



Latrobe City
Our Transition



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.

Message from the Mayor

Our communities experience and aspirations inform all that we plan and deliver in relation to our shared economic and structural transition.

As we continue to work toward our new energy future and develop pathways for new business and opportunity, our community is at the heart of all that we do.

As we reflect on our experience of the closure of the Hazelwood Power Station and Mine, I am proud of the strength of our community and the growth of our local economy.

Our communities Strength Led approach to transition has held us in good stead, as we have ensured that we are the driver behind the opportunities in our city that are informed by strong partnerships and new collaborations with State and Federal Government investment, business development and more thoroughly informed planning and capacity to be well prepared for the future. While we are moving towards full transition, we also respectfully acknowledge the generations of community members whose careers and lives were shaped by the power industry.

In all that we do, we remain true to the ideas and aspirations of our community and ensure their needs are always at the fore. We are committed to opening the door to new industries to support our economic transformation and continue to grow our city's growing innovation culture.

We are working to be remembered as the region that gets transition right, and I believe we are indeed on the right path.

We know there is not one solution – it will take a diversity of technology and industries to get us to where we want to be.

Our work will continue to amplify the depth of insight shared by our community in developing the Latrobe City Council Plan 2021-2025, ensuring we remain committed to the bright and prosperous future for our community.

Each strategic pillar within the Council Plan is linked to our ongoing transition ensuring we remain focused on being a regional city that is *Smart, Creative, Healthy, Sustainable and Connected*.

With the well informed guidance of our community, we will lead through this time of significant change ensuring collaboration with government, industry and key stakeholders to support new energy and jobs for the future forging a pathway to investment in initiatives that strategically align with our future.

Our priority is to achieve a transition that ensures a prosperous future for our community.

Our priority is to achieve an equitable transition to a new energy future that ensures no one is left behind.

One where industry diversification, economic growth and skilled employment are supported.

Cr Kellie O'Callaghan

Mayor
Latrobe City Council



Our Transition

We will take a collaborative approach to ensure we can transition and transform our city.

We have reached a critical point in our transition, with the 2028 closure of the Yallourn Power Station and the recently announced early closure of Loy Yang in 2035, combined with increasing priorities of government policy and investment in renewable energy.

While there has been significant government investment in Latrobe City, we recognise that private sector investment is also a key element in guiding the future economic growth in our city and will further underpin opportunities to create long-term employment.

Through the development of the Latrobe City Council Plan 2021-2025, we have set a strategic path to deliver on our community's vision. Our goal is to ensure we are considered to be the most liveable regional city and that our thriving communities will remain vibrant, progressive, smart, connected, sustainable and proud.

In delivering our plan, we will take a collaborative approach to ensure we can transition and transform our city.

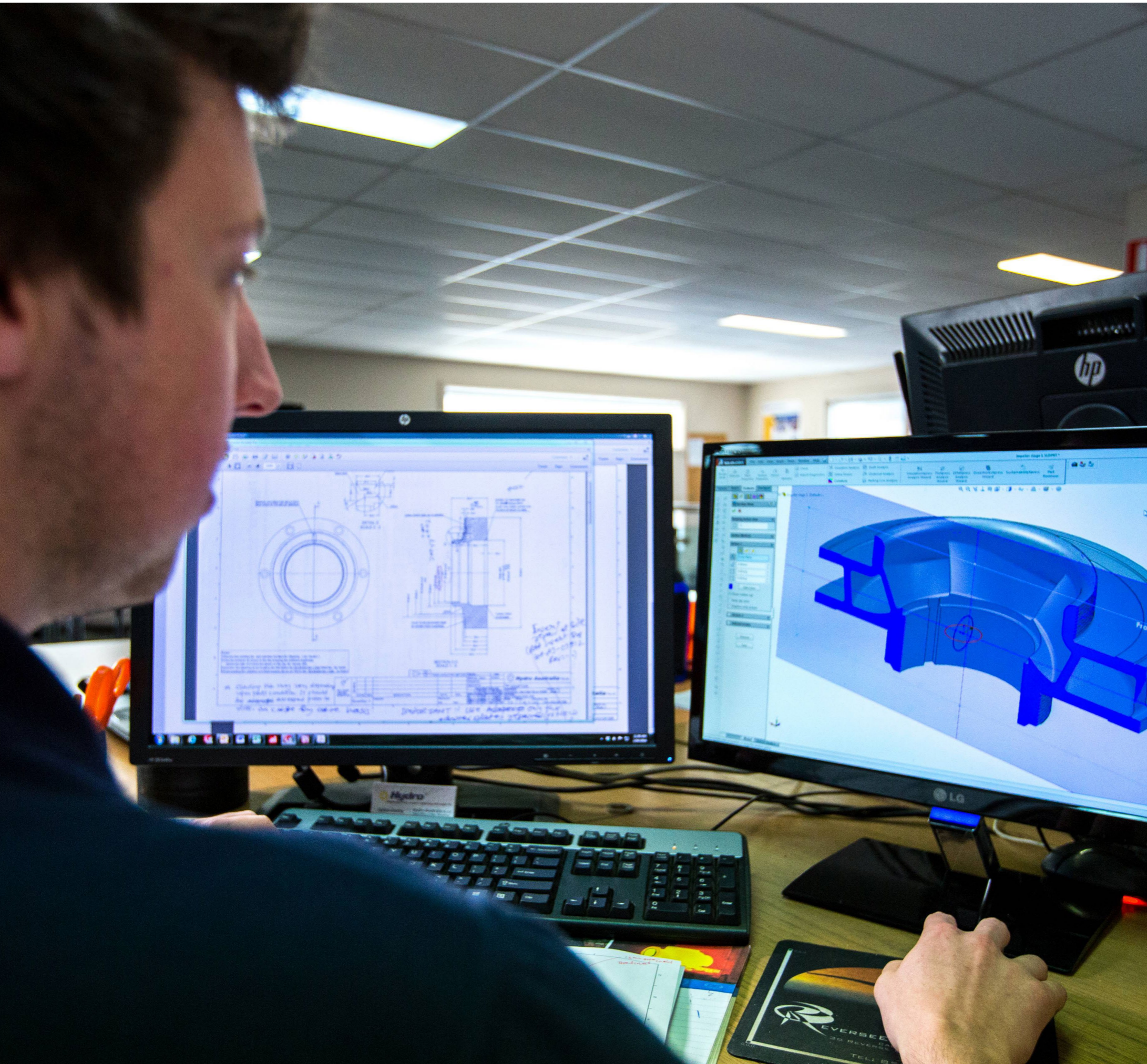
We will also collaborate with our partners to support the development and implementation of the Latrobe Valley and Gippsland Transition Plan.



TO VIEW THE LATROBE CITY COUNCIL PLAN 2021-2025 SCAN THE QR CODE



Our approach to transition reflects the key actions and performance measures of the Council Plan, while remaining responsive to a dynamic and ever changing environment.



A Strength Led Transition

Our Strength Led approach to transition has held us in good stead to make the most of the opportunities that have been provided to our region.

Working in collaboration with our community, A Strength Led Transition represents the authentic voice of our shared aspirations. Working in partnership with all levels of government, it has led to a range of important investments to support the prosperity and liveability of our region. This work continues to inform the foundations of our communities aspirations as we move ahead with our collective work.

Our Strength Led approach to transition has held us in good stead to make the most of the opportunities that have been provided to our region through State and Federal Government investment and private partnership pathways.

The investments secured, and projects resourced are varied in scale and scope. Latrobe City is proud of what our community has achieved in the development of our new regional facilities such as the Gippsland Regional Aquatic Centre and Gippsland Performing Arts Centre, GovHub, the Morwell to Traralgon shared pathway through to investment in Latrobe Regional Hospital, the Gippsland line rail upgrades, education facilities and a range of recreation informed projects and spaces, and many more across our city.

We continue to remain true to the ideas and aspirations of our community, amplify their voices and ensure their needs are considered. This includes ensuring our workforce is supported throughout this transition and well prepared as we open the door to new industries, and support our economic transformation in new and innovative ways. We have a highly skilled workforce informed by a strong capacity to adapt to new and emerging industries.

What activities support our transition

For a transition plan to be effective it must identify and address the various impacts that can arise out of the loss of a key industry. It must also identify new opportunities to replace the revenue lost due to the closure of key industries.

In developing "Our Transition" we have researched the activities that will support our community.

ACTIONS THAT SUPPORT TRANSITION



Retraining and redeploying employees



Population growth



Supporting other effected industries (supply chains, retail, food service etc.)



Fast train



Attract new industries



Income retention



Attract visitors



Psychological strategies

- Build community pride



Enhance liveability



The role of Local Government

Local government has a vital role to play in supporting our transition.

Latrobe City Council is best placed to work in partnership with our community to support the transition process.

This includes:

- Continue to maintain and develop infrastructure
- Provide business support
- Grow our local population
- Promote the region
- Enhance liveability
- Grow industries
- Help set policy direction
- Support our local community through the impacts of industry closure

Latrobe City Council has a number of roles to play in facilitating transition.

Effective communication by local government, throughout the transition to community and stakeholders is critical. Latrobe City Council will continue to emphasise the opportunities presented through the transition process when engaging and communicating with the community.

Council will also be the conduit between community and various stakeholders when advocating for community aspirations, future investment and a collaborative approach. Council will continue to advocate to enable our transition and ensure commitments are delivered.

Transition Actions

What we are working on



ATTRACT INVESTMENT

Attracting investment in key industries, including working towards net zero emissions energy generation (renewables), engineering, manufacturing, advanced air mobility, hydrogen, education and health services through the delivery of Council's investment roadmap.



UPSKILLING TO MEET NEEDS

Working with local businesses and industries, and education and training providers to create a skill base that aligns with our current and future business and industry needs and improve education outcomes for the community.



SKILLED WORKFORCE PROMOTION

Promoting our current skilled workforce, which is a competitive advantage to attract new investment, whilst ensuring they are positioned to advantage of the net zero new energy future.



FUTURE JOBS

Understanding and clearly communicating the future job opportunities to the community and the pathways to obtaining the skills necessary to support business and industry needs, and to take advantage of net zero new energy projects.



BUSINESS SUPPORT

Continuing to support our existing business community so they can prosper and grow.

Revitalise our CBD's to support income retention.



NET ZERO ENERGY EMISSIONS

Working towards achieving net zero energy emissions across Latrobe City Council operations through the delivery of a bio energy plant, investment in solar, developing a sustainability action plan, implementing State Government policy changes to single use plastics and container deposit schemes.



LIVEABILITY

Continuing to build on the liveability of the region and further enhancing the health and well being of all Latrobe City residents by implementing Council's Living Well Latrobe Municipal Health and Wellbeing Plan.



PROMOTE LATROBE CITY

Reinforcing our role as Gippsland's Regional City to support economic growth and events programming, cultural events and recreation and sporting attractions.

Promote the region through a place brand strategy focused on visitation, investment and livability. Promotion of current skilled workforce will support the attraction of new investment and industry.



TRANSPORT

Advocating for improved transport services including passenger and rail freight connections and bus services to increase community access to employment and education.



COLLABORATION AND LEADERSHIP

Continue to collaborate with all levels of government, relevant agencies and regional organisations to represent the communities needs and to provide the necessary leadership to deliver on our communities aspirations.

As Gippsland's Regional City, we play a critical leadership role in advocating for both public and private investment to support community aspirations.

Supporting our Future

Our current advocacy priorities include:

State Government support to pursue opportunities in geothermal, hydrogen and Latrobe City's role in the material recovery and reuse industry. Support Latrobe's continued transition with a coordinated approach to investment in new energy.

A considered transition to a new energy future that creates industry diversification generating long-term economic growth and skilled employment opportunities. Working with the reformed SEC to maximise the \$1bn investment in renewables to deliver local investment, local procurement and local jobs.

Continued investment in health and wellbeing to contribute to the liveability of Latrobe as a regional city through physical activity opportunities, services and events that support older people, investment in early years learning, improved public transport and community connectivity.

Positioning Latrobe Regional Airport to be the Victorian Centre for Advanced Air Mobility (AAM). The development of AAM will create new industry and enable investment and employment at the airport.

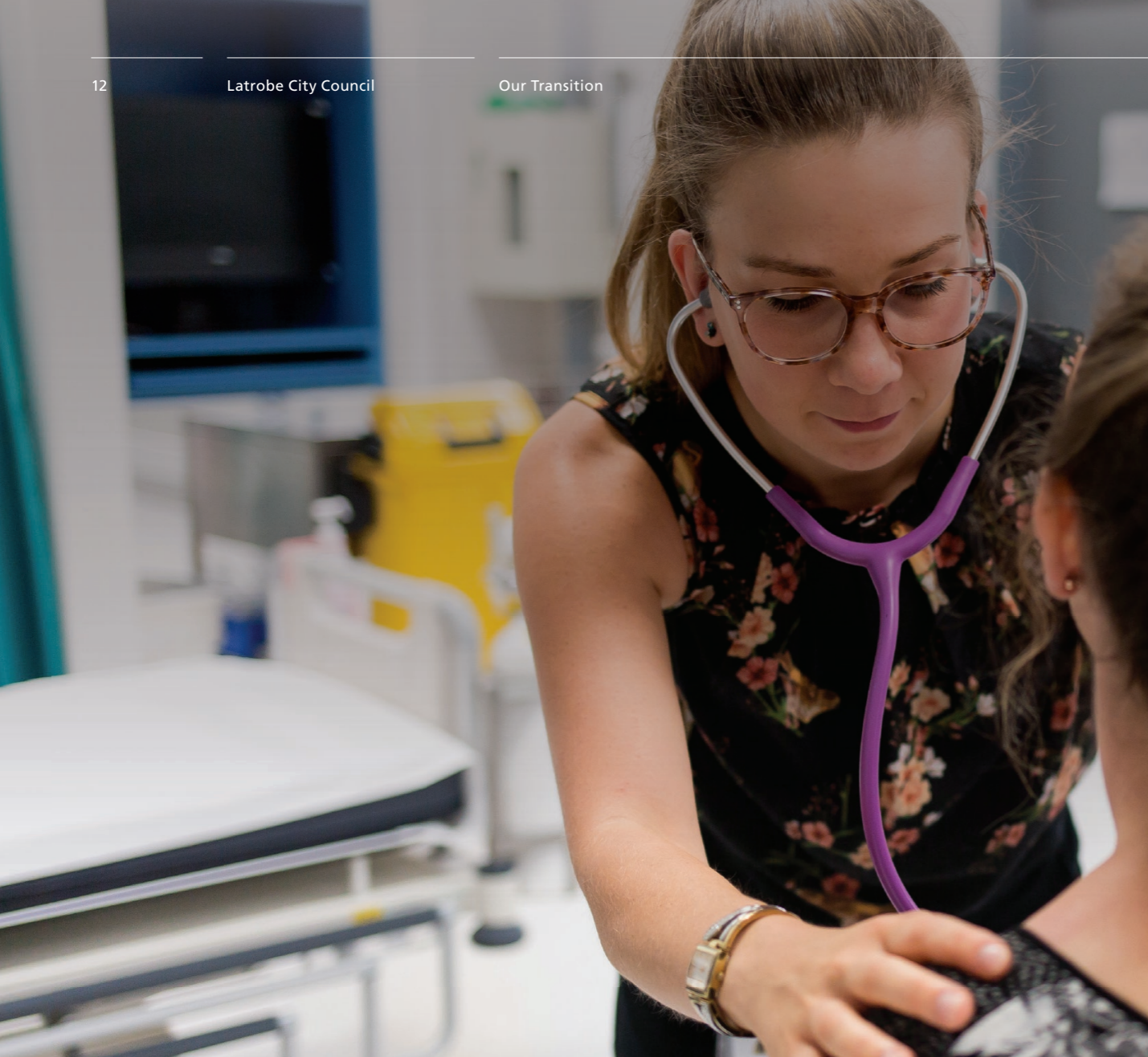
The timely delivery of infrastructure by servicing authorities to support the growth and the needs of our community for residential, commercial, retail, industrial, recreational, institutional and other community uses on a city-wide basis.

Securing State and Federal Government commitments to ensure the rehabilitation and re-purposing of the region's mine voids to support a sustainable and prosperous Latrobe City.

Local education and training programs to create a skills base that aligns with our future economy and improves education outcomes for the community.

Greater investment in recycling and re-manufacturing industries to enhance Latrobe City's role in the circular economy.

Progressing the business case for a Centre for Australian Automotive Futures (CAAF). The CAAF is designed to be an innovation centre for future automotive technologies and renewable energy, including a track for testing and hosting motor-sport events.



Latrobe 2031 Our Community vision

In early 2021 over 1,500 people across all ages put forward their ideas for Latrobe City's future.

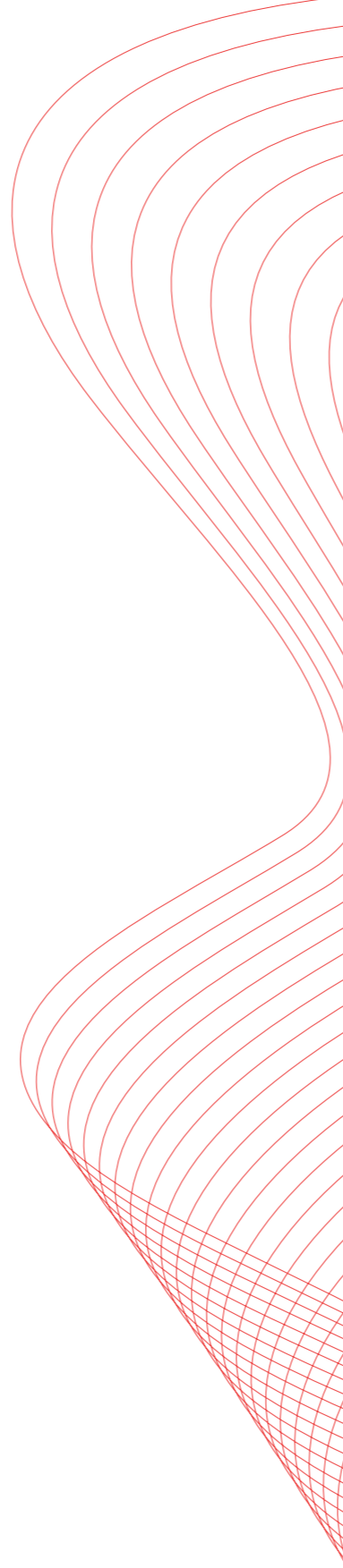
The Community Vision seeks to capture what our community values most. It draws upon the interests and broad identities of our diverse community and their sense of what Latrobe City means now and into the future.

"In 2031 Latrobe City will be known for being smart, creative, healthy, sustainable and connected. It will be the most liveable regional city and at the forefront of innovation. Working together we are a diverse, connected and resilient community, supporting the equitable diversification of our economic base and transition towards a low emissions future. We are known as a community that is equitable, liveable and sustainable, with a continued focus on healthy lifestyles supported by high quality recreational and cultural facilities and a natural environment that is nurtured and respected."




ATTRACT INVESTMENT

PROJECT	WHY	FUNDED/ UNFUNDED	COUNCIL ROLE	LINK TO COUNCIL PLAN – SMART	LINK TO LVA PLAN
Advanced Air Mobility	New industry and new high end jobs. Realise the Latrobe Regional Airport (LRA) as a asset	Partial - Council funding to the LRA	Lead / Partner	1.1.2 Attract investment in key industries including working towards net zero emissions energy generation, food and fibre, engineering, manufacturing, hydrogen, education and health services through the delivery of Council's investment roadmap.	Economy, Jobs
Gippsland Logistics Precinct	Available serviced land to support attraction of businesses	Yes - Resources	Lead	1.1.12 Activate the Gippsland Logistics Precinct with infrastructure and services to attract inward investment by industry and businesses.	Jobs
Centre for Australian Automotive Futures	New opportunity to capitalise on advancements within the automotive industry	Partial - Business case funded by Council	Lead	1.1.18 Develop a business case to establish the Centre for Australian Automotive Futures in Latrobe City and advocate for partnerships supporting the centre featuring a high tech motorsport complex, research and testing facilities for new vehicle technologies, sustainable and renewable fuels and an events complex.	Economy, Jobs
HESC	Supporting investment in new energy projects such as hydrogen	HESC is externally funded	Advocate	1.1.2 Attract investment in key industries including working towards net zero emissions energy generation, food and fibre, engineering, manufacturing, hydrogen, education and health services through the delivery of Council's investment roadmap.	Economy, Jobs
Visitor Economy	Based on Latrobe City's tourism assets, competing offerings and event and cultural tourism which serves as a potential niche	Yes	Partner - Destination Gippsland	1.2.7 Promote economic growth and job creation through events and recreation related tourism capitalising on our arts, cultural and sporting facilities.	Economy, Jobs
Off Shore Wind	Proposed \$41bn investment in Gippsland to support investment in new energy projects	Yes - Resources	Advocate	1.1.2 Attract investment in key industries including working towards net zero emissions energy generation, food and fibre, engineering, manufacturing, hydrogen, education and health services through the delivery of Council's investment roadmap.	Economy, Jobs
Defence	Promoting Latrobe City business and workforce capabilities to support the Australian defence industry	Yes	Advocate	1.1.2 Attract investment in key industries including working towards net zero emissions energy generation, food and fibre, engineering, manufacturing, hydrogen, education and health services through the delivery of Council's investment roadmap.	Economy, Jobs


PROMOTE LATROBE CITY

PROJECT	WHY	FUNDED/ UNFUNDED	COUNCIL ROLE	LINK TO COUNCIL PLAN – SMART	LINK TO LVA PLAN
Place Brand	Deliver the four core pillars of the Latrobe City Place Brand - Live, Work, Invest and Visit	Yes	Lead	1.5.4 Promote ongoing community engagement activities and work in partnership with our community focusing on promoting leadership, resilience, creative and forward thinking initiatives	Economy, Jobs, Liveability
Population Growth	Focus on four areas: a. Attract Melbourne-based residents seeking improved liveability b. Rural-based residents (e.g. Yarram, Stratford etc.) c. Immigration, and d. Retain our current population, especially younger adults as they are most likely to leave	Partial	Lead	1.3.1 Delivery of the objectives in Living Well Latrobe, our community's Municipal Public Health and Wellbeing Plan by promoting community safety, mental and physical health and activity, incorporating active design principals in open space, neighbourhood design and supporting community resilience	Economy, Jobs, Liveability
Regional City	Reinforce our role as Gippsland's Regional City to support economic growth, events programming - cultural, recreation and sporting attractions	Yes	Lead	1.2.7 Promote economic growth and job creation through events and recreation related tourism capitalising on our arts, cultural and sporting facilities	Economy, Jobs, Liveability
Working with local businesses and industries, and education and training providers to create a skill base that aligns with our current and future business and industry needs, and improve education outcomes for the community	Support the development of new and transferable skills for our region's workforce, and improve education outcomes for the community	Yes	Partner - TAFE, Federation University, local businesses and industries	1.1.15 Advocate with local education and training providers to create a skill base that aligns with our future economy and improve education outcomes for the community.	Economy, Jobs


UPSKILLING



FUTURE JOBS

PROJECT	WHY	FUNDED/ UNFUNDED	COUNCIL ROLE	LINK TO COUNCIL PLAN – SMART	LINK TO LVA PLAN
Working with 'New Energy' providers to understand and promote the required jobs to support the renewable energy sector	Enable the current and future workforce to understand the future jobs in renewable energy and the pathways to obtain the necessary skills and training to secure a job	Yes - current resources	Partner	1.1.2 Attract investment in key industries including working towards net zero emissions energy generation, food and fibre, engineering, manufacturing, hydrogen, education and health services through the delivery of Council's investment roadmap	Economy, Jobs
Promoting investment in the Latrobe Regional Airport to support Advanced Air Mobility	New industry attraction to support future jobs	Yes - current resources	Lead	1.1.2 Attract investment in key industries including working towards net zero emissions energy generation, food and fibre, engineering, manufacturing, hydrogen, education and health services through the delivery of Council's investment roadmap	Economy
Partnering with Swinburne University to deliver on the intent of the signed MOU (Advanced Air Mobility)	New industry attraction to support future jobs	Yes - current resources	Partner	1.1.2 Attract investment in key industries including working towards net zero emissions energy generation, food and fibre, engineering, manufacturing, hydrogen, education and health services through the delivery of Council's investment roadmap	Economy



TRANSPORT

PROJECT	WHY	FUNDED/ UNFUNDED	COUNCIL ROLE	LINK TO COUNCIL PLAN – SMART	LINK TO LVA PLAN
Advocate for faster rail services	This strategy serves as an enabler for population growth. The goal should be for a trip duration of no more than 90 minutes between Traralgon and Flinders Street Station, Melbourne CBD	Yes	Advocate	1.5.8 Advocate for improved transport services including passenger and rail freight connections and bus services	Liveability
Advocate for Rail Freight	Retention of rail freight capacity to utilise current rail assets will support the Gippsland economy. To ensure there is a rail freight line into the future and is upgraded to meet current plans as rail freight increases over time	Yes	Advocate	1.5.8 Advocate for improved transport services including passenger and rail freight connections and bus services	Liveability



BUSINESS SUPPORT

PROJECT	WHY	FUNDED/ UNFUNDED	COUNCIL ROLE	LINK TO COUNCIL PLAN – SMART	LINK TO LVA PLAN
Deliver an annual plan of Small Business Workshops	Reduce the impact of the multiplier effect and enable income retention	Yes	Lead	1.1.8 Continue to support our existing business community so they can prosper and grow	Economy, Jobs
Revitalise our CBDs, particularly Morwell and Moe	Focus on: a. Income retention, and; b. CBDs typically serve as the first and most lasting impression of a community For this reason, healthy, vibrant CBDs can serve as an enabler for attracting new industries	No	Lead	1.1.14 Advocate for timely delivery of infrastructure by servicing authorities to support the growth and the needs of our community for residential, commercial, retail, industrial, recreational, institutional and other community uses as a city-wide basis	Economy, Liveability
Small Business Festival	Create a platform to deliver small business programs and enable small business to network	Yes	Lead	1.1.8 Continue to support our existing business community so they can prosper and grow	Jobs
Business Concierge service	Act as a single point of contact for businesses, remove barriers to new business by streamlining the required permit process and promote the concierge service to the business community e.g. elongated permit processes etc.	Yes	Lead	1.1.3 Support reactivation of the local economy and deliver support to the start-up ecosystem through delivery of council's economic development program	Economy
Start Up Gippsland	Overall, business location start-ups are an invaluable asset for local economies. They can provide increased employment opportunities, drive business growth, foster innovation, attract investment, and improve quality of life for everyone in the community	Yes	Lead / Partner	1.1.3 Support reactivation of the local economy and deliver support to the start-up ecosystem through delivery of council's economic development program	Jobs
Skilled Migration	Developing a skilled migration plan to attract skilled migrants to Latrobe	Yes	Lead	1.1.6 Attract skilled business migrants to establish businesses in Latrobe City	Jobs
Supply Chain	Work with existing local supply chain to communicate new industry and diversification opportunities	No	Partner	1.1.8 Continue to support our existing business community so they can prosper and grow	Economy, Jobs

CO₂ NET ZERO ENERGY EMISSIONS

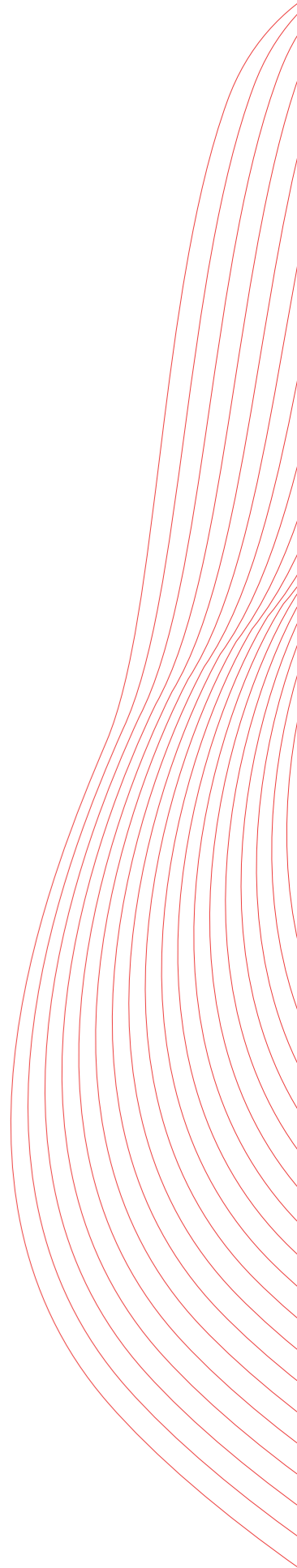
PROJECT	WHY	FUNDED/ UNFUNDED	COUNCIL ROLE	LINK TO COUNCIL PLAN – SMART	LINK TO LVA PLAN
Work with Off Shore Wind developers to maximise the local benefits for Latrobe City	Proposed \$41bn investment in new energy in Gippsland to support investment in new energy Off Shore Wind	Yes - External	Advocate	1.1.2 Attract investment in key industries including working towards net zero emissions energy generation, food and fibre, engineering, manufacturing, hydrogen, education and health services through the delivery of Council's investment roadmap	Economy, Jobs
Work with the HESC consortium / Joint Venture to maximise the benefits for Latrobe City linked to local hydrogen production - jobs, future supply chain and associated industry opportunities	\$2bn investment in hydrogen production	HESC is externally funded	Advocate	1.1.2 Attract investment in key industries including working towards net zero emissions energy generation, food and fibre, engineering, manufacturing, hydrogen, education and health services through the delivery of Council's investment roadmap	Economy, Jobs
Geothermal Energy at the Gippsland Logistics precinct	Investigate the feasibility of an energy utility model for delivering geothermal energy to small, medium and large consumers in Gippsland	State government funded	Partner	1.1.2 Attract investment in key industries including working towards net zero emissions energy generation, food and fibre, engineering, manufacturing, hydrogen, education and health services through the delivery of Council's investment roadmap	Economy, Jobs

LIVEABILITY

PROJECT	WHY	FUNDED/ UNFUNDED	COUNCIL ROLE	LINK TO COUNCIL PLAN – SMART	LINK TO LVA PLAN
Municipal Health and Wellbeing Plan 2021 - 2025	TBC	Yes	Lead	1.3.1 Delivery of the objectives in Living Well Latrobe, our community's Municipal Public Health and Wellbeing Plan by promoting community safety, mental and physical health and activity, incorporating active design principals in open space, neighbourhood design and supporting community resilience	Liveability
Advocate for specific infrastructure in specific areas such as sporting facilities, entertainment, retailing and cultural amenities	These all serve as key liveability factors. Liveability is vital because it serves as an enabler for attracting and retaining population. Sporting facilities not only enhance liveability; they also serve as assets for event tourism	Yes	Advocate - Potential to lead in the delivery of infrastructure	1.1.14 Advocate for timely delivery of infrastructure by servicing authorities to support the growth and the needs of our community for residential, commercial, retail, industrial, recreational, institutional and other community uses as a city-wide basis	Liveability

COLLABORATION / COORDINATION

PROJECT	WHY	FUNDED/ UNFUNDED	COUNCIL ROLE	LINK TO COUNCIL PLAN – SMART	LINK TO LVA PLAN
Work closely with the University sector	Universities play a key role in population retention, particularly younger adults. The expertise they provide can be used to address specific local issues. A specific university specialisation (e.g. green energy) can transform into a regional source of smart specialisation	Yes	Advocate	1.1.15 Advocate with local education and training providers to create a skill base that aligns with our future economy and improve education outcomes for the community	Collaboration
Monitor, integrate and communicate transition progress	The goal is to promote Latrobe City, our strengths, competitive advantages and counter any media negativity with stories about the positive work that is being undertaken and how that work is progressing	Yes	Lead	1.5.4 Promote ongoing community engagement activities and work in partnership with our community focusing on promoting leadership, resilience, creative and forward thinking initiatives	Collaboration
Work with the newly formed State Electricity Commission (SEC)	Realise the \$1bn investment to local procurement, education and supply chains, plus maximise any investment in renewable energy in Latrobe City	Yes	Lead	1.1.2 Attract investment in key industries including working towards net zero emissions energy generation, food and fibre, engineering, manufacturing, hydrogen, education and health services through the delivery of Council's investment roadmap	Collaboration
Create a Manufacturing Alliance	Promote the capabilities of the manufacturing sector, act as a central point to communicate opportunities	Yes	Lead	1.1.8 Continue to support our existing business community so they can prosper and grow	Collaboration
Establish and support the Latrobe Chamber of Commerce	Promote buy local and work with small business community to focus on income retention. A well networked small business community also promotes a positive outlook for Latrobe City and will assist in supporting various programs led by Council e.g. small business programs, business awards, place brand	Yes	Partner	1.1.8 Continue to support our existing business community so they can prosper and grow	Collaboration





Latrobe City Council

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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, please contact Latrobe City Council on 1300 367 700.

