MESSAGE FROM THE EXECUTIVE TEAM

The creation of ‘Sustainable Steps’ has provided an important opportunity to pull our organisation’s sustainability thinking together into one place and help create a common understanding of where we are going in a more strategic way.

Our approach has been to engage closely with our staff to represent a fair viewpoint of staff thinking in this area of work. This is important because it is our staff that together will collectively generate positive change across our organisation.

This has led us to develop three key goal areas for us to focus on. These are our people, our resources and our approaches.

We do not view sustainability as an additional task for staff to incorporate into their daily business, but more an integrated approach. Simply put, ‘the ‘way we do things’.

Our Corporate Sustainability Group will continue to help steer and support our progress, however the responsibility to make improvements sits with all of us.

We do have to be realistic that we cannot do everything immediately and there will be constraints, however the Executive Team looks forward to seeing and supporting continued progress on our sustainability journey and encourages all staff members to contribute ideas and support initiatives as they arise.

HOW TO USE SUSTAINABLE STEPS

In line with the philosophy of this document we are purely making this strategy available online. To make it easy you can select the section of interest for you to read on your screen by clicking the relevant link.

If you do need to print a copy please select the section of the document of interest to you and print that section in black and white where possible.
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If you only read two pages read these two! 4

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SUSTAINABLE STEPS SUMMARY

The word Sustainability can mean different things to different people. This is no different here at Tauranga City Council and is one of the drivers for creating this ‘Sustainable Steps’ strategy. Having a common shared understanding of sustainability within an organisation helps staff be clear on what is being talked about and what we intend to achieve. That way it becomes easier for each of us to understand our role and play our own individual and valuable part in progress.

At Tauranga City Council, ‘sustainability is about making sure the decisions and actions of today won’t compromise what we can achieve in the future.’

We will achieve this by:

- Walking the talk by trying new improved ways of doing things
- Using resources wisely
- Educating each other on sustainability
- Measuring our progress to make changes where necessary
- Good communication to share and learn from our experiences
- Sharing our knowledge with the community

Sustainable Steps is an internal strategy aimed to help and guide us the staff to embed sustainability into the way we do things, it is not a strategy for our wider community.

Our sustainability goals

All staff have a clear understanding of sustainability and the opportunities within their roles to contribute to improving the sustainability of our organisation

Our organisation is resource efficient exceeding our sustainability KPI’s on an on-going basis. Areas of focus include: waste, energy, paper, vehicle fleet and water.

Sustainability is considered in our decision making, planning and implementation processes

Things we can all do

There are a number of commitments each staff member is asked to consider in their roles. These include:

- Be familiar with and where possible contribute to TCC’s sustainability goals and your Group’s action plan.
- Consider the impacts of the ‘way we do things’ in our roles.
- Use resources wisely. This includes the use of paper, energy and water to ensure a reduction in any waste produced.
- Ask for training or support when trying new improved ways of doing things.
- Share our knowledge and learning.
A snapshot of things each Group can do
(clicking the Group name will take you to the full Group Action Plan)

Business Services
- training for staff to assist printing reduction
- energy efficiency improvements for new IT equipment
- development of online services
- technical support for remote working
- auditing and improvements to energy efficiency of council buildings

Customer & Environmental Services
- transfer all property files to electronic format
- provide a paperless resource consent application process to customers
- facilitate sustainable options for development projects

City Directions
- reduce paper use particularly in the democracy area
- promote the use of electronic options like the website and e-newsletters for communication
- review decision making frameworks to assess how well they support sustainable outcomes

Transportation
- reuse 95% of old roading material
- promote our staff travel plan
- develop a better understanding of the harmful effects of landfill
- reduce TCC’s waste to landfill

City Services
- consider low impact design options in projects
- re-use materials such as road milling or mulch where possible
- monitor and reduce council’s water usage
- consider things like rain tanks, solar hot water systems or photovoltaic cells for council facilities
- secure locally produced products where possible

Chief Executive
- develop online recruitment and online training options
- create an electronic personal files system
- remote working policy
THE SHORT STORY

The aim of this strategy is to provide some clarity around what sustainability means at Tauranga City Council; what values we are trying to instil to encourage sustainable practice to simply become ‘the way we do things’; what goals and actions we have committed to across our organisation and how we are going to measure and communicate our progress.

Our staff are critical to enabling change within our organisation and much of the thinking in this strategy has come from our staff through a series of staff engagement opportunities.

These have included:

- Corporate sustainability group discussions (Ongoing)
- Executive Team discussions (Ongoing)
- Elected Member discussions (Ongoing)
- A staff sustainability survey (completed in March 2010)
- Four staff focus group sessions (completed in April 2010)
- Completion of a Strategic Sustainability Report with GHD (June 2010) TCC Ref 3228349
- Staff engagement through the ‘Green Series’ challenge (August – October 2010)

What does sustainability mean to TCC?

Our own definition of sustainability is relatively simple:

At Tauranga City Council, ‘sustainability is about making sure the decisions and actions of today won’t compromise what we can achieve in the future.’

We will achieve this by:

- Walking the talk by trying new improved ways of doing things
- Using resources wisely
- Educating each other on sustainability
- Measuring our progress to make changes where necessary
- Good communication to share and learn from our experiences
- Sharing our knowledge with the community

What are our legal obligations?

As a local authority we have some clear legislation in place that we are required to respond to. This includes:

The Local Government Act (LGA) 2002 which requires that when Councils make decisions for the community they must consider and balance:

- the social, economic, and cultural wellbeing of people and communities; and
- the need to maintain and enhance the quality of the environment; and
- the needs of future generations.

The Resource Management Act (RMA) 1991 is an important tool for sustainably managing our natural resources. The RMA pursues sustainability by ensuring harmful effects of resource use are avoided, remedied or mitigated. It also imposes limits on the use of public resources (i.e. air, water and coastal space) to avoid over-exploitation and enable fair and reasonable access for people and communities.
What does sustainability mean to our staff?

When our staff were asked to provide ideas on a name for this strategy, this exercise provided some valuable insights into staff views on what sustainability means. Here are a few thoughts shared by our staff:

“It’s not easy being green”  
Rosslyn Hosking

“Leave your footprint in the sand not on the world”  
Sandra Raadschelders

“Resource Bank”  
Nick Roozenburg

“Planet First”  
Carolyn Fleet

“Carbon Focused Campaign”  
Sheila Sherrin

“Mana Tiaki”  
Maori for ‘guardianship’  
Marcel Currin

“Step Up - sustainability is often an afterthought and often non-mandatory, therefore people have to take personal responsibility and step up if there is going to be positive sustainable change across the organisation.”  
David Peterson

Why is this strategy needed?

There are a number of objectives for ‘Sustainable Steps’. These are to:

- Define what sustainability means to TCC
- Provide a clear vision, goals and measures
- Set out and committing to an action plan to support progress
- Empower and support staff in trying new ways of doing things
- Enable us to demonstrate leadership within the community through the ‘way we do things’
- Enable us to better monitor, report and celebrate success.
Who is Sustainable Steps for?

Simply us the staff. This is an internal strategy which is about how we as staff can contribute to creating a more sustainable workplace and taking a more sustainable approach to the way we deliver our services to the community.

There are a number of commitments each staff member is asked to consider in their roles. These include:

- Be familiar with and where possible contribute to TCC’s sustainability goals and your Group’s action plan
- Consider the impacts of the ‘way we do things’ in our roles
- Use resources wisely. This includes the use of paper, energy and water to ensure a reduction in any waste produced
- Ask for training or support when trying new improved ways of doing things
- Share our knowledge and learning

The requirement for staff to consider sustainability in their roles has been formalised by including corporate sustainability as a key corporate responsibility in our new performance management system.

The environments we work within

Sustainable Steps has a strong focus on supporting environmental sustainability outcomes. However, through all decision making it is necessary to consider a number of different factors often called the four well-beings. These are economic, social, environmental and cultural. Being a local authority we also work in a political environment.

We therefore need to balance these five different environments to ensure we end up with the best outcome across them all.

There may be instances where we are not able to achieve the greatest environmental outcome due to other factors such as political or financial however, we are encouraged to consider all possible outcomes and achieve the best we can for each individual situation.
How Sustainable Steps fits with everything (strategic fit)

Council’s decision making framework brings together all the things that influence and guide decisions that are made in the organisation. The diagram below illustrates where Sustainable Steps sits in the decision making framework.
Where are we now?

Our key challenges

A Growing City

Tauranga City is one of the fastest growing cities in New Zealand and our population has almost doubled in the past 20 years. The city is projected to continue this rapid growth and by 2051 the population will be double what it is today (113,500 as at June 2010).

With this comes the challenge for our organisation to provide sustainable infrastructure, services and amenities to support our growing population whilst minimising negative impacts on our natural environment and ensuring future generations can live well and enjoy this city.

The need to lead by example

With an increasing understanding of sustainability principles within our community and our role as an environmental regulator and community educator comes a need for Council to ‘walk the talk’ and lead by good example.

Dependence on resources and waste production

As one of the largest employers in Tauranga and undertaking a broad spectrum of tasks we rely on a wide range of resources. These include things like transport, energy, water, paper, building materials etc.

Reducing resource use is therefore one of our goals within this strategy.

Climate change

New Zealand has committed to take on a conditional responsibility target for greenhouse gas emissions reductions of between 10 and 20 per cent below 1990 levels by 2020. It is expected that New Zealand will meet its target through a mixture of domestic emission reductions, the storage of carbon in forests, and the purchase of emission reduction units in other countries.

The Government’s principal policy response to climate change is the New Zealand Emissions Trading Scheme (NZ ETS). The NZ ETS has been designed to support global efforts to reduce greenhouse gas emissions while maintaining economic productivity.

Local authorities undertake a wide range of activities that have the potential for climate change ‘co-benefits’. In particular, local authorities:

- Undertake urban planning and settlement design
- Regulate activities with environmental effects
- Manage local roads and fund passenger transport services
- Collect and dispose of waste, and promote waste management
- Administer building regulations
- Facilitate economic development
- Manage natural hazards
- Add to biomass by promoting biodiversity conservation, manage reserves and open spaces, and promote soil conservation.
The journey so far

Tauranga City Council has come a long way in the last few years in raising awareness among staff of our sustainability responsibilities and implementing some new approaches.

Sustainability is very much a journey and there will always be ongoing improvement opportunities for us to explore. As such this strategy will help us continue on that path and it is likely that this will further develop with time.

Some of the key areas of achievement already completed include:

- Taking a paper to council in October 2008 seeking direction from Elected Members on our future approach to sustainability. The outcome of this was agreement to create a more coordinated and consistent approach to sustainability across our organisation
- Completing some Level 1 and 2 energy audit and improvement work
- Completing waste auditing at Willow Street and introducing changes to our waste management system
- Producing new guidelines on sustainable procurement to assist staff who undertake procurement activities
- Creation of a sustainability section both on Insider and the main TCC website
- Creation of an environmental category in TCC champions to recognise staff achievements
- Inclusion of corporate sustainability as a key corporate responsibility in our new performance management system
- Building the Papamoa Library to include sustainable building features
- Development of urban design guidelines
- Development of an Integrated Water Catchment Management Plan
- Incorporating low impact design principles in building the Mount Greens facility
- Completion of a fleet audit report
- Production of green event guidelines
- Including sustainable features such as solar hot water, photovoltaic cells and low flow water devices in the new Tauranga Indoor Sports and Exhibition Centre
- Running events and education such as the Farmer’s Market, Green Series and challenges with WBOPDC as part of an annual staff sustainability communication and education plan.

Our political mandate

As mentioned above a Council mandate was given in October 2008 for TCC to take a more coordinated and consistent approach to environmental sustainability across our organisation. The directive was for us to take this one step at a time, not to be national leaders but to demonstrate good practice and fulfil an education role within the Tauranga community where appropriate.

The role of the corporate sustainability group

A Corporate Sustainability Group has been in place since 2007. This group includes a Group Manager and twelve staff who represent various activity areas throughout Council. These include property, finance, transport, waste, parks, planning, city waters, eco-design, environmental policy and strategy and policy.

The Group is coordinated by our Sustainability Advisor and meets on a monthly basis to discuss and progress both internal environmental sustainability opportunities and external community engagement and environmental education opportunities. Minutes from these meetings are available on Insider under the sustainability section.

Staff are encouraged to seek support from our Sustainability Advisor and corporate sustainability group whenever required.
Where are we going?

Our vision

Sustainability simply is ‘the way we do things’ where every staff member is empowered to contribute in some way towards achieving a sustainable organisation.

Values

Walking the talk by trying new improved ways of doing things

Using resources wisely

Educating each other on sustainability

Measuring our progress to make changes where necessary

Good communication to share and learn from our experiences

Sharing our knowledge with the community

Our sustainability goals

1. All staff have a clear understanding of sustainability and the opportunities within their roles to contribute to improving the sustainability of our organisation

2. Our organisation is resource efficient exceeding our sustainability KPI’s on an on-going basis. Areas of focus include: waste, energy, paper, vehicle fleet and water.

3. Sustainability is considered in our decision making, planning and implementation processes

Measures

- 100% of staff have a ‘good’ understanding of what sustainability means within TCC. Achieve by 2012
- We will reduce 70% of waste to landfill by reducing the volume of recyclable paper and compostable organics to landfill from the Willow Street waste stream compared to 2009. Achieve by 2012
- We will reduce average energy per square meter in the Willow Street offices by 5% compared to 2008. Achieve by 2014
- We will reduce the average volume of printing and photocopying per FTE in the Willow Street offices by 10% compared to 2009. (This excludes the copy centre). Achieve by 2014
- Average vehicle fleet fuel consumption per 100km is within 10% of the recommended average across our fleet on a yearly basis
- We will use no more potable water annually per square meter in the Willow Street offices than what was used in 2009/2010 (excluding fire flows)
Types of activities Tauranga City Council will focus on to achieve sustainable outcomes:

**Legislative requirements**
- Our Council will meet all legislative requirements relating to the environment including the monitoring of compliance with conditions of consents.

**Regional, National and International conventions**
- Our Council will respect international and national policies and agreements as they relate to our organisation and the City.

**Document review**
- When policies, systems, plans, codes of practice, training manuals and similar documents are written, reviewed and updated, environmental aspects shall be considered and incorporated where possible.

**Education and staff awareness**
- A sustainability communication and education plan will be implemented annually to assist staff in understanding sustainability principles and applying them to their roles.

**Contracts**
- Contract documents for the design, supervision and maintenance of works and services will incorporate requirements for the protection of the environment.

**Use of chemicals**
- The use, storage and disposal of chemicals will be managed in a way that avoids or minimises adverse environmental effects. Vegetation management practices will be carried out in accordance with Council’s Use of Toxic Agrichemicals for Vegetation Management.

**Purchasing**
- The procurement of goods or services provides a key opportunity for Council to improve sustainable outcomes. Our Council mandate requires staff to consider environmental impacts of procurement practices where deemed relevant. Sustainable procurement guidelines to assist staff can be found as an appendix in our procurement manual or on the sustainability section of Insider.

**Conservation of energy**
- Our Council will follow energy strategies which minimise energy consumption and minimise impacts on the environment where possible.

**Plant and vehicles**
- Our Council shall use vehicles and plant in ways that minimise emissions to the air and investigate alternative sustainable energy options such as biodiesel, co-generation or solar.

**Water conservation**
- Our Council will monitor its own water use and promote the conservation of water in the buildings and open spaces it manages.

**Open spaces and planting**
- Our Council will manage and maintain the open spaces of the City in ways that enhance amenity, avoid adverse effects and minimise maintenance requirements. It will promote plantings as appropriate on its land in line with our Vegetation Management Strategy – Growing Tauranga Green.

**Management of waste**
- Our Council will monitor its own waste streams with a focus on waste reduction.

**Office practices**
- Our Council will promote sound environmental practices within the buildings it operates while meeting its obligations under the Health and Safety in Employment Act.

**Performance monitoring**
- Our Council will regularly review its own environmental performance and report its progress.
The benefits of a more sustainable approach include:

- Reduced financial costs
- Reduced environmental impact through efficient use of resources
- Demonstrating good practice to the community by walking the talk
- Increased staff capacity to add value through informed decisions and work practices
- Greater resilience to rising energy, fuel and travel costs
- Reduced risk exposure by phasing out unsustainable practices before they become an issue of public concern
- Improved monitoring and reporting of our progress
- Increased staff satisfaction resulting in improved retention and productivity rates.
THE LONGER STORY – BACKGROUND ON SUSTAINABILITY

What is sustainability?

The word sustainability is derived from the Latin word sustinere meaning “maintain”, "support" or "endure".

However, since the 1980s sustainability has been used more in the sense of human sustainability on planet earth and this has resulted in the most widely quoted definition of sustainability and sustainable development:

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs”. Brundtland1987.

The four well-beings

When we think about meeting the needs of the present without compromising the ability of future generations in a Local Government context, the LGA 2002 requires us to consider what are known as the four well-beings.

This table outlines consideration applying to each of the four well-beings.

<table>
<thead>
<tr>
<th>Economic Well-Being</th>
<th>Environmental Well-Being</th>
</tr>
</thead>
<tbody>
<tr>
<td>■ Generation of employment and wealth that people require to support their needs and those of their family</td>
<td>■ The natural and physical environment can sustainably support the community and its activities</td>
</tr>
<tr>
<td>■ Development and use of skills within the community</td>
<td>■ How well our natural environment can adapt and change to support human activities where necessary</td>
</tr>
<tr>
<td>■ Support and provision of appropriate business environments for the City (e.g. professional advice for new businesses)</td>
<td>■ Animal/plant life is protected</td>
</tr>
<tr>
<td>■ Promoting the City as a great place to live and do business</td>
<td>■ Good quality air and water is protected and enhanced</td>
</tr>
<tr>
<td>■ Provisions of infrastructure that supports economic well-being</td>
<td>■ High quality soils are not compromised for future production</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Social Well-Being</th>
<th>Cultural Well-Being</th>
</tr>
</thead>
<tbody>
<tr>
<td>■ Social well-being covers those aspects of life that society collectively agrees are important for a person’s happiness, quality of life and welfare through physical and mental well-being</td>
<td>■ Sharing of beliefs, values, customs, behaviours and identities reflected through our community</td>
</tr>
<tr>
<td>■ Infrastructure that ensures health and well-being (e.g. water, wastewater, solid waste, roading)</td>
<td>■ Actively participating in recreational, creative and cultural activities</td>
</tr>
<tr>
<td>■ Everyone being able to have access to their basic needs such as food, affordable housing, health and education</td>
<td>■ An understanding and respect for cultural traditions</td>
</tr>
<tr>
<td>■ Personal safety and freedom from fear.</td>
<td>■ Protecting ways that people can demonstrate their spiritual beliefs</td>
</tr>
<tr>
<td>■ Everyone being able to participate in and use what the City offers</td>
<td>■ Protect, maintain, retain, interpret and express our arts, history and heritage</td>
</tr>
</tbody>
</table>

In practice, for us at Tauranga City Council sustainability is about bringing together and balancing the planning and delivery of services across the social, cultural, economic and environmental well-beings at the same time. This is achieved by getting the most positive improvement for the well-beings when making decisions, while at the same time minimising the negative effects.
Simply put without a healthy environment we cannot sustain the requirements of modern life to ensure economic, social and cultural well-being.

**What is the problem?**

Subjects such as climate change are often surrounded with debate. However, few disagree with the theory our earth has a limited ‘carrying capacity.’

Ecologists define carrying capacity as the maximum population size of a given species that an area can support without reducing its ability to support the same species in the future.

In the quest for good health and economic prosperity we have been destroying natural systems that we, as humans, are completely dependant upon. Life sustaining natural resources, such as clean air and clean water and different habitat types such as forests are subject to increasing deterioration due to human activity.

A variety of impacts are now widely recognised both locally and globally such as increasing fuel costs, poor water or air quality, reduced access to open space or congestion on our roads.

**Whose problem is it?**

It’s everyone’s. Even those who choose not to do anything about this are likely to feel the effects from inevitable changes in the costs of raw materials, energy costs, costs of waste management, environmental legislation, cost of living etc.

Local authorities do significantly impact on the wider community through the provision of infrastructure, services and other business activities. In recent years communities and regulators have become more aware of sustainability and this is reflected in the increasing attention being paid to the sustainability performance of Councils and in the legislative requirements in the LGA, Resource Management Act etc.
A new way of thinking?

Kaitiakitanga

Sustainability is not a new concept – it has been around for hundreds of years and within different cultures. For Maori, protecting the environment is holistically embedded in their belief system and way of life. Assuring the kaitiakitanga of their taonga or natural resources ensures the health and longevity of the generations to follow.

Maori believe that if you look after the land it will look after you, and over the generations sustainable indicators have been passed on by word of mouth in order to ensure the correct guardianship of the land and resources on it, and in the seas around it.

Examples of approaches or values held within Maori culture include:

Matariki: the use of constellations and stars, forming a calendar or indicator allowing for the correct determination of the seasons.

Kumara harvest: Matariki plays a significant role in determining when to plant foods such as kumara (sweet potatoes). Clear, bright stars indicate a good season. But if they are hazy and bunched together, a cold winter is predicted, and planting was delayed.

Kaitiakitanga: meaning the action of being a guardian, or a caretaker.

Kaitiaki: caretaker or guardian.

Taonga: a gift or treasure that is not owned by you, but by all.

The history behind the recognition and inevitable use of sustainability principals in New Zealand policy stems back to 1941 where they were apparent in the Soil Conservation and River Control Act 1941. Since then 'sustainability' has become increasingly important and is now a key principle used in almost every sector of communities.

Smart business approach – an economic opportunity

Sustainability isn’t just about being clean and green. Businesses all over the world are adopting sustainable principles to improve their triple or quadruple bottom lines. Essentially the Quadruple bottom line is the same as the four well-beings.

In practical terms, quadruple bottom line accounting means that when assessing opportunities or success you would take into account environmental, cultural and social performance as well as financial performance.

An easy way to remember what the quadruple bottom line means is "people, culture, planet, profit". For us as a council ‘profit’ is not such a key focus but efficient spending on behalf of our community is.

Quadruple bottom line impacts resulting from local authority activities cover many areas: waste minimisation, energy efficiency, water conservation, transport, procurement, education and awareness raising, contract and asset management, carbon emissions, policy decisions, productivity, work flow efficiency, staff satisfaction and many more.

Sustainable business practices integrate ecological concerns with social, cultural and economic ones. Growth that depletes ecosystems is sometimes termed uneconomic growth as it leads to a decline in quality of life.

WHAT WE WILL DO (ACTIONS)

Staff from all activity areas across Council were invited to submit actions that will contribute towards us achieving a more sustainable organisation. Some actions already exist and some actions are new. All actions have been signed off by the relevant Group Manager.

It is anticipated that actions will be implemented within the five year timeframe of this strategy. Some actions are ongoing.

The implementation phase will include assigning responsibilities for actions and embedding them in Activity Area Plans and LIPS.

Review of progress will be undertaken throughout the strategy timeframe.

The actions are presented in Group areas as follows:
Business Services Action Plan

The Business Services Group houses a wide range of activities that are undertaken on behalf of council. These include accounting, managing printing services, supporting our organisations I.T. requirements, managing the day to day maintenance of council properties and supporting and delivering events across our city.

This therefore provides a range of opportunities to contribute to sustainable outcomes for TCC.

The online services project is a good example of where we are trying to make business efficiency improvements. This will include environmental gains as we see more online facilities become available for customers reducing the need for paper correspondence, staff time improvements etc.

A key challenge for the management of council properties is ensuring they are run efficiently. Energy costs continue to rise and council needs to look for ways to reduce our energy needs where possible.

Dean Riley (Group Manager: Business Services)
<table>
<thead>
<tr>
<th>action</th>
<th>what will we do?</th>
<th>why will we do it</th>
<th>who will lead and be involved?</th>
<th>when will it be done?</th>
<th>what will it cost?</th>
<th>budget existing or new?</th>
<th>priority</th>
<th>goal met</th>
</tr>
</thead>
</table>
| BS1    | Waste minimisation | ■ Financial savings – no memo cubes and pads purchased etc  
■ Recycling practiced to reduce costs and environmentally friendly through reduction of waste to landfill | Business Info Group  
Copy Centre & Mail Services team | Current and ongoing | Minimal – mostly will require changes in work practices | Existing | High |
|        |                  | ■ Provide recycle boxes for the organisation to collect single sided paper for reuse.  
■ Reuse plastic binders.  
■ Produce memo cubes, bound books and note pads from recycled paper for organisation use.  
■ Recycled card kept for the scanning project ‘Star’  
■ Envelopes sorted for recycling and non recycled daily  
■ Courier bags sorted for recycling and non-recycling daily.  
■ All copy centre documentation sorted for recycling and non-recycling into large binds daily.  
■ Recycle of postage material example - bubble wrap.  
■ Reprographic toners recycled. | Current and ongoing | No Cost. (Need to ensure the cost of turning off some appliances is beneficial and has no other implications) | Nil | High |
| BS2    | Energy saving | Energy and financial savings | All – lead by Business Solutions | No Cost. (Need to ensure the cost of turning off some appliances is beneficial and has no other implications) | No Cost. (Need to ensure the cost of turning off some appliances is beneficial and has no other implications) | Nil | High |
|        |                  | ■ Policy to turn computers / monitors off & all electric equipment during and at the end of each work day | Current and ongoing | No Cost. (Need to ensure the cost of turning off some appliances is beneficial and has no other implications) | No Cost. (Need to ensure the cost of turning off some appliances is beneficial and has no other implications) | Nil | High |
| BS3    | Working smarter | Financial savings and environmental friendly | Business Info Group  
Copy Centre & Mail Services team | Current and ongoing | Minimal – some equipment cost | Existing | Medium |
<table>
<thead>
<tr>
<th>action</th>
<th>what will we do?</th>
<th>why will we do it</th>
<th>who will lead and be involved?</th>
<th>when will it be done?</th>
<th>what will it cost?</th>
<th>budget existing or new?</th>
<th>priority</th>
<th>goal met</th>
</tr>
</thead>
<tbody>
<tr>
<td>BS4</td>
<td>Only use paper with Forest Stewardship Council (FSC) certification</td>
<td>Reduces environmental impacts supporting sustainable forestry</td>
<td>Copy Centre</td>
<td>Current and ongoing</td>
<td></td>
<td>Existing</td>
<td>High</td>
<td></td>
</tr>
</tbody>
</table>
| BS5    | Training and support to staff includes:  
  ■ How to scan on reprographic equipment  
  ■ Correct procedures for double sided documents to reduce waste  
  ■ Cost comparisons for colour versus black and white production  
  ■ Advice on reducing costs for printing and finishing on documentation – booklets etc.  
  ■ Maintenance on reprographic equipment for continuous use | Financial savings  
  Time savings for staff in the organisation | Business Info Group  
  Copy Centre & Mail Services team | Current and ongoing | Mostly staff time | Existing | High |
| BS6    | Avalon mail services  
  ■ Reduce envelope sizes used by providing an alternative – for post savings and time of stuffing envelopes by staff | Financial and time savings for the organisation | Business Info Group  
  Copy Centre & Mail Services team | Short term | Minimal | Existing | Low |
<p>| BS7    | Upgrade paper cut (software) | To allow us to monitor, identify and reduce paper usage easily across the organisation. | Business Solutions | Short term | TBC | | High |
| BS8    | Consider energy efficiency as a factor when purchasing IT hardware | Where practical we would research energy saving hardware options | Business Solutions | Short term and ongoing | Part of total cost of project and may reduce whole of life costs | Existing | High |</p>
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<tbody>
<tr>
<td>BS9</td>
<td>Support remote access so users can work from home</td>
<td>Reduced carbon emissions, saving on energy as people would need to travel to work less</td>
<td>Business Solutions</td>
<td>Short term and ongoing</td>
<td>Minimal</td>
<td>Existing</td>
<td>High</td>
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<tr>
<td>BS10</td>
<td>Where practical replacement of desktop PC's with Wyse terminals</td>
<td>To reduce power consumption. Also this technology has fewer components to fail and thus require replacement</td>
<td>Business Solutions</td>
<td>On-going</td>
<td>Part of replacement programmes</td>
<td>Existing</td>
<td>Medium</td>
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<tr>
<td>BS11</td>
<td>Reduce our paper usage: ■ Annual Report hardcopy only on request ■ Provide Management Reports by electronic link unless requested otherwise and on bull-dog clips not bound ■ Investigate software to track printer usage ■ Use Dataworks instead of printing hardcopy ■ Default - print to screen first</td>
<td>Financial savings on paper usage and ease of recycling old reports ■ Finance Team ■ Request Business Solutions to investigate software monitor printer usage ■ First two suggestions already actioned Other actions short term</td>
<td>Finance Team</td>
<td>Minimal</td>
<td>Existing</td>
<td>High</td>
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<tr>
<td>BS12</td>
<td>Investigate implementation of Solar / Wind Power for Council building(s)</td>
<td>Leading the way towards alternative energies</td>
<td>Property</td>
<td>Short term</td>
<td>High - maybe some small installations possible</td>
<td>TBD</td>
<td>Medium</td>
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<tr>
<td>BS13</td>
<td>Investigate and implement Eco Lighting for Council buildings</td>
<td>Power savings</td>
<td>Property</td>
<td>Ongoing</td>
<td>Moderate</td>
<td></td>
<td>High</td>
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</tr>
<tr>
<td>BS14</td>
<td>Finance to undertake ‘costings of comparisons’ for above suggestions incl. non-financial benefits</td>
<td>As starting point for discussion</td>
<td>Finance Team</td>
<td>As required</td>
<td>Staff time</td>
<td>Existing</td>
<td>Medium</td>
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<tr>
<td>BS15</td>
<td>Develop simple environmental guidelines on best practice for environmentally responsible events. Make available through the event planning ‘One-Stop-Shop’ and align to national / international initiatives on environmental sustainability for events</td>
<td>Support a shift in reducing environmental impacts of events in Tauranga</td>
<td>Venues and Events</td>
<td>Short term</td>
<td>Staff time</td>
<td>Existing</td>
<td>Medium</td>
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<tr>
<td>BS16</td>
<td>Develop simple waste management guidelines to assist event organisers address issues of waste minimisation, waste collection and waste disposal</td>
<td>Reduce event waste to landfill</td>
<td>Venues and Events</td>
<td>Short term</td>
<td>Staff time</td>
<td>Existing</td>
<td>Medium</td>
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City Directions Action Plan

The City Directions Group has some key opportunities to contribute to the goals of this strategy, in particular Goal 3 which aims to ensure decision making, planning and implementation processes deliver sustainable outcomes. A review of community outcomes and council’s decision making framework in 2011 provides a good opportunity to look at how sustainability can be incorporated into our strategic and planning processes, further supporting sustainability becoming part of the way we do things.

Our Environmental Policy team plays a key role in administering things like our City Plan and having an input into Council projects that can benefit from the inclusion of urban design and sustainability elements.

Other key opportunities within our group the way we communicate with each other and with our communities. Actions such as providing more online services and making changes to the way Council minutes are distributed will see a range of valuable changes over time.

Jeremy Boase (Acting Group Manager: City Directions)
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<th>budget existing or new?</th>
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</table>
| CD1    | Hard copy Minute Books become E-books on a CD | ■ Less storage space required  
         ■ No paper/printing required  
         ■ CD’s user friendly for searching | Democracy Services               | Long term                  | To be investigated   | Existing               | Medium   | Medium   |
| CD2    | Committee Minutes to be emailed and not printed | No paper printing required                                                     | Democracy Services               | Short term                  | No cost            |                        | Medium   | Medium   |
| CD3    | Promote use of website as alternative to printing out expensive quantities of colour brochures | ■ Save money  
         ■ Encourage customers to ‘self help’ by using website | Communications               | Medium to long term                  | Staff time to promote and encourage change of processes | Existing               | Medium   | Medium   |
| CD4    | Encourage customers to contact us via online ‘contact us’ options instead of sending letters & faxes that need to be handled, scanned etc | ■ Staff time can be used elsewhere  
         ■ Reduce paper coming in to TCC | Communications               | Medium to long term                  | Staff time to promote and encourage change of processes | Existing               | Medium   | Medium   |
<p>| CD5    | Promote the use of email to circulate Hump Day News and other internal/external publications | Continue to reduce paper used in-house                                         | Communications               | Short term                  | Staff time to promote and encourage change of processes | Existing               | Medium   | Medium   |</p>
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<tbody>
<tr>
<td>CD6</td>
<td>Investigate ways to make our corporate events more sustainable: A super duper sustainable children’s day (no power allowed, fun activities that promote saving water, waste etc plus all of the usual cool stuff)</td>
<td>■ Set a corporate example to the community at events  ■ Possibly save money</td>
<td>Communications</td>
<td>Medium term</td>
<td>To be investigated</td>
<td>Existing</td>
<td>High</td>
<td></td>
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<tr>
<td>CD7</td>
<td>Edible Christmas cards. E.g. ones made with potato paper</td>
<td>Set a corporate example to the business community and make it fun</td>
<td>Communications</td>
<td>Medium term</td>
<td>To be investigated</td>
<td></td>
<td>Low</td>
<td></td>
</tr>
<tr>
<td>CD8</td>
<td>City Plan Effectiveness Monitoring</td>
<td>To determine whether the City Plan is delivering what it is supposed to (also a statutory requirement)  Benchmarking to identify opportunities for sustainable initiatives</td>
<td>Environmental Policy</td>
<td>Over the life of the City Plan</td>
<td>$20,000</td>
<td>Existing</td>
<td>High</td>
<td></td>
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<tr>
<td>CD9</td>
<td>Introduce more trees into industrial areas</td>
<td>Creating greener spaces</td>
<td>Environmental Policy</td>
<td>Short term</td>
<td>Staff time</td>
<td>Existing</td>
<td>Medium</td>
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<tr>
<td>CD10</td>
<td>Continue to drive urban design excellence into Council projects and other relevant initiatives</td>
<td>To create sustainable living environments</td>
<td>Environmental Policy</td>
<td>On going</td>
<td>Staff time</td>
<td>Existing</td>
<td>High</td>
<td></td>
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<tr>
<td>CD11</td>
<td>Outreach School Education Programme</td>
<td>To raise the profile of planning as a career for future generations</td>
<td>Environmental Policy</td>
<td>Short term</td>
<td>Staff time</td>
<td>Existing</td>
<td>Low</td>
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<tr>
<td>CD12</td>
<td>Develop a sustainability component to the staff induction programme</td>
<td>Ensure new staff are aware of our corporate approach to sustainability</td>
<td>Strategy &amp; Policy, HR</td>
<td>Short term</td>
<td>None</td>
<td></td>
<td>High</td>
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<tr>
<td>CD13</td>
<td>Review our decision making frameworks to see if there are opportunities for improving sustainable outcomes. i.e.  ■ Report templates  ■ Strategy &amp; Policy guidelines  ■ Well-being checklist  ■ Social infrastructure guidelines</td>
<td>To ensure sustainability outcomes are considered through our decision making processes</td>
<td>Strategy &amp; Policy</td>
<td>Medium term</td>
<td>No cost</td>
<td></td>
<td>High</td>
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<tr>
<td>CD14</td>
<td>Create and implement an annual staff education and communication plan around sustainability. To include information on Insider, competitions, staff presentations etc</td>
<td>To provide staff with ongoing information to support them in their roles and share updates on our organisations progress</td>
<td>Strategy &amp; Policy</td>
<td>Ongoing</td>
<td>Staff time</td>
<td>Existing</td>
<td>High</td>
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<tr>
<td>CD15</td>
<td>Investigate the possibility of TCC’s vehicle fleet running on Biodiesel and participating in a Tauranga Biodiesel consortium</td>
<td>Reduce our fleet impact on the environment through emissions. Support a community based initiative  ■ Strategy &amp; Policy  ■ City Development</td>
<td>Short-medium term</td>
<td>Staff time</td>
<td>Existing</td>
<td>High</td>
<td></td>
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<tr>
<td>CD16</td>
<td>Promote the new sustainable procurement guidelines and support staff where required</td>
<td>Minimise negative impacts through improved business decisions in our procurement process</td>
<td>Strategy &amp; Policy</td>
<td>Medium term</td>
<td>Staff time</td>
<td>Existing</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>CD17</td>
<td>Enter TCC in the Get Sustainable Challenge</td>
<td>To undertake a formal assessment of what we have achieved to date</td>
<td>Strategy &amp; Policy</td>
<td>Short term</td>
<td>TBD</td>
<td>Existing</td>
<td>Medium</td>
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</tbody>
</table>
Chief Executive Action Plan

Sustainability has recently been included as a key behaviour in our new performance management system. This is a positive step in reminding staff that we each have a role big or small in contributing to the goals of this strategy.

A key role for Human Resources will be through learning and development. This will ensure that staff identifying development opportunities that may assist in enhancing sustainability knowledge and improving possible sustainability outcomes in various activity areas are fulfilled.

Human Resources ourselves aim to contribute to sustainable outcomes through things like developing online e-learning and supporting remote working to reduce travel where appropriate.

Adrienne Stormont (Executive Manager: HR)
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</table>
| CE1    | Look at internal training ‘online’ options - ‘use as you choose’ resource | ■ Improve access to existing training materials  
■ Grow consistency of learning | HR | Medium to long term | To be investigated | | Medium | |
| CE2    | Streamline recruitment process | ■ Save paper – no printing of multiple copies of application forms or vacancy lists  
■ Improved staff time efficiency  
■ Industry standard | ■ HR  
■ Business Solutions | Short term | Annual cost being investigated – approx 1st year costs $30k, $5k thereafter | | Medium | |
| CE3    | E Learning – online learning | ■ Staff time efficiency for design and delivery of Learning & Development interventions  
■ Development of bespoke Learning & Development interventions for TCC  
■ Reduce cost of delivering interventions by tradition tutor lead sessions  
■ Resources held on line – large volumes of hard copies don’t need to be held – saving paper | ■ HR  
■ Business Solutions | Foundations in place by end June 2011 – Long term | Annual cost being investigated – approx per annum $22k | | High | |
| CE4    | Continue to use and promote the usage of Skype as part of the recruitment process | ■ Reduce the travel reimbursement costs for candidates for first round  
■ Reduce carbon footprint  
■ Staff time efficiency  
■ Paper and printing savings | ■ HR  
■ Business Solutions  
■ Whole organisation | Immediately | Free for Skype download and usage, staff time is still a cost | | Medium | |
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</table>
| CE5    | Electronic Personal Files | - Less storage space needed (cupboards etc)  
- No paper/printing  
- Staff time efficiency – less filing |  
- HR  
- Business Solutions | Long term | To be investigated |  | Medium |  |
| CE6    | Electronic Learner Management System (LMS) | - Save paper, training records all held centrally linking into Learning & Development resource centre into E Learning portal  
- Staff time efficiency – less transactional booking functions – self enrolment as well as manager authorisation |  
- HR  
- Business Solutions | Foundations in place by end June 2011 - Long term | Included in the E Learning annual cost being investigated – approx per annum $22k |  | Medium |  |
| CE7    | Remote Working Policy | - Less desk space needed  
- Reduce carbon footprints  
- Less equipment required |  
- HR  
- Business solutions | Medium term | To be investigated |  | High |  |
City Services Action Plan

City Services is a major provider of Infrastructure and service to the city. This provides a great opportunity for our Group to visibly lead by example.

There are a wide range of initiatives in place across our divisions that provide sustainability benefits to our organization and community. Examples include the development of the Kopurererua Valley, the use of Low Impact Design principles in projects like the new Mount Greens facility or our many water saving initiatives.

There is also a range of new ways of doing things for us to explore in the future. Obvious opportunities include building use, alternative energy generation, alternative infrastructure design, vehicle/plant operation and developing best business practice approaches.

Ian McDonald (Group Manager, City Services)
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</table>
| CS1    | Investigate inclusion of re-cycling bins for all library branches | Reduce waste that goes into landfill | ■ Solid Waste  
■ Property  
■ Sustainability Advisor  
■ Library | Short-term | Nil | | Medium | |
| CS2    | Worm farm for libraries where suitable (TGA and PAP have one already) | To further reduce organic waste and reduce harmful methane gas | Library | Short-term | Minimal | | Low | |
| CS3    | Promote 'green' book of the month (reader’s advisory) | Educate staff and customers about sustainability | Library | Ongoing | Existing budget | Existing | Medium | |
| CS4    | Provide sustainability book lists for customers (similar to 'mystery/romance' lists) | Educate staff and customers about sustainability | Library | Ongoing | Existing budget | Existing | Low | |
| CS5    | Make libraries available for special sustainability classes, workshops and talks | Educate staff and customers about sustainability | Library | Ongoing | Nil | | Low | |
| CS6    | Promote use of reusable library bags and investigate more suitable sized bags for future orders | Reduce use of plastic bags | Library | Ongoing | Existing budget | Existing | Medium | |
| CS7    | Monitor rain water collection and use at Papamoa Library | Increase knowledge around benefits and trends of using rain water | Library  
■ City Waters | Ongoing | Nil | | Medium | |
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<tbody>
<tr>
<td>CS8</td>
<td>Work with IT to reduce amount of symphony program printouts</td>
<td>Reduce printing and paper use</td>
<td>Library, Business Solutions</td>
<td>Short term</td>
<td>Nil</td>
<td></td>
<td>Medium</td>
<td></td>
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<tr>
<td>CS9</td>
<td>Mending books etc instead of replacing where viable</td>
<td>Increase re-use of resources</td>
<td>Library</td>
<td>Ongoing</td>
<td>Existing budget</td>
<td>Existing</td>
<td>Medium</td>
<td></td>
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<tr>
<td>CS10</td>
<td>Use recycled materials as resources for Children’s programmes</td>
<td>Reuse of materials to reduce the purchase and use of news ones</td>
<td>Library</td>
<td>Ongoing</td>
<td>Nil</td>
<td></td>
<td>Medium</td>
<td></td>
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<tr>
<td>CS11</td>
<td>Source plantation grown timber – preferably locally produced</td>
<td>Decrease our carbon footprint, support local economies, act environmentally responsibly</td>
<td>All project managers, designers, engineers, Parks staff</td>
<td>Immediate</td>
<td>Nil</td>
<td></td>
<td>High</td>
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<tr>
<td>CS12</td>
<td>Assess efficiency rating of all electrical products purchased</td>
<td>Reduce council’s energy use and potentially reduce whole of life costs of equipment</td>
<td>All project managers, designers, engineers, Parks staff</td>
<td>Immediate</td>
<td>Nil</td>
<td></td>
<td>High</td>
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<tr>
<td>CS13</td>
<td>Specify locally produced goods e.g. park seats, play equipment, drinking fountains, fencing (better quality too) where possible</td>
<td>Decrease our carbon footprint, support local economies, and act environmentally responsibly</td>
<td>All project managers, designers, engineers, Parks staff</td>
<td>Immediate</td>
<td>Nil</td>
<td></td>
<td>Medium</td>
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Note: CS13 has already begun for some products.
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<tr>
<td>CS14</td>
<td>Recycle road millings where practical</td>
<td>Minimise waste through re-use and cut the cost of new materials</td>
<td>All project managers, designers, engineers, Parks staff</td>
<td>Immediate</td>
<td>Credit</td>
<td></td>
<td>High</td>
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<tr>
<td>CS15</td>
<td>Internal TCC Knowledge sharing of available leftover material for other projects. (encourage breaking down silos)</td>
<td>Increase the opportunity for reuse of materials reducing waste to landfill and making financial savings</td>
<td>All project managers, designers, engineers, Parks staff</td>
<td>Immediate</td>
<td>Nil</td>
<td></td>
<td>High</td>
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<tr>
<td>CS16</td>
<td>Consider Low Impact Urban Design on all projects, rain gardens, etc</td>
<td>Demonstrate good practice and achieve positive outcomes for things like stormwater water management</td>
<td>All project managers, designers, engineers, Parks staff</td>
<td>Immediate</td>
<td>Nil</td>
<td></td>
<td>High</td>
<td></td>
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<tr>
<td>CS17</td>
<td>Change BBQs from gas to energy efficient electric as they wear out. (Where possible)</td>
<td>Financial savings, more efficient product</td>
<td>All project managers, designers, engineers, Parks staff</td>
<td>Immediate</td>
<td>Credit</td>
<td></td>
<td>Medium</td>
<td></td>
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</tbody>
</table>
| CS18   | When renovating or building new council facilities consider options such as:  
         ■ Rainwater harvesting  
         ■ Permeable paving  
         ■ Solar water heating  
         ■ Photovoltaic cells  
         ■ Motion sensors for lights  
         ■ Energy efficient lighting | Decrease our carbon footprint, minimise waste, act environmentally responsibly, and potentially reduce whole of life cost | All project managers, designers, engineers, Parks staff | Immediate             | Nil                  |                        | High     |          |
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<tr>
<td>CS19</td>
<td>Provide separate recycling from landfill rubbish collection at council facilities</td>
<td>Demonstrate good practice and reduce the amount of waste to landfill</td>
<td>All project managers, designers, engineers, Parks staff</td>
<td>Immediate</td>
<td>Nil</td>
<td></td>
<td>High</td>
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<tr>
<td>CS20</td>
<td>Use light colours on buildings to reflect light rather than generate heat</td>
<td>To improve the energy efficiency of buildings by reducing the requirement for air conditioning</td>
<td>All project managers, designers, engineers, Parks staff</td>
<td>Immediate</td>
<td>Credit</td>
<td></td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>CS21</td>
<td>Use time delayed press button taps rather than standard in council facilities</td>
<td>Reduce water use in council run facilities</td>
<td>All project managers, designers, engineers, Parks staff</td>
<td>Immediate</td>
<td>Nil</td>
<td></td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>CS22</td>
<td>Work with industry to create awareness of conservation, wise water use and reduce peak water demand</td>
<td>Reduce demand on treatment plants and extend life of those assets, reduce environmental impact (reduced stress on water resources), promote more responsible water usage</td>
<td>Engineering &amp; Projects Services</td>
<td>Med to long term</td>
<td>Little</td>
<td>Existing</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>CS23</td>
<td>Implement smart water metering (SWM) in a joint venture with other service providers (electricity, gas). SWM is means of automating meter reading and information communication between the meters, TCC and customers</td>
<td>Improve information regarding consumption profiles and leakage:  ■ To provide feedback to customers which will empower them to make decisions regarding water-wise consumption  ■ To reduce leakage further reducing strain on water resources</td>
<td>Engineering &amp; Projects Services</td>
<td>Long term</td>
<td>$6m for whole fleet</td>
<td>TBD</td>
<td>High</td>
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<tr>
<td>CS24</td>
<td>Water balancing, pressure management and leakage detection</td>
<td>Water loss reduction, reducing strain on infrastructure, treatment costs (carbon footprint) and water resources</td>
<td>Engineering &amp; Projects Services</td>
<td>Medium to long term</td>
<td>Staff time as work being carried out internally Installation cost for pressure management approx $10k Leakage detection cost approx $15k</td>
<td>Existing</td>
<td>High</td>
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<tr>
<td>CS25</td>
<td>Develop TCC standard specifications and designs that incorporate sustainability ideals</td>
<td>■ Improve consistency and control of client requirements to provide standard solutions, improve operational and maintenance efficiencies ■ TCC can take ownership of acceptable materials not only from an operational stance but also sustainability stance</td>
<td>■ Principal Engineer ■ Engineering &amp; Projects Services Manager ■ Asset Owners ■ Operations</td>
<td>Short to long term</td>
<td>Long term saving on: Consultant costs Capital costs Operational and maintenance costs</td>
<td></td>
<td>High</td>
<td></td>
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<td>CS26</td>
<td>Use a soil moisture sensor in the new Judea Biofilter to control the amount of water used to keep the Biofilter wet</td>
<td>On existing biofilters we use a timer to control the sprinklers. This means we water the Boiler even in the rain. This will also alleviate wastage of treated water and reduce the additional demand on the waste water treatment plant</td>
<td>City Waters</td>
<td>Over the next 6 months</td>
<td>Approx $2k</td>
<td>Existing</td>
<td>High</td>
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<td>CS27</td>
<td>Crush the concrete from the Oropi plant demolition for reuse at Baypark</td>
<td>Reduce waste to landfill, help the environmental sustainability in building materials and achieve a financial saving</td>
<td>City Waters</td>
<td>Short term</td>
<td>It will save about $13,000</td>
<td></td>
<td>High</td>
<td></td>
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<tr>
<td>Action</td>
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<td>When Will It Be Done?</td>
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<td>Budget Existing or New?</td>
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| CS28    | Investigate the feasibility of using mudcrete in Tauranga City Council projects, particularly for Roading, Parks and City Waters. | To investigate the feasibility of using waste dredging from maintenance of open drains, stormwater outfalls and stormwater ponds to produce mudcrete for use in TCC projects. Benefits include:  
- ‘Binding up’ of contaminants in dredging through production of mudcrete  
- Reducing the requirement for costly cartage and disposal of potentially hazardous waste dredging out of district  
- Reduced requirement for importing fill for projects. | City Waters: Celia Bowles leading a working party comprising 1 Regional Council and 5 TCC staff members | Medium to Long term | Savings in utilising waste dredging in place of imported fill, cost of cartage and disposal of potentially contaminated/hazardous waste dredging out of district. Processing costs associated with waste dredging into mudcrete not yet determined and will form part of initial phase of investigation. | Medium |          |          |
| CS29    | Currently use grass carp as a means of aquatic vegetation control in Papamoa stormwater pond network. Propose to introduce carp into Gordon Carmichael Ponds, and possibly all of the ponds located in Bethlehem and The Lakes. | Benefits of utilising grass carp over mechanical clearing include:  
- A higher level of maintenance/vegetation removal attained on a continuous basis, as opposed to mechanical clearing which is only carried out periodically when the ponds contain significant growth  
- Tidier and no noise issues which are associated with mechanical clearing. | City Waters | Medium to Long term | Costs for carp within Papamoa Ponds and Gordon Carmichael approximately $100,000. This equates to the cost of mechanical clearing for these ponds, but carp have the associated benefits as described. | Medium |          |          |
<p>| CS30    | Replace taps at BBQ’s with push button taps. | Save water and costs of call outs and remedial work around affected sites. | Parks | Completed | $400 per Tap | Existing | High |          |
| CS31    | Asset Managers to pay services bills. | To monitor excess usage and quickly resolve faults issues. | Parks | Short term | Nil |          | Medium |          |</p>
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<tr>
<td>CS32</td>
<td>Review all water usage at Memorial Park ensuring all water going through the main meter reaches the required destination and is accounted for through sub metering. Current cost $13K per 6 months</td>
<td>To monitor excess usage and quickly resolve waste, faults and meter issues</td>
<td>Parks to lead assisted by Waterline and City Development</td>
<td>Short term</td>
<td>$ minimal cost for some meters and leak repairs</td>
<td>Existing</td>
<td>Medium</td>
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</tr>
<tr>
<td>CS33</td>
<td>Create a register of planned projects</td>
<td>To combine resources and minimise site disruption and public inconvenience. Should also produce cost savings</td>
<td>City Services</td>
<td>Short term</td>
<td>Nil</td>
<td></td>
<td>High</td>
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<tr>
<td>CS34</td>
<td>At K-Valley ensure greater separation of stock from waterways</td>
<td>Keep waterways pollution free</td>
<td>Parks</td>
<td>Medium term</td>
<td>$15,000</td>
<td>Existing</td>
<td>High</td>
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<tr>
<td>CS35</td>
<td>Use gas traps to kill vermin</td>
<td>To reduce pesticides in the environment</td>
<td>Parks</td>
<td>Short term</td>
<td>$10,000</td>
<td>Existing</td>
<td>Medium</td>
<td></td>
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<tr>
<td>CS36</td>
<td>More revegetation planting on Mauao</td>
<td>Replaces the gorse in this space</td>
<td>Parks</td>
<td>Short term</td>
<td>$20,000</td>
<td>Existing</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>CS37</td>
<td>Purchase a wood chipper to reduce need for fires and increase reuse of material</td>
<td>Less carbon emissions</td>
<td>Parks</td>
<td>Short term</td>
<td>$15,000</td>
<td>Existing</td>
<td>High</td>
<td></td>
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<tr>
<td>CS38</td>
<td>Use organic fertiliser on Mauao</td>
<td>Reduces toxic run off in to the sea</td>
<td>Parks</td>
<td>Short term</td>
<td>Cost saving</td>
<td></td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>CS39</td>
<td>Reuse non compliant playground cushion fall as mulch on revegetation establishment sites</td>
<td>To reduce dumping costs and utilise organic material to suppress weeds in new vegetation sites</td>
<td>Parks</td>
<td>Current and ongoing</td>
<td>Nil – cost saving</td>
<td></td>
<td>Medium</td>
<td></td>
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</table>
Customer & Environmental Services Action Plan

The Customer and Environmental Services Group has looked at our day to day work where we can promote sustainable actions. In this respect the use of technology particularly electronic systems provides great opportunities to reduce the use of paper in our day to day work. The Star project is the flagship example of this with the conversion of property building and planning files to electronic format and then having those scanned files available to the public rather than hard copy. We also actively advocate use of electronic systems particularly Dataworks. Looking ahead we will provide a paperless option for lodging resource consents and the ability to apply online for dog registration.

To encourage sustainable development in our City, planning staff will encourage applicants to consider sustainable options in pre-applications assisted with input from urban design staff. Little things like the use of paper cups instead of plastic cups and providing central refuse points for staff located away from Willow Street (e.g. STAR in Durham Street) all helps.

As the Group Manager rep for our Corporate Sustainability Group I fully endorse this Sustainable Steps strategy. And of course we have our famous sustainable model Geena and her faithful dog, Astro Starbucks to guide us on our way!

Peter Frawley (Group Manager: Customer and Environmental Services)
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<th>priority</th>
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</table>
| C&ES1  | Electronic Property Files (available on CD) | ■ Minimises paper use/ duplicates of information and cuts back on photocopying  
■ Improves time management of staff time by reducing photocopying/ retrieving files  
■ Property information is more consistent  
■ Customers have access to all information and can reuse their discs | ■ Manager of Customer Services  
■ STAR Project Team | Medium term | $4 million | Existing | High |
| C&ES2  | Paper cups | Purchase paper cups instead of plastic ones. Possibly cheaper and more environmentally friendly | Team Leader for Stationary Orders (CS) | Short term | Unknown | Existing | Medium |
| C&ES3  | Introduce a central refuse collection point in remote Council offices (e.g. STAR project) in line with Willow Street office | A central location for refuse collection will limit time spent on cleaning and promote sorting of waste into recyclable waste groups | STAR Team | Short term | Minimal | Medium |
| C&ES4  | Take a more educational role with customer around the expectation of the Building Consent Authority re: building consent applications | Reduce the time taken:  
■ To process applications  
■ The quantity of correspondence with customers through additional information requests (reduction in paper)  
■ Improve the quality of construction documents and building outcomes | Manager of Building Services | Short term | Minimal | Existing | High |
| C&ES5  | Provide a paperless option for lodging Resource Consent Applications | ■ Reduces the need for multiple paper copies of applications  
■ Allows ease of electronic upload to Dataworks and promotes paperless specialist referrals | Environmental Planning | Short term | Minimal | Existing | Medium |
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<tr>
<td>C&amp;ES6</td>
<td>Encourage and facilitate sustainable options in pre-application discussions for Development Projects through use of in-house specialists (e.g. Urban Designers etc)</td>
<td>Encourage exploring ‘greener’ options in development proposals to provide benefits to wider community through sustainable use of natural and physical resources</td>
<td>Environmental Planning</td>
<td>Short term</td>
<td>Minimal</td>
<td>Existing</td>
<td>High</td>
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</tr>
<tr>
<td>C&amp;ES7</td>
<td>Provide ability for online dog registration</td>
<td>Removal of the significant number of paper copies of application forms sent out to dog owners each year</td>
<td>Animal Control</td>
<td>Medium term</td>
<td>Unknown</td>
<td></td>
<td>Medium</td>
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</table>
Transportation Action Plan

“How we get there” really matters as far as sustainability goes. We will always need transportation because not everything can be in the same location. And the more we use low-energy and low-polluting transportation to meet our daily needs, the healthier our environment and communities will be.

What we do with the things we no longer need is equally crucial to our ability to live sustainably. Waste can be bad for the environment, bad for our health and bad for our economy and we therefore have a focus on reducing the waste produced by this organisation.

Our actions are focused on making staff and the community aware of available transport and waste reduction options that will enable more individuals to use our natural resources wisely, so we can all continue to enjoy a high quality bay lifestyle.”

Theunis Van Schalkwyk (Acting Group Manager: Transportation)
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<tbody>
<tr>
<td>T1</td>
<td>Reuse of excavated roading base course, chip seal, concrete and asphalt. (currently reusing about 95% of old roading materials)</td>
<td>To minimise landfill requirements, increase reuse of roading materials reducing requirement for new materials which has environmental and financial benefits</td>
<td>Transportation</td>
<td>Ongoing</td>
<td>Nil. Cost saving</td>
<td>Existing</td>
<td>High</td>
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<tr>
<td>T2</td>
<td>The TCC work travel plan is promoted and summer and winter active transport campaigns are run for staff</td>
<td>Reduce single person vehicle travel to work</td>
<td>Transportation with support of the Corporate Sustainability Group</td>
<td>Short term - ongoing</td>
<td>Minimal – Existing road safety budget</td>
<td>Existing</td>
<td>Medium</td>
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<tr>
<td>T3</td>
<td>To include in TCC induction packs information on active transport and links to city zoom providing cycle and walkway information and a smartride card with $10 credit</td>
<td>Promote to staff active transport options to assist in sustainable modes of travel to work</td>
<td>Transportation &amp; Sustainability Advisor</td>
<td>Short term</td>
<td>Nil</td>
<td>Medium</td>
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<tr>
<td>T4</td>
<td>To promote Carshare BOP “Take a Mate” to staff and community once a year</td>
<td>Increase awareness of this database to assist staff find carshare matches</td>
<td>Transportation</td>
<td>Short term - annually</td>
<td>Nil</td>
<td>Medium</td>
<td></td>
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<tr>
<td>T5</td>
<td>To promote Tauranga pathways through city zoom to staff and wider community annually</td>
<td>To have more people experiencing Tauranga’s active transport pathways</td>
<td>Transportation</td>
<td>Short term – two bursts annually</td>
<td>Minimal part of doubling Travel Safe budget</td>
<td>Medium</td>
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<td>T6</td>
<td>Generate a better understanding of the impacts of waste going to landfill</td>
<td>Understanding the harmful effects of waste will assist improved practices and efficient resource use for each department</td>
<td>Solid Waste &amp; Property</td>
<td>Medium term</td>
<td>Staff time</td>
<td>Existing</td>
<td>High</td>
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</table>
| T7     | Reduce waste to landfill  
Reduce 70% of waste to landfill by removing paper and organics from the waste stream  
Reduce waste from 20T per year to 6T per year  
This includes:  
■ zero recyclable paper waste to landfill (compared to 49% by weight in 2010)  
■ zero organic waste to landfill (compared to 23% by weight in 2010) | Reducing our own waste to landfill is an opportunity to demonstrate leadership and reduce our negative impacts on the environment | Solid Waste & Property & Sustainability Advisor | Medium term | Nil – cost saving | High |
| T8     | Support our Willow Street café to reduce waste to landfill | TCC café aware of environmental impacts and moving to reduce them where possible | Solid Waste & Sustainability Advisor | Medium term | Nil | Medium |
MONITORING AND REVIEW

TCC measures

Measuring and monitoring progress on sustainability initiatives is vital to help drive change within our organisation. Basically you can’t change what you don’t measure.

Although we have a number of resource efficiency initiatives underway and have some corporate measures in place we have not to date set any targets to work towards.

The following targets are therefore now agreed to and provide a clearer focus of what we intend to achieve:

<table>
<thead>
<tr>
<th>Measures</th>
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<tbody>
<tr>
<td>■ 100% of staff have a ‘good’ understanding of what sustainability means within TCC. Achieve by 2012</td>
</tr>
<tr>
<td>■ We will reduce 70% of waste to landfill by reducing the volume of recyclable paper and compostable organics to landfill from the Willow Street waste stream compared to 2009. Achieve by 2012</td>
</tr>
<tr>
<td>■ We will reduce average energy per square meter in the Willow Street offices by 5% compared to 2008. Achieve by 2014</td>
</tr>
<tr>
<td>■ We will reduce the average volume of printing and photocopying per FTE in the Willow Street offices by 10% compared to 2009. (This excludes the copy centre). Achieve by 2014</td>
</tr>
<tr>
<td>■ Average vehicle fleet fuel consumption per 100km is within 10% of the recommended average across our fleet on a yearly basis</td>
</tr>
<tr>
<td>■ We will use no more potable water annually per square meter in the Willow Street offices than what was used in 2009/2010 (excluding fire flows).</td>
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</table>

Reviewing progress

Regular progress on agreed measures will be considered and reported through the Corporate Sustainability section of the Monitoring Report.

We will review progress of each of the Group action plans on an annual basis. We will undertake a review of the overall strategy in 2016.

Celebrating success

It is important to reflect on our journey and celebrate success. A number of ways to do this are in place including:

■ Recognition of achievements through our performance management system
■ Environmental category in TCC Champions
■ Fortnightly article in Hump day News featuring sustainability progress
■ Updates on Insider
■ Media coverage where appropriate
■ Reporting back to Executive Team and Council

Ongoing staff input

Staff are encouraged to share new ideas, raise questions, update on how successful or not new approaches are or propose new initiatives at any time. Please contact our Sustainability Advisor or any member of the Corporate Sustainability Group for support.