

<b>12.3</b>	<b>Draft Sunshine Rising Place Management Framework 2026 - 2031</b>
<b>Directorate</b>	City Futures
<b>Director</b>	Kelvin Walsh
<b>Manager</b>	Leanne Deans
<b>Attachment(s)</b>	1. Draft Sunshine Rising Place Management Framework 2026 - 2031 [ <b>12.3.1</b> - 29 pages]

### Purpose

For Council to consider endorsing the draft Sunshine Rising Place Management Framework 2026 – 2031, shown at **Attachment 1**, for the purpose of community and stakeholder consultation.

### Officer Recommendation

**That Council:**

- a. Note the draft Sunshine Rising Place Management Framework 2026 – 2031 at Attachment 1.**
- b. Endorse the draft Sunshine Rising Place Management Framework 2026 – 2031, shown at Attachment 1, for the purpose of community and stakeholder consultation.**
- c. Receive a report about the community and stakeholder consultation undertaken about the draft Sunshine Rising Place Management Framework 2026 – 2031 (Framework) and the Final Draft Framework.**

### Background

The Sunshine Rising Place Management Action Plan 2019 – 2024 is due for renewal, and the draft Sunshine Rising Place Management Framework 2026 – 2031 (draft Framework) has been developed to replace it.

Council established the Sunshine Rising Place Management Program in 2009, recognising Sunshine's strategic importance and the need for a coordinated, place-based approach to managing growth, investment and day-to-day conditions. The program has evolved over time and is structured around the following core pillars:

- **Leadership:** Establishing a tailored Place Management Program with a dedicated Place Manager to coordinate implementation.
- **Partnerships:** Strengthening partnerships with key stakeholders including the Sunshine Business Association, Victoria Police, State Government agencies, major institutions and community organisations. This is also facilitated through the Sunshine Partnership Group.
- **Governance and Communication:** Ensuring effective oversight, accountability, coordination and transparency across Council and partners.
- **Delivery:** Driving actions including business engagement, proactive safety initiatives, cleaning and maintenance programs, public realm improvements, and coordinated marketing, activations and communications.

Sunshine is one of metropolitan Melbourne's most strategically significant centres and is central to the economic, civic and cultural life of Melbourne's west. It is the only location

in Melbourne designated by the State Government as a Metropolitan Activity Centre, a National Employment and Innovation Cluster, a Priority Precinct and a Transport Super Hub in State policy. This unique convergence of roles positions Sunshine as a focal point for long-term population growth, employment generation, infrastructure investment and regional connectivity, including the construction of Airport Rail.

In 2020 Council established Transforming Brimbank to play a central role in advocating for State investment, coordinating major planning initiatives and delivering enabling projects that support Sunshine's long-term transformation. This includes Council's active partnership with the Victorian Government on the Sunshine Superhub, coordination of responses to the Albion Quarter Structure Plan, and leadership in progressing the renewal of the Sunshine Station Precinct. The draft Framework aligns with the Sunshine Precinct 2050 vision, adopted by Council, and the Transforming Brimbank agenda for Sunshine.

The draft Framework is focused on managing Sunshine's performance to ensure it remains vibrant, responsive, and capable of meeting current community and economic needs. Active place management ensures that Sunshine functions well in the present—supporting local businesses, attracting visitors, maintaining safety and amenity, and adapting to changing conditions such as shifts in retail trends or population growth.

## Matters for Consideration

### Options

There are three options for Council to consider:

- A. Endorse the Framework, for the purpose of a four-week public consultation. **(Recommended)**
- B. Endorse the Framework with changes for the purpose of a four-week public consultation.
- C. Not endorse the Framework.

The Council officer recommendation is Option A. Council's place management approach will drive economic development, improve community safety and amenity, build partnerships, deliver ongoing activation and investment, and support Sunshine through a period of significant growth and transformation.

### Analysis

The draft Framework shown at **Attachment 1** sets the strategic direction for the program and includes a vision for Sunshine that by 2031 "Sunshine is the CBD of the West — a vibrant, safe and culturally rich centre, powered by a strong business community and connected public spaces, with major transport and investment shaping our future."

The five strategic directions of the draft Framework are included below along with the associated aim and the type of work that could be progressed over a five-year term.

### **Program Management, Governance & Partnerships**

Aim:

To provide strong, coordinated leadership that aligns Council, State agencies, institutions, businesses, landowners and community partners around a shared vision for Sunshine and supports its delivery through effective governance, coordination and partnerships.

What this could entail:

- Establishing an internal Council group to coordinate and align the planning and delivery of Place Management related projects in the CBD.
- Reviewing and strengthening the role of the Sunshine Partnership Group to support precinct-wide relationships and partnerships across a diverse range of stakeholders.
- Undertaking regular reporting to track progress in implementing the Framework, including how the centre is performing and community and business sentiment.
- Continuing to support businesses and the community during periods of major construction by working alongside delivery agencies to facilitate information sharing and complement agency-led engagement and communications.

### ***Marketing, Promotions & Activation***

Aim:

To strengthen Sunshine's identity, visitation and economic vitality through coordinated marketing, promotion and activation that supports local businesses, reflects Sunshine's multicultural character and responds to changing conditions.

What this could entail:

- Continuing to align place promotion and marketing activity in Sunshine with Council's Visitor Economy Strategy and Economic Development Strategy (2022–2027).
- Continue to support the Sunshine Business Association to deliver coordinated marketing, promotions and activation through the Marketing and Business Development Special Rate Scheme to increase visitation, support local businesses and reflect Sunshine's multicultural character.
- Encouraging activation through programs like Enjoy Local and Light Up Sunshine, with consideration to plazas, laneways, forecourts and other spaces to maintain vibrancy through construction.
- Exploring funding and partnership opportunities to support the delivery of festivals, lighting programs, tours, creative installations and collaborations with promoters.
- Developing and delivering a focused engagement strategy for students and workers in Sunshine, highlighting convenience value and local businesses offerings.

### ***Community Safety, Access & Amenity***

Aim:

To create a safe, well-connected and welcoming precinct where public spaces, streets and access routes are clean, comfortable, intuitive and enjoyable for all users.

What this could entail:

- Continue to work with Victoria Police and outreach services to address and coordinate the response to anti-social behaviour, public drinking and visible hardship, aligned with Council's Homelessness Protocol and wellbeing-focused approaches.

- Identifying opportunities to improve lighting outcomes in public spaces to support safety, comfort and evening use of the centre.
- Exploring opportunities to improve pedestrian wayfinding between Sunshine Station, Hampshire Road, Marketplace, Sunshine Plaza and emerging precincts.
- Identifying opportunities to enhance pedestrian and cycling routes to support safe, sustainable movement, such as Foundry Road Active Travel Route Project.
- Continue to maintain high standards of amenity during major construction with regular audits and quick interventions.

### ***Business Development & Investment Attraction***

Aim:

To strengthen Sunshine's economic resilience by supporting local businesses, attracting new investment and shaping a diverse and future-ready business mix that supports the metropolitan role of the CBD.

What this could entail:

- Continuing to work with State delivery agencies to support planning and integrated design outcomes across the Sunshine CBD, initially focusing on the Sunshine Station Precinct and Albion Quarter.
- Developing an Investment Prospectus showcasing Sunshine's market potential, major projects, population growth and opportunities.
- Continue to partner with the Sunshine Business Association to support main street vitality through promotion of available premises, engagement with property owners and business development initiatives aligned with Sunshine's food, retail and service strengths.
- Identifying and supporting opportunities to strengthen business skills in areas such as digital capability, merchandising and sustainability.

### ***Community Development & Wellbeing***

Aim:

To place community wellbeing at the centre of Sunshine's transformation, strengthening belonging, cultural connection, inclusion and access to support services.

What this could entail:

- Strengthening collaboration with outreach providers to support people experiencing homelessness, mental health challenges, addiction or social disadvantage.
- Continuing to deliver and support programs that strengthen cultural expression, youth participation, intergenerational connection and creative storytelling.
- Embedding a strengthened and ongoing commitment to celebrating Indigenous culture including public art, Indigenous naming and activation events, which will be co designed with First Nations People.
- Supporting activation programs delivered in partnership with libraries, community hubs, civic spaces and institutions to encourage learning, inclusion and everyday community use of the centre.

### **Implementation**

Subject to Council's decision, community and stakeholder consultation will be undertaken and a report prepared for a future Council Meeting about the consultation results and the final draft Framework.

## Community Engagement

It is proposed that public consultation will be undertaken about the draft Framework, subject to Council endorsement, and would occur on Council's "Have your Say" portal for four weeks and be promoted via the following channels:

- Public Notice in Brimbank Star Weekly
- Posts on Council's social media channels
- Direct notification to key stakeholders including all business operators and property owners, the Sunshine Business Association Group Incorporated, the Sunshine Business Association and the Sunshine Partnership Group.

Consultation information, including the Strategic Framework section of the Framework, will be translated into Vietnamese.

## Resource And Risk Implications

Resource requirements can be met within the Annual Budget 2025/2026.

The preparation of the draft Framework has been undertaken by Council officers and is within the resources allocated to the City Strategy Department through the budget process. Any work to implement the draft Framework would form part of Council's annual budget process and would be part of various Departments budget submission.

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

- Yes - The draft Framework supports a coordinated and collaborative approach between Council departments, businesses and services, property owners and developers, community and community groups, and other stakeholders including State Government departments and agencies to address and deliver a range actions including business engagement, proactive safety, cleaning and maintenance programs, public realm improvements, and coordinated marketing, activations, and communications. All these activities are intended to have a positive impact on community and build a sense of connection and trust in Sunshine as a strategically important place for community and Melbourne's west.

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

- None

**Financial:** significant financial impacts

- Yes - The draft Framework identifies a range of activations, initiatives, capital works, and cleaning and maintenance activities that require Council budget. These activities are already funded within operational budgets or identified in Council's capital longer term works budget.

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

- None

**Safety:** health, safety or duty of care impacts

- Yes - The draft Framework has a strong focus on improving safety and perceptions of safety through partnerships with Victoria Police, strengthening outreach by community agencies and other initiatives including activations and lighting.

## Legislation/Council Plan/Policy Context

This report supports the Council Plan 2025-2029 strategic direction and objective of:

**3. Prosperity**

- Economic development and business support
- A future city (Transforming Brimbank).

This report also complies with several Council strategies and plans including the Brimbank Economic Development Strategy (2022 – 2027), the Brimbank Visitor Economy Strategy (2025–2029), and the Brimbank Activity Centre Strategy (2018–2023), which refers to the preparation and delivery of the Sunshine Rising Action Plan and Place Management Program.

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

# SUNSHINE



**DRAFT**

## **Sunshine Rising Place Management Framework**

**2026 -2031**

# Acknowledgement of Country and Council Statement of Commitment to Reconciliation

## Acknowledgement of Country

Brimbank City Council respectfully acknowledges and recognises the Wurundjeri and Bunurong peoples as the Traditional Custodians of the land and pays respect to their Elders, past, present and future.

## Reconciliation in Brimbank

Council acknowledges the Wurundjeri and Bunurong People as the Traditional Custodians of the lands where our municipality sits. Council recognises the diversity of Aboriginal and Torres Strait Islander peoples who contribute to our community. We pay our respects to the wisdom of Elders past, present, and future.

We recognise their continuing spiritual connection to this land and renew our commitment to respect Aboriginal and Torres Strait Islander beliefs, values and customs.

The Country in which Brimbank is located is under the statutory care of its Traditional Custodians, the Bunurong Land Council Aboriginal Corporation to the south and Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to the north of the municipality. For the Traditional Custodians, the lands in the City of Brimbank have always been a significant trading and meeting place.

Aboriginal people lived on these lands for over 65,000 years before European settlement. The rich history and continuous culture of our Traditional Custodians are woven throughout Brimbank, in its people, in significant sites and in murals recognising this history. Brimbank has about 440 registered sites of significance. The artefacts found are more than 30,000 years old. Some of these sites are in Brimbank Park, Yaluk Barring (former Sydenham Park) and Organ Pipes National Park.

# Contents

<b>Executive Summary</b> .....	<b>5</b>
<b>Introduction</b> .....	<b>7</b>
<b>Methodology</b> .....	<b>9</b>
<b>Sunshine CBD Snapshot</b> .....	<b>10</b>
<b>Why Sunshine Matters</b> .....	<b>12</b>
<b>Policy Context</b> .....	<b>14</b>
<b>Investment &amp; Development</b> .....	<b>15</b>
Council Investment .....	15
Other Development Activity .....	16
<b>Engagement Findings</b> .....	<b>17</b>
<b>Analysing Sunshine's Position</b> .....	<b>19</b>
<b>Sunshine Rising Strategic Framework</b> .....	<b>20</b>
Vision for Sunshine CBD - 2031 .....	20
Sunshine's Strategic Directions .....	21
Sunshine's Strategic Priorities .....	26
<b>Monitoring Performance</b> .....	<b>27</b>
<b>References</b> .....	<b>28</b>



# Executive Summary

Sunshine is entering a defining period of change. As the civic, economic, institutional and transport heart of Melbourne's west, Sunshine plays a complex role that extends beyond that of a typical metropolitan centre. Recognising Sunshine's strategic importance, Council established the Sunshine Rising Place Management Program in 2009 to provide leadership, encourage strong partnerships, coordinate its activities and maintain a consistent focus on safety, amenity and experience.

Sunshine's potential is based on strong foundations including a diverse and resilient business community, a distinctive multicultural food economy, major health, education and government institutions, and exceptional public transport connectivity. At the same time, the pace and complexity of transformation places pressure on the day-to-day functioning of the Sunshine CBD, including perceptions of safety, construction impacts, business confidence, public space quality and connectivity.

The Sunshine Rising Place Management Framework 2026 –2031 (Framework) provides a coordinated, place-based approach to managing Sunshine as it develops and grows. It sets out how place management in Sunshine will be structured and delivered over the next five years by providing a clear framework to guide decision-making, program delivery and partnerships, providing for a safe, welcoming, resilient and vibrant centre while significant growth and change are underway.

The Framework proposes a vision for Sunshine that by 2031 "Sunshine is the CBD of the West — a vibrant, safe and culturally rich centre, powered by a strong business community and connected public spaces, with major transport and investment shaping our future."

## Strategic Directions

The Framework is structured around five Strategic Directions that guide the place management activity in the Sunshine CBD:



### 1. Program Management, Governance & Partnerships



### 2. Marketing, Promotions & Activation



### 3. Community Safety, Access & Amenity



### 4. Business Development & Investment Attraction



### 5. Community Development & Wellbeing

#### Priority Areas

To focus effort and investment, the Framework identifies six Priority Areas:

- Drive change through investment
- Strengthen governance, partnerships and reporting
- Address homelessness, safety and wellbeing
- Maintain a welcoming and attractive precinct
- Enhance identity and positioning
- Plan to facilitate growth and development

Together, these strategic directions and priorities guide coordinated delivery across Council and with partners, ensuring place management activity remains focused, responsive and aligned with the needs of the centre as it continues to change.

# Introduction

Sunshine is one of Melbourne's most strategically important metropolitan centres and the civic, economic and cultural heart of Melbourne's west. It functions as a regional hub for employment, education, health, transport, culture and community life, serving residents, workers, students and visitors from across Brimbank and the wider western region. Sunshine's role as a centre of daily activity, services and connection makes it both highly valued and inherently complex to manage.

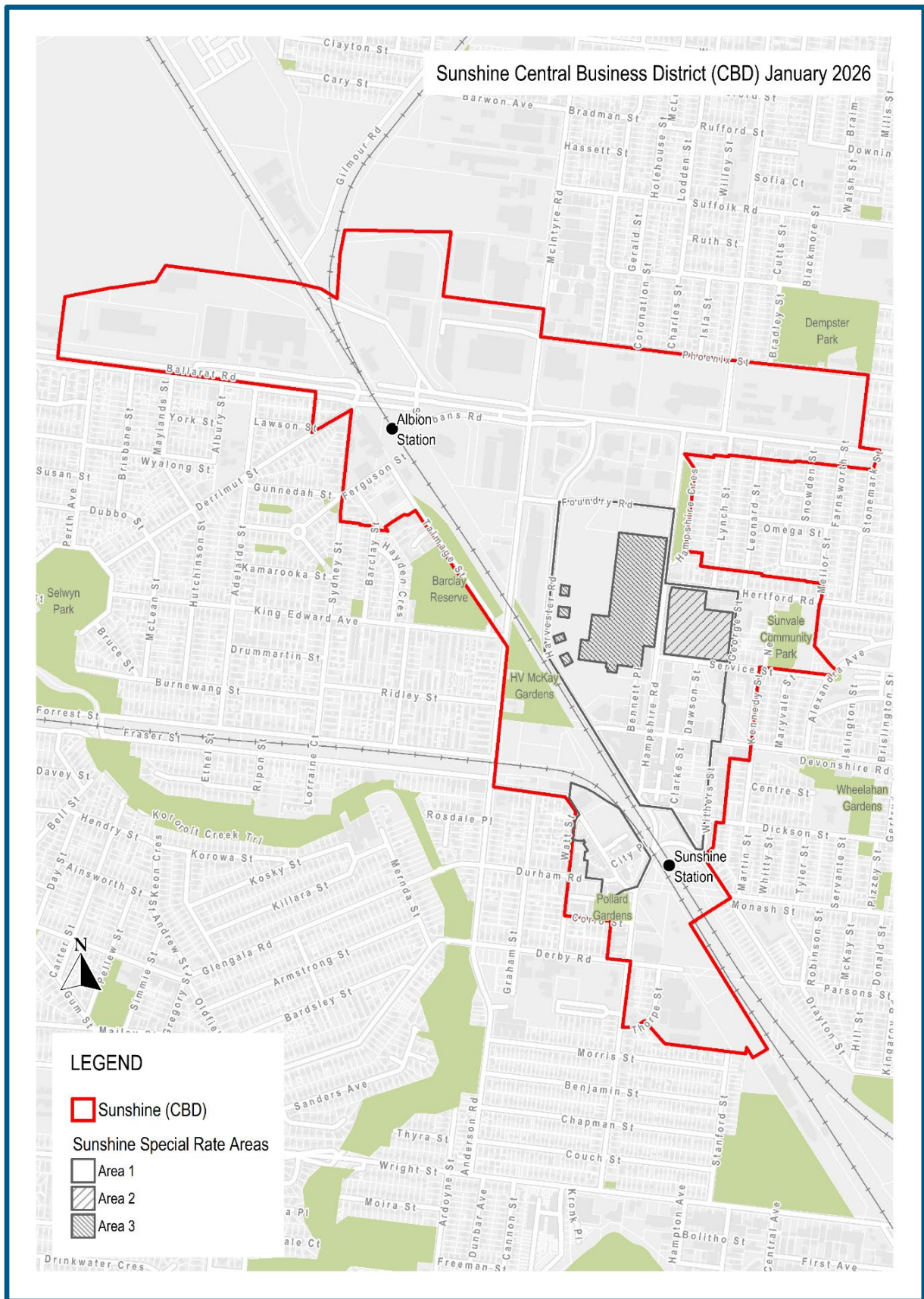
Since 2009, Brimbank City Council has maintained a strong and ongoing commitment to place management in Sunshine. This commitment reflects the centre's scale, diversity and significance, and recognises that active, place-based coordination is essential to supporting businesses, strengthening community life, maintaining amenity and ensuring Sunshine functions well as both a CBD and a community heart. Place management has provided continuity, leadership and responsiveness through periods of change, growth and challenge, and has become an established and embedded part of how Council supports Sunshine.

Sunshine is now entering a new phase of transformation. Significant Federal and State investment, including major transport infrastructure, precinct renewal and public realm projects, is strengthening the centre's role, scale, and regional influence. At the same time, local businesses and communities are or will be navigating construction disruption, evolving patterns of visitation, changing economic conditions and increased pressure on safety, amenity, and public space. These dynamics reinforce the importance of having a coordinated, visible and adaptive place management approach.

The Framework builds on Council's established place management program and sets out how this work will continue and evolve over the next five years. It provides a shared foundation for Council teams, traders, partners and stakeholders, clarifying how place management will respond to current conditions while remaining flexible and relevant as Sunshine continues to change and develop.

The Framework also focuses on strengthening coordination across Council, deepening partnerships, supporting local businesses and communities, improving safety and amenity, and ensuring that major investment delivers lasting benefit for Sunshine. It positions place management as both a stabilising presence during disruption and an enabling function that helps realise long-term opportunities for the centre and the people who use it.





The map at **Figure 1** shows the Sunshine CBD as the area within the red line and is the area that the Framework is focused on. Many of the activation initiatives are focused on the central area, which is within the Special Rate Area and defined by the black line.

# Methodology

The Framework has been developed using a staged and evidence-based methodology to ensure it responds to current conditions, reflects local experience and aligns with broader policy and investment settings. The approach includes:

## **Stage 1: Background analysis and preparation of the Discussion Paper**

Initial analysis was undertaken to establish a shared understanding of Sunshine's role, performance and challenges. This included review of economic data, business audits, vacancy analysis, an assessment of the policy and strategic context, and consideration of major public and private investment shaping the Sunshine CBD. This work informed the preparation of the Sunshine Rising Discussion Paper, which set out key issues, opportunities and implications for place management.

## **Stage 2: Engagement and evidence gathering**

Community engagement included structured stakeholder workshops and an in-centre Town Centre Survey to capture insights from businesses, stakeholders and people using the centre, including visitation patterns, perceptions of safety and amenity, and views on Sunshine's strengths, challenges and future role.

## **Stage 3: Development of the Draft Framework**

The findings from stage 1 and 2 were captured in a Discussion Paper informed the preparation of the Draft Framework. The Draft Framework summarises the strategic importance of Sunshine, the policy context, issues and opportunities and puts forward a revised vision, strategic directions, and priorities for the next five-year period.

## **Stage 4: Public consultation and finalisation**

The feedback from public consultation informs the preparation of the Final Draft Framework.

# Sunshine CBD Snapshot

## Role of the Centre

The Sunshine CBD is one of the most diverse and economically significant centres in Melbourne's west. As the civic, administrative and institutional heart of Brimbank, the centre functions as both a local town centre and a regional destination for services, employment, education, justice, food and culture. It supports a broad mix of community-serving retail, multicultural dining, professional services and public sector uses that attract residents, workers, students and visitors from across the municipality and the wider western region.

## Business Mix and Anchors

The CBD accommodates over 400 businesses, reflecting a large and resilient commercial ecosystem. The business mix is diverse, with a strong presence of food and hospitality, convenience retail, personal services, professional services and community-focused uses. This diversity supports consistent daytime activity and reinforces Sunshine's role as a destination for everyday needs as well as cultural and social experiences. Retail and commercial occupancy remains relatively stable, with a vacancy rate of approximately 9 per cent, indicating ongoing demand and a level of resilience within Sunshine's commercial environment.

Sunshine's commercial and activity profile is strongly influenced by its institutional and civic anchors. These include major health, education and justice facilities such as, Victoria University and the Sunshine Magistrates' Court, alongside significant State and Commonwealth service hubs including the Department of Families, Fairness and Housing, VicRoads, Centrelink and the Sunshine Police Station.

There are a range of important Council facilities within the Sunshine CBD, including the Brimbank Community and Civic Centre, Sunshine Library and Sunshine Leisure Centre, which further reinforce Sunshine's role as the civic heart of the municipality. In addition, major commercial and entertainment anchors such as Sunshine Marketplace and Village Cinemas contribute to sustained visitation and extend activity beyond traditional business hours.

Together, these institutions and anchors generate strong weekday and weekend activity, underpin demand for food, retail and services, and reinforce Sunshine's role as a regional service hub for Melbourne's west.

## Catchment, Visitation and Cultural Activity

The Sunshine CBD serves a large and diverse catchment extending well beyond its immediate residential community. People travel to Sunshine for health and justice services, education, public transport access, shopping and dining, cultural events and civic participation. Major festivals and events, including the Sunshine Lunar New Year Festival and Melbourne Food and Wine Festival food tours contribute to strong visitation and reinforce Sunshine's role as a cultural and social gathering place for Melbourne's west.

## Community Profile and Diversity

The demographic profile of Sunshine reflects Brimbank’s diversity, with a young and multicultural community shaping the character and function of the centre. Sunshine is culturally diverse, with 48.3 per cent of residents born overseas and 52.9 per cent of people speaking a language other than English at home. The population is also relatively young, with a median age of 35+, supporting strong demand for education, employment, retail, hospitality and community services.

This diversity is a defining strength, driving a distinctive food economy, rich cultural expression and strong participation in festivals, events and civic life. It also influences expectations around safety, amenity, hours of activity and the types of services, employment opportunities and experiences provided within the CBD, reinforcing the importance of inclusive, accessible and welcoming public spaces.

## Transport, Access and Connectivity

Sunshine is poised to be one of the most significant transport hubs in Melbourne’s west. The Sunshine CBD is serviced by two railway stations—Sunshine and Albion—providing access to both metropolitan and regional rail services, including the Sunbury Line and V/Line services to Ballarat and Geelong. The Bendigo line also runs through Sunshine, and it is intended that a future stop will be provided. This makes Sunshine Station a critical interchange in the western rail network which currently supports tens of thousands of passenger movements each day, reflecting its role as a regional gateway between metropolitan Melbourne and western Victoria.

The centre is further supported by an extensive bus network comprising 15 routes for regional and long-distance travel, including the SkyBus Western Express service, which provides direct connections between Sunshine and Melbourne Airport and reinforces the centre’s gateway role for both workers and visitors.

This level of connectivity underpins Sunshine’s function as a destination for workers, students, visitors and service users, with thousands of people travelling to the centre daily for employment, education, services and activities. A continuing focus on active transport will be important to integrate and enhancing connections and encourage alternative forms of transport to private vehicles.



# Why Sunshine Matters

Sunshine is one of metropolitan Melbourne's most strategically significant centres and is central to the economic, civic and cultural life of Melbourne's west. It is the only location in Melbourne designated as a Metropolitan Activity Centre, a National Employment and Innovation Cluster, a Priority Precinct and a Transport Super Hub in State policy. This unique convergence of roles positions Sunshine as a focal point for long-term population growth, employment generation, infrastructure investment and regional connectivity at both metropolitan and State scales.

Sunshine's strategic importance is reinforced by its central location within Melbourne's west and its exceptional regional and metropolitan connectivity. The centre sits at the intersection of key transport corridors linking metropolitan Melbourne, western Victoria and Melbourne Airport, positioning it as a critical gateway between the central city, regional centres and major employment destinations and is key to Sunshine's functioning as the CBD for Melbourne's west.

Significant public investment is now accelerating and strengthening Sunshine. The Victorian and Commonwealth Governments have each committed \$4 billion to planning and early works for the Melbourne Airport Rail project, with Sunshine Station identified as the critical interchange between metropolitan, regional and airport rail services. To enable Airport Rail, the Victorian Government is delivering the Sunshine Station Superhub, a multi-billion-dollar project that will untangle Melbourne's most complex rail junction, enable more than 40 train services per hour and create capacity for future services to Melbourne Airport and the electrified Melton Line.

Investment in the broader rail network, including delivery of the new Albion Station and associated corridor upgrades, further strengthens Sunshine's role within the western rail system. Together, these projects will fundamentally reshape movement patterns across Melbourne's west, significantly increasing accessibility, passenger volumes and daily activity within Sunshine, while elevating its strategic role as a transport, employment and service hub of State significance.

State planning policy and planning, including Plan Victoria 2025–2050 and the Sunshine Precinct Opportunity Statement Vision 2050, identify Sunshine as a primary location for future housing and employment growth. By 2051, the Sunshine Precinct is expected to support up to 45,000 jobs, 26,000 dwellings and 70,000 residents, reflecting its role in improving employment self-sufficiency in Melbourne's west and reducing reliance on long-distance commuting. Sunshine's exceptional public transport connectivity, combined with its capacity for urban renewal, positions it as a critical location for higher-density, mixed-use development that supports State growth targets.

These plans and policy reinforce Sunshine's role as the civic and economic heart of Brimbank and as a centre of metropolitan and regional significance. They establish clear expectations for Sunshine to accommodate growth, attract investment and function as a focal point for employment, services and civic life within Melbourne's west.

In response to the scale of change underway, Council established *Transforming Brimbank* in 2020 to provide a coordinated and proactive approach to planning, advocacy, infrastructure delivery and place-based investment in Sunshine. Council's long-standing place management program aligns with and operates alongside this work, providing on-the-ground coordination, activation and support for businesses and the community as the centre continues to evolve.

### Why Sunshine Matters (continued)

Strategic cultural investment further reinforces Sunshine's importance. Council, through Transforming Brimbank has played a key role in securing and facilitating the delivery of the Vietnamese Museum Australia, backed by more than \$21 million in State and Federal funding. This investment will help establish Sunshine as a destination of State cultural significance and strengthens its role as a centre for cultural expression and visitation.

Council has also adopted the Sunshine Energy Park Vision, a 30-year plan to transform a 74-hectare former landfill into a state-significant urban parkland. In 2025, the Commonwealth Government committed \$500,000 to fund feasibility and business case work for this project, further strengthening Sunshine's long-term civic and recreational role.

As multi-billion-dollar transport investment, major cultural infrastructure and private development reshape the precinct over the coming decade, Sunshine's strategic importance will continue to grow.



# Policy Context

Sunshine's future is shaped by strong alignment with State Government policy frameworks that recognise its strategic role as a metropolitan centre, transport gateway and employment hub for Melbourne's west. These policies establish Sunshine as a priority location for growth, infrastructure investment and coordinated planning, providing the overarching context for the Framework.

At a State level, Plan Victoria 2025–2050 (Victorian Government, 2024) identifies Sunshine as a Metropolitan Activity Centre and a core component of the Sunshine National Employment and Innovation Cluster, and directs future housing, employment and infrastructure growth to well-connected centres like this. The Sunshine Priority Precinct Opportunity Statement – Vision 2050 (Victorian Government, 2021; updated 2023) further reinforces Sunshine's strategic importance, identifying the precinct as a focus for coordinated land use planning, transport investment, jobs growth, urban renewal and improved public realm outcomes linked to the Sunshine Superhub and Melbourne Airport Rail.

At a municipal level, the Framework aligns with Council-adopted strategies that guide Sunshine's development and approach to place management. The Council Plan 2025–2029: Together We Are Brimbank (Brimbank City Council, 2024) establishes Council's commitment to inclusive growth, community wellbeing, economic participation and safe, welcoming public spaces., which together inform the Framework's focus on safety, amenity and access.

Council's strategic planning provide more direction for Sunshine's growth and renewal. The Sunshine Structure Plan (Brimbank City Council, 2014) and Council's Activity Centre Strategy (Brimbank City Council, 2018) guide land use, built form, transport integration and public realm outcomes within the Sunshine CBD and surrounding activity centre. Council's Economic Development Strategy 2022–2027 (Brimbank City Council, 2022) emphasises Sunshine's strategic importance and further shapes the Framework's emphasis on business resilience, employment generation and investment attraction.

The Visitor Economy Strategy 2025–2029 (Brimbank City Council, 2024) identifies Sunshine as the anchor destination for Brimbank's visitor economy, with a focus on food, culture, events and local experiences supported by strong transport connectivity and emerging cultural infrastructure such as the Vietnamese Museum Australia. Creative Brimbank (Brimbank City Council, 2020–2024), Council's arts and culture strategy, reinforces the role of creative practice in place-making, supporting culture-led activation, First Nations recognition and improved perceptions of safety and vibrancy across activity centres, including Sunshine.

# Investment & Development

Sunshine has experienced substantial Council-led investment and private development activity over the past five years, contributing to improvements in public infrastructure, community facilities, cultural assets and development capacity. This investment context provides important background for the Framework, highlighting both the scale of recent delivery and the extent of change anticipated as major transport and precinct investment reshapes the centre over the coming decade.

## Council Investment

### Capital Works Delivered (2020–2025)

Over the past five years, Council delivered approximately \$7.5 million in capital works across the Sunshine CBD. These projects focused on improving public amenity, safety, accessibility, cultural expression and the quality of civic and community infrastructure.

Key investments included streetscape and footpath upgrades, pedestrian crossings and intersection improvements, shared user paths, cycling infrastructure, CCTV installation across the CBD, upgrades to public open spaces, and major improvements to community facilities such as the Sunshine Leisure Centre. Council also completed delivery of the Hampshire Road Master Plan, significantly improving Sunshine's primary retail and civic spine. Collectively, these projects have supported the ongoing functionality, safety and presentation of the centre.

### Capital Investment Planned (2025–2035)

Council's 10-Year Capital Works Program (2025–2035) also identifies substantial further planned investment in and around the Sunshine CBD, subject to annual budget processes and Council approval. This includes a range of improvements involving streetscapes, public spaces, cycling and walking infrastructure, and key community facilities.

Planned works include staged delivery of further streetscape and public realm upgrades to Devonshire Road, implementation of cycling and walking links connecting Sunshine with Sydenham and St Albans, expansion and renewal of the Sunshine Leisure Centre, and improvements to pedestrian facilities and links across the centre.

The Foundry Road Active Travel Route is a \$1.78 million project funded by a grant from the Department of Transport and scheduled for delivery in 2025–2026. This project will improve east–west cycling connectivity between Sunshine Station, surrounding neighbourhoods and employment areas.

In 2025 Council also secured \$500,000 in Commonwealth funding under the Urban Precincts and Partnerships Program to progress planning for the Sunshine Energy Park, including feasibility studies, master planning, stakeholder engagement and business case preparation.

## Arts and Cultural Investment (2019–2025)

Between 2019 and 2025, Council invested approximately \$270,000 in arts and cultural projects in Sunshine. This investment included ongoing programming at the Sunshine Art Spaces Gallery and Projection Gallery, restoration and installation of public artworks, and integration of Indigenous artworks within civic spaces.

Key initiatives included restoration of the Sunvale Indigenous Public Artwork, annual gallery programming and artist studios, Indigenous artwork by Tom Day in the Council Chamber, new and upgraded projection infrastructure, public murals and temporary installations. This investment reflects Council's commitment to embedding arts, culture and Indigenous storytelling into the civic and public life of Sunshine and supporting activation, identity and perceptions of safety as the centre grows.

## Other Development Activity

Over the past five years, more than \$60 million in development has been completed in the Sunshine CBD. These projects have delivered over 200 new dwellings, including 44 social and affordable dwellings delivered as part of *The Hampshire* development, with the remaining dwellings provided as market housing. Completed development has also delivered approximately 14,600 square metres of commercial and office space, a 90-room serviced apartment complex, and upgraded government and institutional facilities, including the Department of Families, Fairness and Housing offices at Sunshine Plaza and fit-out works associated with the Sunshine Magistrates' Court.

### Under Construction and Approved

As at 2025, a further \$21.5 million in development was under construction in the Sunshine CBD. This includes the Vietnamese Museum Australia and two residential developments, which will further add to housing supply and cultural infrastructure in the centre.

In addition, planning permits with a combined value of more than \$310 million have been issued in the Sunshine CBD over the past five years. If realised, these approvals would deliver over 940 new dwellings across six major residential and mixed-use developments, a residential hotel, more than 21,000 square metres of commercial space, and additional serviced apartment accommodation.

### Market Conditions

At the same time, development activity has been uneven. Over the past five years, permits with a combined value of more than \$130 million have lapsed in the Sunshine CBD. These proposals would have delivered more than 750 dwellings, a residential hotel, retail uses and over 10,000 square metres of commercial space. Their lapse highlights challenges associated with development feasibility, construction costs, market conditions and uncertainty linked to the timing of major infrastructure investment.

As multi-billion-dollar public investment in transport and precinct infrastructure reshapes Sunshine's accessibility and development potential, this context underscores the importance of actively strengthening investment attraction and maintaining confidence. A coordinated, place-based management approach will be critical to supporting existing businesses, improving centre performance and positioning Sunshine to capitalise on future development opportunities as market conditions shift and major infrastructure investment is realised.

# Engagement Findings

Community and business engagement was undertaken to inform the development of this Framework and focused on how the Sunshine CBD is currently experienced and used.

## Town Centre Survey Findings

The Town Centre Survey identified that Sunshine is primarily visited for shopping and services, food and dining, and access to health, education and government services. Most respondents live locally and visit frequently, reinforcing Sunshine's role as a centre for everyday needs as well as a broader regional service destination.

Safety, cleanliness and amenity were consistently identified as key factors influencing perceptions of the centre and decisions to visit. Survey results highlighted significant differences between the Northern and Southern Precincts, particularly in perceptions of safety after dark, levels of cleanliness and satisfaction with maintenance. These findings reinforce the importance of targeted, precinct-specific responses.

## Business and Stakeholder Workshop Findings

Stakeholder workshops with traders, property owners, service providers, Council officers and partner agencies highlighted safety and anti-social behaviour as key issues affecting customer confidence and business performance.

Participants emphasised the importance of clear and timely communication during periods of construction and service disruption, strong coordination across Council and external agencies, and continued activation initiatives that increase foot traffic and visibility. Stakeholders also reinforced the value of a dedicated place management function to coordinate responses, advocate for the centre and provide a consistent point of contact during a period of significant change.

Sunshine's role as a regional service centre, with health, justice and community services generating high levels of daily visitation was highlighted. The need for stronger collaboration between Council, Victoria Police, service providers and State agencies was identified as critical to addressing social wellbeing challenges and managing the impacts of growth and infrastructure delivery.

There was broad support for cultural events, creative programming and improved public spaces that reflect the diversity of the community and contribute to a more vibrant and welcoming centre, including during evening hours.

## First Nations Engagement

Targeted engagement with Wurundjeri Elders emphasised the importance of moving beyond symbolic recognition to embed First Nations perspectives more meaningfully into various programs being delivered. Elders expressed a desire for greater cultural visibility, sustained partnerships and involvement in the planning and delivery of programs, events and public realm initiatives. This engagement reinforced the importance of culturally informed place management that reflects Country, history and ongoing connection.

## Gender Impact Assessment (GIA)

Council also undertook a GIA future public realm improvements, public art and activation programs should consider and respond to gender and cultural needs. It also identified that communications associated with the Framework should consider the needs of diverse communities including carers and woman and maintain safety as a key focus.

## Summary of Engagement Findings

Overall, engagement findings reinforce the importance of an ongoing, coordinated place management approach for Sunshine. Key priorities emerging from engagement include improving safety and amenity, responding to differing conditions across precincts, strengthening communication and coordination, supporting businesses through change, embedding First Nations perspectives, ensuring that any programming responds to gender and cultural needs including carers, women and first nations people, and reinforcing Sunshine's multicultural identity through activation, communications, engagement and programming.



# Analysing Sunshine’s Position

The following analysis summarises the key internal and external factors influencing the performance, resilience and future direction of the Sunshine CBD.

It provides a structured assessment of Sunshine’s existing strengths and constraints, as well as the opportunities and risks associated with growth, investment, changing market conditions and social pressures.

This assessment establishes a clear understanding of the operating environment for the Sunshine Rising Place Management Framework and directly informs the strategic priorities and directions that follow.

 <b>Strengths</b>	 <b>Weaknesses</b>	 <b>Opportunities</b>	 <b>Threats</b>
<p><b>Civic and commercial heart of Melbourne’s west</b></p> <p><b>Future Transport Superhub</b></p> <p><b>Major institutions and community facilities</b></p> <p><b>Multicultural food and retail offer</b></p> <p><b>Strong transport connectivity</b></p> <p><b>Active place management program</b></p>	<p><b>Safety concerns, especially at night</b></p> <p><b>Visible homelessness and rough sleeping</b></p> <p><b>Gaps in retail and services</b></p> <p><b>Fragmented precinct connections</b></p> <p><b>Slow development and lapsing permits</b></p> <p><b>Weak performance monitoring</b></p>	<p><b>Major public investment projects</b></p> <p><b>Strengthen identity as the CBD of Melbourne’s west</b></p> <p><b>Expand culinary and cultural offer</b></p> <p><b>Activation and placemaking potential</b></p> <p><b>Leverage young diverse community</b></p> <p><b>Prepare investment prospectus</b></p>	<p><b>Construction disruption</b></p> <p><b>Investor uncertainty</b></p> <p><b>Economic pressures</b></p> <p><b>Competition from major centres</b></p> <p><b>Rising social vulnerability</b></p> <p><b>Fragmented development</b></p>

Overall, the analysis highlights Sunshine’s strong strategic positioning, institutional presence and distinctive cultural identity, alongside challenges relating to safety perceptions, amenity quality and the management of change.

While the scale and pace of investment underway introduce risks if disruption, confidence and day-to-day performance are not actively managed, they present a significant opportunity to strengthen Sunshine’s role as the civic and economic heart of Melbourne’s west and to enhance its performance, resilience and reputation over time.

# Sunshine Rising Strategic Framework

The Sunshine Rising Strategic Framework sets out how place management will be coordinated and delivered in Sunshine over the five-year period from 2026 to 2031. It provides a structured approach to managing the day-to-day performance of the Sunshine CBD while responding to the scale, pace and complexity of change occurring across the centre.

## Vision for Sunshine CBD - 2031

**“Sunshine is the CBD of the West – a vibrant, safe and culturally rich centre powered by a strong business community, connected public spaces with major transport and investment shaping our future”.**

The Framework vision provides a five-year, place-based expression of Sunshine’s aspirations, which responds to priorities to improve safety and amenity, support businesses, strengthen activation, enhance public spaces and ensure Sunshine remains welcoming, resilient and connected as major investment and change unfold.

The vision complements Council’s long-term city-shaping ambition for Sunshine which was established through the Sunshine Priority Precinct Vision 2050 which sets out a 30-year direction for Sunshine as the capital of Melbourne’s west, structured around five pillars that describe its future economic, civic, cultural, environmental and transport role.

# Sunshine's Strategic Directions

Five Strategic Directions underpin the framework for place management in Sunshine from 2026 to 2031.



## Program Management, Governance & Partnerships

### Aim:

To provide strong, coordinated leadership that aligns Council, State agencies, institutions, businesses, landowners and community partners around a shared vision for Sunshine and supports its delivery through effective governance, coordination and partnerships.

### What this could entail:

- Establishing an internal Council group to coordinate and align the planning and delivery of place management related projects in the CBD.
- Reviewing and strengthening the role of the Sunshine Partnership Group to support precinct wide relationships and partnerships across a diverse range of stakeholders.
- Undertaking regular reporting to track our progress in implementing the Framework, including how the centre is performing and community/business sentiment.
- Continuing to support businesses and the community during periods of major construction by working alongside delivery agencies to facilitate information sharing and complement agency-led engagement and communications.





## Marketing, Promotions & Activation

### Aim:

To strengthen Sunshine's identity, visitation and economic vitality through coordinated marketing, promotion and activation that supports local businesses, reflects Sunshine's multicultural character and responds to changing conditions.

### What this could entail:

- Continuing to align place promotion and marketing activity in Sunshine with Council's Visitor Economy Strategy and Economic Development Strategy (2022 - 2027).
- Continuing to support the Sunshine Business Association (SBA) to deliver coordinated marketing, promotions and activation through the Marketing and Business Development Special Rate Scheme to increase visitation, support local businesses and reflect Sunshine's multicultural character.
- Encouraging activation through programs like Enjoy Local and Light up Sunshine, with consideration to plazas, laneways, forecourts and other spaces to maintain vibrancy through construction.
- Exploring funding and partnership opportunities to support the delivery of festivals, lighting programs, tours, creative installations and collaborations with promoters.
- Developing and delivering a focused engagement strategy for students and workers in Sunshine, highlighting convenience, value and local business offerings.





## Community Safety, Access & Amenity

### Aim:

To create a safe, well-connected and welcoming precinct where public spaces, streets and access routes are clean, comfortable, intuitive and enjoyable for all users.

### What this could entail:

- Continuing to work with Victoria Police and outreach services to address and coordinate the response to anti-social behaviour, public drinking and visible hardship, aligned with Council's Homelessness Protocol and wellbeing-focused approaches.
- Continuing to maintain high standards of amenity during major construction with regular audits and quick interventions.
- Exploring opportunities to improve pedestrian wayfinding between the Sunshine Station, Hampshire Road, Marketplace, Sunshine Plaza, Clarke Street and emerging precincts.
- Identifying opportunities to improve lighting outcomes in public spaces to support safety, comfort and evening use of the centre.
- Identifying opportunities to enhance pedestrian and cycling routes to support safe, sustainable movement, such as the Foundry Road Active Travel Route Project.





## Business Development & Investment Attraction

### Aim:

To strengthen Sunshine's economic resilience by supporting local businesses, attracting new investment and shaping a diverse and future-ready business mix that supports the metropolitan role of the CBD.

### What this could entail:

- Continuing to work with State delivery agencies to support planning and integrated design outcomes across the Sunshine CBD, initially focusing on the Sunshine Station Precinct and Albion Quarter.
- Continuing to partner with the SBA to support main street vitality through promotion of available premises, engagement with property owners and business development initiatives aligned with Sunshine's food, retail and service strengths.
- Developing an Investment Prospectus showcasing Sunshine's market potential, major projects, population growth and opportunities.
- Identifying and supporting opportunities to strengthen business skills in areas such as digital capability, merchandising and sustainability.





## Community Development & Wellbeing

### Aim:

To place community wellbeing at the centre of Sunshine's transformation, strengthening belonging, cultural connection, inclusion and access to support services.

### What this could entail:

- Continuing to Encourage and support the delivery of community events and initiatives through partnerships that include libraries, neighbourhood houses, and other community and education institutions in the Sunshine CBD to encourage learning, inclusion and everyday community use of the centre.
- Strengthening collaboration with outreach providers to support people experiencing homelessness, mental health challenges, addiction or social disadvantage.
- Continuing to deliver and support programs that strengthen cultural expression, youth participation, intergenerational connection and creative storytelling.
- Embedding a strengthened and ongoing commitment to celebrating Indigenous culture including public art, Indigenous naming and activation events, which would be co designed with First Nations people.
- Ensuring future public realm improvements, public art and activation programs appropriately consider and respond to gender and cultural needs.



Attachment 12.3.1

## Sunshine's Strategic Priorities

These Strategic Priorities identify the outcomes that the Sunshine Rising Place Management Framework will focus on delivering. They translate the Strategic Directions into a small number of clear, outcome-focused priorities that guide where effort, resources and partnerships should be concentrated.

### 1. Drive change through investment

Strengthen Sunshine's position as a major metropolitan centre by leveraging public and private investment. This includes supporting major infrastructure delivery, encouraging new development, and promoting Sunshine as a destination for business, education, employment and cultural activity. Investment should contribute to a more vibrant, higher-quality and connected precinct.

### 2. Strengthen governance, partnerships and reporting

Improve coordination across Council and with external partners including State Government, Victoria University, Victoria Police, developers, business owners and community organisations. Clear reporting, shared information and consistent messaging are essential to managing construction impacts, improving communication, and achieving integrated outcomes for the precinct.

### 3. Address homelessness, safety and wellbeing

Enhance collaboration with Victoria Police, outreach providers and community organisations to respond to safety concerns and support people experiencing vulnerability. This includes improving perceptions of safety, strengthening social services, and creating public spaces that feel welcoming, inclusive and comfortable for all members of the community.

### 4. Maintain a welcoming and attractive precinct

Deliver a high-quality public realm, streetscapes, lighting, greening, cleaning and maintenance to support comfort, safety and visitation. Strengthen key movement corridors, improve wayfinding, activate underutilised spaces, and ensure the precinct remains attractive and functional during major construction. Beautiful, well-maintained and people-centred spaces are essential for business confidence and community pride.

### 5. Enhance identity and positioning

Promote Sunshine as the cultural heart of Melbourne's west, building on its strong multicultural identity, food culture, civic assets and creative energy. Consistent branding, marketing, events and activations will strengthen Sunshine's profile, attract new audiences and reinforce its role as a regional destination for experience, learning and opportunity.

### 6. Plan to facilitate growth and development

Prepare the precinct for significant long-term growth in jobs, residents, students and visitors. This includes supporting higher-density development, ensuring good urban design, improving access and connectivity, and planning needs of businesses and communities. A forward-looking approach will ensure Sunshine remains resilient, adaptable, and ready for change.

# Monitoring Performance

Each year Council Departments will identify actions to deliver the Framework in their Service Plans and seek approval for resourcing through the Council budget process. Officers will report the delivery of actions through the quarterly Council Plan reporting. Officers will also undertake performance monitoring through a range of customer and business surveying and data collection activities that will help us understand how the centre is performing from an economic, social, and environmental perspective. The type of data that will be collected to inform this assessment includes:

- Satisfaction levels by businesses in the performance of the centre
- Perceptions about the level of safety by customers
- Satisfaction levels by businesses and customers about cleaning and maintenance
- Business mix diversity, including a strong presence of fresh food and dining
- Occupancy rates across the centre, including the types of new businesses being attracted to the centre
- The number of positive media stories about Sunshine CBD in comparison to the negative stories.

# References

## Brimbank City Council

- Together We Are Brimbank – Community Vision 2040 and Council Plan
- Transforming Brimbank - Sunshine Priority Precinct Vision 2050
- Sunshine Town Centre Structure Plan (2014)
- Brimbank Activity Centre Strategy (2014 - 2018)
- Sunshine MAC Economic Assessment - Charter Keck Cramer (2019)
- Sunshine Rising Action Plan (2019 – 2024)
- Brimbank Cycling Strategy (2016 – 2026)
- Brimbank Parking Strategy (2019 – 2029)
- Sunshine Town Centre Partnership Group Terms of Reference (2020)
- Brimbank Economic Development Strategy (2022–2027)
- Brimbank Social and Affordable Housing Statement (2022)
- Brimbank City Council Safe and Inclusive Brimbank Strategy (2022 – 2024)
- Brimbank Reconciliation Action Plan (2024 – 2026)
- Brimbank Visitor Economy Strategy (2025 – 2029)
- Safe and Inclusive Brimbank Strategy (2020 – 2024)
- Brimbank City Council Advocacy Plan (2023 – 2025)
- Brimbank Activity Centre Economic Assessment - Charter Keck Cramer (2024)
- Response to Homelessness and Rough Sleeping in Brimbank (2025)
- Brimbank City Council Social Justice Framework (2026 – 2029)

## Victorian Government

- *Plan Melbourne 2017–2050*
- *Sunshine Precinct Opportunity Statement – Vision 2050 (Department of Transport and Planning)*
- *Sunshine Precinct Opportunity Statement – Vision 2050 (Department of Transport and Planning)*
- *Melbourne Airport Rail and Sunshine Superhub Project Information*  
<https://bigbuild.vic.gov.au/projects/melbourne-airport-rail/designs/sunshine-superhub>

## Other Supporting Sources

- ABS Census data and the Estimated Resident Population (ERP) 2021

## Brimbank City Council

Telephone 9249 4000

Email [info@brimbank.vic.gov.au](mailto:info@brimbank.vic.gov.au)

Post PO Box 70, Sunshine, VIC 3020

---

### Hearing or speech impaired?

- TTY dial 133 677
- Speak & Listen 1300 555 727
- [www.relayservice.gov.au](http://www.relayservice.gov.au), then enter 03 9249 4000



---

### Find us on Facebook, X and YouTube

 [www.facebook.com/brimbankcouncil](http://www.facebook.com/brimbankcouncil)

 [x.com/BrimbankCouncil](https://x.com/BrimbankCouncil)

 [www.youtube.com/brimbankcitycouncil](http://www.youtube.com/brimbankcitycouncil)

---



# 131 450

Local call costs apply



Use Brimby, the online virtual assistant  
[brimbank.vic.gov.au](http://brimbank.vic.gov.au)

[www.brimbank.vic.gov.au](http://www.brimbank.vic.gov.au)