

Investment Roadmap 2020

TAFE
GIPPSLAND

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Foreword

Latrobe City is a vibrant place to live, work and do business. At the heart of the Gippsland region, we are renowned for engineering excellence through our mining and power industry. We are committed to harnessing the strengths and emerging opportunities in our City to create a diversified, prosperous local economy and bright economic future for our region.



Cr Dan Clancey
Mayor
Latrobe City Council

Latrobe City Council is committed to leading the community to a sustainable future through the diversification and development of industry and businesses located in the municipality.

We are investment ready, and are looking for opportunities to partner with government, industry and business to strengthen Latrobe City's role as a regional hub of innovation. As a part of this we have developed an investment roadmap that recognises the challenges facing the global economy, and the need to work with state and national partners to embrace change.

In this task, we aren't starting from scratch. This investment roadmap builds on our Economic Development Strategy, responds to and hopes to help implement existing Victorian Government strategies, policies and commitments for the Gippsland region. This investment roadmap is not a short term plan, but rather a strategy to reposition and strengthen Latrobe City with a look to 2030 and beyond.

To deliver our vision for Latrobe City, we have identified four key interconnected opportunities:

1. Industry led skills and training
2. Advanced manufacturing
3. Regional and rural health innovation hub
4. Circular economy



Steven Piasente
Chief Executive Officer
Latrobe City Council

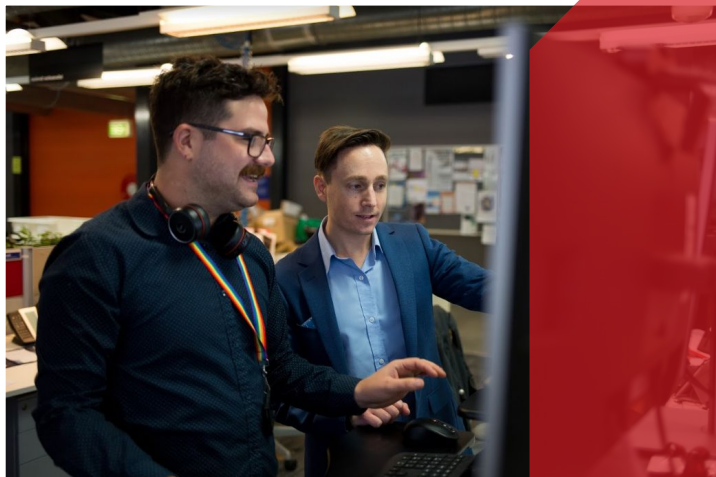
Each of the opportunity areas summarise specific actions and strategies for investment. They are naturally complementary, allowing for multiple areas of growth and far-reaching benefits.

Latrobe City has a bright future, and we welcome you to contact us to discuss how you can be part of an exciting future in Latrobe City.

Cr Dan Clancey
Mayor

Steven Piasente
Chief Executive Officer

Latrobe City's Vision



2030 and Beyond

Latrobe City is planning for the future. By 2030, Latrobe aims to be the centre of innovation in regional Victoria, adopting a circular economy approach to business and becoming a hub for advanced manufacturing, health and industry-tailored workforce training.

Located 150 km east of Melbourne CBD, Latrobe City is a centre of Gippsland's extensive hub and spoke network. Traditionally known for its electricity and mining capabilities, Latrobe City has started the next steps in its journey, with essential labour and infrastructure ready for redeployment.

Keystone assets

The region possesses a number of keystone assets, including:

Power grid infrastructure

Engineering and manufacturing skills

Large regional hospital and airport

Large, ready workforce

Water and land availability

Higher education choices

Geothermal resources

Affordable land

Strong transport connections

High speed internet connectivity

These key skills and assets provide a solid foundation for additional innovation to be brought into the region. Affordability and established community infrastructure also enhance the city's liveability, making it a great place to live and do business.

Region Snapshot

Essential infrastructure

Power grid	Water infrastructure
Regional airport	Large regional hospital

Investment precincts

Hi-tech precinct
Logistics precinct
Food manufacturing precinct
Aerospace precinct

-  Hospitals
-  Educational institutions
-  Victoria rail line
-  Transmission infrastructure (capacity)
-  Renewables assets
-  Hydrogen pilot plant project

Zoned industrial land

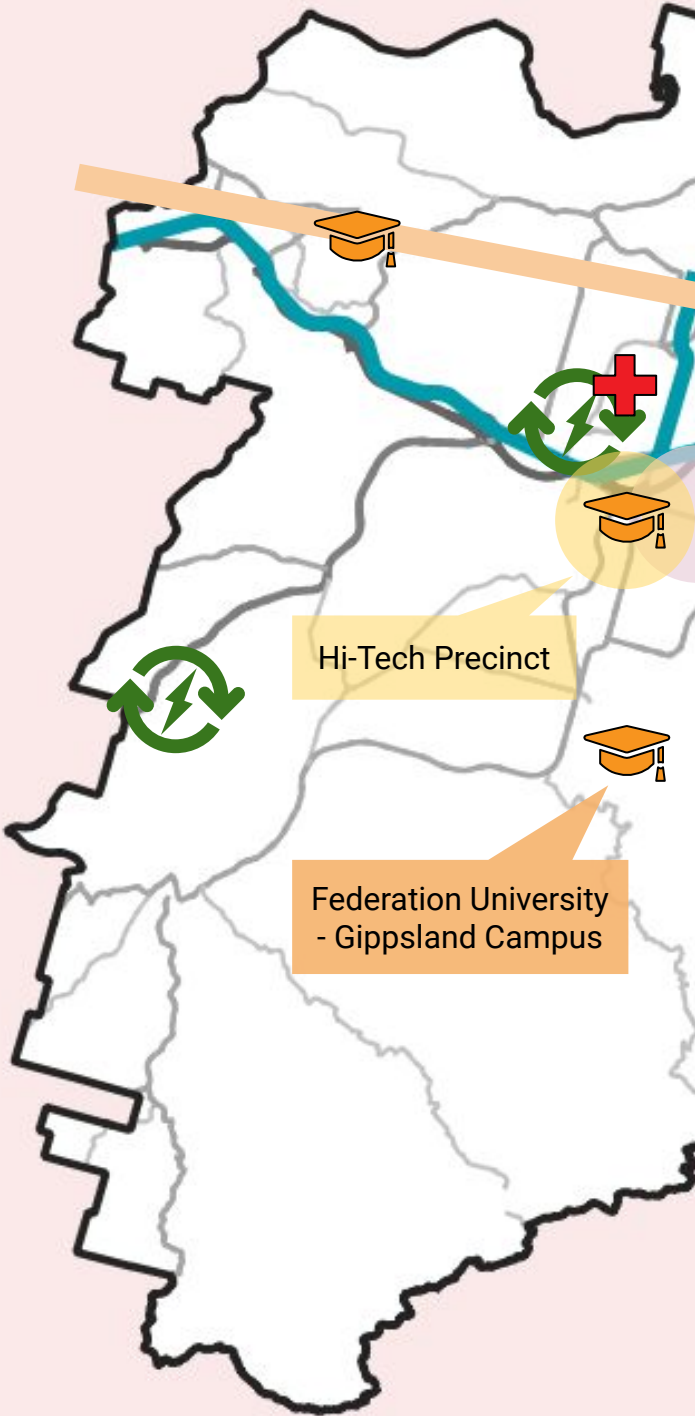
1,685ha (2016)

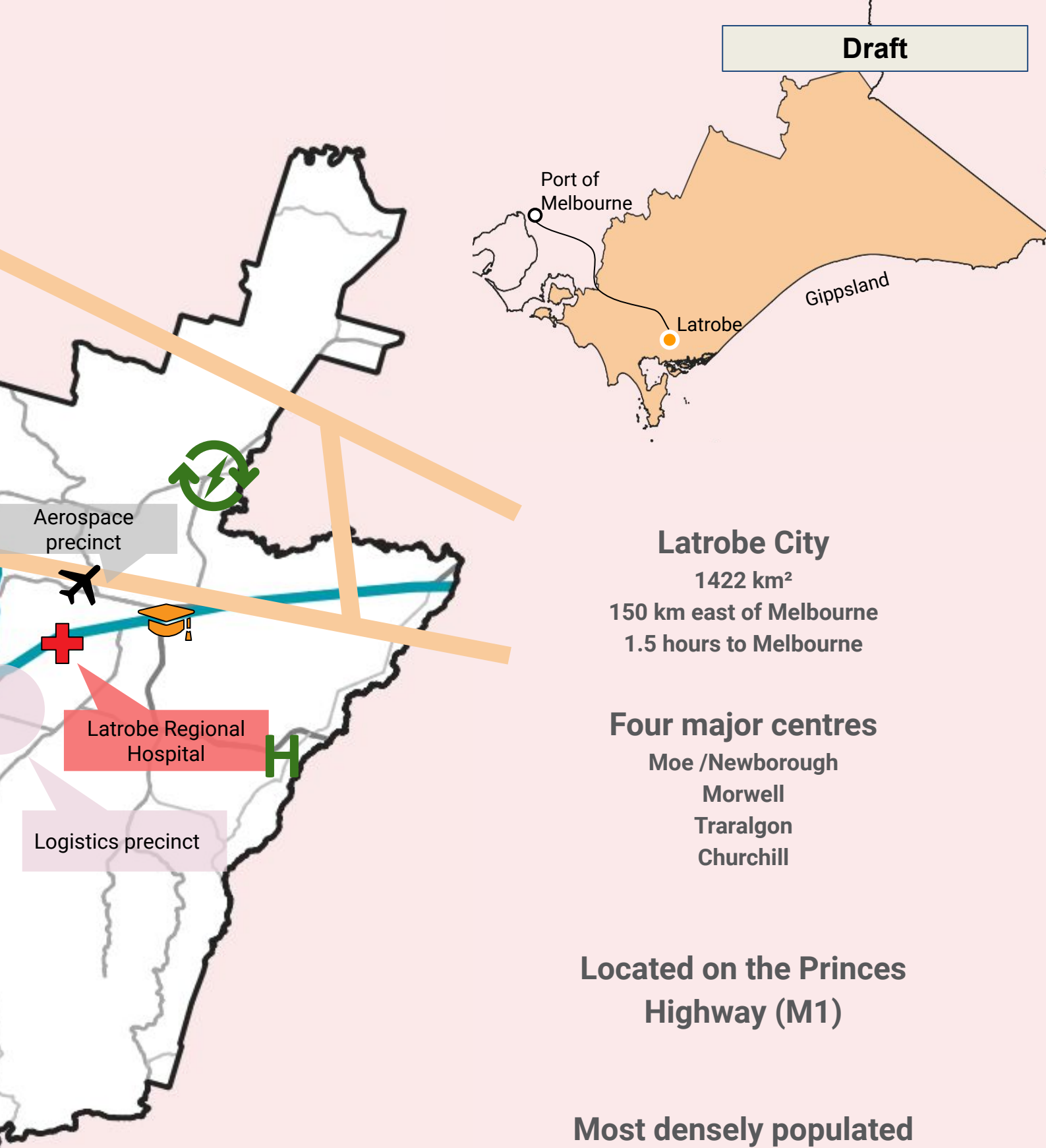
Industrial land availability

915ha (2016)

Businesses

4,289 (2017)





A region with comparative advantage and emerging opportunities

Latrobe City's economic and demographic profile provides potential to unlock new opportunities. Sustained industry growth has already set the path towards further innovation, and the city's large, capable workforce will facilitate the move forward.

POPULATION



74,612 (2017)
0.69% p.a. growth rate

EDUCATION



University Enrolments 2,134 (2018)
TAFE enrolments 4,940 (2017)
Certificate Completions: 1,660 (2018)

OCCUPATIONS & SKILLS



Skill sets
Process engineering
Allied health
Technical skills in energy

ECONOMIC OUTPUT



GVA
\$7.286 billion (2019)

WORKFORCE



32,389 (2017)

SIGNIFICANT EMPLOYERS



Health : 5496 employees
Electricity, Gas & Water: 3,242 employees
Education & Training: 3,003 employees (2019)

Current and future trends

Global, national and local trends will underpin what economies will need to survive and thrive. Linking investment to these trends will ensure relevant opportunities are delivered, allowing wide economic and community benefits to be realised.

Post-COVID-19 recovery



Shocks to globalisation



The desire to increase domestic production has grown due to global shocks, including the COVID-19 pandemic.

Australia will look to local supply chains to mitigate against future shocks. Areas such as defence will be key focuses for domestic production.

The COVID-19 pandemic has highlighted the need to rethink the way we work and the structural weaknesses in our economy.

Disruption in the way we work has led to renewed interest in telework and decentralised government services in regional areas.

It has also highlighted the need to retool the health industry, and has paved the way for the increased use of telehealth. Innovation in healthcare and associated equipment will be necessary moving forward to ensure health systems can efficiently cope with increased demand.

Circular economy



Transitioning from a linear to a circular economy presents a significant opportunity to generate secure jobs in Latrobe City.

Latrobe City already has an emerging circular economy and has potential to build on this harnessing renewable energy and embracing opportunities to become a biorefinery industrial hub.



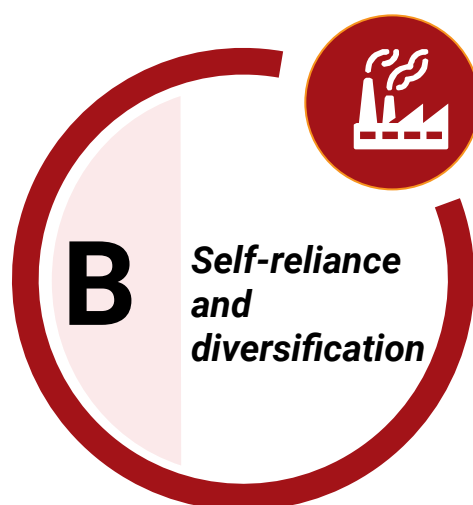
Alignment with Federal and State objectives

Latrobe City is committed to aligning its investment opportunities with government objectives. This will ensure that wider values are recognised and that investment outcomes address the most appropriate needs.



The aim to protect existing businesses and the workers they employ is something that resonates strongly with Latrobe City Council.

Enabling regional businesses to diversify and grow will strengthen the economic foundation of the city, allowing for greater innovation and collaboration to occur.



Global trends have shaped a preference towards domestic production and supply chains.

Investing in local innovation will help pave the way for a more self-reliant future, and further support business continuity.



Bushfires, flood, drought and pandemics will continue to affect Victoria and the wider nation. Preparation will allow Latrobe City to be better placed for the next unexpected crisis.

Supporting businesses and communities with appropriate prevention strategies and resilience infrastructure will be vital for future economic and social well-being.

Opportunities: Key Focus Areas

Latrobe City aims to focus on four interrelated focus areas to achieve its vision. The complementarities between these will ensure benefits are catalysed in a range of industries and across the community.

Advanced manufacturing



Industry led skills and training



Circular economy



Regional and rural health innovation hub



Focus Area 1:

Industry Led Skills and Training

Latrobe City has a large pool of redeployable skills. The city also has a significant education and training sector that has been aligned to industry needs and developing the skills for the future.

Redeploying the Workforce

High levels of technical skills, particularly in process engineering and energy, are evident amongst Latrobe City's labour force. These can be redirected and applied to new industries, including advanced manufacturing and renewables.

Alignment with industry

TAFE Gippsland and Federation University already instill industry skills and capabilities in their students through partnerships and skill uplift programs. Expansion of these initiatives will continue to strengthen the future workforce.

Image: Lion Dairy

Strategy and Opportunities

Hi-Tech Precinct



Expansion and development of Latrobe's precinct for research and innovation

Collaboration with educators



Establishing partnerships to develop industry-tailored workers

Exporting expertise



Harnessing teleworking to export technical expertise

Focus Area 2:

Advanced Manufacturing

Latrobe's existing skills and assets provide a strong foundation for creating a competitive edge in advanced manufacturing.

Workers with strong technical skills are ready to apply their knowledge in new areas. Access to these skills, as well as the readily available water within Latrobe City, will allow advanced manufacturing to take off efficiently.

In addition, existing freight and logistical support offered by rail connections and the Latrobe Regional Airport will aid the transport of inputs and final products. Affordable land is available for the development of additional buildings and infrastructure, enabling production to grow and thrive into the future.

Image: Australian Paper

Strategy and Opportunities

Defence



Working with industry to demonstrate capability to enter global supply chains

Health



New medical technologies and pharmaceuticals

Smart Cities



Development of smart lighting and usage sensors

Food and Fibre



Production and export of food and fibre products

Focus Area 3:

Regional and Rural Health Innovation Hub

As Latrobe City's largest employer, the health industry is already growing strongly. Investment in health workers, as well as key pieces of infrastructure and equipment, will build Latrobe into a hub for regional health.

Retrofitting the industry

Gippsland's health sector will benefit largely from the proposed advanced manufacturing activities in Latrobe. Key health supplies will be able to be manufactured locally, with the ability to scale up in times of great need.

Specialised Training

Regional and rural health skills will be built upon through targeted training of health professionals. The existing focus on developing additional health training facilities in Latrobe will go hand in hand with this initiative.

Strategy and Opportunities

Residential aged care services



Leveraging increased demand for aged care services from Latrobe's ageing population

Health manufacturing



Producing key health supplies and pharmaceuticals

Telehealth

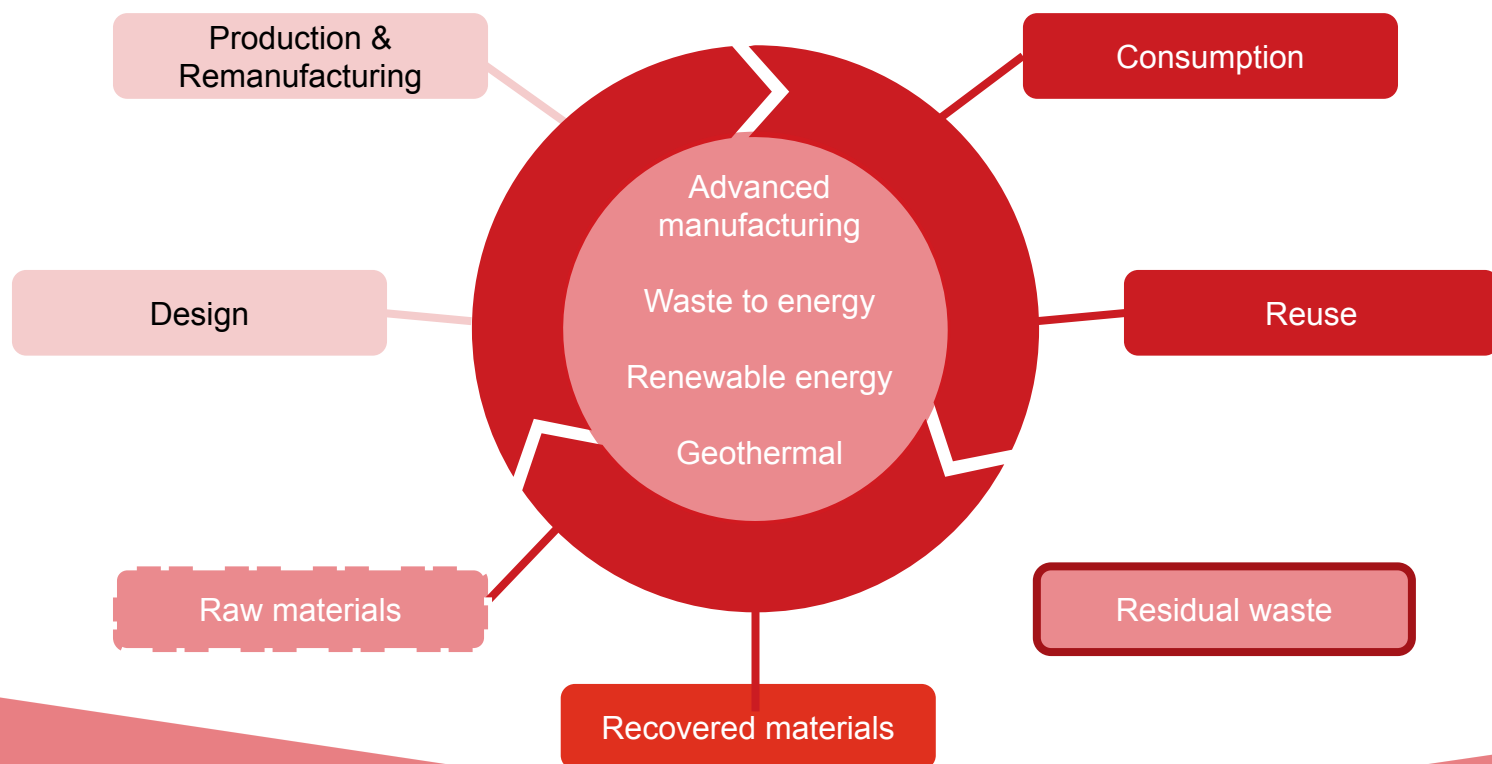


Exporting regional health expertise

Focus Area 4:

Circular Economy

Sustainable development will be underpinned by a circular economy model for business. Material recovery, recycling and harnessing renewables will all be pertinent in developing this model within Latrobe City.



Strategy and Opportunities

Geothermal



Installation of bores to access geothermal resources

Renewables



Investing in solar and wind farms, natural gas and hydrogen projects.

Waste to energy



Embracing opportunities to become a biorefinery industrial hub, reducing Victoria's waste to produce electricity

Investment priorities

Latrobe City will prioritise opportunities that bring far-reaching benefits for the economy and community. The priorities of key stakeholders have been captured through extensive consultation to determine the outcomes that will be most important for the region.

Jobs & Innovation



- Gippsland's hub of innovation
- Sustained job growth
- Complementary industries and businesses
- Co-investment in large scale projects
- Access to labour

Transport & Connections



- Freight connections to the Port of Melbourne
- Access to regular and direct public transport
- Upgrading rail tracks and rail siding
- Minimising transport costs

Education & Training



- Redeployment of existing skills in the workforce
- Industry-focused skills and training
- Retaining local talent
- Access to education

Liveability



- Access to services, including health services
- Community infrastructure, including sporting and recreational facilities
- Affordable housing
- Resilience infrastructure

Initiating and driving change

Latrobe City Council has a number of established measures to facilitate investment, which have been previously outlined in our Investment Prospectus. The council is committed to build upon this to lead collaboration and further initiatives to ensure positive change is sustained into the future.

Breaking Down Barriers



Latrobe City Council has a team dedicated to business development and facilitating economic investment



E-planning application portal, efficient planning process and quick approvals



Designated investment precincts to support the right investments in the right locations



Local end-to-end supply chains and teleworking

Industry Collaboration



Resource sharing and communication between industries

Economic & Environmental Sustainability



Replenishing resources through the circular economy

Implementation roadmap

Latrobe City Council's plan to bring the investment roadmap to life.

2020

Support co-location of complementary industry in precincts

Grow and further develop Latrobe City's competitive advantage within Victoria, including significant industrial precincts, and identify supporting complementary businesses to target for co-location.

Action: Hold quarterly private large-scale developer / investor meetings (for establishing better developer relationships), with an emphasis on identifying opportunities to catalyse job creation and economic growth through priority infrastructure.

Aligned growth strategies for key industry employers

Continue to foster relationships with key industry employers such as Australian Paper, Latrobe Regional Hospital, Gippsland Water and Federation University to explore opportunities to leverage existing business, and attract complementary businesses into Latrobe City.

Action: Jointly develop an investment prospectus for each key employer.

Grow hydrogen and geothermal industries

Showcase local hydrogen and geothermal capability to attract funding from federal, state and private finance to support the growth of a clean, innovative, safe and competitive Latrobe City hydrogen industry.

Action: Investigate feasibility and potential use for geothermal resources. Including investigating funding sources such as ARENA's Advancing Renewables Program and CEFC Advancing Hydrogen Fund.

Extend the freight rail line to the port

Re-engage with State and Federal government on behalf of Latrobe City industry to extend freight connections to the port.

Action: Renewed push for funding off the back of the recent extension from State Government Mode Shift Incentive Scheme (MSIS) aimed at getting more freight onto rail and more trucks off local roads.

Using water as a catalyst for growth

Work with Gippsland Water to identify the economic opportunities associated with repurposing underutilised water to support job growth in Latrobe City. Latrobe City to work with Gippsland Water to support investment strategies and help facilitate ongoing potential investor conversations.

Action: Jointly define and agree objectives for the highest and best use 'targets' for underutilised water.

Circular Economy Innovation Network

Allow industry to work more closely to identify and map opportunities to reduce, reuse or recycle waste, enhance sustainability and encourage economic growth. This will have a focus on repurposing waste to produce electricity. This could be supported by Australian Paper, Gippsland Water, Lion Dairy & Drinks as well other potential beneficiaries.

Action: Establish Latrobe City Circular Economy Innovation Network.

Attract decentralised services and jobs

Leveraging on post COVID-19 impact and Latrobe City's digital connectivity, liveability, affordability and proximity to Melbourne to encourage government services and private industry to relocate. This includes leveraging investment to increase capacity and reliability of Gippsland's public rail.

Action: Re-engage directly with DJPR and private industry about facilitating and incentivising relocation.

Activating Latrobe Regional Airport

Support Latrobe Regional Airport to become an integrated logistics hub as a catalyst for growth in enabling the innovation of food production, advanced manufacturing, and healthcare. Given the current economic stimulus and need for investment in infrastructure, there is an opportunity to renew the push for infrastructure priorities, including the development of the second runway and other opportunities to expand on existing airport capability.

Action: Renewed push for state and federal governments to demonstrate future investment priority to activate the integrated logistics hub.

2025 and
Beyond

How can we help?

Your team

We want to work with you to make these opportunities a reality.
Let us know what we can do.

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