

Economic Sustainability Strategy 2011 – 2015



Annual Review of Actions and Report Card on Progress

August 2014

1. Summary

The Latrobe City Council Economic Sustainability Strategy provides a framework for the delivery of economic development activities for Latrobe City Council.

This report provides an overview of the work done in relation to the Strategy for the 2013/2014 year.

Key strategy achievements include:

- Responded to **509** business development enquiries. These are generally assisting new business or helping existing firms with internal Council issues, referrals to other agencies and funding applications.
- **80,000** in hits to the Latrobe City Tourism website.
- The delivery of **11 training, information and networking sessions** for local businesses.
- Four editions of **Business Connect newsletter** that are distributed to **3,500 businesses and stakeholders**.
- **Delivery of the Accelerated Business Support & Small Medium Enterprise Program** in partnership with State Government.

This report details the progress made in relation to each of the 56 Strategy actions.



2. About the Strategy

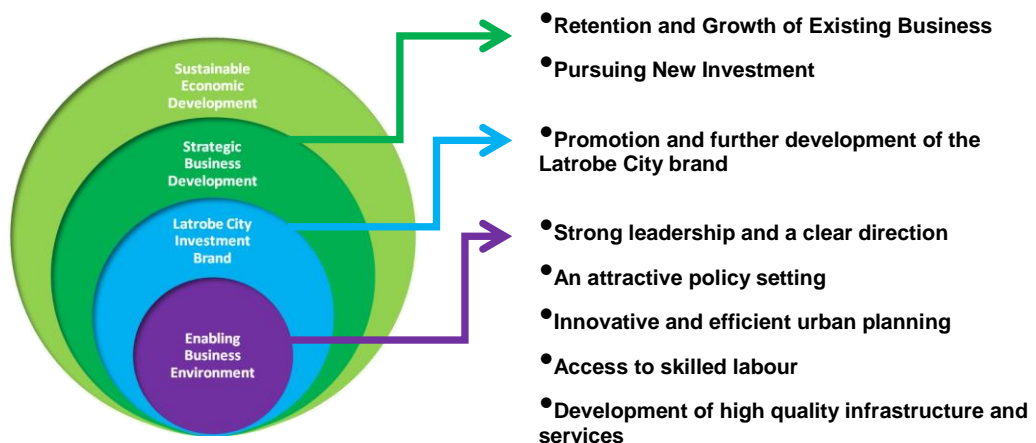
The Economic Sustainability Strategy (ESS) was adopted by Latrobe City Council on 28 June 2011.

The Strategy:

- Provides a framework to direct Latrobe City Council economic development activities;
- Guides the work of Council so that work can be prioritised to focus on those activities that best position Latrobe City to prosper in a changing economic environment; and
- Identifies emerging challenges and opportunities and corresponding actions to assist business to grow and invest.

To achieve sustainable economic development the Strategy identifies three equally important and inter-dependent groups of activities being:

- Providing strategic business development services for new and existing businesses;
- Building the Latrobe City investment brand; and
- Creating an enabling business environment that fosters business activity and supports further investment.



The Strategy identifies three employment zones of significant interest in terms of the future prosperity and growth for the municipality. The employment zones place an emphasis on job creation, industry diversification and the ability to offer opportunities to prospective investors:

- Former Morwell Gasworks/Lurgi site
- Gippsland Logistics Precinct
- Latrobe Regional Airport

The Strategy identifies actions which are aimed to consolidate Latrobe City's position as a major regional city and service centre for the Gippsland region and drive economic growth at a pace exceeding that of other regional centres as measured by:

- Job creation;
- Growth in gross regional product; and
- Reduction in unemployment rates.

A requirement of the Strategy is that a review will be undertaken annually and the list of strategy actions be revised and supplemented accordingly.

It is planned that a full review of the strategy will be undertaken in 2014 in preparation for the next four year planning period.



3. Responsibility for Implementation

The Economic Sustainability Strategy is an adopted strategy of Latrobe City Council and is an organisation wide responsibility. The Planning and Economic Sustainability Division is the primary resource allocated to the Strategy's implementation and is charged with progressing the majority of its Actions.

Other key Divisions involved in progressing the Economic Sustainability Strategy include Recreation, Community Infrastructure and Corporate Services.



4. Measuring Progress

The Strategy requires progress on its implementation to be monitored and reported to Council on an annual basis and published on the Latrobe City website. The implementation report is to include data on the number of:

- Responses to business enquiries;
- Media releases produced;
- Contacts developed; and
- Delegations organised.

Furthermore it requires Latrobe City Council to develop, collate and publish economic development indicators, measuring Latrobe City's economic progress for the 2011-15 period.

These indicators cannot be used directly to assess the success of implementation of this Strategy, as there are many factors outside the control of Latrobe City Council that impact on economic development. However, the data will enable Latrobe City Council to identify opportunities and issues and to adapt the Strategy accordingly.

The Strategy requires that an annual assessment of economic development performance in Latrobe City relative to the other major regional centres will be undertaken, focused on:

- Gross Regional Product;
- Employment rates/job growth;
- Unemployment rates;
- Mean taxable income; and
- Population growth.

In addition, performance against the following indicators is to be monitored:

- Visitation statistics;
- Business confidence;
- Planned investment;
- New business registrations by sector;
- Value of planning approvals (commercial, industrial and residential);
- Value of building construction;
- Value of property sales and median prices; and
- Population forecasts.

Please note that details of all external sources of statistical information are referenced in the document. Where no source is identified, the statistic has been derived internally.

The remainder of this document will provide a snapshot of progress over the second year of the four year Strategy and recommendations for some revision of actions.

5. Performance Against Activity Indicators

5.1 Responses to Business Enquiries

The type of Business enquiries received vary greatly but are typically the provision of assistance when starting a new business, assistance with site selection or referrals to other agencies. In the 2013/2014 financial year, 507 business enquiries were responded to by the Business Development Unit compared to 414 business enquiries responded to in the 2012/2013 financial year. Details of activity are as follows (it should be noted that some requests cover many of the categories outlined below):

- Assisted 51 new businesses to establish in Latrobe City;
- Provision of advice to over 144 businesses on government assistance programs and funds; and
- Assisted over 44 businesses identify suitable sites and work through the regulatory permits and approval process.

New business contacts made through business enquiries are also added to the business database and supplied with information, newsletters and updates as outlined in section 5.3.

5.2 Media Releases Distributed

In the 2013/2014 financial year, 22 media releases were prepared by the Economic Development Unit and distributed by the Economic Sustainability Division compared to 21 media released in the 2012/2013 financial year.

5.3 Number of New Business Contacts

In the 2013/2014 financial year, 343 new business contacts were made by the Planning and Economic Sustainability Division compared to 259 new business contacts in the 2012/2013 financial year. These contacts are then periodically supplied with information and updates from the Division including the Business Connect newsletter, Business Development E-newsletter, information on grants and assistance and training and networking opportunities as available.

5.4 Tourism Statistics

The Latrobe City Visitor Information website hits increased with 80,000 hits for 2013/2014 compared to 75,110 hits in the 2012/2013 financial year.

5.5 New Business Registrations by Sector

In the 2013/2014 financial year, the following new business registrations were recorded in Latrobe City in the following sectors:

Sector	Registrations 2013/14
Construction	114
Administrative & Support Services	69
Professional, Scientific & Technical Services	65
Retail Trade	50
Health Care & Social Assistance	37
Rental, Hiring & Real Estate Services	36
Accommodation & Food Services	26
Arts & Recreation Services	26
Transport, Postal & Warehousing	26
Education and Training	22
Agriculture, Forestry & Fishing	21
Financial & Insurance Services	18
Manufacturing	18
Wholesale Trade	13
Information Media & Telecommunications	4
Public Administration & Safety	4
Electricity, Gas, Water & Waste Services	0
Mining	0
Other	0
Total	623

Source: Australian Business Register, July 2014

5.6 Value of Planning Approvals

\$138 million in the 2013/2014 financial year compared to \$162.7 million in 2012/2013.

5.7 Value of Building Construction

\$136.7 million in the 2013/2014 financial year compared to \$128.5 million in 2012/2013.



5.8 Value of Property Sales

Latrobe City median property price and sales activity for 2011 to 2013 are as follows.

	2011	2012	2013
Median house price (\$)	209,000	208,000	212,000
Mean house price (\$)	229,465	224,850	230,912
Number of house sales	1,131	1,123	1,139
Median flat or unit price (\$)	165,000	170,000	170,000
Mean flat or unit price (\$)	186,308	188,690	196,878
Number of flat or unit sales	195	149	177
Median vacant block price (\$)	127,000	135,000	129,500
Mean vacant block price (\$)	128,713	136,022	129,711
Number of vacant block sales	245	186	247

Source: A Guide to Property Values 2013, Department of Transport, Planning and Local Infrastructure, July 2014

5.9 Population Forecasts

Latrobe City population forecasts are as follows.

2011	2016	2021	2026	2031
73,788	74,767	78,215	82,538	85,299

Source: Victoria in Future 2014 - Population and Household Projections 2011–2031 for Victoria and its Regions, Department of Transport, Planning and Local Infrastructure, May 2014.



6. Comparative Economic Indicators against other Regional Centres

6.1 Gross Regional Product (GRP)

GRP for Latrobe is estimated at \$4,020 million. A comparison against Victoria's other key regional centres is provided below.

Expenditure Method	Latrobe (C)	Ballarat (C)	Greater Bendigo (C)	Greater Geelong (C)
Gross Regional Expenses	\$4,929 M	\$6,593 M	\$6,962 M	\$X 14,178
Net exports	\$3,591 M	\$3,076 M	\$2,597 M	\$9,455 M
Gross Regional Product	\$4,020 M	\$4,949	\$5,278 M	\$10,449 M
Per Capita GRP	\$55,542	\$52,930	\$52,459	\$49,551
Per Worker GRP	\$156,945	\$127,640	\$140,160	\$132,985

Source: Latrobe City Council Economic Profile, City of Greater Bendigo Economic Profile, City of Greater Geelong Economic Profile, City of Ballarat Economic Profile, REMPLAN, August 2014



6.2 Employment Growth / Jobs Rates

Between 1999 and 2013, Latrobe City experienced the highest total growth (an increase of 58.78%) in the number of jobs over the 15 year period, from 23,023 jobs in 1999 to 36,576 jobs in 2013. In comparison, over the same period, the number of jobs in Greater Bendigo increased by 49.28%, Greater Geelong increased by 43.09% and Ballarat increased by 27.19%.

The following table shows the number of jobs and job growth rate from 1999 to 2013 for the four regions.

	Latrobe (C)		Ballarat (C)		Greater Bendigo (C)		Greater Geelong (C)	
	Jobs	Percentage Change	Jobs	Percentage Change	Jobs	Percentage Change	Jobs	Percentage Change
1999	23,023	-	38,611	-	33,854	-	77,665	-
2000	24,646	7.05%	41,046	6.31%	34,641	2.33%	77,870	0.26%
2001	26,385	7.05%	39,547	-3.65%	37,085	7.06%	88,033	13.05%
2002	28,275	7.16%	35,276	-10.80%	41,042	10.67%	88,010	-0.03%
2003	30,220	6.88%	37,303	5.75%	43,353	5.63%	88,958	1.08%
2004	32,386	7.17%	37,668	0.98%	41,291	-4.76%	85,266	-4.15%
2005	32,457	0.22%	39,572	5.06%	40,995	-0.72%	89,382	4.83%
2006	32,391	-0.20%	40,365	2.00%	43,757	6.74%	94,202	5.39%
2007	33,329	2.90%	41,130	1.90%	47,700	9.01%	99,292	5.40%
2008	34,035	2.12%	42,733	3.90%	46,949	-1.57%	103,114	3.85%
2009	34,901	2.54%	44,712	4.63%	47,967	2.17%	104,862	1.70%
2010	37,152	6.45%	45,545	1.86%	48,439	0.99%	105,452	0.56%
2011	40,354	8.62%	46,487	2.07%	51,561	6.44%	105,681	0.22%
2012	38,607	-4.33%	46,117	-0.80%	52,582	1.98%	109,299	3.42%
2013	36,576	-5.26%	49,108	6.49%	50,536	-3.89%	111,130	1.68%
Total Change in Jobs								
1999-2003	7,197	31.26%	-1,308	-3.39%	9,499	28.06%	11,293	14.54%
2004-2008	1,649	5.09%	5,065	13.45%	5,658	13.70%	17,848	20.93%
2009-2013	1,676	4.80%	4,397	9.83%	2,570	5.36%	6,268	5.98%
1999-2013	13,554	58.87%	10,497	27.19%	16,682	49.28%	33,465	43.09%

Source: Data prepared by REMPLAN for Latrobe City Council
Department of Employment, Small Area Labour Markets Australia, July 2014
Note: Average annual number of persons employed in the 12 months to December.

6.3 Unemployment Rates

Unemployment has trended upwards over the past year for Bendigo, Ballarat and Geelong with Latrobe the only region to experience a decrease in unemployment from 6.5% in 2012 to 6.1% in 2013. In general, unemployment rates have decreased across all regions, with Latrobe decreasing from a comparably high level of unemployment of 14.1% in 1999 to 6.1% in 2013.

6.4 Mean Taxable Income

When comparing the four regions, Latrobe has consistently had the highest average taxable income over the four year period, with the average taxable income being \$42,722 at June 2010.

6.5 Population Growth

Latrobe has been experiencing moderate population growth, particularly over the last four years.

	2009	2010	2011	2012	2013	Change 2009-2012	Growth rate (%) 2009-2013
Latrobe (C)	72,306	73,082	73,788	74,001	73,846	1,540	2.13
Ballarat (C)	91,390	93,359	95,185	96,972	98,684	7,294	7.98
Greater Bendigo (C)	99,003	100,506	101,995	103,605	105,332	6,329	6.39
Greater Geelong (C)	209,429	212,585	215,837	218,125	221,515	12,086	5.77
Gippsland	251,696	256,014	259,816	262,123	263,723	12,027	4.78
Regional Victoria	5,371,934	5,461,101	5,537,817	5,632,521	5,739,341	367,407	0.07

Source: Latrobe City Economic Profile, Ballarat City Council Economic Profile, City of Greater Bendigo Economic Profile, City of Greater Geelong Economic Profile, REMPLAN, August 2014



7. Review of Actions

To progress the objectives of the Economic Sustainability Strategy 2011 – 2015 the following actions have been undertaken. They are collated under the Strategy action areas and, where necessary, are applied to more than one area.

Actions for Retention and Growth of Existing Businesses

1. *Connect with the business community and maintain relationships to keep abreast of business needs and gaps in provision of service.*

Indications of Activity:

- Relationships created and reinforced with business representatives through six business development workshops, two developers forums and tailored one-on-one business assistance;
- Participated in industry related conferences including:
 - Brown Coal Innovation Australia Coal to Products Seminar - Gasification, Pyrolysis and Beyond;
 - Brown Coal Innovation Australia Coal Drying and Developments Forum;
 - Victorian Infrastructure Summit;
 - All Energy Australia Conference;
 - Timber Towns Annual Conference;
 - Timber Towns Victoria AGM;
 - Committee for Economic Development of Australia (CEDA) Missed opportunities of our Asian engagement;
 - Committee for Economic Development of Australia CEDA Broadband/Digital economy;
 - Committee for Economic Development of Australia CEDA Economic & Political Overview 2014;
 - National Tourism and Events Conference;
 - Gippsland Tourism Conference;
 - 2013 Victorian Employers Chamber of Commerce and Industry (VECCI) Victorian Summit;
 - Clean Coal Victoria Regional Stakeholder Exchange;
 - Melbourne Business School -The Journey to Economic and Social Impact;
 - Gippsland Freight and Logistics Road Network Forum;
 - Committee For Gippsland (C4G) Energy Forum;
 - Committee For Gippsland (C4G) Post Budgets Briefing with Small Business Ministers Forum;
 - Agribusiness Gippsland China Forum;
 - Melbourne Caravan and Camping Show;

- Industry Capability Network Local Government Event - Regional Gateway;
- MAV Business Expansion and Retention Seminar;
- Australian Airports Association conference;
- GHD Resource Efficiency through Innovation Forum; and
- Low Rank Brown Coal Symposium.
- Supported the Latrobe City Business Tourism Association (LCBTA) through attendance at 22 meetings and the provision of business development assistance;
- Conducted five meetings with the Industrial Capability Network (ICN) to exchange business related intelligence;
- Regularly distributed information to local business associations;
- Delivered two major project updates to Latrobe City Real Estate Agents;
- Conducted six Latrobe Regional Airport board meetings; and
- Conducted six meetings with Latrobe Regional Airport Community Committee.

2. *Keep the business community apprised of emerging developments in the business operating environment so that they can effectively prepare and adapt for change.*

Indications of Activity:

- Published and distributed four editions of the Business Connect newsletter which were sent to 3,500 businesses and stakeholders;
- Prepared and distributed the Business Development E-newsletter on a monthly basis;
- Distributed the Small to Medium Enterprise Toolkit;
- Engaged with 30 local businesses in delivering the Accelerated Business Support Program;
- Responded to 507 business enquiries;
- Undertook a review of the 'Support for Business' section of the Latrobe City Council website; and
- Established regular meetings with local business groups and trader organisations.

3. *Facilitate regional industry networking, partnerships and knowledge sharing events to build business capacity and connectedness.*

Indications of Activity:

- Facilitated 11 networking and information sharing activities including:
 - Two development sector breakfast forums;
 - Six Workshops;
 - Two call centre sector forums; and
 - Launch of the "Showcasing Latrobe City's Resource Sector Capabilities" in partnership with the Industry Capability Network (ICN).

4. Support skills development in local industry.

Indications of Activity:

- Promoted and facilitated the Small Business Mentoring Service;
- Promoted and facilitated four business training courses run through the Latrobe City Business Tourism Association (LCBTA);
- Provided sponsorship and promoted the LCBTA People's Choice Awards; and
- Provided sponsorship and promoted the annual Gippsland Business Awards.

5. Promote and advocate for local industry in the broader community.

Indications of Activity:

- Prepared and disseminated over 4,000 'Securing Our Future' advocacy documents;
- Prepared and submitted responses to proposed government policy including government White Papers;
- Financial contribution, input into policy and Councillor representation on the National Timber Council Taskforce and Timber Towns Victoria;
- Input into policy and Councillor and officer representation on the Alliance of Councils for Rail Freight Development;
- Membership and participation in the Victorian Employers Chamber of Commerce and Industry (VECCI) Regional Council;
- Participation in the VECCI Regional Business Forum;
- Participation in the Latrobe Valley Industry and Employment Roadmap Senior Offices Group;
- Participation in the Latrobe Valley Transition Committee;
- Membership and participation in the Broadband Today Alliance;
- Financial contribution and support to Agribusiness Gippsland;
- Participated in public hearing of the Parliamentary Inquiry into the opportunities for increasing exports of goods and services from regional Victoria;
- Provided a financial contribution and support to the LCBTA; and
- Provided a financial contribution, input into policy and Councillor and officer representation on the South East Australian Transport Strategy forum (SEATS).

6. Provide assistance to businesses to grow and expand.

Indications of Activity:

- Referred 32 businesses to the Victorian Government regarding funding opportunities;
- Assistance through the provision of 14 letters of support for business requests for funding;

- Provision of statistical data in response to 12 enquiries;
- Identification and provision of information regarding 44 potential sites for existing/inbound investment;
- Provided assistance to over 507 requests from businesses including:
 - Assisted 44 proponents to identify suitable sites;
 - Provision of advice to over 144 businesses on government assistance programs and funds;
 - Assisted over 44 businesses in working through the regulatory permits and approval process;
 - Engaged with 30 business in delivering the Accelerated Business Support Program; and
 - Provision of additional information to business associations from 10 referrals.
- Continued lobbying to the Victorian Government to facilitate the development of the Gippsland Heavy Industry Park (Lurgi site); and
- Continued progress on the Gippsland Logistics Precinct through attraction of private sector interest.

7. Intensify efforts to expand domestic and international markets for local goods and services.

Indications of Activity:

- Provision of information and facilitation of eight meetings for international delegations and visitors related to brown coal, manufacturing and aviation related industries;
- Liaison and provision of information with key State Government international officers representing:
 - Japan;
 - China; and
 - India.
- Provision of information and facilitation of meetings for international businesses located in Latrobe City;
 - Nippon Paper; and
 - Mahindra.

8. Position Latrobe City as the location of choice for international students.

Indications of Activity:

- Provision of information with key State Government international officers representing:
 - China;
 - Japan; and
 - India.

9. Play a substantive role in promoting and supporting the development of the tourism and events sector in Latrobe City.

Indications of Activity:

- Support of the Latrobe City Business Tourism Association (LCBTA) by representation on the Executive and Sub Committees, financial contribution, In kind support such as the e-newsletter, ticket sales and promotional activities;
- Supported the LCBTA to host the fifth annual People's Choice Awards including sponsoring an award;
- Featured the LCBTA in each edition of Business Connect and to drive membership and promotion;
- Provided business development opportunities through business seminars and events in partnership with the LCBTA;
- Provided visitor services through the visitor information centre, Latrobe City tourism website, and support with volunteers at events;
- Delivered familiarisation tours within Latrobe City and the wider Gippsland region for visitor services staff and volunteers;
- Produced and distributed the official visitor guide state wide and developed the e-guide for tourism websites;
- Editorial and promotion in appropriate publications and websites;
- Provision of an online accommodation booking service;
- Business operator training and promotion, hosted tourism student visit to the visitor information centre;
- Provided tourism information USBs for conference and promotions;
- Developed a visitor survey to capture their views on the attractiveness and cleanliness of Latrobe City;
- Provided a ticketing service for major events;
- Developed promotion material for the Latrobe City Student Music Exchange to China and Japan;
- Supported the Arts and Events activities; and
- Commencement of the Capacity & Capabilities Review for Events, Arts & Conferences.

10. Promote opportunities for local procurement by the Latrobe City Council and in the wider business community.

Indications of Activity:

- Featured the 'Doing Business with Latrobe City' brochure and film clip in Business Connect and on Latrobe City Council website;
- Conducted meetings with the Industry Capability Network (ICN) and participation in the review of Council's procedures to support local procurement; and
- Produced and delivered the "Showcasing Latrobe City's Resource Sector Capabilities" in partnership with ICN.

Actions for Pursuing New Investment

11. *Promote Latrobe City to domestic and international investors to increase international investment.*

Indications of Activity:

- Provided support, referrals and the provision of site information for the proponents of proposed major projects;
- Provided support, referrals and facilitated meetings for local employers looking to further invest including the Latrobe Valley Bus Lines, GippsAero, Safetech Tieman Solutions, Victorian American Imports, Morwell Shopfitters, Tradeweld, Aerostaff and Gippsland Motor Group;
- Prepared and distributed the Securing our Future advocacy document; and
- Continued assistance to Victorian and Federal Government for department meetings, organising briefings, providing venues and gathering information.

12. *Actively pursue targeted investment opportunities.*

Indications of Activity:

- Supported Australian Paper's significant expansion into recycled paper production;
- Supported Safetech Tieman Solutions to secure the headquarters of its merged company at Moe;
- Finalised the \$6.24 million the expansion and redevelopment of Latrobe Regional Airport;
- Supported the relocation of Aerostaff from metropolitan Melbourne to Latrobe Regional Airport;
- Development and distribution of the *Securing Our Future* advocacy document outlining key projects for transitioning the economy;
- Promoted Latrobe City's significant competitive strengths shared service facilities to the industries peak body and key operators through a series of meetings and presentations; and
- Advocated to the State Government regarding the upgrade of facilities and infrastructure of the Gippsland Heavy Industry Park (Lurgi site).



13. *Position Latrobe City as a centre of knowledge and research in emerging technologies.*

Indications of Activity:

- Supported the proposal for establishment of the Centre for Sustainable Industries within Latrobe City;
- Supported the proposal for establishment of the timber research hub in Latrobe City; and
- Participated in a range of forums including:
 - Clean Coal Victoria Information session;
 - Clean Coal Victoria Regional Stakeholder Exchange;
 - Brown Coal Innovation Australia Coal Drying and Developments Forum;
 - Aviation Training Industry Roundtable;
 - Committee For Gippsland (C4G) Energy Forum;
 - Agribusiness Gippsland China Forum;
 - Gippsland Regional Executive Forum;
 - Gippsland Freight and Logistics Road Network Forum;
 - Low Rank Brown Coal Symposium
 - Rail Fright Alliance;
 - Regional Business Leaders Forum;
 - South East Australian Transport Strategy Inc meetings;
 - Destination Gippsland Industry Development Forum; and
 - Gippsland Accessible Tourism Forum.



Actions for Building the Latrobe City Investment Brand

14. *Actively promote Latrobe City to potential visitors, investors and other stakeholders to improve their understanding and familiarity with Latrobe City.*

Indications of Activity:

- Update the Latrobe City pocket guide;
- Led the coordination of the Latrobe City Council presence at the Regional Living Expo;
- Produced four editions of the Business Connect newsletter featuring profiles of local businesses;
- Produced a new E-Newsletter distributed to the Latrobe City business community;
- Produced and reviewed a series of 12 Fact sheets distributed within and outside the Latrobe City business community;
- Produced and distributed over 30 copies of the Small Business Toolkit; and
- Distributed 22 media releases showcasing a range of programs, services and initiatives being undertaken by the division.

15. *Work in partnership with the business community to understand if and how the perception of our region affects residential attraction, visitation and investment decisions and develop targeted programs to enhance the profile of Latrobe City in the broader community.*

Indications of Activity:

- Coordinated the Latrobe City stand at the Regional Living Expo;
- Production and distribution of the Latrobe City Council visitors and residents survey and;
- Produced and delivered the “Showcasing Latrobe City’s Resource Sector Capabilities’ in partnership with Industry Capability Network.



Actions for Providing Strong Leadership and a Clear Direction

Indications of Activity:

- The 2013/2014 Division Business Plan consisted of 56 specific actions with progress reported on a monthly basis;
- Facilitated four GLGN Economic Development Managers Forums to help facilitate regional cooperation; and
- Participated in the Senior Officers Group in support of the Latrobe Valley Transition Council.

16. *Work in partnership with the GLGN and with sector specific regional associations to develop and implement regional plans.*

Indications of Activity:

- Supported the development of the Gippsland Broadband Engagement Plan;
- Supported the development of the Latrobe Valley Industry and Employment Roadmap
- Supported the development of the Gippsland Accessible Tourism Plan;
- Participated in the development of the Gippsland Regional Growth Plan; and
- Contributed to the development of the Gippsland Investment Prospectus.

17. *Foster the development of new community leaders and entrepreneurs*

Indications of Activity:

- Provided sponsorship for the Latrobe City Business Tourism Association (LCBTA) People's Choice Awards; and
- Supported the Gippsland Business Awards through sponsorship of the "New Business" category and through promotion via Business Connect and the Latrobe City website.

18. Prepare Latrobe City for future carbon emissions regulation by implementing Latrobe City's Low Carbon Emissions Future policy initiatives.

Indications of Activity:

- Engaged with the community through a range of initiatives including update of Securing Our Future; and
- Active role in implementing a range of actions in the policy, with particular focus on lobbying and advocacy at a state and federal government level.

The majority of actions within the Policy have been commenced or completed.

19. Support the development of the Gippsland Low Carbon Economy Transition Plan and lead the formation of the Gippsland Regional Plan Low Carbon Transition Committee to develop and implement regional planning activities.

Indications of Activity:

- Completed the Gippsland Low Carbon Economy Transition Plan and finalised the Gippsland Regional Plan Low Carbon Transition Committee.



Actions for Advocating for an Attractive Policy Setting

20. Seek to influence government policy at an early stage.

Indications of Activity:

- Proactive approach to strengthening of relationship with government decision makers through hosting of officer delegations from Melbourne and Canberra;
- Prepared and distributed the 'Securing Our Future' advocacy document;
- Attended and hosted Ministerial visits to present the case for Australian and Victorian Government support.
- Supported and participated in key forums focussed on influencing policy including the:
 - Small Business Ministerial Council;
 - Multicultural Business Ministerial Council;
 - Victorian Parliamentary Committee for Economic Development and Infrastructure Inquiry into Increasing Exports from Regional Victoria
 - 2013 Victorian Employers Chamber of Commerce and Industry (VECCI) Victorian Summit;
 - Clean Coal Victoria Information session;
 - Clean Coal Victoria Regional Stakeholder Exchange;
 - Brown Coal Innovation Australia Coal Drying and Developments Forum;
 - Gippsland Freight and Logistics Road Network Forum;
 - Low Rank Brown Coal Symposium;
 - Latrobe Valley Transition Committee;
 - South East Australian Transport Strategy Inc;
 - National and Victorian Timber Towns Council; and
 - Foundation member of the Gippsland Local Government Network.
- Participated in the Senior Officers Group in support of the Latrobe Valley Industry and Employment Roadmap; and
- Prepared submissions to the Victorian & Australian Governments White Papers including:
 - Victorian Parliamentary Committee for Economic Development and Infrastructure Increasing Exports from Regional Victoria; and
 - Submission to Federal Government Taskforce on Agricultural Competitiveness: Issues Paper

21. Ensure local representation on stakeholder committees to ensure Latrobe City needs are recognised and considered.

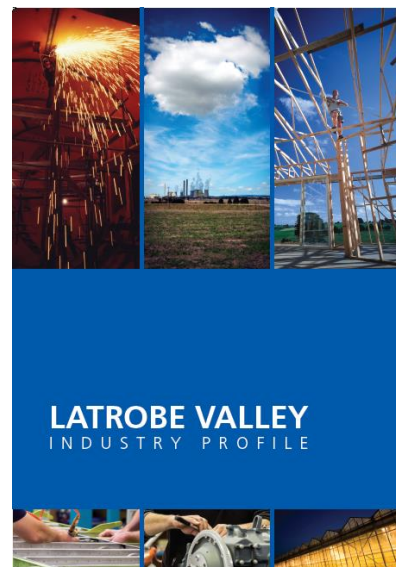
Indications of Activity:

- Representation on the Victorian Employers Chamber of Commerce and Industry (VECCI) Regional Council board;
- Representation on the Senior Officers Group in support of the Latrobe Valley Transition Committee;
- Gippsland Broadband Engagement Group;
- Gippsland Regional Plan Leadership Group;
- Broadband Today Alliance;
- South East Australian Transport Strategy Group Inc; and
- Alliance of Councils for Rail Freight Development.

22. Lobby for increased expansion of Victorian and Australian Government offices in Latrobe City and opportunities for local businesses to tender for provision of goods and services.

Indications of Activity:

- Development and dissemination of ‘Securing Our Future’ advocacy document;
- Participated in the development of the Latrobe City Buy Local Campaign;
- Supported and promoted the ‘Doing Business with Latrobe City’ brochure and film clip in Business Connect and on Latrobe City Council website;
- Conducted meetings with the Industry Capability Network (ICN) and participated in the review of Council’s procedures to support local procurement; and
- Produced and delivered the “Showcasing Latrobe City’s Resource Sector Capabilities’ in partnership with ICN.



Actions for Conducting Innovative and Efficient Urban Planning

23. Conduct innovative and efficient urban planning.

Indications of Activity:

- Participation in the Municipal Association of Victoria (MAV) STEP audit process for planning assessments;
- Reviewed the planning application process;
- Implemented new planning delegation process;
- Conducted a Development Forum with key developers in the region to discuss simplifying processes to obtain permits more efficiently;
- Conducted meetings with engineering companies and landscape designers to look at the engineering and landscaping process to streamline for local developments; and
- Provided increased information on the planning process via the Latrobe City webpage.

24. Develop robust strategic plans to resolve land availability constraints and balance the needs of industrial, residential, environmental and recreational land users.

Indications of Activity:

- Achieved rezoning of 973 hectares of land for residential use;
- Ongoing preparation of key strategic land use planning projects including:
 - Churchill West Development Plan
 - Waterloo Road Development Plan
 - Morwell West Development Plan
 - Planning permit issued for Franklin Place Development Plan
 - Lake Narracan Precinct Structure Plan
 - Tyers Planning Scheme Amendment
 - New Residential Zones Planning Scheme Amendment
 - Traralgon and Morwell Car Parking Strategy;
 - Review of Public Open Space Strategy;
 - Review of Latrobe City Council Recreation Plans
 - Morwell to Traralgon Shared Path Study;
 - Monash Views, Moe/Newborough Development Plan;
 - Traralgon South Recreation Plan; and
 - Traralgon North Development/Contribution Plan.

Actions for Increasing Access to Skilled Labour

25. Support and provide input into the Skilling the Valley initiative.

Indications of Activity:

- Actively participated in meetings, building relationships with other Industry Link Officers, and providing regular reports to the Victorian Government.

Actions for Developing High Quality Infrastructure and Services

26. Progress strategic infrastructure development programs currently underway.

Indications of Activity:

- Participated in the Gippsland Broadband Connectivity Strategy Group;
- Advocated to the Port of Hastings Authority regarding the need for an effective transport link between the Port and Gippsland;
- Continued to implement a \$6.24 million project to improve infrastructure capability at Latrobe Regional Airport;
- Advocated to the State Government regarding the need to upgrade the facilities at the Gippsland Heavy Industry Park (Lurgi site);
- Continued to encourage full utilisation of shared service (call centre) infrastructure at Moe; and
- Continued to work with the private sector to encourage the development of the Gippsland Logistics Precinct.

27. Lobby for improved community transport links to increase opportunities for students and workers to travel into and around Latrobe City on a daily basis.

Indications of Activity:

- Advocated to Federation University regarding the need for improved and additional transport links.

28. Work with the GLGN to progress the Gippsland Gateways initiative and to improve freight links into Gippsland.

Indications of Activity:

- Continued progress on the Gippsland Logistics Precinct through attraction of private sector interest;
- Financial contribution, input into policy and Councillor representation on the South East Australian Transport Strategy forum (SEATS); and
- Financial contribution, input into policy and Councillor representation on Alliance of Council's for Rail Freight Development.



Actions for Facilitating Sustainable Use of Natural Resources

29. Promote Gippsland as the food bowl of Victoria to support initiatives to attract food processing industries and increase markets for Gippsland produce.

Indications of Activity:

- Financial contribution and in-kind support for the Gippsland Climate Change Impacts and Adaption Project to increase the body of knowledge about likely impacts and best use of Gippsland's agricultural land into the future;
- Financial and in-kind support for Agribusiness Gippsland;
- Participation in the Agribusiness Gippsland China Forum; and
- Participation in the public hearing of the Parliamentary Inquiry into the Opportunities for Increasing Exports of Goods and Services from Regional Victoria.

30. Advance the research agenda in environmental and natural resource management.

Indications of Activity:

- Advanced the research agenda in environmental and natural resource management through:
 - Financial contribution and in-kind support for the Gippsland Climate Change Network to further research on environmental and natural resource management; and
 - Financial contribution and in-kind support for the Gippsland Climate Change Impacts and Adaption Project to increase the body of knowledge.



31. Progress regional tourism initiatives with Destination Gippsland and Tourism Victoria to provide opportunities for Latrobe City businesses.

Indications of Activity:

- Participated in the Gippsland Business Events Website and Guide;
- Promotion at the Australasian Pacific Meetings and Incentives Expo held in Melbourne;
- Participated in the Gippsland stand at the Victorian Caravan & Camping Super Show, 4X4 and Fishing Show and Regional Living Expo;
- Participated in implementation of the Gippsland Accessible Tourism Plan and distribution of the brochure;
- Strengthened relationship with Destination Gippsland Ltd;
- Updated the image and video library for promotional activities;
- Participated in the Gippsland Villages campaign and pre-Easter TV marketing;
- Advertised Latrobe City's conference facilities in the Business Events Victoria Planners Guide and website;
- Updated the Tourism website and coordinated the Latrobe City Events & Tourism Facebook page;
- Provided support to the Latrobe City Business and Tourism Association and Tourism Advisory Board;
- Partnered with Wellington Shire for the completion and promotion of the Gippsland Plains Rail Trail;
- Sponsored a category at the Gippsland Wine show; and
- Participation in Gippsland tourism networks such as:
 - Gippsland Accessible Tourism;
 - Gippsland Visitor Information Centre Network;
 - Gippsland Tourism Regional Network; and
 - Gippsland Tourism Managers Network.



Actions for Contributing to a Liveable and Vibrant Community

32. Facilitate partnerships with the arts community, health sector and recreational clubs to identify, evaluate and progress events that contribute to a liveable and vibrant community.

Indications of Activity:

- Hosted eight international events, 11 national events, 39 state events, 17 significant community and cultural events and in total supported over 377 events;
- Continued implementation of the Latrobe City International Relations Plan 2011-2014. The Plan identified 36 actions for completion during the year;
- Presented 39 diverse exhibitions including Visitors, Education, Public Programs and Openings. Total attendances were 18,020; and
- Delivered the annual performing arts program including dramatic and musical performances, comedy and film screenings and facilitated the hiring of the Performing Arts Centre, Kernot Hall and Moe Town Hall with attendances of 100,118.



8. Conclusion

The Latrobe City Council Economic Sustainability Strategy provides a framework for the achievement of continued economic development within Latrobe City.

The Annual Review of Actions and Report Card provides an update on the progress of the 2011-2015 Economic Sustainability Strategy.

Key achievements for 2013/2014 include:

- The delivery of the 2014 Regional Living Expo;
- Supporting Safetech Tieman Solution to remain in Moe;
- Completion of the “Showcasing Latrobe City’s Resource Sector Capabilities”;
- Supported the relocation of Aerostaff from metropolitan Melbourne to Latrobe Regional Airport;
- Engaged with 30 local businesses in delivering the Accelerated Business Support Program;
- Redevelopment of the *Securing Our Future* document; and
- A 22.5% increase in the number of business development enquiries received and responded to.

This report highlights the range of activities and achievements of a range of departments within Latrobe City Council in response to the 56 strategy actions.



9. Glossary

Alliance of Councils for Rail Freight Development

The Alliance of Councils for Rail Freight Development is made up of 24 rural and regional Local Government Councils from Central and Western Victoria and Southern NSW to improve the condition of the rail network and ensure a functional rail freight service is provided to regional Victoria.

Clean Coal Victoria

Clean Coal Victoria (CCV) was established by the Victorian Government, within the Department of Primary Industries, to develop strategic plans to manage Victoria's lignite resource. CCV plays a key role in working with the community and industry to attract new investment and economic growth in areas such as the Latrobe Valley.

Committee for Economic Development of Australia

Committee for Economic Development of Australia (CEDA) is a respected independent national organisation with an engaged cross-sector membership which provides thought leadership and policy perspectives on the economic and social issues affecting Australia.

Gippsland Broadband Activity Strategy Group

The Gippsland Broadband Activity Strategy Group is made up of members from the six Local Government Councils from Gippsland with a key purpose of making aware the benefits of digital economy for business and community and the future installation of high speed broadband / NBN.

Gippsland Heavy Industry Park (Lurgi site)

The Gippsland Heavy Industry Park (GHIP) is a key future employment zone for Latrobe City located on Tramway Road within the Morwell Churchill Corridor in Morwell. and consists of constructing and installing infrastructure of sufficient capacity and quality to improve the Gippsland Heavy Industry Park site to a standard normally required for an industrial park.

Gippsland Integrated Land Use Plan

The Gippsland Integrated Land Use Plan (GILUP) represents Gippsland's growth planning and identifies opportunities for encouraging and accommodating future growth and managing the change that will occur over the next 30 years.

Gippsland Local Government Network

Alliance of six Gippsland Councils who represent the collective interests of Gippsland and work cooperatively on issues and projects of mutual interest.

Gippsland Logistics Precinct

64 ha of prime industrial development land to establish intermodal terminal and logistics precinct that actively promotes increased rail use, directly adjacent to the Gippsland Intermodal Freight Terminal.

Gippsland Low Carbon Transition Plan

Provides clarity with respect to the policies and priorities required to harness the benefits and address the issues associated with such a significant change in political and economic conditions, related to the transition to a low carbon economy.

Gippsland Major Projects and Opportunities Summit

The Gippsland Major Projects and Opportunities Summit is a biennial event held in Gippsland which showcases key projects in the Gippsland region and is an important networking event linking key stakeholders such as suppliers, sub-contractors and government agencies with project managers.

Industry Capability Network

Industry Capability Network (ICN) is a business network that introduces Australian and New Zealand companies to projects large and small and offers a new business source for suppliers and a sophisticated search service for project managers.

Latrobe Valley Transition Committee

The Latrobe Valley Transition Committee was established in May 2011 to report to a Joint Ministerial Forum by mid 2012 on challenges facing the Latrobe Valley's economy and labour market, opportunities for investment in industry and employment growth, priority actions to support industry growth and processes to support coordinated regional planning.

Small Business Mentoring Service

The Small Business Mentoring Service is an incorporated not-for-profit association which provides business assistance to help and grow small businesses.

South Eastern Australian Transport Strategy

The Strategy is a comprehensive review of the measures necessary to improve transport and access to Gippsland, Western Port, Snowy Mountains, the Illawarra Region, the South coast of NSW and the Australian Capital Territory Region.

Victorian Employers Chamber of Commerce and Industry

The Victorian Employers' Chamber of Commerce and Industry is the peak body for employers in Victoria, informing and servicing more than 15,000 members, customers and clients around the State with a commitment to being the voice for business, representing members in the difficult regulatory environment.