

Community Led Resource Recovery in the Western Bay of Plenty

Feasibility Study

February 2023

ENVISION
a zero waste world

VERSION CONTROL

Version	Details	Date
01	Draft	2/08/2022
02	Draft	16/12/2022
03	Final	31/01/2023

Prepared for:



Authors:



Rachel Glasier
Envision Director



Marty Hoffart
Envision Director



Matthew Luxon
External Advisor

Envision New Zealand Limited

www.envision.nz

Envision is a Zero Waste consultancy specialising in community-led resource recovery. The company has a committed team of permanent and contracted staff throughout Aotearoa New Zealand, with a diverse range of expertise including; project management, social enterprise development and management, environmental science, research, financial planning and projections.

Disclaimer: *The views contained within this report are those of the authors and do not necessarily reflect those of Western Bay of Plenty District Council.*

Executive Summary

Western Bay of Plenty District Council have been proactive in looking for opportunities to minimise waste to landfill and have rolled out a number of new kerbside services and bylaws that are having a positive impact on reducing waste in the district. However, waste generated in the district continues to grow alongside the population. Te Maunga Transfer station handled 23,989 tonnes¹ of residual waste over the 21/22 period from the district with waste volumes likely to be even higher than this due to residents in the west part of the district using the Waihi Transfer Station.

Council operates four Community Recycling Centres (CRCs) across the district which continue to be well used by the public following the rollout of the kerbside services. These CRCs are located at Athenree, Katikati, Te Puke as well as one green waste centre at Ōmokoroa. Council also operates a mobile recycling trailer targeted to rural communities with limited kerbside services.

Council has made a commitment to identify other opportunities to reduce waste to landfill which is a clear focus in its 2021 Long Term Plan. A key area of interest has been community-led Resource Recovery, which involves community organisations operating enterprises that deliver resource recovery services in the district. There are over 100 of these organisations successfully operating across the country and a formal network exists to support them – The Zero Waste Network New Zealand. These organisations are not only focused on keeping resources in use and out of landfill (often managing large volumes of materials) but are effective stewards of behaviour change.

The concepts of zero waste and the circular economy continue to be widely used by progressive Governments and societies around the world. They also underpin the Ministry for the Environment's waste strategy here at home. These concepts recognise that designing waste out of the system is the single most effective way to reduce significant environmental and social impacts including waste volumes. Recycling sits lower in this hierarchy as it is less effective than other activities. Members of the Zero Waste Network are aligned in their efforts to work at the top of the Zero Waste Hierarchy (see below) as these activities reduce waste in the first place and encourage the reuse and repair of consumer goods reducing negative impacts.



¹ Western Bay Waste Assessment Report, May 2022, p 34

Council has commissioned Envision New Zealand to deliver a feasibility study that explores whether three of its CRCs (Te Puke, Katikati and Athenree) would be suitable to transition to being managed by the community and incorporate resource recovery activities. These three sites continue to be well utilised by the community, however, as they currently focus on recycling it is important to explore the opportunity to push activities on site up the waste hierarchy.

Envision has found that all three sites are suitable to incorporate small-scale resource recovery as there is sufficient space and the sites are all well maintained with the current facilities in good condition. However, all sites will require investment to secure either a new Resource Consent or a variation to an existing Resource Consent as well as other specialist assessments. Based on the current resource consent context provided by Harrison Grierson Consultants Limited as well as its central location, the Te Puke CRC appears to be the best site to start to transition. Katikati and Athenree are also viable options, however, require more work to be able undertake any proposed activities.

The community consultation process revealed a number of credible community organisations that are interested in operating all three sites, however, none of these organisations have operated or worked in a resource recovery facility previously. This is not uncommon with many operators in the Zero Waste Network. Many were new to the waste industry when they started their enterprise. The key to minimising risk for council and communities is in the transition approach and the level of wrap-around support that is provided to the community organisation.

The options and recommendations outlined in this report recognise the steps that both the community and council would be taking should they elect to move forward with this opportunity. The outlined pathways include taking a slower and methodical approach to transition and/or an approach that would involve a community organisation forming a Joint Venture with an existing organisation that is seasoned in resource recovery, working with local councils and community organisations. This is a common arrangement with community organisations within the Zero Waste Network. It is why the network exists - to share knowledge and experience for groups starting new ventures within the sector.

As mentioned above, community operated resource recovery is alive and well and growing in Aotearoa. There is no need to reinvent the wheel as there are plenty of well established sites operating as well as experience and knowledge within the sector. This is an exciting opportunity for the council to enable community resource recovery and move the district towards a more circular system of reuse, repair and resale of materials.

Contents

Executive Summary	2
Introduction	5
Scope of Work	6
Methodology	7
Community Led / Operated Resource Recovery	7
Context and Opportunity	10
Findings – Current Operations – East and West Sites	12
Findings – Community Engagement – All Sites	14
Findings – Site Assessment – West Sites	24
Findings - Concept Plans - West Sites	27
Findings – Site Assessment – East (Te Puke)	32
Findings - Concept Plan - East (Te Puke)	34
Conclusions	36
Options and Recommendations	38
Appendix A – Case Study – Seagull Centre (Thames)	44
Appendix B – Case Study – CReW (Whakatane)	47
Appendix C – Case Study – Waiuku Zero Waste Ltd (Auckland)	49
Appendix D – Concept Maps	52

Introduction

The Western Bay of Plenty District Council's 2021 Long Term Plan clearly demonstrates Council's desire to minimise waste to landfill. A number of key actions have already been taken to support this plan, including; the roll out of new kerbside recycling services, a kerbside rubbish and organic waste collection service from July 1st 2021 and the adoption of a bylaw focused on reducing waste to landfill from the building and construction and event management industry.

Since the rollout of the new kerbside services, Council has diverted 3,300 tonnes² of waste from landfill (July 2021-June 2022). However, volumes of waste going to landfill continue to increase due to a number of factors including population growth, societal values (i.e. consumerism, convenience etc), low landfill levy and lack of mandatory product stewardship as well as other government waste related regulation.

Te Maunga Transfer station handled 23,989 tonnes³ of residual waste over the 21/22 period and waste volumes generated in the district are likely to be even higher than this due to residents in the Western Bay of Plenty using Waihi Transfer Station given it is closer in proximity. The Maleme Street Transfer Station in Tauranga is no longer open to the public and the Jack Shaw cleanfill facility also closed in 2020.

Although there are currently no transfer stations in the district, Council operates three community recycling centres (CRCs) which continue to be well used by the public following the rollout of the kerbside services. These CRCs are located at Athenree, Katikati, Te Puke as well as one green waste centre at Ōmokoroa. Council also operates a mobile recycling trailer targeted to rural communities with no kerbside services.

These services are primarily focused on recycling. However, as laudable as they are, the Waste Hierarchy encourages focusing as much as possible on reduction and reuse with recycling lower down the hierarchy. Such frameworks are becoming widely adopted as societies grapple with a myriad of pressing social and environmental challenges including ever growing volumes of waste despite well established recycling programmes and infrastructure. There is an ever growing realisation that a key part of our response should be to reduce waste in the first place.

Council has recognised that community led / operated resource recovery centres (CRRCs) provide significant positive outcomes for communities due to the fact that their kaupapa is centered on zero waste and circular principles with activities focused on pushing up the Waste Hierarchy. Community organisations operating in this sector are focused on providing meaningful employment opportunities and education focused on waste prevention. These community enterprises bring value to this sector with many being members of The Zero Waste Network who represents community enterprises working towards zero waste, with over 110 members across the country.

² Homepage of <https://kerbsidecollective.co.nz/>, 20 July 2022

³ Western Bay Waste Assessment Report, May 2022, p 34

Council is taking bold steps to explore how it can enable similar organisations to thrive in the Western Bay of Plenty. It has commissioned Envision NZ to undertake this feasibility study to explore whether three of its CRCs (Athenree, Katikati and Te Puke) are suitable to be transitioned to community led / operated resource recovery centres and how to approach such a transition.

Scope of Work

The following phases of work were undertaken to deliver this feasibility study:

Phase	Description	Objective(s)	Deliverable(s)
1	Project Planning / Current State	Develop project plan and review Council documentation to understand current operations and financials in relation to the three sites	1 x project plan 1 x summary report
2	Community Engagement	Design and deliver community engagement workshops / hui with potential CRRCs and tangata whenua to share more about the opportunity, understand level of interest and what support they need to pursue involvement	2 x workshops (Katikati and Te Puke) 1 x presentation at Tangata Whenua Forum facilitated by Council 1 x summary report
3	Site Visits / Concept Planning	Visit each of the three sites to understand layout and potential for resource recovery activities Develop high level concept maps incorporating resource recovery activities to illustrate potential operations, potential resource streams and income opportunities	1 x online presentation to discuss concept maps Set of concept maps for each site (see appendix)
4	Final Report	Outline the opportunity for community led / operated resource recovery activities for east and west. If feasible provide recommendations on how to approach a transition	1 x Final Report ⁴

⁴ The initial scope of work included two reports (one for the east and one for the west) however, given the outcomes of the community engagement phase and similarity of the recommendations for each site a single report was agreed as being useful. However the findings and opportunities for the west sites and the east site should be clearly defined in this report.

Methodology

A qualitative research method was used during the community workshops/hui to gather feedback from participants on their level of interest in operating the site(s) as well as support and capacity requirements. A full list of questions and output from these sessions is provided as part of the appendix.

Community Led / Operated Resource Recovery

What is it?

A community enterprise is a business established by community members to solve a community problem or create benefits for the community.

The majority of income comes from the sale of goods and services. By reducing or eliminating the need to generate shareholder dividends, they are able to operate in innovative ways that traditional businesses would struggle with. A key distinction is that they are driven by a social, environmental and/or cultural purpose and fill a gap not addressed by the market or government.

For over 30 years communities throughout Aotearoa New Zealand have found success in establishing community enterprises within the resource recovery sector. The Zero Waste Network has over 100 members operating community enterprises throughout the country. These organisations share a common goal of moving their communities towards zero waste operating a variety of resource recovery models to achieve this. They can be established to deliver a contract for a local authority or operate independently. Case studies on different models of CRRC's have been provided as part of this report.

Why are they needed?

Aotearoa New Zealand generates more than 17 million tonnes of waste each year. Recycling rates are low and only one-third of what goes out for kerbside recycling is recycled or composted – the remaining two-thirds ends up in landfills. Large amounts of resources are being lost that have value and these materials make up 4% of the country's greenhouse gas emissions and 9% of biogenic methane emissions⁵.

Aotearoa New Zealand has a large number of private enterprises providing waste collection and recycling services, but unfortunately the high labour costs associated with reuse mean that it is an area underserved across the country. Since these private enterprises are motivated by only returning profit to the shareholders, the reuse and repair sector requires support from local and central governments.

Despite a thriving private waste industry and Aotearoa New Zealand having one of the highest rates of charities per capita, many of which sell reusable items, our waste to landfill continues to grow. Community resource recovery organisations fill a gap in the sector and

⁵ Ministry for the Environment website, Te panoni i te hangarua, Transforming Recycling, 29 April 2022

it is clear many more centres that offer reuse and repair are needed. Auckland Council continues to see the benefit of enabling communities to operate these services and is continuing to grow its network of CRRCs. The Council has plans for 20 organisations (currently 12) to be operating sites around the city. It has recently awarded contracts to the community to operate two Zero Waste Hubs providing warehousing and distribution of material recovered from Auckland's Inorganic Collection. This service was previously delivered by larger private companies.

What impact do they deliver to communities?

Community Resource Recovery organisations provide more local employment. Several years ago, the Waiuku Transfer Station employed one person for three days per week (0.6fte). The community enterprise now operating the site on behalf of Auckland Council, Waiuku Zero Waste, now has 16 FTEs and is open four days per week. It is also common for community organisations to go to great lengths to employ people that would normally have barriers to employment.

Employment is essential for the economic development of a community, with some economists suggesting a multiplier effect of three times the wages paid⁶, i.e. every dollar paid to a local worker, there is three dollars value for that community in local spend.

The environmental impacts of a community resource recovery operation are generally measured in terms of diversion of waste from landfill. Continuing with the above examples, Waiuku diverts 65% of the material it receives, and Innovative Waste Kaikoura has reached 77% diversion for its community in the past. The average diversion rate for local authorities in New Zealand is 28%.

What are some examples?

Organisation	Activity
Seagull Centre	<p>Seagull Centre is a community recycling and resource recovery organisation that has been operating in Thames since 2004. Located by the Thames Transfer Station the organisation is focused on diverting waste from landfill, providing local employment and ensuring the community has access to affordable goods.</p> <p>The organisation is now self-funding (i.e. receives no Council funding for operations) employs 16 staff (8 FTEs) and is open seven days per week from 9:30 am to 4:00 pm. The site covers an area of 5000 sqm enabling the Seagull Centre to collect and sell a wide range of goods including bulky items and building materials.</p> <p><i>Full case study provided in the appendix.</i></p>
CRew	<p>CRew is a community enterprise in Whakatane established in 2012. Operating as a not for profit entity, CRew formally became part of mental health and disability support service, Pou Whakaaaro. Both organisations are governed by a Charitable Trust and operate from the</p>

⁶ Kelk, G. (2009) Valuing Recycling Town

Organisation	Activity
	<p>same location.</p> <p>CReW is a retail outlet for used goods. The reuse centre accepts a wide range of used goods from the community (many of which are destined for landfill) and sells them back into the community generating income and saving waste from landfill. The organisation is located 100m away from a transfer station making it easy for Whakatane residents to drop off items ahead of disposal to landfill.</p> <p>CReW is planning to expand its site to 640 sqm and focus on recovering and selling building materials in partnership with Council and industry.</p> <p><i>Full case study provided in the appendix.</i></p>
Waiuku Zero Waste	<p>A charitable company owned by a charitable trust that is part of the Auckland Council Community Recycling Network. It operates a reuse shop and yard with an extensive range of used goods including construction and demolition waste, whiteware and bric-a-brac.</p> <p>Provides a number of education programmes for the community as well as e-waste recycling.</p> <p><i>Full case study provided in the appendix.</i></p>
Hauraki Reuse and Repair	<p>Hauraki Reuse and Repair is operated by a Charitable Trust and is centrally located in Paeroa at 1 Grey Street. They opened their doors to the public in 2021 and have a goal of reducing the amount of reusable items going to landfill, creating employment and to provide affordable goods to the community. Since opening in April 2021 the organisation has diverted 101 tonnes of materials from landfill and has three employees.</p>
Auckland's Zero Waste Hubs	<p>The Zero Waste Network's commercial entity, Localised, operates two Zero Waste Hubs in Auckland. The sites in Glen Innes and Wairau Valley receive, process and distribute material recovered through Auckland Council's inorganic collection service.</p> <p>In awarding the contract to Localised, Auckland Council noted the spin off activities that are likely to occur as a result including; repair cafe events, workshops, on-site hosting of start up enterprises. The sites employ 11 people across 9 full time equivalent positions and expect to handle approximately 4,000 tonnes of recovered material in the next 12 months.</p>

Organisation	Activity
Onehunga Zero Waste	<p>Onehunga is a partnership between community enterprise Synergy Project Trust and Localised - the commercial arm of the Zero Waste Network. This partnership is a registered charitable trust and is an accredited Māori / Pasifika social enterprise.</p> <p>The organisation is the most recent addition to Auckland's CRC Network, opening in August 2022. It is Auckland's first purpose-built Community Recycling Centre. The organisation will focus on reuse, repair, repurposing, and upcycling, while reducing carbon emissions, and creating local jobs and training opportunities in the process.</p>

Context and Opportunity

Global Developments

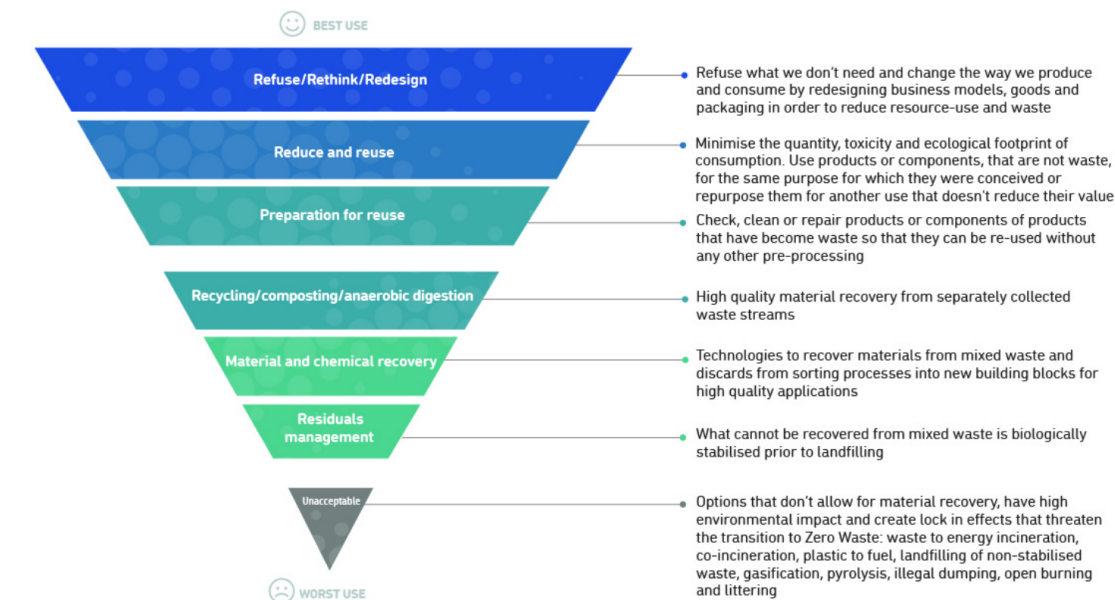
A 2021 report from the intergovernmental panel on climate change (IPCC) showed that global waste management activities, including landfills, produced 64 million tonnes a year of methane emissions between 2008 and 2017. The report outlined that although there had been some declines for some countries, it also warned that landfill emissions will increase with warming due to enhanced decomposition with higher temperatures.

However, waste emissions are not just from landfills. Each time something is made it creates emissions that negatively impact the climate. For this reason it makes sense to move to a low waste, low carbon circular economy. The need to transition towards this is highlighted in a recent report (June 2022) from the UN Environment Programme (UNEP) which stresses that transforming the way societies produce and consume goods (i.e. adopting sustainable consumption and production systems) also enables “poverty alleviation, climate change mitigation and adaptation, ecosystem protection and restoration, and the elimination of waste and pollution”⁷.

The Zero Waste Hierarchy provides a useful framework which supports the above research as refuse, rethink, redesign, reduce and reuse are at the top and if adopted will reduce the amount of waste generated. Unacceptable options are those where materials can't be recovered and the process results in negative environmental outcomes, examples include waste to energy incineration. Recycling is further down the hierarchy as recycling rates are consistently low due to a number of factors including a lack of regulation.

⁷ International Institute of Sustainable Development, SDG Knowledge Hub, UN report calls for global movement on sustainable consumption and production, June 2022

Zero Waste Hierarchy



Local Developments

The New Zealand Government has been busy over recent years reviewing and developing waste and climate policies after a long period of inaction. This is positive for Aotearoa and community organisations wanting to play a role in a growing resource recovery sector.

These developments include:

- NZ's Waste Strategy that has an overall direction towards a circular economy and key focus on managing organic waste – significant targets are set for 2030
- The recently released Emissions Reduction Plan has a specific focus on reducing food waste and has specific targets reducing biogenic methane by 24-47% by 2050
- Increasing and expanding the national waste disposal levy (previously one of the lowest in the world) to reduce waste to landfill and providing increased waste minimisation funding to the industry
- Proposing to roll out a nationwide Container Return Scheme that will reduce beverage container waste, improve recycling rates and also bring income opportunities to organisations handling these products.
- Announcing its intention to introduce Product Stewardship regulation for six priority products which is likely to introduce income opportunities for organisations handling these products
- Building on the plastic bag ban, new regulations will prohibit the sale and manufacture of certain single-use and hard-to-recycle plastic items under the Waste Minimisation Act. These include plastic stemmed cotton buds, Oxo- and photo-

degradable plastic products, PVC food trays and containers (grade 3 plastic) and polystyrene takeaway packaging (grade 6 plastic). Further bans have been communicated that include plastic produce bags, plastic tableware, plastic straws and plastic produce labels.

Community Opportunity

Community enterprises operating in the resource recovery sector often struggle to find financially sustainable business models for a number of reasons. Some include volatility in the recycling industry, limited margin on the sale of reusable items, cost of operating reuse retail and repair services and limited funding for education programmes. Many also handle recyclable products, which continues to become a marginal activity, due to the cost of getting products to export markets, increasing costs for transportation, oversupply of some commodity types, price fluctuations, lack of onshore processing and lack of regulation.

These organisations are also trying to deliver on impact and operate a sustainable business which often adds additional challenges. However, there are a number of positive opportunities coming down the pipeline:

- A nationwide Container Return Scheme includes the establishment of a number of container 'depots' (collectors) that will receive a handling fee for every container that they accept – this can provide a steady income stream. CRRCs are well positioned to be part of the depot network.
- Similarly, product stewardship regulation will enable organisations processing e-waste (as an example) to receive a handling fee making it an economic activity and thus adding an income stream for the organisation
- Auckland Council and community organisation partners continue to work together to grow Auckland's network of CRRCs meaning there is plenty experience for other Councils and community organisations to draw on when starting up new enterprises
- There are good support networks available to new organisations including the Zero Waste Network (national network), emerging local networks (Waikato Regional Council's Community Enterprise Support Programme) and Localised, who provide practical support by forming a joint venture with new organisations

Findings – Current Operations – East and West Sites

The following table is a high level summary of the current services, operations and impact of Athenree, Katikati and Te Puke CRCs.

	Athenree	Katikati	Te Puke
Services	<u>Recycling Drop Off – Free (Commodities)</u> Plastics #1 (Clear PET) Plastics #2 (HDPE) Plastics #5 (PP) (No Janitorials) Glass Paper	<u>Recycling Drop Off – Free (Commodities)</u> Plastics #1 (Clear PET) Plastics #2 (HDPE) Plastics #5 (PP) (No Janitorials) Glass Paper	<u>Recycling Drop Off – Free (Commodities)</u> Plastics #1 (Clear PET) Plastics #2 (HDPE) Plastics #5 (PP) (No Janitorials) Glass Paper

	Athenree	Katikati	Te Puke
	Cardboard <u>Other – Free</u> Steel, Aerosol Cans, Aluminum Cans, Batteries, Fluorescent Light Tubes and Bulbs, Used Motor Oil, some Hazardous Domestic Waste <u>Organic Material – User Pays</u> Green Waste Drop Off	Cardboard <u>Other – Free</u> Steel, Aerosol Cans, Aluminum Cans, Batteries, Fluorescent Light Tubes and Bulbs, Used Motor Oil, some Hazardous Domestic Waste <u>Organic Material – User Pays</u> Green Waste Drop Off	Cardboard <u>Other – Free</u> Steel, Aerosol Cans, Aluminum Cans, Batteries, Fluorescent Light Tubes and Bulbs, Used Motor Oil, some Hazardous Domestic Waste, Scrap Metal <u>Organic Material – User Pays</u> Green Waste Drop Off
Income & Expenses	Operational Costs \$684,132 (projections for FY 2022) 90% of operational costs are attributed to: Salaries, Maintenance Contractors and Corporate Overheads Income from the sale of commodities and greenwaste user fees is a declining and small percentage of income – projected to be \$80,000 in total for FY 2022. Income from rates enables the services to operate.		Operational Costs \$412,667 (projections for FY 2022) The majority of costs to operate both sites are allocated to Salaries, Maintenance Contractors and Corporate Overheads Income from the sale of commodities and greenwaste user fees is a declining and small percentage of income – projected to be \$26,125 in total for FY 2022. Income from rates enables the services to operate.
Impact - Volumes Recycled⁸	Green Waste: 12 Tonnes per month (average)	Green Waste: 15 Tonnes per month (average)	Green Waste: 18 Tonnes per month (average) Glass: 21 Tonnes per month (average)

⁸ All figures / averages are using the volumes collected at each site following the rollout of the kerbside collection services in July 2021. These figures are based on either 9 or 10 months of operations following the rollout.

	Athenree	Katikati	Te Puke
	Glass: 7 Tonnes per month (average)	Glass: 19.5 Tonnes per month (average) Plastics (1, 2, 5): 0.5 Tonnes per month (average) Paper / Cardboard: 7 Tonnes per month (average)	Plastics (1, 2, 5): 1.2 Tonnes per month (average) Paper / Cardboard: 6 Tonnes per month (average)
Impact - Jobs	3.1 FTE (3417 hours worked)		1.9 FTE (2951 hours worked)
Customer Use	800 customers per month / 185 customers per week (average)	Customers: 2000 customers per month / 460 customers per week (average)	Customers: 2583 customers per month / 595 customers per week (average)
Key Takeaway The sites continue to be well utilised by the public and continue to collect large amounts of materials for recycling following the rollout of the kerbside rubbish, recycling and organic waste collection services.			

Findings – Community Engagement – All Sites

Potential operators were identified and invited to participate in a workshop/hui to learn more about resource recovery, what the CRCs currently do, Council's intention regarding having the sites operated and/or led by the community and gather feedback from organisations who might be interested in operating a site. **Table 1** provides an overview of participating organisations.

Two workshops/hui were delivered as part of this phase – one in Katikati and one in Te Puke. The first part of the workshop provided industry insights on resource recovery in Aotearoa and an overview of the three sites in terms of operations and impact. The second part used a focus group format to gather feedback from interested organisations. **Table 2** provides an overview of what was discussed and learned during these sessions.

Council also facilitated a Tangata Whenua Forum that included a short presentation from Envision NZ on this project and invited iwi representatives to share feedback on the project including how they would like to be involved. See **Table 3** for a summary on what was learned during this session.

The tables below provide an overview of these sessions including key takeaways from the engagement.

Table 1: Overview of who attended the two hui/workshops, what work they are currently doing in resource recovery and how interested they are in operating one or more of the CRCs.

Katikati/Athenree and Te Puke Hui/Workshop Participants			
Organisation	What they do	Related activity	Level of interest
Katikati Taiao Attended both hui	<p>Charitable trust (5 years old) whose purpose is to see the depredation of Katikati's natural world cease; its communities connected and vibrant and happiness thrives.</p> <p>In 2018 the organisation signed a five year partnering agreement, now extended for an additional year to 2024, with the Department of Internal Affairs (DIA) enabling it to continue to deliver community led activities. These activities range from environmental restoration to supporting rangatahi to thrive. It has recently launched (July 2022) a food rescue hub (Kai Go).</p>	<p>Katikati Taiao has been actively exploring the establishment of an enterprise to process organic waste and/or sell organic products such as vermicompost.</p> <p>The organisation hosted an organic waste forum in October 2020 with a focus on co-developing solutions with local industry to deal with kiwifruit waste.</p> <p>They have been in ongoing discussions with MyNoke regarding establishing a partnership, however, the focus of how this partnership could work has shifted due to MyNoke's changing business focus (re-evaluating its organic waste collection service).</p> <p>Katikati Taiao has been continuing to look for a business proposition involving collecting and processing organic waste from the kiwifruit industry despite some key staffing changes. The goal of this enterprise is to develop a sustainable business model as well as achieve environmental outcomes as the funding from DIA concludes in 2024.</p>	<p>Katikati Taiao has shown consistent interest in the opportunity to operate Athenree and Katikati.</p> <p>It was initially offered the opportunity to operate the sites by Council in January 2022 provided a satisfactory business plan was presented to Council. This offer was made by Gary Allis (Deputy CE and GM of Infrastructure) and John Holyoak (CEO).</p> <p>However, following internal discussions at Council that included the broader waste team, a decision was made to first conduct a feasibility study to assess this opportunity. This study would then enable Council to determine whether to move forward with transitioning the sites to the community and how best to proceed with this (assuming the decision is made to move forward).</p> <p>Katikati Taiao has</p>

Katikati/Athenree and Te Puke Hui/Workshop Participants			
Organisation	What they do	Related activity	Level of interest
		The organisation commissioned a business plan that has been recently completed (July 2022) to explore the above mentioned opportunity.	<p>remained engaged on this opportunity and hosted the workshop/hui in Katikati and attended the Te Puke session.</p> <p>Interest remains high from Katikati Taiao who have communicated they want to operate the sites and see wider community engagement as the next step.</p>
<p>The Daily Charitable Trust (Te Puke)</p> <p>Attended both hui</p>	<p>Daily Charitable trust based in Te Puke has been operating since 2016. The organisation is most known for starting up social enterprise The Daily Cafe in Te Puke which remains a popular hub in the community.</p> <p>The organisation also delivers a number of other programmes including the lunch in schools programme which delivers 7000 lunches a week to local schools.</p> <p>The organisation also has programmes that provide support to vulnerable members of the community by connecting them to mental health and wellbeing services.</p>	<p>The organisation has been collaborating with Vincent House Trust (also in Te Puke) to start up a programme to upcycle and repair goods for the community. This is at a very early stage, however, the outcomes appear to be focused on enabling members of the community to learn skills to repair goods while operating a repair cafe.</p>	<p>The team enthusiastically supports the idea that the sites be operated/led by the community. They see themselves as actively supporting other organisation(s) taking a lead role in the operations and playing an active supporting role.</p> <p>Given the organisation's positive track record of delivery, experience in social enterprise development as well as credibility in the community they are very likely to provide meaningful support for this project.</p>

Katikati/Athenree and Te Puke Hui/Workshop Participants			
Organisation	What they do	Related activity	Level of interest
<p>Live Well Waihi Beach</p> <p>Attended Katikati hui</p>	<p>Community-led project that aims to identify, connect, and amplify the great work of community groups and services specific for Waihi Beach residents.</p> <p>Currently has one person (Pippa) leading activities.</p>	<p>No direct activity in resource recovery, however, is very supportive of the sites being community led/operated and the need for resource recovery services in the community.</p>	<p>Advised that the organisation is a supporter rather than an operator of the sites due to limited capacity.</p>
<p>Envirohub / Precious Plastics (Tauranga based, operate Bay of Plenty wide)</p> <p>Attended both hui</p>	<p>Charitable trust with a mission to help people learn about and take action for a more sustainable future. It is part of Envirohub Aotearoa - a national network of Environment Centres. It operates a number of events and workshops connecting communities and building capability in all things sustainable living.</p> <p>It has also invested in starting up Precious Plastics Tauranga which is a plastic recycling system that transforms plastic waste into retail products.</p>	<p>Operates Precious Plastics which collects and reprocesses milk bottle lids (#5) to create retail products. It is part of the Precious Plastics global network which is an open source project to enable anyone to start up a plastic recycling business.</p> <p>Envirohub is moving from the Historic Village to a larger and centrally located space in Tauranga CBD and is planning to take on resource recovery activities such as e-waste recycling. These plans are at an early stage.</p>	<p>The organisation is keen to be involved in the operations of the sites, however, expressed a keen interest to explore how this could be achieved in partnership with other organisations based locally.</p>
<p>Katch Katikati</p>	<p>Katch Katikati's vision is to have an active, vibrant and creative community where</p>	<p>Not directly involved in any resource recovery activities, however, sees the need and value for a</p>	<p>Would not be involved in operations but is "keen to support the</p>

Katikati/Athenree and Te Puke Hui/Workshop Participants			
Organisation	What they do	Related activity	Level of interest
Attended Katikati hui	locals love to live, and visitors want to come back to. The organisation acts as a promotional agency promoting all that Katikati has to offer to visitors and locals. The organisation manages The Arts Junction facility and the Visitor Information Centre.	community led resource recovery enterprise.	kaupapa from the sidelines”.
Sustainability Options (based in Tauranga, operate Bay of Plenty wide) Attended Katikati hui	<p>Sustainability Options is an ‘altruistic business’ established with a core purpose: to work for the benefit of others with compassion and generosity.</p> <p>A key programme it operates is 20 Degrees, which aims to work with over 500 homes across the Bay of Plenty over the next three years, with a vision for each home to reach 20°C, as recommended by the World Health Organisation for individuals who are vulnerable, unwell and prone to respiratory illnesses.</p>	<p>As part of the delivery of its 20 Degrees programme the organisation facilitates the upgrade of houses following assessment.</p> <p>This includes improving the standard of housing through minor repairs and upgrades. These upgrades include the need for timber, window frames, curtains etc. Minor repairs are conducted by tradespeople who are part of the organisations Trade Bank programme.</p> <p>Currently the organisation collects and stores used materials and goods to support this work and is looking for a large warehouse to store these items as well as access more materials.</p>	Not interested in operating the site but has a keen interest in the downstream materials that could be recovered as part of any resource recovery activities.
Vincent House	Vincent House Recovery Trust is an innovative, strengths-based	Vincent House and The Daily have been collaborating to start up a repair cafe (or similar	Vincent House was very interested in this project as the organisation could

Katikati/Athenree and Te Puke Hui/Workshop Participants			
Organisation	What they do	Related activity	Level of interest
Attended Te Puke hui only	recovery service that specialises in mental health and addictions in Te Puke.	<p>model) locally that will be focused on providing opportunities for people with mental health challenges to learn how to repair and/or upcycle household products.</p> <p>Vincent House has recently secured a warehouse to work from. The Daily and Vincent House have been connecting with those in the community who have repair skills and are potential volunteers. (Note: The Orchard Church was operating a Repair Cafe so there is an existing network in the community)</p>	<p>receive reusable items from the CRRRC that are suitable for its repair cafe / capability building programme.</p> <p>Although Vincent House initially communicated they would be more interested as a collaborator (an outlet for reusables) rather than an operator by the end of the hui/workshop they mentioned they could operate the site – the content of the workshop piqued their interest in playing a more direct role in the operations of a CRRRC.</p>
Invited but not able to attend: ParaKore, MenzShed Katikati, Anglican Church (operate a charity shop in Katikati). Members of the Tangata Whenua Forum were also invited to the Te Puke session, however, did not respond to the invitation.			

Table 2: Summary of feedback from the focus group part of the workshop/hui in Katikati and Te Puke.

Question	Feedback Summary
Q1: What do you see as the opportunities and challenges with having one or more of these sites operated by the community?	<p>All participants were very supportive of Council taking steps to transition the sites. They saw many positive opportunities for the community including delivering a service that meets the needs of the community, ability to collaborate with other organisations and the opportunity to leverage other funding sources.</p> <p>There were a number of challenges surfaced, however, the top three were:</p>

Question	Feedback Summary
	<p>Financial viability was viewed as a key challenge, more specifically, where would resources come from to operate the sites as well as how any necessary infrastructure upgrades would be financed.</p> <p>Size of the sites was another challenge raised by participants recognising that recycling activities would continue leaving limited space for other activities.</p> <p>Constraints relating to current consents were posed as a potential challenge specifically in reference to accepting household rubbish.</p>
Q2: What do you think the community needs from these sites in terms of resource recovery activities?	<p>Key themes from this feedback were:</p> <ul style="list-style-type: none"> • Consult the community on what they need as this should be community driven and the community should be at centre of determining what it needs • Full service needed by the community, i.e. receive reusable goods, offer repair services, provide affordable goods back to the community and educate the community – “deliver bottom of the cliff services while providing education” • Accessible to everyone, easy to drop things off, potential collection service
Q3: What role would your organisation like to play in operating one or more of the sites?	<p>Katikati Taiao and Envirohub are the two organisations who explicitly stated they wish to operate the west sites.</p> <p>Envirohub did not see itself as a sole operator and would like to explore how it could partner with other organisations to operate the sites.</p> <p>The Daily was very positive about the potential of this project for their communities and gave clear direction on the ways it could support the project. They did not see themselves as an operator but enthusiastically support the kaupapa.</p> <p>Similarly, Vincent House saw itself as a supporter and as a potential outlet for reusable items as mentioned above. However, by the end of the hui/workshop they appeared more interested in operating the Te Puke site.</p>
Q4: How would operating these sites contribute to the overall kaupapa of your organisation?	<p>Feedback was broad in this area, however, most organisations have a social and/or environmental purpose therefore waste reduction activities and education were important as was providing employment and capability building opportunities.</p>

Question	Feedback Summary
Q5: What are the things you need to know to further unpack this opportunity?	<p>The key thing participants are keen to do is understand the financial model, costs required for any capital expenditure and Council's contribution/fee. This was mentioned several times but expressed in different ways.</p> <p>The second most common question was in relation to understanding more about other models that are operating, how Localised works and any examples of how these organisations collaborate with organisations in their communities.</p> <p>Other feedback included:</p> <ul style="list-style-type: none"> • Understanding community benefit in order to communicate effectively • Health and Safety requirements • Understanding any timelines Council are working to • Understanding what the community wants from such an organisation • Suitability of the sites to undertake activities such as CRS, e-waste etc
Q6: What support would your organisation need to be able to progress this opportunity?	<p>Three clear messages came through in the feedback from the participants:</p> <ul style="list-style-type: none"> - Time and space to collaborate with other interested organisations to understand the role they want to play - Opportunity to collaborate with others already doing this work, i.e. become part of a network - Information and communications that would support them to communicate this opportunity to their respective boards and develop a business plan if Council moves forward
Key Takeaways <ul style="list-style-type: none"> • There is interest and excitement from credible and established organisations on this project which is positive, however, there is limited capability in resource recovery • Katikati Taiao has consistently expressed its interest in operating both the Athenree and Katikati sites. • Envirohub also communicated it would like to play a role in operations but this would be in partnership with others • The Daily and Vincent House are very supportive of the project and indicated they could benefit from reusable materials for their repair programme – these organisations could also provide significant support • This was the first time most of the organisations (Katikati Taiao is the exception) had heard about this opportunity and several expressed an interest in exploring 	

Question	Feedback Summary
	<p>how they could partner to operate the site or learn more about each other's focus to enable other collaboration opportunities to emerge</p> <ul style="list-style-type: none"> • Wider community perspective was considered needed to help understand the needs of the community and therefore drive the focus for any organisation(s) taking on this opportunity

Table 3. Council coordinated and facilitated a Tangata Whenua Forum that included sharing this project with forum members. A short presentation from Envision NZ was delivered on this project (10-15 minutes) with members then invited to ask questions and share what involvement they would like to have in this project. The table below provides a list of attendees, iwi represented, summary of feedback and recommended next steps.

Tangata Whenua Forum
<p>Participants: Leanne Faulkner (Ngāti Ruahine), Bob Leef (Ngāti Taka), Noeline Tuhakaraina (Pirirakau), Dean Flavell (Ngāti Tuheke), Buddy Mikaere (Ngāti Pukenga), Peri Kohu (Ngāi Tamarawaho), Vance Skudder (Tapuika Iwi Authority Board), Petera Tapsell (Ngāti Whakaue), Nessie Kuka (Ngāti Tauaiti), Manu Pene (Ngāti Whakaue)</p>
<p>Key takeaways</p> <ul style="list-style-type: none"> • The majority of forum representatives were excited and interested in this project and wanted to be involved and contribute to it, however, they required more discussion in order to be able to contribute meaningfully to the project • There was general enthusiasm for the concept of community led/operated resource recovery and the need for more initiatives to deal with ongoing waste issues facing their communities • Maketu representatives were interested in how community led resource recovery could work for communities such as Maketu • A community led recycling centre is already operating on Matakana Island that receives a small amount of support from Council <p>Recommended next steps</p> <ul style="list-style-type: none"> • Co-develop an engagement plan with iwi representatives that would focus on: <ul style="list-style-type: none"> ○ Sharing more about this project and CRRC models ○ Identifying which representatives want to be involved and to what extent ○ Identifying capability building opportunities for these members, i.e. resource recovery workshops, study tours ○ Identifying other engagement points and opportunities • Consider more intentional engagement with the Matakana CRC to identify opportunities to build capability and strengthen services – this could be a useful local example for interested communities <p><i>“Waste minimisation is huge for tangata whenua so the question isn’t if but how will tangata whenua be involved” (Forum participant)</i></p> <p><i>“I never knew I could get so excited and interested in waste, but there you go, this is important for our communities” (Forum participant)</i></p>

Findings – Site Assessment – West Sites

Site Assessments

The following table summarises the key attributes, strengths, limitations and potential additional activities / improvements for each site.

Athenree Site Assessment	
Size	Total size of site: 2123.34 sqm Shed: 259.52 sqm
Strengths	<p>Overall the site is in good condition.</p> <p>Good sealed concrete area and pad for green waste collection.</p> <p>Good site layout, traffic flow and some additional space that can be utilised for resource recovery.</p> <p>Engaged and experienced staff members.</p> <p>More affluent population, therefore, could be a source of high quality reusables. Potential for building materials due a lot of renovations taking place in the community.</p>
Limitations	<p>Small area available to operate additional activities. It is the smallest of three sites and small when compared with other CRRCs which does limit income and resource recovery potential.</p> <p>Located in an area with a small population, however, there is a significant increase in the population during holiday periods – this is both a challenge and an opportunity.</p> <p>Is located in a rural area with no close neighbours. This could be positive from a resource consent perspective (i.e. less impact on neighbours), however, it also presents challenges from a security perspective if goods of value are perceived to be available on site.</p> <p>Smaller shed compared to Te Puke and Katikati.</p> <p>Does not accept scrap metal due to high transportation costs given distance from markets.</p> <p>Does not accept household waste.</p> <p>Does not accept HDPE janitorial plastics, however, they are accepted at kerbside.</p> <p>Limited to operating 20 hours per week. Current opening hours are Saturday 9am to 12pm and Sunday 9am to 4pm.</p> <p>This site is located in a rural zone with significant ecological features. A</p>

Athenree Site Assessment	
	<p>report from Harrison Grierson Consultants Ltd (see Appendix) advises that a new Resource Consent would be required to add additional activity on the site including:</p> <ul style="list-style-type: none"> - incorporate new resource recovery / retail activities into this site; - increase the footprint of the site; - increase the hours of operation. <p>In addition, any proposed changes to the site would also require further assessments, consultation and approvals from other stakeholders including iwi and the Department of Conservation.</p>
Potential for Additional Activities / Improvements	<p>There is a small amount of space available – 300-350 sqm (indoor and outdoor) that could be used for reuse retail if a new resource consent is granted.</p> <p>Scrap metal services may become economically viable with the right scrap metal dealer and could be an opportunity for revenue and diversion for a community organisation.</p> <p>Opportunity for standardisation with kerbside services by accepting HDPE janitorial plastics on site.</p>
Summary	<p>Athenree's current resource consent context suggests there is significant work (and potential cost) required to apply for a new Resource Consent. This site has the most restrictions when compared with Katikati and Te Puke.</p>

Katikati Site Assessment	
Size	<p>Total size of site: 3714 sqm Shed: 431 sqm Unutilised Green Area: 791 sqm</p>
Strengths	<p>Overall the site is in good condition.</p> <p>Operates baling activity onsite including materials from Athenree.</p> <p>Close proximity to town making it more accessible to the community.</p> <p>Engaged and experienced staff members</p> <p>An additional 791 sqm of space is potentially available (currently used by the local Pony Club) although this is undeveloped.</p>

Katikati Site Assessment	
	Bigger shed than Athenree (431 sqm)
Limitations	<p>Narrower site so less obvious opportunity for reusable or other activities in the main area.</p> <p>Does not accept scrap metal or household waste.</p> <p>Current recycling activities take place inside resulting in a noisy environment.</p> <p>Hours of operation are restricted to a maximum of eight hours per week and must be between 8am and 5pm⁹. Current opening hours are Thursday 9am to 4pm and Saturday 1pm to 4pm.</p> <p>Located in a rural zone with significant ecological features and natural landscape. A report from Harrison Grierson Consultants Ltd has advised that:</p> <ul style="list-style-type: none"> - increasing the footprint of the current site and incorporating resource recovery activities is likely to require a new Resource Consent as well as other assessments; - the current resource consent does not permit any resource recovery or retail activity on the current site, however, a variation would be appropriate to address this; - other assessments regarding traffic and noise would be required to support a variation; - any new buildings or structures or earthworks will require assessment to ensure there are no adverse effects on the integrity of landform and the skyline profile is maintained - a variation could also be appropriate to address any changes in the site layout and hours of operation provided proposed changes are within the current site footprint.
Potential for Additional Activities / Improvements	<p>High density baler could increase income from commodity sales.</p> <p>There is a small amount of space available – 400 sqm (indoor and outdoor) that could be used for reuse retail.</p> <p>Scrap metal services may become economically viable with the right scrap metal dealer and could be an opportunity for revenue and diversion for a community organisation.</p> <p>Opportunity for standardisation by accepting HDPE janitorial plastic containers on site.</p> <p>Concrete pad area could be better utilised.</p>

⁹ Harrison Grierson Consultants Limited, Feasibility Assessment, November 2022

Katikati Site Assessment	
Summary	The report from Harrison Grierson Consultants Limited outlines that Katikati's current resource consents and ecological feature/natural landscape overlays will make it challenging to expand the size of the current site and that new activities and changes to the existing site will require additional assessments.

Findings - Concept Plans - West Sites

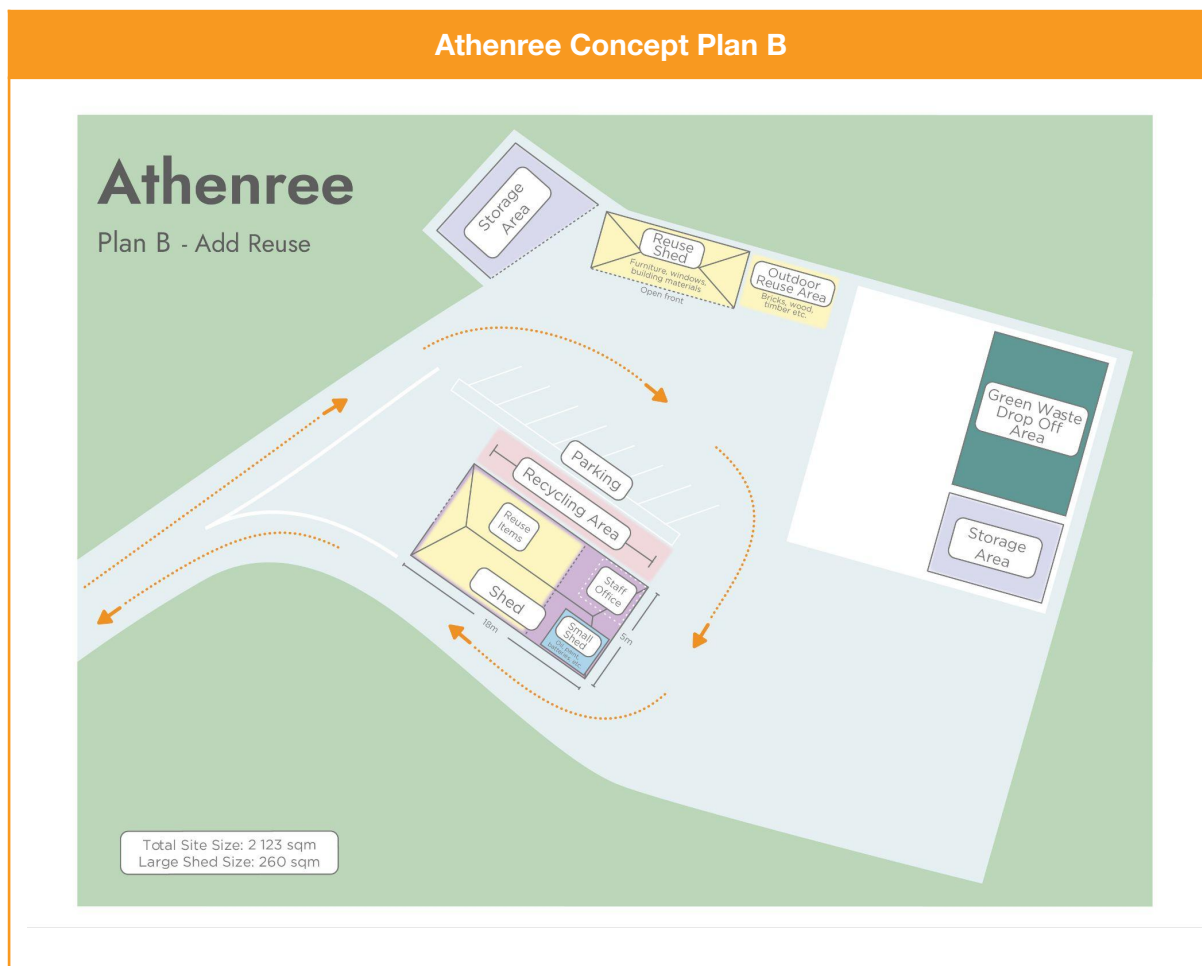
High Level Concept Plans have been developed to illustrate the additional activities that could be incorporated into each of the sites. The Concept Plans have been developed following an assessment by Harrison Grierson Consultants Limited that reviewed current approved resource consents as well as what resource consents and other assessments/consultation would be required to enable additional resource recovery activities across the three sites.

The Concept Plans focus on incorporating reuse retail only in an effort to reduce compliance effort and cost while still keeping resources in use and transitioning operations to the community. Whilst there are opportunities to reduce costs and earn income through greenwaste mulching and acceptance of solid waste such activities will trigger additional compliance. In addition, minimising activities may have the added benefit of reducing complexity if the sites are to be transitioned to the community.

Given the potential of a central government regulated container return scheme (CRS) for beverage containers and product stewardship regulation for e-waste and electronics, the table references these potential opportunities.

Athenree Concept Plan and Opportunities

The table below includes Concept Plan B for Athenree. This illustrates the layout of the site if reuse retail was incorporated. A full sized image of Plan B alongside Plan A (the current site layout) can be found in the appendix.

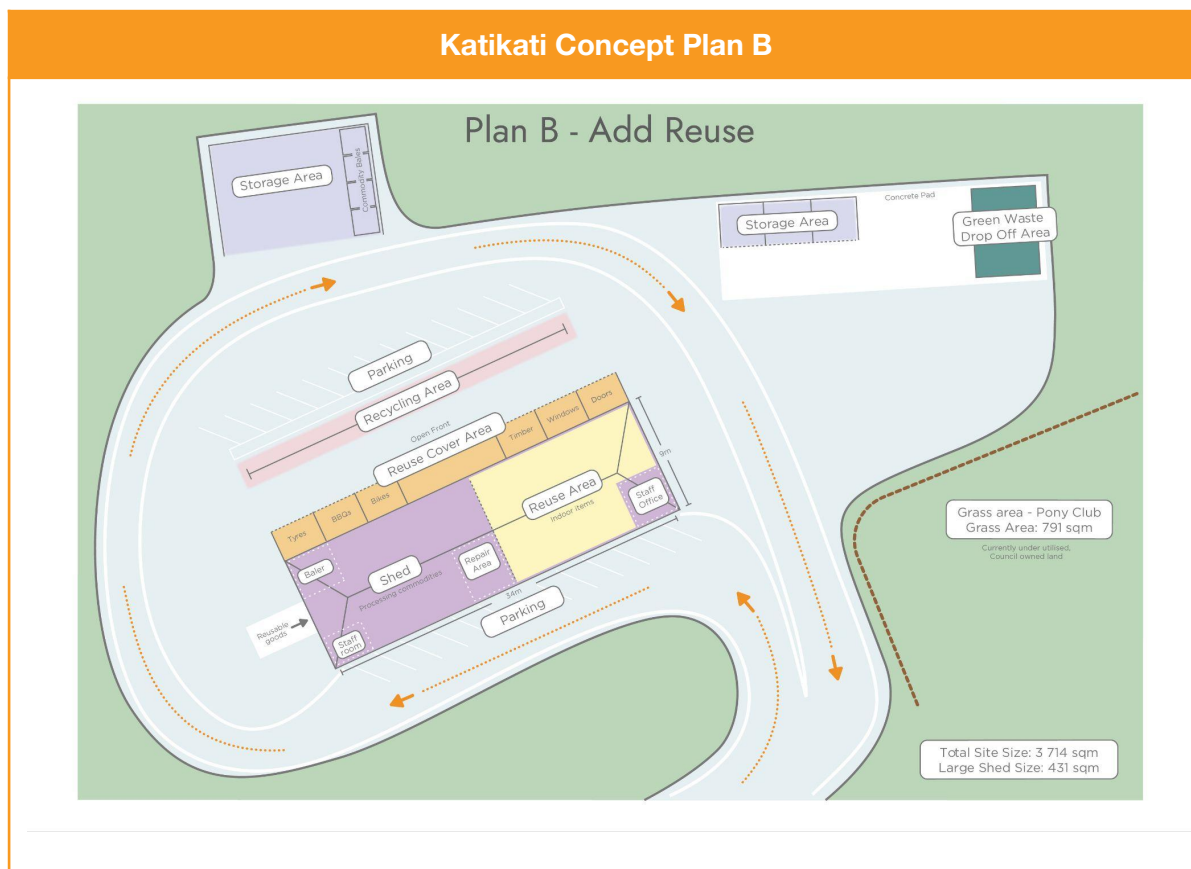


Athenree Opportunities			
Potential Activity	Area (sqm) / Location	Annual Income (estimated – where possible)	Additional potential OPEX (estimated)
Reuse Retail	350 sqm	\$175,000 (\$500 x 350)	1x FTE to manage reuse retail operations
Examples, Furniture, windows, building materials, etc	See Plan B (yellow areas on this map)	This figure is using Localised NZ's estimate that a CRRC can generate between \$500-\$1500 in revenue per square	
Retail materials displayed indoor and outdoor as			

Athenree Opportunities			
Potential Activity	Area (sqm) / Location	Annual Income (estimated – where possible)	Additional potential OPEX (estimated)
illustrated on the map		<p>meter allocated to reuse retail.</p> <p>The range is to account for location of the site (potential customers / users), quality of retail experience etc.</p>	
E-waste recycling programme	Space would need to be allocated in the shed	More research would be required to project	Additional FTE required to manage the programme
Container Return Scheme – Bottle Return Depot	See Map C – could operate in current recycling area	<p>\$15,120 (glass)</p> <p>252,000 bottles annually at 6c per bottle (7 tonnes per month)</p>	<p>OPEX costs depend on volumes of materials collected and the details of the programme. Estimates will be more likely following the rollout of the programme.</p> <p>The impact of kerbside collection of glass to be assessed for all three recycling centres.</p>

Katikati Concept Plans and Opportunities

The table below includes Concept Plan B Katikati. This illustrates the layout of the site if it is to incorporate reuse retail. A full sized image of Plan B alongside Plan A (the current site layout) can be found in the appendix.



Katikati Opportunities			
Potential Activity	Area (sqm) / Location	Annual Income (estimated – where possible)	Additional potential OPEX (estimated)
Reuse Retail	Plan B	\$160,000 - \$250,000	1x FTE to manage reuse retail operations
Examples, Furniture, windows, building materials, etc	320 sqm - 500 sqm	(\$500 x 320 sqm) (\$500 x 500 sqm)	
Retail materials displayed indoor and outdoor as illustrated on the map	See yellow areas on the map	This figure is using Localised NZ's estimate that a CRRC can generate between \$500-\$1500 in revenue per square meter allocated to reuse retail. The range is to account for location of the site	

Katikati Opportunities			
Potential Activity	Area (sqm) / Location	Annual Income (estimated – where possible)	Additional potential OPEX (estimated)
		(potential customers / users), quality of retail experience etc.	
E-waste recycling programme	Space would need to be allocated in the shed.	More research would be required to project income.	Additional FTE required to manage the programme.
Container Return Scheme – Bottle Return Depot	See Map C – could operate in the current recycling area.	\$42,120 (glass) 702,000 bottles annually at 6c per bottle (19.5 tonnes per month). \$12,960 (1 and 2 plastics) 216,000 bottles annually at 6c per bottle (0.5 tonnes per month).	OPEX costs depend on volumes of materials collected and the details of the programme. Estimates will be more likely following the rollout of the programme. The impact of kerbside collection of glass to be assessed for all three recycling centres.

West Sites - Concept Plan Summaries

Athenree

Atheree CRC operates on a closed landfill, is in a rural zone and has significant ecological features. The assessment from Harrison Grierson Consultants Limited has outlined that a new Resource Consent would be required to undertake additional resource recovery / reuse retail activities. Additional assessments and approvals will also be required in relation to any new activities.

Katikati

Katikati CRC operates in a rural zone, has a natural feature/landscape and significant ecological feature on or near the current site. Expanding the current site will require a new Resource Consent as well as other assessments. However if any new activities can be confined to the current site this will require a variation as opposed to a new Resource

Consent as well as other supporting reports.

Both Sites

- Greenwaste mulching and solid waste disposal are activities delivered by other community resource recovery centres in Aotearoa and can bring benefits, however, due to the additional compliance/complexity they bring have not been included in the concept plans.
- CRS presents a good opportunity for CRRCs to earn income and is worth prioritising and preparing for.
- Electrical and electronic products (e-waste including large batteries) is one of six products that will require a regulated product stewardship scheme under the Waste Minimisation Act. This is a growing waste stream and many CRRCs already provide this service and can share expertise to help a new organisation get started and become part of a network.
- CRS would not be defined as a retail activity, however, it is likely that if the two sites do become bottle return depots they would have more traffic / visitors and this could be factored into any future resource consent applications.
- CRS projections are directional as they are based on the current volumes of glass and plastics collected at the sites. Volumes are likely to be higher. Specific details on how the programme will operate including the handling fee have yet to be announced by central government. Plastic volumes for Katikati are representative of both Athenree and Katikati.
- Coverage is recommended for reusable items where possible and temporary coverage solutions are available that are fit for purpose and do not require a building consent.

Findings – Site Assessment – East (Te Puke)

Site Assessment

The following table summarises the key attributes, strengths, limitations and potential additional activities / improvements for the Te Puke CRC.

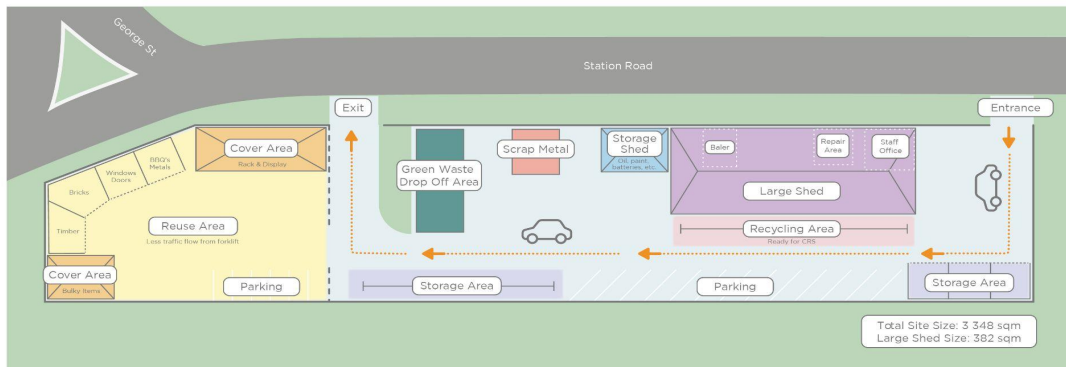
Te Puke Site Assessment	
Size	Total size of site: 3,348 sqm Main Shed: 382 sqm Small garage currently utilised as storage.
Strengths	Overall the site is in good condition. Good sealed concrete area and pad for green waste collection. Good site layout, traffic flow and some additional space that can be utilised for resource recovery. Engaged and experienced staff members. Provides a more positive customer experience due to aesthetics inside

Te Puke Site Assessment	
	<p>and outside the shed.</p> <p>Experienced, engaged and passionate staff.</p> <p>Scrap metal recycling services are provided due to proximity to scrap metal dealer, which means lower transportation costs.</p> <p>Located close to the CBD.</p> <p>Good area at the back of the site that could be utilised (currently a storage area).</p> <p>Maximum operational hours to 50 per week, opening hours Monday to Saturday 6am to 8pm and Sunday 1pm to 4pm.</p> <p>Is consented for solid waste management and disposal – discretionary activity.</p>
Limitations	<p>Does not accept household waste.</p> <p>Opportunity for standardisation by accepting HDPE janitorial plastic containers on site.</p> <p>Current resource consent allows for retail activity however there are limitations regarding the amount of space that can be used for retail activity (up to 100 sqm only).</p>
Potential for Additional Activities / Improvements	<p>There is a small amount of space available 800 sqm (indoor and outdoor) that could be used for reuse retail (requires variation to current resource consent).</p> <p>Although solid waste management and disposal is possible under the current consent this has not been included in concept plans due to the additional complexity and cost of introducing this service. It could, however, be included at a later date to both allow for the recovery of reusable items and to generate income.</p>

Findings - Concept Plan - East (Te Puke)

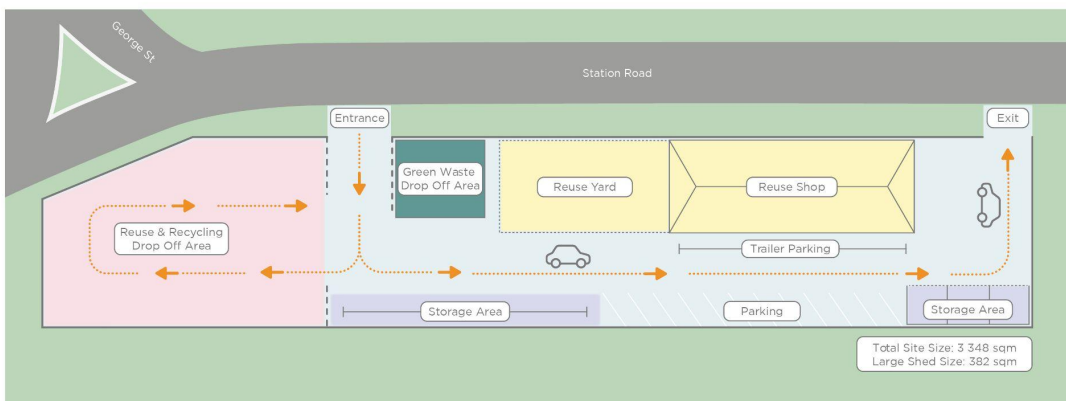
Te Puke Concept Plans B & C

Plan B - Add Reuse



Te Puke

Plan C - Add Reuse



Te Puke Opportunities			
Potential Activity	Area (sqm) / Location	Annual Income (estimated – where possible)	Additional potential OPEX (estimated)
Reuse Retail Examples, Furniture, windows, building materials, etc Retail materials displayed indoor and outdoor as illustrated on the map	600-800 sqm See reuse areas on the maps B & C	\$300,000 - \$400,000 (\$500 x 600 sqm) (\$500 x 900 sqm) This figure is using Localised NZ's estimate that a CRRRC can generate between \$500-\$1500 in revenue per square meter allocated to reuse retail. The range is to account for location of the site (potential customers / users), quality of retail experience etc.	1x FTE to manage reuse retail operations
E-waste Recycling Programme	Space would need to be allocated in the shed	More research would be required to project	Additional FTE required to manage the programme
Container Return Scheme – Bottle Return Depot	See Map B – could operate in current recycling area	\$47,250 (glass) 792,000 bottles annually at 6c per bottle (22 tonnes per month) \$28,512 (1 and 2 plastics) 475,200 bottles annually at 6c per bottle (1.1 tonnes per month)	OPEX costs depend on volumes of materials collected and the details of the programme. Estimates will be more likely following the rollout of the programme. The impact of kerbside collection of glass to be assessed for all three recycling centres.

Te Puke Concept Plan Summary

- Te Puke CRC is in an industrial zone. The current resource consent permits retail activity (up to 100 sqm) and allows for longer operating hours when compared against the other two sites.
- The assessment report provided by Harrison Grierson Consultants Limited (see appendix) advised that a variation to the existing resource consent would be appropriate to increase the level of retail activity as well as change the layout of the site. Specialist reports would also be required (i.e. traffic) and approvals gained from neighbours, i.e. 1 George St, the Baptist Church and KiwiRail. The hours of operation of up to 50 hours per week are likely sufficient for any new activities.
- The current zoning and resource consents together with central location and site amenities make the Te Puke CRC better positioned to incorporate resource recovery activities.
- Greenwaste mulching and solid waste disposal are activities delivered by other community resource recovery centres in Aotearoa and can bring benefits, however, due to the additional compliance/complexity they bring have not been included in the concept plans.
- Two concept plans have been provided for the site given that the leased land from Kiwi Rail will be key to incorporating new activities and one plan/approach may be preferable to present to them.
- CRS presents a good opportunity for CRRCs to earn income and is worth prioritising and preparing for. The Te Puke CRC is better positioned to undertake this activity when compared with Athenree and Katikati. More specifically, its location, layout, shed setup and current resource consent conditions suggest it would be an easier transition when compared with Katikati and Athenree.
- Coverage is recommended for reusable items where possible and temporary coverage solutions are available that are fit for purpose and do not require a building consent.
- Electrical and electronic products (e-waste including large batteries) is one of six products that will require a regulated product stewardship scheme under the Waste Minimisation Act. This is a growing waste stream and many CRRCs already provide this service and can share expertise to help a new organisation get started and become part of a network.

Notes

- CRS projections are directional as they are based on the current volumes of glass and plastics collected at the site. Volumes are likely to be higher. Specific details on how the programme will operate including the handling fee have yet to be finalised.

Conclusions

- Community led/operated resource recovery enterprises continue to prove their effectiveness in pushing the activities of reuse and repair up the waste hierarchy and providing meaningful employment opportunities. Membership in the Zero Waste

Network continues to grow as new community led/operated organisations start up across Aotearoa. New organisations can access expertise through this network and establish partnerships with seasoned organisations such as Localised to win contracts and/or funding to operate a community enterprise focused on resource recovery.

- Reuse is a key component of a circular economy. Central Government continues to roll out regulation to move Aotearoa away from the take-make-dispose economy towards a more sustainable economy. The focus of moving to circular systems is happening globally as countries grapple with how to move away from the current flawed linear system.
- Kantar's (formerly Colmar Brunton) 2022 Better Futures report continues to demonstrate that kiwis are concerned about the environment and climate change. 'Too much waste/rubbish' is one of the top 10 concerns for New Zealanders. New Zealanders want to live more sustainably and are looking for options and education to enable that.
- Local Authorities continue to focus on waste minimisation and prevention as waste volumes continue to grow. Although reuse activities cost more to deliver they also create employment opportunities and keep resources in use. Local Authorities are best positioned to enable this activity as they can provide support and resources which aren't widely available due to a lack of regulation and capital.
- The three sites continue to be well used by the public following the rollout of the kerbside rubbish, recycling and organic waste services in July 2021. All sites are well maintained and operated. There is a good foundation to build upon.
- The three sites need to continue providing the current services leaving limited space available for other activities. However, there is opportunity to incorporate additional activities that will keep resources out of landfill and in use. Moreover, community organisations are well positioned to take advantage of CRS and other mandated product stewardship programmes that have the potential to provide steady income and potential customers.
- All three sites currently have resource consent limitations meaning that either a new Resource Consent or a variation to existing resource consent would be required to incorporate the activities outlined in this report. Additional engagement and assessments are also required to support these applications.
- Te Puke is best positioned to incorporate new resource recovery activities given its zone and current resource consents. This site is centrally located, in an industrial area and has good amenities. Given the current context Te Puke is likely to be a better place to begin a transition.
- Katikati and Athenree are also suitable for resource recovery, however, have greater levels of compliance to work through, therefore, time and cost.
- There are a number of established and credible organisations locally who are interested in operating the sites or supporting others to do so. Although most of the potential operators and Tangata Forum representatives are new to resource recovery they bring enthusiasm and a wealth of experience in other areas that would be beneficial for this project. In addition, for most, this is the first time they have heard of this opportunity.

- The options and recommendations below have been developed with the intention of minimising risk for both council and community organisations and setting up the relationship for success. Success factors for any transition would be to ensure there is strong and sustained support in the form of expertise, coaching and oversight for any new organisation.

Options and Recommendations

The project work to date has identified three possible ways forward:

1. Council operated, Community supported
2. Community & Council hybrid
3. Community operated, Council supported

The table below provides a summary of each option.

Option 1: Council operated, Community Supported

Council continues to operate the site(s) in the short-medium term (12-18 months) while working with with industry experts and potential operator(s)

Rationale

There are a number of potential operators, however, they currently have limited capability and capacity. These organisations would benefit from learning more about the industry as well as the operations of a site, which will take time and require access to those with the experience. Additional insight into the operations of the two sites and the industry in general will give potential operator(s) a better sense of the type of work they are potentially going to be involved in. It is also important to note that all sites currently have experienced and committed staff, therefore, there is no pressing need to transition the sites.

Council and potential operator(s) would benefit from having access to specialist expertise in the form of a seasoned community operator. This would be someone who has operated a CRRC and ideally in the early stages of development or transition. This person would be best positioned to support the development of a strategy to incorporate additional activities into the three sites alongside Council and potential operator(s). This industry expert and Council would benefit from having community involvement as the sites transition towards resource recovery.

Assuming that Council continues to operate the two the sites in the short to medium term, the following three approaches could be considered. These proposed approaches have the potential to access industry expertise to move the sites towards resource recovery, while providing an opportunity for Council and potential operators to collaborate ahead of a full transition. Council may consider using a combination of these. These approaches are:

1. Establish an Advisory Board

What is an Advisory Board?

An Advisory Board is a structured and collaborative method to engage with external advisors. They do not make legally binding decisions and are not responsible for governance. They generally meet 4-6 times per year, however, some meet monthly.

This could be an effective approach to bring in external expertise from those already working in the resource recovery sector and from those well connected to the local community. More specifically, an Advisory Board in this context could include an experienced site operator who would work alongside Council and potentially one or two representatives from community organisations who have expressed an interest in operating the sites.

A well functioning Advisory Board would require:

- A clear purpose on how the Council intends to move forward with this opportunity;
- Council to clearly define what skills and experience are needed for the board;
- Council to approach potential members (including potential operators) asking them to register or formally express their interest in being part of the Advisory Board;
- A strong chair to be appointed to ensure a robust process is followed at all times and objectives are met;
- Members to be paid to ensure participation and commitment and/or expenses covered;
- Additional budget be made available for current staff or new staff to undertake activities that are recommended by the advisory board.

2. Establish a Community Activator role focused on identifying and starting up reuse activities

What is a Community Activator?

A Community Activator would have established networks and credibility in the community. The role would focus on educating the community on waste minimisation/prevention alongside identifying resource recovery opportunities. More specifically, they would identify reusable items that could be diverted from landfill and look for sources and outlets for those items within the community.

By establishing this role, Council will have the opportunity to work alongside a community organisation to develop an approach to incorporate reuse, repair and retail activities into the community. Council could consider developing the role collaboratively meaning that the role description and scope could be co-developed.

About the Community Activator role

This would likely be a paid, part-time role that would enable a community organisation to leverage its community connections to engage the wider community on all things reuse. This role could:

- Provide education on the topics of waste prevention/minimisation, reuse etc;
- Identify what reusable items are needed in the community, i.e what are the gaps given there are a number of charity shops operating
- Connect with local businesses, other groups etc to identify sources of reusable items that could be made available to the community and develop an approach;
- Identify any gaps that need to be filled, i.e. what reusable items the charity shops do not accept that could be redirected to the community;
- Identify what items the charity shops need and explore sourcing those from within the community.

How has this approach been used before?

Localised has created a similar community activator role to work across its two Zero Waste Hubs in Auckland. This role has been taken on by the Kaipatiki Project, an Environment Centre on the North Shore who co-developed the role alongside Localised. This role is focused on educating the community and identifying outlets for reusable items that have been collected as part of Auckland's inorganic waste collection.

Although this is a different context the same approach could be used and working alongside the community organisation to co-develop the role and outcomes would be beneficial to both parties.

3. Council employs an industry expert in a management support role to work alongside the current team to expand activities using concept plans as a guide

What would this role look like?

This approach would involve Council employing an industry expert in a management support role. This industry expert would work alongside existing staff in a mentorship role and support the development of an approach to incorporate new activities into the sites as identified in the concept plans. This role could be for one day per week or more depending on the level of ambition and budget.

Upskilling current staff on reuse is essential, so that they are better equipped to support these new activities. Incorporating the Community Activator role and Advisory Board alongside this role is worth considering to ensure that potential operators are included in this work.

What are the potential challenges for this option?

- This approach is likely to result in less material being diverted from landfill than if a full or hybrid approach is taken (see next two options);
- There is a risk that potential operator(s) decide that the opportunity is not for them – loss of time and resources;
- Will require more oversight, time and direction from Council as well as resources to implement option(s), i.e. time to develop strategies, resources to bring in expertise, staff to deliver on projects as well as potential capital expenditure to deliver on projects.

What are the potential benefits of this option?

- Council and potential operator(s) have access to expertise which builds capability while providing an opportunity to start to incorporate additional activities into the site(s) at a pace that is comfortable Council;
- Council and potential operator(s) have the opportunity to build a relationship ahead of any transition – this could lead to a smoother transition;
- Council and potential operator(s) have the opportunity to gain insight into what the current gaps are in the community in terms of reusable items wanted / available;
- There is less risk with this option as Council retains its current role and the level of activity is likely smaller, at a slower pace and less likely to disrupt current services;
- Provides Council with time to consider other strategic developments outside of this scope of work that could have important implications for this project.

Option Two: Council and Community hybrid

Council continues to operate the current activities on the sites and community operates reuse retail activities

Rationale

This option seeks to balance the limited capability of potential operators with supporting Council's objective of minimising waste to landfill and moving towards a community operated/led model. More specifically, Katikati Tiaio, Envirohub and Vincent House have expressed an interest in operating the sites, however, they would require an experienced partner to work alongside them. This would be necessary to minimise the risk for both parties.

This option would see Council continue to operate the current activities on the site to ensure continuity of those services to the community while establishing a partnership with a community organisation(s) to run a reuse retail shop on the site. The community organisation(s) would be encouraged to establish a partnership / joint venture with an experienced operator such as Localised or CReW in Whakatane. This is a more ambitious approach than the first option as the focus moves to reuse retail from the outset that is operated/led by the community. However, risk is managed by Council retaining core services for the short-medium term and the involvement of an experienced

operator in establishment of a reuse retail shop.

This operational model of a Council and Community hybrid exists already as does the joint venture between a community organisation new to the industry and an experienced operator.

What would this option look like?

Council would continue to operate the CRCs and its current activities, however, it would establish a partnership with a community organisation to operate reuse retail activities. Given the limited experience of the potential operators, Council's procurement process could steer the community organisation(s) towards a partnership or joint venture with an established organisation such as Localised or CReW. This would minimise the risk for all parties involved.

What is an example of a community council hybrid?

Auckland Council operates the Waitakere Refuse and Recycling Centre. Within the transfer station McLaren Park Henderson South (MPHS) Community Trust operates The Tipping Point, a reuse retail shop. Council and MPHS have shared objectives and profit share agreement. This approach enables The Tipping Point to focus exclusively on reuse retail while working collaboratively with Council to achieve greater diversion. The Tipping Point has 6 FTEs, operates on 3500 sqm (inside and outside), has a turnover of \$489K and diverted 264.1 tonnes from landfill (figures are from the 2020 financial year).

What is an example of a Joint Venture?

Mahurangi Wastebusters operates two Community Recycling Centres in Auckland. It is a good example of a 'Council-led, Community delivered' model. Mahurangi Wastebusters was established in 2019 in response to an Auckland Council Request for Proposals for an operator of two Council-owned sites in Warkworth and Wellsford. Mahurangi Wastebusters is a joint venture between Localised Limited and an existing local charitable trust, Mahurangi Wastebusters Trust.

The company successfully won the competitive tender on price and community benefit with two large private enterprise waste companies being unsuccessful in their bid. Mahurangi Wastebusters took over the operation of the sites on 1 July 2019 and has handled approximately 1,700 tonnes of material since that date. In its first year of operation the community enterprise has turned over almost \$700k. The involvement of Localised Limited enabled a successful bid as it was able to work alongside Mahurangi Wastebusters Trust during the procurement process and was positioned as a key partner in operations. It is important to note that Council's vision of 'zero waste 2040' was key as it underpinned the procurement criteria.

What are the potential challenges?

- There is risk associated with any change of operator or introduction of new services, however, this can be managed to some extent with an experienced partner such as CReW or Localised working alongside a community organisation.

What are the potential benefits?

- Volumes of material diverted from landfill are likely to be higher with this option when compared with the first option.

Option Three: Community operated, Council supported**Community operates the full site, supported by Council****Rationale**

The rationale for a Community operated, Council supported model is similar to Option Two, however, more quickly transitions to a full community operated / led approach. As outlined in Option Two establishing a joint venture with an experienced partner such as Localised or CReW would be necessary given the experience levels of the potential operators as well as the complexity involved with a transition and ongoing operations.

Although this is a larger undertaking the sites are smaller than many existing CRRCs (i.e. size, services, operations) and a partner such as Localised Limited brings significant expertise and experience to minimise the risk of a transition and there are advantages for an experienced partner delivering a full range of services from the outset.

What would this option look like?

As outlined above a good example of a Community delivered, Council supported approach is Mahurangi Wastebusters.

What are the potential challenges?

- The risk associated with a full transition is greater than Option 2 as a new operator is taking over existing services as well introducing new services. Again, working alongside an experienced partner can minimise these risks.

What are the potential benefits?

- Volumes of material diverted from landfill could be higher when compared with Options 1 and 2 as a new operator has the potential to bring in networks, knowledge, systems and processes that could improve current operations.

Appendix A – Case Study – Seagull Centre (Thames)



Summary

Seagull Centre is a community recycling and resource recovery organisation that has been operating in Thames since 2004. Located by the Thames Transfer Station the organisation is focused on diverting waste from landfill, providing local employment and ensuring the community has access to affordable goods. The organisation is self-funding (i.e. receives no Council funding for operations) employs 16 staff (8 FTEs) and is open seven days per week from 9:30 am to 4:00 pm. The site covers an area of 5000 sqm enabling it to collect and sell a wide range of goods including bulky items and building materials.

Background

Setup as a charitable trust, Seagull Centre has a catchment area of 10,000+ which has a higher proportion of older residents and those on a lower household income. Over the past 16 years the organisation has gone from strength to strength with a notable step change over

the past two years. The organisation is generating a surplus enabling it to reinvest into site improvements, recover more resources as well as provide grants to local community organisations.

The organisation has recently improved the layout of the site including optimising the flow of traffic. This upgrade was made possible with funding from the Ministry for the Environment's Waste Minimisation Fund. This has resulted in an improved experience for customers shopping for goods as well as those dropping off items. The improvements to the drop off area have doubled the amount of product coming into the centre which is translating into an increase in sales.

Services Provided

- Seagull Centre accepts the following items, diverting what it can from Landfill: Bric a brac, furniture, bikes, doors, windows, clothing and accessories, whiteware, collectibles, e-waste etc. A broad range of items are accepted providing they are clean with the potential to be sold.
- Operates reuse retail shop with a large range of affordable goods available in store as well as via its TradeMe site.
- Makes minor repairs to goods for sale.
- Operates e-waste repairs (minor), test and tag, dismantling and recycling services (items sent to Auckland Computer Recycling)
- Also operates an auction service for rare items and collectibles – bids can be made in store or online.

Impact Materials

- Diverting one tonne of material per day for the past two years (365 tonnes annually)
- Receives used goods from approx 40 customers (cars) per day
- Biggest sellers are bric a brac, clothing and electronics

Impact Local Community

- 16 jobs / 8 FTEs
- 10 volunteers
- Focus on those with barriers to employment
- Finds roles to suit the skill set of employees
- Grants totaling \$15K have been provided to local community organisations
- General manager is actively involved in supporting the establishment of other resource recovery organisations and network through Waikato Regional Council's CRC Peer Support Programme

Impact Retail Shop

- 130-140 transactions per day (average of \$10 per transaction)

Impact Economics¹⁰

- Income: \$509,792

¹⁰ All figures from Financial Summary – Year Ending 30 June 2021

- Expenses: \$457, 357 (surplus \$52,435)¹¹
- Wages: \$378,857
- Small income from e-waste recycling

Legal Entity / Ownership

Charitable Trust operating a social enterprise

Management, Staffing and Governance

One general manager / 8 FTEs / 4 trustees

Success Factors

- Time on the ground – 16 years enables awareness in the community as well as the development of systems and processes that improve operations and sales
- Understanding what is valuable and what isn't as well as using the space wisely
- Building knowledge of not just resource recovery 101 but retail 101 to grow sales (i.e. strategic approach to the display and pricing of products)
- Engaged staff that are empowered to make decisions and try new things
- Space is key, the more space the more opportunity to accept, process and sell items
- Good outlets for items such as e-waste or items that are hard to shift
- Community support and collaboration with other centres in the district
- Operating the same hours as the transfer station and being proactive in looking for ways to access materials on the way to the transfer station

Aspirations / Future Focus

- Increase amount of building materials recovered and sold – has recently employed a new person who will focus on developing relationships in the industry (waste education role)

Constraints / Opportunities

- The main constraint is not having access to materials at the transfer station that could be reused. Seagull Centre is consistently looking for opportunities that would enable this with Council as the private waste operator hasn't been receptive to date
- Regulation from local and central government would enable more access to more materials (i.e. building materials) and an increase income (i.e. product stewardship programmes, container deposit scheme etc) leading to greater impact

¹¹ Receives peppercorn rent from Thames-Coromandel District Council

Appendix B – Case Study – CReW (Whakatane)



Summary

CReW is a community resource recovery organisation serving the needs of the Whakatāne community since 2012. It is a retail outlet for a large range of used goods, an e-waste recycler and community education hub. The organisation is expanding the site and intending to recover and sell more construction and demolition material.

Background

[CReW](#) was set up by a group of passionate locals with establishment costs provided from the Ministry for the Environment, Te Runanga o Ngati Awa (TRONA) and the Whakatāne District Council. The organisation is part of social services organisation, Pou Whakaaro.

After two years of operating the organisation was financially self-sufficient, more specifically, the organisation could fund 100% of operations from its sales activities.

CReW has built a successful organisation and is keen to see the model replicated in other parts of the country. It does a particularly great job of diverting challenging waste streams such as construction and demolition waste and bulky items from the landfill.

Services provided

- CReW accepts a broad range of materials, i.e. books, clothing, beds, whiteware and construction and demolition waste plus much more.
- Construction and demolition waste is one of the top waste streams by volume / income
- E-waste recycling – customers pay between \$2.00 and \$70.00 for e-waste items to be recycled.

- Community education workshops on sustainable living, i.e. composting, worm farming, permaculture and the repair of household items.
- Current focus is expand the recovery of building materials – this is being developed in partnership with Whakatane District Council using funding from MFE

Business model

- Financials for 2021: Income: \$280K Expenses: \$273K (similar projections for 2022)
- The organisation says its margin is growing enabling capex purchases and site improvements.
- Operations are funded by the sale of donated items destined for landfill and e-waste recycling (the latter is currently a small contribution).
- Operates on land owned by Pou Whakaaro (peppercorn lease)

Impact model

- 312 Tonnes of material was diverted from landfill in 2018 (more recent figures unavailable)
- 95% of resources dropped off by the community are reused (95% reuse rate).
- Sustainable and inclusive employment is a key focus. Two current employees were referrals from social services organisation Pou Whakaaaro.

Legal entity & ownership

- In 2013 CReW formally became part of social services organisation, Pou Whakaaaro.
- Pou Whakaaaro and CReW are trading names of the EBAT Charitable Trust.

Governance

- Both organisations (CReW and Pou Whakaaaro) are governed by the EBAT Charitable Trust which has 7 trustees.

Management & staffing

- The General Manager is responsible for day to day operations and oversees the 6 staff (4.3 FTE) and 8 volunteers.
- General Manager currently oversees both Pou Whakaaro and CReW
- CReW pays the living wage and has inclusive and sustainable employment as a core part of its values.

Aspirations

- Continue to grow revenue and recover resources which will enable more jobs to be created and waste diverted from landfill.
- Focus on diverting more building materials from landfill and increase income from this activity.

Appendix C – Case Study – Waiuku Zero Waste Ltd (Auckland)



Summary

Waiuku Zero Waste Ltd has operated the Waiuku Community Recycling Centre (CRC) under contract to Auckland Council since 2014 in a Council-led, Community delivered model. Waiuku was the first Refuse Transfer Station to be redeveloped into a CRC and the first CRC of the Auckland Resource Recovery Network (RRN). The site is Zero Waste focused in order of priority on ReEducate, ReUse, Recycling and then Refuse Disposal.

Background

Waiuku Zero Waste Limited is a Community Enterprise established in 2014 (as a joint venture between two charitable community groups) to take over the existing Waiuku Refuse Transfer Station under contract to Auckland Council. The site has now been transformed into a Community Recycling Centre with a \$1.5 million Council upgrade (mainly on underground services, paving surfaces and a new 500m² ReUse shop).

The organisation has a catchment area of 20,000 residents stretching over Waiuku, Patumahoe, Clarks Beach and Awhitu Peninsula.

Services provided

- Waiuku Zero Waste accepts drop off of the following items, diverting what it can from landfill: general waste, green waste, cleanfill, scrap metal, timber (recycling), timber (reuse), tyres, e-waste, paper, cardboard, glass, PET, HDPE, polystyrene and reusable items.
- Commercial collections for business recycling and green waste collections for the community.
- Education programmes incorporating site tours for schools and interested community groups and work with other environmental groups in the community
- A retail shop and yard selling reusable goods and upcycled products.
- We offer event recycling services to the local Business Association and other businesses, and loan event items to schools and Marae

Impact Materials

- Recovery of 8,021 tonnes of material from landfill over seven and a half years of operation (from a total of 12,970 tonnes of material).
- WZWL currently recovers 67% by volume and 62% by weight of all material through the site.
- Continued to increase the range of materials accepted and recycled.
- Focus is on ReUse of Materials

Impact Contract & Council

- Annually reduced contract payments (current level is 50% of 1st year contract payment)
- Contract for service is now <20% of total revenue (60% when we first started)
- moving in 2023 to a grant based funding approach with Council
- WZWL have increased opening days from 3 days to 4 days at no cost to Council (33% increase)
- Open Book approach with Council
- We also assist other Auckland groups who are interested in running a recycling centre in their own area through site tours and advice

Impact Local Economy

- WZWL have created 12 new jobs compared to previous operator (0.5 FTE)
- All current employees are locals
- 58% of all expenditure is on wages
- Wages paid to date of \$2.5 million
- Annual wages are just over \$450,000, with a disposable income local economic impact of \$900,000¹
- WZWL use majority local suppliers - 70% within 50 kms

Impact ReUse Shop

- Major area of impact (Material ReUse, Revenue Growth, Job Creation and Carbon Reduction)
- From \$0 1st year to over \$220,000 per annum in 8th Year
- Reuse shop has now become a destination for not just locals but the wider Auckland area and beyond
- Donated goods to other opportunity shops, schools, pre-schools and the other Auckland Community Recycling Centres

Impact Economically

- Profits are retained within WZWL structure to continue to develop the business and Zero Waste services
- Annual turnover is now over \$800,000
- Financially still a marginal business

Impact Tool Library

- Waiuku Trust and WZW with support from Auckland Council has established a Tool Library on site during 2020
- This tool library model is about hiring cheaply (rather than buying) of tools for the community
- Currently setting up a complementary Makers Space to allow repair of items on site while skilled trades persons pass on skills to new users.

Legal Entity & Ownership

- Waiuku Zero Waste Ltd is a Limited liability company with charitable registration.
- Established as a joint venture between the Waiuku & Districts Community Workshop Trust (WADCOM) and Xtreme Zero Waste Inc (Raglan)
- Now 100% owned by WADCOM with Xtreme's 50% ownership transferred to WADCOM in 2018 (as per shareholders agreement).

Governance

- Five directors. Two directors from the Waiuku Trust and three independent directors.

Management & Staffing

- The general manager is appointed by the directors and in turn is responsible for managing the business.
- Currently the business employs 13 paid staff in part - and full-time roles. This equates to 13.23 FTE's.
- Paid employees undertake the core services, and volunteers are utilised to assist with other tasks and projects. We have had 350 volunteers working over 2,500 hours in any one year
- Our staff are trained in site operations and hold all the appropriate licences (e.g. diggers, forklift, tag and test etc).

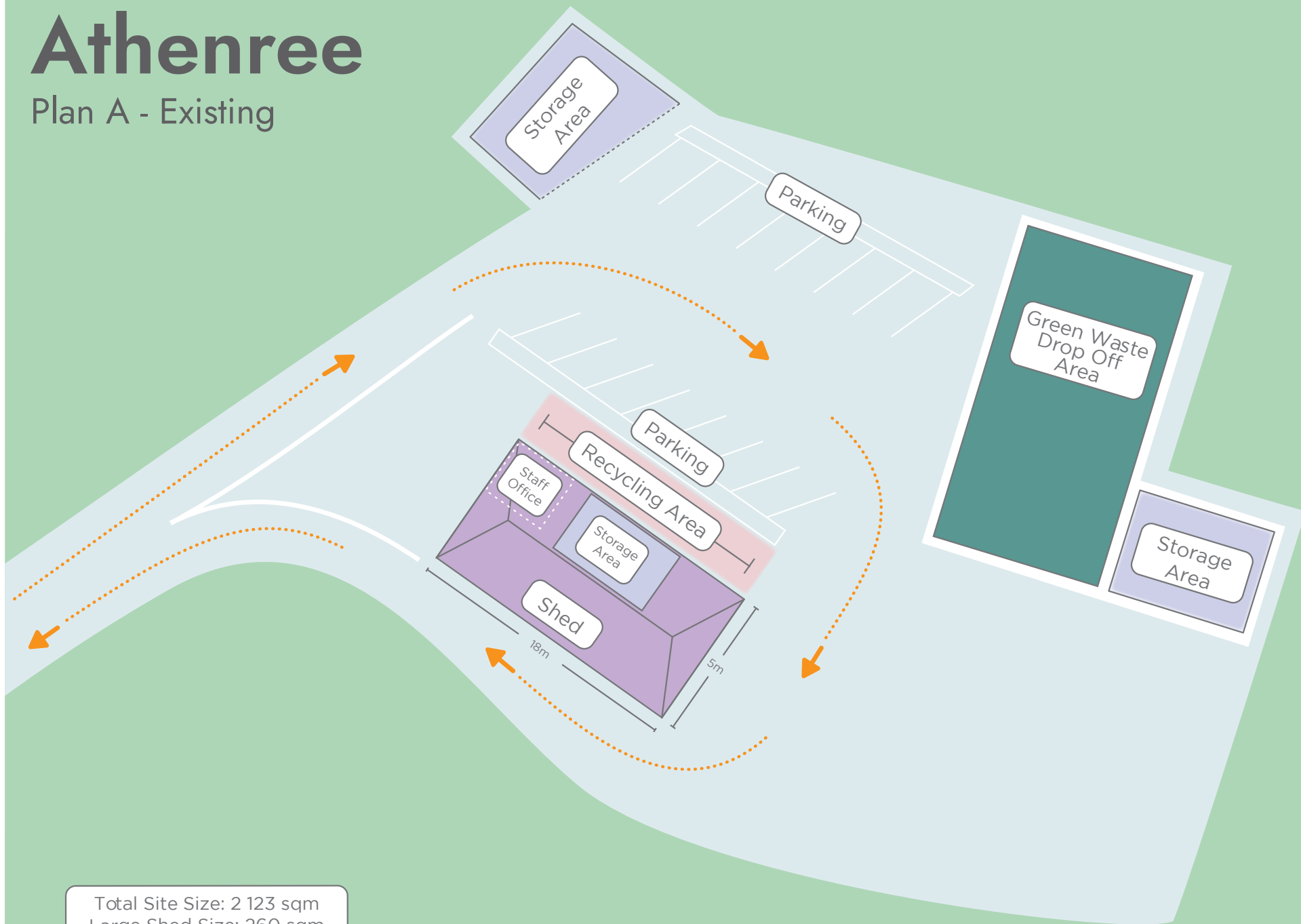
Aspirations

- To continue to grow and expand our Zero Waste services and education within the wider Franklin area
- Assist with advocating for, developing and operating a CRC in Pukekohe
- Take part in circular economy initiatives and carbon reduction
- Support and advocate for product stewardship schemes
- Be a take back depot (container deposits, stewardship products etc)
- Promote and support wider environmental initiatives
- Delivery of WMMP and Resource Recovery Network actions, or initiatives within the Auckland Council and Franklin Local Board Plans

Appendix D – Concept Maps

Athenree

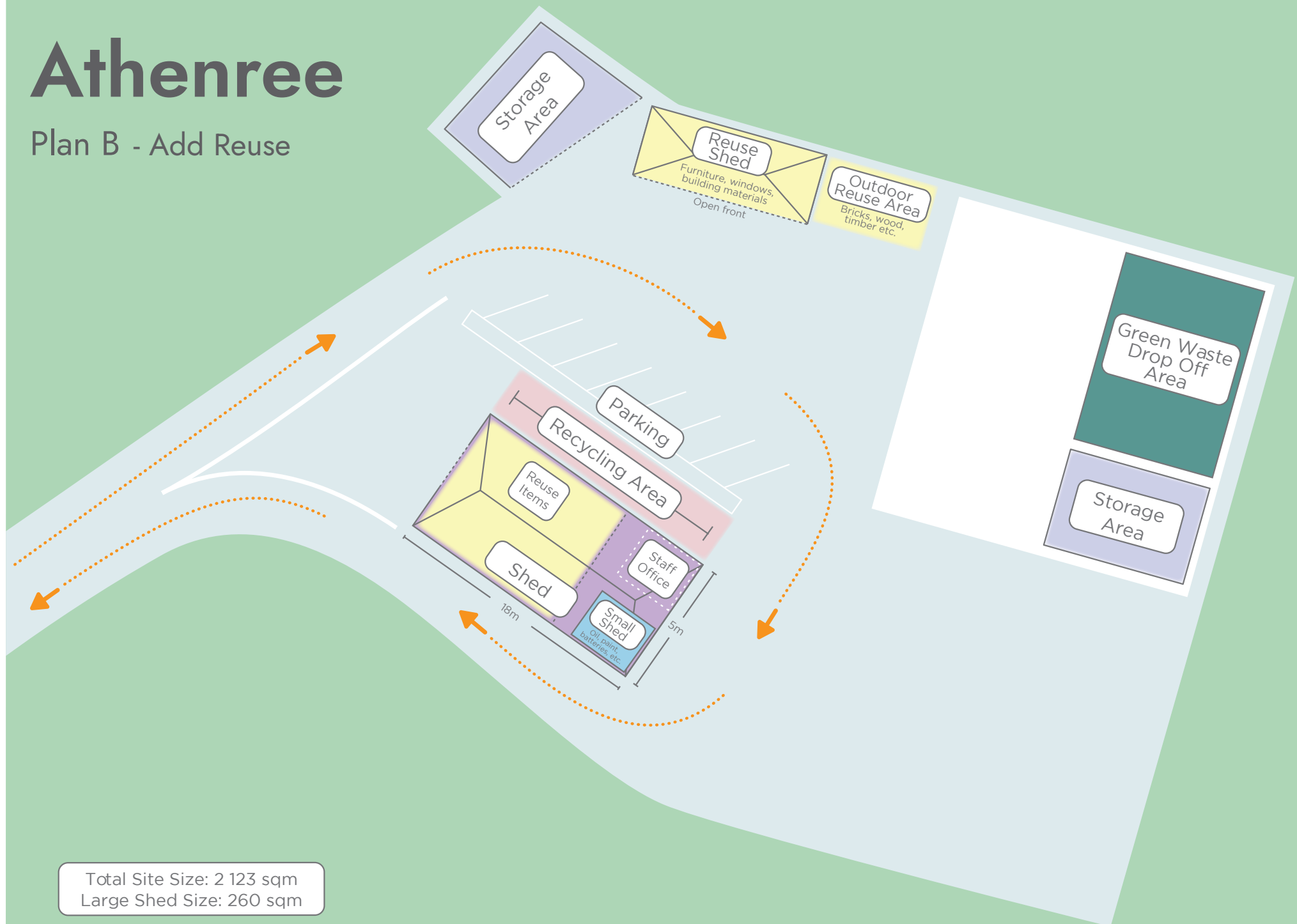
Plan A - Existing



Total Site Size: 2 123 sqm
Large Shed Size: 260 sqm

Athenree

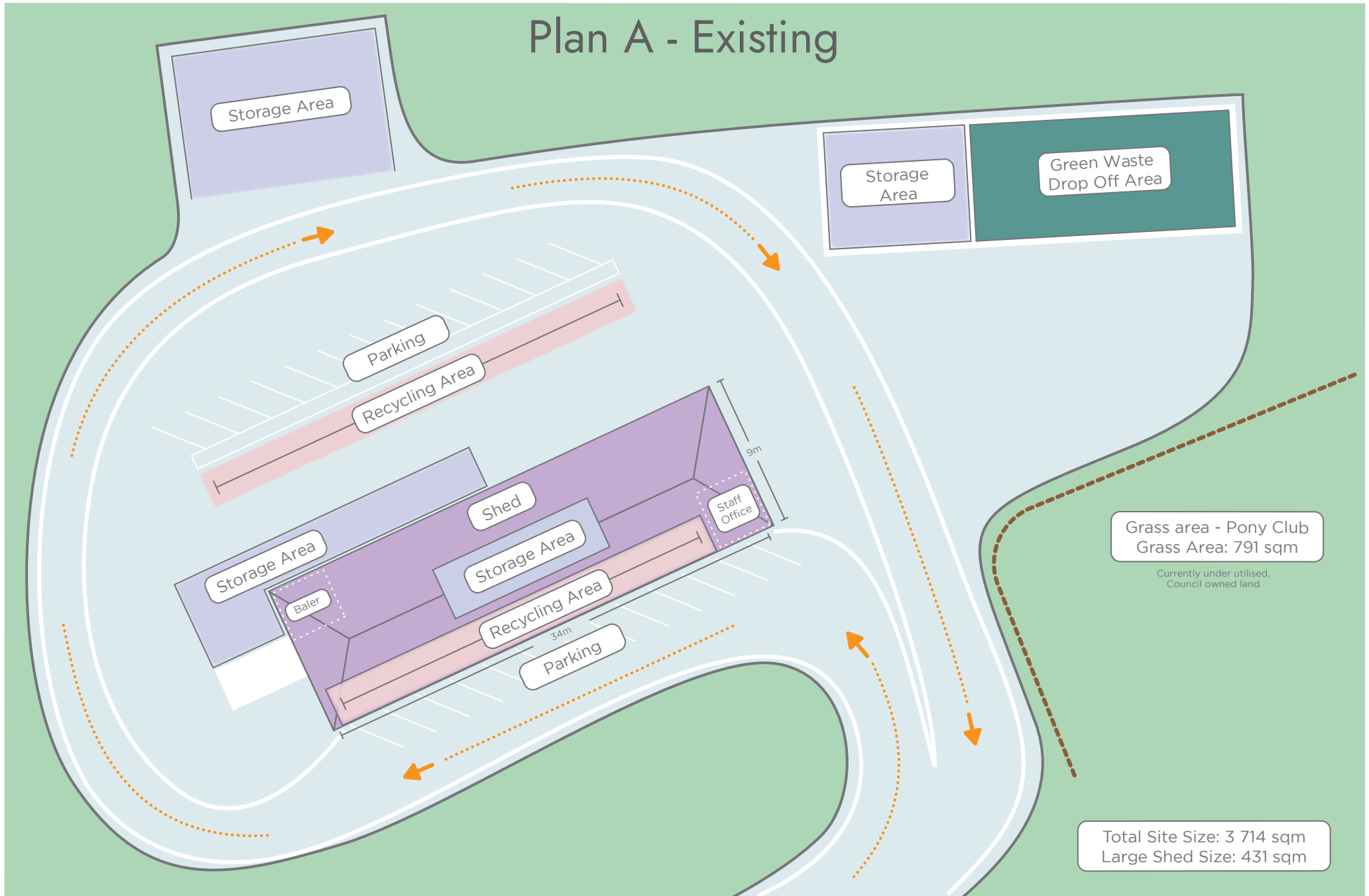
Plan B - Add Reuse



Total Site Size: 2 123 sqm
Large Shed Size: 260 sqm

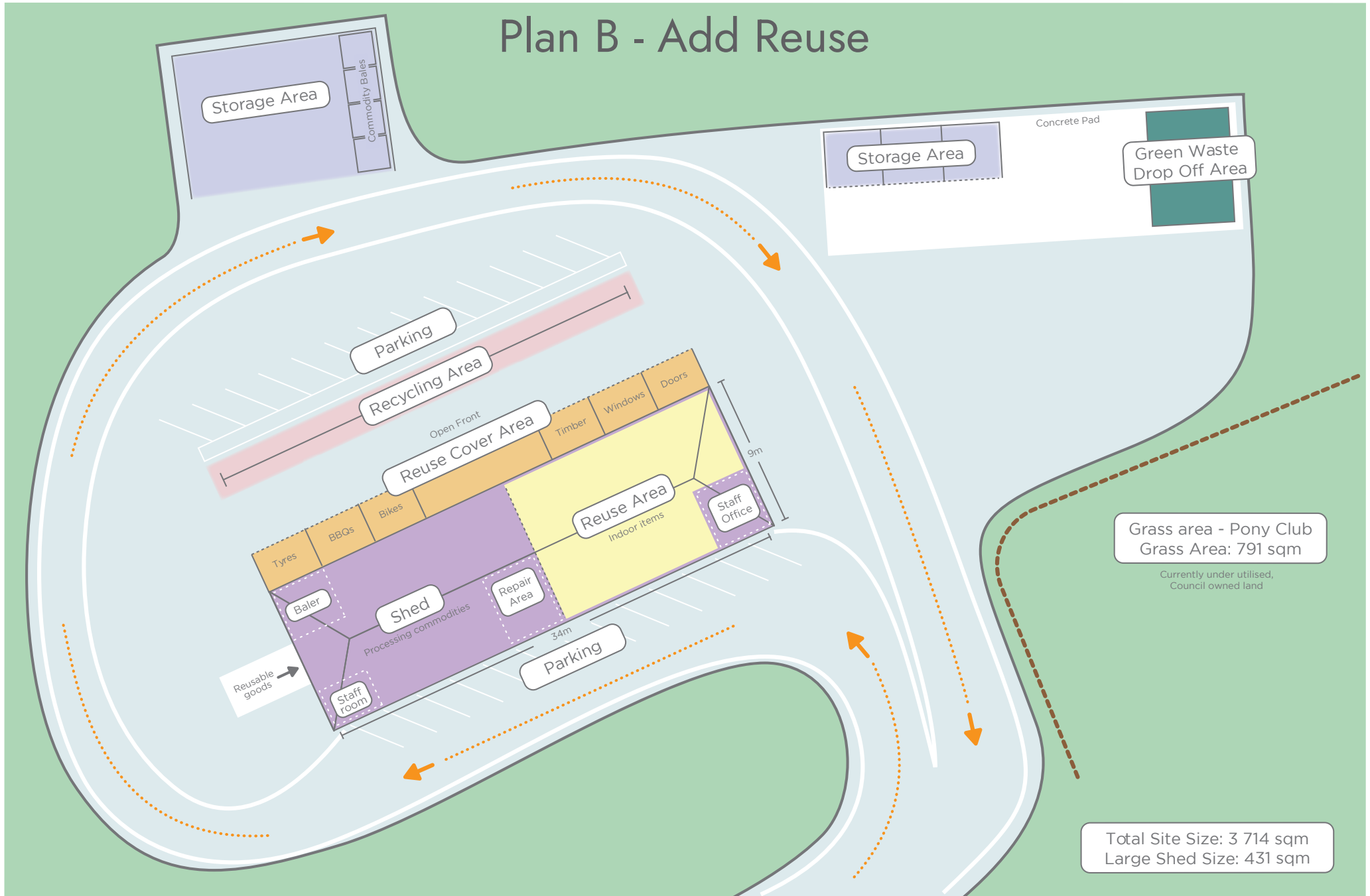
Katikati

Plan A - Existing



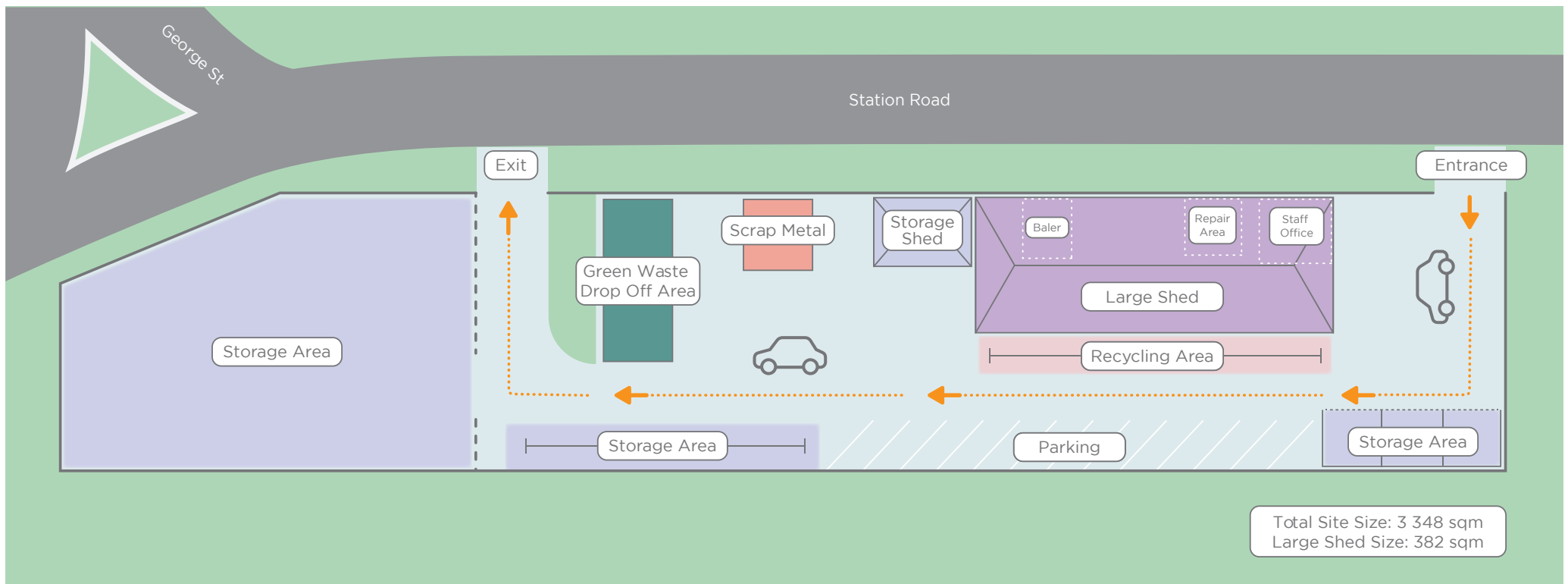
Katikati

Plan B - Add Reuse



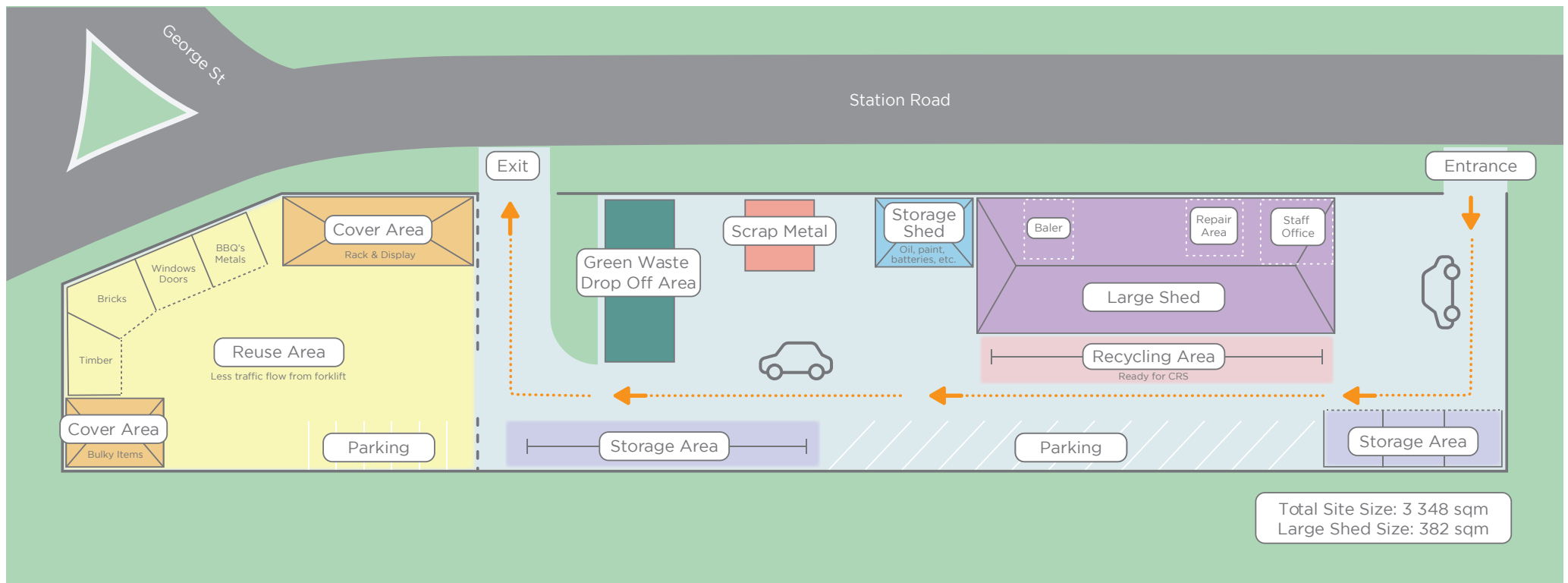
Te Puke

Plan A - Existing



Te Puke

Plan B - Add Reuse



Te Puke

Plan C - Add Reuse

