

# *Contents*

|  |    |
|--|----|
| Summary .....  | 3  |
| Introduction .....   | 4  |
| Background .....   | 5  |
| Vision .....   | 7  |
| Mission .....  | 7  |
| Values .....   | 9  |
| Who are our customers? .....   | 11 |
| General Services .....   | 12 |
| Objectives and Priorities .....                                      | 13 |
| Our Management Plan Goals .....                                      | 14 |
| Key Challenges .....   | 17 |
| Action Plan .....  | 18 |
| Measuring our Progress .....   | 20 |
| Waimakariri District Council 10 Year Plan Performance Objectives ... | 22 |



*kaitiakitanga*

## *Summary*

This strategic plan covers the period 2015 to 2025. Its timing is opportune as Te Kōhaka o Tūhaitara Trust sees this as a period of consolidation after the initial progress made towards establishing programmes which benefit the rehabilitation of Tūhaitara Coastal Park.

It also covers a period of time where we expect to see extensive change to the environment and landscape of the Waimakariri region, which is likely to directly impact Tūhaitara Coastal Park, through water quantity and quality, increased competition for funding and increases in visitor numbers and expectations.

Te Kōhaka o Tūhaitara Trust is now acknowledged nationally as a leader in coastal environmental rehabilitation.

A strong bicultural focus underpins all of the activities carried out by the trust and this has been the main contributor to our initial success.

We have seen a significant understanding of the values of Tūhaitara Coastal Park through the progress in the rehabilitation of Tūtaepatu Lagoon, the establishment of a biota node network and the development of park based lesson plans linking to levels 1 - 3 of the Living World within the New Zealand Schools science curriculum.

Securing the Trust's financial future is the primary challenge to becoming a sustainable organisation and achieving our intergenerational vision.

## *Introduction*

In 1998, the Crown reached settlement with Te Runanga o Ngāi Tahu and the ***Ngāi Tahu (Tūtaepatu Lagoon Vesting) Act 1998*** was adopted.

An outcome of the settlement was the return of Tūtaepatu Lagoon to Ngāi Tahu and the establishment of the Tūhaitara Coastal Reserve. The reserve lands were then gifted to the people of New Zealand.

The Crown, Ngāi Tahu and Waimakariri District Council determined that the best way to manage the area was by establishing a local Trust to represent the communities of interest. Te Kōhaka o Tūhaitara Trust, a registered charitable Trust was then established.

The name Te Kōhaka o Tūhaitara: Tūhaitara was an ancestress of Ngāi Tūahuriri. The occupiers of the Kaiapoi Pā and North Canterbury were known as the Tūhaitara people or hapu. Kōhaka refers to a nest, to the season of spring, indicating a time to apply vision, new concepts, the sowing of thoughts or seeds.

The first decade saw the Trust deeds developed, incorporation as a charitable trust and declaration of the Trust as a local authority for the purposes of the Reserves Act.

A Management Plan pursuant to section 41 of the Reserves Act 1977 was completed in 2006 and the Tūtaepatu Lagoon Restoration Plan was completed in 2008.

## *Background*

Tūhaitara Coastal Park is located from the mouth of the Waimakariri in North Canterbury, and extends north along the coast for 10½ kilometres to Waikuku Beach. The park totals approximately 700 hectares.



The park contains Tūtaepatu, a 49 hectare spring fed lagoon and important mahinga kai site. The lagoon is the source of the coastal freshwater system that runs the length of the park connecting the Waimakariri and Ashley Rakahuri rivers. The park also includes a significant wetland at The Pines Beach, fore dune and back dune habitat, coastal protection and commercial pine forestry and; over 100 hectares of farmland reverting to open wetland.

The Trust employed a full time General Manager in 2010. Additional work is carried out by casual workers employed through the Kaiapoi Community and Employment Trust and contractors. A Friends of the Park volunteer group was established in 2011 to support planting, maintenance and trapping programmes and; with a number warranted and serving as volunteer rangers.

Named “Best Coastal Restoration Project” in New Zealand in 2013, the Trust continues to be successful in engaging the wider community, education providers and short term project funders.



*achievement*

## *Vision*

A mature indigenous coastal ecosystem, healthy water and wetlands, biodiversity representative of a natural Waitaha, healthy mahinga kai and recognised nationally for excellence in the provision of conservation, environmental education and recreation opportunities.

|                                  |  |
|----------------------------------|--|
| <i>Tenei matou nga kaitiaki</i>  | <i>This is us the guardian</i>                 |
| <i>O te Kōhaka o Tūhaitara</i>   | <i>of the nest of Tūhaitara</i>                |
| <i>E mihi nui te aroha</i>       | <i>Greetings/acknowledgement of great love</i> |
| <i>Ki a kotou katoa</i>          | <i>To you all</i>                              |
| <i>Mauri ora, mauri tu</i>       | <i>Living essence, standing essence</i>        |
| <i>Wai ora me te wairua tapu</i> | <i>Living water and the holy spirit</i>        |

## *Mission*

To create a coastal reserve which is founded on and expresses strong ecological, conservation and cultural values and provides opportunity for compatible recreation and education activities for all people of New Zealand and to uphold the mana of Ngāi Tahu whānui by protecting and enhancing the mahinga kai values of Tūtaepatu Lagoon.



*rangatiratanga*



## Values

The values of Te Kōhaka o Tūhaitara Trust encompass both the enormous responsibility and privilege of protecting and restoring Tūhaitara Coastal Park for future generations.

Tūhaitara Coastal Park can be likened to a Wharenuī, providing shelter, a link to ancestors, a place to welcome, a place to nurture and educate, a place of pride and of safety and a place to feast.

The poutokomanawa, heart or main beam is our vision. The four components of the vision, culture, environment, education and recreation are the amo or vertical supports. The tahuhu or backbone is the Trustees. The koruru or point of the gable is Tūhaitara, our ancestor. The paepae or threshold was the gifting of the lands to the people of New Zealand and the kuwaha or front door is the way we engage with that wider New Zealand community.

How we carve or decorate the whare maihi or bargeboards that provide the context we operate in and our stories will be by intergenerational inclusion.

The Trust story is new and we will see our narrative develop over time.

|                       |                    |                       |                        |
|-----------------------|--------------------|-----------------------|------------------------|
| <i>Rangatiratanga</i> | <i>Leadership</i>  | <i>Accountability</i> | <i>Respect</i>         |
| <i>Manaakitanga</i>   | <i>Community</i>   | <i>Safety</i>         | <i>Empowerment</i>     |
| <i>Ahi kā</i>         | <i>Reliable</i>    | <i>Diverse</i>        | <i>Resilient</i>       |
| <i>Tohungatanga</i>   | <i>Ethical</i>     | <i>Expertise</i>      | <i>Professionalism</i> |
| <i>Tikanga</i>        | <i>Balance</i>     | <i>Consistency</i>    | <i>Honesty</i>         |
| <i>Kaitiakitanga</i>  | <i>Competence</i>  | <i>Responsibility</i> | <i>Stewardship</i>     |
| <i>Creativity</i>     | <i>Inspiring</i>   | <i>Achievement</i>    | <i>Quality</i>         |
| <i>Fun</i>            | <i>Partnership</i> | <i>Efficiency</i>     | <i>Optimism</i>        |



Te Kōhaka o  
Tūhaitara  
Trust



*community*

## *Who are our customers?*

Te Kōhaka o Tūhaitara Trust's customers include:

- Park visitors
- Settlers – Te Runanga o Ngāi Tahu and Waimakariri District Council
- Te Ngāi Tūahuriri Runanga
- Educators
- Students
- Neighbours
- Volunteers
- Special interest groups – sporting, recreation or conservation
- Local, Regional and Central Government agencies
- Lessees and licensees
- Other members of the general community



## *General Services*

General Services undertaken by Te Kōhaka o Tūhaitara Trust include:

- Management of Tūhaitara Coastal Park pursuant to Tūhaitara Coastal Park Management Plan 2006
- Environmental rehabilitation
- Preservation and protection of cultural sites
- Visitor services
- Protection and enhancement of mahinga kai
- Provision of environmental education
- Provision of walking, cycling and bridle trails and infrastructure
- Ranger and enforcement activities



## *Objectives and Priorities*

### OUR STRATEGIC OBJECTIVES AND PRIORITIES

- **Interpretation** Ensuring our communications and language enables the park stories to be told.
- **Ngāi Tahu Whanui Values** Maintaining the many customs and customary practices of Ngāi Tahu whanui and acknowledgement of whakapapa of whenua and resources.
- **Effective Reserve Management** Achieving the directives of the Trust Deed by providing functional governance for effective management.
- **Natural & Cultural Values** The on-going rehabilitation of the environment providing the opportunity to utilise natural resources for cultural values.
- **Education** Continuing to engage with others to provide a multi-faceted approach to learning
- **Recreation** Encouraging recreation that is compatible, appropriate and sympathetic to the values and vision of Te Kōhaka o Tūhaitara.
- **Community** Encouraging the community to develop a sense of place and foster a living environment.

## *Our Management Plan Goals*

### **CULTURAL**

- To preserve and protect Tūhaitara Coastal Park, and in particular Tūtaepatu lagoon, as a mahinga kai which provides for the traditional taking and use of indigenous plants, fish and birds as well as other natural resources.
- To acknowledge the use of Whakapapa to link cultural values with the natural resources within the Tūhaitara Coastal Park and to give effect to mana, mauri, wairua and tino rangatiratanga.

### **STATUTORY MANAGEMENT**

- To form partnerships that assist with the protection and management of the Reserve and Lagoon.
- To issue occupation agreements to commercial operators and other users of reserve land which are compatible with the protection of the reserve and support the long-term objectives for reserve use.
- To retain the opportunity for growing exotic forest where it does not compromise the preservation and wider plans for ecological restoration of Tūhaitara Coastal Park.
- To actively advocate the values of Tūhaitara Coastal Park.

## ENVIRONMENTAL

- The ecological values and processes and the water quality of Tūtaepatu Lagoon are protected and enhanced to a condition where the continual harvesting of quality mahinga kai is possible, and an on-going programme of preservation and restoration throughout the Tūhaitara Coastal Park preserves the natural features.
- To enhance the quality and quantity of water, which will create wetlands, lagoons and waterways.

## EDUCATION

- To increase visitor and community awareness of the social, cultural, historical, environmental and recreational values of Tūhaitara Coastal Park and the adoption of a personal sense of guardianship.

## RECREATION

- To develop a regional coastal recreation park offering a range of activities and opportunities that are compatible with the preservation of Tūhaitara Coastal Park natural features, including Ngāi Tahu whānui values, which are enhanced by improving services to encourage recreational users to adopt a sense of individual guardianship of the Park and lagoon.

## COMMUNITY

- To develop community partnerships which will assist in the achievement of the objectives of the Management Plan.



*inspiring*



## *Key Challenges*

- Ensuring that the explicit intention of the deed for the restoration of Tūtaepatu is an absolute priority
- Managing the many conflicting interests of users of the Park
- Ensuring sustainable funding streams for additional staff and all projects
- Communicating the Trusts values to the stakeholders and more importantly the wider community
- Continuing the development of Native planting nodes to enable future natural regeneration of the area.



## Action Plan

|                                     | 2015   |
|-------------------------------------|--|
| <b>BUSINESS DEVELOPMENT</b>         | <ul style="list-style-type: none"> <li>· Funding/marketing strategy</li> <li>· Business Plan</li> <li>· Investigation into office &amp; classroom infrastructure</li> <li>· Staff resource &amp; transition plan</li> </ul>  |
| <b>CULTURE</b>                      | <ul style="list-style-type: none"> <li>· Mahinga kai review</li> <li>· Rongoa gardens landscape plan</li> </ul>  |
| <b>HABITAT PROTECTION</b>           | <ul style="list-style-type: none"> <li>· The Pines wetland lease</li> <li>· Pegasus ECMA</li> </ul>  |
| <b>ENVIRONMENTAL REHABILITATION</b> | <ul style="list-style-type: none"> <li>· Stage 5 Tutaepatu restoration completed</li> <li>· 15 functioning biota nodes</li> <li>· Farmland conversion</li> <li>· The Pines wetland rehabilitation</li> <li>· Native fish transfer global permit</li> <li>· Water monitoring program established</li> </ul> |
| <b>COASTAL PROTECTION</b>           | <ul style="list-style-type: none"> <li>· Dune restoration plan development commenced</li> </ul>  |
| <b>EDUCATION</b>                    | <ul style="list-style-type: none"> <li>· 4 permanent schools</li> </ul>  |
| <b>RECREATION</b>                   | <ul style="list-style-type: none"> <li>· Provision basic trail network</li> <li>· Multiple district annual events</li> </ul>   |

| 2020   | 2025   |
|--|--|
| <ul style="list-style-type: none"> <li>· Endowment, sponsorship, partnerships</li> <li>· Commercial opportunities realized</li> <li>· New office/education facilities on site</li> <li>· Additional staff employed</li> </ul>  | <ul style="list-style-type: none"> <li>· Financial Independence</li> <li>· The Trust is in a sustainable position &amp; a good partner</li> <li>· Functioning information site and campus</li> <li>· Workforce development prioritised</li> </ul>  |
| <ul style="list-style-type: none"> <li>· Mahinga kai access identified &amp; policy developed</li> <li>· Rongoa gardens established</li> </ul>   | <ul style="list-style-type: none"> <li>· Sustainable opportunities &amp; policy in place</li> <li>· Regionally recognized resource</li> <li>· Tutaepatu Nohanga plan completed</li> </ul>  |
| <ul style="list-style-type: none"> <li>· Site surveyed</li> <li>· Storm water consent responsibilities resolved</li> </ul>   | <ul style="list-style-type: none"> <li>· Included in Tūhaitara Coastal Park</li> <li>· Included in Tūhaitara Coastal Park</li> </ul>   |
| <ul style="list-style-type: none"> <li>· Female Grey Willow controlled</li> <li>· 20 functioning biota nodes</li> <li>· Open wetland</li> <li>· Willow and pine controlled</li> <li>· Kowaro in biota nodes, kokopu in wetland areas</li> <li>· Base levels allocated</li> </ul> | <ul style="list-style-type: none"> <li>· Forest species appearing through remaining willow canopy</li> <li>· 25 functioning biota nodes</li> <li>· Meander &amp; riparian project to Rakahuri complete</li> <li>· Kotuku/bittern, kowaro/inaka habitat established</li> <li>· Resilient native fish populations throughout Tūhaitara</li> <li>· Healthy water</li> </ul> |
| <ul style="list-style-type: none"> <li>· Initial restoration sites fenced &amp; planting underway</li> </ul>   | <ul style="list-style-type: none"> <li>· 2,5km dune restoration completed</li> </ul>   |
| <ul style="list-style-type: none"> <li>· Educator on staff, dedicated classroom, multiple schools</li> </ul>   | <ul style="list-style-type: none"> <li>· Self-funding education program - primary, secondary, tertiary</li> </ul>  |
| <ul style="list-style-type: none"> <li>· Walking, cycling &amp; bridle strategy completed</li> <li>· Minimum 1 regional annual event</li> </ul>  | <ul style="list-style-type: none"> <li>· Extensive trail network &amp; linkages to Waimakariri &amp; Ashley Rakahuri Regional Parks, State Highway 1</li> <li>· Minimum 1 national annual event</li> </ul>   |

## *Measuring our Progress*

Te Kōhaka o Tūhaitara Trust is required to provide an annual *Statement of Intent* to the Waimakariri District Council as a Council Controlled Organisation. The relationship is the responsibility of the Councils Audit Committee and the Trust is audited each year by Audit NZ on both its financial performance and *Statement of Service Performance*.



However we will know that we are progressing towards the successful implementation of our action plan when we see:

- Integrated park office and education infrastructure
- That we are financially independent
- Sufficient staff resources to carry out the Trusts core activities
- Access to sustainable Mahinga kai
- Functioning Rongoa gardens
- The Pines Beach Wetland and Pegasus Town ECMA incorporated into Tūhaitara Coastal Park
- Native forest species piercing the willow canopy at Tūtaepatu Lagoon
- A network of functioning biota nodes
- A diverse range of indigenous fauna and flora
- 2.5 kilometres of restored dune system
- A self funding education programme operating at Tūhaitara Coastal Park
- Extensive recreation opportunities and events occurring

## Waimakariri District Council 10 Year Plan Performance Objectives

| Te Kōhaka O Tūhaitara Trust   |   |
|---|---|
| <p>There are areas of significant indigenous vegetation and habitats for indigenous fauna.</p> <p>Heritage buildings and sites are protected and the cultural heritage link with our past is preserved.</p> | <p>Managing and administering the 700 hectares of coastal reserve land in accordance with the Te Kōhaka o Tūhaitara Trust Deed, to protect the ecological, conservation and cultural values as well as providing educational and recreational activities.</p> <p>Completing the staged restoration of Tūhaitara Coastal Park to restore its mauri and mahinga kai values.</p> |
| <i>Establishment of new biota nodes to assist in the restoration of the indigenous coastal ecosystem.</i>   | <b>2 per year</b>   |
| <i>Maintaining functional trails per year to provide walking, cycling and horse riding recreational experiences.</i>  | <b>At least 15 kilometres</b>   |
| <i>Develop and implement environmental education modules through engaging learning institutions.</i>  | <b>At least 5 institutions engaged per year</b>   |
| <i>Rehabilitate the parks freshwater system and wetlands</i>  | <b>At least 1 stage per year</b>  |