



committee for
frankston and
mornington peninsula

Strategic Plan

2025 – 2030
2nd Edition



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

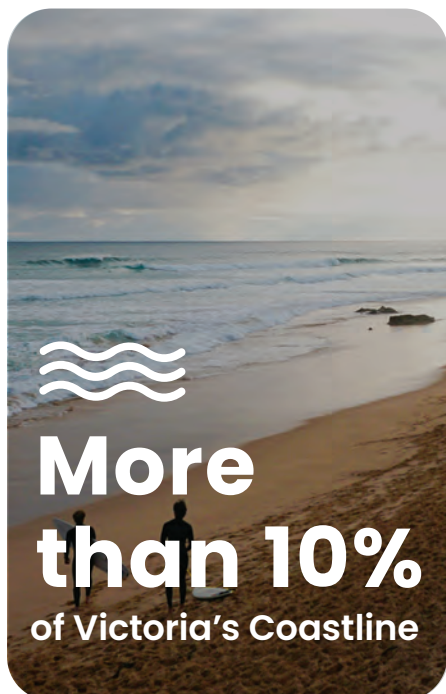
We pay our respects to their Elders past, present and emerging.



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Frankston and Mornington Peninsula – Fast Facts



\$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



200+
Vineyards

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.

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
Port of Hastings
South East Water

Corporate Gold

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

Corporate

3MP
Australian Growing Solutions
Arthurs Seat Eagle
Bata
Cohort Nursery Group
Community Bank Southern Peninsula
Diggers Club and Diggers Foundation
Gippsland Skies
GJ Gardner Homes
Grace Professional Services
Icon Cancer Centre
Mornington Mazda
Mornington Peninsula Magazine
Mornington Peninsula Regional Tourism
Mornington Peninsula Technology Park
Nichols Crowder
Peninsula Home Hospice
PIER Marketing Group
Pt Leo Estate
Resolute Painting and Projects
Smart Business Solutions
Solution One
SPX Aids to Navigation
Tambry Construction
Taranto Farms
The Ranch MP
The Sports Injury Clinic
Urban DC



Small Business

Century21
Christine Richards
CR VAWT
Crittenden Estate
Danckert Real Estate
Green Olive at Red Hill
HR Advice Online
James Pyne Photography
NetFocus IT
Nepean Industry Edge Training
Nokai
Prossor Town Planning
Revolution Roasters
Richard Merigan
Rod Evenden
Sparx Power and Data
Sorrento Lodge
Trudy Poole
Two Bays Brewing Co
Urban Mining Industries
Volfarmer

Not for Profit/Associations

Balcombe Grammar School
Connecting2Australia
Environmental Water Scheme
Flinders Christian Community College
Focus Individualised Support Services
Frankston Business Collective
Frankston District Basketball Association
Frankston District Netball Association
Frankston Football Club
Frankston High School
Frankston Mornington Peninsula LLEN
Fusion Mornington Peninsula Hinterland
McClelland Sculpture Park and Gallery
Mornington Peninsula Vignerons
Mornington Secondary College
Nearby Family Charity
Peninsula Community Legal Centre
Peninsula Grammar
Rosebud Business Estate
Southern Peninsula Basketball Association
The Bays Healthcare
The Women's Spirit Project
Toorak College
Wallara Australia
Women in Business Mornington Peninsula
Woodleigh School

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.



Feedback



“Thought-provoking leadership.”

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



“An enormous amount of work goes into this... the committee is awesome!”

“An inspiring forum... shaping a brighter future for the Peninsula.”

“Committee membership is incredibly valuable.”

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

“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.

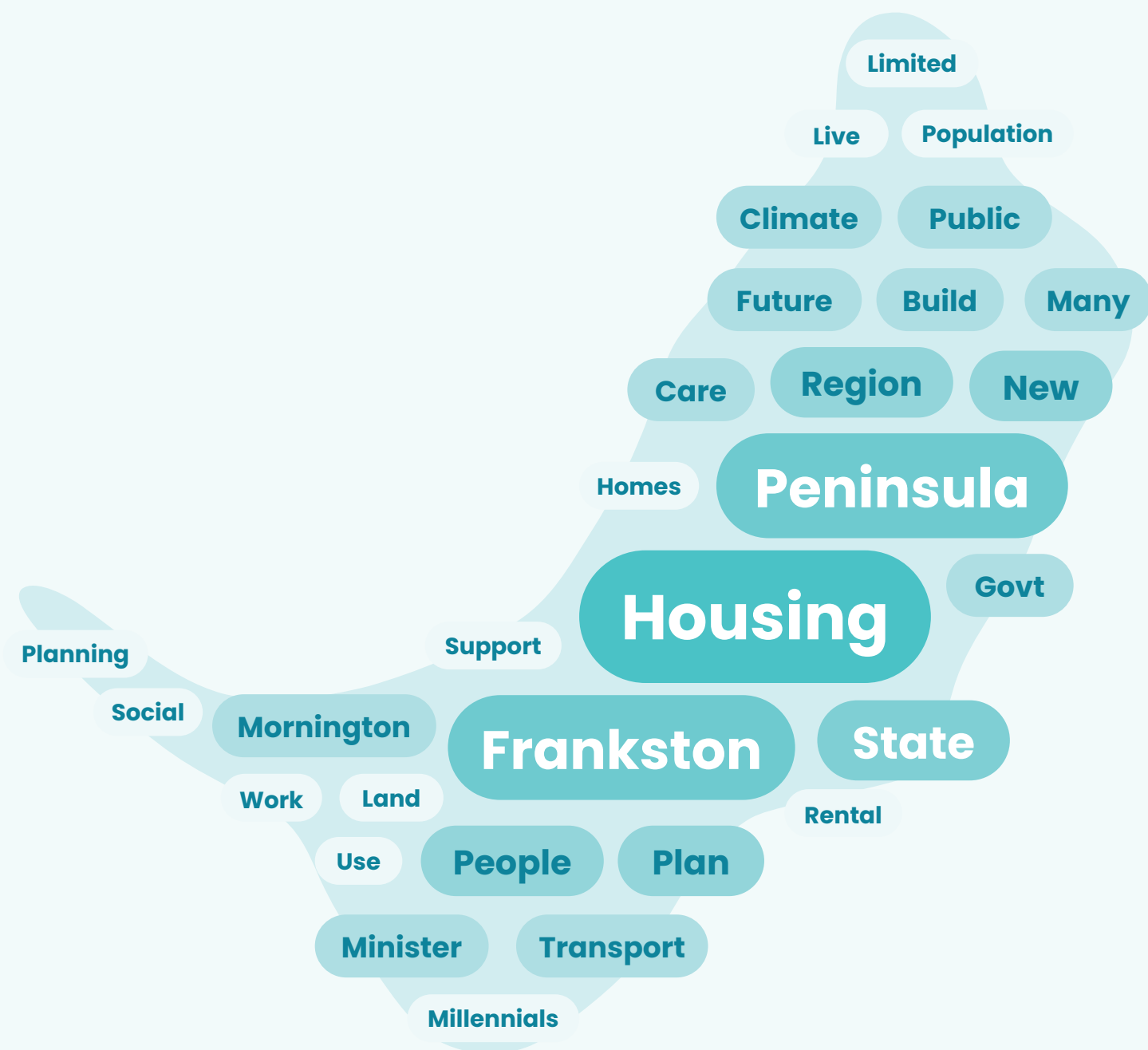
On 16 April 2024, the Committee hosted its inaugural Future Forum with over 170 people in attendance. These included civic and business leaders, politicians, local government officials, community organisations and key stakeholders in our region.

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

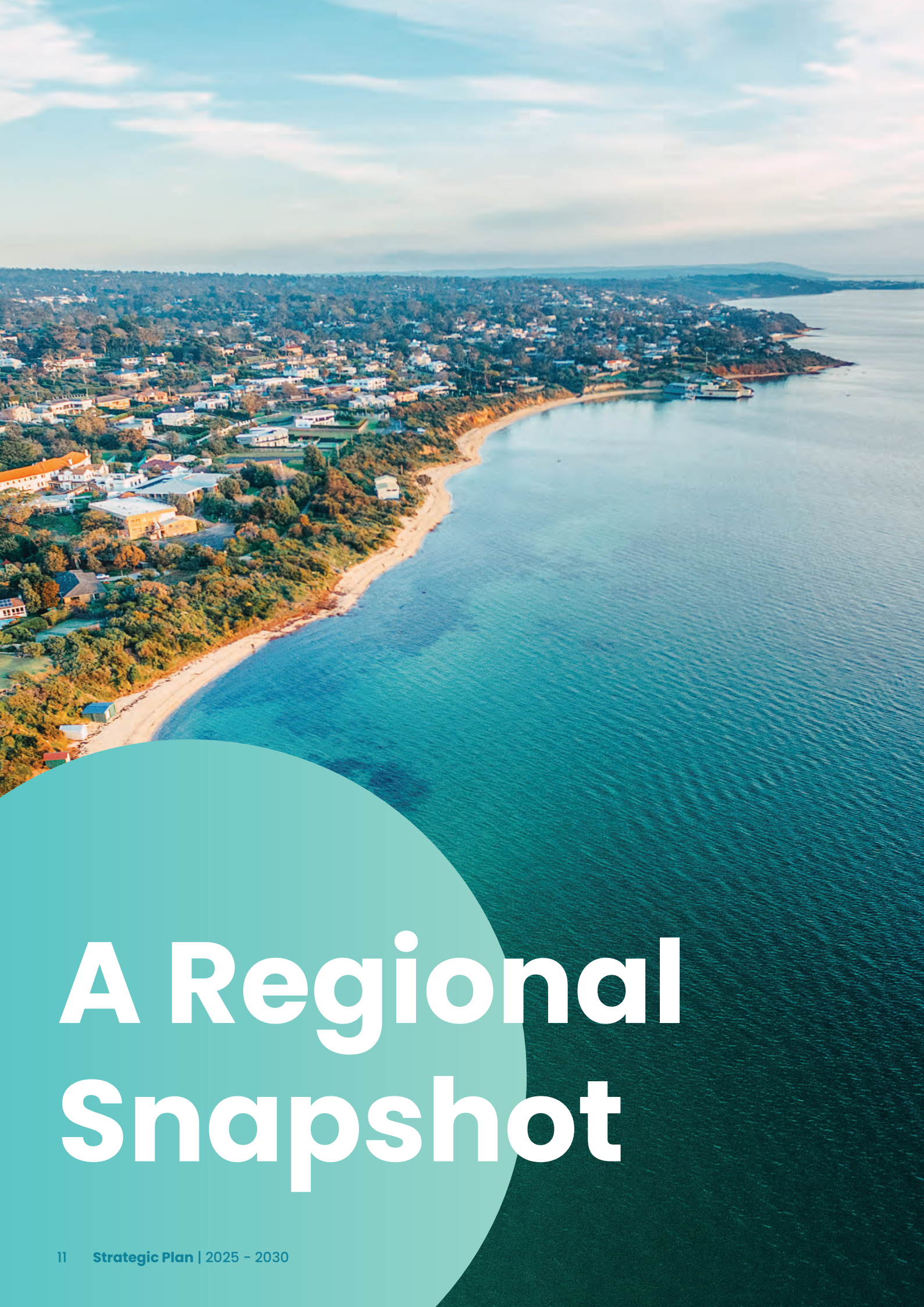
Contributions, feedback, ideas, and goals were collected by the Committee and these responses have helped form the key priorities, themes and objectives in this Strategic Plan.

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.



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 one of the worst ranked council areas when it comes to homelessness and rough sleeping.



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



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.

Businesses in our region pay

\$150m

more in payroll tax



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

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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 additional rezoning of SUZ-1 land for residential purposes which align with local government housing targets.
- **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 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 and bay ferry services between Melbourne and the Mornington Peninsula.
- **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 Boulevard Precinct Revitalisation.**
- **Partner with Government and advocate for significant infrastructure investments which improve healthy lifestyles, including active transport links and trails.**

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 (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

- **Seek Government funding and support for significant investment into TAFE and training opportunities in Rosebud and Western Port.**
- **Advocate to Government for significant investments in local trade and job-ready training courses which provide better pathways for students and local industry.**
 - Partner with and encourage leading organisations in our region to collaborate and provide transitional opportunities and apprenticeships for young people.
- **Advocate for fairer funding of schools based on need, and work with government and civic leaders to improve schooling engagement.**
- **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.
- **Partner with Government and stakeholders to encourage public and private investment into the existing Frankston Health and Education Precincts, making them the region's key health and allied health service destinations.**

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 the region to receive equitable taxing arrangements which reflect the unique characteristics of our region and which are in place across regional Victoria.**
 - 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.
- **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 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.**
- **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.**
- **Seek funding from Federal and State Governments that support the Arts and Cultural destinations within our region.**
- **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.**



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