

Kai Action Plan

Activating the opportunities for Kaipara

June 2020





"We want to help the people of Kaipara use our fertile land and bountiful place to its best potential"

Mayor, Dr Jason Smith – Kaipara District Council

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Executive Summary

Kaipara Kai is a project being delivered within the Kaipara Kickstart programme, funded by the Provincial Growth Fund.

Comprehensive research has been completed by the project, including a topo-climate study, crop research and a feasibility study. A Kai Hub has been established to support the use of the research gained in a growing Kaipara.

- This Action Plan has been developed to provide information about priority activities that will be completed in the short to medium term to provide on the ground support to landowners transforming their land and water into high value crops and other uses.
- This plan demonstrates Kaipara District Council's long-term commitment to ongoing activity related to Kaipara Kai and ensuring its success. This is achieved by setting out the steps needed, the necessary considerations and responsible parties. The progress of Kaipara Kai will be managed via monthly reporting from the Hub, regular meetings and communication between Kaipara District Council and the Kaipara Kai hub management team to ensure alignment across a range of complementary projects, e.g. water storage and stop bank remediation.
- The activities listed in the following pages will be delivered through the Kai hub, supported by Kaipara District Council and funded in the first year by the Provincial Growth Fund. Ongoing funding beyond 12 months is being planned and investigated by the Kai hub management team.
- The Action Plan translates the projects research into specific priorities for the Kai hub in the short and medium term. Priorities determined for the first year, are outlined on page 8 of this document.
- The Research includes:
 - Topo-climate Study; features a selection of reports from NIWA, Manaaki Whenua Landcare NZ and Plant & Food Research as follows:
 - Topo-Climate Summary Report: Current & future Crop Suitability in the Kaipara District
 - Plant & Food Research – Evaluation of Selected Horticulture Report
 - Manaaki Whenua Landcare NZ – Soils and Soil data – Kaipara District
 - NIWA – Current and Future Climate of the Kaipara District
 - Kaipara Kai Growing Larger: New opportunities to increase Food Production in the Kaipara District
 - Kaipara Kai Online Video: Increasing Food Production in Kaipara – Understand the research
 - Infographics on climate, crop suitability and soil terrains



The Opportunity

Kaipara District contains many opportunities in the form of its' people, its' location, its' topography and climate.

If Kaipara could match the performance of other districts it could add \$20m to \$230m directly to regional GDP.

Coriolis Research – 'Kaipara Kai Growing Larger', April 2020



Kaipara has three distinct types of food producer

1

LIFESTYLE/HOBBY AT FARMERS MARKET SCALE

Niche production and processing
primarily targeting local consumers
and tourists visiting region

\$10k - \$1m
per firm

Table Olives/Olive Oil
Local Fruit & Veg
Sauces & Chutneys
Baked Goods
Coffee
Food Trucks

2

BIO-SECURE SECONDARY CROP AT DOMESTIC SCALE

Market leader with a strong share
(90-95%) of a secondary crop sold
almost exclusively in the NZ market

\$50m+
overall

Kumara

3

GLOBALLY COMPETITIVE AT SCALE

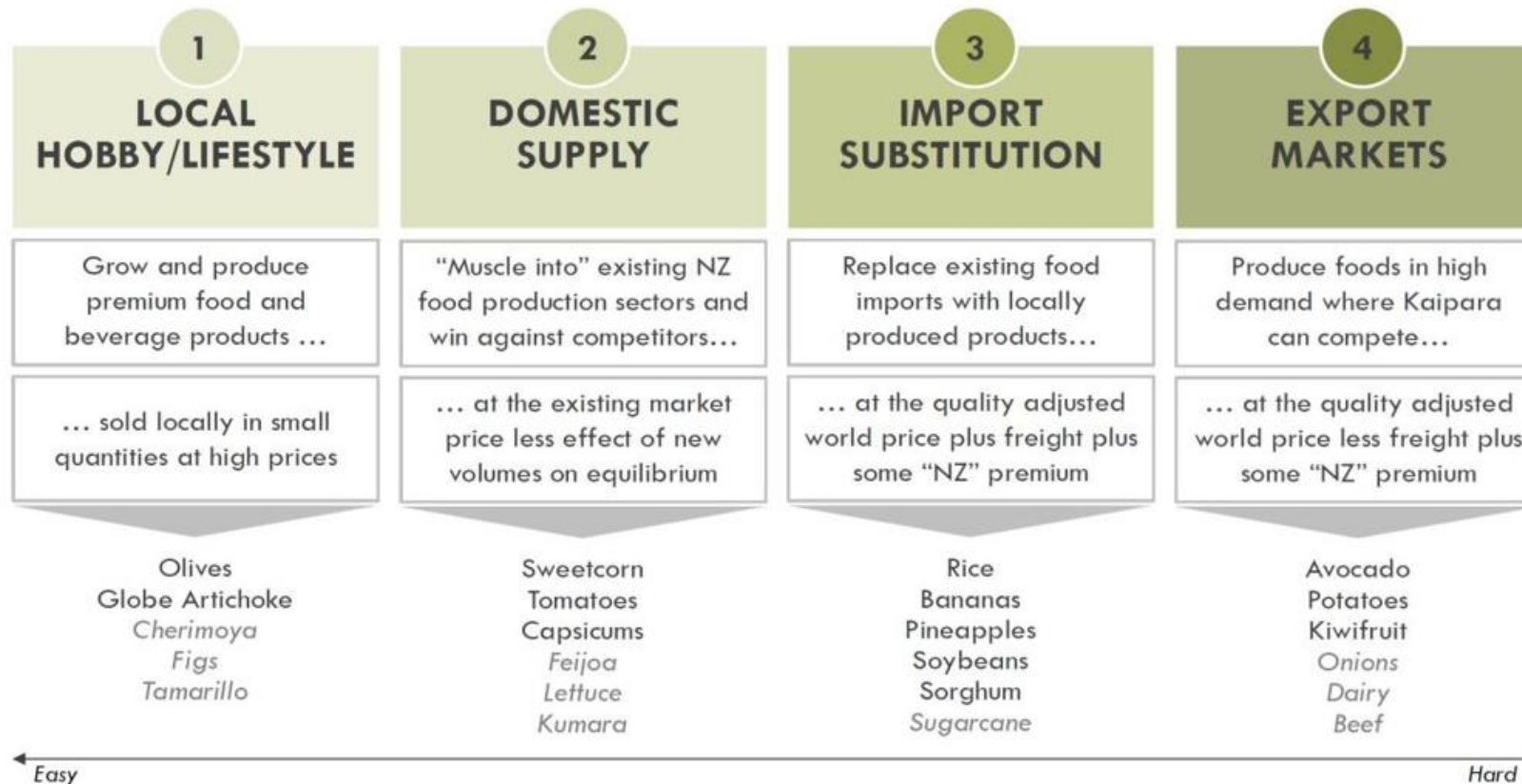
Globally scale production of
commodities where New Zealand has
strong competitive advantage

\$100m+
per firm

Beef
(Silver Fern Farms)

Dairy
(Fonterra)

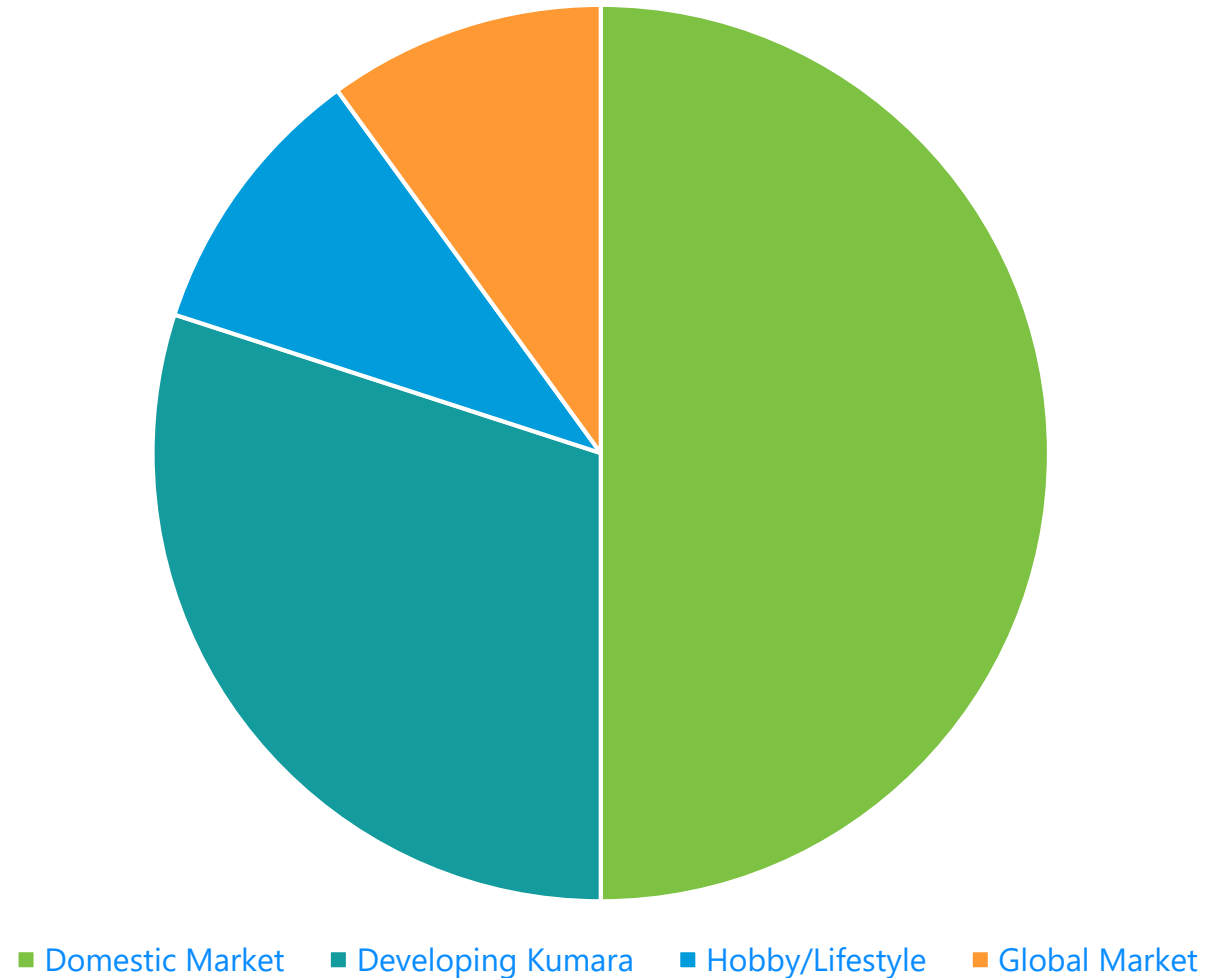
- The products that Kaipara can produce fall into four broad groups

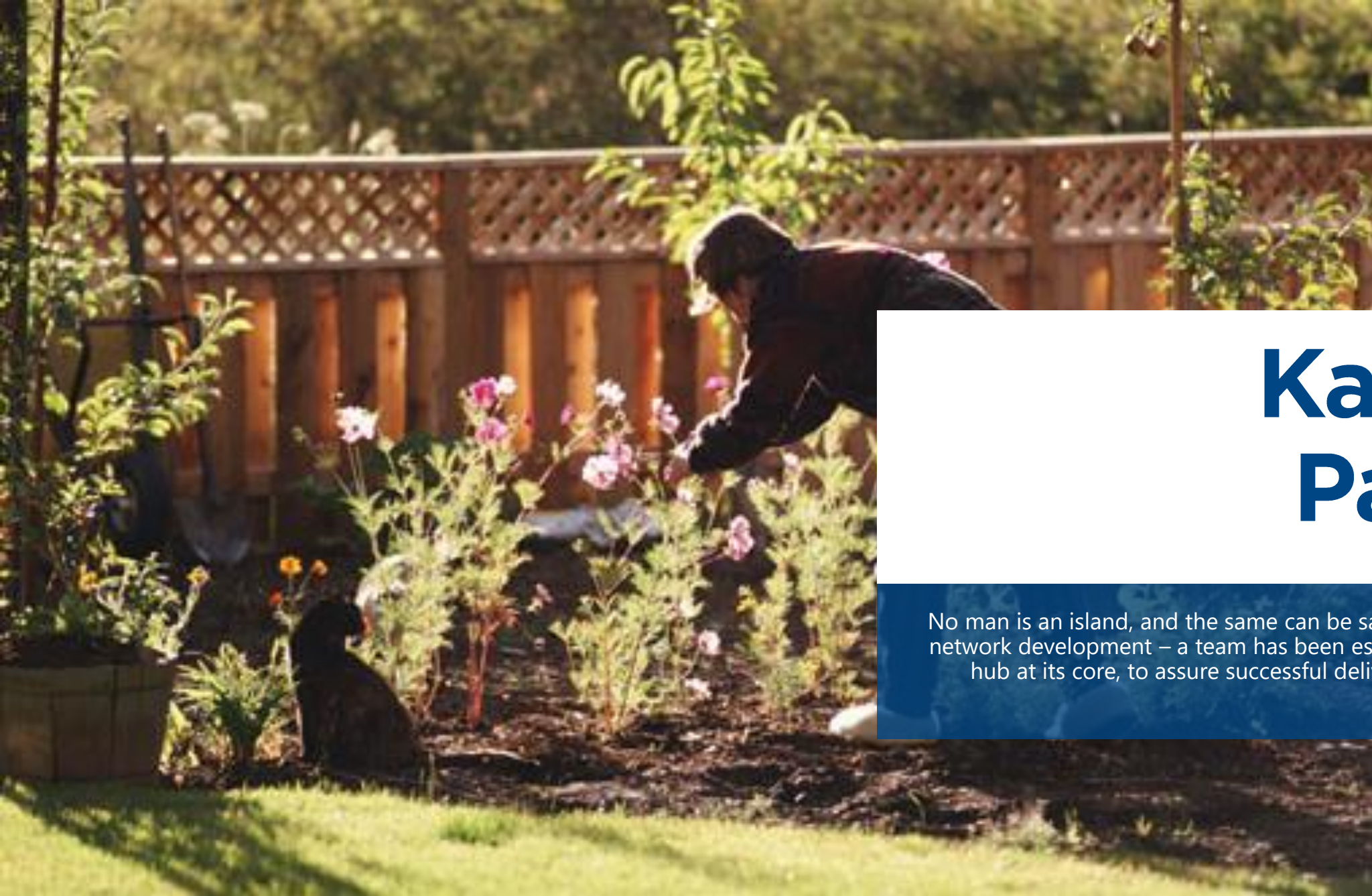


Year 1 - Kaipara is focusing effort in the following areas

- Defending and building our Kumara industry
- Building two additional domestic crop markets to a size comparable to Kumara
 - Connecting landowners to form clusters of growers in specific crops
- Support small – medium scale growers and their goals
 - Advice, best practice, industry connections
 - Access to right size markets
- Export markets
 - Accessing export markets remains a focus, however priority effort will be on domestic market in year one.

Prioritising Kai Activities





Kaipara's Partners

No man is an island, and the same can be said for economic progress and network development – a team has been established, with the Kaipara Kai hub at its core, to assure successful delivery of the planned activation.

Relationship Approach

The Kaipara Kai hub has been established under the operational management of Kaipara District Council through funding from the Provincial Growth Fund. The Kai hub will use research gathered as part of the project to support the people of Kaipara. This research and the related industry relationships will play a key role in the support the Kai Hub can provide our communities.

Kaipara Kai Hub

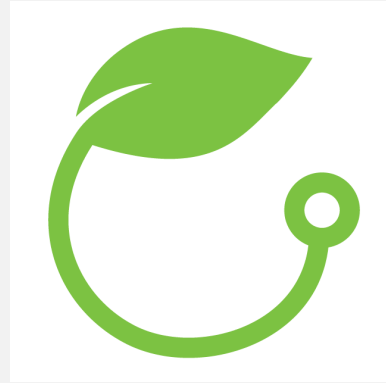
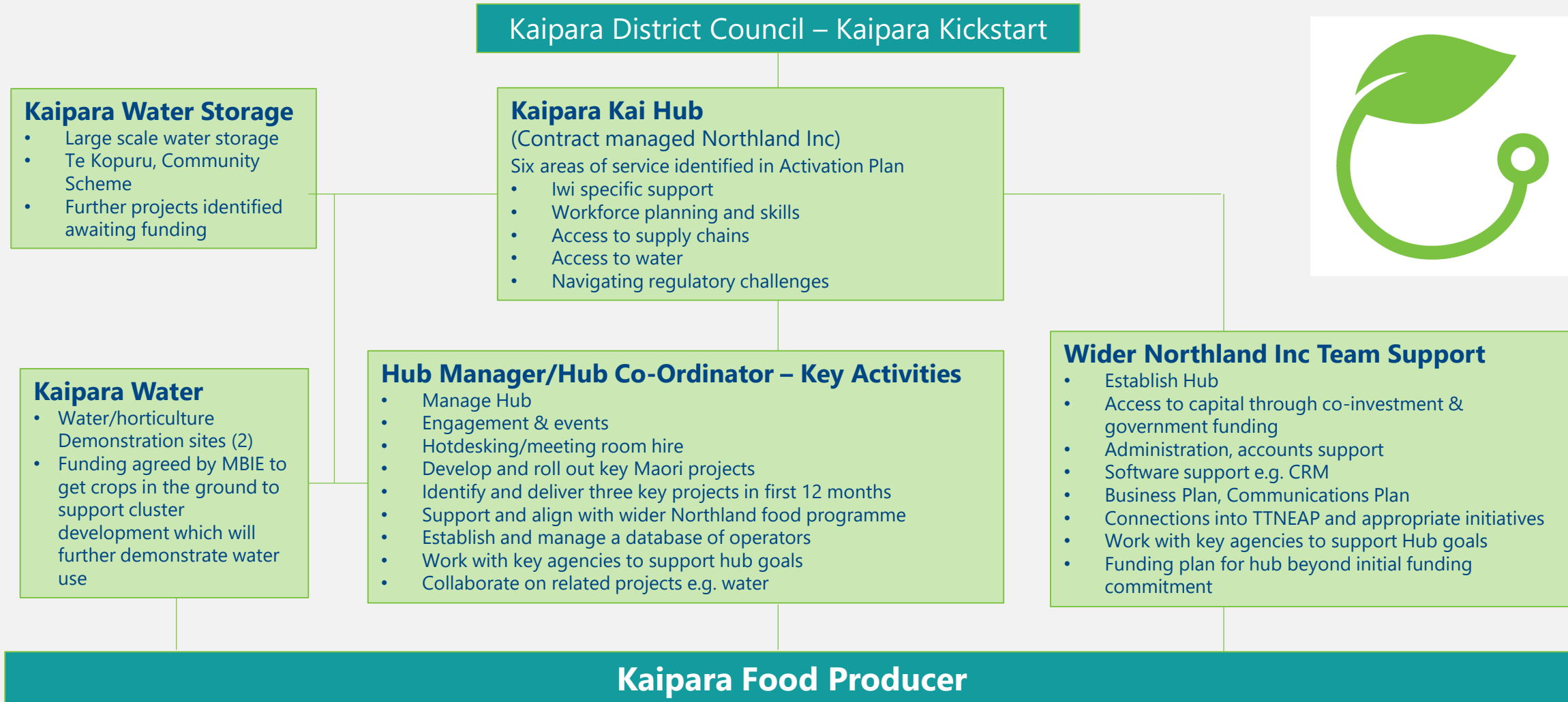
- The Kai hub was launched at Northland Field Days in March 2020.
- Northland Inc were contracted to establish and manage the Kai hub resulting in benefits from Northland Inc's economic development expertise and connections to similar food projects throughout Northland and NZ.
- Matt Punter the Hub Manager brings a strong commercial focus and almost 20 years in commercial postharvest research and molecular analysis. Matt is originally from Ruawai and worked previously with Plant & Food Research
- Lana Kennett; a graduate of Lincoln University is an all-rounder previously of AsureQuality and provides support to Matt in the running of the Hub.

Kai Hub lifetime partners

The hub will be connecting food producers with each other and to industry experts. These connections are a critical part of the hubs service offering and value. The following are some of the relationships established:

- Ministry for Primary Industries
- Federated Farmers
- Horticulture NZ
- Northtec
- Te Puni Kokiri
- Savour Northland
- Integrated Kaipara Harbour Management Group
- Plant & Food Research
- Manaaki Whenua Landcare Research
- NIWA
- Massey University
- Food HQ
- New Zealand Food Innovation Network
- Eat NZ

Kaipara staying connected

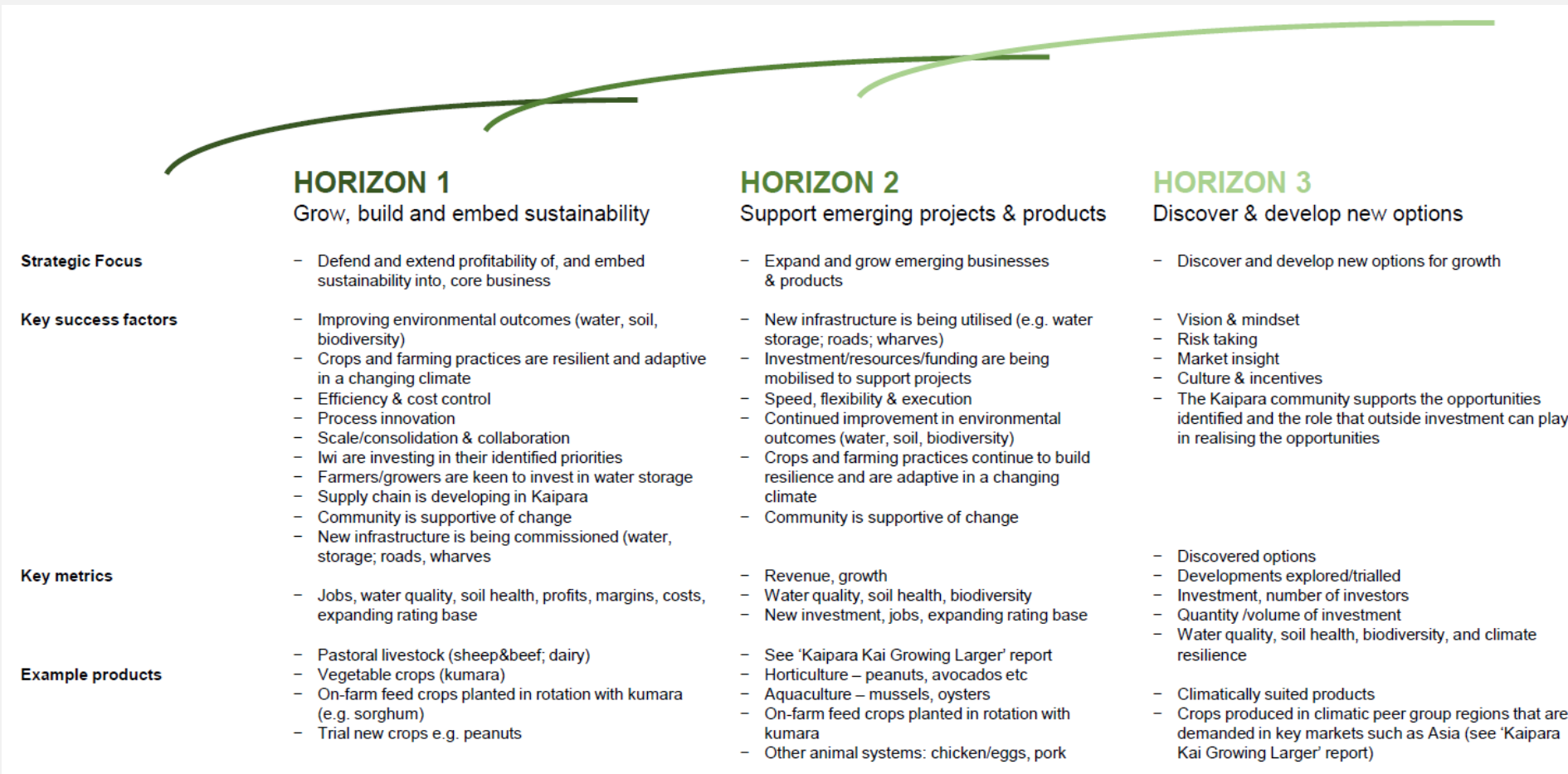


Action Plan

The action plan is phased, and is presented as such in the following slides which are focused on three horizons. The Kai Hub Business Plan is an annual plan.

A staged activation approach to reaching Kaipara Kai's potential ...

A staged approach across three 'horizons' has been identified to achieve success for Kaipara. Real transformation takes time and the horizons below will assist Kaipara District Council to measure progress on its transformation journey.



The following barriers and constraints were identified during community engagement; and considered when developing the support services and priority actions.

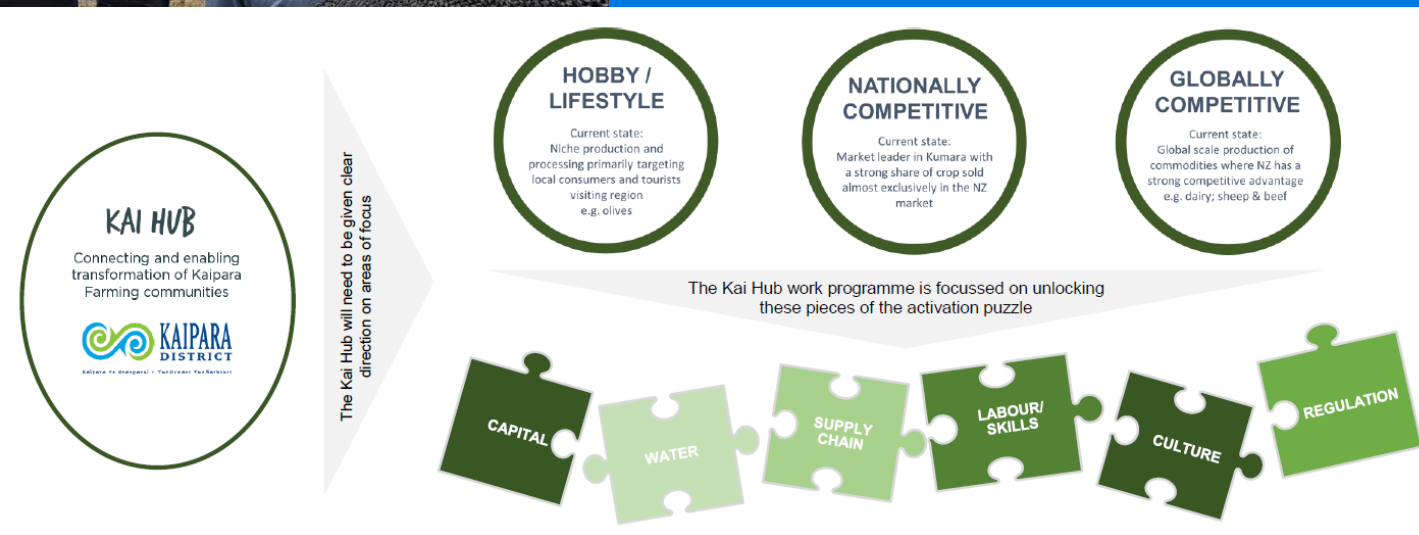
Barrier/Constraint facing Kaipara farmers/growers	Kai Hub Actions
Capital short	Identify funding options, support farmers/growers in business case development
Lack access to (enough) water	Efforts are focused on supporting water projects, and demonstrating the value of water
Regulatory uncertainty	Assist farmers/growers in navigating the regulatory environment. Communicate and advocate for regulatory change that supports Kaipara Kai objectives.
Limited to no access to supply chains	Work with central government and investors to support range of infrastructure needs (e.g. processing facilities) Ensure alignment with roading and wharf infrastructure priorities
Change requires new/different skills	Partner with education providers to identify priorities and support training programmes
Workforce pipeline	A key focus of the Kai hub to facilitate training and acting as work broker to align support where it's needed





The Kai Hubs critical role ...

A means for landowners seeking to transform their land use to higher value activities, to access sector knowledge and opportunities relevant to Kaipara District.



Horizon 1: 1-3 Years – Kaipara Kai Hub

The Kai Hub is a key connector and facilitator that will help identify specific opportunities for food producers and co-design pathways and outcomes that increase Kaipara's Kai production. Below are the steps which will be taken by the hub team to support these outcomes.

Organisation	0-6 Months	6 Months - 1 Year	Years 2-3
Kaipara Kai Hub	<ol style="list-style-type: none"> 1. Meet and connect with key stakeholders. 2. Create a stakeholder engagement plan. 3. Develop a system (e.g. an off the shelf Customer Relationship Management (CRM) system) for capturing the nature of the engagement e.g. phone call enquiries received; the number of meetings held; number of seminars organised etc. Capturing this data will be important in assessing the Kai Hub's impact. 4. Continue to build understanding of early adopters and their needs. 5. Build work programme around early adopters needs and Kaipara Kai objectives. 6. Build a calendar of networking and information provision events. Partner with key agencies, organisations and experts, and start to roll these out. 7. Build a database of existing information and support services relevant to Kai objectives and the barriers farmers and growers are facing. 8. Build an understanding of the case studies and/or technical information that may need to be commissioned. Develop RFPs and seek proposals. 9. Identify existing and/or establish farmer or grower-led focus groups. 10. Establish communications channels, a social media presence and database of contacts and begin regular communication with stakeholders and the broader community. Comms to be targeted at stakeholder group. 	<ol style="list-style-type: none"> 1. Commission case studies and/or technical information that growers/farmers need in order to make informed decisions. 2. Continue to roll-out information provision and networking events. 3. Support farmer or grower-led focus groups with the objective of information sharing and collaboration around shared opportunities and challenges. 4. Work closely with key agencies leading work on water storage. 5. Work with key agencies to develop a training scheme focused on building a pipeline of talent with required horticultural skills. 6. Build a funding plan based on the resources that will be required to support farmers and growers beyond year 1 funding commitments. 7. Develop funding requests/applications from key funding partners. 8. Continue to communicate regularly and effectively with key stakeholder and broader community. 	<ul style="list-style-type: none"> • Support emerging projects & products • Support the development of more sophisticated supply chains which in turn encourage the growth of the cluster activities/industries that support supply chain services. This will also provide opportunities to better consider circular economy opportunities • Discover and develop new options which provide farm/grower choice, and the ability to attract premium prices while delivering superior environmental outcomes (e.g. lower input requirements and either minimal or enhancing impact on natural environment) • Explore investment from outside the Kaipara region who are attracted to the Kaipara offering (relatively affordable land, access to water (in time), proven growing models etc) • Explore commercial processing and supply chain operators/investors are attracted to the region to cater to the growing supply of diversified products.

Horizon 1: 1-3 Years – Kaipara District Council

The focus for the first three years is to “grow, build and embed sustainability” to ensure Kaipara District Council can continue to provide the Kaipara Kai hub service. Below are the actions which will be taken by Kaipara District Council and the Kaipara Kai Hub, to achieve this outcome.

Organisation	0-6 Months	6 Months - 1 Year	Years 2-3
Kaipara District Council	<ol style="list-style-type: none"> 1. Ensure the Kai Hub work is supported by having a clear point of contact and KDC-lead for the Kaipara Kai work. 2. KDC to decide how best to align existing (or emerging) Kaipara Kickstart or wider economic development governance structures to support the recommended governance requirements of the Kaipara Kai and Kai Hub work programme. 3. Establish regular meetings and information exchange with the Kai Hub as it builds its understanding of farmer and grower needs, constraints and emerging diversification interest and opportunities. 4. Continue to support progress of the Kaipara water work (e.g. Kai for Kaipara Water Phase 1B project) given the importance of access to water in unlocking a range of crop opportunities. 5. Work closely with the Kai Hub to understand the critical regulatory issues facing farmers and growers and work to address these as necessary and appropriate. 6. Work with the Kai Hub to leverage existing communications channels and databases of contacts to begin regular communication with stakeholders and the broader community. 7. Look for opportunities to integrate and leverage the Kai Hub stakeholder engagement with broader KDC stakeholder engagement activity. 	<ol style="list-style-type: none"> 1. Continue to support progress of the Kaipara water work given the importance of access to water in unlocking a range of crop opportunities. 2. Continue to work closely with the Kai Hub to understand the critical regulatory issues facing farmers and growers and work to address these as necessary and appropriate. 3. Assist farmers and growers with implementing and measuring sustainable practices to improve water quality, soil health and biodiversity. 4. Support the Kai Hub and key agencies in their consideration of the skills and talent that will be required to support new opportunities. This could take at least two forms – 1) support to develop a training scheme focused on building a pipeline of local horticultural talent; and 2) support for provision of, and/or access to, accommodation for seasonal workers. 5. Support the Kai Hub in building a funding plan based on the resources that will be required to support farmers and growers beyond year 1 funding commitments. 6. Support the Kai Hub in developing funding requests/applications from key funding potential partners (see slides 38-40). 7. Continue to work with the Kai Hub to communicate regularly and effectively with key stakeholder and broader community. 	<ol style="list-style-type: none"> 1. Continuation of Year 1 actions. 2. Support the Kai Hub to discover and develop new options for growth 3. Assist the Kai Hub and Northland-Inc in developing partnerships with commercial supply chain operators. The KDC regulatory role is likely to be important in facilitating investment in supply chain activities. 4. Continue to work with the Kai Hub to communicate regularly and effectively with key stakeholder and broader community. 5. Continue to look for opportunities to integrate and leverage the Kai Hub stakeholder engagement with broader KDC stakeholder engagement activity.

Focus Annex

The following slides contain actions which are required to address key issues faced by the Kaipara Kai hub in its' infancy, as it activates the plan and looks to secure a future in the Kaipara economy.

Smart support
to grow your
opportunities
through kai



Nationally & Globally Competitive

#	KEY ISSUES & RELATED ACTIONS	TIMEFRAME	RESPONSIBILITY	EASE OF IMPLEMENTATION	IMPACT
2.0	CAPITAL				
2.0.1	Consider providing support/training for business case development	1 year	Northland Inc	4	4
2.0.2	Consider producing model template business cases for key opportunities	1 year	Kai Hub	2	2
2.0.3	Provide information on the full range of potential funding sources available to assist with development of opportunities e.g. MPI SFFF	6 months	Kai Hub	2	2
2.0.4	Consider creating a specific local fund to support land diversification efforts. This money would be used to co-invest with Central Government	>1 year	KDC Northland Inc	2	2
2.0.5	Attract outside investment into export-focussed opportunities by promoting Kaipara and effectively telling the 'Why Kaipara' story	>1 year	Northland Inc	2	2
2.1	WATER				
2.1.1	Finalise regional water storage project and support conversations with landowners on uptake	1 year	KDC / Kai Hub	2	2
2.1.2	Implement Kai for Kaipara Water Phase 1B project and deliver proof of concept pilot model/s to demonstrate practical working examples of irrigating high value horticultural crops in the Kaipara	1 year	KDC / Kai Hub	2	4
2.1.3	Provide guidance on - process and steps to consider when considering a localised water storage scheme & water conservation, water reticulation and on-farm water quality enhancement practices	6 months	Kai Hub	2	2
2.1.4	Consider developing a model business case for a localised water storage scheme	6 months	Kai Hub	2	2
2.3	PEOPLE				
2.3.1	Consider labour pooling/sharing opportunities among growers	1 year	Kai Hub	2	2
2.3.2	Embed AMP Society farm cadetship programme and continue work on skills pathway from cadetship through to a diploma course (through NorthTec) and then university	1 year	Kai Hub	2	2
2.3.3	Encourage further work on an effective skills development pathway for horticulture by supporting emerging consideration of a NorthTec provided programme for Northland	1 year	Kai Hub	2	2
2.3.4	Continue to work closely with key agencies (e.g. MSD, Corrections) to support the transition back into work for local people	Ongoing	Local businesses	2	2
2.3.5	Consider the use of the Registered Seasonal Employer (RSE) worker scheme for labour intensive jobs that are hard to fill by local people. This could involve investigating opportunities for new housing which could be used as emergency accommodation when not needed by RSE workers	1 year	Northland Inc Kai Hub	2	2
2.4	SUPPLY CHAIN & MARKET				
2.4.1	Work with Far North Holdings to investigate the potential for food dryer facilities to be located in the Ngawha Innovation and Enterprise Park	>1 year	Northland Inc	0	4
2.4.2	Provide support for organic certification / sustainable certification to access markets that are demanding these attributes	1 year	Kai Hub	2	2
2.5	MOTIVATION & KNOW HOW				
2.5.1	Support land use optimisation by supporting field trials of identified opportunities	>1 year	Kai Hub	2	4
2.5.2	Support landowners who are interested in improving productivity, environmental management and/or diversifying by supporting industry-led efforts like Extension 350 and catchment collective programmes	>1 year	Kai Hub	2	2
2.5.3	Support landowners who are interested in improving productivity, environmental management and/or diversifying by synthesising and making available all existing information on suitability of land for diversification	6 months	Kai Hub	2	2
2.5.4	Consider a 'farming for change' expo that would bring together the work on Kaipara Kai, regional water and provide an understanding of what the consumer will be looking for in the future	1 year	Kai Hub	2	2

Hobby/Lifestyle Support

#	KEY ISSUES & RELATED ACTIONS	TIMEFRAME	RESPONSIBILITY	EASE OF IMPLEMENTATION	IMPACT
1.0	CAPITAL				
1.0.1	Provide information on the full range of SME business support programmes (and in particular business plan/strategy workshops/programmes), and how to access these programmes. Capital is unlocked through having a clear, coherent and investable business plan	6 months	Kai Hub Northland Inc	4	4
1.0.2	Consider specific business support programmes targeting hobby/lifestyle and aspiring F&B focussed entrepreneurs e.g. business plan development, and how to access finance	1 year	Kai Hub Northland Inc	2	4
1.0.3	Provide information on the full range of potential funding sources available to assist with development of opportunities e.g. MPI SFFF	6 months	Kai Hub Northland Inc	4	2
1.0.4	Consider a role for the Kai Hub in assisting with the development of funding applications	1 year	Kai Hub	2	2
1.1	WATER				
1.1.1	Provide information on the process to follow to access, use, store ground and rain water on privately-owned land	6 months	Kai Hub	2	2
1.1.2	Provide information on regenerative farming, water conservation, water reticulation and on-farm water quality enhancement practices	6 months	Kai Hub	2	2
1.2	PEOPLE				
1.2.1	Consider labour pooling/sharing opportunities among small growers/producers	1 year	Kai Hub	2	4
1.2.2	Consider connecting small growers/producers with relevant training and skills development programmes to explore on the job training and placement opportunities	1 year	Kai Hub	2	4
1.2.3	Consider providing information on how to access backpacker and Recognised Seasonal Employer Scheme workers	1 year	Kai Hub	2	2
1.3	SUPPLY CHAIN & MARKET				
1.3.1	Consider establishing a Kaipara Kai brand to celebrate Kaipara food provenance (perhaps linked to history, climate and harbour)	1 year	Kai Hub	2	2
1.3.2	Provide support for collaborative marketing and selling via the Kaipara Kai brand	1 year	Kai Hub	2	2
1.3.3	Consider developing a website for Kaipara Kai to help direct consumers to local producers/products	1 year	Kai Hub	2	2
1.3.4	Provide information on accessible test kitchens and/or toll processing facilities to help small growers/processors grow beyond the family kitchen/garage	6 months	Kai Hub	2	2
1.3.5	[If there is a gap in the market] Consider an investment in a food facility that will provide a hands-on fully equipped commercial facility for aspiring Kaipara F&B focussed entrepreneurs to test proof of concept and scalability of products	>1 year	Kai Hub	0	4
1.3.6	Provide support for organic certification / sustainable certification	1 year	Kai Hub	2	2
1.4	MOTIVATION & KNOW HOW				
1.4.1	Consider producing a 'how to' guide for hobby/lifestyle and aspiring F&B focussed entrepreneurs to assist with approaching new investment	1 year	Kai Hub Northland Inc	2	2

References

Key documents used in the development of this action plan are:

'Activating the Opportunities for Kaipara' - Giblin Group (June 2020)

'Kaipara Kai Growing Larger' - Coriolis Research (April 2020)

funded by



PROVINCIAL
GROWTH
FUND
TUAWHENUA

Growing Kaipara's Value

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Kaipara District Council



KAIPARA KAI: ACTIVATION PLAN

*Activating
the opportunities
for Kaipara*

“We want to help the people of Kaipara use our fertile land and bountiful place to its best potential”

Kaipara Mayor, Dr Jason Smith, 2019

Content Overview



Executive Summary

This Activation Plan (AP) provides key information and guidance to assist Kaipara agencies to support landowners as they seek to transform their land use to higher value activities.

The accompanying Kaipara Kai Feasibility Study ('Kaipara Kai Growing Larger') found that Kaipara can produce more food; has a strong base on which to build; has a mix of sectors currently with the majority of value created from global sectors at scale; is well-supported but more investment (particularly in water storage) is required to unlock growth; and the growth of Kaipara Kai will drive regional transformation.

The AP provides guidance on what is needed to support activation by taking three key lenses

1. **Producer segmentation:** The AP uses the key groups of producers identified in the Feasibility Study. Underpinning this approach is a recognition that to achieve successful outcomes a focus is typically needed on four key factors – 1) being clear about what success looks like; 2) planning effectively for change; 3) a clear focus on execution; and 4) the ongoing effort required to actively align, support and communicate the work.
2. **Timeframe:** This recognises that transformation will take time and Kaipara has said it wants to focus initial support around existing landowners seeking to diversify. The AP steps through what each key stage of support could look like.
3. **Role in the governance/implementation system:** The AP provides practical and detailed guidance on the actions and initiatives that will be required to support the work at each level of the recommended governance and support system.

All of the actions and initiatives sitting under these approaches have been informed by the constraints, challenges and gaps identified through the stakeholder engagement undertaken for this project and similar work that both Giblin Group and Coriolis have been involved with in other parts of New Zealand. This is Giblin Group advice which has been provided in a way that allows Kaipara agencies to adapt to existing or future governance arrangements and work programmes as necessary and desired.

Critical messages for Kaipara agency decision makers and users of this AP

1. The Kai Hub has a critical role in activating the opportunities. Initial support will be focused on existing landowners, farmers and growers seeking to diversify. Early local adopters will therefore drive the initial transformation Kaipara is seeking. The AP provides guidance on how the Kai Hub could support the range of growers and producers across the Kaipara district. The suggested work programme is focused around:
 - Connecting farmers and growers to people and organisations for knowledge and funding;
 - Providing information to, or commissioning information for, growers/farmers so that they can make informed decisions based on accurate and trusted information; and
 - Acting as an interface between growers/farmers and support agencies.
2. The Kai Hub will need (governance and implementation) support to prioritise areas of focus depending on what success looks like for Kaipara. This AP suggests activation activity be weighted more heavily toward producers focussed on becoming nationally or globally competitive in order to drive the transformation Kaipara is seeking.

Executive Summary (continued)

Critical messages for Kaipara agency decision makers and users of this AP

3. Success will require a number of barriers and constraints to be addressed. Engagement with local farmers and growers indicated the biggest challenges for current business were - competitiveness/cost of doing business (in the face of changing regulatory requirements); water/environment-related regulatory changes; and maintaining a workforce. The biggest challenges when thinking about future opportunities were related to capital needs; access to water; access to supply chain/markets, know-how and people. The Activation Plan suggests that a focus on these issues should form the basis of a work programme for the Kai Hub and be supported by the Kaipara Kai implementation team and governance group. The specific actions which form the core of the suggested work programme in this Plan are focussed on these critical issues.
4. Transformation will take time. The AP suggests a staged development to reaching Kaipara's Kai potential. There may well be overlap across the horizons suggested below, especially if opportunities arise to bring activity forward (e.g. available funding).
 - Horizon 1 (1-3 years): Focuses on support for local iwi and existing farmers and growers to meet changing regulatory requirements; to overcome critical challenges and roadblocks; and to implement more sustainable farming/growing systems and/or to diversify into new products (e.g. through supporting local trials and the work on building supporting infrastructure - water (and the important Kai for Kaipara Water Phase 1B project), roads, wharves).
 - Horizon 2 (3-5 years): Focuses on support for emerging projects and products and a slow broadening of focus to include farmers and growers from outside the Kaipara region who are attracted to the Kaipara offering (relatively affordable land, access to water (in time), proven growing models etc). The Horizon 2 phase of work would include support for the development of more sophisticated supply chains which in turn encourage the growth of the cluster activities and industries that support supply chain services (and the well-paying jobs that go with them).
 - Horizon 3 (5-10 years): Focuses on discovery and the development of a greater range of options which provide farmers and growers with choice, and the ability to attract premium prices while delivering superior environmental outcomes (e.g. lower input requirements and either minimal or enhancing impact on the natural environment). While continuing to work with farmers and growers the work in this phase could include a focus on commercial processing and supply chain operators/investors that are attracted to Kaipara to cater to the growing supply of diversified products.
5. Kaipara agencies (in particular the Kai Hub and Kaipara District Council) will need to work closely with a range of organisations to draw on the knowledge, and motivate the funding, to activate the opportunities. To assist with this the Kai Hub should develop a stakeholder engagement strategy which is clear about the nature of the engagement and how it will support Kaipara Kai objectives. The AP provides advice on building a successful funding strategy. This should assist the Kai Hub and Kaipara District Council in developing a specific plan focussed on engaging with funders given how critical future funds will be in supporting the Kai work and the capital needs of farmers and growers.
6. The AP also offers a small number of case studies that highlight existing initiatives (in other parts of New Zealand) or research that are relevant to Kaipara Kai objectives and the work of the Kai Hub. This could offer lessons and guidance for Kaipara.

Introduction and purpose of the Activation Plan

- The **Kaipara Kickstart** project is focussed on enabling sustainable, long-term growth for the Kaipara region. Four interlinked projects – **Kai, Water, Wharves and Roads** – are underway with the objective of:
 - Increasing tourism to the district and Northland region
 - Creating employment opportunities
 - Increasing kai business opportunities in horticulture and aquaculture
 - Improving roads for more reliable routes and safer journeys
 - Increasing wharf infrastructure for communities to connect and enjoy.
- The key projects work together and are designed to have a step-change effect for the region e.g. access to water will be critical in being able to grow a wider range of crops and work on roads and wharves will be critical in better enabling access to consumers, markets and the talent that will be needed to support a range of kai opportunities.
- The purpose of the **Kaipara Kai** part of Kaipara Kickstart is to build off previous work to identify and help activate food opportunities for, and with, Kaipara farmers/landowners and investors. It has a number of key elements:
 1. Extending climate and soil analysis for use by those interested in diversifying land use and to help inform the associated water storage project;
 2. The establishment of a Kai Hub in Ruawai;
 3. The report (or "Feasibility Study") titled 'Kaipara Kai Growing Larger' which investigates new opportunities to increase food production in the Kaipara region; and
 4. An "Activation Plan" to support the change Kaipara is seeking in relation to the kai opportunities.
 5. A Kaipara District Council (KDC) Action Plan.
- Coriolis Research and Giblin Group partnered to deliver 3. and 4. above. This work was supported by a stakeholder engagement process. The first phase of the Feasibility Study also fed into the NIWA/Plant & Food climate/soil extension study (1. above) by identifying two additional crops to analyse. KDC have developed their own specific Action Plan based on all of the project's research.
- This report is the **Activation Plan**. Its purpose is to support the Kai Hub, KDC, Northland Inc and other agencies by providing specific, actionable steps to support regional farmers and growers in their diversification efforts and to deliver the change Kaipara is seeking. The Activation Plan should be read in conjunction with the report 'Kaipara Kai Growing Larger' (the Feasibility Study). Page 8 of the AP captures how Kaipara has organised itself to provide the critical support regional farmers and growers will need as they consider and lead land diversification across Kaipara.
- The Kaipara Kai Advisory Group agreed at project initiation that the key users of the Activation Plan would be: Kaipara District Council Employees; Kai Hub Staff; Northland Inc; Mayor and Councillors
- The Kaipara Kai Advisory Group also agreed at project initiation that the Activation Plan would not be:
 - Directly targeted at farmers
 - A 'guide' for farmers to use in planning their diversification
 - A business case to support actual investment decisions
- This work will come later and will form a key component of the support that the Kai Hub will provide to farmers /landowners.

Introduction and purpose of the Activation Plan

Kaipara has a long history of being a food producing/giving region through its harbour, seas, lakes, forests and more recently livestock farming and vegetable growing.

According to local Iwi Kaipara was historically seen as a “Garden of Eden”.

“Māori came from the islands in search of food and found an area of plenty. The whenua and what it could provide supported trading and hapu connections from west to east” (Iwi leader, 2019)

The total area of the Kaipara region is 3,117.09 km² and the Kaipara harbour is the largest enclosed harbour and estuarine system in NZ. The land surrounding the harbour is diverse with sand dunes, river valleys, rolling hills, steep ranges and some unmodified native forest. Current modified land use centres on agriculture (dairy and sheep & beef); kumara production; and forestry.

The district stretches from the Northland Peninsula south of Kaiwaka and Mangawhai in the southeast to the Waipoua Forest in the northwest. The District's western boundary is defined by Ripiro Beach which stretches down Northland's west coast from Maunganui Bluff and the Waipoua Forest in the North, to Pouto at the entrance to the Kaipara Harbour.

Kaipara has a relatively large land area but relatively few people. Around 23,600 people (as at June 2018) usually live in Kaipara District; around 23% identify as Maori and around 84% identify as European (note, some identify as both). This makes Kaipara the 43rd largest district out of the 67 districts across NZ. But the eastern side of Kaipara around Mangawhai Heads in particular is growing rapidly (as growth in Auckland spills up the eastern coast (which is more accessible from Auckland)). This is creating opportunities relating to rising local demand, the rating base etc but also challenges relating to infrastructure provision and demands on land availability (for housing and other productive uses).

Previous economic development reports have found that while the Kaipara area is rich in natural capital (natural assets/resources), it is relatively under-resourced in physical capital (plant and machinery) and secondary industry; human capital; and financial capital (Wilson, Fargher and Hanna, 2006).

In 2003 NIWA, Landcare, Crop and Food, and HortResearch partnered to produce the report ‘Use of Climate, Soil, and Crop Information for Identifying Potential Land Use Change in the Hokianga and Western Kaipara Region’. This work selected ten crops for specific analysis - kumara, manuka (for oil), bananas, mate tea, avocados, cherimoya, figs, blueberries, hydrangeas.

The crops were chosen following workshops held with the community where there was clear desire for information about crops suitable to be grown on smaller blocks of land, with lower capital investment and lower labour skill requirement. Overall the analysis suggested considerable diversification potential and highlighted specific areas across the Kaipara region that would provide suitable growing conditions for the various products.

More recently KDC commissioned NIWA and Plant&Food Research to extend this previous work to cover an updated range of products – hemp, hops, avocados, olives, peanuts and sorghum. This work indicates that the climate and soil conditions in various areas of the Kaipara could support the range of opportunities identified.

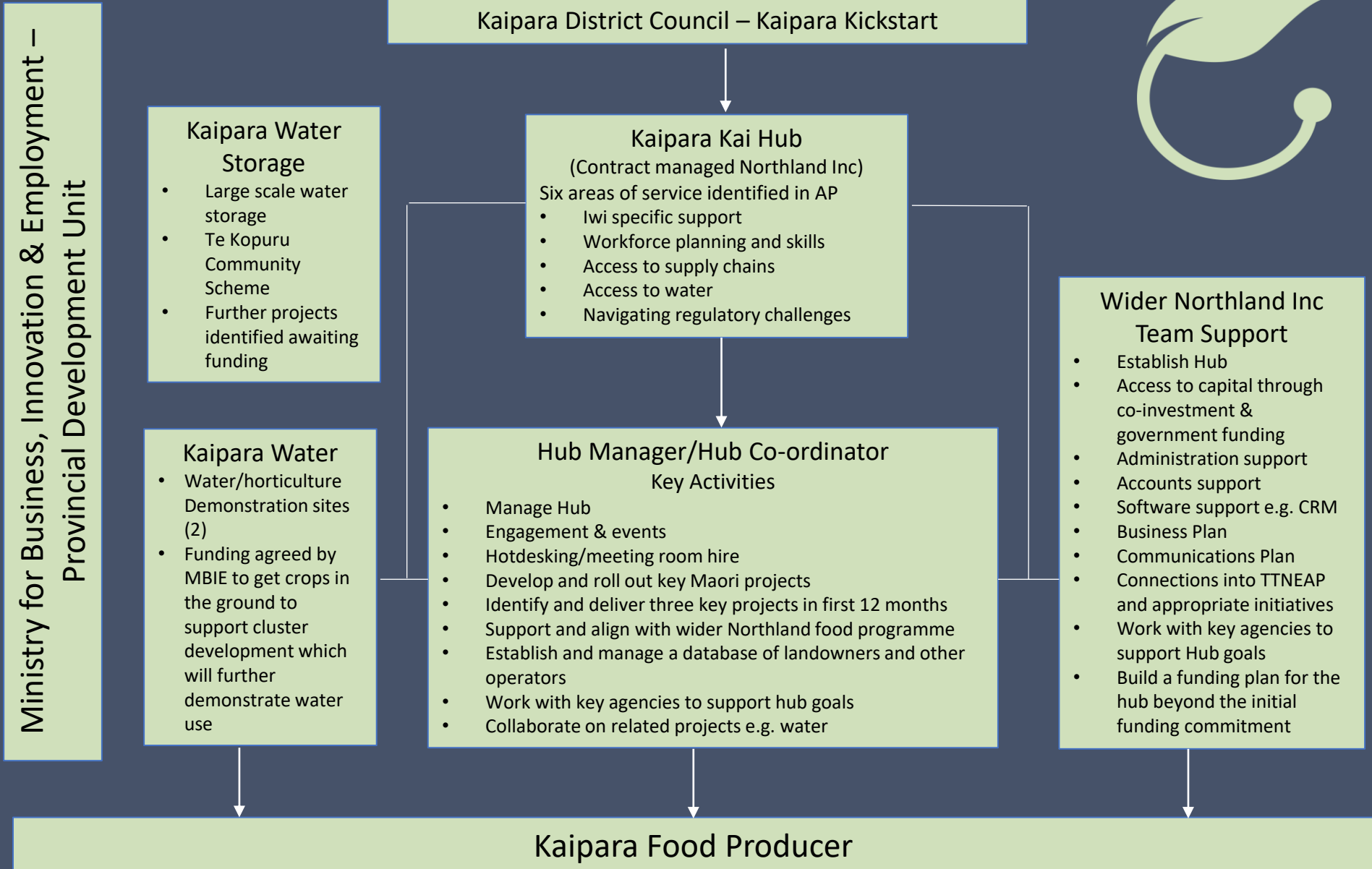
The key takeaway from all of this work is that there are a range of opportunities available to Kaipara. Kaipara has the underlying resource base; it's climate, soils and waters are critical enablers.

This was the backdrop for the overall Kaipara Kai project and the decision to establish a physical service (called the “Kai Hub”) situated in Ruawai that would work closely with landowners seeking to transform their land use to higher value activities, and to access sector knowledge and opportunities relevant to the Kaipara District.

In essence the Kai Hub is intended to be a facilitator of information, connecting people while supporting landowners and growers through some of the common challenges they face e.g. accessing critical information to support decision making, workforce planning, regulatory uncertainty related to climate change.

This Activation Plan and the accompanying Feasibility Study are intended to be key resources for the Kai Hub. While the Feasibility Study is focussed on the opportunities available to Kaipara and its landowners, this Activation Plan provides key information and guidance to assist Kaipara agencies to support landowners as they seek to transform their land use to higher value activities.

Activating the opportunities for Kaipara



03

The Opportunities

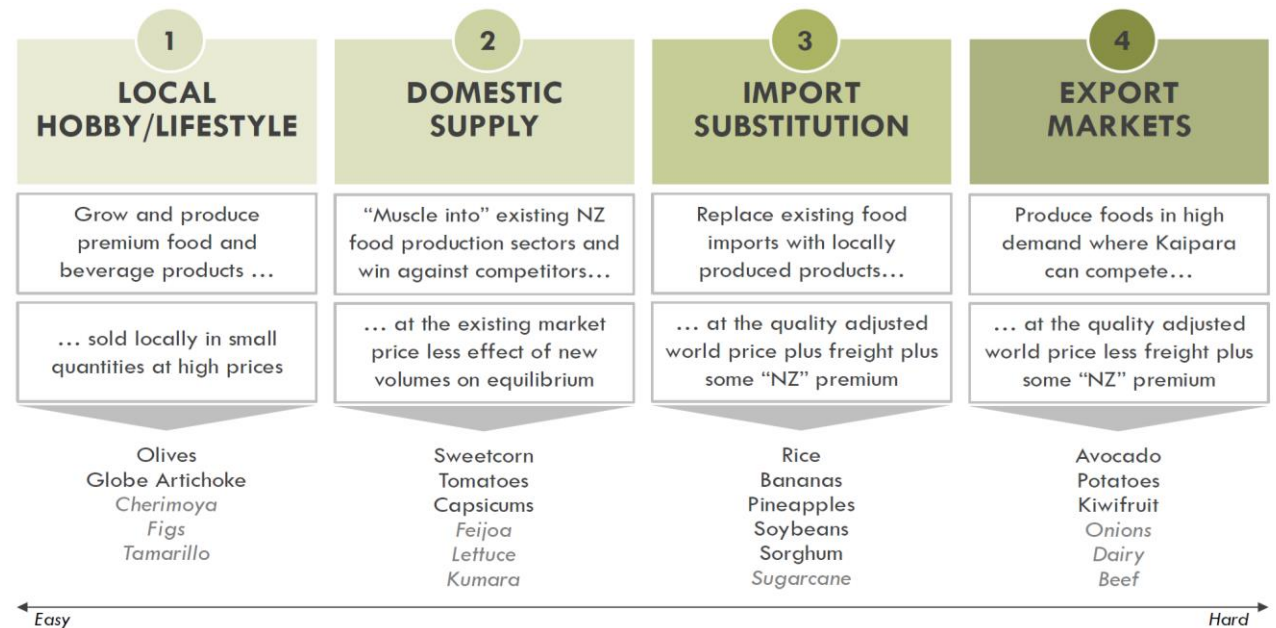
- + Recap from Feasibility Study
- + Kaipara has choices
- + Framework for thinking about pathways

Kaipara has 3 distinct types of food producer



The products that Kaipara can produce fall into four broad groups

- ❑ The Feasibility Study evaluated a wide range of products and farming/growing systems – plant systems; animal systems; and aquaculture
- ❑ For plant systems the Feasibility Study compared Kaipara with North Carolina in the US. North Carolina has similar climatic conditions to Kaipara and is the centre of the US sweet potato (kumara). North Carolina produces a range of products which could provide inspiration for Kaipara



The Activation Plan uses the key groups of producers to consider what is getting in the way of further success for each group. This forms the basis of activation and support needs.



But Kaipara has choices about where to direct effort given the resources available

Assumption:

Landowners/farmers/growers will either require guidance and/or support to activate the opportunities and they will not be able to get this without some sort of public intervention e.g. Kai Hub

Where to direct support depends on what success looks like for Kaipara.

Kaipara has outlined what success looks like across 4 dimensions:

1. **Social:** Invigorated community; Reduced dependency; Financially viable / sustainable Council
2. **Cultural:** Maori leading change (build on the history); Catalyse Iwi priorities
3. **Environmental:** Investing to restore and protect whenua and wai; Developing sustainable food practice; Releasing pressure in other regions
4. **Economic:** Jobs (950); Enterprise Revenue (\$300m); GDP +20%; Lift value of land

\$



\$



\$



LIFESTYLE / HOBBY

NATIONAL SCALE

GLOBALLY COMPETITIVE

Moving to the right gets you better economic outcomes (but this is just one dimension of success)

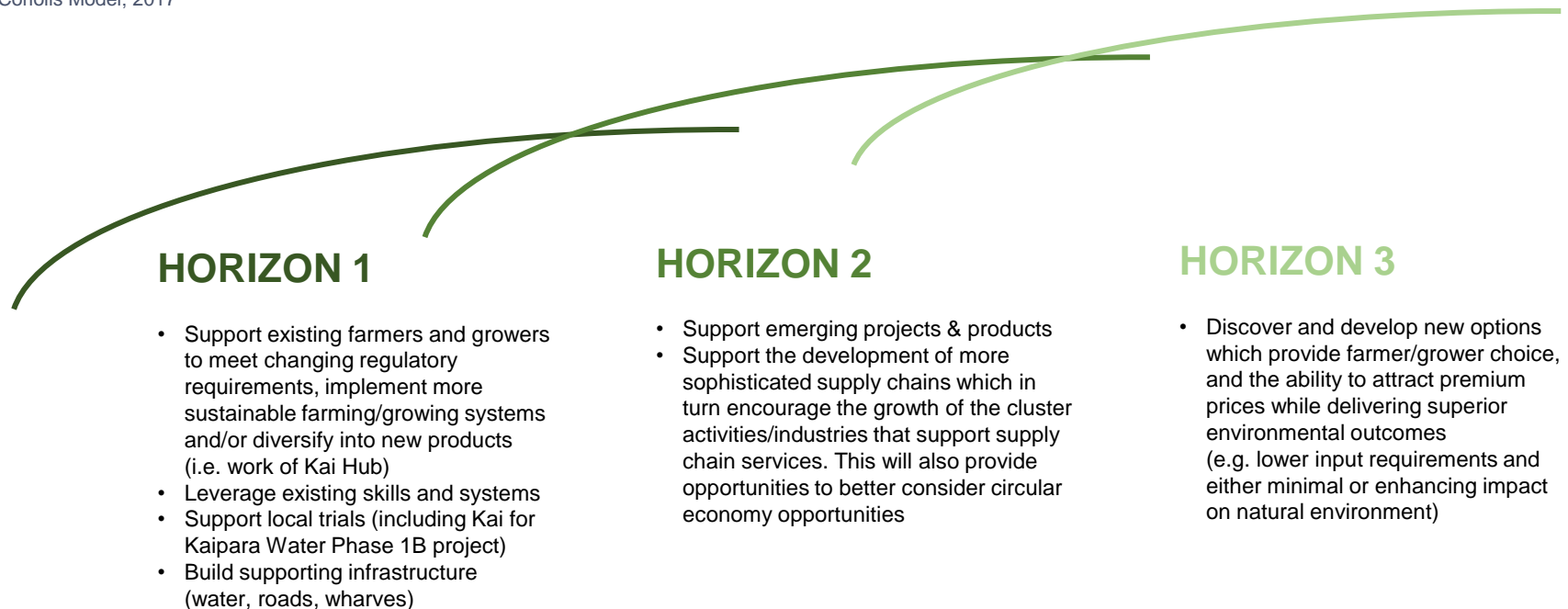
The choice will depend on how Kaipara weighs the dimensions of success and the degree of change the community is willing to support

Multi-criteria analysis to assist activation choices. NB: Weighting is a choice for Kaipara to make based on community values and priorities.

DIMENSION	WEIGHTING	LIFESTYLE/HOBBY	NATIONALLY COMPETITIVE	Globally Competitive
Social <ul style="list-style-type: none"> Invigorated community Reduced dependency Financially viable / sustainable Council 	25%	Has less impact on reinvigorating community, reducing dependency and improving the rating base to help support community objectives.	Has greater impact on reinvigorating community, reducing dependency and improving the rating base to help support community objectives.	Has most impact on reinvigorating community, reducing dependency and improving the rating base to help support community objectives.
Cultural <ul style="list-style-type: none"> Maori leading change (build on the history) Catalyse Iwi priorities 	25%	Iwi will have a range of opportunities they would like to pursue. Some will be better suited for smaller scale growers (perhaps aligned with Marae/community initiatives).	Iwi already have significant investments in livestock farming and forestry and they could lead new opportunities focussed on the national market.	Iwi will be able to leverage increasingly important demand drivers such as authenticity, being ethically and sustainably grown on ancestral lands, employing/empowering iwi members etc. This could offer niche opportunities in the global market.
Environmental <ul style="list-style-type: none"> Investing to restore and protect whenua and wai Developing sustainable food practice Releasing pressure in other regions 	25%	Less impact on the environment and less ability to release pressure in other regions. All options offer an opportunity to restore and protect whenua and wai through developing world leading sustainable food practice i.e. the how you do these things is more important than the what.	Greater potential impact on the environment and greater impact on ability to release pressure in other regions. All options offer an opportunity to restore and protect whenua and wai through developing world leading sustainable food practice i.e. the how you do these things is more important than the what	Greatest potential impact on the environment and greatest impact on ability to release pressure in other regions. But with scale also comes opportunity to innovate for <u>sustainability and competitiveness</u> . All options offer an opportunity to restore and protect whenua and wai through developing world leading sustainable food practice i.e. the how you do these things is more important than the what
Economic <ul style="list-style-type: none"> Jobs (950) Enterprise Revenue (\$300m) GDP +20% Lift value of land 	25%	These opportunities would be less likely to deliver the jobs, revenue, GDP and land value outcomes Kaipara is seeking.	These opportunities would help Kaipara achieve some of the jobs, revenue, GDP and land value outcomes Kaipara is seeking.	These opportunities would deliver more jobs, more revenue, higher regional GDP and higher land prices.

But whatever the choice on where to direct effort it's useful to think about staged development when thinking about the pathway/s to reaching Kaipara Kai's potential. This is explored further in Section 8.

Coriolis Model; 2017



04

Planning for Activation

- + The key ingredients of successful activation
- + Hobby/lifestyle – mapping against key ingredients
- + Nationally competitive - mapping against key ingredients
- + Globally competitive - mapping against key ingredients

At a general level four key things are required to activate opportunities

1. DEFINE SUCCESS:

- A compelling vision (with performance targets) is required

2. PLAN FOR CHANGE:

- You need to know which capabilities and resources are critical


3. EXECUTE:

- You need a defined set of (aligned) initiatives/actions to deliver on the vision

4. ALIGN, SUPPORT & COMMUNICATE:

- You need a fit-for-purpose structure and process with the right people and systems to:
 - drive and embed change
 - ensure that the initiatives/actions work in support of each other (and this requires constant checking/pivoting over time)
 - communicate with the industry and the community e.g. on progress, celebrating success etc

We consider what this could look like for the 3 main Kaipara food producers

- 
1. DEFINE SUCCESS
 2. PLAN FOR CHANGE
 3. EXECUTE
 4. ALIGN, SUPPORT & COMMUNICATE

HOBBY / LIFESTYLE

Current state:
Niche production and
processing primarily
targeting local consumers
and tourists visiting region
e.g. olives

NATIONALLY COMPETITIVE

Current state:
Market leader in Kumara
with a strong share of crop
sold almost exclusively in
the NZ market

GLOBALLY COMPETITIVE

Current state:
Global scale production of
commodities where NZ has
a strong competitive
advantage
e.g. dairy; sheep & beef







05

Governance

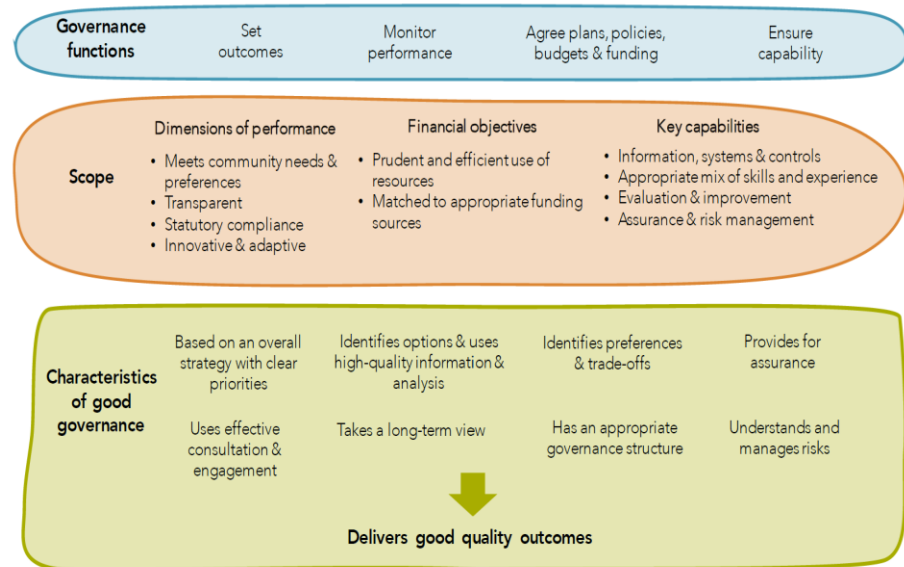
- + Elements essential for effective governance
- + KDC is considering the appropriate post-COVID governance model for the Kaipara Kai work

Effective governance will be needed to support the Kaipara Kai work and secure the outcomes Kaipara is seeking

The Office of the Auditor General (2016) has set out eight generic elements essential for effective governance:

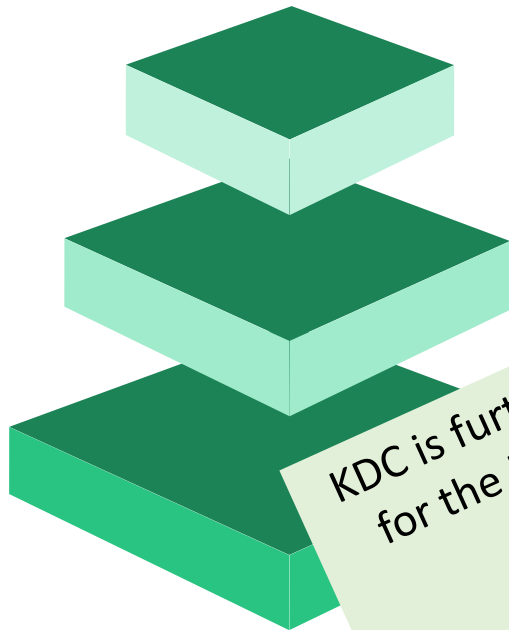
1. Set a clear purpose and stay focused on it
2. Have clear roles and responsibilities that separate governance and management
3. Lead by setting a constructive tone
4. Involve the right people
5. Invest in effective relationships built on trust and respect
6. Be clear about accountabilities and transparent about performance against them
7. Manage risks effectively
8. Ensure that you have good information, systems and controls

Framework for effective governance



Source: NZ Productivity Commission Report on Local Government Funding and Financing. Adapted from MartinJenkins (2017).

What an effective governance framework could look like for Kaipara Kai



KAIPARA KAI: GOVERNANCE GROUP

Role:

- Set the overall strategy and outcomes
- Monitor performance and evaluate
- Approve plans, policies, budgets (e.g. SF, SFFF)
- Ensure resources and

KAIPARA KAI: KICKSTART GROUP

Role:

- Focussed on the 'doing' and execution of strategy
- Be the facilitator of information and connector of people
- Support landowners and growers through some of the common challenges they face e.g. workforce planning, regulatory uncertainty etc

KDC is further considering the appropriate post-COVID governance model for the Kaipara Kai work. This can be reflected in an updated Activation Plan once decisions are made.

06

Constraints, Challenges, Gaps

- + Kaipara's food production challenges
- + The focus of an Activation Team
- + The role of the Kai Hub

Kaipara faces a range of food production challenges

The Feasibility Study found that competitiveness related challenges will constrain broader export success for Kaipara

Engagement with local farmers and growers indicated:

1. The biggest challenges for current business were:
 - competitiveness/cost of doing business (in the face of changing regulatory requirements)
 - water/environment-related regulatory changes
 - maintaining a workforce
2. The biggest challenges when thinking about future opportunities were related to capital needs, access to water, access to supply chain/markets, know-how, and people. These are discussed over page

Kaipara will face all the same challenges in many of the other proposed crops, that hold it back in Kumara exporting

**WHY ISN'T KAIPARA
A SUCCESS IN EXPORT
KUMARA MARKETS?**

*Relative to global export regions
Kaipara has...*

Small Farms/Small Fields
Low Yields
High Labour Requirements
Low Mechanisation
Lack of Latest/Largest Equipment
Fragmented Production

**THESE ARE EXACTLY THE SAME
CHALLENGES KAIPARA WILL FACE IN
OTHER MAJOR COMMERCIAL CROPS**

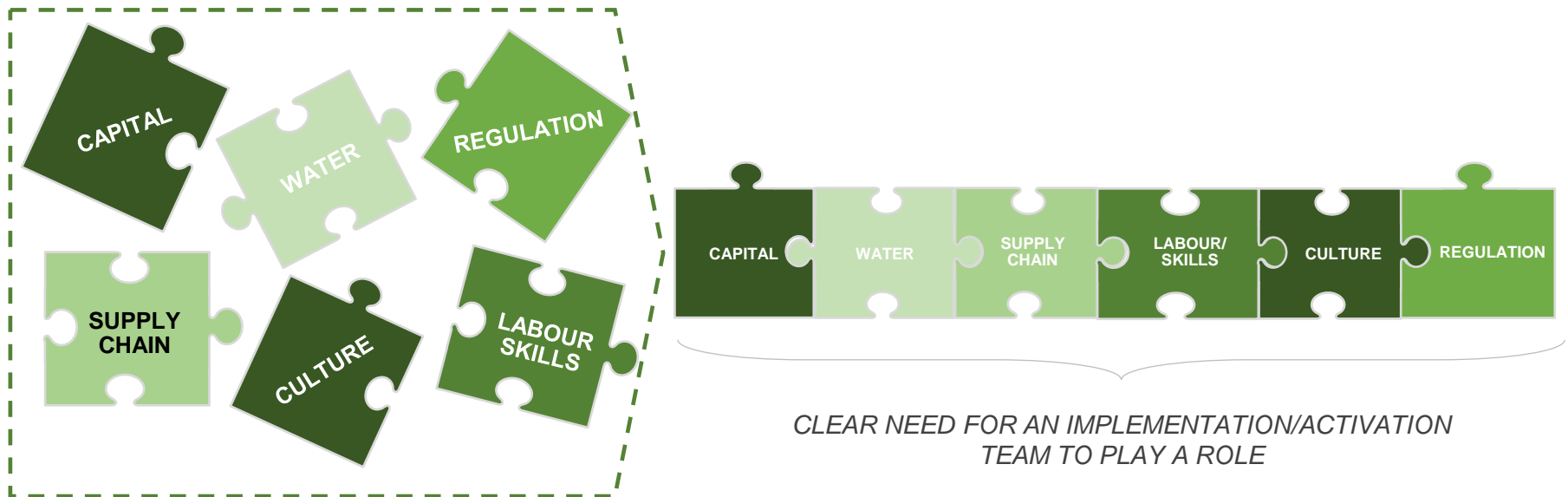
*To succeed in global exports as a
developed country you need...*

Large Farms
High Yields
High Labour Productivity
Mechanised Production
Large Packhouses at Scale
Large Processors at Scale

Success will require a number of barriers and constraints to be addressed. These are the basis of the Kai Hub work programme.

BARRIER/CONSTRAINT FACING KAIPARA FARMERS/GROWERS	IMPACT ON KAIPARA
Capital short (mainly)	<ul style="list-style-type: none"> • This is limiting the exploration of options, including the development of business cases to attract investor support where needed • Lack of capital constrains the diversification options to those that have smaller upfront capital outlays e.g. cropping over permanent tree crops
Lack access to (enough) water for some opportunities (e.g. horticulture), or clean enough water for some others (e.g. aquaculture)	<ul style="list-style-type: none"> • Similar to lack of capital • Access to water is critical in unlocking a broader range of diversification options
Regulatory uncertainty – water use, rules on nitrogen leaching, erosion & sedimentation run-off, and increased pressure for land-use change	<ul style="list-style-type: none"> • This is currently affecting confidence to invest • Farmers and growers are concerned that future regulatory limits will constrain their option space so are holding back until the regulatory situation is clearer
Limited to no access to supply chains for non-traditional products	<ul style="list-style-type: none"> • This will constrain investment and is a common feature of undeveloped markets and does create a chicken and egg situation • There is growing recognition that in some cases the government can play a role in underwriting investment in a range of infrastructure (e.g. processing facilities) in order to provide the confidence to farmers, growers and investors to pursue diversification • A critical investment for Kaipara will be the upgrading of roads to lower the time and cost of getting product to market. In time the investment in wharves could provide a viable alternative to road transport and help support people movement across the Kaipara district and from further afield e.g. Auckland.
Recognition that moving to something different requires new/different skills and often requires a culture change	<ul style="list-style-type: none"> • This will constrain the success of any activation activities unless it is recognised and supported. Farmers and growers will require support to develop new skills and, importantly, learn from what fellow farmer/growers are doing and learning along the way
Appreciation of the need to consider workforce and pipeline issues to avoid the labour issues that other areas have faced	<ul style="list-style-type: none"> • This will constrain investment unless farmers and growers have confidence there is either a ready workforce or a pipeline of skills and talent that is being supported to take up new opportunities

A focussed implementation team is needed to bring the critical pieces of the puzzle together and deliver on the Activation Plan.



The Kai Hub has a critical role in activating the opportunities

- The Kai Hub is a means for landowners, seeking to transform their land use to higher value activities, to access sector knowledge and opportunities relevant to Kaipara District to assist them with their decision making. 'Transformation' has been interpreted as referring to both crop choice and land management decisions, in response to economic, climatic and environmental opportunities and imperatives.
- The Kai Hub has a strong relationship to the Kai Feasibility Study and Activation Plan. The outcome of this work, along with information from stakeholder engagement and wider research, is intended to support the focus of services provided through the Hub.

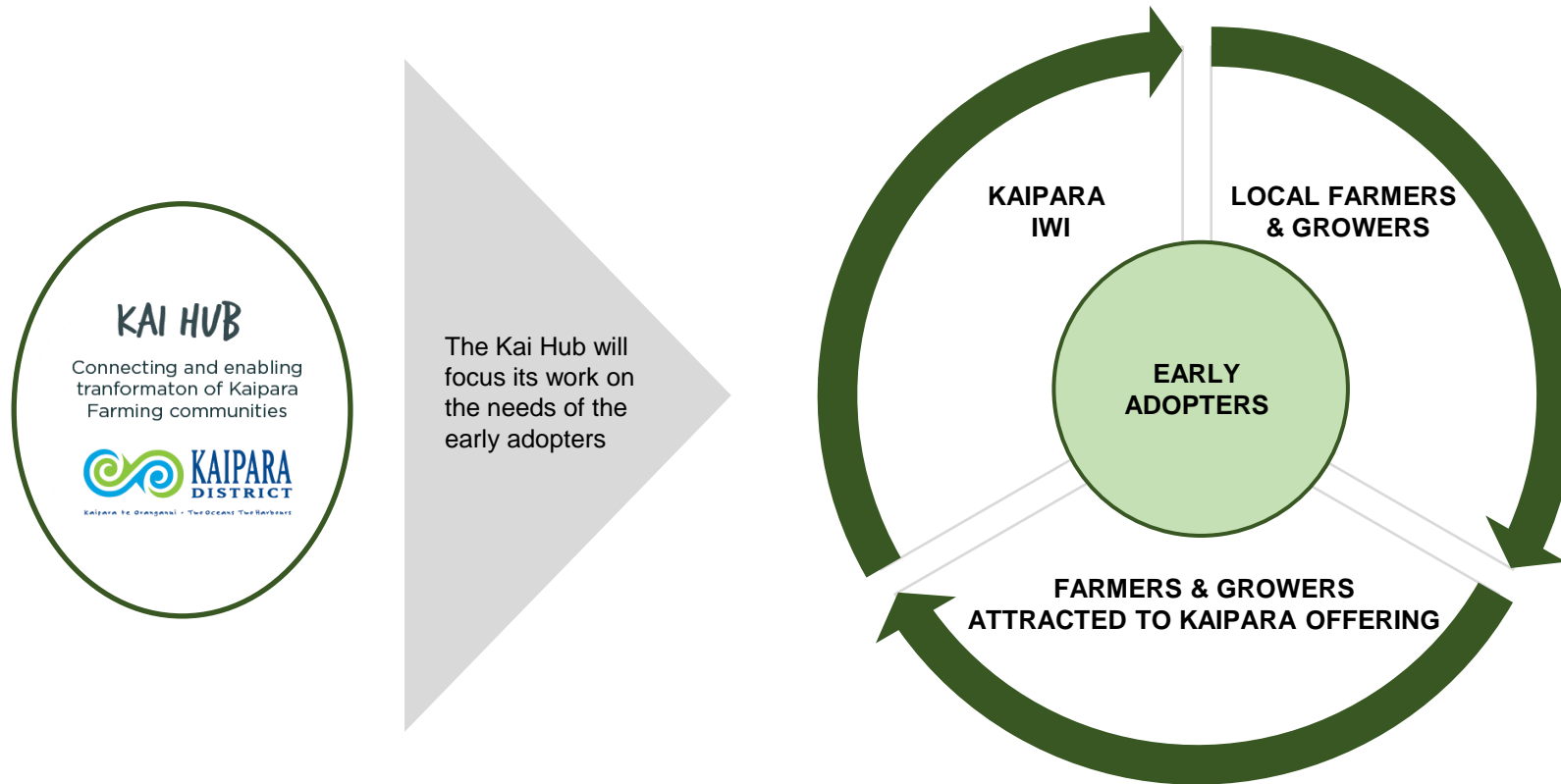


07

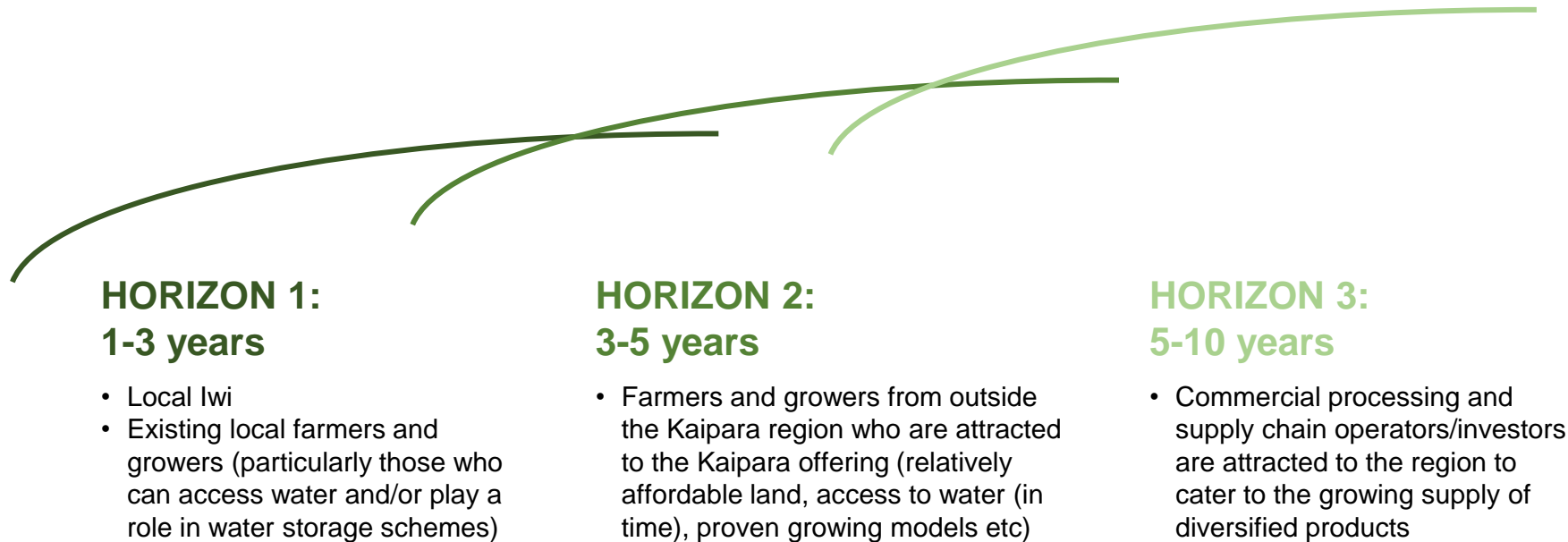
Kaipara's Potential Partners

- + Early adopters
- + Transformation horizons and where to focus effort
- + Planning engagement with key partners
- + Capital that will be required and where it will come from
- + Planning to mobilise capital and funding
- + Future partners – commercial and other regions

Early adopters will drive the transformation Kaipara is seeking



Transformation will take time. Kaipara will focus initial support around existing landowners seeking to diversify.



Kaipara agencies will work closely with a range of organisations to draw on the knowledge, and motivate the funding, to activate the opportunities.

CENTRAL GOVERNMENT, CRIs AND UNIVERSITIES



LOCAL GOVERNMENT AND REGIONAL ORGANISATIONS



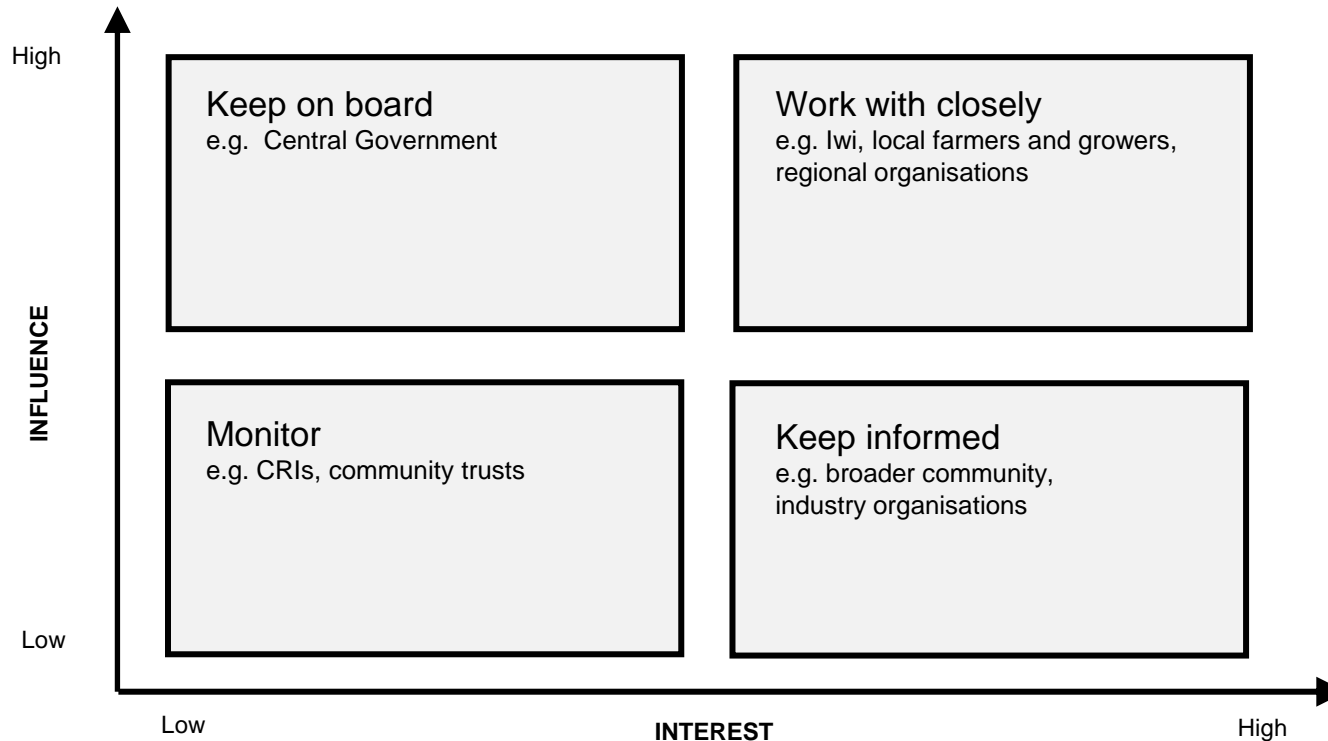
INDUSTRY ORGANISATIONS



PRIVATE SECTOR



The Kai Hub will have a clear stakeholder engagement strategy that leverages, aligns with, and helps inform the existing KDC strategy



The stakeholder engagement strategy will be clear about the nature of the engagement and how it will support Kaipara Kai objectives

PARTNERS	CORE EXPERTISE/ROLE	WHAT KAIPARA WOULD ACHIEVE THROUGH ENGAGEMENT	HOW TO ENGAGE
Tangata Whenua and Mana Whenua	<ul style="list-style-type: none"> Treaty Partners (Mana Whenua) Local kaitiaki Landowners, farmers and growers (e.g. the people who will implement any transformation efforts) Investors Potential early adopters 	<ul style="list-style-type: none"> An enduring partnership An understanding of Iwi needs (constraints and opportunities) An opportunity to embed kaitiaki principles in the Kaipara Kai work A critical opportunity to support iwi land and food-related economic development initiatives An opportunity to co-create a Te Ao Māori framework to address needs and measure progress 	<ul style="list-style-type: none"> Build from the existing positive relationship and co-design initiatives and work programs around a shared understanding of issues and needs Be open, transparent and responsive Develop regular and ongoing dialogue via a range of channels that suit iwi. This may involve mobile advice and connection on top of the other channels e.g. the governance framework; farmer/grower groups; seminars; study tours; newsletters/online comms etc.
Local (non-Iwi) landowners, farmers and growers	<ul style="list-style-type: none"> Landowners, farmers and growers (e.g. the people who will implement any transformation efforts) Investors Potential early adopters 	<ul style="list-style-type: none"> An understanding of landowner, farmer and grower needs (constraints and opportunities) A critical opportunity to support the people who will be making the investment decisions (and therefore enabling the transformation Kaipara is seeking) 	<ul style="list-style-type: none"> Be open, transparent and responsive Understand their needs Develop regular and ongoing dialogue via a range of channels e.g. the governance framework; farmer/grower groups; seminars; study tours; newsletters/online comms etc.
Private Sector (other)	<ul style="list-style-type: none"> The private sector provides the critical commercial focus, know-how and most of the (if not all in most cases) investment capital required to bring projects to life 	<ul style="list-style-type: none"> Access to commercial focus, know-how and most of (if not all in most cases) the investment capital required to bring projects to life 	<ul style="list-style-type: none"> Be open and responsive Understand their needs Develop a free-flowing and ongoing conversation and partnership

The stakeholder engagement strategy will be clear about the nature of the engagement and how it will support Kaipara Kai objectives

PARTNERS	CORE EXPERTISE/ROLE	WHAT KAIPARA WOULD ACHIEVE THROUGH ENGAGEMENT	HOW TO ENGAGE
Central Government, CRIs and Universities	<ul style="list-style-type: none"> <u>Policy</u> - set and implement policy (across a range of dimensions important to Kaipara e.g. freshwater regulations, land use, labour market, economic development) <u>Research</u> - conduct research to support innovation and sustainability objectives <u>Funding</u> - provide funding to support regional economic development, Maori economic development, business support services and research and development/innovation 	<ul style="list-style-type: none"> Access to decision makers and influencers Access to knowledge Access to funding 	<ul style="list-style-type: none"> Be clear on what your objectives are Show that there is a partnership with iwi Provide evidence there is community support Build a strong case for investment (Central Government prefers feasibility and business cases) (Ideally) allocate some local money and/or establish local club-funding arrangements so that central government can co-fund the investment/s required
Local Government and Regional Organisations	<ul style="list-style-type: none"> To enhance community wellbeing primarily through regulating land use, choosing and funding local amenities and investing in essential infrastructure for transport, water To enhance community wellbeing through provision of funding for regional/local projects To provide regional economic development services for the community 	<ul style="list-style-type: none"> Access to decision makers and influencers Access to land-related regulatory information Access to funding 	<ul style="list-style-type: none"> Similar to Central Government Regional organisations will also want to see a strong case for investment with evidence there is clear iwi and community support
Industry Organisations	<ul style="list-style-type: none"> To act as the voice of the industry and to provide members with a range of services often including support and training, lobbying and industry good R&D 	<ul style="list-style-type: none"> Access to knowledge Access to influencers 	<ul style="list-style-type: none"> Be open and responsive Understand their needs Develop a free-flowing and ongoing conversation and partnership

Accessing funding to activate the opportunities and support the Kai work programme will be critical. The capital/funding will come from three key sources. Partnerships will be built in these areas.



PRIVATE CAPITAL

- Existing farmers and growers accessing equity and bank funding
- Local and outside investors either partnering with existing landowners or buying land to develop opportunities

GOVERNMENT FUNDING

- Provincial Growth Fund (MBIE)
- Sustainable Food, Fibers, Futures Fund (MPI)
- Whenua Māori Fund (TPK)

COMMUNITY & TRUST FUNDING

- Community and private trusts that are focused on enabling economic development and conserving and enhancing the natural environment could play a useful role in supporting key initiatives

Capital needs will be significant and will largely come from the private sector

Assumptions:

- Depending on crop choice conversion costs could range from anywhere between \$1000/ha (for crops that do not need supporting infrastructure) to \$500,000/ha (for gold kiwifruit which includes a license from Zespri)
- Assuming 3700ha of farmland could be supplied through the water use and storage project then capital needs could range from \$3.7m through to \$1.85bn
- But if we assume the costs of accessing the water scheme will demand higher returns/ha and we use an industry average conversion cost for avocado orchards of \$50,000/ha then capital needs could be around \$185m.

PARTNERS	POTENTIAL ROLE/HOW MUCH IS AVAILABLE	WHAT WOULD BE REQUIRED TO ACCESS THIS?
Private capital (bank or investor) 1st	<ul style="list-style-type: none"> Private capital will be the key critical enabler and source of investment funds Available bank finance only constrained by risk profile and access to domestic deposits and/or affordable financing from wholesale market Available investor funding would be guided by investment objectives, risk profile and availability of shareholder funds 	<ul style="list-style-type: none"> A clear business case Evidence of motivation, financial capacity, capability and the support of stakeholders and networks A willingness to invest in Northland (some stakeholders have noted a reluctance on behalf of banks to fund Northland investments)
Government funding 2nd	<p>Main funds relevant to Kaipara Kai objectives:</p> <ul style="list-style-type: none"> Provincial Growth Fund (PGF, MBIE): \$3bn (but almost exhausted). High chance it will be replenished if the Coalition are reelected. Sustainable Food & Fibre Futures Fund (SFFF, MPI): \$40m/year Whenua Maori Fund (TPK): \$3.2m/year 	<ul style="list-style-type: none"> A clear case for investment (ideally feasibility and business cases that have been funded by Kaipara as the PGF prefers to invest once the case for investment has been substantiated) Iwi and community support
Community and trust funding 3rd	<ul style="list-style-type: none"> Far North Holdings: A potential partner in processing & supply chain infrastructure e.g. via proposed Ngawha Innovation and Enterprise Park Foundation North: Holds in trust an endowment of over a billion dollars for the Auckland and Northland communities. A range of smaller scale grants are available Northland Community Foundation: Invests funds on behalf of people, charities or businesses that would like to donate back to Northland causes 	<ul style="list-style-type: none"> A case for investment that demonstrates alignment between the project and organisation/fund objectives Foundation North are keen working in partnership with grantees and other funders to achieve projects of greater scale and impact for the communities of Auckland and Northland. A conversation about areas of overlap and potential partnership would be worthwhile. Northland Community Foundation: Like Foundation North a conversation about areas of overlap and potential partnership would be worthwhile.

Kaipara agencies will want a plan to engage with funders. Our funding work suggests the following ingredients would be useful.

Revenue Generation Strategy

A detailed blueprint for funding a project



Looking ahead Kaipara agencies could identify key commercial partners to encourage investment in Kaipara Kai opportunities – see Stage 3 of Feasibility Study.

PEANUTS

Who are the high potential customers and commercial partners?

Firm	pic's PEANUT BUTTER	MOTHER EARTH	Kraft/Heinz	Whittaker's
Relevant product categories	Peanut butter Peanut oil	Snack nuts Peanut butter Confectionery Mustard bars	Peanut butter	Chocolate bars

Firm	GRIFFIN'S	Sanitarium	NUT BROTHERS	FIX & FOGG
Relevant product categories	Snack nuts Mustard bars Biscuits	Breakfast cereal Peanut butter Soy/Pea milk	Peanut butter	Peanut butter

Source: Whittaker owns The Peanut Butter, and Griffin (GFF) with the seed oils. Source: company website, company annual report, various published articles and reports, Canva images

CORIOLIS 18

DAIRY GOATS

Who are the high potential customers and commercial partners?

Firm	Dairy Goat Co-OP	Orbalife International Limited	Fresco NUTRITION	Sanitarium
Relevant product categories	Powdered milk Powdered infant formula	Powdered milk Powdered infant formula	Powdered milk Powdered infant formula	UHT milk

Firm	LIVING PLANET	GRINNING GECKO	NATURALLY ORGANIC	ecostore
Relevant product categories	Milk	Cheese	Fresh milk	Soaps

Source: company website, company annual report, various published articles and reports, Canva images

CORIOLIS 19

HOPS

Who are the high potential customers and commercial partners?

EXAMPLE: NOT A COMPLETE LIST

NORTHLAND/AUCKLAND/MICRO		NATIONAL CRAFT/MICRO		LARGE & INTERNATIONAL	
McLeods	SHIMMER	McCASHIN'S	MOA BREWING CO.	DA BREWERS	LION
MCGEO'S BREWERY	SCHRIFF'S BEER	MCCASHIN'S BREWERY	MOA BREWING CO.	DA BREWERS	KIRIN
SAHMILL	PHAT HOUSE	GOOD GEORGE	GARAGE PROJECT	ASAHI	Carlton United Breweries
THE SAWMILL BREWING	PHAT HOUSE BREWING	GOOD GEORGE	GARAGE PROJECT	ASAHI	CARLTON & UNITED
Kaiku Brew Co	HAURAKI BEVERAGE CO	8 WIRE BREWING	QUENCHICHY BEW CO	ABINBEV	CHINA RESOURCES
KANUK BEW CO.	HAURAKI BEVERAGE CO	8 WIRE BREWING	QUENCHICHY BEW CO	ABINBEV	CHINA RESOURCES

Source: company website, company annual report, various published articles and reports, Canva images

CORIOLIS 18

CHICKEN MEAT

Who are the high potential customers and commercial partners?

Firm	Tegel Foods	INGHAM'S ENTERPRISES	VAN DEN BRINK POULTRY	TURK'S POULTRY FARM
Relevant product categories	Chicken fresh Chicken frozen Chicken meals Organic chicken	Chicken fresh Chicken frozen Chicken meals Organic chicken	Chicken fresh Chicken frozen Chicken meals Organic chicken	Chicken fresh Chicken frozen Chicken meals Organic chicken

Firm	Kraft/Heinz	MARKWELL FOODS	PREMIER BEEHIVE NZ	ROMANO'S FOOD GROUP
Relevant product categories	Soaps & Broths Noodles	Processed Chicken (burgers, schnitzel, burgers)	Stirred cooked Stirred cooked	Pizza

Source: company website, company annual report, various published articles and reports, Canva images

CORIOLIS 19

SORGHUM

Who are the high potential customers and commercial partners?

EXAMPLE: NOT A COMPLETE LIST

FEED MILL OPERATORS			INTEGRATED PROCESSORS
MainFeeds	NRM	TANAKA FEEDS	Tegel
MAINFEEDS	NRM	TANAKA FEEDS	TEGEL
McMillan	RELIANCE	WESTON MILLING	INGHAM'S
McMillan	RELIANCE	WESTON MILLING	INGHAM'S
Agrifeeds	MILLIGANS	SHARPS	Brink's
AGRIFEEDS	MILLIGANS	SHARPS	BRINK'S

Source: Whittaker owns The Peanut Butter, and Griffin (GFF) with the seed oils. Source: company website, company annual report, various published articles and reports, Canva images

CORIOLIS 19

AVOCADOS

Who are the high potential customers and commercial partners?



Firm	Seeka	NIL Fruitpackers	EastPack
Relevant product categories	Whole avocados	Whole avocados	Whole avocados

Firm	Sanitarium	J & P TURNER	Kraft/Heinz
Relevant product categories	Dips	Oils	Dressings

Source: company website, company annual report, various published articles and reports, Canva images

CORIOLIS 19

***Kaipara will also collaborate, and share information, with other regions seeking diversification of land and economic activity.
For example -***

DISTRICT	AREAS OF POTENTIAL INTEREST TO KAIPARA
	<p>Like Kaipara, Wairoa is actively thinking about the interventions that might be required to support land use diversification (particularly into high-value horticulture).</p> <p>Work is underway investigating the role an investment in the supply chain (a post-harvest facility) could play in stimulating horticulture diversification. Part of this work involves considering the role of government support.</p> <p>The PGF has also recently supported a pilot programme called Growing Future Farmers which aims to provide students with practical on-farm skills to complement their more formal qualifications.</p>
	<p>Kawerau is thinking carefully how it leverages its existing strengths and capabilities. It has established two initiatives which could hold useful pointers and lessons for Kaipara.</p> <ul style="list-style-type: none"> The Industrial Symbiosis Kawerau initiative is a public-private collaboration that is focused on building the competitive advantage of each of the members. It involves the exchange of materials, energy, water, by-products, services, knowledge, intellectual property, social capital and networks to reduce resource costs, increase revenues and create new business opportunities. "Industrial symbiosis" is aimed at being a smarter way for companies to share and utilising their resources, residues and by-products in order to eliminate waste and stimulate new commercial opportunities, job creation and better environmental outcomes. Kawerau Pathways to Work (KPtW) is an employer driven initiative designed to establish a local 'employer-employee connect' system to improve the likely outcomes and sustainability of employment in Kawerau workplaces (see case study in Section 7).

08

Action Plan

- + A staged approach to activation
- + Immediate activation focus for existing farmers and growers
- + Kai Hub support for the different types of growers and producers
- + Actions focussed on the key challenges and barriers

A staged activation approach to reaching Kaipara Kai's potential

	HORIZON 1 Grow, build and embed sustainability	HORIZON 2 Support emerging projects & products	HORIZON 3 Discover & develop new options
Strategic Focus	<ul style="list-style-type: none"> Defend and extend profitability of, and embed sustainability into, core business 	<ul style="list-style-type: none"> Expand and grow emerging businesses & products 	<ul style="list-style-type: none"> Discover and develop new options for growth
Key success factors	<ul style="list-style-type: none"> Improving environmental outcomes (water, soil, biodiversity) Crops and farming practices are resilient and adaptive in a changing climate Efficiency & cost control Process innovation Scale/consolidation & collaboration Iwi are investing in their identified priorities Farmers/growers are keen to invest in water storage Supply chain is developing in Kaipara Community is supportive of change New infrastructure is being commissioned (water, storage; roads, wharves) 	<ul style="list-style-type: none"> New infrastructure is being utilised (e.g. water storage; roads; wharves) Investment/resources/funding are being mobilised to support projects Speed, flexibility & execution Continued improvement in environmental outcomes (water, soil, biodiversity) Crops and farming practices continue to build resilience and are adaptive in a changing climate Community is supportive of change 	<ul style="list-style-type: none"> Vision & mindset Risk taking Market insight Culture & incentives The Kaipara community supports the opportunities identified and the role that outside investment can play in realising the opportunities
Key metrics	<ul style="list-style-type: none"> Jobs, water quality, soil health, profits, margins, costs, expanding rating base 	<ul style="list-style-type: none"> Revenue, growth Water quality, soil health, biodiversity New investment, jobs, expanding rating base 	<ul style="list-style-type: none"> Discovered options Developments explored/trialled Investment, number of investors Quantity /volume of investment Water quality, soil health, biodiversity, and climate resilience
Example products	<ul style="list-style-type: none"> Pastoral livestock (sheep&beef; dairy) Vegetable crops (kumara) On-farm feed crops planted in rotation with kumara (e.g. sorghum) Trial new crops e.g. peanuts 	<ul style="list-style-type: none"> See 'Kaipara Kai Growing Larger' report Horticulture – peanuts, avocados etc Aquaculture – mussels, oysters On-farm feed crops planted in rotation with kumara Other animal systems: chicken/eggs, pork 	<ul style="list-style-type: none"> Climatically suited products Crops produced in climatic peer group regions that are demanded in key markets such as Asia (see 'Kaipara Kai Growing Larger' report)

The Kai Hub has a critical role with immediate activation needs focused on Horizon 1 and working with existing farmers and growers

ORGANISATION	ACTIONS: 1 st 6 MONTHS	ACTIONS: 6 MONTHS – 1 YEAR	ACTIONS: YEARS 1-3
Kai Hub	<ol style="list-style-type: none"> 1. Meet and connect with key stakeholders. 2. Create a stakeholder engagement plan. 3. Develop a system (e.g. an off the shelf Customer Relationship Management (CRM) system) for capturing the nature of the engagement e.g. phone call enquiries received; the number of meetings held; number of seminars organised etc. Capturing this data will be important in assessing the Kai Hub's impact. 4. Continue to build understanding of early adopters and their needs. 5. Build work programme around early adopters needs and Kaipara Kai objectives. 6. Build a calendar of networking and information provision events. Partner with key agencies, organisations and experts, and start to roll these out. 7. Build a database of existing information and support services relevant to Kai objectives and the barriers farmers and growers are facing. 8. Build an understanding of the case studies and/or technical information that may need to be commissioned. Develop RFPs and seek proposals. 9. Identify existing and/or establish farmer or grower-led focus groups. 10. Establish communications channels, a social media presence and database of contacts and begin regular communication with stakeholders and the broader community. Comms to be targeted at stakeholder group. 	<ol style="list-style-type: none"> 1. Commission case studies and/or technical information that growers/farmers need in order to make informed decisions. 2. Continue to roll-out information provision and networking events. 3. Support farmer or grower-led focus groups with the objective of information sharing and collaboration around shared opportunities and challenges. 4. Work closely with key agencies leading work on water storage. 5. Work with key agencies to develop a training scheme focused on building a pipeline of talent with required horticultural skills. 6. Build a funding plan based on the resources that will be required to support farmers and growers beyond year 1 funding commitments. 7. Develop funding requests/applications from key funding partners. 8. Continue to communicate regularly and effectively with key stakeholder and broader community. 	<ol style="list-style-type: none"> 1. Develop partnerships with commercial players (especially those operating in the supply chain of the opportunities farmers and growers are backing). 2. Assist framers and growers with Business Case development (guidance, training, model templates). 3. Continue to support information provision and networking events as needed.

Kaipara District Council (KDC) will play a key role as overall lead for the Kaipara Kickstart programme and in supporting the focus of Kai Hub activation activities

ORGANISATION	ACTIONS: 1 st 6 MONTHS	ACTIONS: 6 MONTHS – 1 YEAR	ACTIONS: YEARS 1-3
KDC	<ol style="list-style-type: none"> 1. Ensure the Kai Hub work is supported by having a clear point of contact and KDC-lead for the Kaipara Kai work. 2. KDC to decide how best to align existing (or emerging) Kaipara Kickstart or wider economic development governance structures to support the recommended governance requirements of the Kaipara Kai and Kai Hub work programme. 3. Establish regular meetings and information exchange with the Kai Hub as it builds its understanding of farmer and grower needs, constraints and emerging diversification interest and opportunities. 4. Continue to support progress of the Kaipara water work (e.g. Kai for Kaipara Water Phase 1B project) given the importance of access to water in unlocking a range of crop opportunities. 5. Work closely with the Kai Hub to understand the critical regulatory issues facing farmers and growers and work to address these as necessary and appropriate. 6. Work with the Kai Hub to leverage existing communications channels and databases of contacts to begin regular communication with stakeholders and the broader community. 7. Look for opportunities to integrate and leverage the Kai Hub stakeholder engagement with broader KDC stakeholder engagement activity. 	<ol style="list-style-type: none"> 1. Continue to support progress of the Kaipara water work given the importance of access to water in unlocking a range of crop opportunities. 2. Continue to work closely with the Kai Hub to understand the critical regulatory issues facing farmers and growers and work to address these as necessary and appropriate. 3. Assist farmers and growers with implementing and measuring sustainable practices to improve water quality, soil health and biodiversity. 4. Assist the Kai Hub and key agencies in their consideration of the skills and talent that will be required to support new opportunities. This could take at least two forms – 1) support to develop a training scheme focused on building a pipeline of local horticultural talent; and 2) support for provision of, and/or access to, accommodation for seasonal workers. 5. Assist the Kai Hub in building a funding plan based on the resources that will be required to support farmers and growers beyond year 1 funding commitments. 6. Assist the Kai Hub in developing funding requests/applications from key funding potential partners (see slides 38-40). 7. Continue to work with the Kai Hub to communicate regularly and effectively with key stakeholder and broader community. 	<ol style="list-style-type: none"> 1. Continuation of Year 1 actions. 2. Assist the Kai Hub and Northland-Inc in developing partnerships with commercial supply chain operators. The KDC regulatory role is likely to be important in facilitating investment in supply chain activities. 3. Continue to work with the Kai Hub to communicate regularly and effectively with key stakeholder and broader community. 4. Continue to look for opportunities to integrate and leverage the Kai Hub stakeholder engagement with broader KDC stakeholder engagement activity.

Immediate activation needs are focused on Horizon 1 and working with existing farmers and growers: Governance and Steering/Advisory Group

GOVERNANCE/ IMPLEMENTATION	ACTIONS: 1 st 6 MONTHS		ACTIONS: 6 MONTHS – 1 YEAR		ACTIONS: YEARS 1-3	
Governance Group	1.	Define success and set strategy i.e. make decisions on focus given resources available.	1.	Monitor performance and evaluate progress.	1.	Re-set strategy based on progress and performance in first year.
	2.	Sign off on work programme.	2.	Sign off on funding plan and funding requests/applications.	2.	Approve new work programme.
	3.	Monitor performance and evaluate progress.	3.	Help to align Kai work with broader climate change strategy/mitigation action plan.	3.	Approve policies, budgets and funding.
	4.	Play a key role in being the champions for Kaipara Kai.	4.	Support Kai Hub communications activities and link to broader Kaipara Kickstart objectives.	4.	Monitor performance and evaluate progress.
	5.	Maintain strong relationships with community, business leaders and central government.				
Steering / Advisory Group	1.	Assist Kai Hub to develop strategy and work programme.	1.	Focus on execution of work programme.	1.	Assist with re-set of strategy.
	2.	Ensure resources and capability are made available to support Kai Hub.	2.	Ensure actions/initiatives work in support of each other across programmes (Kaipara Kickstart and broader work).	2.	Continue to support effective execution of work programme.
	3.	Help integrate Kai Hub work with broader Kickstart programme and regional economic development priorities.	3.	Ensure resources and capability are made available to support Kai Hub.		
			4.	Support Kai Hub in building funding plan and developing funding requests/applications.		
			5.	Support Kai Hub communications activities.		

Supporting hobby/lifestyle farmers, growers and producers

HOBBY / LIFESTYLE

Current state:
Niche production and
processing primarily targeting
local consumers and tourists
visiting region
e.g. olives

- The Kai Hub will be a critical connector to information, knowledge, people, and resources.
- This will include knowing where and how growers/farmers can access information on e.g.:
 - SME business support programmes (and in particular business plan/strategy workshops/programmes)
 - The range of potential funding sources available to assist with development of food-related opportunities
 - Facilities that aspiring Kaipara food and beverage focussed entrepreneurs could use to test proof of concept and scalability of products
 - Accessible toll processing facilities to help small growers/processors grow beyond the family kitchen/garage
 - The process to follow to access and use ground water, or store water, on privately-owned land.
 - Regenerative farming, water conservation, water reticulation and on-farm water quality enhancement practices.
- The Kai Hub could also consider working with small groups of like-minded growers/farmers to explore issues relating to:
 - Labour pooling/sharing opportunities among small growers/producers
 - Connecting small growers/producers with relevant training and skills development programmes to explore on the job training and placement opportunities
 - The role/benefits of collaborative marketing and selling e.g. via the 'Kaipara Kai' brand
 - Water use and regenerative farming practices.

Supporting farmers and growers operating in national and export markets

NATIONALLY COMPETITIVE

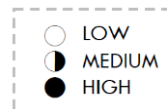
Current state:
Market leader in Kumara with
a strong share of crop sold
almost exclusively in the NZ
market

GLOBALLY COMPETITIVE

Current state:
Global scale production of
commodities where NZ has a
strong competitive advantage
e.g. dairy; sheep & beef

- The Kai Hub will be a critical connector to information, knowledge, people, and resources.
- By providing specific support to farmers and growers in relation to:
 - Local trials on new crops
 - Access to water (including support for the Kai for Kaipara Water Phase 1B project)
 - Navigating regulatory challenges
 - Access to supply chains
 - Cluster development and sharing of infrastructure
 - Workforce planning, skills
 - Iwi specific support (to be designed with iwi)
 - Organic and/or sustainable certification assistance.
- Information provision and support could initially be focussed on:
 - Establishing (or working alongside existing) farmer-led focus groups
 - Providing existing information and guidance on the opportunities available on a range of crops
 - The range of potential funding sources available to assist with development of opportunities e.g. MPI SFFF; and
 - Facilitating workshops, seminars and maybe a 'farming for change' expo that help bring together the work on Kaipara Kai, regional water and provide an understanding of what the consumer will be looking for in the future.

HOBBY/LIFESTYLE: Actions focussed on the key challenges and barriers



#	KEY ISSUES & RELATED ACTIONS	TIMEFRAME	RESPONSIBILITY	EASE OF IMPLEMENTATION	IMPACT
1.0	CAPITAL				
1.0.1	Provide information on the full range of SME business support programmes (and in particular business plan/strategy workshops/programmes), and how to access these programmes. Capital is unlocked through having a clear, coherent and investable business plan	6 months	Kai Hub Northland Inc	●	●
1.0.2	Consider specific business support programmes targeting hobby/lifestyle and aspiring F&B focussed entrepreneurs e.g. business plan development, and how to access finance	1 year	Kai Hub Northland Inc	◐	●
1.0.3	Provide information on the full range of potential funding sources available to assist with development of opportunities e.g. MPI SFFF	6 months	Kai Hub Northland Inc	●	◐
1.0.4	Consider a role for the Kai Hub in assisting with the development of funding applications	1 year	Kai Hub	◐	◐
1.1	WATER				
1.1.1	Provide information on the process to follow to access, use, store ground and rain water on privately-owned land	6 months	Kai Hub	◐	◐
1.1.2	Provide information on regenerative farming, water conservation, water reticulation and on-farm water quality enhancement practices	6 months	Kai Hub	◐	◐
1.2	PEOPLE				
1.2.1	Consider labour pooling/sharing opportunities among small growers/producers	1 year	Kai Hub	◐	●
1.2.2	Consider connecting small growers/producers with relevant training and skills development programmes to explore on the job training and placement opportunities	1 year	Kai Hub	◐	●
1.2.3	Consider providing information on how to access backpacker and Recognised Seasonal Employer Scheme workers	1 year	Kai Hub	◐	◐
1.3	SUPPLY CHAIN & MARKET				
1.3.1	Consider establishing a Kaipara Kai brand to celebrate Kaipara food provenance (perhaps linked to history, climate and harbour)	1 year	Kai Hub	◐	◐
1.3.2	Provide support for collaborative marketing and selling via the Kaipara Kai brand	1 year	Kai Hub	◐	◐
1.3.3	Consider developing a website for Kaipara Kai to help direct consumers to local producers/products	1 year	Kai Hub	◐	◐
1.3.4	Provide information on accessible test kitchens and/or toll processing facilities to help small growers/processors grow beyond the family kitchen/garage	6 months	Kai Hub	◐	◐
1.3.5	[If there is a gap in the market] Consider an investment in a food facility that will provide a hands-on fully equipped commercial facility for aspiring Kaipara F&B focussed entrepreneurs to test proof of concept and scalability of products	>1 year	Kai Hub	○	●
1.3.6	Provide support for organic certification / sustainable certification	1 year	Kai Hub	◐	◐
1.4	MOTIVATION & KNOW HOW				
1.4.1	Consider producing a 'how to' guide for hobby/lifestyle and aspiring F&B focussed entrepreneurs to assist with approaching new investment	1 year	Kai Hub Northland Inc	◐	◐

#	KEY ISSUES & RELATED ACTIONS	TIMEFRAME	RESPONSIBILITY	EASE OF IMPLEMENTATION	IMPACT
2.0	CAPITAL				
2.0.1	Consider providing support/training for business case development	1 year	Northland Inc	●	●
2.0.2	Consider producing model template business cases for key opportunities	1 year	Kai Hub	◐	◐
2.0.3	Provide information on the full range of potential funding sources available to assist with development of opportunities e.g. MPI SFFF	6 months	Kai Hub	◐	◐
2.0.4	Consider creating a specific local fund to support land diversification efforts. This money would be used to co-invest with Central Government	>1 year	KDC Northland Inc	◐	◐
2.0.5	Attract outside investment into export-focussed opportunities by promoting Kaipara and effectively telling the 'Why Kaipara' story	>1 year	Northland Inc	◐	◐
2.1	WATER				
2.1.1	Finalise regional water storage project and support conversations with landowners on uptake	1 year	KDC / Kai Hub	◐	◐
2.1.2	Implement Kai for Kaipara Water Phase 1B project and deliver proof of concept pilot model/s to demonstrate practical working examples of irrigating high value horticultural crops in the Kaipara	1 year	KDC / Kai Hub	◐	●
2.1.3	Provide guidance on - process and steps to consider when considering a localised water storage scheme & water conservation, water reticulation and on-farm water quality enhancement practices	6 months	Kai Hub	◐	◐
2.1.4	Consider developing a model business case for a localised water storage scheme	6 months	Kai Hub	◐	◐
2.3	PEOPLE				
2.3.1	Consider labour pooling/sharing opportunities among growers	1 year	Kai Hub	◐	◐
2.3.2	Embed AMP Society farm cadetship programme and continue work on skills pathway from cadetship through to a diploma course (through NorthTec) and then university	1 year	Kai Hub	◐	◐
2.3.3	Encourage further work on an effective skills development pathway for horticulture by supporting emerging consideration of a NorthTec provided programme for Northland	1 year	Kai Hub	◐	◐
2.3.4	Continue to work closely with key agencies (e.g. MSD, Corrections) to support the transition back into work for local people	Ongoing	Local businesses	◐	◐
2.3.5	Consider the use of the Registered Seasonal Employer (RSE) worker scheme for labour intensive jobs that are hard to fill by local people. This could involve investigating opportunities for new housing which could be used as emergency accommodation when not needed by RSE workers	1 year	Northland Inc Kai Hub	◐	◐
2.4	SUPPLY CHAIN & MARKET				
2.4.1	Work with Far North Holdings to investigate the potential for food dryer facilities to be located in the Ngawha Innovation and Enterprise Park	>1 year	Northland Inc	○	●
2.4.2	Provide support for organic certification / sustainable certification to access markets that are demanding these attributes	1 year	Kai Hub	◐	◐
2.5	MOTIVATION & KNOW HOW				
2.5.1	Support land use optimisation by supporting field trials of identified opportunities	>1 year	Kai Hub	◐	●
2.5.2	Support landowners who are interested in improving productivity, environmental management and/or diversifying by supporting industry-led efforts like Extension 350 and catchment collective programmes	>1 year	Kai Hub	◐	◐
2.5.3	Support landowners who are interested in improving productivity, environmental management and/or diversifying by synthesising and making available all existing information on suitability of land for diversification	6 months	Kai Hub	◐	◐
2.5.4	Consider a 'farming for change' expo that would bring together the work on Kaipara Kai, regional water and provide an understanding of what the consumer will be looking for in the future	1 year	Kai Hub	◐	◐

09

Annexes

- + Stakeholder engagement
- + Case Studies

ANNEX A: Stakeholder engagement

Thank you to the stakeholders who kindly gave their time and energy to the project

STAKEHOLDERS WHO CONTRIBUTED TO PROCESS		PROJECT SPONSORS	
CONTRIBUTOR	SECTOR ROLE		
Snow Tane	Te Roroa (Iwi)	<ul style="list-style-type: none">- Diane Miller (Kaipara Kai, Project Lead, KDC)- Kaipara Kai Advisory Group:<ul style="list-style-type: none">- Willie Wright (Integrated Kaipara Harbour Mngt Group)- Hal Harding (Dairy farmer and kumara grower)- Andre de Bruin (Kumara grower)- Kim Brown (MPI)- Colin Hannah (Federated Farmers)- Joseph Stuart (Northland Inc)- Mark Schreurs, Policy Advisor, KDC	
John Greensmith	Avocado grower in Taporā		
Don Windley	Echo Valley Olives		
Georgina Connelly	Te Uri-o-Hau (Iwi)		
Anthony Blundell	Kaipara Kumara		
Andre de Bruin	Kaipara Kumara		
Shane Rudolph	A range of products		
Grant West	Sheep and beef farmer		
Rick and Ben Simpkin	Fieldco (Kumara)		
Bert and Rebecca Borger	Te Rata Family Farm (eggs)		
		KAIPARA KAI – PROJECT LINKAGES	
Alastair McCahon	Dairy farmer	<ul style="list-style-type: none">- Chris Frost (Water)- Sheri O'Neill (Kai Hub)	
Peter Hobman and Shane Kells	Sheep & Goat Milk		
Hamish Alexander	Avocado grower		
Briar Huggett	Beef + Lamb		
Locky Wilson, GM Delta	Delta (Kumara)		
Jim Dollimore	Biomarine		
Colin Hannah	Federated Farmers		
Mayor Jason Smith	Kaipara District Council		
		INTERVIEWS AND ANALYSIS	
		<ul style="list-style-type: none">- Gus Charteris (Giblin Group)- Tim Morris (Coriolis)	

10

Case Studies

- + The Kitchen Project
- + Kopu Road Limery
- + Regional food branding
- + Turnaround towns UK
- + Kawerau – Pathways to Work Programme
- + Farm Next Door

The case studies that follow highlight existing initiatives or research that are relevant to Kaipara Kai objectives and the work of the Kai Hub

Case Study: *The Kitchen Project*

The Kitchen Project is designed for emerging food entrepreneurs who need help to take their business to the next level.

Entrepreneurs must be willing to commit nine hours per week for the first six weeks of the programme, and three hours per fortnight for the remaining 20 weeks (26 weeks in total), which is a mix of learning both inside and outside of the kitchen as well as from your fellow participants, mentors and partners of the programme.

There is a commercial kitchen available to book at a discounted rate given the importance of access to affordable commercial kitchen space in helping new food businesses to grow.

<https://www.thekitchenproject.co.nz/about>

"The Kitchen Project will support the growth of food and beverage in Auckland through local communities, and consumer and supplier engagement. This will, in turn, increase employment and economic growth," Pam Ford, Auckland Tourism, Events and Economic Development (ATEED) Acting General Manager of Business, Innovation and Skills Pam Ford.



Case Study: Kopu Road Limery: An integrated growing and processing model

Kopu Road Limery is a Wairoa (northern Hawkes Bay) success story and potentially offers a model for how an integrated growing and supply chain investment could help unlock further horticulture diversification in Kaipara.

The Limery grow limes (the first plantings were established in 2010) but they have also built a pack house, cool storage and juice processing facility (the latter was added in 2017). Reject whole fruit is used to create premium concentrated lime juice and the waste peel is utilised for stock food.

The Limery has been important in providing other local landowners with the confidence to plant limes across the Wairoa flats (by the end of 2019 an additional 22ha in addition to the original 2ha Limery site had been planted in limes).

Three key factors have been critical in providing this confidence:

- The Limery proved quality limes could be produced for profit in Wairoa.
- The Limery provided (and continues to provide) advice and guidance to landowners who were thinking about diversifying and going through the conversion planning/planting process.
- The establishment of a processing facility has given landowners confidence there is an eager customer and a cost-effective post-harvest and processing option available to them.

In 2019 The Limery received a PGF loan to expand their juicing operation (including a new automatised bottling line).



Case Study: Regional food branding

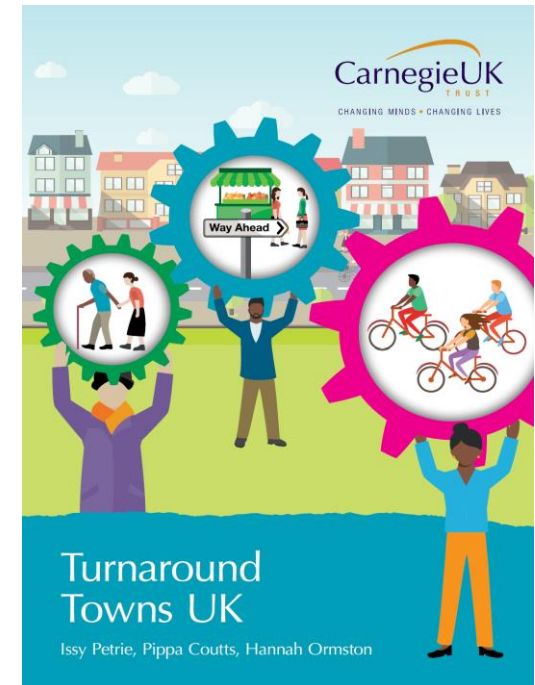
Internationally food and gastronomy are increasingly important as a way to communicate the key characteristics and the attractiveness of an area to its audiences. But there is little in the way of food-specific regional branding in NZ at the moment. Kaipara could build a point of difference in the way it promotes its Kai offerings and potential.

GREAT THINGS
GROW HERE™
HAWKE'S BAY NEW ZEALAND



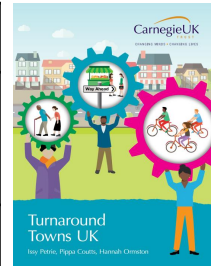
Relevant international work offers lessons for Kaipara

- A new report published by the Carnegie UK Trust called 'Turnaround Towns UK' aims to provide a pathway for positive change for UK towns
 - The report offers seven key principles for change. We think these are relevant in a regional NZ context as well and support the investment that is being made in the Kai Hub and the recommendations made in this Activation Plan.
1. **Anchor** your town/region with a hub to stimulate relationships and bring people together
 2. **Space-making** is vital: creating social infrastructure that encourages change
 3. Embrace **something new**: recognise the need for change
 4. Celebrate **local strengths** and **tell a local story**
 5. Avoid siloes and create **ways to collaborate**
 6. Place your town's **values at the heart of change**
 7. Have a **long-term vision**



The lessons for Kaipara from ‘Turnaround Towns UK’

Seven key principles for change	Relevance to Kaipara Kai
1. ‘Anchor’ your town/region with a hub to stimulate relationships and bring people together	<ul style="list-style-type: none"> Kaipara has done this through the Kai Hub The hub will be a facilitator of information, connecting people while supporting landowners and growers through some of the common challenges they face, e.g. workforce planning, regulatory uncertainty related to climate change.
2. Space-making is vital: creating social infrastructure that encourages change	<ul style="list-style-type: none"> Kai Hub and activities intended to help create and support the ‘conversational space’ the encourages change
3. Embrace something new: recognise the need for change	<ul style="list-style-type: none"> Kaipara Kickstart is focussed on this Feasibility Study outlines the exciting opportunities for Kaipara
4. Celebrate local strengths and tell a local story	<ul style="list-style-type: none"> The Feasibility Study outlines a compelling case for Kaipara Kai Ongoing communication and story telling will be an important part of activating the opportunities
5. Avoid siloes and create ways to collaborate	<ul style="list-style-type: none"> Consider bringing farmers/growers and support agencies together on a regular basis
6. Place your town’s values at the heart of change	<ul style="list-style-type: none"> This is expressed through the Kaipara Kickstart programme
7. Have a long-term vision	<ul style="list-style-type: none"> This Activation Plan highlights the importance of a clear vision and strategy which helps focus efforts on the issues/opportunities that are most likely to meet Kaipara’s objectives



Case Study:

Kawerau – Pathways to Work Programme (KPtW)

Kawerau Pathways to Work (KPtW) is an employer driven initiative designed to establish a local 'employer-employee connect' system to improve the likely outcomes and sustainability of employment in Kawerau workplaces.

There are two projects currently being undertaken by KPtW:

- **The Cadetship Programme** which provides a real-life experience for those intending to pursue workplace opportunities in the area, and
- **The Industry Training Support Service** will assist those current apprentices or employees requiring further training support to enable them to achieve.

KPtW has also partnered with Toi EDA, Ngati Tuwharetoa (ki Kawerau) Hauora and Tarawera High School to provide 'fit to learn and fit to work' programmes which actively connect with local employers and industries.

Kawerau is also supporting its community to develop coherent local plans along with employers, education and training providers, Iwi and Māori, community members, local government. These Plans have both short and long-term horizons and create co-investment priorities for interested stakeholders like central government and philanthropy.

They help build local understanding, relationships and innovation, and minimise the risks of being wholly dependent on centrally-led policies, programmes and funding streams which tend to be very short term. These Plans often include a focus on rangatahi who are NEET (not in education, training or work) as well as all age groups. See the Kawerau Pathways to Work Plan (November 2017) as an example:

<http://embracechange.co.nz/workforce-development/kawerau-pathways-to-work>



Case Study: Local producers who earn income from their land and supply local values-based produce for local consumers



Farm Next Door is a growing network of small-scale urban organic market gardens in central New Plymouth who earn income from their land and supply local values-based produce for local consumers.

The group of local food producers are using regenerative methods - which include a strong focus on soil health and crop diversity – to supply their local community in a supply chain that is environmentally sustainable.

Massey University has partnered with the group to research Farm Next Door's next phase of development. The project *Farm to Flourish* is aimed at developing a deeper understanding of this growing movement, shifting mindsets around food production, and the new economic and business models that – if proven successful – could be used to aid similar initiatives.

The research team plans to run public workshops which may be of interest to the Kaipara Kai project.

“True transformational change hinges on the ability to harness knowledge, practice and the power of community. This happens when people are brought together to engage meaningfully.”

Dr Nitha Palakshappa

Massey University, Associate Head of the School of Communication, Journalism and Marketing