



committee for
frankston and
mornington peninsula

Strategic Plan

2030



3rd Edition

Designed and produced by PIER Marketing Group

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

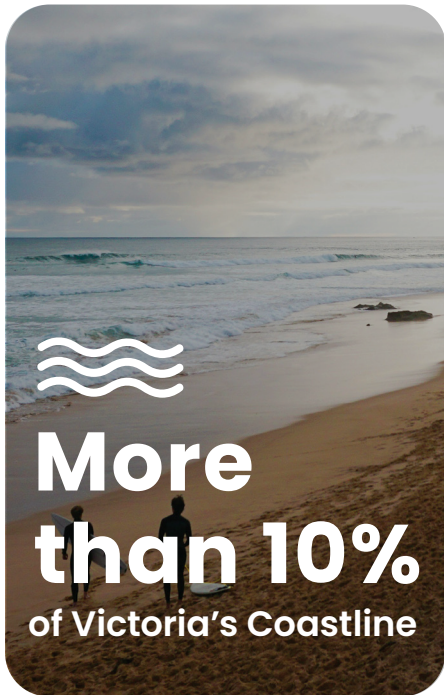
We pay our respects to their Elders past, present and emerging.



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Frankston and Mornington Peninsula – Fast Facts



\$44 Billion

Region's Economic Output

116,944
Jobs

10,900
Tourism Jobs

Population by 2036

343,138

2026 Population

316,000

Home to Melbourne's
Food Bowl

and a local food and beverage sector worth

\$1.3 Billion

\$1.141 Billion

Total Visitor Economy

Home to
28,600
businesses

8 Million
Visitors per year



Home to internationally renowned **bathing destinations**, two iconic **bays**, pristine **national parks**, internationally recognised **wetlands** and postcard **beaches**; all just an hour's drive from Melbourne's CBD.



Top Employers



Healthcare



Construction



Retail Trade



Education



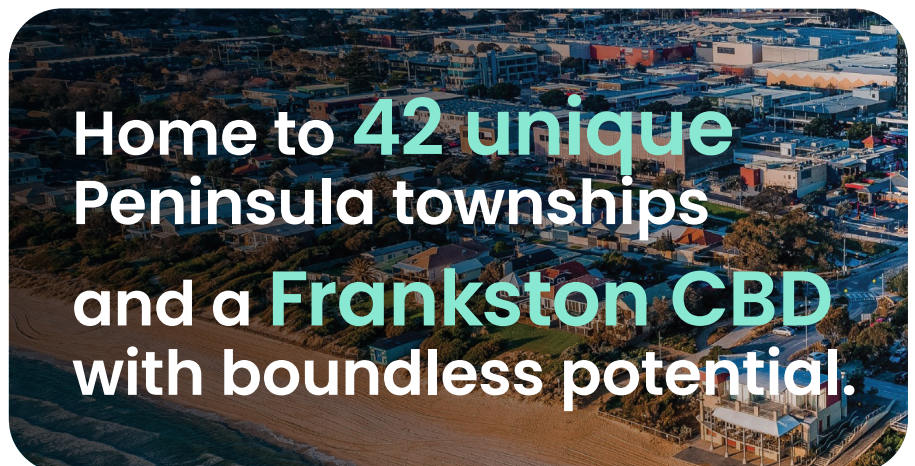
Tourism

Home to a Global Top 50 University



Monash University

Peninsula Campus



Home to **42 unique Peninsula townships** and a **Frankston CBD** with boundless potential.

Welcome from Chair and CEO

It is with great pride that we present to you the Committee for Frankston and Mornington Peninsula's Strategic Plan 2030.

This plan has been written in consultation with our members, and it presents a Frankston and Mornington Peninsula that is bold, ambitious and unashamedly proud of our region.

Our Strategic Plan 2030 will enable the Committee to continue to drive civic leadership, holding decision-makers accountable and presenting a cohesive vision for this region.

Further, the Committee will continue to deliver the following outcomes:

- Demanding fair funding and investment for our region.
- Advocate for the region through a collective and united voice.
- Provide high-level and valuable events, roundtables, forums and briefings with senior decision-makers and leaders from all levels of government.
- Collaborate with key stakeholders – including local governments, statutory authorities, health and education providers, and leading employers – on shared advocacy goals that benefit members and deliver positive outcomes for the region.
- Commission, deliver and reference leading benchmarking analysis of how our region is fairing against comparable regions.
- Maintain a quality and extensive committee membership base, deliver member initiatives within budget, and continue to improve the Committee's financial position over time.
- Maintain effective bi-partisan engagement with local representatives, and build on the Committee's relationships with all levels of government.
- Partner with education providers and schools to develop, enhance and grow the next generation of leadership within our region by providing young leaders with leadership opportunities.

The work we're able to do is only possible due to our growing membership, and we'd like to thank our members for their ongoing support and significant contributions to helping us influence a better peninsula.



A stylized, handwritten signature in black ink, positioned above a horizontal teal line.

Shannon Smit
Chair



A stylized, handwritten signature in black ink, positioned above a horizontal teal line.

Josh Sinclair
CEO

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.

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.

Diamond Members

Spotlight Property Group
Village Baxter
Village Glen

Community Partners

Chisholm Institute
Frankston City Council
Monash University
Mornington Peninsula Shire Council
Bayside Health (Peninsula)
Port of Hastings Corporation
South East Water

Corporate Gold

Australian Unity
Bayport
Bluescope Western Port
Esso
Frankston RSL
Gazzola Farms
Macpherson Kelley
Melbourne Racing Club
Peninsula Hot Springs
Peninsula Private Hospital
Ritchies IGA
Searoad Ferries

Corporate

3MP
Arthurs Seat Eagle
Australian Growing Solutions
Blue Mackerel
Botanix Plant Supply
Community Bank Southern Peninsula
The Diggers Club
Egan Brothers
FP Steel
GJ Gardner Homes
Grace Professional Services
Hart Marine
HP&CP Australia
Kiss Professional Services
Mornington Peninsula Magazine
Mornington Peninsula Regional Tourism Board
Mornington Peninsula Technology industry & Business Park
Nichols Crowder
OYOB
PACE Development Group
Peninsula Home Hospice
PIER Marketing Group
Trudy Poole
Pt Leo Estate
Resolute Painting & Projects
Rod Evenden
Smart Business Solutions
SolutionOne
Southerly Ten
SPX Aids to Navigation



Tambry Construction
Taranto Farms
The Ranch Mornington Peninsula
The Sports Injury Clinic
Urban DC
Vasey RSL

Small Business

Century21
Christine Richards
Crittenden Estate
Danckert Real Estate
Fixon Media Group
Gravitas Now
Green Olive at Red Hill
Hastings Circular Economy Precinct
James Pyne Photography
Nepean Industry Edge Training
NetFocus IT
Nokai Pty Ltd
Prossor Town Planning
Revs Coffee
Sparx Power and Data
Two Bays Brewing Co

Not for Profit & Associations

Abacus Learning Centre
Balcombe Grammar School
Connecting2Australia
David Scott School
Doabale
Flinders Christian Community College

Foundation Learning Centre
Frankston Football Club
Frankston High School
Frankston Mornington Peninsula LLEN
Frankston Social Enterprise and Innovation Hub
Fusion Mornington Peninsula
John Paul College
Juniper College
McClelland Sculpture Park and Gallery
Mornington Community Support Centre
Mornington Secondary College
Mount Eliza Secondary College
Mums Supporting Families In Need
Neary Family Charity
Padua College
Peninsula Community Housing Inc
Peninsula Community Legal Centre
Peninsula Grammar
The Bays Healthcare
The Brotherhood of St Lawrence
Toorak College
Wallara Australia
Woodleigh School
Frankston & District Netball Association
Frankston & District Basketball Association
Frankston Business Collective
Mornington Peninsula Football Netball League
Mornington Peninsula Vignerons Association
Rosebud Business Estate
Southern Peninsula Basketball Association
Victorian Farmers Federation (Peninsula)
Women in Business Mornington Peninsula

Key Members

Our Diamond Members, 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.



Feedback



“Thought-provoking leadership.”

“I value the collaboration between civic and industry leaders working towards better outcomes.”



“There’s no doubt of the valuable role that the Committee plays in terms of stakeholder relations and lobbying.”

“Expertly executed. Thank you for an interesting forum.”

“Committee membership is incredibly valuable.”

“The [student forum] was empowering. Thank you for holding space for young people to be heard.”

“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.”



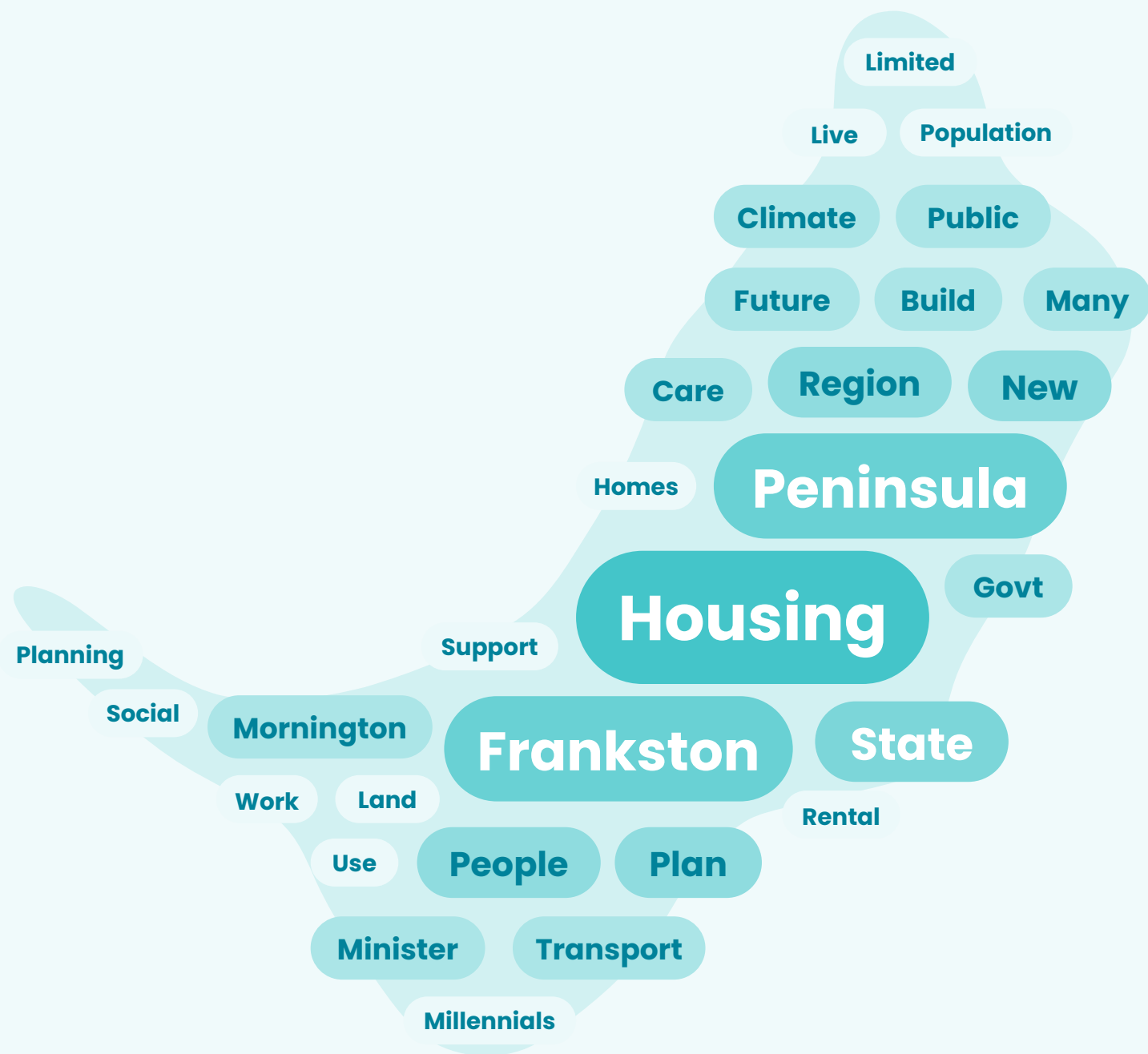
Consultation

The development of the Committee's Strategic Plan 2030 has included ongoing consultation with our members – including one-on-one meetings briefings, member meetings and forums.

Since 2024, this plan has developed and grown with the region and responded to member needs. It has also set the agenda for local representatives and helped shape conversations and commitments for our region.

This plan was most recently updated in March 2026 with a member workshop forum, providing members with an opportunity to directly engage with the Committee and provide their feedback on what matters most to them.

The Committee will continue to engage in a collaborative way with our elected representatives, members and key stakeholders to seek better outcomes for our region and influence a better peninsula.

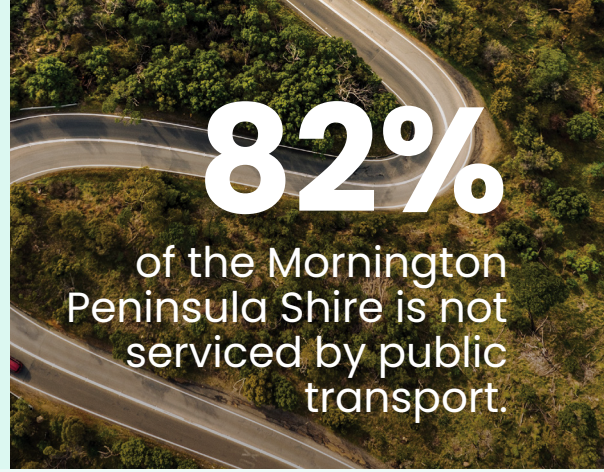


Pictured: A word cloud of questions and feedback from CFMP members during panel discussions at CFMP’s Future Forum held on 16 April, 2024.



A Regional Snapshot

A Snapshot of Disadvantage



82%
of the Mornington Peninsula Shire is not serviced by public transport.

Despite being classified as Metropolitan Melbourne, key indicators of disadvantage in Frankston and the Mornington Peninsula are more reflective of structural challenges throughout regional Victoria.

In March 2026, the Committee released its Benchmarking Frankston–Mornington Peninsula Analysis, comparing our regions demographics, challenges and government responses to Greater Geelong and the Borough of Queenscliffe.

Over the last three State Budget cycles (2022 – 2025), \$1.8 billion in capital infrastructure was delivered in our region, while Greater Geelong received \$4.2 billion.

This equates to \$14,400 for a resident in Geelong and just \$5,600 for a resident on the Peninsula.

This is despite the two regions sharing similar characteristics, and despite the Peninsula paying hundreds of millions of dollars more in State Government taxes.



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 has more rough sleepers and active homelessness than anywhere else in Melbourne.



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

Nearly
1 in 2
people
commute out of the
region for work



Disadvantage:

Unsustainable Livelihoods

- Lack of available industrial land has led to economic and job losses.
- Port-related activities remain uncertain.
- Our natural environmental assets are not being utilised for our benefit, and this is costing the region its competitive edge.



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.

Businesses in our region pay

\$225m

more in payroll tax



Disadvantage:

Economic

- Businesses in our region pay hundreds of millions of dollars more in tax, including \$225m more in payroll tax each year. We also pay more in land tax, stamp duty and metropolitan taxes.
- 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

An aerial photograph of a rugged coastline. On the left, a large, light-brown rock formation juts out into the sea. The water is exceptionally clear, showing a vibrant turquoise color. Dark, irregular patches of seaweed or coral are scattered across the seabed, visible through the water. The sky is a solid, bright teal color, which also serves as the background for the title text.

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 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

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Strategic Objectives

Priority

Homes and livelihoods

Goal

To facilitate more diverse housing options and better use of land to deliver more homes for residents and the region's 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 additional rezoning of SUZ-1 land for residential purposes which align with local government housing targets.
- **Support supply for key worker housing in the region that assists major industries in accommodating their staff and workforce.**
 - Key worker accommodation for healthcare workers to service the expanded Peninsula University Hospital and an ageing Mornington Peninsula population is critical.
- **Advocate for greater support from government to ensure this region receives its fair share and is eligible for funding that reflects the region's unique challenges**
 - Advocate for funding from the Victorian Government's Big Housing Build and a review of available state government assets for affordable housing.
 - Demand funds from the Short Stay Levy be reinvested back into our community towards crisis support accommodation.
 - 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.**
 - Advocate for private sector incentives to attract more housing.

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 the region.

Key Actions

- **Advocate for better rail beyond Frankston.**
 - In the short term, advocate for electrification and duplication to Leawarra (Frankston East) to connect patients, workers, students and residents with the Frankston Health and Education precinct.
 - In the medium term, advocate for the uplift of the Stony Point line, delivering passing loops and new stations in Somerville, Tyabb and Bittern – resulting in 30 minute regular services.
 - In the long term, advocate for the electrification and duplication of the line through to Langwarrin and beyond – including assessing the capacity of possible upgrades to the Mornington line.
- **Advocate for better bus connections and services – connecting townships to activity centres while improving bus interchanges across key townships.**
- **Advocate for major infrastructure projects that enhance connectivity, reduce congestion, and improve road safety.**
 - Projects include but are not limited to:
 - o Level Crossing Removal at Moorooduc Highway/McMahons Rd, Frankston
 - o Extension of M11 Freeway to Rye and intersection upgrade at Jetty Road
 - o Level Crossing Removal at Frankston Flinders Road, Hastings
 - o Frankston Ring Road, Frankston
 - o Southern Peninsula traffic management
 - o Better east-west road connections

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 rail express services between Frankston and Melbourne CBD during peak hour periods, following the removal of all level crossings on the Frankston line in 2029.**
 - 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 rail and ferry connections at Stony Point, including a vehicle ferry between the Mornington Peninsula and Phillip Island.**
 - This will enhance eco-tourism and better connect residents to Gippsland and bay ferry services between Melbourne and the Mornington Peninsula.
- **Advocate for essential growth-enabling infrastructure and amenity improvements in Frankston's City Centre.**
- **Partner with government and stakeholders to attract more investment into active transport links and trails across the Peninsula.**
 - This includes advocating for the Mornington Peninsula Shire's Peninsula Trails project and a lifestyle corridor between Frankston CBD and the Frankston Health and Education Precinct.

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 the establishment of the Victorian Renewable Energy Terminal at the Port of Hastings, encouraging further public and private investment in related industries which support local jobs and supply chains.**
 - Continue to promote the Port of Hastings as an attractive place for forward-thinking, environmentally sensitive and future-led businesses to invest in our region.
 - Advocate to government the need to improve infrastructure (including public transport, roads and housing) in relation to the ongoing job demand and industry activity associated with terminal upgrades.
 - Celebrate and promote the interests of Western Port Bay as a internationally significant wetlands and UNESCO biosphere.
- **Advocate for investment and support for the agriculture and horticulture industries across the Mornington Peninsula that create jobs, provide food security, and enhance the local economy.**
 - Develop and sustain a thriving horticultural industry by advocating for further investment into skills development and career pathways.
 - Advocate for recycled water schemes that support key industries, drive our local economy, and protect livelihoods.
- **Identify and support the creation of more high capacity and advanced industrial jobs.**
 - Identify appropriate sites for development that improve job containment outcomes for this region.
 - Support the sustained growth of infrastructure-ready precincts like Carrum Downs Industrial Estate – a precinct that employs 9,000 locals and generates \$3.5 billion.
 - Support Kananook Industrial Precinct initiatives in collaboration with local government and key stakeholders.
 - Attain leading new high tech industries to the region which create sustainable, ongoing and well paid jobs.

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

- **Seek further investments into TAFE and training opportunities across the region.**
- **Advocate for significant investment in local trade and job-ready training courses which provide better pathways for students and local industry.**
 - Help support stronger partnerships between businesses and training providers.
 - Help foster a strong social enterprise sector within the region.
- **Advocate for fairer funding of local schools, improve schooling engagement, and facilitate opportunities to empower this region's next generation of leaders.**
- **Advocate for a major redevelopment of Rosebud Hospital.**
 - A major redevelopment should deliver an expanded emergency department, new operating theatres, a teaching and training precinct, inpatient wards, and contemporary medical services.
- **Attract further public and private investment for Health and Education Precincts across the region.**
 - Enhance Frankston's Public and Private Health and Education Precincts.
 - Advocate for further growth of the National Centre for Healthy Ageing.
 - Advocate for greater investment into health precincts in Mornington, Western Port and on the Southern Peninsula.

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

- **Advocate for this region to receive more equitable tax arrangements and business incentives which reflect the unique characteristics and significant tax burden of Frankston and the Mornington Peninsula.**
 - Support a 'regional' payroll tax rate of 1.2125% for Mornington Peninsula businesses in place of the 'metro' payroll tax rate of 4.85%.
 - Support initiatives that reduce the land tax burden on this region.
 - Support the establishment of a Special Economic Priority Area (SEPA) in the City of Frankston – accelerating development, investment, housing supply, and job creation.
 - Support government incentives for businesses that enhance economic growth.
- **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.**
- **Advocate for a flagship regional conference and exhibition centre with accommodation facilities which would attract nationally significant events.**
- **Partner with the Regional Tourism Board and partners to elevate the profile of the region and attract greater economic investment.**
 - Support initiatives that better link the Great Ocean Road, Mornington Peninsula and Gippsland.



committee for
**frankston and
mornington peninsula**



Committee for Frankston & Mornington Peninsula

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