

NGAWHA INNOVATION & ENTERPRISE PARK

BUSINESS ACTIVATOR

BACKGROUND

The Ngawha Innovation & Enterprise Park (The Park) is a new 237 hectare mixed use training, horticultural and commercial business park development 3 kms east of Kaikohe (a more detailed description of the vision is attached). Far North Holdings Ltd the promoter and developer of the Park is creating the development in conjunction with Ngāti Rangī (mana whenua) and Northland Inc (the region's economic development agency to:

- Increase local employment opportunities especially to Māori;
- Increase the returns from Māori land holdings and other local primary production through innovation and value-added manufacturing;
- Provide year-round and higher skilled employment that is supported by on-the-job training on site;
- Incubate and support new/growing manufacturing businesses through co-location with other businesses, R&D and business capability development;
- Attract new businesses to the region to complement existing local businesses rather than to compete with them;
- Protect the local environment through achieving closed loop manufacturing on the site where the waste streams of one business can be used as inputs to another.

The Park is trying to achieve this through:

- **New & expanding businesses** – attracting businesses that are new to the region or expanding & that are attracted to the environmental and social purposes of the Park.
- **Value-added manufacturing** - Attracting value-added businesses that extract greater value from primary sector production.
- **Circular/closed loop economy** – attracting symbiotic production/ manufacturing bringing cost-savings for businesses and improving their environmental footprint.
- **Complementary** - attracting businesses that complement those in the District and that support higher value land use.
- **Workforce development** – providing bespoke education and training for employers and employees – especially on-site and on-the-job.
- **Innovation** - Providing a central location for R&D activity that supports not just Park businesses but the wider region.
- **Co-location** of businesses ranging in maturity so they can support each other.

A full description of the Park vision is attached.

WE ARE SEEKING

This is a once-in-a-lifetime opportunity to be part of a small, passionate, highly skilled team establishing the Ngawha Innovation & Enterprise Park as a key enabler of business, economic and social development in the region. As a new position, there is an opportunity to shape the role to meet the needs of the client base and the employer.

We are looking for an energetic, self-starting Business Activator to join a small high calibre team comprising GM Investment and Infrastructure, Northland Inc; Far North Holdings Ltd CEO (responsible for the development of the Park land and attracting new tenants); a Park Manager (managing the Park infrastructure and tenancies); and a Skills & Employment Co-ordinator (to work with businesses at the Park to deliver bespoke employee training for the businesses).

The successful candidate will utilise their business experience and national networks to foster the development of value-added production and processing of the region's raw materials and to seek out businesses (preferably that are new to the region) for the Park:

- that fit with the objectives of the Park;
- who would benefit from being co-located at the Park;
- who would raise the profile of the Park as a place for innovative, environmentally conscious businesses;
- who seek the raw materials the region can provide; and
- who are willing to support the development and upskilling of a local workforce.

This role requires the ability to:

- work with a range of different types of businesses that will support value-added manufacturing of the district's raw materials;
- work with Maori trusts and commercial entities to understand their commercial development and work up solutions with them to ensure that they are getting the full value from being able to process their primary production at the Park;
- see the potential connections between tenants and/or potential tenants to support the achievement of a circular economy at the Park and wider district;
- be able to initiate conversations with research and development agencies that could support the businesses;
- be able to build connections with potential funders (especially central and local government) to support businesses wanting to locate at the Park; and
- connect the Park's businesses with businesses in the wider district where there are mutually beneficial commercial interests.

While you will be contracted to Northland Inc and be expected to be familiar with and be able to tap into, the capability and suite of business support tools offered by Northland Inc, your primary focus will be on using that knowledge and Northland Inc's networks to support the Park's development. You will be expected to work closely with Far North Holdings and be physically located in the Far North District.

The position is initially for 12 months for the first stage of development of the Park with the possibility of a further 12-month extension. The long-term aim of the project is to complete two further stages of development that will enable the Park to be self-sustaining for future development thereafter.

Location: 2020-2021 located in the Far North District (office space by arrangement) then at the Ngawha Innovation & Enterprise Park, SH12 3kms east of Kaikohe once it is established. There is also an expectation that some time each week will be spent in Northland Inc's Whangarei office or with its staff to ensure strong connections between the Park and Northland Inc's business support capability.

Hours: 40 hours per week.

Transport: A car will be provided

Reports to: This position reports to the GM, Investment, Northland Inc, and has a strong working relationship with CEO of Far North Holdings Ltd and the Skills and Employment Coordinator contracted by Northland Inc to support the Park businesses.

Transition: There will be support to transition into the role for the first three months to facilitate a handover of relationships and discussions already underway to give effect to this support for businesses.

Supported by: As required from Northland Inc and FNHL.

JOB DUTIES & RESPONSIBILITIES

- To work closely with the CEO of FNHL to actively promote the Park and its core objectives regionally, nationally and to investors, including developing a plan to promote the Park, implementing it and reporting against it monthly.
- To participate in Project team meetings and report to the GM, Investment, Northland Inc and the CEO FNHL regularly on engagement and progress towards securing new tenants.
- To work with the CEO FNHL, to secure signed tenancies for the Park.
- Understand the needs of the potential tenants and work with the CEO FNHL to establish that the tenants' needs can be met at terms acceptable to the Park and the tenant.
- To work alongside the other key roles in the Park to ensure that efforts by the key roles are co-ordinated and mutually supportive.
- Build an understanding of the potential connections between tenants and potential tenants so that the closed loop system at the Park can be fully realised.
- Understand the support available through Northland Inc, within the Park and beyond it and connect new businesses looking to locate at the Park to that support.
- Build effective relationships with key industry sectors (e.g. horticulture, wood processing, construction, food manufacturing, agri-technology, relevant processing/manufacturing technologies) and key stakeholders (e.g. impact investors, industry bodies, key businesses in the region that have affinities with the Park's objectives, research and development agencies) within and outside the region to proactively identify business opportunities and potential tenants for the Park.

- In conjunction with the CEO Far North Holdings Ltd, to engage with potential investors (commercial and impact investors) to connect tenants with sources of funding/ equity.
- Build long-term relationships with local businesses outside the Park in key sectors that may be interested in conducting or investing in value-added businesses locating at the Park.

JOB REQUIREMENTS

- Proven working experience as a business development manager or a relevant role.
- Have strong commercial and business acumen and an understanding of the needs of start-up and growing businesses.
- Well-established and positive network and profile in NZ.
- Comfortable working with ambiguity and in trailblazing an establishment role.
- Ability and cultural confidence to relate with understanding to Māori businesses, land trusts and iwi asset holding companies.
- Proven experience in negotiating and closing business transactions or in delivering tangible outcomes for businesses.
- An understanding of the demographic of the district and the challenges facing businesses in this region would be an advantage.
- Excellent interpersonal and relationship building skills.
- Time management and planning skills.
- Ability to work independently but collegially and with accountability.
- Qualification/ or demonstrated skill in business or relevant field.

This role will require travel across the region and nationally from time to time. It would suit someone with 10-15 years business experience who is looking to return to the region.

KEY RELATIONSHIPS:

Internal: Northland Inc's staff at the Park and in its HO in Whangarei, staff at Far North Holdings Ltd, Skills and Employment Coordinator, Park Manager and any administrative support at the Park.

There will be initial connection and support from the FNHL team member responsible for the soft services design at the Park.

External: Business tenants; local businesses and business associations; industry bodies e.g. HortNZ; Crown Research Institutes and Universities conducting research; community networks, whanau, hapū, iwi.

APPENDIX 1: NGAWHA INNOVATION & ENTERPRISE PARK

VISION

The vision for the Ngawha Innovation & Enterprise Park (the Park) is to support economic, and consequently social development, in the district for the next 25-30 years. It will do this through

“supporting high value land use and manufacturing that is driven by consumer demand, transitioning to a knowledge-based economy applying circular principles that equips the workforce for a more technology-driven future and that returns the economic and social benefits to the district and the region.”

It’s aim is to:

- ❖ develop mature, sustainable enterprise in the district;
- ❖ add greater value to the abundant raw materials in the district;
- ❖ overcome inter-generational welfare dependency through developing the skills to support employment and enterprise in the district and wider region;
- ❖ equip the local workforce for a transition to a technology-driven future; and
- ❖ address climate change challenges through the activity at the Park and the way that activity is managed.

Over the next 0-5 years, the Park’s primary focus is on activity that:

- ❖ extracts greater value from primary sector production;
- ❖ gaining greater value from waste streams from production and manufacturing of primary products; and
- ❖ creating employment opportunities for the local community.

To realise this vision, the Park acknowledges Ngāti Rangī (a hapū of Ngāpuhi) as mana whenua, and wishes Ngāti Rangī’s tikanga to be reflected in the Park’s values, practices, and development (design, landscaping, ecological, environmental and onsite practices).

IMPACT

The following impacts are sought:

FOR THE LOCAL COMMUNITY:

- ❖ An increase in new, full-time jobs and additional workforce training in the district;
- ❖ Better outcomes for Māori who make up nearly 65 per cent of the local community through the active approach being proposed at the Park to recruiting, supporting, and equipping locals to fill jobs and training positions at the Park.
- ❖ Improved employment outcomes for locals – more people of working age in employment, an increase in the level of skill in those employed, and increased average incomes;
- ❖ Higher educational attainment because learners can see a practical outcome from their education;
- ❖ An increase in numbers in vocational training that will reflect at least the national average because training is able to be provided closer to home with good pastoral care and in a location where the practical aspects of their training are visible;
- ❖ Seasonality of employment will be reduced through the provision of year-round employment or the ability to work with employers and employees to train for transferable skills and so that the workforce can be deployed year-round even if it isn’t with the same employer;

- ❖ The wellbeing of the local community will be improved through more revenue to spend in local businesses, less anti-social behaviour because of meaningful/ gainful ways for the community to use their time, lower re-offending rates and better health outcomes; and
- ❖ The cycles of high unemployment in the community will be mitigated through anticipating and equipping the local workforce for technological changes in manufacturing and production.

FOR THE ECONOMY:

- ❖ Based on the businesses locating, numbers of business start-ups will increase and the sustainability of existing businesses (within and outside the Park) will improve;
- ❖ Employers in the Park and across the district will be able attract and retain the workforce that they require;
- ❖ Stronger links with education providers ensure that their employees have the right skills to meet current and future business needs;
- ❖ R&D connections with business are strengthened and more businesses undertake R&D because they can see its benefits for their business and/or they can undertake R&D with others to share the cost;
- ❖ Businesses are attracted to locate in the mid-North not just through a desire to contribute to the well-being of this community, but because the community can offer a workforce and ecosystem that supports their businesses.

FOR THE ENVIRONMENT:

- ❖ Circular manufacturing system at the Park mitigates the environmental impact of manufacturing and deals with heat, energy and waste within the Park;
- ❖ Using renewable energy to provide heat and energy to tenants at the Park reduces reliance on coal and petroleum products such as natural gas;
- ❖ Gas emissions can be used on site by the mix of tenants e.g. CO2 from anaerobic digestion/ pyrolysis is cleaned and used by glasshouses;
- ❖ Shared energy solutions using trash wood have high capital outlay but use waste from onsite production and reduce emissions from truck movements and landfills where it would otherwise be dumped;
- ❖ Other energy solutions using waste streams from forestry in the region are attracted to the Park. This lowers the environmental degradation to water ways from wood waste entering them.
- ❖ These energy solutions can fuel themselves from the gasses they produce and be used for drying products such as tea and timber on the Park.
- ❖ Waste product from alternative energy solutions results in organic by-product that can be used as fertiliser with lower rates of nitrogen and phosphorus.

THE PARK WILL ACHIEVE ITS VISION THROUGH...

SHARED VALUES AND COMMITMENTS - The Park is looking to attract tenants that have a shared commitment to:

- ❖ the desired outcome of making the Park a symbiotic, closed loop manufacturing system;
- ❖ employing locals including those who are transitioning from the Northland Regional Corrections Facility;
- ❖ Care and protection of the environment in the nature of their businesses and/or the way they undertake their manufacturing/ service delivery.

THROUGH CAREFUL, CONSISTENT MANAGEMENT OF THE PARK TENANCIES AND INFRASTRUCTURE - Far North Holdings Ltd (FNHL) will manage the development and the ongoing occupancy of the Park to ensure that the outcomes and objectives from the Park are realised over the 25-30-year timeframe.

It will be responsible for the development and maintenance of all shared infrastructure at the Park including roads, signage, potable water, wastewater, grounds maintenance and provision of electricity, phone and internet services to the Park.

THROUGH THE RANGE AND TYPES OF ACTIVITY ACCOMMODATED AT THE PARK - In order to achieve the outcomes sought, the Park needs to model an innovation ecosystem. The components of this would include:

- ❖ Light to medium industry that is generated by the core strengths of the district.
- ❖ Manufacturing start-ups (incubated at the Park) that are as yet unknown.
- ❖ Manufacturing scale-ups (companies looking to grow from small to medium sized enterprises) and new, clean manufacturing processes for existing products.
- ❖ Provision of a workforce development and upskilling to meet the specific needs of individual employers at the Park.
- ❖ Laboratory facilities to support existing businesses requiring testing facilities.
- ❖ Research and development facilities to support the growth, development and innovation in land use, primary sector-based industries, environmental management and clean manufacturing.
- ❖ Technology-based and service businesses that service the local production and manufacturing and that bring new technologies to increase the productivity and competitiveness of the region.
- ❖ Horticultural production facilities including glasshouses, packing and sorting sheds and cool stores to support high value crops.
- ❖ Food processing and packaging facilities to enable the full production value to be retained in the region.
- ❖ Manufacturing of waste products into energy and other by products such as organic fertiliser and CO2.
- ❖ Business incubation facilities for businesses that would benefit from the skills, routes to market and the technologies being used by other tenants at the Park.
- ❖ Education and training facilities including residential accommodation to allow for block courses on site
- ❖ Housing to enable those employed at the Park to be located in proximity to work but away from the industrial activity.

THROUGH A CENTRAL INNOVATION & EDUCATION HUB AT THE HEART OF THE PARK

Recognising the challenges to economic and social wellbeing for this community, a central Innovation & Enterprise Centre is being developed. This building at the heart of the physical development in the Park will provide accommodation for:

- ❖ Education and training entities to provide bespoke training for both employers and employees that is delivered on the job and on site (making the training relevant and overcoming the issues of transport facing learners in the region);
- ❖ Research & development (R&D) agencies to base themselves permanently at the Park or hot desking when they are in the region and make laboratory/ testing space available to them. This is intended to foster relationships between R&D agencies and businesses in the region to improve innovation and productivity and make science as a career more visible for local taitamariki (youth);
- ❖ Co-working space for service businesses that support primary production and manufacturing in the region;
- ❖ Business incubation of start-up businesses locating at the Park through co-location and tailored business development support;
- ❖ Provision of state-of-the-art communications technology to enable video conferencing that develop national and international relationships within the region (these facilities are not currently publicly available north of Whangarei).

- ❖ Provision of and seminar and conference spaces for training, R&D and connecting with international conferences.