

# Frankston Revitalisation Report

## 2021–22

## Acknowledgment of Bunurong country

The Frankston Revitalisation Board acknowledges the traditional owners of the lands and waters that we call Frankston: the Bunurong people.

All members of the Board pay their respects to Bunurong Elders, past and present, and Aboriginal Elders of other communities who are also part of the communities of Frankston.

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## Foreword from the Chair, Paul Edbrooke MP

**I'm proud to present the Frankston Revitalisation Board's end-of-term report.**

In 2015, the Victorian Government committed \$63 million over four years to help transform the Frankston Station Precinct into a safe and thriving place for local economic and community activity, contributing significantly to the long-term vision of a revitalised Frankston city centre. In 2016, the Frankston Revitalisation Board was established to guide delivery of the Frankston Station Precinct Redevelopment.

In 2020, building on the momentum behind the success of the station redevelopment, the Frankston Revitalisation Board was re-established. Since then, Frankston City Council, alongside key local stakeholders such as Peninsula Health, Chisholm Institute, South East Water, Monash University, Vicinity Holdings, Frankston Foundry, First People's Health and Wellbeing, the Committee for Greater Frankston and Southern Metropolitan Partnership, have continued to deliver local infrastructure and business and community initiatives that promote Frankston's economic recovery and strengthen the community.

The Frankston Revitalisation Board realised early that revitalisation initiatives should bring life to Frankston's city centre and address challenges faced by those who live, work and visit. The Board's diverse membership has proactively supported initiatives like the Monash Greenlink to connect health and education precincts with the city centre, activate and improve popular streets like Nepean Highway, Station Street and Stiebel Lane and bring new outdoor dining experiences to Frankston's main shopping and entertainment precinct, including Wells Street and Beach Street.

The Board has also been instrumental in funding an innovative business case development and pilot program to identify the enablers and barriers for the full implementation of the Frankston Social Enterprise Hub. Delivered collaboratively by State Government, Peninsula Health, Chisholm Institute and Frankston Foundry, the program has been successful in providing social enterprises with a pathway to certification and amplifying their message to a broader audience.



I would like to thank the Board's members for their commitment and contributions over the past two years to delivering on the Board's objectives. I would also like to acknowledge the patience and support of the Frankston community during the revitalisation process.

Much remains to be done in Frankston. The Board has prepared this report, which includes strategic directions and the key outcomes and priority actions that we're working towards, to deliver the continued revitalisation of Frankston.



**Paul Edbrooke MP**

Member for Frankston

Chair, Frankston Revitalisation Board





**What  
we're  
delivering**



# About the Frankston Revitalisation Board

The Frankston Revitalisation Board identifies the priorities and aspirations of community members and co-invests with local partners to deliver renewal works.

Frankston's revitalisation is part of the broader Suburban Revitalisation Program, which is delivering social and infrastructure projects in eight suburbs of Melbourne, led by local boards.

The Board's work is supported by the Office for Suburban Development of the Department of Jobs, Precincts and Regions and is overseen by the Minister for Suburban Development.

## Our members

The Board was appointed by the Minister for Suburban Development and is Chaired by Paul Edbrooke MP, Member for Frankston.

The Board is made up of a cross-section of community leaders including local government, community organisations, service providers, institutions and businesses.

- Paul Edbrooke MP, Chair
- Cr Nathan Conroy, Mayor, Frankston City Council
- Phil Cantillon, CEO, Frankston City Council
- Professor David Copolov AO, Pro-Vice Chancellor
- Stephen Varty, CEO, Chisholm Institute of TAFE
- Gabe North-Harney, Centre Manager, Vicinity Bayside Shopping Centre
- Felicity Topp, CEO, Peninsula Health
- Lara Olsen, Managing Director, South East Water
- Karin Hann, Chair, Responding to Alcohol and other Drugs – Frankston and Mornington Peninsula
- Cameron Rambert, Co-founder and CEO, Frankston Foundry
- Ginevra Hosking, CEO, Committee for Greater Frankston
- Karinda Taylor, CEO, First Peoples' Health and Wellbeing.

You can read the biographies of our board members on Frankston's Suburban Revitalisation webpage [suburbandevelopment.vic.gov.au/Frankston](https://suburbandevelopment.vic.gov.au/Frankston).

# Key outcomes we're working to deliver

In 2018 the Frankston Revitalisation Board provided advice to the Victorian Government on the sustained and ongoing revitalisation of the suburb following the successful Frankston Station Precinct Redevelopment project.

The Board has continued its work delivering projects in collaboration with delivery partners with a view to realising these six outcomes.

## Key outcomes and priority actions from 2018



### **Continue delivery of the Frankston Station Precinct Master Plan including progressing the remaining Master Plan Recommendations.**

- a. Progress development of a SmartGovHub in the civic precinct.
- b. Improve access between Frankston Station, Peninsula Health and Monash University.



### **Support place-based solutions to address social disadvantage in and around Frankston city centre.**

- a. Investigate initiatives that support access to affordable housing.
- b. Support initiatives, such as the RAD-FMP program, which address poverty, alcohol and other drugs, and youth disengagement.



### **Facilitate new economic development and strengthen existing local business activity in and around Frankston Station Precinct.**

- a. Promote appropriate development activity through improved planning arrangements and additional investments by new and existing stakeholders.
- b. Stimulate the local economy through business improvement and place activation.





**Foster opportunities for learning, innovation, and entrepreneurship in Frankston city centre.**

- a. Create more value from the relationship with Chisholm Institute and Monash University.
- b. Support creative and social entrepreneurship enterprises.



**Promote positive branding and communications opportunities for Frankston.**

- a. Investigate and implement initiatives to coordinate and improve the promotion of Frankston by key stakeholders.



**Encourage coordinated governance and alignment between key stakeholder initiatives.**

- a. Expand the remit of the Frankston Revitalisation Board beyond the Frankston Station Precinct.
- b. Coordinate priority actions and future initiatives of the Board with those of the Southern Metropolitan Partnership.

# What we've delivered for Frankston

The Board and its delivery partners have completed 22 projects at the time of publishing.



## **Frankston City Council: Frankston City Centre Marketing and Communications Plan**

The program promoted a positive image and stimulated economic activity in Frankston city centre by setting out appropriate marketing and communications. These varying marketing and communication tools were used to attract people to events, increase community spirit and a sense of belonging, promote the work of Council and State Government funding, increase the positive image for Frankston, improve perceptions of positive activity and feelings of safety and increase visitation.

The Suburban Revitalisation Program provided \$5,000 of funding and Frankston City Council co-contributed \$32,000 to this project. The project was completed in May 2021.

## **Frankston Foundry: Intern Program**

Phase 1 of the program attracted a number of interns to participate in and complete allocated projects over a 12-week timeframe.

Phase 2 of the program repeated the process over subsequent terms plus the 2020–21 summer holiday period, with an increase in intern numbers and project numbers after the initial phase trial.

Phase 3 rolled the program out to a wider local business network within the Frankston region allowing for long-term sustainability and diversity of the program, skills growth and industry exposure.

The Suburban Revitalisation Program provided \$100,000 of funding to this project. The project was completed in June 2021.

### **Frankston Foundry: Youth-at-risk capacity building program (InGame Leader)**

This project delivered an eSports InGame Leadership Program to engage with at-risk youth residing in the Frankston area. The project aimed to encourage and develop self-esteem and emotional intelligence needed to cope with their current circumstances and better handle future challenging situations.

The Suburban Revitalisation Program provided \$60,000 of funding to this project. The project was completed in June 2021.

### **Frankston City Council: Parklet Pilot Program**

This project expanded footpaths and repurposed road space to accommodate additional outdoor dining. The project aimed to increase pedestrian traffic and improve street presence for local businesses. Parklets have been installed in six key locations.

The Suburban Revitalisation Program provided \$150,000 of funding and Frankston City Council co-contributed \$100,000 to this project. The project was completed in June 2021.







## **First People's Health and Wellbeing: Social Enterprise Café Business Plan**

The project developed a viable business plan for a Social Enterprise Café at 7a Station Street, Frankston. The premises is a vacant shop front attached to First Peoples' Health and Wellbeing Clinic in the Frankston mall. It is a one-minute walk from the Frankston railway station and receives significant foot-traffic throughout the day.

The establishment a Social Enterprise Café provided social and economic benefits for the local Aboriginal and broader community. The training café focused on offering genuine job and training opportunities in a culturally safe and sensitive environment for Aboriginal people living in and around Frankston.

The Suburban Revitalisation Program provided \$100,000 of funding and First People's Health and Wellbeing co-contributed \$20,000 to this project. The project was completed in July 2021.

## **Department of Families, Fairness and Housing and Primary Care Partnership (auspiced by Peninsula Health): Responding to Alcohol and Other Drugs – Frankston and Mornington Peninsula**

Three projects were delivered in the Frankston community:

- expansion of Responding to Alcohol and other Drugs (RAD)
- Your Path Youth Engagement Project
- preparation of an Alcohol and other drugs (AOD) nurse practitioner information guide and the development and demonstration of a Medically Assisted Treatment of Opioid Dependence (MATOD) Prescriber/ Pharmacist collaborative shared-care model, using community pharmacists.

The grant enabled a place-based approach that responded to issues and concerns identified by local stakeholders, including local government, health care service providers, consumer representative bodies and local businesses.

The Suburban Revitalisation Program provided \$300,000 of funding and DFFH and PCP co-contributed \$179,000 to this project. The project was completed in September 2021.



### **Frankston City Council: Extended outdoor dining for Nepean Highway**

The Nepean Highway Hospitality Precinct Project supported local businesses to expand outdoor dining into car parks and extended kerbsides. The concept included expansion of kerbside dining along Nepean Highway in Frankston's city centre, where there are several clusters of hospitality businesses that have limited capacity to expand trade on the existing kerbside.

The Suburban Revitalisation Program provided \$135,000 of funding and Frankston City Council co-contributed \$25,000 to this project. The project was completed in October 2021.

### **Frankston City Council: Visit Frankston Initiative**

The program promoted a positive image and stimulated economic activity in Frankston's city centre through the creation of an app which encouraged visitation and created an interactive experience for visits to Frankston.

The Suburban Revitalisation Program provided \$40,000 of funding and Frankston City Council co-contributed \$115,000 to this project. The project was completed in November 2021.



### **Frankston City Council: Big Picture Fest 2021**

Frankston High School students delivered a high-quality piece of street art in conjunction with a professional street artist. An experienced mentor, the artist provided support to the students throughout the project's delivery.

The Suburban Revitalisation Program provided \$25,000 of funding and Frankston City Council co-contributed \$165,000 to this project. The project was completed in April 2021.

### **Frankston City Council: Big Picture Fest 2022**

Organisers of the Big Picture Fest and Frankston City Council engaged three local schools and selected students to participate alongside established street artists to collaboratively deliver three artworks. Students, teachers, and youth groups developed a range of skills through this activity, which supported their personal growth and artistic development.

This project saw two different groups – schools and artists – come together to collaboratively communicate and create public art that is on display year-round and for everyone to enjoy. The project illuminated drab and forgotten laneways and buildings, enhancing the look and feel of Frankston.

The activation of Frankston's laneways through artwork created during the Big Picture Fest played a crucial part in creating areas of interest that attract activity. These areas formed the backdrop for local businesses to extend their trading.

The Suburban Revitalisation Program provided \$45,000 of funding and Frankston City Council co-contributed \$15,000 to this project. The project was completed in April 2022.



## Frankston City Council: City Park Concept Development

This project delivered a concept development for City Park to investigate VicTrack and Metro Train Melbourne requirements.

City Park on Young Street will fulfil demand for high-quality public space within the Frankston city centre. The vision for City Park is an active, creative, vibrant, and safe community space as a focal point in the Frankston Station Precinct. A multipurpose space is planned as a playful platform to engage all ages in recreation, markets, and events within the city centre.

The Suburban Revitalisation Program provided \$35,000 of funding and Frankston City Council co-contributed \$35,000 to this project. The project was completed in April 2022.





### **The Women's Spirit Project: Walk4Wellness and Webinar Series**

The W4W and Webinar Series enhanced community wellbeing by engaging women and their networks in fitness, health and wellbeing activities that support them, their families, and friends to continue to respond to and deal with the COVID-19 pandemic. The activities provided opportunities for targeted social recovery, enabling local women to become part of a powerful community and connect with local spaces.

The Suburban Revitalisation Program provided \$10,000 of funding and The Women's Spirit Project co-contributed \$33,620 to this project. The project was completed in January 2022.

### **Frankston City Council: Place Activation Program**

The program promoted a positive image and stimulated economic activity in Frankston's city centre through streetscape improvements, placemaking activities, and local business and community participation. The works included façade improvement grants, laneway activation, placemaking events, kerbside dining improvement grants and shop activation grants.

The Suburban Revitalisation Program provided \$175,000 of funding and Frankston City Council co-contributed \$90,000 to this project. The project was completed in June 2022.

### **Frankston City Council: Vacant Shopfront Grants Program**

Frankston City Council has delivered the Vacant Shopfront Grant Program to attract new businesses to vacant shopfronts across the city by financially assisting with the transformation of properties into confident, sustainable, and attractive spaces.

The Suburban Revitalisation Program provided \$100,000 of funding and Frankston City Council co-contributed \$27,000 to this project. The project was completed in June 2022.

## **Community Support Frankston: Frankston Aid**

The project assisted the most financially disadvantaged members of some of Frankston's communities through the provision of essential medications and urgent medical needs they were currently unable to afford. These included medical scripts, optical, dental, equipment and specialist appointments.

This project engaged with a range of other local businesses to provide non-pharmaceutical support. Grant funds for this project supported local economic activity and enhanced community wellbeing, especially for financially disadvantaged residents that would otherwise be unable to afford these essential goods and services.

The Suburban Revitalisation Program provided \$10,000 of funding and Community Support Frankston co-contributed \$15,000 to this project. The project was completed in June 2022.

## **Frankston City Council: Wayfinding signage**

The project delivered innovative wayfinding solutions to better connect visitors from the Frankston railway station to key destinations and information across the Frankston city centre.

The Suburban Revitalisation Program provided \$50,000 of funding and Frankston City Council co-contributed \$50,000 to this project. The project was completed in June 2022.

## **Other Projects**

Between 2015 and 2019, an initial \$2 million was invested in Frankston through the Department of Environment, Land, Water and Planning (DELWP) to deliver revitalisation initiatives including; streetscape improvements to Young Street, Frankston Foundry Innovation Incubator, Responding to Alcohol and other Drugs across Frankston and Mornington Peninsula (RAD-FMP) Program – Phase 1, minor upgrades to Wintringham Community House kitchen facilities, place activation initiatives and community events including outdoor dining improvements, temporary pocket parks, the Big Picture Fest street art event and Station Street Mall improvement projects.



# What we're delivering for Frankston

At the time of publishing, we are currently delivering nine projects for the communities of Frankston.



## **Frankston City Council: Frankston Pier Creative Lighting**

A collaboration between Frankston City Council and the Victorian Fisheries Authority (VFA), this project will deliver creative lighting installed to Frankston Pier to define the edge of the foreshore environment as a destination for the community and visitors to Frankston. It will also provide additional visibility and safety at night. VFA are contributing \$33,000 to support this project.

The Suburban Revitalisation Program provided \$342,000 of funding and Frankston City Council co-contributed \$51,000 to this project. The project will be completed in late 2022.

## **South East Water: Indigenous Mural**

The project will deliver a large-scale Indigenous wall artwork on South East Water's building city facing the wall (Catchment Lane), to celebrate Aboriginal culture and create vibrancy and visitor attraction.

The Suburban Revitalisation Program provided \$70,000 of funding and South East Water co-contributed \$30,000 to this project. The project will be completed in early 2023.

## **Frankston City Council: Nepean Highway Activation**

This project will revitalise median strip from Davey to Beach Street, create a memorable experience through feature lighting and landscaping to enhance the gateway boulevard and renew civic pride. This project has potential to coincide with VicRoads speed limit reduction to 40 kilometres and contribute to a new sense of pedestrian safety and civic pride. The project scope includes removing clutter and old barriers, new landscaping treatments beneath trees and feature tree lighting.

The Suburban Revitalisation Program provided \$475,000 of funding and Frankston City Council co-contributed \$75,000 to this project. The project will be completed in late 2022.

## **Frankston City Council: Stiebel Place Laneway Activation**

This project will activate and reinvigorate a service laneway through lighting, greening, and street art to create a safe and welcoming space, highlighting public art, and embedding its importance within the public realm.

The project aims to deliver a safer and more accessible lane to encourage walking and activation; increased footfall to deter vandalism and antisocial behaviours; and encourage cafes to open out onto the lane and activate with kerbside dining.

The Suburban Revitalisation Program provided \$275,000 of funding and Frankston City Council co-contributed \$75,000 to this project. The project will be completed in late 2022.

## **Frankston City Council: Greening, Lighting and Creative Frankston, Fletcher Road Gateway Site**

This project is delivering improvements to Fletcher Road gateway site including:

- Greening on either side of the Fletcher Road overpass to enhance Frankston's Urban Forest with a diverse selection of local trees and plants to contribute to urban biodiversity
- Fletcher Road underpass lighting pilot project to demonstrate clever, creative, robust, and sustainable lighting technology. Lighting this underpass will create safety, legibility and access and complement planned completion of the shared user path 'missing link' along the rail corridor into Frankston
- Street art to Fletcher Road underpass.

The Suburban Revitalisation Program provided \$250,000 of funding and Frankston City Council co-contributed \$300,000 to this project. The project will be completed in late 2022.





## **Frankston City Council: White Street Mall Upgrade**

The project will activate White Street Mall through a series of short-term static place activation installations, including producing a project plan of activation installations and program of two-month cycle activations. The White Street Mall short-term static place activations will contribute to the transformation of the Frankston Station Precinct into a safer, more modern place of business and activity.

The Suburban Revitalisation Program provided \$100,000 of funding and Frankston City Council co-contributed \$100,000 to this project. The project will be completed in late 2022.

## **Vicinity Centres: Station Street weather protection and façade improvements**

The project will deliver roof works for Shannon Mall and presentation improvements for Station Street. It will contribute to works along Station Street and Shannon Mall to improve weather protection for visitors to the central activities district through an upgrade to building fabric and canopies. These presentation and amenity upgrades aim to improve the satisfaction and enjoyment of consumers with the associated benefits of helping to improve the perception of safety in Frankston city centre.

The Suburban Revitalisation Program is providing \$100,000 of funding and Vicinity Centres co-contributed \$225,000 to this project. The project is anticipated to be completed in mid-to-late 2022.



## **Peninsula Health: Frankston Social Enterprise Hub – pilot activities, feasibility assessment and business case development**

This project has supported the establishment of the Frankston Social Enterprise Hub (FSEH), which is piloting a coworking space, training and networking opportunities to support several social enterprises in Frankston and the broader Mornington Peninsula region. The project is also funding an assessment of the pilot activities to inform the development of a business case for the hub.

The hub has already hosted numerous events to network and educate social enterprises, supported enterprises to achieve formal social enterprise certification, assisted in increasing awareness of their work and connected members to support each other – forming a network of organisations and individuals who support the for-purpose sector.

The project is fostering growth of social enterprises in Frankston; contributing to job creation for youth at risk; enabling more sustainable and better performing social enterprises; and creating Work Integrated Learning opportunities for Chisholm Students and stronger partnerships with industry (both community sector and business).

The hub is a collaboration between Responding to Alcohol and other Drugs – Frankston and Mornington Peninsula (RAD-FMP – under the auspice of Peninsula Health), Chisholm Institute and Frankston Foundry.

The Suburban Revitalisation Program is providing \$221,525 of funding and Peninsula Health, Chisholm Institute and Frankston Foundry co-contributed \$111,500 to this project. The project is continuing until September 2022 with this current funding.

## **Frankston City Council: Monash Greenlink Improvements Stage 1 and 2**

This project is delivering a safe walking and cycling connection, improved amenity along the section of Baxter Trail between Monash University and Frankston to meet demand for future population growth and connect the health and education precinct to the Frankston city centre. The works promote active transport, providing a safe and attractive link to Monash University. Works included path improvements, lighting, public art, landscaping, wayfinding signage.

The Suburban Revitalisation Program is providing \$810,000 of funding and Frankston City Council co-contributed \$380,000 to this project. The project is anticipated to be completed in late 2022.



# Case studies

## Your Path Youth Engagement Project by RAD-FMP

### Delivered:

October 2020 to November 2021

### Suburban Revitalisation contribution:

\$170,000

### Delivery partners:

Frankston City Council; Chisholm Institute; Taskforce Community Agency

### Outcomes:

- 89 young people participated in creative skills workshops.
- Positive uplift in perception of young people in wider community – evidenced by local businesses inviting the possibility of further murals while witnessing Davey Street mural.
- Young people reported feeling valued for their positive contribution to public spaces.
- Young people re-engaged with education through workshops tailored to their interests.
- Young people were connected with programs, services and positive role models in the local area through a wrap-around service.
- During lockdown, online workshops were supported by face-to-face wellbeing and mental health check-ins while youth workers dropped off creative supplies.
- At-risk youth developed new skills and confidence through participation in project activities.

### Description:

Your Path reached out to young people aged 12 to 24 years old who are not in education and employment (NEET), or who are at risk of disengaging. This group is at increased risk of alcohol and drug problems and other poor health and social outcomes, which the project sought to prevent by creating opportunities for at-risk youth to positively connect with community, develop skills and employability.

The project brought together existing local youth services to undertake coordinated outreach and work with young people to identify pro-social activities they'd like to initiate. These included art, digital art, photography, skills-based workshops, BBQs and other gatherings for young people in central Frankston.

The project was highly collaborative, working with local health and community services, police, creatives and businesses to create a 'whole of community response' for young people.



The first activity delivered was a street art workshop at the Frankston Skate Park with local artist Sheldon Headspeath. This initial project generated interest among local young people and resulted in an additional mural being commissioned on Davey Street, a project which was completed over three days.

‘Getting the project done, I feel they get a lot of confidence out of that ... and then coming back for the next couple of years, the sense of pride they get, having a piece of art in their home town ... it really works,’ says Sheldon Headspeath.

Not-for-profit Sound of the Future delivered a music writing workshop with YAR, exploring lyric writing and rapping. Their work was then incorporated as the soundtrack of a video produced by young people with Chisholm students which summarises the Your Path project and its outcomes. You can view their work on the Frankston Revitalisation Program’s website.

The project also worked with young people, Frankston Foundry and local organisations to explore opportunities and ideas for youth-focused social enterprises.

In working with young people on the projects and activities, youth workers were able to identify and respond to issues raised with wrap-around services and referrals.

‘One of the really beautiful parts of having those skills-based activities ... it wasn’t so much about the art itself and the finished product, but it’s more about the conversations that were happening and building up that trust with [youth] workers,’ said Elly Montalbano, Youth and Family Engagement Worker at TaskForce Community Agency.

One such example was a young person whose education was impacted by substance abuse and family violence issues at home. The program created an opportunity for case workers to learn about these issues through conversation and connect the young person to assistance.



## Walk4Wellness and Webinar Series

### Delivered:

12 September to 28 November 2021

### Suburban Revitalisation contribution:

\$10,000

### Delivery partners:

Women's Spirit Project with Frankston City Council, RAW Travel, Press Room Philanthropy, Women's Health in the South East and Family Life



### Outcomes:

- 348 women participated in program.
- 117 women recorded their walks on tracking apps, but a larger number chose to 'go offline' during their walking time and did not track it.
- 156 women participated in the live webinars and more accessed recordings.
- 25 locally sourced or made prizes were distributed to participants of the walk.

### Description:

The Women's Spirit Project (WSP) connected women in Frankston online during the COVID-19 pandemic lockdowns. A series of webinars provided information and support on issues including fitness, health and wellbeing and women supporting women, among other topics. Virtual walks wwomen connected online and shared photos and fitness tracking data from their walks and encouraged each other by liking and commenting upon each other's achievements.

WSP volunteers were delighted with the volume of online activity as women across the Frankston community met online through the program.

Participants were rewarded for their achievements with WSP merchandise including hoodies and t-shirts, in addition to 25 prizes that were sourced or made locally.

Diana O'Malley, a Frankston local for more than 36 years, joined the program when a friend referred her. She found the lockdowns challenging as she was unable to attend the gym and other routine social outings.



Diana says, 'I started posting some photos and I received all these messages from women I didn't know, who gave me a virtual high five when I did a 5-kilometre walk, or sent a message saying how cute my dog was. Suddenly dozens of women I didn't know were cheering me on, and I cheered on other women. It made a huge difference to feel connected to a positive and encouraging group of women.'

'I now have an incredible group of women who have become my friends ... the connection to this incredible group of women literally saved me, as I was not coping well with all the covid restrictions,' she says.





## **Frankston Social Enterprise Hub: Pilot activities, feasibility assessment and business case development**

### **Delivered:**

21 May 2021 to 30 September 2022

### **Suburban Revitalisation contribution:**

\$221,525

### **Delivery partners:**

Peninsula Health in collaboration with Chisholm Institute and Frankston Foundry



### **Description:**

The coworking space at the Frankston Social Enterprise Hub, located at Chisholm Institute's Frankston campus, has created a collaborative environment where social enterprises and professional services consultants who serve the sector can access a professional office space and connect and network with peers from Frankston and the broader Mornington Peninsula region.

Consultants, or 'knowledge workers', who access the coworking were supported through the Hub to deliver workshops and mentoring to social enterprises on essential skills.

Workshops delivered included 'social enterprise 101', business model development and digital marketing. A Q&A session was also held with the Social Traders on social enterprise certification and mentoring was arranged on visual storytelling. The hub also hosted a networking event with the Social Enterprise Network of Victoria.

The hub has created a social enterprise ecosystem – both enterprises and entrepreneurs and consultants who can support and work with those enterprises.

Matt Perfect, a consultant and coach in the social procurement space, and Xanthia Rivett, a digital marketer, both run for-purpose and for-profit enterprises and work from the coworking space. They found value in working close to home where they can connect and network with others. Both have contributed workshops and mentoring to the pilot.

'I'm in the early stages of my business, so coming into a community of like-minded entrepreneurs where there is a place-based approach and people of similar values has been really invaluable – especially coming out of lockdowns and getting back into community,' says Xanthia.



'This is part of the work near home revolution. We've all done with work from home, now it's working near home,' says Matt. 'There's a bit of osmosis that goes on here ... the fact we're working around each other and talking specifically about problems, otherwise we're just aware of what we're all doing. It's motivating apart from anything else and we're learning. We're more productive working here than working in isolation from home.'

Megan Gomez, who operates Rural Health Connect, an online platform that links people to psychologists, also uses the coworking space to deliver programs including support for bushfire-affected communities and LGBTQIA+ communities.

'I just moved to Frankston and [the coworking hub] was perfect. It's great to have somewhere to come and work in-person ... We have proper desks and feel like real workers when we're in this space ... otherwise we're working from my home,' says Megan.

A number of social enterprises have benefited from participating in the hub, including Home Ground Café, a social enterprise providing training and employment pathways to at-risk young people.

Sam Hearn, founder and director of Home Ground, participated in several workshops at FSEH where he learned about the social procurement opportunities available to certified organisations.

He then worked with FSEH and Social Traders to certify Home Ground. The café is now the first social enterprise in the Mornington Peninsula to have achieved certification.







# Our work context



# About Frankston

Frankston is 41 kilometres south-east of the CBD and is often referred to as ‘the gateway to the Mornington Peninsula’. Frankston has been a popular seaside destination of Melbournians since the 1880s, and it continues to be one of Victoria’s most frequented. It’s also recognised as one of the cleanest in Australia and hosts one of the largest exhibitions of sand sculpting in the Southern Hemisphere.

Frankston’s strengths are in the healthcare, retail, hospitality and education sectors. Four sizeable hospitals, numerous healthcare providers, two regional shopping centres, a hard goods retail park, a university campus, a large TAFE institute as well as various secondary and primary schools are all located within the suburb and are significant sources of employment.

Building on the \$63 million redevelopment of Frankston railway station in 2018, the Frankston Revitalisation Project has expanded to include much needed traffic and streetscape improvements in the surrounding precinct as well as projects to improve community safety and attract more people back to the town centre.

## Key strategic context

Our work for Frankston’s revitalisation has been developed within the context of the strategies and plans already undertaken by our stakeholders. We’ve summarised them here.

### **Frankston Metropolitan Activity Centre Structure Plan Emerging Ideas Paper<sup>1</sup>**

Frankston City Council’s Emerging Ideas Paper outlines a number of preliminary thoughts and ideas for how the Frankston Metropolitan Activity Centre (FMAC) could be planned into the future.

The ideas have been informed by technical analysis of key issues and opportunities, community and stakeholder consultation, Council feedback and site visits.

This paper has been and will be used to gain feedback and test ideas with the community and stakeholders, that will then help in developing a draft Structure Plan for the FMAC.

The key components of this paper include:

- Setting the scene – provides an overview of the project, the FMAC context and outlines key issues and opportunities to be considered in planning the future of the FMAC.
- Vision and key directions – identifies the intention for how the FMAC should look, function, and feel in the future.
- Emerging ideas – a range of preliminary ideas that aim to achieve the 13 Key Directions.

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<sup>1</sup> [Frankston Metropolitan Activity Centre Structure Plan Emerging Ideas Paper](#)



### Key directions:

1. Encourage economic investment.
2. Provide a diversity of housing to support evolving population needs.
3. Strengthen arts, entertainment, and culture.
4. Strengthen the built form character.
5. Provide more parks, plazas and gathering spaces.
6. Provide people focused streets.
7. Create a thriving Kananook Creek promenade.
8. Transform the Nepean Highway into an iconic boulevard.
9. Prioritise pedestrian movement.
10. Create a safe and convenient cycling network.
11. Increase the use of the Ring Road and reduce traffic on city centre streets.
12. Provide car parking that is easy to locate and access.
13. Enhance public transport to make it an attractive and logical choice.



### Frankston Metropolitan Activity Centre Structure Plan<sup>2</sup>

In 2013, Frankston City Council prepared and consulted on a Structure Plan for the Frankston Metropolitan Activity Centre (FMAC). The Structure Plan outlined the 20-year vision for the renewal and revitalisation of the FMAC and set out how the vision would be achieved. It was released in 2015.

The Structure Plan focuses on achieving the following key priorities for the renewal and revitalisation of the FMAC:

- Provide planning certainty including a clear requirement for excellence of architecture in all instances.
- Encourage good-quality residential development to suit a range of different household types.
- Upgrade the transport interchange precinct as a key component of the revitalisation of the FMAC.
- Incorporate high-quality urban design outcomes including engaging public spaces and streetscape works, public art and greening of the town centre.
- Transform Nepean Highway into an iconic public boulevard providing an attractive and inspiring address for Frankston.
- Improve streetscapes – design for equitable access for pedestrians, cyclist, and vehicles.
- Enliven streets connecting the station to the foreshore with the creation of a vibrant alfresco hospitality precinct.
- Improve pedestrian and off-road cycling linkages throughout the FMAC and connect sites including Monash University, Chisholm Institute, Frankston Hospital, Frankston beach and foreshore and the George Pentland Botanic Gardens.
- Attract more service sector businesses and government departments to Frankston with good-quality office space.
- Strengthen and consolidate health and education uses in the FMAC within identified precincts and improve links to these uses from adjacent areas.
- Promote Frankston as a tourism destination by providing events infrastructure, enhancing the foreshore, and increasing opportunities for diverse accommodation options.
- Advance economic development and employment growth within the FMAC by strengthening the role and function of each precinct.

<sup>2</sup> Frankston Metropolitan Activity Centre Structure Plan – May 2015





### **Frankston Metropolitan Activity Centre Structure Plan – Part 2: Action Plan<sup>3</sup>**

In 2013, Frankston City Council prepared and consulted on a Structure Plan for the Frankston Metropolitan Activity Centre (FMAC). The Structure Plan outlined the 20-year vision for the renewal and revitalisation of the FMAC and set out how the vision would be achieved. It was accompanied by an action plan released in 2015.

#### **Actions include:**

- Complete the planning process for the Frankston Station Precinct in close partnership with Frankston City Council, State Government, and other stakeholder agencies.
- Complete Stage 1 of the Boulevard project along the Nepean Highway in partnership with VicRoads and pursue a business case to government for Stage 2.
- Develop marketing strategies.
- Undertake a program of works along key city centre streets which includes consistent paving, street furniture, lighting, signage, street trees, and widened footpaths where applicable.
- Support the electrification of the Baxter rail line and lobby for the investigation of the relocation of Leawarra Rail Station to the west so it is closer to major destinations such as the hospitals and the educational facilities.
- Continue to work with Department of Transport and DJPR in implementing the Network Operating Plans for Frankston to ensure improvements to (a) pedestrian priority on key streets, and (b) the overall bus network.
- Facilitate a catalyst project on the existing at-grade car park on the corner of Young and Playne Streets to provide a café on the ground floor with housing, office or community uses above. Ensure replacement of car parking as part of the development.
- Investigate and implement strategies to encourage the re-use of existing multi-level buildings and additions to existing shops for housing, potentially through the use of financial incentives such as rate variations.
- Develop a branding strategy for the FMAC that encapsulates the lifestyle opportunities offered by the waterfront and its natural beauty, the people and the arts, food, and the café culture.
- Work with Monash University and Chisholm TAFE to support the potential development of facilities within the city centre, and support Chisholm Institute with the planned Stage 1 redevelopment of the existing Fletcher Road campus. Future facilities could be co-located with other institutional uses in the city centre.

<sup>3</sup> [Frankston Metropolitan Activity Centre Structure Plan – May 2015 – Part 2: Action Plan](#)

- Support the further expansion of Frankston Hospital's core functions on-site, while encouraging associated uses that do not need to be located within the site to be located elsewhere in the health and education precinct.
- Prepare a masterplan for the arts precinct that leverages its role as a key visitor destination.
- Continue to lobby and work with Parks Victoria, South East Water, and relevant landowners in undertaking actions along Kananook Creek.
- Lobby and work with VicRoads to improve the public realm at key entrances to the FMAC, including along the Ring Road and at key entries along Cranbourne, Hastings, and Dandenong Roads.
- Provide directional signage to the city centre at the Cranbourne Road entrance to the FMAC.
- Review the location and distribution of existing community services which have detrimental impacts on the perceptions of safety within the FMAC.
- Ensure Council-owned car parks are well lit, can be safely accessed by pedestrians and are provided with directional signage.
- Work with VicRoads to implement traffic management measures to promote the Ring Road as the preferred traffic route across the FMAC including through the operation of the Davey Street / Baxter Street intersection.
- Prepare a carparking strategy.
- Investigate opportunities for additional attractors in the foreshore reserve to create a point of difference from other bayside destinations and to draw in a wider catchment.
- Commission public art installations that are appropriately located and integrated with the arts precinct on Davey Street. Further investigate a development contributions scheme to fund public art in association with new developments throughout the Structure Plan area.
- Work with local industry, education, and creative groups to develop a creative arts hub in the FMAC within existing vacant tenancies.
- Develop planning measures which aim to retain the existing fine grain nature of commercial buildings within parts of the FMAC where this is the preferred built form.
- Prepare design guidelines for properties adjacent to Kananook Creek, the foreshore and the Nepean Highway.
- Work with Melbourne Water to prepare a masterplan for the Ebdale Precinct drainage reserve to improve its passive recreation role and maintain its drainage role.
- Investigate opportunities for the creation of a pop-up pedestrian green space in Wells Street between Park Lane and Thompson Street.
- Plant additional street trees throughout the FMAC.
- Investigate the potential for connecting White Street Mall to Shannon Street Mall through a new east-west link and ensure there is scope to activate the link.
- Develop a coordinated lighting strategy which focuses on the illumination of streets and other public spaces and the use of feature lighting to emphasise key features.
- Undertake a Crime Prevention Through Environmental Design (CPTED) audit of the FMAC.
- Provide traffic calming along key pedestrian streets and cycle routes.
- At key intersections (marked as Traffic Management Improvement Areas on the Public Transport and Traffic Management Plan), improve footpath conditions, increase crossing times, and reduce crossing distances where applicable.
- Complete the following off-road bicycle routes within the FMAC: Bay Trail (north of Allawah Avenue), Dandenong-Frankston Trail, Skye Trail and Cranbourne Frankston Trail.
- Provide an improved pedestrian connection across Yuille Street to link the George Pentland Botanic Gardens and Beauty Park.
- Improve pedestrian and cycle connections between the city centre and the following key activities: Monash University, Frankston Hospital, and open spaces to the south.
- Reinstate car parking at Memorial Park through sensitive redesign of access and parking arrangements.
- Investigate the capacity of the existing city centre laneway network to service future mixed use developments and identify further improvements.

## **Southern Metropolitan Partnership – related priorities and projects**

Frankston is situated within the Southern Metropolitan Partnership region.

The Partnership's priorities include:

- connected communities and social cohesion
- jobs and skills
- culturally and linguistically diverse community empowerment
- transport.

## **2021-2025 Frankston City Council Plan and Budget<sup>4</sup>**

The Council's Plan has been developed to improve six key outcomes for Frankston City Council. It has six priorities, which describe what Council will focus on over the next four years to target initiatives and resources on the right things:

1. Healthy and safe communities
2. Community strength
3. Sustainable environment
4. Well-planned and liveable city
5. Thriving economy
6. Progressive and engaged city

## **Frankston City Council Health and Wellbeing Plan 2021–2025<sup>5</sup>**

The Health and Wellbeing Plan 2021–2025 is Frankston City Council's strategic plan for how Council will work with its partners over the next four years to create well-planned and liveable environments with healthy, strong, and safe communities so everyone has the equal opportunity to enjoy good health and wellbeing at every stage of life.

The priorities are:

- building healthy and active communities
- building fair and inclusive communities
- increasing mental wellbeing and resilience
- strengthening climate action for community wellbeing
- strengthening gender equality and respectful relationships
- building safe communities.



<sup>4</sup> [2021–2025 Frankston City Council Plan and Budget](#)

<sup>5</sup> [Frankston City Council Health and Wellbeing Plan 2021–2025](#)



### **Frankston City Council Long-Term Infrastructure Plan 2021–2031<sup>6</sup>**

Frankston City Council's Long-Term Infrastructure Plan 2021–2031 (LTIP) outlines Council's approach to maintaining and improving core infrastructure over the next 10-year period. It includes information about how Council is going to manage infrastructure, the main challenges it faces and how they are proposing to address these.

This Infrastructure Plan is Council's long-term investment strategy for the city, which seeks to:

- grow the economy – enhancing the city's capacity for long-term economic growth
- build communities – supporting a growing and diverse Frankston population
- enhance the environment – managing and mitigating the impact on the environment
- create a digital future for Frankston.

### **Urban design<sup>7</sup>**

Frankston City Council is committed to creating beautiful, functional and sustainable public open spaces that are accessible, fit for purpose and valued by all members of the community.

The adopted plans and strategies listed below have been developed to help Council deliver equitable public realm and open space improvements across Frankston City.

- [Lighting Frankston Plan 2021](#)
- [Local Park Action Plan 2021](#)
- [Local Shopping Strip Action Plan 2021](#)
- [Open Space Strategy 2016–2036 Part 1](#)
- [Open Space Strategy 2016–2036 Part 2](#)
- [Open Space Strategy 2016–2036 Part 3](#)
- [Play Strategy 2021](#)

### **Frankston City Economic Development Strategy 2016–2022<sup>8</sup>**

In December 2015, Frankston City Council adopted a six-year plan to grow its local economy and further improve Frankston's quality of life.

The Frankston City Economic Development Strategy 2016–2022 is underpinned by the following nine priorities:

- world-class Frankston Station Precinct with diverse employment opportunities
- knowledge-based local economy generating professional employment opportunities
- vibrant and resilient small/micro business community
- new and rejuvenated employment precincts
- favourable investment conditions
- delivery of the Frankston health and education precinct
- education attainment and employment
- tourism and visitation in Frankston City
- major economic infrastructure and an expanded Port of Hastings.

Frankston City Council is currently developing a Sustainable Economy and Skilled Worker Strategy to supersede the Economic Development Strategy 2016–2022.

<sup>6</sup> [Long-Term Infrastructure Plan 2021–2031](#)

<sup>7</sup> [Frankston City Council: Urban design](#)

<sup>8</sup> [Frankston City Economic Development Strategy 2016–2022](#)

### Frankston Hospital redevelopment<sup>9</sup>

The Victorian Government is providing \$605 million to redevelop and expand Frankston Hospital.

The redevelopment will transform services at the hospital to ensure local families can access world-class healthcare facilities close to home.

Construction of a multilevel tower will deliver a new main entrance, capacity for 120 additional beds, new operating theatres and dedicated areas for enhanced mental health and oncology services.

With more families choosing to make Frankston home, the bigger and better Frankston Hospital will also deliver expanded women's and children's services. This will include new maternity, obstetrics and paediatric wards, a women's clinic and a special care nursery.

The Frankston Hospital redevelopment received \$43 million in additional funding in the 2021–22 State Budget. This funding was provided to deliver a new multistorey car park and emergency department paediatric zone, as well as a five-bed emergency department mental health, alcohol, and other drugs hub.

Building on the work of the Royal Commission into Victoria's Mental Health System, the new emergency department mental health, alcohol and other drugs hub will mean people presenting with mental health issues can be fast-tracked to specialist, dedicated care. The new hub will provide these patients with the right support sooner, and ease pressure on existing resources.

## Program evaluation

An evaluation of the Suburban Revitalisation Program (including the work of the Frankston Board) was undertaken by the DJPR Design and Evaluation in 2021.

The evaluation analysed value for money delivered by the Suburban Revitalisation Boards and their interventions, their appropriateness as a policy response and their alignment with the current Victorian Government place-based reform approach.

It also identified lessons for implementing further funding of this program or similar programs in the future. These were represented in the evaluation sections of: justification, effectiveness, funding and delivery, efficiency and risk of cessation.

The evaluation was informed by an interview of Board chairs, survey of board members and outreach to subject matter experts on place-based reforms, key staff and executives in DJPR and DELWP and delivery partners.

Key finding resulting from the evaluation included:

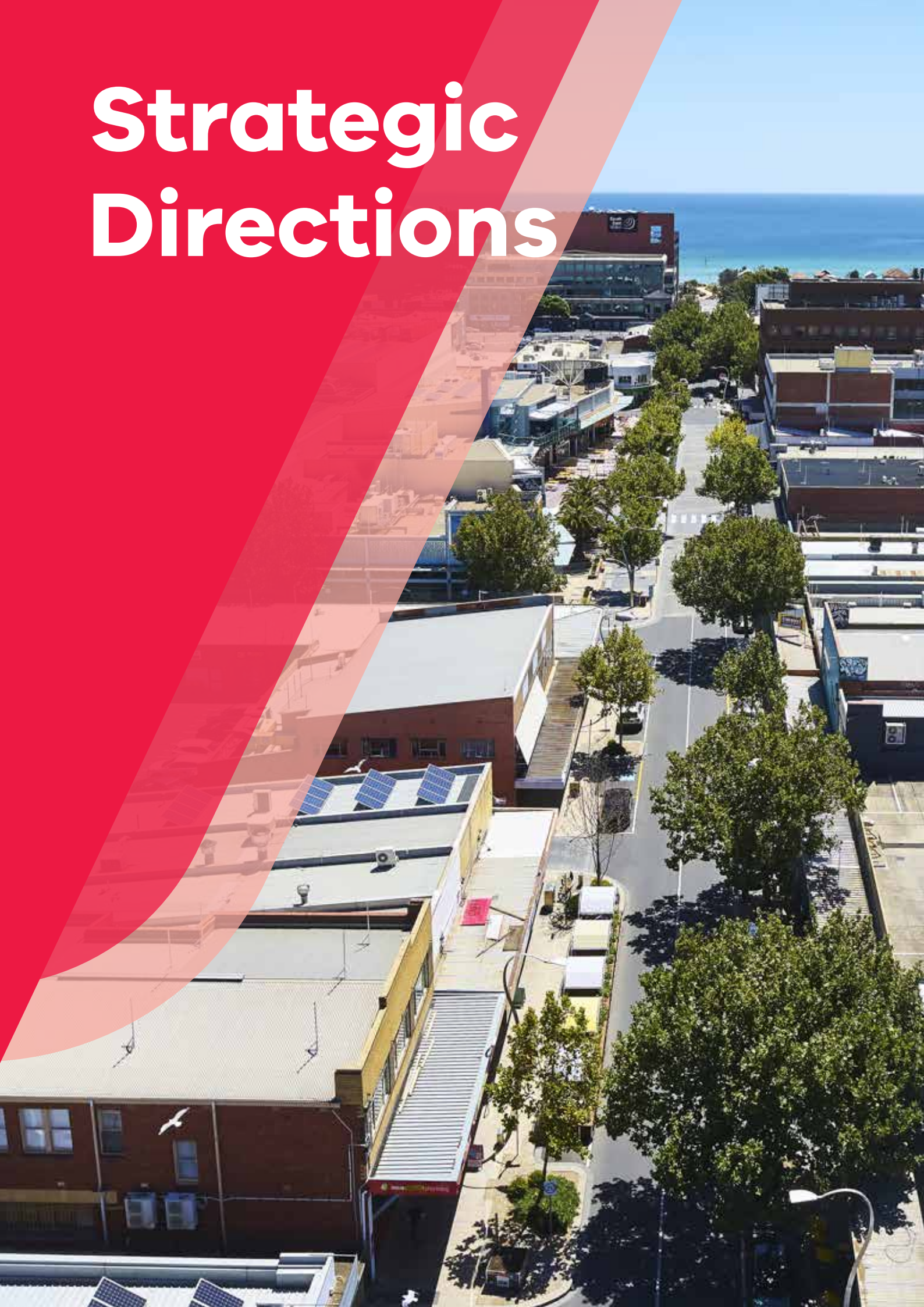
1. More time to develop and implement strategic projects
2. Deepen relationships and community engagement to address local challenges
3. Membership, roles and governance processes are aligning with the principles of place-based approaches
4. Review Board terms of reference to more clearly outline roles of members including state and local government
5. Further develop monitoring and evaluation frameworks.

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<sup>9</sup> [Frankston Hospital Redevelopment](#)



# Strategic Directions





# Strategic directions, key outcomes and priority actions

These strategic directions represent the Board's high-level, medium to longer-term recommendations. They are informed by current strategic plans, community engagement and project evaluations, including the work of the previous Board, *Revitalising Frankston: creating opportunity and change (2018)*.

The strategic directions provide broad policy and planning goals to improve specific revitalisation outcomes.



## Advocate to improve access to affordable and social housing in Frankston

Ensuring an adequate supply of social and public housing is vital for Frankston, given our community has a significant population of people who are vulnerable and disadvantaged.

The Board also recognises the need to boost access to affordable housing as part of efforts to attract skilled workers to Frankston, including the Health and Education Precinct.

To address these issues, Frankston needs to receive adequate resources and funding as part of the Victorian Government's Big Housing Build initiative.

In addition, the Board recommends the development of a statewide housing strategy for Victoria to foster a greater balance of mixed-use infrastructure and address emerging housing needs. This strategy would ensure that new developments include a proportion of affordable and social housing.

The Board also recommends that the flow-on effects of providing additional social and public housing needs to be addressed. For example, in the education sector, some schools may require additional funding and resources to support students' needs.



## Promote improvements to public transport infrastructure across Frankston, with a focus on commuter car parks

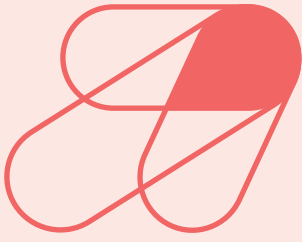
Frankston railway station connects the community to their friends and families, as well as to education and employment.

However, public transport infrastructure needs to be expanded beyond the train station to include bus routes across Frankston.

The Board also recommends finding a solution to the overburdened Frankston commuter carpark, which makes it hard for residents and visitors to access carparking in the Frankston city centre.

One option could be to move all-day commuter carparks out of Frankston's centre, with commuters transported to the station via bus.

Moving commuter carparks away from the city centre would boost opportunities for visitors and give local businesses and private investors confidence that Frankston's city centre will continue to thrive.



## **Engage with developers to revitalise Frankston's city centre**

The Board believes that Frankston's main precinct does not have the amenities and regulatory certainty needed to attract new urban development to Frankston.

To this end, the Board recommends researching the factors that would draw investors to the city centre. This process would also look at ways to support businesses that choose to develop in Frankston.

Solutions could include additional community spaces and wayfinding initiatives and encouraging the development of more commercial and mixed-used spaces across the city centre.

The Board also recommends unlocking under-utilised spaces in the main precinct to transform them into modern offices that cater to current trends in hybrid and flexible working arrangements.

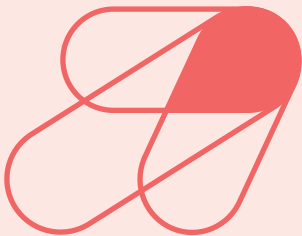


## **Develop Frankston as an innovation and start-up precinct, including engagement with LaunchVic**

The Board believes that Frankston has the potential to become a premier innovation and start-up precinct.

This would leverage existing infrastructure and experience, and the work already undertaken by the Board and its partners.

The Board recommends working with stakeholders in the entrepreneurship ecosystem, as well as LaunchVic, to find out how we can ensure this sector thrives.



## **Promote integrated, multidisciplinary responses to alcohol and other drugs**

Frankston's successful Responding to Alcohol and other Drugs across the Frankston Mornington Peninsula (RAD-FMP) program has the potential to be expanded both within Frankston and the Mornington Peninsula and beyond to wider Victoria.

The program's evaluation demonstrates the benefits of the model, and the Board believes it could also be applied to other disciplines and services in Frankston.

This could include incorporating and co-locating additional services within the primary service, including financial literacy and employment opportunities.



## Key outcomes

These key outcomes are the Board's recommendations for the work that is the most critical in the next phase of Frankston's revitalisation. They draw on the Board's vision for Frankston published in 2021.

They are supported by priority actions, which are place-based projects that can be delivered within the next 12 to 36 months.

### **Foster opportunities for learning, innovation and entrepreneurship in Frankston's city centre**

Before the COVID-19 lockdowns, Frankston's city centre had a strong track record of attracting new businesses and promoting innovation and entrepreneurship.

To boost these opportunities that stalled during the pandemic, the Board recommends putting additional infrastructure in place, such as business incubators and accelerators.

Renewing and revitalising infrastructure in Frankston, including at Chisholm Institute, will help to support Frankston's entrepreneurs and innovators.

This process will involve collaborating with our existing partners to build on the strategic work already undertaken.

### **Priority action: Leverage the Frankston Social Enterprise Hub as a start-up accelerator to support Frankston's young entrepreneurs**

Existing data and research show that Frankston's young entrepreneurs need additional infrastructure to help them translate their ideas to reality.

The Board recommends creating an accelerator program that will allow Frankston's entrepreneurs to pitch new ideas and access the support they need to set themselves up for success.

The existing Frankston Foundry could be a location for a start-up accelerator.



## **Support place-based solutions to address social disadvantage in and around Frankston's city centre**

Since its inception, the Board has supported efforts to tackle social disadvantage in Frankston's city centre.

These include the RAD-FMP program, which helped many people experiencing alcohol or other drug issues.

However, despite these efforts, it is clear we still need to find new approaches and solutions.

Continuing this vital work benefits all residents of Frankston by creating a safer, more equitable and more cohesive community.

### **Priority action: Fund the next phase of RAD-FMP program**

Substance use continues to be a significant issue in Frankston, and this has widespread ramifications for the community.

The impressive outcomes achieved by the RAD-FMP program demonstrate the need for additional funding for its next phase of operations. The Board recommends building on the program's momentum to transition it to its next phase.

This work will also enhance Frankston's identity as place of learning and innovation.

### **Priority action: Design a pilot program for a social services concierge**

The Board recommends developing a 'one-stop shop' for community and social services in Frankston.

The program should be located in Frankston's city centre to ensure accessibility.

As part of the process, Frankston's service providers will collaborate and connect, so they can identify service delivery gaps and referral pathways.

The program would aim to grow and connect community and social service providers, contributing to the sense of one connected community.

Bringing together community and social services into a single place-based space will provide greater access to services, including alcohol and other drug support, financial literacy, employment services and mental health treatment and care.

## **Facilitate new economic development and strengthen existing local business activity in and around Frankston Station Precinct**

Despite the significant challenges in the wake of COVID-19 lockdowns, the Board's strategic work continues to support businesses around the Frankston Station Precinct.

These efforts have occurred in the context of the Chisholm Institute's Frankston Campus Masterplan Development, which has revitalised the Frankston Station Precinct. However, the adequacy of cost-effective carparking remains a concern in the city centre.

This issue is felt particularly keenly in the Frankston Station Precinct, where people from outside Frankston park while they commute to work in Melbourne, leaving few carparking options for locals.

We need to look at this and other issues facing local businesses, so we can continue to support the revitalisation of the Frankston Station Precinct.

### **Priority action: Revitalise Nepean Highway Boulevard through additional wayfinding, transforming used spaces and urban design and public realm improvement initiatives**

The revitalisation of Nepean Highway Boulevard needs a targeted approach and investment.

This work should satisfy broad criteria, including creating an inviting and safe location for visitors and residents, and making a desirable location for private developers.

The Board recommends investing funds to unlock and activate unused office spaces. This investment would draw additional people to Frankston, increase foot traffic on Nepean Highway Boulevard and support local businesses.

In addition, it would build on the success of the Board's previous work on urban design and public realm improvement and wayfinding initiatives across Nepean Highway Boulevard.

The Board recommends developing additional community spaces and façade improvements to further transform the space. This work will inspire a sense of confidence that Frankston has changed and is continuing to revitalise.

As part of the process, community consultation will be undertaken to ensure ownership and fit-for-purpose solutions.

**Priority action: Create a pilot program to attract workers with in-demand skills**

Frankston needs a strong pipeline of skilled workers (including healthcare workers and tradespeople).

In particular, Frankston Hospital is struggling to attract high-quality healthcare workers, and the Board recommends creating incentives for healthcare workers to live and work in Frankston.

As part of this program, Frankston will leverage its links with employers and high-quality education institutions, including Monash University and Chisholm Institute, to create an incentivised career pathway program.

The program may include a small 'sign-on' bonus, as well as support for workers to either remain in Frankston after their studies or to move to Frankston from other suburbs.

This incentive program will encourage skilled workers to work within Frankston's Health and Education Precinct and live locally, providing exciting career opportunities and the chance to be part of the thriving Frankston community.

**Promote positive branding and communications opportunities for Frankston**

The Board sees positive branding as critical to attracting visitors and reinvigorating perceptions of Frankston.

Branding will also build on collective efforts and consider crucial community perspectives.

In particular, it is important to focus on events that attract residents and visitors alike.

These events showcase Frankston's new developments and the products and services of Frankston's businesses.

**Priority action: Build a clear and distinct identity for Frankston's health, education and activity precincts**

The Board recommends leveraging Frankston's quality health and education amenities and communicating the positive work of the Health and Education Precinct.

This would include a strategy to outline branding, communications, employment pathways, strategic partnerships and shared projects or facilities for the precinct.

As part of this process, stakeholders in Frankston's Health and Education Precinct will be engaged to build an identity that represents the organisations and communities that rely on the precinct's services.

The Board considers Geelong's Health and Education Precinct a good model for establishing a local identity.

