



CITY OF WHITEHORSE

Sustainability Strategy

2016 – 2022



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1 Introduction

1.1 Overview

The Whitehorse Sustainability Strategy 2016-2022 ('Strategy') outlines Council's sustainability agenda for the next six years. It is accompanied by the Sustainability Strategy Action Plan ('Action Plan').

Every day, Council works with the community to provide services, make planning decisions, maintain community assets and coordinate with partner agencies. These activities help shape the liveability of the Whitehorse community for the decades to come.

The Strategy and Action Plan provide the opportunity to ensure that Council's day-to-day activities work towards long term sustainability and liveability outcomes and to assist the community in living sustainably.

The Strategy and Action Plan continues the sustainable journey that began in 2002 with Council's original five-year sustainability strategy Our Ecovision. Council's second sustainability strategy was implemented over 2008-2015.

The overarching direction for Council is defined in the Council Vision 2013-2023, and at its core builds on the link between sustainability and the long term liveability of the Whitehorse community. The five Strategic Directions in the Vision (Figure 1) illustrate Council's integrated approach to environmental, social and economic liveability.

Annually, the 4 year Council Plan is updated to reflect Council's strategic priorities and key actions. The Strategy is part of the integrated Council planning process that embeds Council's priorities into deliverable actions.

The Sustainability Strategy 2016-2022 outlines the priority environmental sustainability outcomes and key targets that Council will work towards over a 6 year period.

The accompanying Sustainability Strategy Action Plan details the specific programs and projects that will contribute to achieving the priority sustainability outcomes.

The Sustainability Strategy 2016-2022 contains a wide range of objectives and outcomes that will be delivered by different Departments across Council. The key liveability outcomes that guide the Strategy include:

- An informed and resilient community
- Energy-efficient Council and community buildings and infrastructure
- Using more renewable energy
- Reducing waste to landfill
- Reducing the use of potable water
- Improved water quality of local creeks and waterways
- Achieving a mix of sustainable local businesses and jobs

- Making it easy to walk and cycle in Whitehorse
- Providing better access to public transport
- Enhancing the health and diversity of parks and local vegetation
- Providing more recreational open space
- Contributing to a reduced cost of living
- Adapting to climate change and peak oil
- Improved access to local food

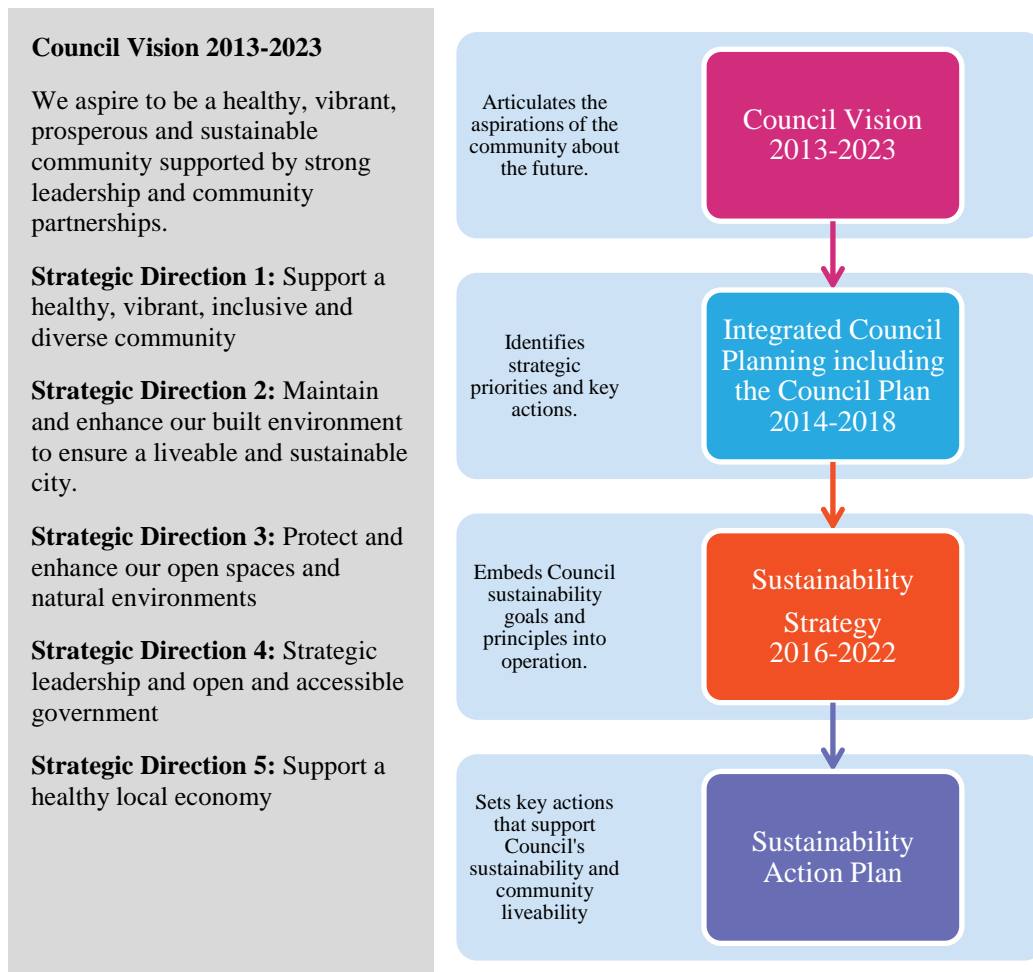


Figure 1 Sustainability is core to Council's Vision

1.2 Policy context

Across Federal, State and Local levels of government, policy and legislation have increasingly acknowledged the elements of sustainability including resilience, efficiency, productivity, fairness and wellbeing.

In many instances, local governments including Whitehorse City Council have led the way in adopting best practices that benefit their communities. This Strategy places the Whitehorse community in a position to proactively respond to policy developments such as the examples in **Table 1**, which highlights relevant policy trends between the release of the previous Whitehorse Sustainability Strategy 2008-2013 and the development of this Strategy in March 2016.

Table 1: Federal, State and local government policy trends over the period 2008-2015

Federal Government policy developments
<ul style="list-style-type: none"> • Greenhouse gas emissions target of 60% reduction on 2000 levels by 2050, and the continuation (although scaling back) of the mandatory renewable energy target. • In 2015, Australia's 2030 greenhouse emissions reduction target announced as 26-28% of 2005 levels. • In 2014, the carbon price mechanism was phased out and Emissions Reduction Fund introduced as a mechanism for the Federal Government to purchase emissions reductions from business and community. • Increasingly stringent standards on energy efficiency in the Building Code of Australia, and the phasing out of incandescent light bulbs in 2010. • In 2010, the release of the National Carbon Offset Standard, which leads to increasing number of organisations seeking carbon neutrality. • Increasing emphasis on active transport through the National Cycling Strategy 2011-16 and the prioritisation of public transport projects by Infrastructure Australia (founded in 2008). • In 2014, \$50 million for the 20 Million Trees Programme to re-establish green corridors and urban forests.
Victorian State Government policy trends
<ul style="list-style-type: none"> • In 2015, the review of the Climate Change Action and consideration of a Victorian Renewable Energy Target. • In 2015, the State Government committed to continuing the Victorian Energy Efficiency Target until January 2030. • In 2015, the State Government committed to introducing Environmental Upgrade Agreements across Victoria to finance retrofit projects secured through council rates. • In 2014, the <i>Emergency Management Amendment (Critical Infrastructure Resilience) Act</i> requires responsible entities to demonstrate that their assets are resilient to climate change, terrorism and other risks. • In 2013, release of <i>Getting Full Value: the Victorian Waste and Resource Recovery Policy</i>, as the 30 year Strategy for waste management. • In 2013, release of the Victorian Adaptation Plan and the funding of local government action the Victorian Adaptation and Sustainability Partnership. • In 2011, permanent water saving rules introduced to conserve potable water. • In 2011, extension of the Victorian Energy Efficiency Target to businesses.
Local policy trends
<ul style="list-style-type: none"> • Many Councils continuing to set and achieve organisational targets for carbon neutrality, energy consumption reduction, reductions in potable water use and reductions in waste to landfill (refer to Appendix C1). An increasing number of Councils are also setting and assisting community targets in energy, water and waste. • In 2013 and 2014, Councils for Whitehorse, Stonnington, Port Phillip, Banyule, Yarra, Moreland and Melbourne introduced planning scheme amendments with sustainable design and planning expectations. Council's local ESD Planning Policy is now endorsed as a guide to sustainable design in the Whitehorse Planning Scheme. • Increasing emphasis on the role of urban forests in building resilience to climate change and enhancing local biodiversity. • The requirement under the <i>Public Health and Wellbeing Act 2008</i> to prepare municipal public health and wellbeing plans. • Regional collaboration through the Alliances for Greenhouse Action, the Municipal Association of Victoria, Metropolitan Waste and Resource Recovery Group and others.

1.3 Our sustainable journey

Council's sustainable journey began in 2002, with the adoption of Council's *Sustainability Strategy: Our EcoVision*. This strategy was the first comprehensive and integrated approach to sustainability across all of Council operations. It focused on a triple bottom line approach, and emphasised Council improving the sustainability of its internal operations, and then assisting the Whitehorse community to integrate the key learnings. Approximately 230 actions were outlined in this original strategy, across 21 focus areas.

The *Whitehorse Sustainability Strategy 2008-2013: Our EcoVision* was adopted in 2008. The strategy continued the sustainability journey that began in 2002, setting the direction for Council to enhance the sustainability of the community and its own operations. The ten priority areas for action combined the main focus areas of the previous strategy with emerging environmental issues and feedback from community consultation. The strategy proposed 87 actions, with 75 established or completed by 2014.

A number of Council's key sustainability achievements from 2008 to 2014 are shown in **Table 2** below. A comprehensive progress report on Council achievements during this period is documented in Council's *Sustainability Report 2008-14*.

Table 2: Key sustainability achievements for the period 2008-2014

Climate change, greenhouse and energy
<ul style="list-style-type: none">• Corporate emissions reduction of 39% by 2014• Investment of up to \$250,000 per annum towards Environmentally Sustainable Design (ESD) features for Council's buildings, including solar panels, solar hot water systems, energy-efficient lighting and appliances, shading, more efficient heating and cooling systems.• Replacement of 60% of Council's street lights to energy efficient lights, resulting in a substantial saving in annual electricity bills.• Innovative ESD features in redevelopments such as Aqualink Box Hill, Box Hill Gardens and Billabong Park Pavilion including co-generation, LED lighting, motion sensors, insulation and recycled furniture.
Water conservation and quality
<ul style="list-style-type: none">• Corporate water consumption reduced by 22% by 2014• Completion of the Warm Season Grass Transfer Program for 39 sporting fields• Installation of water conservation systems including rainwater tanks and water efficient toilets and other devices• Planting of indigenous and drought tolerant vegetation in landscape designs, parkland, reserves and streetscapes• Community rebates for rainwater tanks and greywater systems
Resource efficiency, waste and recycling
<ul style="list-style-type: none">• Kerbside waste diversion rate of 48% in 2014 and a 10% reduction in total kerbside waste in 2012/13• Introduction of the 80L garbage bin and 360L recycling bin for kerbside collection• Provision of a green organics bin for kerbside collection and home composting incentives• Community programs to increase the range of products recycled, including e-waste.

Community education and engagement
<ul style="list-style-type: none"> • Living for Our Future and Sustainable Ambassador programs implemented • Annual Whitehorse Sustainable Living Week and Sustainability Awards program established • Blackburn Lake Education Program (excursions and incursions) established • Teacher Environment Network established and Sustainable Schools Program implemented • Business-focussed sustainability information provided to local businesses • Community workshops on topics of interest about living more sustainably • 1,937 households taking up Council sustainability rebates for installing solar panels, solar hot water, water tanks, greywater recycling systems, and home composting systems • Wide range of sustainable transport programs delivered in schools, businesses and community groups.
Sustainability policy, leadership and reporting
<ul style="list-style-type: none"> • Draft Environmentally Efficient Design Policy developed and implemented to provide guidance and establish expectations for environmental sustainability in new development • Council has committed approximately 8-11% of its total available expenditure towards green purchasing in the past five years • Council is a part of the Eastern Alliance for Greenhouse Action, which works on regional approaches to increase energy efficiencies and address climate change and peak oil impacts with neighbouring municipalities • Council continues to advocate to State and Federal Governments on the need for a clear direction towards addressing environmental sustainability issues • Sustainability imbedded into large numbers of strategies in policies that guide Council decisions eg Integrated Transport Strategy, Open Space Strategy and Youth Strategy.

There have been a number of significant developments since the release of the *2002 EcoVision Strategy* which have informed the Strategy and Action Plan.

This latest Strategy marks the continuation of Council's sustainable journey, and our ongoing commitment to lead in the pursuit of a sustainable Whitehorse community.



City of Whitehorse **SUSTAINABILITY OUTCOMES**



A Great Place to *live + work*

- A mix of local businesses and jobs
- Easy to walk or cycle
- Better access to and use of public transport
- Healthy and diverse parks and local vegetation
- More recreational open space
- Lower cost of living.



Efficient and *resilient*

- Improved access to local food
- Adapting to climate change and peak oil
- Efficient buildings, transport and infrastructure
- More renewable energy
- Reduced waste to landfill
- Reduced use of potable water
- Improved water quality of local creeks and waterways
- Informed and resilient community.

Responsible *leadership*

- Effective governance and corporate programs
- Sustainability practices and policies embedded in Council practices.

Figure 2 – Desired sustainability outcomes for the Whitehorse community by implementing the Sustainability Strategy 2016-2022

1.4 Outcomes and targets

The Strategy expands on the strategic goals of the Council Vision to define the outcomes that will enhance the future liveability of the Whitehorse municipality.

By 2022, a sustainable Whitehorse municipality will continue to be **a great place to live and work**, and will be for the long term because the municipality will be **efficient and resilient**. To achieve these liveability and sustainability outcomes, Council will play its key role through **responsible leadership**.

At its core, the Strategy and Action Plan have been developed to achieve the sixteen outcomes shown in Figure 2. These outcomes emerged as the priority areas of focus for the new Strategy after extensive consultation with the community, key stakeholders, Councillors and Council staff.

The outcomes identified in Figure 2 are those where Council can make a direct contribution because of the services and assets managed by Council, or Council can influence these outcomes through advocacy or partnering with other Councils, government agencies, or relevant non-government service providers.

In addition to these outcomes, by implementing the Sustainability Strategy 2016-2022 Council aims to meet some key targets building on the progress achieved in Council's previous Sustainability Strategies (based on a 2002 baseline measurement.) –

- A 45% reduction in corporate greenhouse gas emissions by 2022
- Carbon Neutral by 2022 (subject to detailed review.)
- A 30% reduction of corporate water consumption by 2022
- A 65% diversion of kerbside waste from landfill by 2022
- Progressive increase in the use of renewable energy by Council and the community.

Through comprehensive community, staff and councillor consultation Council has identified the actions that support the outcomes prioritised by the Whitehorse community. These priorities are summarised in Appendix A.

Table 3 is a representation of the key targets and objectives that will allow the Whitehorse community achieve these outcomes. The key targets and objectives are linked to the relevant strategic direction in the Council Vision, demonstrating that Council is continuing its strategic approach of embedding sustainable practices into its corporate programs and projects. Council is also continuing to inform and build the resilience of the community, as it is only by active engagement with the community and working together that the liveability outcomes can be achieved.

Table 3: Sustainability outcomes, their key targets and objectives, and relationship to Council Vision’s strategic directions.

Sustainability outcome	Key target and/or objective	Corporate or community target	Council Vision 2013-2023				
			Strategic Direction 1: Support a healthy, vibrant, inclusive and diverse community	Strategic Direction 2: Maintain and enhance our built environment to ensure a liveable and sustainable city	Strategic Direction 3: Protect and enhance our open spaces and natural environments	Strategic Direction 4: Strategic leadership and open and accessible government	Strategic Direction 5: Support a healthy local economy
A great place to live and work							
A mix of local businesses and jobs	To continue to promote and support local businesses	Corporate					✓
Easy to walk or cycle	To encourage walking for all members of the community through a range of operational and educational programs, and by providing a safe, attractive, connected and well-designed pedestrian environment.	Corporate					
	To maintain and improve the cycling network through the municipality, while continuing to promote cycling as a practical alternative to the private motor car for local trips, commuting and recreation.	Corporate	✓	✓			
Better access to and use of public transport	To encourage an increased shift toward public transport by advocating for the provision of improved infrastructure and services, in combination with information to the community regarding transport choices available throughout the municipality and education about the benefits.	Corporate		✓			

Sustainability outcome	Key target and/or objective	Corporate or community target	Council Vision 2013-2023				
			Strategic Direction 1: Support a healthy, vibrant, inclusive and diverse community	Strategic Direction 2: Maintain and enhance our built environment to ensure a liveable and sustainable city	Strategic Direction 3: Protect and enhance our open spaces and natural environments	Strategic Direction 4: Strategic leadership and open and accessible government	Strategic Direction 5: Support a healthy local economy
Healthy and diverse parks and local vegetation	To maintain and enhance healthy vegetation in public parks and bush land reserves	Corporate		✓	✓		
	To support, where possible, increased local vegetation on private land.	Corporate					
More recreational open space	<p>To, where possible, continue to –</p> <ul style="list-style-type: none"> Secure new and/or upgrade existing open space associated with Activity Centres, High Density precincts and in areas without open space through appropriate developer contributions to open space via the Whitehorse Open Space Strategy. Advocate for improved design, use and management of non-Council owned public open space by other agencies. Investigate opportunities to convert existing Council owned land to open space 	Corporate	✓		✓		
Lower cost of living	Provide community incentives and program that focus on reducing energy water and waste consumption.		✓				

Sustainability outcome	Key target and/or objective	Corporate or community target	Council Vision 2013-2023				
			Strategic Direction 1: Support a healthy, vibrant, inclusive and diverse community	Strategic Direction 2: Maintain and enhance our built environment to ensure a liveable and sustainable city	Strategic Direction 3: Protect and enhance our open spaces and natural environments	Strategic Direction 4: Strategic leadership and open and accessible government	Strategic Direction 5: Support a healthy local economy
Efficient and resilient							
Improved access to local food	To encourage the growing, sourcing, and sharing of local food by residents and businesses.		✓				
Adapting to climate change and peak oil	Council services and assets are progressively more resilient to the impacts of climate change and peak oil			✓			✓
Efficient buildings, transport and infrastructure	Carbon neutral by 2022 45% reduction in greenhouse gas emissions by 2022 (2002 baseline)	Corporate		✓			
More renewable energy	To increase the take up of renewable energy measures within Whitehorse each year	Community Corporate		✓			
Reduced waste to landfill	65% diversion of waste from landfill by 2022	Community		✓			✓
Reduced use of potable water	30% reduction in water use by 2022 (2012 baseline) 40% reduction in water use by 2030 (2012 baseline)	Corporate		✓			
Improved water quality of local creeks and waterways	To continue to implement water sensitive urban design and minimising risk of pollution of drains and waterways within the municipality.	Corporate		✓	✓		

Sustainability outcome	Key target and/or objective	Corporate or community target	Council Vision 2013-2023				
			Strategic Direction 1: Support a healthy, vibrant, inclusive and diverse community	Strategic Direction 2: Maintain and enhance our built environment to ensure a liveable and sustainable city	Strategic Direction 3: Protect and enhance our open spaces and natural environments	Strategic Direction 4: Strategic leadership and open and accessible government	Strategic Direction 5: Support a healthy local economy
Improved water quality of local creeks and waterways	To support and provide an annual residents education program aimed at increased understanding of activities which support healthy waterways within the municipality	Corporate					
Informed and resilient community	To consistently provide community education and engagement programs in regards to climate adaptation measures.	Corporate	✓				
Responsible leadership							
Effective governance and corporate programs	To ensure Council's compliance with Local Government Act and relevant legislative requirements					✓	
Sustainability practices and policies embedded in Council practices	10% green spend of total available annual Council expenditure	Corporate				✓	✓

1.5 Links to Council strategies and plans

The Strategy and Action Plan do not work in isolation. Council's existing strategies and plans support the delivery of the sustainability outcomes, targets and objectives defined in Table 3 below.

These strategies and plans are updated regularly to reflect the progress Council makes in their delivery.

For details of specific programs and targets in each area, refer to the related strategies and plans outlined in **Table 3**.

Relevant Council strategies are subject to periodic review and the actions contained in the various strategies form part of Council's annual budget. Council monitors the various strategies and actions contained in these strategies to ensure there is consistency in working towards the overall objectives in the Council Vision.

Table 3: Key Council strategies, plans and guidelines that support sustainability and liveability (current as at December 2015)

Sustainability outcome	Relevant Council strategies
A great place to live and work	
A mix of local businesses and jobs	Economic development strategy 2014-2019 Procurement policy 2015
Easy to walk or cycle	Bicycle strategy 2007 (New cycling strategy available 2016) Integrated transport strategy 2011 Municipal Public health and wellbeing plan 2014 Community road safety strategy 2013
Better access to and use of public transport	Integrated transport strategy 2011 Community road safety strategy 2013
Healthy and diverse parks and local vegetation	Urban biodiversity strategy 2014 Urban forest residential program 2016
More recreational open space	Open space strategy 2007 Recreation strategy 2015-2024
Lower cost of living	Annual council plans
Efficient and resilient	
Improved access to local food	Peak oil action plan 2011 Waste management plan 2011 Urban forest residential program 2016
Adapting to climate change and peak oil	Peak oil action plan 2011 Climate change adaptation plan 2011
Efficient buildings, transport and infrastructure	Sustainability Strategy 2016-2022 Council environmentally sustainable development checklist and guidelines Environmentally Sustainable Development policy (Planning Scheme Amendment C130)

Sustainability outcome	Relevant Council strategies
	Fleet Policy Energy action plan 2009-2014
More renewable energy	Sustainability Strategy 2016-2022 Energy action plan 2009-2014
Reduced waste to landfill	Waste management plan 2011
Reduced use of potable water	Water action plan 2008-2013 Sustainability Strategy 2016-2022
Improved water quality of local creeks and waterways	Stormwater management plan 2003
Informed and resilient community	Climate change adaptation plan 2011 Climate change vulnerability assessment 2012 Municipal Public health and wellbeing plan 2014
Responsible leadership	
Effective governance and corporate programs	Council Plan
Sustainability practices and policies embedded in Council practices	Procurement policy 2014 Sustainability Strategy 2016 -2022

2 Developing the Strategy

Box 1 Demonstrating sustainable leadership in developing the Sustainability Strategy

Whitehorse City Council is considered to be a leader in local government for implementing sustainability in a strategic manner into Council's daily programs and practices. In developing the new Sustainability Strategy, Council is maintaining a leadership role by planning for the long term liveability of the Whitehorse community and continuing the following values and objectives:

- operating efficiently and responsibly
- investing in quality assets and systems that are durable and effective
- planning for climate-related stresses
- recognising and supporting the diverse needs of our community
- safeguarding the healthy, beautiful and productive aspects of the Whitehorse municipality.

The benefits of embedding sustainability into Council's activities include financial savings, preserving the local environment, achieving operational efficiencies, empowering community members on issues that matter to them, and making smart investments for the future.

2.1 Prioritisation approach and information sources

The Strategy has been developed through a systematic process of:

- Documenting Council's overarching objectives and strategies, as well as research into best practices of other local governments,
- Analysis of current and emerging drivers of change and policy context,
- Consultation with the community, Councillors, Council staff and key stakeholders through workshops, surveys and interviews,
- Checking that the areas of focus and the proposed actions are within Council's role and responsibility to either directly deliver or effectively influence, thereby being able to make a positive contribution towards the desired sustainability outcome
- Using the research, analysis and consultation to identify priority areas of focus and effective and affordable actions to achieve the desired sustainability outcomes over time.

The prioritisation principles are described in Table 4 below. To ensure that the final Sustainability Strategy works as a comprehensive but targeted strategy and action plan, all of the gathered data, suggested actions and desired programs and projects were subjected to a detailed prioritisation process. Everything was evaluated in accordance with the prioritisation principles in the first column of Table 4 and a scoring system that took into consideration the factors outlined in the second column of Table 4.

The highest ranking programs, projects and actions that resulted from this process were then further reviewed, taking into consideration changes that occurred in the interim in government policy and updated feedback from the different Council departments responsible for delivering the actions.

Table 4: Strategy and Action Plan prioritisation principles

Prioritisation principle	Factors used to prioritise suggested actions, programs and projects	Information sources
Consultation priority	The extent to which the action contributes to the sustainability outcomes identified as important by the community, Councillors, Council staff and key stakeholders	Community consultation (refer to Section 2.2) Staff and Councillor consultation (Refer to Section 2.3)
Target group priority	The extent to which the action contributes to the sustainability outcomes identified as important by hard-to-reach groups including youth, culturally and linguistically diverse communities and business	Community consultation (refer to Section 2.2)
Benefits	The scale of benefits or improvements on achieving a sustainability outcome, including improving resilience to future shocks and stresses	Independent technical input
Costs	Financial and Council personnel resources required to support delivery, including the potential return on investment for an action or focus area	Council estimates
Ease of implementation	Level of complexity, risk and coordination required to support delivery, taking into account Council's ability to control activities and positively influence partner organisations (refer to Appendix D)	Independent technical input
Leadership and innovation	Alignment with Australian best practice and good governance (refer to Box 1)	Best practice review (refer to Section C2) Independent technical input

2.2 Community priorities

Council undertook a broad range of consultation activities with the Whitehorse community, businesses, Councillors, Council staff and local organisations. In particular, there was a focus on obtaining input from community representatives from diverse and often underrepresented groups to ensure that as broad a perspective as possible was taken into consideration.

Council heard from the community that the top priorities for the environmental sustainability and liveability of the Whitehorse municipality are:

- Healthy parks and vegetation
- Public transport
- Walking / cycling

These priorities are closely followed by:

- Efficient buildings
- Renewable energy
- Waste reduction

Council also spoke to young people who, in addition to the priorities above, nominated local jobs and local food production as important issues.

Whitehorse business representatives also highlighted the importance of maintaining a mix of local businesses and services for the community to access, and the importance of supporting local businesses.

Overall, the community supports Council in continuing to encourage and enable sustainable outcomes for the Whitehorse municipality, while demonstrating financial responsibility.

The feedback from the community included specific actions that they wished the Council to take. Where possible, these suggestions have been included in the Action Plan or linked to a broader action in the Action Plan that is designed to achieve a similar outcome.

Not all of the community priorities are deliverable by Council as there was a lot of feedback that related to services provided by other agencies or levels of government. However every effort was made to distill the community feedback into areas where Council has some control or can influence the outcomes.

Further information on the community's feedback is provided in Appendix A.

2.3 Staff and Councillor priorities

The Strategy draws on the experience and knowledge of Council's staff and Councillors. Through workshops and interviews, Council staff and Councillors identified the following focus areas for action:

- Reducing traffic congestion and improving access to public transport
(*sustainability outcome: Better access to and use of public transport*)

- Maintaining and enhancing healthy parks / open space for recreation (*sustainability outcomes: Health and diverse parks and local vegetation*)
- Increasing employment in the municipality (*sustainability outcome: A mix of local businesses and jobs*)
- Managing the pressure of electricity and other utility bills (*sustainability outcome: lower cost of living*)
- Managing the pressure of council rates and operational costs (*sustainability outcome: lower cost of living*)

Appendix B provides further detail, including strategies and programs to be established, continued or expanded. These include:

- Preparation of a new Cycling Strategy
- Continuing strong advocacy to the State Government for improved public transport infrastructure and services.
- Continuing to improve the sustainability of Council's buildings
- Strengthening processes for retaining existing vegetation on private and public property
- Increasing the engagement and reach of Council community programs
- Developing a single point of contact / information source for retrofit upgrades
- Developing a municipal food security policy

2.4 Learning from local government best practices

The Strategy has been informed by the sustainability and liveability programs and experiences of leading local governments as well as Council's own experience. These selected peers are based in Victoria, although some cases are from leading local governments in other Australian states.

In reviewing best practices, Council benchmarked its previous and proposed sustainability targets with a sample of local government targets.

In general, Whitehorse City Council's corporate targets are consistent with those of other Victorian local governments

Council also considered examples of best practice programs from peer local governments. On considering the benefits of these programs (particularly their ability to enable and encourage sustainable lifestyles), Council has incorporated the relevant practices into this Strategy. Findings of the best practice review are summarised in Appendix C.

2.5 Council's partnerships

Every day, Council works with a wide range of partners and stakeholders to maintain and enhance Whitehorse municipality's liveability in the decades to come. Each organisation has specific responsibilities and powers that reflect its role.

The Strategy and Action Plan emphasises:

- Actions in areas where Council has most control and influence. This enables Council to demonstrate leadership and provide certainty on benefits to be delivered.
- Strong advocacy to State and Federal Government and collaboration with partner organisations in order to deliver coordinated and comprehensive action to secure sustainability outcomes.

Council's core roles and key advocacy routes are summarised in Appendix D.

3 Implementation of actions

The Sustainability Strategy provides clear direction for how Council aims to enhance its sustainability performance and assist the community's liveability from 2016-2022.

The accompanying Action Plan provides implementation details, while also building in flexibility to respond to changes in policy, technology, costs, community expectations and climate change impacts.

The next step is for Council to progressively implement the various actions within the Action Plan, with particular emphasis on close partnerships with other organisations and the empowerment of households and businesses to take action themselves.

Within Council, all Departments have roles and responsibilities under the Action Plan. As with Council's previous sustainability strategies, the actions will be incorporated into Council's work practices, programs and systems as part of delivering 'business-as-usual' in an effective and sustainable manner. By using the skills and experience of the Council Departments from across the organisation, sustainability becomes part of Council's corporate culture and the community benefits from having more sustainable Council services and public assets.

Every two years, Council will publish a sustainability report that sets out overall progress against the Actions, key findings of any investigations and how challenges have been overcome. The Whitehorse community is invited to follow Council's progress and actively participate in the municipality's sustainable journey.

The actions within the Annual Plan will be reviewed as part of Council's budget process and will include a mid-implementation review throughout year 3 of the plan to ensure that actions remain relevant, effective and continue to contribute to the overall Strategy priority objective and targets.

The Sustainability Strategy Action Plan 2016-2022 is included in Appendix E.

Appendix A

Community consultation findings

A1 Community consultation approach

Consultation activities included:

- Online community and business surveys
- Community workshops
- Jar drop voting surveys conducted at a number of community events
- Vox pop interview surveys conducted at a number of community events
- Meetings with Culturally and Linguistically Diverse groups, business, children and youth representatives.

A2 Sustainability priorities

Table A1 below shows the total prioritisation percentages for sustainability issues. It is based on the aggregate total of all surveys and jar drop voting events. Table A1 shows the order or response percentages (i.e. the percentage of people who chose this topic as one of the top five priorities).

Table A1: Sustainability priorities in order of response percentages

10-20%	20-30%	30-40%	More than 40%
Having access to local food (19%) A mix of local businesses and services (15%) Festivals and other community events (12%)	More open space for recreation (28%) Lower cost of living (26%) Adapting services and assets to the impacts of climate change (25%) More jobs in the area (21%) Less traffic (20%)	More renewable energy (40%) Protecting local biodiversity (animals and plants) (37%) Efficient new buildings that minimise energy and water consumption (36%) Reducing waste sent to landfill (36%) Saving fresh water (30%)	Healthy parks and local vegetation (52%) Better public transport services (47%) Easy to walk or cycle (46%)

A3 Role of Council

Overall, the community's feedback was that Council's sustainability efforts are about right, or perhaps could do even more. Few people think Council are doing too much on the sustainability front.

When asked how Council could effectively promote sustainability outcomes, the community's top actions were:

- Help residents and businesses be more sustainable
- Ask for action from the State and Federal Governments
- Work with other Councils and non-government groups

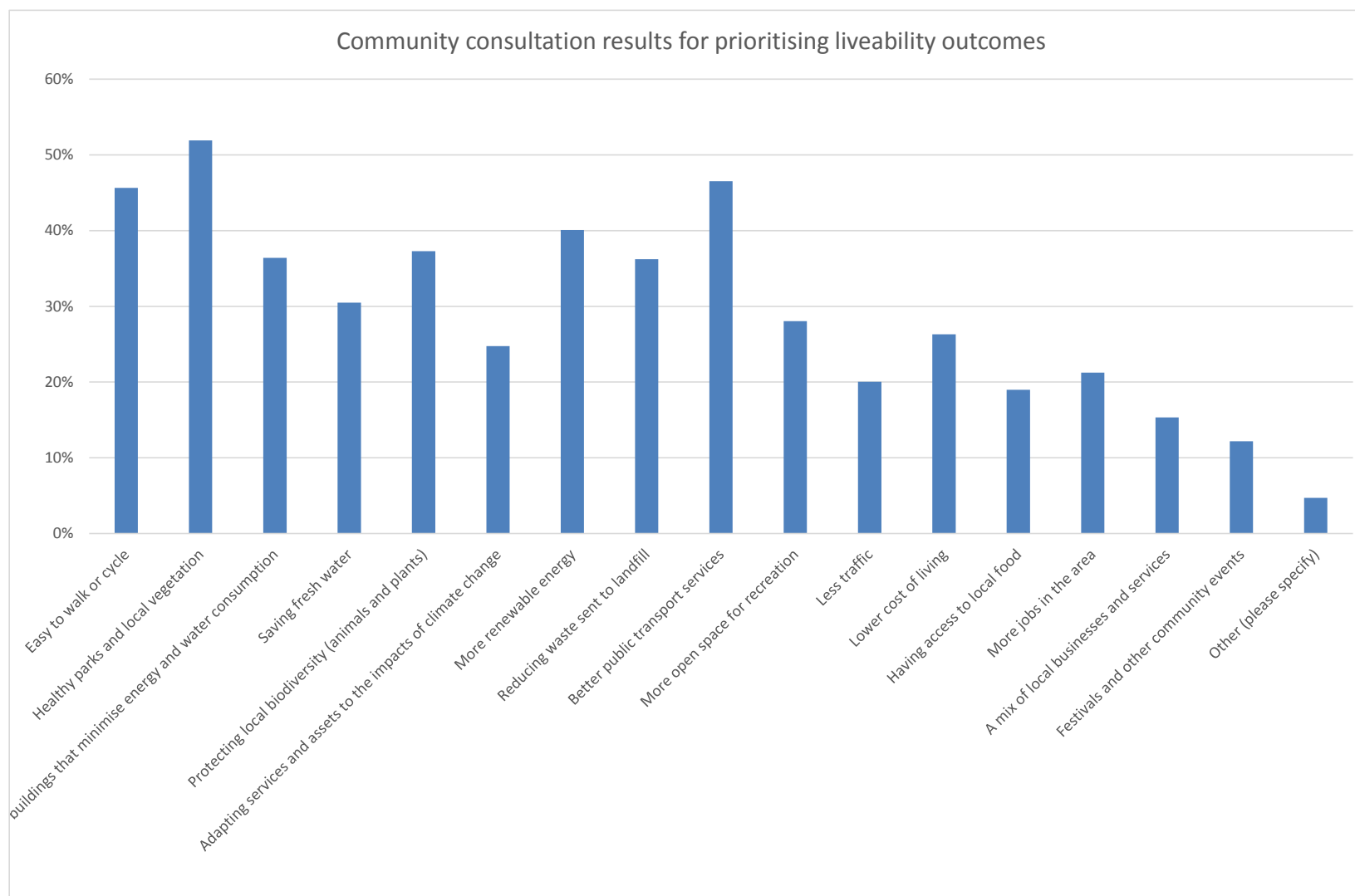


Figure A1 Overall community feedback on sustainability priorities

In terms of where Council can assist the community, residents of Whitehorse most frequently voted that they would like help to:

- Reduce utility bills
- Install solar panels

Conversely, residents stated that they do not require help with:

- Using public transport
- Installing rainwater tanks

Local businesses within Whitehorse municipality are planning to undertake the following activities:

- Install solar panels
- Conduct energy audits

When asked what form of assistance from Council would be most helpful, there were no clear favourites chosen by the community and businesses. The options presented included:

- Providing information
- Providing rebates and grants
- Providing discounts on sustainable purchases (e.g. solar panels)
- Providing training or advice
- Assisting a local community group

In terms of the most preferred method for the dissemination of information from Council, residents preferred to get information from the Council website and the local Leader Newspaper. In addition to these, businesses also value the use of flyers/leaflets.

A4 Input into the Action Plan

During the development of the sustainability action plan, 341 actions suggested as a result of the consultation process were reviewed. The community consultation program contributed 85% of these actions.

A5 Respondent demographics

Over 600 people participated in the consultation program.

Of the people who provided demographic information to the surveys, the population sample is slightly overrepresented by females (59% compared to 52% in the general Whitehorse population) and people in the 25-64 year old brackets (68% compared to 62% in the general Whitehorse population).

The respondents had good understanding of environmental issues, with almost 70% rating their knowledge as 'very good' or 'good'.

Appendix B

Staff and Councillor consultation findings

B1 Staff and Councillor consultation approach

Consultation activities included:

- Workshops for staff and Councillors
- Jar drop voting surveys conducted at meetings
- Discussions and written feedback on action plan options

B2 Responding to emerging challenges

Staff identified the key social, technological, economic, environmental and political drivers shaping the future of Whitehorse municipality. The Strategy is to be responsive to these top drivers:

- Increasing **resource efficiency**
- Reducing the community's contribution to **climate change**
- Improving the **resilience** of social and physical infrastructure
- Continued focus on **community** cohesion and equality of opportunities
- Delivering physical and mental **health** benefits
- Accounting for changes in **technology** including social media
- Safeguarding **ecosystems** and **food** productivity
- Enhancing the accessibility and efficiency of **transport**

B3 Priority issues

Staff nominated a number of issues as being high priority due to both their impact on Council's operations and the concern to community. Priority issues were:

- Reducing traffic congestion and improving access to public transport
- Maintaining and enhancing healthy parks / open space for recreation
- Increasing employment in the municipality
- Managing the pressure of electricity and other utility bills
- Managing the pressure of council rates and operational costs
- Continuing to improve the environmental efficiency and sustainability of Council operations

B4 Immediate focus areas for action

Based on their experience and knowledge, as well as the drivers of change and priority issues identified above, staff proposed to focus on the following action areas.

B4.1 Council strategies

- Review open space strategy and fast track actions that align with sustainability priorities.
- Develop Bicycle Strategy 2015 and support actions in 2016.
- Develop the Whitehorse Urban Forest Project to include educational programs for residents (covering tree care, food production and biodiversity).

B4.2 Capital works and assets

- Continue energy auditing and retrofitting of Council buildings, particularly for efficient lighting.
- Continue streetlight upgrades.
- Ensure new facilities comply with Council's environmentally sustainable development design policy.
- Increase the use of solar panels on Council buildings.
- Continue harvesting stormwater.

B4.3 Planning and housing

- Implement the Environmentally Sustainable Development (ESD) policy (Amendment C130).
- Aim for increased proportion of open space in new developments.
- Strengthen processes for retaining existing vegetation on private and public property (including penalties, planning overlays, incentives, education and permit processes)
- Develop a new drainage policy for stormwater management in new developments, taking into account climate change.

B4.4 Community home retrofit

- Continue with existing programs and initiatives
- Investigate increasing the level of rebates (e.g. for rainwater tanks)
- Increase engagement and extend the reach of Council programs

B4.5 Business retrofit

- Continue sustainability awards for businesses
- Build the business case for retrofits by way of Council leading the way
- Use the purchasing power of businesses (e.g. in business parks) for waste services
- Develop a single point of contact/information source for retrofit upgrades

B4.6 Active and public transport for regular trips

- Continue advocating to the State Government for improved public transport
- Work to increase the priority for cyclists on roads.
- Seek to reduce car parking rates in new developments.
- Investigate mechanisms for improving public transport access in medium and high density residential areas.

B4.7 Whitehorse and the green economy

- Develop an approach to fostering a conducive environment for green business.
- Brand Whitehorse municipality as a sustainable area / good for green enterprise.

B4.8 Healthy and local food

- Develop community education program on food resources and biodiversity.
- Investigate Council's role in productive food planting on public land.
- Advocate for increased local government powers over land use planning and management.
- Advocate for simplified nutrition food labelling (e.g. traffic light system)
- Develop a local / sustainable catering policy for Council.
- Develop a municipal food policy.

B4.9 Waste reduction and resource efficiency

- Develop education programs to minimise dumped rubbish, particularly in multi-unit developments, areas that are culturally and linguistically diverse, student residential areas and open spaces.
- Use technology to improve Council work efficiency and reduce paper consumption.
- Provide free mulch for residents.

B4.10 Indigenous knowledge

- Increase the inclusion of indigenous knowledge and people into Council's decision making processes.

B5 Vision and outcomes

The tangible sustainability outcomes staff wished to see in five years' time included:

- Sustainability as a core business across Council functions

- Council site visits conducted in efficient / low impact cars
- Increased satisfaction of Council staff and reduced staff turnover
- Demonstration of Council leadership through implementation of the environmentally sustainable design policy
- Increased walking and cycling to school by children
- Greater emphasis on community health and wellbeing through planning and placemaking

B6 Input into Action Plan

During the development of the sustainability action plan, 341 actions were reviewed.

Appendix C

Best practice review

C1 Targets

The following table includes a sample of local government targets from February 2015. The sample is not exhaustive; this information has been used by Whitehorse City Council to benchmark its own targets.

There are two types of targets:

- Corporate targets – These cover the performance of Council as an organisation, focusing on the aspects over which council has control (e.g. energy used in own buildings, water used in council-managed parks).
- Community targets – These cover the impacts of activities across the municipality, including those activities undertaken by residents, businesses and other government agencies.

As at February 2015, many of the targets identified below were due to expire. This suggests that there will be a wave of target updates in the near future.

Table C1: Local government targets

Council	Corporate targets	Community targets
Bayside	Carbon neutral by 2020	No target set
Boroondara	30-40% reduction in emissions by 2020 (from 2007/08 baseline) 20% reduction in potable water use by 2024 (from 2011/12 baseline)	50,000 tCO ₂ -e reduction in emissions by 2020 (from 2007/08 baseline) 8% reduction in water use by 2024 (from 2011/12 baseline, target is 153 L/person/day) 54% diversion of kerbside waste from landfill by 2010
Darebin	Carbon neutral by 2020 15% reduction in potable water use by 2025 (from 2013/14 baseline) 65% of Council waste recovered or recycled by 2014	Carbon neutral by 2020 65% recovery of kerbside waste by 2014
Frankston	Carbon neutral by 2025 Maintain 25% reduction in emissions (from 1995/96 baseline) 15% of energy supplies from alternative sources by 2015	No target set 25% reduction in water use per capita by 2015 (from 2000/01 baseline) 65% diversion of waste from landfill by 2014, 100% by 2025
Hobsons Bay	Carbon neutral by 2020 30% reduction in water use by 2015 (from 2005/06 baseline)	Carbon neutral by 2030 30% reduction in water use by 2020 (from 2003/04 baseline)
Hume	10% reduction in emissions by 2010 (from 2000 baseline)	No target set
Kingston	No target set	Zero waste to landfill (no date nominated)

Council	Corporate targets	Community targets
Manningham	Carbon neutral (operational energy) by 2020 20% improvement in energy efficiency (buildings & streetlights) by 2020 (from 2005/06 baseline) 20% decarbonisation of energy supply by 2020 40% of energy locally sourced by 2020 30% of energy certified by GreenPower or offset by 2020 100% electric vehicles in vehicle fleet by 2020 15% reduction in water use by 2015 (from 2001-04 average baseline)	20% reduction in emissions by 2020 (from 2005/06 baseline)
Melbourne	Carbon neutrality achieved (2012) 10% reduction in emissions by 2015 (from 2010/11 baseline) 30% of water use from alternative sources by 2018 50% of water from alternative sources by 2030	Carbon neutral by 2020 8% of water from alternative water sources by 2018, 20% by 2030 65% recovery of municipal solid waste by 2014 Increase canopy cover from 22% to 40% by 2040 20% reduction in Total Nitrogen contributed to the waterways from the municipality of Melbourne's catchment by 2018, 30% reduction by 2030 (from 2000 baseline)
Melton	Carbon Neutral by 2025	No target set
Monash	20% reduction in energy use by 2020 (from 2010 baseline) 20% reduction in potable water use by 2015 (from 2002/3 baseline) Continue to be top two council in diverting waste to landfill	No target set
Moreland	Carbon neutrality achieved (2012) 30% reduction in potable water use by 2020 (from 2001 baseline)	Carbon neutral by 2030 22% reduction in emissions by 2020 (from 2011 baseline) 25% reduction in community potable water use by 2020 (from 2001 baseline)
Nillumbik	20% reduction in emissions by 2015 (from 1997 baseline)	20% reduction in emissions by 2015 (from 1997 baseline)

Council	Corporate targets	Community targets
Port Phillip	Carbon neutral by 2020 70% reduction in potable water use by 2020 (from 2000 baseline) 80% reduction in waste by 2020 (from 1999 baseline)	50% reduction in per capita emissions by 2020 (from 2006 baseline) 50% reduction in potable water use by 2020 (from 2001 baseline) 75% reduction in residential per capita waste to landfill by 2020 (baseline not explicit)
Whitehorse	Carbon neutral by 2015 25% reduction in emissions by 2012, 35% by 2020 (from 2002 baseline) 35% reduction in water use by 2020, 40% by 2030 (from 2012 baseline) 80% reduction by 2020 (from baseline 2011/12) 30% of purchasing expenditure on sustainable products (by 2010)	20% reduction in emissions by 2012 (from 2001 baseline, out dated) 20% reduction in emissions by 2012, 30% by 2020 (from 1996 baseline) 25% reduction in water use by 2020 (2012 baseline) 55% diversion of waste from landfill by 2016
Wyndham	40% reduction in emissions by 2015 (from 2001 baseline)	10% reduction in emissions by 2010 (from 1996 baseline, out dated)
Yarra	Carbon neutrality achieved (2012) 60% reduction in emissions by 2020 (from 2000/01 baseline) 70% reduction in waste to landfill by 2020 (from 2011/12 baseline) 50% reduction in potable water use by 2020 (from 2000/01 baseline)	Carbon neutral by 2020 20% reduction in household waste to landfill by 2020 (from 2011/12 baseline) 30% reduction in potable water consumption by 2020 (from 2000/01 baseline)
Yarra Ranges	30% reduction in emissions by 2020 (from 2000 baseline)	No target set

C2 Best practice initiatives

As part of engagement community, staff and Councillor workshops, a number of best practice sustainability initiatives were discussed as part of triggering ideas for the Action Plan.

The best practices were chosen to cover all aspects of the '4 Es model' for sustainable behaviour¹:

¹ Defra (2011), *Framework for sustainable lifestyles*, Department for Environment, Food and Rural Affairs UK, available <http://webarchive.nationalarchives.gov.uk/20130402151656/http://archive.defra.gov.uk/environment/economy/documents/sustainable-life-framework.pdf>, accessed 22 September 2015

- Enable – **Systems and capacity: making it easier to act.** Provide people with the support they need to make responsible choices
- Encourage – **Provide incentives and disincentives: give the right signals.** Understand and offer the benefits to change which are as important as providing regular feedback
- Engage – **Get people involved.** Involve people early on so that they understand what they need to do – help them develop a sense of personal responsibility. Work with the grain of lifestyles and through trusted partners and intermediaries to develop ‘social norms’
- Exemplify – **Demonstrate shared responsibility.** Local governments need to lead by example: Review internal policies and take action to ‘exemplify’ the same behaviour.

As emphasised by the literature and by Whitehorse Councillors, Council should and will continue to provide a package of actions that use all four Es to influence progress towards sustainability within Council and the community.

The selected case studies are shown in the Table C2.

Table C2: Selected best practice initiatives from local government

Council	Initiative	Brief description	Enable	Encourage	Engage	Exemplify	Feedback from workshops
City of Melbourne	Urban forest strategy	The Urban Forest Strategy sets targets for increasing the coverage, health and diversity of the urban forest in Melbourne. The strategy includes actions directly undertaken by City of Melbourne, as well as collaboration with research organisations and consultation with the community and stakeholders to inform future measures.				✓	Support for inclusion in Strategy
	1200 Buildings	This program encourages and supports owners and managers of commercial buildings to improve the energy and water efficiency and reduce waste through building retrofits. The program provides information and access to finance through Environmental Upgrade Agreements.	✓	✓		✓	Support through business retrofit programs
	Council House 2 as 6 Star Green Star	City of Melbourne offices are located in Council House 2, a 6 star Green Star building constructed in 2004 for the City of Melbourne. Council House 2 was designed to conserve energy and water and improve the wellbeing of occupants.				✓	Support for inclusion in Strategy
City of Fremantle	Ban on plastic bags across municipality	The City of Fremantle introduced a local law to Parliament which will be debated later this year, likely in October 2015. The law will prohibit retailers from selling or giving away of plastic checkout-style bags.		✓			Not supported for this Strategy due to results of previous trial

Council	Initiative	Brief description	Enable	Encourage	Engage	Exemplify	Feedback from workshops
	Support for low carbon energy installations	<p>Fremantle City Council have supported numerous low carbon energy installations, including:</p> <ul style="list-style-type: none"> Planning to build a 10MW solar farm on a former landfill site owned by City of Fremantle. Funding upgrades to the Fremantle Leisure Centre including geothermal heating and a tri-generation plant. 				✓	Support via ongoing renewable energy installations
	Living Smart program	Living Smart is a behaviour change program which provides participants with skills and knowledge of how to reduce their environmental impact. Course participants are encouraged to set goals that reinforce sustainable behaviours beyond the program completion.	✓		✓		Support via community programs, rebates and training
	Free electric vehicle charging point bays	There are two parking bays in Fremantle for the exclusive use of electric vehicles. Electric vehicles parked in these bays receive free parking and free electricity for up to 12 hours.	✓				Not prioritised for this Strategy
Banyule City Council	Wildlife corridor program	The Wildlife Corridor program provides indigenous plants to private landholders, schools and other institutions for planting on land other than Council and Parks Victoria Reserves. It also provides environmental education for schools and community groups.		✓			Support via biodiversity strategies

Council	Initiative	Brief description	Enable	Encourage	Engage	Exemplify	Feedback from workshops
	Sustainable Homes and Communities program	The Sustainable Homes and Communities Program is a behaviour change program providing a broad range of information relating to sustainability issues including energy, greenhouse gas emissions, water, waste, biodiversity, food and transport. The program includes workshops, case studies, working with community groups, pledges and free sustainability retrofit kits.	✓	✓			Support via community programs, rebates and training
	ReThink Centre Waste Wise Education Centre	The ReThink Centre is an educational facility located at a working Material Recovery Facility. This centre provides educational programs and tours to inform school students and the wider community about recycling and waste recovery.			✓		Support via new online information portal
City of Yarra	Six new parks established by 2020	The City of Yarra has been converting under-utilised urban areas into parks or new open space, with the aim of establishing six new parks by 2020. This has included the converting council-owned carparks and closing streets to create open green community spaces.	✓				Support via open space strategy
	Free skills training for community groups	This program involves training for local community groups to help them address common challenges such as fundraising, applying for grants, and strategic planning.	✓				Support via existing community programs
Hobsons Bay City Council	My Smart Garden	My Smart Garden is a free program that enables residents to use their garden spaces to embed sustainability through growing food, sheltering their home from the sun and wind, creating homes for local wildlife, using water efficiently and recycling waste. The program includes workshop events, online forums and information newsletters.	✓				Support via expanded community food program

Council	Initiative	Brief description	Enable	Encourage	Engage	Exemplify	Feedback from workshops
	Tailored transport information for households via TravelSmart in Williamstown	The TravelSmart program provided information to residents of Williamstown on the benefits of catching public transport or cycling to the CBD to ease congestion. Of the participants that completed a survey, 65% replaced one or more of their car journeys with either walking, cycling or using public transport.	✓				Not prioritised in this Strategy
Moreland City Council	Positive Charge program	Positive Charge is a social enterprise which provides advice to residents, businesses, community groups and schools on energy efficiency. Moreland City Council supports Positive Charge, which provides workshops and events for locals.		✓	✓		Support via community programs, rebates and training
Whitehorse City Council	Rainwater tanks, greywater systems and pool covers	Whitehorse City Council provides rebates to ratepayers for the purchase and installation of water-saving equipment. Rebates for grey water systems and rainwater tanks are available directly through the council. They also provide information about other rebates and incentives available to residents.		✓			Support for inclusion in this Strategy
	New smaller general waste and larger recycling bins	The standard bin size for kerbside collection was reduced to 80 litres from 120 litres. Households are also provided with a 240 litre bin for recyclables.	✓				Support via enhanced training and education for businesses and selected residential areas
	Sustainable Living Week and Sustainability Awards	Sustainable Living Week is an annual festival which includes workshops, tours, kids' activities and the Sustainable Food and Wine Fair. The annual Whitehorse Sustainability Awards are also held during this week, which recognise the sustainability achievements of individuals, schools, businesses and community groups.			✓		Support for inclusion in this Strategy

Council	Initiative	Brief description	Enable	Encourage	Engage	Exemplify	Feedback from workshops
	Major investments into sustainability features of Council buildings and parks	City of Whitehorse has made major investments into improving the sustainability of their built assets. An example of this is the installation of solar PV systems on many council buildings including the Civic Centre, Box Hill Town Hall, Aqualink Box Hill, Operations Centre, child care centres, pavilions and neighbourhood houses.				✓	Support for inclusion in this Strategy

Appendix D

Council's strengths and role.

Table D1. An overview of Council's role and partnerships utilised to deliver the sustainability outcomes

Outcomes	Council's roles and strengths	Key partnerships and advocacy routes
A great place to live and work		
A mix of local businesses and jobs	<ul style="list-style-type: none"> • Provides information on running a local business, including home businesses. • Issues permits and licences. • Provides support and resources, such as training and networking opportunities. • Runs campaigns and events to promote local businesses 	<ul style="list-style-type: none"> • Whitehorse Business Group – Council to continue to collaborate to reach the Group's members. • Whitehorse Traders Associations – Council to continue to collaborate to reach the Association's members. • Victorian Chamber of Commerce and Industry – Council to continue to collaborate and refer Whitehorse's businesses to Victorian Chamber's sustainability resources where appropriate.

Outcomes	Council's roles and strengths	Key partnerships and advocacy routes
Easy to walk and cycle	<ul style="list-style-type: none"> • Manages and maintains local roads and off-road walking and cycling infrastructure • Encourages cycling facilities in new developments, as part of planning application process • Includes walking and cycling as part of an integrated approach to transport in planning strategies • Implements school based education programs to encourage the safe use of sustainable and active transport • Runs themed events and workshops including Ride to Work Day and Cycle Skills • Provides bicycle storage at various Council facilities • Provides information and education around active and sustainable transport • City of Whitehorse Bicycle Advisory Committee (COWBAC) • Provide Strategic and technical input to relevant regional or State transport projects, such as rail crossing removals and Box Hill to Ringwood shared use path 	<ul style="list-style-type: none"> • VicRoads (operates and maintains arterial roads and some regional shared use paths) – Council to continue to advocate for changes to road and path infrastructure to provide infrastructure for cyclists. • VicTrack (owns and manages land adjacent to train lines) – Council to continue to advocate for the ongoing construction of the Box Hill to Ringwood off road walking and cycling path • Community cyclist groups within the City of Whitehorse. • RoadSafe Eastern Metro (community group that assists with funding for education programs).

Outcomes	Council's roles and strengths	Key partnerships and advocacy routes
Better access to and use of public transport	<ul style="list-style-type: none"> • Encourages community members to use public transport by implementing a range of school and community education programs • Includes public transport as part of an integrated approach to transport in planning strategies • Supervises parking regulations • Encourages Council officers to use public transport for work journeys. 	<ul style="list-style-type: none"> • State Government – Council to continue to advocate for investments in improving all public transport modes and integration between modes. Improvements sought by Council include connectivity, safety, frequency and accessibility • Public Transport Victoria (provides and coordinates public transport) – Council to advocate for improvements to the frequency and directness of bus routes • VicTrack (owns and manages railway and tram lines) – Council to continue to advocate and work with and implement the removal of rail crossings • Eastern Transport Coalition (advocacy group comprising of seven municipalities in the eastern region of Melbourne) – continue to advocate for improved public transport infrastructure and services • Metropolitan Transport Forum (advocacy group comprising of 24 municipalities across Melbourne) – continue to advocate for improved public transport infrastructure and services.
Healthy and diverse parks and local vegetation	<ul style="list-style-type: none"> • Owns and manages a network of open space reserves within the Whitehorse municipality, including public facilities within reserves • Plants indigenous vegetation in public spaces. • Manages street trees and trees in other public spaces • Encourages the retention of trees on private land 	<ul style="list-style-type: none"> • Eastern Alliance for Greenhouse Action (coalition of seven councils in Melbourne's east) – Council to continue to participate in the implementation of the EAGA Bushland and Biodiversity Management in a Changing Climate project • Private landowners – Council to continue working to link together major reserves on public and private land • Parkland Advisory Groups for various bushland reserves • Local community indigenous nurseries including Bungalook and Greenlink Nurseries
More recreational open space	<ul style="list-style-type: none"> • Manages a network of open space reserves within the Whitehorse municipality, including public facilities within reserves • Sets planning requirements to provide sufficient open space 	<ul style="list-style-type: none"> • Melbourne Water (manages Melbourne's bulk water system) and Parks Victoria (manages major parks) – Council to continue to coordinate links between Council-managed open spaces, and those managed by Melbourne Water and Parks Victoria • Private developers – Council to continue to review planning applications, provide guidelines and support for environmentally sustainable development. • Vicroads – Council advocates for part of the Healesville Freeway reserve to be retained/upgraded as recreational open space.

Outcomes	Council's roles and strengths	Key partnerships and advocacy routes
Reduced cost of living	<ul style="list-style-type: none"> Collects local government rates to fund services including aged and disability, waste and recycling, maintenance of roads and footpaths, parks and gardens, street lighting, and libraries. Provides community rebates, such as for rainwater tanks and other sustainable products. Provides workshops and resources to community on reducing utility costs, waste and other household incentives to become resource efficient and save money. Annually reviews services through the budget process to ensure that services provide value for money. Encourages businesses to be more sustainable and grow their business. 	<p>Council recognises the need to advocate on behalf of the Whitehorse community and supports the provision of affordable services to ensure that Whitehorse residents have access to services, programs and activities that improve health and wellbeing outcomes. The Community Grants Program supports not-for-profit agencies to provide a range of free, low-cost services and affordable services covering:</p> <ul style="list-style-type: none"> Emergency Relief Life Skills Programs Domestic Violence Family, Youth & Children Support & Counselling Life Long Learning - Neighbourhood Houses & Universities of the Third Age Disability Advocacy Older Persons Health & Wellbeing Programs Recreation & Leisure Activities
Efficient and resilient		
Improved access to local food	<ul style="list-style-type: none"> Selects and maintains trees for Council-managed open spaces and street trees Sets local laws on keeping poultry Registers and supervises food-related businesses Provides information on sustainable gardening, including food gardening Assists in establishing and maintaining community gardens and encourages local food production initiatives 	<ul style="list-style-type: none"> Other local governments – Council to draw on local food experience and resources of other local governments Community-run programs – Council to continue to promote community-run programs such as community gardens, harvest swaps and permaculture interest groups.

Outcomes	Council's roles and strengths	Key partnerships and advocacy routes
Adapting to climate change and peak oil	<ul style="list-style-type: none"> • Provides information on and support to the community for adaptation strategies and measures • Ensures Council services are resilient to peak oil and climate change shocks and stresses • Encourages diversity of local businesses and services • Plays a pivotal role during emergencies and following extreme climate related events. • Completed a climate change risk assessment of 14 major Council buildings 	<ul style="list-style-type: none"> • Federal Government – Council to continue to advocate to the Federal Government for policies and support for energy efficiency and renewable energy improvements • State Government - Council to continue to advocate to the State Government for policies and support for energy efficiency and renewable energy improvements • Partner with neighbouring and other local Councils on programs to improve corporate and community resilience to the impacts of climate change • Partner with emergency services and related State and regional organisations to plan for and respond to emergency and climate-related extreme events.

Outcomes	Council's roles and strengths	Key partnerships and advocacy routes
Efficient buildings, transport and infrastructure	<ul style="list-style-type: none"> • Manages and upgrades Council assets for improved efficiency and fit for community purpose • Pays for streetlight maintenance and operation • Encourages efficient new development through the planning application process • Purchase fuel efficient vehicles 	<ul style="list-style-type: none"> • Council Alliance for Sustainable Built Environment (CASBE) (association of Victorian councils) – Council to continue to advocate for ESD integration into the Victorian planning scheme via CASBE • United Energy (electricity distributor, which owns and operates streetlights) – Council to work with United Energy on streetlight upgrades and potential energy saving products • Eastern Alliance for Greenhouse Action (coalition of seven councils in Melbourne's east) – Council to continue to participate in EAGA's innovative programs such as the Energy Performance Contracting (EPC) project, which includes extensive audits of Council facilities. The results of these audits inform Council's Capital Works projects. • Eastern Alliance for Greenhouse Action – Continue to participate in EAGA joint advocacy to Federal and State governments to support energy efficiency improvements for low income households and other priority groups. • Municipal Association of Victoria (peak body for Victorian local councils) – Continue to participate in MAV joint advocacy to Federal and State governments to support energy efficiency improvements for low income households and other priority groups, as well as the provision of efficient transport and infrastructure. • Eastern Transport Coalition (ETC) continue to advocate to the State Government for improved transport services and infrastructure.

Outcomes	Council's roles and strengths	Key partnerships and advocacy routes
More renewable energy	<ul style="list-style-type: none"> • Installs renewable energy in own buildings • Provides rebates to the community for solar hot water and solar panels • Purchases green power for some Council buildings and street lights • Provides workshops to the community on the implementation of renewable energy measures • Purchases Green Power for some Council buildings and streetlights • Provides workshops to the community on the implementation of renewable energy measures 	<ul style="list-style-type: none"> • Federal Government – Council to continue to advocate to the Federal Government for policies and support for renewable energy through EAGA • Procurement Australia (procurement collective) and AGL (Council's energy supplier) in order to advocate for renewable energy products. • Independent agencies such as the Alternative Technology Association and relevant State Government departments such as Sustainability Victoria – advocacy, technical resources and community
Reduced waste to landfill	<ul style="list-style-type: none"> • Collects and disposes of rubbish, recycling, garden organics and hard waste • Operates Whitehorse Recycling and Waste Centre • Keeps streets, parks, gardens and shopping areas clean • Provides information and encouragement for household recycling, composting and worm farms • Provides rebates for home composting • Encourages the community to reduce waste to landfill, including waste avoidance measures and a focus on organic waste reduction. 	<ul style="list-style-type: none"> • State Government – Council to advocate for investment and delivery of organic waste treatment (e.g. regional compost facilities) and facilitates the development of a market for compost. • State Government – Council to advocate for major campaigns for product stewardship of key waste streams such as electronic waste • Sustainability Victoria (delivers resource efficiency policy on behalf of State Government) • Metropolitan Waste and Resource Recovery Group – Council to continue to work with MWRRG to procure waste management services and provide input into various metro-wide waste strategies and plans. • Various waste contractors and industry organisations, such as Visy, to increase recycling and resource recovery

Outcomes	Council's roles and strengths	Key partnerships and advocacy routes
Reduced use of potable water	<ul style="list-style-type: none"> • Manages and upgrades Council assets and reserves for improved water efficiency • Develops and operates Council's stormwater reuse systems • Provides rebates for rainwater tanks and grey water systems 	<ul style="list-style-type: none"> • Yarra Valley Water (water retailer, manages and maintains local water and sewage system) and Melbourne Water (manages Melbourne's bulk water system) – Council to continue to undertake joint programs and projects to reduce wasteful consumption of potable water, improve the quality of local creeks and waterways, encourage the drinking of tap water rather than bottled water and encourage the installation of water-efficient devices and appliances • Port Phillip and Westernport Catchment Management Authority – Council participates in various regional strategy activities including the Living Links program
Improved water quality of local creeks and waterways	<ul style="list-style-type: none"> • Installs and manages water sensitive infrastructure on local roads, public space and Council reserves • Keeps streets, parks, gardens and shopping areas clean • Maintains Council-managed reserves • Installs and manages gross pollutant litter traps upstream of waterways at key locations 	
Informed and resilient community	<ul style="list-style-type: none"> • Provides information via a range of channels (newsletter, newspaper, website, social media), both general and targeted at specific groups (e.g. culturally and linguistically diverse, youth) 	<ul style="list-style-type: none"> • Whitehorse Leader, 3WBC Whitehorse Boroondara Radio and State Government – Council to continue to reach the community through existing information channels managed by these organisations.
Responsible leadership		
Effective governance and corporate programs	<ul style="list-style-type: none"> • Implements policies and systems on sustainability performance • Collects data and reports regularly to the public • Provides staff training and awareness 	<ul style="list-style-type: none"> • State Government and Victorian Auditor-General's Office – Council to continue to be informed by and proactively work with government and auditor-general on local government best practices. • Use of independent specialist auditors and a robust annual internal audit program
Sustainability practices and policies embedded in Council practices	<ul style="list-style-type: none"> • Demonstrates leadership and best practice • Shares learnings and resources from own practices 	<ul style="list-style-type: none"> • Other Councils, including regional alliances such as EAGA, EASL and CASBE

Appendix E

Sustainability Strategy Action Plan 2016 -2022

Sustainability Strategy Action Plan

Introduction:

The Sustainability Strategy Action Plan is a six year plan that has been developed utilising feedback from consultation with Whitehorse community, councillors and staff. It will be subject to a mid-strategy implementation review in 2018/19.

This action plan is structured based on three categories of actions implemented over three time periods:

Section A: NOW: Established sustainability practices at Council within current core budget that will be continued throughout Strategy period, subject to approval through Council's annual budget process. These actions are included in Council's draft 2016/17 draft budget because they are embedded into Council's existing programs, services and projects.

Section B: NEW: Detailed new actions for the next three years (2016-2019), which are outlined in the accompanying Action Plan, subject to Council's annual budget process. Some of these actions are designed to expand the scope of existing successful Council sustainability programs and projects, others are new projects altogether designed to help to achieve a particular liveability outcome.

NEXT: Strategic actions to be considered for action as part of the mid-implementation review of this plan.

In summary, the Sustainability Strategy Action Plan comprises:

- 39 **NOW** actions, which are already in place
- 31 **NEW** actions, planned for 2016-2019
- 14 **NEXT** actions, planned for 2019-2022

It is proposed that the NEXT actions will be considered in more detail once the progress of implementing the NOW and NEW action is assessed as part of the mid-implementation review.

The mid-implementation review will also consider any emerging actions or changes required to the area of focus that were not foreseeable at the time of preparing the Sustainability Strategy Action Plan.

Section A: NOW - established strategies and actions

Ref	Strategy / action	Supports these sustainability outcomes	Responsible Departments	Now In place	New 2016- 2019	Next 2019- 2022
A1	Continue to retrofit Council and community buildings with energy and water-efficient features as appropriate and within budget limits.	Reduced use of potable water Adapting to climate change and peak oil More renewable energy Sustainability practices and policies embedded in Council practices	Built Infrastructure			
A2	Continue to invest in renewable energy, water efficiency, climate risk adaptation and energy efficiency for all of Council assets as part of the capital works program.	Efficient buildings, transport and infrastructure	Built Infrastructure			
A3	Continue to provide rebates for residents who purchase solar photovoltaic panels, solar hot water systems, water tanks, grey water systems and home composting products.	Efficient buildings, transport and infrastructure Informed and resilient community Lower cost of living	Engineering & Environmental Services			
A4	Continue to use Council's building Environmentally Sustainable Design checklist and Environmentally Sustainable Design guidelines to construct and retrofit Council's building projects.	Efficient buildings, transport and infrastructure Sustainability practices and policies embedded in Council practices	Built Infrastructure			
A5	Provide occupants of Council's leased buildings with information on energy and water efficiency, waste management, and sustainable grants and rebates.	Efficient buildings, transport and infrastructure	Engineering & Environmental Services			

A6	<p>Support the effective implementation of the ESD Policy by:</p> <ul style="list-style-type: none"> • Providing applicants information resources and workshops. • Continue Planning Officer training and resourcing to assess the <i>Sustainable Design for the Planning Process (SDAPP)</i>. • Monitoring the number of planning permits reviewed and how many went through the SDAPP process. 	<p>Efficient buildings, transport and infrastructure</p> <p>Easy to walk or cycle</p> <p>More renewable energy</p> <p>Lower cost of living</p>	Planning & Building			
A7	Periodically review Council's Land-use Planning and Building Policy and approval procedures to take into consideration the impacts of climate change, carbon neutrality and peak oil.	<p>Efficient buildings, transport and infrastructure</p> <p>Adapting to climate change and peak oil</p>	Planning & Building			
A8	Continue to promote the use of sustainable forms of transport by a range of actions in Council's Integrated Transport, Road Safety and Cycling strategies.	<p>Better access to and use of public transport</p> <p>Easy to walk or cycle</p>	Engineering & Environmental Services			
A9	Continue to advocate to State and Federal Government agencies for the improvement of public transport infrastructure and better integration between the various forms of public transport.	Better access to and use of public transport	Engineering & Environmental Services			
A10	Continue to invest in infrastructure to encourage walking and cycling, such as shared-use paths, walking trails, bicycle storage units, footpaths, and dedicated cycle lanes.	<p>Easy to walk or cycle</p> <p>Efficient buildings, transport and infrastructure</p>	Engineering & Environmental Services			

A11	Continue to use Water Sensitive Urban Design principles in the design and construction of infrastructure such as drains, roads, car parks, parks and buildings.	Improved water quality of local creeks and waterways Sustainability practices and policies embedded in Council practices	Engineering & Environmental Services Built Infrastructure Arts & Recreation			
A12	Periodically review Council's stormwater management plan to enhance the use of water sensitive urban design, stormwater reuse, and water-efficient infrastructure.	Improved water quality of local creeks and waterways Sustainability practices and policies embedded in Council practices	Engineering & Environmental Services			
A13	Continue to install gross litter devices and similar that would provide best capture of litter in strategic locations as required.	Improved water quality of local creeks and waterways	Engineering & Environmental Services			
A14	Continue to implement the Whitehorse Tree Education Program, which raises the awareness of the benefit of trees, promotes planting of new trees, and encourages the protection of existing trees on private land.	Healthy and diverse parks and local vegetation	Engineering & Environmental Services Planning & Building Arts & Recreation			
A15	Continue to manage and monitor the quality of our native vegetation through the Whitehorse Bushland Reserves – Bushland Management Framework (2012).	Healthy and diverse parks and local vegetation	ParksWide			
A16	Continue to collect and propagate indigenous seeds and plants for all of Council's revegetation works through the Council's nursery.	Healthy and diverse parks and local vegetation	ParksWide			

A17	Continue to implement Council's Procurement Policy which encourages the purchase of goods and services that are ecologically sustainable.	Effective governance and corporate programs Sustainability practices and policies embedded in Council practices	All			
A18	Continue to consider sustainability criteria in Tender and Contract Agreements and service supply agreements including and not limited to Ecological Sustainable Design Guidelines and Checklists for Capital Works.	Effective governance and corporate programs Sustainability practices and policies embedded in Council practices	Engineering & Environmental Services Finance & Corporate Performance			
A19	Continue to report on the various Council and community sustainability achievements in Council's Annual Report.	Effective governance and corporate programs	All			
A20	Continue to share best practice and coordinate advocacy to Federal and State government by actively participating with organisations such as ALGA, MAV, EAGA, Behaviour Change Network, and the Metropolitan Waste and Resource Recovery Group.	Effective governance and corporate programs	Engineering & Environmental Services			
A21	As part of Council's EAGA membership, implement the agreed annual priority projects for energy-efficiency, renewable energy, greenhouse gas emissions reduction, and adaptation to climate change. Project examples may include solar savers, Ecodriver, voltage-optimisation, working with energy distributors, and adapting buildings to climate change impacts.	Efficient buildings, transport and infrastructure Sustainability practices and policies embedded in Council practices Adapting to climate change	Engineering & Environmental Services.			

A22	Continue to improve the sustainability awareness and capabilities of Council staff through the induction program, ECO-Buy e-Learning tool and Staff EcoLeaders.	Effective governance and corporate programs	Engineering & Environmental Services			
A23	Continue to provide community programs on relevant sustainability topics; practical activities such as gardening, cycling skills, bushland walks, tours of recycling facilities etc.; online and written information resources; and special interest community groups such as Sustainability Street.	Informed and resilient community Lower cost of living	Engineering & Environmental Services			
A24	Continue to provide support to local schools including Council's participation in EASL through a variety of programs and projects such as Parkswide education program, classroom talks, visits to recycling facilities, support to participate in the Sustainable Schools program, sustainable transport programs and recycling/waste reduction projects.	Informed and resilient community	Engineering & Environmental Services ParksWide			
A25	Continue to run the annual Whitehorse Sustainability Awards that showcase households, businesses, individuals and groups that have undertaken noteworthy sustainability programs or projects in Whitehorse.	All sustainability outcomes	Engineering & Environmental Services			
A26	Continue to run sustainability workshops for businesses as part of the annual Sustainable Living Week program and Boost Your Business program.	A mix of local businesses and jobs Informed and resilient community Lower cost of living	Investment & Economic Development Engineering & Environmental Services			

A27	Continue to run the <i>Think Local, Buy Local</i> campaign to encourage residents to purchase goods and services locally.	A mix of local businesses and jobs Adapting to climate change and peak oil	Investment & Economic Development			
A28	Continue to promote sustainable gardening and composting / worm farms through the Council website, Whitehorse Leader, Whitehorse News, workshops and event and other relevant media platforms.	Reduced waste to landfill Improved access to local food	Engineering & Environmental Services			
A29	Continue to use Council's Engineering Design and Construction Environmental Guidelines which require sustainability to be considered in the design and construction of Council's roads, drains and other civil works. This includes the specification and use of recycled-content asphalt, crushed rock, geotextile fabric and other items as standard for Council projects.	Reduced waste to landfill Sustainability practices and policies embedded in Council practices	Engineering & Environmental Services City Works			
A30	Continue to offer the community a range of incentives to reduce waste to landfill and to increase resource recovery and recycling. These include battery recycling, light globe recycling, electronic waste (TV's & computers), scrap metal recycling, discounted garden waste recycling and recycling of paper, cardboard and other recyclable items.	Reduced waste to landfill Lower cost of living	Engineering & Environmental Services Whitehorse Waste and Recycling Centre			
A31	Review Council's environmental data management system and consider upgrading current arrangements to ensure accurate capture and effective monitoring of all relevant energy, water, waste and greenhouse related data.	Effective governance Adapting to climate change Sustainability practices and policies embedded in Council practices	Engineering & Environmental Services			

A32	Continue to review Council's selection criteria on how fleet vehicles are chosen to ensure that due emphasis is given to improved environmental performance and emerging technologies such as electric vehicles and alternate fuels. Trial use of eco-friendly vehicles should continue as part of evaluation the sustainability of vehicles for Council's fleet.	Efficient buildings, transport and infrastructure Sustainability practices and policies embedded in Council practices	City Works Engineering & Environmental Services			
A33	Track and monitor Council fleet emissions and implement ongoing staff education programs that will contribute towards the reduction of associated emissions.	Efficient buildings, transport and infrastructure Sustainability practices and policies embedded in Council practices	Engineering & Environmental Services			
A34	Continue to develop and implement programs that encourage the growing of healthy food locally, to enhance the food security of the local community	Improved access to local food Informed and resilient community Lower cost of living	Engineering & Environmental Services			
A35	Review Council's approach to becoming carbon neutral, including the methodology, requirements and costs associated with Council becoming carbon neutral. Continue to progressively reduce carbon emissions and work towards becoming carbon neutral by 2022 (subject to Council approval).	Efficient buildings, transport and infrastructure Adapting to climate change and peak oil Sustainability practices and policies embedded in Council practices	Engineering & Environmental Services			
A36	Complete the virtualisation of Council's IT system, reducing the number of servers utilised by Council's operations and therefore saving energy consumption and improving efficiency.	Efficient buildings, transport and infrastructure	Finance & Corporate Performance			

A37	Progressively implement the actions in the Whitehorse Cycling Strategy 2016 that identifies actions to improve safety, convenience and accessibility for cyclists.	Easy to walk or cycle	Engineering & Environmental Services			
A38	Progressively implement Council's Business Plan for the Whitehorse Recycling and Waste Centre to improve opportunities for recovering and recycling construction and demolition (C&D) waste, as well as other priority waste streams.	Reduced waste to landfill	Recycling & Waste Transfer Centre			
A39	Progressively upgrade the WAMS Building Asset Register to capture ESD features and improve sustainability monitoring and reporting of the ESD performance of buildings.	Efficient buildings, transport and infrastructure Effective governance and corporate programs Sustainability practices and policies embedded in Council practices.	Built Infrastructure Engineering & Environmental Services			

Section B: NEW strategies and actions to be delivered between 2016 and 2019

Ref	Strategy/action	Supports these sustainability outcomes	Responsible Departments	Now in place	New 2016-2019	New 2019 - 2022
B1	Consider participation in cooperative or group projects for implementing larger-scale energy efficiency measures in Council owned buildings. For example energy performance contracts, bulk purchase schemes, installing new technology devices, battery storage for solar power, joint Council contracts, or other projects arising from Councils participation in regional alliances.	Efficient buildings, transport and infrastructure Effective governance and corporate programs Sustainability practices and policies embedded in Council practices	Engineering & Environmental Services Built Infrastructure			
B2	Implement improvements to Council's Utility Data Management System to provide accurate data in an efficient and timely manner. Ensure data format is more accessible and user friendly to Facility Managers, including features that provide early detection of faults or adverse consumption trends.	Effective governance and corporate programs Sustainability practices and policies embedded in Council practices	Engineering & Environmental Services Finance & Corporate Performance			
B3	Progressively implement the actions within the Box Hill CAA Car Parking Strategy that addresses parking issues in the vicinity of the central area of Box Hill, hospital precinct and Box Hill Institute.	Better access to and use of public transport	Engineering & Environmental Services Planning and Building Compliance			

B4	Build on current programs that encourage the use of sustainable modes of transport to school by implementing education programs and infrastructure improvements that address barriers identified by parents, students and schools.	Easy to walk or cycle	Engineering & Environmental Services			
B5	Implement programs that expand the use by Council of sustainable forms of transport such as walking, cycling, public transport, carpooling and using fuel efficient vehicles for work journeys.	Easy to walk or cycle Sustainability practices and policies embedded in Council practices	Engineering & Environmental Services			
B6	Expand the program to further reduce corporate water use at Council's major water-use facilities in a cost-effective way. Consider including actions to increase the use of smart water saving technology, upgrade infrastructure and voluntary water restrictions to minimise unnecessary water use.	Reduced use of potable water	Engineering & Environmental Services All			
B7	Implement community water conservation education programs on an annual basis. This could include water audits, competitions, incentives and working with partners such as Yarra Valley Water.	Reduced use of potable water	Engineering & Environmental Services			
B8	Include stormwater harvesting and treatment infrastructure in Council projects where appropriate, such as small scale retention system and rainwater gardens and wetlands. Consider advances in technology for stormwater harvesting where possible.	Adapting to climate change and peak oil Improved water quality of local creeks and waterways Reduced use of potable water	Engineering & Environmental Services Built Infrastructure Major Projects			

B9	Implement regular targeted litter campaigns in accordance with the Stormwater Management Plan, Waste Management Plan or identified littering priorities, particularly in litter hotspots upstream from waterways and drainage inlets.	Improved water quality of local creeks and waterways	Engineering & Environmental Services			
B10	Commit to a 'net gain' policy for tree management within Council managed land - any trees removed to be replaced. Consider including a target to increase canopy cover by 1.5% per year commencing in 2017 and a commitment to also increase the number of trees planted by 20% from approximately 1000 trees per year to 1200 per year.	Healthy and diverse parks and local vegetation	ParksWide			
B11	Consider improvements to Council's tree protection regime, including if feasible, municipal-wide blanket controls to enhance the protection of significant canopy tree protection throughout the municipality.	Healthy and diverse parks and local vegetation	Planning & Building			
B12	Expand the community engagement actions and material first developed as part of the Whitehorse Urban Forest Project to assist residents to grow healthy trees through education and incentives.	Healthy and diverse parks and local vegetation Improved access to local food	Engineering & Environmental Services Planning & Building			
B13	Seek opportunities to support the introduction of edible plants and gardens in public spaces, particularly existing parks and gardens where appropriate.	Healthy and diverse parks and local vegetation Improved access to local food	Engineering & Environmental Services Arts & Recreation			

B14	Progressively expand the inclusion of sustainable principles and products in contracts and service agreements with Council suppliers and their supply chain providers, to increase the range of sustainable goods and services available to Council.	Effective governance and corporate programs Sustainability practices and policies embedded in Council practices	Engineering & Environmental Services Finance & Corporate Performance			
B15	Consider including enhanced sustainability oriented Key Performance Indicators in relevant Council performance reporting mechanisms. This could include KPI's in policies, strategies, operational plans, Department reports, performance reviews and major project reports.	Effective governance and corporate programs Sustainability practices and policies embedded in Council practices	Finance & Corporate Performance Engineering & Environmental Services			
B16	Produce a Sustainability Report or equivalent to report on the Strategy targets and actions every two years to communicate the progress made.	Effective governance and corporate programs Sustainability practices and policies embedded in Council practices	Engineering & Environmental Services			
B17	Build on Council's culture of sustainability through a range of processes including induction, e-learning modules, EcoLeaders and regular awareness raising workshops.	Effective governance and corporate programs Sustainability practices and policies embedded in Council practices	Engineering & Environmental Services			
B18	Improve the scope, detail and presentation of sustainability information on Council's website and other digital communication platforms, including the use of more interactive or app based sustainability focussed programs.	All sustainability outcomes	Engineering & Environmental Services			

B19	Develop innovative ways to engage the community on living more sustainably including the use of social media and other communication tools that might better meet the needs of our diverse community.	Informed and resilient community	Engineering & Environmental Services Communications			
B20	Investigate opportunities to integrate sustainability to a greater degree into existing Council Early Learning and Youth programs.	Informed and resilient community	Engineering & Environmental Services Health & Family Services			
B21	Expand Council's sustainable schools programs to consider more outreach projects, take-home linkages from students into their homes, linking with relevant partner organisations and other programs and projects that relate to Council's sustainability priorities.	Improved access to local food Easy to walk or cycle Efficient buildings, transport and infrastructure	Engineering & Environmental Services			
B22	Expand the community education campaign to raise awareness of climate change and peak oil adaptation measures and provide practical advice and assistance for the community to adapt to the impacts of climate change.	Adapting to climate change and peak oil Informed and resilient community	Engineering & Environmental Services			
B23	Target sustainability and climate change adaptation assistance to low-income households and CALD-oriented households, such as providing home energy and water assessments to a number of eligible households each year.	Efficient buildings, transport and infrastructure Informed and resilient community	Engineering & Environmental Services			

B24	Consider expansion of food growing opportunities in public places and on nature strips where appropriate with approved guidelines. Incorporate online and digital resources for growing local food where feasible.	Improved access to local food	Engineering & Environmental Services			
B25	Expand community education and engagement program to promote energy and water saving measures that will help address the impacts of rising utility bills.	Efficient buildings, transport and infrastructure Informed and resilient community Lower cost of living	Engineering & Environmental Services			
B26	Expand the number or scope of sustainable business programs or incentives offered to local businesses, in particular those programs that partner with suitable government or non-government service providers and programs that access grant funding.	A mix of local businesses and jobs	Engineering & Environmental Services			
B27	Expand Council's current program of food waste avoidance/food waste reduction community programs to continue the focus on food waste avoidance and food waste reduction, utilising best practice.	Reduced waste to landfill	Engineering & Environmental Services			
B28	Expand Council's recycling education materials and community engagement programs, in particular those programs that partner with suitable government or non-government service providers and programs that access grant funding.	Reduced waste to landfill	Engineering & Environmental Services			
B29	Complete the replacement of all mercury vapour streetlight lamps with energy efficient lamps. The first phase of this project was very successful in reducing greenhouse gas emissions and was cost-effective.	Efficient buildings, transport and infrastructure	Engineering & Environmental Services			

B 30	Consider providing or participating in community schemes for the bulk purchase of solar panels, energy efficient devices, other renewable energy sources or greenpower, if such schemes prove to be viable and affordable. This may include participation in multi-Council or partnership schemes with energy distributors.	Efficient buildings, transport and infrastructure Informed and resilient community	Engineering & Environmental Services			
B 31	Prepare a new Urban Forest Strategy that includes strategic, policy and operational consideration of how trees in the public realm -parks and streets, are managed and maintained.	Healthy and diverse parks and local vegetation	Parks and Wildlife			

Section C – Next actions – to be reviewed as part of the mid-implementation review.

Ref	Strategy/action	Supports these sustainability outcomes	Responsible Departments	Now in place	New 2016-2019	Next 2019-2022
C1	Consider accelerating the implementation of energy saving measures in Council buildings such as technology improvements, battery storage for solar power, energy saving guarantee contracts and partnering arrangements that might provide economies of scale benefits and adaptation to the impacts of climate change.	Efficient buildings, transport and infrastructure More renewable energy	Built Infrastructure			
C2	Investigate the feasibility of Council to facilitate a showcase community solar energy project and promote to the	More renewable energy	Engineering & Environmental Services			

	community.		Built Infrastructure			
C3	Review the current management of sporting fields including: watering regime, frequency of use, community expectation of field quality and the potential impacts of climate change. Implement system improvements as required based on the outcome of the review.	Reduced use of potable water Adapting to climate change and peak oil	ParksWide			
C4	Fast track the installation of real-time water monitoring systems for Council's major sporting fields to measure water usage and detect/quantify water leaks.	Reduced use of potable water Sustainability practices and policies embedded in Council practices	ParksWide			
C5	Implement and develop a database to record the removal and planting of trees within the municipality including the health of the trees.	Healthy and diverse parks and local vegetation	ParksWide			
C6	For priority areas identified in the Urban Forest Strategy, consider expanding community involvement in bushland maintenance and provide support to relevant community based programs or projects.	Healthy and diverse parks and local vegetation	ParksWide			
C7	Accelerate the implementation of actions from the Open Space Strategy and Biodiversity Strategy that improve the habitat corridor links and values of the existing linear open space system of Whitehorse.	Healthy and diverse parks and local vegetation	Arts & Recreation ParksWide			
C8	Consider any suitable opportunity to create an urban environmental education centre to showcase sustainable living practices, biodiversity and local food	All sustainability outcomes	Engineering & Environmental Services			

	production such as the redevelopment of existing community facilities.		Arts & Recreation			
C9	Develop a community sustainability grants program to encourage grassroots projects and programs over and above Council's current community grants program.	All sustainability outcomes	Engineering & Environmental Services			
C10	Develop a workshop program for residents and businesses to undertake energy, water and waste self-audits, to enable them to implement effective energy and water-saving retrofits.	Efficient buildings, transport and infrastructure Informed and resilient community	Engineering & Environmental Services			
C11	Further upgrade Council's online and smart technology methods of providing sustainability information to the community and engaging with the community to help them to improve their sustainability practices. This may include the opportunity for the community to post and share suitable tools and resources.	Informed and resilient community	Engineering & Environmental Services			
C12	Consider working with a local shopping strip or business precinct within the municipality that wishes to collectively enhance their environmental management practices to help to share and promote sustainable outcomes. Council may consider providing incentives for businesses to improve their energy/water efficiency and waste diversion practices.	A mix of local businesses and jobs	Investment & Economic Development Engineering & Environmental Services			
C13	Develop and implement a recycling strategy for public areas in Whitehorse,	Reduced waste to landfill	Engineering & Environmental			

	which includes consideration of the further installation of public place recycling bins as well as other measures to encourage the recovery of recyclable materials away from the home environment.		Services City Works			
C14	Consider possible composting or recycling options for the excess leaves collected during Autumn heavy leaf period.	Reduced waste to landfill	Engineering & Environmental Services City Works			



ACKNOWLEDGEMENT OF COUNTRY

In the spirit of reconciliation, Whitehorse City Council acknowledges the Wurundjeri people as the traditional custodians of the land. We pay our respects to their Elders past and present.

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