A community aspiration for a strong, sustainable and prosperous future
Welcome

Welcome to this, the second edition of Council’s economic advocacy and transition document, Strength-Led Transition.

Since the development and adoption of the original Strength-Led Transition in November 2016, we – Council and the community – have been on a very important journey together.

Armed with the united voice of our community we have advocated, lobbied, demanded and been defiant in our efforts to secure a respectful and just economic transition for the Latrobe City community following the closure of the Hazelwood Power Station and Mine.

Over the past twelve months there can be no denying the strong level of support that has been provided by the State and Federal Government to Latrobe City and the wider Gippsland Region. Our collective calls to action, our requests to nurture this community through a period of considerable change and the strength of our united position has created a movement of energy and attention that has delivered a promising start to this long term transition effort.

But as we have always noted, this will be a task for our collective endeavour long into the future. The economic transition of a regional economy from one largely invested in the brown coal power generation industry to a more robust and diversified economy will take decades to achieve.

As a community, we know that this is a long term task. We speak about it regularly at community events, engagements, meetings. People mention it to me when we are watching our children and grandchildren at cultural, community and sporting events; when engaging with each other at our facilities—indeed the depth and breadth of this task is never far from our collective thoughts.

Strength-Led Transition 2.0 is an acknowledgement of the size of the challenge. It is a nod to all that has been achieved and a collective reminder that there is still so much to do.

It is a prompt that we must continue to push forward and to keep our eye on what we deserve – a respectful and inclusive economic and social transition.

The initial Strength-Led Transition campaign sought to clear away the shock and fear following the closure of the Hazelwood Power Station and set about building a foundation for economic growth. Instrumental in supporting the Strength-Led Transition community vision have been the State and Federal Governments as well as business and industry who have embraced opportunities.

CR DARRELL WHITE, MAYOR OAM
which have emerged through the newly establish Latrobe Valley Authority, the economic growth zone and the health innovation zone as well as investments into the education system to ensure that our children are well positioned to be workers in a global economy.

Strength-Led Transition 2.0 now builds on the work of our original document. It maintains the integrity of the initial platform and recognises the desires, hopes, ideas and aspirations of the community in moving forward.

Much like our first foray into this advocacy space, Strength-Led Transition 2.0 is a faithful communication of the priorities articulated at a series of community engagement events and activities. It positions a range of strategic, Council, industry and community priorities as investment opportunities and catalysts for action. Some of these will be led by Council, but importantly many will be led by the community, industry and business, State and Federal Governments as well as the not-for-profit sector.

As we move forward, we must remember that the strength of our advocacy has been in our unity, our determination and our resilience. As we prepare for the next phase of the journey, I would like to take this opportunity to thank all community members who have supported our advocacy efforts and who have also taken it upon themselves to advocate for this community and to remind those with the ability and capacity to make a difference that we will continue to call upon them to deliver a transition for this community that builds upon our strengths and secures for us all a sustainable and prosperous future.

With over a year of advocacy and lobbying behind us it is fair to note just how far we’ve come. But importantly, that’s not the end of the story; it’s just a brief respite on this long journey that we are committed to. And that is what we must remain focused on; all the remaining work that needs to be done to strengthen and diversify our regional economy.

We hear the community. We know you need more jobs. We know more stable, good-paying jobs is the long term goal. We understand that is the prize and rest assured our eyes are firmly fixed on it.

Cr Darrell White  OAM
Mayor
Latrobe City Council
Background

Latrobe City is Gippsland’s Regional City servicing a population of over 250,000; one of Victoria’s four major regional cities. It is known for excellence in engineering capability, education and health care and as a cultural and commercial centre for Gippsland. It still produces a significant proportion of Victoria’s electricity from its extensive brown coal resource and is home to a highly skilled workforce.

In 2010, Council adopted a ground breaking policy, ‘Positioning Latrobe City for a Low Emission Future’, which was the first of its kind in Australia. This important policy set the scene for Council’s proactive approach to creating economic growth and moving towards a low carbon economy.

A further report, ‘Securing our Future’ was produced in 2013 to complement the transition policy and set out a series of immediate asks from the State and Federal Governments to assist the region to create real and sustainable jobs.

In May 2016, Council adopted its new economic development strategy, ‘Latrobe City Council Economic Development Strategy 2016-2020’. The key strategies contained within this document focus on three areas – education and training; branding and image; and investment attraction. It also includes a series of business support initiatives known as the ‘Nuts and Bolts’. Our Economic Development Strategy seeks to build on our strengths and reposition the municipality as the Engineering Capital of Australia.

On 21 July 2016, Latrobe City Council commenced an engagement process entitled, ‘Securing Our Economic Future’ to commence work on a vision for a post brown coal power generation economy. More than 200 community members participated in this visioning process, generously sharing their thoughts, ideas and aspirations for a transition which would provide dignity to those who would no longer be employed in the power station sector, build hope for the future and create optimism for young people in our community.

This community engagement was complimented with an Industry Think Tank and the outputs from these sessions culminated in the development of Council’s key advocacy and lobbying platform, Strength-Led Transition.

Since then Council has been working with the community to secure commitments which align to the vision and aspirations of the community as detailed in Strength-Led Transition.

In March 2018 Latrobe City Council sought to build on this work through a series of conversations again with the community and industry. These conversations have helped to refresh Strength-Led Transition and to keep it relevant in this fast ever changing environment.

OUR ECONOMY

The Latrobe City economy has been built on its vast natural resource of brown coal, and brown coal power generation. The Latrobe Valley region contains an estimated brown coal resource of 65 billion tonnes, one of the largest deposits in the world, of which approximately 50% has been identified as potentially economic. Built on the potential of this resource, the Latrobe Valley has been supplying low cost brown coal electricity to the market for over 90 years.
For decades, the Latrobe Valley proudly considered itself the engine room of Victoria, innovators of the brown coal power generation industry and world leaders in electricity generation and distribution. The toil and endeavour of our community, created an era which supported a vibrant manufacturing industry and provided affordable electricity to every household.

As changes have occurred within the brown coal power generation sector, the Latrobe Valley economy has experienced steady decline. Given the long history of electricity generation in the region, it is not surprising that this sector dominates the economic profile of Latrobe City. A 2008 study by Compelling Economics sound that electricity generation accounted for around 21 per cent of Latrobe city Gross Regional Product (GRP). Other major contributors are the coal mining sector which accounts for 2.5 GRP and water, sewer and drainage services which contribute 1.4 per cent of GRP.

In 2017, following the closure of the Hazelwood Power Station, Latrobe City Council secured an analysis of the impact of closure on the municipality’s economy. This report showed that the impact of closure would be just under a $340 million loss from the Gross Regional Product. The loss was found to be exacerbated by previous modelling which showed that the Latrobe City economy had already retracted by $30 million per annum for the past 10 years due to changes in the power generation sector and policy shifts around uses for brown coal.

Latrobe City is the dominant provider of utilities, financial services, public administration, information technology and health care jobs in Gippsland. Latrobe City is home to approximately 5,000 registered businesses with a labour force of 32,380.
At A Glance

A long term economic development and transition platform, developed in collaboration with the community of Latrobe City. Initially developed in 2016 and refreshed in 2018.

**Economic Growth**
- Train Maintenance Depot
- Diversification of Heavy Industry
- Innovation Strategy
- State and Federal Government Decentralisation
- Agriculture – Value Adding
- Repurposing Mines
- Tourism
- Small Business

**Community based initiative**
- Cleveland Model for Job Retraining
- Valley Indoor Market

**Wellness**
- Latrobe Regional Hospital
- Services for Mental Health, Drugs and Alcohol
- Aged Care
- Centre of Excellence

**Transport Connections**
- Pakenham to Melbourne Rail
- Improved Transport Connectivity

**Liveability**
- CBD Revitalisation
- Enhanced Liveability
- Latrobe Convention Centre Business Case
- Public Health and Wellbeing Plan Implementation

**Building Economic Resilience**
- Improved core infrastructure
- Royalties Investment Fund
- Diversified Bio-Manufacturing
- Power Generation and Carbon Initiatives
- Waste Initiatives

**OUR FUTURE**
Council's Diversification Position

In establishing our strengths-based approach, Council's actions have been conscious of the need to honour every voice, each contribution and the value of the individuals' and collective view. Council's work furthermore recognises that there may be times when the views and priorities of the community participants are inconsistent with adopted positions of Council. Where this occurs, Council has determined to respect and accept the efforts of the participants but note the divergent positions - for unity does not mean dominating one set of ideas and initiatives with another. There must be equal opportunity for all positions regardless of status or power.

Throughout the community engagement activities, the level of respect and generosity displayed by participants has provided a clear indication that there is a genuine desire to move forward as a coordinated, unified community with a shared sense of purpose to bring about prosperity and surety for the future.

The community has a strong expectation that Council will provide leadership in the face of change and that Council will convey the concerns, hopes, aspirations and desires of the community to State and Federal Government leaders and decision makers.

COUNCIL'S OBJECTIVES ARE TO:

- Galvanise the community to fight for what it deserves;
- Unite and enrol the community, business and industry for a Strength-Led Transition which delivers tangible results for the municipality;
- Understand the community's interpretation of a successful transition; and
- Detail the community's vision of a successful transition and to secure the commitment of all levels of government around this vision.

Council seeks to:

- Secure a long term commitment from the State and Federal Government to the task of transition and economic diversification.
- Secure funding for a range of transition and diversification opportunities — listed in this document and developed in partnership with the community.
- Forcefully convey our belief that the role of our community in any transition is critical.

Council continues to advocate for funding into the projects and sectors which will deliver the greatest benefit to the Latrobe City municipality; to create the best prospect for the City and its community to contribute to both regional and national productivity.

A partnership approach, across all levels of Government, private sector and the community, will allow us to capitalise on emerging opportunities.

Latrobe City Council seeks a further commitment from the State and Federal Governments in the form of a 10 to 20-year funding pledge – to long term sustained investment to create jobs, boost industries and incubate innovation.
Building a shared commitment to transition involves a range of inputs.

In detailing Council’s aspirations for our 10-20 year transition journey, the following information has been considered:

- Review of the achievements of Strength-Led Transition Version 1
- Review of community engagement input from Strength-Led Transition 2.0
- Review of business and industry engagement input from Strength-Led Transition 2.0
- Living Well, the Municipal Public Health and Wellbeing Plan
- Economic Development Strategy
- Council Plan 2017-2021
- Latrobe City’s Municipal Strategic Statement
- Other adopted Council Plans and positions.

From this Council has developed a number of shared transition aspirations to form the basis of our advocacy activity for 2018-19.

- Enhanced rail services. Pakenham to Melbourne Gippsland Rail Corridor. Including Rail to Port development.
- Health – securing Stage 3 of the Latrobe Regional Hospital development. Securing an expansion of Drug and Mental Health Services.
- Brown Coal – develop innovative, low carbon uses for the Latrobe Valley’s abundant brown coal resource.
- Power Generation – high efficient, low emission power generation. Also renewable energy development and distribution.
- Diversified Bio Manufacturing.
- Energy from Waste.
- Rehabilitation of the Hazelwood Mine.
- Carbon initiatives.
- Morwell/Traralgon corridor masterplan.
- Innovation strategy.
- Broadening of Latrobe City’s industrial base.
- Expanded Heavy Engineering.
- Funding for civil infrastructure to support growth.
- Brown Coal Royalties Investment Fund.
- State and Federal Government Decentralisation.
- Tourism growth and event and destination development.
- Transport connections.
Building Economic Resilience

IMPROVED CORE INFRASTRUCTURE TO SUPPORT OTHER INITIATIVES

A key impediment to the development of Latrobe City's industrial and residential growth fronts is the capital investment required to establish core infrastructure (road, drainage and sewer), often referred to as infrastructure blockages.

Council has identified four priority projects for which innovative solutions are being sought. These are:

1. The Alexanders Road Industrial area, incorporating Alexanders Road (east) and Princes Drive Morwell - requires significant infrastructure upgrades – specifically the provision of sewer, water and roads.

2. The Lake Narracan precinct, requires significant infrastructure upgrades to allow this residential precinct to be fully realised through provision of sewer, water and roads.

3. Traralgon North Development; requires significant water and sewer infrastructure upgrades to allow this residential precinct to be realised; and

4. Morwell North West Development Plan requires significant infrastructure upgrades to allow this residential precinct to be realised – specifically the provision of sewer, water and roads.

ROYALTIES INVESTMENT FUND

With the increase in coal royalties proposed by the State Government, Latrobe City Council believes that a portion of these royalties should be diverted to a Latrobe City Fund. Diverted royalties would address the declining percentage of contribution to rates revenue from the electricity sector under the order in Council arrangements. The burden of reducing percentage will otherwise be borne by our ratepayers who are some of the most disadvantaged. Provision must also be made to compensate for the lost rates revenue following the closure of any of the electricity generators to avoid this revenue being redistributed to the ratepayers - will only further service to exacerbate hardship within our community.

Council proposes the establishment of a Royalties Investment Fund where a proportion of the State’s mining royalties are ring fenced for the Latrobe City community. Funding would be used to improve infrastructure and services across the municipality. Funding could be directed to projects such as those listed in this document with a strong focus on jobs growth, economic growth and community capacity building.

Estimated cost: $200 million

DIVERSIFIED BIO-MANUFACTURING

If successful, Australian Paper’s proposed Waste to Energy initiative would release Black Liquor (lignin), currently used to generate electricity, for product development. A diversified bio-refinery at the Maryvale Mill could produce platform chemicals, which can be used for manufacturing of down-stream products, potentially located adjacent to the Mill.

The target products would include precursors for petrochemicals, plastics and chemical industries; wood-based chemicals, such as fuels, pharmaceuticals, oils, water purification chemicals, and flocculants; and bio-chemicals and converted products.

Funding for a Pre-Feasibility has been secured.
POWER GENERATION AND CARBON INITIATIVES

It is easy to see when engaging with the Latrobe City community that there is strong affection and commitment to our role as the energy hub of Victorian. However, how that energy is produced is often the source of considerable discussion. While Latrobe City Council has a strong adopted position supporting innovative uses of Brown Coal and High Efficiency Low Emission Brown Coal Power Generation, it further supports the Latrobe Valley as the home of power generation from a range of zero emission sources – essentially Council holds a generation source agnostic view but firmly believes in the skills, capability and experience of our community to generate power and to distribute it into the network.

It is fair to recognise that this is not a position held by every community member. Within the community, there is strong support for a renewable power generation industry which is able to produce power with zero emissions.

Where there is broad agreement is that future power generation in the Latrobe Valley must be from a zero emission source of power generation and that this may take many forms into the future.

Renewable Energy

The development of the Latrobe Valley as a renewable energy hub has strong support within some sectors of the community. The Latrobe Valley is potentially well placed for large and small scale renewable energy generation due to its proximity to the distribution network. Renewable energy certainly meets the benchmark of zero emissions and has the opportunity to embrace a range of sources including social, wind and hydropower. There is strong appetite within the community to embrace a range of other opportunities including geothermal energy. Advances in battery development, solar gardens and community solar initiatives have also been highlighted as well as opportunities for local and state government agencies to take a leading role in this space.

Brown Coal to Hydrogen

A consortium led by Kawasaki Heavy Industries with J-Power, Iwatani Corporation, Marubeni and the Japanese Government has announced a world-first trial using Latrobe Valley brown coal to produce hydrogen. The hydrogen will be produced through a gasification process and will require carbon capture and storage to support the project. The project will produce hydrogen from the Latrobe Valley’s brown coal for use in zero-emission fuel cell vehicles and could provide a commercialisation route for some of the Valley’s largest brown coal deposits.

A demonstration plant will be built in the Latrobe Valley as part of the $496 million project.

Carbon Capture and Utilisation

Council urges all levels of government to reframe their relationship with CO2. Through the use of technology and innovative practice, Council believes that with adequate investment, research could be undertaken to find a solution to transform CO2 from an output to a usable asset.

Funding for accelerated research opportunities need to be considered utilising the best “researcher talent” in Australia or beyond.

Zero Emission Brown Coal Power Generation

Latrobe City has an abundance of brown coal. It is a rich resource which has been the foundation of our community’s economic prosperity. The move to a low carbon future has meant the attractiveness of this resource as a power generation fuel has been questioned. However, the richness and versatility of this resource cannot be left to languish.

Council believes that the State and Federal Government, through a unique partnership could establish one of the world’s first zero emission brown coal power generating facilities in the Latrobe Valley. This facility would demonstrate to the world the ingenuity of Australia’s scientists and engineers whilst also expanding and potentially leveraging the international attractiveness of this resource.
As for the Hydrogen project discussed elsewhere in this document, Carbon Capture and Storage (CCS) should be pursued as a viable option to deliver zero emissions carbon in this sector.

Council supports the ongoing zero carbon use of brown coal and believes there needs to be a range of policy signals sent from the State and Federal Governments to support investment, innovation and technological exploration in this space.

**Regional Carbon Innovation Centre**

The Regional Carbon Innovation Centre, proposed by principal partners - Federation University and Brown Coal Innovation Australia Limited - aims to provide infrastructure and capabilities to enable demonstration of technologies across a number of industry sectors leading to commercialisation. It would facilitate firms undertaking the demonstration and proving phases necessary prior to commercialising new carbon products and technologies. Further, co-location with others would provide the benefit of synergistic learnings while mitigating the significant financial costs of stand-alone facilities.

**WASTE INITIATIVES**

**High-tech waste management to create energy**

Australian Paper is currently conducting a comprehensive feasibility assessment into proposed Energy from Waste initiative based at their Maryvale Mill. This feasibility assessment, jointly funded Nippon Paper Industries (Australian Paper’s parent company) with the Victorian and State Governments, is investigating the viability of a sustainable solution which avoids sending residual waste to landfill, thus achieving a net reduction in greenhouse gas emissions, contributes to reducing climate change, release of natural gas and electricity back into grid on the supply side; and reduces the development and management costs of future landfills and, consequently, would deliver reduced costs to rate payers.

**Recycling and repurposing waste**

The Latrobe Valley has been an innovative engineering hub for decades. The community are adamant that an opportunity exists for an industry to flourish in the face of China’s decision no longer receive waste materials for recycling.

There is potential to develop a regional waste processing facility in Latrobe City, potentially in conjunction with Australian Paper’s Waste to Energy initiative. The outcome could process waste which could then be recycled into new products locally, elsewhere in Australia or overseas.
Economic Growth

TRAIN MAINTENANCE DEPOT
This proposal is for purpose built train stabling, refuelling and 24 hour light maintenance facilities to be established in the Gippsland Logistics Precinct. This would release land at Traralgon Station for redevelopment opportunities in the heart of Traralgon.

The Latrobe Valley has a highly skilled and experienced heavy maintenance workforce. Skill alignment could provide ready opportunities for workers seeking to diversify their experience.

DIVERSIFICATION OF HEAVY INDUSTRY
Latrobe City’s long experience as a heavy industry base means a highly skilled and capable workforce. Potentially leveraging from the establishment of the State Government’s economic growth zone, the settings are in place to attract heavy industry to Latrobe City.

Development of a Train Maintenance Depot (see previous) is just one opportunity to leverage from our strong industry assets.

Creating an environment for innovation within the existing heavy industry sector is an important component of this initiative as well as ensuring that industry is aware of the government incentives that currently exist to relocate to the Latrobe Valley.

INNOVATION STRATEGY
Championing innovation is a guiding principle which underpins Council’s adopted Economic Development principle. One proposal which emerged from the community engagement held in late March 2018 was that of an Innovation Strategy. The concept is to provide a framework for innovation in Latrobe City, especially to facilitate development of new, start-up businesses and new business models.

Estimated cost: $80,000
STATE AND FEDERAL GOVERNMENT JOB DECENTRALISATION

State and Federal Government jobs make a meaningful difference in any regional economy. Decentralised government agencies provide valuable job opportunities, employment diversity, career development and provide valuable education/employment pathways for young people.

The State Government’s recent announcement of a GovHub in Morwell has been welcome news. The GovHub is expected to house up to 300 staff including 150 Victorian public sector roles.

Latrobe City Council has advocated for at least 700 public service roles – either State or Federal - to be relocated to the Latrobe Valley.

We have a strong sense of the value that this approach has to our own regional economy. The Traralgon office of the Australian Securities and Investment Commission contributes $126.427 million to the local economy each year. It is estimated that the jobs support by ASIC’s operations support a further 142 jobs across our community.
Economic Growth (Continued)

AGRICULTURE – VALUE ADDING

The Latrobe Valley, already a major producer and exporter of food and fibre products, is well positioned to build on its excellent reputation for quality, safety and reliability to supply the increasing domestic market and rising global demand, including to the fast growing middle class population in Asia.

The Latrobe Valley has the opportunity to build on its existing strong food production, food manufacturing and agribusiness base. For example, dairy product manufacturing already contributes $374.6 million to regional exports.

Releasing valuable industrial and agriculture land from the restrictions of the State Government’s coal overlay will provide expanded opportunities for innovative agricultural producers to relocate to the Latrobe Valley and to take advantage of our proximity to an abundance of fresh produces, two hours from Melbourne.

REPURPOSING AND REHABILITATION OF OPEN CUT MINES

The Latrobe Valley community has been grappling with the issue of its open cut mines in the lead up to, and following the closure of the Hazelwood Power station.

The State Government has established the Latrobe Valley Regional Rehabilitation Strategy process with a timeline for completion in 2020. However, Council is of the view that, once the land form is stable, a section of the Hazelwood mine be retained for coal winning and the remainder be made available for community and other commercial uses for the benefit of the Gippsland community and economy.

TOURISM – INVESTING AND PROMOTING

Latrobe City’s visitor economy has significant opportunities for growth and is currently experiencing significant expansion in its events and sporting tourism sector following record investment from the State Government.

Building on this investment, continuing to develop tourism assets in Latrobe City is of high importance to our community. Opportunities may include:

• Promotional campaign
• Investment and land development – Regional motor sports complex.
• Linking the Yallourn North and Newborough through the Rail Trail.
• Moe to Morwell shared path

Estimated cost: Campaign: $400,000
SMALL BUSINESS – BUY LOCAL

The economy of Latrobe City has been heavily skewed to large businesses in the energy, mining and paper manufacturing sectors.

Proposals to address this imbalance were discussed during the recent Community Conversations:

• Small business – local supplier strategy
  This proposal would see local small businesses working with Council and procurement specialists and the Industry Capability Network (ICN) to develop and implement a local supplier strategy.

• Buy local – call to consumers
  This proposal would see local businesses, working with Council, initiate a Latrobe Valley Buy Local campaign, a call to consumers

*Estimated cost: $50,000*
Health and wellbeing has been repeatedly recognised by the community as a rich economic diversification opportunity.

Latrobe City’s Municipal Public Health and Wellbeing Plan was developed through a community led co-design process and has a strong focus on the pivotal role that health and wellbeing plays in the development of a vibrant, safe, connected and resilient community.

**LATROBE REGIONAL HOSPITAL**

As the largest employer in Latrobe City and our pre-eminent regional facility, the continued development of the Latrobe Regional Hospital is important to the regional economy. The Business Case for Stage 3 of the hospital’s development has been submitted to Government. This will support increased employment and additional services, as well as underpin the long term health and wellbeing of the Gippsland community.

- Expanding our health services to meet the needs of our community will mean less travel for those who are currently accessing services in Inner and Outer Melbourne.
- An expanded health sector provides a meaningful and exciting education and employment pathways for Latrobe City and Gippsland’s young people.
- A strong Regional Hospital means a dynamic and vibrant health sector about to support an expanded range of associated business and industry activities.

Federation University will commence the operation of its Allied Health School program in 2019, to support Latrobe Regional Hospital. This, combined with its nursing school, will provide local training for the community to service this expanded facility.

**Estimated cost:**

*$240 million, 300 jobs.*

**SERVICES FOR MENTAL HEALTH, DRUGS AND ALCOHOL**

Support for additional services in the Mental Health, Drug and Alcohol Rehabilitation sector were a high priority during the most recent Strength-Led Transition engagement activities.

Strong alignment can be seen between the engagement outcomes and Council’s recently adopted Municipal Public Health and Wellbeing Plan (MPHWP).

*The MPHWP, Health and Wellbeing*

**Our Focus:**

- *Reduce the harms associated with drugs, smoking and excessive alcohol consumption.*
- *Support families to access information about drug and alcohol rehabilitation services. Advocate for improved alcohol and drug rehabilitation services in local communities.*

Latrobe City is Australia’s first Health Innovation Zone and home to Gippsland’s main regional hospital. Leveraging from the strengths of these assets, a highly skilled medical and allied health service as well as a coalition of engaged and supportive sector agencies, the time has never been better to attract vital funds to these services.
AGED CARE CENTRE OF EXCELLENCE

A priority developed in the original advocacy document, an Aged Care Centre of Excellence still enjoys strong support from a community as an opportunity to develop, innovate and showcase excellence in aged care practice.

This exciting initiative is the brainchild of our community and an inspirational opportunity to leverage from the strong health services history. This will be achieved by linking research, education, training and delivery of aged care services though the regional hospital and private providers.

The Project could be a catalyst for associated innovations in affordable housing design and development, community housing, infrastructure design, township, community and social planning, volunteering as well as health manufacturing.
CBD REVITALISATION

Vibrant (CBDs)

Vibrant Central Business Districts (CBDs) are critical to the continued liveability of Latrobe City’s major townships. Attractive, generous and appealing landscapes in CBD precincts provide opportunities for community connectedness; celebrate the unique strengths of each township and provide a setting for local place-based economic growth to support a brighter more prosperous future for our community.

Moe

Council has completed the first Stage of the Moe Activity Centre Plan. The first Stage Rail Precinct Revitalisation has also been completed.

Moe Activity Centre Stage 1 has included construction of:
- Library
- Council Operations
- Community meeting rooms
- Community training rooms
- Consultancy rooms
- Civic Plaza
- Green roof and garden
- Community commercial kitchen.

Further investment in the Moe Activity Centre Plan incorporating a Youth Space, and a library café was a key community priority identified in the most recent phase of community engagement. The Moe Youth Space was ranked as the seventh transition priority by the community participants.

Moe Activity Centre Plan – Stage 2-5.
Estimated cost $20 million

Morwell

The Morwell CBD Revitalisation aspires to create positive change in the physical spaces of the Morwell town centre in order to shift its identity. The town of Morwell has been best known for its relationship to the Hazelwood Power Station and the CBD Revitalisation seeks to inspire new ways in which people live, occupy and contribute and connect to Morwell. The Morwell CBD Revitalisation intends to renew and connect existing infrastructure and assets in the town’s built environment and contribute to the development of a green Morwell Village Hub. This will attract new service and retail businesses to the area, supporting and strengthening economic outcomes for existing businesses.

Supported by a community steering group, the Future Morwell Urban Design Revitalisation Plan is a 20-year horizon for Morwell

Funding has been received from the State Government towards Projects 1-5, which include Revitalisation Plan, Morwell Circuit, Township Entry, Events and Branding. The Federal Government has announced funding for the streetscape construction component of the Morwell CBD. In addition to these projects, the Plan has a comprehensive series of recommendations designed to enhance the economic outcomes that should be considered for future funding.

Estimated cost of remaining elements – about $15 million

Traralgon

The Traralgon Activity Centre Plan seeks to activate, enhance and facilitate future growth and development in the central business district (CBD) of Traralgon over the next 20 years. The public exhibition period for Amendment C106, the Traralgon Activity Centre Plan, closed recently.

The Traralgon Activity Centre Plan also seeks to enhance the rail precinct and its connection to the CBD as an important asset and a key revitalisation opportunity.

Traralgon Activity Centre Plan Implementation.
Estimated cost $30 million

Churchill

The Churchill CBD has undergone significant transformation in recent years following the adoption of the Churchill Town Centre Plan in 2007. Parts of the Plan have been implemented over time; however there are a number of essential components yet to be delivered to enable greater connection between the CBD Shopping precinct and the University. Works in and around Eel Hole Creek, including a pavilion, footbridge, road and parking infrastructure, walking paths and enhancement of the green assets are all critical opportunities to unify this vibrant regional town.

Churchill East-West Link Stage 1.
Estimate cost $1.24 million
ENHANCED LIVEABILITY

The Latrobe City community recognises that job creation and the development of an attractive, well serviced, connected community is critical to attracting and retaining highly skilled staff and their families.

This theme incorporates various projects including:

• More bicycle and walking tracks
• Investment in greening of streetscapes
• Bold and engaging playgrounds for children
• Development of a network of community gardens
• Establishment of food security initiatives in the early years and community
• Supporting community orchards
• Youth sporting infrastructure including a new skate park for Traralgon
• Connections between townships

The community believes the future of the Valley is more than economics; and that the social and cultural aspects of life in the Latrobe Valley are of equal importance.

Estimated cost: $15 million

LATROBE CONVENTION CENTRE BUSINESS CASE

Council owns and operates Kernot Hall in Morwell. This facility presents a tremendous opportunity to establish a vibrant conference and convention centre in the heart of Latrobe City. The transformation would deliver the events, exhibition, meeting and function centre our community deserves.

Consultants have been engaged to complete the Business Case. They will be particularly looking at testing the market for a convention centre in Morwell, or define another positive use for Kernot Hall. The Business Case is expected to be completed during 2018.

Whatever the outcome, a redeveloped Kernot Hall is projected to provide a centrally-located, high quality facility that will generate significant economic, social and cultural returns. Its co-location with the Gippsland Hi-Tech Precinct only adds to the importance of this key community liveability initiative.

Estimated cost: $15 million

PUBLIC HEALTH AND WELLBEING PLAN IMPLEMENTATION

Living Well Latrobe is Latrobe City Council’s Municipal Public Health and Wellbeing Plan was adopted on 23 October 2017.

Additional support for implementation of the Municipal Public Health and Wellbeing Plan will provide an opportunity to undertake action to transform, not only the health narrative within the municipality, but also components of the lived environment.

Funding opportunities exist within:

• Lifelong learning opportunities
• Social and community connectedness
• Active living
• Health and wellbeing
• Safe at home
• Safe in the community

Estimated cost: $2 million per year for 10 years
PAKENHAM TO MELBOURNE – GIPPSLAND RAIL CORRIDOR

Gippsland Line rail services remain the slowest and most unreliable in Victoria and connecting coach services are of variable quality and require improvement.

The $535 million Gippsland Line upgrade, announced in the 2017 Victorian Budget as part of the Regional Rail Revival program, which includes infrastructure upgrades (stations, passing loops, signalling, rolling stock) will go some way to addressing these deficiencies. This is a joint initiative of the Federal and Victorian governments.

However, compared with its Victorian Regional City counterparts, Gippsland’s rail services still require a significant uplift in frequency, reliability and quality.

The growth of Gippsland as a regional node is significantly constrained due to the paucity of dynamic and vibrant rail services. The announced Gippsland Line upgrade is the first significant upgrades to the Gippsland corridor rail infrastructure since completion of the Regional Fast Rail project in 2005/06.

A lack of rail connectivity is considered to be a significant limitation to the economic growth and vitality of the Latrobe City economy.

The issue of rail becomes increasingly important in a transition scenario. The capacity for workers to, if necessary, travel outside of the municipality to other locations of employment will become essential. Failure to provide strong, reliable and frequent services may see families move out of the municipality as they seek alternate employment.

Requirements are:
• The community are demanding improved service reliability, frequency and less overcrowding
• A technical study to add capacity on the Dandenong Rail Corridor — $1.5 million over two years
• Implementation of capacity building project for Dandenong Corridor at an estimated cost of $1.5 billion.

IMPROVED TRANSPORT CONNECTIVITY

Rail and bus connectivity is considered to be of critical importance to our community. The disappointment of unreliable train services is only exacerbated by poorly scheduled connecting services. Community members discussed the tremendous opportunity to better schedule train and bus services, particularly those that could support an expanded student population at Federation University.

Projects discussed included:
• a dedicated rail line to Melbourne,
• improvements to Latrobe Regional Airport as either a freight or passenger hub or as an innovation, education and training facility
• better access to ports (Melbourne and South Gippsland).

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The recent Community Conversations provided opportunities for participants to contribute ideas on initiatives which could be further developed and implemented to build community wealth using localised collaborative approaches. The following initiatives were developed by participants and explored a range of delivery opportunities, models and settings.

**CLEVELAND MODEL FOR JOB RE-TRAINING**

This community inspired idea focuses on the development of large scale worker-owned community enterprises, based on the Cleveland Model of collaborative development. Sectors discussed by the community include advanced manufacturing, intensive agribusiness, retail, food & fibre. This approach is considered complementary to the Worker Transition Service, which has been established within the Latrobe Valley Authority.

**VALLEY INDOOR COMMUNITY MARKET**

The idea of the Valley indoor community market is to provide space for locally produced food and other products. The market could be owned and managed through any one of a number of models - Worker Cooperatives, Social Enterprises, Municipal Ownership, and emerging management hybrids.
Community Engagement Outputs

At our most recent Strength-Led Transition 2.0 consultations participants had the opportunity to review the key components of the existing advocacy document as well as consider new priorities.

The following key priorities were identified by the participants through a process of ongoing review and prioritisation.

- **Health Services:**
  - Facilities for mental health, drug and alcohol
  - Aged Care Centre of Excellence
  - Funding of Stage 3 of Latrobe Regional Hospital
- **Improved funding for infrastructure (civil) to support growth**
- **Renewable Energy** – capitalising on our history as an energy hub
- **$3 Billion investment in the Pakenham to Melbourne Rail Corridor including transport connectivity**
- **High-Tech Waste Management to create energy**
- **Development of a Latrobe City Innovation Strategy**
- **Moe Youth Precinct** – securing funding for Stages 2 & 3 Moe Activity Centre Plan, installation of a café in the Moe Library/Service Centre, development of a Moe Youth Space.
- **State and Federal Government job decentralisation**
- **Lobbying for a train maintenance depot in Latrobe City**
- **Further development and investment in Latrobe City Tourism**
- **Cleveland model – worker cooperative**
- **Agriculture – value adding**
- **Repurposing/rehabilitation of the Open Cut Mines**
- **Small Business/Local Supplier Strategy**
- **Buy Local Campaign**
- **Diversification of Heavy Industry**
- **Latrobe Valley Indoor Community Market**