



Investment Roadmap

2030 and beyond

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 Sharon Gibson
Mayor
Latrobe City Council



Steven Piasente
Chief Executive Officer
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. The investment roadmap is a snapshot in time. We need to be agile enough to reflect the dynamic nature of investment and the ever-changing economic landscape, as has been demonstrated with COVID and its' impact on Australia and the world's economy.

In this task, we aren't starting from scratch. This investment roadmap builds on our Economic Development Strategy, and 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 education, skills and training
- 2. Advanced manufacturing
- 3. Regional and rural health innovation hub
- 4. Circular economy.

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 Sharon Gibson
Mayor

Steven Piasente
Chief Executive Officer

Latrobe City's Vision

2030 and Beyond

Latrobe City is the heart of Victoria's largest region by GDP – Gippsland. Latrobe City provides the vital hub and spoke networks in education, health, financial, energy, advanced manufacturing, transport and logistics services that underpin \$16bn in GDP across Gippsland.

Located 150 km east of Melbourne's CBD, Latrobe City is one of the most liveable regions in Victoria, known for its high quality health and education. Latrobe Regional Hospital is Gippsland's specialist referral and trauma centre and is one of the region's largest employers with more than 1900 staff. TAFE Gippsland and Federation University offer opportunities for further education and enhance our liveability.

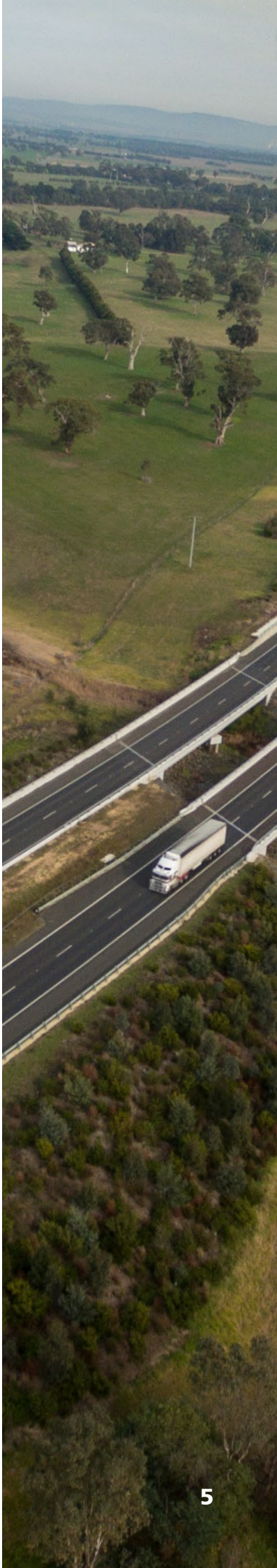
Latrobe City boasts all the recreational and cultural facilities of a large diverse regional centre with the added benefit of being located near some of the best tourist attractions in the state. Week to week there is always something different happening.

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	Tertiary 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.



Latrobe City Snapshot

Investment precincts

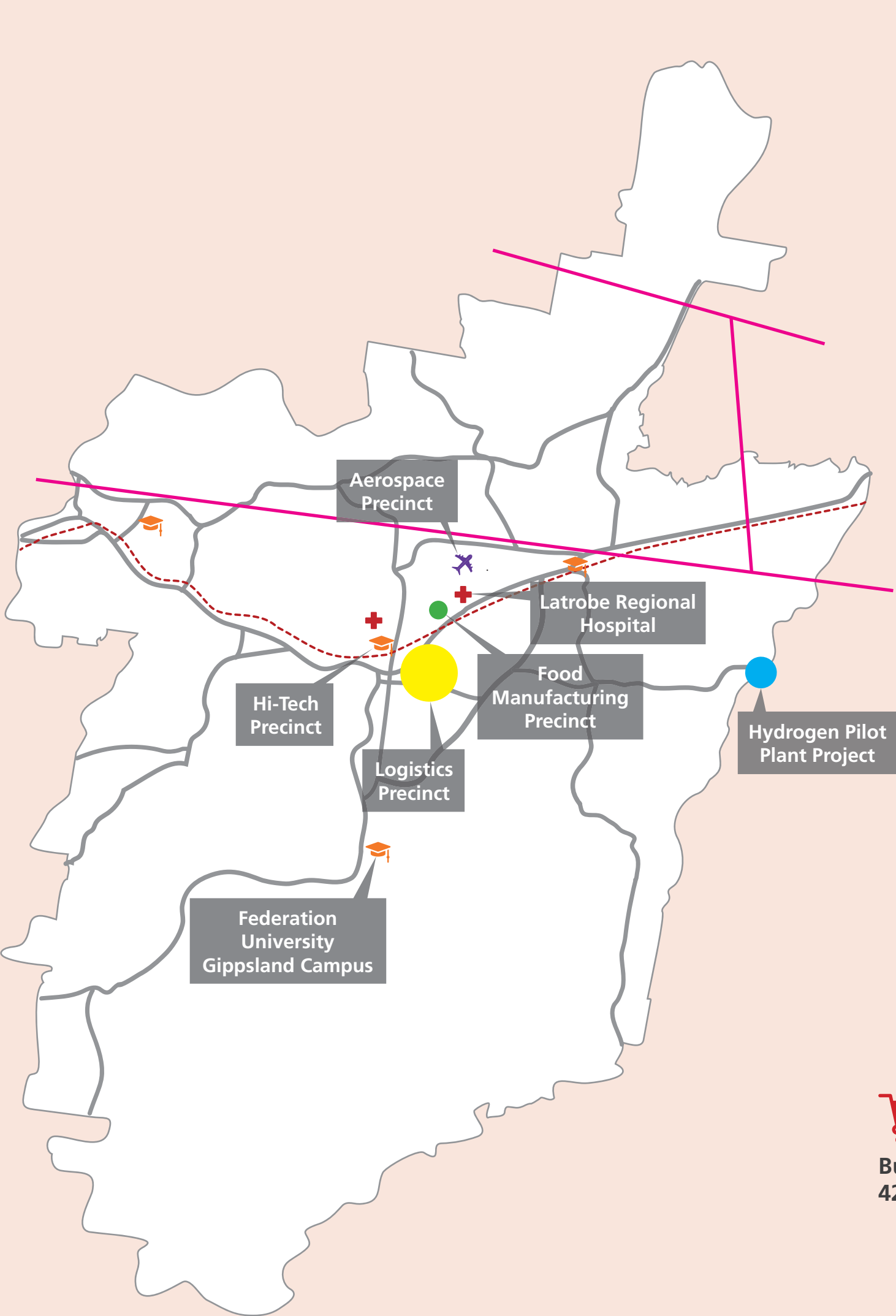
- ✓ Hi-Tech precinct
- ✓ Logistics precinct
- ✓ Food manufacturing precinct
- ✓ Aerospace precinct

Essential infrastructure

- ✓ Power grid
- ✓ Water infrastructure
- ✓ Regional airport
- ✓ Large regional hospital

Legend

- Hospitals
- Education institutions
- Victoria rail line
- Transmission infrastructure (capacity)
- Logistics precinct
- Hydrogen pilot plant
- Food manufacturing precinct



Latrobe City

- 1422m²
- 150km east of Melbourne
- 1.5 hours drive from Melbourne
- Located on the Princes Highway (M1)
- Most densely populated region in Gippsland
- Four major towns:
 - Moe/Newborough
 - Morwell
 - Traralgon
 - Churchill

Businesses

4289 (2017)

Industrial land

- Available 915ha (2016)
- Industrial zoned land 1685ha (2016)

Industry and Community Profile

Latrobe City’s economic and demographic profile provides potential to unlock new opportunities. Sustained industrial 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 and skills
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 and water: 3,242 employees
Education and 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.



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.



Post-COVID-19 recovery
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 by harnessing renewable energy and embracing opportunities to become a bio manufacturing 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.



Business continuity

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.



Self-reliance and diversification

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 resilience.



Crisis recovery

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.



1

Industry-led education, skills and training



2

Advanced manufacturing

Regional and rural health innovation hub



3

Circular economy



4

KEY FOCUS AREA 1

Industry-Led Education, 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.

The Gippsland Hi-Tech Precinct will be a centre for research, business incubation, new product development, start-up support, and education and training.

It will support the growth of local industry and help in playing an important role in investment attraction by supporting the expansion of the region's growth sectors – health, advanced manufacturing, new energy, and food and fibre.

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.

KEY 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.

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



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

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

Retooling 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.

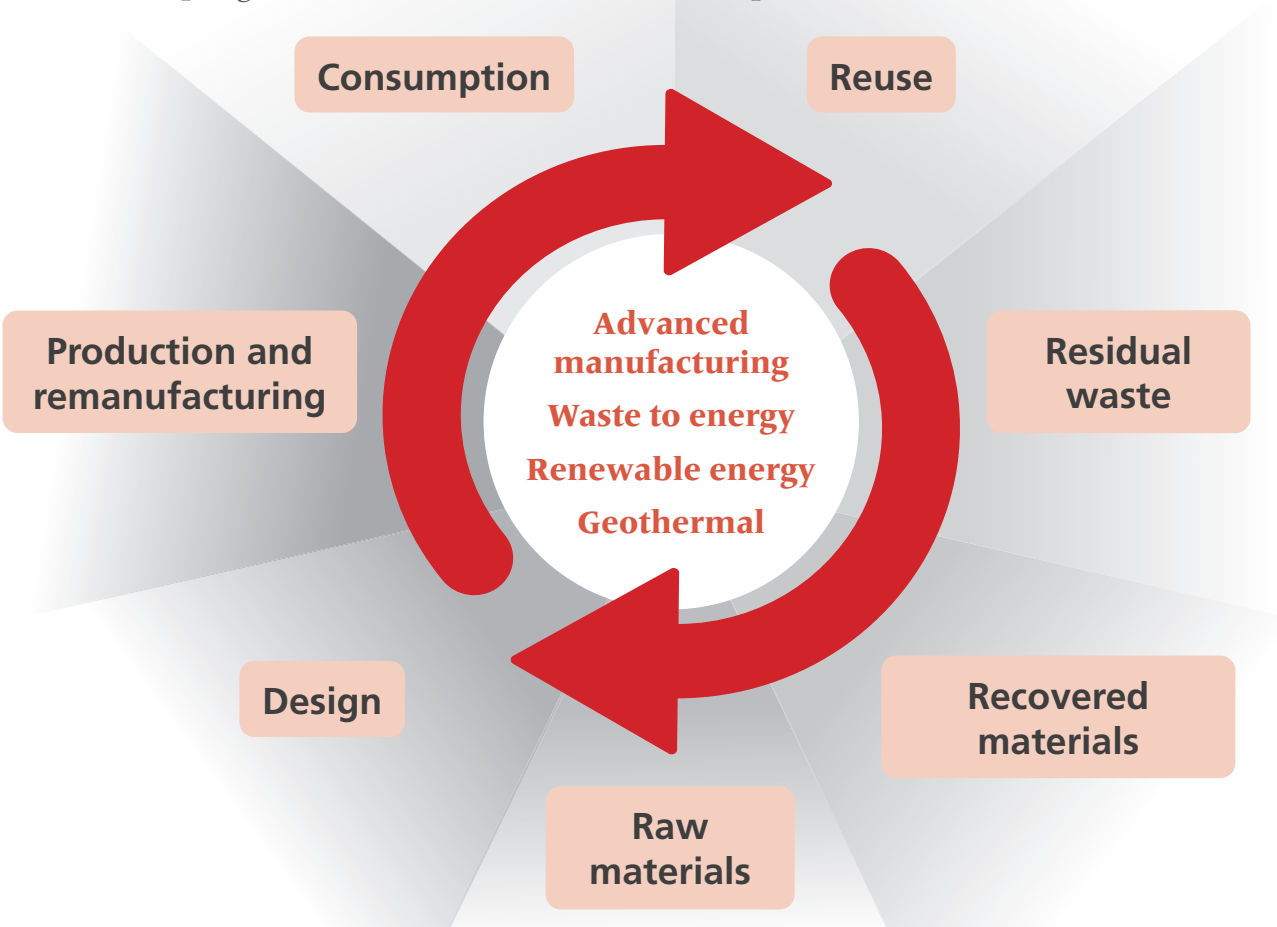
Specialised training

Regional and rural health skills will be built upon through targeted health workforce development and new education and training programmes. The existing focus on developing additional health training facilities in Latrobe will go hand in hand with this initiative.



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



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

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 bio-manufacturing 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 and innovation

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



Transport and connections

- Freight connections to the Port of Melbourne
- Access to regular and direct public transport
- Upgrading rail tracks and rail sidings
- Minimising transport costs
- Connections to other key logistics and distributions centres



Liveability

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



Education and training

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

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



Team dedicated business development and facilitating economic investment



Online 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 and environmental sustainability

Replenishing resources through the circular economy

Implementation Roadmap

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



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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