

# Revised Resource Recovery Network Strategy

February 2021

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## Introduction

The Resource Recovery Network (RRN) is a key initiative of Te Mahere Whakahaere me te Whakaiti Tukunga Para i Tāmaki Makaurau – Auckland Waste Management and Minimisation Plan 2018 (WMMP), and a transformational project for the region. Its purpose is:

to maximise the diversion of reusable and recyclable materials from landfill and, in the process, generate multiple environmental, social, cultural, and economic benefits for Auckland.

Starting in 2014, the RRN has grown to include nine community recycling centres (CRCs) spread across the region. These centres are successfully providing communities with a ‘one stop shop’ for people to drop off unwanted goods and recyclable materials. The focus is on reuse, repair, repurposing, and upcycling of resources, and retail.

The unique value is that they are operated by social enterprises whose drive is to provide multiple benefits for their local community – jobs, training, volunteering, education, and spin off businesses from resources that would otherwise go to landfill. They provide a demonstration of the circular economy in action. They are a practical demonstration of how things can be done differently, and as a result help change Aucklanders’ buying behaviours and attitudes.

In these ways, the RRN is giving effect to Government’s Living Standard Framework<sup>1</sup> strengthening the natural, human, social, financial, and physical assets of Auckland’s communities. They are generating wellbeing now and for the future, and building community resilience in times of change, shocks, and unexpected events.

The RRN has significant further potential to contribute to Auckland’s waste minimization and other community objectives.

This refreshed Resource Recovery Network Strategy provides the pathway for future proofing and scaling up the network. In developing the strategy, we have reassessed priorities, budgets, and the method of delivery since the original 2014 strategy<sup>2</sup>. We have identified short-, medium- and long-term actions to be delivered, along with timeframes and financial implications.

Our intention is to make it easy for resource recovery and the circular economy to become a normal part of Aucklanders’ lives. Implementing the strategy will create the scale and innovation for significant waste diversion.

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<sup>1</sup> Treasury Paper December 2018 (<https://treasury.govt.nz/information-and-services/nz-economy/higher-living-standards/our-living-standards-framework>)

<sup>2</sup> Resource Recovery Network Strategic Direction, Budget Endorsement and Site Selection Criteria for Community Recycling Centres. File No.: CP2014/18778

## The vision for the Resource Recovery Network

The Resource Recovery Network will develop over the next ten years as a significant contributor to progressing the vision of the 2018 WMMP: ***Auckland aspires to be Zero Waste by 2040, taking care of people and the environment and turning waste into resources.*** It will become:

- A thriving network of 21 Community Recycling Centres that are:
  - strategically located across Auckland to be easily accessible and recognisable and known by their communities,
  - reputable and trusted places to take recyclables and unwanted goods, with public confidence that materials will be repurposed, reused and upcycled as much as possible
  - vibrant community hubs providing multiple benefits such as local jobs, training, volunteerism, education, and support
  - connected with their communities in ways that foster local innovation and resilience.
  - financially sustainable, generating revenue from their operations as well as attracting funding from government, philanthropic and commercial sources.
- Two larger-scale Resource Recovery Parks that tackle the high volumes of Auckland's commercial waste streams – in particular construction and demolition waste as well as domestic waste.
- An effective network of resource recovery operators, working collaboratively together and with council to:
  - create collective impact, e.g. by developing joint ventures,
  - show-case best practice for resource recovery and community enterprise,
  - share resources and expertise and maximise efficiencies.
  - demonstrate an integrated approach to what is required for 21st century business development that reduces waste, reduces carbon, and directly improves the well-being of communities.
- Underpinned by a fit for purpose operating model and governance for the RRN that develops a way of operating that is efficient and enabling, reduces transactions costs for council and operators, is agile and is based on collaboration and partnering with CRC operators, Mana Whenua and Māori, the public, private and not for profit sectors to deliver on the aspirations of the RRN

## Background

The RRN was introduced in the 2012 WMMP, and a detailed strategic direction and budgets were endorsed by the Council in 2014<sup>3</sup>.

There are two elements to the network – both equally important:

- the physical ‘hardware’ of community recycling centres and resource recovery parks, and
- the human ‘software’ of committed local operators, employees and volunteers who bring knowledge, community connectivity and energy to the zero waste challenge.

The RRN strategy is based on a concept developed in 2005<sup>4</sup>, which envisaged a regional network of interconnected resource recovery facilities including large resource recovery parks for commercial customers and smaller community recycling centres (CRCs) for residents and local businesses.

The 2014 RRN strategy was focused on establishing 12 community recycling centres by 2024 and redeveloping the Waitakere Transfer Station (the only large transfer station owned and operated by the council) as a resource recovery park. Capital investment of \$8.7 million and operational funding of \$4.52 million over 10 years was mainly funded through existing waste budgets with some waste levy funding.

The 2014 strategy anticipated that, once established, the 12 CRCs would divert 8,700 tonnes of resources from landfill annually, create 85 full time equivalent jobs and become local hubs driving innovation and contributing to community resilience.

An independent value for money review<sup>5</sup> undertaken in 2018 also confirmed the value of the RRN. The review assessed the cost effectiveness of council’s waste service delivery and considered different ownership and operating models of council assets, including community recycling centres and resource recovery parks. The review’s recommendation was that council should retain ownership of these facilities, and in fact increase the number.

## Alignment with Māori Priorities in the 2018 WMMP

Mana whenua and matāwaka were engaged in the development of the WMMP and identified priority actions that were aligned to the five values in Te Kōhao o te Ngira:

- Rangatiratanga – Exercising self-determination
- Kaitiakitanga – our active obligation to sustain and restore our collective resources and taonga tuku iho
- Kotahitanga – Unity through partnership to project taonga

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<sup>3</sup> Report to Regional Strategy and Policy Committee, 9 October 2014. Resource Recovery Network Strategic Direction, Budget Endorsement and Site Selection Criteria for Community Recycling Centres. File No.: CP2014

<sup>4</sup> Reclaiming Auckland’s Resource: A Resource Recovery Network for the Auckland Region. Envision NZ Ltd July 2005

<sup>5</sup> Independent business case for the ownership and operating models of Auckland Council’s waste assets. PWC November 2018

- Manaakitanga – nurturing relationships, looking after both people and taonga and Taiao and fostering mutual respect
- Whanaungatanga – the power that comes through relationships that galvanise people to action through shared activities and values

The RRN aligns to a number of priorities identified - in particular protection of Papatūānuku (keeping waste from landfill), developing respectful and innovative partnerships for waste minimisation in order to restore the 'mauri' of Papatūānuku and nurturing relationships, looking after both people and taonga and taiao and fostering mutual respect.

Council also partner with Para Kore ki Tāmaki – a Māori-developed and implemented programme that integrates mātauranga Māori and zero waste principles and practices to support marae, māori organisations, Kura Kaupapa Māori and Kōhanga Reo to divert significant quantities of recycling and organic waste from landfill. Papatūānuku Kōkiri Marae is an example of a Para Kore Marae demonstrating the circular economy in action through organic food production, composting, as partners in the Kia Ika project with the Outboard Boating Club and LegaSea, and care and support for their community.

### Alignment with Council's Strategies

The development of the RRN gives effect to the Auckland Plan, the Waste Management and Minimisation Plan 2018 and the Auckland Climate Plan and meets the way of working outlined in the Empowered Communities approach and the Sustainable Procurement Framework.

## What we have achieved since 2014: Proof of Concept

The development of the Resource Recovery Network as outlined in the 2014 strategy has been largely achieved – it has evolved from a concept into a successful flagship project for council that, with a passionate group of community-based operators is achieving significant waste diversion, generating jobs and training opportunities, responding to local opportunities and making a regional and national impact. This has been recognised by the Ministry for Environment who provided funding of \$2.2m through the Waste Minimisation Fund for the development of the Onehunga CRC and also have recently invested \$10.6 million from their Shovel Ready Projects in the infrastructure development of existing community recycling centres.

Nine of the twelve community recycling centres have been established so far, located in Waiuku, Helensville, Waitakere, Devonport, Great Barrier Island, Whangaparaoa, Warkworth, Wellsford, and Waiheke Island. Another two are under development in Western Springs (Waiōrea) and Onehunga.

All the centres are unique, reflecting their local communities and operated by social enterprises with any profit generated being reinvested into additional waste diversion services or contributing to community outcomes. The operators are all members of the national network for community recyclers, the Zero Waste Network, who are collectively working towards a zero waste future. Most of the community recycling centres have also been well supported by Local Boards who have contributed funding for a range of initiatives from feasibility studies, capacity building and education and learning.

The development of the community recycling centres has been a successful collaboration between the operators and council with an iterative ‘learn as we go’ approach that balances the strategic, financial and operational imperatives of council with the passion, commitment, investment and drive of the community sector. This approach brings the strengths of council and community working together to achieve more than what we each could on our own.

### IN SUMMARY, the nine current community recycling centres in 2019/2020:

- **Diverted 5,248 tonnes** (or 67% by weight) of the total material they collected from landfill.
- **Created 80 jobs** (43 FTE), often providing work opportunities and pathways to people who face barriers to employment.
- **Facilitated 5,658** hours of volunteerism.

- **Saved 823,761kg CO<sub>2</sub>-e** (carbon dioxide equivalents) by diverting green waste and timber from landfill.<sup>6</sup>
- **Generated revenue for local impact.** For example, Waiuku Zero Waste, the operators of the first community recycling centre to be established in 2014, generated \$800,000 of income in the last financial year, provided employment for 14 locals and generated a local economic impact of \$900,000. Helensville Community Recycling Centre, established in 2015, have put \$1,299,704 back into the local community through wages and purchase of local goods and services. Their shop revenue has increased by 325% over five years.
- **Developed joint ventures for value added services.** For example, Mahurangi Wastebusters, operating the community recycling centres in Warkworth and Wellsford, are working with the Matakana Market to establish an on-site composting facility at the Warkworth site to compost food waste from the market. This will also be extended to Martins Bay Campground.
- **Invested in community outcomes.** For example, the Tipping Point (the Waitakere CRC), – operated by MPHS Community Trust, has invest \$60,000 of profits back into community youth programmes and created 13 local jobs and many volunteering opportunities for people facing barriers to employment and community participation.
- **Developed innovative Zero Waste learning opportunities.** For example Hibiscus Coast Zero Waste who operate the Whangaparaoa community recycling centre offers a Zero Waste Kindy Project and a School Zero Waste Carbon Project (which has received significant philanthropic funding), as well as zero waste event management, site tours and workshops.
- **Evolved into an emerging network of operators** working together collaboratively to share expertise, develop best practice and a partnering approach with council to drive joint outcomes and co-design the next stage of the RRN.

**Changing market conditions** have hampered the ability of CRCs to become financially independent from council after five years (the length of most current contracts). In 2014, it was expected that after the initial start-up and site development phase, community recycling centres would be able to generate sufficient income from gate fees, sale of reusable and recyclable materials, and other services to cover costs. However, this has not proved possible, primarily due to delayed site development (noted above), the collapse of recycling markets following China's National Sword policy, and now the impacts of Covid-19. Operators' finances have come under pressure.

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<sup>6</sup> Calculations have been made by multiplying kilograms of timber and green material by the emission factors supplied by the Ministry for the Environment in the [2019 Summary of Emission Factors](#), with assumption of landfill gas recovery (LFGFR).



## Mana Whenua Guidance

In the development of the two new sites at Western Springs and Onehunga Mana Whenua have been actively engaged in the development of the planning and have co-designed the principles below to guide the project<sup>7</sup>. These principles (see below) encapsulate the essence of the RRN.

### NGĀ MĀTĀPONO / PROJECT PRINCIPLES

#### WHAKAPAPA

Acknowledging and recognising relationships and connections within the physical and metaphysical realms: treasuring and acknowledging Ranginui and Papatūānuku.

#### HONONGA

Sense of belonging and association of people and community to the wider Onehunga landscape: connections to the whenua, maunga, awa and moana.

#### E TIPU, E REA, KAKANO

Planting the seed of change. Normalising through practise, a behavioural change whilst unleashing an interconnected web of potential towards recycling.

#### MANAAKI

Respect, generosity and welcoming of place and space, supporting the giving, and receiving as a catalyst to reduce our environmental impact.

#### MĀTAURANGA

Encourage, create, and provide a community lead interactive teaching and learning environment: uplifting skill, creativity, innovation and understandings for repurposing and regenerating of our material world.

#### RAWA

By recycling and/or repurposing, we reveal, respect the value and beauty in things that couldn't be seen before. materials, their source, their meaning, and their evolution.

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<sup>7</sup> These principles were initially developed by Mana Whenua as part of the Integrative Design Process for the development of the Central (Waiorea) CRC. They were then revised by the Mana Whenua Working Group (Te Ākitai Waiohūa, Te Ahiwaru Waiohūa, Ngāi Tai ki Tāmaki, Ngaati Whanaaga, Te Patukiriki) for the design of the Onehunga CRC, December 2019)

## Challenges and Opportunities

The strength of our current way of working for the RRN has not only delivered significant waste diversion outcomes but has proven that a more empowered collaborative community-led council supported approach delivers a wider range of innovative outcomes responding to the local conditions of communities, attracting local in-kind investment and also providing investment back into communities.

### Key Challenges

In the six years since the RRN strategy was adopted much has been achieved, however challenges have emerged that need to be addressed to enable the RRN to achieve its full potential.

- **Lack of suitable sites**, particularly in the central and southern parts of the city, has meant the RRN has not developed as quickly as many in the community would like (although we are on track to achieving the 2014 strategy's target). This will continue to be an issue as demand grows for more facilities. So far, all but two of the centres have been developed on council-owned sites. New models of ownership and operation are being explored. For example, the operators of the Great Barrier Island community recycling centre have purchased their own site.
- **Delays in site development.** Some of the community recycling centres are on old landfill sites and most have very basic amenities. They require better drainage, resurfacing, cover for materials from the weather, purpose-built facilities for retail and as well as better working conditions for staff. The delay in site development has restricted the ability of the community recycling centre operators to accept and process material and generate revenue. The delay has been due to financial and resource limitations from the council. Support from the government's shovel-ready funding will significantly alleviate this problem. A trial is also underway to assess how operators, who can be more agile than council, can project manage some of the site development themselves.

### New Opportunities

The opportunities for community recycling centres to divert waste from landfill, generate income and create local jobs are expected to increase significantly over the next few years as council and government policy changes come into effect. After being a low priority for many years waste minimisation now has a high profile, and this is reflected in a number of key policy areas:

- The waste levy will increase from the current \$10 per tonne to \$60 per tonne by 2025 and will be extended to apply to construction and demolition landfills from mid-2022. This will provide a direct financial incentive for businesses and individuals to use the RRN facilities to reduce the amount of waste they send to landfill. It will also generate significantly more levy funding which can be applied to waste minimisation initiatives such as the RRN.

- A container return scheme is currently under consideration by government. If implemented, as hoped within the next two to three years, the scheme will provide opportunities for community recycling centres to operate as collection depots, with significant revenue-generating potential. They may also be able to play a role in other product stewardship schemes such as for electronic waste.
- Auckland Council's sustainable procurement guidelines (2019) set five key objectives: to aim for zero waste by 2040, to reduce carbon emissions, to support supplier diversity (including social enterprises), to support local suppliers and to support targeted communities. Community recycling centres provide a way for council departments and CCOs to fulfill each of these procurement requirements by using their services.
- In 2019 the Climate Change Response (Zero Carbon) Amendment Act was enacted to help limit global warming and enable New Zealand to prepare for, and adapt to, the effects of climate change. Auckland's Climate Plan, adopted in July 2020 provides a local framework for action, including reducing the impacts of greenhouse gas emissions from waste disposal. The newly adopted Auckland Climate Plan workplan includes expansion of the RRN as an action<sup>8</sup>, as it will provide significant greenhouse gas emission reductions.
- There have been a series of global challenges – China's ban on imports of recyclable material, growing public awareness of the circular economy, and more recently Covid-19 which has further exposed the fragility of international recycling markets and highlighted the need for infrastructure to support the circular economy within New Zealand. It has also highlighted the need to create sustainable local jobs, particularly in low socio-economic areas. The RRN addresses both of these issues, recognised by the award of shovel-ready funding in August 2020.
- With the growth in the number of community recycling centres, the complexity of managing a number of sites and the evolving partnership approach, there is an opportunity to review and look at a different, more fit for purpose operating and governance model that can realise the potential of the RRN.

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<sup>8</sup> Under Action E6: Implement Auckland's Waste Management and Minimisation Plan to help drive a zero waste, circular economy

# Fulfilling the Potential: Taking the RRN to scale over the next 10 years

The first six years of the RRN have proved that the concept works and identified some barriers that need to be addressed to enable further success. Taking the RRN to scale and achieving its full transformative potential requires us to continue to explore ways of working that are agile, responsive, adaptive to changing market conditions and to shocks. It is also about exploring options for a new, fit for purpose operating model based on collaboration and partnering to fulfill the potential of the RRN.

It is an opportunity, in this next phase, to bring together Mana Whenua and Maori and the public, private and not for profit sectors to work optimally together to create resilient local economies that foster resource recovery and waste diversion alongside increased prosperity, social inclusion and environmental sustainability.

## What is Needed:

To fulfill the potential of the RRN we need to:

1. Support existing sites and operators to thrive
2. Increase the number of sites
3. Strengthen and enable the network
4. Develop a fit for purpose operating and governance model
5. Foster financial sustainability

### 1. Supporting Existing Sites and Operators to Thrive

The priority is to complete site upgrades to maximise diversion and revenue generation and provide better working conditions for operators. The Ministry for the Environment recent announcement of [\\$10.6 million investment in Auckland's Resource Recovery Network](#) will fast track the effectiveness of Community Recycling Centres through developing fit for purpose infrastructure. It will expand employment by increasing the volume of materials and the number of related activities they can undertake to work towards zero waste.

To ensure the on-going viability and impact of the existing Community Recycling Centres, an ongoing site management fee from council is required beyond the initial five years that was envisaged in the 2014 strategy. This will be negotiated on a site by site basis. It will help pay for benefits the facilities provide that are not specifically covered under contracts such as reduced uptake of the inorganic collection, less recyclables passing through the kerbside recycling service, reduced illegal dumping costs and increased zero waste education. As the impacts of site developments are realised, and the increase in the waste levy and introduction of product stewardships schemes come into force this can reassessed.

Continue to adapt council processes to create the conditions for existing sites and operators to thrive, for example moving to high trust, longer-term contracts and embedding partnering principles into planning and operations.

## 2. Increase the number of sites

To enable greater accessibility for residents and businesses to maximise diversion from landfill and achieve wider social and economic benefits the RRN needs to expand. To achieve equitable regional spread and to influence diversion of commercial waste, in particular the increasing growth of construction and demolition waste, an additional nine Community Recycling Centres and two Resource Recovery Parks are recommended.

### Community Recycling Centres

The current twelve community recycling centres to be completed by 2024 are insufficient to provide a service to all Aucklanders and create the scale of change that is envisaged.

The proposal is to establish another nine community recycling centres over the next ten years to provide more equitable access by all Aucklanders to a resource recovery facility. The goal is to reduce the distance most residents travel to access services to a maximum of approximately 30 minutes.

The location of facilities will be determined by the availability of suitable sites, opportunities for joint ventures/partnerships, local board feedback, location of existing facilities and accessibility for Auckland residents and businesses.

### Resource Recovery Parks

Resource Recovery Parks are much bigger facilities, focused predominantly on diverting commercial waste from landfill back into the circular economy, but also accepting and diverting domestic waste

Auckland Council's Waitakere Refuse and Recycling Station has received 'shovel-ready' funding as an enabler to redevelop the site as a resource recovery park. This will cover part of the redevelopment, but additional funding is required to sort and process construction and demolition waste which makes up around 40 per cent of the waste Auckland sends to landfill.

A second Resource Recovery Park is proposed for the south to give local businesses and residents access to resource recovery services, as well as creating much needed jobs and business opportunities as part of the Covid-19 recovery effort. Multiple studies have found that recycling results in around ten times more jobs compared to sending materials to landfill<sup>9</sup>. A Resource Recovery Park in the south could be a transformative opportunity for economic transformation led by Maori/Pacific businesses, social enterprises and other players demonstrating the Green Economy in action.

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<sup>9</sup> WasteMINZ TLA Forum Waste Manifesto Update 2020. 'The numbers vary between 3 and 65 times more jobs for recycling compared to landfilling depending on the materials involved and the methodologies of the studies. The multiples tend to apply to both direct and indirect employment. Refer to: More Jobs, Less Pollution: Growing the Recycling Economy in the U.S., Tellus Institute and Sound Resource Management, 2011. NRDC (2014) From Waste to Jobs: What Achieving 75 Percent Recycling Means for California, Tellus Institute Access Economics (2009) Employment in waste management and recycling. The Department of the Environment, Water, Heritage and the Arts, Australia [bit.ly/benefits-of-reuse](http://bit.ly/benefits-of-reuse) European Environment Agency (2011) Earnings, jobs and innovation: the role of recycling in a green economy.'

### **3. Strengthen and enable the network**

This next stage of development in partnership with the community recycling centre operators will focus on developing a visible and dynamic network through the co-design and development of common branding of facilities, operating standards for quality resource recovery services, trading and associated services, sharing of technical expertise etc and the ability to tender for other services.

### **4. Developing a fit for purpose operating and governance model**

As the RRN matures and expands new and creative ways of working together and a governance model that embeds a partnering approach between council, community recycling centres operators and other partners is required. The success to date of the RRN has been council and community working together. This approach needs to be built on and options explored for different models that will:

- Be efficient and enabling
- Be more agile and innovative in progressing the vision of the RRN to drive the circular economy across Auckland – achieving maximum waste diversion, employment, behaviour change, and wider community, social and economic outcomes
- Reduce council's and operators' transactional costs
- Attract external investment from commercial and philanthropic sources
- Increase options for securing sites through joint ventures
- Collaborate with a wider range of partners – Maori, Mana Whenua, the private and not for profit sector.

### **5. Foster financial sustainability**

In the current climate it has not been possible for the Community Recycling Centres to become fully self-funding and to continue to generate wider social, environmental and community benefits. To ensure they continue to develop in ways that generate multiple benefits an on-going site management fee from council will be required in the short-term. This will continue to be reassessed as the sites mature and the government changes to the waste levy, container return scheme and product stewardship opportunities come to fruition.

As more Community Recycling Centres are developed the current financial model will need to be reviewed and revised. Outcomes and criteria for any on-going council investment as well as opportunities for partnerships with the private sector will need to be identified.

Resource Recovery Parks will operate as financially self-sustaining commercial entities from the start and will not require operational funding from council.

## Financial implications

The additional operational and capital expenditure required to support the revised strategy are detailed in the tables below and are within planned for budgets, subject to prioritization of council activity within the 2021-2031 Long-term Plan process.

The current (2020/21) net operating cost of the community recycling centres in operation is \$2.6m per annum. An additional \$9.4 m spread over 10 years is proposed to fund new and existing sites. An increase to the targeted rate (because of the additional operating costs) is proposed to come in from 2024/2025 year. For the first financial years until 2024 additional operating costs will be funded from the waste levy. No operational expenditure is included for Resource Recovery Parks which should operate as commercial ventures.

It is proposed that capital expenditure be funded from the Central Government's waste levy which will increase incrementally from its current rate of \$10 per tonne to \$60 per tonne by 2025. Although it is not yet known whether local authorities will continue to receive 50 per cent of the funds generated, it is likely there will be significantly more funding available to Auckland Council for resource recovery activities.

An additional \$28.0 m in capital expenditure is proposed, spread over ten years. Capital budgets include the cost of developing sites including planning, design, and construction but do not include site acquisition. If council-owned sites are unavailable consideration will be given to other options such as long-term leases, use of operator-owned sites or joint-ventures. These would be funded through operational expenditure (using waste levy funds) rather than capital expenditure. Central government funding, from the Waste Minimisation Fund and Covid-19 response shovel-ready funding, has been included in the capital expenditure table below.

### Operational expenditure requirements

(\$M)	21/ 22	22/ 23	23/ 24	24/ 25	25/ 26	26/ 27	27/ 28	28/ 29	29/ 30	30/ 31	Total
<b>Current 20/21 net operating cost baseline</b>	2.6	2.6	2.5	2.3	2.3	2.2	2.2	2.1	2.1	2.1	<b>23.0</b>
<b>Additional net operating cost</b>	0.5	0.5	0.4	0.4	0.8	0.9	1.1	1.4	1.7	1.7	<b>9.4</b>
<b>Total net operating cost</b>	3.1	3.1	2.9	2.7	3.1	3.1	3.3	3.5	3.8	3.8	<b>32.4</b>

**Notes:**

- Additional Operational costs FY 22 to FY 23 are funded from Waste Levy and FY 25 onwards from the waste targeted rate
- 2020/21 baseline operational costs include off-island haulage and education for Waiheke and Great Barrier Islands
- No operational costs included for two Resource Recovery Parks (these should be commercially viable without support)

**Capital expenditure requirements**

(\$M)	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	Total
<b>Current total capital</b>	8.2	3.7	2.2								<b>14.1</b>
<b>Additional total capital requirement</b>	3.0	3.0	6.0	3.0	2.0	3.0	4.0	3.0	1.0	0	<b>28.0</b>
<b>Total capital</b>	11.2	6.7	8.2	3.0	2.0	3.0	4.0	3.0	1.0	0	<b>42.1</b>

**Notes:**

- Capital expenditure funded through waste levy
- Waste Minimisation Fund and Shovel-ready funding for existing sites included
- If no council-owned sites are available for new facilities consideration will be given to long-term leases, operator-owned sites, or a joint-ventures. These would be funded through opex (using waste levy funds) not capex.



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