



committee for  
frankston and  
mornington peninsula

**Committee for Frankston & Mornington Peninsula**

Level 1, 328 Main St, Mornington VIC 3931

info@cfmp.org.au | 0477 309 313 | cfmp.org.au

   @CommitteeFMP



committee for  
frankston and  
mornington peninsula

# Strategic Plan

2025 – 2030



The Committee for Frankston and Mornington Peninsula acknowledges and pays respect to the Bunurong people, the Traditional Custodians of these lands and waters.

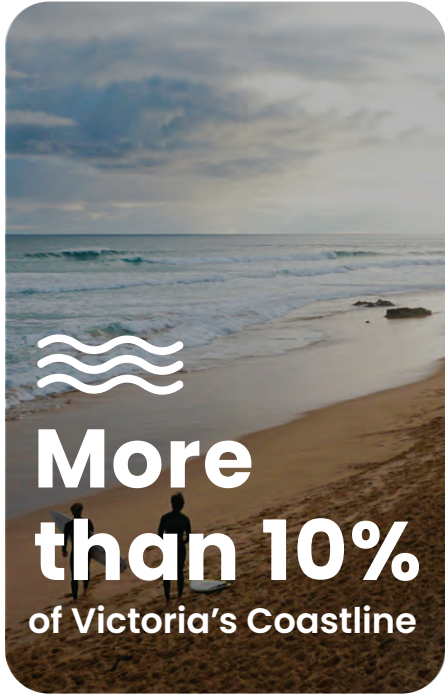
We pay our respects to their Elders past, present and emerging.

## Contents

01	Fast Facts
03	Guiding Principles
05	Membership Profile
08	Member Feedback
09	Consultation
11	A Regional Snapshot
15	Strategic Objectives



# Frankston and Mornington Peninsula – Fast Facts



**\$39.55 Billion**  
Region's Economic Output

**116,944**  
Jobs

**10,900**  
Tourism Jobs



Population by 2036 **343,138**

2024 Population **313,069**



Home to Melbourne's **Food Bowl**

and a local food and beverage sector worth **\$1.3 Billion**

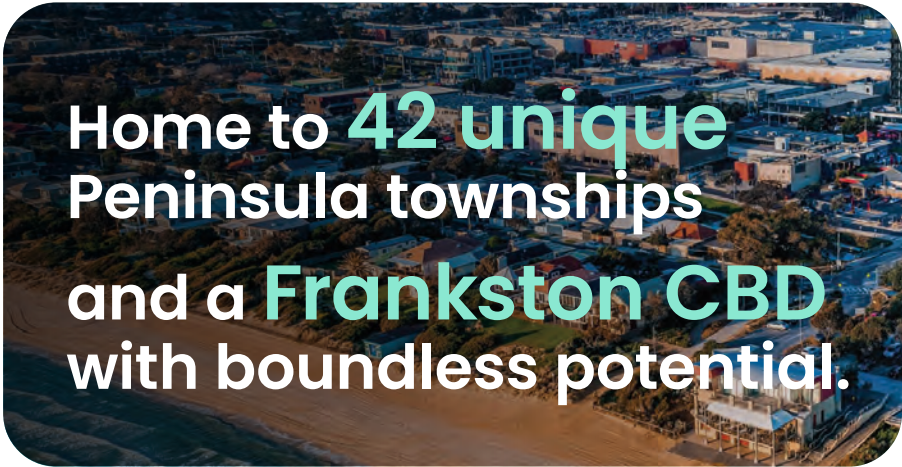
**\$1.143 Billion**  
Total Visitor Economy

**8 Million**  
Visitors per year

- Top Employers**
- Healthcare
  - Construction
  - Retail Trade
  - Education
  - Tourism

Home to a Global Top 50 University

**Monash University**  
Peninsula Campus





# Guiding Principles

## Who We Are

The Committee for Frankston and Mornington Peninsula (CFMP) is an independent, non-partisan, member-based organisation which works beyond electoral cycles and party politics to enhance the social, economic, and environmental liveability and sustainability of our region.

The Committee provides strategic leadership, advocacy and influence to help attract government support and investment in Frankston and on the Mornington Peninsula.

As the peak advocacy body for the region, CFMP works collaboratively across industry, business, not-for-profits, and local government to influence a better Peninsula.



## Our Vision

Our vision is for a region that provides for sustainable development, jobs where residents live, and world class education and health outcomes.



## Our Purpose

Our purpose is to lift the prominence of the region in the thinking of government and decision-makers which delivers outcomes that enhance the liveability of our region.



## Our Approach

We bring together civic and business leaders across the region who are committed and passionate about this region, and advocate to all levels of government with a collective and united voice.

# What We Do

The Committee will drive the civic leadership required for our region by harnessing the collective voice of our members and leading with conviction on this Strategic Plan. Our leadership will demand better outcomes for our region and hold decision-makers accountable.

**The Committee will achieve its objectives through good governance and civic leadership.**

## We Will:

- Demand fairer funding and investment opportunities for our region.
- Continue to advocate for ‘whole of region’ thinking and planning with one collective and united voice.
- Provide high-level and valuable events, roundtables, forums and briefings with senior decision-makers at all levels of government and influence.
- Collaborate with local government on shared advocacy objectives that benefit our members and help deliver good outcomes for the region. This includes political lobbying efforts at State and Federal government.
- Provide benchmarking and detailed analysis of how our region is fairing when compared to other comparable regions, and how the work of the Committee is influencing these outcomes.
- Maintain a quality and extensive CFMP membership base and deliver positive outcomes for members within budget, while improving CFMP’s financial position over time.
- Maintain effective bi-partisan engagement and collaboration at all levels of government with local representatives in our region.
- Partner with schools and education providers and ensure youth in our region are represented in forums, roundtables and policy discussions facilitated by CFMP.

# Members

The Committee for Frankston and Mornington Peninsula represents a strong and diverse membership. We thank all our members for their ongoing support and commitment to our region.

## Community Partners

Chisholm Institute  
Frankston City  
Monash University  
Mornington Peninsula Shire  
Peninsula Health

## Corporate Gold

Australian Unity  
Bayport  
Bluescope Western Port  
Esso  
Frankston RSL  
Gazzola Farms  
Hart Marine  
Macpherson Kelley  
Mornington Racing Club  
Peninsula Hot Springs  
Ritchies IGA  
Searoad Ferries  
The National Golf Club

## Corporate

3MP  
Alba  
Australian Growing Solutions  
Arthurs Seat Eagle  
Bata  
Cohort Nursery Group  
GJ Gardner Homes  
Lancemore Lindenderry Red Hill  
Mornington Peninsula Magazine  
Mornington Peninsula Regional Tourism  
Mornington Peninsula Technology Park  
NAB Business Banking Mornington  
Nichols Crowder  
Pier Marketing  
Pt Leo Estate  
Resolute Painting and Projects  
Smart Business Solutions  
Solution One  
SPX Aids to Navigation  
Taranto Farms  
The Ranch MP  
The Sports Injury Clinic  
Urban DC  
White Cleland

## Small Business

Century21  
Christine Richards  
CR VAWT  
Crittenden Estate  
Danckert Real Estate  
Foxeys Hangout  
Green Olive at Red Hill  
Grendesign  
HR Advice Online  
Trudy Poole  
Prossor Town Planning  
Sorrento Lodge  
Two Bays Brewing Co  
Volfarmer

## Not for Profit/Associations

Balcombe Grammar School  
Connecting2Australia  
Flinders Christian Community College  
Focus Individualised Support Services  
Frankston Football Club  
Frankston Mornington Peninsula LLEN  
Fusion Mornington Peninsula Hinterland  
Environmental Water Scheme  
Lord Somers Camp and Power House  
McClelland Sculpture Park and Gallery  
Mornington Peninsula Foundation  
Mornington Secondary College  
Peninsula Grammar  
The Bays Healthcare  
The Women's Spirit Project  
Toorak College  
Wallara Australia  
Woodleigh School  
Mornington Peninsula Vignerons  
Rosebud Business Estate  
Southern Peninsula Basketball Association



# Community Partners and Corporate Gold Members

Our Community Partners and Corporate Gold members include some of the biggest organisations from our region who seek to work together on local issues through the Committee’s powerful and collective voice.

Our members are optimistic about the future of the region and work collaboratively for better outcomes for Frankston and the Mornington Peninsula.

To view a current list of our membership, please visit [cfmp.org.au](http://cfmp.org.au).



# Feedback

- 

“Thought-provoking leadership.”
- 

“I value the collaboration between civic and industry leaders working towards better outcomes.”
- “Absorbing and insightful.”
- “An inspiring forum... shaping a brighter future for the Peninsula.”
- “Committee membership is incredibly valuable.”
- “A fascinating forum for reflection and debate. Well done.”
- “The Committee has proved its value for anyone who may have doubted it.”
- “Outstanding forum focussed on future-proofing the region. Well done.”
- “Only the Committee can bring together community, business, not-for-profits and politicians.”



# Consultation

The development of the Committee’s Strategic Plan has included extensive consultation with our membership, including one-one-one briefings, member meetings, and the Committee’s Future Forum.

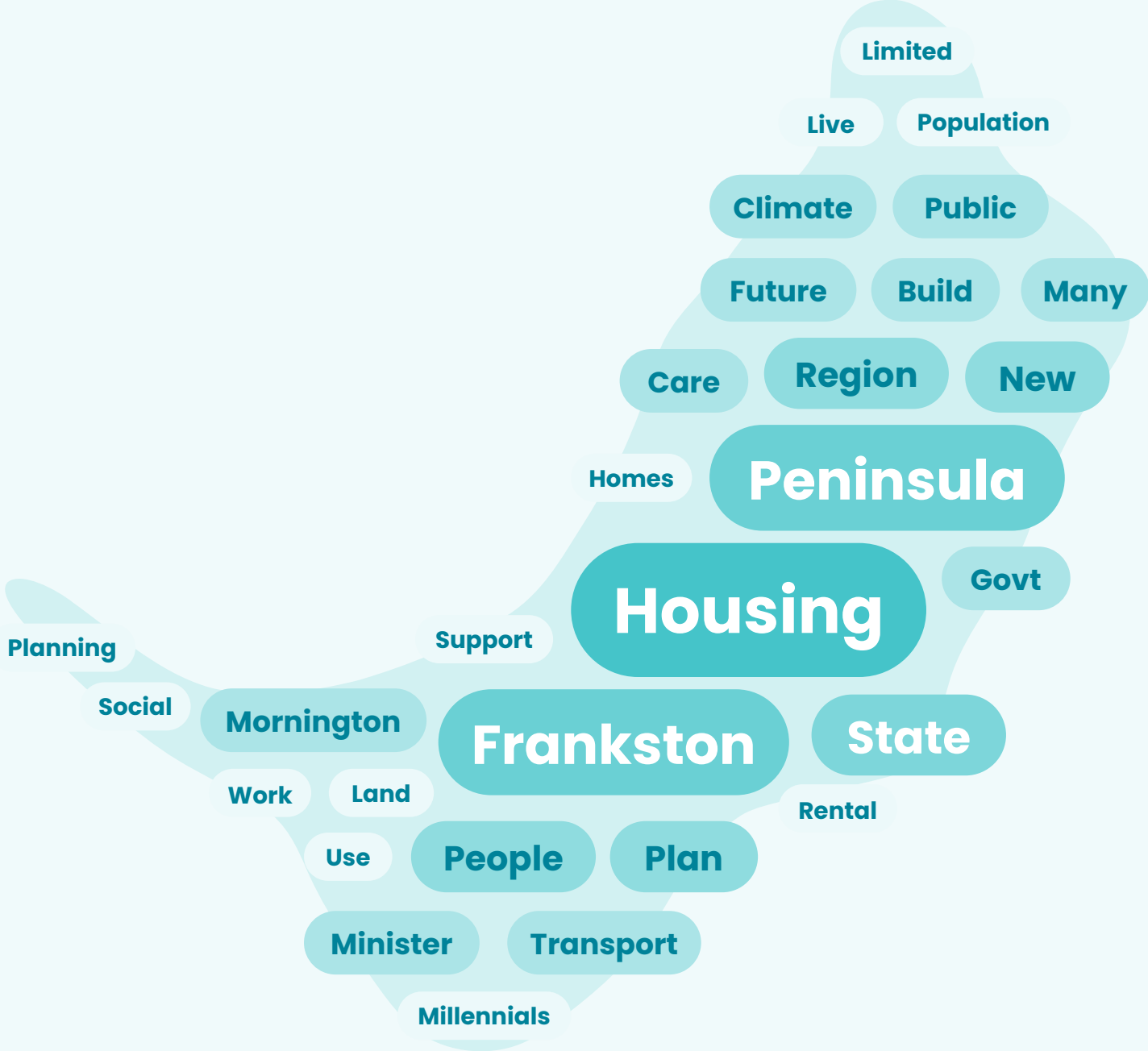
On 16 April 2024, the Committee hosted its inaugural Future Forum with over 170 people in attendance. These included civic and business leaders, politicians, local government officials, community organisations and key stakeholders in our region.

Following a keynote speech and government and industry-led panels, attendees were invited to participate in our policy workshop sessions.

Contributions, feedback, ideas, and goals were collected by the Committee and these responses have helped form the key priorities, themes and objectives in this Strategic Plan.

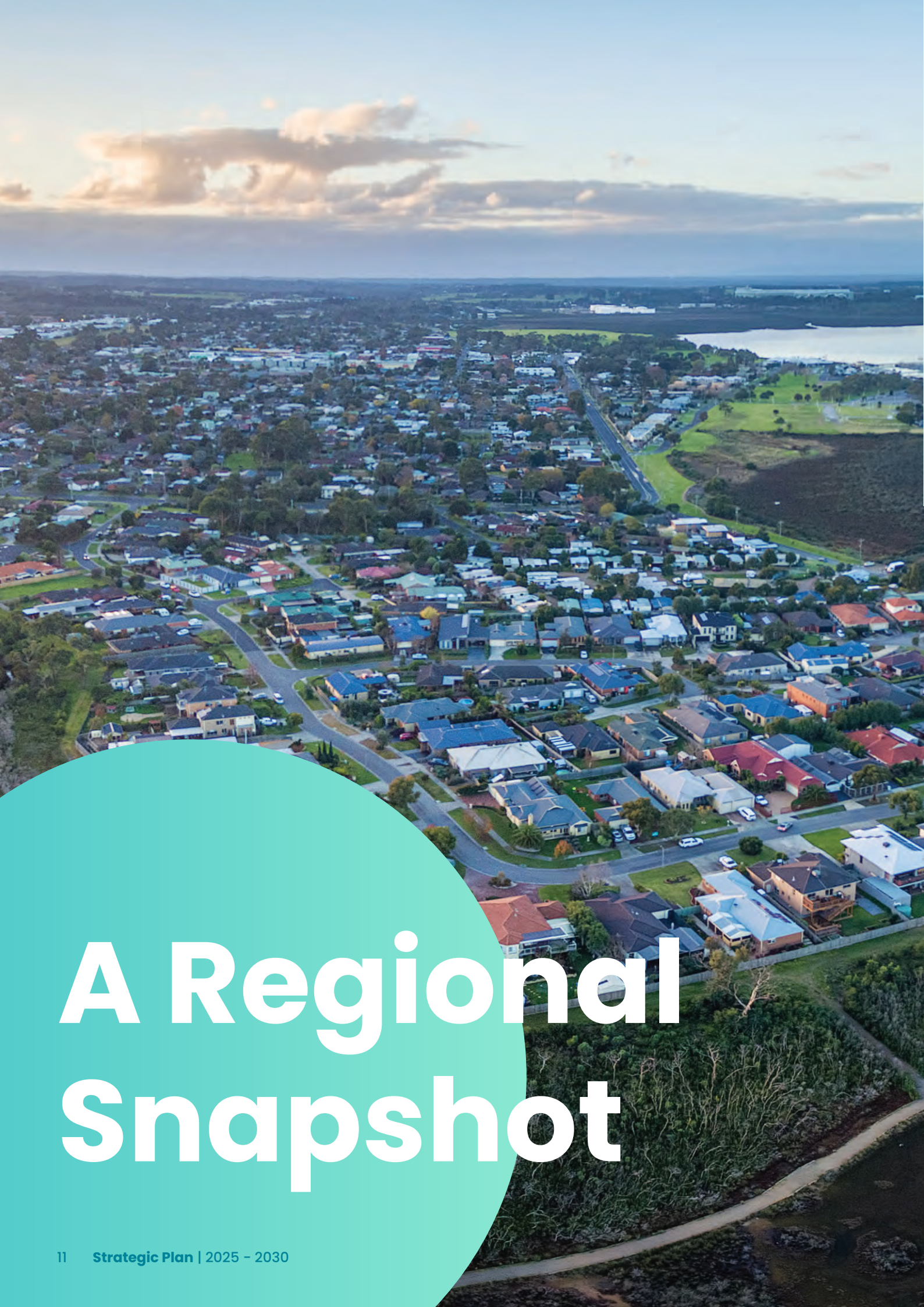
CFMP members continue to have the opportunity to contribute to our advocacy goals or objectives at regular member briefings, breakfast meetings, Ministerial or Shadow Ministerial Roundtables, and forums.

The Committee will continue to engage in a collaborative way with our locally elected representatives, community partners, and all levels of government to seek better outcomes for our region and influence a better peninsula.



Pictured: A word cloud of questions and feedback from CFMP members during panel discussions at CFMP’s Future Forum held on 16 April, 2024.



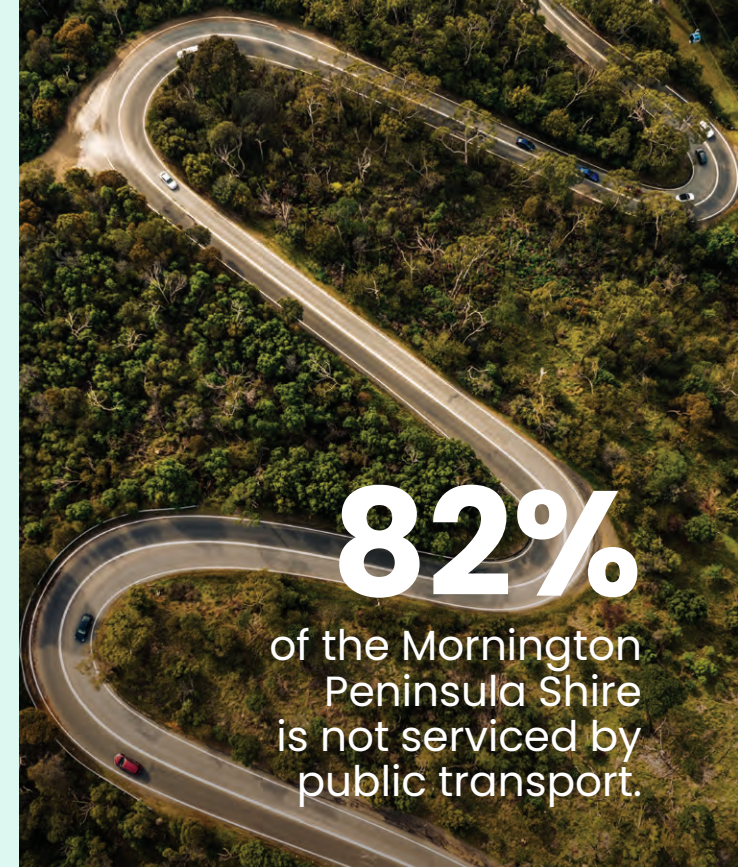


# A Regional Snapshot

## A Snapshot of Disadvantage

Despite sitting within Metropolitan Melbourne, key indicators of disadvantage in Frankston and the Mornington Peninsula are more representative of regional parts of Victoria.

In 2021 over a ten-year period, Government infrastructure commitments in Geelong and the Bellarine totalled \$22,823 per person, while in Frankston and the Mornington Peninsula it was \$2,317 per person. This is despite the two regions sharing similar economic output, population, unemployment and distance from Melbourne's CBD.



# 82%

of the Mornington Peninsula Shire is not serviced by public transport.



### Disadvantage: Housing

- More than 40% of renters are in rental stress.
- Significant shortage of social and affordable housing.
- Little accommodation for workforce across industries.
- Our region is ranked the fourth worst in the State for rates of homelessness – including for those sleeping rough.



### Disadvantage: Infrastructure

- 82% of the Mornington Peninsula Shire is not serviced by public transport.
- The Stony Point line is Metro Trains least reliable line in Metropolitan Melbourne.
- 3% of residents use public transport – that's the lowest in Metropolitan Melbourne. The state average is 15%.



# Disadvantage

More than  
**27%**  
of the community is  
over 65 years of age

Businesses in our region pay  
**\$150m**  
more in payroll tax



## Disadvantage:

### Unsustainable Livelihoods

- Lack of available industrial land has led to economic and job losses.
- Port-related activities remain uncertain. This is not in the interests of environment groups or project proponents.
- Environmental assets, like recycled water and the green wedge, are under resourced – leading to a loss of our competitive edge and renowned biodiversity.



## Disadvantage:

### Health and Education

- Rosebud Hospital is severely under-resourced, and in need of a major redevelopment.
- Only 17.2% of residents have attained a Bachelor's degree – significantly lower than State average of 24.3%.
- More than 27% of the community is over 65 years of age (15% for Metropolitan Melbourne).
- 6.2% of locals need help with a disability, and in some areas it's more than double the average of Metropolitan Melbourne.



## Disadvantage:

### Economic

- Businesses in our region pay more – including \$150m more in payroll tax and 50% more in stamp duty compared to comparable regions of Victoria.
- Business is ineligible for many funding opportunities due to our metropolitan designation – there's no nuance from government or recognition of our unique challenges.



## Disadvantage:

### Political

- The unique characteristics of our region have led to division over key advocacy goals and projects.
- Historically, partisan politics has not delivered significant outcomes when compared to similar regions.
- Priorities between local government, business and community can often differ.
- Frankston and the Mornington Peninsula are just another voice in a loud and growing part of South East Melbourne.



# Strategic Objectives



## Strategic Statement

**The Committee for Frankston and Mornington Peninsula provides a collective voice for our members and partners to advocate for better outcomes for our region.**

Following the merger of Committee for Greater Frankston with Committee for Mornington Peninsula in 2023, this Strategic Plan provides a collective and holistic approach to advocacy efforts for the region.

It does this with the collaboration of our members, key community partners, businesses, stakeholders and local government.

**Our Strategic Plan 2025-2030 is an evolving document that presents a bold and ambitious future for our region.**

**The overarching aims of this strategic plan are to:**

- Implement actions that are aligned to help deliver better outcomes in our key priority areas.
- Strengthen relationships and collaboration across our membership base to better represent the community's needs and advocacy objectives.
- Provide a meaningful membership experience for our members who seek to make and influence positive change in our region.

**We will focus on several key priorities:**

- **Homes and livelihoods;** addressing the region's housing crisis by delivering homes and improving social and economic outcomes.
- **Better connectivity, better infrastructure;** connecting people to hubs, activity centres and services.
- **Sustainable development;** embracing sustainable growth and new energy opportunities.
- **Smarter people, healthy communities;** connecting students to jobs, and providing world class healthcare.
- **A thriving local economy and world class destination;** empowering business and promoting our region to the world.



# Strategic Objectives

Priority		Page
	Homes and livelihoods	19
	Better infrastructure; better connectivity	20
	Sustainable development	22
	Smarter people; healthy communities	23
	A thriving local economy and world class destination	24





# Strategic Objectives

## Priority

### Homes and livelihoods

#### Goal

To encourage more diverse housing options and better use of land to deliver more homes for residents and our workforce.

#### Key Actions

- **Advocate for continued private and public investment for diverse housing across the region.**
  - Diverse and higher density housing developments in Frankston City – now possible within the Frankston Metropolitan Activity Centre (FMAC) framework – will deliver new homes for residents – critical to the objectives of the 2034 Housing Statement and new Plan for Victoria.
- **Advocate for appropriate surplus port-related land to be rezoned residential and increase housing supply close to major roads and public transport.**
- **Support supply for key worker housing in our region that assists industry in finding accommodation for their staff.**
  - Key worker accommodation for health workers to service both the Frankston Hospital and an ageing Mornington Peninsula population is a priority.
- **Advocate for greater support from Government to ensure our region receives our fair share and is eligible for funding that reflects our region's challenges.**
  - Advocate for more support from the Victorian Government's Big Housing Build.
  - Call for funds raised from the Short Term Rental Accommodation levy be reinvested back into housing initiatives that directly benefit the region.
  - Advocate for the Mornington Peninsula Shire LGA to be eligible for Victorian Government's Regional Worker Accommodation Fund.
- **Advocate for a reduction in regulation and planning barriers which prevent appropriate developments increasing housing supply; including reductions in land tax, government levies, and unnecessary planning restrictions or delays.**

## Priority

### Better connectivity, better infrastructure

#### Goal

Secure funding and bi-partisan support for better local infrastructure.

This includes improved public transport and road networks which enhance the liveability of our region.

#### Key Actions

- **Advocate for better rail beyond Frankston, including a new business case that re-assesses the upgrade of the rail line to Hastings and Mornington.**
  - Electrify and duplicate the Frankston line to Langwarrin, with park and ride facilities/bus interchange – connecting residents with jobs, activity centres and essential services.
  - Connect the Frankston Health and Education precinct with the electrified metropolitan line, creating twin tracks and a new station at Frankston East with park and ride facilities/bus interchange.
  - Uplift the Stony Point line, delivering passing loops and new stations in Somerville, Tyabb and Bittern to allow for 20-30 minute services.
- **Advocate for better bus connections across the peninsula, including more frequent services that connect townships to activity centres, employers to employees, and students to educators.**
- **Advocate for major projects which enhance connectivity, reduce congestion, increase productivity and improve road safety. Major road projects include but are not limited to:**
  - Jetty Road/M11 intersection and extension of M11 freeway to Rye
  - Frankston Ring Road, Frankston
  - Level crossing removal on Frankston Flinders Road, Hastings
  - Smarter traffic management throughout southern peninsula townships
  - Better east-west road connections
  - Create an additional lane on Peninsula Link
  - Explore improvements to freight rail connections to Hastings



# Strategic Objectives

## Priority

### Better connectivity, better infrastructure (cont.)

#### Goal

Secure funding and bi-partisan support for better local infrastructure.

This includes improved public transport and road networks which enhance the liveability of our region.

#### Key Actions

- **Advocate for direct express rail services between Frankston and Flinders St during AM/PM peak hour.**
  - By 2029, the removal of all level crossings on the Frankston line will allow for direct express trips which will get residents to work and home sooner.
- **Advocate for improved ferry connections, including a car ferry, to Phillip Island.**
  - This will enhance eco-tourism and better connect residents to Gippsland.
- **Call for improvements to basic services for business and residents in metropolitan Melbourne; including better NBN, telephone, water, sewerage and electricity.**
- **Advocate for significant funding for key projects within Frankston’s Activity Centre that improve liveability and make Frankston an attractive place to live, work and invest. This includes advocacy for the Nepean Highway and Kananook Creek Promenade Revitalisation.**

## Priority

### Sustainable development

#### Goal

To encourage and create new and sustainable jobs and bring future-focussed industries to our region.

#### Key Actions

- **Advocate for surplus port-related land to be made available for broader industrial and commercial uses to support local industry, encourage investment and create local jobs.**
  - Rezoning of Special Use Zone 1 land is critical to meet the growing demand of general industrial use and development within the Mornington Peninsula Shire.
- **Support and endorse the establishment of the Victorian Renewable Energy Terminal (VRET) at the Port of Hastings, and further green-port related net-zero industries and projects which support local jobs and supply chains.**
  - Promote the Port of Hastings as an attractive place for forward-thinking, environmentally friendly and future-led businesses to invest while respecting the internationally significant Ramsar wetlands and UNESCO biosphere.
- **Encourage investment in clean energy industries that provide an ongoing economic, social and environmental benefit to our region.**
- **Collaborate with partners and government to advocate for a Mornington Peninsula Recycled Water Scheme that supports agriculture, our green wedge, food security and climate change resilience.**
- **Collaborate with local government and stakeholders to identify land suitable for industry in Frankston City (FCC) to create new and sustainable jobs near Carrum Downs Industrial Estate (CDIE).**
  - CDIE employs 8,600 locals and generates \$3.65 billion in economic activity.



# Strategic Objectives

## Priority

### Smarter people, healthy communities

Goal
To promote and advocate for equitable access to first-class health and education services in our region.
Key Actions
<ul style="list-style-type: none"><li>• Seek Government funding and support for significant investment into TAFE and training opportunities in Rosebud and Western Port.</li><li>• Advocate to Government for significant investments in local trade and job-ready training courses which provide better pathways for students and local industry.<ul style="list-style-type: none"><li>– Partner with and encourage leading organisations in our region to collaborate and provide transitional opportunities and apprenticeships for young people.</li></ul></li><li>• Advocate for fairer funding of schools based on need, and work with government and civic leaders to improve schooling engagement.</li><li>• Advocate for a major redevelopment of Rosebud Hospital.<ul style="list-style-type: none"><li>– A major redevelopment should deliver an expanded emergency department, new operating theatres, a teaching and training precinct, inpatient wards, and contemporary medical services.</li></ul></li><li>• Partner with Government and stakeholders to encourage private investment into the existing Frankston Health and Education Precincts, making them the region’s key health and allied health service destinations.</li><li>• Partner with Government and advocate for significant infrastructure investments which improve healthy lifestyles, including active transport links and trails.</li></ul>

## Priority

### A thriving local economy and world class destination

Goal
Leverage the Peninsula’s status as a world-class destination to foster economic growth through fairer government funding and incentives.
Key Actions
<ul style="list-style-type: none"><li>• Advocate for the region to receive equitable taxing arrangements which reflect the unique characteristics of our region and which are in place across regional Victoria.<ul style="list-style-type: none"><li>– This includes a ‘regional’ payroll tax rate within the Mornington Peninsula Shire LGA to encourage economic growth and create local jobs. Shire businesses are charged at a 4.85% rate while neighbouring businesses in the regions are charged at a 1.2125% rate.</li></ul></li><li>• Advocate to all levels of government to provide incentives for businesses who seek to offer accommodation for staff, given the complex and continued accommodation crisis in our region.</li><li>• Call for the realignment of the Department of Immigration’s regional designation to allow the Mornington Peninsula LGA to be considered regional for the purposes of migrant and working holiday visas.</li><li>• Advocate for a flagship regional conference and exhibition centre with accommodation facilities, which would attract nationally significant events, conferences and exhibitions worthy of a major regional centre.</li><li>• Seek funding from Federal and State Governments that support the Arts and Cultural destinations within our region.</li><li>• Partner with the Regional Tourism Board and local government to elevate the profile of the region and attract greater economic investment. This includes advocating for increased visitor accommodation and attracting major hotel chains to activity centres, including Frankston.</li></ul>