



# TĀWHĀKI

Statement of  
Strategic Intent  
2022–2024

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## Foreword

*“Tai timu, tai pari ngā wai o Mahaanui  
Te taki hāruru ki te pīngao mumura  
O Kaitorete whenua  
E rere ana ki a tātou e*

*The tides of Mahaanui rise and fall  
Crashing against the blazing sand sedge  
Of the land of Kaitorete  
Which flow here to us.”*

Tēnā koutou katoa,

On behalf of the Board of Tāwhaki,  
we are delighted to share this  
Statement of Strategic Intent for  
the period 2022 to 2024.

The Statement outlines our moemoeā  
(vision), ngā uara (values) and pou  
(strategic priorities), the outcomes  
we are seeking to achieve and our  
commitments to advance Tāwhaki.

**About Tāwhaki**

Formally established on the 26th of May 2021, Tāwhaki is a partnership between Kaitorete Limited (representing Te Taumutu Rūnanga and Wairewa Rūnanga) and the Crown to create enduring opportunities and achieve positive outcomes for the whenua at Kaitorete, and for whānau, hapū and the wider community.

**Tāwhaki has a dual kaupapa:**

1

**Heal and rejuvenate the unique whenua at Kaitorete**

– an area of significant cultural importance renowned for its mahinga kai, taonga species and history. Home to numerous threatened and locally endemic plant, invertebrate, birds and reptile species, with internationally-recognised ecological value.

2

**Advance Aotearoa's aerospace industry**

– through the development of aerospace activities and R&D facilities on the whenua, there is the potential to generate significant and regenerative economic outcomes through job creation, capital investment and ancillary opportunities.

Kaitorete has a long and rich history, it was previously known as a travelling route for Māori throughout Te Waipounamu, and a place that sustained ancestors for generations.

Through the dual kaupapa of Tāwhaki, whānau and hapū will be empowered to lead the healing and rejuvenation of Kaitorete and participate in Aotearoa's growing aerospace industry. A sustainable aerospace industry will enable the partnership to invest in the rejuvenation of Kaitorete and the adjoining hāpu, Te Waihora, and to restore the degraded environment. The aim is that once again this special landscape may sustain the people, as it did our ancestors.

In this way, the dual kaupapa of Tāwhaki are connected and complimentary, and bring together mātauranga Māori and innovative technology to help understand our world and to navigate the future together.



Te Pā o Moki – Te Taumutu Rūnanga



Wairewa Marae – Wairewa Rūnanga



**Our pou**

As Board members, we have a deep sense of responsibility to deliver the dual kaupapa of Tāwhaki through our four strategic pou, which are:

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**Tangata** – Through Kaitorete, we will maintain and grow the cultural capacity of whānau and hapū to ensure they remain firmly connected to Kaitorete and any future uses of the whenua.

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**Taiao** – Kaitorete is healed, rejuvenated, and nourished for future generations.

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**Ara Tukutuku** – Tāwhaki is a world-leading Indigenous aerospace partner.

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**Whakatupu** – Regenerative economic opportunities are created that enrich the lives of whānau and hapū, and contribute to the economic development of Ōtautahi, and Aotearoa.

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The name Tāwhaki was chosen for our unique kaupapa as it speaks to the history, the future and at the heart of what this partnership is all about.

Ngāi Tahu pūrākau tells the story of the demi-god Tāwhaki who sought celestial knowledge from his gods. In searching out the pathway, being adaptive and innovative and using his sheer tenacity in climbing to the heavens, Tāwhaki gained experience and knowledge, and relied on the guidance of others to be successful in his endeavours to support life on Papatūānuku.

During his discoveries, Tāwhaki encountered Tuna, the eel, who on hearing from Tāwhaki about the bounties of the earth, descended to this place to live in the cool waters. This pūrākau draws on our whakapapa to taonga, flora and fauna, including tororaro found in abundance on Kaitorete, and speaks to our vision of retracing the journey of Tāwhaki to grow mātauranga for the future of people and planet.

**Moving forward**

With the strategic framework in place, we will move with pace – focused and steadfast to deliver on our commitments.

We acknowledge the guidance from our rangatira and inspiration from our rangatahi of both Te Taumutu and Wairewa, our Crown partner represented by the Minister for Research, Science and Innovation, previously Hon Dr Megan Woods and now Hon Dr Ayesha Verrall, and the continued support from Hikina Whakatutuki – Ministry of Business, Innovation and Employment, and Te Papa Atawhai – Department of Conservation.

We mihi to all the friends of Tāwhaki near and far and look forward to working with our partners to protect and rejuvenate Kaitorete and apply creative and innovative thinking to build enduring opportunities.

Nāku, nā

**Henrietta Carroll**  
Chair of the Board

**Linda Falwasser**  
Chief Executive Officer

## Our strategic framework

Our strategic framework provides a line of sight between our vision, our kaupapa, and our strategic pou. It charts a pathway for our intended direction and expresses our commitments.

Underpinning this are our uara (values) that are reflected in all that we do, along with the tikanga and kawa of Te Taumutu Rūnanga and Wairewa Rūnanga.

While we look to the sky, so must we keep our feet firmly in the whenua, which means understanding where we come from and where we are going. This is our commitment to whānau, hapū, our partners and the wider community.

### Moemoeā Our vision

Tāwhaki reached to the heavens to gather mātauranga. Through a rejuvenated Kaitorete we will retrace the journey of Tāwhaki to grow that mātauranga for the future of people and planet.

“While we look to the sky, so must we keep our feet firmly in the whenua.”

### Kaupapa Our purpose

At the heart of Tāwhaki is a dual kaupapa to:

#### 1. Heal and rejuvenate the unique whenua at Kaitorete

An area of significant cultural importance renowned for its mahinga kai, taonga species and history. Home to numerous threatened and locally endemic plant, invertebrate, birds, and reptile species, with internationally recognised ecological value.

#### 2. Advance Aotearoa’s aerospace industry

Through the development of aerospace activities and R&D facilities on the whenua, there is the potential to generate significant and regenerative economic outcomes through job creation, capital investment and ancillary opportunities.

### Ngā uara Our values

#### AUAHATANGA

Creative, innovative, solutions-based

#### TAUTĪAKINA

Actively tend, guard, take care of Kaitorete

#### WHAKAPAPA

Value and respect relationships between people and the natural world order

#### MANAWANUI

Enduring, courageous, focused on the kaupapa

### Pou Our strategic priorities

#### TANGATA

#### TAIAO

#### ARA TUKUTUKU

#### WHAKATUPU

#### FOCUS AREA AND CORE AIMS

#### MANA WHENUA

Through Kaitorete, we will maintain and grow the cultural capacity of whānau and hapū, so they remain firmly connected to the whenua and any future uses

#### WHENUA

Kaitorete is healed, rejuvenated, and nourished for future generations

#### AEROSPACE PARTNERSHIPS

Tāwhaki is a world-leading Indigenous aerospace partner

#### GROWTH

Regenerative economic opportunities are created that enrich the lives of whānau and hapū, and contribute to the economic development of Ōtautahi, and Aotearoa



## Moemoeā Our vision

Tāwhaki reached to the heavens to gather mātauranga. Through a rejuvenated Kaitorete we will retrace the journey of Tāwhaki to grow that mātauranga for the future of people and planet.

“While we look to the sky, so must we keep our feet firmly in the whenua.”

# Kaupapa Our purpose

At the heart of Tāwhaki is a dual kaupapa to:

1

### Heal and rejuvenate the unique whenua at Kaitorete

– an area of significant cultural importance renowned for its mahinga kai, taonga species and history. Home to numerous threatened and locally endemic plant, invertebrate, birds and reptile species, with internationally-recognised ecological value.

2

### Advance Aotearoa's aerospace industry

– through the development of aerospace activities and R&D facilities on the whenua, there is the potential to generate significant and regenerative economic outcomes through job creation, capital investment and ancillary opportunities.

### Background

Located 50 minutes from Ōtautahi in Aotearoa, Kaitorete was once a busy trade route for generations of Māori and a site of important Ngāi Tahu tribal events.

It is a significant cultural landscape renowned for its mahinga kai, taonga species and history, with some of the country's largest concentrations of middens and pre-historic archaeological sites nationally.

Kaitorete has internationally-recognised ecological value. It is home to rare and threatened flora and fauna species of international importance, including tororaro, pīngao and karara. It is a key part of the largest and most ecologically outstanding area remaining in lower Canterbury.

The area is a critical gateway to Te Waihora, home to tuna, pātiki, piharau, inanga and other fish species that have been gathered here for over 60 generations.

Tāwhaki is already receiving widespread inquiries from parties interested in supporting its dual kaupapa of rejuvenation and aerospace development. This includes support from local universities to create pathways (through education) to job creation, and develop research that could benefit the whenua, and Te Waihora.

Kaitorete ticks all the boxes for key technical aerospace and launch site criteria, along with other key advantages – for example, its well-placed to provide access to desirable orbits, proximity to an internationally connected city, world class universities and a highly skilled workforce as a result of the fast-developing aerospace sector in Canterbury.



A phased approach is being taken to introduce aerospace activity, commencing with a small-scale multi-use Aerospace Research Site that will provide a location to support innovators to test their technologies. Cultural and environmental protection are at the forefront of all activity on the property.

Tāwhaki will assess and evaluate the future opportunities that are compatible and best suited to Kaitorete, and will work with Rūnanga whānau, the appropriate agencies and key stakeholders to advance the kaupapa.

Tāwhaki is a world-leading indigenous partner and is set to advance plans to rejuvenate Kaitorete and become the national

centre of aerospace testing by 2025, and position Aotearoa on the global stage.

Aerospace is an exciting and growing industry in Aotearoa, currently its contributing over \$1.7 billion to our economy each year. There are transformational economic opportunities in the use of space as a whole, not just in a launch industry – space research, materials development and testing, sustainability, tourism, weather and atmospheric research to name a few.







## Ngā uara Our values

Our uara (values) underpin and are reflected in all that we do, along with the tikanga and kawa of Te Taumutu Rūnanga and Wairewa Rūnanga.

### Auahatanga

**Whai atu te ara hei te tihi o te karu me te ara tukutuku pūngāwerewere**  
Seek out the pathway across the wave tops and climb the strong vine to reach your goals

We will be creative, innovative, and use entrepreneurial behaviours to realise potential. We will approach the journey with a solutions-based attitude and will draw inspiration from the early feats of Maui and Tāwhaki that included travel across vast spaces and the gathering of celestial knowledge.

### Tautiākina

**Te kānohi o Tāwhaki**  
Like Tāwhaki's eyes that became the rātā flower, ensure the beauty of the taiao is cared for and flourishes

We will actively tend, guard, and take care of Kaitorete – our environment, our people and our relationships. We will approach opportunities with holistic stewardship that protects and provides choices for future generations.

### Whakapapa

**Mā te tuakana te teina e tōtika, mā te teina te tuakana e tōtika**  
Through healthy relationships and respect for diversity of thought and action the right pathways will be chosen

We value and respect relationships – relationships between people and relationships of the natural world order. We support, care and uplift others and demonstrate this through respect, aroha, open communication, being inclusive and thinking holistically in our approach.

### Manawanui

**Kia mau ki te aka matua; kei mau ki te aka tāepa**  
Seek out and hold firm to the path that is true, strong and leads you to your goal

We will be enduring, courageous, focused on the kaupapa and true to ourselves and our communities. We are committed to being steadfast in our approach to enacting positive action and outcomes. We will bring solution-based thinking, be open to new knowledge and act decisively with transparency, integrity and take responsibility for our decisions.

## Pou Our strategic priorities

Our four pou (strategic priorities) reflect our focus areas, the aims we are striving for and the strategic actions that will enable us to deliver on the vision and dual kaupapa of Tāwhaki. We also use the pou as a lens to inform our thinking and decision making.

Individually, each pou represents a significant driver for success. However, none of the pou can stand on their own, as they impact and connect with one another, and have been designed to work collaboratively together.

**Tangata**  
Mana whenua

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**Taiao**  
Whenua

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**Ara Tukutuku**  
Aerospace Partnerships

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**Whakatupu**  
Growth

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## Tangata

The focus of this pou is mana whenua and ensuring that through Kaitorete, we maintain and grow the cultural capacity of whānau and hapū, so they remain firmly connected to the whenua and any future uses.

OUR STRATEGIC AIMS FOR 2022 TO 2024 ARE TO:

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Ensure the rangatiratanga of mana whenua over Kaitorete is well understood and respected by all involved in Tāwhaki

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Enrich the connection between people and place – providing whānau and hapū with a greater sense of identity and belonging through Tāwhaki

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Actively involve whānau and hapū, and especially rangatahi, in the dual kaupapa of Tāwhaki, and development of adjacent opportunities

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Ensure Tāwhaki decisions reflect the pūrākau of Tāwhaki, ngā uara, and the tikanga, kawa, whakapapa and mātauranga of mana whenua

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Empower whānau to contribute and participate in the opportunities of Tāwhaki

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Develop opportunities to improve the connection of Kaitorete whenua to Te Waihora, including access for mahinga kai

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Actively tend, guard, and take care of Kaitorete – our cultural values, our people, and relationships

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1



2



3



4

## Taiao

The focus of this pou is the whenua and ensuring Kaitorete is healed, rejuvenated, and nourished, to provide choices for future generations.

OUR STRATEGIC AIMS FOR 2022 TO 2024 ARE TO:

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Actively tend, guard, and take care of Kaitorete – our environment

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Transition into a new era of land use at Kaitorete, aligning with the ancestral qualities of the landscape

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Enhance our taonga for the benefit of current and future generations to ensure it becomes a haven for native species, and a place that engages and inspires whānau, hapū and manuhiri

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Develop innovative and mutually beneficial initiatives to support the dual kaupapa of Tāwhaki that will restore a thriving indigenous ecosystem on Kaitorete whenua

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Develop innovative and collaborative opportunities with key stakeholders, such as Environment Canterbury and Department of Conservation, to enable a holistic stewardship approach to Kaitorete whenua

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Take a landscape-scale, innovative, indigenous and future-focused planning approach to the whenua

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Establish a baseline of the current state and hauora of the whenua by combining a mātauranga Māori and an evidence-based science approach

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Use a whānau and hapū centric approach, guided by the mātauranga Māori of key people, knowledge, and methods, to generate and evaluate cultural and environmental opportunities

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Establish Te Taumutu Rūnanga and Wairewa Rūnanga, in partnership with the Crown, as the knowledge holders and authorities on the state of the Kaitorete environment

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1 – Pingao – Image Credit: Puamiria Parata-Goodall

2 – Harakeke

3 – Craspedia – Image Credit: Department of Conservation

4 – Tororaro – Image Credit: Department of Conservation

### Ara Tukutuku

The focus of this pou is aerospace partnerships and ensuring Tāwhaki is a world-leading Indigenous aerospace partner.

OUR STRATEGIC AIMS FOR 2022 TO 2024 ARE TO:

Advance Aotearoa's aerospace industry by developing critical infrastructure to support aerospace activities, research and development

Ensure that our unique indigenous led approach and competitive advantages are realised and promoted, including proven compatibility of our natural advantages

Work with partners to create new and exciting opportunities, consistent with our kaupapa, ngā uara and tikanga

Ensure partners demonstrate commitment to cultural competency and capacity building, along with excellence in research, and innovation

Work with partners to create opportunities to build the capacity and capability of rangatahi and initiatives that will contribute to the rejuvenation of the whenua

Work with partners to position Ōtautahi and Aotearoa as a world leading destination for aerospace research and development



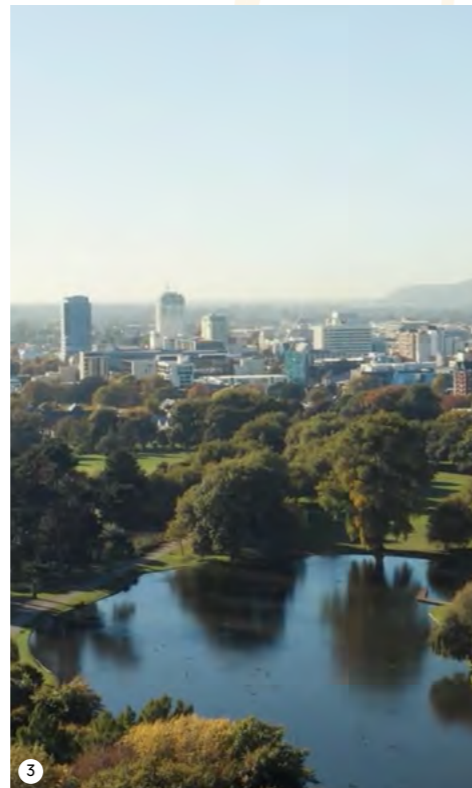
1 - Kea Aerospace  
2 - Swoop Aero  
3 - Dawn Aerospace



1



2



3

## Whakatupu

The focus of this pou is growth and ensuring regenerative economic opportunities are created that enrich the lives of whānau and hapū, and contribute to the economic development of Ōtautahi, and Aotearoa.

OUR STRATEGIC AIMS FOR 2022 TO 2024 ARE TO:

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Work with the aerospace industry to enable innovative solutions that will generate high-value, knowledge-based jobs and investment that will contribute to the economic future of Ōtautahi, and Aotearoa

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Enable whānau enterprises and Māori businesses to play a leading role in the regenerative economic opportunities created by Tāwhaki

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Generate inspiring entrepreneurial opportunities that build capacity of whānau to discover and participate in a growing aerospace industry and the rejuvenation of the Kaitorete landscape

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Collaborate with rangatahi and institutes to develop education, training, and employment opportunities tailored specifically for rangatahi

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Collaborate with public sector agencies and key partners to accelerate the opportunities and dual kaupapa of Tāwhaki

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Communicate the successes of Tāwhaki and demonstrate mana whenua-led excellence, integrity, influence, collaboration and thought leadership

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Nurture relationships with local communities, to strengthen and support the kaupapa of Tāwhaki

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## Te Poari o Tāwhaki The board

Our board provides governance over our strategy, oversees performance and the commitments to our Shareholders.



**Henrietta Carroll** –  
Chair of the Board,  
Wairewa Rūnanga  
Representative



**David Perenara-  
O'Connell** –  
Spokesperson,  
Te Taumutu Rūnanga  
Representative



**Megen McKay** –  
Te Taumutu Rūnanga  
Representative  
(Alternate)



**James Morrison** –  
Wairewa Rūnanga  
Representative (Alternate)



**Carolyn Mortland** –  
Crown Representative



**Andrea Byrom** –  
Crown Representative

## Te Kapa o Tāwhaki The team

Our Team is made up of innovative and inspired people who share our vision, are proud of the kaupapa and journey ahead. As we move forward the team will be agile and evolve to achieve our strategic pou.



**Linda Falwasser** –  
Chief Executive Officer



**Hamish McKinnon** –  
Chief Operating Officer



**Stan Topping** –  
Head of Aerospace  
Strategy and Global  
Partnerships



**Dyanna Jolly** –  
Indigenous Planning  
and Environmental  
Management Advisor



**Alicia Wainui-Glasson** –  
Project Manager



**Ila Couch** –  
Content Producer



**Te Puawai  
Perenara-O'Connell** –  
Project Coordinator



**Raphael Hilbron** –  
Strategic Communications  
and Engagement Advisor



# Nau mai, haere mai, tautī mai!

For more information,  
visit [www.tawhaki.co.nz](http://www.tawhaki.co.nz)  
or email [info@tawhaki.co.nz](mailto:info@tawhaki.co.nz)





