



# A THRIVING PENINSULA

2033



Our Economic Development  
and Tourism Strategy

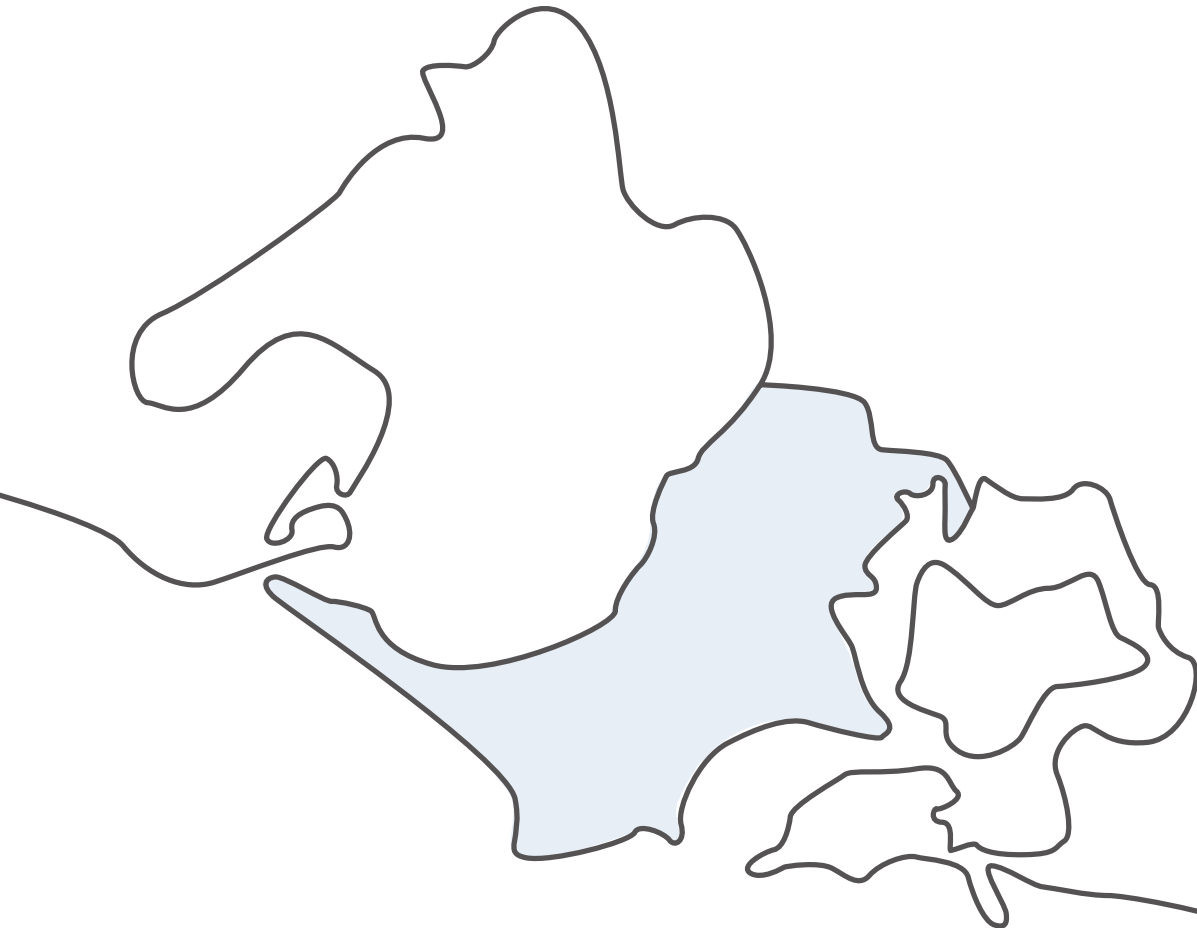


MORNINGTON  
PENINSULA  
*Shire*

# Acknowledgement of Country

Mornington Peninsula Shire acknowledges the Bunurong people, who have been the custodians of this land for many thousands of years; and pays respect to their elders past and present.

We acknowledge that the land on which we meet is the place of age-old ceremonies, celebrations, initiation and renewal; and that the Bunurong peoples' living culture continues to have a unique role in the life of this region.



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# Mayor's Message

The Mornington Peninsula has a strong and vibrant economy generating \$5.573 billion in gross regional product. The economy is diverse across a range of industry sectors, supporting 62,311 jobs.

Our economic development and tourism strategy will support our businesses to be innovative, resilient and adaptive to changing economic conditions, while creating employment opportunities for residents.

It builds on the peninsula's economic strengths and explores new opportunities to promote sustainable economic growth.

The focus areas of the strategy have been identified to foster established industries to grow further and be nimble to change, while also identifying emerging sectors to help increase their economic contribution.

The key initiatives outlined in the strategy include working with our key stakeholders; advocating for projects and resources to support local business; and implementing programs to enhance business growth, investment and employment opportunities. In addition, the strategy will encourage businesses to be at the forefront of innovation. These initiatives have been chosen as they have a high impact, are practical, effective and measurable.

I would like to acknowledge the many stakeholders involved in the development of the strategy for their contributions. The Mornington Peninsula Shire looks forward to working with them to achieve the strategy's goals to support local businesses, grow the Mornington Peninsula economy and deliver job opportunities for our local residents.

**Mayor Cr Simon Brooks**  
**Mornington Peninsula Shire**



# Executive Summary

The **A Thriving Peninsula 2033** is a blueprint to support the vibrancy, diversity and sustainability of business, industry and the communities of the Mornington Peninsula. Defined by a well-considered plan of action, the strategy focus areas and initiatives are designed to fulfil the vision for the Mornington Peninsula as a region with a robust, innovative and diverse economy, underpinned by resilient competitive businesses; a skilled capable workforce; a unique natural environment and a flourishing, connected community.

Consistent with the aspirations and priorities of the business community, and the community at large, the **A Thriving Peninsula 2033** guides the Shire's economic development and tourism support activities in line with desired strategy outcomes:

- **Business and industry growth** through business retention, expansion and support for innovation and investment in a diversity of industries
- **Opportunities for education, employment and career pathways** which retain and support a growing and diverse population
- **A vibrant tourism economy** that capitalises on and enhances the Mornington Peninsula's natural assets without compromising its highly valued and unique natural environment
- **A greener business environment** that prioritises circular economy principles and works towards a zero carbon future

These strategy outcomes will be delivered through the prioritisation and implementation of a series of actions presented across four key areas focused on: Industry Development; Small Business; Local Workforce; and Prosperous Places. Some recommended actions seek to build on initiatives already in place, some are already resourced while others require additional resourcing.

Prepared in the context of the Shire's broader program of work and strategic objectives, as well as key local and regional strategies, the **A Thriving Peninsula 2033** will be implemented in line with

determined priorities as well as the availability of resources and the capacity of the Shire to progress the initiatives identified.

Recognising the important role that the Shire and its economic development partners play in nurturing an enabling environment for public and private sector investment, this strategy contains a number of advocacy initiatives to attract sustainable levels of local investment from industry, partner organisations and other tiers of government.

To ensure effective implementation, the Shire will monitor broad economic trends and flag issues that may impact the Mornington Peninsula. A regular process of research and monitoring will evaluate the Shire's priorities and identify priority projects, with targeted and tailored advocacy documents prepared for presentation to State and Federal governments.

Strategy progress will be monitored and evaluated using a combination of output measures related directly to the recommended actions and their implementation, as well as relevant broader outcome indicators and metrics.

The **A Thriving Peninsula 2033** will be reviewed regularly to ensure that implementation priorities reflect current needs and expectations.

# Introduction

The Mornington Peninsula is a place where people aspire to live and spend time. With a **population of 170,000 and located just one hour's drive from Melbourne**, the region is characterised by a blend of urban, rural and coastal environments. The region generates \$9.5 billion (GRP) annually, has over 17,285 businesses and 62,300 jobs.

The region's economy is underpinned by employment in the services sector, including health care and social services, education, retail, hospitality, construction, government, and professional services. **Around 70% of land on the Peninsula is zoned Green Wedge**, dedicated to habitat and biodiversity, agricultural production, and landscapes. Agriculture and food and beverage activities generate approximately \$1.3 billion in value annually.

Every year **6.5 million people visit the Mornington Peninsula** which is a major economic contribution. There is potential to grow the visitor economy and distribute the benefits more evenly across the region and throughout the year, but this will need to be balanced with protecting valuable natural assets.

Conditions created by the COVID-19 pandemic and sustained economic pressures have made it clear that diversity and innovation will contribute to unlocking the potential of the Mornington Peninsula. **Businesses and the wider community told us that they love living and working on the Peninsula**, with location and lifestyle, natural assets, retail and hospitality offerings and agricultural production being amongst the economic strengths.

The **A Thriving Peninsula 2033** strategy aims to deliver economic growth and benefits for the community whilst leveraging our sense of place and our community values. Informed by research, consultation and analysis, this strategy guides Mornington Peninsula Shire in its capacity as a supporter of economic development and tourism, to encourage economic activity that capitalises on the special character and attractions of the Peninsula.

## THE SHIRE'S ROLE

Mornington Peninsula Shire is committed to supporting the foundations for sustainable economic development and tourism through delivering programs, partnering with key stakeholders and advocating to others. By working within its remit as a local government authority the Shire aims to strike an appropriate **balance between lifestyle, natural environmental sustainability and economic opportunity** for the Shire's 170,000 residents and its 17,285 businesses.

In line with the guiding principles, and through the delivery of the actions presented in this strategy, the Shire fosters sustainable economic development and tourism through **six core areas of support**.

# Six core areas of Support



## **Strategic planning and direction setting**

Articulating the vision for prosperity to support and promote sustainable economic development and tourism in a strategic manner.



## **Planning, regulation and place management**

Maintaining a regulatory and land use planning framework to support businesses and the community while protecting and enhancing the natural environment.



## **Infrastructure and service provision**

Planning for and providing local enabling infrastructure and services in an informed, planned and co-ordinated manner.



## **Business and industry engagement**

Liaising with businesses to understand and address industry priorities through networking and information sharing.



## **Tourism promotion and destination management**

Working with its visitor economy partners to encourage sustainable visitation through tourism promotion and destination management planning.



## **Collaboration and advocacy**

Providing a representative voice on strategic priorities in the collective interests of the Shire's businesses and its localities.

# Mornington Peninsula Shire Council Strategic Framework



We continue to create a sustainable, vibrant and prosperous future that values innovation and shared compassion.

## Mornington Peninsula COMMUNITY VISION 2040

THROUGH SEVEN PRINCIPLES



1 CLIMATE



2 TRANSPORT



3 COMMUNITY



4 ECONOMY



5 OPPORTUNITY



6 NATURE






7 HOUSING

## Mornington Peninsula Council and Wellbeing Plan 2021 - 2025

Council's strategic direction to work towards the Community Vision is set by

3

THEMES

- 
A healthy natural environment and well-planned townships
- 
A robust, innovative and diverse economy
- 
A flourishing, healthy and connected community



# Organisational **Strategies & Policies**



*"A Thriving Peninsula 2033"*

Organisational  
**Annual  
Plan**



Unit  
**Business  
Planning**



# Strategy at a Glance

## PURPOSE

In 2021, Mornington Peninsula Shire Council supported the creation of “Imagine Peninsula 2040: Shaping our Future”.

This shared community vision contains seven principles aimed at delivering on the vision.

**Principle four is: “Innovative planning and development of the local economy”**

The **A Thriving Peninsula 2033** strategy has been prepared to plan for the future of the local economy on the Mornington Peninsula.

Research, analysis, community and business engagement have been used to inform a vision, outcomes, focus areas and an action plan to help shape the local economy over the next 10 years.

**The Mornington Peninsula is a place that provides an enviable lifestyle for residents, with striking natural assets bringing visitors from all over the world.**

The community has been clear about the need to preserve the landscapes and coastlines of the region but also wanting improved infrastructure, more local jobs and education opportunities, and support for businesses to grow sustainably.

This strategy aims to provide a clear pathway to deliver on these priorities including an approach to monitoring, evaluating progress and shifting priorities if the need arises.

## FUTURE DIRECTION

To deliver on the strategy outcomes, a set of principles has been created to drive the ongoing action planning for the next 10 years. The principles will be used in monitoring and evaluating the local economy over time and setting priorities over the longer term.

## VISION



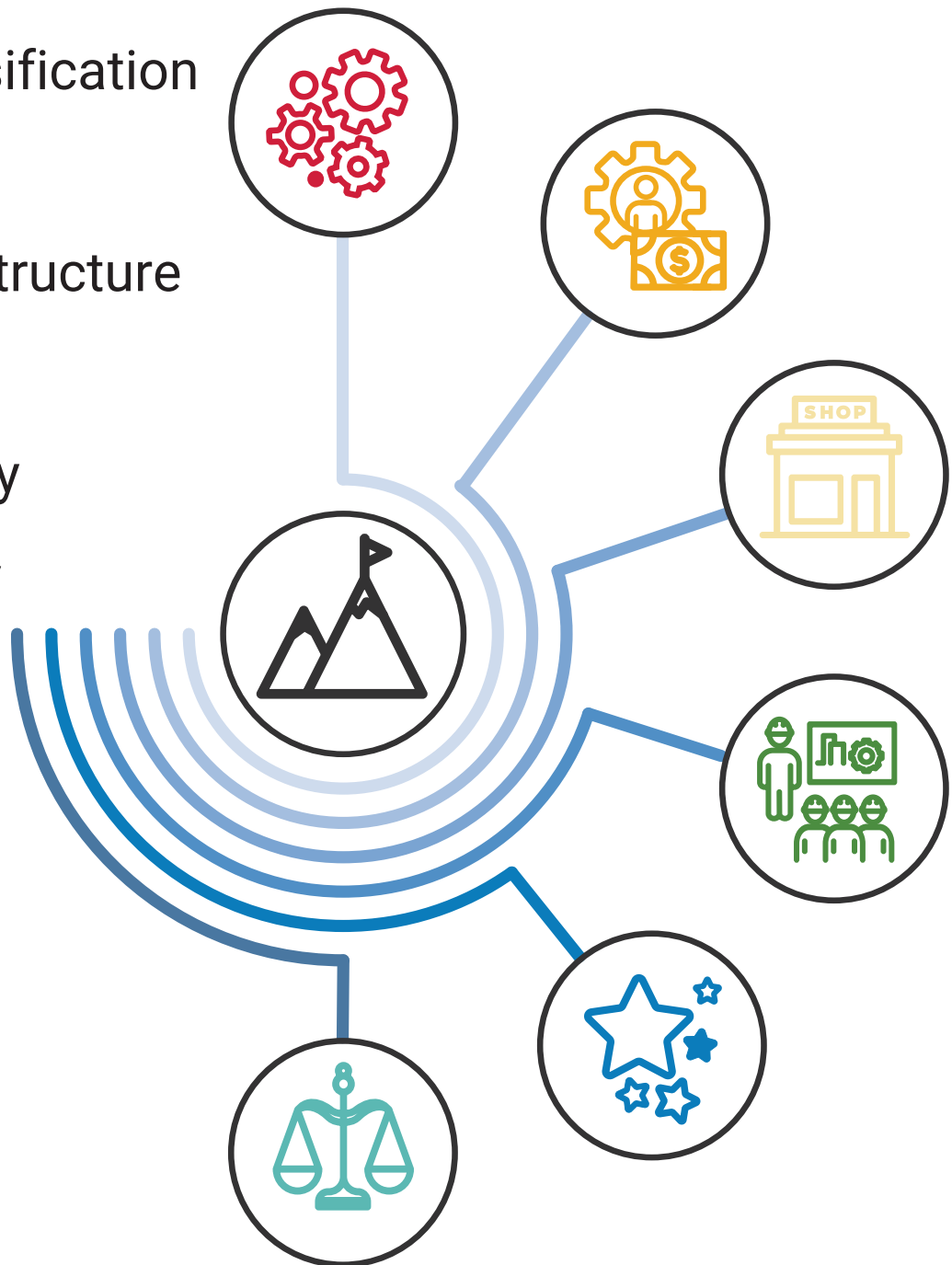
*A local economy that is resilient through its diversity and innovation, working alongside the Mornington Peninsula’s natural assets and supports a thriving and connected community.*

## STRATEGY OUTCOMES

- Business and industry growth through business retention, expansion and support for innovation and investment in a diversity of industries.
- Opportunities for education, employment and career pathways which retain and support a growing and diverse population.
- A vibrant tourism economy that capitalises on and enhances the Mornington Peninsula’s natural assets without compromising its highly valued and unique natural environment.
- A greener business environment that prioritises circular economy principles and works towards a zero carbon future.

# Mornington Peninsula Shire Council's Guiding Principles for Prosperity

1. Diversification
2. Value
3. Infrastructure
4. Skills
5. Quality
6. Equity



# Strategy Development

## RESEARCH METHODOLOGY

In preparing the **A Thriving Peninsula 2033** strategy, a desktop analysis was conducted of existing Shire plans and strategies, along with economic impact data such as census data, economic profile, community profile, social mapping, population forecasts and visitation numbers. Relevant state and Federal government plans along with advocacy and research papers were also taken into consideration.

In early 2023, **direct consultation was undertaken**



**with more than 50 stakeholder organisations** representing a cross-section of key economic development and tourism stakeholders and decision-makers. They included key government agencies, tourism bodies, business and industry groups, peak industry bodies, local businesses, asset and infrastructure managers and key service providers. Broader business and community input into the strategy development process was also received via an online survey. The survey received strong interest with a total of **270 completed responses from business-owners and residents** from across the Mornington Peninsula.

The purpose of the consultations was to ascertain the needs, goals, opportunities, challenges and aspirations relating to the growth and sustainability of the Mornington Peninsula economy and its constituent communities. This approach ensured that the **A Thriving Peninsula 2033** is **informed by an appropriately diverse mix of local business and community representation**, including people with small businesses, residents with a lifetime of local knowledge, industry leaders with global experience and key decision-makers in government, the non-government sector and industry.

# Strategy Consultation Process


ONLINE SURVEY

**270**  
X RESPONSES



COUNCILLOR WORKSHOPS

**5x**



SHIRE STAFF WORKSHOPS **x5**

**50** BUSINESS AND INDUSTRY STAKEHOLDER GROUPS



TARGETED CONSULTATION WITH GOVERNMENT DECISION MAKERS



# Key Partnerships

## **Mornington Peninsula Shire's commitment to supporting economic development and tourism does not occur in isolation.**

Key to the sustainable growth of the local economy is the development of connections across departments within the organisation and partnerships with the other tiers of government, non-government and industry stakeholders as well as the community to help realise the vision for a prosperous economy and a sustainable future.

Prepared in the context of the Shire's **Council and Wellbeing Plan 2021-2025** and aligned with key planning, advocacy and informing documents, the **A Thriving Peninsula 2033** strategy promotes a collaborative approach to economic development and tourism support, along with promotion and facilitation between the Shire and its partners in government, the non-government sector and industry.

Recognising the important role that the Shire and its partners play in nurturing an enabling environment for both public and private sector investment, this strategy contains a number of actions dedicated to building the case for attracting sustained levels of investment from industry and the other tiers of government.



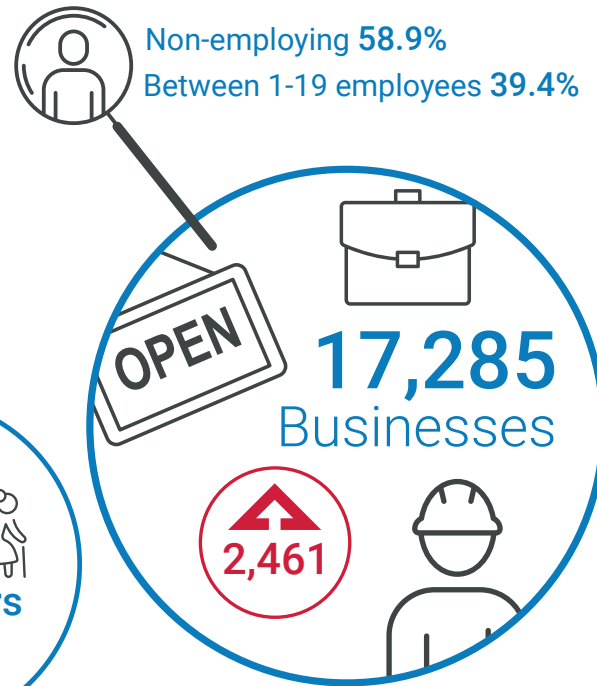
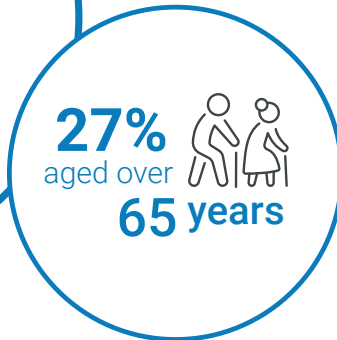
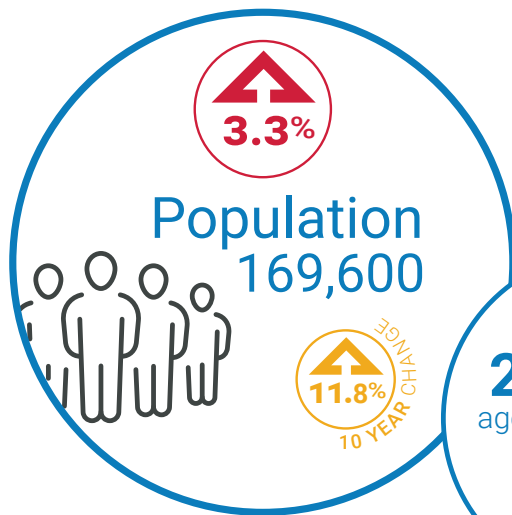
# PARTNERS AND STAKEHOLDERS



# Situation Analysis

## MORNINGTON PENINSULA Economic Snapshot

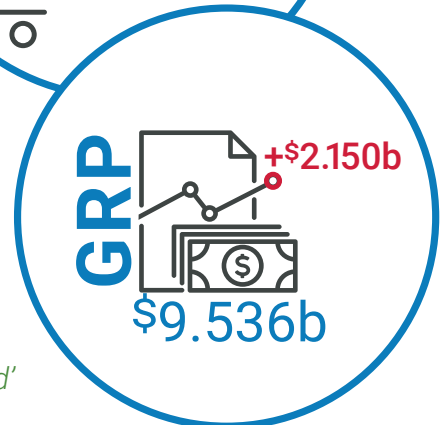
5 YEAR CHANGE



52.2%  
Manufacturing and  
Construction industries

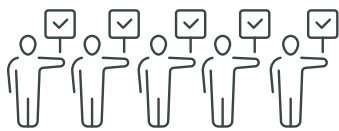


Tourism activity supports 3.2% of total 'value added'



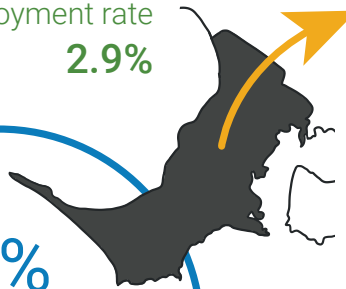


**Employed Residents 74,058**  
(2021)



**+7,813**  
(since 2016)

Unemployment rate  
**2.9%**



**38.7%**  
travel outside of the  
Mornington Peninsula  
to their place of work.

**+9,629**  
(since 2016)



**Jobs**  
**62,311**  
(2021)

**72.9%**  
filled by  
local residents



More likely to be employed in

- accommodation
- food
- retail
- health care
- public admin & safety

**23%** of total economic output  
**27%** (businesses)  
Construction sector



**Tourism** related activity  
supports **3,712 jobs**  
**6%** of total jobs

**12%** (businesses)  
in the **professional**  
and **technical services** sector.



# Regional Profile



## People and Place

- A network of distinct suburban and rural localities
- Diversity of landscape (beaches to hinterland, urban, rural and world-class environmental assets)
- Strong professional and trade services worker profile

## Infrastructure and Services

- Proximity to the Melbourne CBD by road
- Quality health care services and secondary school education
- A services-driven 'lifestyle economy' including health, education, food and hospitality, arts and recreation, trades, and professional services

## Business Product and Perceptions

- A strong sense of place and appealing lifestyle destination
- A diverse tourism offering including iconic tourist attractions
- A diversity of innovative and capable small, medium and large businesses



## People and Place

- Pockets of socio-economic disadvantage
- Shortage of zoned industrial land
- Workforce and skills gaps/shortfalls in key sectors

## Infrastructure and Services

- Digital connectivity shortfalls/blackspots
- Visitor infrastructure shortfalls - toilets, pathways (including disability access), trails, lookouts and carparks
- A lack of business and industry support, networking and collaboration
- A need to plan and prepare for new and evolving industries (eg. renewables, advanced manufacturing, ag-tech, the circular economy)

## Business Product and Perceptions

- Under-utilised heritage tourism assets and opportunities for activation
- Leveraging eco-tourism assets to grow a sustainable visitor economy
- Information on business training and support services is hard to find



### People and Place

- Agricultural integrity of the Green Wedge
- Strong arts and culture profile including local events
- Security of water supply for agriculture (recycled water)

### Infrastructure and Services

- Local tertiary education and training gaps
- Dispersal of visitors across the Peninsula and throughout the year
- Building strong and sustained visitor economy stakeholder partnerships

### Business Product and Perceptions

- Balancing environmental values with economic opportunity
- Building tourism product and visitor servicing to encourage greater length of stay and spend
- Strong agriculture and manufacturing business sector



### People and Place

- Land use conflicts and environmental risks from impacts of climate change
- Pressure from population growth and seasonal tourism
- A relatively older population with a lower than state average population of working age residents (20-45year old)

### Infrastructure and Services

- Road, rail and water based transport shortfalls (public)
- Shortage of a diversity of quality, affordable housing for workers

### Business Product and Perceptions

- Visitor accommodation shortages and the reliance on short-stay accommodation
- Community perceptions of 'over-tourism' along Port Phillip
- Perceived business, regulatory and land use planning service shortfalls

# Strategic Direction

There are many opportunities to **sustainably grow the local economy of the Mornington Peninsula**.

Businesses and the community have indicated they do not want growth at all costs. This means a more nuanced, targeted approach to development will need to take place.

In order to support this, the Shire will adopt a proactive and supportive economic development approach. This will encourage local entrepreneurship and innovation and to facilitate new business investment. The Shire will deliver, partner and advocate for key economic projects in order for this to happen.

## KEY INDUSTRIES

Several key industries have been identified by prioritising opportunities for diversification, building on existing strengths and considering future economic trends.

These key industries will be the **focus of targeted development activities** including long-term land use planning, networking and collaboration, targeted capability building programs and engagement to understand ongoing industry needs.

### Agribusiness and food economy

As highlighted in the **Food Economy and Agroecology Strategy**, the Mornington Peninsula's agriculture, food and beverages sector is a strategic growth industry worth an estimated \$1.3 billion. Approximately 70% of the Peninsula (over 50,000 hectares) is classified as **'Green Wedge'**. While the Green Wedge delivers benefits in the form of diverse landscapes, cultural heritage and opportunities for recreation, **its principal purpose is for high-value productive agricultural activities**.

This is reinforced by the **Green Wedge Management Plan** vision for a *"place where the critical role of sustainable agriculture is recognised, protected and supported as a key land use and the productivity of land is conserved and enhanced for the future"*.

A sustainable food economy can be supported to add value to agricultural output in a number of

mutually-reinforcing ways. This includes **initiatives to support the transition from conventional to regenerative agricultural activities** including skills enhancement and workforce capacity-building; **regional branding** to reach national and global markets; **a collaborative approach to regulation and advocacy** to ensure security of tenure and the viability of agricultural land; and **key infrastructure investments** to enable the region's agricultural industry to grow sustainably, including initiatives that ensure security of water supply as well as access to markets via key transportation routes.



### Advanced manufacturing and emerging technologies

**Manufacturing is a key industry sector on the Mornington Peninsula**, accounting for 7% of local jobs and almost \$500 million in industry value-added. Key industry sub-sectors include food and beverage product manufacturing and marine product manufacturing, something that sets the Peninsula apart from other regions.

Despite the strengths and opportunities for modern manufacturing on the Mornington Peninsula, there exists at present, **a serious shortage of industrial land to accommodate potential growth over the next 15 years**. Without additional industrial zoned land, the prospects for growing the region's manufacturing sector is constrained by the extensive areas of Green Wedge zoned land and other competing land uses.

Land located at the **Port of Hastings has been identified as a preferred location for future industrial development**. The land is currently zoned for port-related uses however, it is considered that large parcels of this land may be surplus to future Port needs.

Realising this opportunity for future industry requires clarity on the timing of a Ministerial decision regarding the boundaries of the **Port of Hastings Special Use Zone** and the release of surplus land that will not be needed for future port development.

Mornington Peninsula Shire recognises that, while land at the Port of Hastings represents an opportunity to address current industrial land shortfalls, **any surplus land also presents options for satisfying demand for other land uses including residential, agricultural and industrial uses** complementary to the potential development of a new energy economy.

The Port of Hastings is being considered by the Victorian Government as the most suitable location for the establishment of the **Victorian Renewable Energy Terminal (VRET)** to facilitate offshore wind assembly, subject to required approvals.

The Terminal would be a key requirement to help achieve the State Government's commitment of delivering 9GW of offshore wind energy generation capacity by 2040 and will bring economic benefits and jobs to local communities.

If approved, the **VRET** will be capable of supporting offshore wind delivery of up to 1 GW per year, **placing Hastings at the centre of Australia's offshore wind construction and deployment**.

This would present a significant opportunity to explore the potential for related high-tech industrial activities to support this new industry, in for example, componentry equipment manufacture, maintenance and repairs, as well as specialist technical services.

The potential for opening up land for advanced manufacturing activities in a technology park setting nearby is strategically aligned with the **Mornington Peninsula's potential to power a new energy economy**.



## Visitor Economy

Tourism is a well-established area of economic activity with the potential to further diversify and grow the Mornington Peninsula economy.

**The Mornington Peninsula's tourism sector accounts for 3% of total industry value-added income** compared to the Victorian State average of 2% and provides for 6% of all jobs in the Shire, compared to the State average of 3.5%.

Nature-based tourism, eco-tourism and cultural tourism can guide new product development, with **more travellers searching for immersive, authentic, educational experiences that are unique to the places they visit**. The Mornington Peninsula can combine the strength of its profile, history and heritage, natural assets, as well as world-class sporting and recreational assets, to enhance its tourism offer to address seasonality, improve visitor dispersal, increase average spend per visitor and foster a sustainable visitor economy. These could include ecotourism based activities.

Exploration of **opportunities to leverage currently under-utilised heritage tourism** assets and opportunities for activation including niche tourism sectors and Shire owned assets.

**Improving visitor economy infrastructure, services and facilities** through advocacy on key transport linkages and investing in placemaking.

Recognising that opportunities to develop the local tourism offering will continue to emerge and evolve,

the Shire will play its role in supporting the visitor economy through the **continual development of strong partnerships** with the Mornington Peninsula's tourism industry operators along with local and state representative organisations.

## Health

The health sector is a significant contributor to the Mornington Peninsula economy with **Health Care and Social Assistance accounting for the largest share of local jobs** (9,550 jobs or 15% of the total) and \$834 million in industry. On the Mornington Peninsula the health care sector provides a diversity of quality employment opportunities, from entry level positions through to highly skilled jobs.

ABS Census data shows that the Mornington Peninsula has a relatively older population with around two-thirds of residents over the age of 60. The Mornington Peninsula also has a high number of residents (21%) living with some form of disability, while 6% of the Shire's population identify as carers. Victorian Population Health Survey data reveals that **over a quarter of the Peninsula's population report high or very high levels of psychological distress**, which is above the metropolitan average.

While presenting some challenges, the Mornington Peninsula's demographic profile will support continued demand for health and wellbeing services (hospital, medical, aged care and other health and wellbeing assistance).



There is an opportunity to develop the local health care sector by meeting the demand for infrastructure and services to cater for an older and ageing population, and by **ensuring an availability of appropriately skilled health care workers to serve the Peninsula's diverse health care needs.**

The Mornington Peninsula currently has some specialist health care and aged care services shortfalls, and as a result, a large number of residents must travel out of the Shire to Frankston and beyond for specialist, acute and emergency care. Mornington and Rosebud are the Peninsula's two main medical precincts, however infrastructure at Rosebud Hospital is outdated.

**Critical to the delivery of the Mornington Peninsula's current and future health care needs** is an upgrade of hospital facilities in Rosebud. As well as addressing the general and specialist health care needs of the community, a hospital precinct upgrade would also provide an opportunity to develop local research and health care workforce capabilities through the establishment of medical research and training facilities in an integrated health precinct.

## SMALL BUSINESS SUPPORT

**A defining feature of the Mornington Peninsula is its diversity and number of micro, small and medium-sized enterprises.**

Of the region's 17,284 businesses, almost two-thirds (59%) are non-employing businesses and another 31% have between 1 and 4 employees. There are also a large number of home-based businesses distributed throughout the Peninsula.

Mornington Peninsula Shire recognises that it is **often a first point of contact** for prospective new businesses as well as existing businesses looking for information on enterprise support services or opportunities to expand. In this way it has an important role to play in facilitating economic development and supporting the Mornington Peninsula's micro and small businesses to prosper.

Local government **regulatory functions are often the most difficult aspects for small business**

**owners** to navigate. To make this process easier the Shire can ensure that it has a regulatory and land use planning environment that is open, engaging and supportive of business opportunities.

Within its own remit and by engaging with the State Government on matters concerning Victorian planning legislation, Mornington Peninsula Shire can work to ensure that adequate land is available for commercial and industrial development as well as for other essential economic activity. The Shire can also **influence a sense of place and the functioning of its urban centres and localities** through master planning, development control, place activation and urban improvement programs.

The **vision, guiding principles, initiatives and desired outcomes** presented in this strategy provide the Shire with a framework to instill and promote, both within the organisation and externally, **a pro-active approach to helping local businesses to establish and grow**. Fundamental to this is to ensure that a supportive and enabling regulatory environment is in place, and that a range of relevant opportunities for industry development are provided in a timely manner.

## BUSINESS FOR GOOD

Economic participation through employment, business ownership and social enterprise leads to improved financial, health and social outcomes and is central to the wellbeing of a population.



It is estimated that there are 3,500 social enterprises in Victoria employing around 60,000 people. These enterprises operate not to maximise profit, but to achieve positive social, environmental or cultural missions. Mornington Peninsula Shire is well placed to support the growing cohort of social enterprises in the region by including them in small business support activities and promoting them to the broader business community.

There are benefits to supporting the development of a circular economy which can include redesign of manufacturing processes and supply chains to reduce waste and capturing and reusing waste to be used as inputs to other products. The Shire is already delivering programs aimed at achieving circular economy outcomes and has identified opportunities to provide support to the business community to continue this work.

Focused procurement activities can help to achieve social and environmental outcomes as well as delivering activities and programs that educate the local business community and support businesses owned and operated by people from our priority populations.

## WORKFORCE

Competitive businesses and strong industries require access to a workforce equipped with the relevant skills and knowledge. There are a range of key stakeholders able to contribute to building this workforce and to address the barriers currently facing workers and employers.

A consistent theme raised throughout the strategy consultation is that there is scope to better match the Mornington Peninsula's workforce skills and capacity with industry needs.

**The Mornington Peninsula suffers from a range of skills shortages and a workforce mis-match, with Census data revealing that almost 40% of working residents travel to outside the region to work every day, yet there is a strong desire for people to access local jobs.**

For the Mornington Peninsula, workforce development is as much a housing and liveability issue as it is an education and training one, with **a lack of affordable housing constraining the Peninsula's capacity to attract workers** that are needed to run businesses and grow the economy. Critical infrastructure and services shortfalls, notably a lack of adequate public transport, is also a key issue, limiting the capacity of the region's population to access to jobs, education and services.

Mornington Peninsula Shire, in its role as an advocate, will continue to **engage directly with businesses and peak industry bodies, as well as with key government agencies, education and training providers and the region's residents** to connect them with meaningful education and training that will keep them in jobs in the region. It will also explore opportunities to fill gaps in the local labour market through worker attraction initiatives that help build local workforce capacity in key sectors including agriculture, retail, hospitality and tourism.

**Capacity-building through workforce planning and development will be fundamental** to addressing these issues. A collaborative approach will be pursued to network ideas and articulate workforce planning priorities. Direct involvement from businesses will be encouraged so that the Peninsula's youth can be provided with opportunities for learning and for on-the-job training that will translate into sustainable career pathways in a diversity of existing and emerging new industries.

## PLACE AND INFRASTRUCTURE

**Nurturing the Mornington Peninsula's appeal as a place to live, learn and recreate** is underpinned by a number of key requirements;

Effective transport, digital connectivity, housing diversity, cultural richness and a sense of place.

### Transport connectivity

**An efficient and effective transport system underpins economic activity** and is fundamental to a prosperous economy, however 82% of the Mornington Peninsula is not serviced by public transport. Promoting business and community connectivity is a priority of the Shire, which advocates strongly for public transport improvements to and throughout the Mornington Peninsula. The peninsula's road transport challenges are multi-faceted. Mornington Peninsula Shire will continue to **identify, prioritise and advocate for critical road transport infrastructure upgrades in strategic locations** so that the Mornington Peninsula's road network can support greater business productivity and support sustainable population and visitation growth.

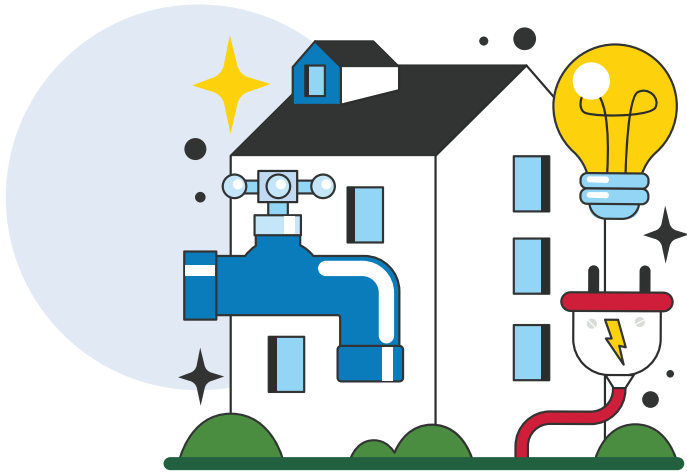
### Digital connectivity

Digital communications are a fundamental enabler of business innovation and economic development. Businesses and residents in many parts of the Mornington Peninsula have no choice but to contend with the digital connectivity (mobile phone and Internet) shortfalls across the region.

The Peninsula's population is dispersed across large distances, and with an older population and lack of public transport services, **digital connectivity shortfalls compound associated constraints on economic opportunity and social inclusion.**







With the digital connectivity needs of specific areas being overlooked by the eligibility criteria of the **Federal Mobile Black Spot Program**, the Shire will continue to advocate for mobile phone and internet connectivity improvements for the benefit of the Peninsula's residents, visitors and businesses.

### Housing diversity

**Housing affordability is one of the biggest issues currently facing the Mornington Peninsula.**

Increasing property prices are pricing lower income households out of the market, with flow-on impacts in the form of worker shortages in key sectors of the local economy.

Whilst a key economic contributor on the Mornington Peninsula, the large number of holiday homes and short term rental properties effectively reduces available housing supply.

Added to this is the fact that the Mornington Peninsula has pockets of significant social disadvantage. As population growth pressures mount and the Mornington Peninsula's population continues to evolve, accommodating these diverse household types will require an assortment of housing densities.

### Events, arts and culture

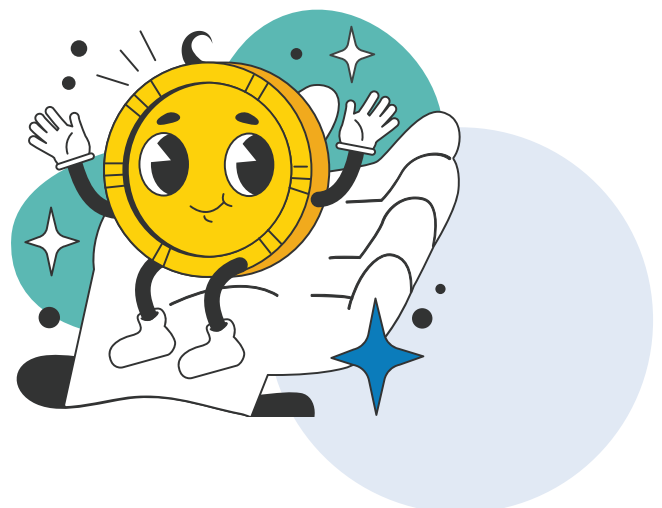
**The presence of a vibrant events, arts, culture and creative industries ecosystem is a defining feature of prosperous places.**

When arts and cultural activities are transformed into commercial outcomes, they also form part of what is known as the creative industries. In order to elevate the Mornington Peninsula's reputation as an arts and culture destination, the Shire will also continue to support the events, arts, culture and creative industries through continual investment in cultural infrastructure and services, as well as measures to support local individuals and enterprises operating in the creative space.

### Access to fair and equitable funding opportunities

The Mornington Peninsula is a unique area with a mix of urban, rural and coastal characteristics and this is reflected in its diverse economic base.

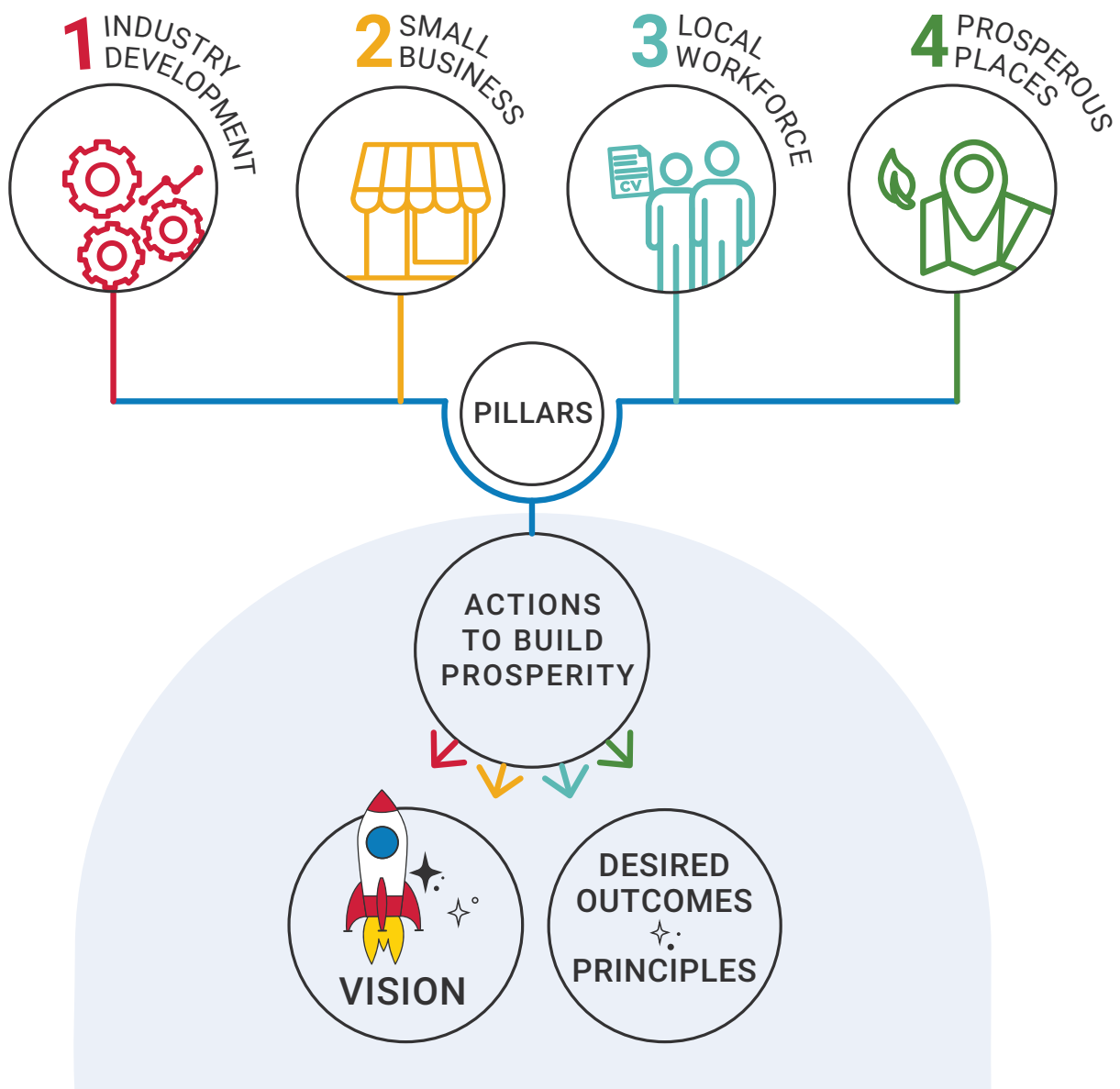
**As a metropolitan council, the Mornington Peninsula Shire has major challenges in delivering outcomes as it is often addressing issues usually attributed to regional areas.** The Shire is therefore advocating to access appropriate funding sources to reflect this challenging environment.



# Four Pillars

Considering the strategy vision, desired outcomes, principles and the context of the local economy of the Mornington Peninsula, **four pillars have been formed to guide development of strategy actions.**

These pillars are interrelated, mutually-reinforcing and will guide the delivery, monitoring and evaluation of the strategy for the next 10 years.



# Six Principles

## DIVERSIFICATION

- Encourages competitive businesses and strong industries
- Facilitates improvement in productive capabilities of businesses, sustainable growth and the development of circular economy activities
- Expands and grows the economic base through initiatives that embrace emerging industries



## SKILLS

- Builds a skilled workforce and local jobs
- Collaborates with key agents of change to leverage business and industry capabilities
- Taps into the region's education and training assets to develop a local workforce with the mix of skills required by businesses



## VALUE

- Grows through initiatives to support development of synergies between research and development, education and training and business activities
- Fosters and leverages innovation and entrepreneurship in existing and emerging industries
- Facilitates prosperity in a transitioning, knowledge-intensive and globally oriented economy



## QUALITY

- Delivers tourism infrastructure and services that instill a strong sense of community
- Supports opportunities for businesses that work in alignment with the natural environment
- Affirms the Mornington Peninsula as a region of choice in which to live, work and play



## INFRASTRUCTURE

- Enables responsible, sustainable economic development
- Advocates and plans for strategic infrastructure in a holistic manner, ensuring it is delivered in a timely and cost-effective way
- Enables a diversity of opportunities for investment and economic development to be realised

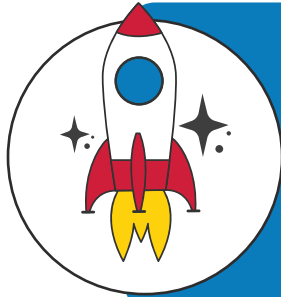


## EQUITY

- Endeavours to ensure opportunities for prosperity are distributed as equitably as possible, across all townships and segments of the community
- Support employment opportunities for priority populations



# The Strategy in Action



## VISION

*A local economy that is resilient through its diversity and innovation, working alongside the Mornington Peninsula's natural assets and supports a thriving and connected community.*

## DESIRED OUTCOMES



Greener Business Environment



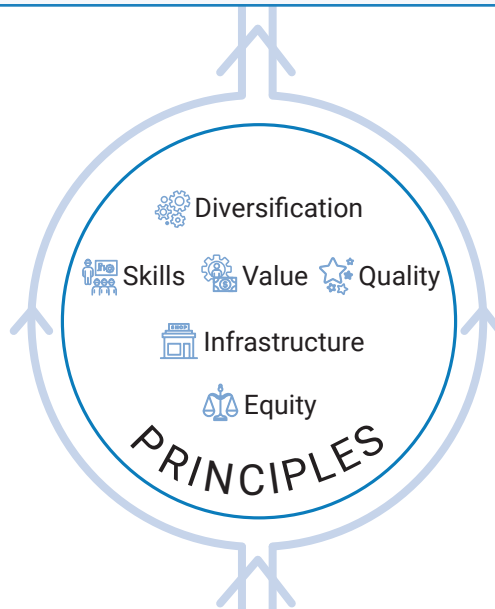
Business and Industry Growth



Education and Work Opportunities



Vibrant Tourism Economy



PILLARS



# Strategy Implementation

The **A Thriving Peninsula 2033** strategy has been prepared in the context of the role of economic development and tourism support, promotion, and facilitation. The strategy is an integral part of the Shire's broader program of work and strategic objectives. It will be implemented in line with determined priorities, the availability of resources and the capacity of the Shire.

The initiatives presented in this strategy represent an achievable plan of action to help support the development of a diverse, resilient, sustainable and prosperous Mornington Peninsula economy.

It contains a combination of:

- Catalyst project planning and development initiatives which require action, including advocacy on the part of the Shire, combined with a well-planned course of project implementation for the desired outcomes to be realised over time; and
- Initiatives focused on strategic program implementation that can be addressed as part of Mornington Peninsula Shire's day-to-day economic development and tourism planning, promotion, business support and advocacy functions in a strategic and targeted manner.

The majority of actions will be 'Shire-led' in that they involve specific tasks and an allocation of the Shire's human, physical and financial resources. Other initiatives refer to 'Partner' or 'Advocate' activities and these are advocacy or support initiatives where implementation relies on a partnership approach where the lead agent is an organisation or agency other than the Shire.

Importantly, the contents of this strategy will be used by Mornington Peninsula Shire to assess and prioritise funding needs, to inform key advocacy and partnership initiatives and to secure funding support from alternative sources such as other levels of government.

## DELIVERY APPROACH

To progress and effectively monitor strategy implementation, Mornington Peninsula Shire will design and adopt an implementation and monitoring framework. It is important that realistic timelines are established to ensure actions are delivered, monitored, evaluated and new actions developed based on learnings throughout the life of the strategy. This implementation and monitoring framework will be developed in Year 1 of the strategy and presented to Council for endorsement.

Annual work planning will incorporate actions from the strategy alongside monitoring and evaluation processes.

Progress will be reported to Council at the end of Year 1, 4, 7 and 10, and the strategy implementation priorities reviewed and modified as necessary.

# Shire Values

We use the Shire values as our commitment to the highest standards of performance, behaviour and service.

They will guide us in the delivery of the strategies in this plan for our businesses and the community.

 Integrity  Courage  Openness  Respect  Excellence		How we will use each value in the delivery of <i>A Thriving Peninsula 2033</i>
	<h3>Integrity</h3> <p>We take ownership and responsibility for our decisions; keep our promises; and hold each other accountable to the highest standards of performance.</p>	So that stakeholders can rely on our word and trust us to deliver impactful outcomes
	<h3>Courage</h3> <p>We give honest advice; make tough calls with conviction; stand by our decisions; admit if we get it wrong; and challenge ourselves to explore new ways of thinking.</p>	To ensure decisions made are the right ones, and that innovative opportunities are explored
	<h3>Openness</h3> <p>We share knowledge and learning for the benefit of all; actively engage with our community; and are transparent in our decision making.</p>	So that clear communication is maintained with all stakeholders
	<h3>Respect</h3> <p>We treat everyone with dignity, fairness and empathy; look out for our safety and wellbeing; and nurture positive and inclusive relationships.</p>	To foster and strengthen relationships with and amongst our stakeholders and community
	<h3>Excellence</h3> <p>We provide exceptional customer service; strive for innovative team outcomes for the betterment of our community; and step up to lead where we recognise an opportunity for improvement.</p>	To attain the best possible outcomes for local businesses and the broader community

# Strategy Evaluation

This strategy contains a range of initiatives which are designed to support economic development and tourism throughout the Mornington Peninsula via: business and industry growth; opportunities for education, employment and career pathways; a vibrant tourism economy; and a greener business environment. Mornington Peninsula Shire will monitor the strategy's implementation progress in line with these desired outcomes.

Means of monitoring and evaluating strategy implementation progress will include the use of both 'output' measures related directly to the recommended actions and their implementation as well as some broader 'outcome' targets (metrics).

The ***A Thriving Peninsula 2033*** will be reviewed regularly to ensure that implementation priorities reflect current needs and expectations.



# Performance Measures

High-level level indicators include the following:	Potential Measure
Employment creation	An increase in local jobs
An increase in employment self-sufficiency	Ratio of jobs to resident workers
Trends in unemployment	Unemployment rates
New businesses	Net change in local business registrations
Construction activity	Building approvals data
Greater economic diversity	Industry diversity indices
Economic activity and productivity	GRP value and value per capita
Increased tourism activity	Visitor numbers, expenditure and yield/value
<b>These desired outcomes will be monitored and measured using authoritative data sources.</b>	

Strategy output measures that will be used to monitor progress on set tasks could include:	
Tracking progress of prioritised actions – implementation rates	Ongoing
Local business and investor feedback captured through surveys as well as targeted engagement and discussion	Ongoing
Success in retaining and assisting local businesses (including home-based businesses) as well as supporting business start-ups, captured through targeted business and industry engagement	Ongoing
Business confidence and community satisfaction surveys on Mornington Peninsula Shire Council's approach to promoting and supporting economic development and tourism in line with this strategy and identified priorities.	Regular



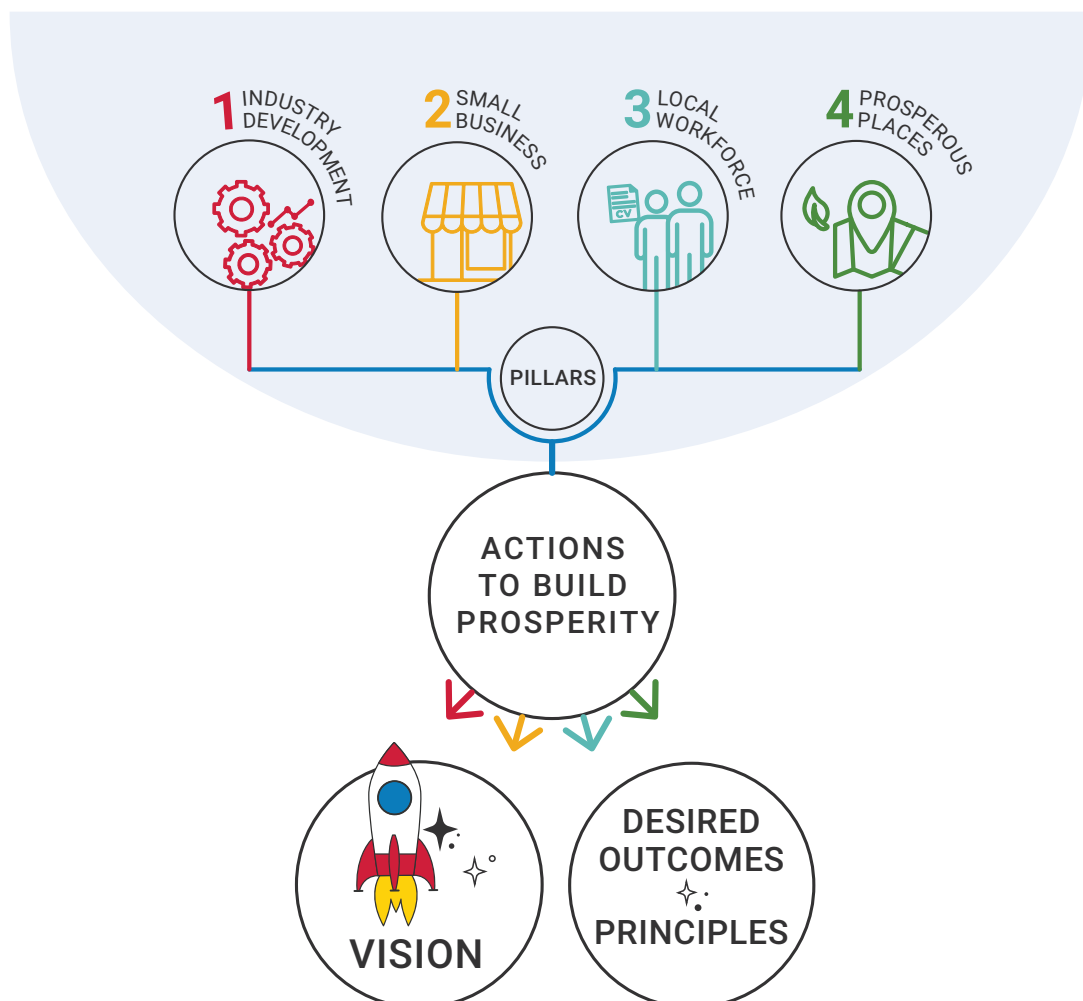
# Action Plan

A suite of individual actions along with outputs are presented across the four pillars.

For each action, implementation stakeholders are identified and outcomes addressed are highlighted.

Each action is assigned a timeframe according to whether it is a short-term measure (1-2 years), a medium-term initiative (3-5 years) or a longer-term initiative (5+ years).

Resourcing requirements are also acknowledged.



# Action Plan Pillar One

# 1 INDUSTRY DEVELOPMENT

## Action 1.1 Formalise a framework for the Shire to monitor, evaluate and support the development of strategic industries

### Action Overview

- Formalise a set of indicators to monitor the state of industry activity within the Mornington Peninsula Shire and share key data with businesses and other stakeholders
- Document existing practices including advocacy, land use planning, infrastructure development, industry engagement, network facilitation, information provision, program delivery and research to support the development of strategic industries in the region. Identify gaps for practices to be included in the future

### Output

- A documented framework to be promoted internally and to the business community
- An annual workplan identifying programs and projects to be delivered across each industry

### Timeframe

Short-term and ongoing

### Resourcing

Framework delivery within existing resources

### The Shire's Role

Deliver and partner

### Stakeholders

Businesses, industry bodies



## Action 1.2 Create an investment function within the Shire to stimulate growth of existing businesses and new business investment

### Action Overview

- Review best-practice investment attraction and facilitation functions, create an internal investment facilitation process linking larger and priority projects to the appropriate officer
- Research and deliver alternative sources of investment to deliver the Shire's priority projects that have economic development implications

### Output

- A resourced team within the Shire to proactively promote and facilitate desirable investment on the Mornington Peninsula

### Timeframe

Short-term and ongoing

### Resourcing

Within existing resources

### The Shire's Role

Deliver

### Stakeholders

State and federal government, industry bodies

## Action 1.3 Create and maintain a Mornington Peninsula prospectus including the Shire's key projects and targeted areas for encouraging private investment

### Action Overview

- Include the Shire's existing key advocacy projects
- Include new projects and priorities as identified through industry-specific planning and new innovations

### Output

- A digital prospectus to promote investment opportunities

### Timeframe

Medium

### Resourcing

Additional

### The Shire's Role

Deliver

### Stakeholders

Businesses, landholders, industry bodies

## Action 1.4 Continue to deliver Council's endorsed Food Economy and Agroecology Strategy

### Action Overview

- In 2022 Council endorsed its Food and Agroecology strategy. This strategy will continue to be delivered across its five-year lifespan to 2028

### Output

- Various activities as outlined in the *Mornington Peninsula Food Economy and Agroecology Strategy*

### Timeframe

Ongoing

### Resourcing

Various within existing resources and additional budget for project delivery

### The Shire's Role

Deliver and partner

### Stakeholders

Businesses, industry bodies, landholders, education and training providers

## Action 1.5 Participate in visitor economy reform activities to define the Shire's role in delivering outcomes for the industry

### Action Overview

- Work with industry and external stakeholders to help shape a regional approach to tourism marketing industry and product development, workforce development, investment attraction and advocacy

### Output

- A documented structure for a regional visitor economy support framework
- Memberships on relevant bodies and a clear set of roles and responsibilities for the Shire

### Timeframe

Short-term

### Resourcing

Within existing resources

### The Shire's Role

Partner and advocate

### Stakeholders

State government, industry bodies

## Action 1.6 Develop a plan to address seasonality, visitor dispersal and other key issues to grow the visitor economy

### Action Overview

- Work with industry and other stakeholders to develop a detailed, actionable, and costed plan to address key issues within the Mornington Peninsula visitor economy
- Incorporate actions into annual workplan including clear timeframes, KPIs, reporting and evaluation

### Output

- An informed plan with actions for the Shire to lead, partner and encourage sustainable visitation

### Timeframe

Short to Medium

### Resourcing

Within existing resources

### The Shire's Role

Partner and deliver

### Stakeholders

Industry bodies, businesses, state government

## Action 1.7 Review the Visitor Servicing model for the Mornington Peninsula and deliver the recommendations

### Action Overview

- Work with industry and other stakeholders to review the model of in-region visitor servicing including locations, staffing and information provision

### Output

- A review document with clear recommendations for visitor servicing locations, staffing and information provision

### Timeframe

Short-term and ongoing

### Resourcing

Additional budget

### The Shire's Role

Partner and deliver

### Stakeholders

Industry bodies, businesses, state government

## Action 1.8 Facilitate the release of surplus port zoned land to meet the anticipated requirements of existing and emerging industries

### Action Overview

- Align economic development efforts with Strategic Planning work including Industrial Areas Strategy and Industrial Land and Rezoning Strategy
- Contribute to strategic land use planning work when surplus land is released

### Output

- Release of surplus port zoned land in Hastings, Tyabb and/or Somerville

### Timeframe

Long term and ongoing

### Resourcing

Within existing resources

### The Shire's Role

Advocate

### Stakeholders

State government, business

## Action 1.9 Support the integration of circular economy practices into business and industry activity in the region

### Action Overview

- Create educational opportunities for local businesses to learn about the circular economy and how it can benefit their business
- Monitor best practice circular economy principles and identify opportunities to apply these to the local context on the Peninsula

### Output

- Information provided to the business community or programs delivered by the Shire designed to encourage the uptake of circular economy practices

### Timeframe

Medium

### Resourcing

Programs will require additional budget

### The Shire's Role

Lead, partner and advocate

### Stakeholders

Industry bodies, state government, business

# Action Plan Pillar Two

# 2 SMALL BUSINESS

## Action 2.1 Create a dedicated business permit support process, making it easy to do business on the Mornington Peninsula

### Action Overview

- Work with internal departments to create a customer-centric, business-focused permit support process
- To assist new/existing businesses to understand which permits they need to start or grow their business

### Output

- A dedicated process to support businesses to navigate the regulatory processes

### Timeframe

Short-term and ongoing

### Resourcing

Within existing resources

### The Shire's Role

Deliver

### Stakeholders

Industry groups, service providers, businesses



## Action 2.2 Deliver and support a suite of business activities to help micro and small businesses thrive

### Action Overview

- Work with stakeholders to deliver, facilitate and promote workshops, training, networking events and other activities that meet the needs of micro and small businesses on the Mornington Peninsula
- Create guidelines to support and promote business industry development events delivered by external businesses, industry groups and other stakeholders on the Mornington Peninsula
- Continue to deliver the Shire's Best Bites program
- Regularly evaluate activities to ensure the mix of topics and delivery modes meet the needs of businesses

### Output

- An annual program of activities and resources for micro and small business on the Mornington Peninsula to build resilience and support their growth

### Timeframe

Ongoing

### Resourcing

Within existing resources

### The Shire's Role

Deliver and partner

### Stakeholders

Businesses, service providers, education and training providers

## Action 2.3 Communicate relevant information on programs, training and business growth opportunities offered through state, federal government and other avenues

### Action Overview

- Maintain communication channels to deliver regular, relevant information to micro and small businesses
- Proactively promote channels to new businesses
- Ensure information provided to businesses encourages best practice in inclusivity

### Output

- Regular and relevant communication via a range of channels to businesses and other interested stakeholders on the Mornington Peninsula

### Timeframe

Ongoing

### Resourcing

Within existing resources

### The Shire's Role

Deliver

### Stakeholders

Businesses



<b>Action 2.4 Review the current state of co-working spaces and incubators in the region, identify areas of need and best practice for delivering innovation and growth through these assets</b>	
<b>Action Overview</b>	
<ul style="list-style-type: none"> <li>• Consult with existing private providers operating in this industry when analysing supply and demand</li> <li>• Consider future development of Shire owned property when scoping new locations for these uses</li> </ul>	
<b>Output</b>	
<ul style="list-style-type: none"> <li>• A document which outlines current and future demand for co-working spaces, incubators and serviced offices to inform future support for these uses on the Mornington Peninsula</li> </ul>	
<b>Timeframe</b>	<b>Resourcing</b>
Medium	Additional budget required
<b>The Shire's Role</b>	<b>Stakeholders</b>
Deliver	Businesses

<b>Action 2.5 Support existing and new social enterprises operating on the Mornington Peninsula and encourage businesses to adopt practices supporting sustainability, inclusivity and the local economy</b>	
<b>Action Overview</b>	
<ul style="list-style-type: none"> <li>• Improve procurement policies and processes to increase investment in local businesses and social enterprises</li> <li>• Ensure social enterprises are included in small business support opportunities being provided by the Shire including workshops and networking events</li> <li>• Provide information to businesses related to sustainability, inclusivity and the local economy</li> </ul>	
<b>Output</b>	
<ul style="list-style-type: none"> <li>• An increase in articles promoted in economic development communication related to social enterprise, accessibility and diversity</li> <li>• An increase in social enterprises subscribed to economic development communication channels</li> </ul>	
<b>Timeframe</b>	<b>Resourcing</b>
Ongoing	Within existing resources
<b>The Shire's Role</b>	<b>Stakeholders</b>
Deliver	Businesses

# Action Plan Pillar Three

# 3

## LOCAL WORKFORCE

### Action 3.1 Engage with industry, education and training providers and government agencies to identify opportunities for local workforce development

#### Action Overview

- Leverage existing networks and activities to focus attention on priority sectors and workforce gaps
- Facilitate connections between industry, education and training providers to achieve tailored solutions
- Participate in regional working groups that address workforce planning issues
- Consider developing a 'Live Local, Work Local' program incorporating promotional and program activities to build employment self-containment

#### Output

- A functional network of local stakeholders that deliver tailored, effective solutions for Mornington Peninsula businesses

#### Timeframe

Long

#### Resourcing

Existing resource

#### The Shire's Role

Partner and advocate

#### Stakeholders

Industry bodies, service providers, education and training providers, state government





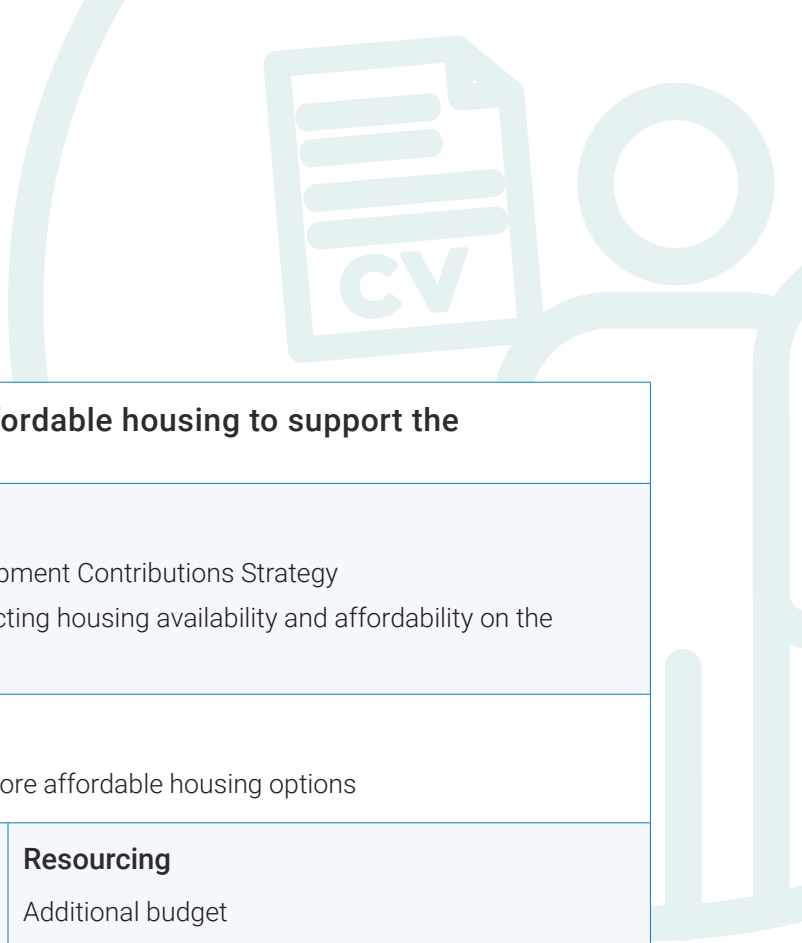
<b>Action 3.2 Support the development of pathways for school leavers to work in local strategic industries</b>	
<b>Action Overview</b> <ul style="list-style-type: none"><li>• Build pathways with key stakeholders to encourage school leavers to work in local strategic industries</li></ul>	
<b>Output</b> <ul style="list-style-type: none"><li>• Actions developed and delivered by partners, supported by the Shire that will lead to career pathways for local school leavers to work locally</li></ul>	
<b>Timeframe</b> Medium	<b>Resourcing</b> Additional budget
<b>The Shire's Role</b> Partner and advocate	<b>Stakeholders</b> Local Learning and Employment Network, education and training providers, state and federal government, employment service providers.

<b>Action 3.3 Explore alternative opportunities to address labour shortages and to build local workforce diversity</b>	
<b>Action Overview</b> <ul style="list-style-type: none"><li>• Work with like-minded LGA's to explore ways to address common labor shortages over the longer term</li><li>• Work with key stakeholders to identify alternative labor sources and facilitate their engagement in local jobs market</li><li>• Consider how to connect local residents into Shire construction projects being delivered locally</li></ul>	
<b>Output</b> <ul style="list-style-type: none"><li>• Programs or projects to address gaps in labour force and skills shortages</li></ul>	
<b>Timeframe</b> Medium	<b>Resourcing</b> Additional budget
<b>The Shire's Role</b> Partner, advocate and deliver	<b>Stakeholders</b> Local larger employers, other LGAs, Federal government, service providers, education and training providers



<b>Action 3.4 Advocate for training facilities that meet the workforce and training needs of the Mornington Peninsula’s strategic industries</b>	
<b>Action Overview</b> <ul style="list-style-type: none"> <li>• Leverage local networks to create pathways and options for training local people locally</li> <li>• Advocate for the re-invigoration of the Rosebud campus of Chisholm Institute</li> <li>• Work with key stakeholders to increase employment opportunities in the health sector in known precincts, eg Rosebud Hospital</li> </ul>	
<b>Output</b> <ul style="list-style-type: none"> <li>• Increased capacity of local training facilities and/or programs being delivered locally</li> </ul>	
<b>Timeframe</b> Medium	<b>Resourcing</b> Additional budget
<b>The Shire’s Role</b> Advocate and partner	<b>Stakeholders</b> Education and training providers, private service providers, local employers

<b>Action 3.5 Undertake a future employment review to understand the workforce needs of emerging industries and jobs of the future</b>	
<b>Action Overview</b> <ul style="list-style-type: none"> <li>• Explore options for partnerships to deliver this piece of work</li> <li>• Consider a regional approach for a broader overview of future workforce needs</li> </ul>	
<b>Output</b> <ul style="list-style-type: none"> <li>• A review document with recommendations for State and Local government, education and training providers and businesses to transition as technology and industries develop</li> </ul>	
<b>Timeframe</b> Medium	<b>Resourcing</b> Additional budget
<b>The Shire’s Role</b> Partner	<b>Stakeholders</b> Education and training providers, private service providers, businesses, state government



<b>Action 3.6 Advocate for an increase in affordable housing to support the local workforce</b>	
<b>Action Overview</b> <ul style="list-style-type: none"> <li>• Continue to develop an Affordable Housing Development Contributions Strategy</li> <li>• Undertake research to understand the factors affecting housing availability and affordability on the Mornington Peninsula</li> </ul>	
<b>Output</b> <ul style="list-style-type: none"> <li>• A Development Contributions Plan to encourage more affordable housing options</li> </ul>	
<b>Timeframe</b> Medium	<b>Resourcing</b> Additional budget
<b>The Shire's Role</b> Advocate	<b>Stakeholders</b> State and federal government, service providers and community organisations

# Action Plan Pillar Four

# 4 PROSPEROUS PLACES

## Action 4.1 Advocate for recognition of Mornington Peninsula’s unique blend of urban and regional characteristics, and appropriate access to funding to address challenges

### Action Overview

- Advocate to achieve better recognition from the Victorian Government of the unique mix of urban and rural characteristics across the Mornington Peninsula, including the needs of growing populations in our townships and to support the agricultural and tourism sectors in our rural Green Wedge

### Output

- More appropriate regional funding sources, while maintaining access to important metropolitan funding streams and planning protections

### Timeframe

Medium

### Resourcing

Additional

### The Shire’s Role

Advocate

### Stakeholders

State government



### Action 4.2 Encourage commercial activities of appropriate scale and nature in line with Shire's Activity Centre Strategies and Industrial Land Strategy

#### Action Overview

- Deliver actions in existing activity centre through strategies that encourage appropriate commercial and industrial development
- Ensure commercial centres are inclusive and accessible places

#### Output

- Processes embedded in the Shire's investment facilitation function to support landholders and developers to build suitable commercial and industrial property across the Mornington Peninsula

#### Timeframe

Medium and ongoing

#### Resourcing

Within existing resources

#### The Shire's Role

Deliver, partner and advocate

#### Stakeholders

Businesses, landholders, State government

### Action 4.3 Support the creation and delivery of arts, culture and events that promote positive placemaking outcomes

#### Action Overview

- Support creative businesses and event managers to deliver placemaking outcomes
- Connect businesses, chambers of commerce and other organisations into placemaking opportunities
- Identify key Shire projects that support placemaking for commercial precincts and business opportunities
- Adjust the Shire's event grant criteria to encourage activation in non-peak visitation periods

#### Output

- An increase in coordinated, short and long term placemaking activities that create vibrant local places and increased spending in local businesses
- Develop a Creative Peninsula Strategy to set long term goals for cultural and creative activities

#### Timeframe

Ongoing

#### Resourcing

Additional

#### The Shire's Role

Partner and deliver

#### Stakeholders

Businesses

**Action: 4.4 Review The Shire’s support of promotional funds via Special Charge Schemes and develop a best practice model to guide future programs**

<b>Action Overview</b>	
<ul style="list-style-type: none"> <li>• Conduct a review of current Promotional Fund Special Charge Schemes, due to expire 2026</li> <li>• Benchmark against other LGA approaches</li> <li>• Develop a plan for future Promotional Fund Special Charge Schemes</li> </ul>	
<b>Output</b>	
<ul style="list-style-type: none"> <li>• A documented review of the existing approach to promotional funds via Special Charge Schemes and guidelines to manage this process in the future</li> </ul>	
<b>Timeframe</b>	<b>Resourcing</b>
Medium	Within existing resources
<b>The Shire’s Role</b>	<b>Stakeholders</b>
Deliver	Chambers of Commerce

<b>Action 4.5 Investigate digital connectivity enhancement opportunities and potential solutions</b>	
<b>Action Overview</b>	
<ul style="list-style-type: none"> <li>• Research approaches to improving regional digital connectivity issues for businesses</li> <li>• Advocate for funding for appropriate infrastructure</li> </ul>	
<b>Output</b>	
<ul style="list-style-type: none"> <li>• Enhanced ability to conduct business using digital connectivity</li> </ul>	
<b>Timeframe</b>	<b>Resourcing</b>
Medium	Additional budget
<b>The Shire’s Role</b>	<b>Stakeholders</b>
Advocate	State and federal government, industry suppliers



## Action 4.6 Identify transport shortfalls and advocate for investment including roads, public transport and electric vehicle charging

### Action Overview

- Continue to advocate for improvements to crucial East-West arterial routes
- Continue to advocate for solutions to southern peninsula congestion issues
- Transport connections including electrification of the Stony Point train service, improved freight connections and an east-west bus service
- Investigate opportunities for no-cost to the Shire EV charging stations
- Seek further options to progress the Stony Point to Cowes car ferry business case

### Output

- Funding and rollout of improved road networks on the Mornington Peninsula
- An increase in electric vehicle charging stations
- Improvements to public transport across the Mornington Peninsula

### Timeframe

Long term

### Resourcing

Advocacy within existing budget, potential for additional budget needs if projects arise

### The Shire's Role

Advocate and deliver

### Stakeholders

State and federal government, industry bodies, service providers

# Strategy Reporting and Action Review

YEAR	2023	2024	2027
Milestone	Adopt Strategy	Year 1	Year 4
Stage		Report on action progress and outcomes	Report on action progress and outcomes
Next Steps	Schedule action plan	Review key actions and output requirements	Review and set priorities for next 2 years



2030	2033	2034
Year 7	Year 10	Prepare New Strategy
Report on action progress and outcomes	Report on outcomes and prepare forecasting	
Review and set priorities for next 2 years	Commence new strategy planning	

## Service Centres

### ROSEBUD

90 Besgrove Street, 3939

### MORNINGTON

2 Queen Street, 3931

### HASTINGS

21 Marine Parade, 3915

### SOMERVILLE

1085 Frankston-Flinders Road, within Somerville Library, 3912

## Contact



1300 850 600 (24 hours) or 5950 1000

TTY: 133 677 then ask for 1300 850 600

TIS: 131 450

NRS: connect to NRS on [www.relayservice.com.au](http://www.relayservice.com.au)  
then ask for 1300 850 600



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