



Yarra Environment Strategy

2013-2017



Yarra
Environment
Strategy



Mayor's Message

2012 was a historic year in Yarra's journey towards sustainability. In Nov 2012 Yarra became the first local government in Victoria to become carbon neutral under the National Carbon Offset Standard.

Our work to this end has created an excellent foundation for Council to continue reducing its carbon emissions and generating clean energy in future years.

Importantly, the first seeds for this achievement were sown in the 2008 Yarra Environment Strategy.

That document set out an ambitious four year vision for improving sustainability in Yarra that, by 2012, had been successfully realised in a number of ways.

Not only did Council earn the carbon neutral status, it also established the Yarra Energy Foundation, an independent organisation focused on working with the community to reduce emissions across the municipality.

This new Environment Strategy acknowledges and builds on the achievements from Council's three prior strategies.

With the right balance of leadership, collaboration, action, advocacy, consultation, and education, this strategy aims to make even further gains on Yarra's award-winning sustainable record and see us go from good to great.

Cr Jackie Fristacky, Mayor



CEO's Message

Thank you for taking the time to read about Yarra's strategic direction for enhancing the organisation's performance on sustainability.

The environment is a core element in everything Council does. Just as staff are expected to consider the financial, community and occupational health and safety dimensions of every action, the environment is a key consideration in our decision making.

As the Mayor wrote in her introduction, this document is about building on Yarra's good record as a local government leader in sustainable practices.

We commit to integrate strategic thinking into the design and delivery of all of our programs and services so that our sustainable promise becomes a reality over the long term.

Many of these initiatives have commenced, and with the right strategies in place they can be strengthened with improved training, performance measurement and accountability so that our actions are assured and effective.

Council can also lead and inspire by sharing our knowledge with other municipalities and reinforcing regional partnerships.

For me, one of Council's proudest moments to date was receiving the United Nations Association of Australia Award for Excellence in Overall Environmental Management in 2013.

The award recognised the breadth and diversity of Yarra's environmental programs and initiatives, from large scale projects like the solar panel installation at Victoria Park to campaigns designed to encourage homes to compost food waste.

Through this vision we strive to lead and work collectively with our community towards a sustainable Yarra.

Vijaya Vaidyanath, CEO of Yarra City Council



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Yarra Environment Strategy

Executive Summary

A moral imperative

This document will guide Council's ongoing response to some of the most pressing moral challenges of our times. As a result of climate change, Yarra will face higher average temperatures and lower average rainfalls, as well as more frequent extreme weather events, such as heat waves, droughts and severe storms. Left unchecked, the over consumption of resources will lead to disruptions to essential services and inadequate access to food and water.

Council chooses to take a leadership role on sustainability, not only because it wishes to tackle these issues in the short term, but also because it embraces its responsibility to the next generation of Yarra citizens. Council's legacy should be a sustainable municipality supported by innovative policies and practices. The Yarra Environment Strategy ensures a consistent and comprehensive approach to meeting these goals.

A foundation for success

Initiatives outlined in the previous edition of the strategy saw Council reduce its net carbon emissions from 10,697 equivalent tonnes in 2009-10 to zero equivalent tonnes in 2012-13. Over the same period, Council reduced its annual energy consumption by 15%. By June 2013, Council was generating 10% of its own energy needs through low-carbon systems such as solar hot water and co-generation.

Earlier this year, Yarra's leadership in the field of sustainability was recognised with a United Nations Association Award for Local Government in the category of Overall Environmental Management. A year earlier, Yarra became the first Local Government in Victoria to be certified carbon neutral under the National Carbon Offset Standard. In 2011, Keep Australia Beautiful declared Yarra to be the Victorian Sustainable City of the Year.

Each of these outcomes flowed from the careful strategic planning established in the preceding strategy.

A sustainable future

This new edition of the Yarra Environment Strategy outlines a vision for the next four years, a vision in which *"Yarra is a resilient and sustainable city where current and future populations enjoy a high quality of life within our fair share of the earth's resources, whilst ensuring we co-exist harmoniously with the natural environment."* This outcome will be achieved by following the four 'pathways' established in the strategy.

Pathway 1 – Community empowerment and local action

Pathway 2 – Urban ecology and natural environment

Pathway 3 – Sustainable city infrastructure and lifestyles

Pathway 4 – Sustainable Council operations

Each pathway is divided into objectives and then further divided into specific actions that will be undertaken in fulfilment of those objectives. Each pathway also features a series of targets and indicators to enable the organisation to measure its progress towards sustainable outcomes.

The new Yarra Environment Strategy proposes an innovative mix of leadership and collaboration, direct action and advocacy, consultation and education. It determines Council's approach to preserving biodiversity, reducing carbon emissions, promoting sustainable transport and much more. This document will enable Council, in collaboration with the community and other tiers of Government, to meet this most critical of moral challenges.

Background

Purpose

The 2013 – 2017 Yarra Environment Strategy (*The Strategy*) is a key document for guiding Council planning, decision-making and activities that impact on the Yarra environment and community.

This is an overarching strategy, and a reference and informing document for all other environmentally related Council strategies, plans and initiatives (captured in Appendix 1).

Through this *Strategy* we will aim to ensure Yarra is a resilient and sustainable city where current and future populations enjoy a high quality of life within our fair share of the earth's resources, whilst ensuring we co-exist harmoniously with the natural environment.

The *Strategy* is in two parts: a strategy which establishes the vision, pathways, and key targets, and an *Action Plan* which provides the detailed actions to achieve the vision.

Environment and Local Government's Role

As an elected body, Council responds to the aspirations of the Yarra community to safeguard the long-term environment for future generations while meeting today's needs through policies, partnerships, programs, community engagement and advocacy.

Council has a:

- Legislated and delegated set of powers to protect, manage and restore the environment for the community.
- Support role to assist our community in taking environmental action including working in partnership with other agencies and arms of government
- Leadership role to reduce the size of our organisational footprint, and support and advocate for changes in other levels of government and across society.

The community and other levels of government and their agencies will also need to act upon and play a key role in order for the *Strategy* to be successful.

In this *Strategy* the Council will focus on actions and outcomes primarily relating to our environmental issues - with strong linkages across social, financial and cultural objectives. Whilst the broader elements of sustainability beyond the environmental context are also very important to Council and the success of this *Strategy*, achievement of the core aims is better delivered through other Council strategies and activities.

The environmental focus of this *Strategy*:

- Sustainable living and working
- Ecology & Natural Environment
- Sustainable Transport
- Sustainable Business
- Sustainable Built Environment

- Waste Management
- Greenhouse Gas Emissions
- Water Consumption and Quality
- Climate Change Resilience and Food Systems

Following the lead of our land's first custodians

Council acknowledges the Wurundjeri people as the true sovereigns, caretakers and custodians of the land now known as Yarra. The Wurundjeri lived on the land in this area for thousands of years before European settlement in a way that was sustainable and which preserved the wildlife, habitat, waterways, land and air in the Yarra area. Current land managers still have much to learn from Wurundjeri elders and land managers about the management of cultural and natural heritage.

Yarra City Council's Aboriginal Partnerships Plan outlines the partnership between Yarra City Council and the Wurundjeri Land Council, covering actions relevant to natural and cultural heritage and also the development of a holistic Memorandum of Understanding and Service Agreement between the Wurundjeri and Yarra City Council.

Where the Strategy came from

This is our fourth Environment Strategy, and it builds on the previous strategies.

The 2013-17 Council Plan identifies five strategic objectives for improving Yarra's liveability including '*Ensuring a sustainable Yarra*'. The Yarra Environment Strategy supports this direction through a deeper exploration of what a sustainable Yarra entails and key priorities for the future of Yarra.

The *Strategy* has been developed in conjunction with the community and key stakeholders, via an extensive engagement and consultation process and review of existing Council actions and plans. This consultation process has included:

- Face-to-face interviews with Councillors, Executive and content area specialists within Council;
- A three part workshop series with a community Futures Group comprising 35 diverse community members with varying interests and expertise, that explored the drivers for future environmental sustainability and developed a roadmap for adaptation and transformation;
- A four hour public 'Open House' forum, which provided the community with an opportunity to contribute ideas and their priorities across a broad range of issues (attended by 40 people);
- A specific workshop on greenhouse gas emissions with key stakeholders;
- A community survey which received 75 responses via electronic and hard copy forms;
- An initial desktop analysis of Council documents to identify issues and help shape the engagement process,

- including learnings from implementation of the previous Environment Strategy;
- Three internal staff workshops; and
- Many workshop style consultations with groups relevant to the plan.

Yarra’s Environmental Context

Yarra’s Environmental Impact

The environment is a consideration in everything we do. We need to better understand the many impacts our community, and Council as an organisation, has on our local and global environment.

Measuring our individual and collective environmental impacts is challenging beyond providing assessments in general terms.

One approach is through assessing our Ecological Footprint - a measure of the land and water area a human population requires to produce the resources it consumes and to absorb its wastes. If a person or community’s footprint is more than one planet, this means they are living beyond the means of the planet and is not sustainable.

The average Victorian has a proportionate ecological footprint of approximately four planets¹, and it is assumed that the Yarra community has similar averages. If the global population consumed the equivalent resources we would need four planets to support us.

Figure 1 highlights that nearly one third of our footprint comes from the food we consume - the way we grow, transport, store, package and dispose of it. Energy consumption is another big contributor through reliance on emissions-intensive electricity generation for manufacture of goods, our residential and commercial lifestyles, and how we move around.

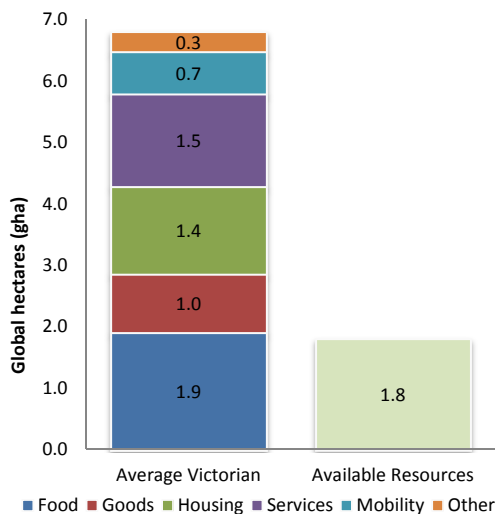


Figure 1 - Victoria’s ecological footprint

¹<http://www.epa.vic.gov.au/ecologicalfootprint/ausFootprint>

Council’s proud history of Environmental Action

Yarra Council has a proud history of environmental action and leadership.

This is our fourth Environment Strategy. Of 112 actions in the 2010-12 Environment Strategy Action Plan Update, 80% of actions were fully achieved while 14% were partially achieved. Highlights included:

- Certification as a carbon neutral organisation, the first council in Victoria;
- Establishment of the Yarra Energy Foundation;
- Launch of Yarra’s Sustainable Design Assessment in the Planning Process (SDAPP) program;
- Creation of four new parks;
- A Yarra Water Sensitive Urban Design Policy;
- Adoption of Urban Agriculture Guidelines and employment of an Urban Agriculture Facilitator.
- Developed Yarra ESD (Ecologically Sustainable Development) Buildings Policy;
- Climate Change Adaptation Plan developed to address climate change risk;
- Establishment of a staff Green Team to drive innovation and change across the organisation;
- Establishment of annual Yarra Sustainability Awards; and

The **Yarra Energy Foundation** (YEF), launched in 2011, was established by Council to accelerate greenhouse reductions towards a becoming carbon neutral municipality by 2020. YEF is a not-for-profit company limited by guarantee, and works with Council, residents, businesses and the wider community to amplify innovation and achieve large-scale adoption of energy efficiency.

Having been named the 2011 Victorian Sustainable City and receiving the 2013 United Nations Association of Australia Award for *Local Government: Overall Excellence in Environmental Management*, we know we are on the right track, but we also know that we can and want to do more to accelerate and facilitate change.

Key Issues and Priorities for Action

What consultation told us we need to respond to

Through *the Strategy’s* review processes and engagement, our community and their representatives have emphasised the importance of continuing on from the achievements we’ve accomplished to date.

The consultation, particularly through the work of the Future’s Group on future scenarios, provided us many issues to prioritise for action. These included:

- **Population growth** - Yarra’s residential and business landscape is rapidly changing and the opportunity to address any associated environmental impacts before they arise;

- **Resilience in a changing climate** – the impacts of climate change are being felt strongly now, predicted to worsen in coming years. Urgent action is required to reduce emissions and prepare our community for climate change now;
- **Over consumption** – consumption patterns are increasing while the earth’s resources (water, food, fuel, energy, minerals, materials) and ability to replenish them are decreasing. There is an need to reverse this trend so that our community lives within its means while maintaining quality of life;
- **Partnerships, capacity building and collaborative action** – community engagement and ownership of both the problems and solutions are essential in transforming our municipality to more sustainable living. It is also essential to building understanding and skills in adapting to the scale and types of change that will come from continued population growth, diminishing natural resources and climate change. For best results we also need to look beyond our boundary and work with other agencies and networks to support the change we seek;
- **Advocating for broader change:** take action within our ability, and advocate for legislative change and for key actions beyond our jurisdiction; and
- **Council’s leadership role** – Council should lead by example and share lessons learned.

Population growth

Yarra’s population is expected to increase from 80,000 to 100,000 (Council Plan 2013-17) over the next 15 years. This will drive demand for new residences and services, is expected to result in increased planning tensions on infill development, the need for additional open space, pressure on our biodiversity, traffic congestion, parking issues, natural resources consumption and waste generation. Keeping the Yarra River healthy and free from encroachment will be a particular challenge.

Melbourne’s overall population growth will further increase pressure on Yarra’s services and transport, particularly through increased congestion in Yarra, demand for parking and the threat of new road building. In addition, Yarra’s proximity to the CBD and its high standard of urban services, amenity and public transport and changes in our demographics are also resulting in property prices and increasing socio-economic disparity.

Planning, liveability and social equity will therefore be a continual theme for the environment and the future of the City – meeting the challenges of environmentally sustainable development with a growing population in a highly complex context.

Increased population density in the inner city can have overall sustainability benefits through more efficient use of existing infrastructure, more people able to access existing services, local recreation and employment opportunities, increased use of sustainable transport, and halting the spread of Melbourne further into farming land. As always there are competing demands and impacts and must be monitored and managed effectively.

Resilience in a changing climate

The projected impacts of climate change within the City of Yarra include:

- More days over 35°C and higher annual mean temperature;
- Fewer and heavier rainfall days;
- Reduced average rainfall and stream flows;
- Possible sea-level rise and storm surges on the lower parts of the Yarra river;
- Increased frequency and severity of heat waves, floods and drought; and
- Decreased, uncertain or disrupted supply of electricity, water, food and fuel.

Climate change is making many extreme events worse in terms of their impacts on people, property, communities and the environment. Rising temperatures increase the need for shade and have implications on water supply for trees and open space. There is an urgency to act now to reduce the severity of climate change and prepare for its impacts.

Our challenge will be to continue to mitigate greenhouse contributions and act locally. We should addressing risks to Council assets, operations and services, and support community resilience and adaptation to the current and future impacts of climate change.

Over Consumption

We are part of a deeply interconnected global economy that is using natural resources at rates faster than they are being replenished. Our lifestyles and the way we run our economy are turning natural resources into waste at a rate faster than nature can turn waste back into natural resources. Our proportional ecological footprint, as described above, is currently four times more than that which would enable all humans to live sustainably on the planet. Clearly, this is not sustainable and a transformation of our lifestyles and our economy is appropriate to allow future generations to enjoy their lives as we do.

Our most fundamental challenge is to establish a culture in which sustainable living is compatible with a high quality of life; where material consumption is not essential to personal happiness and is decoupled from (unobserved) environmental degradation.

A complex set of social and cultural factors shape our attitudes to the environment, our lifestyles and to our choices on taking subsequent action.

These factors include self-interest, our sense of personal responsibility for and control of environmental impact, our level of environmental knowledge and understanding and concern and differences in values (e.g. how much we value green space).

Partnerships, capacity building and collaborative action

Council cannot achieve this vision acting in isolation. It will need substantial change in the way the community functions, including a change in the way the local economy operates, and similar changes in surrounding regions. It will

require greater changes in community attitudes and behaviours as well.

People and communities have great power to act if they have the will, and if they do act decisively then the policies of State and Federal governments will eventually follow what local communities have already been implementing.

There is now a worldwide trend for cities to become hubs of innovation for a greener economy through a focus on rapidly reducing carbon intensity and environmental degradation while at the same time encouraging innovative, new, and environmentally sustainable industries and enterprises. The benefits are many, including integrated transport solutions, resource efficient manufacturing, biodiversity protection, ecologically sustainable building and neighbourhood design, and more resilient and healthier communities, to name a few.

Council's role is to provide the right framework of policy settings, regulations and incentives. A framework that is predictable, certain and long-term, provides confidence in the community and encourages business to work with investors to innovate in order to compete and scale up solutions.

Yarra is rich with vibrant and diverse community organisations across all spheres of life. The big opportunity described in this Strategy is to partner with non-government organisations and business, particularly those connected to the arts, education and multicultural communities to develop the viable, innovative and long-term solutions required to make Yarra a thriving, resilient and sustainable city.

Many of Victoria's environmental organisations have their offices in Yarra, and there is a rich tapestry of community activism from green businesses to community gardens, neighbourhood share schemes, school tree planting sessions, housing sustainability retrofits and much more. Yarra has the highest per capita bicycle use of any municipality in Australia.

Business plays a pivotal role in achieving sustainability by providing many of the necessary innovative and practical solutions to meeting community needs in ways that do not harm the environment. Council is very active in supporting business innovation for sustainability.

Challenges and opportunities include helping businesses lower the financial and environmental cost of their operations (emissions, water, energy, waste, etc.), better understand the business case for change, and make the transition to a low-carbon growth economy.

The pursuit towards a sustainable future also requires a shift in values and behaviour by the community. Yarra has a strong tradition of environmental activism, and the community expects strong environmental advocacy from Council on the issues adversely affecting our future environment beyond the direct control of local government: issues such as increasing reliability, range, and frequency of public transport, the proposed East-West Link tunnel, the health of the Yarra River, urban density, environmentally sustainable planning and development, and greenhouse gas mitigation.

The challenge for the community is to continually re-connect with nature in words and deeds, and through that engender

a wider sense of responsibility and commitment to act. Council's role is to help foster and mobilise a more active community, connect citizens with nature, support and develop environmental leaders, assist existing environmental groups to become stronger and help those that have a different focus to understand and embrace the business case for environmental sustainability.

Advocacy

State and Federal government policies on the economy, planning and transport will have a major impact on the future of our local environment.

Victoria has more than 25 Acts and over 30 strategies that relate to Yarra's environment. In addition, there are a large number of Federal laws and programs affecting the City as well as international frameworks and conventions to consider.

In general terms, these policy frameworks are a long way short of the frameworks needed for sustainable living standards. They encourage the design of car dependent and congested communities, businesses that are heavy users of the earth's natural resources, and lifestyles that lead to poor health outcomes and are environmentally unsustainable.

Federal government policies on the economy have the strongest impact on local business activity and people's lifestyles. In particular, economic policies such as a strong price on greenhouse gas pollution help drive "one planet" innovation through the supply chain.

State government policies, plans and strategies have the strongest impact on planning and urban form, transport, traffic, Yarra River health, biodiversity protection, pollution control, waste, open-space and liveability.

Key policies that apply to the City of Yarra include:

- Plan Melbourne (Draft 2013)
- Victorian Climate Change Adaptation Plan
- Victorian Waste Management Strategy
- Victorian Litter Strategy
- Port Phillip and Western Port Regional Catchment Strategy
- Victoria the Freight State
- Transport Integration Act

The State and Federal policy context is outside the control of Council and the community. To influence the broader policy agenda, Council works in collaboration with other Councils, stakeholders and the community through advocacy and engagement and partnership building. By acting locally and advocating for preferred outcomes Council can show leadership and influence change at other levels of government and in other municipalities.

Council's leadership role

The environment is a core element in everything Council does. Just as all staff are expected to consider the financial, community and occupational health and safety dimensions of every action, consideration of the environment needs to become business as usual for all staff behaviour and Council planning and decision-making.

Continued sustainable outcomes require new ways of working within Council and with the community. It requires

more integrated approaches to the design and delivery of programs and services, and long term business cases that integrate lifecycle assessment, design and management of its assets and services from a strategic risk perspective, particularly incorporating climate change projections. It requires on-going incorporation of sustainability into every action and decision by all staff.

Council can lead and inspire – to invest in demonstration projects and show what is possible and to help break through barriers and resistance to change where needed. Council is also in a strong position to provide leadership and support to other municipalities, and reinforce regional approaches to solving shared problems.

Many of these things have begun, but these initiatives and others need to be strengthened with training, performance measurement and environmental accountability for all positions and supplemented with the development of effective tools and assessment against relevant benchmarks.

Strategy Implementation Plan

Action Plan

The annually updated *YES Action Plan* details desired outcomes, targets, indicators, plans, programs, strategies and other actions and resources required to implement the Strategy. *Year 1* in the Action Plan refers to the 2013/14 financial year, within existing resources.

Monitoring and Review

Council will monitor and regularly review all actions that impact the environment.

Monitoring will focus on the extent the actions within this Strategy are:

- Being successfully implemented and meeting their objectives
- Moving Yarra towards set indicators and targets
- How effective they are in engaging the community in taking environmental action

Council will conduct an internal review and update of the *Action Plan* after 2 years. This will form the basis for continual improvement of the *Strategy* and associated subordinate strategies, plans, policies and procedures.

A full review and development of a new *Strategy* will be undertaken in 2017/18.

Budget Allocation

Budget for implementation of elements of the *Strategy* and *Action Plan* are subject to annual Council approval. On an annual basis Council Officers will develop a budget submission for resourcing the implementation of the Yarra Environment Strategy to be reviewed as part of the overall Council budget process. For this reason a specific annual budget allocation has not been stated, rather 'Potential Resources' relating to the years of resource requirement for action implementation from Year's 2 to 4. Year 1 (2013/14) will be actioned within existing resources.

Communication & Reporting

Council is in frequent communication with the community on the environment through its programs, Council meetings, committee's, newsletters, notices, news stories etc., and this can be strengthened. We will also look to promote and reinforce the story of Yarra's journey of becoming a thriving sustainable city, including informing our community and beyond of successful actions and learnings from our work.

Progress on implementation of this *Strategy* will also be reported at the end of each financial year as part of Council's annual reporting process.

Strategy Vision and Targets

Strategy Vision

Yarra is a resilient and sustainable city where current and future populations enjoy a high quality of life within our fair share of the earth's resources, whilst ensuring we co-exist harmoniously with the natural environment.

Strategy Target

Indicator	Baseline Measurement	2017 target	2020 target
The ecological footprint of the Municipality	6.8ha per person (based on Victorian average (2008))	Measure Yarra's footprint	10% reduction on 2017 baseline

Strategic Pathways and Key Targets

There are four specific pathways to achieving our vision, each with objectives that work together and complement each other to form one integrated plan. Indicators and targets for each pathway provide a means for tracking, measuring and communicating the progress of each objective.

Pathway 1 - Community Empowerment & Local Action

Supporting an empowered community that acts locally to increase the sustainability of consumption and lifestyles to reduce its ecological footprint

Pathway Objectives	Action	Plan reference
1.1 Empower and educate the community to support sustainable consumption and lifestyles.		p. 14
1.2 Accelerate collective action for sustainable consumption and lifestyles.		p. 16
1.3 Support local community organisations and groups.		p. 17
1.4 Provide tailored support to target groups to increase participation in sustainability initiatives by diverse groups.		p. 19
1.5 Improve sustainability outcomes through information dissemination and community input to Council programs, processes, and services.		p. 20
1.6 Understand and track community knowledge and action, and celebrate achievements.		p. 21

Key Indicators & Targets

Indicator	Baseline Measurement	2017 target	2020 target
Community satisfaction rating on the statement: 'Council is meeting its responsibility towards the environment'	7.3/10, annual Customer Satisfaction Survey (2013)	7.4/10	7.5/10

Pathway 2 - Urban Ecology & Natural Environment

Supporting healthy and thriving ecosystems in Yarra

Pathway Objectives		Action Plan reference
2.1	Enhance community awareness and engagement with Yarra's local environment.	p. 23
2.2	Incorporate and improve biodiversity and ecosystem health outcomes through Council operations.	p. 23
2.3	Support biodiversity and ecosystem health improvements on private land.	p. 25
2.4	Improve biodiversity and ecosystem health outcomes through partnerships and collaborative action.	p. 26

Key Targets & Indicators

Indicator	Baseline Measurement	2017 target	2020 target
Habitat area, health, and biodiversity	New Survey (2014)	↑5%	↑10%
Improvement in stormwater quality management	Achieved 5% of the best practice performance objectives for Council managed assets as outlined in the <i>Urban Stormwater Best Practice Environmental Management Guidelines (2011/12)</i>	7%	10%

Pathway 3 - Sustainable City Infrastructure & Lifestyles

Developing a secure, affordable & liveable City infrastructure and lifestyles for the Yarra Community, including:

Pathway Objectives		Action Plan reference
3.1	Sustainable Transport - Community infrastructure and programs that provide for safe, efficient, affordable and low-carbon mobility.	p.29
3.2	Increased Business Sustainability - A thriving green business economy in Yarra, and increased businesses productivity achieved through reduced environmental impact of operations.	p.33
3.3	Sustainable Built Environment - Council powers and resources being used to influence the design and layout of the City for sustainability, functionality, resilience, and green recreation.	p.35
3.4	Carbon Neutral Yarra - Reduced greenhouse emissions from across the municipality, towards carbon neutral by 2020.	p.38
3.5	Waste Wise Yarra - Reduced waste to landfill through changed Community behaviours, and tailored / easy to use infrastructure.	p.40
3.6	Conserving Water in Yarra - Supporting the Yarra community to reduce use of potable water, through partnerships and direct action.	p.43
3.7	Climate Change Resilient Communities - Preparedness of Yarra's community to better respond and adapt to future climate conditions.	p.44

Key Targets & Indicators

Indicator	Baseline Measurement	2017 target	2020 target
Usage rates of sustainable transport modes to work	41% Residents using Sustainable Transport to work (2011 census) 29% non-residents use sustainable transport to work in Yarra (2011 census)	50% (2016 census) 35% (2016 census)	60% (2021 census) 50% (2021 census)
Number, turnover and impact of green businesses and business practices in Yarra	New survey/measurement (2014)	↑ 5%	↑ 10%
Resident access to open space	Number of new parks established in Yarra (since 2012)	3	6
Net municipal Greenhouse emissions	1,865 kt CO ₂ (2005/06)	NA	Zero
Household waste to landfill	16,144 tonnes (2011/12) kerbside waste collected	↓ 10%	↓ 20%
Potable water consumption across the community	12.7 GL (2000/01)	↓ 25%	↓ 30%

Pathway 4 - Sustainable Council Operations

Operating Council as a model of environmental sustainability, including:

Pathway Objectives	Action Plan reference
4.1 Lead by example, with Integration of sustainability across Council - Integrating sustainability as a core Council business into everything we do, empowering staff to own sustainability as part of their core business.	p.48
4.2 Best Practice Carbon Management - Reducing Council energy use and greenhouse gas emissions from its own activities, and becoming the most aware, energy efficient and energy self-reliant local government in Australia.	p.55
4.3 Best Practice Waste Management - Reducing Council generated waste through our own operations and sites under Council control, and to be a leading waste wise organisation.	p.57
4.4 Best Practice Water Management - Reducing potable water consumption at Council buildings, parks and gardens.	p.58

Key Targets & Indicators

Indicator	Baseline Measurement	2017 target	2020 target
Staff commitment to sustainability	Percentage of respondents to staff sustainability survey who say workplace sustainability is 'important' or above (88% in 2013)	95%	100%
Organisational carbon emissions	16,820 tCO ₂ (gross emissions 2000/01)	↓ 55%	↓ 60%
Waste to landfill from Council operations	31.7 Tonnes (2011/12)	↓ 60%	↓ 70%
Potable water consumption from Council operations	334ML (2000/01)	↓ 45%	↓ 50%

Related Strategies & Plans

		Year Adopted	Review Due
General	Council Plan	2013	2017
	Municipal Strategic Statement	2010	2014
Climate Change & Greenhouse	Climate Change Adaptation Plan	2013	
	Carbon Neutral Action Plan	2010	2015
Waste	Waste Management Plan	2009	2013
Water	Water Action Plan	2006	
	Water Sensitive Urban Design Guidelines	2012	
Transport	Strategic Transport Statement 2006 and Revised Actions	2012	2016
	Encouraging and Increasing Walking Strategy	2005	
	Bicycle Strategy	2010	2015
	Parking Management Strategy	2010	
Biodiversity, Air Quality and Open Space	Open Space Strategy	2006	2015
	Street Tree Strategy	2004	
	Domestic Animal Management Strategy	2009	
	Urban Wildlife Management	2009	
Infrastructure & Built Form	Municipal Wide Infrastructure Plan		
	Asset Management Strategy	2011	
	Buildings Asset Management Plan	2013	
	Open Space Shade Policy	2011	
	Urban Design Strategy	2011	
	Business and Industrial Land Strategy	2012	
	ESD Buildings Policy	2011	
Community Services and Programs	Social and Affordable Housing Strategy	2011	
	Urban Agriculture Guidelines	2011	
	Municipal Public Health Plan	2009	2014
	Arts and Cultural Plan	2011	2015
	Aboriginal Partnerships Plan	2011	2014
	Sports and Physical Activity Strategy	2009	2013
	Economic Development Strategy	2009	2014
	Tourism Strategy	2010	2017
	Yarra Libraries Plan	2013	2017
	Yarra Youth Policy	2009	2013
	Early Years Strategy	2013	2017
	Middle Years Strategy	2013	2017
	Positive Aging Strategy	2007	2016
	Disability Action Plan	2010	2014
	YCC & Yarra Neighbourhood Houses and Learning Centres MOU and Strategic Action Plan	2013	
Council Operations	Municipal Emergency Recovery Plan	2011	
	One Yarra Strategy	2013	

Yarra Environment Strategy - Action Plan (2013-2017)

Pathway 1 - Community Empowerment & Local Action

Supporting an empowered community that acts locally to increase the sustainability of consumption and lifestyles to reduce its ecological footprint

Objectives

Council will:

- 1.1 - Empower and educate the community to support sustainable consumption and lifestyles.
- 1.2 - Accelerate collective action for sustainable consumption and lifestyles.
- 1.3 - Support local community organisations and groups.
- 1.4 - Provide tailored support to target groups to increase participation in sustainability initiatives by diverse groups.
- 1.5 - Improve sustainability outcomes through information dissemination and community input to Council programs, processes, and services.
- 1.6 - Understand and track community knowledge and action, and celebrate achievements.

Targets

Indicator	Baseline Measurement	2017 target	2020 target
Community satisfaction that 'Council is meeting its responsibility towards the environment'	7.3/10, annual Customer Satisfaction Survey (2013)	7.4/10	7.5/10
Sub Targets			
Local sustainability understanding and local sustainability action	Shown through a new community survey	TBC	TBC

Community Empowerment & Local Action Actions

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
Objective 1.1: Empower and educate the community to support sustainable consumption and lifestyles		

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
Action 1.1.1 – Support the community to better understand the need and ability to act more sustainably and overcome cultural norms surrounding consumption		
<p>Council has an important role to play in engaging residents and businesses on consumption patterns to influence more sustainable behaviours and practices. Council will aim to build community understanding and leadership on this issue, and overcome cultural norms associated with consumption patterns.</p> <p>This action would aim to understand the current drivers, needs and opportunities of what/ why people do or don't do this now, and develop a campaign to support reduced consumption for more sustainable living and local business operations.</p> <p><u>Year 1</u></p> <p>Develop a budget bid for 2014/15 program initiation.</p> <p>Establish a working group of internal and external representatives, and develop a community campaign to support reduced community consumption of resources and overcome cultural norms surrounding consumption, incorporating:</p> <ul style="list-style-type: none"> • Needs analysis for new information and educational resources, and measurements of success; • Potential partners and support, including educational institutions and community groups and other councils; • Target audience and scale; and • Message, engagement and communications approach. <p><u>Years 2-4</u></p> <p>Launch campaign and review.</p> <p>Review opportunities to undertake research (with universities or similar) into overall consumption patterns of Yarra residents and whether these are changing over time.</p>	<p>Lead : Environmental Management</p> <p>Support: Waste Minimisation, Strategic Transport, Communications; Economic Development</p>	<p>Priority: High</p> <p>\$10,000 + 0.2FTE (2014/15)</p> <p>\$50,000 + 0.5 FTE (2015/16)</p>
Action 1.1.2: Develop a network of local hubs to disseminate sustainability information and support		
<p>Council recognises the benefits of local places where people gather as the first point of contact for information, facilitating local activity and strengthening of local communities. There is an opportunity to build on this model to use existing or new 'hubs' as portals for sustainability advice, support, and shared action. Some examples of existing 'hubs' are community centres, libraries, neighbourhood houses, and educational institutions.</p> <p>Through better use/development of these hubs to disseminate sustainability information and support we expect to enhance and expand the places where local residents can access learning with:</p> <ul style="list-style-type: none"> - Increased access to information and knowledge, through shared stories; - Increased collective local action through initiatives; - Improved action through provision of resources and mentoring for individuals and groups by the community; and <p><u>Year 1</u></p> <p>Council will continue to build on the success of actions to date by:</p>	<p>Lead: Environmental Management</p> <p>Support: Community Development; Waste Minimisation & Urban Agriculture</p>	<p>Priority: Medium</p>

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
<ul style="list-style-type: none"> Identifying and promoting existing hubs and the roles / services they currently have to offer; Providing additional support and sustainability information to existing hubs to increase their capacity to act as feature sustainability hubs, with a particular emphasis initially on Neighbourhood Houses; Promoting the network of hubs across Yarra; and <p><u>Years 2-4:</u></p> <ul style="list-style-type: none"> Support two new or existing hubs per year to enhance their capacity in their role as sustainability hubs Conduct a needs analysis and identifying the next steps for creation of hubs in areas not currently serviced. Continue to support, enhance promotion and resources, and develop project plan budget bids where required. 		\$10,000 + 0.2 FTE
<p>Objective 1.2 – Accelerate collective action for sustainable consumption and lifestyles</p>		
<p>Action 1.2.1: Support and connect neighbours to take collective action for sustainable consumption and lifestyles</p>		
<p>To support and accelerate Yarra’s community in reducing consumption and adopting more sustainable lifestyles, there is a need to seed and help develop collective local actions. The scope of collective sustainability action could range from a handful of neighbours in a street to a large action involving individuals across a whole suburb. Examples include shared composting, mini-bulk buys / food coops, sharing tools, urban agriculture/ sustainability related infrastructure etc.</p> <p>Through enhanced collective action Council expects to see:</p> <ul style="list-style-type: none"> Increased sustainability action and improved outcomes; Increased future sustainability actions (individual or collective) through increased sense of community and connections; and Increased collective action across Yarra through sharing of knowledge and ideas. <p><u>Year 1</u></p> <p>Establish business case and Budget Bid including:</p> <ul style="list-style-type: none"> Scope: <ul style="list-style-type: none"> Identify and evaluate existing project examples, and new potential initiatives/projects? Identify what support from Council would enhance these; and what would council support look like. Eg. Support local ‘Champions’/project leaders to be more effective; Identify what funding is required, and how this could tie in with Annual Grants; How to promote and achieve uptake; and Identify partners – existing pilot opportunities, community groups action (ie YCAN), and other opportunities (eg. YEF), and external funding opportunities. <p><u>Year 2-4</u></p> <p>Rollout, evaluate and expand program (subject to annual funding)</p>	<p>Lead: Environmental Management</p> <p>Support: Waste Minimisation & Urban Agriculture</p>	<p>Priority: High</p> <p>Approx \$10,000 + 0.4 FTE (ongoing from 2014/15)</p>

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
Action 1.2.2 - Strengthen Urban Agriculture program		
<p>Yarra is a national leader in supporting local food growing activities through our Urban Agriculture program. However, a holistic Urban Agriculture Strategy and Implementation Plan is required to tie the many elements together and ensure a clear and unified set of actions and direction that meet the needs of all sectors of the community.</p> <p><u>Year 1:</u></p> <p>Continue and strengthen existing Urban Agriculture program, including:</p> <ul style="list-style-type: none"> Review and update the current processes and guidelines to increase effectiveness; Expand Urban Agriculture Education Program including workshops and training, communications, promotion and expanding the website. Undertake strategic mapping of potential sites for gardens or orchards with a priority focus on looking at surplus land, road closures, surplus car parks etc. for these types of projects. The mapping could also identify site suitable for 'pop up' community gardens etc. <p>Develop Urban Agriculture Strategy and Implementation Plan could include:</p> <ul style="list-style-type: none"> Identification of the vision and scope of Yarra urban agriculture activities and community gardens, as well as key priorities issues, and actions; Development of associated plans: promotion, education, equity, community engagement, etc; Development of internal policy audit and working group to remove unnecessary barriers for public participation and Council awareness/integration; Review potential and business case for a "pop up" and "mobile" garden model and pilot in community to make use of currently disused public spaces; Review potential and develop business case for a Yarra planter box design process and community rental program; Creation of strong link to the Urban Agriculture Guidelines; Creation of key definitions and examples of activities; Undertake review of potential council activities supporting home food gardening activities (link to action 2.3.1); Review opportunities to support bee hives, chickens, and pollinator gardens in the Municipality; Review potential for developing a community tool library to support gardening (link to action 1.2.1); Review opportunities tying urban agriculture activities together such as Darebin's Fruit Squad and "Eat the Street" initiatives; and Link to the Urban Forest Strategy and opportunities for promoting shade trees. <p><u>Year 2-4</u></p> <ul style="list-style-type: none"> Implement Urban Agriculture Strategy and Implementation Plan Develop Urban Agriculture Toolkit for how to set up local urban agriculture projects 	<p>Lead: Waste Minimisation & Urban Agriculture</p> <p>Support: Open Space</p>	<p>Priority: High</p> <p>Resource requirements identified through strategy development</p>
Objective 1.3 – Support local community organisations and groups		
Action: 1.3.1 Support local sustainability community groups to be effective		

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
<p>Council has a long history of supporting a wide range of community groups within Yarra; usually volunteer run, Council can assist local sustainability community to be more effective via support and advice.</p> <p>Council will enhance, formalise, and promote support opportunities, including:</p> <ul style="list-style-type: none"> • <i>Information needs:</i> such as facilitating contact with other parts of council, providing advice, introductions to contacts and networks, providing speakers/presenters/facilitators where possible; • <i>Meeting space needs:</i> Supporting access to council venues and/or provision of ideas; and • <i>Budget needs:</i> such as allocating small amounts of Council resources, accessing Council/External grants (action 1.3.2). 	Lead: Environmental Management	Priority: Low
Action 1.3.2 Support community groups to access funding and support		
<p>Yarra Council provides annual financial grants to support local Yarra groups and communities in improving environmental outcomes via specific programs and activities.</p> <p>Council will</p> <ul style="list-style-type: none"> • Continue to provide grants to the Yarra Community through the Annual Grants program via a specific Environmental Stream; • Support funded projects to be effective; • Share widely the ideas and projects funded through the grants program. Consider developing a simple case study template for all grants recipients to fill in at the end of the project for sharing project outcomes and lessons; and • Promote external grant opportunities to local community groups. 	<p>Lead: Community Development</p> <p>Support: Environmental Management</p>	<p>Priority: Medium</p> <p>Budget allocated from central pool</p>
Action 1.3.3: Enhance community group collaboration of sustainability via the Yarra Environmental Sustainability Network (YESN)		
<p>Established in 2009, the Yarra Environmental Sustainability Network aims to increase the capacity of the community agencies working sector in Yarra to provide effective, collaborative and just responses to environmental issues. YESN is Council sponsored and co-convened by North Yarra Community Health and Council. YESN is comprised of community sector agencies and community groups. Activities currently undertaken by YESN include:</p> <ul style="list-style-type: none"> • Capacity building in response to climate change adaptation and future resources constraints; • Information and knowledge sharing; • Advocacy in relation to the impacts of climate change and other environmental issues; and • Supporting existing and new Council-led environmental awareness, advocacy and action campaigns. <p><u>Years 1- 2</u></p> <p>Continue to support and review YESN effectiveness, to develop new Strategic Plan in 2014/15 including:</p> <ul style="list-style-type: none"> • Co-facilitation and funding structure • Membership • Opportunities to increase action and effectiveness 	Lead: Environmental Management	<p>Priority: High</p> <p>Current budget allocation \$5,000 p.a.</p>

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
<p><u>Year 3-4</u> Implement new Strategic Plan and continue to evaluate effectiveness.</p>		
<p>Objective 1.4 – Provide tailored support to target groups to increase participation in sustainability initiatives by diverse groups</p>		
<p>Action: 1.4.1: Develop tailored program to increase participation in Council’s sustainability programs of groups with specific needs</p>		
<p>Council will establish a new program that aims to increase participation in Council’s sustainability programs from segments of Yarra’s community that have specific needs and/or lower rates of participation in environmental programs. These include culturally and linguistically diverse (CALD) communities, indigenous groups and organisations, senior citizens, youth and low income residents.</p> <p>The methodology used by this program will build upon Council’s success and knowledge from current and previous programs with the Vietnamese community and Australian Vietnamese Women’s Association, as well as the <i>Talking My Language</i> project.</p> <p><u>Year 1</u> Review existing programs and opportunities, and develop budget bid to resource Years 2-3 (also seek grant funding/ partners)</p> <p><u>Year 2-4</u></p> <ul style="list-style-type: none"> • Implement pilot program including: <ul style="list-style-type: none"> ○ Identify relevant community organisations and groups and complete an expression of interest process to select groups to work with in the first year ○ Seek external funding and partners to support and enhance program ○ Connect groups with relevant Council-related sustainability programs • Evaluate success and collect learnings • Extend to further groups based on pilot success • Continue/adjust/expand based on lessons learned 	<p>Lead: Environmental Management</p> <p>Support: Waste Minimisation & Urban Agriculture</p>	<p>Priority: High</p> <p>Approx. \$15,000. + 0.4 FTE (ongoing from 2014/15)</p>
<p>Action: 1.4.2: Supporting Sustainable Schools</p>		
<p><u>Year 1-2</u> Continue to support schools to:</p> <ul style="list-style-type: none"> • Participate in Australian Schools Sustainability Initiative (AuSSI) which: <ul style="list-style-type: none"> - is built around schools being resource smart and helps schools become demonstration centres of green/sustainable design and learning; - uses a baseline data survey, and sets up a resource tracking system with education around Water, Biodiversity, Energy and Waste; . • Participate in WaterWatch, who visit schools and spread the word about water; • Hire out the Yarra Sustainability Trailer to demonstrate how water picks up litter and leftovers, so being clean helps our rivers and seas; • Provide recycling bins and support schools looking to recycle through their involvement in programs, competitions, and at school fetes; 	<p>Lead: Waste Minimisation and Urban Agriculture</p> <p>Support: Environmental Management, Youth & Middle Years Unit</p>	<p>Priority: Medium</p>

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
<ul style="list-style-type: none"> Install bicycle hoops to encourage bike riding; Hire out a Council mulcher for school working bees; and Support schools and to apply for Yarra Sustainability Awards and grants <p><u>Years 3-4</u></p> <p>- Seek to introduce half day sustainability sessions for the nominated teachers from all Yarra schools, run by Ceres. These will be held twice a year to increase teachers skills professional skills as well as knowledge around sustainability.</p> <p>- Promote the involvement of students in recycling, and in preventing litter going to storm water and our rivers, and in recognising what’s happening in the community around them, so they can influence the people around them in doing the right thing.</p> <p>- explore opportunities for improving physical infrastructure, as well as education and engagement.</p>		\$TBC
Action 1.4.3 integrate sustainability into Council services to the community		
<p>Many of Council’s community-based services already integrate a number of sustainability principles and practices into their delivery of outreach programs, such as Libraries, Home and Community Care (HACC), Leisure Services, Youth Services, Family and Children’s Services and others. Council will increase provision of tailored environmental information and support through these ‘front line’ services.</p> <p><u>Year 1</u></p> <ul style="list-style-type: none"> Continue to provide strategic support to areas of Council that have already started integrating sustainability. Identify new areas for action. This may include, further work on programs already identified, as well as expanding the number of programs with sustainability integration. <p><u>Year 2-4</u></p> <ul style="list-style-type: none"> Continue to provide strategic support to areas of Council that have already started integrating of sustainability. Implement one new area of action per year. 	Lead: Environmental Management	Priority: High \$5000 p.a. + 0.2 FTE
Objective 1.5 – Improve sustainability outcomes through information dissemination and community input to Council programs, processes, and services		
Action 1.5.1: Disseminate key sustainability information to our community		
<p>Council has many communication channels and opportunities and will seek to better use these to disseminate sustainability information on local environmental projects, activities, news and events to the Yarra Community.</p> <p><u>Years 1-4</u></p> <p>a) <i>Environmental E-news</i>: Continue quarterly distribution, and seek to improve based on feedback.</p> <p>b) <i>Business e-bulletin and sustainable business webpage</i>: include regular information on sustainable business practices and opportunities in the fortnightly Business e-bulletin, and regularly updated webpage.</p> <p>c) <i>Council Website</i>: provide website which is useful and regularly accessed for Council and local sustainability information, updated on regular basis.</p>	Co-Lead: Environmental Management and Communications Support: Economic Development	Priority: High

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
d) <i>Council communication channels</i> : Other information will be provide via communication channels including Yarra News, Council Twitter feed, media releases etc.		
Action 1.5.2: Increase community input to Council programs, processes, and services		
<p>Council recognises that decision-making, services and outcomes can be enhanced through involving community members in decision making around issues which are likely to affect them.</p> <p><u>Year 1</u></p> <p>Continue to facilitate Council-community committees including:</p> <ul style="list-style-type: none"> • Yarra Environment Advisory Committee (YEAC) - Council will also work with YEAC to investigate ways to further enhance two-way engagement in Council environmental planning and decision-making, and knowledge of Council policies and practices; • Bicycle Advisory Committee (BAC); and • Urban Agriculture Advisory Committee. <p><u>Year 2-4</u></p> <p>Biennially review effectiveness and success of these consultation mechanisms and implement identified changes to improve outcomes.</p>	<p>Lead: Environmental Management</p> <p>Support: Communications, Governance</p>	<p>Priority: Medium</p>
Objective 1.6 –Understand and track community knowledge and action, and celebrate achievements		
Action 1.6.1: Develop Yarra Sustainability Survey and measure Yarra’s environmental Footprint		
<p>To track success and understand where resources need to be directed, Council will develop a community Yarra Sustainability Survey.</p> <p><u>Year 1</u></p> <p>Undertake baseline community sustainability survey.</p> <p><u>Years 2-3</u></p> <p>Develop Yarra Community Ecological Footprint measurement, process, and budget bid.</p> <p><u>Year 4</u></p> <p>Re- survey, and undertake measurement of Yarra’s Community Ecological Footprint</p>	<p>Co-Lead: Environmental Management; Community & Corporate Planning</p>	<p>Priority: Medium</p> <p>\$10,000</p>
Action 1.6.2 Yarra Sustainability Awards		

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
<p>The Yarra Sustainability Awards have been run annually since 2010. The program recognises, rewards and promotes achievement in sustainability in the Yarra community.</p> <p><u>Year 1</u></p> <p>Hold Yarra Sustainability Awards, and subsequently review and explore options for improving the Awards, including:</p> <ul style="list-style-type: none"> • Review ideal timing of Awards (e.g. annual vs. biennial) • Consider options for integrating, or more closely linking, with other similar Council awards such as the Australia Day Awards; • Explore options for collaborating more closely with external groups such the Yarra Energy Foundation; and • Support and promote awards winners. <p><u>Year 2-4</u></p> <p>Implement any Council endorsed changes.</p>	<p>Lead: Environmental Management</p>	<p>Priority: High</p> <p>Current budget allocation \$16,000 p.a.</p>

Pathway 2 - Urban Ecology & Natural Environment

Supporting healthy and thriving ecosystems in Yarra

Objectives:

Council will:

- 2.1 – Enhance community awareness and engagement with Yarra’s local environment.
- 2.2 – Incorporate and improve biodiversity and ecosystem health outcomes through Council operations.
- 2.3 – Support biodiversity and ecosystem health improvements on private land.
- 2.4 – Improve biodiversity and ecosystem health outcomes through partnerships and collaborative action.

Targets

Indicator	Baseline Measurement	2017 target	2020 target
Increase in local biodiversity and habitat health	New Survey (2014) to measure local biodiversity (total and target species), habitat health (trees, distribution / abundance weed/pest species reduction, air quality, water quality).	TBC	TBC
Improvement in stormwater quality management	Achieved 5% of the best practice performance objectives for Council managed assets as outlined in the <i>Urban Stormwater Best Practice Environmental Management Guidelines</i> (2011/12)	7%	10%

Existing Strategies

- Significant Tree register
- Street Tree Policy
- Urban Wildlife Management Plan (2009)
- Domestic Animal Management Plan
- Natural Heritage Study
- Municipal Weed Management Plan (under development)
- Advocacy and actions to reduce vehicles in Yarra, including ‘Train’s not Toll Roads’ campaign, and priority for bikes, in reducing air pollution
- Water Sensitive Urban Design (WSUD) Policy

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
Objective: 2.1 – Enhance community awareness and engagement with Yarra’s local environment		
2.1.1 Establish Yarra River environs awareness campaign		
<p>The Yarra River not only gives the municipality its name, it’s also one of the City’s most important natural assets and supports many social and cultural activities. Council will seek to showcase the Yarra River and the Merri Creek, and the diversity of opportunities to interact with the river environs as well as ways to ensure its future health.</p> <p><u>Year 2</u></p> <p>Establish working group with key external stakeholders, and develop campaign and budget submission. Seek grant opportunities. Consider opportunities for generating awareness of high priority sites of Indigenous cultural significance as (eg. Scar Tree at Burnley).</p> <p><u>Year 3-4</u></p> <ul style="list-style-type: none"> • Establish, rollout, and review campaign • Investigate and act on potential to have the Yarra corridor listed on the national heritage register 	<p>Lead: Communications</p> <p>Support: Open Space & recreation; Sustainability and Strategic Transport; Economic Development; Corporate and Corporate Planning; Waste Minimisation & Urban Agriculture</p>	<p>Priority: Medium</p>
Action 2.1.2: Build community understanding of activities to improve local air quality		
<p>Annual monitoring of air quality in Yarra has shown good results, but this can always improve. Council will look to provide information to residents and business on measures they can take to improve air quality, be alerted of times of reduced air quality and ways to mitigate health risks, and report annual air quality data.</p> <p>Council will:</p> <ul style="list-style-type: none"> - Regularly update webpage as a portal for information in relation to air pollution in the municipality, including ways residents and businesses can change behaviour around polluting activities; - Report annual air quality results for Yarra; and - Develop a process to be alerted to days of potential high pollution levels, and use council communications channels to inform the community. 	<p>Lead: Environmental Management</p> <p>Support: Communications; Public Health and Health Protection</p>	<p>Priority: Low</p>
Objective: 2.2 – Incorporate and improve biodiversity and ecosystem health outcomes through Council operations		

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
Action 2.2.1: Support and enhance existing natural resource management programs/ actions		
<p>Council undertakes many and diverse actions to improve biodiversity and ecosystem health outcomes through Council operations and on Council land, including</p> <ul style="list-style-type: none"> • Street tree plantings; • Re-vegetation activities and programs; and • Open Space and Urban Design upgrades and maintenance programs. <p>Council will continue, review and strengthen existing actions, and ensure Council land management processes continue to take into account Yarra’s cultural heritage and Indigenous sites of significance, including other groups undertaking local land management works.</p>	<p>Lead: Recreation & Open Space</p> <p>Support: Urban Design</p>	<p>Priority: High</p>
Action 2.2.2: Develop and undertake local biodiversity and ecosystem health Survey		
<p>To better understand the current status, opportunities, and track progress it is important to develop benchmark local biodiversity and ecosystem health indicators, and undertake a survey.</p> <p><u>Year 1</u> Develop survey plan and budget bid.</p> <p><u>Year 2</u> Establish relevant local biodiversity and ecosystem health benchmarks to measure progress and compare against other cities.</p> <p><u>Year 3</u> Set targets for key indicators (link to action 2.1.3).</p> <p><u>Year 4</u> Resurvey.</p>	<p>Lead: Open Space & Recreation</p> <p>Support: Environmental Management;</p>	<p>Priority: Medium</p>
2.2.3 Develop Yarra Biodiversity Strategy		
<p>To best deliver on Council’s commitment to protect, maintain and enhance biodiversity within the municipality, a Biodiversity Strategy is required. A Biodiversity Strategy will provide direction on how to prioritise decision making on protecting and increasing the diversity and sustainability of remnant vegetation and fauna habitat across the municipality.</p> <p>The strategy will establish best practices in biodiversity protection, the use of adaptive management techniques and increased biodiversity connectivity in a bioregional context. It will also provide key indicators of the overall ecological health and resilience of native vegetation and its contribution to ecological integrity and resilience for Yarra and the region.</p> <p><u>Year 1</u></p>	<p>Lead: Recreation & Open Space</p> <p>Support: Environmental Management; Waste Minimisation & Urban Agriculture; Local Laws</p>	<p>Priority: High</p>

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
<p>Support urban agriculture, urban forest strategy and other related actions.</p> <p><u>Year 2</u></p> <p>Develop business case and budget submission for development of a Yarra Biodiversity Strategy</p> <p>Key aspects of a Biodiversity Strategy would include:</p> <ul style="list-style-type: none"> • Develop an long term vision of inner-urban biodiversity in Yarra; • Identify areas of high biodiversity significance, and Council lands that could be priorities for Biodiversity Protection, enhancement or revegetation; • Develop frameworks for partnerships with the community (including Indigenous, friends groups, schools and businesses), Catchment Management Authorities, and other agencies; • Identify and integrate with other strategies that border or overlap Yarra Council (e.g. neighbouring Councils, Parks Vic, Melbourne Water); • Identify opportunities to accelerate biodiversity improvements and promote Yarra’s waterways such as planning scheme amendments, engagement and promotional activities as well as improving procedures and guidelines (link to action 2.1.1); • Review and link to the Urban Wildlife Management Plan and Domestic Animal Management Plan; and • Inform and incorporate existing, and support future strategic documents such as an Urban Forestry Strategy. <p><u>Year 3-4</u></p> <p>Development and implement of the Yarra Biodiversity Strategy including budget bids for future actions</p>	<p>& Animal Management</p>	<p>\$40,000</p>
<p>2.2.4 Accelerating Water Sensitive Urban Design for water treatment through Council operations</p>		
<p>The Yarra Water Sensitive Urban Design (WSUD) Policy was endorsed by Council in 2011 to promote the uptake of water treatments that improve water quality prior to entering stormwater systems, with many other benefits including watering plants and flood mitigation. Only WSUD treatments that do not collect and reuse water are only considered in this action (treatments that also assist with reducing potable water consumption are highlighted in section 3.6 and 4.4). A review of Council’s WSUD Policy will ensure its relevance as technologies and circumstances change over time.</p> <p><u>Year 1-2</u></p> <p>Continue existing actions through the adopted WSUD Policy and other avenues.</p> <p><u>Year 3-4</u></p> <p>Review Council’s internal WSUD policy including consideration of revised strategies to integrate WSUD in every relevant infrastructure project, and implement recommended changes.</p>	<p>Lead: Sustainable Asset Management</p> <p>Support: Engineering Services</p>	<p>Priority: High</p>
<p>Objective: 2.3 – Support biodiversity and ecosystem health improvements on private land</p>		

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
Action 2.3.1: Support wildlife-friendly, native indigenous, and biodiversity focused gardening at home		
<p>Backyards, gardens and private residence spaces can play a significant role in enhancing Yarra’s biodiversity. To maximise this opportunity a program will be established on how to best support backyard biodiversity, and make gardens wildlife-friendly, including how to enhance the community’s knowledge on indigenous flora and fauna, as well as determining how to best empower them to act. This assessment would include:</p> <p><u>Year 1</u></p> <ul style="list-style-type: none"> Update and promote <i>Gardening with Native Plants in Yarra</i> guide for local residents; and Link to actions undertaken through Urban Agriculture and Urban Forest Strategy. <p><u>Year 2</u></p> <ul style="list-style-type: none"> Develop budget bid for a <i>Backyard Biodiversity</i> project in Yarra. This would look at the needs of Council, and other partners’ roles in promoting activities on private property to plant local indigenous and/or attract native animal species. Build on lessons learned from Boorondara’s Backyard Biodiversity project (link to action 1.2.2). Promote and integrate other agency programs (such as Melbourne Water’s Raingardens or DEPI’s Weed Identification programs). <p><u>Year 3-4</u></p> <p>Implement approved program.</p>	<p>Lead: TBC</p> <p>Support: Open Space & recreation; Strategic Planning; Sustainability and Strategic transport, Strategic Planning</p>	<p>Priority: High</p> <p>\$20,000</p>
Action 2.3.2: Incorporating Stormwater Management in the Planning Process		
<p>The City of Yarra, along with the IMAP Councils, developed a draft WSUD Local Planning Policy aimed at requiring the consideration of stormwater management as part of the planning process.</p> <p>Amendment C117 - Local Planning Policy – Stormwater Management (Water Sensitive Urban Design)</p> <p><u>Year 1</u></p> <p>Advocate for the approval of the WSUD Local Planning Policy by the Minister for Planning.</p> <p><u>Year 2</u></p> <ul style="list-style-type: none"> Design and deliver training session(s) for planning staff to support the intention and application of Amendment. Prepare a report on how Council will manage and maintain new Water Sensitive Urban Design assets in the public realm constructed by private developers as part of new developments within 12 months of Policy approval. 	<p>Lead: City Strategy</p> <p>Support: Sustainable Asset Management</p>	<p>Priority: High</p>
2.3.3 Improve setback controls to protect land along the Yarra River		
<p>Advocate to the State Government for the introduction of consistent, mandatory setback and height controls along the Yarra River in conjunction with other municipalities along the Yarra River (e.g. Boroondara). These controls would help reduce the encroachment of developments onto the river environs and help maintain the existing vegetation, also support recreation, flood management, and the retention of landscape character and</p>	<p>Lead: City Strategy</p> <p>Support: Open Space</p>	<p>Priority: High</p>

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
amenity of the river as a restorative escape from the urban landscape.		
Objective 2.4: Improve biodiversity and ecosystem health outcomes through partnerships and collaborative action		
Action 2.4.1 Build alliances and partnerships to advocate and ensure a clean Yarra River		
<p>Build alliances and partnerships to advocate and ensure a clean Yarra River along its entire length within Yarra, protected from encroaching development:</p> <ul style="list-style-type: none"> - Engage with neighbouring Councils, state agencies, local community organisations and schools to ensure an integrated and coordinated approach to land and waterway management and environmental education; - Ensure planning permit conditions constrain materials on site (avoid soil and material runoff during construction) and improve sediment management through surveillance and compliance of permits; - Work with Melbourne Water/EPA to identify and control key pollution hotspots; and - Work collaboratively with other agencies (e.g. Melbourne Water) to ensure that illegal vegetation removal is investigated and offenders prosecuted. 	<p>Lead: City Strategy</p> <p>Support: Open Space and Recreation, Sustainable Asset Management; Sustainability and Strategic Transport</p>	<p>Priority: Medium</p>
2.4.2 Supporting reduction in litter loads to Yarra's waterways through business and community action		
<p>The Lower Yarra Litter Strategy (LYLS) is a collaborative program involving state and local government organisations, targeting business, with the aim to reduce litter loads in the Lower Yarra River and build on-going strategies to improve the overall water quality in the Yarra catchment. Yarra's continued support and involvement is a crucial element in Council's efforts in improving waterway health, and changing people's behaviour with contamination/litter that could end up in the river.</p> <p><u>Year 1</u></p> <p>Implementation of LYLS program focussed on North Fitzroy and Edinburgh Gardens, linking into program of awareness and action about recycling and littering in local schools.</p> <p><u>Year 2-4</u></p> <p>Continued implementation/close out, and review of program success and potential to replicate or expand a tailored LYLS model program to reduce litter across the municipality, with associated costing for budget submission. Review to include:</p> <ul style="list-style-type: none"> - business case for a dedicated Yarra Little Prevention Officer to deliver an integrated dumping program and response; - Potential for a program with LYLS partners around dumping; - Enforcement of dumped rubbish and litter; - Internal cross-Council collaboration (eg. Litter Task Force); - Partner with schools, targeting their involvement with protecting stormwater, and stopping littering; and - Potential to build local business champions who adopt a no-plastic-bags rule. <p>Identify and implement ways to build LYLS principles into general education for traders across Yarra, combined with education on recycling, waste</p>	<p>Lead: Waste Minimisation & Urban Agriculture</p> <p>Support: Sustainable Asset Management</p>	<p>Priority: High</p> <p>To be funded through the Waste</p>

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
management, Food Know How and general resource use.		Management Plan
Action: 2.4.3 Develop Water Sensitive City Plan		
<p>To holistically integrate all aspects of water cycle management within the municipality, there is a need to develop a long term strategy and plan for Yarra to be a water sensitive city.</p> <p><u>Year 2</u></p> <p>Undertake preliminary study and define study requirements, including key elements in the design of the Stormwater Management Plan and Drainage Asset Management Plan. Develop project plan and budget bid.</p> <p><u>Year 3-4</u></p> <p>Develop and implement Water Sensitive City / Integrated Water Cycle Management Plan including:</p> <ul style="list-style-type: none"> • Stormwater harvesting and water quality improvement opportunities beyond current projects; • Integrated water cycle management; • Household/ scale water projects; and • Mechanisms to reduce heat island effect and evaporation. 	<p>Lead: Sustainable Asset Management</p> <p>Support: Sustainability & Strategic Transport</p>	<p>Priority: Medium</p> <p>\$40,000</p>

Pathway 3 - Sustainable City Infrastructure & Lifestyles

Developing secure, affordable & liveable City infrastructure and lifestyles for the Yarra Community

Objectives

3.1 Sustainable Transport	<i>Community infrastructure and programs that provide for safe, efficient, affordable and low-carbon mobility</i>
3.2 Increased Business Sustainability	<i>A thriving green business economy in Yarra, and increased business productivity achieved through reduced environmental impact of operations</i>
3.3 Sustainable Built Environment	<i>Council powers and resources being used to influence the design and layout of the City for sustainability, functionality, resilience, and green recreation</i>
3.4 Carbon Neutral Yarra	<i>Reduced greenhouse emissions from across the municipality, towards carbon neutral by 2020</i>
3.5 Waste Wise Yarra	<i>Reduced waste to landfill through changed Community behaviours and tailored / easy to use infrastructure.</i>
3.6 Conserving Water in Yarra	<i>Reduction in community use of potable water, through partnerships and direct action</i>
3.7 Climate Change Resilient Communities	<i>Preparedness of Yarra's community to better respond and adapt to future climate conditions</i>

Objective 3.1 - Sustainable Transport

Supporting community infrastructure and programs to increase safe, efficient, affordable and low-carbon mobility in Yarra

Sub- Objectives

Council will:

- 3.1.1 – Create a Sustainable Transport Culture in Yarra
- 3.1.2 – Establish Yarra as a sustainable transport destination
- 3.1.3 – Advocate for sustainable transport improvements beyond Council's direct control

Targets

Indicator	Baseline	2017	2020
Increase in sustainable transport to work	41% Residents using Sustainable Transport to work (2011 census)	50% (2016 census)	60% (2021 census)
	29% non-residents use sustainable transport to work in Yarra (2011 census)	35% (2016 census)	50% (2021 census)
Sub-targets			

Increase bike riders in Yarra	3,167 daily bike commuters through the 4 major bike intersections from 7-9am (2013 <i>Super Tuesday</i> count)	↑70% (5,400 cyclists)	↑150% (8,000 cyclists)
Reduction in serious bike crashes on Yarra roads	132 bike serious injury incidents reported via VicRoads (2012)	↓10% (119 incidents)	↓20% (106 incidents)
Increase bike paths in Yarra	a) New or upgraded on-road bicycle lanes constructed (55km in 2013) b) Off-road shared paths improved and reconstructed	a) 60km b) +500m	a) 80km b) +2km
Increase bike parking infrastructure installed in Yarra	Number of bike hoops and pole vaults (or equivalent)	+ 800	+ 2000

Sustainable Transport Actions

Existing actions

Yarra Bicycle Strategy
Encouraging and Increasing Walking Strategy

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
Objective 3.1.1 – Create a Sustainable Transport Culture in Yarra		
Action: 3.1.1.1 Develop Sustainable Transport Behaviour Change Campaign Strategy		
<p>To promote the infrastructure and other developments around sustainable transport, communications of sustainable transport is needed to target the 'take up' message and support major projects.</p> <p><u>Year 1</u></p> <ul style="list-style-type: none"> Engage with business to promote sustainable transport options to those that travel to Yarra for work, through supporting organisations to produce and implement Green Travel Plans. Develop a Strategy which investigates and addresses to the barriers to sustainable transport uptake for those journeying to Yarra. Council leads by example in encouraging take-up of sustainable transport to work. Update the current Staff Green Travel Plan. Develop a Communications Plan to promote the take up of sustainable transport modes. The plan should identify ways to engage large businesses in Yarra. The plan should cover all communications including: access plans for council facilities; travel maps; and Sharing Yarra's Roads and Paths. All Yarra led events should be used to promote sustainable transport to all those travelling to the City of Yarra. Link to Action 1.1.1 Continue to apply Yarra's hierarchy of transport modes to all decision making and actions related to transport in the City. <p><u>Year 2</u></p> <ul style="list-style-type: none"> Implement Communications Plan including printing/development of resources. 	<p>Lead: Strategic Transport</p> <p>Support: Communications</p>	<p>Priority: High</p>

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
<ul style="list-style-type: none"> Increase sustainable transport mode share of council staff via Green Travel Plan update. <p><u>Year 3</u></p> <ul style="list-style-type: none"> Establish a new community Sustainable Transport Behaviour Change Campaign based on data collected in year 1. Increase sustainable transport mode share of council staff. 		
<p>Objective 3.1.2 – Establish Yarra as a sustainable transport destination</p>		
<p>Action: 3.1.2.1 Accelerating cycling and walking in Yarra</p>		
<p>The City of Yarra is very well served by public transport has excellent walking and cycling opportunities and is centrally located in Melbourne. Yarra City has the opportunity to encourage those visiting Yarra (for work and leisure) to use sustainable transport to access the city.</p> <p>Council’s Strategic Transport Statement (2006) defines a hierarchy (sustainable modes on top) which guides decision making in Yarra. Out of the STS came the Encouraging and Increasing Walking Strategy (EIWS) and the Yarra Bicycle Strategy. The Yarra Bicycle Strategy sets the direction of bicycle infrastructure improvements in Yarra. Council will update both Action Plans in 2014/15.</p> <p><u>Year 1</u></p> <p>Implement existing Yarra Bicycle Strategy, with the addition of:</p> <ul style="list-style-type: none"> Increase bike parking infrastructure at activity centres, including opportunities to transform on-street car parks to dedicated bike parking; and Input into transport communications and engagement strategy (action 3.1.1) to reinforce Yarra as leading bicycle friendly city, promotion of benefits and information to assist riders (e.g. laws, safe riding techniques, etc.). <p>Implement existing Encouraging and Increasing Walking Strategy with a focus on:</p> <ul style="list-style-type: none"> Advocacy for pedestrian priority at traffic signals; and Conduct walkability audit around one activity centre. <p><u>Year 2</u></p> <p>Council will:</p> <ul style="list-style-type: none"> Incorporate Bicycle and Walking strategies together, including updating of action plans; and Seek to include: <ul style="list-style-type: none"> Articulated advocacy priorities and partnerships; Specify targets for key sectors and demographics; and Review & prioritise on-road and off-road bike route infrastructure projects; and Conduct walkability audit around one activity centre. <p><u>Years 3 & 4</u></p> <p>Implement strategy</p>	<p>Lead: Strategic transport</p> <p>Support:</p>	<p>Priority: High</p>

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
Action: 3.1.2.2: Support public transport use in Yarra		
<p>Develop a phased plan of priority public transport projects that will help people travel from, through and to Yarra.</p> <p>The plan will include Yarra actions to support, advocate and action these projects.</p> <p>It will be used to direct Council actions and to advocate for additional state government spending on public transport infrastructure to improve capacity, frequency and quality of services.</p> <p><u>Year 2</u></p> <p>Collect and analyse data on public transport routes into Yarra in conjunction with public transport providers.</p> <p><u>Years 3 & 4</u></p> <p>Prioritise campaigns for improvements based on data collected in year 1 & 2.</p> <p>Work with tram upgrade program to deliver faster, more reliable public transport for residents and visitors to Yarra.</p>	<p>Lead: Strategic Transport</p> <p>Support: Urban Design, Communications</p>	<p>Priority: Medium</p>
Objective 3.1.3 – Advocate for sustainable transport improvements beyond Council’s direct control		
Action: 3.1.3.1 Advocate and work with key stakeholders to support sustainable transport		
<p>Yarra has the opportunity to be a community leader in creating better sustainable transport options for those travelling in, through and to Yarra.</p> <p>Council will:</p> <ul style="list-style-type: none"> • focus on strategic advocacy with neighbouring councils and other partners, to improve conditions for on-going use and uptake of sustainable transport modes. • advocate against road projects that increase the net traffic capacity for single occupancy vehicles, unless the scheme produces an overall significant mode shift towards sustainable modes by improving conditions for pedestrians, cyclists, disabled people and public transport. • advocate and partner with key stakeholders to integrate sustainable transport improvements with local economic and urban realm improvements. • Improve road safety in Yarra by working with the Road Safety Action Group Inner Melbourne, including bicycle and pedestrian working groups. • Trial of 30km speed limits in LATMS precincts, where suitable and feasible. 	<p>Lead: Strategic Transport</p> <p>Support: Traffic, Communications</p>	<p>Priority: High</p>

Objective 3.2 Increased Business Sustainability

Supporting a thriving green business economy in Yarra and helping businesses increase productivity through reducing the environmental impact of their operations.

Sub- Objectives

Council will:

- 3.2.1 Support sustainable operations in Yarra Businesses to increase efficiency and reduce their environmental footprint
- 3.2.2 Yarra to become the location of choice for sustainable business

Targets

Indicator	Baseline	2017	2020
Number, turnover and impact of green businesses and business practices in Yarra	New survey/measurement (2014)	↑ 5%	↑ 10%
Sub-targets			
Commercial and industrial sector greenhouse gas emissions	883 kt CO2e from commercial & industrial sector (2005/06)	↓10%	↓20%

Business Sustainability Actions

Existing actions Economic Development Strategy (2009-14)

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
Objective 3.2.1 – Support sustainable operations in Yarra businesses to increase efficiency and reduce environmental footprint		
Action: 3.2.1.1 Strengthening partnerships and support for sustainable business operations		
<p>Yarra businesses can benefit from the productivity and reduced ecological footprint that comes with making their operations more sustainable. With close relationships with individual businesses, traders’ associations and groups Council can provide valuable support to its business community in making these types of transitions and will investigate potential avenues for delivering such a service.</p> <p><u>Year 1</u></p> <p>Strengthen existing Council services and partnerships with external providers of programs and initiatives, including:</p> <ul style="list-style-type: none"> • Provide access to information and support such as from Yarra Energy Foundation, <i>CitySwitch</i>, and VECCI, and via: <ul style="list-style-type: none"> ○ <i>Sustainable Business in Yarra</i> webpage with links to key programs and support available; ○ Business eBulletin; and ○ Networking and training events, with at least one Council run session annually targeting improved business sustainability; • Promote the energy efficiency actions of Council relevant to business, the retrofitted Richmond Library as demonstration energy efficiency retrofit to a commercial style building; • Continue to support and promote the Yarra Sustainability Awards and business award category; • Actively support the Yarra Energy Foundation to develop and deliver offerings to business, including the roll out of the NAGA Energy Efficient Business program; • Link into LYLS program (action 2.2.5) to involve more businesses in protecting stormwater, increasing recycling, reducing waste and reducing 	<p>Co-Lead: Economic Development, Environmental Management,</p> <p>Support: Communications, Waste Minimisation & Urban Agriculture</p> <p>Yarra Energy Foundation</p>	<p>Priority: High</p>

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
<p>food use.</p> <p><u>Year 2</u></p> <p>Investigate potential further avenues for supporting businesses in Yarra to operate more sustainably through the development of a new Yarra Economic Development Strategy, including:</p> <ul style="list-style-type: none"> Educate and empower businesses to accelerate uptake of ‘simple and effective’ sustainability changes into their business, especially to go beyond the early and keen adopters; Increase the promotion of sustainable business in Yarra, such as by developing a Sustainable Business in Yarra Directory, supporting existing sustainable businesses, and through the Yarra Sustainability Awards, etc; Encourage broader local business and sustainability benefits such as shopping locally, and travelling via sustainable transport means, for example such as the <i>Discover Your Own Backyard</i> campaign run in 2013;and Support waste reduction activities in the new Waste Management Plan. <p><u>Year 3-4</u></p> <ul style="list-style-type: none"> Implement relevant actions in the new Economic Development Strategy with an expanded focus on sustainable business support. 		<p>Potential new resources to be allocated through Economic Development Strategy</p>
<p>Objective 3.2.2 – Yarra to become the location of choice for sustainable business</p>		
<p>Action 3.2.2.1: Review opportunities for Growing the Green Economy in Yarra</p>		
<p>Council actively supports green businesses and improved business sustainability in Yarra through various initiatives. Yarra will build the awareness of its support for sustainable businesses and promote Yarra as the location of choice for sustainable business.</p> <p><u>Year 1</u></p> <p>Develop project plan and budget submission.</p> <p>Facilitate discussion with local green businesses to identify issues, barriers and opportunities for increasing the number of green businesses in Yarra. The information will be used to scope a brief for a more comprehensive review.</p> <p><u>Year 2</u></p> <p>Undertake external review into opportunities for Growing the Green Economy in Yarra, to feed into Economic Development Strategy.</p> <p>Study to review</p> <ul style="list-style-type: none"> Why Yarra? What is unique about Yarra for green business? What is it that would convince a green business to locate here? How could this be promoted? <p>Opportunities may include:</p> <ul style="list-style-type: none"> Ways to better support and promote businesses identifying as sustainable eg. Green Businesses Directory, Branding, Hub, etc; and Ways to support new green business/ alternative business models and operations (such as extended product stewardship, ‘collaborative 	<p>Lead: Economic Development</p> <p>Support: Sustainability and Strategic Transport Communications, Yarra Energy Foundation</p>	<p>Priority: Medium</p> <p>\$20,000 for initial study</p> <p>Potential new resources to be allocated through Economic</p>

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
consumption', 'industrial ecology', tailored services etc) eg. Develop a sustainable business incubator or provide sustainable business seed-funding, etc. <u>Year 3-4</u> Implement recommended outcomes through the Economic Development Strategy		Development Strategy

Objective 3.3 - Sustainable Built Environment

Using Council powers and resources to influence the design and layout of the City for sustainability, functionality, resilience, and green recreation

Sub-Objectives

Council will:

3.3.1 - Increase sustainable built environment in Yarra through the planning scheme

3.3.2 - Increase the sustainability of existing building stock in Yarra

3.3.3 - Increase access to green open space in Yarra

Targets

Indicator	Baseline	2017	2020
Resident access to open space	Number of new parks established in Yarra (since 2012)	3	6
Sub-targets			
Medium and large developments meeting best practice standards through SDAPP Program	Number of medium & large developments meeting best practice standards through the SDAPP Program	90%	100%
Parks managed using sustainable landscape practices	Number of parks accredited by Sustainable Gardening Australia for landscaping practices. (1 park, 2013)	5	5

Sustainable Built Environment Actions

Existing actions Yarra Open Space Strategy

Sustainable Development in the Planning Process (SDAPP)

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
Objective 3.3.1 – Increase sustainability in Yarra’s built environment through the planning process		
Action: 3.3.1.1 Planning Scheme Improvements to support sustainable outcomes		
<p>The Yarra Planning Scheme currently provides some direction in encouraging Environmentally Sustainable Design (ESD) and development. There are opportunities to strengthen policy and guidance in the scheme to achieve more sustainable outcomes. Council has begun this process through the development of the Environmentally Sustainable Design Local Planning Policy.</p> <p><u>Year 1-4</u></p> <ul style="list-style-type: none"> Consider and incorporate ESD in all relevant strategic planning projects including master plans, design and development overlays and incorporated plans; Continue to advocate to the State Government for the approval of the Environmental Sustainable Design Local Planning Policy; and Ensure that sustainability is given a high profile through the Yarra Planning Scheme review process in 2014/15. 	<p>Lead: Strategic Planning</p> <p>Support: Statutory Planning</p>	<p>Priority: High</p>
Action 3.3.1.2: Support sustainable development within the Planning processes		
<p>In 2009 Council employed its first ESD Advisor and began implementation of the SDAPP (Sustainable Design in the Planning Process) Program. Yarra is now a leading Council in Victoria in supporting ESD through the planning scheme.</p> <p><u>Year 1</u></p> <p>Strengthen the SDAPP Program through:</p> <ul style="list-style-type: none"> A review of the SDAPP best practice standards to ensure they align to our community sustainability targets (i.e. greenhouse and water reduction) along with CASBE (Council Alliance for the Sustainable Built Environment) partners; Regular reporting on the SDAPP Program progress via development of a reporting template and indicators, with quarterly reports to Council Executive; Initiation of a communications strategy for the SDAPP program in partnership with all participating CASBE Councils; Providing on-going support, advocacy and capacity building through CASBE, STEPS (Sustainable Tools for Environmental Performance Strategy) and SDS (Sustainable Design Scorecard) and IMAP (Inner Melbourne Action Plan) involvement; Review of fast-tracking permit application assessments with sustainability features (i.e. green door approvals process) and Incorporation of Food Sensitive Urban design principles. <p><u>Year 2:</u></p> <ul style="list-style-type: none"> Developing an ESD assessment process for small developments (renovations etc.) with all participating CASBE Councils; Development of case studies and business cases to support improved awareness of practical implementation of ESD in the built environment, including in relation to how heritage and ESD can be complimentary; Update of the Fact Sheets to ensure they reflect best practice; and Establishment of a verification process with Building Services and Planning Enforcement to ensure ESD commitments are carried through to occupancy stage, and associated budget bid. <p><u>Year 3</u></p>	<p>Lead: Statutory Planning</p> <p>Support: Building Services, Planning Enforcement; Local Laws and Animal Management; Communications</p>	<p>Priority: High</p> <p>\$30,000 for consultants to</p>

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
Implement the established verification process, with the aim for 20% medium/large applications to have follow-up verification to ensure the ESD commitments have been followed through.		undertake verification
Objective 3.3.2 – Increase sustainability of existing building stock in Yarra		
Action: 3.3.2.1 Support green facades and roofs		
<p>Council is a partner in the Growing Green Guide project with 3 other Inner Melbourne Action Plan (IMAP) Councils to support the uptake of vegetation in building design in Yarra. This project seeks to investigate the potential to transform Melbourne's roofs, walls and facades into vegetated, leafy habitats. Recommendations will be developed on integrating rooftop and vertical greening into regulatory schemes and to identify sites for future development of green roofs, walls and facades in the inner Melbourne region.</p> <p><u>Year 1</u></p> <ul style="list-style-type: none"> Continue involvement until the completion of the IMAP project; and Incorporate outcomes into Council's ESD Buildings Policy. <p><u>Year 2</u></p> <ul style="list-style-type: none"> Consider incorporating the outcomes into Council's SDAPP (Sustainable Design in the Planning Process) Program and the Yarra Planning Scheme, and work to integrate with the existing Heritage Policy; and Incorporate vegetation into a Council building design. <p><u>Year 3-4</u></p> <ul style="list-style-type: none"> Build and showcase a Yarra building with incorporated vegetation elements. 	<p>Lead: City Strategy</p> <p>Support: Buildings and Projects, , Open Space & Recreation Statutory Planning</p>	<p>Priority: Low</p>
Action 3.3.2.2: Existing building sustainability		
<p>As well as new buildings and renovations, there are many opportunities to support the enhanced sustainability of existing residential and commercial buildings in Yarra including:</p> <ul style="list-style-type: none"> Support for the Yarra Energy Foundation and projects such as Yarra Project Zero; Support for the SmartBlocks program in conjunction with the City of Melbourne, Yarra Energy Foundation, and other partners; Support for the Northern Alliance for Greenhouse Action (NAGA)-wide Business Efficiency 'Easy Energy Efficiency for SMEs' program; and Other actions focused on residential sustainability from Section 1 of this strategy. 	<p>Lead: Environmental Management</p> <p>Support: Statutory Planning, Economic Development</p>	
Objective 3.3.3 – Increase access to open space in Yarra		
Action 3.3.3.1 Enhancing Open Space		
<p>Access to vegetated open space is important to Yarra residents and workers to provide for healthy and active recreation and reflection, as well as urban heat island mitigation benefits. In 2008, Yarra had a total of 235 hectares of open space that is useable and freely accessible, with an additional 75.4 hectares available on a fee-paying basis.</p>	<p>Lead: Open Space</p>	<p>Priority: High</p>

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
<p>Through the Yarra Open Space Strategy Council will improve access to open space for all residents, with a particular focus on securing open space in the “gap” areas, and seek to provide more equitable access to open space.</p> <p><u>Year 2</u></p> <p>In the review of the existing Open Space Strategy, include:</p> <ul style="list-style-type: none"> • Creating new open space (especially in ‘gap’ areas); • Integration with sustainable transport, biodiversity, water use, and climate adaptation objectives, especially in relation to reduction of the Urban Heat Island Effect; • Partnerships with other agencies, local schools, sporting clubs and community groups; • Obtaining accreditation by Sustainable Gardening Australia for landscaping practices in Yarra’s parks (Alphington Park received SGA Accreditation in 2012); and • Strengthening the connection between the knowledge of traditional owners and the way Yarra manages land. 		

Objective 3.4 Carbon Neutral Yarra

Supporting a reduction in greenhouse emissions from across the municipality, towards achieving carbon neutrality by 2020

Sub-Objectives

Council will:

3.4.1 – Provide direct support to residents and businesses to reduce and offset emissions towards carbon neutrality by 2020

3.4.2 – Advocate for actions to support greenhouse mitigation actions beyond Council’s direct control

Indicator	Baseline	2017	2020
Net municipal greenhouse emissions	1,865 kt CO2 (2005/06)	NA	Zero
Sub-targets			
Renewable energy generation in Yarra Municipality	1,200 kW (year 2010)	2,400 kW	7,000 kW

Carbon Neutral Yarra Actions

Existing actions Establishment of Yarra Energy Foundation (2010)

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
Objective 3.4.1 – Provide direct support to residents and businesses to reduce and offset emissions towards carbon neutrality by 2020		
Action: 3.4.1.1 Support the Yarra Energy Foundation		
<p>The Yarra Energy Foundation (YEF) was established by the Yarra City Council in August 2010 as a not-for-profit company limited by guarantee. YEF was launched in April 2011 and works with the residents, businesses and the wider community to achieve carbon neutrality in the City of Yarra by 2020 through energy efficiency, low carbon energy supply, and offsetting. Council and YEF signed a new four year Funding Agreement in 2013.</p> <p>YEF works as a catalyst for change across the City of Yarra using engagement, learning and investment to amplify innovation in the community to achieve large-scale adoption. YEF actions will complement Federal and State government programs, business and community initiatives and accelerate actions to strengthen local innovation and industry development, whilst reducing climate change emissions. YEF sets the strategic direction for achieving carbon neutrality by 2020, and will advise Council on opportunities for Council support.</p> <p><u>Years 1-4</u></p> <p>YEF coordinated actions will include:</p> <ul style="list-style-type: none"> • development of large-scale solar PV projects; • Promotion and education of the community in financial offerings to fund carbon reduction projects; • The promotion of energy efficiency products; • Development of training programs to build community capacity in understanding and acting on climate change; • Research programs to assist in finding optimal ways to change behaviour in the community to reduce emissions across the community; and • Development of community emissions profiles to target actions and track progress, and offset pathways to achieving carbon neutrality by 2020. 	Lead: Environmental Management	Priority: High
Action 3.4.1.2 Support existing and new partnerships and joint activities		
<p>As well as supporting YEF, Council will continue to develop partnerships and joint activities.</p> <p><u>Year 1</u></p> <p>Support projects including:</p> <ul style="list-style-type: none"> • Towards Zero Net Emission (tZNE) and Northern Alliance for Greenhouse Action (NAGA); • Yarra Community Solar (YCS): initiative lead by Yarra Climate Action Now (YCAN) including participation on YCS steering committee, and potentially Council investing in solar on other properties; • Smartblocks: Multi-unit residential sustainability project; and • Investigation of the potential benefits from establishing Environmental Upgrade Agreements (such as in the City of Melbourne; this would require changes to Local Government Act and would be best undertaken on a state level through MAV or NAGA). 	Lead: Environmental Management Support: Statutory Planning	Priority: High
Objective 3.4.2 – Advocate for actions to support greenhouse mitigation beyond Council direct control		

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
Action: 3.4.2.1 Greenhouse Advocacy		
<p>Whilst Yarra Council can take direct actions to reduce emissions, and with YEF support the community to reduce emissions, there are many impediments beyond its control that can make a significant difference in achieving carbon neutrality by 2020, and Council will seek to advocate for these changes.</p> <p><u>Year 1</u></p> <ul style="list-style-type: none"> Advocate on greenhouse and energy efficiency through the Northern Alliance for Greenhouse Action (NAGA); and Support YEF advocacy on issues which prevent Yarra from accelerating reductions toward carbon neutrality by 2020. <p><u>Year 2-4</u></p> <ul style="list-style-type: none"> Support the Northern Alliance for Greenhouse Action and YEF; and Develop a specific Yarra Greenhouse Advocacy agenda, with other partners to increase urgent action on GHG mitigation. 	Lead: Environmental Management	Priority: Medium

Objective 3.5 Waste Wise Yarra

Reduced waste to landfill through changed Community behaviours and tailored / easy to use infrastructure.

Sub- Objectives

Council will:

3.5.1 – Support residents and businesses to reduce waste to landfill through waste collection service and beyond

3.5.2 – Focus on organic waste and food waste avoidance

3.5.3 – Work regionally for improved infrastructure and outcomes

Targets

Indicator	Baseline	2017	2020
Household waste to landfill	14,500 tonnes (2011/12) kerbside household waste collected	↓10%	↓20%
Sub-targets			
Household organic waste to landfill	52.6% of kerbside household waste collection (2011) per household	48%	43%
Household recycling contamination	9.6% contamination rate (2011)	7.5%	5%

Actions

Associated Plans Waste Management Plan (2009)

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
Objective 3.5.1 – Support residents and businesses to reduce waste to landfill through waste collection service and Council lead initiatives		
Action 3.5.1.1 Develop a new Waste Management Strategy		
<p>Council developed its first holistic Waste Management Plan in 2009. This has been very successful in driving action in the community and Council Operations, and is due for review and redevelopment in 2014.</p> <p><u>Year 1</u></p> <p>Seek funding to support existing and planned waste minimisation Initiatives</p> <p>Review of the Waste Management Plan to include and prioritise:</p> <ul style="list-style-type: none"> • Review State Government policies and strategies, inclining “Getting Full Values”, to provide alignment and opportunities. • Targets for and reporting on waste stream per sector; • Program for regular waste audits to assist in evaluating the effectiveness of initiatives implemented; • Development of environmental targets to incorporate into the new waste contracts in 2015/2016; • Development/expansion of community engagement programs for improving recycling and reducing waste; • Develop a business case to review options for household food organics avoidance, and if needed and appropriate, collection and associated infrastructure (refer to action 3.5.2); • Explore sharing/leasing systems and processes to avoid purchase (eg. Sharehood), and re-use mechanisms (eg. Freecycle); • Investigate and advocate for a solution for collection and disposal of domestic type toxic materials (oils, paints, detergents, gardening chemicals etc.); • Review and promote ways to increase reuse and resource recovery from Council’s hard waste collection service; • A focus on support for Multi-Unit Developments (MUD) to include: <ul style="list-style-type: none"> - Expanded guidelines for Multi-Unit Developments (MUD) to cover physical assets for easy and effective re-use and recycling, including organics diversion; - Development of a proactive MUD engagement program once the apartments are occupied (with Planning Enforcement) around waste reduction/resource recovery; and - Investigate the potential to expand on MUD program to implement across all Yarra; • Review of recycling program and opportunities at public housing estates including: <ul style="list-style-type: none"> - Work with Department of Human Services to identify barriers to recycling, and develop programs to address them (eg. recycling champions, education and engagement program etc); and - Investigate (with the Metropolitan Waste Management Group) the possibility of High Rise material going to a pre-sorting facility or Waste to energy facility prior to landfill ; • Review options to supporting waste reduction in Yarra businesses including: <ul style="list-style-type: none"> - Expand the Bin Lid Change Over Program to include education around resource recovery in Shopping Precincts; 	<p>Lead: Waste Minimisation & Urban Agriculture</p> <p>Support: Engineering Operations; Planning Enforcement; Local Laws and Animal Management</p>	<p>Priority: High</p>

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
<ul style="list-style-type: none"> - Develop a business Sustainable Consumption Program focused on waste avoidance, resource recovery, and reduced pollution to stormwater, using LYLS principles and tools; and - Advocate "plastic bag free" to State Government, and investigate localised solutions to reduce use of plastic bags; • Review 24 hour drop off site for recycle and re-use of goods which cannot be recycled in household recycling bins: <ul style="list-style-type: none"> - Potentially expand the service to include the reuse of more goods and materials; - Review scope and opportunities based on existing use and opportunities as they arise; and - Expand partnerships with charities to increase re-use of 24 hour drop off material (and hard waste); • Support Gleadell St market to be a leader in sustainability in becoming zero waste and plastic bag free; and • Review the existing waste reduction and promotion of Yarra's waste minimisation programs at festivals and events and develop a program to ensure continuous improvement, and expand to school fetes. <p><u>Year 2-4</u></p> <ul style="list-style-type: none"> • Implement new Waste Management Strategy 		<p>Funding to be allocated through Waste Management Strategy</p>
<p>Objective 3.5.2 – Focus on organic waste and food waste avoidance</p>		
<p>Action 3.5.2.1 – Focus on reduction of food waste to landfill</p>		
<p>Food waste is a major contributor to the Yarra waste stream (52.6%), and one where additional effort is believed to make a large difference. As well as reducing waste to landfill and associated costs to Council, this will significantly reduce greenhouse gas emissions, and has the potential to create a valuable resource (compost) at a household, neighbourhood, or regional scale.</p> <p><u>Year 1</u></p> <ul style="list-style-type: none"> • Continue to roll out the Food Know How Program. (This program aims to improve community well-being and connections through reducing and recycling food waste, and increasing knowledge about the food cycle. The program involves participants from households, community groups, offices, restaurants and cafes); • Develop strong links with existing and proposed processes and systems (e.g. compost hubs, sustainability hubs and other waste and urban agriculture programs) to enable a broader rollout of the program across the municipality; • Identify, support and promote the development of significant sized organic waste hubs where resident and business food waste can be processed locally. Support and evaluate food hubs established as part of the Food Know How Program,; and • Review potential infrastructure needs required to ensure waste is treated prior to landfill through development of new Waste management Strategy (action 3.5.1) <p><u>Year 2</u></p> <ul style="list-style-type: none"> • Evaluate and review Food Know How Program, and develop business case for program expansion; • Develop project proposal for Council to establish, promote, and support organic waste hubs, with the aim for one per neighbourhood (proposal to include stakeholder analysis, potential social enterprise opportunities); and • Partner with state government to increase household awareness of the benefits of reducing waste, particularly food waste, through state-wide information campaigns. <p><u>Year 3-4</u></p>	<p>Lead: Waste Minimisation & Urban Agriculture</p> <p>Support: Engineering Operations</p>	<p>Priority: High</p> <p>Funding to be allocated through Waste Management Strategy</p>

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
<ul style="list-style-type: none"> Review and evaluate council organic waste reduction projects and propose next steps. 		
Objective 3.5.3 – Work regionally for improved infrastructure and outcomes		
Action 3.5.3.1 – Regional waste minimisation action and partnerships		
<p>Work in partnership with other Councils and the MWMG on advocacy campaigns and to identify future opportunities utilising new technologies. This may include:</p> <ul style="list-style-type: none"> Investigation of the possibility of high rise material going to a pre-sorting facility if available; Assessment of the feasibility of waste to energy (including pyrolysis) technologies at the metro scale (refer to action 3.5.1, 4.2.2.1); and Advocacy for State/Federal Container Deposit legislation. 	<p>Lead: Waste Minimisation</p> <p>Support: Engineering Operations</p>	<p>Priority: Medium</p> <p>Funding to be allocated through Waste Management Strategy</p>

Objective 3.6 Conserving Water in Yarra

Supporting the Yarra community to reduce use of potable water, through partnerships and direct action

Sub- Objectives

Council will:

3.6.1 – reduce water consumption across the Yarra community

Targets

Indicator	Baseline	2017	2020
Potable water consumption across the community	12.7 GL (2000/01)	↓25%	↓30%

Conserving Water in Yarra Actions

Existing actions

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
Objective 3.6.1 – reduce water consumption across the Yarra community		

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
Action 3.6.1.1 - Community promotion of reduced use of potable water		
<p>Council can play a role in educating and empowering our community to reduce water consumption, most effectively by supporting and working with other external agencies and groups to help direct and deliver the message.</p> <p><u>Year 1-4</u></p> <ul style="list-style-type: none"> Continue to update Council's website to provide the community with information; Support water wise workshops eg. gardening and cooking; Provide examples and case studies on encouraged activities including reusing grey water, rainwater and stormwater, and including examples of actions taken in Council buildings. 	<p>Lead: Sustainable Asset Management</p> <p>Support: Sustainability & Strategic Transport</p>	<p>Priority: Low</p>

Objective 3.7 Climate Change Resilient Communities

Preparing Yarra's community to better handle and strengthen their response to future climatic conditions.

Sub- Objectives

Council will:

3.8.1 Support activities to reduce impact of and vulnerability to future climate change on the Yarra community

3.8.2 Engage the community on ways to adapt to future climate scenarios

3.8.3 Incorporate actions to mitigate risks from climate change into Council processes and activities

Climate Change Resilient Communities Actions

Existing actions Climate Change Adaptation Plan (2013)

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
Objective 3.7.1: Support activities to reduce impact of and vulnerability to future climate change on the Yarra community		
Action 3.7.1.1 Develop and implement an Urban Forest Strategy		
<p>Urban Forests can contribute to the quality of urban human living conditions as well as producing positive ecological, environmental and aesthetic outcomes. This is especially true within the context of adapting to future climate scenarios. By delivering a more coordinated approach to Urban</p>	<p>Lead: Sustainability and Strategic Transport</p>	<p>Priority: High</p>

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
<p>Forests, Council will be able to provide more creative adaptations of plant and tree growth with Yarra’s built infrastructure, and increase human comfort levels via addressing localised climatic conditions.</p> <p>An Urban Forest Strategy would aim to:</p> <ul style="list-style-type: none"> • Establish the priorities and opportunities for Yarra; • Inform Council processes to better enhance urban forestry outcomes; and • Educate and promote the benefits of better urban forest management. <p><u>Year 1</u></p> <ul style="list-style-type: none"> • Establish priorities for Urban Forestry via gathering empirical and qualitative data including but not limited to: <ul style="list-style-type: none"> • Municipal canopy cover, tree numbers and health; • Thermal imaging; • Permeability mapping – investigate ways to track permeable space on private property and potential loss from development and revitalisation across our municipality; • Biodiversity value; • Social and cultural benefits; • Climate change mitigation (reducing energy demands) and adaptation (urban heat island effect) information; and • Food production value; and • Develop a budget bid for 2014/15 for a full Urban Forest Strategy development. <p><u>Year 2-4</u></p> <ul style="list-style-type: none"> • Establish and implement Urban Forest Strategy. 	<p>Support: Statutory Planning; City Strategy</p>	<p>Approx \$20,000 + 0.4 FTE (14/15) \$/FTE TBC (15/16)</p>
<p>3.7.1.2 Develop a Yarra Food Policy</p>		
<p>Future climate scenarios pose risks to Yarra’s community access to secure and healthy food supplies. Council also recognises that food contributes up to 40% of the average Yarra resident’s ecological footprint. By addressing food accessibility, sustainability, sourcing and quality in a more integrated approach, Council aims to reduce the effects of climate change and enhancing resilience to cope and connecting the community around a common theme.</p> <p>Council plans on developing a Yarra Food Policy that would aim to:</p> <ul style="list-style-type: none"> • Establish a more detailed level of understanding of Yarra’s food supply chains and systems; • Inform processes that can improve access to healthy food; • Enhance localised food production through partnerships, infrastructure and regulatory support; • Reduce the environmental impacts of food production and consumption of Yarra (40% of the average person’s environmental footprint); and • Engage with the community on and improve skills that support sustainable food behaviours. <p><u>Year 2</u></p>	<p>Lead: Environmental Management</p> <p>Support: Waste Minimisation; Community and Corporate Planning</p>	<p>Priority: Medium</p>

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
<ul style="list-style-type: none"> Scope a Yarra Food Policy and develop a budget bid for the 2015/16 financial year <p><u>Years 3 and 4</u></p> <ul style="list-style-type: none"> Establish and implement Yarra Food Policy 		\$50,000 (TBC 15/16) and potential new resource for implementation (approx. 0.5 FTE)
Objective 3.7.2: Engage the community on ways to adapt to future climate scenarios		
Action 3.7.2.1 Disseminate climate change adaptation-related information to the Yarra community		
<p>Scientific literature has concluded that some level of climate change is now inevitable for Victorians and the population of Yarra. In conjunction with our continued mitigation activities, Yarra also needs to adapt the manner of how we live, work and interact, in order to maintain Yarra’s wellbeing. While federal and state governments have concentrated on completing the necessary research on climate change, Council is best placed to disseminate and engage the community about this information.</p> <p>Providing the community climate change adaptation would:</p> <ul style="list-style-type: none"> Deliver timely and accurate information on adapting to a changing climate where hotter, drier and more extreme conditions will become more prevalent; Encourage action now, to benefit immediately and reduce future costs and impacts; and Establish long-term partnerships with other levels of government, community groups and business for maximum benefit. <p><u>Year 1-2</u></p> <ul style="list-style-type: none"> Participate in regional activities such as: <ul style="list-style-type: none"> Northern Alliance for Greenhouse Action (NAGA) Climate Change Adaptation research programs; and Funding streams (such as Victorian Adaptation and Sustainability Partnership) and subsequent successful applications. <p><u>Year 3-4</u></p> <ul style="list-style-type: none"> Review research information and establish relevant communication methods to engage the community. 	<p>Lead: Environmental Management</p> <p>Support: Risk Management, Communications, Social Policy.</p>	<p>Priority: Medium</p> <p>\$TBC</p>
Objective 3.7.3: incorporate actions to mitigate risks from climate change into Council processes and activates		
Action 3.7.3.1 Implementation of Climate Change Adaptation Plan		
<p>Implementation of internal Yarra Climate Change Action Plan (CCAP), developed in 2013</p> <p><u>Years 1-2</u></p> <ul style="list-style-type: none"> Implement CCAP; Seek external resources and partnerships to support implementation of activities; and Produce annual report to Council updating the science and other new information in relation to climate change, and any implications for actions in this Yarra Environment Strategy or CCAP (links to action 3.7.2.1). 	<p>Lead: Risk Management</p> <p>Support: Environmental Management</p>	<p>Priority: High</p>

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
<u>Years 3-4</u> Review actions and strategies within the Climate Change Action Plan (CCAP) and update.		

Pathway 4 - Sustainable Council Operations

Operating Council as a model of environmental sustainability

Objectives

- 4.1 Lead by example, with Integration of sustainability across Council** *Integrating sustainability as a core Council business aspect into everything we do, and empowering staff to own sustainability as part of their core business.*
- 4.2 Best Practice Carbon Management** *Reducing Council energy use and greenhouse gas emissions from its own activities, and becoming the most aware, energy efficient and self-reliant local government in Australia.*
- 4.3 Best Practice Waste Management** *Reducing Council generated waste through our own operations and at sites under Council control, and to be a leading waste wise organisation.*
- 4.4 Best Practice Water Management** *Reducing use of potable water at Council buildings, parks and gardens.*

Objective 4.1 - Lead by example, with Integration of sustainability across Council

Integrating sustainability as a core Council business aspect into everything we do, and to empower staff to own sustainability as part of their core business.

Sub- Objectives

Council Will:

- 4.1.1 – Be recognised widely as a Sustainable City
- 4.1.2 – Ensure key Council decision processes incorporate triple bottom line analysis
- 4.1.3 – Support Yarra staff to be green champions at work
- 4.1.4 – Lead by example as a sustainable organisation and share knowledge and learnings

Targets

Indicator	Baseline	2017	2020
Staff commitment to sustainability	Percentage of respondents to staff sustainability survey who say workplace sustainability is 'important' or above (88% in 2013)	95%	100%
Sub-targets			
Influence of the GreenTeam	Percentage of staff reporting that Green Team activities influenced their behaviour in staff sustainability survey (60% in 2013)	75%	90%

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
<ul style="list-style-type: none"> Publish Environmental Footprint Report; and Report on progress of this Yarra Environment Strategy. <p><u>Year 2-4</u></p> <ul style="list-style-type: none"> Develop and implement adopted processes; Continue to publish Council’s Annual Environmental Footprint Report, expanded to include all annually measured targets. 		\$15-30,000 and may require additional FTE
Objective 4.1.2 – Ensure key Council decision processes incorporate triple bottom line analysis		
Action 4.1.2.1 Develop Sustainability decision-making tools and support		
<p>Triple Bottom line decision-making refers to the full and robust consideration of Environmental, Social and Financial (and other associated) measures into all key decision making processes.</p> <p>Better incorporation of sustainability into key decision making points will enhance the quality of the information when Council decisions are made, improving their outcome, whilst also supporting Council values and targets, and reducing financial and reputational risk.</p> <p><u>Year 1</u></p> <p>Establish a cross-departmental working group to review decision-making processes and opportunities, including:</p> <ul style="list-style-type: none"> Review decision making processes for Council Reports, New Initiative Bids, and Capital Works Bids, including advice and support for staff, questions being responded to, and sign off / review mechanism to ensure compliance and continuous improvement; Review potential support tools and mechanisms; and Benchmark against relevant Australian and international local governments. <p><u>Year 2-4</u></p> <p>Develop and implement adopted processes, including submission of Budget Bid if required.</p>	<p>Co-Lead: Innovation & Environmental Management;</p> <p>Support: One Yarra Project; Organisational Performance; Governance</p>	<p>Priority: High</p> <p>\$TBC</p>
Action 4.1.2.2 Enhance sustainable procurement activities		
<p>Greater knowledge and implementation of Sustainable Procurement practises, can over time have a significant positive influence, both from a tender and contract perspective, right down to minor purchases that Council officers make.</p> <p>Council already has a strong foundation for this, including the incorporation of sustainable procurement (a full life cycle costing) into the Procurement Policy and Procedures Manuals and a price preference of 10% to encourage purchasing of environmentally preferred products. Through these activities Council will seek to be at the forefront of best practice.</p> <p><u>Year 1</u></p>	<p>Lead: Strategic Procurement</p> <p>Support: Environmental Management, Council Green Team, Project and Process Innovation</p>	<p>Priority: High</p>

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
<ul style="list-style-type: none"> - Revise and develop a new Sustainable Procurement Plan. Review to include: <ul style="list-style-type: none"> o Establishing set sustainability objectives and targets for future procurement activities; o Training schedule for key procurement staff to reinforce adopted standard benefits of sustainable procurement and use of tools; and o Support for whole of life cycle costing models in the Best Value for Money tender evaluation process being developed in 2013/14. - Hold regular forums with local suppliers to: <ul style="list-style-type: none"> o explain our processes (focus on supplier relationship management); o highlight our focus on social and sustainable procurement; and o initiate a Register of Interest for local suppliers to become pre-qualified to supply sustainable services to Yarra. - Remain an active member of EcoBuy through: <ul style="list-style-type: none"> o Promotion of, and encouragement of greater use of Eco-Buy resources, in conjunction with Council's GreenTeam; o Attendance at EcoBuy briefing/training sessions (and other); and o Roll-out of EcoBuy Sustainable Procurement E-Learning tool. - Procurement Officer to attend sustainable procurement meetings and forums, and Council's Green Team. <p><u>Year 2-4</u></p> <ul style="list-style-type: none"> - Continue implementation of Sustainable Procurement Plan and activities from year 1. - integrate sustainable procurement tracking into Council's new finance system, and the tender/ design specification. - Review and update sustainable procurement in Council's Procurement Policy and Procedures Manuals and Request for Tender documents. - Report annually on green purchasing activities when system allows. 		\$TBC
Action 4.1.2.3 Review ESD Building Policy for Sustainability in Council buildings		
<p>In 2011 Council endorsed its first Environmentally Sustainable Design (ESD) Buildings Policy. This has been successful in stimulating and improving sustainability into Council's new and refurbished buildings, and is due for review.</p> <p><u>Year 1:</u></p> <p>Review and gain Council endorsement for updated ESD Building Policy, with focus on:</p> <ul style="list-style-type: none"> • Review of standards and addition of minimum standard target for greenhouse/energy; • Simplifying and strengthening the process with trigger points; • Implementing a training plan for all relevant staff; and • Regular monitor and reporting on outcomes. <p><u>Year 2-4:</u></p> <p>Implement new ESD Buildings Policy.</p>	<p>Lead: Environmental Management</p> <p>Support: Statutory Planning, Buildings and Projects, Sustainable Asset Management</p>	Priority: Medium
Objective 4.1.3: Support Yarra staff to be green champions at work		
4.1.3.1 Strengthen the Yarra Staff Green Team		

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
<p>The Yarra Staff Green Team was re-established in 2011 as a means for sustainability learning, integration and innovation, to educate and empower staff improve Council's ecological footprint through their actions at work and through their roles. In 2012 the Green Team developed a new Action Plan.</p> <p><u>Year 1</u></p> <ul style="list-style-type: none"> Continue existing Green Team projects and process. Develop internal program/campaign to engage staff to support to council reaching 50% energy reduction by 2015 target through their roles and individual actions in the workplace. Undertake a review of the role of Green Team <p><u>Years 2-4</u></p> <p>Implement reviewed GreenTeam structure and Action Plan.</p>	<p>Co-Lead: Environmental Management, Green Team</p> <p>Support: One Yarra Project</p>	<p>Priority: High</p>
<p>Action 4.1.3.2 Embed Organisational Sustainability into People Processes and Polices</p>		
<p>Yarra seeks to further build a sustainable workplace culture by embedding sustainability practices into people, policies and processes.</p> <p>Council will:</p> <ul style="list-style-type: none"> Create a culture where all staff members acknowledge and adhere to sustainable workplace practices; Ensure consideration of organisational sustainability behaviours and expectations in Yarra's values and behaviours and embed into the values framework; Develop initiatives that provide cross promotion and branding of One Yarra and YES to embed awareness and organisational support for sustainable practice; Work in partnership to develop strategies to encourage all staff to engage in sustainable workplace practice ; Integrate endorsed YES actions into staff recruitment and promote Yarra as an Employer of Choice; and Support environmental sustainability education initiatives. 	<p>Lead: Organisational Development / One Yarra Project</p> <p>Support: Environmental Management</p>	<p>Priority: High</p>
<p>Objective 4.1.4 – Lead by example as a sustainable organisation and share knowledge and learnings</p>		
<p>Action 4.1.4.1: Promote Council experience and advice, and participate in key regional networks and partnerships</p>		
<p>Council aims to be a leading sustainable local government in Australia. As part of this role council will seek to share our learnings, and participate in networks and partnerships.</p> <p>Activities will include:</p> <p>Promotion of Council experiences and advice via:</p> <ul style="list-style-type: none"> Presentations at conferences, workshops, webinars, and 1:1 conversations etc. 	<p>Lead: Environmental Management</p>	<p>Priority: Medium</p>

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
Participation in sustainability groups, networks, and partnerships including: <ul style="list-style-type: none"> - ICLEI Local Governments for Sustainability; and - Actively participate in sustainability projects through the Inner Melbourne Action Plan (IMAP) collaboration. 		
Action 4.1.4.2: Increase staff sustainable transport		
<p>Council focused action to increase the number of staff travelling to work and for work by sustainable modes.</p> <p>Improvements in this area will:</p> <ul style="list-style-type: none"> - Reduce Council and staff financial losses through fewer vehicles and reduced fuel costs; - Reduce Council greenhouse emissions and embodied energy; - Improve employee health; and - Further establish Council as a sustainable business, and better support Yarra businesses sustainable transport activities bases on our experiences. <p><u>Year 1-2</u></p> <p>Establish a working group to identify current opportunities, and set a clear pathway to reduce fleet usage and emissions, and improve sustainable transport options to work, including:</p> <ul style="list-style-type: none"> - Establish minimum vehicle numbers to service staff requirements during work hours; - Investigate fleet garaging and parking opportunities, and alternative models such as shared with car share company; - Review staff fleet vehicle entitlements and after hours use, with a view to reducing the number of passenger vehicles in the fleet to the required number in the most equitable way; - Vehicle fleet make up, procurement, and trial vehicle opportunities/role; and - Promote alternative transport support for staff including the Staff bike fleet and Public transport initiatives, and use of electronic meeting technology such as Lync. - Investigate driver Ttraining to ensure that vehicles are being used as efficiently as possible and using the least amount of fuel. <p><u>Years 3-4</u></p> <p>Implement agreed actions.</p>	<p>Lead: Strategic Transport</p> <p>Support: Fleet Management, Environmental Management; Human Resources</p>	<p>Priority: High</p> <p>\$20,000</p>
Action 4.1.4.3 Sustainable Catering and Events		
<p>Council can play an important leadership and education role – both for staff and for community members – through the greening of Council’s catering and event management practices and communications. Action to further enhance outcomes in this area include:</p> <p><u>Year 1:</u></p> <ul style="list-style-type: none"> - Venues and events staff will be trained in sustainable catering and greening events; 	<p>Lead: Venues and Events</p> <p>Support: Waste Minimisation & Urban Agriculture,</p>	<p>Priority: Medium</p>

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
<ul style="list-style-type: none"> - Development of green event guidelines for both internal and external use by all users of Yarra facilities; and - Creation a simple checklist for sustainable catering that will be accessible to all staff. <p><u>Years 2-4</u></p> <ul style="list-style-type: none"> - continue implementation of sustainable event management practices including waste management and sustainable catering; and - provide advice and support to external providers on green event expectations, and be champions for greening events within Council. 	Environmental Management, Council Green Team	

Objective 4.2 Best Practice Carbon Management

Reducing Council energy use and greenhouse gas emissions from its own activities, to become the most aware, energy efficient and self-reliant local government in Australia

Sub- Objectives

Council will:

4.2.1 – Reduce organisational carbon emissions and increase renewable energy generation

4.2.2 – Transition away from reliance on fossil fuels

4.2.3 – Increase understanding of and undertake actions to reduce whole of life emissions

Targets

Indicator	Baseline	2017	2020
Gross organisational carbon emissions	16,820 tCO ₂ e (gross emissions 2000/01)	↓55% (9,251 tCO ₂ e)	↓60% (9,251 tCO ₂ e)
Sub-targets			
Net organisational carbon emissions	Zero tCO ₂ (2013)	Zero	Zero
Carbon emissions reduced through renewable energy generation by Council	500 tCO ₂ e (2012)	850 tCO ₂ e	1,250 tCO ₂ e

Best Practice Carbon Management Actions

Existing actions Carbon Neutral Action Plan 2010 -15

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
Objective 4.2.1 – Reduce organisational carbon emissions and increase renewable energy generation		
Action: 4.2.1.1 Carbon reduction and renewable energy generation action plan and implementation		
By June 2013 Council had reduced emissions by approximately 25% towards the target of 50% by 2015. Existing and planned projects will continue to reduce Council's overall greenhouse gas emissions.	Lead: Environmental Management	Priority: High

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
<p><u>Year 1</u></p> <ul style="list-style-type: none"> Continue implementation of current actions, and develop plan to reach 2015 reduction and renewable energy generation targets with projects and budgets for Council endorsement; Support the design and implementation of a program to engage staff in thinking about their role and actions and how they can help contribute to council reaching 50% energy reduction by 2015 target (links to Action 4.1.3.1); and Develop plan to reach the 2017 and 2020 energy generation targets with projects and budgets, for Council endorsement. <p><u>Year 2</u></p> <ul style="list-style-type: none"> Develop Emissions Reduction Action Plan to reach 55% reductions by 2017 and 60% by 2020, incorporating emerging and innovative technologies/ approaches. Review of Assess payback period criteria for Adaptive Assets Budget including potential to expand beyond 10 years. <p><u>Years 3-4</u></p> <ul style="list-style-type: none"> Continue to implement Emissions Reduction Action Plan to reach 2015 and 2017 targets; and Implement actions of emerging and innovative technologies/ approaches report (where feasible). 	<p>Support: Building Projects, Engineering Operations, GreenTeam</p>	
<p>Action: 4.2.1.2 Best Practice Carbon Neutral Council</p>		
<p>In 2012 Yarra become the first Victorian (and just second national) Council to be a certified Carbon Neutral organisation under the National Carbon Offsetting Scheme (NCOS). In doing so, Council has been able to establish a robust methodology standard for other local governments and businesses to use, as well as demonstrating the ability to reduce emissions as a preferred approach to offsetting any residual emissions.</p> <p><u>Year 1</u></p> <ul style="list-style-type: none"> Continue to meet carbon neutral status; and Develop carbon neutral branding and promote across Council sites and buildings. <p><u>Year 2</u></p> <ul style="list-style-type: none"> Continue to meet and promote carbon neutral status; Report to Council on opportunities for future investment in local and preferably renewable energy offsets from: <ul style="list-style-type: none"> The carbon offset market; and Power Purchase Agreement for Renewable Energy (eg. From a Victorian wind farm). <p><u>Year 3-4</u></p> <ul style="list-style-type: none"> Continue to meet carbon neutral status, but transition to purchase of: <ul style="list-style-type: none"> 25% domestic renewable energy offsets if possible in 2015/16; and 50% domestic renewable energy offsets if possible in 2016/17. 	<p>Lead: Environmental Management</p> <p>Support: Communications</p>	<p>Priority: High</p> <p>\$10,000</p> <p>\$30-50,000</p>

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
Objective 4.2.2 – Transition away from reliance on fossil fuels		
Action: 4.2.2.1 – Develop Yarra Fossil Fuel Transition Plan		
<p>Although less emissions-intensive than coal-fired grid electricity, natural and LPG gas for stationary energy use is still a non-renewable, fossil fuel. Combined with the inherent issues of coal seam gas that is embedded into the national gas network, Council will investigate the issues associated with potentially phasing out all stationary gas use in the future.</p> <p><u>Year 3</u></p> <p>Investigate opportunities to phase out or limit all emissions and develop Yarra Repowering Yarra Plan taking into account:</p> <ul style="list-style-type: none"> • Opportunity for Yarra to invest directly in off-site local renewable electricity; and • Review gas use by Council, and potential to phase this out and convert to other renewable resources. 	<p>Lead: Environmental Management</p> <p>Support: Building Projects; Waste Minimisation & Urban Agriculture; Communications</p>	<p>Priority: Medium</p>
Objective 4.2.3 – Increase understanding of and undertake actions to reduce whole of life emissions		
Action: 4.2.3.1 Scope and develop / implement plan to reduce Council's whole of life emissions		
<p>Council's current emissions profile takes into account all direct and most indirect emissions. However, Council's knowledge of embedded/embodied emissions is not well understood.</p> <p><u>Year 3-4</u></p> <ul style="list-style-type: none"> • Review Council's indirect and embedded greenhouse emissions and their emissions intensity and scope for emissions reduction. • Develop plan and implement for Council consideration to start to mitigate / offset these emissions. 	<p>Lead: Environmental Management</p> <p>Support: Building Projects; Waste Minimisation; Procurement; Engineering Services</p>	<p>Priority: Low</p>

Objective 4.3 Best Practice Waste Management

Reduce Council generated waste through our own operations and at sites under Council control, to be a leading waste wise organisation.

Sub- Objectives

- Become a leading organisation in reducing our waste to landfill

Targets

Indicator	Baseline	2017	2020
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Waste to landfill from Council operations	31.7 Tonnes (2011/12)	↓60%	↓70%
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Actions

Existing actions		Waste Management Plan	
Deliverables	Lead & Support Units	Priority/Possible Additional Resources	
Objective 4.2.1 Become a leading organisation in reducing our waste to landfill			
Action 4.2.1: Waste Wise Council infrastructure and staff education			
<p>To achieve significant waste reductions from Council operations we must continue to innovate in waste infrastructure, and most importantly ensure staff know how and why to use the infrastructure and ways to cut down consumption and waste.</p> <p><u>Year 1</u></p> <ul style="list-style-type: none"> Review waste education and infrastructure, and opportunities including: <ul style="list-style-type: none"> existing and previous education through the Staff GreenTeam, and other staff sustainability opportunities; existing waste audits and contaminants, to allow focused education on key issues; existing and new waste infrastructure and signage, and associated priority education needs; organic waste collection, treatment, and focus opportunities including events at Council facilities current status, education / inspection program for cleaners to make sure they are separating resources correctly Rollout updated program at Collingwood Town Hall associated with staff moving back into new accommodation and infrastructure. <p><u>Year 2</u></p> <ul style="list-style-type: none"> Further across the organisation based on learnings from Collingwood Town Hall Review staff consumption, including Packaging and product Stewardship, and Life Cycle Analysis, and develop project proposal and budget bid for a staff sustainable consumption campaign at Yarra. Link to the Staff Green Team where possible (action 4.1.3.1). <p><u>Year 3</u></p> <p>Implement Staff Sustainable Consumption education campaign.</p>	<p>Lead: Waste Minimisation & Urban Agriculture</p>	<p>Priority: High</p> <p>Funded through the new Waste Management Strategy</p>	

Objective 4.4 Best Practice Water Management

Reduce use of potable water at Council buildings, parks and gardens.

Sub- Objectives

4.4.1: Act strategically to incorporate best practice water management into all relevant Council operations

4.4.2: Develop individual projects to reduce/harvest water

Targets

Indicator	Baseline	2017	2020
Use of Potable water in Council operations	334ML (2000/01)	↓45% (184 ML)	↓50% (167 ML)
Sub-targets			
Council water requirements supplied by locally harvested water sources	4.5ML (2.5%)(2011/12)	10ML	20ML

Best Practice Water Management Actions

Existing actions Yarra Water Action Plan (2006)

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
Objective 4.4.1: Act strategically to incorporate best practice water management into all relevant Council operations		
Action: 4.4.1.1 Incorporate water conservation into Stormwater Plan & Drainage Asset Management Plan's		
In 2013/14 Council is developing a Stormwater Plan & Drainage Asset Management Plan. Council will ensure that these plans have a holistic water conservation and treatment approach, and support the achievement of water conservation and quality targets.	Lead: Sustainable Asset Management	Priority: Medium
Action: 4.4.1.2 Update and develop new Yarra Water Action Plan		
The existing Yarra Water Action Plan (2006) sets targets and actions to reduce water consumption from Council's own operations, and is in need of review. This updated Water Action Plan will provide an integrated approach to Council's own water management, and guide Council's work to meet the 2017 organisational Water Management targets. <u>Year 1</u> Develop needs analysis and budget requirements for development of new Yarra Water Action Plan. Review to include: <ul style="list-style-type: none"> Water Action Plan needs given many changes in the management and operation of actions previously driven through this plan, and existing and future plans of relevance including the Existing WSUD Policy, planned Stormwater Plan and Drainage Asset Management Plan; Activities taken through the WaterMap program for Yarra's top 10 water using sites; Opportunities for better targeted and responsive site based actions through recently installed smart meters at large sites; and Review of water saving opportunities implemented and planned. 	Lead: Sustainable Asset Management Support: Open Space, Buildings and Projects, Leisure Services	Priority: High

Deliverables	Lead & Support Units	Priority / Possible Additional Resources
<p><u>Year 2</u> Develop Yarra Water Action Plan</p> <p><u>Years 3-4</u> Implement Yarra Water Action Plan</p>		\$10,000
Objective 4.4.2: Develop individual projects to reduce/harvest water		
Action 4.4.2.1 Individual water harvesting opportunities		
<p>To meet Council’s water harvesting targets, Council will need to implement projects of significant size and volume, which will take significant planning and design, as well as financial resources and require a partnership approach. Many projects will have co-benefits for stormwater treatment and water quality.</p> <p><u>Year 1-4</u> Develop / annual review portfolio of potential projects (focused on parks and leisure centre’s) with business cases, including investigations of stormwater harvesting projects from Melbourne Water or Council drains to reduce the peak flow impact. Stormwater harvesting projects built by other councils are delivering this benefit as well as providing a source of water for sports groups and gardens.</p> <p>Seek internal and external funding for projects.</p>	<p>Lead: Sustainable Asset Management</p> <p>Support: Open Space and Recreation</p>	<p>Priority: High</p> <p>\$20,000 for project development.</p> <p>Significant Capital Works funding for projects</p>