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TAITOKERAU NORTHLAND  
ECONOMIC WELLBEING  
PATHWAY

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# Te Rerenga





Lead by:

**NorthlandInc**

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



Supported by:



**MINISTRY OF SOCIAL DEVELOPMENT**

TE MANATŪ WHAKAHIATO ORA



**MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT**

HIKINA WHAKATUTUKI

**Te Rerenga Steering Group Terms of Reference**



Credit for Front Cover and Inside Cover Photos to -David Kirkland



# Voices of Our Youth

LOOKING FORWARD TO 2140...



Communities are built on authentic and honest relationships

We're recognised globally for great sustainable businesses and lifestyle

Our history is widely understood and relevant

Everything is done in sync with Te Taiao

We are the region of choice for visitors

Our elders are safe, active and contributing members of communities

We have the best technology and it is used to enhance all our lives

Healthier humans – spiritual, mental, physical

We have strong value-add industries that provide a solid economic foundation

Educational foundations start strong in schools and learning continues throughout our lives

We have food, water, and energy sovereignty

Easily accessible and skilled workforce

Our transport system is safe, reliable and resilient

Māori culture is seen, heard, felt, and celebrated everywhere throughout the region

Accessible and equitable healthcare across the entire region

Taitokerau wāhine Māori on the moon

Sustainable and renewable sources of energy

Taitokerau Northland has strong global connections

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# Foreword

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**Taitokerau Northland Economic Wellbeing Pathway** is a comprehensive evidence and strength-based strategy that encompasses the collective aspirations of our region. It has been co-created by representation from business and industry, Iwi/Māori, local and central government, community, Northland Inc, and guided by Te Rerenga Steering Group. Te Rerenga seeks to cultivate a prosperous, sustainable, and innovative economy for all to partake in its benefits.

**What is a Wellbeing Economy?** An economy that is designed with the purpose of serving the wellbeing of people and the planet first and foremost; and in doing so, it delivers social justice on a healthy planet.

**This is the first iteration in the hope** that in the months and years to come we will continue to build and strengthen this pathway, together. With this in mind, the aim of this wellbeing pathway is to bind effective working partnerships with local and central government, so we may resolve our hardest issues efficiently. By creating our best opportunities to produce the outcomes that have been co-produced with communities and investment stakeholders.

**Why design an economic wellbeing pathway?** Around the world important shifts are being witnessed in the understanding of progress and development. Societies and governments are moving beyond evaluating progress in terms of GDP or average income levels to evaluating progress in terms of quality of life and collective wellbeing. This shift in thinking comes from a recognition that wellbeing is determined by much more than money. A wellbeing economy is described as an economy that is designed with a purpose of serving the wellbeing of the planet first and foremost. In doing so it delivers social justice on a healthy planet. By recognising this, the ultimate measure of success is not wealth but wellbeing - now and for generations to come.

**Why now?** Northland's Mayoral Forum tasked Northland Inc in 2020 to develop a strategy, given it was two decades since the last economic development strategy was undertaken, Northland Forward Together - 2002. There are many plans which speak to the region's economic development, but no one overarching strategy which can put its arms around all of those documents and brings alignment and cohesion. We need a strategy with an intergenerational view which outlines ways to improve the wellbeing of our region - economic, social, cultural, environmental.

**What will it do?** Te Rerenga Wellbeing Pathway, over a hundred-year horizon, is crucial for the future of our entire region, in areas like global competitiveness, technological advancements, demographic changes, regulatory landscapes and inward investments. However, does any of this matter without our social and cultural aspirations and thriving local communities enjoying high standards of living at the forefront?

**This wellbeing pathway shifts the focus** towards a more holistic and sustainable approach based around the intergenerational themes of people, economy and environment. Here you will find actions that offer a forward-focused approach to our future, one of deliberate planning.

**How will it be done?** This strategy empowers Taitokerau Northland to shape its destiny, fostering a region where people can grow, connect, and achieve balance with their environment. Importantly, this strategy is not limited to one group but involves many organisations, individuals, businesses, and community groups working together to create a place where people and enterprise choose to thrive.

**This strategy is for all and invites those who can invest to help drive our regional transformation.**





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# He Whakaputanga me Te Tiriti o Waitangi

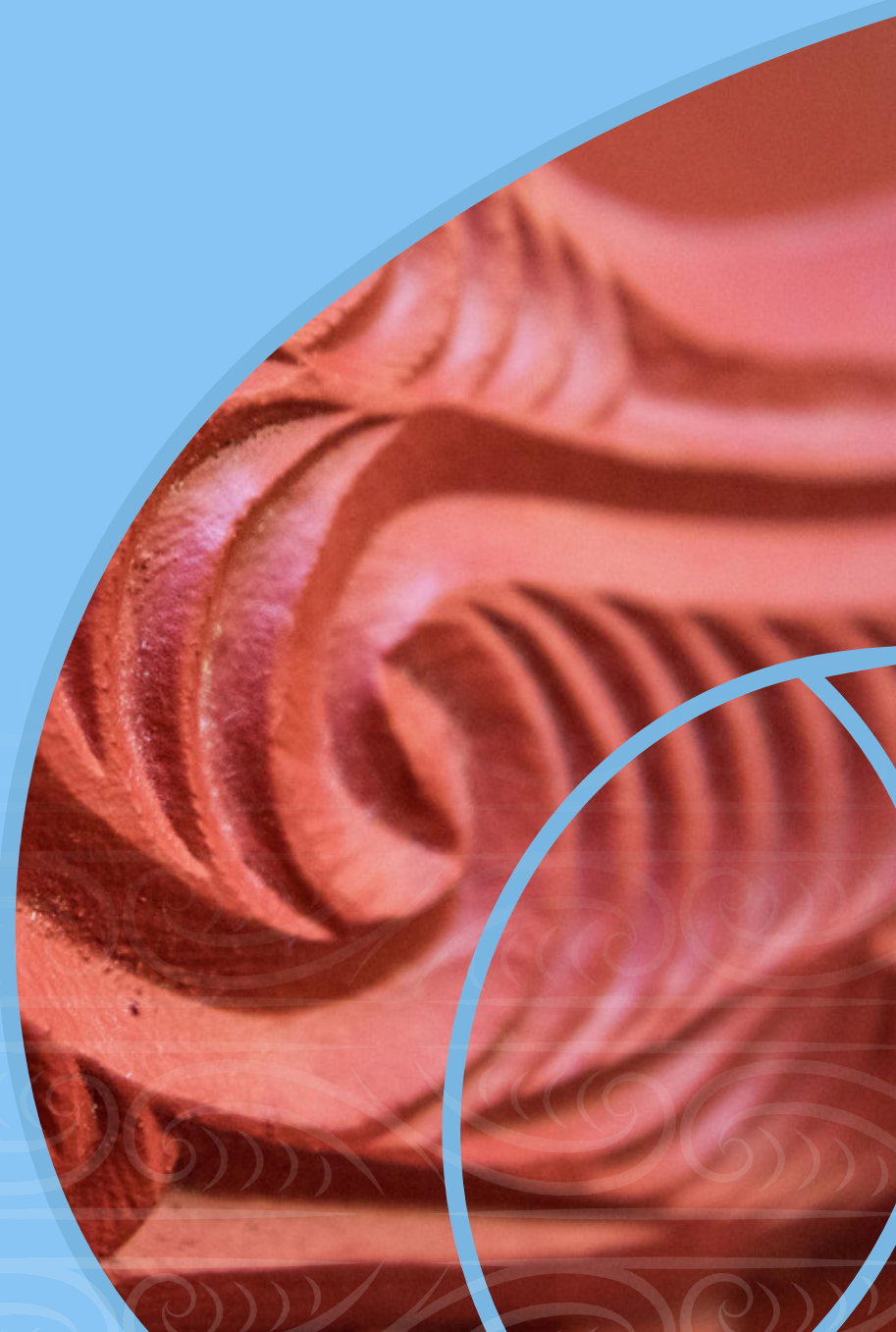
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Home of He Whakaputanga and Te Tiriti o Waitangi, Te Taitokerau is the birthplace of the nation. Te Rerenga acknowledges that our nation's constitutional documents form a necessary foundation for the success of Taitokerau Northland's economic development and prosperity now and in the future.

He Whakaputanga o te Rangatiratanga o Niu Tirene declared the constitutional arrangements in Aotearoa - that Rangatira are sovereign in Aotearoa and that no one else could make or adjudicate laws without the permission of Te Wakaminenga. Te Tiriti o Waitangi re-affirmed Rangatiratanga and outlined that the Crown would join the established constitutional arrangements and govern their Hapū of European settlers. As such, Rangatira retained their sovereign powers and duties within the exercise of "tino rangatiratanga" and the Crown gained the ability to govern their own people through "kawanatanga".

Te Rerenga is an economic development strategy positioned within the kawanatanga sphere and therefore, acknowledges the Rangatiratanga of ngā Iwi me ngā Hapū o Te Taitokerau. Te Tiriti o Waitangi established a relationship between Rangatiratanga and Kawanatanga which allowed for an exchange of knowledge and resources and, the dual exercise of laws. Te Tiriti o Waitangi was transformational in its constitutional effect and Te Rerenga aspires to uphold and continue the legacy of Te Tiriti o Waitangi for the prosperity of Te Taitokerau - all Northlanders.

Te Rerenga focuses on three primary needs and aspirations for the wellbeing of Taitokerau Northland - environment, people, and economy. Our collective responsibility to Te Tiriti o Waitangi can be activated through each of these focus areas and provides a unique opportunity to elevate and enrich Taitokerau Northland's economic activity.



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# Developing the Strategy

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## A CO-CREATIVE PROCESS

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### Getting started

When we began the process of designing an economic wellbeing pathway for Taitokerau Northland, people, co-creation and a [wellbeing](#) approach were at the heart. We were after a plan that was practical and dynamic. A plan that enabled leaders and communities to progress; to remove obstacles as they appear, solve problems, and keep moving. A locally led, regionally enabled, centrally supported approach providing for diversity; for local economies to do what they know needs doing and for regional and central government levers to support the broader prosperity and wellbeing of the region. As a living document and the first of the thought leadership papers, with others to follow as we adapt, the focus is on areas of economic life most important for intergenerational wellbeing.

### The Concept of a Unifying Economic Strategy

The Mayoral Forum in 2020 first voiced a concept of a unifying economic strategy for Councils. It was part of a bigger discussion on joint delivery of local government economic development services in Northland through Northland Inc. Every region in New Zealand has an Economic Development Agency and Northland Inc is the Economic Development Agency for Taitokerau Northland.

A long term 100-year plus vision is proposed with three horizon timelines - 2024, 2040 & 2140.

Engagement across the region was essential with insights gathered from business and industry sectors, Iwi and Hapū, community, Te Hiku – Crown Social & Wellbeing Accord, local and central government, workforce and education sectors, those young and not so young.

[The Taitokerau Northland Economic Action Plan](#) Advisory and Working Groups, the Regional

Skills Leadership Group, Northland's Intersectoral Forum Regional Leadership Group, the Councils' CE Forum, small and medium business, [Northland Chamber of Commerce](#), Large Employers CE Forum and the Employers and Manufacturers Association.

### Moving from Concept to Action

The creation of this paper started as far back as early 2022 when Northland Inc put out a public invitation process for members to form a Steering Group. These thought leaders came from different areas and diverse sectors of Taitokerau Northland. They have helped to shape and guide this strategy.

The Northland Inc Board and their Executive Leadership have provided ongoing feedback and input from Far North, Kaipara, Northland Regional and Whangārei District Councils, along with Northland's Joint Regional Economic Development Committee. Representation from [Te Kahu O Taonui](#) have also been closely involved.

A review of key documents, regional, national, and international, that speak to economic development and/or a wellbeing economy was completed, integrating and aligning relevant elements of these works into the strategy. Of particular note are the [Destination Management Plan](#), [Regional Skills Workforce Plan](#), [Māori Economic Growth Strategy](#), and the [Tai Tokerau Northland Economic Action Plan](#).

We are grateful to all who contributed to this strategy's development, the result of several thousand hours of input. It is truly a collaborative effort, developed as a pathway that can be used by all in our community.





# Our Future

*Papaki kau ana ngā tai ki Te Rēinga,  
Ka ao, ka ao, ka awatea.*

*E rere ngā tai o ngā moana e rua o Te Moana-tāpokopoko-a-  
Tāwhaki me Te Moana-nui-a-Kiwa.*

*Mai i Te Tai Tamatāne ki Te Tai Tamawahine.*

*Ko Te Taitokerau tēnei, tū te ao, tū te pō.*

*He rerenga tēnei mō te oranga tonutanga o tō tātou rohe.*

*He rerenga mai i ngā mātua tūpuna, ki tēnei whakatupunga, rere  
tonu atu rā ki ngā uri e anga mai nei.*

*Mai i Te Whakaputanga ki Te Tiriti o Waitangi, tae noa mai ki te ao  
hurihuri nei.*

*He rerenga mō te ōhanga, mō te taiao, mō ngā Iwi tāngata o Te  
Taitokerau.*

*He rerenga wai nō Ranginui, heke ki ngā maunga tapu,*

*Rere iho rā i ngā kōawaawa o ngā haukāinga, tau atu rā ki ngā tai  
e rua nei.*

*E rere nei ko te mauri o te ao tukupū.*

*E whatua nei ko ngā tini aho ki te rerenga kia ū, kia mau, kia ita.*

**The rerenga is the flow of the tides where our two  
oceans join together at Te Rēinga.**

We are Taitokerau Northland 2140! We have arrived at our future by design rather than chance.

We know who we are, where we came from and where we are going. We invest time in relationships, which are strong and valued.

We actively uphold our responsibility to Te Tiriti o Waitangi. We recognise that all things are connected and interrelated.

We are explorers, navigators and entrepreneurs who lead change. We keep our gaze on the horizon; the long pathway. Decisions sit with us. We are locally led, regionally enabled, and centrally supported.

We empower our own, to stand tall at home and on the world stage. We have strong succession and a commitment to life-long learning.

We have an unparalleled wellbeing economy that through mātauranga and innovation, protects and works in synch with the planet. Economic activity is informed by our whakapapa relationship to the environment, regulated and informed by local tikanga.

Our businesses trade internationally and are thriving, resilient, globally respected and connected. Māori enterprises are flourishing. We innovate and leverage our uniqueness.

We have affordable spaces and places that work for us and the environment. We travel with ease enjoying robust infrastructure.

We lead in looking after our people and our place, operating with humility and provenance. Our young, our old, our vulnerable, are all nurtured. We achieve our potential and live long lives.

We are a region of hope and commitment to intergenerational, sustainable prosperity and wellbeing. We have thrived along our pathway.

We know generations to come will stand on our shoulders and be proud of the work we have done.

We are Taitokerau!



# Our 2140 - OUR FUTURE, TE RERENGA STEERING GROUP HUI, 2023



Design by Josie Selkirk



AROHA, 29 YEAR-OLD. FIRST PERSON ON MARS.

“Taitokerau Northland is where our ancestors’ dreams meet our own, creating a future full of pride and purpose.”

2040

# Our First Milestone

## First milestone- change is needed!

Our first milestone at 2040 was chosen to align with the significance of the commemoration of the 200-year anniversary of the signing of Te Tiriti o Waitangi in Te Taitokerau Northland. In this short timeframe, our mission is clear; to purposefully empower a change in the course of our region for the betterment of our people and place. We will determinedly seize opportunities, connections, and capability, while being good guardians.

The high-level plans for the three key themes of Environment, People and Economy were identified through several pieces of work, in conjunction with the Te Rerenga Steering Group. Firstly, a review of the rich strategic kaupapa that has already been undertaken over the last 20 years here in Taitokerau Northland. This then evolved through a series of engagement processes with various organisations, including business and industry, Māori, local government, and individuals via survey and hui.

We have taken the best of existing works such as the Tai Tokerau Northland Economic Action Plan; He Tangata, He Whenua, He Oranga; Taitokerau Destination Management Plan; and Te Purunga ki te Raki Regional Workforce Plan, Ngā Taumata O Te Moana, Long Term Plans and many other Council documents.

Three key missions are identified to drive change in addressing our key challenges, while supporting the realisation of opportunity.

THEME	TE TAIAO OUR ENVIRONMENT	TE TANGATA OUR PEOPLE	TE ŌHANGA OUR ECONOMY
<b>FUTURE STATE</b>	Sustainable environmental stewardship (protect and restore)	Skilled, resilient workforce and workforce pipeline	Fit for purpose, resilient infrastructure and technology that enables productivity
<b>KEY MISSION</b>	<b>Drive innovative solutions</b> building environmental resilience	<b>Grow skills and talent</b> to ensure our people match our exciting growth opportunities	<b>Boost infrastructure and investment</b> to address Northland's infrastructure deficit
<b>OWNER/S</b>	<ul style="list-style-type: none"> <li>Central and local government</li> <li>Private sector</li> <li>Māori/business/community</li> </ul>	<ul style="list-style-type: none"> <li>MBIE, industry, government, community working together, including tertiary providers</li> </ul>	<ul style="list-style-type: none"> <li>Collaborative and cohesive commitment between the region, Iwi, central and local government and private interests</li> </ul>



# Wellbeing Logic

## Needs and Aspirations of Northlanders

### 03 | OUR ECONOMY

Support the development of a progressive and successful economy where people of Taitokerau Northland have a raised standard of living comparable to the rest of New Zealand.

### 02 | OUR PEOPLE

Empower our people to reach their full potential, be in good health and actively engage in the workforce and community, in the place of their choice.

### 01 | OUR ENVIRONMENT

Develop the environmental foundations and conditions necessary to support a resilient, sustainable environment and a thriving regional economy.

**Programme Governance,  
Implementation, Planning,  
Monitoring, Evaluation**

Programme implementation team plans, develops, delivers, monitors, evaluates, and report to agreed programme plan.



BILLY-G, 19 YEARS OLD

“Move out of the way!  
Entrepreneurs in the  
house.”

2040

# Outline Programme Implementation Plan: Years 1-10 (across 100+ year programme)

## Te Taiao - Our Environment

**In 2040 our relationship with the natural world is healthy.** Innovative solutions with a circular economy approach are in place, such as energy and waste efficiency, mitigating climate impacts, improving resilience, accelerating the transition to a clean energy future, and addressing social and economic concerns. When utilising natural resources, we ensure development is sustainable and appropriate. We have established mechanisms for best practice that respect and preserve the natural environment. We have preserved open spaces and ensured public access, recognising the value these spaces bring to our communities. [Te Tai Tokerau Climate Adaptation Strategy](#) and Council Long Term Plans have strategically aligned.

We are vigilant in safeguarding our waterways and freshwater supply, [Te Mana o te Wai](#), exemplified by initiatives like Te Taitokerau Water Storage Project [Nga Puna Wai](#) and local government reforms. In our quest for resilience and holistic wellbeing, we acknowledge the importance of melding Western science with indigenous knowledge and practices. Mātauranga Māori has served as a tool facilitating the transition towards a tikanga approach, fostering inclusivity and cultural integrity including policy development.

We have restored and value our connection to the natural environment. Nature has the right to thrive in our region without overuse. Our approach is guided by the aspirations of our people for our treasured home - the natural world. It shapes our planning, strategy, and actionable initiatives, thereby forging a sustainable and thriving future.

OUR ENVIRONMENT		Develop the environmental foundations and conditions necessary to support a resilient, sustainable environment and a thriving regional economy		
HIGH-LEVEL ACTIONS	HIGH LEVEL GOALS	DRIVER	YEARS 1-5	YEARS 6-10
1.1 Plan for our natural resources to be utilised sustainably. 1.2 Develop a long-term adaptive roadmap that ensures the region transitions equitably to a thriving net zero emission society by 2050. 1.3 Create a regional best practice Environmental Toolbox. 1.4 Develop a Mātauranga Māori Lead Policy of regional stewardship with regard to the circular economy and Takarangī model. 1.5 Review and reset Arohatia Te Taiao – Flicking the Switch. 1.6 Support the implementation of the Te Tai Tokerau Climate Adaptation Strategy <a href="#">Tai Tokerau Climate Adaptation Strategy</a> .	<ul style="list-style-type: none"> <li>Strengthen environmental stewardship, focusing on restoration and doing no further harm.</li> <li>Innovation highly visible and delivering solutions.</li> <li>Protect and restore waterways and fresh water supply – Te Mana o te Wai.</li> <li>Climate resilience, reducing emissions, while developing a light environmental footprint.</li> <li>Mātauranga Māori led approach, in sync with the natural world, Te Taiao and at the centre of decision making.</li> </ul>	Māori, NRC, DoC, TPK, MBIE, MPI, Northland Inc.  Private sector, Māori, local & central govt, Top Energy/ Northpower.  Māori, industry, community, NRC, DoC.  Iwi/Māori, NRC, DoC, community.  NRC, DoC, Māori.  Councils of Northland, tangata whenua representatives of Councils, Māori.	Mapping of natural resources, consumption, waste generation and mitigation.  Long-term adaptive roadmap.  Regional best practice Environmental Toolbox.  Mātauranga Māori Lead Policy.  Refreshed Arohatia Te Taiao.  Climate Adaptation Strategy implementation significantly progressed.	Subject to review of value/ effectiveness.



2090

TAMA, 24 YEAR-OLD HAPŪ SPATIAL PLANNER

“We’ve held tight to Te Taiao at the centre of our decision making, we’re thriving!”



# Te Tangata - Our People

2140

AYDYN, 15, SCHOOL CAREERS DAY

“In Taitokerau Northland we learn, we lead, we lift, we make a difference in the world and there’s no limit to what we can do.”



**In 2040 we are bound by a positive narrative that unites us all.** We have visible leadership and a united voice for the region when it matters, for the best of everybody. This collective effort nurtures our naturally curious young minds, paving the way for their growth and ensuring a strong succession plan for our future leaders, our rangatahi. Guided by the principles of localism and subsidiarity, decisions that shape our region are made right here on our doorstep, ensuring a deep connection between the choices and the community they impact.

We champion ‘place-based’ initiatives, empowering our communities and building their capabilities from within. We have created a pathway greater than the sum of its parts. Our approach is simple yet effective: locally led, enabled regionally, and boosted by central support.

As we reimagine our workforce across sectors, we embrace the transformative power of technology, redesigning education solutions. Our workforce transforms into a resilient, sustainable, skilled and highly productive collective. We embrace innovation, future skills pathways, and high-value jobs. Central to our narrative is inclusivity, and the nurturing of our young minds, laying a robust foundation for their future prospects. Through our collective efforts, we forge a path towards a workforce that embodies resilience, sustainability, and productivity ensuring every individual has an equitable opportunity to thrive in the labour market. Accessible to all.

Our aspiration is communities where longevity is matched by quality of life and wellbeing is universal for all. Our mindset has shifted. Innovation knows no bounds. We know nothing changes if nothing changes, so together, we write our future, where the promise of Taitokerau Northland’s potential is fulfilled by the hands of its people.

## OUR PEOPLE

Empower our people to reach their full potential, be in good health and actively engage in the workforce and community, in the place of their choice.

HIGH-LEVEL ACTIONS	HIGH LEVEL GOALS	DRIVER	YEARS 1-5	YEARS 6-10
<p>2.1 A united voice when it matters for the best of everybody.</p> <p>2.2 An ecosystem developed which grows good leaders.</p> <p>2.3 Empowered local decision-making in place – a locally led, regionally enabled, centrally supported approach.</p> <p>2.4 Transformative education and workforce development so our people can stand connected with confidence and competence anywhere in the world.</p> <p>2.5 Healthy, secure, and affordable housing solutions appropriate to our people’s needs.</p> <p>2.6 Taitokerau Northland Hauora Health strategy 2040 implemented.</p>	<ul style="list-style-type: none"> <li>• Strong, cohesive leadership – courageous wayfinders, championing agreed narratives.</li> <li>• Enduring legacies of wellbeing and prosperity in communities.</li> <li>• Access for all to good sustenance, quality education, nature, and healthy affordable homes.</li> <li>• Empowered communities that are connected, resilient and self-determining.</li> <li>• Improved quality of life with equity.</li> </ul>	<p>Regional and Local Leadership Forums.</p> <p>Community &amp; Region.</p> <p>Communities, Industry, Local &amp; Central Government.</p> <p>Community working with tertiary education providers, Industry Groups, local &amp; central government Agencies.</p> <p>Community, Industry, Māori, Northland Inc, central and local government.</p> <p>Te Whatu Ora, Community, Industry, Māori, central and local government agencies.</p>	<p>Forums in action achieving positive outcomes.</p> <p>Visible leadership &amp; growing.</p> <p>Increase in locally made decisions.</p> <p>Tertiary infrastructure significantly improved.</p> <p>New service delivery partnerships in place.</p> <p>Whangārei Knowledge precinct.</p> <p>Affordable housing in place.</p> <p>Health Strategy implementation well progressed.</p>	<p>Subject to review of value/ effectiveness.</p>

# Te Ōhanga - Our Economy

**In 2040 our economy is one of opportunity**, anchored in a long history of trade, export and entrepreneurship. We embrace innovation, new thinking, research, and development. Our productivity is high. We have embraced technology. We flourish in an enabling, agile, flexible, business-friendly ecosystem. We design and deliver sustainable growth practices, embracing a circular regenerative economy, affirming and developing our own competency frameworks. We have a cohesive global identity and celebrate and promote our unique value proposition. Our Māori economy is thriving supported by an environment that reinforces prosperity and wellbeing.

Collaboration and collective action have attracted long-term investment for resilience of our infrastructure, new and existing - roads, rail, sea/port, air, digital, water and power. We have a four-lane arterial highway - our economic lifeline. We have affordable, accessible connectivity everywhere. We have command of our supply chain. We have our own regional energy network, generating and distributing power, with the benefits going back to our communities. Effective water storage supplies, businesses and community. We are a major enabler of Auckland's rapid growth through our strong high-value manufacturing, energy sectors and natural food supply. Technology has transformed our emerging sectors (advanced transportation, space, digi tech and innovation, aquaculture, renewable energy, high-value foods) and our foundational sectors (agriculture, horticulture, tourism, construction, health and services). Clusters have supported the internationalisation of many of our businesses, industrial transformation, and the development of specialisations within our region. Robust local data supports decision making. We are meeting the needs of our changing demographics such as population growth. We highly value the non-monetised benefits: the pool of expertise, mentorship, shared learnings and transfer of knowledge across generations, available to our region through the voluntary sectors, NGO's, marae, Hapū and Iwi. This contributes to our holistic wellbeing and regional resilience far beyond economic prosperity.

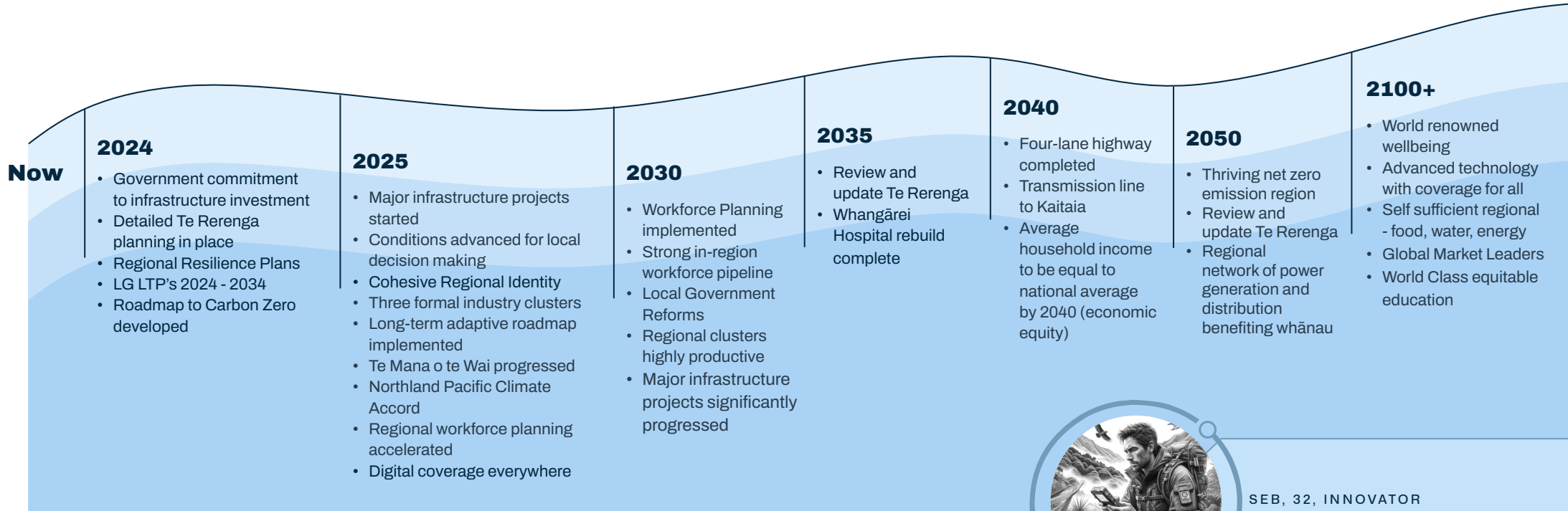
## OUR ECONOMY

Support the development of a progressive and successful economy where people of Taitokerau Northland have a raised standard of living comparable to the rest of New Zealand.

HIGH-LEVEL ACTIONS	HIGH LEVEL GOALS	DRIVER	YEARS 1-5	YEARS 6-10
<p>3.1 Implement a multi decade Resilience Plan for multi modal transport infrastructure, digital connectivity, and energy. Prioritise a four-lane highway Warkworth to Mid-North with all three airports functional.</p> <p>3.2 Strategic development of key sectors where we have natural advantage including export pathways: Primary sector (agriculture, agritech, horticulture, forestry, fisheries and aquaculture), High Value Manufacturing, Construction, Destination Management, Digital Connectivity/Digitech, Natural Food and Medicinal production, service sector and the blue-green economy.</p> <p>3.3 Support acceleration and additional resourcing for the implementation of the <a href="#">Tai Tokerau Northland Destination Management Plan (TNDMP)</a>.</p> <p>3.4 Taitokerau Northland positioned for substantial investment for infrastructure and as an enabler for Auckland.</p> <p>3.5 Develop, foster, and implement Regional Clusters such as mid-north's Ngāwhā Innovation and Enterprise Park.</p> <p>3.6 Identify and support Social Investment projects with economic wellbeing outcomes.</p>	<ul style="list-style-type: none"> <li>Resilient infrastructure and connectivity: fit-for-purpose, integrated, efficient, safe and accessible (Including logistics, energy, digital, land and water).</li> <li>Economic equity by 2040.</li> <li>Average household income to be equal to national average by 2040 (economic equity).</li> <li>The region strongly positioned globally.</li> <li>Regional identity celebrated &amp; promoted.</li> <li>Regional clusters lifting prosperity through innovation, entrepreneurship, and collaboration.</li> </ul>	<p>Central &amp; local government, private interests (industry), Māori, Regional Transport Committee, Civil Defence, Communities.</p> <p>Industry, Māori, and Northland Inc.</p> <p>TNDMP Leadership Advisory and Working Groups, Northland Inc &amp; industry.</p> <p>Industry, private sector, Northland Inc, Māori, Local &amp; Central Government.</p> <p>Northland Inc, Industry, Māori, Local Government, FNHL, Community.</p> <p>Projects identified and supported.</p>	<p>Resilience Plan 4-lane highway underway.</p> <p>Key priorities progressed.</p> <p>Shared food manufacturing facility completed.</p> <p>TNDMP significantly progressed.</p> <p>Business Case Completed. Initial investment.</p> <p>Initial regional clusters formed.</p>	<p>Subject to review of value/ effectiveness.</p>



# Here to There



SEB, 32, INNOVATOR  
- LARGE LANDSCAPES

“We’ve achieved the balance between tech and preservation. Progress hasn’t come at the cost of nature.”

2089



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# Conditions for Success

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The shiny nuggets often get the cameo moment and a feel-good, but many don't last the distance. The ingredients for failure are things like lack of resourcing, poor product design, not enough establishment time, inability to test and adapt, lack of visible leadership, complexity with too many players, substandard programme cadence, lack of skills and so the list goes.

But...what do successful projects and successful businesses do to ensure their products and services are sustainable, valued & successful?

**What is a critical success factor?** It's something we've learned, through experience, that we **MUST HAVE** for Te Rerenga to succeed. These are non-negotiables. It is a specific requirement or factors that must be met or achieved in order for a project, initiative, or strategy to be considered successful.

## **We apply these critical success factors in all we say and do:**

- Visible Leadership
- Locally led decisions, regionally enabled, centrally supported
- Culture of accountability
- Right skills, right time, right people, right place
- Serve Taitokerau Northland whānau at the decision-making tables
- Maximise economic opportunity as a way of achieving social outcomes
- Resourced to succeed, funded to flourish
- Implement lessons learned
- Compelling communication
- Bring in help when needed
- Build local capability

## **We agree to these as critical to the success of Te Rerenga.**



2024

# Our Starting Point

## Birthplace of a Nation

Taitokerau Northland is located at the northernmost part of Aotearoa New Zealand and holds a significant place in the nation's history as the birthplace of New Zealand. It is home to the nation's first two constitutional documents, He Whakaputanga (1835) and Te Tiriti o Waitangi (1840). These internationally recognised foundations shaped the pathway for the development of the regional economy and played a pivotal role in shaping Aotearoa's identity. This was led by Taitokerau Rangatira through extensive international trade and export agreements, and prior to 1840, were already integral players in the region's economy.

Rich in culture and history, the region boasts a stunning natural environment north of a boundary line that stretches from south-east of Mangawhai across to the Kaipara Harbour and all the way up to New Zealand's northernmost tip, Cape Rēinga. Taitokerau Northland has more than 3,000km of coastline, 1.25 million hectares of land, excellent air quality and an abundance of freshwater.

## Leveraging natural advantage

As the northernmost and warmest of Aotearoa New Zealand's 16 regions, Northland is known as the 'Winterless North'. The low elevation and close proximity to the sea result in a mild, subtropical climate and provides a natural advantage. The region is a combination of natural taonga such as golden beaches, secluded coves, breathtaking seascapes, ancient forests, and a rich tapestry of flora and fauna.

Taitokerau Northland's main industries are primary (agriculture, horticulture, forestry, fishing, marine activities), wood processing, tourism, marine engineering, and value-added manufacturing. The deep-water harbour at Whangārei is home to Northport and Channel Infrastructure (formally Refining NZ). Some of the world's most exclusive superyachts have been built in Whangārei. Other industries around the region include cement manufacture, wood products and dairy processing. Over half of the region's land area is used for pastoral farming, while tourism activity in Northland is higher than the national average. Many work in the services industry, which makes up over a third of the region's economy and provides for much of the region's employment, especially in more urban areas such as Whangārei City and towns.

## The Māori economy

The Māori economy's distinct tikanga-based approach emphasises intergenerational wellbeing, environmental sustainability, and Rangatiratanga (self-determination). Taitokerau Māori view land, people, and nature as interconnected through whakapapa, demanding responsible stewardship. This approach, a bedrock for Māori success, intertwines cultural values with economic endeavours.

The Taitokerau Māori economy, a blend of developing and developed aspects, plays a pivotal role in regional prosperity. [He Tangata He Whenua He Oranga 2015](#) strategy reflects Māori aspirations for cultural legitimacy and Rangatiratanga. This tikanga-based template focuses on generational and sustainable well-being, upholding Māori self-determination.

To catalyse Māori economic transformation, conversations must align with Māori values. The commitment to the United Nations Declaration on Rights of Indigenous Peoples ensures support for culturally appropriate economic development. Māori rights to maintain spiritual connections with land and resources are affirmed, demanding fair processes from the government.

To unlock Māori economic potential, genuine partnerships, equitable access to education and employment, infrastructure investment, and Treaty case resolutions are crucial. Diversification opportunities in aquaculture, tech, tourism, energy, and agriculture should empower Māori Rangatiratanga. Striking a balance between people, place, assets, and business development is vital for sustainable growth.

The Taitokerau Māori economy, poised for substantial growth, is essential for regional success and future prosperity. Upholding tikanga values, sustainability, and Rangatiratanga in Te Rerenga will intertwine cultural integrity with economic success, shaping the region's resilient and innovative future.



# Our Starting Point

## Opportunity

While natural resources, including fertile land, forests, and rich fishing grounds, drive economic prosperity, the region faces challenges such as unemployment and poverty. Factors contributing to this include distribution of population, geographic isolation, seasonal industries, lower education levels, and a high proportion of young people facing employment barriers, yet provides an opportunity for improved economic wellbeing. The region is now focusing on lifting economic growth and productivity through boosting innovation, diversifying the economy and shifting economic activity up the value chain. Common threads include building a skilled workforce, increasing international connections and exporting, supporting research and science, deepening capital markets, and investing in infrastructure.

## Productivity

Productivity matters for wellbeing. Achieving higher productivity – producing more with what we have (people, knowledge, skills, produced capital, and natural resources) – means there is more to go around for current and future generations. How productive we are impacts our daily lives – for example, what healthcare we can afford, the quality of education available, how much we get paid, the interest rates we pay and how much time off work we can afford. When productivity growth is stronger, real wage growth is stronger too. This may mean that more families can have decent incomes without having to work long hours.

## Investment

Recent years have seen investments in infrastructure, including the expansion of the Northland Port and improvements to our transport links. The region is diversifying its economy, particularly in technology and creative sectors, and prioritising environmental sustainability and cultural preservation. We have experienced economic growth driven by population growth, tourism, infrastructure investment, Māori businesses flourishing and the primary sector's contribution. The growth of businesses in the region is mixed, with a large proportion of small businesses, tourism-related ventures, agriculture, forestry, and an emerging technology and innovation sector being key players.

## Potential

Taitokerau Northland has huge potential. However, that potential needs to be realised. Increasing inclusion and equitable outcomes require new opportunities for people. Having more people with higher skills has been a long-term battle as the jobs that require high skills are in short supply and often not filled by Northlanders. Taitokerau Northland needs, demand side pull to match all the efforts that locals are making in the labour supply through strengthening educational and training organisations and the mechanisms that support in-work success. The economic engine working better will address long standing inequities.



# Our Priority Pipeline

To start Taitokerau Northland on the journey to success, we have identified actions that will drive the initial transformation to a wellbeing economy by 2040.

## INFRASTRUCTURE

*A multi decade Resilience Plan for multi modal transport infrastructure, energy, water and digital connectivity, with immediate actions identified.*

Connecting Taitokerau Northland - *Deliver a Northland Expressway and improvement in major roads*

- Implement a quality transport system connecting Northland to Auckland ensuring roads are safe for our community.
- Northland Expressway (four-lane) from Warkworth to Whangārei
- Resilient State Highways Whangārei to Te Hiku
- Multi modal access from Northport to Auckland
- Roading network across Northland improved and resilient
- New Whangārei Airport development confirmed
- Rail link Auckland north with mid-north logistics hub

## CHANGE FOR A RESILIENT ENVIRONMENT

*Create resilient infrastructure by improving critical services and ensuring our communities are ready and supported around changes in climate*

- Energy - Facilitate renewable energy generation including an upgraded power transmission line Bream Bay to Kaitaia, and support of a regional network of power generation and distribution with maximum benefit to consumers
- Water – Support security of water supply for industry and towns/communities, primary sector, and wastewater and waste improvements
- Digital – Improve connectivity, skills and capability, providing equitable and affordable coverage across the region

## DESTINATION MANAGEMENT

*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 generation*

- Acceleration and further resources for the implementation of the Taitokerau Northland [Destination Management Plan](#) including product development, environmental stewardship, marketing, capability, insights, leadership and infrastructure
- Deliver Taitokerau Northland positioning as a cohesive identity – celebrating and promoting our unique value proposition Increase quality visitor accommodation across Northland
- Develop the entertainment precinct in Whangārei's Town Basin

## ENVIRONMENT

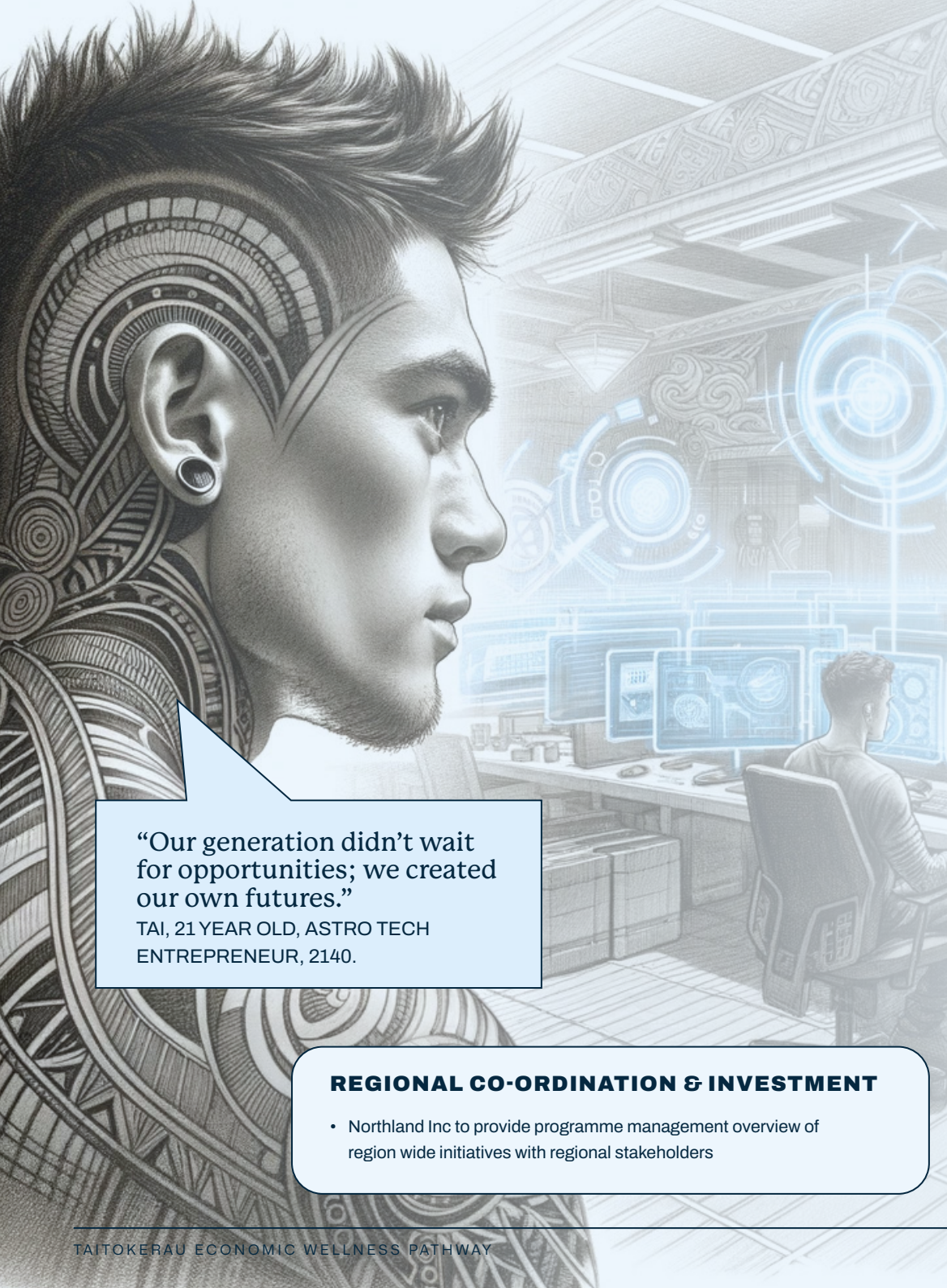
*Protect and enhance the biodiversity & our natural resources through increased investments in innovation & workforce development*

- Develop a long-term adaptive roadmap that ensures the people and environment of Taitokerau Northland are resilient in a changing climate and the region transitions equitably to a thriving net zero emission society

“We’ve grown a knowledge-driven economy and share our talents across the globe.”

DAVID, 29 YEAR OLD, 2038





“Our generation didn’t wait for opportunities; we created our own futures.”

TAI, 21 YEAR OLD, ASTRO TECH ENTREPRENEUR, 2140.

### REGIONAL CO-ORDINATION & INVESTMENT

- Northland Inc to provide programme management overview of region wide initiatives with regional stakeholders

## INVESTMENT

*Enable investment into key activities including sector and place-based opportunities*

### Inward Investment

- Champion inward investment opportunities through Northland Inc’s Landing Pad
- Position through projects, Taitokerau Northland as an enabler of Auckland (particularly northern and western Auckland growth pressure)
- Enable an environment for business growth and export

### Sector Based

- Primary Sector - Increase adaption and innovation in the primary sector, land use optimisation and high value-add manufacturing including a shared food manufacturing facility
- Grow the services sector particularly for our urban-based young people
- Support the growth of the natural foods/medicinal sector

### Marine Sector

- Install infrastructure to support the growth of marine manufacturing such as the Dry Dock Project
- Realise opportunities to increase market demand for marine manufacturing and refit such as the Inshore Innovation project

### Aquaculture

- Maximise the value of aquaculture farms through innovation, extend into high value land-based (expansion of Kingfish) and innovation marine-based initiatives such as spat, algae, seaweeds, mussels

### Creative Sector

- Build on the region’s artistic, cultural and heritage strengths, realising benefits that creativity brings to the region

### Digital/High Tech Sector

- Deliver on a plan to achieve 100% connectivity, 100% opportunity, affordably, equitably, with skills pathways especially for our rangatahi

### Place Based

- Activate distributive economic activity across the region such as Te Hiku, Hokianga, Kawakawa, Kaikohe, Kerikeri, Bay of Islands, Dargaville, Mangawhai, and Whangarei.
- Support economic development of Ngawha Innovation and Enterprise Park and other like centres within Northland
- Support a primary industry-based focus and targeted growth (all of region)
- Support developments in Marsden Point area

## ENTERPRISE & INNOVATION

*Enable the business and innovation sector with targeted support for Iwi, Hapū and whanau initiatives*

- Enable an environment for business growth and export
- Enable Iwi, Hapū and whanau business development and growth
- Negotiate procurement conditions necessary to deliver preferred supplier status for Taitokerau Northland enterprises with all Crown and local government agencies via procurement policy and large-scale contracting



## WORKFORCE DEVELOPMENT

*To stand connected with confidence and competence anywhere in the world*

- Accelerated implementation of workforce planning
- Supporting regional leadership to drive seismic shifts in the Tertiary Sector to empower local and regional decision-making
- Support at speed and scale, filling the pipeline of skills urgently with priority emphasis on economic development
- A high-level programme of workforce needs for all major projects to 2033
- Supporting pilot programmes and 'earn and learn' opportunities across the region, especially for youth, wāhine and those with a disability

## EDUCATION

*An education ecosystem that delivers equitable, excellent outcomes*

- Improved, fit for purpose tertiary infrastructure across Taitokerau Northland
- Progress a knowledge precinct in Whangārei including tertiary programme delivery

## HEALTH

*People living longer in good health, having improved quality of life with equity between all groups*

- High quality services and facilities accessible for all across the region
- Partnerships with those in other sectors to address social and economic drivers of health, and ensure environmental sustainability and thriving, climate-resilient communities
- Assess and deliver on economic development aspects of the Whangārei Hospital rebuild and social impact analysis

## HOUSING

*Housing – healthy, secure, and affordable solutions*

- Support the increase of affordable, healthy housing stock prioritising communities of greatest need
- Ensure associated infrastructure is in place to support housing growth (water, power, roading, open spaces)
- Support the increase of Papakāinga and Māori Housing
- Deliver a business-friendly environment to support equitable housing outcomes
- Advocate for local employment and business development through housing initiatives

**“Wellbeing is our ultimate currency.  
Not just living; but truly thriving.”**

**KIMI, 23 YEAR-OLD, REGENERATIVE  
ECONOMY ENTREPRENEUR 2067**



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# Outcome Indicators

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As we transition to a wellbeing economy, we will monitor our progress and measure performance over time. A range of indicators are required to guide and assess this progress.

An initial set of indicators across our wellbeing themes of economy, people, and environment have been chosen to show how our region is performing. These have been selected based on the future state for 2040 and because they are currently available.

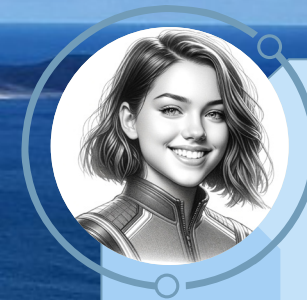
Consideration has also been given to the suite of indicators used in other wellbeing frameworks both domestically such as New Zealand Treasury and the Waikato Wellbeing Project, and internationally e.g, the OECD and indigenous Takarangi approach.

Some of the indicators can be reported on at a district council level (marked with \*) with others able to be reported by ethnicity (marked with ^). It is intended that where a district or ethnic breakdown is available, then commentary on the indicator at this level will be provided in progress reporting.

Limited datasets pose a significant barrier as not all metrics exist, and of those that exist, not all offer the granularity required, especially at a sub-regional or community level. Also, some sector-based data has ceased to be collected over recent years, so we will look to add more indicators once data collectors confirm those future data sets.

This initial set of indicators, which is **‘what we know’** will be further refined as part of the implementation process, including feedback with wider partners and stakeholders, and research. There is a lot that **‘we know now but can’t collect yet’** and then there is **‘what we would like to collect’**.

As we move forward with the strategy, we will develop indicators that tell us where we are making progress and crucially where more interventions are required. In the meantime, we will work with what is available.



2084

MIA, 19 YEAR-OLD COMMUNITY  
HEALTHCARE STUDENT

“Smileage’ is our true  
measure of wealth. The more  
smiles we share, the more  
prosperous we become.”

## TE TAIAO - OUR ENVIRONMENT

Indicator	Current level	2040 target
Freshwater quality (index)	To be calculated	Improve
Swimming quality (coastal and freshwater)	To be calculated	Improve
Greenhouse gases	4 million tonnes CO2 equivalent	Reduce carbon emission by a minimum of 25% on the path to net carbon zero by 2050
Air quality	To be calculated	Maintain air quality

## TE TANGATA - OUR PEOPLE

Indicator	Current level	2040 target
Income inequality*	To be calculated	Decrease over time
Child poverty (% of children living in households with low income)	14%	Decrease to less than 5%
Education level (Total 18-yr olds with a Level 2 qualification or above)*^	78% (National average 82%)	Increase to at least national average
Residential building activity*	1,380	Increase in activity at least matches population growth
Home Affordability Index	39.7%	Reduce to at least national average
Social connectedness	To be calculated	Increase over time

## TE ŌHANGA - OUR ECONOMY

Indicator	Current level	2040 target
Productivity (GDP per worker)	\$117,281 (Average real growth over past 5 years 0.2%, decade of 0.8%)	Increase productivity by at 1% per annum in real terms
Economic diversity (HH Index)	23.3	Improve economic diversity shown by a reduction in the HH Index to less than 20
Underutilisation rate	13%	Reduce to less than 10%
Proportion of young people (aged 15-24 years) actively engagement in meaningful employment, education and training (NEET) ^	84%	No less than 95%
Annual mean income from salaries and wages*	\$64,240	Increase 1% per annum in real terms
Business (number of units)*	23,253	Business - Growth at least equal to population growth
Business capital index*	To be calculated	Growth in private sector capital investment of 1% per annum
Maori Unemployment rate	8.5%	Decrease to 5%



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# Building Momentum

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This strategy provides a pathway for Taitokerau Northland's transition to a wellbeing economy. It represents high-trust collaborative partnerships between businesses, industries, Iwi, Pakihi Māori, communities, local and central government. It belongs to all of us. Each has a part to play.

A key priority will be Taitokerau Northland's leadership platform vigorously advocating with a united voice for investment into crucial regional priorities, to the new government. The Joint Regional Economic Development Committee (JREDC) of Northland Local Government will revise the governance and Steering Groups of Te Rerenga and other plans, to ensure an appropriate leadership model is in place. The region has successful models to draw from, such as the Tai Tokerau Economic Action Plan (TTNEAP). Northland Inc will provide the Secretariat role to support and advise the governance group and engage a Project Implementation Team.

The initial work plan will run from May 2024 to October 2024

## **Immediate actions for Northland Inc working with regional leadership to October 2024:**

- A leadership model in place for governance of the strategy implementation
- Funding and resources secured to stand up a Project Team (PMO) within Northland Inc to drive the strategy implementation for the long-term, and administrate and support governance
- Potential public and private funds identified to deliver the first of the initiatives in the priority pipeline
- A detailed work programme, regionally agreed with action owners confirmed
- Regional outcomes and indicators confirmed
- Ongoing delivery of Tai Tokerau Northland Economic Action Plan, Destination Management Plan and workforce projects

## **Beyond October 2024:**

- Priority pipeline projects in delivery supported by public and private funds
- Identify new opportunities for a regional wellbeing economy.
- Report back on progress

We have taken all necessary steps to ensure that the information and viewpoints presented in this Strategy are accurate and reliable. Northland Inc will provide regular updates on their website to include key engagements or related events.

If you would like to be involved in Te Rerenga implementation, please email: [tererenga@northlandnz.com](mailto:tererenga@northlandnz.com)



2083

TUI, 25 YEAR OLD  
GUIDE

“Empowered  
people,  
empowered  
planet; harmony.”

# Acknowledgements & Membership

Special thanks and acknowledgements to all who have contributed to the development of Te Rerenga Taitokerau Northland Economic Wellbeing Pathway. This project was overseen by a Steering Group of Taitokerau Northland leaders, who have provided insights and direction. We thank them, along with our four Councils', the Project Team, supporting organisations, business and industry, community, individuals and agencies, for their involvement. This strategy would not exist without your contribution.

This project would not have been possible without the financial support of Kānoa, Ministry of Social Development; Whangarei District Council and Northland Inc.

A special acknowledgment to those who embrace Te Rerenga and commit to bring it to life. Through courage and collaboration, we can uplift the economic wellbeing of Taitokerau Northland and create a legacy of unity - of our environment, our people, and our economy.

## Te Rerenga Steering Group members include:



**Harry Burkhardt**  
TE RERENGA CO-CHAIR  
Te Kahu o Taonui



**Blanche Morrogh**  
TE RERENGA CO-CHAIR  
Managing Director,  
Kai Ora Honey Ltd



**Carol Berghan**  
CHIEF EXECUTIVE  
Te Hiku Iwi  
Development Trust



**Nicole Anderson**  
IMMEDIATE PAST  
CHAIR  
of Northland Inc



**Shane Witehira**  
SENIOR ADVISOR  
Te Puni Kōkiri, Ministry for  
Māori Development



**John Vujcich**  
CHAIR  
Joint Regional Economic Development  
Committee(JREDC) and Far North  
District Councillor Kaikohe-Hokianga  
General Ward



**Lindsay Faithfull**  
MANAGING DIRECTOR  
McKay Group



**Kathryn de Bruin**  
DIRECTOR  
De Bruin Chartered Accountants  
Director of HortNZ



**Justice Hetaraka**  
DIRECTOR  
of HĀ



**Mihi Harris**  
CO-CHAIR  
of Waima Topu B Ahu  
Whenua Trust



**Penetaui Kleskovic**  
DEPUTY CHAIR  
of JREDC and Far North District  
Councillor Ngā Tai o Tokerau  
Māori Ward



**Tania McInnes**  
DIRECTOR  
of GBT Ventures Ltd



**Eru Lyndon**  
FORMER REGIONAL PUBLIC  
SERVICE COMMISSIONER  
TE TAITOKERAU  
Kaitautoko

## HE TAKI - A CHALLENGE!

*Mā te wawata, mā te tūmanako, mā te kotahitanga  
Tātou whakakaha ake ai i te whai rawa, i te whai hua,  
Kia ora ai te tangata, te whenua, me te ao whānui.  
Ko te oranga toitū te kaupapa matua e whāia nei.*

*With aspiration, determination, and unity,  
We will enhance prosperity and fruitful endeavours,  
To uplift the people, the land, and the wider environment.  
Sustainable wellbeing is the core principle to pursue.*

*Te tiaki i ngā taonga tuku iho,  
Me anga mua tātou, kia ū ki te kotahitanga,  
Hei whakatairanga i te oranga ōhanga,  
E takatū nei Te Rerenga hei huarahi mō tātou katoa.*

*Nurturing our ancestral natural resources,  
Let us move forward, embracing a holistic approach,  
To promote economic wellbeing,  
Te Rerenga stands as a pathway for us all.*