



Action-based Kaitiakitanga to Protect & Regenerate Waiheke Island's Marine Environment

Phase 2 Project Plan

1st October 2021 – 30th September 2024

Working Project Plan as at 14th September 2021

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1. Executive summary

This project plan sets out Phase 2 of the Waiheke Marine Project (WMP), an initiative that is increasingly being hailed as "a world-leading model of an urban island co-managing its land and sea in unison, led by and partnered with indigenous peoples of place¹."

Phase 1 of the WMP was all about tilling the social field so the <u>seed</u> of Tiriti based and collaborative marine care action could be planted, germinated, and begin to grow. A thorough summary of Phase 1 is found in the WMP <u>report</u>

Phase 2 of the WMP takes that germination to <u>scale</u> around the whole island, supporting the growth of multiple, diverse projects to collectively protect and regenerate Waiheke's marine. This project plan is based on three years for Phase 2 to really bear fruit that will lead to Phase 3.

In time, **Phase 3** of the WMP will be a gradual biodegrading of the need for a WMP structure, with <u>system</u> change supporting marine protection and regeneration to be business as usual for Waiheke Island.

In essence, the WMP is a systems change initiative to reach the holy grail of thriving mauri where land, sea and people are connected and high functioning. This means navigating through the systemic barriers² of:

- Outdated and inadequate legislation
- People working in silos, with split accountabilities for land and water health
- Investment in destruction over regeneration
- Colonial, commercial, entitlement mindsets and practices
- Disconnection from nature

The WMP is an exciting prototype of holding space for mana whenua engagement and leadership with communities. It is enabling all parties to find ways through the systemic barriers and resourcing capacity. Understanding where Mana Whenua are at and working flexibly with them in this context and enabling regeneration activities to move forward in ways that give effect to Te Tiriti partnership, without necessarily requiring formal participation of iwi organisations. Further it is holding space for the amplification and open-source sharing of all knowledge sources, including mātauranga Māori, citizen and western science, so that the best available information supports decision making.

¹ Impact Stories | G.I.F.T (giftreport.org.nz)

² <u>GIFT</u> description of systemic barriers and ways to break through.

2. Phase 2 WMP goals, values, and outcomes

Aim of the WMP in Phase 2

To embody Ahu Moana³ at scale so that the mauri of Waiheke Island's marine environment is protected and regenerated. To provide the best conditions⁴ for ongoing implementation of projects that deliver on the 9 common ground commitments reached at the Future Search hui.

Goals of the WMP in Phase 2

- To continue awareness raising and have inclusive and consensus driven conversations about the health of the Waiheke Island marine space that encourages critical thinking and whole systems solutions,
- To support leadership by Ngāti Paoa and mana whenua priorities for Waiheke Island, actively partnering as Tangata Tiriti and Tangata whenua in the WMP,
- To seek, collate and openly share all knowledge streams about Waiheke's marine environment to empower local decision making for marine protection and regeneration,
- To support the build of youth capacity for sustainable environmental care,
- To catalyse, activate, and support actions for local marine environment protection and regeneration,
- To develop open-source action and evaluation tools to support self-managed and ongoing marine protection and regeneration actions at Waiheke Island,
- To share lessons with others pursuing marine protection and regeneration; locally in Tīkapa Moana/Te Moananui-a-Toi, nationally in Aotearoa/New Zealand and globally.
- To attract sufficient resources⁵ (funding and in-kind support) that can be leveraged to efficiently operate a backbone structure to deliver these goals.

³ Ahu Moana is a concept promoted by Tai Timu Tai Pari / Sea Change Plan that supports collaborative management approaches between mana whenua and local communities to restore and improve coastal fisheries and environments in their local nearshore areas. The WMP is actively prototyping this concept.

⁴ Focused on Structural, Relational and Transformative conditions for systems change.

⁵ A sub-goal is for the current Government action plan "Revitalising the Gulf" to include the WMP as an Ahu Moana pilot and attract DOC and MPI/FNZ support

Values of the WMP in Phase 2

- Te Tiriti partnership
- Whole system focus
- Common ground & future NOT problems & conflicts
- Self-management
- Collaborative practice in alignment with the principles of the Waiheke Collective Charter
- Science (mātauranga Māori, citizen, and 'lab') based decision making.

Outcomes sought in Phase 2

- 1. The nine commitments (page 6) agreed at the Future Search are implemented via multiple mutually reinforcing activities and projects.
- 2. Marine biodiversity around Waiheke Island is high functioning, meaning diverse marine life populations are supported with recruitment and healthy habitats.
- 3. This high functioning marine life supports equitable access and sustainable utilisation of marine resources by people, thus supporting responsibilities of kaitiakitanga, manaakitanga, rangatiratanga and need for connection.
- 4. Ki tua a pathway for ongoing protection and regeneration is identified for Phase 3 of the WMP so that the conditions for system change (policies, practices, and resource flows; relationships and power dynamics and mental models) are oriented to the thriving mauri of Waiheke Island's marine environment.
- 5. Waiheke is contributing to the combined efforts and effects of neighbouring communities and the overall regeneration of our marine environments.



le Tiriti o Waitangi	We are giving effect to the principles of Te Tiriti o Waitangi through active partnership and collaboration built on mutual trust and respect.
Mauri	Waiheke ki uta, Waiheke ki tai, Waiheke ki tua – Waiheke from the mountains to the sea and beyond. We are regenerating the mauri of all ecologies. We will see healthy and abundant ecosystems, full of vitality achieved through preservation and restoration.
Learning	We are committed to the development and implementation of diverse learning opportunities for the community at large. Listening to the voices of Moana and whenua, for the moana and whenua, utilising science and Mātauranga. We are committed to empowering Rangatahi engagement, advocacy, and voices now and for generations to come.
ntegrated Management	We will co-design and implement an integrated management framework that results in people and nature thriving through collaborative, inclusive, co-governance of hilltop to seabed.
Protection Tools	Working together we will learn and discover how to bring ahu moana to life. We are committed to the use and enjoyment of our marine environment and to developing effective marine protection through exploring and using the best mechanisms including rahui and Marine Protected Areas.
Effective Legislation	Advocate local and central government to create effective legislation for coastal areas that is reactive and agile to include: Vessel registration, identification and skipper licensing. Delegated responsibility for local management of compliance, monitoring and enforcement.
Clean Water	We are committed to take a range of collaborative actions to remove contaminants entering the ocean to achieve clean water for all.
Waiheke Way	We are committed to local Waiheke decision-making through inspiring leadership to establish, maintain and sustain the Waiheke Way. Our Pledge: Nāku te Rourou, Nõu te Rourou, Ka ora ai e tātou taonga! With your respect, And my respect 'our' Waiheke will surely thrive!
Circular Economy	We are committed to a regenerative circular economy and a net zero emissions island by supporting viable and resilient business on Waiheke which hold as a priority the mauri of the moana (e.g. compliance, meaningful reporting guidelines, planning etc.).
	at Future Search Hui 30th October – 1st November 20 www.waihekemarineproject.org

3. Waiheke Marine Project Context

3.1 State of the environment⁶

Biodiversity stress and pressure on mauri

Multiple 'State of the Gulf' reports have highlighted the declining biodiversity and pressure on the marine ecosystem that is Tikapa Moana/Hauraki Gulf. The severe regional degradation of habitats and pressures of population growth, coupled with decades of unsustainable fishing, sedimentation and benthic damage is reflected specifically around the coasts of Waiheke Island.

Key species have been reduced to below levels that allow them to provide the natural balance in the ecosystem. Further, the declining state of the engine room of the food chain itself is driving stress on the whole system. We are now fishing the baitfish species at large volume that are the food source for larger species, seabirds, and mammals.

We cannot make any positive difference unless we reduce our harmful inputs and reduce the quantity we are extracting. Coupled with habitat protection and reseeding what we can, we have a chance to regenerate, but only if we operate with a level of cohesion and collaboration unseen in the previous 100 years.

Mana whenua of Waiheke Island

Ngāti Paoa are the key mana whenua of Waiheke Island, acknowledging the other iwi who have rights and interests on the island, including: Ngāti Maru, Ngāi Tai ki Tāmaki and Te Patukirikiri. From the origins of the Waiheke Marine Project, Ngāti Paoa have taken an active role, regarding the WMP as a practical example of how Te Tiriti partnership with the local community may evolve in an open manner. A mana whenua work stream was established with the working name, Ngā Uri o Ngāti Paoa ki Waiheke (shortened to NPKW). The summary report in Appendix One details activities that have taken place with the stewardship of NPKW. Like many iwi in Tāmaki Makaurau, Ngāti Paoa continue to be in process of finalising their Treaty Settlements. Until final settlement there are two mandated iwi bodies and ongoing hapu driven work at place fulfilling kaitiakitanga responsibilities.

The following is a summary of NPKW Moemoea – vision and aspirations:

- 1) To see the connection of people and place, enabling Ngā Uri o Ngāti Paoa to truly exercise their roles and responsibilities around kaitiakitanga, rangatiratanga, manaakitanga, whanaungatanga and,
- 2) the rematriation of our people, in order to fulfil these roles Ahikaa.
- 3) The interwoven relationship of mana whenua and te taiao where the mauri of both is restored.

⁶ Includes commentary on the marine, cultural, social and regulatory environment of Waiheke Island

This will be evidenced through the:

- Rematriation of our people living on island with thriving papakāinga.
- Through vibrant, thriving and mana enhancing relationships with our whenua and moana
- Fulfilling the potential of our connection with whenua such as the Ngāti Paoa farm and other settlement properties
- Ensuring the Ngāti Paoa presence is strong a tinana, and inclusive of the narratives across the island e.g. tourism and education
- Through healthy, mutually respectful relationships with all of community via shared decision making
- Through strong connections locally and with Iwi and communities connected to Tīkapa Moana
- Staying steeped in Paoatanga and living by the values
- Ensuring histories/pūrākau and mātauranga are shared and known widely within our people

The journey so far has been for many of us a fulfilling one, and we acknowledge that we are here only because we stand on the shoulders of those who have gone before us. The key to sustaining the energy and to keep stepping forward is in relationships. Over the last 2 years of working with the WMP we have formed some strong connections with the community, agencies, funders and many other organisations and it is important to keep strengthening and growing them if we are to achieve our dreams.

Within Ngāti Paoa we need to strengthen ourselves by:

- Continuing to cast the kupenga to our people, to gather ourselves in
- Strengthening our kawa on the island
- Continuing to wananga to share our matauranga
- Putting a strong emphasis on rangatahi support
- Supporting the continued education of our people kawa, reo, waiata
- Raising our profile through presence mana mauri
- Building Ngāti Paoa capability
- Gaining clarity around our relationship with iwi leadership
- Continuing strong communications our people, community, iwi governance
- Being inclusive of other iwi manawhenua on Waiheke

Ocean and fisheries governance

Legislation governing the use and management of the marine environment throughout Aotearoa/New Zealand is well understood to be not fit for purpose. A combination of fisheries, conservation, biosecurity, and resource management legislation that is implemented by multiple agencies does not provide the common agenda and purpose that is desperately needed to fix the issues described above.

One example of the many pieces of unsuitable legislation is the 1971 Marine Reserves Act. The Department of Conservation have long signalled the intention to revise the Marine Reserves Act with Marine Protected Areas policy, alas this has yet to happen.

This legislative vacuum was explored in relation to the Hauraki Gulf with the Sea Change – Tai Timu Tai Pari project that ran from 2013-2017 and resulted in a proposed marine spatial plan for Tikapa Moana / Te Moananui-a-Toi. This plan languished until 22^{nd} June 2021 when the Government released its *Revitalising the Gulf – Government action on the Sea Change Plan*, referred to in the publicly released Cabinet papers as 'the Strategy'. The following is an excerpt from the cabinet papers:

The Strategy takes an ecosystem-based approach to improving the Gulf. It would establish new marine protection tools by way of High Protection Areas (HPAs) and Seafloor Protection Areas (SPAs). There would be complementary fisheries restrictions, including the exclusion of trawl fishing (ie bottom trawling and Danish seine fishing) except within carefully selected 'trawl corridors'. Targeted habitat restoration would also assist with recovery of habitats and species. These measures would enhance customary and recreational fishing experiences, and the connection that people have with nature. The new HPAs would provide for customary practices of mana whenua (to be further agreed with local iwi), and nearshore areas will be enhanced by projects where mana whenua and local communities work together (Ahu Moana projects).

Just days after the Strategy was launched, the Government established an Oceans Secretariat comprising officials from the Department of Conservation, Ministry for Primary Industries, the Ministry for the Environment, and other agencies as appropriate. "This is to ensure the right expertise is around the table to provide advice to Ministers on critical oceans issues, and to improve the current fragmented nature of New Zealand's marine management system." Minister Parker went on to say that "significant reform of the fisheries system is required to deliver the oceans' vision. I will also be working closely with the Minister of Conservation to assess what future longer-term work is necessary to realise our ocean's vision, including marine protection."

In examination of the Government's new ocean vision, many objectives and principles are in alignment with the WMP's 9 common ground commitments and project goals.

Official support for the WMP

Regarding Waiheke Island, none of the proposed marine protection tools, either HPAs, SPAs or Ahu Moana, were specifically identified for the Waiheke marine environment. This is largely due to the Strategy being based on work pre 2017 and does not consider the more recent collaborative momentum of the Waiheke Marine Project. The Government have indicated⁷ some willingness to include additional active proposals in the Strategy thus the Waiheke Marine Project aims to achieve Government support for the constantly building positive momentum for protection and regeneration around Waiheke Island.

Such support was received by the Hauraki Gulf Forum when in response to a presentation on the 24th May by the Waiheke Marine Project, the Forum unanimously endorsed the WMP and its 9 commitments. With three Government agencies (MPI, DOC, TPK) and several local authorities sitting on the HGF, this bodes well for broader Government support for WMP efforts going forward.

⁷ At a meeting of Ngāti Paoa and the Waiheke Local Board with the Minister of Oceans and Fisheries in early June and in answers to questions raised at the 22nd June launch of the Strategy.

3.2 WMP Principled practice

Seed – scale – system⁸

In line with Foundation North and GIFT's commitment to system change, the WMP has leaned into the diverse energy that is already in and around Waiheke Island. Rather than take a normative approach by allocating money to pre-agreed solutions, the WMP applies an emergent and collaborative approach to the complexity that exists around marine care in Aotearoa/New Zealand.

Phase 1 of the WMP was all about tilling the social field so the <u>seed</u> of Tiriti based and collaborative marine care action could be planted, germinated, and begin to grow.

Phase 2 of the WMP takes that germination to <u>scale</u> around the whole island, supporting the growth of multiple, diverse projects to collectively protect and regenerate Waiheke's marine.

Phase 3 of the WMP will be a gradual biodegrading of the need for a WMP structure, with <u>system</u> change supporting marine protection and regeneration to be business as usual for Waiheke Island.

Te Tiriti based approach

The commitment in the WMP has been and continues to be to go on a journey that is at times uncomfortable with the sharing of power and vulnerability. This includes aiming for:

- shared Ahu Moana vision that embodies Te Tiriti partnership at place on Waiheke Island
- Co-design all investments and equitably resource Mātauranga Māori and kaupapa Māori
- fearless conversations that address issues of Institutionalized power and control and foster a willingness to address unconscious bias and blame-based behaviour
- Seek out and include people who will deepen the journey of learning and walking Te Tiriti

Regenerative systems change approach

The WMP is a Collective Impact⁹ approach that embraces the five conditions of:

- 1. A common agenda (this has been unanimously agreed at the Future Search)
- 2. Continuous communication (the WMP has multiple communications tools)
- 3. Mutually reinforcing activities (multiple actions catalysed and amplified by WMP)
- 4. Backbone support (nascent volunteer organisation in Phase 1, to strengthen in Phase 2)
- 5. Shared measurement (Narrative based in Phase 1, to strengthen in Phase 2)

⁸ SEED-SCALE builds out of the most forward economic thinking, such as former World Bank economist, Paul Collier "change in societies at the very bottom must come primarily from within." Professor Dani Rodrik at Harvard, frames economic growth at the scale level as a consequence of growth aggregated from the local level, growing within the existing larger framework. Local growth occurs not because of inputs from outside but because it has figured out how to occur within the local situation of policies, stimuli, and resources.
⁹ Since 2011 with the publication of an article by John Kania and Mark Kramer, Collective Impact has become a growing field of practice to address complex issues.

The WMP adopts a conscious bias towards collaborative practice where:

- Eco is emphasized over Ego
- The whole system highlighting interconnections are in focus
- Common ground & future NOT problems & conflicts
- Self-management is essential
- Local and equitable application of all knowledge sources

3.3 Phase 1 recap and outcomes

Origins of the WMP

The Waiheke Marine Project was initiated in response to the deeply polarised social environment on Waiheke Island where solution-focused efforts for marine protection had interrupted people's abilities to work collaboratively.

WMP Aim in Phase 1

To achieve common ground on the need for change and realistic actions to protect and regenerate the Waiheke marine environment.

Goals of the WMP in Phase 1

- To increase awareness around the island of localised marine issues,
- To foster an ongoing, inclusive and consensus driven conversation about the health of the Waiheke Island marine space,
- To raise visibility of and support leadership by Ngāti Paoa on Waiheke Island,
- Respond to outcomes from Future Search Hui held in late October/November 2020, supporting the implementation of the 9 common ground commitments,
- Build youth capacity for sustainable environmental care, and
- catalyse and coordinate actions for local marine environment protection and regeneration.

Unanimous common ground reached at the Future Search hui, Oct 30-Nov 1, 2020:

Details for each of these common ground commitments is found on page 7 of this project plan.



Shifts that have occurred so far with the WMP



Marine action showcase



Just seven months after the Future Search hui, the WMP hosted three, one-hour webinars to showcase the action that is taking place in and around Waiheke Island to protect and regenerate the marine environment. 18 presentations showed the diversity of action that collectively is implementing the 9 commitments. Each presenter also specified their needs for future success.

3.4 Capacity & Capabilities

Phase 1 of the WMP demonstrated that the project has solid foundations of:

- Purpose, goals, values, and desired outcomes
- Project structure and governance
- Key personnel with experience and capabilities
- Capacity for reporting and funds management
- Avenues for effective communications

WMP project structure through the phases:

Phase 1 – seed	Transition phase – now	Phase 2 – proposed Sept 2021
Ngāti Paoa ki Waiheke	Ngāti Paoa ki Waiheke	Ngāti Paoa ki Waiheke
Future Search planning	Navigator	Navigator
Communications strategy	Communications team	Communications team
		expanded
Steering group	Steering group – transition	Steering group expanded
DOC support & Waiheke	Kaimahi – Navigator &	Kaimahi – Navigator &
Collective Coordinator	Coordinators	Coordinators
HGCT Treasury	HGCT Treasury	HGCT Planning & Funding
		expanded
		Knowledge Amplification
		Space
Volunteer Youth	Volunteer Youth	Youth Action

V3.0

NPKW spotlight

Established in the early stages of the WMP in 2019, Ngā Uri o Ngāti Paoa ki Waiheke (NPKW) is an inclusive group of the descendants of Ngāti Paoa, who connect to Waiheke Island. Some currently live on the island and others maintain their connection through whakapapa and ongoing visits to the island. The core group in NPKW has evolved over the two plus years of the WMP with individual's capacities changing with their own circumstances and with the multiple wānanga held attracting more individuals to the mahi.

World class collaborative practice and community engagement

Throughout the two years of the WMP leading to this point of Phase 2, the WMP has conducted many community engagement events. These have been notable for their interactive and collaborative management with consistent positive feedback on the inclusivity of diverse views. Engagement and networking have taken place beyond Waiheke Island with relationships such as Noises neighbours, Ngāti Kere, Revive our Gulf, Kelly Tarltons and others catalysing innovative action.

WMP personnel

A whole cast of talented and experienced people have contributed to the WMP with over 3000 hours of volunteer effort in addition to the few part-time contracted roles. Appendix 6.3 lists those currently holding project positions. Just 3 of these roles are currently receiving remuneration.

Financial stability

The WMP has attracted and managed funds in Phase 1 and the transition phase that give confidence to funds management for Phase 2. The Hauraki Gulf Conservation Trust will continue to umbrella the WMP and are dedicated HGCT personnel to the Treasury responsibilities. The below image shows the diversity of funders for Phase 1 of the WMP.



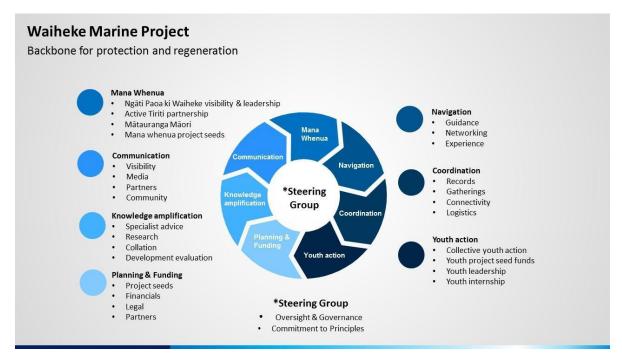
4. Phase 2 proposal

4.1 WMP Backbone

Put simply, the job of the WMP Backbone is to "haere tonu / keep going" for it is persistence and supportive conditions that will enable us all to deliver on the goals in section 2 of this project plan.

The proposed WMP backbone structure for the project has been built based on feedback from:

- the Future Search hui, 30th October 1st November 2020
- the Waiheke community hui, 26th November 2020
- the Picking up the Paddle hui, 27th January 2021
- the Marine Action Showcase, 20th June 2021
- and has been tested at the Steering the Waka hui, held on the 14th July 2021.



4.2 Actions to catalyse, activate, support

From its origins in April 2019, the WMP has been focused on *action* and on *doing* in a way that is tangible, beyond policy and planning documents and discussions.

The following are a snapshot of marine care actions as of July 2021. They are nominally linked to one of the 9 common ground commitments for ease of tracking the multiplicity of activities. It is recognised however that each activity can contribute to multiple commitments. This reflects the interconnectedness of the commitments. It is the *whole* that needs to shift to achieve Waiheke's marine environment thriving mauri, ki uta, ki tai, ki tua.

It is also noted that the WMP does not claim ownership or attribution for the following actions. Rather the WMP is focused on continuing to catalyse, activate and support the right conditions for more and more of these protection and regeneration actions to take place.

Commitment	Actions already underway	Potential actions in consideration
Te Tiriti o Waitangi	 Ngāti Paoa wānanga x 4 Co-governed steering group Ngāti Paoa kaimahi Co-facilitation throughout Full support for NPKW WMP website Mata Kupenga 	 Support a possible Ngāti Paoa Endeavour fund application Support mana whenua taumata that engages on all Waiheke environmental projects WMP links to other mana whenua
Mauri	 Kõura dive survey Regenerative diving Mauri o te Moana action 	 Koura rewilding Kororā re-provision Kelp garden whole island Regenerative diving programme Kūtai restoration Paua regeneration Whole reef systems regenerated Dredging and dumping prohibited
Learning	 Rangatahi trip to Wellington Marine Education Initiative Mātauranga Māori activities Business degree Internship Mural development Seabird care and rehab Kelp Gardening/ Kina care Fisheries management talks Glen Edney trips 	 Rangatahi wānanga whakanoho Rangatahi jobs pathway Mauri wānanga Deep Mātauranga learning Fisheries love and learn sessions Marine mammal App
Integrated management	 Mawhitipana WWF Ocean Challenge idea Sustainable Seas partnering HGF endorsement Good Neighbours the Noises 	 Active weeding and revegetating links across island. Eg Matiatia et al Implement Ocean Challenge Action & Evaluation Tools development
Protection tools	 Rāhui laid by Ngāti Paoa FOHG Marine Reserve proposal Pūtiki Bay action Prototyping Ahu Moana via WMP 	 Waiheke data collation exploration of existing legislation¹⁰ for Māori customary rights Rotational Rāhui exploration Te Matuku Marine Reserve focus Activate 'Protection tools' subgroup to implement effective protection mechanisms Leverage WWF specialist expertise in global marine protection

¹⁰ Fisheries (Kaimoana Customary Fishing) Regulations 1998, The Marine and Coastal Area (Takutai Moana) Act 2011, Harbour Treaty Settlement negotiations and finalisation of individual Treaty of Waitangi settlements for iwi o Tikapa Moana

Commitment	Actions already underway	Potential actions in consideration
Effective legislation	 Input to Sea Change response 	 advocacy to implement existing Fisheries Act sustainability measures WMP rep to Hauraki Gulf Fisheries Plan
Clean water	 Waste reduction – WHS Dumping station at Matiatia Liaison with WRT over various projects they undertake eg Kai Conscious, Love Our Wetlands, Project Little Oneroa, Beach Ambassadors 	 Strategic links with Council's Healthy Waters supporting WRT mahi Waste oils drum at Waiheke Boating Club (WBC)
Waiheke Way	 WMP Communications strategy and tools Multiple community hui Eastern end collaboration Local support/sponsorship eg Sarah Jane Blake 	 Island Fisheries projects like Kai Ika Catalysing private investment in regenerative projects
Circular Economy	SBN & WRT million metresReusable packaging	 Extensive networks with business on circular economy path

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5. Looking ahead to Phase 3

Phase 3 of the WMP will be a gradual biodegrading of the need for a WMP structure, with <u>system</u> change supporting marine protection and regeneration to be business as usual for Waiheke Island.