



NorthlandInc

Growing Northland's Economy

Kia tupu ai te ōhanga o Te Tai Tokerau

Impact Report

February 2026



This report responds to a request from the Joint Regional Economic Development Committee (JREDC) seeking a clear picture of how the Investment and Growth Reserve, and consequently Northland Inc, have delivered outcomes for the region through coordinated investment, facilitation, and project support.



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1. EXECUTIVE SUMMARY

Regional economic development is about improving the wellbeing and prosperity of Te Tai Tokerau through strategic policies, investments, and actions. Northland Inc plays a central role in enabling long-term economic development outcomes for Te Tai Tokerau by creating jobs, supporting innovation, developing skills, and building infrastructure - ultimately aiming to reduce inequality, promote sustainability, and help people and businesses respond to economic opportunities and challenges.

Northland Inc has achieved a 180% return on investment - Over a ten-year period, shareholder investment of \$16.5 million has allowed Northland Inc to generate \$46 million in total revenue, representing a return on investment of 180%.

Over the past decade, Northland Inc has demonstrated an ability to translate relatively modest public investment into substantial economic returns, private and third-party co-investment, and tangible outcomes for businesses, communities, and the regional economy through analysis of Annual Reporting, Key Performance Indicators (KPIs), and tracking of the use of the Investment and Growth Reserve (IGR) it can be seen that:

- Customer satisfaction with Northland Inc's services is very positive (including business development, Māori Economic Development);
- Businesses and other organisations co-invest funding, time and resources in business development, destination marketing and sector development initiatives which indicates very strongly that they are receiving value from those services;
- Tourism product and sector development projects have leveraged very significant amounts of funding from non-local government organisations;
- Estimates of the impact of tourism product and sector development projects supported through the IGR suggest they make a large contribution to jobs and economic value, and that some will generate broader social and community benefits.

The investment logic underpinning the IGR is clear and consistently applied Funding is targeted to reduce early-stage risk, source further investment, and unlock opportunities that deliver economic development

outcomes for Northland The intended results include the creation of new and sustainable jobs, increased investment and exports, new business opportunities, financial returns, and broader economic and social impact. The scale of leverage achieved indicates that this logic is working.



Project Development Funding - Over the lifetime of the IGR (2013-2026), 61 Projects have been supported with **\$1.82m invested from IGR and \$9.54m project value**. Most of these projects progressed beyond initial development and secured additional investment. The estimated value of subsequent investment attracted by these projects is **\$400.9 million**, highlighting the catalytic effect of early-stage funding and the role of Northland Inc in helping projects reach investment readiness.



Enabling Investment Funding - Over the lifetime of the IGR (2013-2026), 13 Projects, **\$8.6m invested → \$55.6m project value**. While comprehensive longitudinal data is limited, conservative estimates suggest these investments have contributed to the creation of approximately **1,657 new jobs** and generated more than **\$514.8 million in economic impact**. Enabling investments typically address structural, infrastructure, or system-level constraints, creating the conditions for sustained private investment and long-term regional benefit.



Business, Innovation and Growth activity (over a ten-year period) has engaged meaningfully with over 4,000+ businesses and facilitated **access to over \$7.9m funding**.

DESTINATION MANAGEMENT AND MARKETING

\$113M

ADVERTISING VALUE
OVER A 5 YEAR PERIOD

700+

TRAINED TRAVEL AGENTS
TO PROMOTE NORTHLAND

Destination management and marketing activity has generated an estimated **\$113 million** in equivalent advertising value over a five-year period, **trained over 700 travel agents** and promoted Northland to India, Australia, UK, Europe the USA over a two-year period. Strategic partnerships with Air NZ are delivering over 3.5million impressions per campaign and the Northland Regional Events Fund has facilitated **\$1.7 million** across 71 events and initiatives.

Taken all together, the evidence demonstrates that Northland Inc's activities are delivering positive, material outcomes for Te Tai Tokerau. This report presents a clear, well-structured summary of Northland Inc's impact over the period of the IGR and integrates both the activity and funding for project development and enabling investments through the IGR (including case studies) and the operational activity undertaken by Northland Inc.

Northland Inc consistently converts modest public funding into outsized regional impact. Public investment is being deployed strategically, leveraged effectively, and translated into real economic value, job creation, and improved regional resilience. This performance provides a strong foundation for continued investment and positions Northland Inc as a credible regional economic development agency.

2. WHAT IS ECONOMIC DEVELOPMENT?

This report is intended to provide evidence of the benefits generated for Te Tai Tokerau Northland from Council investment in economic development services through the Investment and Growth Reserve (IGR).

The report responds to a request from the Joint Regional Economic Development Committee (JREDC) seeking a clear picture of how the IGR and consequently Northland Inc have delivered outcomes for the region through coordinated investment, facilitation, and project support.

In order to understand this question, it is important to provide a foundational level of knowledge around what economic development is, how is it funded and delivered – essentially it is important to understand what good should look like, before being able to draw conclusions on the impacts and outcomes from Northland Inc.

It is equally important to understand the IGR both in terms of its history and its intrinsic linkage with Northland Inc. The IGR is an insightful intervention from Councils in order to lift the economic performance of Northland. The IGR is Councils' mechanism for supporting Northland Inc. Limited – a Council Controlled Organisation – that operates with a mission to make purposeful economic development impact that builds resilience and improves the prosperity, wellness, and equity of Te Tai Tokerau Northland. It is also the mechanism for investing in economic development projects, both in terms of project development funding and making impactful investments into projects.

It is important that the judgement of the delivery of economic development outcomes within the region is not solely focused on the IGR. The IGR is significant in terms of its ability to de-risk activities (project development) and make impactful investments (enabling investment), but the largest portion of funding annually is directed into the operations of Northland Inc via the Statement of Intent. Therefore, any assessment of the impact and outcomes of the IGR and or Northland Inc must be framed in this wider context – the IGR investments being one of several levers that Northland Inc has available to guide and shape the economy in Northland. And equally, the monetary investment in the IGR makes impactful investments and funds operational activity.

Economic development is about creating the conditions that allow people, businesses, and communities to thrive. For regions across Aotearoa New Zealand, this means more than just growing the economy - it is about improving the overall well-being and quality of life for everyone. Regional economic development focuses on lifting living standards by making sure people have fair access to opportunities, whether that is through jobs, training, infrastructure, or support for local businesses. It recognises that prosperity should be shared, and that economic progress must go hand-in-hand with social inclusion and environmental responsibility.

A New Zealand definition of economic development needs to be grounded in place, needs to encompass references to the combination of policies, investments

and actions that improve the ability of organisations and people in a community of interest to access resources more productively and effectively:

“ Regional economic development is the process of improving a community’s well-being and prosperity through strategic policies, investments, and actions. It aims to raise the standard of living by ensuring fair access to resources, creating jobs, supporting innovation, developing skills, and building infrastructure. Economic development reduces inequality, promotes sustainability, and helps people and businesses respond to economic opportunities and challenges.”

- Economic Development New Zealand, 2025

There is a general concern right across Northland and in Government about the elevated level of social investment in Northland and the limited resources being targeted towards improving Northland’s economy. There is also an acknowledgement of the complexity of the region – multiple development-actors leading out multiple strategies and the need to bring some coherence to this picture. These are the drivers behind the decision of Northland Regional Council (NRC) to establish the IGR in F/Y 2010-2011 – the goal being to reverse the cycle of under-investment and lead by example through investing directly in projects that deliver real benefits to current and future generations of Northlanders. The aim was to find new ways to bring investment into the region and create rewarding business and employment opportunities.

In establishing Northland Inc as a new Council-Controlled Organisation (CCO), and creating the Investment and Growth Reserve (IGR), NRC outlined its rationale for investing in economic development. Answering the question of why it is appropriate to apply rate payer resources (indirectly through reducing the ‘rates subsidy’) to economic development, it stated:

“ Economic development is vital for generating the resources needed to address some of the pressing problems affecting Northland such as poor housing, health, and education. In times of economic recession there is a greater need to invest in economic development to give confidence to others so they will invest here to reduce socio-economic disparities and stimulate employment growth. The government’s funding for economic development has been limited severely by the need to divert funds to rebuild Christchurch. Therefore, there are very few sources of funding available to achieve a step change in the economy of Northland. Council has therefore established the Northland Regional Council Investment and Growth Reserve to provide an additional funding source for worthy projects.”

[NRC 2011 Annual Plan]

A key driver behind the proposal was the Council’s desire to improve Northland’s economic performance and community well-being it. This intervention logic has not changed.

The logic is clearly stated throughout the material associated with the IGR, in that investments from the fund provide an economic development return to Northland in the form of increased jobs, business opportunities, investment and exports. The outcomes thus being to:

- Generating ongoing net economic benefits to region
- Creating new jobs
- Increasing exports
- Being innovation based
- Supporting strong communities and environmental sustainability

Investment of the fund is significant in terms of leverage and economic impact.

Leverage in this contest means using a small amount of IGR money to attract or unlock a larger pool of external funding, thereby increasing overall impact without bearing the full cost.

3. HOW SHOULD ECONOMIC DEVELOPMENT BE ORGANISED AND REVIEWED?

New Zealand's economic development agencies (EDAs) play a vital role in regions. An EDA is a local organisation that seeks to promote economic development within a given geographic area. EDAs seek to identify economic development opportunities and support the implementation and delivery of these opportunities. In New Zealand, EDAs exist at both the regional and subregional level.

NATIONAL BEST PRACTICE

Generally speaking, EDAs are either:

- Independent stand-alone agencies, which are legal entities that are separate from local authorities. These include trusts and commercial entities.
- Council-controlled organisations, which are organisations that are majority-owned and financed by a local authority or local authorities.
- Local authorities providing the economic development and business support services themselves.

To help understand what they are – below are some examples of what they do:

- Being relatively unencumbered by other public-sector missions and mandates yet able to make transparent decisions about resource allocations in the public interest;
- Operating from a legal and/or fiscal status that provides independence, integrity, and accountability - an honest broker that can do what's right for the region;
- Partnering, collaborating, facilitating, leading from the front, and/or leading from behind.
- Able to plan, form, coalesce, catalyse, or organise development efforts with multiple partners;
- Share and take on risks and costs (public/ public, public/private partnerships, brokering deals and ED projects, project management) that include or insulate other agencies and organisation;
- A catalyst for projects/programmes operating in-between and with the public and private sectors and local stakeholders;

- Being business like, flexible, entrepreneurial, and responsive;
- Building/encouraging an environment for economic development;
- Promotional; outward-/investor-/visitor-/ market-facing;
- Leveraging local and inward investment for local projects.

Regional Economic Development are organisations that:

1. Focus on **long-term planning** which is **impactful**, **measurable**, and **outcomes** driven.
2. Provide clear articulation of **Return-on-Investment** for specific sectors, projects, and stakeholders.
3. Provide **regional alignment** and **collaboration**, creating **one voice** to speak for regional economic development with central government, and with other regional economic development organisations for inter-regional collaboration and investment.
4. **Improve confidence** from **Central Government**, increasing the access to funding and project investment.
5. Improve **business confidence** in the organisation, having a seat at the table, and clear understanding of how investment decisions are made, reinforcing, and supporting **additional private funding and investment**.

In 2012/13, NRC established Northland Inc Ltd, a Council-Controlled Organisation (CCO) formed through the merger of Enterprise Northland and Destination Northland, to act as the region's single delivery agency for economic development and destination management.

Under this model, operational funding from the IGR provides the stable base required for Northland Inc to maintain region-wide delivery, while additional revenue is leveraged from government and industry partners to expand impact and deliver projects at scale. As a CCO established under the Local Government Act 2002 and a limited liability company, Northland Inc Ltd operates at arm's length from the four shareholder Councils – Kaipara District Council, Whangarei District Council,

Far North District Council, Northland Regional Council - while remaining accountable to them through statutory performance and reporting obligations. This governance model enables Northland Inc to deliver regional economic development and destination management functions on behalf of the four Councils with clear accountability, transparency, and flexibility.

Delivering regional economic development through a CCO structure offers several advantages compared with running such activities internally within Councils. It provides the independence and flexibility necessary to engage directly with business, industry, Māori, and central government partners in a commercially responsive manner. This model allows for a more agile operating environment, better suited to the pace of investment and industry engagement, while maintaining public accountability through annual planning, Statements of Intent, and Council oversight.

The CCO structure also avoids duplication of effort across the four Councils, instead creating a single regional delivery agency responsible for economic development and regional tourism functions. Importantly though, the success of the model still relies on strong collaboration between Northland Inc and the Councils' own staff, as each Council continues to play an essential role in enabling economic development, through local planning, infrastructure investment, consenting processes, and community engagement that create the conditions for business growth and new investment. When Council functions and Northland Inc's regional programmes are well aligned, the region can move quickly and cohesively to attract and support investment. Strengthening collaboration and communication between Councils and Northland Inc will help the region realise the full benefits of its shared economic development model.

MEASURING ANNUAL IMPACT

“ Performance measurement is more complex and difficult in economic development than in many other fields. While economic developers play critical roles in the health of their communities' economies, the results of their efforts often are not immediate, or many appear disconnected from their efforts”

(International Economic Development Council)

Key indicators of economic development include rising income levels, increased employment opportunities, improved education and healthcare systems, and enhanced infrastructure and public services.

Research into the Statement of Intent and Annual Reports of several economic development agencies within New Zealand results in a pattern of consistent Key Performance Indicators (KPIs):

1. Core KPI clusters recur everywhere:

- Business support and capability (firms assisted, programme completions, satisfaction/Net Promotor Score).
- Investment and growth (leads, deals, dollars secured/leveraged).
- Visitor economy and events (visitor nights/spend, event attendance, media reach).
- Screen/creative economy (productions supported, spend/jobs).
- Regional promotion/brand (reach, engagement, sentiment).
- Organisational health (governance, finance, audit status).

2. Attribution approaches:

- **Direct vs. ecosystem indicators:** Most EDAs separate **direct** measures (e.g., Direct investment/Return on Investment from their interventions, deals facilitated) from **macro** indicators (e.g., Gross Domestic Product, employment) where attribution is shared. WellingtonNZ states this explicitly and adjusts measures for “levels of influence.” ChristchurchNZ similarly distinguishes audited KPIs/Level of Service from broader outcomes.
- **Independent assessment/audit:** Major event impacts and LOS/KPIs are often **independently assessed** (e.g., ChristchurchNZ) and audited via Council CCO processes.
- **Wellbeing frameworks:** Trust Tairāwhiti uses a **regional wellbeing framework** to connect project outputs to multi-dimensional outcomes—one of the clearest attribution models in NZ EDA practice.
- **Case studies and leverage ratios:** Many reports rely on **leverage (dollar co-funding attracted)** and **project case studies** for contribution narrative (e.g., Development West Coast, Venture Taranaki).

MECHANISMS TO REVIEW PERFORMANCE

Quarterly reports, annual reports, and KPIs are essential tools for an EDA to track and demonstrate the impact of its initiatives and investments across its region. Together, these reporting tools enable the EDA to maintain accountability, demonstrate transparency, and communicate the tangible benefits of its work, while continuously improving the effectiveness and reach of its programmes to achieve long-term, sustainable outcomes for its region.

QUARTERLY REPORTS / WORKSHOPS

Quarterly reports provide a regular, detailed snapshot of economic, business, and community developments, allowing the organisation to monitor trends, respond to emerging challenges, and adjust programmes in real time. They capture the immediate effects of projects such as business growth, tourism performance, or recovery efforts following events like Cyclone Gabrielle, ensuring that progress is measured against planned objectives and regional priorities. By systematically reviewing these updates, the EDA can make evidence-based decisions that optimise resource allocation and strengthen support for local businesses, iwi, and communities.

Quarterly reports, when timed with a workshop with a suitable shareholder representative group provide an opportunity to get into the detail of delivery and activity over the preceding three months. Arguably this is too frequent for a CCO, but given the shareholders direct investment and the significance of the activity the EDA delivers it has historically proven to be an effective process and should be maintained.

ANNUAL REPORTS / SNAPSHOTS

Annual Reports complement this by providing a holistic overview of the EDA'S performance over a longer period, integrating financial results, programme outcomes, and strategic achievements. They allow stakeholders - including government, investors, iwi partners, and the community - to assess the organisation's contribution to regional economic development, employment, and investment attraction.

KEY PERFORMANCE INDICATORS

Key Performance Indicators (KPIs), meanwhile, establish clear, measurable benchmarks against which the organisation's success can be evaluated, from economic growth and job creation to individual

business support, Māori business engagement, and visitor economy performance.

KPIs are customisable business metrics utilised to visualise status and trends in an organisation. Once a business or, in this case, an EDA, defines its mission or objectives, KPIs can be employed to measure progress toward those objectives. KPIs are advantageous in that they provide a clear description of organisational goals and distil vast quantities of data down to a single value that can be utilised to continuously monitor organisation performance and its progress toward its benchmarks. However, KPIs can only be helpful in organisation management if they reflect key success factors and can be measured consistently with accuracy.

Sharing performance information aligns people around a common set of goals and focuses everyone's attention on how to improve the organisation's performance. Therefore, measuring performance and reevaluating strategies is critical for the ongoing success of an organisation. It is equally important to distinguish between inputs, activities, outputs, and outcomes.

INDEPENDENT REVIEW (S17A)

Section 17A requires Councils to periodically review how they deliver services to ensure they are providing them in the most efficient, effective, and financially sustainable way. These reviews must assess the costs, benefits, and appropriateness of different service delivery options, including things like in-house delivery, shared services, outsourcing, or partnerships with other Councils or organisations. A review is required at least every six years, or earlier if there is a meaningful change in legislation, service levels, or contracts. The intent is to encourage Councils to make evidence-based decisions about how services are delivered, improve value for money, and consider alternatives to the status quo.

4. HOW DOES NORTHLAND INC OPERATE IN TE TAI TOKERAU

NORTHLAND INC STATEMENT OF INTENT

The Statement of Intent is the guiding governance tool and terms of reference for Northland Inc and defines the Vision, Mission, Objectives, Activities and Key Performance Indicators (KPIs) as agreed by the Shareholders. It outlines the Directors' accountabilities to the Shareholders for the performance of the business.

Northland Inc has four priority areas (Pou):

- Investment and Infrastructure;
- the Primary Sector,
- Tourism and Destination Management,
- Innovation and Enterprise.

Note, the Innovation and Enterprise Pou has previously been referred to as Business Innovation and Growth and Māori Economic Development has been a Pou in previous iterations.

There are six enablers:

- Advocacy and Brand,
- Māori Economic Development,
- Environmental Sustainability,
- Partnerships,
- Organisational Culture and Capability and
- Workforce and Education (new in 2024 / 2025)

These enablers are part of Northland Inc's 'business as usual' (BAU) and supports their activities over a range of sectors and initiatives.

Note, the process for assessment of Northland Inc's performance via the Annual Report, KPI reporting and quarterly reporting have been covered in the previous chapter. However, it is worthwhile noting that Northland Inc changed its approach to its Annual Report part way through the ten year period and has separated programme / project outcome reporting from its KPI and financial information within the annual report (for ease of audit reporting) – but, this makes it rather difficult for an external stakeholder to find a simple summary of Northland Inc's Impact and Outcomes.

Equally, it has been a significant challenge to show clear impact over time for several of the key performance indicators as they have been changed a

number of times over the ten-year period. There is real value in a consistent long-term set of KPIs.

INVESTMENT & GROWTH RESERVE

The objective of the Investment and Growth Reserve (IGR) is to provide a fund that enables shareholder councils to make strategic investments that lift the long-term growth of the Northland economy that support strong communities and environmental sustainability. The logic is clearly stated throughout the material associated with the IGR, in that investments from the fund provide an economic development return to Northland in the form of increased jobs, business opportunities, investment and exports. The outcomes thus being to:

- Generating ongoing net economic benefits to region
- Creating new jobs
- Increasing exports
- Being innovation based

Supporting strong communities and environmental sustainability Investment of the fund is significant in terms of leverage and economic impact.

To date, the IGR funding has been leveraged by a factor of five in terms of direct project costs, with the co-funding being a mixture of central government, charitable organisations, and private sector investment. The economic impact of the investments (where known) is leveraging the investment by a factor of ten.

Assumptions:

- The IGR can be invested in viable business/economic development opportunities
- Investments will lead to increased exports and/or regional GDP
- Northland Inc has the expertise and advice available to it to prepare robust investment proposals
- An acceptable Return on Investment is achieved for the shareholder
- Investments are designed to be short to medium term, catalytic and able to be recycled back to the fund
- Funds being made available to the IGR from NRC assets continue as forecast

VALUE PROPOSITION: PROJECT DEVELOPMENT FUNDING

The Project Development Funding (PDF) - formerly called Feasibility and Business Case funding - has been a valuable tool. The PDF is leveraged very well and clears the way for developing investable propositions. The PDF also saves the region costly investments in less desirable projects by revealing the true nature of proposals before they proceed. The belief is that the PDF will support early-stage concept to feasibility work which is especially needed for Māori economic development moving forward.

In these respects, the IGR is not the only possible investment pathway after PDF work and therefore it has been appropriate that the PDF is not tied to the amount available in the IGR, even though the IGR has a very strong leverage and catalytic effect.

VALUE PROPOSITION: ENABLING INVESTMENT

Enabling investments (EI) - formerly called Impact Investments - are for projects that have the potential to lift the economic performance of Northland, but the projects do not traditional debt or equity funding criteria. Estimates of the impact of tourism product and sector development projects supported through the EI funding suggest that these will make a large contribution to jobs and economic value.

Projects applying for EI funding traditionally focus heavily on wider economic development benefits and rationale for public intervention as they do not have the ability to fund debt or provide shareholder returns. Creation of a cycleway is clear example of this - no direct income (to fund debt) but large flow on benefits to tourism, accommodation, and service sector.

The intention of debt funding is to provide loan funding or directly invested funds for capital expenditure on new ventures or expanding existing businesses, and operating expenditure. The regional community benefits from improved economic activity, employment, and income opportunities. Individuals and individual businesses will benefit directly from specific initiatives.

Whilst no equity deals have been considered to date. This is not considered to be a reason in itself to remove this category of funding. Equity deals are more likely to become available as the investments in the pipeline mature in terms of their investment requirements. It is noted that good progress was being made in preparing debt and equity deals suitable for the shareholding just prior to the Provincial Growth Fund being established and this fund swept up all the available projects in the

region and supported them - which is a positive outcome for the region.

The IGR has sufficient flexibility to consider grants, loans, direct investments or equity investments and is broad enough to take into account the appropriate rate of return, levels of risk, and revenue flows, in order to advance economic development, communities, and the environment.

In our view this is a real strength as it provides a flexible tool kit that can be tailored to the opportunities as they present themselves. Equally it allows the region to engage in conversations with significant opportunities that would not otherwise be available if the region were not able to be an investor.

Process for Assessment by Investment Team at Northland Inc

Northland Inc has developed a process for assessing projects for investment through the Investment and Growth Reserve. This is designed to ensure:

- The investment has value and importance;
- The appropriate form of investment is made, i.e. a loan, direct investment, or equity investment;
- The project will be properly managed;
- The project partner has the capability to deliver the benefits;
- Public money is not being exposed to risk when private money is available for investment in the project;
- Decision makers have the information they need to decide between the relative merits of alternative proposals; and
- Projects with inter-dependencies are undertaken in the optimum sequence.
- A 'public good' return on investment can be achieved.

The process is fundamentally underpinned by requiring a business case assessment of potential projects. The business case process is designed to be:

- Adaptable - tailored to the size and risk of the proposal;
- Consistent - the same basic business issues are addressed by every project;
- Business oriented - concerned with the business capabilities and impact, rather than having a technical focus;
- Comprehensive - includes all factors relevant to the project;

- Understandable – the contents are clearly relevant, logical and, although demanding, are simple to complete and evaluate;
- Measurable – key aspects can be quantified and qualified so their achievement can be assessed;
- Transparent – key elements can be justified openly amongst parties;
- Accountable – accountabilities and commitments for the delivery of benefits and management of costs are clear

Alongside this, Northland Inc has reviewed how a project will be processed through the organisation and developed a consistent methodology. The process steps are clearly defined within the following evaluation process flowchart (reference Appendix B). This flowchart tracks projects from their initial introduction to Northland Inc right through to the final yes or no decision. There are several key steps within this process, and timeframes have been included where it is Northland Inc's responsibility to progress matters. Two key templates have been developed to support this process. This first is an initial project assessment template and the second is the more detailed investment proposal template. Additionally, Northland Inc has a template for assessment of feasibility and business case projects that are decided by the Northland Inc Board. Further information including the templates is included as Appendix B.

INDEPENDENT REVIEW (S17A)

In 2017 the four Northland Councils undertook a joint review of their economic development activities, including tourism and destination marketing services. This review, prepared by Martin Jenkins, was done to ensure compliance with the requirements of section 17a of the Local Government Act 2002. A section 17a review must consider three elements: how a service is governed; how it is funded; and how it is delivered. The review involved documentation appraisal, interviews with a wide range of parties in the public and private sector, and analysis of findings, including comparison with economic development activities undertaken by Councils elsewhere in New Zealand.

The review found that a large range of economic development activities are being delivered in Northland, are reaching a large range of organisations, are consistent with identified opportunities and needs facing the region and supported by evidence. There were several opportunities for improvement identified, including the need for greater project prioritisation, improved governance of Northland Inc. and refinements to the operation of the IGR.

It is important to note that this report was scoped as a full review of Councils' delivery of economic development activities and whilst the report included assessment of Councils expenditure *it did not assess Councils performance* – choosing to only focus the performance assessment on Northland Inc – hence a somewhat skewed result is presented in terms of value for money / overall impact that Northland Inc can deliver. If such a report were to be done again it would be important to differentiate between services that Northland Inc delivers and services that Councils themselves deliver – and the associated costs of each of those.

5. FUNDING FROM IGR

Northland Inc is allocated an annual baseline level of operational funding by its shareholder councils from the IGR which supports the operational activities of the organisation. Project-based funding is obtained through other public and private agencies, with central government being the next largest funder of Northland Inc.

The IGR was created by NRC in 2011/2012, and it began receiving a share of the Council's investment income, with the share increasing each year. *The original forecast had the contribution increasing to \$7M over a seven-year period* however that was reduced significantly in the next Long-Term Plan (LTP) and NRC has made further refinements in the way NRC has provided the reserve income.

Additionally, post the Section 17a review, each of the district Councils has taken an ownership role in Northland Inc (Kaipara District Council and Far North District Council first and subsequently Whangarei District Council). Each of the Council's funding also goes into the IGR.

FUNDING PROVIDED

Over the **13-year period** (2011/12 to 2024/25) a total of \$28 million in revenue has been received into the IGR.

- \$300,00 has come from Kaipara District Council
- \$832,000 has come from Far North District Council
- \$475,000 has come from Whangarei District Council
- \$25.3 million has come from Northland Regional Council
- \$1.1 million in other revenue (interest, loan payments etc)

In terms of the NRC contribution, this has been made up of:

- \$16.8 million (72%) has come from NRC investment income and \$5.4 million (16%) from other NRC reserves.
- In the three years since it began in 2021/22, \$3.1 million of revenue has been raised through the NRC Regional Economic Development Rate. This will increase over time so that by 2026/27, the sixth year of NRC 2021-2031 Long Term Plan (LTP), 70% of the NRC contribution will be coming from the Rate.

An average of \$2.1 million has been received annually into the IGR over the 13-year period. This is forecast to continue to increase over time based on the LTP funding commitments by the four shareholder Councils.

FUNDING ALLOCATION

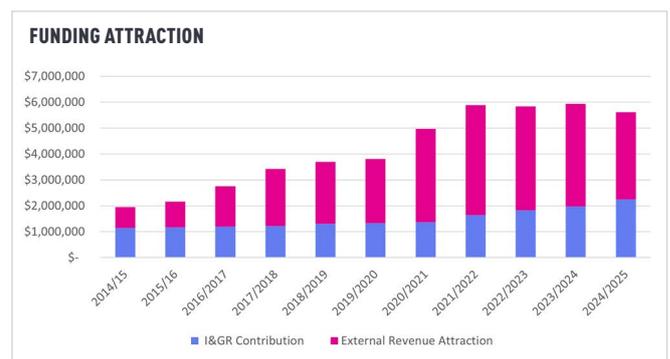
Over the 13 years from 2011/12 to 2022/23, a total of \$27.6 million has been allocated from the IGR across the three available categories:

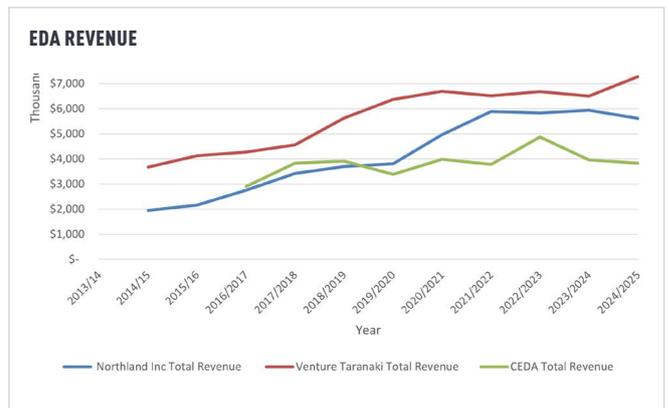
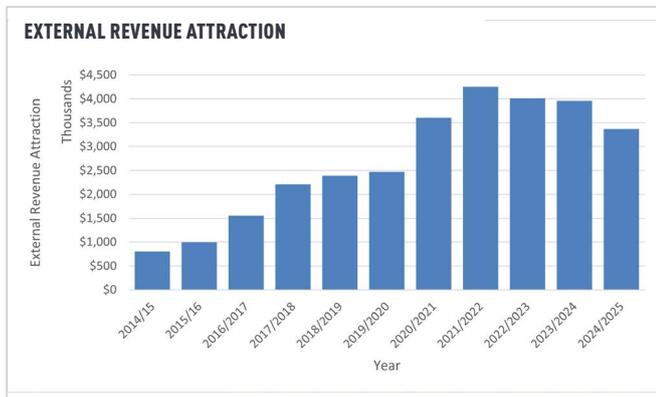
- Project Development funding has been provided with a total investment of \$1,815,633 (7%) million
- Enabling Investments into projects with a total investment of \$8,603,494. (31%)
- Northland Inc operational expenditure has been supported with a total investment of \$17.1 million (62%)

These allocations from the IGR are made by the Joint Regional Economic Development Committee through agreeing to Northland Inc's annual Statement of Intent which contains the operational budget and Project Development Budget and through individual decisions on enabling investments. Further details on the Project Development and Enabling Investment funding is provided within Section 6 below.

In terms of the Operational funding, this increased in 2021/22 and 2022/23 as a result on the move to joint and equal ownership by the three Councils. The increase in funding was allocated to ensure Northland Inc increased the level and visibility of service provided to the two districts.

Northland Inc has sought external funding alongside the funding from its shareholder for programmes such as the regional business partnership and for delivery of projects such as Extension 350. **Over the last ten-year period, shareholder investment of \$16.5 million has generated \$46 million total return, representing a return on investment of 180 percent.**





To provide some context, a comparison has been done with two other EDAs of comparable size, context, and economies – Venture Taranaki and Central Economic Development Agency, Manawatu (CEDA). Venture Taranaki has approximately 25 FTE and one shareholding Council, and CEDA has approximately 19 FTE two shareholding Councils. The graph below shows their total revenue (core Council provided and leveraged external funding).

Venture Taranaki achieves a return on investment for their shareholder funds of 92% and CEDA achieves a return on investment for their shareholder funds of 51%.

6. OPERATIONAL DELIVERY

INTRODUCTION

Regularly reviewing KPIs and reporting on the use of IGR funding is not sufficient to show the impact and outcomes that Northland Inc has provided over the lifespan of the IGR. To do this you also need to analyse the operational performance alongside the use the Project Development Fund and Enabling Investment categories within the IGR. This section is grouped in terms of the operational structure of Northland Inc and starts with the Investment and Infrastructure function, which includes the administration of the Project Development and Enabling Investment funds.

Note: it has been particularly difficult to analyse performance over time as the KPIs have changed regularly – whilst it is understandable to want specific KPI related to the immediate issues of the day, there is also some real value in a consistent set of long term KPIs that no do change. Equally, the style and level of information included within the Annual Report has changed significantly over the ten period.

It is also noted that many of the KPIs have additional data fields that are not reported - typically breakdowns by sector or District Council boundary and the regional outcomes (the macro trends of the economy) have not been included in recent years'

Annual Reports or Annual Snapshots. This information would be particularly useful to include, particularly when looking at long term trends in the economy as economic development activity by Northland Inc is typically a long-term process.

In two key areas it has been difficult to quantify the impact Northland Inc has had through its activities. The first is the support for projects/opportunities looking to raise investment through other sources than the IGR – letters of support, peer review of funding applications and introductions to key contacts are all very important activities that Northland Inc undertakes and do often result in significant funding coming into the region but are not captured by Northland Inc's formal reporting mechanisms.

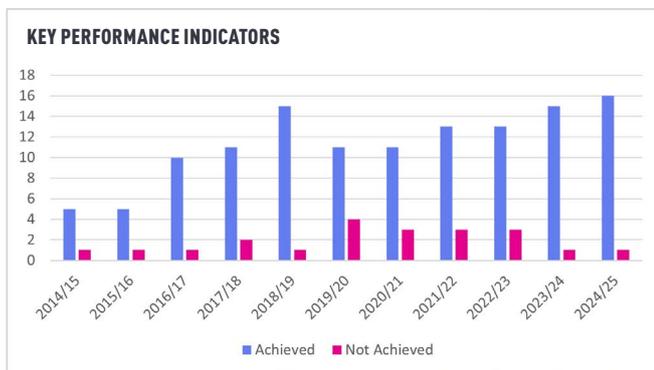
The second is the administration and promotion of funding mechanisms (e.g. Regional Events Fund and other funds, such as that from Transpower) - Northland Inc has facilitated significant funding into the region but has not been able to do any post project evaluation to track how that money has been used or what economic impact the events funded have achieved.

KEY PERFORMANCE INDICATORS

KPIs establish clear, measurable benchmarks as one tool against which the organisation’s success can be evaluated. For Northland Inc, shareholders have emphasised the need to differentiate between the outcomes and outputs. To assess whether Northland Inc’s outputs are contributing to the achievement of desired outcomes, we need to measure the impact of the organisation’s interventions.

Northland Inc has created a strong KPI framework. The organisation maintains a well-sized framework. The performance measures are specific, measurable, and relevant, characteristics of high-quality performance measures. Overall Northland Inc has a strong track record of exceeding its KPIs as can be seen in the graph below.

However, the KPIs are currently being tweaked every year which makes long term trend monitoring and analysis difficult. Over the longer term, it would be much easier if KPIs were the same over a 7-10 year period – especially as this would align with the nature of economic development projects and initiatives, in that they take 7-10 years to come to fruition.



INVESTMENT AND INFRASTRUCTURE

INTRODUCTION

The Northland Inc Investment and Infrastructure team is responsible for the selection of appropriate projects to support through the IGR funding tools. The team is required to ensure decision makers understand the risks involved and the detail of the projects and recommend those projects for funding through the IGR. The team has developed comprehensive processes for assessing projects; when and how to involve the board, and a detailed business case assessment process. Northland Inc governance and management have confidence in this process.

Debt deals have been challenging in terms of the security/risk profile required by the Shareholders, nonetheless, in our view there is a clear economic development rationale for supporting projects with debt funding. The obstacle seems to have been, timeliness, appetite for calculated risk, and investment expertise/capacity supporting decision-making.

Equity deals have not been forthcoming and the rationale (regional benefit) for taking an equity stake in a company compared to a debt deal has not been obvious to date. Shareholder equity investments, however, could well provide financial and public good returns in strategic infrastructure investments that support economic development objectives.

Impact investments (grant funding), by comparison, have been strongly supported. Potentially due to the projects having a natural focus on the wider regional economic development benefits and not requiring as complex due diligence. The challenge is that equity or debt deals can provide the potential for a return and re-investment into the IGR which has been a desire of the shareholder but grant funding (which does not provide a return to the IGR) has been supported to date.

The success to date with investment of the fund is significant in terms of leverage and economic impact. In terms of developing a diversified portfolio of investments that make a return to the fund (debt and equity), more time is needed to achieve these, and further discussion needs to be had in increasing timeliness, risk appetite, and investment capability.

Northland Inc has developed a process for assessing projects for investment through the IGR. This is designed to ensure:

- The investment has value and importance;
- The appropriate form of investment is made, i.e. a loan, direct investment, or equity investment;
- The project will be properly managed;
- The project partner has the capability to deliver the benefits;
- Public money is not being exposed to risk when private money is available for investment in the project;
- Decision makers have the information they need to decide between the relative merits of alternative proposals;
- Projects with inter-dependencies are undertaken in the optimum sequence; and
- A ‘public good’ return on investment can be achieved.

The process is fundamentally underpinned by requiring a business case assessment of potential projects. The business case process is designed to be: The business case process is designed to be:

- Adaptable – tailored to the size and risk of the proposal;
- Consistent – the same basic business issues are addressed by every project;
- Business oriented – concerned with the business capabilities and impact, rather than having a technical focus;
- Comprehensive – includes all factors relevant to the project;
- Understandable – the contents are clearly relevant, logical and, although demanding, are simple to complete and evaluate;
- Measurable – key aspects can be quantified and qualified so their achievement can be assessed;
- Transparent – key elements can be justified openly amongst parties;
- Accountable – accountabilities and commitments for the delivery of benefits and management of costs are clear.

The process steps are clearly defined within an evaluation process flowchart (see Appendix B). This flowchart tracks projects from their initial introduction to Northland Inc right through to the final yes or no decision. There are several key steps within this process, and timeframes have been included where it is Northland Inc’s responsibility to progress matters. Two key templates have been developed to support this process. This first is an initial project assessment template and the second is the more detailed investment proposal template.

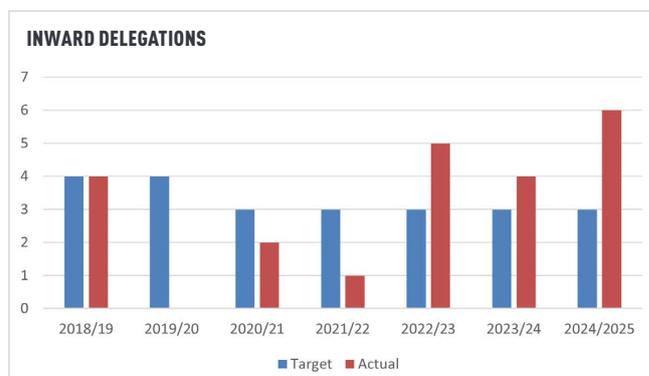
GENERAL ACTIVITY

The Investment and Infrastructure function played a central role in developing the physical, commercial, and enabling foundations of Taitokerau Northland’s economy. The team provided the analytical, feasibility, and project development capability required to progress major regional initiatives from concept to implementation. Much of this work enabled Councils, iwi, industry, and private sector investors to secure external funding, reduce risk, and advance projects that contribute to long-term regional resilience, productivity, and employment growth.

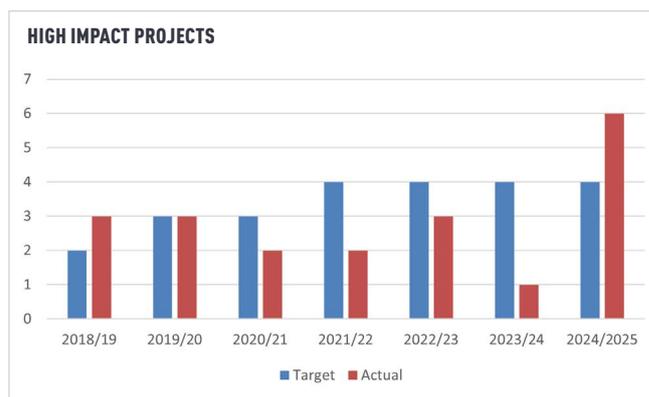
In the early years, the focus was on building a pipeline of evidence-based proposals across transport, digital connectivity, marine infrastructure, water systems, and

sector development. Feasibility studies and early investment assessments supported the region in articulating its needs and opportunities in a structured and defensible way. This included analysis of manufacturing capability, marine servicing infrastructure, freight and logistics challenges, industrial land availability, aquaculture potential, forestry processing opportunities, and the region’s strategic infrastructure gaps.

KPIs for this area have focused on the number of inward delegations as proxy for how strong the pipeline of investment projects is and the number of high impact projects being supported. Inward delegations were difficult to achieve during the early days of Provincial Growth Fund (PGF), and was impacted by the pandemic, but has picked up again post these events as per the graph below:



The number of high impact projects has similarly been affected by both PGF and the impacts of the pandemic, but would appear to be on the rebound as per graph below:



Significant progress was made in digital connectivity planning, including preparatory work that contributed to the establishment of the **Hawaiki Cable landing**, alongside initial stages of digital enablement initiatives that strengthened the capacity of communities and businesses to participate in the modern economy. This foundational work improved reliability, enabled high-speed connectivity, and positioned the region for technological adoption in both business and education.

Support for **NIWA's Kingfish Production** facility at Ruakākā signalled a step-change in Northland's aquaculture capability, combining scientific expertise with commercial ambition.

Tourism and culture-based investments also matured. Projects such as **Manea – Footprints of Kupe** in Hokianga and the **Hundertwasser Art Centre** in Whangārei, represented a new generation of arts culture and heritage focused assets. The team provided rigorous commercial structuring, governance support, and investment attraction activities that helped secure matched funding and unlock multi-year delivery pathways.

The introduction of the PGF from 2017 onwards created a step-change in the scale and volume of investment-readiness activity. Northland Inc prepared a substantial portfolio of proposals aligned with regional priorities, enabling the region to secure funding for a wide range of initiatives. These included water storage (such as Matawii and Te Tai Tokerau Water Trust studies), tourism infrastructure, transport resilience work, construction readiness, skills development, primary sector innovation, and business growth projects. This work ensured that projects had well-researched business cases, robust data, and clear pathways to delivery, providing confidence to central government to invest.

One of the more significant multi-year initiatives supported during this period was the development of the **Ngāwhā Innovation and Enterprise Park**. The Investment and Infrastructure team contributed to early feasibility work, coordinated elements of the investment-readiness process, and worked with partners to progress funding applications and project planning. The team's role included supporting commercial structuring discussions, helping shape documentation required for Crown and Council investment processes, and maintaining collaboration with key development partners.

These contributions helped the project move from initial concept toward staged development and delivery. The opening of the **Mahinga Innovation Centre** in 2023 marked a major milestone within the wider Park. The Centre provides co-working space, meeting rooms, digital conferencing infrastructure, and laboratory facilities used by education providers, natural products companies, business support programmes, and regional organisations. Its establishment reflects a multi-agency effort in which Northland Inc's investment and feasibility support formed one component of a broader regional partnership.

Throughout the decade, the Investment and Infrastructure team also contributed to land-use

diversification projects, including horticulture trials, primary sector feasibility work, and strategic assessments related to natural products and crop diversification. These activities were grounded in economic, climatic, and soil-based research, and enabled iwi, landowners, and investors to make informed decisions about potential commercial viability.

Following Cyclone Gabrielle and its widespread regional impacts, the Investment and Infrastructure team commissioned an **Economic Impact Assessment (EIA) on the closure of SH1 Brynderwyn Hills**. This analysis quantified a \$112.8 million economic impact from 58 days of closure, highlighting the interdependence between transport connectivity and regional economic performance. The findings informed multi-agency discussions and contributed to structured engagement with Waka Kotahi on closure timing, mitigations, and future resilience planning.

Across the decade, the team's work showed a clear strategic leadership function. It connected regional priorities to national programmes, brokered relationships across iwi, government, and private investors, and ensured that Te Tai Tokerau was positioned for opportunities that required readiness, flexibility, and credibility.

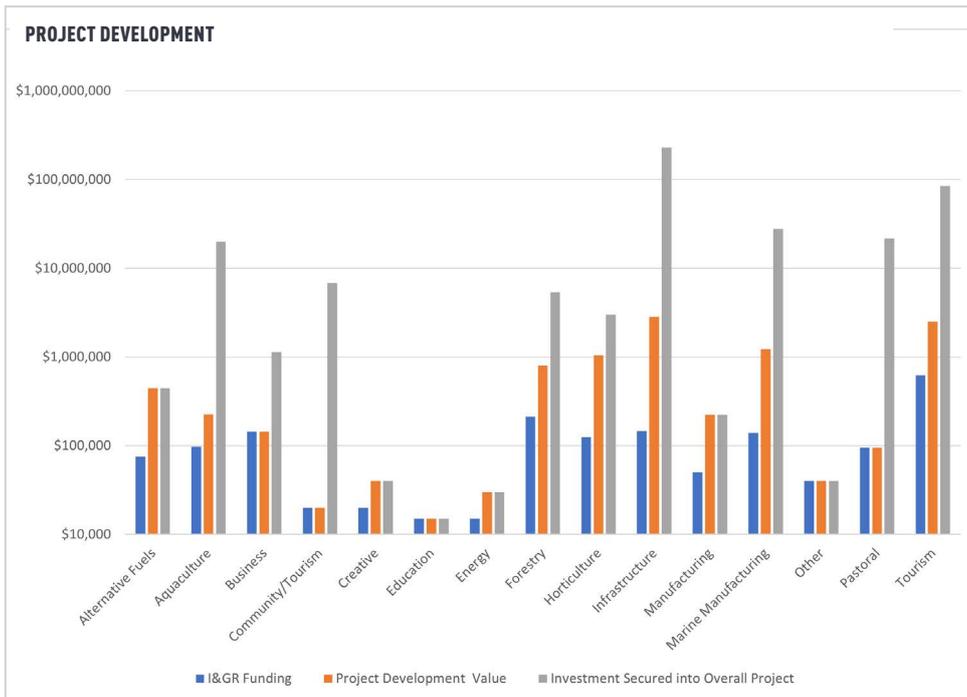
The preparation of investment-grade proposals; feasibility work that underpinned successful regional funding allocations; infrastructure planning aligned with strategic priorities; enabling of high-value precinct development; evidence-informed advocacy for infrastructure resilience; and support for sector diversification. These outputs provided the region with a stronger economic foundation, improved decision-making, and the ability to progress major projects that would otherwise have remained conceptual.

The cumulative investment attracted through these efforts - exceeding hundreds of millions of dollars - demonstrates the value of a regional organisation committed to building long-term economic foundations.

PROJECT DEVELOPMENT ACTIVITY

Over the thirteen-year period a total of 61 projects have been supported with a total investment of \$1,815,633 million allocated by Northland Inc through the Project Development funding. The total value of the supported projects is \$9,641,046. This is a direct leverage of 1:4. Many of those projects continued and secured investment and the value of that investment is \$400,900,513.

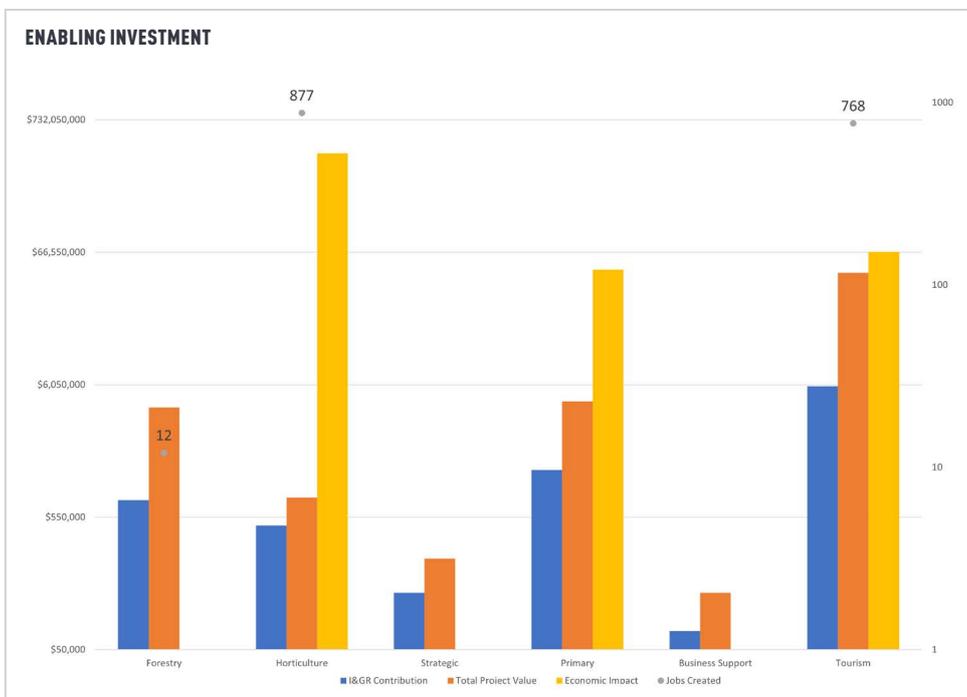
The graph below shows the funding allocations grouped by sector:



A detailed breakdown of the allocation of project development funding is included in Table in Appendix C.

ENABLING INVESTMENT ACTIVITY

Over the 13-year period, a total of 13 Enabling Investment projects have been supported with a total investment from the IGR of \$8,603,494. The total capital value of the projects supported is \$55,562,746. This means the **Enabling Investment has had a direct leverage of 1:65**. These enabling investment projects have very conservatively (limited accurate data is available) **created 1,657 new jobs and have created an economic impact of over \$514,760,000.**



Appendix D provides information on the 13 projects to which the Enabling Investment funding has been allocated. Note that two projects – Extended Regional Promotions and Water storage and use – received two and three allocations, respectively.

MANEA FOOTPRINTS OF KUPE

Manea Footprints of Kupe offers a unique 75-minute multisensory cultural experience that brings Kupe's journey and Te Ao Māori to life through guided storytelling, art, taonga, film, performance, and digital interaction. Since opening in December 2020, Manea has become a cornerstone cultural attraction for Hokianga and the wider northern west coast. Northland Inc played a critical enabling role in establishing the project, providing investment support. IGR Business Case funding of \$40,000 which led to an early investment through the Enabling Investment fund – a contribution of \$500,000 which helped leverage the full investment of \$9M. Northland Inc also provided ongoing trade, capability, and tourism-industry assistance. Without this involvement, the project would not have progressed to operation.

The early years were significantly disrupted by COVID-19, limited marketing resources, and the loss of international visitors. More recently, domestic economic uncertainty has also constrained demand. Nevertheless, recovery is underway: domestic visitation is strengthening, international tourism in Northland has returned to around 80% of pre-2019 levels, and forward bookings for the coming summer are positive. Manea has broadened its markets, including education, corporate, and team-building programmes- performing strongly with some government agencies - although funding access is now more challenging under new settings.

Collaboration has been essential. Manea works with Ngā Waiariki Ngāwhā Springs, Kawiti Glow Worm Caves and Te Ahurea in collective marketing, improving visibility for the west coast and supporting its achievement of trade-ready status. These partnerships, alongside Northland Inc's strategic support, have strengthened capability, leadership confidence, and organisational resilience.

Manea generates direct employment (4 FTE, 6 part-time roles including students, and seasonal extensions) and contributes meaningfully to local economic activity. Its presence helps extend visitor stays, stimulates



spending, and has encouraged new tourism ventures and accommodation providers to establish nearby including influencing the redevelopment of the major hotel now known as The Sands.

The venue is also an important community asset, providing a neutral gathering place for events, education programmes, cultural storytelling, and distribution of local goods. Environmental impacts are minimal, supporting like-minded operators and reinforcing strong cultural identity for the region.

Looking ahead, Manea is pursuing growth opportunities: expanding waka-based cultural experiences with a newly launched waka (April 2025), exploring a carving school partnership with Te Wānanga o Aotearoa, and seeking capital to build a Waka Whare. Key challenges include limited financial capacity, rising operating and insurance costs, and upcoming maintenance needs for the theatre. Even so, with continued collaboration and a strengthening tourism outlook, Manea is well positioned to build on the foundations enabled through Northland Inc's early and ongoing support.

HUNDERTWASSER ART CENTRE WITH WAIRAU MĀORI ART GALLERY

The Hundertwasser Art Centre (HAC) with Wairau Māori Art Gallery is a nationally significant cultural landmark celebrating the visionary work of Friedensreich Hundertwasser alongside contemporary Māori artists. True to Hundertwasser’s philosophy, the building embodies creativity in harmony with nature through organic design, spontaneous vegetation, and an afforested roof. The project’s completion in 2021 marked the culmination of 30 years of community effort, drawing on the skill of local artisans, engineers, craftspeople, architects, and an extensive volunteer movement.

Northland Inc played an essential enabling role, facilitating \$1.5M in IGR Enabling Investment funding toward the \$33M project – support that was pivotal in meeting tight fundraising timelines and giving Central Government confidence to commit Provincial Growth Fund investment. This support helped accelerate construction and secure the final pathway to delivery.

The HAC has expanded Whangārei’s cultural and tourism offering, smoothing Northland’s seasonal visitor curve and acting as a catalyst for broader Town Basin regeneration, including renewed interest in 4-star hotel development. Although current operations run at a deficit (FY25: -\$1.42M; FY24: -\$1.33M), revenue from admissions, retail, Whangarei District Council grants, and central government support continue to underpin operations while the centre grows its market presence. FY25 visitor numbers reached 34,387 despite significant disruptions – COVID-19, reduced international arrivals, and SH1 Brynderwyn closures. Visitor data shows strong engagement: 31% international, 34% Auckland, 16% Northland, 19% other NZ regions.

Employment outcomes are substantial, with 25 roles (12 FTE) at HAC, 1.5 FTE at the Wairau Māori Art Gallery, and additional jobs through the Aqua Restaurant and supporting services. The art centre drives wider economic benefits: it attracts cruise ships (with direct visitor spend estimated at \$420,600 in 23/24 and \$976,400 projected for 24/25), increases demand for accommodation, and boosts foot traffic for Town Basin businesses.



Community and cultural benefits are deep and sustained. A strong partnership with Te Parawhau guides cultural protocols and ensures appropriate recognition and resourcing. The education programme has engaged 9,860 students to date (2,080 in FY24/25), and more than 2,500 people participated in public workshops on art, architecture, and ecology. The centre also strengthens the local creative sector by providing exhibitions, workshops, and professional development opportunities. The Wairau Māori Art Gallery delivers a dedicated national platform for Māori fine art, complementing other regional cultural assets.

Environmentally, the HAC advances Hundertwasser’s sustainability ethos and serves as a venue for conservation and climate-focused events. Despite challenges in achieving early visitor projections due to global and regional disruptions, the centre continues to demonstrate its value as a cultural anchor, tourism attractor, and catalyst for economic development—made possible through significant community effort and Northland Inc’s critical investment facilitation.

“ 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. The Northland Inc team have included us in a vast range of campaigns and famils which have led to an increase in visitor numbers.”

- Dr Joost de Bruin, Director, Hundertwasser Art Centre

WAITANGI MOUNTAIN BIKE PARK

Waitangi Mountain Bike Park (WMBP) is a nationally recognised outdoor recreation asset that strengthens Northland’s reputation as a year-round adventure tourism destination while delivering economic, health, and community benefits. Since opening in October 2016, the park has recorded more than 167,000 rides and benefited from over 30,000 volunteer hours, reflecting strong community ownership and sustained demand.

The park was developed to attract visitors, improve health outcomes, and celebrate cultural and environmental values. Unlike many comparable facilities, WMBP operates year-round due to consistent maintenance, supporting off-peak visitation and helping smooth seasonal tourism patterns in the Bay of Islands.

Funding of \$400,000 through the IGR Enabling Investment programme was one of the first major commitments to the project and played a critical catalytic role. Early IGR support enabled construction to proceed and provided confidence for other funders resulting in total funding of \$1.6M. The project could not have been delivered without the early investment support from Northland Inc.

WMBP operates on an accessible, donation-based model (recommended \$50 annual or \$10 daily), ensuring broad community participation. This revenue does not fully cover operating costs, with the park running at an annual deficit of approximately \$15,000, covered by Focus Paihia in recognition of the wider benefits delivered.

Economic impacts are significant. An independent assessment estimates WMBP has generated approximately \$13.5M in additional visitor spending since opening (around \$1.5M per year). Adjacent



businesses at the park entrance - Paihia Mountain Bikes and Pikiniki Café - generate a combined annual turnover of approximately \$1.2M. Employment outcomes include eight full-time and four part-time roles, with additional seasonal employment.

The park delivers strong community and health outcomes, supporting schools, youth and women’s riding groups, mental health, and rehabilitation programmes, and regular hapū participation. Health benefits are estimated at \$0.5M per year using NZTA methodologies.

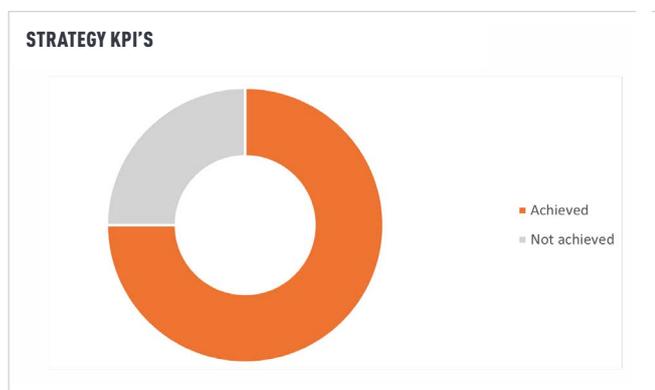
Environmental stewardship is embedded in operations through high standards of track maintenance and native replanting to protect trail assets. Despite challenges including limited marketing capacity and reliance on volunteer effort, WMBP is widely regarded as a top-tier mountain biking destination, with high visitor satisfaction and strong safety performance.

Overall, Waitangi Mountain Bike Park demonstrates the long-term value of early enabling investment, delivering enduring economic, health, environmental, and social returns for Northland.

STRATEGY AND LEADERSHIP

The Strategy and Leadership function served as a key Pou in Northland Inc's regional coordination, long-term planning, and collaborative leadership across the decade. This function carried responsibility for regional strategy development, oversight of cross-sector partnerships, monitoring of priority projects, and convening of stakeholders to define direction and maintain momentum. Its role was central to ensuring that regional economic development activity remained aligned, transparent, and based on evidence and engagement.

Key Performance metrics within this section focused on development and implementation of the Te Tai Tokerau Economic Action Plan and were achieved as per graph below. 'Not achieved' metrics were related to external delays in finalising the action plan.



A major foundational achievement was the development and ongoing refresh of the **Tai Tokerau Northland Economic Action Plan (TTNEAP)**. First launched as part of a national regional growth programme, TTNEAP mapped the region's priority projects and created a shared framework for agencies, iwi, and industry to work collectively. Annual monitoring and reporting cycles provided visibility over progress, challenges, and outcomes. The strategy guided initiatives across digital connectivity, water security, tourism infrastructure, forestry processing, skills and workforce programmes, innovation hubs, and agribusiness development. Through TTNEAP, Northland Inc established processes for cross-agency coordination, ensuring stakeholders operated from a unified direction of travel.

Across the decade, the team's work evolved into a clear strategic leadership function. It connected regional priorities to national programmes, brokered relationships across iwi, government, and private investors, and ensured that Te Tai Tokerau was positioned for opportunities that required readiness, flexibility, and credibility. The cumulative investment attracted through these efforts - exceeding hundreds of millions of dollars - demonstrated the value of disciplined project

development and a regional organisation committed to building long-term economic foundations.

Northland Inc also led structured responses to major economic shocks during the decade. During the **COVID-19 pandemic**, it played a key coordination role between central government, local Councils, iwi organisations, industry networks, and business support services. Activities included information dissemination, recovery planning, rapid sector engagement, and alignment of support pathways across the region. Similar coordination work occurred following severe weather events and the closure of the Marsden Point refinery, where the function ensured that regional needs were clearly communicated and informed by sector intelligence.

From 2021 onward, the function shifted toward long-term economic transformation work. This culminated in the development of **Te Rerenga – Northland's Economic Wellness Pathway**. Te Rerenga represents a broad, intergenerational economic strategy reflecting insights gathered from iwi, hapū, Councils, central government agencies, business leaders, industry sectors, and community organisations. Engagement involved hui, sector workshops, online submissions, targeted interviews, and thematic research. The resulting strategy consolidates more than 20 years of previous regional strategic kaupapa and sets out priorities across workforce, transport, environmental resilience, digital access, housing, industry development, and wellbeing outcomes.

Te Rerenga introduced an economic wellbeing framework that considers both the flow (rerenga) of people, resources, investment, and opportunity, and the need for cohesion across districts, coasts, strategies, and sectors. Through this work, Northland Inc provided a structure through which future investment decisions can be assessed, prioritised, and aligned with regional aspiration.

In addition to long-term strategy, Northland Inc contributed to regional advocacy, strengthening Northland's ability to influence national decisions on infrastructure, investment, and policy settings. This included producing submissions, briefings, strategic analyses, and coordination materials that supported Northland Inc's role as a regional voice.

Across the decade, this function delivered consistent outputs: cross-sector convening, structured regional planning, evidence-led programme design, interagency alignment, and public reporting. These contributions ensured a coherent regional direction, strengthened collaborative practice, and provided mechanisms for monitoring and adjusting activity in response to evolving economic conditions.

DESTINATION MANAGEMENT AND MARKETING

The Northland Inc Destination Management and Marketing team delivered a wide portfolio of regional tourism activity across the decade, ranging from marketing and industry capability to long-term destination planning and product development. The team worked to grow a resilient, high-value visitor economy for Te Tai Tokerau. Over the decade, the team's focus evolved from traditional promotion toward a more sophisticated destination management approach - one that balanced visitation and economic outcomes with community wellbeing, cultural integrity, and environmental stewardship.

KPIs for this area have evolved alongside the work programme and available information (visitor spend information ceased being collected nationally) so it is difficult to report on long term trends however one example that is useful to report is the **equivalent advertising value** achieved as per the graph below:



A key component of the team's work was the development, launch, and expansion of **Northland Journeys**. The 10 themed routes created structured ways for visitors to explore the region, linking stories, landscapes, and visitor experiences across Taitokerau. Supporting material included maps, signage, digital content, and itineraries integrated into NorthlandNZ.com. This work contributed to increased visibility of sub-regional destinations and strengthened links between operators and local communities.

In the early years, work concentrated on building Northland's profile, strengthening relationships with operators, and supporting emerging products. Campaigns targeted both domestic and international markets, seeking to increase visitor spend, length of stay, and seasonal spread. As the region's offer diversified—particularly through new Māori cultural experiences, adventure products, and coastal attractions—the need for a more integrated and strategic approach to destination development became increasingly clear.

This shift culminated in the development of the **Taitokerau Northland Destination Management Plan** (DMP), launched in October 2021. Co-created through extensive consultation and partnership with Te Au Mārie Sestercentennial Trust, Te Hīringa, Northland Inc, and Te Puni Kōkiri Taitokerau, under the guidance of a Leadership Advisory Group, the DMP set out a vision “to enhance the value of our visitor experiences in collaboration with iwi, hapū and stakeholders, for the benefit of our communities, businesses, the environment, and future generations.” It identified 35 actions spanning product development, infrastructure, workforce, sustainability, and cultural storytelling, with implementation beginning in 2022.

Throughout, the team maintained a strong focus on Māori tourism and destination storytelling. Partnership with iwi, hapū, and Māori operators ensured that cultural narratives were embedded authentically across campaigns and itineraries. Support for experiences such as Manea – Footprints of Kupe, Rawhiti-based walking experiences, and other Māori-led ventures reinforced the region's identity and provided meaningful pathways for manuhiri to connect with the history and values of Te Tai Tokerau. The DMP further emphasised the importance of Māori governance and leadership in destination planning, recognising kaitiakitanga as central to the region's long-term visitor strategy.

The Responsible Tourism Programme was first delivered in 2022 and has been designed to build the capability of tourism operators in Taitokerau around business sustainability. In addition to a shifting tourism landscape, the programme was born from feedback through engagement on the Taitokerau Northland Destination Management Plan (DMP) including the strong need for:

- Greater environmental protection and environmental sustainability
- Enhanced cultural infrastructure
- Emphasis on lifting quality of product offerings
- More cohesive communication and collaboration across the sector
- The need for action, change and leadership

Since the beginning of the programme over 10 workshops have been delivered across topics spanning from waste management, regenerative storytelling and pricing and packaging. Approximately 180 individuals have participated across the programme and some key results include:

- **25% of businesses have implemented new waste management processes.**

- **Almost 30% of attendees have committed to an environmental cause (such as PF2050 work) or working directly with a local community group on environmental issues.**

The programme continues to be supported by the team with further workshops underdevelopment and a webpage developed for further resources and learning opportunities.

Alongside the DMP, the team led significant work to build Northland's brand presence and market reach. COVID-19 brought significant disruption to the visitor sector, with international travel restrictions and sub-national alert level changes leading to cancellations, uncertainty, and reduced forward bookings. Campaigns such as #NorthlandStyle used radio, digital channels, out-of-home billboards, and partnerships with media agencies to reach national audiences. These campaigns contributed to increased domestic visitation and supported local operators recovering from the impacts of weather disruptions and travel restrictions.

Throughout this period, the team pivoted its efforts toward domestic audiences, working closely with operators to maintain visibility, adapt product offerings, and respond to changing traveller expectations. Northland's appeal to domestic visitors - particularly as a self-drive and outdoor destination - helped underpin a total visitor spend of over \$1 billion in 2021/22, despite the challenging context.

Further shocks followed with Cyclone Gabrielle and associated weather events, affecting access routes, perceptions of safety, and the confidence of both operators and travellers. Tourism electronic card transactions declined in the immediate aftermath, but the sector demonstrated resilience as access was restored and targeted marketing helped rebuild demand. The team worked alongside national agencies and regional partners to provide accurate information, emphasise open and accessible areas, and support operators facing compounding pressures. Funding secured for domestic marketing formed part of a broader recovery package, which also linked to business recovery initiatives delivered through the Business, Innovation and Growth team.

Campaigns such as 'It's Northland Time' used radio, digital, and out-of-home channels to reposition the region in the minds of travellers and counter negative perceptions following weather-related disruptions in the aftermath of Cyclone Gabrielle. National radio partners delivered promotional coverage beyond contracted volumes, while digital billboards across Auckland, Hamilton, Tauranga, and Rotorua achieved millions of impressions. Social media activity grew

steadily, with strong engagement on Instagram and Facebook helping to connect prospective visitors with operators and experiences across the region. These efforts contributed to substantial web traffic, with northlandnz.com receiving over 130,000 user visits in one reporting period and generating high equivalent advertising value from integrated media activity.

The Ministry of Business, Innovation and Employment (MBIE)-funded Tourism Recovery Programme (2020–2023) enabled delivery of operator capability programmes, sustainability and regenerative tourism training, product development, industry events, and workforce initiatives. Activities such as the Responsible Tourism Programme engaged more than 50 operators in waste reduction, carbon measurement, conservation projects, and adoption of regenerative practices.

The team also coordinated **international education promotion through Study Northland** and engaged in **international travel trade marketing with Tourism New Zealand** across the US, UK, Europe, and Asia. These activities maintained Northland's presence in key markets and supported recovery in international visitation after 2022.

Across the decade, the Destination Management and Marketing function built regional tourism capability, expanded visitor experiences, improved regional branding, and developed long-term frameworks that connect cultural, environmental, and economic outcomes.

The **Northland Regional Events Fund**, established by MBIE in 2021, provided nearly **\$1.7 million to 71 events** across the region. These included cultural festivals, sporting competitions, arts events, and large-scale community celebrations. Events supported through the fund demonstrated measurable economic impact through increased off-season visitation, local spend, and broader participation. Supported events included Matariki Pēwhairangi Festival, Bay of Islands Sail Week, Mangawhai Bowl Bash, Pasifika Fusion Festival, Fritter Festival, and multiple local heritage and sporting events.

Digital transformation was another key feature of the team's work. Investment in content, storytelling, and online platforms helped small and medium tourism businesses improve their online presence, connect with new markets, and manage real-time information flows during periods of disruption. Collaboration with regional and national partners ensured that Northland was well represented in trade, media, and consumer channels, even when physical travel was constrained.

By 2024/25, the Destination Management and Marketing function had developed into a sophisticated, partnership-led capability. It balanced the need to grow visitor spend and support operators with a commitment

to community wellbeing, environmental limits, and cultural integrity. The combination of a living destination management plan, targeted campaigns, events support, Māori tourism partnerships, and coordinated crisis response positioned Te Tai Tokerau as a resilient, values-led visitor destination—one that can continue to evolve as markets, technologies, and conditions change.

“ Northland Inc has been a solid ally for our business over the years. Their support has gone well beyond ticking boxes – they have actually taken the time to understand who we are, what we do, and how they can help. Whether it’s been funding opportunities, strategic advice, or just good people showing up at the right time with the right insight, they’ve made a real difference. They’ve also been powerful advocates for the Northland hospitality sector at a regional and national level, making sure our voice is heard and that our challenges are understood. That kind of representation is rare and incredibly valuable – especially in an industry as dynamic and exposed as ours.”

- Nicke Keene, Schnappa Rock and President, Hospitality NZ

“ Northland Inc is in a space where smaller businesses cannot afford to be, and they fairly represent. This economic benefit feeds into our communities, and without their presence on that world stage, Northland would be lagging behind other regions, as Queenstown, Rotorua and Auckland grab the lions’ share. On a macro level, their individual passion for the district is instrumental in growing ideas, incubating culture and developing tourism businesses that are fundamental in sustaining smaller communities. It all feeds back into the wider picture of putting Northland on a par with other regions and destinations.”

- Kate Malcolm, Dive! Tutukaka

In 2024 the team partnered with Air New Zealand to deliver a campaign to showcase the amazing experiences Northland has to offer through Air NZ’s Trip Starter tool, as well as showing the ease of access

to Northland through Air New Zealand’s two ports in our region – some highlights include:

- Online video delivered 1.4 million impressions with a strong view through rate of 96.24%, outperforming the benchmark of 90%.
- 96,000 impressions delivered through TVNZ+ Ad on pause.
- Delivered 3.5 million impressions and 3.1k clicks to Air NZ Trip Starter tool
- Social adverts with a Click Through Rate of 0.06%.
- Digital display delivered 6.6 million impressions
- 12.6K unique sessions on the tool and average session duration of 3min 39secs.
- Trip Starter Tool – 15 Northland businesses added to the tool taking total listings to 65
- Air NZ homepage takeover with Northland imagery and messaging, and Kia Magazine full page ad in September issue also reached over 1mil audience.

Audience behaviour change was tracked through Air New Zealand surveys and sales results.

Key message testing showed:

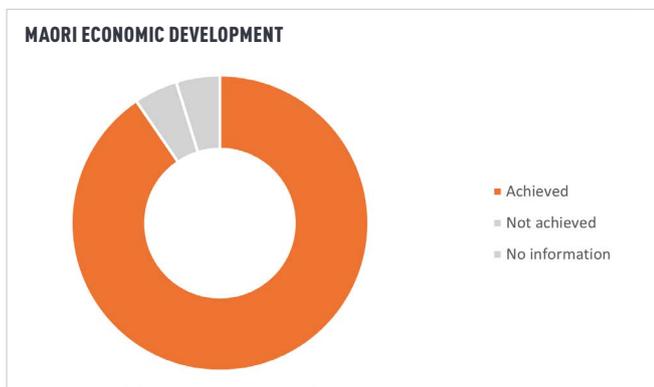
- 95% of people who had seen the campaign say the message, “I can fly to Northland with Air New Zealand” is quite or very likely to stick in their mind, above Air NZ norms.
- 80% of people who had seen the campaign say the message, “Northland has a broad range of experiences I can enjoy” is quite or very likely to stick in their mind, above norms.
- Northland seeing a 61% uplift in passenger ticket sales into the region vs the 4-week average.

A core function of the Destination Team is **International and Trade Marketing**. This activity takes Northland to the world and focuses on key markets. *Most of this work is funded through an International Marketing Group (IMG), a group of operators who are ready to work with international visitors and tourism trade.* This group pay a yearly fee to have their products represented internationally by the RTO. The Northland Inc Trade Marketing Manager travels internationally to events organised by Tourism New Zealand such as Kiwilink and represents Northland and regional operators at New Zealand-based tradeshows events and also hosting international agents on famils. Over the last two years they have trained over 700 agents and visited India, Australia, UK, Europe, and the USA.

MĀORI ECONOMIC DEVELOPMENT

Māori Economic Development activity evolved significantly between 2014 and 2024, reflecting deeper engagement between Northland Inc, iwi, hapū, and Māori businesses, as well as increasing integration of Māori perspectives into regional economic development. The work undertaken by Northland Inc focused on enabling participation, supporting capability growth, strengthening partnerships, and providing pathways for Māori entities to leverage regional opportunities.

KPIs for this area have evolved alongside the work programme so it is not possible to report on long term trends however collectively the KPIs have been well achieved as per the graph below:



In the early years, programmes concentrated primarily on outreach and capability support for pakihi Māori, with advisory services delivered through the Regional Business Partner (RBP) Network and tourism development initiatives. Engagement grew steadily as relationships deepened and **delivery partners such as Te Hiringa Trust and later Whāriki Te Tai Tokerau** played a more active role in outreach, mentoring, and programme design.

Initially Northland Inc aligned its work with the Tai Tokerau Māori Economic Development Plan (TTMED) – He Whenua, He Tangata, He Oranga. This plan, developed by the Iwi Chief Executives Consortium, set out regional Māori economic aspirations. Northland Inc’s contribution focused on advancing projects within the associated action plan, identifying Māori land holdings and economic activity, working directly with Māori businesses and Ahu Whenua trusts, and helping to coordinate funding provision. While some aspirational outcomes sat more appropriately with direct iwi-Crown relationships, many action plan projects aligned well with Northland Inc’s remit and were actively supported.

Northland Inc also advanced its internal Treaty-based capability through **He Korowai Manawanui**, the

organisation’s Māori Economic Development Framework. This framework strengthened cultural competency, guided engagement with iwi and hapū, and provided a structured approach for ensuring Māori perspectives and Te Ao Māori values were embedded in decision-making, partnership development, and programme delivery. He Korowai Manawanui supported more consistent and respectful engagement practices across all teams and contributed to the organisation’s wider commitment to Te Tiriti o Waitangi.

From 2018 onwards, the relationship with Māori businesses strengthened substantially as Northland Inc expanded activity across sector development, land-use innovation, tourism, workforce programmes, and investment readiness. Māori participation rates in business support programmes increased. **During Cyclone Gabrielle recovery grants, 26% of funding was distributed to Māori businesses**, supported by deliberate outreach pathways and culturally appropriate engagement processes delivered with Te Hiringa Trust and Whāriki.

As relationships deepened, the organisation’s Māori economic development portfolio diversified. By 2017/18, Northland Inc was working with more than 50 active Māori businesses across sectors including tourism, agriculture, apiculture, aquaculture, forestry, silviculture, and health. Support ranged from feasibility funding and strategy development to capability programmes and investment brokering. An example is the **Rawhiti 3B2 Ahu Whenua Trust feasibility study** which assessed the tourism potential of walking tracks out to Whangamumu, Deep Water Cove, Rakaumangamanga and the Cape Brett lighthouse, recommending remedial work and creating a pathway for enhanced visitor experiences on Māori land.

A major contribution was made through **land-use diversification and agribusiness innovation**. Māori landowners were active participants in the **Northland Peanut Trials**, which used iwi-owned sites across multiple districts. These trials involved scientific partnerships with Plant and Food Research and Manaaki Whenua Landcare Research and generated data to support future commercial options. Engagement with iwi on crops such as moringa, coffee, and other emerging land-use opportunities further expanded the region’s understanding of climate-resilient horticulture.

Strategic partnerships strengthened the regional ecosystem. A formal relationship with the Federation of Māori Authorities (FOMA) was established for Tai Tokerau, creating a platform for joint advocacy and collaboration. Northland Inc also played a key role in

supporting the World Indigenous Tourism Summit hosted at Waitangi in 2018, providing planning and operational support to New Zealand Māori Tourism and the World Indigenous Tourism Alliance. The summit brought together around 300 delegates from 15 countries and highlighted the potential for indigenous-led tourism to guide the sector in ways that uphold cultural integrity and environmental guardianship.

By the late 2010s, Māori participation was increasingly visible across the wider Northland Inc portfolio. Almost 40 percent of businesses participating in **The Pick Business Accelerator** in one year self-identified as Māori, reflecting both the entrepreneurial energy within Māori communities and the deliberate efforts to ensure programmes were accessible and culturally grounded. Projects such as Manea – Footprints of Kupe received support through the Investment and Growth Reserve, with Northland Inc helping to secure a significant contribution toward construction costs as part of a broader capital raise.

Māori perspectives shaped several regional strategic documents, including the Taitokerau Northland Destination Management Plan (DMP), which emphasised cultural identity, regenerative practices, and iwi-led visitor experiences. Māori governance roles were integrated into the development of Te Rerenga, ensuring iwi and hapū perspectives were central to shaping long-term economic direction.

The signing of the **Waka Hourua Agreement (2023)** represented a milestone in formalising collaboration between Northland Inc and Whāriki Te Tai Tokerau.

The agreement commits both entities to shared delivery activity, capability support, data sharing, and regional network development. It acknowledges the independent roles of both organisations while setting a structured foundation for coordinated activity.

Across the decade, the Māori Economic Development function shifted from programme-based delivery to partnership-based development. This was characterised by a shift from “doing projects for” to “partnering with”. Key outcomes included increased Māori participation in business support services, structured collaboration with Māori development organisations, integration of Māori priorities into regional strategies, and expanded opportunities for iwi and Māori enterprises across land-use innovation, tourism, and entrepreneurship.

PRIMARY SECTOR – TUPUTUPU GROW NORTHLAND

The Primary Sector function played a critical role in shaping Te Tai Tokerau’s food and fibre economy over the past decade, evolving from discrete project based land-use initiatives into a strategically aligned regional programme grounded in research, partnership, and innovation. The work spanned multiple sectors, including pastoral farming, horticulture, apiculture, crop diversification, water resilience, and emerging high-value products.

Across this period, the team’s approach evolved from supporting individual trials to designing an integrated, region-wide framework for future land use through the Tuputupu Grow Northland strategy.

Much of the early period was defined by **Extension 350 (E350)**, a project launched to lift the performance and resilience of pastoral farms across Tai Tokerau. Operating from 2016/17 through to 2021/22, E350 worked directly with farmers across the region, pairing commercial, iwi, and mentor farms to lift productivity, financial performance, environmental management, and business capability. E350 supported a total of 384 farmers, including 50 target farmers, 63 mentor farmers and 271 associate farmers, working in 10 clusters across Northland. The programme became a cornerstone of Northland’s farm system transformation efforts and produced a cohort of farmers better equipped for future climate, market, and compliance pressures.

Independent research evaluating the economic, environmental and wellbeing outcomes of E350 was completed by Scarlatti Limited (Scarlatti) which determined that for every dollar invested, a return of \$11.60 was generated against measurable financial outcomes alone. **An investment of \$4.1m resulted in a return of \$48.6m, confirming E350 was a good investment** as this represents just one of the three focus areas for the programme. The sustainable and long-term impact of E350 is still to be realised, with farmers describing the experience as ‘life changing’ and others confirming they would have left the industry without the support of E350.

Alongside pastoral sector work, Northland Inc supported diversification and value-creation initiatives. Apiculture remained an important area of engagement, with support for Māori-owned honey enterprises and producer coalitions. Increasing demand for mānuka-based products provided opportunities for whānau businesses and post-settlement entities, and the organisation connected producers to national

programmes aimed at improving innovation, product development, and export readiness.

During this period, the organisation also **supported investigations into water resilience and land-use demonstration projects**. The Water Demonstration Sites initiative tested irrigation, soil management, and crop viability in response to increasingly variable climatic conditions. These trials provided valuable data on performance across different soil profiles and water availability scenarios, forming part of the evidence base later used in strategic land-use planning.

Early crop diversification trials emerged as a response to both climate pressures and changing market opportunities. Northland Inc partnered with landowners and specialist advisers to explore new crops suited to Northland's soils and climate. This early work laid the groundwork for the later Sustainable Food and Fibre Futures (SFFF)-supported **Peanut Trials and investigations into other emerging crops**.

From 2021 onwards, diversification initiatives expanded in scale and ambition. The Northland Peanut Trials became a flagship partnership between Northland Inc and the Ministry for Primary Industries (MPI) through the SFFF fund. Initial trials demonstrated strong potential for peanuts as a climate-suitable, high-value crop that could complement existing farm systems. Based on promising results, the programme expanded across 2022–2024, with trial sites established on land held by Te Roroa, Ngāi Takoto, Te Aupōuri, and other iwi partners. The trials allowed for the testing of new rotations, improve soil health, and explore commercial opportunities with a trusted processing partner.

The expansion of the trials from farm-scale tests to a wider multi-site programme deepened regional understanding of soil performance, disease resistance, market potential, and commercial feasibility. These trials also created pathways for Māori land entities to explore horticultural opportunities with clear scientific and commercial backing. Media interest and national partner engagement helped position Northland as a genuine contender for a new peanut industry, grounded in both agronomic data and market-led relationships.

Parallel investigations into **moringa and coffee** - also supported through Tuputupu Grow Northland - reflected the region's increasing focus on high-value, climate-resilient crops. Initial scoping suggested both products could provide new opportunities for Northland's growers, processors, and natural products sector. These investigations continued into 2023/24 as part of the wider research and feasibility pipeline.

By 2021/22, it became clear that Northland Inc needed a regionally coordinated, long-term land-use strategy

to capitalise on lessons from E350, diversification trials, and water demonstration projects. In July 2022, Northland Inc secured funding to develop Tuputupu Grow Northland, the organisation's integrated primary sector strategy. The programme was designed to identify Northland Inc's role in bringing iwi, farmers, growers, researchers, and government agencies together to chart a cohesive direction for the region's food and fibre economy.

The Northland Inc team shifted from strategy development into delivery. The focus was on translating future land-use opportunities into actionable projects, strengthening iwi and industry relationships, and supporting landowners to undertake trials, feasibility assessments, and early-stage commercial investigations. This period saw the continued expansion of the Peanut Trials, the development of moringa and coffee assessments, and deeper engagement with iwi entities interested in crop diversification and whenua-based enterprise development.

The programme also enhanced regional coordination. Northland Inc worked closely with Ministry for Primary Industries, Crown research institutes, agricultural advisers, and iwi organisations to align Tuputupu Grow Northland's workstreams with national initiatives in climate adaptation, water management, and innovation. This provided Northland with a clearer system-wide view of investment needs, capability gaps, and high-potential growth opportunities.

By 2024, the Primary Sector function had evolved into a strategic, future-focused programme supporting landowners and iwi to respond to climate change, shifting market dynamics, and national environmental reforms. Its work created a credible evidence base for regional decision-making, helped diversify land-use opportunities, and strengthened the resilience of the region's food and fibre economy.

In recent years, Northland Inc has moved beyond trial-scale crop diversification and framed a broader, evidence-based pathway for new horticultural and arable industries. Under the Pūtake **Whakatupu – Foundation for Growth workstream of Tuputupu Grow Northland**, the organisation commissioned four comprehensive **market opportunity studies** – covering nine candidate crops: banana and pineapple; mango and papaya; sunflower and soybean; moringa; and turmeric and ginger. These studies were completed in September 2025 and released publicly to assist growers, landowners, and iwi with land-use decision-making.

The studies combine market analysis, supply-chain modelling and value-chain feasibility, providing a

data-driven assessment of both niche-scale and larger-scale potential for each crop.

Importantly, the reports help clarify what enabling infrastructure, value-add processing capacity, and support services (e.g. shared manufacturing, logistics, cold-chain, regulatory, and processing) would be needed to turn crop-level potential into sustainable industry. They complement earlier field trials (e.g. peanuts, moringa, coffee), by offering a strategic, region-wide growth pathway — reducing risk for growers, guiding investment, and positioning Northland to move from experimentation toward commercial scale.

Northland Inc’s release of the studies was accompanied by a series of September 2025 workshops across the region (Whangārei, Kaitaia, Kaikohe), inviting growers, landowners, iwi, processors and investors to explore the findings and help prioritise which crop opportunities should be fast-tracked. This engagement underscores the collaborative, community-led nature of the strategy, and reflects the organisation’s commitment to transparent, inclusive decision-making around land use and regional development.

Through E350, diversification trials, water demonstration sites, and the development and delivery of Tuputupu Grow Northland, the programme provides a cohesive pathway for the next generation of producers and landowners- one grounded in innovation, partnership, and long-term strategic guidance.

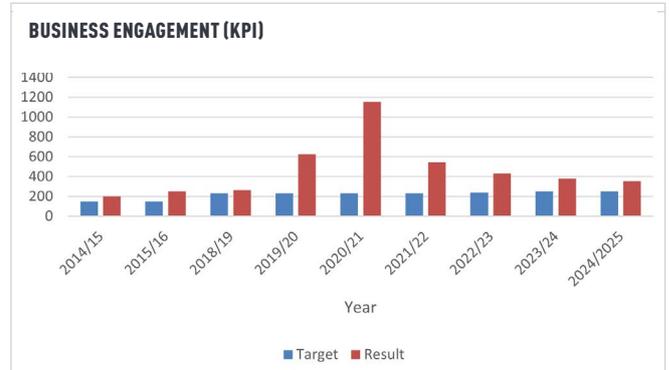
BUSINESS, INNOVATION AND GROWTH

The Business Innovation and Growth team provided consistent, high-volume business support across the region from 2014 to 2024. Its work focuses on capability development, innovation advice, startup support, and resilience programmes, with core operations funded through the Regional Business Partner Network (RBP). The team maintains a long-standing partnerships with New Zealand Trade and Enterprise (NZTE), Callaghan Innovation, local business networks, chambers of commerce, education providers, and sector organisations.

In the early years, the Business, Innovation and Growth team focused on building a foundation of capability across the region. In 2014/15, the team engaged with nearly 200 businesses per annum, facilitating more than **\$1 million** in combined New Zealand Trade and Enterprise (NZTE) and Callaghan Innovation funding-well above target. This investment supported training and advisory services in business planning, systems, financial management, marketing, and sustainability across a wide range of sectors including agriculture

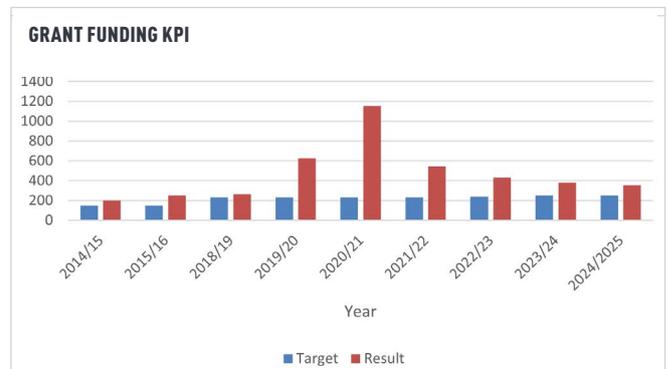
and fisheries, energy, wholesale, and professional services. The aim was to strengthen core business disciplines that would have lasting flow-on effects inside firms and across their networks.

Business Engagement per annum has been a consistent KPI for this work area and the team has consistently met its targets as per the graph below:



Callaghan Innovation funding injected further support into research and development projects, helping land-based and light manufacturing enterprises adopt new technologies and processes. The success of this early work led to Northland Inc securing an extended RBP contract in 2015/16, with a significant increase in annual funding through to 2021. This contract recognised both the region’s growth potential and the organisation’s effectiveness in connecting businesses to national support. Central government funding into this activity significantly reduced post 2021 as government undertook a comprehensive review of the way it supported small business across the country.

Grant Funding per annum has been a consistent KPI for this work area and the team has consistently met its targets in the initial years when funding was available as per the graph below:



Over time, the portfolio expanded beyond one-to-one advisory work into a suite of programmes designed to build innovation, entrepreneurship, and digital capability. Creative HQ funding enabled a five-year early-stage startup plan, including **the Te Tai Tokerau**

Growth Accelerator, Kickstarter, and The Pick Business Accelerator. The Growth Accelerator was delivered across multiple locations, culminating in pitch events that showcased participants' ventures to regional stakeholders.

Throughout the decade, over four thousand businesses have accessed services through the RBP Network. These included capability vouchers, mentoring programmes, innovation grants, and connections to research and development opportunities. Annual engagement volumes were particularly high during periods of economic disruption, including COVID-19 and post-Cyclone Gabrielle recovery, where businesses required rapid advisory services, financial planning support, and connections to recovery mechanisms.

Startup and innovation activity increased steadily through the establishment of The Pick Business Accelerator; Northland Inc's flagship business ideas competition launched in 2017. The programme provided structured learning modules, pitch preparation, mentoring sessions, and pathways to investment networks. Over subsequent years, partnerships expanded to include Whāriki Te Tai Tokerau, Ministry of Social Development, McKay, Northpower, Henderson Reeves, and the Flying Kiwi Angels. Māori participation in The Pick increased significantly, supported by targeted outreach and culturally grounded facilitation.

Over the decade, innovation infrastructure across the region strengthened. The Orchard Business and Event Hub provided a central ecosystem of co-working, events, seminars, and business meetups, supporting a growing community of founders, remote workers, and Small and Medium-sized Enterprises (SMEs). The later establishment of the Mahinga Innovation Centre at Ngāwhā expanded this capability by providing digital conferencing technology, laboratory facilities, front-of-house support, meeting spaces, and business activator programmes. This enabled more structured delivery of innovation support in the mid-North.

The team also supported sector-based programmes across food and beverage, natural products, technology, tourism operators, and manufacturing. Engagement included capability workshops, networking events, digital adoption programmes, and growth planning.

During Cyclone Gabrielle, the Business, Innovation and Growth team played a central role in administering Cyclone Gabrielle Business Recovery Grants on behalf of central government. Northland Inc processed 923 applications and delivered grants

to 623 businesses, totalling \$8.63M. This period required intensive business advisory engagement, including financial need assessments, continuity planning, and sector-specific recovery guidance. Data showed 26% of funding went to Māori businesses, supported by partnership-led outreach.

The Taitokerau Business Resilience Project was launched as part of the Cyclone Gabrielle recovery effort to strengthen Northland's business community after years of disruption from severe weather, infrastructure failures, and the ongoing impacts of the pandemic. Funded by Ministry of Business, Innovation and Employment (MBIE) and delivered by Northland Inc alongside NorthChamber, Whāriki Te Tai Tokerau, the Kaitaia Business Boosters, Te Hiku Iwi Development Trust, and local business associations, the programme provided practical, accessible support to build confidence, capability, and connection across the region. Its design was informed by a regional survey of 270 businesses - conducted one year after the cyclone - which found that 30% felt underprepared for future shocks. In response, Northland Inc developed workshops, mentoring, and resources focused on financial management, business continuity, marketing, and wellbeing, building on its earlier delivery of \$8.67M in direct recovery funding on MBIE's behalf.

Alongside innovation programmes, the RBP Network remained a core channel for business support. In 2021/22, the Business Innovation and Growth team supported more than 500 businesses through RBP and Callaghan Innovation, with around a fifth identifying as Māori. Common areas of demand included strategic planning, marketing, digital capability, and financial management - reflecting both growth ambitions and the need to adapt to rapid changes in operating environments.

By 2023/24 and into 2024/25, Northland Inc continued to be a key partner for businesses navigating change, growth, and innovation. Hundreds of enterprises were supported each year through RBP engagements, workshops, and referrals, with demand strongest in sectors such as manufacturing, construction, and professional services. Many firms sought guidance on strategy, marketing, digital tools, and succession planning - reflecting both opportunities and pressures arising from population change, technology, and workforce dynamics.

Taken together, the Northland Inc has helped lift capability, resilience, and ambition across Te Tai Tokerau's enterprise base. By combining one-to-one advisory work, capability uplift, innovation pathway

development, targeted grants, structured programmes, startup ecosystem growth and crisis response, the BIG team has acted as both a navigator and a navigator-trainer - helping businesses steer through uncertainty while building skills that will serve the region well into the future.

“ Having a Customer Navigator [via Northland Inc] has been key to the success of Naut.”

- Fiona Byfield, CEO, Naut

“ My experience through the RBP was absolutely positive. I’ve actually engaged with the RBP and Northland Inc for two rounds of funding and growth advice.”

- Matt Guddat, Iron Moa

“ Without The Pick the idea of Vince may not have been developed into the business that it is today. The workshops, facilitation and networking opportunities ensured I had the base to grow Vince from an idea to a functioning business. Four years on, I’m now working full time on Vince, and moving to a larger manufacturing facility in preparation for our nationwide launch.”

- Winner of The Pick 2019, Debbie Stowe (Vince, 2024)

“ I have had the pleasure of being involved with Northland Inc since my inception. During hard times Northland Inc provided funding and business mentoring, without their help being a new business owner would have been much more difficult. Northland Inc go above and beyond to reach out and give help and advice when really needed. Thank you so much for your unbelievable support in helping make my business a success story.”

- Adele Greator, Waipu Horse Adventures

APPENDIX A: ECONOMIC DEVELOPMENT AGENCY CORE FUNCTIONS

This guidance proposes a set of core functions, roles, responsibilities, and activities for regional economic development in New Zealand. The objective is to enhance consistency and collaboration among central government, local government, iwi, and business, reduce duplication, increase effectiveness, and support consistent reporting on economic development metrics.

Generally speaking, EDAs are either:

- Independent stand-alone agencies, which are legal entities that are separate from local authorities. These include trusts and commercial entities.
- Council-controlled organisations, which are organisations that are majority-owned and financed by a local authority or local authorities.
- Local authorities providing the economic development and business support services themselves.

CORE FUNCTIONS OF AN ECONOMIC DEVELOPMENT AGENCY:



BUSINESS ATTRACTION AND INVESTMENT:

This function involves promoting a region as an ideal destination for new businesses and investors. Strategies include offering financial incentives, tax breaks, infrastructure development, and regulatory support to make the location attractive for companies.

Economic development agencies also engage in marketing campaigns, international outreach, and public-private partnerships to draw in domestic and foreign direction investment. Business attraction efforts often align with regional strengths and industry clusters to create long term economic growth.

BUSINESS RETENTION AND EXPANSION:

Supporting existing businesses is critical to economic stability and job creation. BRE programs focus on identifying challenges faced by local businesses, such as workforce shortages, supply chain issues, or regulatory barriers, and providing solutions through technical assistance, funding, or policy adjustments. Economic development agencies conduct business visits, surveys, and networking events to facilitate dialogue and prevent business closures or relocations. By nurturing established businesses, communities can strengthen their economic foundation and encourage reinvestment.

ENTREPRENEURSHIP AND INNOVATION

Encouraging entrepreneurship and innovation is key to fostering a dynamic, resilient economy. This function supports start-ups, small businesses, and research-driven enterprises by providing access to incubators, accelerators, grants, venture capital, and mentorship programs. Policies that encourage research and development (RandD), intellectual property protection, and university-industry collaborations also play a vital role in fostering an innovation ecosystem. Successful innovation strategies can lead to the development of new industries and job opportunities.

WORKFORCE DEVELOPMENT AND TALENT ATTRACTION

Ensuring that a region has a skilled and adaptable workforce is essential for economic growth. Workforce development efforts include training programs, apprenticeships, vocational education, and partnerships with local educational institutions. Talent attraction initiatives aim to bring skilled workers to the region through incentives, housing support, and quality-of-life improvements. Addressing workforce gaps is particularly important for high-demand industries such as technology, healthcare, and manufacturing.

INFRASTRUCTURE AND REGIONAL DEVELOPMENT

A well-developed infrastructure system is fundamental to business operations and economic expansion. This function involves investment in roads, public transportation, broadband connectivity, utilities, and industrial parks. Regional development strategies focus on equitable growth across urban and rural areas by addressing disparities in access to resources and opportunities. Infrastructure projects also include sustainable development initiatives such as green energy investments and smart city technologies.

SECTOR DEVELOPMENT AND INDUSTRY CLUSTERS

Targeted economic growth often involves developing specific industries where a region has competitive advantages. This function focuses on nurturing industry clusters —geographic concentrations of related businesses, suppliers, research institutions, and workforce talent. Economic developers support sector

growth by facilitating networking opportunities, providing specialized infrastructure, and advocating for policies that benefit the industry. Strong industry clusters can enhance productivity, innovation, and global competitiveness.

TRADE AND EXPORT DEVELOPMENT

Expanding market opportunities beyond local and national borders helps businesses grow and enhances regional economic resilience. Trade and export development programs assist businesses in reaching global markets through export financing, trade missions, and international business partnerships. Governments and economic development organizations also work to reduce trade barriers, negotiate favourable agreements, and provide educational resources on global market trends.

POLICY ADVOCACY

Economic development is heavily influenced by government policies at the local, regional, and national levels. Policy advocacy involves engaging with policymakers, business leaders, and community stakeholders to shape regulations, incentives, and legislative frameworks that support business growth and economic prosperity. Key areas of advocacy include tax policies, workforce regulations, environmental sustainability, Regional and District Planning and business-friendly permitting processes. Effective policy advocacy ensures a stable and supportive business environment.

DESTINATION ATTRACTION

Attracting visitors, events, and tourism investments can drive significant economic benefits for a region. Destination attraction involves marketing efforts to promote a location's cultural, historical, and natural assets while improving infrastructure for tourism. Strategies include hosting major events, developing tourism-related businesses, and collaborating with stakeholders in hospitality, entertainment, and retail sectors. A strong destination branding strategy enhances a region's visibility and boosts local economic activity.

RESPONSIBILITIES:

- Being relatively unencumbered by other public-sector missions and mandates yet able to make transparent decisions about resource allocations in the public interest.
- Operating from a legal and/or fiscal status that provides independence, integrity, and accountability - an honest broker that can do what's right for the region.
- Partnering, collaborating, facilitating, leading from the front and/or leading from behind
- Able to plan, form, coalesce, catalyse, or organise development efforts with multiple partners.
- Share and take on risks and costs (public/ public, public/private partnerships, brokering deals and ED projects, project management) that include or insulate other agencies and organisation.
- A catalyst for projects/programmes operating in-between and with the public and private sectors and local stakeholders.
- Being business like, flexible, entrepreneurial, and responsive.
- Building/encouraging an environment for economic development.
- Promotional; outward-/investor-/visitor-/market-facing
- Leveraging local and inward investment for local projects.

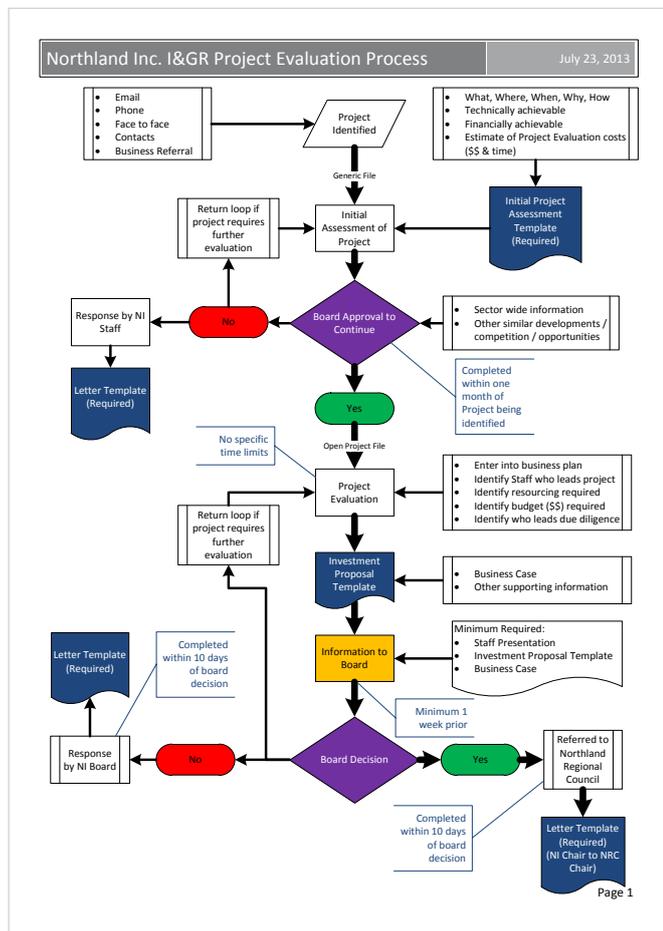
APPENDIX B: NORTHLAND INC IGR EVALUATION PROCESS

The process steps are clearly defined within the following evaluation process flowchart (see below). This flowchart tracks projects from their initial introduction to Northland Inc right through to the final yes or no decision. There are a number of key steps within this process, and timeframes have been included where it is Northland Inc's responsibility to progress matters. Two key templates have been developed to support this process. This first is an initial project assessment template and the second is the more detailed investment proposal template. (Note references to NORTHLAND REGIONAL COUNCIL should be replaced with Shareholder)

also used to identify the size and scope of the assessment required along with potential costs that may be required for external assistance with due diligence.

The Northland Inc board is responsible for approving that further work on a project be undertaken at this point – i.e. that staff open a file begin a detailed investigation of the project.

A copy of the initial project assessment template is included below.



The initial project assessment template is designed to provide an initial overview of a project (what, where, when, how, etc.) to evaluate whether a project has merit and is worth spending significant time investigating. This is also an opportunity to provide an early no to projects that clearly do not meet the criteria. The project assessment template is used for the first introduction of projects to the Northland Inc board. It is

Initial Project Assessment for (insert name)

Commercial in Confidence - has an NDA been signed? Y/N Attached Y/N

Northland Inc Staff Responsible: (insert name)

Project Assessment:

1. What is it:
2. Where is it:
3. When will it begin (and end):
4. Who are the parties involved (background, experience):
5. What is the total investment required for the project (including a schedule of costs): (Ratio of public to private sector funding)
6. Financial Overview: (Total Revenue, Operating Costs, EBITDA, Depreciation, Interest, Net Profit, NPV (over a 25 year period), Cash Flow Positive (Years))
7. Explain why this project needs public sector intervention:
8. Overview of sector (Local, regional and national information on sector that project falls within and its contribution / influence / point of difference)
9. What are the projects outcomes and how are they consistent with the Investment & Growth Reserve Criteria? (High Level (infometrics): GDP, Jobs, Household Income)
10. What funding sources has the project considered? (Callaghan / Angel Investors/banking/private – and ratio)
11. Has a risk analysis been undertaken and are there other approvals required before the project is implemented? (Resource consent requirements? Licensing/patents/ other financiers?)
12. What are the exit options available?
13. Estimate of project evaluation costs and timeframes (including both internal and external costs)

Once a project has approval from the Board through the initial project assessment template, the detailed assessment process is initiated. There are no set timeframes for this process as it can be quite time consuming depending on the complexity of the project and the capabilities and expertise of the client. The minimum requirements to be identified are outlined within the investment proposal template below. This also includes the minimum requirements for the associated business case.

Applications must be accompanied by a robust business case that has been prepared at a level commensurate with the quantum of funding being requested. A business case must include the following elements:

- Description of the project – e.g. what is the proposal?
- Strategic case / alignment – e.g. why should Council make the investment? How does it align with strategic economic priorities for the region?
- Sustainability case – e.g. what are the costs and benefits of the project? What other options were considered?
- Financial case – e.g. how will the project be funded, both in the build and long-term operation? What other investors are being sought? What will Council's funding contribution be used for? Are there profits being made by the private sector and if so by who?
- Management case – e.g. how will the project be undertaken and over what time frame? Do the project proponents have the competence, experience and capacity to deliver the project? What statutory approvals are required (e.g. resource consents)?

PROJECT DEVELOPMENT FUNDING

The purpose of the Project Development category is to provide funding support to assist with developing, proving and/or planning for the success of projects that will contribute toward economic growth within the region for the purpose of making them investment ready.

Allocation of funding for Project Development will be managed to ensure that the conditions of the Underwriting Guarantee Agreement between Northland Regional Council and Northland Inc Limited for the Ngāwha Innovation and Education Centre are fulfilled.

For clarity, Project Development funding cannot be used to fund:

- the preparation of a strategy;
- design and engineering related work;
- building or resource consent applications or any other approval required for the project to proceed;
- ongoing capability or delivery functions once a project is funded; or
- a project that is determined to potentially have significant adverse impacts on environmental, social, and/or cultural well-being, regardless of the positive economic impacts.

Decisions on funding any single Project Development costing less than \$100,000 is delegated from the Joint Regional Economic Development Committee to the Board of Northland Inc Limited and are assessed using a standard template.

Decisions on funding any single Project Development of \$100,000 or more require a resolution of the Joint Regional Economic Development Committee. These must be accompanied by a Board of Northland Inc Limited recommendation.

A copy of the Project Development Funding assessment template is included below.



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

X.X

Subject:

From:

Dated:

Commercial in Confidence: Yes/No

Recommendation:
That the Board approves the allocation of \$XXX of Project Development Funding to support the (inset project name) from the Investment and Growth Reserve.

Summary:

Project Background:

Project Overview:

What this feasibility study aims to do:

Where is it?:

Project Development Funding Application:

What part is the feasibility and/or business case funding application for:

Estimate of project costs and timeframes:

Northland Inc Funding
This would be the XX application within the XX/XX financial year. The potential funding available is \$XXX.

Note: The Ngawha Innovation and Enterprise Park underwrite is in its XX year of implementation and affects the level of allocation available. The underwrite is for up to \$220K per annum. This year we anticipate the the underwrite being requested will be \$XX. Therefore from a total \$300K this leaves \$XX available for project development funding this year.

APPENDIX C: PROJECT DEVELOPMENT PROJECT DETAILS

YEAR OF FUNDING ALLOCATION	PROJECT	PURPOSE / TYPE	ALLOCATED FROM I&GR	TOTAL VALUE OF ASSESSMENT (ALL CONTRIBUTIONS)	PROPORTION OF IGR CONTRIBUTION TO TOTAL ASSESSMENT COST	SECTOR	DISTRICT	INVESTMENT SECURED INTO PROJECT
2013/14	Kingfish market demand	Market research to assess demand for kingfish produced in land based aquaculture facility	\$10,000	\$20,000	50%	Aquaculture	WDC	\$20,000
2013/14	Northland cruise ship market	Opportunities analysis	\$10,000	\$10,000	100%	Tourism	REGION	\$10,000
2013/14	Bay of Islands ship tender	Business case development	\$10,000	\$5,446	100%	Tourism	FNDC	\$5,446
2013/14	Twin Coast Discovery Highway	Investigation study on improving uptake and visitor experience	\$14,000	\$14,000	100%	Tourism	REGIONAL	\$493,000
2013/14	Totara and kauri timber/wood product	Feasibility assessment	\$10,000	\$125,000	8%	Forestry	REGIONAL	\$125,000
2013/14	Innovation centre for Northland	Pre-feasibility for an innovation centre	\$15,000	\$15,000	100%	Education	REGIONAL	\$15,000
2014/15	Resource Enterprise Limited (REL) sawmill	Due diligence to support loan application	\$17,200	\$17,200	100%	Forestry	WDC	\$4,000,000
2014/15	Ngawha forestry processing	Opportunities analysis of wood processing alternatives	\$20,000	\$51,500	39%	Forestry	FNDC	\$51,500
2014/15	The Orchard co-working network	Investigation study of developing a hub and spoke model of The Orchard in other parts of the region	\$33,000	\$33,000	100%	Business	WDC	\$33,000
2014/15	Totara timber/wood product research	Feasibility assessment (building on initial work)	\$15,000	\$15,000	100%	Forestry	REGIONAL	\$15,000
2014/15	Kingfish commercialisation	Investment advice on developing land based aquaculture (RAS) for kingfish	\$12,500	\$30,000	42%	Aquaculture	WDC	\$19,800,000
2014/15	UFB and Action Plan development	Coordination of regional response and submission of Registration of Interest (RoI) supporting provision of broadband and mobile infrastructure	\$62,300	\$62,300	100%	Infrastructure	REGIONAL	\$107,777,927
2015/16	The Orchard co-working network	Business case development	\$25,000	\$25,000	100%	Business	WDC	\$140,000
2015/16	Ngawha integrated sawmill and mechanical pulp mill	Pre-feasibility analysis	\$50,000	\$41,503	100%	Forestry	FNDC	\$41,503
2015/16	Regional Economic Vitality Extension Initiative (REVEI)	Business case development	\$30,000	\$30,000	100%	Pastoral	REGIONAL	\$4,100,000
2015/16	Kawakawa Hundertwasser Park Centre	Business case development	\$20,000	\$20,000	100%	Community/ Tourism	FNDC	\$6,844,000
2015/16	Cape Brett Walkway	Feasibility assessment and business case development	\$15,000	\$45,000	33%	Tourism	FNDC	\$45,000
2016/17	mySELF (seed funding for small business enterprises in Northland (loan scheme))	Business case development	\$30,000	\$30,000	100%	Business	REGIONAL	\$30,000
2016/17	Kaurinui Tourism Product (Frederick Hundertwasser's home neat Kawakawa)	Investigation study on developing a tourist attraction	\$20,000	\$20,000	100%	Tourism	FNDC	\$20,000
2016/17	Whangārei Marina	Economic impact analysis	\$20,000	\$20,000	100%	Marine Manufacturing	WDC	\$20,000,000
2016/17	Dargaville Retirement Village	Feasibility assessment	\$25,000	\$25,000	100%	Business	KDC	\$900,000
2016/17	Otuhau Cultural Experience	Business case development	\$20,000	\$20,000	100%	Tourism	WDC	\$20,000
2016/17	Northland Indigenous Wood Products	Pilot study	\$50,000	\$50,000	100%	Forestry	REGIONAL	\$450,000
2017/18	Four Star Hotel Development	Vision and design process	\$30,000	\$60,000	50%	Tourism	WDC	\$60,000
2017/18	Manea Footprints of Kupe	Business case update and review	\$40,000	\$90,000	44%	Tourism	FNDC	\$5,150,000
2017/18	Regional Walking and Cycling Strategy	Strategy development	\$20,000	\$20,500	98%	Tourism	REGIONAL	\$250,000
2017/18	Dargaville to Donnellys Crossing Cycle Trail	Economic impact analysis	\$25,000	\$65,000	38%	Tourism	KDC	\$4,000,000

2017/18	Te Waiariki Ngawha Springs redevelopment	Economic impact analysis and business case review	\$30,000	\$67,500	44%	Tourism	FNDC	\$2,050,000
2017/18	Four Star Hotel Development (additional)	Vision and design process (second tranche)	\$8,100	\$1,308,100	1%	Tourism	WDC	\$1,308,100
2017/18	Oceania Marine	Economic impact analysis	\$15,000	\$30,000	50%	Marine Manufacturing	WDC	\$5,841,855
2017/18	Russell Museum re-development	Business case development and economic impact analysis	\$50,000	\$50,000	100%	Tourism	FNDC	\$50,000
2017/18	Marine Sector - Dry dock facility	Business case development	\$80,000	\$168,000	48%	Marine Manufacturing	WDC	\$1,300,000
2018/19	Te Taro O Te Ora	Business case development	\$4,200	\$4,200	100%	Horticulture	FNDC	\$241,000
2018/19	Inshore Fishing Fleet	Business case development	\$12,500	\$500,000	3%	Marine Manufacturing	REGIONAL	\$12,500
2018/19	Northland Inc regional footprint	Feasibility assessment	\$30,000	\$30,000	100%	Business	REGIONAL	\$30,000
2018/19	Biomass to Fuel (NXT Fuels)	Initial scoping study	\$25,000	\$25,000	100%	Alternative Fuels	REGIONAL	\$25,000
2018/19	Northern Adventure Experience (BoLVRT and TPHT cycleway)	Update of the development plan	\$35,000	\$127,000	28%	Tourism	FNDC	\$6,982,965
2018/19	Kaurinui Tourism Product	Business case development	\$30,000	\$30,000	100%	Tourism	FNDC	\$30,000
2018/19	Inshore Fishing Fleet (additional as significantly expanded scope)	Business case development (second tranche)	\$12,500	\$500,000	3%	Marine Manufacturing	REGIONAL	\$500,000
2018/19	Northland Indigenous Wood Products (additional)	Pilot study (second tranche)	\$50,000	\$500,000	10%	Forestry	REGIONAL	\$650,000
2019/20	Northland Water Storage and Use Project	Feasibility assessment	\$84,334	\$2,750,000	3%	Infrastructure	REGIONAL	\$121,800,000
2019/20	Resilient Pastures	Literature review	\$25,000	\$25,000	100%	Pastoral	REGIONAL	\$17,000,000
2020/21	Oruku Landing Conference and Event Centre	Feasibility assessment	\$30,000	\$60,000	50%	Tourism	WDC	\$60,000,000
2020/21	Extension 350 (E350)	Revision of project	\$40,000	\$40,000	100%	Pastoral	REGIONAL	\$571,920
2020/21	Ipiripi Great Walk	Business case development	\$60,000	\$60,000	100%	Tourism	FNDC	\$60,000
2021/22	Horticulture development opportunity	Feasibility assessment and business case development	\$20,000	\$40,000	50%	Horticulture	KDC	\$1,740,000
2021/22	Commercial peanut growing industry	Business case development	\$99,999	\$998,000	10%	Horticulture	REGIONAL	\$998,000
2021/22	Muriwhenua Incorporation	Investment opportunities analysis	\$25,000	\$25,000	100%	Tourism	FNDC	\$25,000
2021/22	Hihiaua Cultural Centre Stage 2	Business case development	\$30,000	\$30,000	100%	Tourism	WDC	\$4,075,000
2022/23	Hundertwasser Art Centre	Operational review and marketing opportunities analysis	\$25,000	\$25,000	100%	Tourism	WDC	\$25,000
2022/23	Dargaville accommodation	Market demand study	\$15,000	\$15,000	100%	Tourism	KDC	\$15,000
2023/24	FoodNorth (shared food manufacturing facility at Ngawha Innovation and Enterprise Park)	Business case development	\$50,000	\$224,200	22%	Manufacturing	FNDC	\$224,200
2023/24	Toi Te Hiku - Screen and creative hub	Business case development	\$20,000	\$40,000	50%	Creative	FNDC	\$40,000
2023/24	Northland wind farm and high performance computing co-location	Feasibility assessment	\$15,000	\$30,000	50%	Energy	FNDC	\$30,000
2023/24	Turner Centre Revitalisation	Business case development	\$30,000	\$294,000	10%	Tourism	FNDC	\$294,000
2024/25	Igniting Northland's Potential	Coordination of regional response and submission of proposal to government's regional deal initiative	\$40,000	\$40,000	100%	Other	REGIONAL	\$40,000
2024/25	Oceans Resort	Feasibility assessment and Business Case	\$50,000	\$50,000	100%	Tourism	WDC	\$50,000
2024/25	Maui Inc Sustainable Aquaculture Innovation	Business case development	\$40,000	\$40,000	100%	Aquaculture	FNDC	\$40,000
2024/25	NIWA Kingfish Business Plan	Investment opportunities analysis	\$35,000	\$135,000	26%	Aquaculture	WDC	\$135,000
2025/26	LanzaJet	Feasibility assessment	\$50,000	\$419,597	12%	Alternative Fuels	WDC	\$419,597
			\$1,815,633	\$9,641,046				\$401,000,513

APPENDIX D: ENABLING INVESTMENT PROJECT DETAILS

YEAR	I&GR PROJECT	PURPOSE	I&GR FINAL CONTRIBUTION (\$)	TOTAL PROJECT VALUE (ALL CONTRIBUTIONS)	LOCATION	SECTOR	JOBS CREATED	ECONOMIC IMPACT
2014/15	Water storage and use	Undertake a Strategic Irrigation study of Northland to select areas for further detailed investigation	\$210,000	\$420,000	Region wide	Horticulture	877.0	\$399,000,000
2014/15	Resource Enterprise Ltd (REL) Sawmill	Loan investment for establishment of Sawmill at Marsden Point	\$750,000	\$4,000,000	Whangarei	Forestry	12.0	Not available
2014/15	Twin Coast Discovery Highway Revitalisation	Revitalising visitor experiences, attractions, marketing and other visitor services in Northland signage and infrastructure	\$410,500	\$1,463,000	Region wide	Tourism	200.0	\$20,000,000
2014/15	Twin Coast Cycle Trail (Pou Herenga Tai)	Work to develop a cycle way from Opua to Horeke in the Mid North. The Trail is part of the Government's national cycleways programme.	\$900,000	\$4,800,000	Far North	Tourism	not available	\$5,660,000
2015/16	Extended Regional Promotions	Funding to support a number of tourism related activities/projects undertaken by Northland Inc	\$1,066,150	\$1,066,150	Region wide	Tourism	Not applicable	Not applicable
2015/16	The Orchard Collaborative Business Hub	Fit out of collaborative workspace and business hub in Whangārei	\$70,000	\$140,000	Whangarei	Business Support	Not applicable	Not applicable
2016/17	Extension 350 (E350) [originally named Regional Economic Vitality Extensions Initiative]	Supporting the mentoring of farmers to improve primary production outputs, farmers wellbeing and environmental management practices	\$832,600	\$3,450,000	Region wide	Primary	Not applicable	\$48,600,000
2016/17	Waitangi Mountain Bike Park	"Mountain Bike Park at Waitangi comprised of three stages"	\$400,000	\$1,600,000	Far North	Tourism	not available	\$10,000,000
2016/17	Hundertwasser Art Centre with Wairua Maori Art Gallery	"Support for the HAC project to ensure the project meets its fund raising target"	\$1,500,000	\$21,700,000	Whangarei	Tourism	550.0	\$26,000,000
2017/18	Kawakawa Hundertwasser Park Centre	Funding solely to be used for the construction costs associated with this project	\$500,000	\$5,657,000	Far North	Tourism	1.8	\$0
2017/18	Water storage and use	Demand study (stage 2+) with the purpose to investigate the level of private sector interest in the development of a new irrigation scheme to warrant further investment by the public sector.	\$100,000	\$200,000	Region wide	Horticulture	Not applicable	Not applicable
2017/18	Extended Regional Promotions	Funding to support a number of tourism related activities/projects.	\$600,000	\$600,000	Region wide	Tourism	Not applicable	Not applicable
2018/19	Manea Footprints of Kupe	The Project involved the purchase of the land and construction of the building, external elements and the internal fit-out of the "experience" elements of the attraction. The IGR funding was solely used for construction costs.	\$500,000	\$9,020,352	Far North	Tourism	16.0	\$5,500,000
2018/19	Water storage and use	A two stage project designed to help the understanding of irrigation scheme options in Kaipara and Mid North identifying a small number of schemes to further develop.	\$164,244	\$164,244	Region wide	Horticulture	Not applicable	Not applicable
2022/23	Te Rerenga - Regional Economic Development Strategy	Preparation of a regional economic development strategy.	\$80,000	\$200,000	Region wide	Strategic	Not applicable	Not applicable
2022/23	Grow Northland	Support the continuation of service delivery to the primary sector and the development of a programme business case	\$60,000	\$172,000	Region wide	Primary	Not applicable	Not applicable
2023/24	Tuputupu Grow Northland Initiative	Support the continuation of service delivery to the primary sector and the development of a programme business case	\$150,000	\$600,000	Region wide	Primary	Not applicable	Not applicable
2025/26	Inward Delegations	Support the establishment of an Inward Delegation role at request of Shareholder	\$60,000	\$60,000	Region wide	Strategic	Not applicable	Not applicable
2025/26	Tuputupu Grow Northland programme	Support the continuation of service delivery to the primary sector and the development of a programme business case	\$250,000	\$250,000	Region wide	Primary	Not applicable	Not applicable
			\$8,603,494	\$55,562,746			\$1,657	\$514,760,000

NorthlandInc

Growing Northland's Economy

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