

Joint Regional Economic Development Committee

Thursday 18 May 2023 at 1.00pm - 3.00pm

AGENDA

Joint Regional Economic Development Committee Agenda

Meeting to be held in the Council Chamber
36 Water Street, Whangārei
on Thursday 18 May 2023, commencing at 1.00pm - 3.00pm

Recommendations contained in the agenda are NOT decisions of the meeting. Please refer to minutes for resolutions.

MEMBERSHIP OF THE JOINT REGIONAL ECONOMIC DEVELOPMENT COMMITTEE

FNDC Chair, Councillor John
Vujcich

NRC Councillor Marty
Robinson

KDC Mayor Craig Jepson

FNDC Councillor Penetaui
Kleskovic

NRC Chair Tui Shortland

KDC Councillor Jonathan
Larsen

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Opening Karakia | Karakia Timatanga

Tukua te wairua kia rere ki ngā taumata

Hei ārahi i ā tātou mahi

Me tā tātou whai i ngā tikanga a rātou mā

Kia mau kia ita

Kia kore ai e ngaro

Kia pūpuri

Kia whakamaua

Kia tina! TINA! Haumi e, hui e, TĀIKI E!

Closing Karakia | Karakia Whakamutunga

Unuhia, unuhia

Unuhia ki te uru tapu nui

Kia wātea, kia māmā, te ngākau, te tinana, te wairua
i te ara tangata

Koia rā e Rongo, whakairia ake ki runga

Kia tina! TINA! Hui e! Tāiki e!

TITLE: Confirmation of Minutes - 20 April 2023

From: Meloney Tupou, Maori Governance and Engagement Support Admin

Authorised by Auriole Ruka, Pou Manawhakahaere - GM Governance and Engagement, on
Group Manager/s: 12 May 2023

Ngā mahi tūtohutia / Recommendation

That the minutes of the Joint Regional Economic Development Committee meeting held on 20 April be confirmed as a true and correct record.

Attachments/Ngā tapirihanga

Attachment 1: Joint Regional Economic Development Committee Meeting Minutes 20 April 2023 [↓](#)



Joint Regional Economic Development Committee
20 April 2023

CONFIDENTIAL

Joint Regional Economic Development Committee Confidential Minutes

Meeting held in the Council Chamber and online
36 Water Street, Whangārei
on Thursday 20 April 2023, commencing at 1.00pm

Tuhinga/Present:

Chair, Councillor John Vujcich (FNDC)
Councillor Marty Robinson (NRC)
Councillor Penetaui Kleskovic (FNDC) *(via audio visual link)*
Mayor Craig Jepson (KDC) *(via audio visual link)*

I Tae Mai/In Attendance:

Full Meeting

NRC Economist - Governance and Engagement
NRC Economic Policy Advisor - Governance and Engagement
NRC Kaiāwhina Tari Māori Relationships

Part Meeting

NRC Chief Executive Officer
Northland Inc Chief Executive Officer
Northland Inc General Manager, Investment and Infrastructure
Northland Inc Portfolio Manager, Tai Tokerau Northland Economic
Action Plan
Northland Inc Former Project Lead Extension 350
FNDC Manager, Strategy and Policy *(via audio visual link)*

The Chair declared the meeting open at 1.05pm.

Whakapahā/Apologies: (Item 1.0)

Moved (Vujcich / Robinson)

That the apologies from NRC Chair Tui Shortland and KDC Cr Jonathan Larsen for non-attendance be received.

Carried

Confirmation of Minutes - 10 March 2023 (Item 4.1)

Report from Meloney Tupou, Māori Governance and Engagement Support Admin

Moved (Kleskovic / Vujcich)

Joint Regional Economic Development Committee
20 April 2023

CONFIDENTIAL

That the minutes of the Joint Regional Economic Development Committee meeting held on 10 March 2023, be confirmed as a true and correct record and that these be duly authenticated with the Chair's electronic signature.

Carried

Secretarial Note: Amend item 6.7 recommendation 5. Name to read Craig Jepson rather than Jonathan Larsen.

Receipt of Action Sheet (Item 5.1)

Report from Emmanouela Galanou, Economic Policy Advisor and Darryl Jones, Economist

Moved (Vujcich / Robinson)

That the action sheet be received.

Carried

Northland Inc Limited: Statement of Intent 2023-2026 - Shareholder comment on draft (Item 6.1)

Report from Darryl Jones, Economist and Emmanouela Galanou, Economic Policy Advisor

Moved (Robinson / Vujcich)

1. That the report 'Northland Inc Limited: Statement of Intent 2023-2026 - Shareholder comment on draft' by Darryl Jones, Economist and Emmanouela Galanou, Economic Policy Advisor and dated 31 March 2023, be received.
2. That the Chair be delegated authority to provide the shareholder comment back to Northland Inc Limited on its draft SOI 2023–2026, in line with comments received on this report by 30 April 2023.

Carried

Secretarial Note:

- *The Chair emphasised the importance of providing Northland Inc with the appropriate level of funding so they can operate and deliver desired outcomes.*
- *The Chair advised that there would be a change to the order of the meeting.*
- *Committee agreed to proceed with item 7.1 then resume to item 6.2.*
- *Northland Inc CEO and Northland Inc General Manager left the meeting prior to item 7.0. Public Excluded.*
- *NRC CEO joined the meeting at 1.27pm, Public Excluded.*

Moved (Robinson / Vujcich)

That the meeting return to a public forum.

Carried

Secretarial Note: Northland Inc CEO, Portfolio Manager and Former Project Lead Extension 350 joined the public meeting at 2:15pm.

Joint Regional Economic Development Committee
20 April 2023

CONFIDENTIAL

Northland Inc Limited: Update on primary sector related activities (Item 6.2)

Report from Darryl Jones, Economist and Emmanouela Galanou, Economic Policy Advisor

Moved (Robinson / Vujcich)

That the report 'Northland Inc Limited: Update on primary sector related activities' by Darryl Jones, Economist and Emmanouela Galanou, Economic Policy Advisor and dated 5 April 2023, be received.

Carried

Te Rerenga: Te Tai Tokerau Northland Regional Economic Development Strategy - Update (Item 6.3)

Report from Darryl Jones, Economist and Emmanouela Galanou, Economic Policy Advisor

Moved (Vujcich / Robinson)

That the report 'Te Rerenga: Te Tai Tokerau Northland Regional Economic Development Strategy - Update' by Darryl Jones, Economist and Emmanouela Galanou, Economic Policy Advisor and dated 5 April 2023, be received.

Carried

Secretarial Note:

- *Northland Inc Former Project Lead Extension 350 left the meeting at 2.29pm.*
- *Northland Inc CEO and Portfolio Manager left the meeting at 2.51pm (prior to item 7.0).*
- *Committee resumed discussion for item 7.0 Public Excluded*
- *NRC CEO contacted NRC Chair. NRC Chair agreed the Committee progress with candidate shortlist in her absence.*

Kaupapa ā Roto/Business with Public Excluded (Item 7.0)

Moved (Robinson / Vujcich)

1. That the public be excluded from the proceedings of this meeting to consider confidential matters.
2. That the general subject of the matters to be considered whilst the public is excluded, the reasons for passing this resolution in relation to this matter, and the specific grounds under the Local Government Official Information and Meetings Act 1987 for the passing of this resolution, are as follows:

Item No.	Item Issue	Reasons/Grounds
7.1	Northland Inc Limited: Appointment of Directors - Selection of applicants to interview	The public conduct of the proceedings would be likely to result in disclosure of information, the withholding of which is necessary to protect the privacy of natural persons, including that of deceased natural persons s7(2)(a).

3. That the Independent Advisors be permitted to stay during business with the public excluded.

Carried

Joint Regional Economic Development Committee
20 April 2023

CONFIDENTIAL

Northland Inc Limited: Appointment of Directors - Selection of applicants to interview (Item 7.1)

Report from Darryl Jones, Economist and Emmanouela Galanou, Economic Policy Advisor

Moved (Vujcich / Robinson)

1. That the report 'Northland Inc Limited: Appointment of Directors - Selection of applicants to interview' by Darryl Jones, Economist and Emmanouela Galanou, Economic Policy Advisor and dated 5 April 2023, be received.

Carried

Moved (Vujcich / Robinson)

2. The ad hoc committee is delegated authority to select a short list of candidates to interview from the long list of candidates selected by the Joint Committee.

Carried

Secretarial Note: NRC Economic Team will advise ad hoc committee with logistics for the interviewing process.

Moved (Robinson / Vujcich)

That the meeting return to a public forum.

Carried

Whakamutunga (Conclusion)

The meeting concluded at 2.57pm with a karakia by Cr Kleskovic.

TITLE: **Receipt of Action Sheet**

From: Emmanouela Galanou, Economic Policy Advisor and Darryl Jones, Economist

Authorised by Auriole Ruka, Pou Manawhakahaere - GM Governance and Engagement, on
Group Manager/s: 15 May 2023

Whakarāpopototanga / Executive summary

The purpose of this report is to enable the meeting to receive the current action sheet.

Nga mahi tutohutia / Recommendation

That the action sheet be received.

Attachments/Ngā tapirihanga

Attachment 1: Joint Regional Economic Development Committee - Action Sheet [!\[\]\(6bb0e4f14c4133b37d2887cb37e67ddd_img.jpg\)](#) 

Joint Regional Economic Development Committee - schedule of actions

Meeting date	Item	JREDC Action	Responsible staff	Status	Notes
29-Jul-22	IGR: Update on the reserve	Long-term exercise on IGR projects evaluation.	Darryl, Emmanouela	In progress	Paper to be presented at meeting of JREDC on 15 June 2023.
10-Mar-23	Resilience	Requested that a workshop discussion on this topic post Cyclone Gabriel take place.	Darryl, Emmanouela	In progress	Will incorporate into agenda for JREDC workshop with Northland Inc on 15 June 2023.
20-Apr-23	JREDC meeting venue	June meeting to be held in the Far North at Ngāwhā Innovation and Enterprise Park.	Darryl, Emmanouela	Completed	Book room for June meeting at the Innovation Hub.

TITLE:	Te Rerenga: Te Tai Tokerau Northland Regional Economic Development Strategy – Update
From:	Emmanouela Galanou, Economic Policy Advisor and Darryl Jones, Economist
Authorised by Group Manager/s:	Auriole Ruka, Pou Manawhakahaere - GM Governance and Engagement, on 15 May 2023

Whakarāpopototanga / Executive summary

The purpose of this agenda item is to provide the Joint Regional Economic Development Committee (Joint Committee) an opportunity to provide feedback to Northland Inc Limited (Northland Inc) on a strawman narrative of Te Rerenga - Te Ōhanga Rautaki Whānui o Te Tai Tokerau, the regional economic development strategy. In particular, Northland Inc would appreciate feedback on:

- Overall approach – is the narrative easy to follow, logical in sequence?
- What’s resonating with you? What’s not?
- What’s missing and where are the gaps?

The strawman narrative of Te Rerenga is also being discussed in several other fora, including the Te Rerenga Steering Group meeting on Wednesday 17 May and the Northland Mayoral Forum on Friday 26 May. Northland Inc will brief the Joint Committee on other consultation being undertaken.

Following feedback received on this strawman narrative, a revised draft will be prepared in early June. The Joint Committee will have an opportunity to comment on this next draft at their meeting on 15 June. As with the strawman narrative, the revised draft will also be provided to other fora for feedback.

It is proposed that a final version of Te Rerenga will be received at the Joint Committee meeting on 20 July, who will recommend that each council agree to the strategy at their respective August council meetings.

Representatives from Northland Inc will be in attendance to lead the discussion on this item.


Ngā mahi tūtohutia / Recommendation

That the report ‘Te Rerenga: Te Tai Tokerau Northland Regional Economic Development Strategy - Update’ by Emmanouela Galanou, Economic Policy Advisor and Darryl Jones, Economist and dated 2 May 2023, be received.

Background/Tuhinga

The Joint Committee received an update on Te Rerenga at its meeting on 20 April 2023 and provided comment on the high-level themes being developed. The vision is to develop an intergenerational, economic development strategy for Te Tai Tokerau Northland. Northland Inc has been given the responsibility for leading the development of the strategy, specified within their Statement of Intent. The strategy is to be Te Tiriti-based and co-designed in partnership with Te Tai Tokerau iwi/hapū/Māori, business, industry, communities, local and central government. It wishes to be a sustainable approach which interweaves social, cultural and environmental priorities as outlined by He Tangata, He Whenua, He Oranga Tai Tokerau Māori Growth Strategy (northlandnz.com).

Attachments/Ngā tapirihanga

Attachment 1: Te Rerenga - Strawman [!\[\]\(666e09182d4cd268646ea700ea60dcdf_img.jpg\)](#) 

‘TE RERENGA’

TAITOKERAU ECONOMIC WELLBEING PATHWAY

‘Strawman narrative’

May 2023

*This is for you. The people that love Te Tai Tokerau – Northland.
Those that adore our moana and awa - the swimming and the fishing.
Those that love our whenua and ngahere - the wild and the windy.*

Those that connect and call it home, our place.

*This pathway is an invitation for you to join us in creating
a future that is hope-filled, inclusive, vibrant and productive.*

*A place that we gratefully call home and feel this in our bones.
Where we are connected, respected and one with our environment.*

TE RERENGA – THE FLOW

Pāpaki kau ana ngā tai ki Te Reinga,
Ka ao, ka ao, ka awatea.
E rere ngā tai o ngā moana e rua o Te Moana Tāpokapoka a Tāwhaki me Te Moana nui a Kiwa.
Mai i te Taitamatane ki te Taitamawāhine.
Ko te Tai Tokerau tēnei, tū te ao, tū te pō.

He rerenga tēnei mō te oranga tonutanga o tō tātou nei rohe.
He rerenga mai i ō tātou mātua tūpuna, ki tēnei whakatupunga, tau atu ki ngā mokopuna e heke iho
rā.

Nō Te Whakaputanga ki Te Tiriti o Waitangi, tae noa mai ki te ao hurihuri nei.
He rerenga mō te ohanga, he rerenga mō te taiao, he rerenga mō ngā iwi tāngata o te Raki.

He rerenga pēra i te rerenga o te wai, mai i te Rangi, ki ngā maunga whakahī, rere iho rā i roto i ngā
koawaawa o haukāinga, tau ake rā ki ngā Moana tokoarua nei.
Ka rere i roto i te wairua me te mauri o te ao.
Nā tēnei ahuaranga ka ngawari haere ngā pekanga o tēnei rerenga ki ōna whāinga.

The rerenga (flow) of the tai (tides) joins forever weaving our two oceans together at Te Reinga
And carried our courageous ancestors across the long currents of the Pacific and Tasman waters
to our West and East coasts. This is Taitokerau enduring forever!

This strategy offers a pathway for the wellbeing of our region.
It flows from our ancestors, to us, and onto our descendants,
From Te Whakaputanga to Te Tiriti o Waitangi it arrives to this ever changing world.
A holistic pathway for our economy, for our environment and for the people of Northland.

It flows like water from the heavens to our sacred mountain,
and down through the valleys of our homelands to the conjoining oceans below.
Flowing in beautiful synergy with the creative energises of the universe.
As such the various branches arrives at their intended destinations effortlessly.
Te Rerenga - Tai Tokerau Economic Wellbeing Pathway

* * *

Te Rerenga is about achieving synergies across strategies, coasts, districts, sectors, and trends. It
aspires to achieve a natural flow of economic activity and development in Tai Tokerau - Northland
which is enables a number of wellbeing's, economic, environmental and social.

It is a holistic approach to economic development consistent with Te Takarangi, donut economic
model which iwi and Councils have committed to. As a pathway, the strategy provides an exemplar
and direction which allows voluntary investment into this way of developing Northland economy.

The initial timeframe for Te Rerenga is framed around the 200-year centenary of Te Tiriti o Waitangi
in 2040, and it will be recommended that this Economic Pathway be reviewed and renewed as a
priority for this milestone for Northland and New Zealand. The long-term vision for Te Rerenga is
2240 on the 300-year centenary of Te Tiriti o Waitangi or four generations.

KUPU WHAKATAKI (foreword/wero)

To come.

Signed by our co-chairs

THE PATHWAY AT A GLANCE

TE WHAKARITENGA VISION	HUA WHAKATUPURANGA INTERGENERATIONAL OUTCOMES	HE ARANGA OUR WAY
<p>He Whenua Rangatira - a sovereign region of sustainable prosperity and well-being.</p> <p>Big, bold audacious visioning statement to be developed*</p> <p><small>*Developed 'ground up', noting visionary rather than a set vision, i.e., able to flow, and supported by goals which will describe what it 'looks and feels' like.</small></p>	<p>tbc</p> <p>For reference:</p> <ul style="list-style-type: none"> Leading change – not being the change; Positive relationships & whanaungatanga; Addressing Te Tiriti obligations; Enabling framework facilitating independence; Strengths based; Growth distribution. 	<p>LENSES – OUR WAY OF DOING (Lenses – offer different perspectives to consider. Descriptors to come once agreed.)</p> <ul style="list-style-type: none"> Sustainable & Regenerative; Te ao Māori (all is connected); Innovative Way Showers; Fair & Just (Te Tiriti principles). Holistic, hauora & mātauranga led. Operate with humility & provenance. Silo busting.
<p>NGĀ POU UARATANGA HE POU/OUR VALUES</p> <ul style="list-style-type: none"> Inclusive & Equitable Sustainable Resilient & Agile (fluid) Courageous & Empowered Prosperous, Thriving & Hopeful 		
<p>NGĀ MAHI MATUA - OUR MISSIONS</p>		
<p>A low emission economy</p> <ul style="list-style-type: none"> C C C 	<p>Enhanced resilient connectivity</p> <ul style="list-style-type: none"> C C C 	<p>Natural resource sustainable optimisation</p> <ul style="list-style-type: none"> C C C
<p>A MĀTAU MANAKĒ - OUR PRIORITIES</p>		
HE TANGATA OUR PEOPLE	NOHONGA OUR PLACE	PAPATŪĀNUKU OUR PLANET
<p>Our Leaders</p> <ul style="list-style-type: none"> Courageous Wayfinders Collaborative & Innovative We are all Leaders 	<p>Our Economy</p> <ul style="list-style-type: none"> Playing to our strengths Embracing circular systems, collaboration & cluster focused Utilising technology & AI Doing no harm 	<p>Our Natural Environment</p>
<p>Our Doing</p> <ul style="list-style-type: none"> Productive Workforce & Education Connected & Collaborative 	<p>Our Connectivity</p> <ul style="list-style-type: none"> Infrastructure, design & systems transformation Networks, connections & digital advancement Community & Social Connectivity 	<p>Our Man-Made Environment</p>
<p>Our Health & Wellbeing</p>		<p>All part of the whole</p>

This will be finalised once the strategy details are finalised. An example of the final layout will be inspired by the framework outlined here: [Te Taihū: Intergenerational Strategy](#)

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* All quotes within the document have either come from engagement to date or are renown.

Kia ora!

THIS IS OUR FUTURE

Welcome to our world Te Tai Tokerau – Northland.

We are a region that honours the old ways, while enhanced to meet the changing tides of tomorrow. A region rich in celebrated culture, sought out for its authenticity, its care and commitment to people and place.

Where all things are protected and respected. Where the flow of change is anticipated and greeted with a sense of calm and preparedness.

Our communities are tightly connected, resilient and locally lead, while being nationally and globally respected and connected. All we need is within our reach. We hold sovereignty over our lands and make decisions that benefit our now and tomorrows, knowing that generations to come will stand on our shoulders and be proud of the work we have done.

We recognise, encourage and endorse an innovative economy that works in harmony with Papatuanuku. We use our resources wisely, ensuring sustainable, circular approaches that see little to no waste. Our products and methods of production are celebrated worldwide, sort after for their quality and value.

Our people are happy and productive. They live in a world of hope, knowing they are connected, needed and respected. They are able to move with ease and connect with all they need to support a life of prosperity, no matter age or origin.

We are trail-blazing. Courageous thought leaders committed to a better tomorrow. People who have changed the narrative of a region and ushered in new forms of doing, while honouring the nature flow. We have moved from reactive to proactive, leading the way in advanced technology and innovation that supports a healthier way of living within our planetary boundaries.

We are Tai Tokerau. A place to dream, to be, to prosper.
A place of hope and commitment to a tomorrow world rooted in ancient ways.

This strategy provides you, our reader, our innovator, our leader, with a pathway to a future of hope and fulfilment. It recognises that all things are connected and inter-related. That we cannot achieve a thriving economy, without ensuring our people and our environment are valued and cared for.

It recognises that the going will not always be easy and provides ideas and pathways in which, with collaboration, commitment and a sense of maturity, we should be able to navigate the highs and lows of impacts from local and world events, staying true to our course.

It is time to stand tall. Be the way-showers that we have been and always will be.

INTRODUCTION

- Overview

This strategy has been repositioned as a regional economic well-being pathway, which shifts the focus towards a more holistic and sustainable approach to economic development. This pathway recognises that economic well-being cannot be achieved in isolation from other dimensions of well-being, and that social, cultural, and environmental factors are critical components of a thriving and sustainable economy. It also acknowledges that economic growth alone may not necessarily lead to improvements in well-being, and that other factors such as equity, access to opportunities, and quality of life are equally important and need to be prioritised.

Shifting the focus from economic growth to well-being will have a positive impact on the economy, the whenua (land), and the people of Te Tai Tokerau. By prioritising well-being, we create a more sustainable and equitable economic system that benefits all members of the community.

This might involve initiatives that promote social inclusion and equity, support cultural preservation and revitalization, promote sustainable practices and environmental stewardship, and prioritise the well-being of local communities. This is likely to include investments in affordable housing, education and training programs, community-led economic development initiatives, and partnerships with iwi/hapū/Māori and other stakeholders to ensure that economic development is guided by cultural values and priorities.

Regarding the economy, a well-being approach prioritises job quality and security, as well as fair wages and benefits for workers. This can lead to increased productivity and innovation, as well as reduced income inequality and poverty in the region. Additionally, a focus on sustainable business practices and social enterprise can support the development of a regenerative economy that supports both economic and environmental well-being.

Regarding whenua, a well-being approach prioritises the protection and restoration of natural resources, such as land, water, and biodiversity. This approach includes principles of kaitiakitanga (guardianship) and environmental sustainability, which can support the long-term health and well-being of the land, as well as the communities that depend on it. This approach can also create opportunities for Māori-led land-based initiatives that prioritise cultural and ecological well-being.

Regarding people, a well-being approach prioritises the physical, emotional, and mental well-being of all members of the community. This includes access to quality healthcare, education, and housing, as well as support for cultural practices and community building. A well-being approach also recognises the importance of social connection, belonging, and empowerment in building thriving and resilient communities.

Overall, a regional economic well-being pathway seeks to create a sustainable and equitable economy that benefits all members of the community, while also preserving the cultural and environmental assets that make our region unique. By prioritising well-being over growth, we can ensure that economic development in our region is inclusive, equitable, and sustainable, and that all members of the community are able to thrive.

- Key Missions

To achieve our vision of '*vision*', three key missions or high-level actions have been identified and will in turn drive change, while supporting the realisation of other actions. These are:

- Become a low emission economy;
- Enhance connectivity (both physically and socially);
- Sustainable optimisation of natural resource.

These missions directly or indirectly address Northland's key challenges, being:

- Connectivity, including infrastructure, social structures and digital inequity;
- Lack of collaborative, connected leadership;
- Building climate resilience;
- Impacts of lack of large-scale, targeted, long term investment;
- Undeveloped/unskilled/non-existent workforce;
- Impacts of poverty and living in 'survival' mode;
- Sovereignty and remaining 'local';
- Environmental loss and degradation;
- Under-utilised land.

- Timeline

This pathway focuses on two key timelines; now to 2040 and 2040 and beyond. Now to 2040 is clearer as many strategies already indicate progress that needs to be undertaken to achieve better outcomes for Te Tai Tokerau.

Beyond 2040 takes a more visionary approach. There is commitment to review the strategy prior to 2040, two hundred years since the signing of Te Tiriti o Waitangi, to refresh pathways currently indicated. This acknowledges that nothing stays the same and the need to be fluid, while not losing sight of vision, in a complex and ever-changing world will be imperative to our wellbeing, both today and in the future.

- Summary

Ultimately, Te Rerenga – Taitokerau Economic Wellbeing Pathway is an invitation. It provides a suggested approach to address some major challenges regionally, nationally and globally. Recognising some of what we already know and others which are yet to present themselves.

Collaboration is key. Nothing will be achieved if we go it alone. We must recognise that we are all in this together and our future success, the legacy we leave, will require us to all paddle from the same waka, in flow with our natural surroundings.

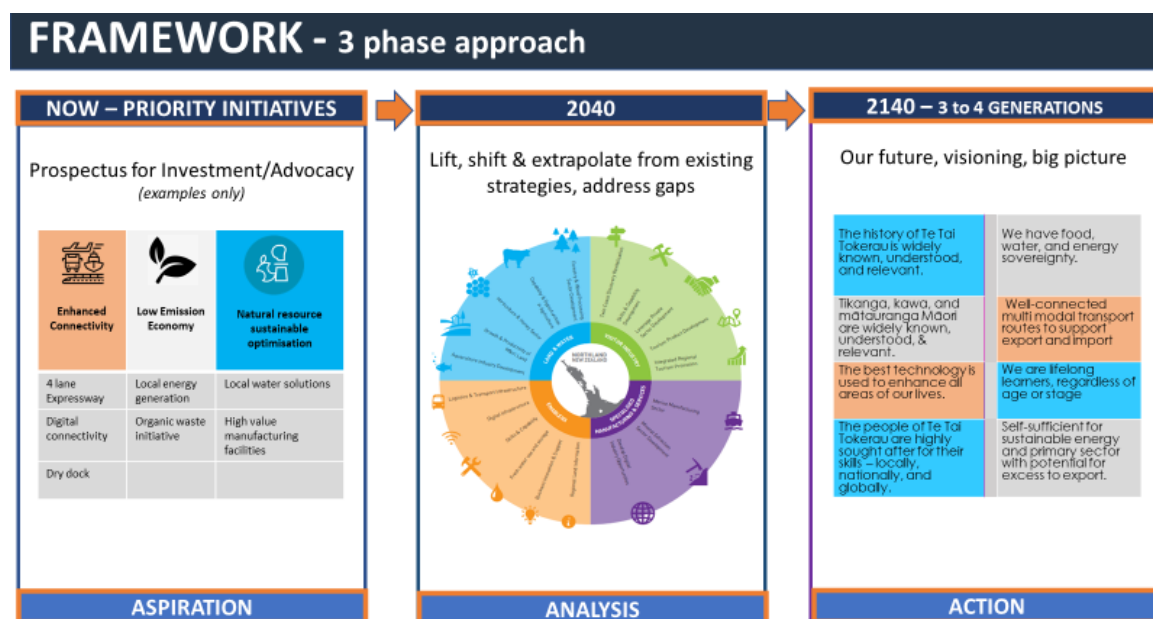
- INDICATORS AND/OR MEASURES

Opportunity here to fine-tune the Future Statements into indicators and/or measures, including filling gaps, which would link in with goals, once clarified.

TOP TEN

1. We have food, water, and energy sovereignty.
2. Te Tai Tokerau has productive value-add industries that provide a solid economic foundation for the community to realize all of its aspirations.
3. Regardless of location within Te Tai Tokerau, we have access to strong support structures to help us grow our own businesses.
4. The people of Te Tai Tokerau are highly sought after for their skills – locally, nationally and globally.
5. The communities of Te Tai Tokerau are built on authentic and honest relationships – we support and celebrate each other.
6. The Te Tai Tokerau community is resilient and prepared to respond to events.
7. The best technology is used to enhance all areas of our lives.
8. Tikanga, kawa, and mātauranga Māori are widely known, understood, and relevant.
9. We are lifelong learners, regardless of age or stage.
10. The history of Tai Tokerau is widely understood and relevant.
11. All tamariki and rangatahi have access to educational and employment paths that actively help them become the best versions of themselves.
12. Our industries are constantly evolving to work smarter, not harder.
13. Māori culture is seen, heard, felt and celebrated everywhere throughout Te Tai Tokerau – from the environment to Board rooms, from schools to cafes.
14. We have a strong sense of identity and culture – there are support mechanisms to help people connect to their whakapapa, their Reo, and their whenua.
15. Everyone who wants to work in paid employment is supported to find work that values who they are and the skills and talents they have.
16. Every local in Tai Tokerau is able to get on a path to owning their own home.
17. Iwi and Hapu are important parts of the system that provide support to whanau, Māori, land owners, and business owners.
18. Elderly people are treasured and active contributors to communities in ways that best suit them.
19. When circumstances create disadvantage for people and their ability to thrive and contribute, support is provided to accelerate them ahead.
20. Everyone can see how they contribute to the vision of Te Tai Tokerau for generations to come.
21. We all have the resources and support we need to navigate through hard times, whether it be physical, mental, or emotional.
22. Te Tai Tokerau has strong global connections.
23. People feel safe and welcomed when moving to or visiting Te Tai Tokerau.
24. The people who visit Te Tai Tokerau positively contribute to the communities they visit.
25. We believe in ourselves – we are confident and proud and have hope for great paths ahead.
26. Everything is done in sync with Papatūānuku.
27. Those who work in their whanau and communities outside of paid roles are valued and celebrated too.
28. Te Tai Tokerau feels peaceful and well-paced, it consistently moves towards its aspirations but there is always a sense that people have time for the important things in life.
29. We measure our success based on our own values and objectives.

OUR PRESENT AND FUTURE



NEXT STEPS

A brief narrative/graphic to come.

This pathway is being approached in three timelines:

- Now
- 2040 – Strategic Alignments
- 2125 – Our long term future

The following narrative provides an overview of these approaches along with key milestones. (To come).

OUR NOW



Draft artwork by Josie Selkirk.

Blurb to follow.

2040 – STRATEGIC ALIGNMENTS

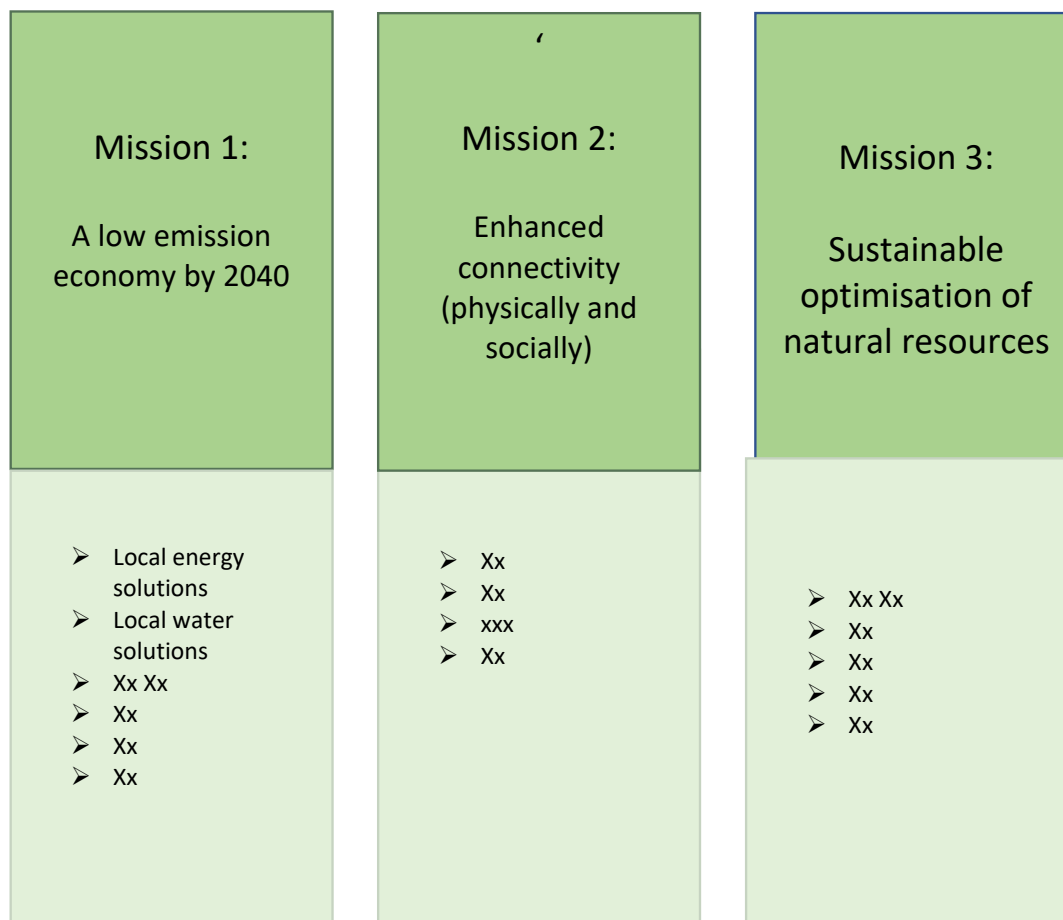
2125 – OUR LONG TERM FUTURE



Draft artwork by Josie Selkirk.



OUR THREE MISSIONS



Note: Solutions will be identified via further engagement, along with incorporating what has already been identified via other strategies.

OUR KEY PRIORITIES

While there is so much to be thankful for, there is also a lot to address in Te Tai Tokerau – Northland. Many of the barriers facing our people and place prospering have been known for decades.

It highlights the real need for a change in mindset, which will require courageous, collaborative leadership, supported by strategic actions that grow opportunities, connections and capability. Opening minds to potential and moving past current limitations in both thinking and approach, all the while protecting what's important to the region.

Key priorities have been captured under three overarching headings, which in effect, capture everything within Papatūānuku, underpinning the philosophy that all is connected:

HE TANGATA OUR PEOPLE	NOHONGA OUR PLACE	PAPATŪĀNUKU OUR PLANET	Supported by KEY ENABLERS
Our Leaders <ul style="list-style-type: none"> Courageous Wayfinders Collaborative & Innovative We are all Leaders 	Our Economy <ul style="list-style-type: none"> Playing to our strengths Embracing circular systems, collaboration & cluster focused Utilising technology & AI Doing no harm 	Our Natural Environment	<ul style="list-style-type: none"> Skills & Capability Green Energy Freshwater use & storage Timely, factual Data Infrastructure
Our Doing <ul style="list-style-type: none"> Productive Workforce & Education Connected & Collaborative 	Our Connectivity <ul style="list-style-type: none"> Infrastructure, design & systems transformation Networks, connections & digital advancement Community & Social Connectivity 	Our Man Made Environment	
Our Health & Wellbeing		All part of the whole	

Insert circular graphic. Planet at centre, People in middle circle and Place in outer circle.
(Place is on the outside as people inform place). All supported with key themes.

Incorporating a Te Ao Māori world view is intrinsic to the success of this strategy, in that it provides an important pathway if we are to change the trajectory we are currently on.

It's important to note that where other strategy has provided a pathway forward to address challenges and opportunities identified within this kaupapa, we have not sort to readdress it, rather we highlight the topic and point you in the direction of said information.

In undertaking research to form this pathway, the following 10 key challenges are identified. This plan seeks to address and remedy these blockages:

- Connectivity, including infrastructure, social structures and digital inequity;
- Lack of collaborative, connected, courageous leadership;
- Building climate resilience and growing understanding of the need for it;
- Lack of large-scale, targeted investment;
- Undeveloped/unskilled/non-existent workforce;
- Impacts of poverty, inequities and living in 'survival' mode;
- Sovereignty and remaining 'local';
- Environmental loss and degradation;
- Under-utilised land;
- Lack of respect and value of people and their cultures, particularly for Māori.

Along with the overarching themes, three key missions or high-level actions have been identified. Implementation of these will, directly or indirectly, drive change to address Northland's key challenges, while supporting the realisation of other actions. These are:

- Become a low emission economy;
- Enhance resilient connectivity (both physically and socially);
- Sustainable optimisation of natural resource (land & fauna).

The above priorities and challenges have been identified through two key pieces of work. Firstly, a review of the rich strategic kaupapa that has already been undertaken over the last 20 years here in Tai Tokerau. Secondly, engagement with leaders, influencers, business operators, community and other such groups and individuals via survey and hui.

- KEY PRIORITY ONE - HE TANGATA/OUR PEOPLE

Credible – Connected – Collaborative – Resilient – Equitable – Equal - Inclusive
Purposeful – Productive – Prosperous – Happy – Healthy - Entrepreneurial

OUR LEADERS

Strategic Themes

- Courageous Wayfinders
- Collaborative & Innovative
- We are all leaders!

LEADERSHIP VALUES

Courageous

Changing the Narrative

Innovative & Entrepreneurial

Cohesive & Collaborative

Intergenerational

Courageous Wayfinders

‘Wayfinders go beyond the known, and journey on voyages of discovery to new horizons.’

Wayfinding Leadership (book)

- Authentic and honourable with a strong sense of duty to people and place
- Building intergenerational strength, vitality and performance
- Dynamic, present, ethical and adaptive
- Challenging the narrative, leading by example
- Committed to empowering the next generation of leaders (succession planning)

Collaborative & Innovative

- Te Tai Tokerau – Northland, continuing to embrace a region of ‘firsts’
- Foster a climate of new ideas innovation and risk taking. Establish Tai Tokerau as a testing ground for innovation and transformational approaches
- Principled, cohesive leadership with entrepreneurial capability and cultural acumen working together to realise potential for all
- Play to strengths and paddle together on the same waka

We are all leaders!

- Collectively responsible, playing our part in shaping our future
- Everyone is important and everyone matters. No matter the role you play or the way you contribute to the betterment of your community, it is valued and needed.

OUR DOING

Strategic themes

- Productive Workforce & Education
- Connected & collaborative

VALUES

Engaged, meaningful, valued
Equitable, resilient, inclusive
Strengths based approach
Reimagined/co-designed
Improved higher education
Meeting current & future requirements

Productive Workforce & Education

‘Need courageous governors and communities to support the shift in learning that’s required.’

‘You can’t focus on cognitive needs when you’re facing survival.’

- Champion/showcase educational pathways into recognised industries
- Develop and invest in equitable, resilient and an inclusive workforce
- Strong Māori workforce contributing to growth and competitiveness
- Meeting current and future skill needs - focus on sustainable future skills pipeline
- Improving higher education qualifications
- Amplifying initiatives to attract tai tamariki, Māori and wāhine
- Recognising & supporting both lower & higher skilled roles
- Reimagined workforce (such as healthcare)
- Embracing appropriate technology, that breaks down learning barriers

Extract from Te Purunga ki Te Raki RSLG Taitokerau:



Connected & collaborative

- People know their value, are hopeful and constructively contribute to society
- Strong support for community lead initiatives – growing community capability
- Prepared for green/equitable transition owing to climate change impacts
- Feel supported and part of their community
- Cluster and innovate together, applying knowledge and skills

OUR HEALTH AND WELLBEING

“Thriving communities and whanau are the nest for a strong economy.”

VALUES:

Vibrant, happy, healthy citizens

Cohesive communities

Innovative & transformative

Enduring legacies

- Affordable, safe and secure housing, with associated infrastructure, for all
- Easy access to high quality services and the natural environment
- Shift to wellness/strengths-based approach
- Sovereignty – self-sustaining with co-designed services
- Whanau well-being & prosperity - realising our full potential
- Cohesive, proud communities that are connected, safe and localised
- Creating enduring legacies of well-being and prosperity
- Deeper sense of place and connection

He tangata/our people - outcomes and measures

OUTCOME	MEASURE

- **KEY PRIORITY TWO – NOHONGA/OUR PLACE**

OUR ECONOMY

'People - Whanaungatanga, business based on values and relationships'

Strategic themes

- Playing to our strengths
- Embracing circular systems, collaborative & cluster focused
- Utilising technology and AI
- Doing no harm

VALUES

Innovative and Entrepreneurial

Productive and Responsive

In flow – circular approach

Connected and Collaborative

Enabling

Playing to our strengths

- Affable climate
- Natural environment - innate connection to te taiao
- Many natural resources
- Underutilised whenua
- Strong, resilient, can-do, entrepreneurial people
- Mātauranga - high cultural capital
- Proximity to Auckland
- Loving local (locally driven)

Key Industry Sectors:

- Primary sector specialists (agriculture, forestry, horticultural & aquaculture)
- Construction & Infrastructure
- Destination management & tourism
- Natural food & medicine production
- High end manufacturing
- Creative digital
- Smart land use
- Testing ground for innovative thinking, including R&D for above

(To come - a breakdown of each of these industries - taken from their strategies)

With a focus on:

- High income sustainable businesses (incomes exceed national average)
- Increase in GDP growth and employment (plus new measures)
- Making use of strategic advantage of our environment in sustainable ways
- Authenticity in who we are and how we tell our stories

Note: there is a growing movement that questions growth at what cost. The terms stabilising growth and degrowth are becoming more mainstream, i.e. a move towards a more mindful use of resource and lighter footprint. Where capitalisation, industrialism and other activities have negatively impacted on our mental, social and environmental well-being, there is need to seriously consider if a focus on (hollow) growth is the way forward and, should an alternative be considered, what this might look like in practise.

Embracing circular systems, collaborative & cluster focus (hubs)

‘Innovation happens face to face and in a place.’

- Embracing The Takarangi – indigenous donut model
- Developing centres of clustering and collaboration to foster innovation
- Enhancing product and service offerings, including lifting quality (filling the gaps)
- Transition to more sustainable future industries

Utilising technology and AI

‘Combination of celestial and terrestrial is limitless.’

- Embracing green technology and sustainable energy use
- Technology that is fit for purpose and has a light environmental footprint
- Transforming practise through improved baseline data and more sustainable methodologies
- Power up sectors productivity while lowering costs (robotics as an example)
- Opportunity to specialise in R&D, specifically around food and natural medicines
- Balanced and in harmony, avoiding the ‘dark side’ of tech (‘proof of value’)

Doing no harm

- Working in flow with the environment
- Building resilience to economic and natural shocks
- Sustainable, resilient, economic development
- Adaption to green energy

OUR CONNECTIVITY

Highlighted as one of the key challenges to Te Tai Tokerau's prosperity. The aim is to develop and enhance resilient, fit for purpose infrastructure that meets future needs.

Strategic themes

- Infrastructure, design & systems transformation
- Networks, connections and digital advancement
- Community and social connectivity

Infrastructure, design & systems transformation

- Future focused - cognisant of change, including climate resilience
- Fit-for-purpose, safe, resilient, efficient, world class
- Smart town planning that promotes connection and ease of movement
- Transport - multi module approach (land, sea, air, other)
- Smart, long-term strategy, enhancing growth & existing development
- Well phased infrastructure development backed with political support/resource
- Utilises local knowledge and expertise

Networks, connections and digital advancement

- Equitable and reliable connectivity (global connection)
- Promotes a light environmental footprint
- At the cutting edge of digital advancement

Social connectivity

- Easy access to local goods and services
- Empowered & Localised
- Working in-sync – people & place
- Strong & resilient

Our Place - outcomes and measures

OUTCOME	MEASURE

- KEY PRIORITY THREE - PAPATŪĀNUKU – OUR PLANET

Ko ahau te taiao, ko te taiao, ko ahau - I am the environment and the environment is me.

Realise what we have! There is no planet B. The call within this work, along with a growing number of other strategies is to ensure that environmental stewardship is woven through everything in every way – not an afterthought nor an add on.

A challenge for many Northlander's is that it looks very green and healthy outside, when the reality is quite the opposite. There is much to be done to stop, let alone reverse the damage.

Te Tai Tokerau has an opportunity to be at the forefront in demonstrating economic prosperity while embracing a 'lightness of foot' approach to environmental wellbeing.

Strategic themes

- Our Natural environment
- Our Man-made environment
- All part of the whole

VALUES

At the heart of decision making
Intergenerational
Connected and In flow
Respected, nurtured and protected
Sustainable and regenerative

Our Natural environment

- Following Mātauranga - everything is undertaken in-sync with Papatūānuku
- Sustainable environmental stewardship – protect & restore (reversing taiao collapse)
- Te Taiao at the centre of decision making – not an after thought
- Protecting open spaces and access to
- Key focus on marine regeneration

Our Man-made environment

- Move to a low emission economy
- Sustainable optimisation of natural resource - utilising our strategic advantage
- Co-create urban and rural spaces in-sync with Papatūānuku
- Championing green skills and approaches
- Transitioning Taitokerau to green energy regeneration
- Reducing rubbish and pollution
- Protecting water ways and fresh water supply
- Education and incentives to grow care and responsibility
- Positively adapting to climate change – becoming climate resilient
- Demonstrating good practise, through education, policy and doing

All part of the whole

- Encouraging connection (to each other, to the natural environment)
- Recognise that humanity is part of a much wider ecosystem, in which we are kaitiaki
- Abide by the natural laws of cause and effect
- Humankind cannot currently survive without Earth, whereas Earth can survive without humankind.

Papatūānuku – Our Planet - outcomes and measures

OUTCOME	MEASURE

TE AO MĀORI WORLD VIEW

ECONOMIC VALUES

Meaningful, respected partnerships

Realising Aspirations

Enabling

Traditions, Identity & Values Celebrated

Economy driving economic growth

Inter-generational

Māori have a distinct approach to economic growth rooted in Tikanga values that prioritise intergenerational wellbeing and environmental sustainability. Iwi provide a culturally legitimate platform for exercising these values. While historically, iwi have not benefited from mainstream approaches to economic growth, a tikanga-based approach is necessary for Māori success.

"He Tangata, He Whenua, He Oranga" is the first independently developed, regional Māori tikanga-based economic growth strategy in New Zealand, reflecting the desire of the Te Taitokerau Iwi Chief Executives Consortium to maintain cultural legitimacy. The success of the Māori economy is critical to the overall economic growth and prosperity of the Northland regional economy.

To transform the region's Māori economy, conversations and approaches to economic growth need to change. Māori must be in genuine partnership with others, and equitable access to and investment in future-focused education and skilled employment opportunities is necessary. All levels of government must prioritise infrastructure investment, remove barriers to economic potential, and shift from consumption to investment focus. Finalisation of Treaty cases will release settlement assets. The Māori economy is expected to become the key driver of Northland's economic growth and prosperity.

Direction for Action

The Taitokerau Māori economy is a complex and growing one that includes core assets like fishing, forestry, and farming. However, there are opportunities for Māori to diversify their activities and move up the value chain in primary industries such as aquaculture, eco-tourism, geothermal energy, horticulture, properties, social housing stock, infrastructure, water and waste management, water storage and irrigation, honey, mineral extraction, and management of underutilised Māori freehold land. To achieve sustainable growth and competitiveness, there is a need to strike a balance between people, assets, and developing businesses. The Taitokerau Māori economy is poised to grow substantially over the coming years and generations, and the ability of Māori asset holding entities to diversify their activities and gain employment in more skilled and productive industries will be a key driver.

To enable the Māori economy to grow sustainably and compete more effectively, Māori need to play a greater role in the wider Northland economy. This requires a balance between growing the Māori economy and making it more competitive to ensure that the existing high-value part of the Māori economy becomes even more productive. To achieve this, Māori need to lead the change in the conversation about their role in economic progress. Broadening contributions from salaries, wages, and consumption to all levels of the economy, ultimately will lead to increased household income and well-being for whānau.

The Taitokerau Māori economy is unique in that it shows both the characteristics of a developing economy and a developed economy. Therefore, policy responses should be tailored to support both parts of this complex economy. Three priorities emerge from the analysis of the Taitokerau Māori economy: changing the conversation, growing the Māori economy, and making it more competitive. To achieve these goals, a coordinated and collective leadership platform is needed to pursue and actualise strategic interventions. A Tikanga template was suggested as a cultural lens and an interwoven whāriki of values, principles, and practices that form the fabric for He Tangata, He Whenua, He Oranga, the Māori economic endeavour focused on generational and sustainable economic well-being.

Strategic Focus

- Enabling Māori development (eg, Papakāinga)
- Māori economy drives economic growth & prosperity (seen as viable & attractive)
- Contribution to GDP commensurate with population base
- Land holding profitable & productive
- Embracing/endorsing a Te Ao Māori approach
- Valuing, embracing & celebrating our unique culture & heritage
- Focus on growing Māori workforce, especially wāhine and taitamariki
- Identifying critical green skill requirements
- Support Iwi/Hapu lead workforce
- A political & economic landscape that enables & wants Māori economy to prosper
- Māori influence is seen as critical to future development
- Increase in Māori engagement & achievement in formal education
- Move from consumption mode to investment mode
- Recognising, celebrating & embracing intergenerational knowledge

Te Ao Māori - outcomes and measures

OUTCOME	MEASURE

SUPPORTED BY ENABLERS

Skills & capability (including investment in digital, IT and technology)

Te Purunga ki Te Raki Regional Workforce Plan

- Tikanga indicates that economic growth needs to be driven by whānau to translate into positive wealth opportunities across the rohe. Therefore, investments in education, infrastructure and workforce development may be among the most effective ways to spread and affect economic gains.

Resilience, fit for purpose core infrastructure (e.g. waste transportation)

- Identified in Local Government's top five priorities

Embracing and utilising green energy

Ideally placed as a region with rich renewable resource, and proximity to a major centre (Auckland).

Unlocking renewable energy would facilitate a resilient Northland supporting a resilient Auckland and a resilient nation.

Note the following is commercially sensitive and is for the SG only.

- Large renewable resource (easily 2GW available against a 2300MWp use)
- Mix of wind on the West Coast, solar across the North, and geothermal with Top Energy
- Deploying this would see the North energy self-sufficient and a net exporter
- The 220kV lines from the Refinery south are a huge asset to Northland - they have 600MW of spare capacity to enable export south
- Transmission/distribution capacity (funding) is the key impediment to this outcome, renewable energy business cases are currently not strong enough to fund that
- Solve the funding gap, and renewables would deploy at speed. e.g. \$200 million invested in T&D likely unlocks \$200 billion of renewable build
- Total energy demand is predicted to roughly double over 30 years driven by electrification of fleet and process heat.
- Northpower and Top Energy have mapped out the stages of investment needed, and so have very tangible investments in mind
- We had been focused on the REZ with Transpower (with TP leading political discussion), we're recently been given licence to promote the idea directly from a regional perspective
- Northpower and Top Energy are working closely on this.

Freshwater use & storage

Te Tai Tokerau Water Storage Project – Nga Puna Wai

- Developing water storage and distribution schemes that enable a shift to higher-value uses, whilst caring for the environment and local communities.

Timely, factual and relevant data (including regional land information)

- Ensuring decisions are supported by factual and timely data.

Further detail to come across all topics.

Enablers - outcomes and measures

OUTCOME	MEASURE

OUR GAME CHANGING PRINCIPLES

"If you always do what you've always done, you'll always get what you've always got."
Henry Ford

Making a meaningful difference will not initially come from what we do, rather how we do it. Our game changing principles represent a shift in mindset, followed by implementing smart policy and approaches that recognise our rapidly changing world, in a need to not only meet today's requirements but, importantly, future generations as well.

This approach highlights the importance of courageous and wayfinding leadership, that will prioritise Te Tai Tokerau as a world leader in looking after people and place.

- TE AO MĀORI APPROACH

We are in the midst of rapid decline in our planet's health and wellbeing, detrimentally impacting on humanity's ability to prosper let alone survive into the future.

Te Ao Māori world view, like other ancient beliefs, emphasises the interconnectedness of all things and the need for balance between the physical, spiritual, cultural, and environmental dimensions of life. This holistic approach to well-being recognises the importance of cultural identity, language, and practices in fostering a sense of belonging and connection to whenua (land) and whānau (family).

From a Māori perspective, well-being is not just an individual pursuit but also a collective responsibility. This means that well-being is not just about the health and happiness of individuals but also about the health and prosperity of the entire community. Māori values of kaitiakitanga, manaakitanga, and whānaungatanga emphasise the importance of caring for and supporting each other, as well as the land and the natural environment. It recognises harmony and prosperity come when flowing in-sync with our Earth Mother – Papatūānuku.

The opportunity for Te Tai Tokerau to adopt the principles of a Te Ao Māori approach will be game changing. It will help restore health and wellbeing for both people and place.

Te ao Māori is **the Māori world**, rich in meaning and vast in breadth and depth. It refers to Māori language, knowledge, values, and way of perceiving and understanding the world. It also expresses the connection and responsibility of Māori as guardians of the environment. Te ao Māori is integrated into various fields of research, health, and business, aiming to benefit Māori people and improve the quality of care and practice for all.

INNOVATION & TRANSITION TO CIRCULAR MODEL

While it is clearly recognised that innovative approaches are required to stay current and prosper in our rapidly changing environment, innovation for innovation's sake is neither useful nor potentially relevant.

There must be a clear focus on transitioning from out-dated modes to systems and approaches which inspire collaborative connections, smart and sensitive use of natural resources (along with promoting the use of human energy) and actually be value add, e.g., focusing on products and services that genuinely enrich our lives.

This is particularly relevant when we consider the transformation required to move into the clean energy space, how we utilise our land, public infrastructure design and delivery, and so forth. We must consider and undertake innovative approaches that promote wellbeing for Te Tai Tokerau now and into the future.

The Takarangi - Ōhanga Iho Nui

A commitment has been made to follow the principles of The Takarangi. This is a unique indigenous approach to the Donut Economic Model of economic development in Aotearoa that seeks to create a thriving and sustainable economy while staying within the ecological limits of our planet. The donut is a visual representation of this approach, which shows that we need to stay within the ecological ceiling and ensure that everyone has access to the essentials of life.

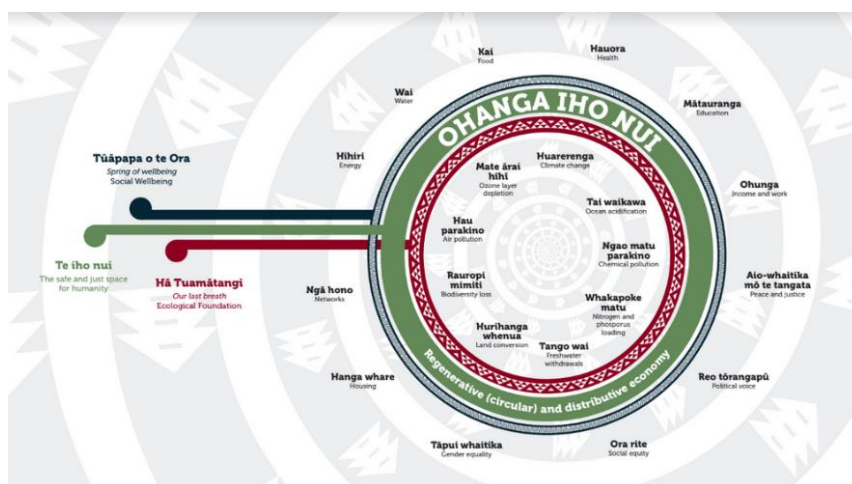
The model inspires a rethink in how we innovative while being in flow with Papatūānuku. The Te Ao Māori world view is captured within the model, encapsulating the need to work within planetary boundaries along with finding balance in human activities. Importantly, it places Papatūānuku at its heart, as a foundation for decision making.

Some of the principles of the Takarangi (Donut Economic Model) that we will incorporate in this plan are:

Regenerate: We will regenerate Northland's natural resources by using sustainable practices, such as reforestation and regenerative agriculture.

Distribute: We will ensure that the benefits of economic development are distributed fairly across Northland's communities. This means that we will focus on creating jobs, improving access to education and healthcare, and reducing poverty.

Collaborate: We will collaborate with Northland's communities, businesses, and government agencies to create a thriving and sustainable economy.



- SMART INVESTMENT

A focus on encouraging the right kind of smart investment, that seeks and supports long term outcomes. Outcomes that are mutually agreed and measured.

With the shift to low carbon activities, green energy and circular economies, there needs to be a re-think in investing in current models, without taking into account future opportunities and innovations. Take transport as an example. Do we continue to heavily invest in roading networks or balance this with other modes, such as air and ocean.

- ENABLING POLICY (INCLUDING 'LOCALISM')

It's imperative that future policy is designed and implemented to support Te Tai Tokerau's aspirations of "vision", which is likely to require localised policy rather than the one size fits all national approach.

This raises the need for Te Tai Tokerau to be absolutely clear on its direction (thus allowing appropriate policy development). Enabling policy must foster a number of things, including smart investment that inspires innovative approaches to transitioning into a more sustainable world.

- COLLABORATIVE CLUSTERING

How do we think and thrive together? Te Tai Tokerau can and should become a centre of clustering and collaboration. Pooling expertise, knowledge sharing and multi-functionary entrepreneurial hubs are the way of the future, where complimentary businesses and organisations recognise the strength in the collective.

THIS IS TE TAI TOKERAU – NORTHLAND

History

Tai Tokerau - Northland is a region in the northernmost part of New Zealand's North Island. It's known as a place with a rich history, unique geography, and diverse economy. It covers an area of approximately 12,600 square kilometres and has a population of around 180,000 people.

Tai Tokerau - Northland is known as the birthplace of New Zealand due to the signing of the Treaty of Waitangi in 1840. It has played a significant role in shaping New Zealand as a nation, and it continues to be a source of guidance as the country moves forward into the future.

Our geography is also quite unique. The region has a long coastline with many beautiful beaches and harbours. Inland, there are forests, mountains, and rivers. The climate is generally warm and subtropical, which makes it a great place for growing crops like kiwifruit, avocados, and citrus fruits. We are currently divided into three districts: the Far North District, the Kaipara District, and the Whangarei District.

Economy

The economy of Tai Tokerau Northland is diverse and includes agriculture, forestry, fishing, and tourism. Many people are employed in these industries or in other businesses that support them. For example, there are companies that process and export kiwifruit and other fruits, as well as businesses that provide services to tourists, such as accommodation, restaurants, and activities.

The Tai Tokerau - Northland economy is diverse, with a range of industries and job opportunities. The region's strengths lie in its natural resources, particularly its fertile land, abundant forests, and rich fishing grounds. However, the region also faces some economic challenges, particularly in terms of unemployment and poverty.

There are several reasons why we have a higher rate of unemployment compared to other regions in New Zealand. Some of the key factors include: geographic location, seasonal industries, lower levels of education in comparison to other regions and high proportion of young people who face barriers to employment.

Tai Tokerau - Northland's greatest advantage in the economic well-being is its natural resources. The region has a diverse range of natural resources that are important for its economy, including: fertile land, abundant forests (native and plantation), rich fishing grounds and many natural tourist attractions.

By leveraging these natural resources, Northland can create more job opportunities and generate income for local businesses and communities.

Growth

Growth over the last 50 years has been modest compared to other regions in New Zealand. In the 1970s and 1980s, we experienced a period of rapid economic growth, driven by a surge in agricultural production and the expansion of the forestry industry. However, this growth was relatively short-lived, and the region has since faced a number of economic challenges.

One of the key challenges facing Northland over the last 50 years has been its relatively isolated location, which has made it harder for businesses to operate and attract investment. This has limited the region's growth potential, and contributed to its higher than average levels of unemployment and poverty.

Despite these challenges, Northland has made some important strides in recent years. The region has seen significant investment in infrastructure, including the expansion of the Northland Port and the development of new transport links. There has also been a focus on developing new industries and diversifying the region's economy, with a particular emphasis on the growth of the technology

and creative sectors.

The region has also placed a strong emphasis on environmental sustainability and cultural preservation, recognising the importance of protecting the natural resources and cultural heritage that make Northland unique.

Overall, Northland's growth over the last 50 years has been characterized by ups and downs, but there are signs that the region is beginning to realize its potential. By continuing to invest in infrastructure, develop new industries, and protect its natural and cultural assets, Northland can create a more prosperous and sustainable future for its residents.

Over the last five years, Northland has experienced economic growth, driven by a number of factors. Here are some of the key trends:

Population growth: Northland's population has grown steadily over the last 5 years, with a particular increase in the number of people moving to the region from other parts of New Zealand. This has helped to stimulate demand for housing, goods, and services, creating opportunities for local businesses.

Tourism: Northland's tourism industry has continued to grow over the last 5 years, with increasing numbers of domestic and international visitors attracted by the region's natural beauty, cultural attractions, and outdoor activities. This has helped to support jobs and income for local businesses, particularly in the hospitality and tourism sectors.

Infrastructure investment: Northland has seen significant investment in infrastructure over the last 5 years, with the expansion of the Northland Port, the development of new transport links, and the upgrade of local roads and highways. This has helped to improve connectivity and reduce barriers to trade and investment, creating new opportunities for local businesses.

Diversification of the economy: Northland has placed a greater emphasis on diversifying its economy over the last 5 years, with a focus on developing new industries and supporting entrepreneurship. There has been a particular emphasis on the growth of the technology and creative sectors, which have the potential to create high-paying jobs and stimulate innovation.

Overall, the growth of Northland over the last 5 years has been steady but modest, driven by a combination of population growth, tourism, infrastructure investment, and economic diversification. There are certainly opportunities for changes within the region, particularly as it seeks to build on its natural and cultural strengths to create a more prosperous and sustainable future for its residents.

Business in Northland

The growth of businesses in Northland has been mixed over the last few years. While some businesses have thrived and expanded, others have struggled to remain competitive in a challenging economic environment. Here are some of the key trends in business growth in Northland:

- **Small businesses:** Northland has a vibrant small business community, with a high proportion of businesses employing fewer than 20 people. While these businesses often face challenges in accessing funding and resources, they are a vital source of employment and innovation in the region.
- **Tourism-related businesses:** The tourism industry has been a major driver of business growth in Northland, particularly in areas such as accommodation, food and beverage, and retail. Many businesses in these sectors have seen strong growth over the last few years, driven by increasing numbers of domestic and international visitors to the region.
- **Agriculture and forestry:** While the agriculture and forestry sectors have traditionally been important drivers of economic growth in Northland, these industries have faced some challenges in recent years, including changing market conditions and environmental

regulations. However, there are still many successful businesses in these sectors, particularly those that are focused on producing high-value products for niche markets.

- **Technology and innovation:** Northland has a growing technology and innovation sector, with a particular focus on industries such as software development, digital marketing, and creative media. These businesses have the potential to create high-paying jobs and contribute to the diversification of the region's economy.

Overall, the growth of businesses in Northland has been mixed, with some sectors and industries seeing stronger growth than others. However, there are certainly opportunities for businesses to thrive in the region, particularly as it continues to invest in infrastructure, support innovation, and build on its natural and cultural strengths.

Agriculture

Agriculture has historically been an important part of Northland's economy, with the region known for its fertile soil, mild climate, and abundant rainfall.

Here are some key facts about the agricultural sector in Northland:

- **Dairy farming:** Dairy farming is one of the largest agricultural industries in Northland, with many farms located in the Kaipara and Whangarei districts. The region is known for producing high-quality milk, which is used in a range of dairy products both domestically and internationally.
- **Beef and sheep farming:** Beef and sheep farming are also important parts of Northland's agricultural sector, with many farms located in the region's hill country and coastal areas. These farms produce high-quality meat products for domestic and international markets.
- **Horticulture:** Northland has a growing horticulture industry, with many farms producing kiwifruit, avocados, citrus, and other fruits and vegetables. The region's warm climate and fertile soil make it well-suited for growing a wide range of crops, and there is growing demand for locally-grown produce both domestically and internationally.
- **Forestry:** While not strictly an agricultural sector, forestry is an important part of Northland's economy, particularly in the region's rural areas. Many forests in Northland are managed for sustainable timber production, with the wood used in a range of products such as furniture, paper, and building materials.

While the agricultural sector in Northland faces some challenges, including changing market conditions and environmental regulations, there are also opportunities for growth and development in the sector. With its fertile soil, mild climate, and abundant rainfall, Northland is well-positioned to continue producing high-quality agricultural products for domestic and international markets.

GOVERNMENT CONTEXT

‘Locally led, regionally enabled, centrally supported.’

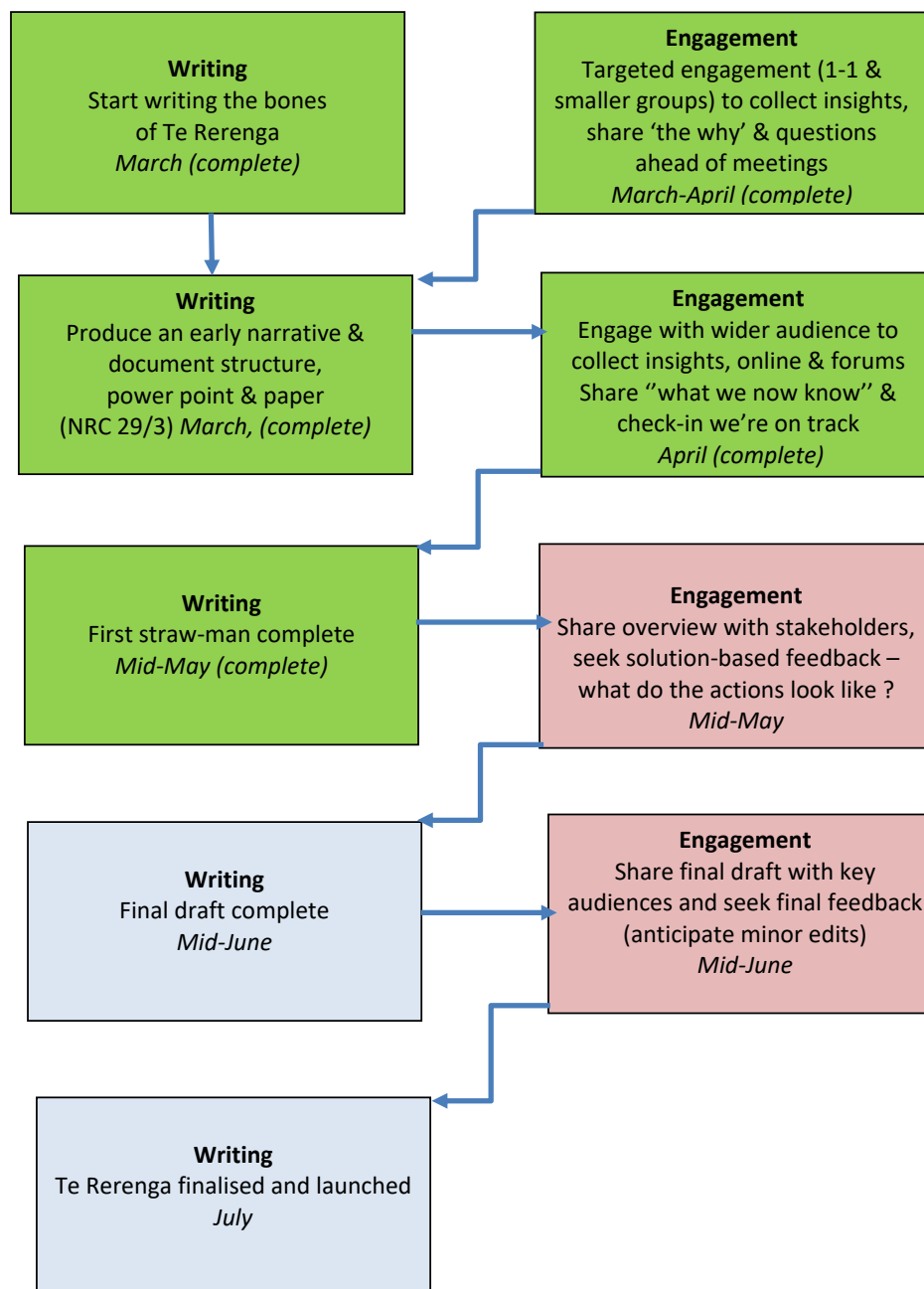
- Our Local context

This will provide an overview of the four Northland councils as a collective (rather than individually).

TOP FIVE PRIORITIES FOR TE TAI TOKERAU

1. Connecting Northland
Northland Expressway and improvement in major road networks.
 2. Northland as a regional economic hub
Develop regional economic hubs including Marsden Point/Ruakākā, Kaikohe, and the re-purposing of Marsden Point refinery.
 3. Housing and associated infrastructure
Significant improvement in the quality of residential properties.
 4. Infrastructure resilience and climate change (suggest change word from change to resilience)
Create resilient infrastructure in Northland by improving critical services and ensuring our communities are ready and supported around climate change (resilience).
 5. Local government as a ‘trusted partner’ with central government.
Our people are the backbone of our economy and crucial to the wellbeing of Northland. Northland wants to ensure that the community is supported by local government and enabled by central government through a strong partnership.
-

APPENDIX 2 Roadmap to completion 2023



TITLE: Business with the Public Excluded

Whakarāpopototanga / Executive Summary

The purpose of this report is to recommend that the public be excluded from the proceedings of this meeting to consider the confidential matters detailed below for the reasons given.

Ngā mahi tūtohutia / Recommendations

1. That the public be excluded from the proceedings of this meeting to consider confidential matters.
2. That the general subject of the matters to be considered whilst the public is excluded, the reasons for passing this resolution in relation to this matter, and the specific grounds under the Local Government Official Information and Meetings Act 1987 for the passing of this resolution, are as follows:

Item No.	Item Issue	Reasons/Grounds
7.1	Northland Inc Limited: Ngāwhā Innovation and Education Centre - Support of involvement	The public conduct of the proceedings would be likely to result in disclosure of information, the withholding of which is necessary to enable council to carry out, without prejudice or disadvantage, commercial activities s7(2)(h) and the withholding of which is necessary to enable council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) s7(2)(i).
7.2	Northland Inc Limited: Appointment of Directors - Recommendations on the appointment of directors	The public conduct of the proceedings would be likely to result in disclosure of information, the withholding of which is necessary to protect the privacy of natural persons, including that of deceased natural persons s7(2)(a).

Considerations

1. Options

Not applicable. This is an administrative procedure.

2. Significance and Engagement

This is a procedural matter required by law. Hence when assessed against council policy is deemed to be of low significance.

3. Policy and Legislative Compliance

The report complies with the provisions to exclude the public from the whole or any part of the proceedings of any meeting as detailed in sections 47 and 48 of the Local Government Official Information Act 1987.

4. Other Considerations

Being a purely administrative matter; Community Views, Māori Impact Statement, Financial Implications, and Implementation Issues are not applicable.