



# NorthlandInc

Growing Northland's Economy  
Kia tupu ai te ōhanga o Te Tai Tokerau

# Delivering Impact for Taitokerau Northland

*Shareholder Impact 2026*

# CHAIR & CEO FOREWORD

## SUZANNE DUNCAN BOARD CHAIR



Over the past decade, Northland Inc has played an important role in strengthening the economic foundations of Te Tai Tokerau Northland. Working alongside local and central government, iwi, hapū, and industry partners, the organisation continues to deliver initiatives that support regional resilience, innovation, and sustainable growth.

The breadth of Northland Inc's work -from enterprise support and sector development to destination management and regional investment planning - reflects both the strength of its partnerships and the capability of its team. On behalf of the Board, we remain confident in the direction of Northland Inc and its role in supporting sustainable economic growth across Te Tai Tokerau.

## PAUL LINTON CHIEF EXECUTIVE



Economic development is long-term work. It requires disciplined investment, strong partnerships, credible analysis, and the confidence to act early in projects that matter for the region's future.

Since 2013, shareholder investment through the Investment and Growth Reserve has enabled Northland Inc to unlock significant external funding, support thousands of Northland businesses, and progress infrastructure, sector and destination initiatives that would not otherwise have proceeded.

This report summarises outcomes delivered between 2011 and 2026. It demonstrates how relatively modest public investment has been translated into measurable economic impact, job creation, and long-term regional capability. This performance provides a strong foundation for continued investment in Northland's economic future.

## SHAREHOLDER INVESTMENT IN ACTION

OVER A TEN-YEAR PERIOD (2013-2023)

**\$16.5M**

SHAREHOLDER  
INVESTMENT  
GENERATED



**\$46M**

TOTAL INVESTMENT



**180%**

RETURN ON  
INVESTMENT

Northland Inc's return on investment exceeds a number of comparable regional agencies.

BETWEEN 2011/12 AND 2024/25:

**\$28M**

RECEIVED

into the Investment  
and Growth Reserve



**\$27.6M**

ALLOCATED

to regional economic  
development activity -  
including operational delivery,  
project development, and  
enabling investments



**~\$2.1M**

AVERAGE ANNUAL  
FUNDING

over the 13-year period

# CATALYTIC INVESTMENT: UNLOCKING REGIONAL GROWTH

The Investment and Growth Reserve was established to act as a catalytic fund — reducing early-stage risk, unlocking external capital, and accelerating projects that deliver long-term economic benefit to Northland.

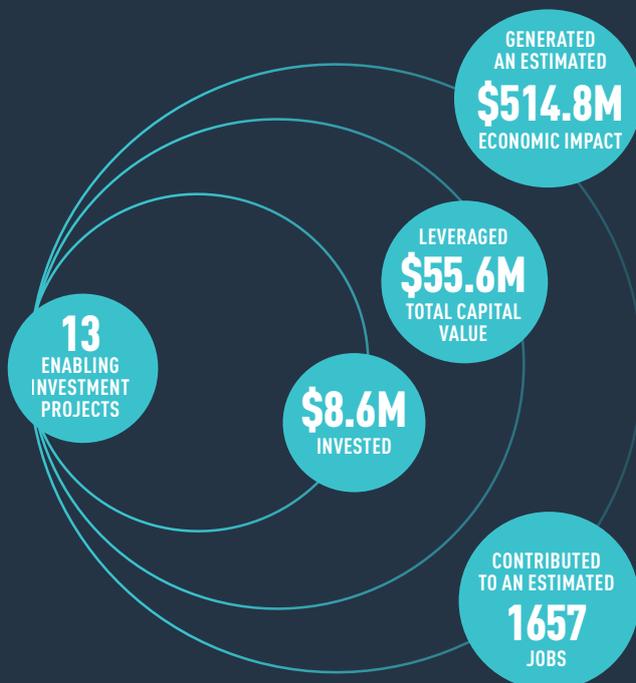
Over the lifetime of the Investment and Growth Reserve:



Through structured feasibility and business case development, Northland Inc has enabled projects to progress from concept to implementation — strengthening Northland’s infrastructure, visitor assets and commercial resilience.

## ENABLING INVESTMENT (2013–2026)

OVER 13 YEARS, NORTHLAND INC HAS:



These figures reflect cumulative activity between 2013 and 2026 and are based on conservative modelling where full longitudinal data is not available.

While some enabling investments are structured as grants rather than debt or equity, they are targeted at catalytic infrastructure and sector-enabling projects that generate long-term economic and employment outcomes across Northland.



### MANEA – FOOTPRINTS OF KUPE (HOKIANGA)

Opened December 2020. Early feasibility support and \$500,000 in enabling investment helped leverage a \$9 million cultural tourism asset.

### HUNDERTWASSER ART CENTRE (WHANGĀREI)

Completed 2021. \$1.5 million in enabling investment supported delivery of a \$33 million nationally significant cultural landmark.



### WAITANGI MOUNTAIN BIKE PARK (BAY OF ISLANDS)

Opened 2016. \$400,000 in enabling investment contributed to a \$1.6 million development, generating an estimated \$13.5 million in visitor spending since opening.

# GROWING THE NORTHLAND ECONOMY

RESPECT  
DRIVE  
INNOVATION



## BUSINESS, INNOVATION AND GROWTH

“ HAVING A CUSTOMER NAVIGATOR [VIA NORTHLAND INC] HAS BEEN KEY TO THE SUCCESS OF NAUT.”

- Fiona Byfield, CEO, Naut

BETWEEN 2014 AND 2024, NORTHLAND INC:

SUPPORTED  
**MORE THAN 4,000**  
NORTHLAND BUSINESSES.

FACILITATED  
**MORE THAN \$7.9M**  
IN CAPABILITY AND  
INNOVATION FUNDING.

DURING CYCLONE GABRIELLE RECOVERY (2023):

- 923 grant applications processed
- \$8.63M distributed to Northland businesses
- 26% allocated to Māori-owned enterprises

CLIENT SATISFACTION  
(2024/25 FINANCIAL YEAR)

NET PROMOTER SCORE → **73**

Significantly above national benchmarks (50+), reflecting strong local relationships and trusted advisory support delivered across Northland

Northland Inc has consistently acted as adviser, connector and advocate - strengthening resilience and capability across Northland's enterprise base.

# STRENGTHENING MĀORI ECONOMIC PARTICIPATION (2014–2024)



Māori economic development has been embedded across Northland Inc's delivery, evolving toward structured partnership and investment readiness.

Between 2014 and 2024, Northland Inc:

- Developed **He Korowai Manawanui**, strengthening internal Treaty capability and culturally grounded engagement
- Allocated 26% of Cyclone Gabrielle recovery funding to Māori enterprises (2023)
- Supported feasibility work for Māori land trusts, including the Rawhiti 3B2 Ahu Whenua Trust tourism walking track project.

- Enabled Māori land participation in Northland Peanut Trials (2022–2025)
- **Saw almost 40% Māori participation in The Pick Business Accelerator in one delivery year**
- Signed the Waka Hourua Agreement (2023) with Whāriki Te Tai Tokerau, formalising long-term collaboration and strengthening coordinated Māori economic development across Te Tai Tokerau

Through partnership, land-use innovation and targeted advisory support, Northland Inc continues to strengthen Māori participation as a driver of Northland's long-term prosperity.

## PRIMARY SECTOR TRANSFORMATION



**384**  
NORTHLAND  
FARMERS  
SUPPORTED  
THROUGH EXTENSION 350

### EXTENSION 350 (2016–2022)

→ \$4.1M INVESTED

→ \$48.6M MEASURABLE RETURN

→ \$11.60 RETURN PER \$1 INVESTED

Northland Inc completed the Water Demonstration Sites project, testing irrigation systems, soil management practices and crop viability in response to increasingly variable climatic conditions across Northland.

### TUPUTUPU GROW NORTHLAND (2022–2025)

- Progressed peanut trials across multiple districts
- Supported investigations into moringa and coffee
- Released **nine market opportunity studies (September 2025)** investigating the viability of potential crops suited to Northland's climate, soils and market conditions

Together, this work strengthens resilience, supports diversification and positions Northland's primary sector for higher-value production.



# DESTINATION MANAGEMENT AND MARKETING (2014–2025)

Northland Inc leads regional destination management and marketing to grow Northland’s visitor economy and strengthen industry capability.

Across the past decade, Northland Inc has represented Northland at major international trade events, hosted inbound familiarisation visits, and maintained sustained international market engagement.



FIVE YEAR PERIOD (APPROX. 2019–2024)

**\$113 MILLION EQUIVALENT ADVERTISING VALUE GENERATED**



REGIONAL EVENTS FUND  
(MBIE-FUNDED, SINCE 2021)

**\$1.7M DISTRIBUTED ACROSS 71 NORTHLAND EVENTS**

TWO-YEAR PERIOD  
(APPROX. 2023–2025)

**700+ INTERNATIONAL TRAVEL AGENTS TRAINED**

AIR NEW ZEALAND CAMPAIGNS (2024)

**~3.5 MILLION IMPRESSIONS PER CAMPAIGN**

**61% UPLIFT IN PASSENGER TICKET SALES INTO NORTHLAND**

**6.6M DIGITAL DISPLAY IMPRESSIONS**



**NORTHLAND RECORDED OVER \$1 BILLION IN VISITOR SPEND IN 2021/22, DEMONSTRATING RESILIENCE DESPITE COVID-19 DISRUPTION.**



**“ NORTHLAND INC’S LEADERSHIP IN THE TOURISM SPACE IS ESSENTIAL, NOT ONLY FOR MARKETING NORTHLAND AS A REGION BUT ALSO TO PROMOTE WHANGĀREI AS A TOURISM DESTINATION IN ITS OWN RIGHT.”**

– Dr Joost de Bruin, Director, Hundertwasser Art Centre

# STRATEGIC LEADERSHIP AND REGIONAL COORDINATION

Beyond programme delivery and investment allocation, Northland Inc plays a critical role in regional coordination, advocacy, and crisis response.

In response to major economic shocks and infrastructure disruptions, Northland Inc has played a leading coordination and advocacy role in securing or jointly advocating for approximately

## \$13.9M

### IN ADDITIONAL CENTRAL GOVERNMENT AND AGENCY FUNDING FOR NORTHLAND.

**\$310,000** funding through NZTA and MBIE secured following disruptions through SH1 Brynderwyns

**\$3M** central government funding secured and distributed in Northland during COVID-19

**\$1M** of investment jointly advocated for and distributed following the Transpower tower failure

**\$8.6M** central government funding secured and distributed during Cyclone Gabrielle

**\$1M** additional funding secured for regional support projects following Cyclone Gabrielle

These interventions provided immediate economic support to businesses and communities during periods of significant disruption, while reinforcing Northland's credibility with central government agencies.

In parallel, Northland Inc has provided long-term strategic leadership by:

- Leading development and delivery of the Tai Tokerau Northland Economic Action Plan
- Leading development of Te Rerenga – Northland's Economic Wellbeing Pathway

- Leading the Northland Regional Deal proposal, aligning regional priorities into central government investment frameworks
- Commissioning the SH1 Brynderwyn economic impact analysis estimating a \$112.8 million economic impact from 58 days of closure

Through structured advocacy, coordinated response, and forward-looking strategy, Northland Inc ensures Northland is investment-ready, resilient, and positioned to attract further capital.

# DELIVERING IMPACT FOR NORTHLAND

ACROSS 2011–2026, NORTHLAND INC HAS:

→ Leveraged hundreds of millions of dollars for Northland

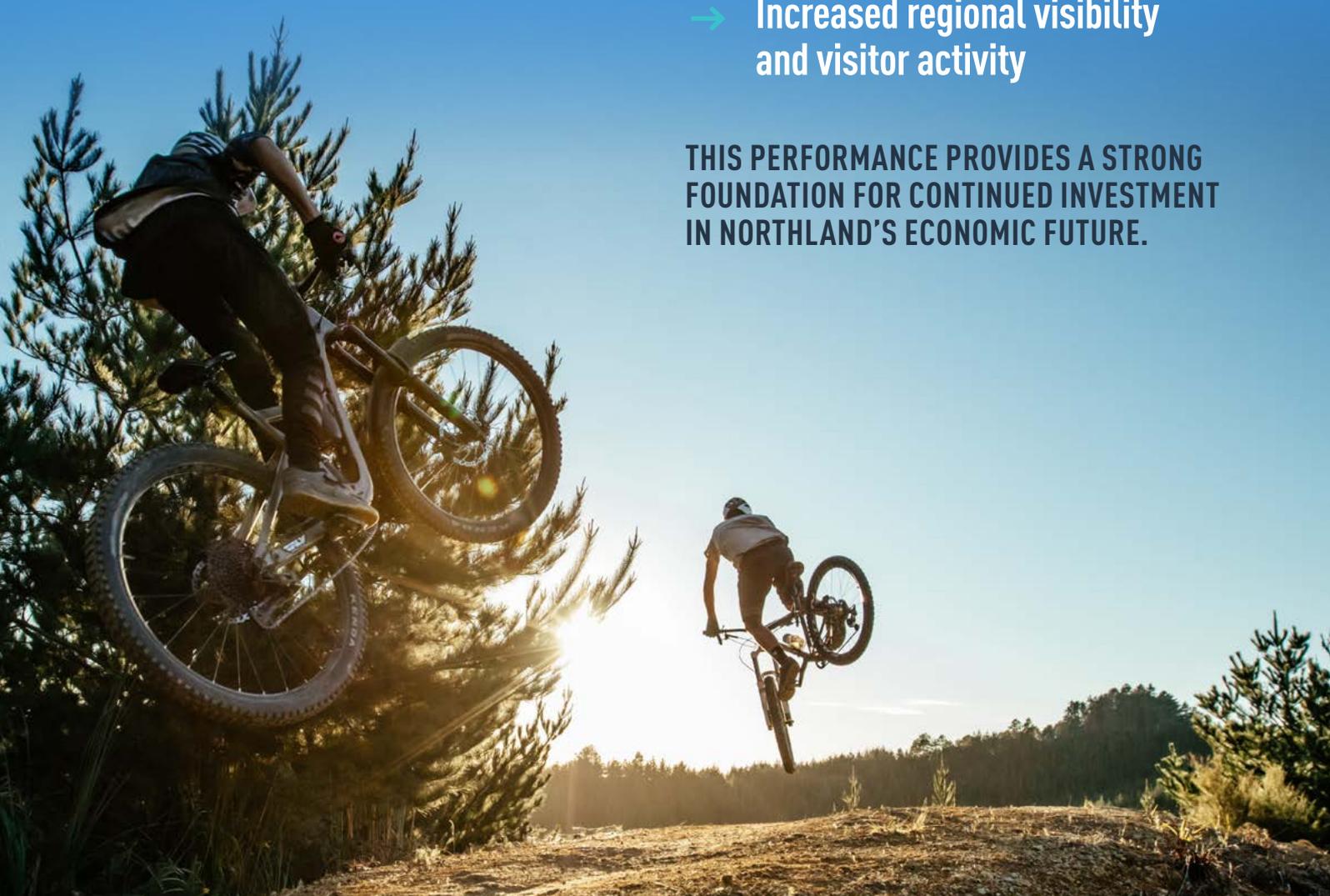
→ Supported thousands of Northland businesses

→ Strengthened primary sector productivity

→ Contributed to employment growth across Te Tai Tokerau

→ Increased regional visibility and visitor activity

THIS PERFORMANCE PROVIDES A STRONG FOUNDATION FOR CONTINUED INVESTMENT IN NORTHLAND'S ECONOMIC FUTURE.



**NorthlandInc**

Growing Northland's Economy  
Kia tupu ai te ōhanga o Te Tai Tokerau

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