and *Project Forever Waiheke* Local Working Group members representing sustainability, conservation, environment and community development sectors.

An initial draft of this strategy, in a one-page diagrammatic format (see **Appendix 1**), was distributed widely to key stakeholders and the Waiheke community as large in November for comment, and comments received have been incorporated into this document.

³ Allpress, J & Tuatagaloa, P (2018) *Waiheke Community Survey: Results from a 2018 survey of Waiheke residents*. Auckland Council. Technical Report 2018/014. <https://www.aucklandcouncil.govt.nz/about-auckland-council/how-auckland-council-works/local-boards/all-local-boards/waiheke-local-board/Documents/waiheke-community-survey-results-2018.pdf>

Chapter 2: Waiheke Island, its community and tourism

About Waiheke Island

Waiheke Island, in the Hauraki Gulf, is a small rural community and home to around 9,000 residents. The Waiheke resident population has approximately doubled in the past 20 years, and roughly a quarter of employed residents commute regularly to Auckland for work. The Waiheke economy is based significantly on a combination of city employment and a large number of home-based small businesses, along with wine production and hospitality.

The island is also one of Auckland's premiere tourist attractions. Just 35 minutes by ferry from Auckland, it is an extremely popular tourist destination, not only for Aucklanders, but increasingly for overseas tourists, including cruise ship passengers. Tourists flock to the island each summer, expanding the population daily from 9,000 to over 30,000. Waiheke received an estimated 1.3 million unique visitors in 2016/2017, up 18 per cent from 1.1 million visitors in 2015/2016. Those numbers are expected to increase further, and a key goal of the Waiheke Island Tourism Forum is to bring more tourists to the island year-round. The tourism sector relies on seasonal workers, many of them young people from overseas. Due to a major shift in population demographic over the past 15 years, caused by huge increases in the value of Waiheke property, there is now a community of 'reverse commuters' who travel from and back to Auckland daily to provide essential staffing of the service and retail sectors on the island.

The 'special character' of Waiheke

Protecting the 'special character' of Waiheke is entrenched in a range of policy and strategy documents developed by Auckland Council and its predecessors, including the Waiheke Local Board Plans.⁴ For the most part, those documents tend to define the 'special character' of the island in terms of its attractive physical features – the quaint windy roads following the contours of the cliffs with stunning sea views; the roadsides lined with native trees; tui, kereru and kauri visible at close range in the island's bush reserves; the gold sandy beaches; the vineyards sprawled across the hillsides.

However what is rarely recognised is that Waiheke's 'natural' beauty – the aspect that attracts both residents and tourists – is no accident of nature. Many hundreds of Waihekeans spend literally hundreds of thousands of hours, collectively, each year engaged in a broad range of activity, mostly voluntary/unpaid, as kaitiaki for the island – taking care of the natural resource, and of the community itself.

The following excerpt from the *Essentially Waiheke Refresh 2016* report encapsulates the character of the island, in the eyes of locals.

“The Waiheke character is connected to the essence of the island as an entity, to its natural life principle or mauri—which is an essential source of emotions, clearly embodied by residents and visitors alike. Waiheke's coastline and beaches, native bush cover, informal villages and low-density residential areas all contribute to the island's strong sense of character. People here have a special connection to the land and this relationship is expressed through the many community initiatives. **Most locals not only live on**

⁴ See *Essentially Waiheke Refresh 2016: A Village And Rural Community Strategic Framework*. <https://www.aucklandcouncil.govt.nz/about-auckland-council/how-auckland-council-works/local-boards/all-local-boards/waiheke-local-board/Documents/essentially-waiheke-refresh.pdf>

Waiheke but also for Waiheke. They love the island and its natural resources and they are ready to defend that with passion.⁵ The strong sense of environmental awareness in the community has been fostered by the constant commitment of local community groups. ... The pace is “*quiet, laid-back, relaxed, cool and calm*”; a world away from Auckland, the ‘big smoke’, full of the hustle and bustle of traffic and people in a hurry. The desire of “*keeping our pace of life*” resonates throughout the island and there is a strong desire to maintain it as an essential part of Waiheke’s character. Waihekeans are proud of not having traffic lights or high-speed roads and the aphorism “*slow down, you’re here*” sums up community feelings perfectly. Yet, as relaxed as they are, people on Waiheke also provide strong examples of civic leadership. They are combative, spirited and opinionated activists, ready to stand strong on any issue that affects them or the nation. ... At a local level, numerous groups have worked to protect Waiheke from unwanted development. ... The sense of “being independent and having self-determination” possibly stems from the fact that, up until 1989, Waiheke had its own County Council, wrote its own District Plan, and determined its own planning applications developments. The people of Waiheke are resourceful. The island is a hub for multi-skilled people: innovators, entrepreneurs, academics, artists and creative professionals, tradespeople, and a growing sports community. Waiheke’s identity as an artistic community (visual arts, music, theatre, cinema and dance) contributes significantly to the island wellbeing. The community shares a special sense of belonging, an unspoken code. This relatively small and diverse community is proud of their status as Waihekeans. ...

“Islanders tend to be more collectivistic, they operate in teams to overcome or minimize any obstacles. ... There is a high sense of community living.”

During the *Essentially Waiheke* community workshops, the first question asked was “what do you love about Waiheke?” A clear theme emerged, reinforcing the island’s essential character. “*Above all, we love our community and nature. We love the diversity, the creativity and the spirit of the people combined with living in a relaxed, peaceful, friendly and safe paradise.*” ... [When asked] “what are your concerns about the future of Waiheke?”, ... one clear theme emerged – the fear of losing Waiheke’s distinctiveness. “*We’re concerned about unsustainable development affecting our environment and our community. This includes unaffordable housing, the impact of the cost of living, the growing traffic, litter and pollution, cost and inefficiency of public transport.*””

Tourism on Waiheke

Tourism as a significant part of the Waiheke economy is relatively recent, but visiting the island has been common for several hundred years. The first visitors to the island were Māori, coming to visit related iwi. The island attracted summer visitors from the mainland regularly from the beginning of the 20th century once there was a ferry service. The bach owners of the post-WWII era were the first ‘weekend’ home-owners on the island, and were an integral part of the community. Waiheke has for many decades been a place where city dwellers could escape the city, via a relatively short and enjoyable boat trip, to enjoy the spectacular beauty and recuperative serenity of the island.

Although visitor numbers had been increasing gradually in the past two decades, they reached

⁵ Emphasis added.

what many locals saw as a ‘tipping point’ in the summer of 2016/2017. The 2018 *Waiheke Community Survey* report commissioned by Auckland Council described the emergent issues associated with rapidly increasing tourism as follows:

“Many people have holiday homes on the island that they use regularly and / or rent out to temporary guests via online platforms such as Airbnb and Bookabach. A recent analysis of Airbnb activity in Auckland estimated that 16 per cent of the island’s rental stock (3% of all dwellings on Waiheke) was available for rent on Airbnb ‘full time’. The number of units available for rent temporarily during the peak summer period is likely to be higher. Increasing visitor numbers and population growth has created a range of environmental and infrastructure pressures on the island, including water pollution, litter and pressures on public toilet infrastructure. A lack of a residential reticulated wastewater system means local waterways are vulnerable to pollution from poorly maintained and stressed septic systems. For example, Little Oneroa Lagoon has a long-term no-swim warning in effect due to poor water quality.”

That report, and the consultation undertaken by *Project Forever Waiheke*, both identified the top concerns of Waiheke residents as (i) increasing and poorly managed tourism, together with (ii) a perceived failure of adequate and appropriate infrastructure development, in particular transport to/from and on the island, and (iii) a lack of managed environmental protections to protect the ‘special character’ of the island from increases in both tourism and the permanent population. Protecting Waiheke’s ‘special character’, as an entrenched Council responsibility, was seen as significantly ignored by Council entities, to the detriment of both residents and the intrinsic features of the island’s natural and sociocultural environments. A key recommendation of both reports was the development of sustainability strategy for tourism. However the *Project Forever Waiheke* consultation identified a priority need for *sustainable community* strategy, to address a perceived erosion of community resilience due to the pressures of tourism and a changing population demographic.

Community development, sustainability and tourism

The community and the tourism industry are closely connected, with each now an integral aspect of (if not essential to) the well-being of the other. Up to a quarter of island homeowners rent out part or all of their homes to visitors as a key aspect of their income,⁶ and Waiheke tourism now relies on that accommodation source. Up to a quarter of adult summer residents, including seasonal hospitality workers from elsewhere, are employed part-time or full-time in tourism-related work; the industry relies on that employment pool.

Both of the 2018 survey reports acknowledged that tourism is now an important part of the Waiheke economy, and that many locals benefit from tourism to some extent. However they also reported that, in the views of residents, the wealth generated from tourism was not spread equally across the community, and in fact many residents were economically worse off as a result of increasing tourism. *A key goal of sustainable community and tourism strategy is to work towards a distribution of tourism wealth to all sectors of the community, and certainly that tourism should not actively disadvantage local communities.*

Recent impacts of tourism leading to concern among residents

Key areas of concern in relation to increasing tourism and its impacts, as summarised in the

⁶ *Community views on tourism and development on Waiheke Island 2018*. Project Forever Waiheke, July 2018.

two 2018 surveys described above, were as follows:

- Pressures on various components of essential island infrastructure, in particular road safety and congestion, insecurity of water supply, inadequate wastewater management, parking issues
- Pressures on the ferry service, resulting in unmanaged congestion and serious disruption for commuters and other residents due to the unreliability of ferry schedules
- Increased pollution and litter – on beaches; noise issues; stressed septic systems
- Stresses on the natural environment, due to overuse of walking tracks, beaches, wetlands
- Stresses on emergency services
- Gentrification, housing insecurity, and the impacts on community cohesiveness and resilience
- Inadequate and inappropriate governance by Auckland Council, and in particular insufficient allocation of power to the Waiheke Local Board.

The draft Strategy set out in Chapters 3 and 4 of this document attempts to address all of the above issues within a sustainability framework.

What is 'sustainability'? What does it mean for diverse sector interests?

For the island's natural environments

Sustainability, while a relative concept, is nonetheless reasonably simple to define for the island's natural environments and is reflected in the ongoing health of their flora, fauna and intrinsic features. Robust structures and resourcing for protecting these environments must be a priority, but that support is at risk from erosion of community resilience, since the island's natural environment relies heavily on volunteers for its continuing health.

For Waiheke communities

Inevitably, there are tensions between tourism/business development and the sustainability of natural and social/cultural environments. The massive increases in numbers of people using the range of Waiheke facilities - accommodation, ferry capacity, roads and paths, beaches, coasts, cafes, supermarket, public toilets, and so on - inevitably results in less availability of those resources for locals, especially but not only over the summer months. Most critically this impact has been seen in the erosion of rental housing stock for island residents who need to rent accommodation, in major issues for residents who have to commute to Auckland for work, and in serious challenges to road safety as visitors apply the 'holiday spirit' to road use when locals are trying to go about their daily business commitments.

The common themes emerging from the *Essentially Waiheke Refresh 2016* report and the 2018 community consultation report are that longer-term residents see the island's character, and residents' enjoyment of that special Waiheke character, as seriously at risk from overpopulation, including tourism, if it is not managed effectively. In particular, residents commented on demoralisation at the changes to the island which are eroding the resilience and health of the island's natural and community environments. Many people spoke of "hiding" away from the tourists and no longer having reasonable and equitable access to the ordinary amenities that they live here for – the beaches, cafes, roads, walking tracks, even the public toilets. The sentiment was that the island was being overtaken by tourism, and that the negative impacts might become irreversible and destroy the very aspects of Waiheke that both locals and visitors love.

For the Waiheke tourism sector

For the local tourism providers, a primary focus is on sustaining business viability and development. A key concern is tourism seasonality and the pressures on the island's infrastructure and communities of huge influxes of visitors at peaks time of the day, week or year. Many tourism providers, especially small-scale operators, are also residents of the island, and appreciate that rapidly increasing tourism places significant stresses on local infrastructure and community wellbeing. However, having come to rely to varying degrees on income from tourism, they are also invested in developing the sector. The challenge is to achieve a balance that allows for sustainability both economically and environmentally.

Key stakeholders in sustainable tourism

Key stakeholders who need to be involved in planning for sustainable community and tourism broadly include the following:

- » Diverse Waiheke communities – defined by geography and/or a diversity of common interests
- » Waiheke Island Local Board
- » Ngāti Paoa, as mana whenua
- » Piritahi Marae, representing taurahere
- » The Waiheke Island Tourism Forum
- » Transport providers – Fullers Group; Sealink; taxi and shuttle companies; tourist bus companies
- » Auckland Council entities, in particular ATEED and Auckland Transport.

Chapter 3: A Strategic Framework for Sustainable Community and Tourism Development

This chapter summarises the first *Sustainable Community and Tourism Strategy* developed for Waiheke – its purposes, key principles, goals, and proposed areas for priority strategic action.

Purpose of the Strategy

- To guide policy development, decision-making and action by the Waiheke Local Board and various Council entities, including but not limited to Auckland Transport, Auckland Tourism Events and Economic Development (ATEED) and those departments and units that are responsible for protecting Waiheke’s natural and social/cultural environments.
- To direct and enable the development of Waiheke Island community and tourism in parallel and in collaboration, to protect and preserve the island
- In particular to restore and enhance its native flora and fauna, its iconic footprint - coastal, forest, pastoral– and its community spirit and character.

Vision

Waiheke Island is loved and protected for its unique and intrinsic environments, heritage, character and communities, by locals, the tourism industry and visitors alike.

Key principles

Kaitiakitanga

Kaitiakitanga means guardianship, care, and protection, recognising that: *Whatu ngarongaro te tangata, toitu te whenua – People perish, but the land remains*. Kaitiakitanga gives a basis for a distinctively New Zealand approach to managing our natural and built environment. It stresses the importance of managing natural, cultural, and built resources for the collective benefit of people now and in the future. It also conveys a powerful message to visitors about the value of the connection that New Zealanders have with their landscape, which is an integral part of our national identity. *All stakeholders in the Waiheke community, including but not limited to the tourism sector, need to understand and support these principles in order to protect Waiheke environments.*

Manaakitanga

Manaakitanga is about the concept of caring equally for others as for ourselves, whether that other is another person, creature, or the natural environment, where that care reflects what matters to the other, rather than ourselves. *Aroha mai, aroha atu – Love is extended, love is given back*. In the context of sustaining a community, manaakitanga means that each sector of a community care for all other sectors. In the context of tourism, it means that tourism providers and tourists will genuinely care for the well-being of the community in the destination they are visiting; in return, the community will extend genuine friendliness and hospitality to visitors.

Whanaungatanga

Whanaungatanga refers to connectedness. The continuing wellbeing of any ‘destination’ community is a central consideration in sustainable tourism, and this is particularly so for Waiheke Island, because our community has built a strong wairua over time and generations. Tourism can only be sustainable if (i) host communities understand and value the benefits of tourism and therefore remain welcoming to visitors, connecting with them in both

planned/intentional and more informal ways, and (ii) the tourism sector respects the needs of local communities, so that the negative impacts of tourism do not outweigh the positive effects across all sectors of the community. On Waiheke Island, this means that visitors need to know and understand that Waiheke is first and foremost a community, and respect the needs and wairua of the community. Alongside that respect, genuine friendliness and tolerance of tourists by Waihekeans is important to visitor satisfaction. Reciprocally, the tourism sector needs to acknowledge and respect that people who live here or call it home, whether permanently or for shorter periods, need to continue to have priority access to essential resources such as water, light and space.

Motuhaketanga

Motuhaketanga, or self-determination, means that much more control over the island’s direction, development and decision-making needs to be in the hands of the Waiheke Local Board, mana whenua and community organisations, especially in relation to both infrastructure development and community development, but also in relation to tourism direction.

Strategic goals

The island

- Protect precious Waiheke environments and communities from the negative impacts of tourism
- Enable tourism that preserves and enhances Waiheke’s mauri, wairua and taonga
- Focus tourism on conservation and sustainability values, in particular cultural heritage, eco-tourism and community engagement
- Plan for climate change and globalisation

The community

- Vibrant, healthy, cohesive, resilient island communities
- Preservation of the unique features of Waiheke communities – friendly, laid back, conservationist, artistic, village-based, diverse, tolerant, resourceful

The tourism sector

- A cohesive and inclusive tourism provider sector focused on developing sustainable community tourism in line with Waiheke values

Strategic action objectives

The following action areas were identified as needing improved policy and planning for sustainable community and tourism development on Waiheke.

| Table 1: Strategic action objectives for Waiheke sustainable community and tourism development |
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| 1. Mandate governance and management functions for the implementation of this Strategy at local and Auckland Council levels |
| 2. Foster low impact and eco-tourism development aligned with Waiheke community values and vision |
| 3. Promote the real interests and needs of diverse Waiheke communities and cultures , in particular indigenous partners and vulnerable groups |
| 4. Advocate for regulation that protects Waiheke resources and taonga |

| Table 1: Strategic action objectives for Waiheke sustainable community and tourism development (continued) |
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| 5. Regularly monitor tourism impacts - visitor experience, community satisfaction and concerns, tourism industry well-being and environmental impacts |
| 6. Facilitate infrastructure development that protects fragile island environments for current and future residents and visitors |
| 7. Promote engagement of locals, tourism operators and visitors in activities to restore and preserve Waiheke taonga |
| 8. Develop sustainable systems and equitable sharing of essential island resources – water supply, ferry services, road and beach use, housing, seas and forests |
| 9. Identify and promote visitor targets and limits that take into account Waiheke’s environmental, community and infrastructure capacity constraints |
| 10. Promote visitor opportunities that enhance visitor engagement in protecting precious Waiheke environments & conservation values |
| 11. Focus tourism development by value - longer-stay visitors and those who share and support Waiheke values and taonga |
| 12. Develop tourism and associated education, employment, business and career opportunities for locals , including youth, Māori, seniors and people with disabilities |
| 13. Identify and promote social equity and wealth-sharing opportunities for social enterprise tourism and support for small and ‘cottage’ tourist operation |
| 14. Build and maintain a publicly accessible repository of information, data and knowledge about Waiheke Island features, including tourism impacts |

The Strategy is illustrated in diagrammatic form in **Appendix 1**.

Chapter 4: Draft strategic action plan

Each of the short-term and longer-term actions set out in this chapter were proposed by Waiheke community members.

| Table 2: Draft strategic action plan | | |
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| Action objective | Short-term actions | Longer-term actions |
| <p>1. Mandate governance and management functions for the implementation of this Strategy at local and Auckland Council levels</p> | <p>Establish and mandate a governance group of key stakeholders to drive the implementation of the strategy, as follows:</p> <ul style="list-style-type: none"> • Initially for 12 months • Group to include key influencers with proven track record of community leadership and engagement • Establish key relationships with Council, ATEED and other relevant organisations (e.g. tourism industry, mana whenua and other community reps) <p>Engage the community and tourism industry through roadshows, workshops and other communication activities to create shared understanding of what it means for them and their engagement with implementation</p> <p>Appoint a Project Co-ordinator to drive the implementation of the strategy</p> <p>Continue to lobby for the expanded decision-making powers of the Local Board, in particular around transport, infrastructure, environment and community development</p> <p>Monitor the integrity of the decision-making of Auckland Council and the CCOs in alignment with national, Auckland and Waiheke sustainable community and tourism strategies and associated</p> | <p>Review strategy annually and create annual action plans in alignment with Local Board plans and strategy and Auckland and national tourism strategy frameworks</p> <p>Continue to monitor the integrity of the decision making of Auckland Council and the CCOs in alignment with national and Auckland tourism strategies, the Waiheke Sustainable Community and Tourism Strategy and associated strategy and governance documents, and take action as needed to address misalignment</p> |

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| | strategy | |
| 2. Foster low impact & eco-tourism development aligned with Waiheke community values and vision | <p>Engage community and the tourism sector in creating a shared vision of what the island and our tourism industry will look like as leaders in sustainable tourism</p> <p>Work with Auckland Transport and ATEED to ensure eco tourism / low impact tourism activities and operators are given priority and support at island gateways (Matiatia and Kennedy Point) and throughout the island</p> <p>Develop a local programme to support tourism businesses, large and small, to change to lower impact tourism, in alignment with the national <i>Tourism 2025 and Beyond</i> revised framework and ATEED's <i>Destination Auckland 2025</i> and the UN Sustainable Development goals – for example, eco-tourism, use of solar power, electric vehicles, achieving carbon zero status, clean-up and environmental protection activities, zero waste, tree planting & track maintenance, weeding and land and marine conservation activities.</p> <p>Work with community, tourism sector and institutional partners to (i) monitor and provide data on tourism impacts (e.g. economic impacts and equity of benefits, waste generation, water use, transport, environmental damage, community cohesiveness, etc), and (ii) minimise potentially damaging impacts</p> | |
| 3. Promote the real interests and needs of diverse Waiheke communities and cultures , in particular | <p>Regular monitoring of community needs and concerns via community surveying and workshops</p> <p>Advocate for infrastructure and facilities that will meet the needs of Waiheke residents (e.g. water supply; wharf, ferry and road transport; access to essential services; access to recreation; mana</p> | <p>Continue to ensure community concerns and priorities are reflected in annual action plans</p> <p>Report developments to the Waiheke community and tourism sector on an annual basis</p> |

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| indigenous partners and vulnerable groups | whenua and tangata whenua cultural needs; etc) | |
| 4. Advocate for regulation that protects Waiheke resources and taonga | <p>Work with partners to require all ferry and road transport operators to operate under the Public Transport Operating Model (PTOM)</p> <p>Implement improved dog bylaws to provide increased protection to wildlife in vulnerable areas</p> <p>Support the implementation of the Hauraki Gulf Marine spatial plan to protect coastal waters and marine ecosystems</p> | <p>Continue to advocate for competitive and appropriate ferry, freight and other transport services for reliable, affordable and sustainable access by all sectors of the Waiheke community, and visitors</p> <p>Work to ensure pest eradication is part of property owners' responsibility</p> <p>Complete audit and protection of Māori historical sites and wahi tapu</p> <p>Implement actions to protect/enhance our marine ecosystems in alignment with the Hauraki Gulf Marine Spatial plan and community priorities</p> |
| 5. Regularly monitor tourism impacts - visitor experience, community satisfaction and concerns, tourism industry well-being and environmental impacts | <p>Develop an agreed monitoring and evaluation framework in agreement with research partners such as WRT</p> <p>Develop a community scorecard and targets in alignment with the strategy and commence reporting to all stakeholders, including the wider community</p> <p>Commission baseline visitor perception/ experience survey (why do they visit, top reasons, issues)</p> <p>Commission local tourism industry research to identify barriers to sustainable development in alignment with the Tourism 2025 and Beyond Sustainable Tourism Framework</p> | <p>Implement on-going monitoring and evaluation plan, use research findings to inform strategy updates and report progress to all stakeholders including the wider community</p> <p>Complete biannual surveys for visitors, tourism industry and community perceptions</p> <p>Monitor and report progress against targets, impacts and progress on action plans</p> |

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| | <p>Resurvey community perceptions in alignment with the strategy</p> <p>Commission regular surveys of wildlife to monitor increase/declines in native fauna and flora, land and marine</p> <p>Commission further research and protection for Māori wahi tapu and other historical sites</p> | |
| <p>6. Facilitate infrastructure development that protects fragile island environments for current and future residents and visitors</p> | <p>Ensure Local Board plans and agreements (see Local Board Plans) reflect the strategic objective of protecting Waiheke environments – natural, social, cultural, built – and the ‘special character’ of the island for current and future residents, and visitors</p> <p>Work to ensure the protection of trees and other native flora and fauna in the Council reserves, road reserves and on private property</p> <p>Develop action plans with Healthy Waters and other key stakeholders to minimise negative impacts of run-off into land and marine environments (e.g. flooding; slips; pollutant run-off; etc)</p> <p>Continue to support the on-going work programme of the Waiheke Island Transport forum to drive sustainable transport on the island for residents and visitors alike</p> <p>Monitor the integrity of the decision-making of Auckland council and the CCOs in alignment with national, Auckland and Waiheke sustainable tourism strategies and associated strategy and governance documents</p> | <p>Continue to monitor the integrity of the decision making of Auckland council and the CCOs in alignment with national, Auckland and Waiheke sustainable tourism strategies and associated strategy and governance documents and challenge/ take action when out of alignment</p> |

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| <p>7. Promote engagement of locals, tourism operators and visitors in activities to restore and preserve Waiheke taonga</p> | <p>Engage key stakeholders including the tourism sector and community representatives to develop a Waiheke Kaitiaki Pledge (care code) and make it available digitally, in Waiheke brochures, and all other key channels in readiness for the 2019/20 summer season.</p> <p>Engage and brief Waiheke Island Tourism Forum (WITF) members and tourism businesses in the Kaitiaki Pledge and how they can implement that in their businesses</p> | <p>Waiheke Kaitiaki Pledge is reviewed and updated every 3 years.</p> <p>Ensure on going promotion of the Waiheke Care Code including being reflected in public signage, on council website, newzealand.com and on tourism businesses websites and collateral and in Tourism Waiheke brochure and specific care code brochures (available in key places).</p> <p>Waiheke Kaitiaki Pledge guides all tourism businesses in their operations as well as visitor behaviour (outcome).</p> <p>Community understands the Kaitiaki Pledge and are advocates and champions for it (outcome).</p> <p>Waiheke tourism focus/ activity continues to evolve in alignment with the Kaitiaki Pledge (outcome).</p> |
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| <p>8. Develop sustainable systems and equitable sharing of essential island resources – water supply, ferry services, road and beach use, housing, seas and forests</p> | <p>Advocate with Government, Auckland Council and Auckland Transport to improve ferry service reliability, accessibility to commuters (priority boarding) and other residents, affordability, and support increased competition.</p> <p>Regulate to ensure bore allocation and tanker delivery gives priority to residents in times of drought.</p> <p>Support the development of public transport services for locals and tourists that are not tied to the ferry timetable and that meet residents’ and visitors’ needs.</p> <p>Work with key stakeholders including Auckland Council, the Affordable Housing trust to support and advance initiatives to ensure housing is affordable for locals.</p> <p>Establish an affordable rentals agency which increases supply of affordable housing through (i) facilitating the increased use of empty holiday homes and (ii) assisting house owners to repair and insulate homes to make available for long term rentals for locals at rents 80% or below the market.</p> | <p>Advocate with Auckland Council for changes to the District Plan which will enable either land to be freed up or increased housing supply options with a focus on affordable/ social housing (e.g. ability to build on council land, increased ability to build minor dwellings, requirement of vineyards and farms to build worker accommodation etc).</p> |
| <p>9. Identify and promote visitor targets and limits that take into account Waiheke’s capacity constraints – environmental, community and infrastructure</p> | <p>The Local Board to require regular data provision from the ferry operators (Sealink/ Fullers) to monitor usage patterns and their impacts, on an on-going basis.</p> <p>Commission research and publish findings, to identify (i) impact patterns of visitors/ tourism on the island, (ii) limits to its carrying capacity, including (but not limited to) water resources, health and emergency services, Police services, waste, roads and transport, paths and tracks, beaches, etc), and (iii) management strategies to protect island environments</p> | <p>Include data/ forecasts in future planning/ strategy review.</p> <p>Include baseline data in future planning/ strategy review.</p> |

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| <p>10. Promote visitor opportunities that enhance visitor engagement in protecting precious Waiheke environments & conservation values</p> | <p>Create plan for improved interpretation (i.e. storytelling) of both our natural assets (land based and marine wildlife, natural features, ecosystems) and the people and community groups that care for them to promote their protection and appreciation and to engage our visitors in our conservation stories and values.</p> <p>Support the tourism sector to develop and implement strategy that promotes the engagement of visitors in activities that contribute proactively to environmental protection and community cohesiveness (e.g. tree-planting; wetland reclamation; carbon capture projects such as kelp reforestation Citizen Science projects; participation in local community and sustainability events; etc.).</p> | <p>Create increased engagement and storytelling through signage and other digital/physical collateral/ media/ communications in alignment with the plan.</p> <p>Increased support of and engagement of local tourism businesses and visitors in activities that contribute proactively to environmental protection and community cohesiveness (outcome).</p> |
| <p>11. Focus tourism development by value - longer-stay visitors and those who share and support Waiheke values and taonga</p> | <p>Work with ATEED, and WITF and tourism accommodation providers to develop (i) agreed positioning as longer-stay destination and (ii) strategies to facilitate longer stays (e.g. collaborations between accommodation providers, Fullers and other visitor activity providers; marketing campaigns etc).</p> | <p>Implement with ATEED and WITF specific promotional and destination marketing activity based on longer stay destination positioning.</p> |
| <p>12. Develop tourism and associated education, employment, business and career opportunities for locals, including youth, Māori, seniors and people with disabilities</p> | <p>Source and fund tourism operator training in sustainable tourism – including product development, business coaching and mentoring, in alignment with national and local sustainable tourism strategy.</p> <p>Work with the high school and tourism operators to develop training and placement opportunities to train youth in tourism.</p> <p>Work with <i>Be Accessible</i> to accredit more businesses to <i>Be</i></p> | <p>Tourism training is available for owners and for staff to ensure they understand sustainable tourism, the Waiheke care code and what it means for them.</p> |

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| | <i>Welcome.</i> | |
| 13. Identify and promote social equity and wealth-sharing opportunities for social enterprise tourism and support for small and ‘cottage’ tourist operations | <p>Establish a fund for social enterprise tourism and innovative product/ business ideas.</p> <p>Hold an innovation ‘challenge’ to identify ideas from the community for funding (similar to Foundation North GIFT fund).</p> | |
| 14. Build and maintain a publicly accessible repository of information, data and knowledge about Waiheke Island features, including tourism impacts | Support the ongoing availability and development of the <i>Project Forever Waiheke</i> website as an information repository. | |

Appendix 1: Waiheke Sustainable Community and Tourism Strategy



Project Forever Waiheke - Draft Waiheke Sustainable Community and Tourism Strategy Overview July 2018

