

Advocacy Agenda

2026/27







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Latrobe City Council acknowledges that it operates on the traditional land of the Brayakaulung people of the Gunaikurnai nation and pays respect to their Elders past and present.

Mayor's Foreword

Latrobe City has helped power Victoria for generations, but our story has always been about more than energy. It's about the people, families and communities who built this region and helped shape the Victoria we know today.

For more than a century, local workers and businesses have played a vital role in keeping Victoria running. Their hard work built strong industries, supported local communities and contributed enormously to the State's prosperity. We are proud of that legacy and the people behind it.

Today, our region is going through one of the biggest periods of change in its history. As traditional industries evolve, we are focused on creating new opportunities for our community while building on the strengths that have always made Latrobe City a great place to live, work and raise a family.

Latrobe City remains one of Victoria's most important regional centres. We have the workforce, infrastructure, industrial capability and available land needed to support future growth. New opportunities are emerging in advanced manufacturing, renewable energy, data centres, advanced air mobility, health, education and other growing industries that will help drive Victoria's future economy.

The priorities in this Advocacy Agenda have been shaped by our community and reflect what matters most to our local people. Importantly, they also include the voices of young people through the Latrobe Youth Council.

Priorities marked with the Youth Council badge are those identified by young people as key to their future, including community safety, mental health and wellbeing, social connection, environmental sustainability, and creating pathways into education, training and employment.

This Advocacy Agenda is about supporting local jobs, growing new industries, improving community safety and creating opportunities for future generations. It reflects our commitment to building a strong, resilient and welcoming community while ensuring Latrobe City continues to play an important role in Victoria's future.

Together, we have an opportunity to build on our proud history and create a future where Latrobe City remains a place of opportunity, innovation and community spirit - a place people are proud to call home for generations to come.

Cr Sharon Gibson
Mayor
Latrobe City Council



Securing Latrobe City's Future

Latrobe City is at a pivotal moment.

For more than a century, our region has played a major role in powering Victoria's economy. Today, as traditional industries evolve, we are experiencing one of the most significant economic diversifications in the country.

This presents challenges, but it also presents opportunity.

It is the need to coordinate timely investment in the right places, to maximise community benefit and support significant economic change before specialised industry capability and investment confidence are lost.

This is why now is the time to act.

Latrobe City Council offers governments a clear opportunity to:

- Unlock private investment and accelerate economic growth
- Deliver immediate, visible and permanent improvements to community safety
- Demonstrate leadership to managing structural change in our city

With the right support, Latrobe City, one of the most impacted regions in Australia from legacy industry closures, can continue to play a major role in Victoria's economy while building a stronger, safer and tougher community.

With the right government support, Latrobe City can continue to be one of Victoria's leading regional economies - creating jobs, attracting investment, supporting new industries and strengthening local communities.

To achieve this, Latrobe City Council is seeking government partnership across two connected streams:

STREAM 1:

Economic growth and future jobs

Supporting economic diversification, attracting investment and creating long-term employment opportunities.

STREAM 2:

Community safety and wellbeing

Building safe, welcoming and connected communities that give people confidence in the future.

Together, these streams provide a practical roadmap for securing Latrobe's economic future while ensuring our communities remain strong, resilient and attractive places to live, work and invest.

Our top priorities

Latrobe City is seeking government partnership on five priority initiatives that will support economic diversification, create jobs, strengthen community confidence and secure the region's future.



Latrobe Regional Economic Support Package

A coordinated package of policy reforms and incentives to support business growth, workforce transition and private sector investment.



Infrastructure Activation Fund

\$100 million to unlock housing, industrial land and private investment through critical enabling infrastructure.



Advanced Air Mobility Launch Pad

\$15 million co-investment to establish a nationally significant advanced aviation and autonomous systems precinct.



Community Connectors Program

\$1 million over four years for early-intervention outreach services supporting vulnerable people and reducing pressure on emergency services.



Enhanced Community Safety

Additional police resources and Protective Services Officers (PSOs) to improve safety and confidence in Latrobe's town centres and public spaces.

Each of these priorities will deliver:

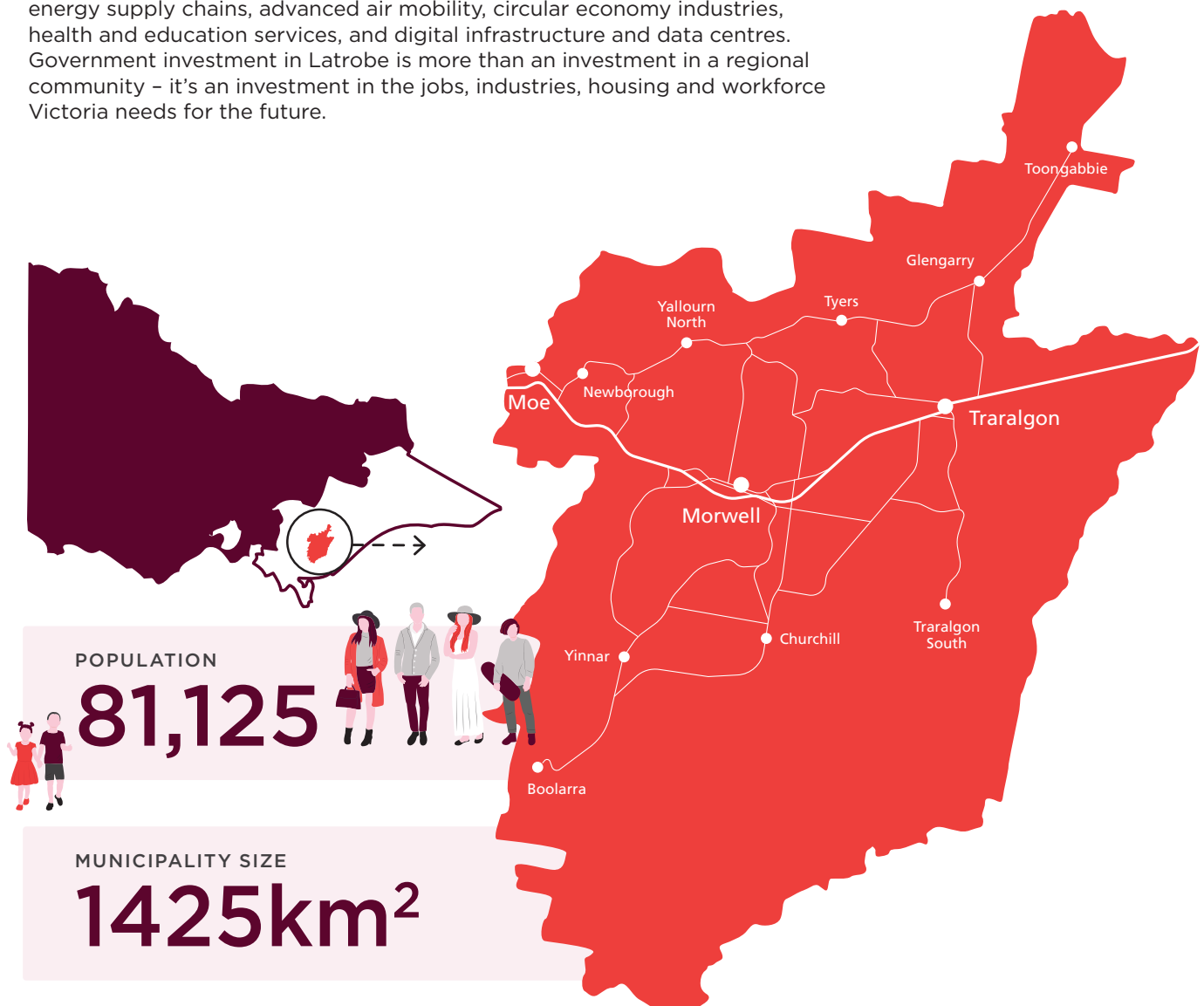
- ✓ More local jobs and employment opportunities
- ✓ Increased private investment
- ✓ More housing and industrial development
- ✓ Stronger and safer town centres
- ✓ Better support for vulnerable community members
- ✓ Greater confidence in Latrobe's future

Why Latrobe City Matters

Latrobe City is uniquely positioned to help solve some of Victoria's biggest challenges, including housing supply, energy transformation, industrial growth and workforce development. Located at the heart of Gippsland, just 90 minutes east of Melbourne, Latrobe is one of Victoria's largest regional economies and serves as the region's primary employment, education, health and service centre.

Few regions can match Latrobe City's combination of strategic assets and industrial capability. The region is home to major transmission infrastructure, a skilled engineering and trades workforce, extensive road and rail connections, a regional airport, university and TAFE facilities, industrial-zoned land, digital connectivity and a state-of-the-art regional hospital. Combined with some of the most affordable housing in Australia and a strong track record of supporting major industries, Latrobe is well placed to attract investment and support future growth.

As Victoria's economy evolves, Latrobe City is building the industries that will drive future prosperity, including advanced manufacturing, renewable energy supply chains, advanced air mobility, circular economy industries, health and education services, and digital infrastructure and data centres. Government investment in Latrobe is more than an investment in a regional community – it's an investment in the jobs, industries, housing and workforce Victoria needs for the future.



Snapshot

ECONOMY

\$8.02B

LARGEST EXPORTING LGA

20th

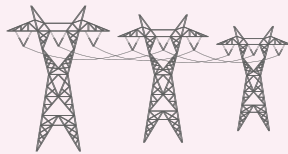
LOCAL JOBS

38,950

QUALIFIED WORKFORCE

75%

Latrobe City offers

SKILLED
WORKFORCEMAJOR
INFRASTRUCTUREINDUSTRIAL
ZONED LANDMAJOR RAIL AND
ROAD NETWORKAFFORDABLE
HOUSINGEMERGING
INDUSTRIESSTRATEGIC
LOCATIONREGIONAL
AIRPORTMAJOR REGIONAL
HOSPITALMAJOR SPORTING,
ENTERTAINMENT
AND CULTURAL
EVENTSNATURE TRAILS,
RESERVES AND PARKSUNIVERSITY,
TECH SCHOOL
AND TAFE

STREAM 1:

Economic growth now and into the future

Securing jobs, investment and long-term opportunity

Latrobe's economic diversification is already underway, with strong foundations emerging across new and existing industries. However, experience across Gippsland shows for this to be successful it is dependent on continuous, targeted coordination between industry, government, education providers and the community to align jobs, skills and investment over time.

Without this, there is a real risk that job creation and new investment will not keep pace with industry closure and workforce displacement, leading to lost opportunities for local workers and businesses, gaps in employment pathways, increased unemployment and greater reliance on government support.

Latrobe City Council is working to position the Latrobe Valley as a nationally significant economic region, and is seeking support for a coordinated package of initiatives that will drive this transformation.

This is a practical, coordinated approach grounded in how successful regional economies evolve – through aligned investment, clear workforce pathways, and strong partnerships across government and industry.

By focusing on practical outcomes - jobs retained and created, land and infrastructure unlocked, and new investment secured - this program will provide the certainty needed to support long-term economic prosperity and strengthen the Latrobe Valley's role as a leading regional economy.



Latrobe Regional Economic Support Package

Government ask

A coordinated, temporary State and Commonwealth Economic Support Package to attract investment, support local businesses and help workers transition into new industries.

The opportunity

Latrobe City is undergoing significant economic change. A coordinated response will future-proof Victoria's industrial competitiveness and maximise the economic benefits of the energy transition.

What it will deliver

- ✓ Investment incentives to encourage business growth and expansion
- ✓ Workforce transition and retraining opportunities
- ✓ Stronger local supply chains and procurement outcomes
- ✓ Planning and regulatory reforms to unlock industrial and residential development
- ✓ Increased confidence for businesses looking to invest in Latrobe City

Expected benefits

- ★ Jobs retained
- ★ New business investment
- ★ Workforce transition support
- ★ Increased economic activity

Tax and levy relief

Delivers: More investment and jobs.

Victoria gains: Economic growth.

Local hire and procurement quotas

Delivers: More work for Victorians.

Victoria gains: Jobs, skills and local capability.

Fast-track approvals

Delivers: Earlier project delivery.

Victoria gains: More construction and employment.

Incentives to reinvest locally

Delivers: More capital stays in Victoria.

Victoria gains: Regional prosperity.

"Manufacturing is capital intensive. Incentives such as accelerated depreciation and payroll tax relief would allow ours and many more businesses to modernise equipment sooner, improve productivity and compete for work that might otherwise leave Victoria."

Nick Albon,

Project Coordinator

Firmins Lane Engineering, Morwell

Advanced Air Mobility Launch Pad

Government ask

\$15 million co-investment to build Launch Pad, Australia's first fully integrated Advanced Air Mobility research, testing and certification facility.

The opportunity

A small group of researchers and businesses are testing the next generation of low-emissions aircraft at Latrobe Regional Airport. The Launch Pad will give the facilities needed to expand this work, keeping investment and innovation in Victoria.



What it will deliver

- ✓ Australia's first Advanced Air Mobility fit-for-purpose facility
- ✓ Research, testing and certification of next-generation aircraft
- ✓ Innovation opportunities for emergency response, deliveries and regional transport
- ✓ Renewable hydrogen and low-emissions aviation fuel testing

Expected benefits

- ★ Advanced manufacturing growth
- ★ Defence and aerospace opportunities
- ★ Technology innovation
- ★ Future-focused employment pathways



Infrastructure Activation Fund

Government ask

\$100 million co-investment in a self-replenishing fund to deliver critical enabling infrastructure at stalled housing and industrial developments.

The opportunity

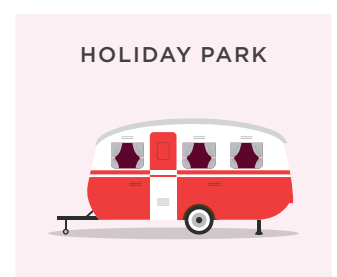
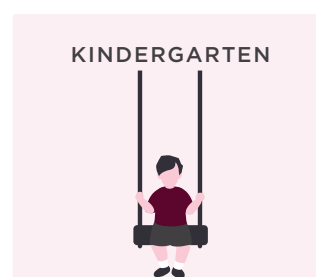
Council has identified 12 high-impact infrastructure projects that will unlock more than 3000 residential and industrial lots. A single upfront investment in essential infrastructure will unlock multiple developments, creating a long-term pipeline of housing, jobs and private investment.

What it will deliver

- ✓ An initial 12 infrastructure projects
- ✓ Water, sewer, road and utility upgrades

Expected benefits

- ★ Housing supply unlocked
- ★ Industrial land activated
- ★ Private sector investment attraction
- ★ Employment growth



Inter-Township Trail Network

Government ask

\$43 million for detailed design and construction of a fully connected, region-wide walking and cycling network.

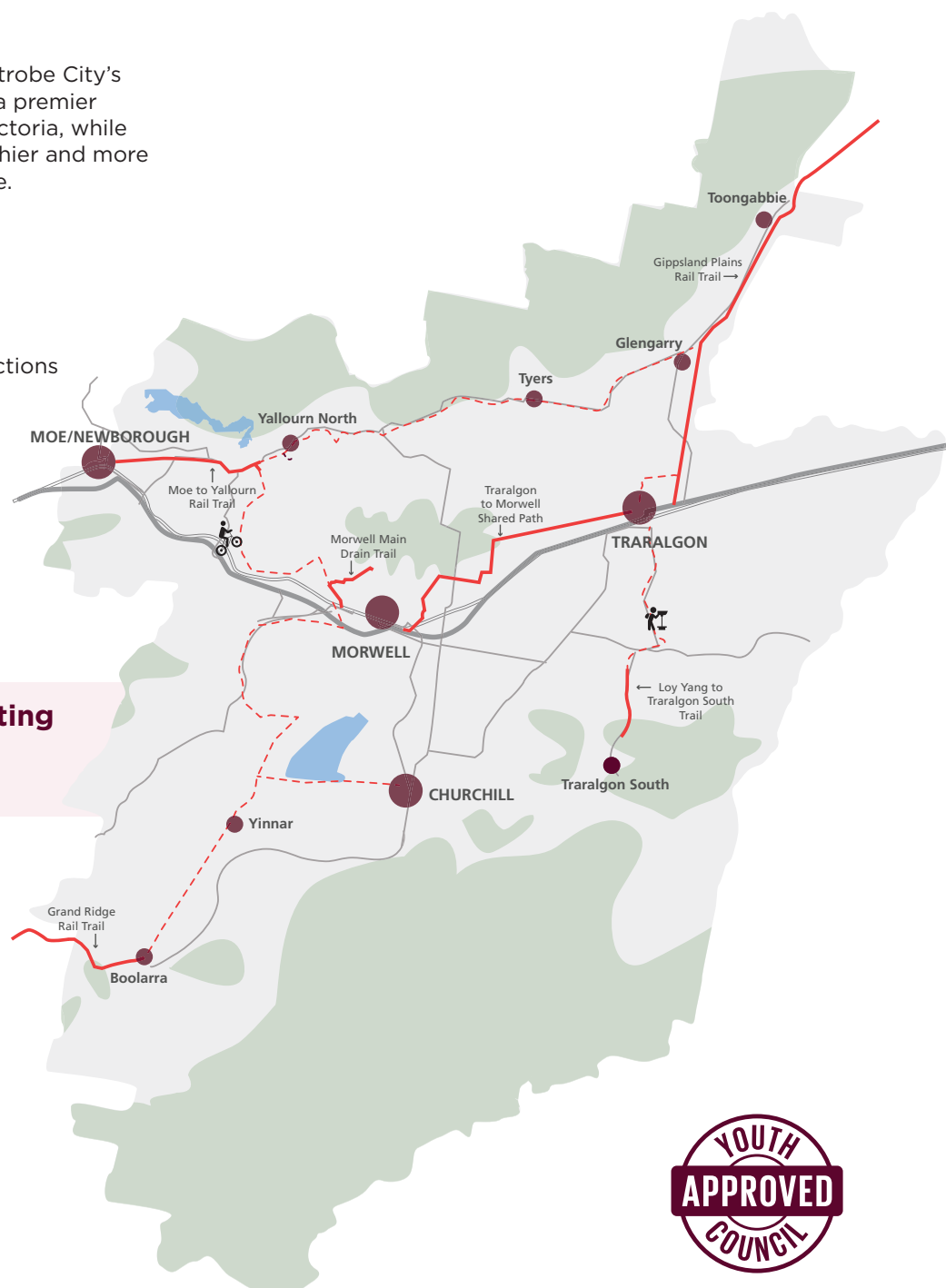
The opportunity

A connected trail network linking Latrobe City's major and smaller towns will create a premier walking and cycling attraction for Victoria, while giving local communities safer, healthier and more affordable ways to travel and explore.

Expected benefits

- ★ Tourism growth
- ★ Improved liveability
- ★ Active and safe transport connections
- ★ Health and wellbeing outcomes

150kms+ of trails connecting our 4 large towns and 7 small towns



Traralgon Activity Centre Plan

Government ask

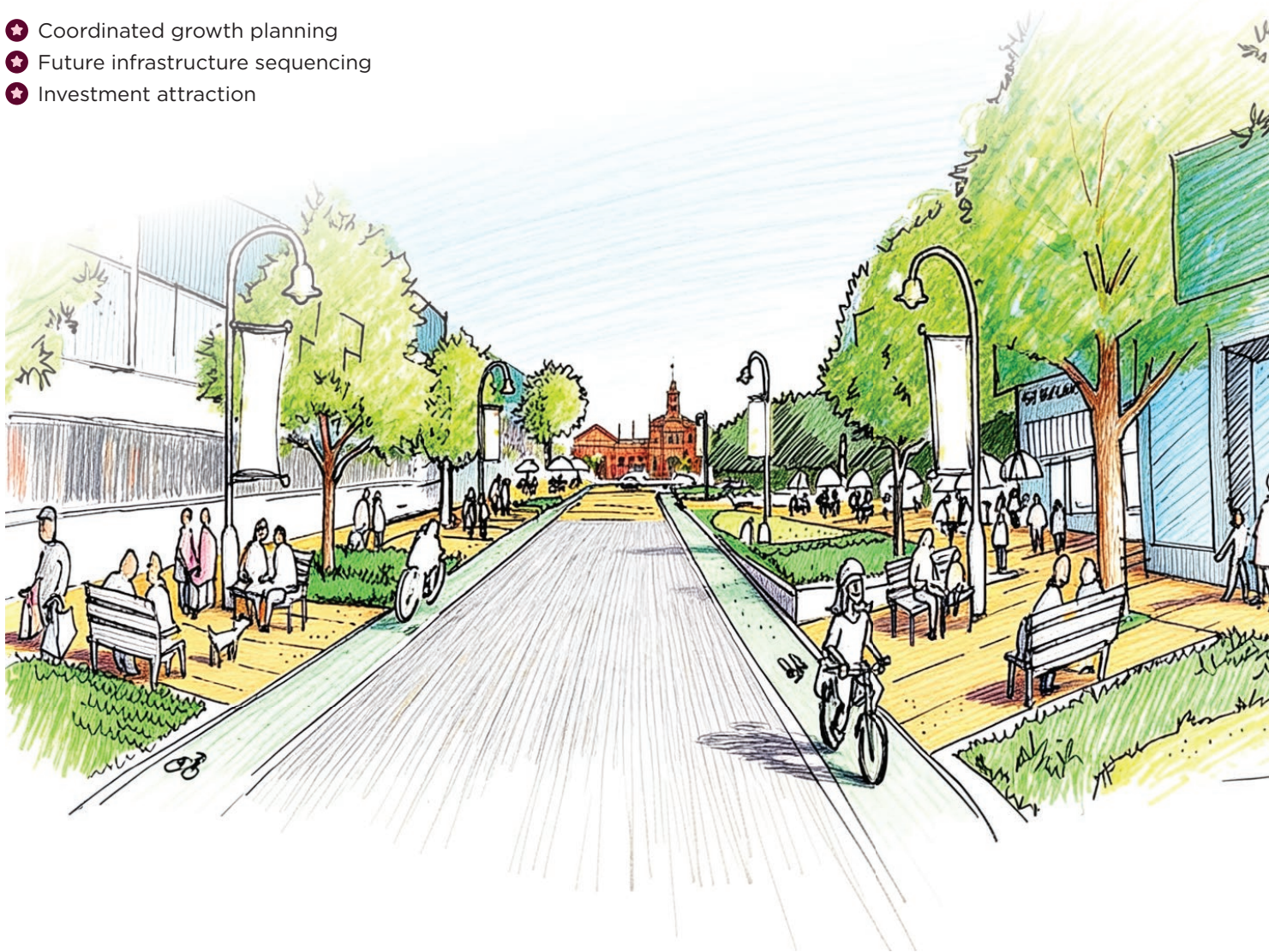
\$1.8 million to create a step-by-step guide for how Traralgon should grow, stay true to the community's vision and make sure future decisions work together.

The opportunity

Traralgon is expected to accommodate a significant share of the State's target of 13,000 new homes by 2051. A master plan will coordinate housing, transport, infrastructure and public spaces to support Gippsland's largest regional centre.

Expected benefits

- ★ Coordinated growth planning
- ★ Future infrastructure sequencing
- ★ Investment attraction



Traralgon Bypass

Government ask

Commitment to a clear pathway and timeframe for delivering the Traralgon Bypass should the Loy Yang Mine transition to a pit lake.

The opportunity

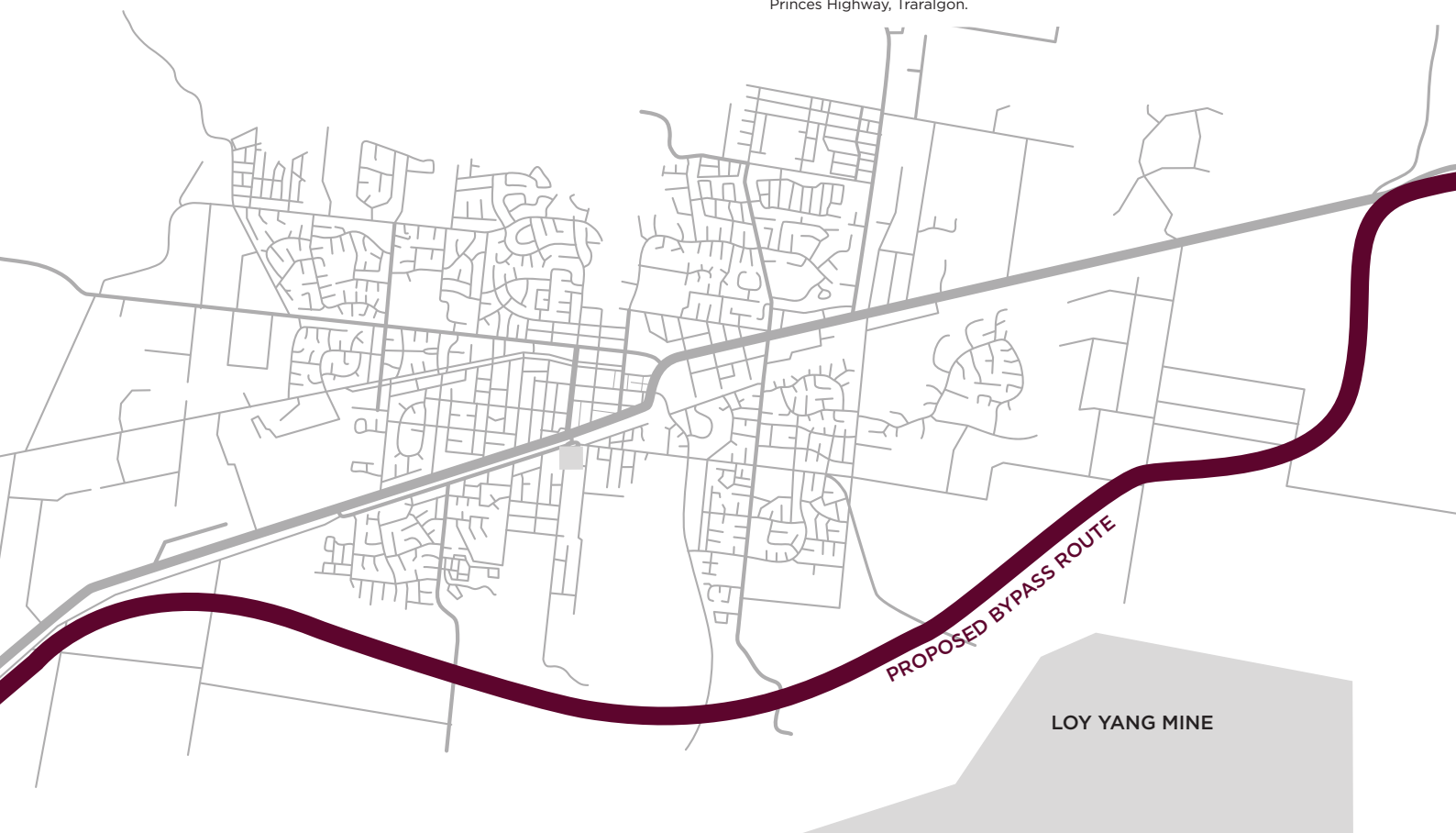
More than 32,000 vehicles use the Princes Highway through Traralgon every day, including 19,000 cars and trucks travelling to other towns and cities. Bypassing Traralgon will help keep people and goods moving, make the road safer and reduce travel times and costs along Gippsland's busiest highway.

Expected benefits

- ★ Shorter travel times
- ★ Safer roads for trucks, cars and pedestrians
- ★ Less congestion through Traralgon
- ★ Lower transport costs
- ★ More reliable journeys for people and businesses



Princes Highway, Traralgon.



STREAM 2:

Community safety and wellbeing

Building safe, connected and resilient communities

Strong communities are built on a foundation of safety, wellbeing and belonging. As Latrobe continues to navigate economic diversification and growth, ensuring people feel safe, supported and connected is critical to maintaining community confidence and resilience.

Across Latrobe City, residents and businesses want vibrant town centres, welcoming public spaces and access to the services and support that help people thrive. Community safety, social wellbeing and economic participation are closely linked, with each contributing to the overall health and prosperity of the region.

Without sustained investment and coordinated action, social disadvantage, perceptions of unsafe public spaces and increasing demand for support services can place growing pressure on communities, businesses and government agencies. Addressing these challenges requires a balanced approach that supports both immediate community safety needs and long-term community wellbeing.

Latrobe City Council is working to strengthen community confidence through initiatives that improve safety, support vulnerable residents, revitalise key community spaces and enhance quality of life across the municipality.

This practical, place-based approach recognises that thriving communities are safe, connected and inclusive. By investing in people, places and services, Latrobe can strengthen community resilience, encourage participation and create a greater sense of pride and belonging for current and future generations.





Community Connectors Program (CBD Outreach Model)

Government ask

\$1 million over four years for early-intervention outreach services supporting vulnerable people and reducing pressure on emergency services.

The opportunity

Deliver visible support in Latrobe's Central Business Districts (CBDs) by helping vulnerable people access the right services while creating safer, more welcoming town centres for residents, visitors and local businesses.

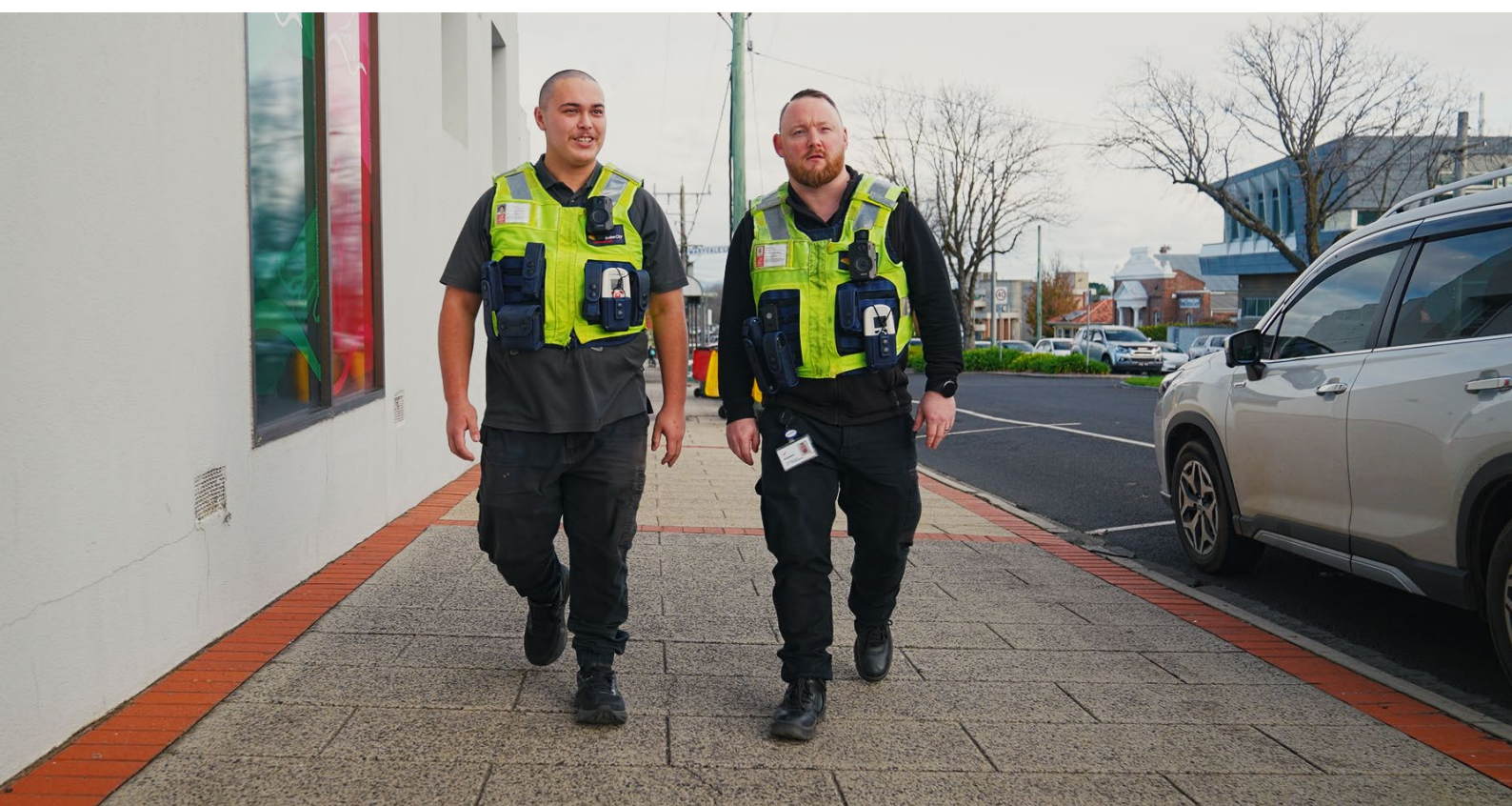
What it will deliver

- ✓ Dedicated outreach workers in key CBD locations
- ✓ Earlier support and care for vulnerable community members
- ✓ Reduced demand on police, ambulance and emergency services
- ✓ Improved confidence for businesses and visitors

Expected benefits

- ★ Improved community wellbeing
- ★ Reduced pressure on emergency services
- ★ Safer and more welcoming town centres
- ★ Greater support for local businesses





Enhanced Community Safety

Government ask

Increase police resources and deploy additional Protective Services Officers (PSOs) in Latrobe City.

The opportunity

Residents and businesses want to feel safe in their communities. Greater visibility of police and PSOs can improve perceptions of safety and support activation of public spaces.

What it will deliver

- ✓ Increased police presence in town centres
- ✓ Additional PSOs at Moe and Morwell train stations
- ✓ Enhanced monitoring and crime prevention measures
- ✓ Safer public spaces and community facilities

Expected benefits

- ★ Improved community confidence
- ★ Increased public safety
- ★ Greater use of public spaces
- ★ Stronger support for local businesses and town centres





Moe Revitalisation Project – Stage 3

Government ask

\$9.75 million to fund the final stage of the Moe Revitalisation Project.

The opportunity

Building on the success of earlier stages, the final revitalisation project will further transform Moe's town centre into a safer, more attractive and economically vibrant destination.

What it will deliver

- ✓ Upgraded public spaces and streetscapes
- ✓ Improved accessibility and connectivity
- ✓ Enhanced safety and amenity
- ✓ Increased opportunities for community activity and local commerce

Expected benefits

- ★ Greater town centre activation
- ★ Increased visitation and local spending
- ★ Improved community safety and pride
- ★ Stronger support for local businesses and economic growth





Glenview Park Pavilion

Government ask

\$4.75 million to support the construction of a new Glenview Park Pavilion as part of ongoing flood recovery efforts.

The opportunity

Flood events resulted in the loss of a valued community facility. Rebuilding the pavilion will restore a vital community, recreation and sporting hub.

What it will deliver

- ✓ A modern pavilion for local sporting clubs and community groups
- ✓ Improved facilities for players, volunteers and spectators
- ✓ Restoration of an important community asset



Inundated Traralgon Recreation Reserve during the 2021 floods.

Expected benefits

- ★ Increased community participation
- ★ Improved health and wellbeing outcomes
- ★ Stronger community connection
- ★ Long-term flood recovery benefits



The Future We Are Building

With the right support, Latrobe City can continue doing what it has always done - contributing to Victoria's prosperity while providing opportunities for local people.

Together we can deliver:

- ✓ More jobs and opportunities for local families
- ✓ New investment and growing local businesses
- ✓ More housing and land ready for development
- ✓ Safer and more welcoming communities
- ✓ Stronger support for young people and future industries
- ✓ A confident future for Latrobe City and the wider Gippsland region

As one of Victoria's key regional centres, Latrobe City has the people, infrastructure, skills and industrial capability needed to support the state's future growth. By investing in economic diversification, community safety and future industries, governments have an opportunity to build on generations of contribution while creating lasting benefits for local communities and the Victorian economy.

Latrobe City is seeking targeted, place-based support that responds to the unique opportunities and challenges facing our region. Through genuine partnership between Local, State and Commonwealth governments, we can deliver immediate community outcomes while supporting long-term economic growth and industry development.

Latrobe has powered Victoria for generations. With the right investment and support, we can continue to play a leading role in Victoria's future - creating jobs, attracting investment, strengthening communities and providing opportunities for generations to come.







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Service Centres & Libraries

Morwell

Corporate Headquarters
141 Commercial Road, Morwell

Morwell Library
63-65 Elgin Street, Morwell

Moe

Moe Service Centre and Library
1-29 George Street, Moe

Traralgon

Traralgon Service Centre and Library
34-38 Kay Street, Traralgon

Churchill

Churchill Community Hub
9-11 Philip Parade, Churchill

To obtain this information in languages other than English, or in other formats, contact Latrobe City Council on 1300 367 700.