
9.5 DRAFT MITCHELL SHIRE COUNCIL ENVIRONMENT POLICY

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File No: CM/03/012

Attachments: 1. Draft Mitchell Shire Council Environment Policy
2. Mitchell Shire Council Environment Policy Consultation Summary

SUMMARY

The draft Mitchell Shire Council Environment Policy demonstrates Mitchell Shire Council's commitment to the environment and sets long term goals for environmental sustainability.

The Policy sets environmental goals for the delivery of Council's services and applies to all Mitchell Shire Council employees, Councillors, contractors and volunteers, undertaking Council work related duties that impact directly or in-directly on the environment.

The Policy will be supported by a revised Environment Strategy and action plan to ensure an integrated, whole of Council approach to our environmental commitment.

Following consultation with Council, Youth Council, the Mitchell Environment Advisory Committee and internal stakeholders, a draft Mitchell Shire Council Environment Policy has been developed and is tabled for Council's consideration.

RECOMMENDATION

THAT Council Adopt the Draft Mitchell Shire Council Environment Policy.

BACKGROUND

Local Government plays an integral role in environmental management through controls over strategic land use planning, environmental health and our role as a public land manager. Council has recognised this role through the Mitchell Shire Council Plan 2017-2021 which identifies "Caring for the Environment" as one of the seven (7) strategic objectives.

Mitchell Shire Council does not currently have an overarching Environment Policy to embed environmental and sustainability considerations into Council's decision-making processes.

An opportunity to develop this overarching environmental policy was identified via the review of the Mitchell Shire Sustainable Resource Use Strategy 2011 and is an action of the Mitchell Shire Council Plan 2017-2021 - Year three (3) action plan.

A draft policy has now been prepared for Council's consideration.

ISSUES AND DISCUSSION

The purpose of the inaugural Mitchell Shire Council Environment Policy is to establish a clear vision to achieve the best practice in environmental sustainability. To realise

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this, the policy established some clear goals and ultimately provides for a decision-making framework that guides Council's the day to day deliberations of the organisation as it delivers services into the community.

The vision of the draft Policy is that Mitchell Shire Council is a leader in sustainable environmental management in all our business operations and in support of the wider community.

It is acknowledged that there are areas of environmental management, where Council does not have direct control. In these situations, Council will collaborate with our government agency partners such as DELWP, Water Authorities and the CFA and take an advocacy role.

Underpinning this vision are six (6) strategic aims to assist in guiding Council's activities, planning and business decisions which support best practice environmental management in a diverse and rapidly growing community. These are;

- Energy;
- Climate Change;
- Land and Biodiversity;
- Water;
- Urban Ecology; and
- Resource Use and Waste Management.

Policy goals have been developed for 2050 in line with the target from the *Victorian Climate Change Act 2017*. It is important to note that interim goals (immediate 0-2 years and 2035 goals) will be developed as part of the revised Environment Strategy to be developed in 2020/2021. This will ensure there is a clear and logical path for Council to follow to reach the Policy goals in 2050.

It is important to note that the revised Environment Strategy will set out a stepped approach to achieving the 2050 Policy goals including immediate to 2-year actions and achieving interim (2035) goals.

The goals have also been formulated to align with and compliment goals within the Resilient Melbourne – Urban Forest Strategy 2019, Recycling Victoria – an Economy for Change 2020, Protecting Victoria's Environment – Biodiversity 2037, Goulburn Broken Biosecurity, Invasive Plants and Animals Strategy 2019 – 2025 and the Integrated Water Management Framework for Victoria 2017.

The draft policy goals are listed below under each of the six (6) strategic aims;

Energy

- We will have zero net emissions by 2050.

2050 Goals

- Mitchell Shire Council to have Zero Net Emissions.
- 100% of Council's electricity needs are sourced from renewable resources.
- All Council owned buildings and facilities are planned, designed, built or retrofitted to achieve the highest level of environmentally sustainable design.

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Climate Change

- We will continue to reduce greenhouse gas emissions to minimise the impact of climate change.
- We will continue to respond to climatic changes and emergencies.

2050 Goals

- Council's assets are planned and built to respond to the effects of a changing climate.
- All Council policies and plans take account of climate change and its implications for Council operations.
- Climate Change risk mitigation is part of business as usual at Mitchell Shire Council.

Land and Biodiversity

- We will practice, promote and encourage sustainable, innovative and adaptive land management that responds to climate change.
- We will protect, restore and connect landscapes by increasing the extent and quality of native habitat.

2050 Goals

- Mitchell Shire is known for supporting innovative, sustainable and adaptable land management and agricultural business.
- Mitchell Shire's biodiversity values and natural environment are embedded within and protected by the planning scheme and local policy.
- The majority of our population is connected to nature.
- Prevent new high-risk invasive plants and animals from establishing in the Shire
- Indigenous land management practices are recognised and respected
- No vulnerable or near threatened species will have become endangered.
- Net gain of the overall extent and condition of habitats across Council managed land.

Water

- We will reduce water use and increase water quality.

2050 Goals

- Reduce Council's reliance on potable water sources through more effective usage of non-potable and reclaimed water sources.
- Mitchell Shire communities are;
 - provided with water,
 - protected from floods,
 - interacts with healthy waterways; and
 - benefit from cooler, greener urban spaces and healthier environments.

DRAFT MITCHELL SHIRE COUNCIL ENVIRONMENT POLICY (CONT.)

Urban Ecology

- We will build and retrofit infrastructure and development that embraces Environmentally Sustainable Design principles that adapt to climate change.

2050 Goals

- Environmentally Sustainable Design is a core principle for all new developments.
- Our urban areas have at least 27% tree canopy cover and 39% tree canopy and shrub cover.
- Environmentally Sustainable Design principles are incorporated into existing developed areas.
- Advocate to the State Governments Planning Authority for meaningful environmentally sustainable design principles to be incorporated in the development of Precinct Structure Plans for all new development.

Resource Use and Waste Management

- We will practice sustainable procurement throughout the supply chain and delivery of our services, including consideration of environment/climate change criteria in procurement.
- We will actively promote and participate in the circular economy and will seek to avoid and reduce waste in Mitchell Shire's operations.

2050 Goals

- The procurement of all goods and services meet adopted organisational sustainability targets.
- Waste generated from Council operations and services is reduced by 50%.
- 70% of waste generated by Council's operations and services is diverted from landfill.

CONSULTATION

Brainstorming sessions for the development of the inaugural Mitchell Shire Council Environment Policy were held with Council (16 September 2019), Mitchell Environment Advisory Committee (21 October 2019) and Youth Council (24 October 2019).

A consultation summary paper was developed and circulated to the three (3) groups and is attached to this report.

Comments have been incorporated into the draft Policy and/or referred to the development of the Environment Strategy.

As the Mitchell Shire Council Environment Policy is proposed as an internal document to guide Council's operations, it is not proposed that it is put on further public exhibition,

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much like the Mitchell Shire Service Planning Policy and the Mitchell Shire Place Naming Policy.

The review of the Mitchell Shire Environment Strategy will include community engagement.

FINANCIAL, RESOURCE AND ASSET MANAGEMENT IMPLICATIONS

The development of the inaugural Mitchell Shire Council Environment Policy has been undertaken inhouse by Council staff.

The implementation of the actions arising from the Policy, to assist in achieving the 2050 goals will require the commitment and investment of organisational resources, these will be further explored in the development of the Environment Strategy.

Implementation of the policy and sub strategies and plans will be referred to Council's budgetary processes. Council will also look for opportunities for grants and collaborative projects.

In adopting this policy there are no known direct financial, resource and asset management implications.

POLICY AND LEGISLATIVE IMPLICATIONS

The draft Mitchell Shire Council Environment Policy responds to the strategic objective of the Mitchell Shire Council Plan 2017-2021 *"To be responsible custodians, by managing and enhancing our environment, minimising the impacts of development, waste, natural disasters and climate change"*.

The year three (3) action plan of the Mitchell Shire Council Plan 2017-2021 includes the following action;

Develop an Environmental Sustainability Policy addressing a range of subjects/issues including:

- *Climate change adaptation/mitigation/resilience;*
- *Built environment and environmentally sustainable design (ESD);*
- *Biodiversity management;*
- *Energy consumption and greenhouse gas emissions reductions;*
- *Water sensitive management;*
- *Waste management; and*
- *Urban ecology.*

The draft policy references relevant national, state and regional acts, strategies and plans and builds on existing Council strategic documents.

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RISK IMPLICATIONS

Risk Ranking is determined using [ROHS201-G1- Corporate Risk Matrix](#). Risk is identified as Low, Medium, High or Very High.

Risk	Risk Ranking	Proposed Treatments	Within Existing Resources?
There is a risk that a whole-of-Council approach to environmental management will not be successfully adopted.	Low	Clear, consistent internal messaging. Strong support and leadership from the Executive and Senior Leadership Teams.	Implementation will be within the allocated budgets and subject to grant opportunities.
If the Policy is not adopted there is a potential reputational risk that Council does not have an overarching Environment Policy to support the strategic directions of the Council Plan.	Low	Council considers and adopts the Mitchell Shire Council Environment Policy.	Implementation will be within the allocated budgets and subject to grant opportunities.

SUSTAINABILITY IMPLICATIONS (SOCIAL AND ENVIRONMENTAL)

The purpose of the draft Mitchell Shire Council Environment Policy is to apply a whole of Council approach to environmental management across the organisation and reach ambitious and forward-thinking goals to protect and enhance our environment.

Through the adoption of this policy, future decisions and deliberations will be required to be considered in the day to day business of Council ensuring the long-term goals and objectives of this policy will be met.

CHARTER OF HUMAN RIGHTS IMPLICATIONS

The rights protected in the *Charter of Human Rights and Responsibilities Act 2006* were considered in preparing this report and it's determined that the subject matter does not raise any human rights issues.

CHILDREN AND YOUNG PEOPLE IMPLICATIONS

The draft Environment Policy strives for inter-generational equity by applying best practice environmental management in Council's decision-making processes.

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any direct or indirect interest in this matter.

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CONCLUSION

The draft Mitchell Shire Council Environment Policy provides strategic direction to embed environmental considerations across Council.

The draft Policy sets goals that are aligned to regional, state and federal targets and will assist Mitchell Shire Council in achieving the vision of the policy to be a *leader in protecting and enhancing the environment through traditional and innovative practices*.

The development of the policy has included benchmarking and research into federal, state and regional targets, consultation with Council, Youth Council, the Mitchell Environment Advisory Committee and internal stakeholders.

The draft policy is now presented to Council for adoption.

MITCHELL SHIRE COUNCIL

Council Meeting Attachment

DEVELOPMENT AND INFRASTRUCTURE

18 MAY 2020

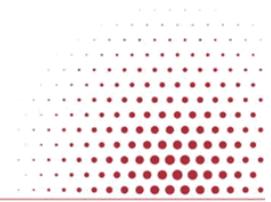
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DRAFT MITCHELL SHIRE COUNCIL ENVIRONMENT POLICY

Attachment No: 1

**Draft Mitchell Shire Council Environment
Policy**

MITCHELL SHIRE COUNCIL.
Policy



Mitchell Shire Council Environment Policy

DRAFT

Policy Owner	Environmental Programs Development and Infrastructure
Creation Date	May 2020
Revision Date	May 2024

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Vision

Mitchell Shire Council is a leader in sustainable environmental management in all our business operations and in support of the wider community.

Purpose

To guide Council's decision making processes and embed environmental considerations across the organisation.

Scope

This Policy covers all Mitchell Shire Council employees, Councillors, contractors and volunteers, undertaking Council work related duties that impact directly or in-directly on the environment. The policy sets environmental goals for the delivery of Council's services.

It is acknowledged that there are areas of environmental management, where Council does not have direct control. In these situations, Council will collaborate with our government agency partners such as DELWP, Water Authorities and the CFA and take an advocacy role to achieve the goals of this Policy.

Policy

The Policy vision is underpinned by six (6) strategic aims to assist in guiding Council's activities planning and business decisions which support best practice environmental management now diverse and rapidly growing community, these are;

- Energy;
- Climate Change;
- Land and Biodiversity;
- Water;
- Urban Ecology; and
- Resource Use and Waste Management.

Council is committed to taking clear and logical steps to achieve the 2050 goals within this policy, including immediate – 2 year actions and achieving interim (2035) goals.

Energy

Greenhouse emissions, adaptation, energy efficiency, renewable resources.

We will have zero net emissions by 2050.

2050 Goals

- Mitchell Shire Council to have Zero Net Emissions.¹
- 100% of Council's electricity needs are sourced from renewable resources.
- All Council owned buildings and facilities are planned, designed, built or retrofitted to achieve the highest level of environmentally sustainable design.

¹ Victorian Climate Change Act 2017

Climate Change

Climate change mitigation and adaptation, responding to and creating resilience to a changing climate, drought, emergency management.

We will continue to reduce greenhouse gas emissions to minimise the impact of climate change.

We will continue to respond to climatic changes and emergencies.

2050 Goals

- Council's assets are planned and built to respond to the effects of a changing climate.
- All Council policies and plans take account of climate change and its implications for Council operations.
- Climate Change risk mitigation is part of business as usual at Mitchell Shire Council.

Land and Biodiversity

Native Flora and fauna, biolinks, nature, ecosystem services, rare and threatened species, sustainable land management sustainable agriculture, pest plant and animal control, climate change adaptation, Biomass.

We will practice, promote and encourage sustainable, innovative and adaptive land management that responds to climate change.

We will protect, restore and connect landscapes by increasing the extent and quality of native habitat.

2050 Goals

- Mitchell Shire is known for supporting innovative, sustainable and adaptable land management and agricultural business.
- Mitchell Shire's biodiversity values and natural environment are embedded within and protected by the planning scheme and local policy.
- The majority of our population is connected to nature.
- Prevent new high-risk invasive plants and animals from establishing in the Shire ²
- Indigenous land management practices are recognised and respected
- No vulnerable or near threatened species will have become endangered.³
- Net gain of the overall extent and condition of habitats across Council managed land.⁴

Water

Water conservation, water quality, waterways and wetlands, integrated water management, water security, water reuse.

We will reduce water use and increase water quality.

2050 Goals

- Reduce Council's reliance on potable water sources through more effective usage of non-potable and reclaimed water sources.

² Goulburn Broken Biosecurity, Invasive Plants and Animals Strategy 2019 - 2025

³ Protecting Victoria's Environment – Biodiversity 2037

⁴ Protecting Victoria's Environment – Biodiversity 2037

- Mitchell Shire communities are;
 - provided with water,
 - protected from floods,
 - interact with healthy waterways; and
 - benefit from cooler, greener urban spaces and healthier environments.⁵

Urban Ecology

Environmentally Sustainable Development, Integrated Water Management, Green Buildings, light pollution, air quality and noise pollution.

We will build and retrofit infrastructure and development that embraces Environmentally Sustainable Design principles that adapt to climate change.

2050 Goals

- Environmentally Sustainable Design is a core principle for all new developments.
- Our urban areas have at least 27% tree canopy cover and 39% tree canopy and shrub cover.⁶
- Environmentally Sustainable Design principles are incorporated into existing developed areas.
- Advocate to the State Governments Planning Authority for meaningful environmentally sustainable design principles to be incorporated in the development of Precinct Structure Plans for all new development.

Resource Use and Waste Management

Circular Economies, Avoid, Reuse, Reduce, Recycle, Sustainable Procurement, Responsible Resource Use.

We will practice sustainable procurement throughout the supply chain and delivery of our services, including consideration of environment/climate change criteria in procurement.

We will actively promote and participate in the circular economy and will seek to avoid and reduce waste in Mitchell Shire's operations.

2050 Goals

- The procurement of all goods and services meet adopted organisational sustainability targets.
- Waste generated from Council operations and services is reduced by 50%.
- 70% of waste generated by Council's operations and services is diverted from landfill.

⁵ Integrated Water Management Framework for Victoria 2017 (DELWP)

⁶ Resilient Melbourne – Urban Forest Strategy 2019

Implementation

Council will implement this policy by:

- Applying the policy commitments and outlined to our decision-making frameworks and operational activities.
- Ensuring all staff understand their role in applying sustainability to their daily work.
- Leading by example by continually improving its sustainability performance.
- Setting sustainability targets and regularly monitoring and reporting on sustainability performance.
- Recognising that investing in sustainability initiatives provides long-term social, economic and environmental outcomes and benefits.

Definitions

Environmentally Sustainable Development - *using, conserving and enhancing the community's resources so that ecological processes, on which life depends, are maintained, and the total quality of life, now and in the future, can be increased*⁷.

Circular Economy - an economic system aimed at eliminating waste and the continual use of resources.

Connection to Nature - *Connecting with nature refers to time spent in nature where the person has some awareness of their surroundings*⁸.

Council operations and services –for the purpose of this policy is defined as the delivery or coordination of a service or project by a Council staff member. Examples include Kindergarten, capital works projects, Council offices etc.

Habitat - The natural home or environment of an animal, plant or other organism.

Responsibilities

The Chief Executive Officer is responsible for ensuring that Council complies with legislative requirements of the relevant provisions of federal and state environmental legislation.

All directors, managers and coordinators are responsible for ensuring that the requirements of the Mitchell Shire Environment Policy and its sub-strategies and plans are understood and applied.

Related Documents⁹

Legislation

- Local Government Act 2020
- Catchment and Land Protection Act 1994
- Environmental Protection and Biodiversity Conservation Act 1999
- Flora and Fauna Guarantee Act 1988
- Climate Change Act 2017
- Environment Protection Act 1970
- Planning and Environment Act 1987
- Recycling Victoria – A New Economy 2020

⁷ National Strategy for Ecologically Sustainable Development (1992)

⁸ Protecting Victoria's Environment – Biodiversity 2037

⁹ This is not a comprehensive list of legislation but provides guidance to the most common environmental legislation pertaining to Council activities.

Council documents

- Mitchell Shire Council Plan 2017-2021
- Mitchell Shire Health and Wellbeing Policy 2017-2021
- Mitchell Shire Environment Strategy 2014-2024
- Mitchell Shire Waste Management Strategy 2016-2021
- Mitchell Shire Rural Roadside Environmental Management Plan
- Mitchell Shire Sustainable Resource Management Strategy 2011
- Mitchell Shire Open Space Strategy 2013-2023
- Mitchell Shire Procurement Policy
- Mitchell Shire Volunteer Policy
- Mitchell Shire Project Management Framework
- Mitchell Shire Council Advocacy Plan
- Mitchell Shire Council Risk Management Policy
- Mitchell Shire Council Planning Scheme

Monitoring and Evaluation

Key Evaluation Questions

To be part of the evaluation of the policy reported to Council.

Impact

- What is the evidence of progress toward the desired outcomes of the Environment Policy?
- To what extent have the desired outcomes been achieved?
- What contribution has the Environment Policy made towards the stated purpose?
- What were the anticipated and unintended consequences of the Environment Policy?
 - Why did they arise?
 - How were/will they be addressed?

Effectiveness

- Were the planned actions delivered, and to the standard required?
- To what extent have the planned actions and targets been achieved?
- How effective was the delivery model at achieving the desired outcomes?
- What hindered effective delivery of the Policy?

Appropriateness

- Have the actions been delivered within scope, budget and expected timeframes, and in line with appropriate governance and risk management practices?
- Were the actions consistent with relevant legislative responsibilities, policies and priorities?
- Did the actions and the way they were undertaken align with stakeholder needs and expectations?
- What have been the advantages and disadvantages of the delivery model?

Efficiency

- Has the Mitchell Shire Council demonstrated efficiency and economy in relation to the delivery of the desired outcomes?
- To what extent did the program attain the highest value from the available resources?
- Could the same outcomes be achieved more simply and for less cost next time?

Legacy

- What will be the lasting impact of the Environment Policy?
- What evidence is there that the actions will continue?
- Are there any examples where actions have resulted in additional work?
- Will the program continue to have an impact after its completion?

MITCHELL SHIRE COUNCIL
Council Meeting Attachment
DEVELOPMENT AND INFRASTRUCTURE

18 MAY 2020

9.5
DRAFT MITCHELL SHIRE COUNCIL
ENVIRONMENT POLICY

Attachment No: 2
Mitchell Shire Council Environment Policy
Consultation Summary

MITCHELL SHIRE COUNCIL

ENVIRONMENT POLICY CONSULTATION SUMMARY

NOVEMBER 2019

Brainstorming sessions of the development of the inaugural Mitchell Shire Environment Policy were held with Mitchell Shire Council, Mitchell Shire Youth Council and the Mitchell Environment Advisory Committee.

A summary of the discussion with all three (3) groups has been grouped under the broad themes of the key strategic directions, targets and general comments.

Key

CI	CI. Council strategy briefing session	16 September 2019
MEAC	Mitchell Environment Advisory Committee meeting	24 October 2019
YC	Mitchell Shire Youth Council	21 October 2019

Energy

CI & YC	Support the use of electric vehicles and charging points in our Shire
CI	Improve the energy efficiency of Council buildings – we need to be leading the way. The design and use of Council buildings is within Council's sphere of influence.
CI	Council needs a policy that can influence Council capital works (new buildings)
YC	Encourage people not to use cars
YC	Support renewable energy such as solar, wind and waste to energy
MEAC	Add renewable resources to this key strategic area

Biodiversity and Land

YC	Raise awareness of what you can do where
YC	Encourage people to get out into nature
YC	All bushland reserves should have walking tracks, so people stay on the tracks
YC	Create an outdoor adventure centre
MEAC	Add sustainable agriculture to this key strategic area (different to sustainable land management)
MEAC	Encourage primary production that is sustainable
MEAC	Restoring" rather than maintaining the natural environment
MEAC	The value of ecosystem services is important
MEAC	Support Citizen Science Programs

Water

CI	Support and encourage the reuse of grey water
CI	Water Security is important
CI	Include water sensitive urban design
CI	Work with the Catchment Management Authorities Waterways and Melbourne Water for management of waterways and wetlands
CI	The lack of water and how we use water will be one of the biggest issues, including water table recharge.
YC	Reduce of water wastage
YC	Improve waterways
MEAC	Environmental water is an increasingly important issue, including environmental flows
MEAC	Use of wastewater - a target could be to mandate the use of the purple pipe in new developments

Urban Ecology

CI	Urban Ecology is a great term to use due to the growth we are experiencing in the South. It is no good protecting the environment if you don't have one. We should be building on it and making it better
CI	Through the building codes, Council has opportunities to enforcing properties to have solar panels, water tanks etc.
CI	Use of the Precinct Structure Plan processes for positive environmental outcomes - e.g. Ecologically Sustainable Development Principles.
CI	It is really important that we design our estates with a north facing aspect and enforce grey water, solar, etc
CI	Councils internal policies need to reflect urban ecology principles across the organisation.
YC	More street trees
YC	Enforce retention of trees and planting more
YC	Make public transport more accessible
YC	Encourage people to walk to places
YC	Bike tracks between towns
YC	Bus between townships
MEAC	Add light pollution, air quality and noise pollution to this key strategic area

Climate Change

CI	Consider ways of describing the negative changing environment rather than calling it climate change. We want to change it for the better. Suggested terms included 'resilience', 'improving', 'proactive' and 'fighting'.
CI & MEAC	Add emergency management to this key direction, we need to be prepared to do trade-offs as risks increase.
CI	Mitigation measures are needed to counter the effects of climate change.

Resource Use and Waste Management

CI	Encourage composting in private homes
CI	Anything we do must be sustainable
CI	In regard to waste the most important thing is education / indoctrination of our youth. Children need to become waste police within homes. We can't stop people from doing it, but we can educate people.
CI	Under our local laws can Council enforce people to clean up their own litter?
CI	Investigate waste to energy opportunities.
Y	Waste reduction education is needed
YC	Introduce Green waste bins
YC	Reduce the use of non-renewable resources (coal, plastic)
YC	Reduce littering
YC	Increase recycling rates
YC	Events should be 'eco - events' - No single use materials, only recyclable packaging etc.
YC	Encourage people to eat less meat
YC	Change Avoid>reduce>Reuse>Recycle>Recover to Circular Economy

Targets

CI	We need to differentiate between the North and South with our targets. The two areas (North and South of the shire) are extremely different, and we need to recognise this and take the opportunities available.
CI	The targets could be; in 5 years' time, 20% of all buildings have solar panels, in 10 years' time 50% of all buildings have solar panels.
CI	Council should be looking at continuous improvement and stretch targets are required.
CI	The differentiation between urban, peri-urban, etc in the Shire is vital. This will capture everything and as a Council, we need to be smart about how we do it.
CI	Align our targets with the State Government targets
CI	I like Warrnambool but their targets are not as ambitious as we need to be as they don't have the same growth as we do.
CI	If the State Government have targets, we should align our targets with those. This may also assist w with advocacy for funds.

General Comments

CI	Councillors agreed to support the 6 strategic areas nominated.
CI & MEAC	Acknowledgement of Council's sphere of influence
CI	The terminology used in Warrnambool's policy is good - its positive and aspirational
CI	There is a problem with having KPIs and measures. They get ticked off, yet the outcome or 'end target' may not have been achieved. KPI's must be outcomes not just outputs
CI	Whatever we do, we need to take the community along with us and ensure that we engage with them
CI	We have a unique opportunity with this Council as 80% of houses that will be within this shire have not yet been built yet.
MEAC	Possibility of having the policy accredited under ISO14001