

12.5**Directorate****Director****Manager****Attachment(s)****Annual Report on Implementation of Place Management Action Plans**

City Futures

Kelvin Walsh

Leanne Deans

1. Sunshine Rising Action Plan Annual Status Report July 2024 [**12.5.1** - 10 pages]
2. GO St Albans Action Plan 2019 2024 Annual Status Report July 2024 [**12.5.2** - 9 pages]

Purpose

For Council to note progress to implement the Sunshine Rising Action Plan 2019 – 2024 and the GO St Albans Action Plan 2019-2024.

Officer Recommendation

That Council notes the:

- a. **Sunshine Rising Action Plan 2019 – 2024 - Implementation Status Report (July 2024), shown at Attachment 1.**
- b. **GO St Albans Action Plan 2019 – 2024 - Implementation Status Report (July 2024), shown at Attachment 2.**

Background

The Sunshine Rising Action Plan 2019-2024 and the GO St Albans Action Plan 2019-2024 (Actions Plans) are part of Council's Town Centre Management and Revitalisation Program, which aims to coordinate and integrate the planning and delivery of a complex range of physical, social and economic initiatives to revitalise and develop the Sunshine and St Albans Town Centres.

Council established the current Place Management Program (Program) for the Sunshine Town Centre in 2009, and then applied it to the St Albans Town Centre in 2016. The Program employs a 'whole of Council' approach, integrating various functions and expertise across the organisation to collectively realise the agreed vision for both areas.

The Program is founded on four key elements:

- Leadership – *Vision, Advocacy, Place Management & Planning*
- Partnerships – *External and Internal Governance Arrangements*
- Communication – *Branding, Information, Marketing, Events and Promotion*
- Delivery – *Public Realm Improvements, Community Facilities, Investment & Development, Cleaning & Maintenance.*

Council employs Place Managers in the Sunshine and St Albans Town Centres to coordinate and integrate Council's place making and town centre management activities, as well as being a key contact for the business community.

The Sunshine Rising Action Plan 2019 – 2024 was adopted on 20 August 2019, and the GO St Albans Action Plan 2019 – 2024 was adopted on 16 April 2019. The Action Plans identify a work program across the themes of marketing and promotions; investment attraction and business development; public places, access and amenity; community

services; and management and communications. Council's ongoing commitment to place management over the long term, and its collaboration with key stakeholders have been key to its success. As the Actions Plans end in 2024, work has commenced to renew them, and is programmed for Council consideration in 2025.

Matters for Consideration

Options

The following options are available:

- A. That Council notes the Implementation Status Reports for the Action Plans at **Attachments 1 and 2**.
- B. That Council notes the Implementation Status Reports for the Action Plans at **Attachments 1 and 2**, with changes
- C. That Council does not note the Implementation Status Reports for the Action Plans at **Attachments 1 and 2**.

Officers recommend Option A and highlight that as work has commenced to renew the Actions Plans, there is limited opportunity to incorporate any changes. The preparation of updated work in 2025 will provide opportunities for Council to identify any proposed changes to the Program.

Analysis

Sunshine Rising Action Plan

The Sunshine Rising Action Plan 2019 – 2024 - Implementation Status Report (July 2024), shown at **Attachment 1**, contains 51 actions, where:

- 37 (72%) actions are currently ongoing
- 10 (20%) actions have been completed
- 4 (12%) actions have not commenced.

Substantial progress has been made in progressing the implementation of the Action Plan, with 82% of actions either underway or completed.

Highlights from 2023/24 include:

- Adoption of the Energy Park Vision
- Development of the Albion Quarter Structure Plan Discussion Paper by the State Government's Sunshine Priority Precinct team, in collaboration and with input by Council
- Attraction of the Vietnamese Museum Australia to Sunshine
- Construction nearing completion on the Punt Hill accommodation in Derby Road
- Completion of mixed-use developments in Service Street and Hampshire Road, comprising 307 dwellings including social housing.
- Continued programming of the Sunshine Enjoy Local Activation Program, which involved 19 activations, including Christmas Delights, B is for Bunny, Summer Music Series, West Side Crawls (showcasing 3 restaurants to 30 visitors in an event that sold out in 2 days), International Women's Day celebrations and a partnership with Youth Projects in Visy Cares Hub.
- Delivery of Light Up Sunshine, which included the installation of an 8-metre illuminated dragon in the Sunshine Library, the uplighting of the permanent seating on the Civic Green and four commissioned artist works for the Sunshine Library Projector on the Dai Phat building, with two of these projections recognising Lunar New Year and NAIDOC week.

- A business improvement initiative in Mann Place to address issues with commercial waste and vehicle access to 'The Precinct' development
- Continued administration and support for the delivery of a \$180,000 marketing and business development program by the Sunshine Business Association, which is funded by the proceeds of the Special Rate.

Only four actions have not been commenced, including:

- Development of a marketing and branding strategy in relation to investment attraction. While a specific strategy is yet to be commissioned, a range of collateral and activities has been undertaken to support investment attraction activities, including production of a municipal wide prospectus that features Sunshine.
- Delivery of Wifi, which was considered as part of the Hampshire Road Master Plan, however, was beyond the budget and resources required to implement it.
- Consolidation of the north, south and central urban design frameworks, as planning work continues to be progressed in the centre with the focus currently in the Albion Quarter.
- Preparation of architectural design principles, however further planning is underway that is likely to inform different guidance in the future.

GO St Albans Action Plan

The GO St Albans Action Plan 2019 – 2024 - Implementation Status Report (July 2024), shown at **Attachment 2**, contains 51 actions where:

- 39 (76%) actions are currently ongoing
- 6 (12%) actions have been completed
- 6 (12%) actions have not yet commenced.

Substantial progress has been made in progressing the implementation of the Action Plan, with 88% of actions either underway or completed.

Highlights from 2023/24 included:

- Renewal of the Marketing and Business Development Special Rate for a further five years
- Delivery of communications and engagement in Vietnamese, including Special Rate information and the production of the Go St Albans newsletter in English and Vietnamese on an ongoing basis
- Adoption of the Alfrieda Street Master Plan and completion of the design for the East Esplanade upgrade
- Continued programming of Enjoy Local which featured 13 activations, including Christmas Delights, Heroes and Villains school holiday activities, and various live entertainment options such as music, face painting, balloon twisting, and roving performers.
- Delivery of Light Up St Albans, including the first stage of activation improvements in Princess Lane
- Delivery of two food tours as part of Westside Crawls and the Be Bold Festival
- Continued administration and support for the delivery of a \$137,000 marketing and business development program by the St Albans Business Association, which is funded by the proceeds of the Special Rate and enables delivery of the St Albans Lunar New Year Festival.

Six actions from the implementation plan have not yet commenced including:

- Establishment of a cross-functional officer group, which while not established formally, has involved the Place Manager liaising directly with departments and officers across Council on an ongoing basis. The establishment of a group is likely to be a focus in the revised plan.
- Exploration of welcoming features and landscaping at key entrance points, which can be considered as part of detailed streetscape design work, and subject to a budget approval.
- Updating the St Albans Major Activity Centre Structure Plan, which will be informed by the State Government's Plan for Victoria and Council's review of the Brimbank Activity Strategy.
- Development of a business attraction program in relation to St Alban's role in the Sunshine National Employment and Innovation Cluster, including the attraction of health services, which would require the State Government as a partner, however work is currently prioritising planning around the Sunshine and Albion Stations and Albion Quarter.

What's next

Work has commenced to review the Action Plans with a report scheduled for Council in the first half of 2025. Quarterly updates will continue to be provided through the Council Plan reporting process.

Community Engagement

Council officers engage with a range of stakeholders through the delivery of the Actions Plans. No external consultation was required in the preparation of this report.

Resource And Risk Implications

Resource requirements can be met within the Annual Budget 2023/2024.

Community: potential impact on community, including public trust and customer service impact

- Yes - Transparency about progress to implement the Actions Plans is key to promoting public trust however can also highlight generate other issues in terms of dissatisfaction about work or progress.

Environmental: impacts on environmental sustainability, including water/waste management, climate change, and contaminated land

- None

Financial: significant financial impacts

- Yes - Delivery of the Action Plans is linked to Council's operational and capital works budget and resourcing. Council has limited resources and is not always able to allocate the funding required to implement the Actions Plans.

Regulatory: legal, legislative or regulatory implications including the rights/obligations of stakeholders

- Yes - Some of the actions require adherence to legislation including the introduction and administration of the Special Rates within the Local Government Act 2020, and strategy planning and amendment work which must accord with the Planning and Environment Act 1987.

Safety: health, safety or duty of care impacts

- Yes - The delivery of activation, audits and physical improvements across activity centres contributes to improved safety and perceptions of safety.

Legislation/Council Plan/Policy Context

This report supports the Council Plan 2021-2025 strategic direction and objective of:

1. People and Community - A welcoming, safe and supported community - An inclusive place for all

- Pride and Participation - Community and cultural connections built through social and artistic expression

2. Places and Spaces - Liveable and connected neighbourhoods that support healthy and sustainable futures - A green place for all

- Liveable and Connected - Inviting and liveable spaces and facilities, connected so people can get around

3. Opportunity and Prosperity - A future focused, transforming city where all have opportunities to learn and earn - A prosperous place for all

- Growing and Transforming - Optimise community opportunities through infrastructure innovation and investment

4. Leadership and Governance - A high performing organisation that enacts the vision and decisions of Council through the delivery of quality and innovative services - A fairer place for all

- Engaged and Responsive - Community insights are valued to enhance connection and engagement with Council.

Council officers contributing to the preparation and approval of this report, have no conflicts of interests to declare.

BRIMBANK CITY COUNCIL

SUNSHINE RISING ACTION PLAN 2019 - 2024

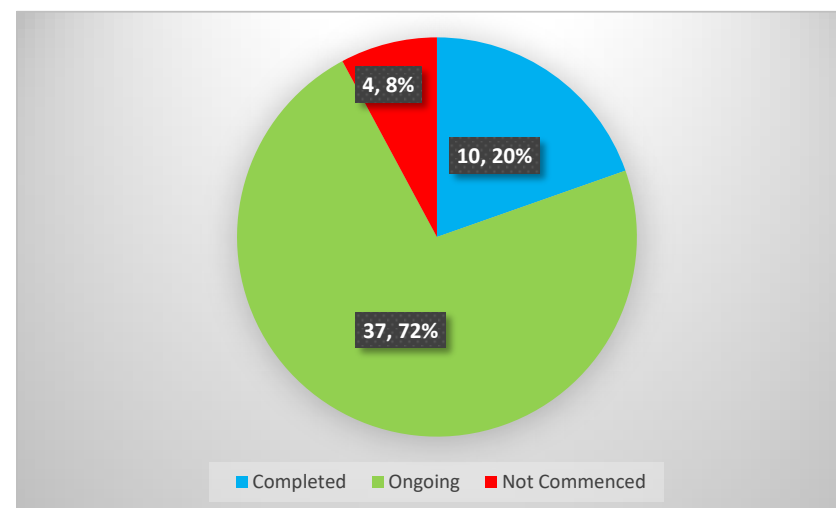
ANNUAL IMPLEMENTATION STATUS REPORT – JUNE 2024



Summary

A review of the implementation status of the 51 actions is summarised below:

Action Group	Completed	Ongoing	Not Commenced	Total
Marketing & Promotions	4	2	2	8
Investment Attraction & Business Development	0	11	2	13
Public Spaces, Connections & Amenity	2	9	0	11
Community Services & Development	1	6	0	7
Program Management & Communications	3	9	0	12
Total	10	37	4	51



Marketing and Promotions – Increasing awareness of the Sunshine Town Centre			
Ref.	Actions	Status	Progress comments as at June 2023
1.1	Develop and promote a digital / illustrated vision showing the preferred development of the Centre by 2050 that can be used on investment attraction material.		Council adopted the Sunshine Priority Precinct Vision 2050 was adopted by Council in April 2021 and uses this to promote investment in Sunshine.
1.2	Develop a marketing and branding strategy with a focus on the development community to help support investment attraction activities.		Budget hasn't been allocated to the production of a Marketing and Branding Strategy, and this cost would be significant. However, a range of collateral has been developed and is used to support investment attraction activities including: - The Sunshine Priority Precinct Vision 2050 - The State Government's Sunshine Precinct Opportunity Statement - The Brimbank Investment Prospectus, which includes pages promoting the Sunshine Priority Precinct
1.3	Promote investment and business development at relevant forums and with key stakeholders		Council and DTP regularly meet with property owners and developers about projects underway with the most recent engagement occurring in relation to the community consultation to inform finalisation of the Sunshine Energy Park Vision.
1.4	Develop Sunshine's tourism potential, with a focus on a visitor experience / product about Sunshine's H.V. McKay heritage including consideration of public art inspired by the cheque by H.V. McKay that commenced the Royal Flying Doctors Service.		In 2020 Council commissioned a Scoping Study examining Sunshine's Heritage Tourism offer in 2020. Council also reviewed its Experience Brimbank Visitor Strategy in 2023 and has commenced preparation of a new Visitor Economy Strategy which will provide direction for Sunshine. Council is also in the process of selling a parcel of land to the Vietnamese Museum Australia Ltd for the construction of a nationally significant cultural museum, which will also be a major step in building a visitor economy for the area.
1.5	Encourage SBA to develop a Centre logo / brand and enhance online presence		The Sunshine Business Associations (SBA) developed a new brand in 2021 called "Love Sunshine Businesses". The SBA continue to invest in their brand and social media presence through implementation of their Social Media Strategy, which is funded through the Sunshine Marketing and Business Development Special Rate.
1.6	Explore the delivery of Wi-Fi in key locations across the Centre spaces		This opportunity was explored as part of the delivery of the Hampshire Road Master Plan, and it was determined that it was not feasible due to the costs and resourcing to install and manage the WiFi, which was beyond the budget allocated to the project.
1.7	Support the SBA to prepare, review and implement the Marketing and Business Development Plan and Budget to ensure it is in line this Action Plan		Council supported the SBA to prepare a new Marketing and Business Development Plan in relation to the renewed Special Rate for the 2023 – 2028 period and was finalised in 2023.
1.8	Review the Sunshine Marketing & Business Development scheme prior to its conclusion to inform work in relation to potential renewal		A review of the scheme was undertaken, which included a survey of business operators and discussions with the SBA about the results. The Marketing and Business Development Special Rate was reintroduced for a further 5 years in June 2023.

Investment Attraction and Business Development – improving the standard, skills and presentation of businesses in the Centre			
Ref.	Actions	Status	Progress comments as at June 2023
2.1	Maintain senior public sector advocacy to promote the vision and development opportunities at a State and Federal level		Council, through its Transforming Brimbank and its advocacy agenda, continues to work closely with the State Government to advocate for investment in Sunshine. Current examples of State Government investment include funding for the Sunshine Station Masterplan and Albion Station, with work ongoing to develop the Albion Quarter Structure Plan.
2.2	Continue to deliver a development facilitation service for major development applications including: • Centre tours and provision of investment material produced by Council • Facilitate pre application meetings to encourage quality development outcomes • Coordinated management of major applications for key development sites including Albion Triangle, Sunshine Marketplace and Darling Flour Mill site		Council officers provide pre-application meetings for larger planning permit applications as requested by applicants. Larger planning permits include: • Sunshine Law Courts redevelopment (\$26.8 million) commenced in 2022. • Approval for 10 storey office building on Sunshine Marketplace site to accommodate approximately 1,200 new workers in October 2022 • Construction commenced at 99 Derby Road, Sunshine, and is expected to be completed by 2024. This hotel is the first of four residential hotels planned to be built in the Sunshine CBD. • A planning permit for a \$55.2 million residential development in Derby Road, comprising 307 dwellings issued in December 2022 • Two mixed use developments were completed on Service Street and Hampshire Road in 2023 both, with all of the Service Street apartments dedicated to social housing.
2.3	Continue to liaise with major site landowners to encourage development in line with the Sunshine Town Centre Structure Plan 2014 including Sunshine Marketplace, Sunshine Plaza, Albion Triangle and Victoria University.		Council officers continue to facilitate development and are also working with the DTP to provide input into the work they are undertaking. Council and DTP jointly led consultation with key landowners when consulting on the draft Sunshine Energy Park Vision Plan, and pre-consultation for the Albion Quarter Structure Plan.
2.4	Pursue the appropriate development of publicly owned land including Withers Street car park, Sunshine Bus interchange and VicTrack land including land assembly		Council continues to work with the State Government for delivery of the \$143m funding announcement of the first stage of the Sunshine Station Masterplan, which includes the relocation of the bus interchange. The State Government is also undertaking work to prepare the Albion Quarter Structure Plan and further design development of the Albion Station.
2.5	Prepare an investment attraction and development strategy with a focus on health, education, professional services, visitor economy, accommodation and conference, government services and, creative industry opportunities.		In 2023 Council participated in work by the State Governments to prepare a Draft Sunshine Economic Strategy that examined the industry sectors and future potential. The State Government is currently reconsidering the scope of the Strategy and is yet to finalise this work.
2.6	Continue to promote Council's Business Development and Networking Program to encourage local business involvement. The program covers a broad range of topics ranging from social media, sustainability and financial management.		Council continues to promote the program to businesses through the Business Ebulletin including 19 editions of the Ebulletin to 46,000 businesses. Council also continues to deliver the iHarvest Sunshine Coworking space and building its membership, as well as deliver business events.
2.7	Continue to encourage and promote consistent trading hours for the Centre		Work has focused on promoting the evening economy through the programming of evening activations including: • Installation of furniture in the Civic Green which lights up to encourage people to dine outdoors in the evening in Sunshine. • Installation of a semi-permanent 8-meter-long dragon in the Sunshine Library. • Art projections from the Sunshine Library outdoor projector

Attachment 12.5.1

2.8	Continue to promote shopfront improvements through promotional material, business development support and other initiatives		Council continues to promote business support opportunities for shop front improvements through the Sunshine Place Manager and the Sunshine Rising Newsletter. The program is currently focused on: Trialling a Waste Container Permit and installing bollards to improve vehicle access and the amenity of the Mann Place laneway. Installation of a new suite of banners "Love Sunshine" across the Town Centre Shop Front Improvement planned for a business in Clarke Street, Sunshine.
2.9	Continue to promote opportunities to embed sustainability and renewable energy into new development		The ESD requirements introduced to the Brimbank Planning Scheme inform the assessment of planning application. Planning is also being undertaken by DTP's Sunshine Priority Precinct team to further elevate sustainability in the Albion Quarter. The Brimbank business ebulletin also regularly promotes the availability of funding for ESD investment in businesses.
2.10	Continue to encourage and where appropriate, support the SBA in the delivery of events that promote the evening economy.		Refer to 2.6. The Sunshine Place Manager also continues to provide support to the SBA in hosting the 2023 Lunar New Year, Business Awards and the Sunshine Wander activations which are held after 6pm.
2.11	Undertake a strategic review including the consolidation of the urban design frameworks (UDF's - includes the Southern Precinct UDF, Central Precinct UDF, and Northern Precinct Development Framework) and the ACZ		A Strategic Review has not been undertaken by Council, because the DTPs Priority Precinct team are leading strategic planning work in the Sunshine Precinct and have prepared the Sunshine Station Master and are now progressing work for the Albion Station and Albion Quarter Structure Plan, which supersedes and impact delivery of this action.
2.12	Prepare architectural design principles and guidance to promote quality built form outcomes in the Centre.		Design guidance was incorporated into the Activity Centre Zone within the Brimbank Planning Scheme. Additional architectural guidance has not been developed as planning is being undertaken by DTP that is likely to inform further changes to the Brimbank Planning Scheme.
2.13	Program delivery of future work associated with the Centre through the update of the Experience Brimbank Visitor Strategy.		Council has commission consultants to undertake work to inform a new Visitor Economy Strategy with a Draft Strategy anticipated to be presented to Council in the first half of 2025.

Public Spaces, Connections and Amenity – Providing an attractive, safe and well-lit public environment			
Ref.	Actions	Status	Progress comments as at June 2023
3.1	Continue progressing Council's ten year rolling capital works program for the Centre - Completion of the Hampshire Road Streetscape Masterplan 2014 - Deliver improvements at Albion station and surrounds including access and landscaping - Advocate for Ballarat Road to be a public transport corridor and landscape improvements at the gateway - Deliver upgrade to M. B. Lynch Memorial Gardens - Devonshire Road streetscape upgrade - Commencing design of the Southern precinct to leverage on the opportunities of the MARL / SSH (this project would be informed by the MARL / SSH timeline)		Progress includes: - Delivery of the Hampshire Road Streetscape Masterplan was completed in 2021. - DTP are undertaking design work of the Albion Station through preparation of the Albion Station Master Plan and Albion Quarter Structure Plan - Council continues to advocate for Ballarat Road improvements through the Albion Station Master Plan and Albion Quarter Structure Plan - Upgrades to M. B. Lynch Memorial Gardens were completed in 2021. - Devonshire Road streetscape upgrades were completed in 2021. - The Sunshine Station Master Plan developed in 2022 provides guidance for the Southern Precinct, however the delay to MAR may impact delivery.
3.2	Examine opportunities to integrate the Albion Station Precinct and Energy Park as it develops		The Sunshine Energy Park Vision Plan was adopted by Council in May 2024 and Council is advocating for stronger connection and integration to Sunshine through its submission to the Albion Quarter Discussion Paper.
3.3	Prepare a car parking management plan to address car parking in the Centre including review car parking limits to ensure they achieve optimal parking turnover		A car parking management plan was prepared by Council in 2020 and adopted by Council in August 2020
3.4	Continue to promote multi deck car parking facility through improved wayfinding signage and on the Council website		Wayfinding and promotion of the multi deck carpark has been improved by: - An electronic sign installed in 2022 and visible from the corner of George Street and Devonshire Road, with real-time updates on available parking spaces. - Traffic lights installed at George Street improving vehicle access into and out of the carpark in 2022. - Car park information available on the Council website however is currently being updated.
3.5	Continue to advocate to VicRoads about addressing traffic congestion at the Anderson Road / McIntyre intersection with Ballarat Road.		St Albans Road extension continues to be the largest opportunity to address congestion at the intersection. Council has submitted that a comprehensive assessment of traffic movement should be undertaken in its submission to DTP about the Albion Quarter Discussion Paper.
3.6	Continue to implement the Town Centre Lighting Guidelines to improve perceptions of safety with a focus on artistic lighting including Ballarat and Hampshire Road gateway and other key locations		2021 - Lighting project at Ballarat and Hampshire Road intersection completed. Funding is currently not allocated for larger gateway features.

3.7	Continue to program and deliver cycling and pedestrian improvements in Sunshine as identified in the Brimbank Cycling and Walking Strategy Consider future integration of Parsons Reserve and improved connections to Buckingham Reserve		Cycling and pedestrian improvements delivered include: - More bike lanes in Devonshire Road between Withers Street and Clarke Street (2022) - A pedestrian crossing over Devonshire Road at the Clarke Street intersection (2022) - New seating in Bennett Place (2023) Council has also commenced: - Design of streetscape improvements along Devonshire Road (from Harvester Rd to Kennedy Street) to include improving the appearance and amenity of the pavement areas and completion of safe bicycle infrastructure. - An Access and Streetscape Framework for the Sunshine Precinct, which will identify the role and function of streets and how they relate to walking, cycling, public transport and vehicle movements.
3.8	Maintain Council's high-quality cleansing and maintenance program which includes: - Daily street sweeping - Daily street public litter bin collection and debris pickup - Rapid response graffiti and syringe removal - Routine repairs and road maintenance - Six monthly high pressure clean services of footpaths and Council assets		Council undertakes a daily cleansing program and regular maintenance in the Centre that accords with this action.
3.9	Schedule 6-monthly cleaning, maintenance and compliance audits to proactively identify issues		The work program includes: - Quarterly audits - Six monthly cleans. - Proactive and reactive confirm requests regarding graffiti, dumping, billposting by the Sunshine Place Manager
3.10	Advocate to State Government to develop an integrated transport plan for Brimbank to provide direction for appropriate transport improvements to inform the MARL / SSH, and transport improvements that are required at a municipal and regional level. This includes examining the role of Ballarat Road as a public transport corridor.		Council has advocated for the State Government to prepare an integrated transport plan, and as part of the <i>Brimbank Advocacy Plan 2023-2025</i>, relative to the Sunshine Precinct, Council continues to advocate for the delivery of key infrastructure projects committed to as part of the Wester Rail Plan. This includes delivery of the electrification of the Wyndham and Melton railway lines and the delivery of Melbourne Airport Rail, which in turn will see the transformation of the Sunshine Railway Station as a Super Transit Hub, and the redevelopment of the Albion Station into a modern station. Masterplans are being developed for both stations which include redevelopment of each station's immediate surrounds with improved rail crossings, bus interchanges and other commercial opportunities.
3.11	Advocate to the State Government for the development of Ballarat Road as a boulevard in line with Plan Melbourne		This will be examined as part of DTP's work to prepare the Albion Quarter Structure Plan.

Community Services and Development – Ensure quality leisure amenities and services. Encourage a diverse range of housing developments across the Centre.			
Ref.	Actions	Status	Progress comments as at June 2023
4.1	Develop a community engagement strategy to inform the planning and development of the MARL / SSH at key stages		Council developed an engagement strategy and undertook a community consultation process around the theme Brimbank Big Build in 2020. The results of this program informed Council's advocacy and development of the Sunshine Priority Precinct 2050 Vision and establishment of the DTP Community Reference Group (CRG). Council undertook further extensive engagement about the 2050 Vision prior to its adoption. DTP schedule quarterly meetings of the CRG and undertakes public consultation work as part of larger projects like the preparation of the Albion Quarter Structure Plan.
4.2	Continue to work in partnership with key stakeholders including Victoria Police to improve perceptions of safety throughout the Centre including regular joint safety patrols, safety round tables, delivery of the Lighting Strategy, Light Up Sunshine, and programmed streetscape improvements. This includes considering a range of safety initiatives including CCTV.		Work includes: • Works have been completed for the installation of CCTV. A total of 34 cameras across 22 sites have been installed and are now operational. A ministerial event occurred on 12 September 2023 to mark the completion of this project, funded by Dept. of Justice and Community Safety. • The Safety Wellbeing Partnership (SWP) brings together key local stakeholders, including State Government agencies and local services, to build and maintain a safe and inclusive community and support health and wellbeing initiatives in Brimbank. The SWP supersedes the Brimbank Safety Roundtable. Council and Victoria Police co-host the Safety and Wellbeing Partnership (SWP) Meetings • The Hotspots Group continues to provide a forum for Council and relevant partners to support improved health, safety, amenity and wellbeing outcomes for communities in identified hotspots. • Quarterly Safety Walk are conducted every 3 months with the Police, City Compliance and the Sunshine Place Manager to identify issues in the Sunshine CBD • In 2023, place-based surveys were conducted in Sunshine and St Albans to understand community perceptions of safety.
4.3	Continue to deliver the Community Services and Infrastructure Plan 2018 – 2038 including improvement to the Sunshine Leisure Centre.		Since 2019 –to 2024 the following upgrades have been made to Community Facilities: Sunshine Leisure Centre: • Refurbishment to external change rooms • Upgrade to steam room. • Refurbishment including bathrooms to Tom Taaffe room. • Upgrade to indoor 'learn to swim' pool. • Upgrade of car park street lighting Sunshine Childcare Centres: • Alexandra Ave Childcare centre – upgrade to supervision area and flooring upgrade Sunshine Library: • Upgrade to play area on Level 1 Multi Deck Carpark • Replacement of the Multi Deck car park solar panels An update of the Community Services and Infrastructure Plan is anticipated and may inform further improvements.

4.4	Monitor population growth in the Centre to ensure the adequate provision of community services		Council continues to monitor ABS data and track the number of dwellings constructed in the centre. Council has also commissioned a Community Infrastructure and Open Space Gap study, to identify future community services and open space needs, which will be shared with DTP to inform its planning for the centre.
4.5	Continue to seek opportunities to further engage with and integrate Victoria University in the Centre		Work has included: • Ongoing liaison with Victoria University (VU) in relation to O week and other opportunities • VU membership on the Sunshine Partnership Group • The MOU between VU and Council which was resigned in April 2020.
4.6	Develop information to promote Sunshine as a location for key worker and affordable housing.		Council officers and DTP promote Sunshine through its development facilitation drawing on the Council's Affordable Housing Position Paper.
4.7	Continue to encourage a diversity of public and private art throughout the Centre including the potential for ephemeral art displays		In addition to the installation of an annual outdoor projection and display program at the Sunshine Library, public artwork includes: • Watt Street Mural - Brimbank Youth - 2020 • Vicinity Mural – Sunshine Marketplace - 2021 • Multi Deck Car Park - Faces of Diversity - 2021 • Litter Action Mural – Bennet Street - 2021 • Sunshine Leisure Centre Mural - 2023 • Arts Trail Booklet – Sunshine specific - 2024 • Sunshine Art Spaces – ongoing program with exhibitions and artist talks - annual

Program Management and Communications - Provide a communication and activation program which engages and benefits partners and key stakeholders			
Ref.	Actions	Status	Progress comments as at June 2023
5.1	Produce a condensed version of the Action Plan for marketing and other purposes		The summary version was produced in January 2020 with 500 copies printed, with the full digital version made available on Council's website at the time.
5.2	Program work program associated with the Draft Council Response Strategy to the Western Rail Program (once finalised) including ongoing engagement with State government agencies and the community, and associated strategic work		Council, through its Transforming Brimbank agenda, continues to actively engage with key stakeholders including Federal Government, State Government, landowners, key organisations and community to advocate for the programming and delivery of the Program. This has also included the preparation of various submissions including to the Federal Government review of the Melbourne Airport Rail project in 2023.
5.3	Pursue with state government development of a high-level coordination group of key stakeholders to oversee development of the MARL / SSH including Council representation		Council's Transforming Brimbank Executive Manager, Directors and various Managers and Coordinators regularly meet with DTP to discuss programming of the MARL, SSH and other major works. DTP have also formed the Sunshine Precinct Community Reference Group (CRG) to engage the community about various projects.
5.4	Review the Sunshine Partnership Group with consideration of its role and function in relation to the Sunshine MAC, the Sunshine NEIC including the Sunshine Health, Wellbeing and Education Precinct, and the MARL / SSH and update the Terms of Reference accordingly.		The Partnership Group Terms of Reference were reviewed in 2020 and an expression of interest advertised in January 2021. A new group was formed and met for the first time in April 2021. Partnership Group includes a representative from DTP who provides regular updates about the work they are undertaken in the Sunshine Precinct. The CRG is DTPs preferred model of engaging with the community.
5.5	Review internal working groups to facilitate coordination of Council's work in relation to this Action Plan and the MARL / SSH		The Transforming Brimbank Executive Manager reviewed and established a new governance model in 2020.
5.6	Continue to oversee the expenditure and administration of the Sunshine Marketing and Business Development Special Rate in accordance with the Funding Agreement		Quarterly reviews of expenditure reports submitted by the SBA are undertaken to inform release of next quarter instalment. The reviews examine if expenditure aligns with the five-year business and marketing plan and the annual program and budget, as well as the funding agreement.
5.7	Annually report on the progress of the Action Plan to the Sunshine Partnership Group and promote key achievements		A report and presentation was provided to the Sunshine Partnership Group in August 2023.
5.8	Annually review the Centres performance with regard to key indicators as part of the annual review to the Sunshine Partnership Group and determine longer term indicators in regard to best practice urban design and place management.		Work is programmed to monitor business mix and occupancy rates annually. In 2023 – 2024 an annual survey of the customers, employers and employees of the Sunshine Town Centres commenced, to determine their perceptions of the centre. Performance indicators will be developed from this data and information and incorporated into the review of the Sunshine Rising Action Plan.
5.9	Engage with relevant place management networks to promote Sunshine, share and learn about place management strategies.		The Sunshine Place Manager is an active member of Mainstreet Australia and attends relevant networking functions and conferences. The Place Manager also engages with other place making colleagues and centre managers.

5.10	Continue to prepare and distribute the quarterly Sunshine Rising newsletter and maintain current and relevant information on Council's website		The Sunshine Rising Newsletter is published quarterly and distributed in hard copy to business operators and property owners, and digitally on Council's website. Council is now translating the newsletter into Vietnamese.
5.11	Continue to develop relationships with property owners, business and service providers and other agencies that have a presence in the Centre		The Place Manager continues to liaise with businesses and property owners in the Sunshine Town Centre providing information, support and advice
5.12	Review the Action Plan at the end of the five year term		The review has commenced, with two stakeholder workshops conducted in June and July 2024. It is anticipated that a draft revised plan will be presented to Council in the first half of 2025 to consider endorsing for public consultation.

BRIMBANK CITY COUNCIL

GO ST ALBANS ACTION PLAN 2019-2024

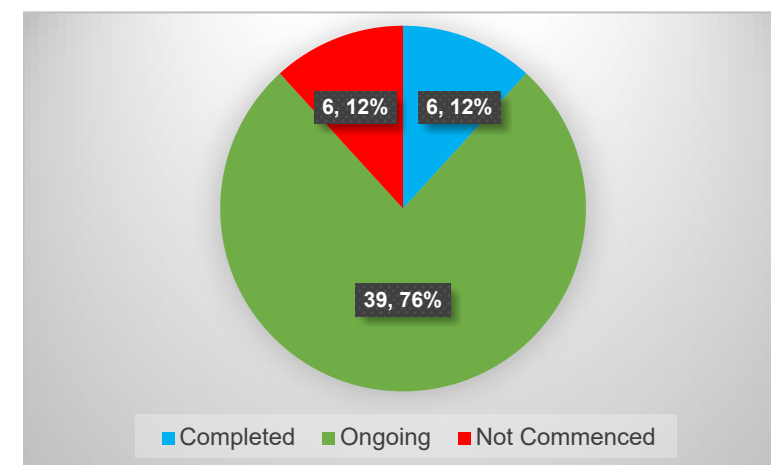
IMPLEMENTATION PLAN STATUS REPORT – 2024



Summary

A review of the implementation of the 51 actions is summarised below:

Theme/Action Group	Completed	Ongoing	Not commenced	Total
Governance	1	8	1	10
Operations and Maintenance	2	11	1	14
Food	1	5	0	6
Physical environment	2	5	2	9
Business and Investment	0	6	1	7
Community and Culture	0	4	1	5
Total	6	39	6	51



Legend: Short 1-3 years; Medium 3-5 years; Long 5 years

Governance – A well led and managed centre

No.	Actions	Timeframe	Status	Comments
1.1	Provide oversight and coordinated delivery of the Action Plan	Ongoing		Place Manager regularly liaises with Council Departments and Units to ensure delivery of the Action Plan and will be examining governance arrangements to support this in the next Plan.
1.2	Provide a central point of contact for stakeholders including regular attendance at the St Albans Business Group Association Incorporated (SABGAI) meetings, and contact for development facilitation	Ongoing		Place Manager is a central point of contact for stakeholders including attending the SABGAI monthly committee meetings.
1.3	Maintain and support the St Albans Partnership Group	Ongoing		Council continues to support the Partnership Group through the appointment of an external chair and representative Councillor to the group. The Place Manager continues to provide administrative support to the Group by scheduling quarterly meetings and circulating agenda and minutes.
1.4	Establish a cross functional officer group to meet regularly about the development of the Centre	Short - Ongoing		This group is yet to be established as there has been little, if any, major developments proposed in the Centre over the life of the Action Plan.
1.5	Continue to oversee the expenditure and administration of the St Albans Marketing and Business Development Special Rate in accordance with the Payment Agreement	Ongoing		The Special Rate is distributed to the SABGAI in quarterly installments following a review of the previous quarter expenditure. Each financial year SABGAI submit to Council an annual budget for approval.
1.6	Undertake a review of the St Albans Marketing and Business Development Special Rate in 2022 to inform a report about its' potential renewal.	Long		This review was completed in early 2023.

No.	Actions	Timeframe	Status	Comments
1.7	Engage with relevant place making organisations to promote St Albans and share and learn about place management strategies and knowledge	Ongoing		Council participate in Mainstreet Australia and LGPro Place Managers meetings.
1.8	Continue to coordinate preparation and distribution of a quarterly newsletter informing all stakeholders of current activities in the Centre	Ongoing		Council published four editions of the newsletter over 2023/24.
1.9	Undertake an annual survey of vacancy rates, new businesses, planning and development approvals, and other relevant matters in relation to centre performance.	Ongoing		Council continue to monitor the vacancy rates, new business and planning and development approvals. An Activity Centre Survey was conducted in May 2024. No major projects or development approvals have been issued for sites within the Centre.
1.10	Prepare an annual report on the status and progress of the Go St Albans place management program for the St Albans Partnership Group.	Ongoing		The annual report was presented to the Partnership Group in December 2023.

Operations and Maintenance – A safe and attractive Centre

No.		Timeframe	Status	Comments
2.1	Maintain high quality cleansing and maintenance programs which includes: • Daily street sweeping • Daily street litter bin collection (public bins) and debris pickup • Rapid response graffiti removal for properties on ground floor adjoining Council property • Rapid response syringe removal • Routine repairs and road maintenance • Six monthly high pressure clean services of footpaths and Council assets including litter bins	Ongoing		Daily street sweeping and litter bin collection continue. Requests regarding dumped rubbish and graffiti are addressed promptly, with action requests being sent and acknowledged within 24 hours by the Council. High pressure cleans were completed in September and December 2023, and March and June 2024.

No.		Timeframe	Status	Comments
2.2	Conduct 6-monthly cleaning, maintenance and compliance audits to proactively identify issues.	Ongoing		Audits completed in November 2023 and March 2024.
2.3	Continue to provide property owners graffiti removal kits to encourage the removal of graffiti from private property.	Ongoing		Kits are available for property owners on request.
2.4	Continue to proactively encourage property owners to maintain private property including rubbish removal.	Ongoing		Ongoing monitoring and compliance continues.
2.5	Continue to facilitate improved waste management storage and disposal arrangements in St Albans Square.	Medium		Waste storage area constructed in St Albans Square in 2018/19. Council continue to monitor the storage area.
2.6	Coordinate the evaluation of CCTV in the Centre	Short		Completed in 2019.
2.7	Continue to monitor and ensure implementation of the Town Centre Lighting Guidelines relative to St Albans.	Ongoing		Implementation of the Guideline recommendations has been delivered. The last lighting upgrades were installed in mid 2023 in Albert Crescent.
2.8	Continue to educate and inform landowners on initiatives to improve perceptions of safety and amenity across the Centre.	Ongoing		Articles in the quarterly newsletter provide updates on various safety and amenity initiatives being planned and implemented across the Centre. These updates include reminders for business operators and staff to report any incidents to the police and offer articles for advice on managing food waste.
2.9	Continue to liaise with Victoria Police, businesses and service operators to improve perceptions and experiences of safety in St Albans.	Ongoing		Regular safety meetings and patrols are scheduled with local Police, providing an opportunity to update Police on any ongoing issues.
2.10	Continue to encourage the delivery of art murals to minimise and prevent graffiti.	Short		Officers continue to identify opportunities for murals to prevent graffiti in the Centre. The next mural is planned on the rear of the Woolworths wall in the latter part of 2024.

No.		Timeframe	Status	Comments
2.11	Work with VicTrack and Metro to encourage improved cleaning and maintenance standards in and around the Station (including graffiti removal)	Ongoing		Any cleaning, maintenance and graffiti issues are reported to Metro and VicTrack. Approximately six referrals are made to Metro per annum.
2.12	Examine further opportunities to activate St Albans Square including addressing the location of private bins on the St Albans Road frontage	Short		The Enjoy Local Activation Program includes two events in St Albans Square each year.
2.13	Examine further opportunities for wayfinding across the centre	Medium to Long		Wayfinding audit and strategy was completed in 2023. The next stage of the project will involve prioritising key projects and securing funding for implementation.
2.14	Explore the opportunity for welcoming features that build identity and promote a sense of place including art, landscaping, banners and other elements at key entrance points including Main Road West, Main Road East, Alfrieda Street (Northern end) St Albans Road and East Esplanade including the central intersection at the Station	Long		Officers continue to explore opportunities for welcoming features at gateway entrances and the central main intersection of Main Road East/West, St Albans Rd and East Esplanade. Streetscape works proposed on East Esplanade will create space to install banner poles on the corner of East Esplanade and Main Road East. These works are programmed to be completed in 2024/2025.

Food – the authentic fresh food Centre

No.	Initiative	Timeframe	Status	Comments
3.1	Ensure that the SABGAI business and marketing plan promotes the centre's strengths including the culturally diverse events and value fresh food offer.	Short		Council approved the five year SABGAI Business and Marketing Plan in 2020/21, which included actions that deliver cultural events and promote the fresh food offer, that are programed in the annual budget.
3.2	Encourage the SABGAI to consider appropriate Council infrastructure to promote the centre brand and sustainable business practices using street banners and bin wraps on street bins.	Ongoing		SABGAI installed new street banners in 2021 and Council continues to encourage them to consider other opportunities.
3.3	Encourage SABGAI to explore the opportunities for markets including a twilight Summer street market which is programmed entertainment and promotes evening activation, and the potential to expand market activities in and around Princess Street.	Medium		SABGAI planned a twilight market as part of the 2024 Melbourne Food & Wine Festival however unfortunately it was cancelled due to unforeseen circumstances. A twilight street market was previously delivered in 2023.

3.4	Encourage SABGAI to explore opportunities to promote St Albans as an authentic fresh food centre through various digital, visual, print and audio platforms as part of its business and marketing plan.	Ongoing		SABGAI's Business & Marketing Plan includes marketing messages that emphasise food as a key brand attribute and develop specific marketing campaigns to highlight the food offering. E.g. SABGAI partnered with Council to create and deliver Storytowns audio guide for St Albans.
3.5	Continue to build the visitor economy by encouraging SABGAI to partner with organisations like Destination Melbourne, the Melbourne Food and Wine Festival and Eat Drink Westside to promote St Albans as a food destination.	Ongoing		St Albans hosted an event as part of Westside Crawls in March 2024, which was delivered in partnership with Western Melbourne Tourism, Eat Drink Westside & Melbourne Food & Wine Festival.
3.6	Encourage SABGAI to consider opportunities in its business and marketing plan for food and other cultural tours through of St Albans.	Long		SABGAI partnered with Council and delivered two food tours, as part of the Melbourne Food & Wine Festival and the Be Bold festival.

Physical Environment – A well designed centre that is walkable and accessible

No	Initiative	Timeframe	Status	Comments
4.1	Consider preparing a centre wide Streetscape Master Plan to establish the design and preferred connections with an initial focus on Alfrieda Street but also including Main Road East, Main Road West, St Albans Road and select laneways.	Medium		The Alfrieda Street Public Realm Master Plan was approved by Council in April 2024. The Plan includes pedestrian linkages from the Collins Street carpark to Alfrieda Street. The re-design of the East Esplanade streetscape establishes safer and more convenient connections for pedestrians.
4.2	Prepare a plan for the redesign and construction of the Alfrieda Street Civic Plaza (currently Pop Up Park) to establish a permanent multi-purpose public space.	Short		Civic Plaza construction was completed in late 2020.
4.3	Continue progressing Council's ten year capital works program for the Centre. Priorities include Princess Street Streetscape, East Esplanade Streetscape, resurfacing of Collins Street carparks, Victoria Crescent and Alfrieda Street Streetscape.	Ongoing		Council completed the upgrade of Princess St (2019), Collins St Car Park resurfacing (2020), & Victoria Crescent (2019). It completed the design of East Esplanade upgrade in 2023/24.

4.4	Continue to monitor state and federal funding opportunities to deliver streetscape, lighting, and public art improvements.	Ongoing		Council continues to monitor state and federal grant opportunities. No suitable grant opportunities were available in 2023/24.
4.5	Consider the installation of landscape treatments to help better define entrances to the Centre.	Medium		This work is yet to be programmed due to budget constraints and will continue to be considered over the longer term subject to funding.
4.6	Prepare a car parking management plan to address car parking in the Centre - Audits demand and supply issues affecting the centre. - Reviews car parking limits to ensure they achieve optimal turnover of short and medium customer car parking consistent with the needs of the -14centre.	Short		The Car Parking Management Plan was adopted by Council in 2020/21 with all changes to restrictions to improve turnover implemented in 2022/23.
4.7	Continue to program and deliver cycling and pedestrian improvements in St Albans as identified in the Brimbank Cycling and Walking Strategy.	Ongoing		The Alfrieda Street Public Realm Master Plan and the East Esplanade streetscape upgrade identifies a range of cycling and pedestrians improvements.
4.8	Examine the opportunity to increase the delivery of murals on private walls to activate the periphery of the centre including Main Road West, Victoria Crescent, Princess Street, McKechnie Street.	Short to Medium		Murals have been delivered on walls at key access points including Main Road West (2019) and Victoria Crescent (2020). The next priority is Princess Lane (Woolworths side wall).
4.9	Update the St Albans Major Activity Centre Structure Plan 2011 (Revised 2015) to appropriately reflect the future use of properties impacted by the Public Acquisition Overlay in Collins Street, St Albans, for public car parking.	Short		In 2020/21, the Council submitted background work to the State Government to inform their planning for the Sunshine National Employment Innovation Cluster, including the St Albans Major Activity Centre. An update of the Structure Plan has not been programmed and will be informed by the State Government's Plan for Victoria and Council's review of the Brimbank Activity Strategy.

Business and Investment – A growing, dynamic and innovative centre

No.	Initiative	Timeframe	Status	Comments
5.1	Continue to promote Council's Business Development and Networking Program to SABGAI so they can encourage local business involvement.	Ongoing		SABGAI promote Council's Business Development program to local businesses via regular email updates to business operators in the centre. Promotion is also included in the Go St Albans newsletter if appropriate.
5.2	Continue to develop St Albans as a visitor destination by encouraging the delivery of business development sessions in St Albans focused on social media and technology, and visual merchandising.	Medium		The 2023/24 Shopfront Improvement Program focused on improving the visual merchandising in the shops in Main Road West. The Program involved the planning of shop front window presentation and signage for two shops.
5.3	Develop a business attraction program to promote business mix gaps and the business service opportunities associated with the Sunshine National Employment and Innovation Cluster.	Medium to Long		This work hasn't been progressed and would be undertaken with the State Government. The State Government is currently focussing its resources on planning around the Sunshine and Albion Stations.
5.4	Continue to provide a development facilitation service for significant development proposals in St Albans utilising the Place Manager as the first point of contact.	Ongoing		In 2020/21 Council established Development Facilitation Guidelines and continues to deliver a pre application service for major applications. There have been no major development applications for sites in the Centre.
5.5	Promote development and investment in the Centre through the preparation of an investment prospectus and other initiatives including presenting to industry forums.	Medium		An investment prospectus has been prepared for the Brimbank which includes the identification of the Centre. An individual prospectus will be developed in the future.
5.6	Engage with State Government agencies such as VicTrack, Places Victoria and the Department of Employment, Land and Planning to identify, encourage and advocate for investment and development on Crown land in St Albans.	Medium		Council engages with the Department of Transport and Planning, who are responsible for broader planning work associated with the Sunshine National Employment and Innovation Cluster (NEIC) which includes the St Albans Major Activity Centre. In 2020/21 Council commissioned a range of background work to inform State Government planning for the NEIC, however currently the focus is on the Sunshine precinct.

No.	Initiative	Timeframe	Status	Comments
5.7	Explore opportunities with Victoria University to further strengthen and integrate connections within the Centre. This could include development of a "specials" card for students to promote use of businesses in the Centre, which could be extended to other large and nearby organisations including Western Health	Short		Council and the SABGAI continue to explore opportunities to collaborate with VU on various projects, including events such as the Lunar Festival.

Community and Culture – The heart of St Albans

No	Initiative	Timeframe	Status	Comments
6.1	Continue to plan for the potential expansion of the St Albans Library and consider other community needs including a Youth Facility.	Short		A Feasibility Study was completed in 2020/21, with recommendations that the library remain in its current location. The next stage will involve the design phase with funding identified in the 2024/25 financial year.
6.2	Continue promoting and developing the St Albans Community Centre (STACC) as a premium creative hub.	Short		This work continues as the Centre delivers more events and increases visitation. COVID-19 restrictions and lockdowns in 2020/21 resulted in the delivery of some events and programs digitally.
6.3	Continue to advocate for increased community health services as part of the Sunshine National Employment and Innovation Cluster.	Ongoing		Refer to 5.3. Western Health completed an expansion of their Emergency Department in 2020/21 with further health services generally focused in the Sunshine Health Wellbeing and Education Precinct (SHWEP).
6.4	Ensure that strategically important work is translated to meet the needs of the CALD community e.g. Special Rate renewal etc.	Ongoing		Council is translating the Go St Albans Newsletter and other information, including communication associated with the Special Rate. Business Support information was also translated during the COVID-19 pandemic.
6.5	Explore further opportunities to integrate performances and activities between STACC and the core of the Centre, including activation of open spaces and performances festivals and events.	Ongoing		A list of restaurants for dining before or after shows is promoted to visitors to STACC and updated quarterly.