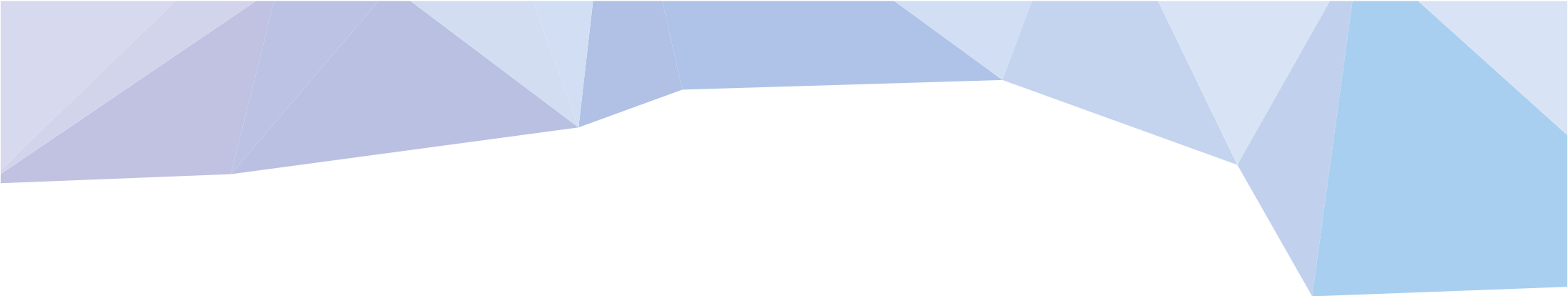




LATROBE CITY COUNCIL | ECONOMIC DEVELOPMENT STRATEGY | 2016-2020



This document was published in May 2016 by Latrobe City Council.  
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## COUNCIL MISSION

To provide the best possible facilities, services, advocacy and leadership for Latrobe City, one of Victoria's four major regional cities.

## EXECUTIVE SUMMARY

Latrobe City Council is committed to supporting businesses and industry to start up, grow and prosper. Council is also committed to attracting and developing new industries in the municipality. This will be achieved by a focus on diversification of industry so that there is less reliance on the traditional industries and Latrobe City can move to take advantage of new industry opportunities, such as advanced manufacturing or additive manufacturing industries.

The Latrobe Valley has a history of innovation and a strong work ethic, particularly around the coal extraction and power production industries. A key competitive strength, that is recognised nationally, is the quality of the engineering expertise that exists in 'the valley.' It has been noted on a number of occasions that engineers trained in the Latrobe Valley are often in charge of major engineering projects around Australia. This history and strength of engineering will be the key focus of industry development and attraction actions. There will be a holistic focus on engineering, including a focus on support for education, training, brand development and tourism infrastructure, as well as the industry development and attraction.

The focus of the Economic Development Strategy will position Latrobe City as the Engineering Capital of Australia.

The strategies have been divided into two focus areas; (1) Engineering Capital of Australia and (2) the 'Nuts and Bolts'. Section 1 will focus on the aspirational and diversification strategies to re-position Latrobe City. Section 2 provides strategies for the very important support and expansion of existing businesses and local industry.

Each action contained in the Strategy is practical, achievable, costed and will build a strong, diversified, sustainable community. It will also support higher order strategies and directions, such as the Council Plan and the Gippsland Regional Plan.

# INTRODUCTION

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## COUNCIL COMMITMENT

The Latrobe City municipality faces unique challenges, given the reliance on traditional industries, such as the coal fired power generation sector. 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. Economic Development is a key priority, reinforced in the Council Plan. The Councillors have committed to support the concepts and strategies as presented in this plan which sets out a blueprint to diversify the economy, whilst retaining a focus on supporting existing businesses to grow and develop.

## ‘ENGINEERING CAPITAL OF AUSTRALIA’

The Latrobe Valley has a long and proud history of engineering excellence. The region has largely been built through strong immigration – these immigrants brought a solid work ethic and capacity for innovation. The technology developed in the Latrobe Valley was leading for its time and the machinery developed to extract coal and generate electricity was replicated in many other areas.

The standout strength of the region is the engineering knowledge and skills. Testament to this excellence in engineering is that many of the large industrial developments around Australia have Latrobe Valley trained engineers in positions of leadership. Latrobe City Council is going to build on this competitive strength through the economic development strategy by focusing each of the six identified strategic areas to build upon this strength, and ultimately create a strong, resilient and diversified community.

State and Federal Governments have recognised that a focus on Science, Technology, Engineering and Mathematics (STEM) is required to position the economy for the future industries and jobs. Latrobe City Council will align actions within this strategy with State and Federal Government priorities, particularly those that relate to engineering.





## LATROBE CITY OVERVIEW

Latrobe City, one of Victoria's four major regional centres, covers 1,422 square kilometres and is located approximately 150 kms east of Melbourne. The municipality consists of four major centres; Moe /Newborough, Morwell, Traralgon and Churchill, and smaller rural townships of Boolarra, Glengarry, Toongabbie, Tyers, Traralgon South, Yallourn North and Yinnar. Access from Melbourne is via a high quality dual lane freeway. A high speed rail service operates from Latrobe City to Melbourne at frequent intervals seven days a week.

The municipalities strengths include access to affordable housing, excellent education facilities including a University, a broad range of retail and entertainment facilities and significant health services providers including a Regional and private hospital. The municipality also boasts a diverse range of sporting facilities that cater for amateurs and professionals alike. Many of these facilities are utilised for activities including AFL pre-season matches and tennis tournaments such as the *AGL Loy Yang Traralgon International Tennis Federation Championships* and the *ATP Challenger*, that attract international players. The municipality also hosts the international water ski championships.

Latrobe City is a vibrant Regional Centre with cultural facilities that include the Latrobe Regional Gallery, a Performing Arts Centre and an eight screen cinema complex. The lifestyle options include access to pristine beaches, National parks and a range of snowfields.

In terms of access to recreational areas, Latrobe City is located:

- 1.5 hours to central Melbourne
- 1 hour to the snow fields;
- 1 hour to the pristine 90 mile beach;
- 1.5 hours to the Gippsland Lakes; and
- Less than an hour to the renowned Tarra Bulga National Park.

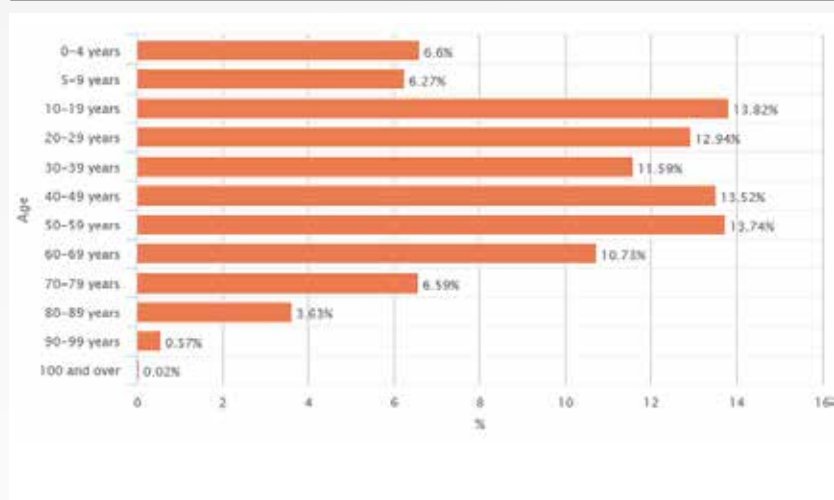


## POPULATION & DEMOGRAPHICS

The estimated residential population for Latrobe City in 2014 was 73,653 people. This represents a 1.7% increase from the 72,396 people that were resident in Latrobe on Census Night 2011. The population is spread across the four major towns, seven smaller towns and rural population.

It is estimated that the population will increase by an additional 12,000 residents in Latrobe City by 2031, increasing the population to approximately 86,000 people.

### ESTIMATED RESIDENTIAL POPULATION 2014



### HISTORIC AND PROJECTED POPULATION GROWTH IN LATROBE CITY AND GIPPSLAND



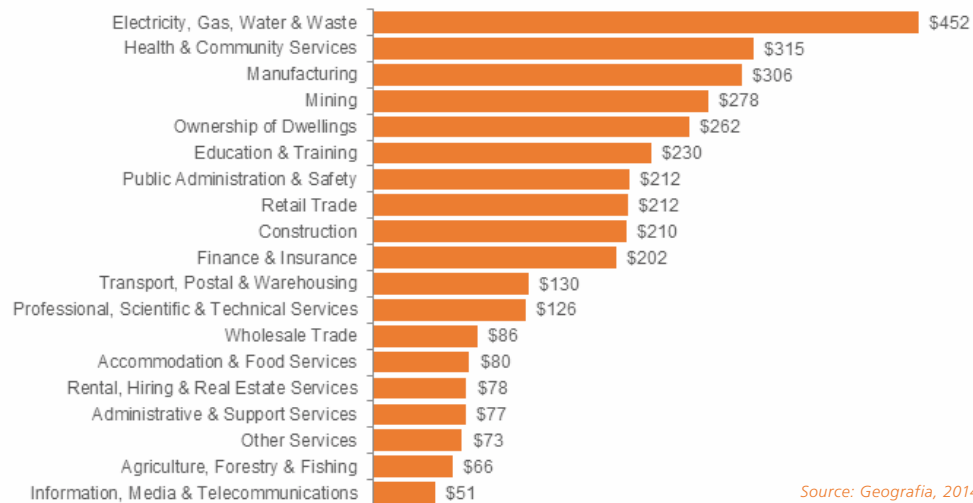
Source: ABS, 2013; Victoria in Future, 2014

## ECONOMY & EMPLOYMENT

Latrobe City is one of the most economically diverse municipalities in Victoria with local industries generating over \$3.7 billion in Gross Regional Product and \$8.8 billion in annual economic output. The industries that make the greatest contribution to the Gross Regional Product are utilities, healthcare and manufacturing. The combination of major employers, the City's regional significance, and affordable housing make Latrobe City a centre of opportunity for both business and families. The fastest growing industries in terms of jobs are health care and public administration.

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 almost 5,000 registered businesses (including businesses and companies), with a labour force of 35,550 (2014).

### CONTRIBUTION TO GROSS REGIONAL PRODUCT (\$ MILLIONS – 2013)



Source: Geografia, 2014

### TOP LOCAL INDUSTRIES BY JOBS (2011)



Source: ABS, 2011

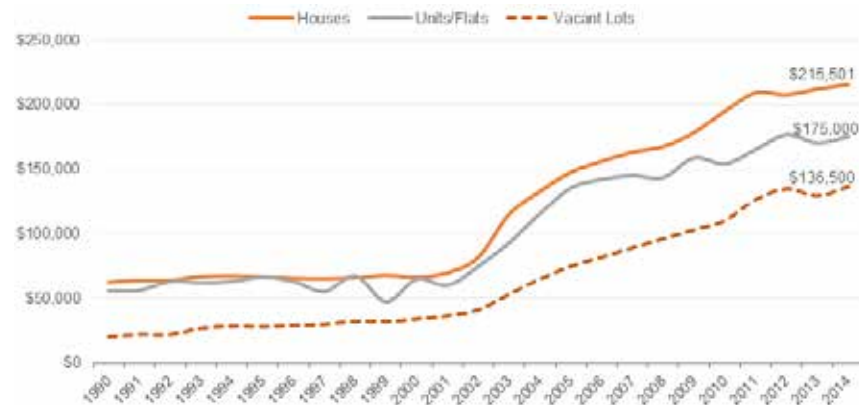


## HOUSING

The median house prices in Latrobe City increased from \$212,000 in 2013 to \$215,000 in 2014, a 1.7% increase. Units and land have also increased at a similar rate. Compared to other regions, Latrobe City's housing remains affordable. Local house prices generally increase in line with the trend across regional cities.

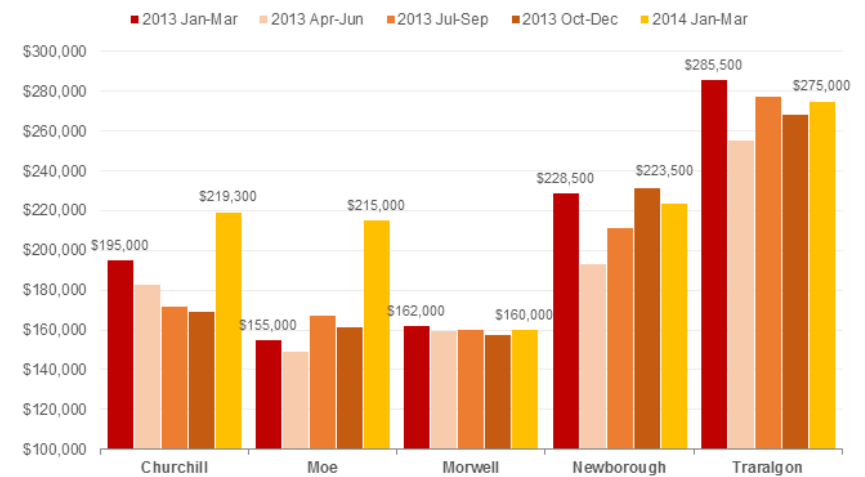
After a slump in the 1990's housing price increases accelerated, consistent with the national housing market trends. Land supply had increased substantially in recent years. At the end of 2015, the Victorian State Government approved a precinct structure plan for Lake Narracan which could accommodate approximately 3,000 new lots.

LATROBE CITY HOUSING PRICES (1990-2104)



Source: DTPLI, 2014

LATROBE CITY MEDIAN HOUSE PRICES, MAJOR SUBURBS (2013/14)



Source: DTPLI, 2014 (note there were only 16 transactions in Churchill during Jan-Mar 2014 which may skew data)



## CONTEXT FOR ECONOMIC DEVELOPMENT IN LATROBE CITY

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There are a number of areas in which Local Government can play a key role in influencing decisions made by private and public sector investors. For Latrobe City Council, these include:

- Provision of infrastructure – both ‘hard’ (e.g. industrial land, roads, public buildings) and ‘soft’ (e.g. community services). Both directly and indirectly - through partnerships and/or information to enable advocacy for others to provide;
- The provision of analysis to address market opportunities, barriers and failures;
- Leadership and focus on priority opportunities;
- Promotion of Latrobe City as a place of choice to live, work, play and invest;
- Targeted investment documents and investment opportunities;
- Advocacy by Councillors and senior management;
- Advocating for the provision of infrastructure to support industry, e.g. rail, roads, telecommunications;
- Establishment of clear land use planning policy and directions – enabling and encouraging particular land use and developments, e.g. establishing bulky goods precincts, heavy industry zones, preserving aesthetic values of the City, good community planning, which attract new residents and retain existing, ensure place is easy to get around/ transport access.

## LATROBE CITY COUNCIL'S ROLE IN ECONOMIC DEVELOPMENT

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Latrobe City Council is committed to the economic wellbeing of the businesses and communities within the municipality. Council has charged the Economic Development Unit with responsibility to deliver economic development services and activities.

A key objective of Council's Economic Development Unit is to promote the area as one of tremendous opportunity, to support existing industries and businesses to prosper, cultivate alternative industries and nurture new enterprises. The objective is to increase local profitability and ultimately, create new jobs. If successful, this will result in enhanced liveability for the communities of Latrobe City.

The driving philosophy underpinning the Economic Development Strategy is that viable, environmentally sustainable economic growth takes place through:

- The recognition, protection and promotion of the region's competitive advantages;
- Support of existing industries;
- Innovative approaches to diversification of the economy and the creation of new jobs; and
- Identification and encouragement of new economic opportunities.

The ultimate goal is to achieve lasting economic development across the municipality and the enhancement of economic prosperity, employment, standard of living and quality of life. This should result in:

- Increased population and an increased rate base; and
- Increased/improved services and facilities.

Latrobe City Council is committed to:

- Encouraging job creation, business growth and investment;
- Attracting new business and capital to the region;
- Advocating on behalf of industry and businesses to governments and key industry organisations;
- Providing detailed information and feasibility studies on major regional business opportunities; and
- Facilitating investment in business infrastructure to support industry development

Latrobe City Council can assist businesses, industries and investors with:

- Guidance, advice and support to establish a new business;
- Planning, marketing and budgeting, location and selection of suitable premises and sites;
- Providing introductions to State and Federal Government officials;
- Support and guidance for funding applications through the grants process;
- Providing other business support and incentives on a case-by-case basis;
- Advocating and lobbying to Council, State and Federal Government to support existing businesses, facilitate investment and support economic development of the municipality;
- Being approachable, responsive, as well as leveraging our internal strengths to enable planning approvals in a timely manner and ensure positive outcomes for customers.

## DEVELOPING THE STRATEGY

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To ensure an informed and robust strategy was developed, a broad program of review and consultation was undertaken in 2015. This included a desktop review of relevant Federal, State and Regional plans and strategies. The Strategy has also been drafted with consideration of Council plans and strategies, including the Council Plan, Municipal Health and Well Being Plan, the Municipal Strategic Statement and a number of industry reviews and development plans.

Council engaged an external consultancy company, Capire Consulting Group, to prepare a 'State of the City Discussion Paper' and undertake a consultation program. This program included:

- Face to face and telephone interviews;
- Industry breakfast;
- Emails to 4,000 stakeholders;
- 3000 postcards promoting the consultation were distributed;
- Advertisements were placed in the Latrobe Valley Express (x3);
- A project website with an online forum and quick poll facility was established.



## GUIDING PRINCIPLES & THEORIES

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The Latrobe City Economic Development Strategy is guided by several economic development principles and theories that align with the municipality's vision for economic development, and provide guidance for the implementation of the Strategy.

### SUPPORT LOCAL VS. ATTRACTION

A 'rule of thumb' for allocation of resources for good economic development is 80:20 – 80 percent of resources should be allocated to supporting and assisting local businesses and industry sectors to grow and 20 percent of resources should be allocated to industry/business attraction. It is well documented that most growth in local communities comes from existing local businesses growing and expanding.

In this Strategy, the ratio will be 65:35 – 65 percent local support and 35 percent industry attraction. This ratio reflects the need for new and diversified industry to offset the retraction of the power generation sector and changes to traditional industries.

### CHAMPIONING INNOVATION

This principle supports the need for innovation, research and development initiatives that will build on Latrobe City's competitive advantages and forge new sustainable industries.

### WORK WITH THE WILLING

Given limited resources, it is important that the Economic Development Unit work with businesses and industry who are passionate and committed, are willing to embrace change, will take calculated risks and who are searching for new markets and innovative ways to do business. These 'change agents' pave the path to success through collaboration and cooperation and they understand that the fundamental unit of competition has changed from the individual firm to the extended enterprise.

### SUSTAINABLE ECONOMIC DEVELOPMENT

This very important principle will ensure that activities to encourage economic development always contributes to, and enhances, Latrobe City's appealing lifestyle attributes and community assets, including the natural environment and cultural, community and historical assets.





# COUNCIL PLAN THEMES & STRATEGIC DIRECTIONS



## **COUNCIL PLAN: THEME ONE**

### **JOB CREATION & ECONOMIC SUSTAINABILITY**

1

#### **OBJECTIVES:**

Actively pursue long term economic prosperity for Latrobe City, one of Victoria's four major regional cities;

Actively pursue further diversification of business and industry in the municipality;

Actively pursue and support long term job security and creation of new employment in Latrobe City.

#### **STRATEGIC DIRECTIONS:**

- 1.1. Provide incentives and work proactively to attract new businesses and industry to locate in Latrobe City;
- 1.2. Assist existing small and medium enterprises to expand and sustain employment opportunities;
- 1.3. Work in partnership with business, industry and government to create new jobs and investment in Latrobe City;
- 1.4. Provide timely and targeted infrastructure to support economic growth and the marketability of Latrobe City to industry and investors;
- 1.5. Promote and support the development and economic return of the tourism and events sector;
- 1.6. Maximise access to Federal and State Government funds for job creation;
- 1.7. Enhance community and business confidence in the future of the local economy;
- 1.8. Facilitate the creation of an Industrial Park and Intermodal Freight Terminal in the municipality;
- 1.9. Promote research and development for new products and processes to exploit the significant coal resources of the Latrobe Valley.

## COUNCIL PLAN: THEME TWO

### APPROPRIATE, AFFORDABLE & SUSTAINABLE FACILITIES, SERVICES & RECREATION

2

#### OBJECTIVES:

To promote and support a healthy, active and connected community;

To provide facilities and services that are accessible and meet the needs of our diverse community;

To enhance the visual attractiveness and liveability of Latrobe City.

#### STRATEGIC DIRECTIONS:

- 2.1 Promote and support more involvement of children in active recreation and sport;
- 2.2 Develop and maintain community infrastructure that meets the needs of our community;
- 2.3 Promote and support opportunities for people to enhance their health and wellbeing;
- 2.4 Encourage and create opportunities for more community participation in sports, recreation, arts, culture and community activities;
- 2.5 Improve and link bicycle paths, footpaths and rail trail networks to encourage physical activity and promote liveability;
- 2.6 Deliver and promote environmentally sustainable waste management services that meet the expectations of the community and industry;
- 2.7 Continue to ensure Latrobe City is clean and tidy through the provision of effective litter control services;
- 2.8 Enhance and develop the physical amenity and visual appearance of Latrobe City;
- 2.9 Continue to maintain and improve access to Latrobe City's parks, reserves and open spaces;
- 2.10 Work collaboratively with our partners to engage and support volunteers in providing services to the community;
- 2.11 Work in partnership with all stakeholders to ensure the provision of quality education and care services to the community.

## COUNCIL PLAN: THEME THREE

### EFFICIENT, EFFECTIVE & ACCOUNTABLE GOVERNANCE

3

#### OBJECTIVES:

To achieve the highest standards of financial probity and meet all statutory obligations;

To provide open, transparent and accountable governance;

Work to minimise rate increases for our community;

Effectively manage Council debt to minimise long term cost.

#### STRATEGIC DIRECTIONS:

- 3.1 Continuously review our policies and processes to increase efficiency and quality of our facilities and services we provide;
- 3.2 Regularly report Council decisions and performance to the community;
- 3.3 Conduct all Council and Committee meetings in strict accordance with the law and in an open and transparent manner;
- 3.4 Increase local procurement of goods and services received by Council where feasible;
- 3.5 Establish and maintain rigorous Council policies that comply with legislation and respond to community expectation;
- 3.6 Increase community awareness and satisfaction with Council's services and facilities;
- 3.7 Continuously improve financial management and reporting;
- 3.8 Continuously improve decision-making structures and processes;
- 3.9 Ensure Latrobe City Council's infrastructure and assets are maintained and managed sustainably.



## COUNCIL PLAN: THEME FOUR

### ADVOCACY FOR & CONSULTATION WITH OUR COMMUNITY

4

#### OBJECTIVES:

Strengthen the profile of Latrobe City as one of Victoria's four major regional cities;

Work in partnership with all levels of governments to ensure Latrobe City is well supported and resourced and recognised as one of Victoria's four major regional cities;

To advocate for and support cooperative relationships between the business, industry and community;

To ensure effective two-way communication and consultation processes with the community in all that we do.

#### STRATEGIC DIRECTIONS:

- 4.1 Advocate for the alignment of local education, training and health services with the needs of businesses, industry and the community;
- 4.2 Strengthen relationships with the Victorian and Australian Governments to ensure Latrobe City is positioned to maximise benefits from regional policy and funding opportunities;
- 4.3 Advocate for the development of a tertiary education strategy for Latrobe City as one of Victoria's four major regional cities;
- 4.4 Encourage new retail initiatives which increase activity in shopping precincts;
- 4.5 Work with relevant agencies to improve the management and maintenance of all roads and roadsides in Latrobe City;
- 4.6 Advocate for appropriate financial return to the community for mining activities associated with Latrobe City's coal resources;
- 4.7 Advocate for and support our partners to improve air and water quality in Latrobe City;
- 4.8 Establish a strong image and brand for Latrobe City as one of Victoria's four major regional cities;
- 4.9 Establish opportunities for volunteers to assist in raising the profile of Latrobe City;
- 4.10 Review Council's Community Engagement Plan to ensure effective community consultation and engagement in all we do;
- 4.11 Work with the community and other key stakeholders to improve community safety and harmony.



## COUNCIL PLAN: THEME FIVE

### PLANNING FOR THE FUTURE

5

#### OBJECTIVES:

To provide a well-planned, connected and liveable community;

To provide clear and concise policies and directions in all aspects of planning;

Advocate for planning changes at the state level to reflect regional needs and aspirations;

To reduce the time taken to process land use and development planning applications.

#### STRATEGIC DIRECTIONS:

- 5.1 Explore the establishment of a Council planning committee to guide land use planning, development and growth;
- 5.2 Provide efficient and effective planning services and decision making to encourage development and new investment opportunities;
- 5.3 Plan and coordinate the provision of key services and essential infrastructure to support new growth and developments;
- 5.4 Investigate the need for and provide appropriate resources to support land use planning and development of Latrobe City;

- 5.5 Review our policy and guidelines for new residential development in particular lot density, unit development, road widths and emergency vehicle access;
- 5.6 In consultation with the community, review Council's Municipal Strategic Statement and the Latrobe City Planning Scheme;
- 5.7 Work with stakeholders to maintain and enhance the natural environment and biodiversity of Latrobe City and the region;
- 5.8 Protect and celebrate the cultural heritage and historical character of Latrobe City.



## SECTION 1

# ENGINEERING CAPITAL OF AUSTRALIA

**1. EDUCATION & TRAINING**

**2. BRANDING & IMAGE**

**INVESTMENT  
ATTRACTION**

- 3. TIMBER ENGINEERED PRODUCTS
- 4. ADVANCED MANUFACTURING
- 5. INTENSIVE AGRIBUSINESS
- 6. COAL & COAL DERIVATIVES
- 7. FOOD MANUFACTURING
- 8. HEALTH

**9. INFRASTRUCTURE**

# 1. EDUCATION & TRAINING

ACTIVITY	STAKEHOLDERS	COUNCIL PLAN STRATEGIC DIRECTION ALIGNMENT	PERFORMANCE MEASURE	TIMEFRAME	RESOURCES
<b>1.1 Establish a working relationship with Federation University</b>					
1.1.1 Organise a regular meeting with Federation University Representatives.	E.D.T. Federation University	2.11 4.1, 4.3	12 month meeting schedule developed	Q1 2016	O.T.
1.1.2 Establish a framework for supporting the Engineering capacity of the University.	E.D.T. Federation University	4.3 2.11, 4.1	Framework completed	Q2 2016	O.T.
1.1.3 Embed the joint promotion of Engineering related programs/courses to Government, students and industry.	E.D.T. Federation University	4.3 2.11, 4.1	Promotion plan completed and operational	Q3 2016	O.T.
1.1.4 Organise an annual presentation to Council to update knowledge of University activities and programs.	E.D.T. Federation University	2.11 4.1	Annual Presentation	Q2 2016, 2017, 2018, 2019	O.T.
<b>1.2 Assist in the development of the Tech School in Latrobe City</b>					
1.2.1 Continue to participate in the Planning and Governance Group for the Tech School.	D.E.&T E.D.T.	4.1 2.11, 4.2	Attend meetings Regular input and participation	2016 – Ongoing till 2018	O.T.
1.2.2 Promote the 'Engineering Capital of Australia' concept to the Planning and Governance Group.	E.D.T. D.E.&T	4.1 2.11, 4.2	Present concept to group	Q1 2016	O.T.
1.2.3 Keep Council and E Team informed as to the development of the Tech School.	E.D.T.	4.1 2.11, 4.2	Presentations and Briefings as needed	2016 – Ongoing to 2018	O.T.
<b>1.3 Investigate the potential to establish Engineering related research and development agencies in Latrobe City</b>					
1.3.1 Review information and reports in relation to previous organisations that operated R&D facilities in Latrobe City.	R.S.	4.2	Review completed	Q3 2016	O.T.
1.3.2 Liaise with appropriate government and agency officials to determine the potential for establishment of R&D facilities in Latrobe City. Initial potential targets include: - CSIRO Coal Research - Timber related research centres - Brown Coal Innovation Australia - Food Manufacturing related.	Coal Resources Victoria Wood Products Victoria R.D.V. R.S.	1.9 1.3, 4.2	Identified targets for further investigation. Liaison with appropriate officers. Determined position	Q4 2016 – Q2 2019 To align with Sector Investment Attraction Timeframes	O.T. Budget
1.3.3 Liaise with industry to determine potential for establishment of R&D facilities to complement/assist their sector.	R.S. Key Industry Sectors	1.9 1.3, 4.2	Liaison with key industry sector representatives. Minimum of 10 representations	Q4 2016 – Q2 2019 To align with Sector Investment Attraction Timeframes	O.T.
1.3.4 Develop advocacy materials and business cases to establish R&D facilities in Latrobe City.	R.S.	1.9 1.3, 4.2	Materials and information produced	Q1 2017 – Q2 2019 To align with Sector Investment Attraction Timeframes	O.T. Marketing materials

Legend: D.E.&T – Department of Education and Training, E.D.T. – Economic Development Team, O.T. – Officer Time, R.D.V. – Regional Development Victoria, R.S. – Regional Strategy

## 2. BRANDING & IMAGE

ACTIVITY	STAKEHOLDERS	COUNCIL PLAN STRATEGIC DIRECTION ALIGNMENT	PERFORMANCE MEASURE	TIMEFRAME	RESOURCES
<b>2.1 Develop a concept to establish an Engineering Hall of Fame and Museum</b>					
2.1.1 Prepare a Brief to engage a research specialist to investigate the potential for an Engineers Hall of Fame and Museum. The brief will include: - identification of other halls of fame for sectors, in Australia and internationally; - success factors; - pitfalls and barriers; If determined viable, a concept for an Engineers Hall of Fame in Latrobe City.	E.D.T.	5.8 4.8, BUSIN 1.5	Brief prepared Project undertaken and assessed If viable, a plan to develop the hall of fame	Q2 2016 Q3 2016 – Q2 2017 Q3 2017	O.T. Consultancy \$35,000 (Research & Plan)
2.1.2 Work with appropriate Units within Council to advance the concept.	E.D.T. Other Units	5.8 4.8, 1.5	Concept converted to design and land requirements	Q4 2017	O.T.
2.1.3 Liaise with funding organisations and philanthropic organisations to determine the potential funding support.	E.D.T. R.D.V. Philanthropy	5.8 4.8, 1.5	Funding opportunities identified and submissions prepared.	Q4 2017	O.T.
2.1.4 Implement development plan.	E.D.T. Other Units	5.8 4.8, 1.5	Hall of fame built	Q1 2018 – Q3 2018	O.T. Construction / fitout \$ unknown
<b>2.2 Work with Engineer representative organisations to raise the profile of engineering in Latrobe City</b>					
2.2.1 Work with Engineers Australia and other engineer representative organisations to raise the profile of engineering in Latrobe City. This should include functions, conferences and award ceremonies.	E.D.T. Engineers Australia	1.3 1.7, 4.2	Number of functions and events attracted. A minimum of one bi annual event	Q2 2016 – Q4 2019	O.T. Possible funding support – not quantified
2.2.2 Work with Federation University to conduct the IEEE World Mechatronics Conference in 2017.	E.D.T. Events & Tourism Teams Federation University	4.1 1.3, 4.3	Level of support provided to Federation University	Q2 2016 – Q2 2017	O.T. Sponsorship – estimate \$10,000
<b>2.3 Investigate new brand for Latrobe City</b>					
2.3.1 Work with Communication Team to investigate potential for new Latrobe City Brand.	Communication Team E.D.T.	1.4 1.6	Investigation completed	Q2 2016	O.T.

Legend: **E.D.T.** – Economic Development Team, **O.T.** – Officer Time, **R.D.V.** – Regional Development Victoria



# 3. INVESTMENT ATTRACTION

## TIMBER ENGINEERED PRODUCTS

ACTIVITY	STAKEHOLDERS	COUNCIL PLAN STRATEGIC DIRECTION ALIGNMENT	PERFORMANCE MEASURE	TIMEFRAME	RESOURCES
<b>3.1 Work with timber industry representative organisations to determine the potential for Timber Engineered Products in Latrobe City</b>					
3.1.1 Maintain regular contact with key industry organisations. As a minimum, this should include: - V.A.F.I. - W.P.V. - F.W.P.A.	E.D.T. V.A.F.I. W.P.V. F.W.P.A.	1.3 4.2, 4.10, 2.11	Number of contacts. Minimum – 2 contacts with each organisation annually	Q2 2016 – Q4 2019	O.T.
3.1.2 Engage an industry specialist to undertake specific research to determine (and quantify) the potential to attract/establish businesses that manufacture timber engineered products. This research should include international opportunities.	E.D.T.	1.3 1.6, 1.4	Brief prepared. Industry specialist engaged. Report completed	Q2 2016 Q3 2016 Q2 2017	O.T. Consultancy \$50,000
3.1.3 Implement report findings.	E.D.T.	1.3 1.6, 1.4	Recommendations implemented	Q2 2017 – Q2 2018	O.T. Possible implementation cost – not determined
3.1.4 Develop an Industry Capability Profile for Timber Products and Timber Engineered Product businesses, including electronic materials.	E.D.T.	1.3 1.6, 1.4, 4.8	Profile prepared	Q1 2017	O.T. Publishing and printing - \$5,000
<b>3.2 Participate in timber related organisations</b>					
3.2.1 Maintain a membership of Timber Towns Victoria and National Timber Councils Association.	L.C.C.	1.3	Membership	Q1 2016 – Q4 2019	\$6,000 (Annual)
3.2.2 Continue the support and coordination of the Timber Umbrella Group.	R.S.	1.3 1.6, 4.8	4 meetings per annum	Q1 2016 – Q4 2019	\$5,000 (Annual)
3.2.3 Attend relevant conferences.	R.S.	1.3	Attendances as needed	Q1 2016 – Q4 2019	\$2000 (Annual)

Legend: E.D.T. – Economic Development Team, F.W.P.A. – Forest and Wood Products Australia, O.T. – Officer Time, V.A.F.I. – Victorian Association of Forest Industries, W.P.V. – Wood Products Victoria

# 4. INVESTMENT ATTRACTION

## ADVANCED MANUFACTURING

ACTIVITY	STAKEHOLDERS	COUNCIL PLAN STRATEGIC DIRECTION ALIGNMENT	PERFORMANCE MEASURE	TIMEFRAME	RESOURCES
<b>4.1 Facilitate the Manufacturers Network</b>					
4.1.1 Continue to facilitate the development of the Manufacturers Network for Latrobe City.	E.D.T. Latrobe City Manufacturers	1.3 1.2, 1.6	4 meetings per annum	Q1 2016 – Q4 2019	O.T. Meeting Costs
4.1.2 Investigate the potential for establishing a Manufacturers Cluster. Investigation should include: - National and international research on manufacturers clusters; - Discussion with RDV as to funding opportunities.	E.D.T.	1.3 1.2, 1.6	Research completed. Funding investigated	Q2 2016	O.T.
4.1.3 If determined to have potential, develop cluster model.	E.D.T.	1.3 1.2, 1.6	Cluster facilitation	Q2 2016 – Q2 2017	O.T.
<b>4.2 Investigate opportunities to attract/develop advanced manufacturing enterprises in Latrobe City</b>					
4.2.1 Liaise with key industry representatives in Latrobe City to identify gaps and opportunities for new manufacturing industry.	E.D.T. Industry representatives	1.3 1.2, 1.6	Regular liaison. Minimum 5 contacts per month	Q1 2016 – Q4 2019	O.T.
4.2.2 Meet with Mahindra Aerospace to identify issues and opportunities.	E.D.T.	1.2 1.3, 1.6	Minimum 4 contacts per annum	Q1 2016 – Q4 2019	O.T.
4.2.3 Meet with key manufacturers to identify issues and opportunities. As a minimum, these should include the power generation companies, LION, Australian Paper, Safetech, large steel and timber companies.	E.D.T.	1.2 1.3, 1.6	Minimum 2 contacts per annum	Q1 2016 – Q4 2019	O.T.
4.2.4 Prepare business cases for industry development opportunities when required.	E.D.T.	1.2 1.3, 1.6	Business cases prepared	Q1 2016 – Q4 2019	O.T. Possible funding – not determined
4.2.5 Develop an Industry Capability Profile for manufacturing businesses, including electronic materials.	E.D.T.	1.2 1.3, 1.6, 4.8	Profile prepared	Q1 2017	O.T. Publishing and printing - \$5,000

Legend: **E.D.T.** – Economic Development Team, **O.T.** – Officer Time

# 5. INVESTMENT ATTRACTION

## INTENSIVE AGRIBUSINESS

ACTIVITY	STAKEHOLDERS	COUNCIL PLAN STRATEGIC DIRECTION ALIGNMENT	PERFORMANCE MEASURE	TIMEFRAME	RESOURCES
<b>5.1 Work with chicken meat processors to determine the potential for a processing industry in Latrobe City</b>					
5.1.1 Continue to work with Ingham Chickens to identify potential investors in the chicken meat production industry.	E.D.T. Ingham Chickens	1.3 1.4, 1.6	Identified potential investors	Q1 2016 – Q4 2016	O.T.
5.1.2 Work with RDV and planners to identify suitable parcels of land for intensive agribusiness.	E.D.T. F.P. R.D.V.	1.3 1.4, 1.6, 4.2	Completed map of suitable areas for investment in Latrobe City	Q1 2016	O.T.
5.1.3 Liaise with land owners to identify issues/barriers for intensive agribusiness development.	E.D.T.	1.3 1.4, 1.6	Completed plan of areas suitable for development in Latrobe City	Q1 2016 – Q3 2016	O.T.
<b>5.2 Investigate potential for new intensive agriculture opportunities</b>					
5.2.1 Engage an industry specialist to undertake specific research to determine (and quantify) the potential to attract/establish intensive agribusinesses. This research should include international opportunities.	E.D.T.	1.3 1.4, 1.6	Brief prepared. Industry specialist engaged. Report completed	Q3 2016 Q4 2016 Q3 2017	O.T. Consultancy \$50,000
5.2.2 Implement Intensive agribusiness report findings.	E.D.T.	1.3 1.4, 1.6	Recommendations implemented	Q3 2017 – Q3 2018	O.T. Possible implementation cost – not determined
5.2.3 Develop an Industry Capability Profile for intensive agribusiness and agriculture support businesses, including electronic materials.	E.D.T.	1.3 1.4, 1.6, 4.8	Profile prepared	Q3 2017	O.T. Publishing and printing - \$5,000
<b>5.3 Maintain relationship with agribusiness organisations and government agencies</b>					
5.3.1 Continue relationship with Agribusiness Gippsland.	R.S.	1.3	2 meetings per annum	Q1 2016 – Q4 2019	O.T. Membership: \$5,000
5.3.2 Establish relationship with appropriate government agency representatives.	R.S. Government Agencies	1.3 1.6, 4.2	2 meetings per annum	Q2 2016 – Q4 2019	O.T.

Legend: E.D.T. – Economic Development Team, O.T. – Officer Time, R.S. – Regional Strategy

# 6. INVESTMENT ATTRACTION

## COAL & COAL DERIVATIVES

ACTIVITY	STAKEHOLDERS	COUNCIL PLAN STRATEGIC DIRECTION ALIGNMENT	PERFORMANCE MEASURE	TIMEFRAME	RESOURCES
<b>6.1 Maintain a relationship with appropriate Coal representative organisations and Power Generators</b>					
6.1.1 Continue to meet with Coal Resources Victoria (or equivalent) executive.	R.S. Coal Resources Victoria	1.3 1.9, 4.2	4 Meetings per annum	Q1 2016 – Q4 2019	O.T.
6.1.2 Liaise with appropriate coal development organisations (e.g. Brown Coal Innovation Australia) to keep abreast of developments and opportunities.	R.S.	1.3 1.6, 1.9, 4.2	Regular reviews and updates	Q1 2016 – Q4 2019	O.T.
6.1.3 Attend appropriate seminars and conferences.	R.S.	1.3 1.9	Attendance as needed	Q2 2016 – Q4 2019	Conference \$2,000 (Annual)
6.1.4 Conduct a power generator forum.	R.S.	1.3 1.9	1 per annum	Q2 2016 – Q4 2019	Budget: \$1,000
<b>6.2 Support the Gippsland Carbon Transition Committee</b>					
6.2.1 Continue to provide secretariat and organisational support to GCTC.	R.S.	1.3	Organisation and conduct of Quarterly meetings	Q1 2016 – Q4 2019	O.T. \$30,000 (Annual)
6.2.2 Conduct a review of the GCTC. The review is to include: - relevance - role - contribution to Latrobe City Council policy - alternative support mechanisms.	R.S. Chair - GCTC	1.3	Completed review	Q1 2016	O.T.
6.2.3 Implement recommendations of review.	R.S.	1.3	Recommendations implemented	Q2 2016	O.T.
<b>6.3 Support Coal industry initiatives</b>					
6.3.1 Provide support and information to coal project proponents.	R.S. E.D.T.	1.3 1.2, 1.6, 1.9, 4.2	Support and/or information provided in a timely manner	Q1 2016 – Q4 2019	O.T.
6.3.2 Develop an Industry Capability Profile for Coal and Coal Derivative businesses, including electronic materials.	E.D.T.	1.3 1.2, 1.6, 1.9, 4.2, 4.8	Profile prepared	Q4 2017	O.T. Publishing and printing - \$5,000

Legend: E.D.T. – Economic Development Team, O.T. – Officer Time, R.S. – Regional Strategy

# 7. INVESTMENT ATTRACTION

## FOOD MANUFACTURING

ACTIVITY	STAKEHOLDERS	COUNCIL PLAN STRATEGIC DIRECTION ALIGNMENT	PERFORMANCE MEASURE	TIMEFRAME	RESOURCES
<b>7.1 Investigate opportunities for food manufacturing businesses to locate in Latrobe City</b>					
7.1.1 Work with RDV Officers to discuss what opportunities exist for establishment/re location of food manufacturers to Latrobe City.	E.D.T. R.D.V.	4.2 1.3, 1.6	Meeting/workshop held	Q3 2016	O.T.
7.1.2 Identify target businesses/sectors for further investigation.	E.D.T.	4.2 1.3, 1.6	Businesses identified	Q3 2016	O.T.
7.1.3 Prepare targeted marketing materials, approach businesses and determine level of interest.	E.D.T.	4.2 1.3, 1.6, 4.8	Businesses approached. Target – 20 initially	Q4 2016 – Q4 2017	O.T. Material production \$2,000
7.1.4 Provide the materials and information to Invest Victoria.	E.D.T.	4.2 1.3, 1.6, 4.8	Materials disseminated to Invest Victoria	Q4 2017	O.T.
<b>7.2 Support and utilise State &amp; Federal Government Initiatives</b>					
7.2.1. Continue to support the Invest Gippsland initiative, with its focus on Food and Fibre.	E.D.T. R.D.V.	4.2, 5.2, 1.3	Materials imbedded in Council industry promotion documents	Q2 2016	O.T.
7.2.2 Participate in the <i>Invest Gippsland Activation Group</i> .	E.D.T. R.D.V.	4.2, 5.2, 1.3	Participation in working group	Q1 2016 – Q1 2017	O.T.
7.2.3 Monitor government programs in relation to food and fibre initiatives.	E.D.T.	4.2, 5.2, 1.3	Continuous review of programs	Q1 2016 – Q4 2019	O.T.
<b>7.3 Promote capability of Latrobe City for food manufacturing</b>					
7.3.1 Develop an Industry Capability Profile for Food Manufacturing and support businesses, including electronic materials.	E.D.T.	1.3 4.8	Profile prepared	Q2 2017	O.T. Publishing and printing - \$5,000
7.3.2 Promote capability of Latrobe City to appropriate organisations (e.g. Agribusiness Gippsland).	E.D.T.	1.3 4.8	Capability information disseminated to organisations	Q3 2017 – Q4 2017	O.T.
7.3.3 Approach target large food manufacturing businesses with capability information (e.g. Murray Goulburn).	E.D.T.	1.3 4.8	Capability information disseminated to businesses and companies	Q3 2017 – Q2 2018	O.T.

Legend: E.D.T. – Economic Development Team, O.T. – Officer Time, R.S. – Regional Strategy



# 8. INVESTMENT ATTRACTION HEALTH

ACTIVITY	STAKEHOLDERS	COUNCIL PLAN STRATEGIC DIRECTION ALIGNMENT	PERFORMANCE MEASURE	TIMEFRAME	RESOURCES
<b>8.1 Participate in and support the Health Innovation Technology Enterprise Centre (HITEC)</b>					
8.1.1 Continue to participate in the working group to establish the HITEC.	E.D.T. Federation University Dept. of Education Federation Training	1.3 1.6, 4.2, 4.8	Participation and Input as needed	Q1 2016 – Q1 2017	O.T.
8.1.2 Ensure Council is kept informed as to progress.	E.D.T.	1.3	Briefing Reports and Councillor Newsletter articles	Q1 2016 – Q1 2017	O.T.
<b>8.2 Support Latrobe Regional Hospital Developments</b>					
8.2.1 Liaise with LRH to determine assistance that Council can provide.	E.D.T.	1.3	Schedule for 2 meetings per annum	Q3 2016	O.T.
<b>8.3 Investigate opportunities to attract/develop health technology manufacturing enterprises in Latrobe City</b>					
8.3.1 Engage an industry specialist to undertake specific research to determine (and quantify) the potential to attract/establish health technology businesses. This research should include international opportunities. The research should complement the HITEC.	E.D.T. HITEC	1.3 1.6, 4.2	Brief prepared. Industry specialist engaged. Report completed	Q2 2017 Q3 2017 Q2 2018	O.T. Consultancy \$50,000
8.3.2 Implement recommendations.	E.D.T. HITEC	1.3 1.6, 4.2	Recommendations implemented	Q2 2018 – Q2 2019	O.T. Possible implementation cost - not determined
8.3.2 Develop an Industry Capability Profile for Health Services and support businesses, including electronic materials.	E.D.T.	1.3 1.6, 4.2, 4.8	Profile prepared	Q2 2017	O.T. Publishing and printing - \$5,000

Legend: **E.D.T.** – Economic Development Team, **O.T.** – Officer Time

# 9. INFRASTRUCTURE

ACTIVITY	STAKEHOLDERS	COUNCIL PLAN STRATEGIC DIRECTION ALIGNMENT	PERFORMANCE MEASURE	TIMEFRAME	RESOURCES
<b>9.1 Latrobe Regional Airport</b>					
9.1.1 Continue to pursue employment generating opportunities and aerospace manufacturing at the Latrobe Regional Airport.	E.D.T. LRA Tenants	1.3 1.6, 4.2	Level of targeted marketing Level of investment attraction	Q1 2016 – Q4 2019	O.T.
9.1.2 Ensure compliance with relevant regulations as required by CASA's annual inspection report & Obstacle Limitation Survey.	E.D.T. CASA	1.3	Timely compliance and reporting	Q1 2016 – Q4 2019	O.T. OLS: \$2,000
9.1.3 Implement the Latrobe Regional Airport Masterplan to effectively develop the airport and facilitate new investment, manufacturing and jobs growth.	E.D.T. Infrastructure Unit	4.2 1.3, 1.6	Recommendations implemented	Q1 2016 – Q4 2019	O.T. Planning Scheme Amendment: \$10,000 Panel: \$20,000
9.1.4 Develop the Latrobe Regional Airport Marketing Strategy.	E.D.T.	1.3 1.6, 4.2	Marketing strategy completed	Q3 2016	O.T. Consultancy: \$50,000
9.1.5 Implement the recommendation contained in the Marketing Strategy.	E.D.T. Consultants	1.3 1.6, 4.2	Recommendations in Marketing Strategy implemented	Q3 2016 – Q4 2019	O.T. Consultancy: \$100,000
9.1.6 Conduct meetings of the Airport Community Committee and report to the Latrobe Regional Airport Board.	E.D.T. Airport Community Committee	3.3	12 meetings per annum	Q1 2016 – Q4 2019	O.T.
9.1.7 Manage the airport in accordance with the Deed of Delegation from the Latrobe City Council.	E.D.T, Latrobe Regional Airport Board	3.3	Actions in accordance with Deed of Delegation	Q1 2016 – Q4 2019	O.T.
<b>9.2 Gippsland Logistics Precinct</b>					
9.2 Work with the government to secure private sector investment for the establishment of the Gippsland Logistics Precinct. The Precinct will provide railway freight storage and transport services to Latrobe City and the broader Gippsland region.	E.D.T. State Government	4.2 1.3, 1.6	Updated precinct plan Private sector briefings	Q2 2016 – Q4 2018	O.T. Accom & Travel: \$2,000
<b>9.3 Supply of Industrial Land</b>					
9.3.1 Work with the Future Planning Unit to ensure there is a supply of suitably zoned industrial land for new/expanded business developments.	E.D.T. F.P.	5.4 5.2	Identified supply of appropriately zoned land	By Q3 2016	O.T.
9.3.2 Investigate the potential for a 'special' industrial area – e.g. a high tech manufacturing precinct, special employment zone.	E.D.T. F.P.	5.4 5.2	Investigation completed	By Q2 2017	O.T.
9.3.3 Work with the Future Planning Unit to implement the <i>Industrial Land and Employment Strategy</i> .	E.D.T. F.P.	5.1 5.2	Strategy implemented	By Q4 2019	O.T.

Legend: CASA – Civil Aviation Standards Australia, E.D.T. – Economic Development Team, F.P. – Future Planning, O.T. – Officer Time, R.D.V. – Regional Development Victoria



## SECTION 2 THE 'NUTS & BOLTS'

10. **BUSINESS  
DEVELOPMENT**

11. **FACILITATION**

12. **ADVOCACY**

13. **INTERNAL  
PROCESS**

14. **STRATEGIC  
ALLIANCES**





# 10.

## BUSINESS DEVELOPMENT

ACTIVITY	COUNCIL PLAN STRATEGIC DIRECTION ALIGNMENT	PERFORMANCE MEASURE	TIMEFRAME	RESOURCES
<b>10.1 Workshops</b>				
10.1.1 Develop and implement the <i>Latrobe City Business Scholarship Program</i> .	1.2	10 participating businesses, identified as high growth potential	1 program annually	\$20,000 Businesses - \$10,000
10.1.2 Develop, promote and deliver industry networking and knowledge sharing events.	1.2	6 events across Latrobe City	6 events annually	\$6,000
<b>10.2 Consultation/Engagement</b>				
10.2.1 Provide assistance, information (e.g. funding, statistical) and support to existing small to medium enterprises. Identify opportunities to encourage business development and job creation.	1.2	Minimum: 300 Business contacts per annum	Annual	O.T.
10.2.2 Establish and implement a program of meetings with major local companies to gauge business sentiment and opportunities for assistance.	1.3	1 visit per large business per annum (Minimum 6 visits)	Annual	O.T.
10.2.3 Strengthen the relationship between the local development sector and Council by conducting networking forums.	1.7	Minimum: 2 per annum	Annual	O.T. Budget - \$4,000
10.2.4 Conduct Industry Roundtables. Up to 10 businesses meet with Councillors and senior management for 'closed door' discussions.	1.3	4 per annum	Quarterly	O.T. Budget - \$1,000

Legend: O.T. – Officer Time

ACTIVITY	COUNCIL PLAN STRATEGIC DIRECTION ALIGNMENT	PERFORMANCE MEASURE	TIMEFRAME	RESOURCES
<b>10.1 Workshops</b>				
10.1.1 Develop and implement the <i>Latrobe City Business Scholarship Program</i> .	1.2	10 participating businesses, identified as high growth potential	1 program annually	\$20,000 Businesses - \$10,000
10.1.2 Develop, promote and deliver industry networking and knowledge sharing events.	1.2	6 events across Latrobe City	6 events annually	\$6,000
<b>10.2 Consultation/Engagement</b>				
10.2.1 Provide assistance, information (e.g. funding, statistical) and support to existing small to medium enterprises. Identify opportunities to encourage business development and job creation.	1.2	Minimum: 300 Business contacts per annum	Annual	O.T.
10.2.2 Establish and implement a program of meetings with major local companies to gauge business sentiment and opportunities for assistance.	1.3	1 visit per large business per annum (Minimum 6 visits)	Annual	O.T.
10.2.3 Strengthen the relationship between the local development sector and Council by conducting networking forums.	1.7	Minimum: 2 per annum	Annual	O.T. Budget - \$4,000
10.2.4 Conduct Industry Roundtables. Up to 10 businesses meet with Councillors and senior management for 'closed door' discussions.	1.3	4 per annum	Quarterly	O.T. Budget - \$1,000

Legend: O.T. – Officer Time



# 11. FACILITATION

ACTIVITY	COUNCIL PLAN STRATEGIC DIRECTION ALIGNMENT	PERFORMANCE MEASURE	TIMEFRAME	RESOURCES
<b>11.1 Business Support</b>				
11.1.1 Work with the combined Chambers of Commerce to implement their Gift Card program.	1.2	Level of support provided Positive feedback	Q1 2016 Q1 2017	O.T. Sponsorship: \$5,000
11.1.2 Conduct Call Centre Forums for established Latrobe City Call Centres.	1.3 & 1.7	2 forums per annum	Bi Annual	O.T. Budget - \$2,000
11.1.3 Provide assistance to local businesses to grow and expand through referrals, the provision of statistical and site information and relevant funding opportunities.	1.1	Information and assistance provided in a timely manner	Q1 2016 – Q4 2019	O.T.
<b>11.2 Trade Delegations</b>				
11.2.1 Promote Latrobe City to potential investors by facilitation of inbound and outbound delegations and the provision of business development support to inbound firms.	1.1	Support and facilitation provided in a timely manner	Q1 2016 – Q4 2019	O.T. Budget: Not determined
11.2.2 Work with Invest Victoria to promote the strengths of Latrobe City to inbound delegations.	1.1	Recognition of Latrobe City within Invest Victoria	Q1 2016 – Q4 2019	O.T.
<b>11.3 Regional Promotion</b>				
11.3.1 Design and deliver a large scale event promoting investment opportunity across Latrobe City and Gippsland region.	1.7	Event developed and conducted	By Q2 2017	O.T. Event Cost: \$10,000
<b>11.4 Shop Front Premises</b>				
11.4.1 Develop a business case to relocate the economic development unit to a shop front location in Morwell.	1.2	Business case completed	Q2 2016	O.T.

Legend: O.T. – Officer Time



# 12. ADVOCACY

ACTIVITY	COUNCIL PLAN STRATEGIC DIRECTION ALIGNMENT	PERFORMANCE MEASURE	TIMEFRAME	RESOURCES
<b>12.1 Delegations</b>				
12.1.1 Coordinate site visits/meetings on behalf of Latrobe City Council with State/Federal members of Parliament and Senators as required.	4.2	Meetings organised professionally and in timely manner	Q1 2016 – Q4 2019	O.T. Budget: Not determined
12.1.2 Coordinate Canberra delegations on behalf of Latrobe City Council with Federal Members of Parliament and Senators.	4.2	2 delegations	Annually	O.T. Delegation costs: \$10,000
12.1.3 Coordinate Melbourne delegations on behalf of Latrobe City Council with State Members of Parliament.	4.2	2 delegations	Annually	O.T. Delegation costs: \$2,000
<b>12.2 Advocacy Materials</b>				
12.2.1 Develop advocacy materials that identify local opportunities and challenges and supports advocacy initiatives with State and Federal Government.	4.2	Advocacy materials produced	By Q2 2016	O.T. Materials: \$5,000
<b>12.3 Submissions</b>				
12.3.1 Prepare reports and submissions on behalf of Latrobe City Council in relation to policy changes that will impact Latrobe City's ability to remain economically sustainable.	4.2	Cogent submissions produced in a timely manner	Q1 2016 – Q4 2019	O.T.
12.3.2 Understand State and Federal Government policy implications for the Gippsland region.	4.2	Constant monitor of policy changes/developments	Q1 2016 – Q4 2019	O.T.
<b>12.4 Economic Indicators and Impact Assessments</b>				
12.4.1 Review <i>Economic Indicators Report</i> presenting comparisons of key business decision drivers for Latrobe City and competing regions.	1.7	Annual review completed	Annually	O.T.
12.4.2 Develop and promote a <i>Latrobe City Economic Profile</i> .	1.7	Profile Completed Updated	Q2 2016 Annually	O.T. Remplan: \$20,000

Legend: O.T. – Officer Time

# 13. INTERNAL PROCESSES

ACTIVITY	COUNCIL PLAN STRATEGIC DIRECTION ALIGNMENT	PERFORMANCE MEASURE	TIMEFRAME	RESOURCES
<b>13.1 Investment Facilitation Team</b>				
13.1.1 Develop and initiate <i>Streamlining Business Interaction</i> project simplify applications and internal referrals for new and existing businesses within Latrobe City.	1.4	Project Implemented	Q2 2016	O.T.
13.1.2 Promote the <i>Investment Facilitation Team</i> in all investment and economic development marketing materials.	1.4	Appropriate information contained in materials	Q1 2016 – Q4 2019	O.T. Marketing Materials: \$2,000
<b>13.2 Media and Communications</b>				
13.2.1 Showcase the local economy through promotional activities including the preparation of media releases and the effective use of social media.	1.7	20 media releases per annum Weekly monitor LinkedIn Weekly monitor website	Q1 2016 – Q4 2019	O.T.
13.2.2 Develop and deliver e-newsletter.	1.7	12 editions per annum	Q1 2016 – Q4 2019	O.T.
13.2.3 Deliver <i>Business Connect</i> newsletter.	1.7	4 editions per annum	Q1 2016 – Q4 2019	O.T.
<b>13.3 Tourism, Arts and Events</b>				
13.3.1 Support the implementation of the Arts Strategy Action Plan.	1.5	Support as needed	Q1 2016 – Q4 2019	O.T.
13.3.2 Support the implementation of the Tourism and Major Events Strategy.	1.5	Support as needed	Q1 2016 – Q4 2019	O.T.

Legend: O.T. – Officer Time

# 14. STRATEGIC ALLIANCES

ACTIVITY	COUNCIL PLAN STRATEGIC DIRECTION ALIGNMENT	PERFORMANCE MEASURE	TIMEFRAME	RESOURCES
<b>14.1 State and Federal Government</b>				
14.1.1 Conduct Latrobe City industry tours for Victorian and Australian Government representatives.	1.6	1 tour per annum	Q1 2016 – Q4 2019	O.T. Budget: \$2,000
14.1.2 Actively engage with State and Federal governments to advocate for the interests of Latrobe City, to maximise access to government funding which supports job creation, economic diversification and environmental sustainability.	1.4	State and Federal Government awareness and support of Latrobe City	Q1 2016 – Q4 2019	O.T. Budget: \$3,000
<b>14.2 Regional Organisations</b>				
14.2.1 Work in partnership with Gippsland Councils, local agencies, committees and government to actively support the development and delivery of regional strategies and plans.	1.3	Regional profile Participation and actions in regional plans	Q1 2016 – Q4 2019	O.T.
<b>14.3 Peak Industry Bodies</b>				
14.3.1 Participate in South East Australia Transport Strategy (SEATS) and contribute information on behalf of Latrobe City.	1.3	Attendance at meetings Provision of information in a timely manner	Q1 2016- Q4 2019	O.T. Budegt \$3,000
14.3.2 Participate in Rail Freight Alliance and contribute information on behalf of Latrobe City.	1.3	Attendance at meetings Provision of information in a timely manner	Q1 2016 – Q4 2019	O.T. Budget: \$3,000
14.3.3 Liaise with appropriate peak organisations that impact on Latrobe City. These will include: - VECCI - VFF - Agribusiness Gippsland - Committee for Gippsland - Regional Development Australia.	1.3	At least one meeting/ communication with each organisation per annum	Q1 2016 – Q4 2019	O.T.

Legend: O.T. – Officer Time



**For further information please contact:**

**Latrobe City Council**  
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