



TE RŪNANGA O
TOA RANGATIRA

“Ka mua, ka muri!”
*(look back, move
forward)*





Reality or Paradigms?

- I'm certain about that...I think
- Facts never speak for themselves
- We are reliant on our limited intellectual and physical senses
- We see what our paradigms permit
- Be open to “seeing more”!





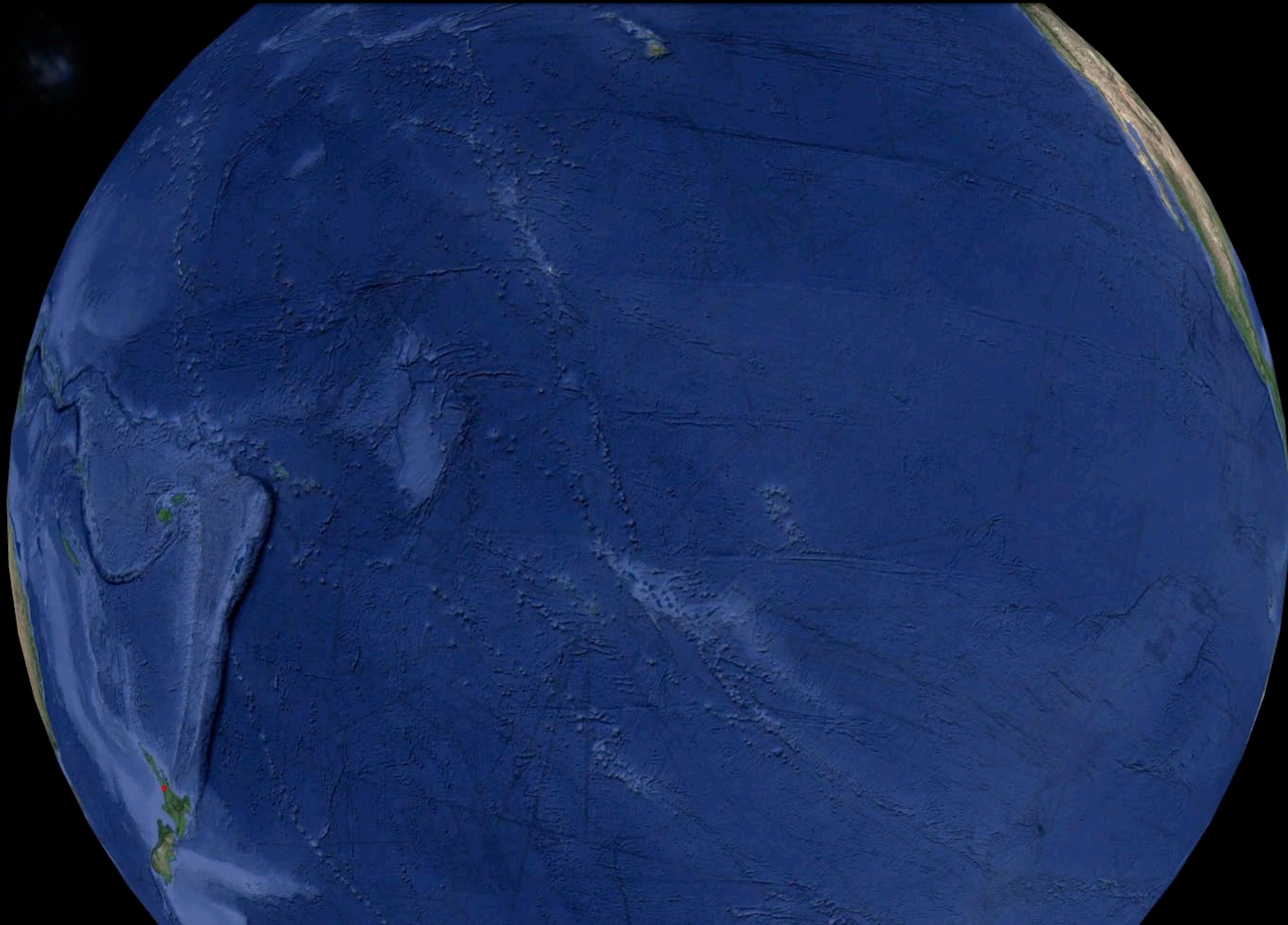
**Ka mua, ka
muri...**

**Ko Ngāti
Toa te iwi...**

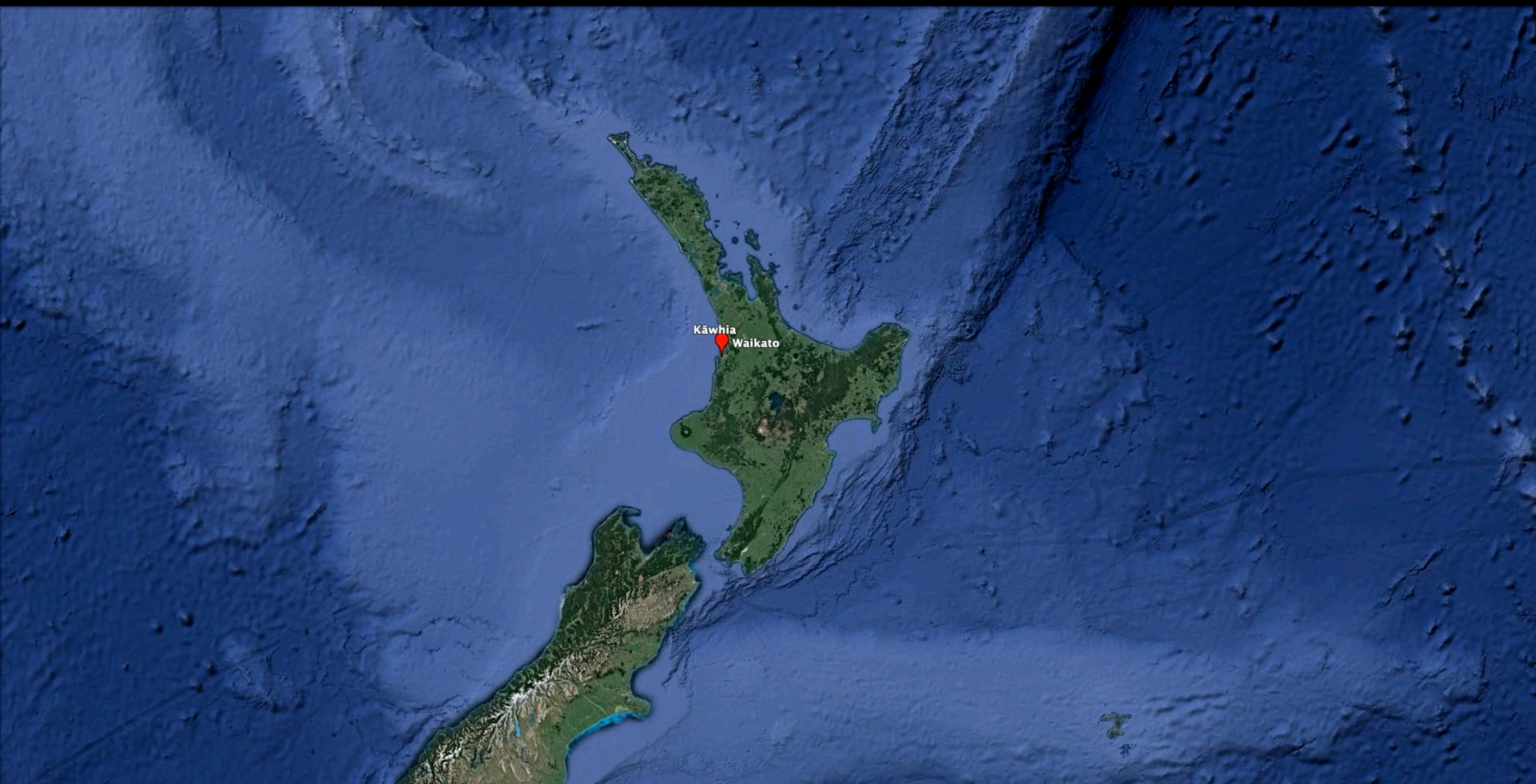
**...an epic
story...**



Tainui



1820: Ngāti Toa Migration South

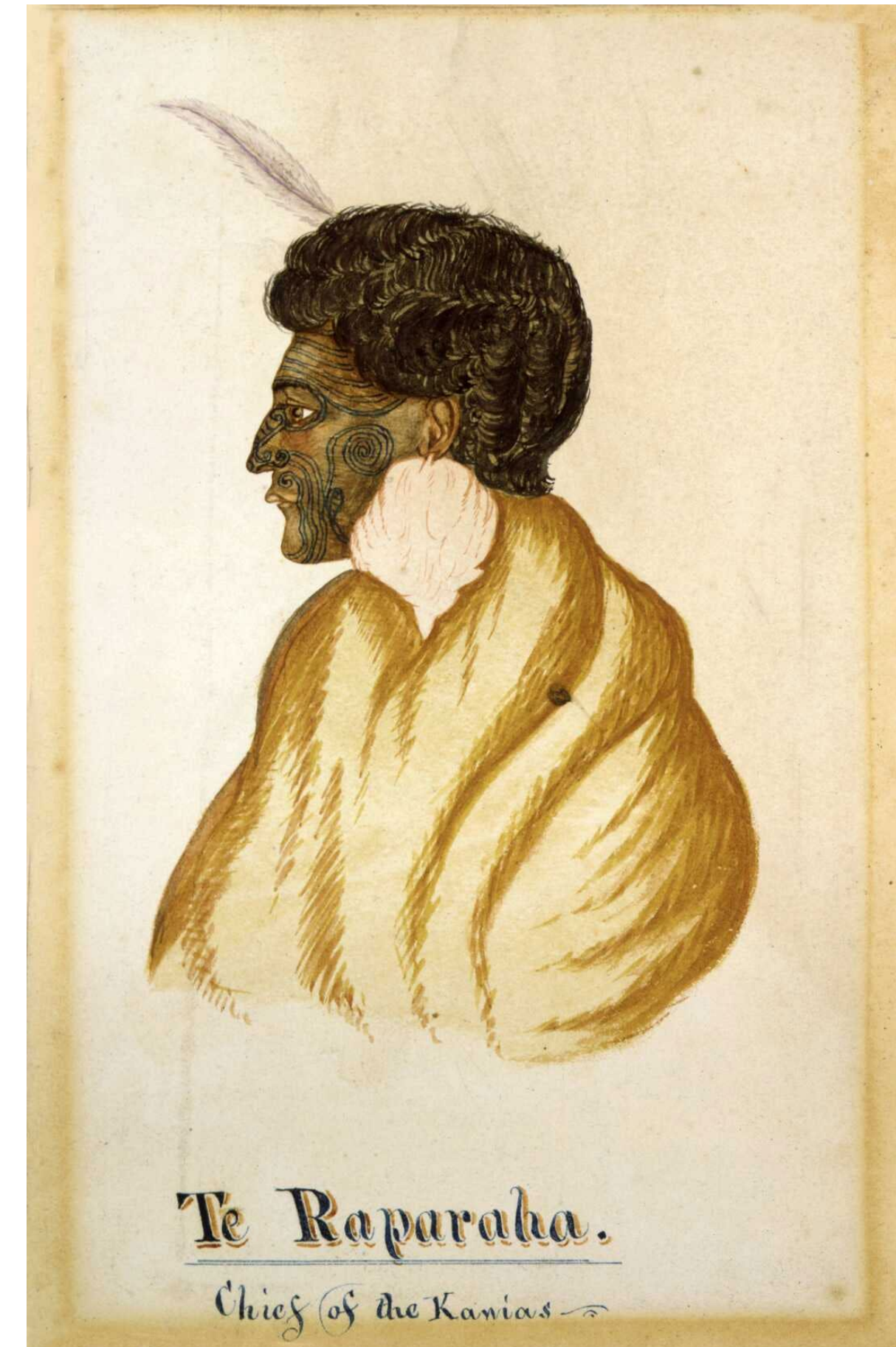




19th Century Ngāti Toa

After migrating in 1821 from our ancestral homeland in Kāwhia to the Wellington region, Ngāti Toa achieved a position of local dominance, controlling extensive lands on both sides of the Cook Strait by 1826.

After 1840 the colonial government undermined the political and economic power of Ngāti Toa, illegally securing lands, harbours and coastline across the Cook Strait region, primarily through the kidnap and ransom of Te Rauparaha.





Ngāti Toa in Porirua

- Since the mid-19th century Ngāti Toa's main settlements have been on the shores of Te Awarua o Porirua.
- At the beginning of the 20th century, Ngāti Toa were impoverished with less than 100 adult members.





Beautiful, Thriving Te Awarua o Porirua

In 1954 when this movie was shot, the large tidal zones were still intact and providing Ngāti Toa with plentiful kaimoana (seafood).

The beautiful deep blue harbour and its healthy, thriving wetlands also supported abundant biodiversity and protected our marae and homes from flooding.



Residential Development 1950-60s

Intensive residential development and related infrastructure began the degradation of our once healthy harbour.

By manipulating the coastline, piping natural water flows and discharging waste – our once healthy harbour has become a polluted, shallow pond.





Environmental impacts...



**Barren flats that were once filled with
kaimoana for all to enjoy**



**Now contaminated and unsafe for
our whānau to eat**



**Harmful discharges sedimenting and
polluting our harbour and beaches**



Social impacts...



Narrowly conceived intensive housing soon proved to be cold, damp and unhealthy



Ghettos of concentrated deprivation now being demolished and replaced at great cost and waste less than a lifetime later



Poor urban design and lack of community amenity reinforcing marginalization of low-income families



**He Waka
Eke Noa...**

**...heading
where?**

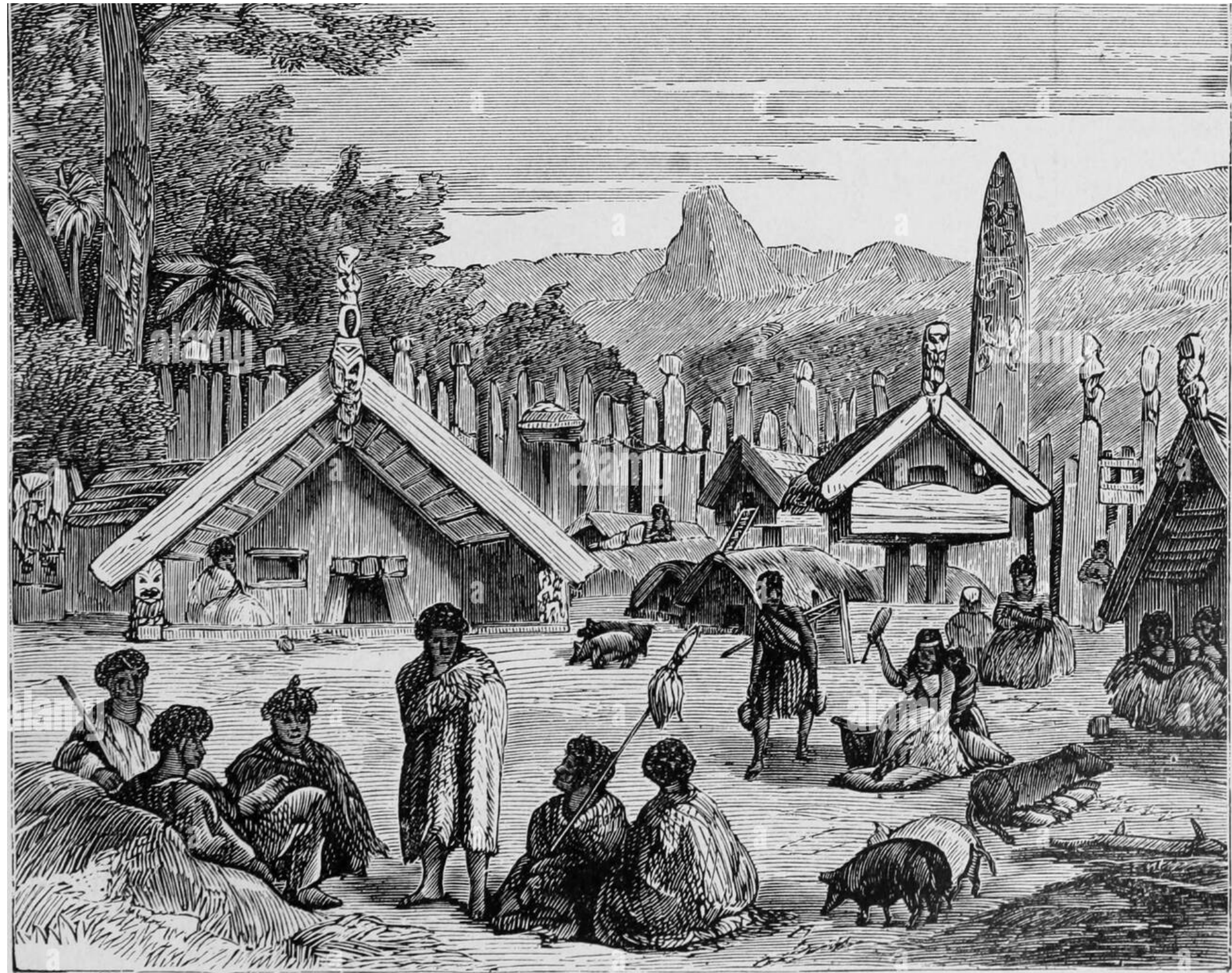




Tūpuna changed... ...themselves

Upon arrival in these islands, our tūpuna found an environment dramatically different to their tropical homeland, so they changed...

...themselves, their habits and practices to feed, clothe, and house themselves to live sustainably on this whenua and taiao.





600 years later...others changed...the whenua

Centuries later others arrived with a different philosophy.

They cut and burnt, dug and built to try recreate what they had left behind.



Porirua Harbour c1842 – National Library of New Zealand



It's still changing...

Extractive and exploitive
thinking still guides us...

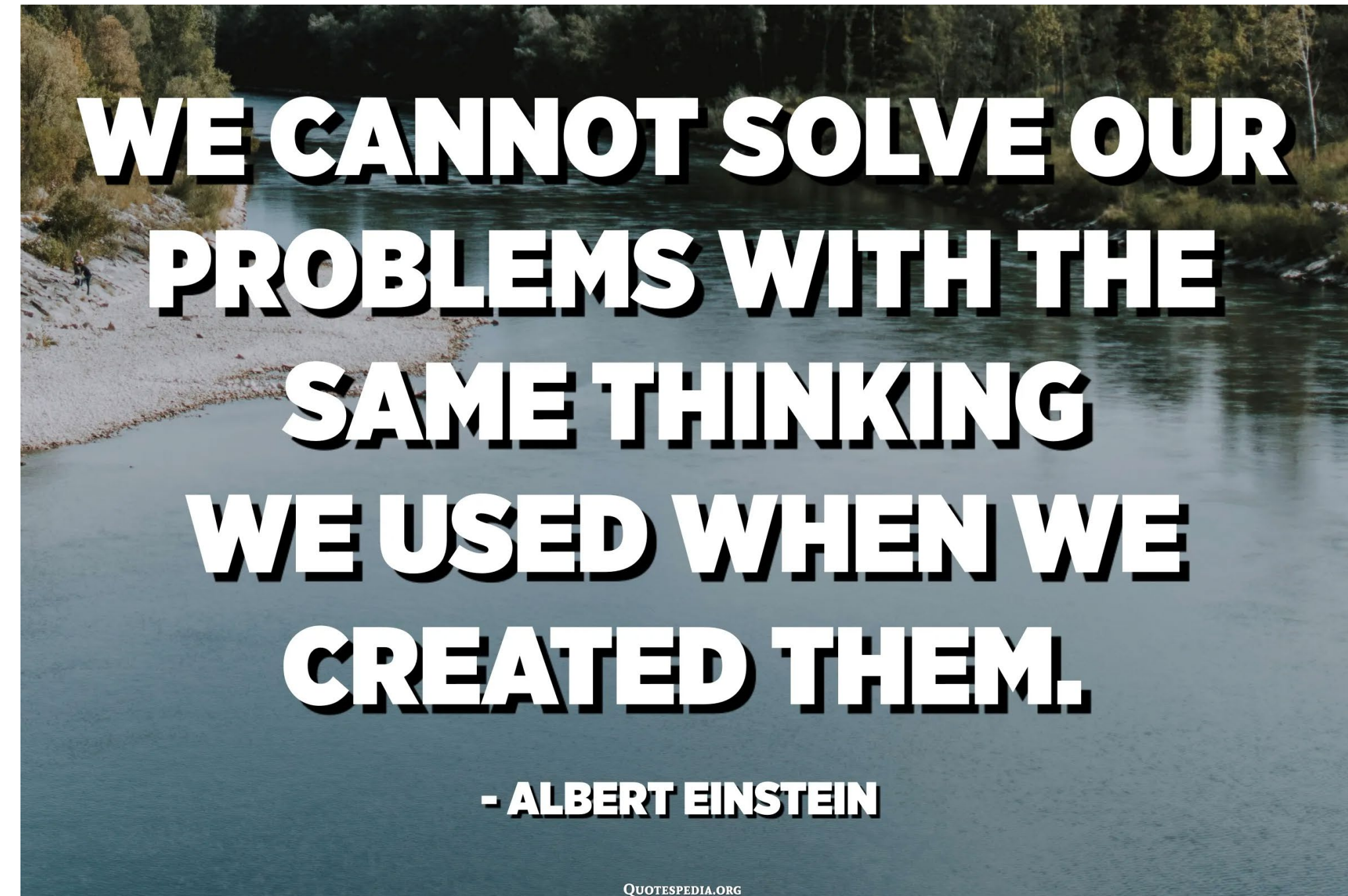
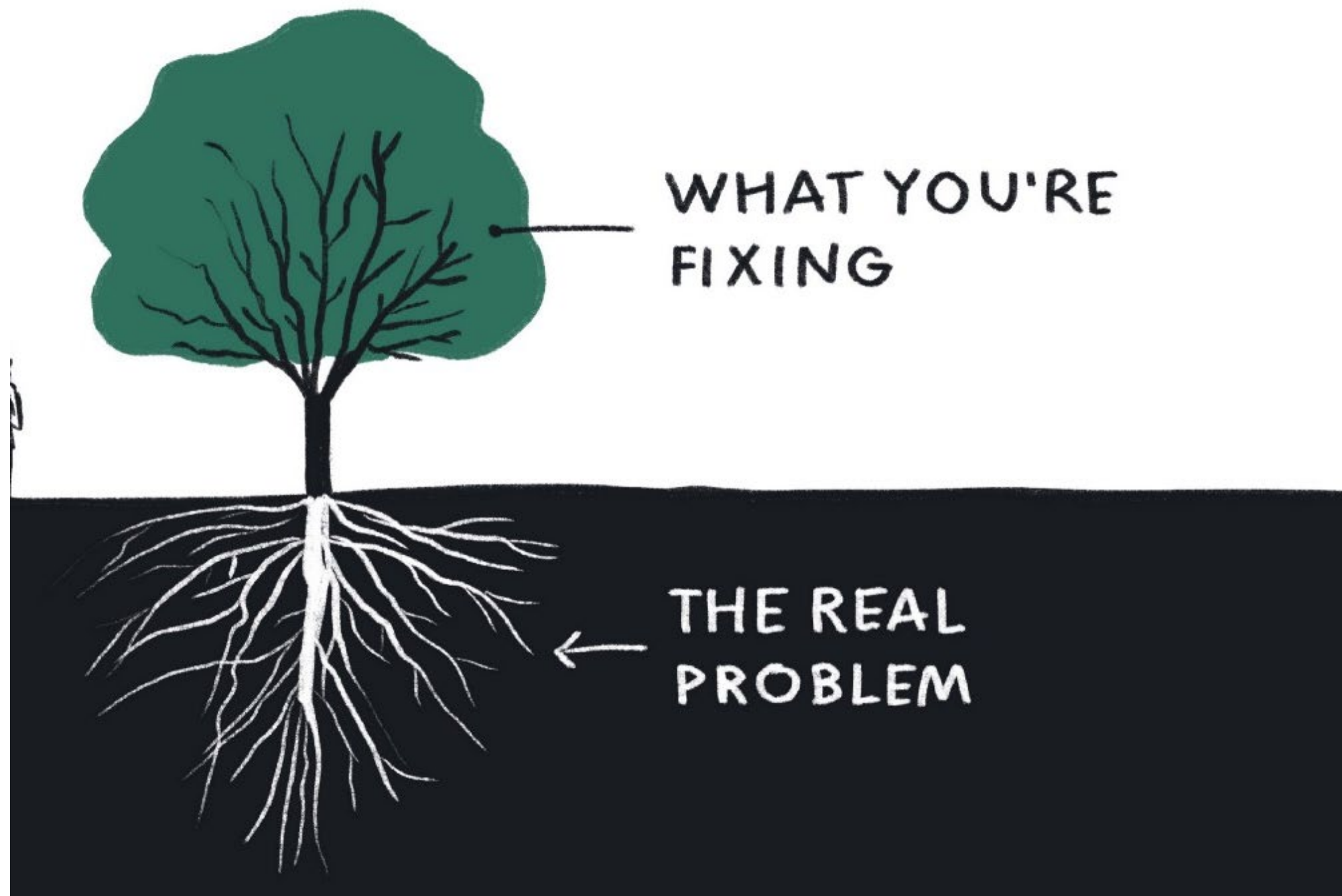
...unless we change...

...our minds

...our decisions

...ourselves!





What are our “real” problems?



**If there's a
leak in the
laundry...**

**...find and
fix the
leak...**

...and mop!





Te Rūnanga o Toa Rangatira

Te Rūnanga o Toa Rangatira is the mandated iwi authority for Ngāti Toa Rangatira, and administrative body of iwi estates and assets. We manage the political and public interests of our iwi, including Treaty Settlements. Te Rūnanga o Toa Rangatira is a non-profit incorporated society with charitable status.

Today we have staff serving in Health, Social Services, Education & Employment Services, Cultural Services, Treaty & Strategic Relationships, Economic Development and Corporate Services.

Our purpose is to enhance the *mana*, *wellbeing* and *prosperity* of our people and community. Our strategy to accomplish this is by “paddling our own waka!”

We do this by exercising our rangatiratanga and **investing directly in creating the world we want to live in!**





Our tikanga

Manaakitanga

Enhancing mana through excellence, generosity and hospitality

Kotahi tātou

Inspiring unity and connection

Whakatau tika

Acting with honesty & integrity

Kaitiakitanga

Sustaining our people and resources

Wairuatanga

Our connection to te ao wairua

Whānaungatanga

Connectedness and kinship

Ahi kaa

Sustainability of our Ngāti Toatanga

Rangatiratanga

Visionary and courageous leadership



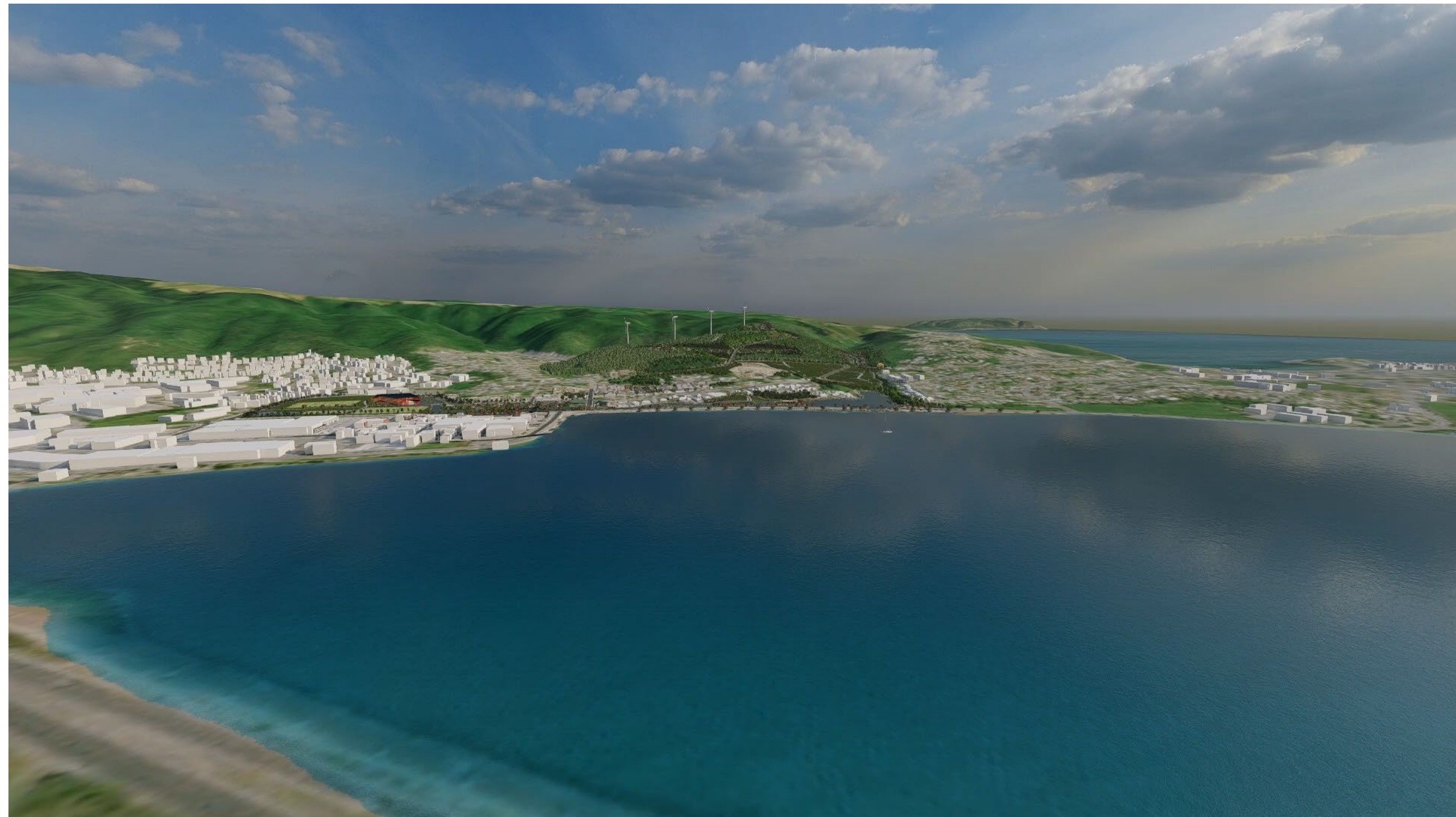
Begin with the end in mind!

Ngāti Toa has a vision for the future of our people, whenua, taiao, and community...

...our waterways are healthy again and teeming with kaimoana, they again support community enjoyment...

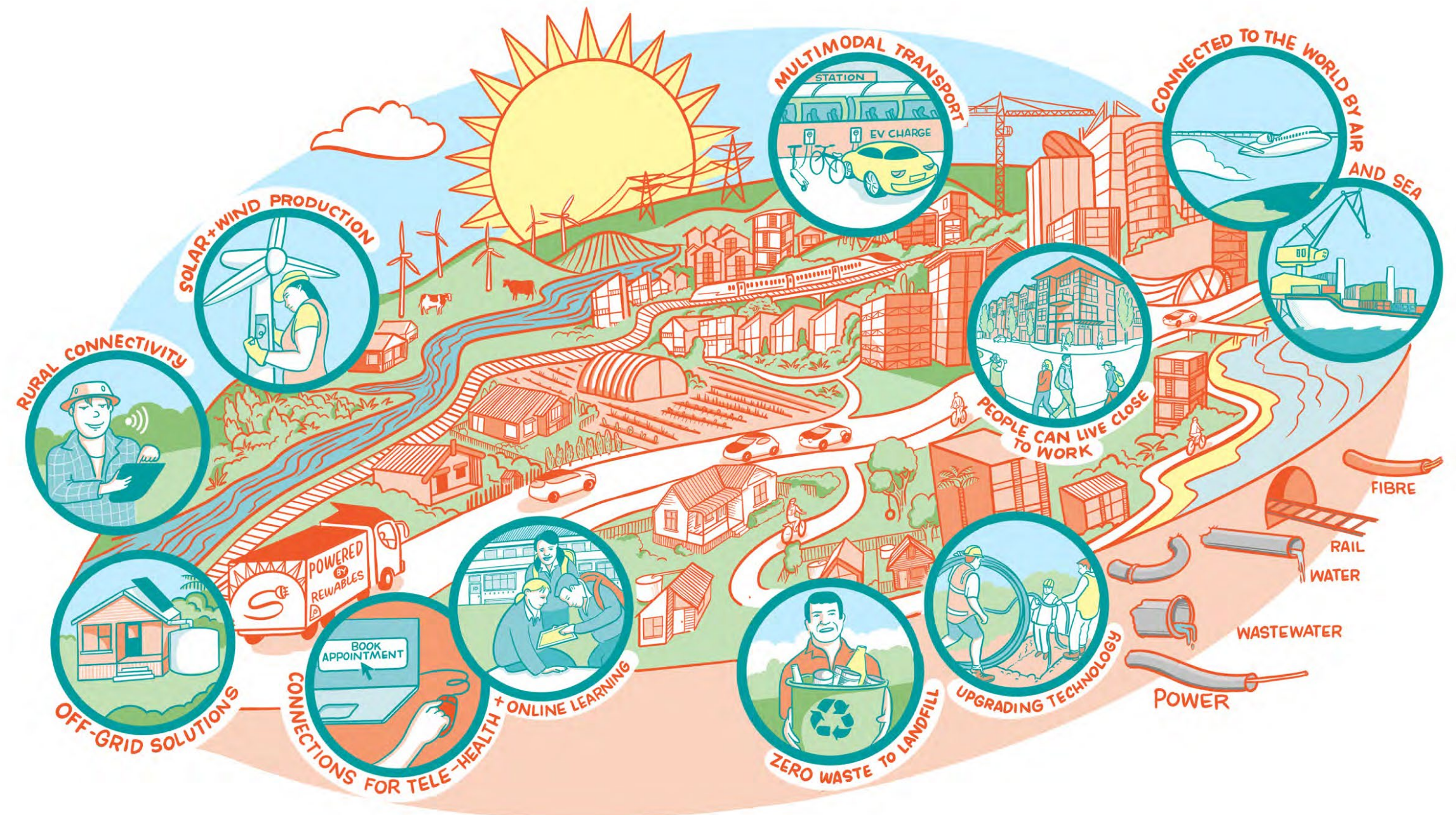
...social, cultural and community values are treasured and balanced with the renewal of the built environment and its infrastructure...

...requires a paradigm shift by all involved!



Creating the world we want to live in!

- Set goals for social and physical infrastructure to support “Mauri Ora” aspirations
- Co-invest in portfolio of enterprises delivering the changes we seek
- Ensure they reflect our Tikanga i.e. authentically motivated and led
- Leverage partnerships to secure mutually beneficial outcomes
- Build scale through iwi and other alliances





Housing Continuum Investment



Dependance ← → Independance




Te Āhuru Mōwai
Homes for Whānau

 **TE RŪNANGA O
TOA RANGATIRA**

TOA
H O M E S

**TOA
DEVELOPMENTS**



Toa Homes

- Exciting new OSM (off-site-manufactured) housing solution
- 50% partnership
- Low-CAPEX, negligible OPEX
- Energy efficient – Passive standard
- Labour efficient
- Modular design
- Healthy for people and our planet
- Carbon-negative insulation





Infrastructure Investment

Ngāti Toa has partnered in the ownership and operation of a water infrastructure renewal and maintenance business (CCL) at scale...

Ngāti Toa is partnering to trial an innovative new scalable micro wastewater treatment solution (Horizon4) that makes affordable, sustainable, distributed wastewater networks a reality...

Ngāti Toa partnering around the creation of a new national training facility and programme for training the future water industry workforce...



Infrastructure built today for tomorrow and 100 years to come!

www.ccl.co.nz



CCL award-winning civil construction company

Operational excellence

Keeping people safe, protecting the environment, and minimising risk is at the heart of everything we do. We know what's at stake, so we invest in the right systems, training, and culture to get it right every time.

SYSTEMS & PROCESSES

ISO 9001:2015 Quality

Management certified.

Procore software for real-time project management, efficiency, and control.

Robust planning, procurement, and project management processes.

EROAD software for fleet management, safety, and efficiency & an inhouse mechanic.

HEALTH & SAFETY

ISO 45001:2018 Occupational

Health & Safety certified.

Safety built into every stage of planning and delivery.

Regular hazard identification training to prevent incidents.

Award-winning – ACC Work Place Safety Gold Award.

ENVIRONMENT

ISO 14001:2015 Environmental

Management certified.

Trenchless technology reduces disruption, waste, and impact.

Active steps to lower our carbon footprint.

We leave things better than we found them.

COMMUNITY

Flexible scheduling to minimise disruption.

Respectful engagement with the public and stakeholders.

Positive representation of both CCL and our clients on-site.

Aim to leave every project with community goodwill intact.



Innovative wastewater treatment for resilient, low-footprint deployment

EFFLUENT QUALITY

<5 mg/L

Estimated BOD, TSS and TKN on the design basis, with TP removal of 98%+.

FOOTPRINT

400 m²

Estimated packaged footprint for a 1,000 kL/day plant serving about 4,000 people.

OPERATING COST

NZ\$0.44/kL

Estimated consumables and power excluding labour at 1,000 m³/day.

DEPLOYMENT

Modular

Containerised build philosophy with remote monitoring and control.



Built to compete on footprint, simplicity and sustainability

Lower capital and operating profile

The costs position Horizon4 below several competing technology paths on both capex and opex.

Smaller physical footprint

A 1,000 kL/day plant is shown at about 400 m², far smaller than treatment ponds and several conventional systems.

Reuse-ready effluent

The treated water is ideal for irrigation, public-land use and compliant discharge pathways.

Low emissions profile

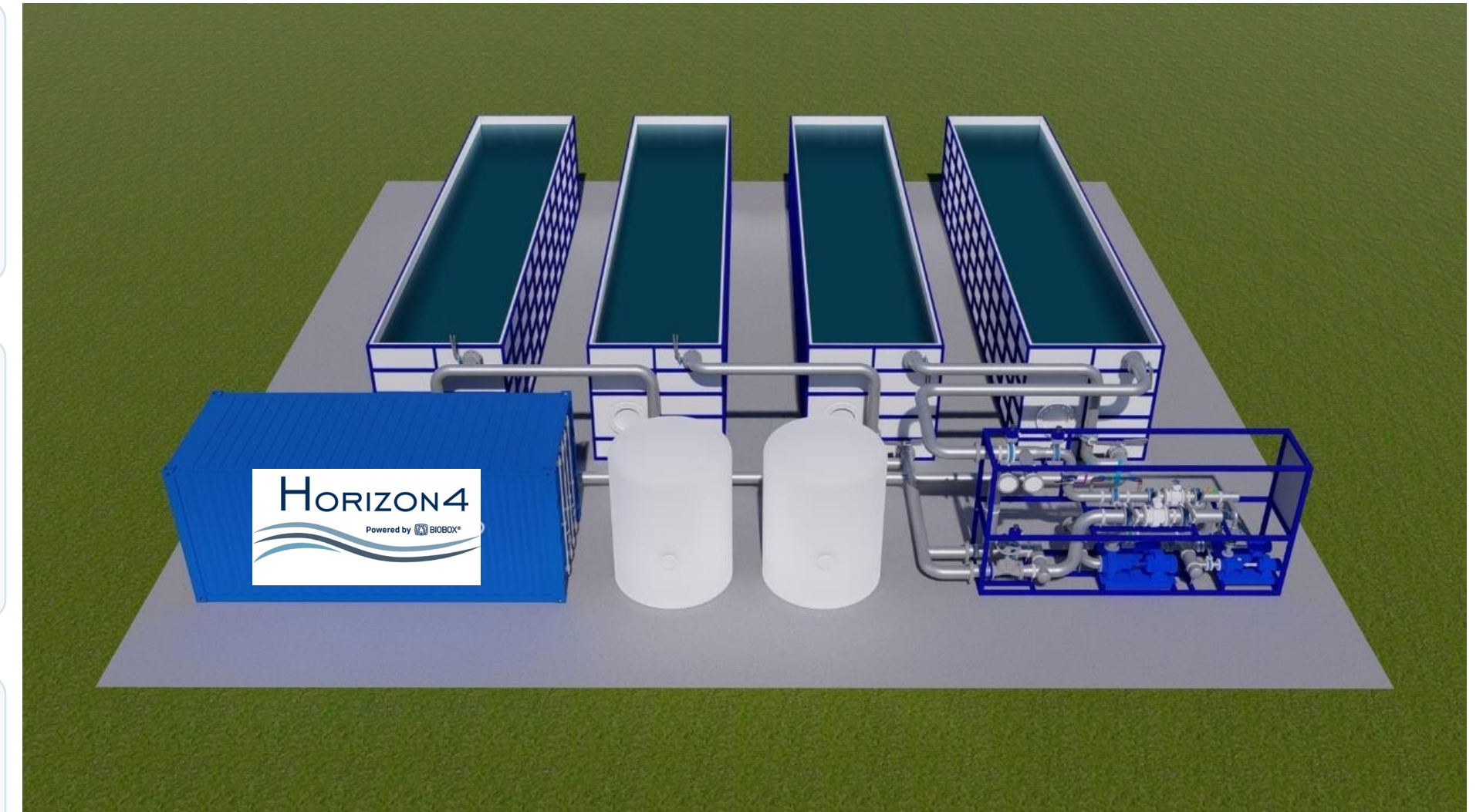
The process has lower-emission than conventional treatment across several major greenhouse-gas sources

Remote and regional deployment

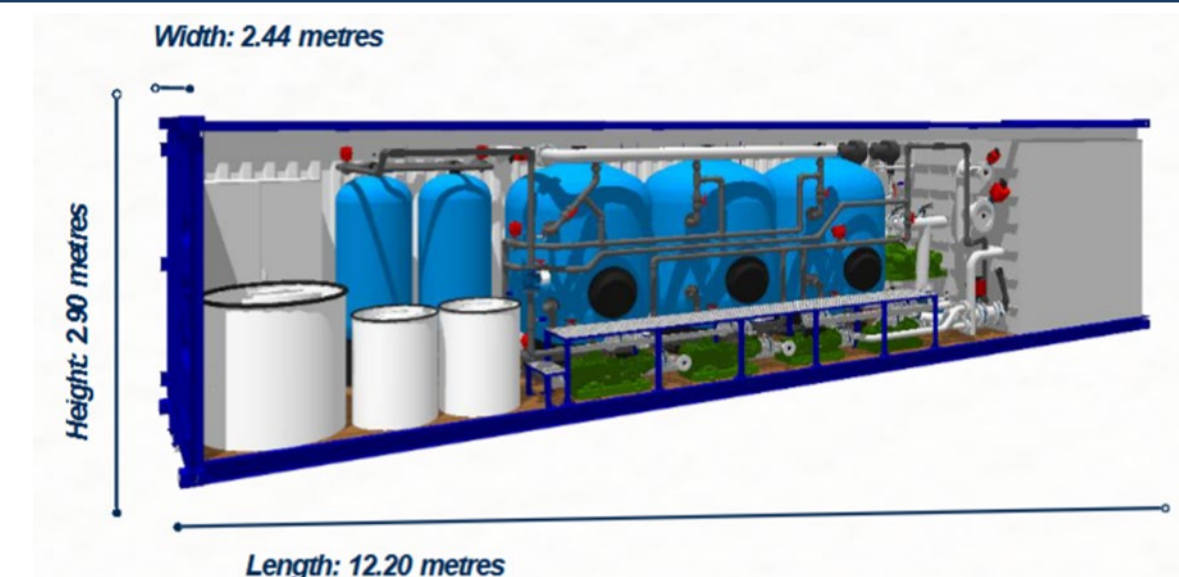
Modular construction and intelligent system management are designed for distributed locations.

Simple to manage and maintain

Not only treatment performance, but also operational practicality for customers.



Illustrative 1,000 m³/day packaged configuration



This means less land, less complexity and a clearer path to reuse-quality treatment

Consent Expires 2030



30 Jun 2030

Consent Expiry Date



NZ\$4M

Annual Surplus at Risk



45,000+

Households Affected

5–7% Rates Rise (min.) from closure option

Key Consequences

- Council must choose between **4 expensive transfer options**
- No compliant destination for **WWTP biosolids** after 2030
- Every option requires **NZ\$11M–37M+** of fresh capital
- ETS (carbon) liability continues **accumulating post-closure**

Sources: [1] Spicer Landfill Future Options FAQ, Porirua City Council (Have Your Say, 2025). [2] Tonkin & Taylor, Spicer Landfill – Alternatives Options Feasibility Design (Nov 2025). [3] Porirua City Council Annual Report 2024/25. [4] GWRC Emissions Inventory 2022 – Porirua City (AECOM, 2023).

Our Vision: Two Technologies, One Solution, Zero Waste



ALIMENTARY SYSTEMS - BRRP

All Organic Waste
Sewage sludge / FOGO / Food & dairy

2 MWh Clean Energy
CHP on-site + grid export

Bio-fertiliser
Carbon credits / NZU ETS



SIERRA ENERGY - FastOx

All Solid Waste
MSW / Plastics / Tyres / C&D

8.4 MWh Output
Gasification at 2,200°C

Stone Aggregate
Inert material - zero landfill

ZERO EMISSIONS / ZERO ODOUR / ZERO WASTE TO LANDFILL



**He Waka
Eke Noa...**

**...who else
is in the
waka?**





**What is the
leadership
challenge?**

**“Lift where you
stand”...and give
people inspiring
reasons to follow!**





Your why...

...determines your what and how!

Our choice is...

Technical **vs** Tikanga = **present**

Technical **+** Tikanga = **future**





Our what and how...

...determines what we leave behind...

...exploiters or intergenerational stewards...

...what will be your legacy?





Why Ngāti Toa does all this?

Ngāti Toa are kaitiaki...the guardians and stewards of our rohe and Te Awarua o Porirua...

...it is our birthright and duty to manaaki and leave a legacy for our moko (grandchildren)...

...we are determined to heal and renew the taiao (environment) that will enable them to thrive...

...and because *Papatūānuku* is our Mother...





...and because there's no plan(et) B!

We must learn all over again to live sustainably...

...rejecting the endless clamour for “more” for the wisdom of “enough”...

...and change our habits and practices to feed, clothe, and house ourselves to live sustainably on this beautiful planet.





TE RŪNANGA O
TOA RANGATIRA

*Ka ora te wai, ka ora te whenua
Ka ora te whenua, ka ora te tangata
Tiakina a Papatūānuku*

*The water lives, the land lives
The land lives, the people live
Protect Mother Earth*

