



# Kaipara Kai & BAU

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# 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

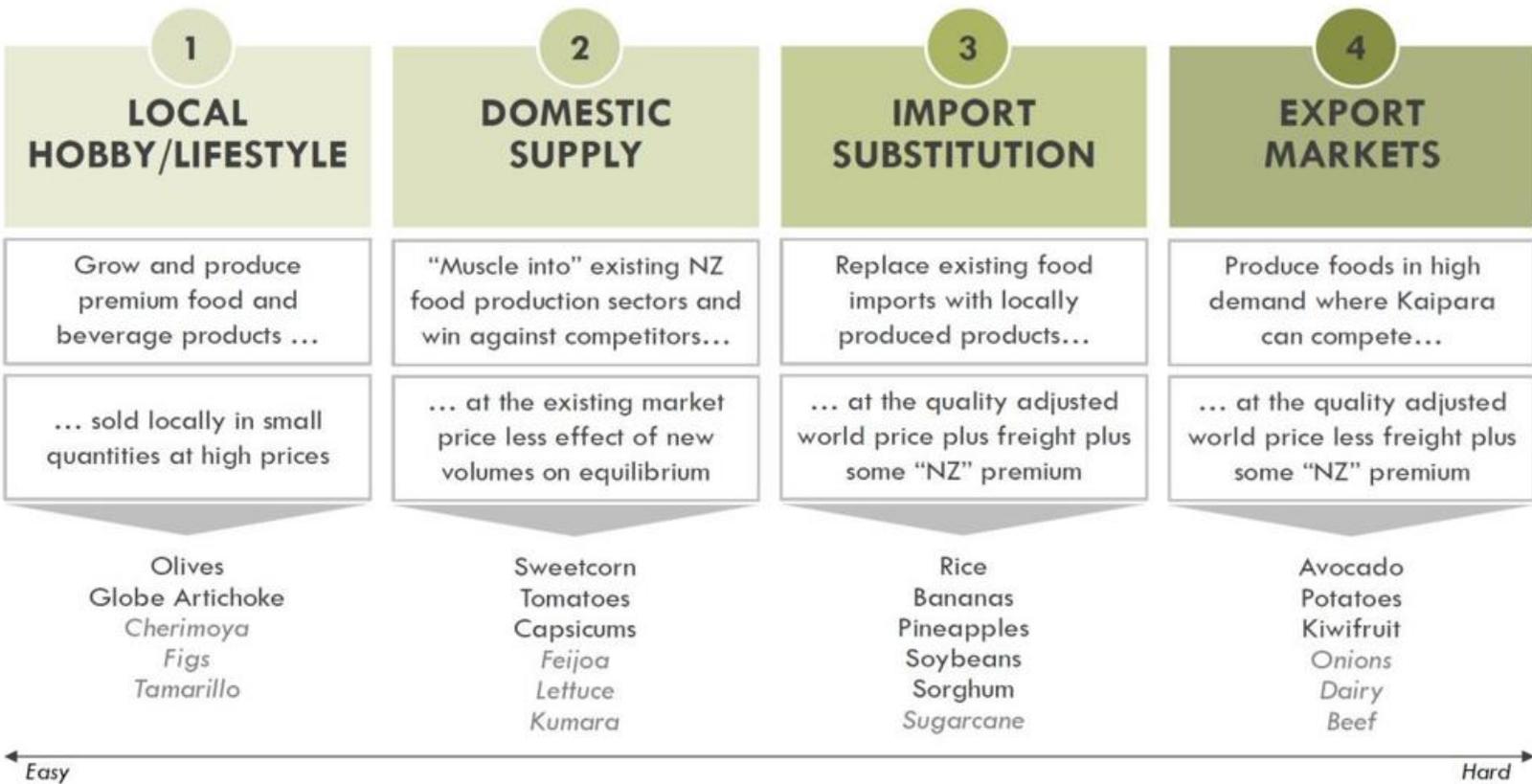
Globally scale production of commodities where New Zealand has strong competitive advantage

\$100m+  
per firm

Beef  
(Silver Fern Farms)

Dairy  
(Fonterra)

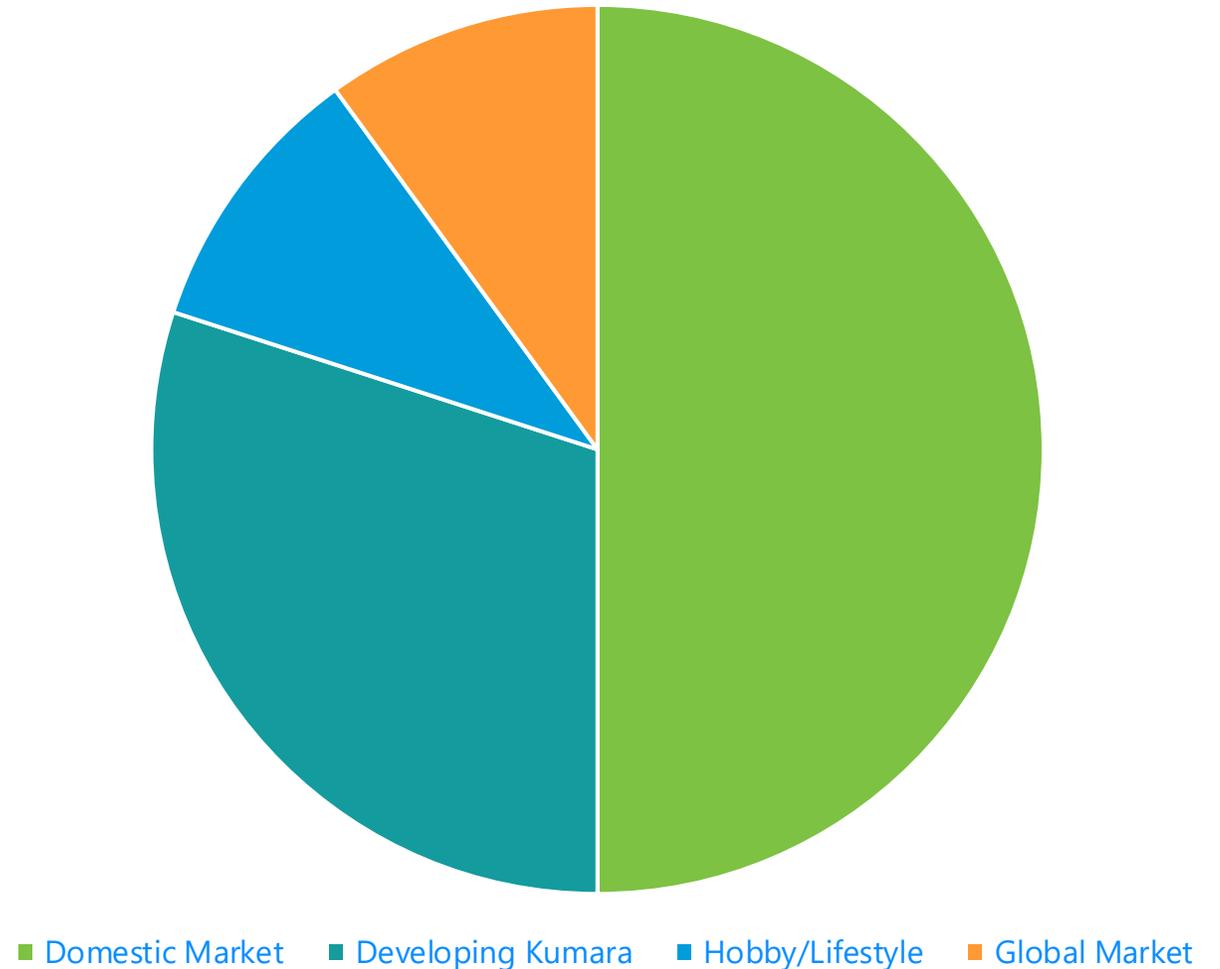
- The products that Kaipara can produce fall into four broad groups



# 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

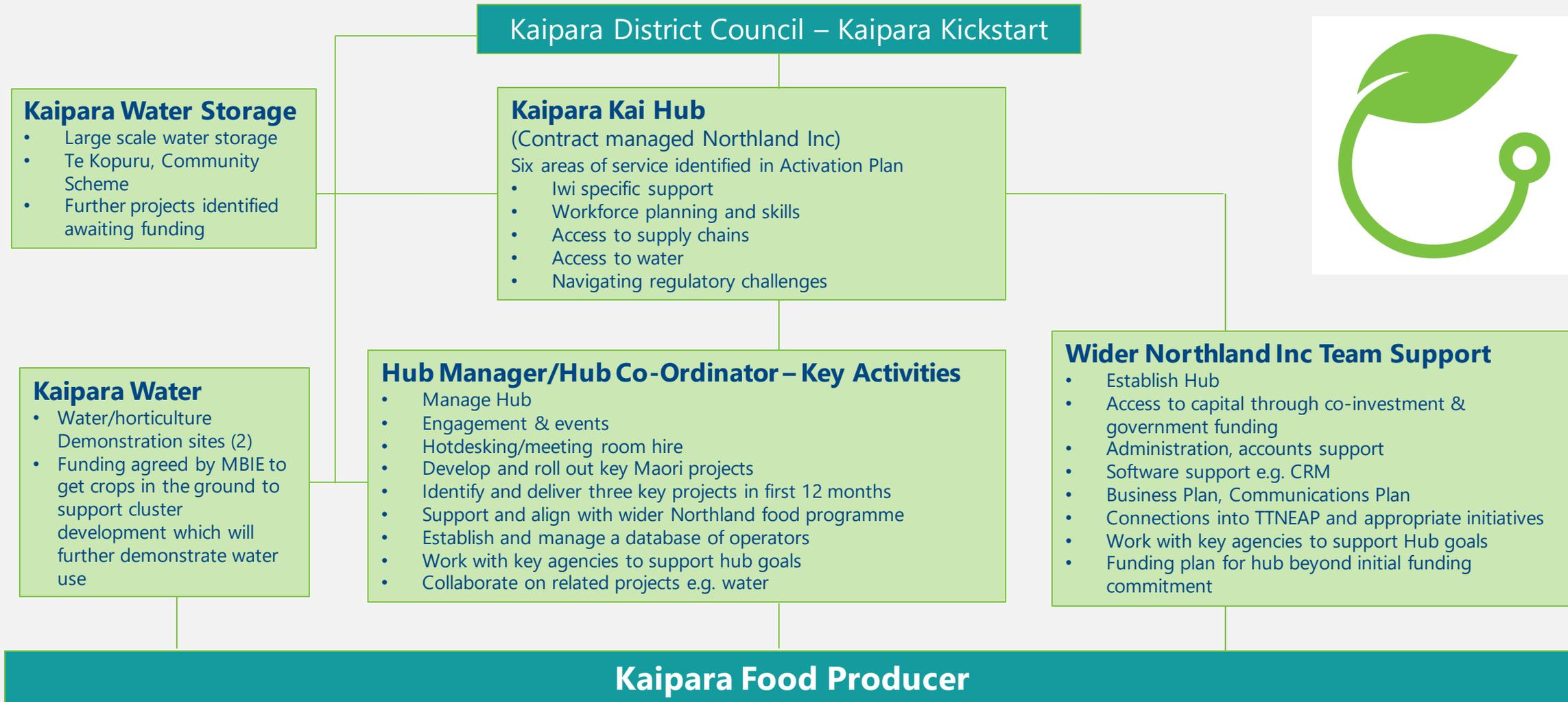
- The Kai hub was launched at Northland Field Days in March 2020.
- Northland Inc were contracted to establish and manage the Kai hub resulting in benefits from Northland Inc's economic development expertise and connections to similar food projects throughout Northland and NZ.
- Matt Punter the Hub Manager 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.



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

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

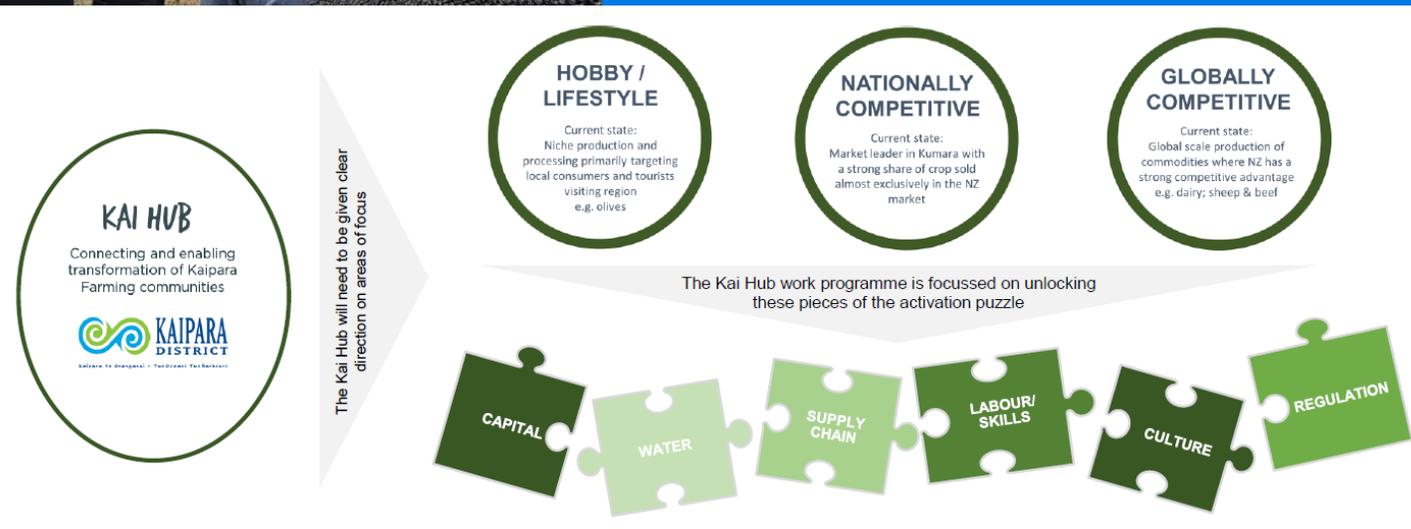
Barrier/Constraint facing Kaipara farmers/growers	Kai Hub Actions
Capital short	Identify funding options, support farmers/growers in business case development
Lack access to (enough) water	Efforts are focused on supporting water projects, and demonstrating the value of water
Regulatory uncertainty	Assist 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
<p><b>Kaipara Kai Hub</b></p>	<ol style="list-style-type: none"> <li>1. Meet and connect with key stakeholders.</li> <li>2. Create a stakeholder engagement plan.</li> <li>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.</li> <li>4. Continue to build understanding of early adopters and their needs.</li> <li>5. Build work programme around early adopters needs and Kaipara Kai objectives.</li> <li>6. Build a calendar of networking and information provision events. Partner with key agencies, organisations and experts, and start to roll these out.</li> <li>7. Build a database of existing information and support services relevant to Kai objectives and the barriers farmers and growers are facing.</li> <li>8. Build an understanding of the case studies and/or technical information that may need to be commissioned. Develop RFPs and seek proposals.</li> <li>9. Identify existing and/or establish farmer or grower-led focus groups.</li> <li>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.</li> </ol>	<ol style="list-style-type: none"> <li>1. Commission case studies and/or technical information that growers/farmers need in order to make informed decisions.</li> <li>2. Continue to roll-out information provision and networking events.</li> <li>3. Support farmer or grower-led focus groups with the objective of information sharing and collaboration around shared opportunities and challenges.</li> <li>4. Work closely with key agencies leading work on water storage.</li> <li>5. Work with key agencies to develop a training scheme focused on building a pipeline of talent with required horticultural skills.</li> <li>6. Build a funding plan based on the resources that will be required to support farmers and growers beyond year 1 funding commitments.</li> <li>7. Develop funding requests/applications from key funding partners.</li> <li>8. Continue to communicate regularly and effectively with key stakeholder and broader community.</li> </ol>	<ul style="list-style-type: none"> <li>• Support emerging projects &amp; products</li> <li>• 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</li> <li>• 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)</li> <li>• 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)</li> <li>• Explore commercial processing and supply chain operators/investors are attracted to the region to cater to the growing supply of diversified products.</li> </ul>

# 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
<p><b>Kaipara District Council</b></p>	<ol style="list-style-type: none"> <li>1. Ensure the Kai Hub work is supported by having a clear point of contact and KDC-lead for the Kaipara Kai work.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>7. Look for opportunities to integrate and leverage the Kai Hub stakeholder engagement with broader KDC stakeholder engagement activity.</li> </ol>	<ol style="list-style-type: none"> <li>1. Continue to support progress of the Kaipara water work given the importance of access to water in unlocking a range of crop opportunities.</li> <li>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.</li> <li>3. Assist farmers and growers with implementing and measuring sustainable practices to improve water quality, soil health and biodiversity.</li> <li>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.</li> <li>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.</li> <li>6. Support the Kai Hub in developing funding requests/applications from key funding potential partners (see slides 38-40).</li> <li>7. Continue to work with the Kai Hub to communicate regularly and effectively with key stakeholder and broader community.</li> </ol>	<ol style="list-style-type: none"> <li>1. Continuation of Year 1 actions.</li> <li>2. Support the Kai Hub to discover and develop new options for growth</li> <li>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.</li> <li>4. Continue to work with the Kai Hub to communicate regularly and effectively with key stakeholder and broader community.</li> <li>5. Continue to look for opportunities to integrate and leverage the Kai Hub stakeholder engagement with broader KDC stakeholder engagement activity.</li> </ol>

## Focus Annex

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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
<b>2.0</b>	<b>CAPITAL</b>				
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-focused opportunities by promoting Kaipara and effectively telling the 'Why Kaipara' story	>1 year	Northland Inc	2	2
<b>2.1</b>	<b>WATER</b>				
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
<b>2.3</b>	<b>PEOPLE</b>				
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
<b>2.4</b>	<b>SUPPLY CHAIN &amp; MARKET</b>				
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
<b>2.5</b>	<b>MOTIVATION &amp; KNOW HOW</b>				
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
<b>1.0</b>	<b>CAPITAL</b>				
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
<b>1.1</b>	<b>WATER</b>				
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
<b>1.2</b>	<b>PEOPLE</b>				
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
<b>1.3</b>	<b>SUPPLY CHAIN &amp; MARKET</b>				
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
<b>1.4</b>	<b>MOTIVATION &amp; KNOW HOW</b>				
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



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TUAWHENUA

## *Growing Kaipara's Value*

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**Kaipara District Council**