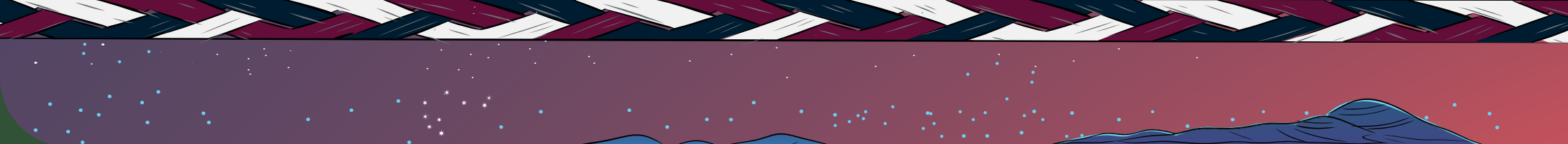


Te Whai Oranga

Recreation Aotearoa Strategy

2025 - 2030

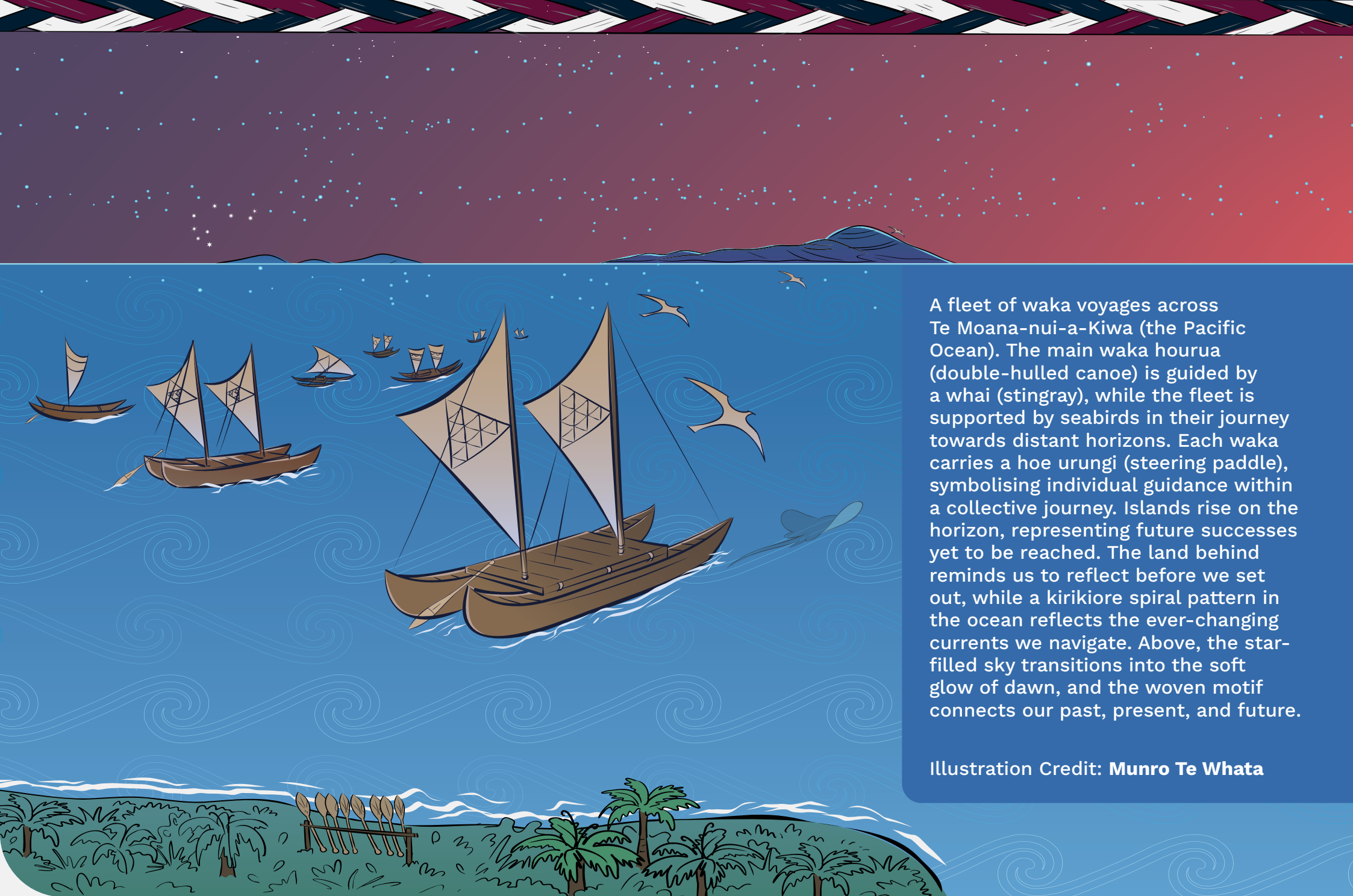
Recreation
Aotearoa
Te Whai Oranga



Mātainuku
Mātairangi
Mātai ki uta
Mātai ki tai

Ngā tohu o te rangi, o te whenua, o te wai
Tēnei te tohu ka whakairihia
Tēnei te tohu ka whakataua
Whāia! ¹

¹ This karakia has been generously shared by Mātaiao – mataiao.com



A fleet of waka voyages across Te Moana-nui-a-Kiwa (the Pacific Ocean). The main waka hourua (double-hulled canoe) is guided by a whai (stingray), while the fleet is supported by seabirds in their journey towards distant horizons. Each waka carries a hoe urungi (steering paddle), symbolising individual guidance within a collective journey. Islands rise on the horizon, representing future successes yet to be reached. The land behind reminds us to reflect before we set out, while a kirikiore spiral pattern in the ocean reflects the ever-changing currents we navigate. Above, the star-filled sky transitions into the soft glow of dawn, and the woven motif connects our past, present, and future.

Illustration Credit: **Munro Te Whata**

Mihi

Ko ngā mihi ki a rātou mā ngā tini mate o te wā,
ngā rau huia kua whetūrangitia, e iri ake nei ki te
poho o Ranginui. Koutou ki a koutou, haere, haere,
haere atu rā. Kāti ake ki konei.

Ka tahuri ki a tātou e te hunga ora

E rere kau ana te au o mihi ki a koutou katoa ngā
muka here tangata, ngā aho kua whiria, ngā whenu
kua rangitāmirohia. Tēnei te toki te haramai nei,
tenei te waka hourua te tere ake nei i te pae
tawhito ki te pae tawhiti, ki te paerangi e!

Tātou ngā kaumoana o tēnei haerenga nui, tātou
ngā pia o tēnei kaupapa nui, tēnā rā koutou katoa

E tā Kīngi Pōtatau Te Wherowhero, “Kotahi
te kōhao o te ngira e kuhuna ai te miro mā,
te miro pango, te miro whero.”

Ko tātou tonu ēnei, e ngā miro e kōtuia nei.
Tēnā koutou, tēnā koutou, tēnā tātou katoa.



Acknowledgements

Acknowledgements to those who have passed in
recent times — the treasured plumes now among
the stars, suspended upon the chest of Ranginui.
To you who have gone, farewell, farewell, farewell.
Let this be the end of our address.

We turn our thoughts to the living

Acknowledgements flow to you all — the binding
fibres of humanity, the strands already woven,
the threads carefully braided together.

Here comes the adze, here sails the double-
hulled canoe, setting forth from the ancient
horizon toward the distant one, to the very
threshold of the heavens!

We, the navigators of this great journey; we,
the apprentices of this significant kaupapa
— greetings to you all.

As Kīngi Pōtatau Te Wherowhero once said,
“There is but one eye of the needle through
which the white thread, the black thread,
and the red thread pass.”

We are the threads being woven together.
Greetings to you, greetings to us all.



Te Pae Tawhito • Our History

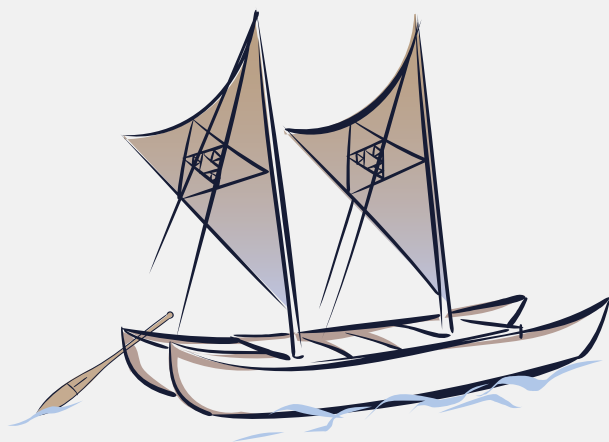
Te Pae Tawhito lies far behind our waka. It is the horizon we voyaged from to arrive where we stand today.

As we look to the future, we acknowledge the history and whakapapa of Recreation Aotearoa Te Whai Oranga.

Recreation Aotearoa brings together a diverse range of people and organisations. Formed in 1992 as the New Zealand Recreation Association, we were established through the coming together of the NZ Association of Swimming Pool Managers, New Zealand Parks and Recreation Administrators, and the Recreation Association of New Zealand. In the mid-2010's, we welcomed members of Outdoors New Zealand and Generate Network, and,

more recently, the New Zealand Cemeteries and Crematoria Collective. Unifying the industry in the spirit of kotahitanga has always been at our heart.

Our strength comes from our diversity, and from the collective knowledge and experiences of the people and organisations that have come before us and shaped our journey so far. As the recreation industry continues to grow, so too does Recreation Aotearoa.



Ka mua, ka muri. Look to the past to inform the future.

Te Whai Oranga is a uniquely Aotearoa-centric strategy. Grounded in the spirit and promise of Te Tiriti o Waitangi, it draws on Māori and non-Māori knowledge to invite us to create a better future together. Central to Te Whai Oranga is a belief that the recreation industry can be part of creating a nation where we respect and care for the natural environment and each other, and where wellbeing is enhanced through participation in recreation.

Our strategic journey began in 2019 with the establishment of [Te Kāhui Kura Māori](#), our Māori Navigational Group, and a constitutional commitment by members to the principles of Te Tiriti o Waitangi. Together, Te Kāhui Kura Māori and the [Recreation Aotearoa Board](#) have worked to uphold this commitment by co-creating and bringing Te Whai Oranga to life.

The first iteration of Te Whai Oranga was adopted in 2020 and has guided our journey over the last five years. Significant waypoints have included:

- Appointment of a Kaiwhakahaere Whaihua Māori and establishment of Ki uta tārei ai, ki tai rewa ai.
- Delivery of bicultural Aotearoa-centric conferences.
- Strengthening of the Board's cultural capability through the appointment of Te Kāhui Kura Māori members to board roles.
- Trialling a co-chair approach through Te Hau Takitahi.
- Delivering our first Ngā Niho Taniwha wānanga, focused on building industry understanding of Te Whai Oranga.
- Building Recreation Aotearoa staff cultural capability through Te Punga Marutau, our cultural capability tool.
- Adoption of a new Constitution that strengthens our commitment to Te Tiriti o Waitangi and mahi ngātahi.



Te Pae Wātū • The Present

Te Pae Wātū is where our waka now lies. It is the space and landscape we are currently navigating.

Te Whai Oranga 2025 –2030 builds on our journey to date and resets our sails for the next phase of our voyage. While we remain steadfast in pursuit of our vision and long-term goals, our focus now shifts outwards. We move from building and testing our waka hourua – the organisation we need to move us forward – to inviting others to set sail as a fleet of waka, voyaging toward the same horizon.

Ko te pae tawhiti whāia kia tata, ko te pae tata whakamaua kia tina.

Seek out the distant horizons, while cherishing those you have attained.

Our members are at the heart of who we are as an organisation. This strategy is informed by the views and feedback of our members, shared through workshops, interviews, committee and advisory group discussions, and an online member survey conducted in 2024.

We are excited about what the future holds for the recreation industry and the impact we can create together. We invite you to join us on this journey to re-create a nation.



Ngā Mātāpono • Our Values

Wairuatanga — we acknowledge and nurture the mana, mauri and spiritual dimension of all living things.

Rangatiratanga — we lead and influence, providing a strong, independent voice for recreation.

Whanaungatanga — we build and nurture mutually beneficial relationships and partnerships.

Kotahitanga — we unite the recreation industry to achieve collective impact.

Manaakitanga — we respect, care for and uplift the mana of others. We are a place for everyone in the recreation industry.

Tauutuutu — we practice reciprocity, acknowledging the efforts and contributions of individuals, groups, and the natural environment. **This is the thread that weaves or binds our values together.**



Tō Mātou Kaupapa • Our Purpose

Recreation Aotearoa exists to empower, support, and connect the recreation industry so that all New Zealanders can access quality recreation experiences.

We are a collective voice for recreation in Aotearoa, representing all parts of New Zealand's diverse recreation industry.

We connect, empower, educate, advocate, and influence to achieve what no single organisation or sector group could achieve alone. We help the recreation industry flourish so that people, place, and the natural environment flourish.





Te Pae Rangi • Our Vision

Re-create a nation

Te Pae Rangi sits above the horizon. It is the stars that guide us. It is where our aspirations lie.

Our aspiration is an Aotearoa where recreation has created a mutually flourishing connection between atua, taiao, whenua, and tangata. Where tangata whenua and tangata Tiriti approaches are woven together for the betterment of all. Where recreation reconnects, restores, and regenerates the

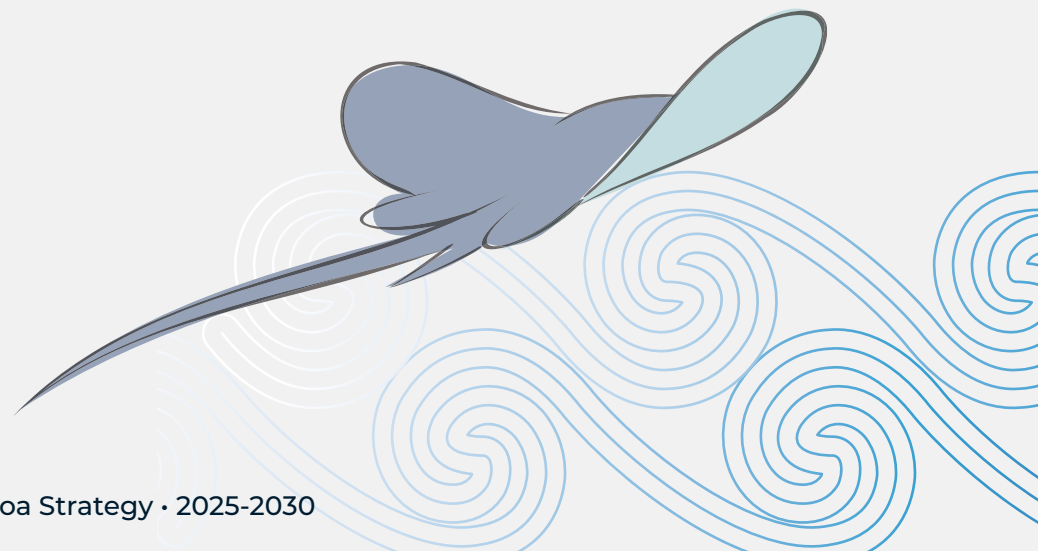
wellbeing of people, place, and the natural environment. Where all New Zealanders can re-create in ways that work for them – supported and enabled by a connected, knowledgeable, and flourishing recreation industry.

Te Whai Oranga • The Active Pursuit of Wellbeing

Te Whai Oranga embodies the essence of recreation for tangata whenua.

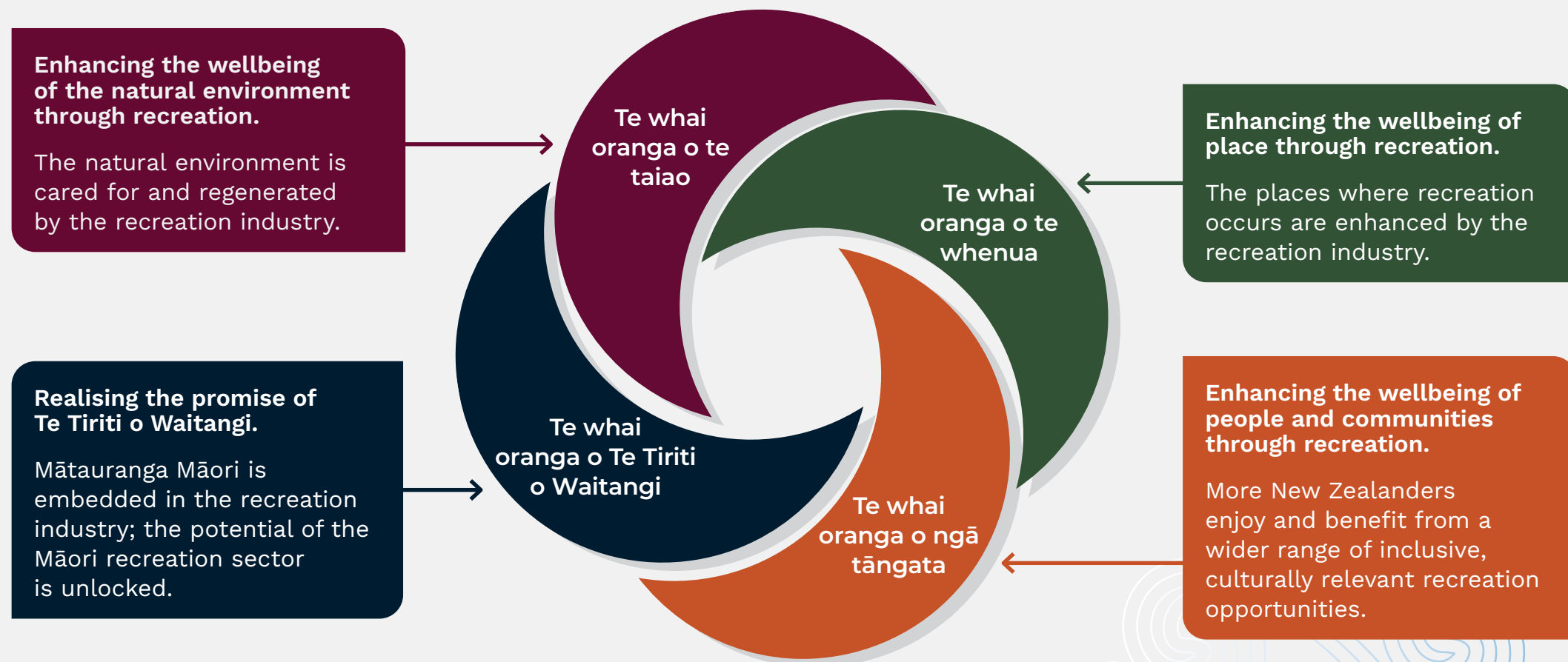
It speaks to moving, connecting, pursuing, and seeking ways to enhance individual, whānau, community, and environmental wellbeing.

By weaving together the Western concept of recreation and the Māori concept of Te Whai Oranga, we seek to acknowledge and celebrate the different, yet complementary, approaches that exist in Aotearoa.



Te Pae Tawhiti • Long-term Outcomes

Te Pae Tawhiti is the distant horizon. It is where we navigate our waka towards.





Te Pae Tata • Short-term Outcomes

Te Pae Tata is the near horizon. It is where we aim to arrive during the life of this strategic plan.

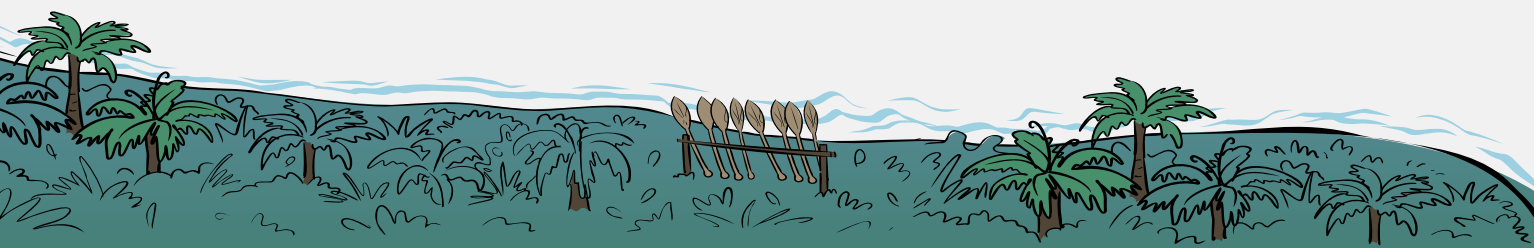
More recreation providers reduce their impact on the environment and take action to regenerate te taiao.

More places and spaces meet quality assurance standards and follow good practice guidance.

More inclusive, culturally relevant recreation opportunities are available for all New Zealanders.

More Recreation Aotearoa members and higher levels of member engagement.

More mutually beneficial relationships with iwi, hapū, and kaupapa Māori organisations enhance recreation.





Ngā Whakaarotau Matua • Strategic Priorities

Ngā Whakaarotau Matua are our strategic priorities. These are the islands of success we aim for as we navigate from Te Pae Wātū (the present) toward Te Pae Tata (short-term outcomes), Te Pae Tawhiti (long-term outcomes), and ultimately, Te Pae Rangi (aspirational vision).

Capable, connected recreation industry

Recreation Aotearoa plays an important role in providing professional development, capability building, and networking opportunities for the recreation industry. Our focus is on equipping recreation professionals with the skills and knowledge to deliver outstanding recreation experiences. Central to this is increasing the cultural capability of the industry so that, together, we can achieve our aspiration of weaving together worldviews for the betterment of all New Zealanders.

- Conferences and events
- Cultural capability building programmes and tools
- Supporting regional and sector networks
- Online learning.

Recreation • Te Whai Oranga is valued and understood

Building understanding and support for recreation • Te Whai Oranga, and the work of the recreation industry, is critical to achieving our aspirations and long-term outcomes. The wellbeing benefits of recreation should be reflected in policy and decision-making, and the places that enable recreation be valued as critical community infrastructure.

- Government relations
- Central and local government advocacy
- Communication and storytelling.

Excellence in recreation

Realising the benefits of recreation • Te Whai Oranga requires inclusive, equitable, and high-quality places, spaces, and experiences. It also requires a climate-resilient, environmentally sustainable industry. Our focus will be on enabling innovation and excellence so that the recreation industry can meet the diverse and changing recreation needs of New Zealanders while caring for and regenerating te taiao.

- Quality assurance programmes
- Professional accreditation
- Tools and guidelines
- Support and advice
- Awards and recognition.

Mutually beneficial partnerships and collective impact

‘Collective impact’ means working together with strategically aligned partners towards a common purpose. Building and nurturing reciprocal partnerships will help advance the recreation industry and move us towards our aspirational vision and outcomes.

- Iwi, hapū, and kaupapa Māori organisational partnerships
- Central government partnerships
- Industry partnerships
- International partnerships.

Engaged membership

Recreation Aotearoa members are at the heart of our purpose as an organisation. Our aim is to grow our impact and reach while delivering great value to our members. We are focused on diversifying our membership, increasing member engagement, and ensuring Recreation Aotearoa is a place for all recreation professionals.

- Growing and diversifying membership
- Growing Māori membership
- Increased member engagement.



Kuputaka • Glossary

Atua – gods, supernatural beings, or deities.

The well-being of tangata is connected to the relationships between atua, tūpuna, and the whenua. It is important to maintain these relationships to ensure a healthy and prosperous future.

Hoe Urungi – Pilot paddle.

Kaiwhakahaere Whaihua Māori – Manager Māori Outcomes.

Kaupapa Māori organisations – Te ao Māori centred organisations.

Provide services to Māori individuals, whānau, hapū, or iwi. They reflect Māori cultural values and principles, and are generally owned or governed by Māori.

Ki uta tārei ai, ki tai rewa ai – Recreation Aotearoa Māori Outcomes Programme.

Mātauranga Māori – Māori knowledge, wisdom, learning, traditional knowledge system, epistemology.

Mana – prestige, authority, spiritual power, integrity.

Mana is a fundamental concept in Māori culture, signifying a person's or entity's spiritual power, authority, and prestige. It is earned and maintained through actions, relationships. In the context of “Te Whai Oranga,” nurturing the ‘mana’ of all living things’ underscores a deep respect and acknowledgement of their inherent worth and spiritual essence.

Mauri – life force, vital essence, spiritual energy.

Mauri is the life force or vital essence that exists in all living things, including people, the natural environment, and even objects. It is a spiritual energy that connects everything. In the strategy, acknowledging and nurturing the ‘mauri’ of all living things reflects a commitment to protecting and enhancing the inherent vibrancy and spiritual well-being of individuals, communities, and the natural world through recreation.

Mahi Ngātahi – working together, working as one. Also the name of the 2024 Recreation Aotearoa Governance Review, which led to the adoption of a new Constitution.

Ngā Niho Taniwha – The teeth of the taniwha.

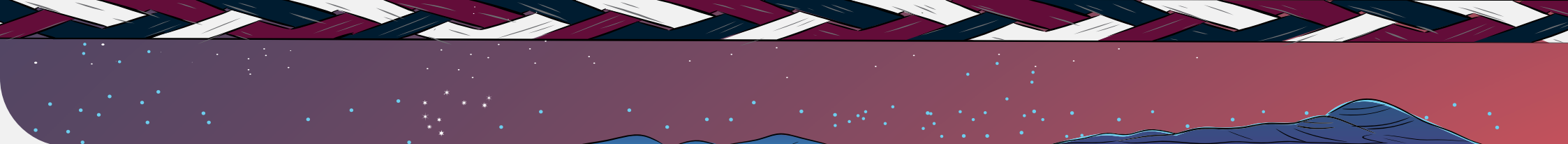
A principal motif that represents the realm of atua and connects whakapapa to te ao mārama (the world we live in). Ngā Niho Taniwha is a professional development programme for Recreation Aotearoa.

Papanoho – Deck of a Waka hourua.

Can refer to a place where Māori and Western knowledge systems can coexist and interact, fostering new knowledge and understanding.

Tākaro – Māori play, traditional Māori enjoyment, sport, game, knowledge transmission tool.

Te Moana-nui-a-Kiwa – the Pacific Ocean



Tangata Tiriti – people of Te Tiriti (The Treaty), non-Māori or non-indigenous New Zealanders committed to living in accordance with the articles of Te Tiriti o Waitangi.

Te Mahi ā Rēhia – Recreational activities. Time and activities devoted to relaxation and enjoyment in traditional Māori society.

Te Kāhui Kura Māori – Kāhui – flock, Kura – treasure, red plume. Māori – original, Māori, native, tāngata whenua.

This term refers to a collective focus of Māori individuals representing their experiences and perspectives, forming the Māori navigation group for Recreation Aotearoa. It promotes equity, learning and knowledge sharing at a governance level.

Te Hau Takitahi – The interlapping wind – Co-Chairs trial.

Refers to the interconnectedness of the two winds. Te Hau Takitahi and Mahi Ngātahi can be seen as navigational tools that assist our waka to travel in the right direction.

Te Punga Marutau – The Safety Anchor.

Te Punga Marutau represents the anchor that grounds us while navigating the vast ocean. In the context of cultural capability, it symbolises the need to be grounded, connected, analytical, and mindful of our collective journey.

Te Taiao – The environment, nature.

Te taiao refers to the natural world and the environment, emphasising the interconnectedness of all living things. The term “te taiao” often highlights the paramount importance of nature and reflects the relationship we want to have with our environment as humans.

Te Whai Oranga – The active pursuit of wellbeing. Te Whai Oranga embodies the essence of recreation for Māori. It speaks to moving, connecting, pursuing, and seeking ways to enhance individual, whānau, community, and environmental wellbeing.

Waka Hourua – A double-hulled canoe.

Each hull of the waka represents a body of knowledge that informs te whai oranga.

Wānanga – A meeting of people, gathering to discuss, workshop, exchange of kōrero (conversations) and whakaaro (ideas).

Wānanga refers to a formal meeting for learning and discussing important matters. Traditionally, wānanga are associated with the whare wānanga (house of higher learning). Wānanga used in this context refers to the suspension of time, immersion of participants into a space such as te taiao (nature), or marae. Participants of wānanga often communicate at very deep levels of understanding due to the setup of wānanga and the philosophies that underpin it.

Whenua – Land.

Means both “land” and “placenta”, representing a profound connection to the earth and ancestry. It encompasses both taha tinana (physical) and taha wairua (spiritual) aspects of Māori culture.

