MORNINGTON PENINSULA SHIRE

ECONOMIC DEVELOPMENT STRATEGY
2016 to 2019
The Mornington Peninsula Shire’s Economic Development Strategy 2016-2019 is designed to provide a strategic framework to promote, support and enhance economic development within the municipality. The Mornington Peninsula has a strong economy with $6.3 billion in Gross Regional Product. With a smaller population growth than neighbouring areas there is a need to support other economic drivers to grow our economy.

Tourism is a key competitive strength and there are opportunities to support growth in small scale and niche manufacturing. Agriculture has a rich history and connection with the Mornington Peninsula that has the capacity to strengthen linkages with value added food businesses. In addition growth prospects can be realised in the health care sector supporting existing business advancement and attracting new investment.

The unemployment rate of the Mornington Peninsula as a whole is slightly lower than that of Victoria however there are differing employment opportunities throughout the municipality. The southern Peninsula and Hastings have significantly higher unemployment rates than the state and national average. This combined with high youth unemployment means that the activities in this strategy focus on industries that match our labour force levels and skills potential.

Supporting sectors that are our competitive advantage and have growth potential to drive economic progress and innovation is a focus of this Economic Development Strategy. The Strategy was developed using evidence based information combined with comprehensive consultation. In developing the Strategy and its actions the following guiding principles were followed:

- **Build on Strengths**
- **Consistent with Local Community Values**
- **Growth Opportunities**
- **Evidence Based**

The actions in the Strategy are focused at a high strategic level and have been chosen to help grow established industries and enhance emerging sectors whilst supporting business and workforce capacity and resilience. The Strategy has identified Seven Primary Focus Areas to deliver 14 Signature Projects, each with Key Initiatives. The Primary Focus Areas are:

- **Primary Focus Area – Strategic Industries**
  - Visitor Economy
  - Food Economy
  - Niche Manufacturing Economy
  - Health Economy

- **Primary Focus Area – Advocacy and Support**
  - Townships
  - Port of Hastings
  - Business & Workforce

The initiatives identified in this Strategy are focused on achieving economic growth and are designed to provide for high impact, practical and effective services supporting business growth and enhance local workforce opportunities. Two core indicators will be used as aspirational goals for the period of the Strategy:

- **Increase Gross Regional Product of $6.3 billion by an annual average of 1.7%**
- **Increase current employment of 48,000 by an annual average of 0.9%**
The Mornington Peninsula is located in the enviable location between Port Phillip Bay and Western Port. Within just 1 hour’s drive from Melbourne city and a short distance from Melbourne’s south east commercial centres you can experience coastal, hinterland and rural settings.

Businesses within the Mornington Peninsula acknowledge one of its key competitive advantages is the lifestyle opportunities. The natural and recreational amenities, world class attractions, food and wine, golf courses and the community and village culture help to provide a high quality lifestyle. In addition the range of outstanding public and private educational facilities and health services make the Mornington Peninsula an attractive place to live and work.

**58% of Mornington Peninsula's businesses highlight lifestyle as a competitive strength.**
(Mornington Peninsula Business Survey 2015)

Mornington Peninsula is home to world renowned businesses both large and small. The climatic conditions and soil ensure agriculture and food production is diverse and of high quality.

**82% of businesses experienced an increase in gross business income.**
(for the 2013/14 financial year Mornington Peninsula Business Survey 2015)

A focus on providing strategic leadership, creating jobs and investment and celebrating achievement Mornington Peninsula Shire supports our businesses to enable them to develop and grow. The Shire works with all sectors to ensure the Mornington Peninsula is an attractive place to live, work, play and invest.
MESSAGE FROM THE MAYOR

It gives me great pleasure in presenting to you the Mornington Peninsula Shire’s Economic Development Strategy 2016-2019.

The Mornington Peninsula has a strong and vibrant economy generating $6.3 billion in Gross Regional Product. The economy is diverse across a range of industry sectors, supporting 48,000 jobs.

The Economic Development Strategy builds on our economic strengths and explores new opportunities to help promote economic growth. It will support our businesses to be innovative, resilient and adaptive to changing economic conditions, creating employment opportunities for residents.

The seven Primary Focus Areas of the Strategy have been identified to foster established industries to grow further, be nimble to change and identify emerging sectors to help increase their economic importance and contribution.

The Key Initiatives outlined in the Strategy include working with our regional and local business associations, advocating for improved infrastructure to support business efficiency, implementing programs to enhance business growth, investment and employment opportunities. In addition to encouraging businesses to be at the forefront of innovation and carbon neutrality opportunities. These have been chosen as they have a high impact, are practical, effective and measureable.

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 businesses to achieve the Strategy’s goals to grow the Mornington Peninsula economy and deliver job opportunities for our local residents.

Mayor Cr Graham Pittock
Mornington Peninsula Shire
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INTRODUCTION

Economic Development is the delivery of actions to enhance the standard of living and economic wellbeing of an area. Increased economic development enables a community to improve its quality of life through higher living standards, access to quality employment, higher education levels, improved health, and social activity, whilst appreciating and respecting the environment they live in.

The Mornington Peninsula has a strong economy with $6.3 billion in Gross Regional Product. One of its key strengths is the diversity of industries it represents. The Strategy recognises and embraces this diversity, whilst also aspiring to drive job creation, industry growth and economic activity throughout the municipality.

The Economic Development Strategy 2016-2019 [EDS] provides the direction for the Mornington Peninsula Shire to continue to build on its economic strengths, develop emerging industries whilst assisting sectors and businesses to transition through change. The EDS aims to support the vibrant, interconnected economy through leadership and collaboration. The Strategy was developed using evidence based information combined with a comprehensive consultation process with businesses, local industry associations, neighbouring municipalities and other levels of government.

The Strategy helps to prioritise economic opportunities to deliver the following outcomes:

- **Business and investment confidence**
- **Improved business productivity and capability**
- **Employment growth**
- **Diversification of the economy**
- **Collaboration and partnership with business, government and service providers**

The Primary Focus Areas, Signature Projects and Key Initiatives in this EDS are intentionally focused at a high level. They have been chosen for their ability to have a major impact with the best use of the Economic Development Unit [EDU] resources to support the local economy to be resilient and adaptable to changing external factors. The Key Initiatives do not include all the day to day, routine actions delivered, these are detailed in the Economic Development Activities section.
LINKAGES WITH OTHER STRATEGIES AND PLANS

- SHIRE STRATEGIC PLAN
- ECONOMIC DEVELOPMENT STRATEGY
- INDUSTRY SPECIFIC PLANS
- OTHER ECONOMIC SPECIFIC PLANS
- OTHER SHIRE PLANS AND STRATEGIES
MORNINGTON PENINSULA ECONOMY

The Mornington Peninsula economy is diverse with a value of $6.3 billion in Gross Regional Product. The municipality has a smaller population growth than neighbouring areas, combined with an older population, there is a need to support other economic drivers to grow our economy.

Tourism is a key competitive strength, providing new money into the economy and a substantial local employer. Manufacturing is also a significant economic contributor; small scale and niche manufacturing provides real opportunities for growth. Agriculture has a rich history and connection with the Mornington Peninsula, supporting this industry to be high value add and diversify into non-traditional agricultural activities provides genuine opportunities for the economy. Our residential profile provides opportunities to grow the health care sector supporting existing business growth and attracting new investment.

The unemployment rate of the Mornington Peninsula as a whole is slightly lower than that of Victoria however there are differing employment opportunities throughout the municipality. The southern Peninsula and Hastings have significantly higher unemployment rates than the state and national average. This combined with high youth unemployment means that the activities in this strategy focus on industries that match our labour force levels and skills potential.

47% of the Mornington Peninsula’s workforce travel outside the municipality for employment. This highlights the connection between the local and regional economies. Undertaking partnership projects with the neighbouring municipalities will be important to foster and support this inter-relatedness for economic growth.

A large proportion of our businesses are micro and small with many being in industries that are demand focused. There is also a significant amount of ‘hidden’ businesses that with support have capacity for growth. Supporting sectors that are our competitive advantage and have growth potential to drive economic progress and innovation is a focus of this Economic Development Strategy.
ECONOMIC CHARACTERISTICS

$6.3b ECONOMY (GROSS REGIONAL PRODUCT)

HIGHEST GRP INDUSTRIES

11.3% Construction
9.8% Health Care & Social Assistance
9.3% Mining
9.3% Retail
7.7% Public Administration & Safety
6.7% Education & Training
6.5% Manufacturing

70% GREEN WEDGE THAT CONTRIBUTES TO ECONOMIC AND TOURISM VALUES SIGNIFICANT NATURAL ATTRIBUTES
GOOD FREeways ACCESS QUALITY OF LIFESTYLE

WORKFORCE

62,000 PEOPLE
55% EMPLOYED FULL-TIME
39% EMPLOYED PART-TIME

47% TRAVEL OUTSIDE OF MPS FOR WORK

BIGGEST EMPLOYING INDUSTRIES

48,000 JOBS

CONSTRUCTION 14.9%
RETAIL 13%
HEALTH CARE & SOCIAL ASSISTANCE 12%
PUBLIC ADMINISTRATION & SAFETY 8.2%
MANUFACTURING 7.8%
ACCOMMODATION & FOOD SERVICES 7.6%
EDUCATION & TRAINING 7.8%

LARGEST NUMBER OF BUSINESSES

13,825 BUSINESSES
91% EMPLOY LESS THAN 5 PEOPLE

LOWER PROPORTION OF RESIDENTS 0 TO 29 YEARS OLD (33%) THAN MELBOURNE (39%) AND VICTORIA (39%)

HIGHER PROPORTION OF RESIDENTS 60 AND OVER (29%) THAN MELBOURNE (20%) AND VICTORIA (20%)
HOW THIS STRATEGY WAS DEVELOPED

Research and consultation has been undertaken in developing the direction and content of the Strategy. This includes:

- Consultation with industry and Councillors in the form of surveys, workshops and forums
- Economic analysis of industries in the region
- Analysis of near by local government economies
- Analysis of local, state, national and global factors that may affect the Mornington Peninsula

Qualitative feedback was overlaid with the economic analysis to identify the key issues, opportunities and subsequent Strategy initiatives.

GUIDING PRINCIPLES

The following guiding principles for the Strategy have been developed to help determine Primary Focus Areas and Key Initiatives.

BUILD ON STRENGTHS
Mornington Peninsula has a strong rural economy, unique townships and villages that support a world renowned tourism destination.

CONSISTENT WITH LOCAL VALUES
Support industries that complement and promote the unique and valued features of the region.

GROWTH OPPORTUNITIES
To create new opportunities and foster emerging industries and businesses.

EVIDENCE BASED
Alignment of EDU resources to industry need and/or opportunities has been tested through research data collected and with our stakeholders.
PRIMARY FOCUS AREAS

The issues facing the Mornington Peninsula are varied and not unique to the region. Job creation, industry development and the varying levels of employment and economic activity have been identified as challenges for the region.

Key opportunities such as tourism development and the growth in the health industry, the potential to value add to agriculture production, growth in marine manufacturing and advocating for the Port of Hastings are all factors that have been considered in this Strategy.

The Strategy has identified Seven Primary Focus Areas. These have been grouped into Strategic Industries and Advocacy and Support. Within each of these areas are identified Signature Projects, with a total of 41 Key Initiatives to be delivered.

• Primary Focus Area – Strategic Industries
  – Visitor Economy
  – Food Economy
  – Niche Manufacturing Economy
  – Health Economy

• Primary Focus Area – Advocacy and Support
  – Townships
  – Port of Hastings
  – Business and Workforce

The Primary Focus Areas have been identified to support established industries to grow and adapt to change, support emerging sectors to enhance their economic contribution and to work with businesses to increase their capacity for growth and resilience.

The Signature Projects and Key Initiatives are designed to deliver high impact, practical and effective services in a way that is measurable and which leaves the businesses better skilled to sufficiently self-develop.

Within Primary Focus Area – Strategic industries there are aspirational economic growth measures. These are the anticipated positive economic effects of supporting these industries. The Key Initiatives do not include all the day to day, core actions delivered, these are detailed in the Economic Development Activities section.

The Mornington Peninsula Shire will work and partner with many stakeholders including businesses, business associations, neighbouring municipalities and other levels of government to ensure the actions identified in this Strategy are undertaken.
1. STRATEGIC INDUSTRY – VISITOR ECONOMY

Tourism plays a key role in the Shire’s economy. The Mornington Peninsula is renowned for its nature based, lifestyle and gourmet food and wine experiences. Coastal, rural and natural settings are a key feature across the Mornington Peninsula.

In supporting this industry it is important to focus on how to grow the yield of the tourism industry whilst improving key community and environmental values.

ASPIRATIONAL INDUSTRY GROWTH

IDENTIFIED NEEDS

During consultation for the development of the Strategy the following needs were identified for this sector:

- Seasonality remains an issue for the majority of the tourism businesses
- How and when visitors source information is changing i.e. pre trip research on digital resources
- There are areas that have lower tourism business activity that present an opportunity to develop and grow by spreading visitor dispersal
- Tourism signage is insufficient leading to confusion
1.1 SIGNATURE PROJECT – INDUSTRY AND PRODUCT DEVELOPMENT

To ensure tourism remains strong it is important to foster new and emerging products and sectors that support the capacity of tourism operators. This will enhance the whole tourism offering to a greater range of visitor target markets.

**KEY INITIATIVES**

- Increase industry participation in the business conferencing and events sector
- Develop and support niche commercial, coastal and hinterland market sectors and products
- Conduct tourism excellence workshops
- Undertake an economic assessment of the Agritourism sector to quantify growth opportunities

**WHERE**

Businesses within the Mornington Peninsula Shire

**OUTCOMES**

- Development of a strong and viable business conferencing and events sector that helps to reduce seasonality
- Increased skill development of businesses to better service visitors
- Enhanced commercial investment in the region through new product development and existing product enhancement

**LINKAGES**

- Tourism businesses
- Potential investors
- Industry and local tourism associations
- Training providers
- Workshops facilitators
- Mornington Peninsula Regional Tourism Board
- Current and potential agritourism businesses

1.2 SIGNATURE PROJECT – PROVIDE VISITOR INFORMATION SERVICES

There is a need to review the visitor information service model to ensure that it is adaptable to changing visitor behaviours. How and when destination information is accessed, methods of booking accommodation and attractions with the emergence of digital platforms are all factors that need to be considered.

To help encourage greater visitor dispersal, mapping of visitation and dispersal trends of our visitors throughout the region, combined with a review of signage locations has to be undertaken. This will help create 'alternate flows' for wider visitor dispersal.

**KEY INITIATIVES**

- Undertake visitor service review to develop best practice Visitor Information Centres business model
- Implement a tourism way finding signage project
- Implement innovative and responsive digital tools to encourage enhanced visitor dispersal

**WHERE**

No specific locations, areas where visitor information is provided and key signage is located

**OUTCOMES**

- Delivery of innovation in visitor servicing
- Wider dispersal of visitors throughout the region to ensure that tourism growth is sustainable
- Innovative digital tools that provide visitors with greater information of the region prior to and during their visit

**LINKAGES**

- Local tourism associations
- Tourism businesses
- Mornington Peninsula Regional Tourism Board
- VicRoads
1.3 SIGNATURE PROJECT – PARTNERING WITH THE MORNINGTON PENINSULA REGIONAL TOURISM BOARD

Implement agreed key activities from the Strategic Tourism Plan and the Destination Management Plan in conjunction with the Mornington Peninsula Regional Tourism Board to encourage increased private investment and with industry promote Mornington Peninsula year round to increase visitor yield and dispersal.

KEY INITIATIVES

- Develop a Tourism Location Framework to identify suitable locations and precincts for future tourism development
- Undertake strategic review of marketing activities and campaigns

WHERE

To be identified based on outcomes of Key Initiatives

OUTCOMES

- Increased investment due to identified opportunities
- Enhanced decision making on marketing activities to align with current and future strategic needs

LINKAGES

- Local tourism associations
- Tourism businesses
- Mornington Peninsula Regional Tourism Board
2. STRATEGIC INDUSTRY – FOOD ECONOMY

Mornington Peninsula has a rich history and connection with agriculture. With a great diversity of high quality produce our soils and climate are key competitive strengths.

Agriculture and value added food production represents varying business sizes with a large number of micro businesses there is a need to support them and work together to leverage skill development, collaborate as a region to access new markets and support businesses who wish to diversify into non traditional agricultural activities.

ASPIRATIONAL INDUSTRY GROWTH

AGRICULTURE

CURRENT GRP $179M  
GRP GROWTH 2.2%

CURRENT JOBS 1361  
JOBS GROWTH 0.4%

VALUE ADDED FOOD

CURRENT GRP $117M  
GRP GROWTH 1.5%

CURRENT JOBS 1063  
JOBS GROWTH 0.9%

IDENTIFIED NEEDS

During consultation for the development of the Strategy the following needs were identified for this sector:

- Develop the ability to collaborate with other businesses
- Need to have greater integration of local food through the supply chain
- Niche agricultural activities i.e. aquaculture, agri-tourism and eco-tourism are opportunities that need to be explored
- Commercial sustainability is an issue
- Value added farming and manufacturing processes need to be explored and encouraged
2.1 SIGNATURE PROJECT – PROMOTE PROVENANCE OF MORNINGTON PENINSULA FOOD

Support the Food Industry Advisory Body (FIAB) to develop, implement and promote a Mornington Peninsula food brand (aka Certified Trust Mark) to promote provenance attributes. This brand is to be used by businesses to leverage opportunities and increase awareness of the high quality food from the local region.

KEY INITIATIVES
- Implement food provenance brand to promote within region and externally
- Develop resources that enable connectivity between producer and value added food businesses to enhance supply chain linkages

WHERE
Agricultural and food related businesses throughout the Mornington Peninsula

OUTCOMES
- A recognised provenance food brand that communicates the regions competitive strengths
- The industry will be better able to leverage the paddock to plate boom through greater interconnection between the agricultural and food sector

LINKAGES
- Food Industry Advisory Body
- Agricultural and food related businesses
- Industry specific business groups i.e. Farmers Federation
- Media agencies

2.2 SIGNATURE PROJECT – STRENGTHEN AGRICULTURAL CAPABILITY

Work with our agricultural businesses to enhance capacity building and develop opportunities to grow and boost their business. Identify and support niche agricultural activities to foster opportunities for diversification and business longevity.

KEY INITIATIVES
- Provide skill development opportunities for agricultural businesses
- Support niche and micro agricultural activities to maintain region’s agricultural diversity
- Develop an Agribusiness Council for Mornington Peninsula to advocate for the industry sector

WHERE
Agricultural related businesses throughout the Mornington Peninsula

OUTCOMES
- Increased skill level of businesses and farmers on what business models will assist in their future
- Niche sectors are supported to develop and grow

LINKAGES
- Agricultural businesses
- Industry specific business groups i.e. Farmers Federation
- Training providers
- Victorian Agribusiness Council
- Food Industry Advisory Body
3. STRATEGIC INDUSTRY – NICHE MANUFACTURING ECONOMY

Manufacturing is one of the biggest industries within the Mornington Peninsula, employing 7.8% of the workforce. One of the sectors within this industry that sets Mornington Peninsula apart from other regions is the Marine Manufacturing sector.

The Mornington Peninsula has 10% of Victoria’s coastline with numerous access points to water. This accessibility is a long term competitive advantage for our marine businesses, evidenced by the number of world class ship building and marine equipment manufacturers.

Industrial estates are a key contributor to the local economy. These clusters have a diverse range of businesses that also vary in size and growth opportunities.

ASPIRATIONAL INDUSTRY GROWTH

MARINE MANUFACTURING

CURRENT GRP $31M
GRP GROWTH 5.2%

CURRENT JOBS 99
JOBS GROWTH 4.1%

IDENTIFIED NEEDS

During consultation for the development of the Strategy the following needs were identified for this sector:

- Current marine infrastructure is not sufficient to enable business to capitalise on growth opportunities that are present in the marketplace
- Smaller businesses in the sector need different support from the larger ones
- There is an opportunity to link businesses to enable them to better navigate through the change in manufacturing activity
3.1 SIGNATURE PROJECT – CREATE MARINE MANUFACTURING PRECINCTS

Implement key actions from the Marine Precincts Strategy to achieve the vision of ‘Mornington Peninsula: Two Bays with a Network of Marine Precincts’. This will position the Mornington Peninsula as the preeminent state location for industrial, recreational and marine tourism activities.

**KEY INITIATIVES**

- Introduce Marine Special Use Zones to simplify and expedite planning approval
- Advocate for additional marine infrastructure investment
- Advocate to the Port of Hastings Development Authority for dedicated access to water locations for Marine sector businesses within the Port Special Use Zone

**WHERE**
Port related Special Use Zone along Western Port

**OUTCOMES**
- Dedicated marine industrial zones to support industry clustering and growth
- Industry growth is supported by improved infrastructure

**LINKAGES**
- Marine related businesses
- State Government
- Port of Hastings Development Authority
- Mornington Peninsula Marine Alliance

3.2 SIGNATURE PROJECT – INITIATE INDUSTRIAL ESTATE SUPPORT PROGRAM

Undertake a detailed and strategic appraisal of the needs and issues confronting businesses within the industrial estates. Based on this information develop programs to support these businesses to assist their growth and consequently create more local jobs.

**KEY INITIATIVES**

- Undertake mapping and needs analysis of businesses in industrial estates
- Roll out a collaborative business support program based on identified needs
- Work with individual businesses in industrial estates to support their growth and retention, including access to grants

**WHERE**
Industrial estates throughout the Mornington Peninsula

**OUTCOMES**
- Increased engagement with businesses within industrial estates
- Greater development opportunities for businesses
- Enhanced support provided to businesses to implement growth plans

**LINKAGES**
- Businesses within industrial estates
- State Government
- Federal Government
- Training Providers
- Industry Associations
4. STRATEGIC INDUSTRY – HEALTH ECONOMY

The Health industry is a vital contributor to the local economy and one of its largest employers. Health provides a range of quality employment opportunities from entry level positions to highly skilled jobs.

The industry is made up of varying sizes of businesses from home based services and medium size businesses to large scale public and private hospitals.

The Mornington Peninsula has a high proportion of private health insurance coverage, this may present an opportunity to encourage private sector investment in the local delivery of a range of health care programs and services.

ASPIRATIONAL INDUSTRY GROWTH

CURRENT GRP $509M
GRP GROWTH 3.2%

CURRENT JOBS 5780
JOBS GROWTH 3%

IDENTIFIED NEEDS

During consultation for the development of the Strategy the following needs were identified for this sector:

- Whilst there are projections for growth in service needs there seems to be a lack of planning around future employment requirements
- The level of demand for this sector is strong and service delivery may be impacted by a skills and/or labour shortage
- Ancillary services and wellness industry growth opportunities need to be explored
4.1 SIGNATURE PROJECT – INCREASE INVESTMENT AND EMPLOYMENT OPPORTUNITIES

Engage with industry to gain knowledge on future health service needs to determine potential for increased private sector investment, business and employment growth.

KEY INITIATIVES
- Partner with industry and government to map potential private investment opportunities
- Quantify future employment and skill needs
- Work with industry to facilitate employment and training opportunities for the local workforce

WHERE
Businesses throughout the Mornington Peninsula

LINKAGES
- Health related businesses
- Training providers
- Employment providers
- Potential private sector investors

OUTCOMES
- Greater understanding of investment and employment needs of the Health sector
- Increased investment
- Enhanced awareness of employment opportunities available locally within this industry
5. ADVOCACY & SUPPORT – TOWNSHIPS

The Mornington Peninsula has three designated major activity centres, along with townships that reflect, coastal, hinterland, rural and village activities.

Each is diverse and unique offering different experiences to both locals and visitors. Activity centres and townships are significant employment and business generators within our municipality with a number having dedicated chambers of commerce who work in partnership with the Shire to manage, promote and enhance the commercial precincts.

IDENTIFIED NEEDS

During consultation for the development of the Strategy the following needs were identified for this sector:

- Skill capacity of businesses is mixed and varied
- Encourage increased investment in activity centres and township infrastructure
- Provide programs that build capacity and leadership within representative groups
- Need to have a greater understanding of who visits our activity centres and townships
- Support chambers of commerce to understand the changing nature of retail and business, and its impact

5.1 SIGNATURE PROJECT – PLACE MAKING ACTIONS

A ‘Place Making’ approach is to be undertaken to manage our activity centres, townships and villages to maintain and enhance their vibrancy and diversity while encouraging investment. Resources are to be developed to help promote and attract new businesses, for existing businesses to make informed decisions on where to spend their marketing dollars and for chambers of commerce to strategically focus their marketing activities.

KEY INITIATIVES
- Create investment attraction and marketing profiles outlining business mix, target market and strengths of townships
- Work with chambers of commerce to market and promote townships
- Advocate to real estate agents opportunities to complement business mix

WHERE
- All activity centres and townships within the Mornington Peninsula Shire

LINKAGES
- Businesses in activity centres and townships
- Chambers of commerce
- Real Estate Agents

OUTCOMES
- Chambers of commerce and businesses better able to make informed decisions about opportunities, needs and threats they may face
- Businesses will be supported in undertaking joint actions to promote their townships
5.2 SIGNATURE PROJECT – ENHANCE LEADERSHIP CAPACITY

Provide opportunities to enhance the capability of our business leaders and encourage greater participation in our local business associations.

KEY INITIATIVES
- Implement a business leaders program to support business associations
- Support businesses who wish to develop formal or informal business associations
- Conduct business excellence workshops
- In partnership with chambers of commerce develop resources that support business adaptability to the changing environment

WHERE
All activity centres and townships within the Mornington Peninsula Shire

OUTCOMES
- Strong and viable business associations who can deliver strategic actions
- A retail sector that has unique opportunities to develop their skills

LINKAGES
- Businesses in activity centres and townships
- Chambers of commerce
- Workshop facilitators
- Training providers
The Port of Hastings is a major State infrastructure project with the potential to create a large number of jobs during construction and operation of the port. This project has the potential to be a catalytic transformational project for the local and regional economy.

IDENTIFIED NEEDS

During the consultation process the Port of Hastings was identified as the most significant economic opportunity in the region. Industry identified that the preparation and planning processes defined in the coming years need to be well communicated to enable businesses in the region to plan for investment and to leverage opportunities as they arise.

6.1 SIGNATURE PROJECT – ADVOCATE FOR CONTINUED INVESTMENT OF THE PORT OF HASTINGS

The Port of Hastings investment is a key economic driver for the local and regionally economy. It is important this project is continued to be supported.

KEY INITIATIVES

• Advocate to the State Government for continued investment into the development of the Port of Hastings
• Identify types of businesses to attract to the port special use zone (3500 hectare)

WHERE

While the port is designated for Hastings, due to the scale of the project flow on benefits will be achieved throughout the Mornington Peninsula Shire and south east Melbourne region

OUTCOMES

• State Government to provide certainly on the continued investment into this project

LINKAGES

• State Government
• Port of Hastings Development Authority
• Neighbouring local councils
• Southern Melbourne Regional Development Australia Committee
• Businesses
• South East Metro Forum
7. ADVOCACY & SUPPORT – BUSINESS & WORKFORCE

Provide tailored programs and services to support growth in business skills and capacity. A high proportion of the Mornington Peninsula’s workforce travel outside of the municipality for work yet there is a desire for people to access local jobs.

IDENTIFIED NEEDS

During consultation for the development of the Strategy the following needs were identified:

- The Shire is well placed to provide opportunities for skill enhancement, collaboration and information sharing for businesses
- Identify opportunities for emerging industries, such as carbon neutral businesses and issues that affect businesses
- Greater business opportunities could be realised through improved infrastructure
- Career opportunities are available locally
- Genuine desire of businesses to employ ‘locals’
- There is a significant amount of ‘hidden’ businesses with opportunity for business growth that need support

7.1 SIGNATURE PROJECT – ENHANCE BUSINESSES CAPACITY

A suite of opportunities to enhance business skills is to be offered, resources will be developed to complement this. The Mornington Peninsula Shire is to undertake an advocacy role to ensure key infrastructure is improved to reduce impediments to businesses capacity.

KEY INITIATIVES

- Conduct workshops and seminars to strengthen business skills
- Advocate for improved infrastructure and transport
- Provide resources to businesses that encourage innovation, entrepreneurship and best practice
- Ascertain needs and growth opportunities of home based businesses

WHERE

Businesses throughout the Mornington Peninsula

LINKAGES

- Businesses
- Training providers
- State Government
- Federal Government
- Statutory authorities
- Private utility providers

OUTCOMES

- Businesses better able to make more informed decisions due to increased skill level
- A strong and resilient business community
- Increased investment in key infrastructure to support business
- Improved business capacity due to improved infrastructure
- Businesses more informed of opportunities relating to carbon neutrality
### 7.2 Signature Project – Promote Local Career Opportunities

Partner with businesses to highlight local career paths to promote working closer to home. Encourage access to employment programs to enhance the skills of the local workforce.

<table>
<thead>
<tr>
<th><strong>KEY INITIATIVES</strong></th>
<th><strong>WHERE</strong></th>
<th><strong>OUTCOMES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Undertake marketing campaign to promote local career paths</td>
<td>Businesses and existing and potential employees throughout the Mornington Peninsula</td>
<td>- Enhanced awareness of local career paths</td>
</tr>
<tr>
<td>- Promote business participation trainee/apprenticeship and employment program opportunities</td>
<td></td>
<td>- Greater business participation in workforce programs</td>
</tr>
<tr>
<td>- Collaborate with local training providers to ensure training offered is consistent with local industry needs</td>
<td></td>
<td>- Enhanced connectivity between training needs of businesses and training offered locally</td>
</tr>
</tbody>
</table>

**LINKAGES**

- Businesses
- State Government
- Training providers
- Employment providers
- Traineeship and apprenticeship providers
- Local media agencies

### 7.3 Signature Project – Investment and Business Growth Package

Provide resources to enable businesses to make informed investment decisions and support external investment opportunities into areas that are of need.

<table>
<thead>
<tr>
<th><strong>KEY INITIATIVES</strong></th>
<th><strong>WHERE</strong></th>
<th><strong>OUTCOMES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Develop a business opportunities package to support businesses with their growth choices</td>
<td>Businesses and potential investors throughout the Mornington Peninsula</td>
<td>- Businesses better able to make informed decisions</td>
</tr>
<tr>
<td>- Develop an investment proposition and marketing materials to encourage suitable investment</td>
<td></td>
<td>- Businesses are supported through their growth phase</td>
</tr>
</tbody>
</table>

**LINKAGES**

- Businesses
- Real Estate Agents
- Financial Institutions
- State Government
- Federal Government

- Investment inquiries targeted to key areas
MEASURING SUCCESS

The initiatives identified in this Economic Development Strategy are focused on achieving economic growth. Two core indicators will be used as aspirational goals for the period of the Strategy:

- Increase Gross Regional Product of $6.3 billion by an annual average of 1.7%
- Increase current employment of 48,000 by an annual average of 0.9%

In addition to the above aspirational goals the following monitoring and evaluation methods will be used to assess the effective implementation of this Strategy:

- Number of Key Initiatives that have been implemented in this strategy by 2019
- Provide an annual report to Council on the progress of implementing the Strategy
- Undertake a survey of businesses every two years
- Number of businesses that access economic development services

There are a number of economic indicators that Mornington Peninsula Shire can access to monitor its local economy. While the Shire does not have the ability to directly influence these factors they are important to gain an understanding of the economic health of the region. These include:

- Number of businesses
- Number of jobs
- Level of unemployment
- Increase in economic output
- Number of vacant shops in activity centres and townships
- Number of utilised shop and office space in activity centres and townships
ECONOMIC DEVELOPMENT ACTIVITIES

In addition to the Key Initiatives the Economic Development Unit has and will continue to undertake a wide variety of actions that are core to its role of supporting business and industry.

INDUSTRY DEVELOPMENT

- Assist the Food Industry Advisory Body
- Implement training workshops through the Small Rural Landholder Network
- Partnering with key industry groups including:
  - Marine Alliance
  - Weddings Association
  - Business Events Bureau
  - Peninsula Business Networking
  - Mornington Peninsula Regional Tourism
  - Liquor Accords

BUSINESS FACILITATION

- Investment attraction and facilitation
- Business inquiries
- Grant and funding opportunities
- Business specific digital information portal
- Linking business with key industry programs and services
- Business mentoring

TOURISM DESTINATION MANAGEMENT

- International marketing
- Attending key tourism expos and trade missions
- Implementing and supporting key tourism focused campaigns and events
- Media liaison

VISITOR MANAGEMENT

- Supporting Visitor Information Centres
- Management of Visitor Information Centre Volunteers
- Providing key digital information and booking resources
- Consumer interaction through social media
- Tourism Signage Committee

WORKFORCE DEVELOPMENT

- Implement actions from the Tourism Employment Plan
- MP Tourism Traineeship
- Business Excellence Workshops

STRATEGIC RESEARCH

- Health of Tourism Survey
- Visitor Survey
- Business Survey

POLICY

- Manage and administer the Commercial Activities on Footpath Policy
- Manage and administer the Itinerant Traders Policy
- Signage Policy
<table>
<thead>
<tr>
<th>Primary Focus Areas (7)</th>
<th>Signature Projects (14)</th>
<th>Key Initiatives (41)</th>
<th>Financial Implications</th>
<th>Timeframe</th>
</tr>
</thead>
</table>
| **1. STRATEGIC INDUSTRY – VISITOR ECONOMY** | **1.1 Industry and Product Development** | • Increase industry participation in the business conferencing and events sector  
• Develop and support niche commercial, coastal and hinterland market sectors and products  
• Conduct tourism excellence workshops  
• Undertake an economic assessment of the Agritourism sector to quantify growth opportunities | Existing resources  
Existing resources  
Existing resources  
Existing resources | Yr1 : ●  
Yr2 : ●  
Yr3 : ●  
Yr4 : ● |
| | **1.2 Provide Visitor Information Services** | • Undertake visitor service review to develop best practice Visitor Information Centres business model  
• Implement a tourism way finding signage project  
• Implement innovative and responsive digital tools to encourage enhanced visitor dispersal | Existing resources  
Existing resources  
Existing resources | Yr1 : ●  
Yr2 : ●  
Yr3 : ●  
Yr4 : ● |
| | **1.3 Partnering with the Mornington Peninsula Regional Tourism Board** | • Develop a Tourism Location Framework to identify suitable locations and precincts for future tourism development  
• Undertake strategic review of marketing activities and campaigns | $25,000, subject to budget bid  
Existing resources | Yr1 : ●  
Yr2 : ●  
Yr3 : ●  
Yr4 : ● |
| **2. STRATEGIC INDUSTRY – FOOD ECONOMY** | **2.1 Promote Provence of Mornington Peninsula Food** | • Implement food provenance brand to promote within region and externally  
• Develop resources that enable connectivity between producer and value added food businesses to enhance supply chain linkages | Existing resources  
Existing resources | Yr1 : ●  
Yr2 : ●  
Yr3 : ●  
Yr4 : ● |
| | **2.2 Strengthen Agricultural Capability** | • Provide skill development opportunities for agricultural businesses  
• Support niche and micro agricultural activities to maintain region’s agricultural diversity  
• Develop an Agribusiness Council for Mornington Peninsula to advocate for the industry sector | Existing resources  
Existing resources  
Existing resources | Yr1 : ●  
Yr2 : ●  
Yr3 : ●  
Yr4 : ● |
| | **2.3 Create Marine Manufacturing Precincts** | • Introduce Marine Special Use Zones to simplify and expedite planning approval  
• Advocate for additional marine infrastructure investment  
• Advocate to the Port of Hastings Development Authority for dedicated access to water locations for Marine sector businesses within the Port Special Use Zone | $40,000 each year, subject to budget bid  
Existing resources  
Existing resources | Yr1 : ●  
Yr2 : ● |
| | **3. STRATEGIC INDUSTRY – NICHE MANUFACTURING ECONOMY** | **3.1 Initiate Industrial Estate Support Program** | Existing resources  
Existing resources  
Existing resources | Yr1 : ●  
Yr2 : ●  
Yr3 : ●  
Yr4 : ● |
### Primary Focus Areas (7)

<table>
<thead>
<tr>
<th>Stage</th>
<th>Focus</th>
<th>Key Initiatives (41)</th>
<th>Financial Implications</th>
<th>Timeframe</th>
</tr>
</thead>
</table>
| 4. STRATEGIC INDUSTRY – HEALTH ECONOMY | 4.1 Increase Investment and Employment Opportunities | • Partner with industry and government to map potential private investment opportunities  
• Quantify future employment and skill needs  
• Work with industry to facilitate employment and training opportunities for the local workforce | $20,000, subject to budget bid  
Existing resources  
Existing resources  
Existing resources | Yr1 Yr2 \(\star\) Yr3 Yr4 |
| 5. ADVOCACY & SUPPORT – TOWNSHIPS | 5.1 Place Making Actions | • Create investment attraction and marketing profiles outlining business mix, target market and strengths of townships  
• Work with chambers of commerce to market and promote townships  
• Advocate to real estate agents opportunities to complement business mix | $25,000, subject to budget bid  
Existing resources  
Existing resources  
Existing resources | \(\star\) \(\star\) \(\star\) \(\star\) |
| 5.2 Enhance Leadership Capacity | | • Implement a business leaders program to support business associations  
• Support businesses who wish to develop formal or informal business associations  
• Conduct business excellence workshops  
• In partnership with chambers of commerce develop resources that support business adaptability to the changing environment | Existing resources  
Existing resources  
Existing resources  
Existing resources | \(\star\) \(\star\) \(\star\) \(\star\) |
| 6. ADVOCACY & SUPPORT – PORT OF HASTINGS | 6.1 Advocate for Continued Investment of the Port of Hastings | • Advocate to the State Government for continued investment into the development of the Port of Hastings  
• Identify types of businesses to attract to the port special use zone (3500 hectare) | Existing resources  
$30,000, subject to budget bid | \(\star\) \(\star\) |
| 7. ADVOCACY & SUPPORT – BUSINESS & WORKFORCE | 7.1 Enhance Business Capacity | • Conduct workshops and seminars to strengthen business skills  
• Advocate for improved infrastructure  
• Provide resources to businesses that encourage innovation, entrepreneurship and best practice  
• Ascertain needs and growth opportunities of home based businesses | Existing resources  
Existing resources  
Existing resources  
Existing resources | \(\star\) \(\star\) \(\star\) \(\star\) |
| 7.2 Promote Local Career Opportunities | | • Undertake marketing campaign to promote local career paths  
• Promote business participation trainee/apprenticeship and employment program opportunities  
• Collaborate with local training providers to ensure training offered is consistent with local industry needs | $10,000 year 2 only, subject to budget bid  
Existing resources  
Existing resources  
Existing resources | \(\star\) \(\star\) \(\star\) |
| 7.3 Investment and Business Growth Package | | • Develop a business opportunities package to support businesses with their growth choices  
• Develop an investment proposition and marketing materials to encourage suitable investment | Existing resources  
Existing resources | \(\star\) \(\star\) |