Sunshine Rising
Action Plan 2019 – 2024

Adopted by Brimbank Council 20 August 2019
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1. **Summary of Abbreviations and Acronyms**

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Figure 1. Sunshine Metropolitan Activity Centre Layout
1. Purpose

The Sunshine Rising Action Plan 2019 – 2024 (the Action Plan) provides a ‘road map’ to guide Council’s management and revitalisation work program for the Sunshine Town Centre (the “Centre”). The Action Plan continues the work program established by the Sunshine Rising Strategic Business Plan and Implementation Program 2012 – 2017 (Business Plan). The Action Plan is to help the Centre reach its potential and establishes a shared vision, governance framework and implementation program.

The Action Plan identifies:

- The key roles, responsibilities and relationships within the Centre
- An agreed vision for the Centre
- The financial and human resources required to pursue the actions
- The mechanisms to attract funding and investment
- The reporting and performance measurement mechanisms
- The governance and management structures.
2. Introduction

The Centre is strategically positioned to be an important regional centre for Melbourne’s growing west as well as a vibrant centre for the local community. The Centre makes a vital contribution to the local economy, cultural and social life of Sunshine and the surrounding district. It provides a diverse range of shopping, leisure, entertainment and dining, community amenities, and commercial and educational services.

The Regional Rail Link, including the multi-million dollar upgrade of Sunshine Railway Station, has significantly improved public transport capacity and established Sunshine as a regional gateway to western Victoria. Sunshine Railway Station provides a metropolitan entry point and opportunity for a combined stop for trains travelling from Ballarat, Bendigo and Geelong, Victoria’s three largest regional cities creating the potential for thousands of new visitors to the Centre. The Ballarat and Geelong trains already stop in Sunshine. The Centre is also part of the Sunshine Priority Precinct. Priority Precincts is a new portfolio within the Department of Jobs, Precincts and Regions and are areas identified as having strong economic and social opportunities.

While previous Council efforts were aimed at influencing and optimising the benefits of the Regional Rail Link project, there will be a future focus on the opportunities associated with the construction of the Melbourne Airport Rail Link (MARL) and Sunshine Super Hub (SSH). While the scope and impacts of this project have not yet been fully confirmed it is expected that a stop at Sunshine will be a further key economic driver supporting the development the Sunshine National Employment and Innovation Cluster (NEIC), tourism more broadly in Greater Melbourne and Melbourne’s west, and position the Centre as one of Melbourne’s most accessible Metropolitan Centres. These significant investments in rail infrastructure will provide a catalyst for urban renewal along the railway corridor.

There is a significant opportunity for the Centre to play an important role within the region due to its central location in Melbourne’s west, proximity from the CBD (12km), growing population, public transport connections, access to major roads and the availability of land in and around an established commercial centre.

The Centre has the potential to grow and accommodate significant commercial and residential development. A substantially increased residential population will support business growth and provide a more diverse employment base.

Council has been committed to a place management approach to the revitalisation of the Centre for many years, having established the Sunshine Rising program in 2009. Sunshine Rising is a unique program that incorporates a cross functional and multi pronged approach to marketing and promotions; investment attraction and business development; public places, connections and amenity; community services and development; and program management and communications. Considered a best practice model, Council’s ongoing commitment to place management over the long term, and its collaboration with key stakeholders are keys to its success.

The Action Plan builds on the strong collaborative approach established in the 2012 – 2017 Business Plan. The collaborative approach in intended to bring together internal and external stakeholders including businesses and service operators, property owners, the local community, Government, civic and community service providers, and transport and infrastructure agencies. The approach underpins the preparation of the Action Plan which is intended to provide a roadmap for Council to focus its resources over the next five years in its continuing work to revitalise the Centre and facilitate the realisation of its potential.

The Victorian Government’s Western Rail Plan (WRP) sets out the future investment Victoria needs for a fast, high capacity rail network servicing Melbourne’s growing suburbs and regional areas. Council prepared the Brimbank Response Strategy to the Western Rail Plan (Response Strategy) to optimise the benefits of the WRP to Sunshine and Brimbank. This Action Plan complements the vision and actions in the Response Strategy, and it is recommended that this Action Plan is read in conjunction with the Response Strategy.
3. Sunshine – A Place of State Significance

The purpose of this section is to highlight the significance of the Centre and development potential.

**Sunshine National Employment and Innovation Cluster**

Sunshine NEIC is identified in Plan Melbourne as a place of state significance and will be a focus for investment and growth. NEICs are designated geographic concentrations of linked businesses and institutions that provide a major contribution to the Victorian economy, with excellent transport links and potential to accommodate significant future growth in jobs and in some instances housing.

Sunshine NEIC has recognised potential to attract a critical mass of tertiary education, health-related training, healthcare, retail and professional services, and has significant capacity to grow.

Sunshine NEIC is a 20 square kilometre area focused around Sunshine Hospital, extending from the Sunshine Metropolitan Activity Centre (MAC) to the St Albans Activity Centre. The area currently accommodates approximately 14,600 jobs with the largest employees including Healthcare and Social Assistance (27%), Education and Training (11%) and Manufacturing (10%).

**Metropolitan Activity Centre**

Sunshine was identified as a MAC in Plan Melbourne. MACs provide a diverse range of jobs, activities and housing for regional catchments that are well served by public transport. MACs play a major service delivery role, including government, health, justice and education services, as well as retail and commercial opportunities.

**Melbourne Airport Rail Link**

The Victorian government's plan for the MARL is in the order of $13 billion with a route through Sunshine. The stop at a new Sunshine Super Hub will open up significant benefits for metropolitan and regional commuters, and for the booming western suburbs of Melbourne. To date the Victorian and Federal government have committed $5 billion each to the project.

Figure 2. Sunshine Location and Access Points

Source: Sunshine Town Centre Investment Prospectus
4. Sunshine Rising - Key Achievements

Since establishing the 2012 - 2017 Business Plan there have been many achievements. The Victorian government's metropolitan strategy, Plan Melbourne now recognises the Centre as a Metropolitan Activity Centre and part of the Sunshine National Employment and Innovation Cluster. This signals that it will be a significant focus for future investment, development and growth. The recent announcement of the Regional Rail Plan, including that the Melbourne Airport Rail Link would stop in Sunshine, is not only a city shaping investment that will deliver substantial economic, environmental and social and cultural benefits, it also cements Sunshine’s role as centre of state significance, and gateway to metropolitan Melbourne, regional Victoria, and beyond.

In addition to the above, the 2012 – 2017 Business Plan identified 100 initiatives to be delivered over a five year timeline of which, 34 were achieved and 63 are ongoing and reincorporated in this Action Plan. These achievements include, but are not limited to:

**Investment Attraction including Public Realm and Community Service Improvements**

- Substantial capital works program involving Federal, State and local funding to improve the amenity, access and connectivity and appearance of the Centre. Projects have included:
  - Completion of the $52m Brimbank Community and Civic Centre at 301 Hampshire Road including the new state of the art Sunshine Library
  - Completion of the iHarvest co-working space located on Level 4 of the Brimbank Community and Civic Centre and the Western Business and Education Development Hub at the Visy Cares Hub funded through $1.12m Federal funding and $850,000 State funding
  - Completion of the $11m multi-deck carpark at 7A George Street
  - Completion of the Regional Rail Link Project which delivered a new Station, integrated transport exchange, pedestrian overpasses, two level grade separations and public realm improvements
  - Completion of the $3.65m Sunvale Community Park
  - Completion of public realm improvements in Clarke Street
  - Completion of the at grade carpark in Dawson Street, streetscape upgrades and east—west pedestrian link connecting the Sunshine Leisure Centre to Dawson Street
  - Completion of stages 1 and 2 of the Hampshire Road Master Plan

- Major private investments including:
  - Retaining VicRoads in the Centre which involved the construction of their new $25m regional office at 12 Clarke Street
  - Stage 1 of 3 stages completed of the mixed use Foundry Towers development

**Business Development**

- Amendment work to unlock the Centre’s development potential including:
Ongoing delivery of lighting and shopfront activation improvements including four grants from the Graffiti Prevention Program funded by the Department of Justice and Regulation.

Ongoing promotion of the Keep Sunshine Beautiful campaign which has included delivery of eleven shopfront improvements.

Delivery of four Investment Forums including the production of investment prospectus’

Marketing and Events

- Improved business perceptions in relation to the Centres image and brand over the past five years
- Continued local business leadership by the Sunshine Business Association (SBA) to deliver a substantial Marketing and Events Program with Council support including the Sunshine Lantern Festival, Sunshine Short Film Festival and Sunshine Food Fever
- Renewal of the Marketing and Business Development Special Rate Levy which provides the financial basis for the Marketing and Events Program

Public Art Visitor Attractions

- Installation of the mosaic artwork to commemorate Anzacs in October 2018 - a local community initiative driven by the Sunshine Returned and Services League in partnership with Brimbank City Council and SBA
- Installation of John Kelly’s Man lifting Cow on Hampshire Road in September 2016
- Opening of the Sunshine Art Spaces gallery at 2 City Place in August 2012 which continues to support a range of artists working across various art forms and is used as a multi-functional space for exhibitions and art workshops
- Installation of the Seeds of Hopes and Dreams at the Sunshine Train Station in September 2011
- A number of external mural installations at different locations including but not limited to Village Cinemas, Bennett Place, 2B Sun Crescent and Dawson Street

Sunshine Rising Action Plan 2019 - 2024
5. Strategic Context

This Action Plan is informed by a range of important State Government and Council strategic documents including:

**Plan Melbourne 2017 – 2050**

Plan Melbourne is a 35-year blueprint to ensure Melbourne’s growth is sustainable, productive and liveable as its population approaches 8 million. Plan Melbourne identifies the Sunshine Town Centre as a MAC and within the Sunshine NEIC.

**Experience Brimbank Visitor Strategy 2018 – 2023**

The Experience Brimbank Visitor Strategy provides the framework for Council to grow and develop its visitor economy, and includes a focus on the Sunshine Town Centre.

**Brimbank Council Plan 2017 – 2021**

The Brimbank Council Plan guides Council’s planning, development, provision of services and allocation of resources over a four year period. It includes a range of objectives and actions under four key themes including “a liveable community” and “a prosperous community” which includes a range of actions that apply to the Sunshine Town Centre.

**Brimbank Economic Development Strategy 2016 - 2020**

The Brimbank Economic Development Strategy builds on years of sustained economic development work by Council and establishes a range of objectives and strategies under five themes: Business Development and Innovation, Investment Attraction and Facilitation, Social and Economic Participation, Place Development and Effective Leadership. Council has prepared the Economic Development Strategy Implementation Program 2017 – 2021 which identifies the actions to be pursued over a five year period which also applies to the Sunshine Town Centre.

**Brimbank Activity Centres Strategy, 2018**

The Brimbank Activity Centres Strategy establishes a hierarchy of activity centres in Brimbank and policies and actions aimed at improving each activity centre in terms of economic performance, accessibility, environmental sustainability and urban character.

**Sunshine NEIC Draft Framework Plan 2017**

The Sunshine NEIC Draft Framework Plan has been prepared by the Victorian Planning Authority to guide land use, development and infrastructure investment in Sunshine in line with Plan Melbourne.

**Sunshine Town Centre Structure Plan 2014**

The Sunshine Town Centre Structure Plan outlines Council’s strategy for realising the Sunshine Town Centre’s full potential, and transforming it into the capital of Melbourne’s west. The structure plan establishes the land use and development directions for the centre, which were incorporated into the Brimbank Planning Scheme through Amendment C105.

**Western Rail Plan**

The Western Rail Plan has been prepared by the Victorian State Government. It sets out the future investments Victoria needs for a fast, high-capacity rail network to service growing suburbs and regional cities. It outlines a plan for more reliable and frequent metropolitan and regional services to ensure the Victorian rail network can continue to meet demand.

**Brimbank Response to the Western Rail Plan 2019**

The Brimbank Response Strategy articulates Council’s initial thinking and priorities about WRP, SSH and MARL and includes a preliminary program of work to help Council leverage the opportunities and realise the benefits associated with delivery of the WRP; ensure these are far reaching across the Brimbank community; and deliver improved community and economic wellbeing in the longer term.

A range of other documents should be considered in the implementation of the Action Plan including **Melbourne’s West Destination Management Plan 2018**, which provides a strategic framework for development of Melbourne’s West as a competitive visitor destination.
6. Sunshine Town Centre – A Snapshot

The Sunshine Town Centre is the largest traditional town centre in the Brimbank municipality. It functions as an established multi-functional centre with an extensive range of businesses, community, education, recreational, health, transport services and amenities. The information below describes the Centre and how it is changing.

Over the past seven years there has been significant and positive change, and this is expected to continue.

**Ideal location and easy access**

Sunshine Town Centre is a major transport hub with rail and a bus interchange for 13 bus routes including the 903 Smartbus. The Centre is located on the metropolitan train network and includes the Sunshine and Albion Train Stations.

The Sunshine Town Centre is the first metropolitan interchange hub for more than 20,000 commuters travelling each day on the regional lines of Geelong, Bendigo and Ballarat. The Regional Rail Link and Sunshine Railway Station upgrade has significantly improved public transport capacity and established Sunshine as a regional gateway to western Victoria and provides a metropolitan entry point from Geelong, Bendigo and Ballarat.

Sunshine is a 20 minute drive from Melbourne Airport and the Port of Melbourne, with easy connections via the Metropolitan Ring Road M80, which provide freeway access to Melbourne CBD, Melbourne Airport and beyond to Werribee, Geelong, Melton, Ballarat and Bendigo.

The Western Rail Plan will further enhance infrastructure and services along the Geelong and Ballarat lines. The projected increase in train speeds and frequency of services to the Melbourne CBD will add to the Centre’s attractiveness for investment. The increased track capacity between Sunshine and the Melbourne CBD will be developed in conjunction with the MARL which could also utilise the extra capacity and help unlock Sunshine’s potential.
Sunshine Super Hub

The Victorian Government announced that it will commence work on the MARL after completion of the Metro Rail Tunnel in 2026.

Under the plan, a new major train hub, the SSH is proposed at Sunshine linking the city to the airport and new dedicated train tracks to Ballarat and Geelong to allow for high speed trains. This presents enormous economic opportunities for the Centre.

The construction of the Suburban Rail Loop in the longer term also presents a significant opportunity for Sunshine to further capitalise on its transport infrastructure and connectivity to metropolitan Melbourne.

Growing diverse population and large market

Melbourne’s west is one of the fastest growing regions in Australia and it is forecast that the population will increase by 495,500 persons by 2031. There is a major opportunity to cater for the growing needs of this region.

Sunshine is characterised by a culturally diverse community with 48.6% of residents born overseas and 56.6% speaking a language other than English. The Vietnamese-born population comprise 12.7% of the population in the Centre, followed by Indian (5.7%), Philippines (2%), Chinese (2%) and New Zealand (1.4%). Sunshine comprises 48% of residents aged between 25 to 54 and 22.2% aged 55 years and over.

Sunshine house prices increased from $440,000 in 2013 to $744,000 in 2018. There has been an increase in units constructed since 2013 compared to houses. Since 2013, 182 apartments, 25 townhouses and 30 units were constructed in the Centre providing a greater range of quality apartments and townhouses to accommodate the growing population at different stages of the life cycle with a larger proportion of younger demographic opting for apartment living.
A dynamic town centre

The Centre has capacity to provide an additional 40,000 square metres of retail space and 200,000 square metres of commercial office space for employment of up to 23,000 people. The completion of the Brimbank Community and Civic Centre at 301 Hampshire Road in 2016 added a further 6,800 square metres of office space and the completion of the VicRoads Regional Office in 2017 at 12 Clarke Street added a further 9,300 square metres.

Vacancy rates decreased from 5% in 2013 to 4% in 2019 for the Centre which brings the Centre in line with the average vacancy rate in Australian shopping centres.

The Centre employs approximately 4,700 people and has more than 480 businesses and service operators across the traditional street network and the two shopping centres which include:

- Sunshine Marketplace and Sunshine Plaza the two major shopping centres include major tenants such as Woolworths, Big W, JB Hifi and Aldi. The Sunshine Marketplace also provides a major entertainment role with the presence of the largest Village Cinemas complex in Victoria, Australia.

- The traditional street network along Hampshire Road makes up more than 200 small businesses and services of the 480 total businesses in the Centre. Businesses tend to be small, independent and culturally diverse with a significant portion of Vietnamese operators. There is a growing number of fresh food, restaurant and café related businesses as the Centre becomes a growing foodie destination.

- Several standalone retail stores along Ballarat Road including Coles, Bunnings and Sydney Tools.
The Centre has a growing government services centre – including the Brimbank Community and Civic Centre, Sunshine Library, Sunshine Leisure Centre, Sunshine Police Station, Sunshine Magistrates Court, Centrelink, Medicare VicRoads and Visy Cares Hub.

There is also a significant cluster of health, and ancillary services including IPC Health, Mercy Western Palliative Care and Midwest Area Mental Health Services in the Centre. Sunshine Hospital is located approximately 3 km to the north west of the Centre.

Victoria University’s state of the art industry training facility “Construction Futures” is located in the Centre and is also home to Victoria Polytechnic’s construction program. The campus includes the Sunshine Convention Centre on Ballarat Road. Further education is located in and nearby the centre including Sunshine Primary School, Our Lady of the Immaculate Conception Primary School, Sunshine Secondary College and childcare facilities.

The Centre continues to diversify its activities particularly as new offices are constructed. This role is expected to grow as the Centre’s potential as a location for regional headquarters is realised, and will be driven by further growth in Medical and Education Services. An increase in office development is also expected to further grow the Cafes and Restaurants sector\textsuperscript{vi}. 

Victoria University
7. Sunshine SWOT Analysis

The SWOT analysis provides the basis to the implementation plan and priority actions. It has been developed in consultation with key stakeholders in the Centre xvii.

**Strengths**

- Central location in Melbourne’s west and proximity to the Melbourne CBD, western ring road, Melbourne Airport and established residential and growth areas
- Significant investment in the Regional Rail Link project has delivered substantial amenity, access and safety improvements to the Sunshine Station
- Significant regional population growth projected with strong multicultural base
- The Centre is anchored by a traditional main street in Hampshire Road and supporting road network with two major shopping centres with a range of family businesses and national tenants
- A major public transport hub with rail, bus and taxi services including metro and regional rail
- A strong base of businesses and education, community and civic services and amenities
- A culturally diverse business offering including Vietnamese, Middle Eastern and African operators or providers that appeals to the catchment
- A significant history including the Sunshine Harvester legacy and heritage sites / buildings that contributes a sense of identity and place
- Large allotments of land or underutilised land that can accommodate substantial residential and commercial development
- A proactive and engaged business association and community
- The establishment of iHarvest Co-working Sunshine will drive innovation and business start ups
- Outdoor sculptural art gallery and Art spaces program which is building an arts profile
- Council’s program of streetscape upgrades
- Council commitment to deliver capital works projects identified in the Development Contribution Plan

**Challenges**

- Poor public perceptions associated with Melbourne’s west including perceptions of safety and security
- Lack of gateway / entrance treatments from major approaches and entry points
- Low population density within the trade catchment
- Relatively low socio economic household within the catchment
- Low levels of investment and poor presentation of some businesses and buildings
- Graffiti and rubbish dumping requires ongoing attention
- The large size of the Centre and poor pedestrian environment and connections to some precincts including Sun Crescent and City Place and Albion Triangle
- Underperforming precincts including the southern area (City Place and Sun Crescent) and Albion Triangle
- Non active street frontages in key locations including Sunshine Marketplace
- Lack of Centre brand / logo for consumers / shoppers
- Underutilised sites in the Centre
- Lack of business diversity and tendency for lower order retailing and abundance of restaurants with similar cuisines
- The lack of a substantive evening economy
- Traffic congestion i.e. Anderson / Ballarat Roads and the McIntyre Road intersection
- Offices are generally dispersed across the Centre, often in buildings that are either not purpose built or suitable for current requirements
Opportunities

- Capitalise on Sunshine’s status and leverage growth potential as a MAC, part of the Sunshine NEIC, and the Sunshine Priority Precinct
- Leverage growth opportunities associated with expansion of Victoria University and Sunshine Hospital
- Leverage on investment, development and employment opportunities associated with the MARL project and construction of the Sunshine Super Hub
- Increase local population and customer base through higher density residential and commercial development in and around the Centre, including key worker and affordable housing
- Capitalise on the cultural diversity of Sunshine and differentiate the Centre (particularly Hampshire Road) from its competitors i.e. multicultural fresh food and value offer, traditional street appeal, strong base of community services, sense of place and heritage
- Capitalise on Sunshine’s tourism offer particularly the Sunshine Harvester story which has relevance within a national and international context
- Activate Sunshine through organised events and initiatives that attract new customers / market segments and retain and extend the visits of existing customers i.e. street markets, festivals and art initiatives
- Build on Sunshine as a major job centre and reposition and market as a regional centre for Government, not for profit sector and commercial services to service Melbourne’s growing western region
- Build on Sunshine as an emerging Arts destination
- Build on the close proximity of the Sunshine Hospital and attract a complementary range of health and specialist services in the Centre that support the operation of the Hospital particularly when the St Albans Road extension is constructed
- Promote Sunshine to developers and commercial investors as a location for mixed use and residential development
- Capitalise on Regional Rail Link improvements and Sunshine as a major transport hub to capture patronage from western Victoria and Melbourne’s west
- Enhance the public realm and connectivity within the Centre to support investment attraction
- Continue to raise awareness and the profile of Sunshine through advocacy initiatives
- Maximise opportunities for Sunshine from the expansion of Melbourne Airport

Threats

- Increasing competition
  - in the trade catchment including Watergardens, Highpoint and Brimbank Shopping Centre who continue to invest in their fresh food and restaurant / dining offer, and the development of nearby out of centre supermarkets
  - across Melbourne’s west from developers vying for major commercial / professional services tenants outside of the Centre
- Economic conditions could limit access to finance and slow development including global trends and investor confidence levels
- Other Councils vying for commercial and other development
- Aligning the aspirations and vision for Sunshine across key stakeholders including Government
- Developers not recognising the changing needs of the future community and embracing smart, sustainable, and innovation in new developments
- Managing the impact of major development and the short term financial impacts on businesses who may lose trade
8. Sunshine Town Centre - The Vision

The vision is informed by engagement with key stakeholders in the Centre and complements the vision established in the Response Strategy however is focused on the Centre.

In 2050 Sunshine Town Centre will be recognised as the Capital of Melbourne’s West, and is:

**A globally recognised gateway**
- A major gateway to Melbourne, Melbourne’s West and Western Victoria
- Integrated metropolitan, regional, national and international transport connections
- A gateway to Melbourne Airport with the Sunshine Super Hub a major entry point

**A Multi-sector employment hub**
- The preferred location for regional headquarters for government, commercial and other services for Western Melbourne
- A diverse and comprehensive place for shopping, recreation, entertainment, community, civic and cultural services
- A recognised location for local and regional health and education services supporting the development of the Sunshine Health, Wellbeing and Education Precinct

**A premier visitor destination**
- A destination for heritage based tourism and internationally recognised for the Sunshine Harvester legacy
- A centre that is characterised by cultural diversity and recognised as a foodie destination for authentic multicultural cuisine
- An arts destination with local and internationally recognised public art

**An attractive lifestyle destination**
- A centre that provides a range of quality apartments and townhouses to accommodate a significant proportion of Brimbank’s growing population
- A centre that has high quality, accessible and well maintained public places, streets and parks
- A centre that has a range of activities and events for the community and visitors both day and night

**A diverse and engaged community**
- A centre with a strong sense of community and pride of place
- A vibrant, safe and attractive place
- A centre with a proactive and engaged business community
9. Sunshine Town Centre - Future Directions

The Centre has a combination of characteristics, strengths and opportunities that sets it apart from other ‘great’ centres in Melbourne. Its’ potential particularly rests with being identified as a MAC, a NEIC and a major gateway due to its regional rail connections and as a key stop for the MARL. This combined makes Sunshine a place of state significance for future growth and investment. The Action Plan seeks to build on the Centre’s strengths, capitalise on the opportunities, address the challenges and mitigate the threats.

The key strategic directions of the Action Plan:

**Capitalise on the Western Rail Plan to capture increased investment and patronage from the region**

The completion of the Regional Rail Link project makes Sunshine an important gateway to metropolitan Melbourne and western Victoria with rail connections Ballarat, Bendigo and Geelong.

The Regional Rail Link substantially increased the capacity and reliability of both the metropolitan and regional train services and provided the opportunity for Sunshine to capture thousands of new visitors from Melbourne’s west and the north western region of Victoria.

Further State government investment will see a new major train hub built at Sunshine Train Station linking the city to the airport and new dedicated train tracks to Ballarat and Geelong for high speed trains.

There is significant economic, environmental, social and cultural opportunities associated with the development of the MARL/SSH, ranging from employment and training opportunities, procurement opportunities for local industry, substantive transport and amenity improvements to investment and development opportunities both in Sunshine MAC, Sunshine NEIC, and Brimbank more generally.

**Position the Sunshine Town Centre as the Capital of Melbourne’s West for regional offices and services**

Sunshine has the capacity to accommodate substantial office development as the population of Melbourne’s west increases and there is additional demand for regional services accessible by public transport. The Centre will increasingly become a commercial / professional services hub as the Centre’s potential as a location for regional headquarters is realised, particularly for those businesses that require direct access to Melbourne Airport.

There is potential for the development of the Centre as a hub for health and education, building on the Victoria University’s presence and investment in the Centre, and proximity to the Sunshine Health Wellbeing and Education Precinct, which includes the Sunshine Hospital, Joan Kirner Women’s and Children’s Hospital, the Sunshine Private Hospitals, and Melbourne University.

The Centre’s proximity to the Western Ring Road also provides the opportunity to accommodate support services to the freight, transport and logistics sectors, which is a significant industry sector in Brimbank and Melbourne’s West.

**Facilitate higher density residential development in and around the Centre**

Melbourne’s west is one of the fastest growing regions in Australia and will grow by 495,500 persons by 2031\(^{xviii}\). Within the City of Brimbank it is forecast that the south eastern district (Sunshine) will grow by an estimated 9,732 residents by 2031\(^{xix}\). There is a compelling opportunity to capitalise on public investment and promote and attract higher density residential development in and around the Centre, building on Sunshine’s proximity to the Melbourne CBD, Airport and regional cities, existing transport infrastructure and services, and future investment flagged which will further improve the Centre as a place to run a business, work, study, live, and play.

**Strengthen and promote the retail and entertainment offer to capture greater local patronage and expenditure**

Opportunity exists to capture increased local patronage by strengthening and promoting the existing offer and in particular further integrating the traditional retail strip precinct with the two major shopping centres. A key aspect of this work involves working with, and better connecting the shopping centres to Hampshire Road and the surrounds and improving the retail offer. There is opportunity to further develop specialty niches focusing on fresh food, cultural retailing, dining, and business and personal services.
Build on the growing visitor economy particularly to the visiting friends and relatives market to capture increased visitation and spend in the catchment

Sunshine is a vibrant centre with a substantial cultural and food retailing offer including Hampshire Road, Sunshine and the regular street market. The SBA organise a range of events that celebrate cultural diversity including Sunshine Lantern Festival, Sunshine Food Fever (part of the Melbourne Food and Wine Festival), and the Sunshine Film Festival. Sunshine has a significant industrial heritage having been the location for the Sunshine Harvester Factory and associated heritage sites including H V McKay Memorial Gardens. Other heritage sites include the John Darling Flour Mill which is listed on the State register. Sunshine is developing its arts profile with a range of public art installations around the Centre (including John Kelly’s ‘Man Lifting Cow’ in Hampshire Road, Sunshine) and other installations and murals.
10. Sunshine Rising Program

Sunshine Rising is a town centre management and revitalisation program based on a ‘whole of Council’ approach that brings together various functional areas and stakeholders to realise the vision established for the Centre.

The program is founded on the centre management model adopted by freestanding shopping centres where the operation, marketing and communications, and capital improvements are centrally coordinated. Council recognised that traditional town centres are more complex as properties are owned and operated by many private, not for profit and public organisations. The engagement of key public and private stakeholders through the Sunshine Partnership Group and other governance mechanisms is a key aspect of the program.

Council recognises that it is in a strong position to influence the revitalisation of the Centre through its land holdings and many and varied interactions in the planning, design and delivery of a diverse range of services, strategies, projects and capital improvements. This includes cleaning and maintenance, health, building and planning approvals, streetscape and public realm improvements, cultural events, business development and strategic planning.

The broad nature of Council’s involvement in the Sunshine Town Centre means that the delivery of the Sunshine Rising program relies on people and resources from across the organisation. Sunshine Rising continues to require a collaborative and integrated approach to policy development, resource allocation and service delivery.

Key elements of the program include:

- Vision
- Leadership
- Five Year Action Plan including resourcing and budget allocation
- Partnerships and governance.

Across Council many staff have been engaged in advocacy, planning, design, delivery and or ongoing operational delivery of a range of major projects and initiatives.

The Sunshine Place Manager has a key role in coordinating the delivery of this Action Plan by ensuring that each responsible area has programmed actions and initiatives, and reporting progress to the Sunshine Partnership Group. It is anticipated that this role will continue, along with a focus on marketing, communications, governance and as key contact for the business community, property owners and investors. A key initiative in this Action Plan will be the reestablishment of an internal cross function group to coordinate the delivery of projects and increase awareness of the actions and initiatives underway.

Council’s Urban Design Department have a key role through the design and delivery of public realm improvements and the ongoing roll out of the Hampshire Road Masterplan and other streetscape improvements.

Council’s City Planning Department have significant involvement in facilitating investment and development through their role in assessing development applications. The Activity Centre Zone (ACZ) is development friendly, and doesn’t require planning permit applications to be notified when they accord with the ACZ. Other Council Departments are involved in the assessment process, and the Sunshine Place Manager and Economic Development often provide a central contact and information source for developers prior to the lodgement of a planning permit application. The City Planning Department also ensure quality development outcomes that accord with the Brimbank Planning Scheme.

The announcement the MARL and Sunshine Super Hub, is a city shaping investment that will unlock significant development potential in Sunshine and Brimbank, and deliver substantial economic, environmental, social and cultural benefits.

Council will be required to engage, respond, and undertake a range of work to inform the project, including community engagement. Further strategic work will also be required to ensure that Sunshine is well placed to respond to the development opportunities presented by this significant investment, and this could require further work to review current planning provisions, and enable the wider benefits of the project to be realised across the Sunshine NEIC and beyond.

The extent of work will require additional Council resourcing in addition to the involvement of officers from across the organisation, including urban design, strategic planning, economic development, engineering services, media and communications, and place management.
Stakeholders and Partnerships
Given the complex nature of ownership, occupation and use of the Sunshine Town Centre, its successful revitalisation relies on a range of public and private sector organisations, agencies and individuals beyond Council.

The Sunshine Partnership Group was established in April 2012 and comprises representatives of property owners, business operators, the SBA, Brimbank City Council and public sector agencies. The Group should be reviewed in light of recent feedback about its role and function, and particularly its relation to the Sunshine NEIC and the opportunities associated with the SSH and MARL.

Further governance arrangements will also need to be developed for the MARL and Sunshine Super Hub projects.

Sunshine Marketing and Business Development Special Rate Scheme (Scheme)
In 2018 Council reintroduced a Scheme for a further five years to encourage and develop retail and professional activity and employment within the Centre. The Scheme funds marketing, promotions and business development costs associated with the Centre including employment of a part time marketing coordinator. The proceeds of the Scheme are provided to the SBA in four quarterly instalments each year. The terms of expending the funds are directed by a Funding Agreement between SBA and Council.
11. Brimbank Response Strategy to the Western Rail Plan

The Victorian Government’s Western Rail Plan (WRP) sets out the future investment Victoria needs for a fast, high capacity rail network servicing Melbourne’s growing suburbs and regional areas. Council prepared the Brimbank Response Strategy to the Western Rail Plan 2019 (Response Strategy) to optimise the benefits of the WRP, which has a significant focus on leveraging the opportunities associated with the Sunshine Super Hub (SSH) and Melbourne Airport Rail Link (MARL).

Implementation of the WRP will result in unprecedented investment and city shaping improvements to public transport in Melbourne’s West, metropolitan Melbourne and regional Victoria. It will deliver substantial economic, environmental, social and cultural benefits to Brimbank, and also cement Sunshine’s role as a centre of state significance, and gateway to metropolitan Melbourne, regional Victoria, and beyond.

The Response Strategy articulates Council’s initial thinking and priorities about WRP, SSH and MARL and includes a preliminary program of work to help Council:

- Leverage the opportunities and realise the benefits associated with delivery of the WRP
- Ensure these are far reaching across the Brimbank community
- Deliver improved community and economic wellbeing in the longer term.

The Response Strategy highlights the importance of:

- Ensuring the community is informed and engaged throughout the WRP project
- Developing a shared vision in consultation with the community, so that Council can be clear to the State Government about what the community values, and the shared aspirations, in relation to the WRP so that community values and shared aspiration regarding the WRP are clearly communicated to the State Government
- Establishing a governance framework that involves the key government departments and agencies responsible for planning and delivery of the WRP, (particularly the SSH) and MARL), and ensuring that Council has a meaningful “seat at the table”
- Leveraging educational and employment opportunities to improve pathways to employment over the short and longer term, including social procurement to promote local employment and service outcomes
- Maximising the investment potential for business and investment in Sunshine and Brimbank, ensuring that future development is high quality, sustainable, innovative, attractive and liveable.

There are a range of actions in the Response Strategy that apply to Brimbank (more broadly), the Sunshine NEIC, and some that are focused on the Centre. The vision and actions in this Action Plan complement those detailed in the Response Strategy. This Action Plan should be read in conjunction with the Response Strategy in relation to those actions specific to the Centre.

The Department of Jobs, Precincts and Regions has also identified Sunshine as a Priority Precinct which includes the Centre. The Priority Precincts portfolio will also be responsible for whole of government coordination of Victoria’s NEICs which include Dandenong, Fishermans Bend, La Trobe, Monash, Parkville, Sunshine and Werribee.

The identification of Sunshine as a Priority Precinct means that the Victorian Government will be putting in extra effort to make sure Sunshine grows and excels.
12. Implementation Plan

The vision will be achieved through a range of actions, initiatives and improvements incorporated under the following functional themes and objectives which provide the framework for the implementation program:

- **Marketing & Promotions**
  - Increase awareness of the Sunshine Town Centre by the private and public sector
  - Develop a positive image and identity for the Sunshine Town Centre
  - Increase the number and length of stay of visitors and customers in the Centre
  - Engage with customers over different platforms to increase reach and personal connections with the Centre

- **Investment Attraction & Business development**
  - Improve the standard, skills and presentation of businesses
  - Ensure there is sufficient development capacity in the Centre in response to the opportunities associated with the MARL / Sunshine Super Hub
  - Develop the evening economy
  - Attract more head offices and regional businesses and services
  - Attract increased investment of mixed use and commercial development

- **Public Places, Connections & Amenity**
  - Provide an attractive and quality public environment
  - Ensure that the Centre is safe and well-lit during the evening
  - Improved, integrated and sustainable transport and connections with regard to Brimbank, Melbourne’s West, metropolitan Melbourne, western Victoria and Melbourne Airport
  - Ensure appropriate pedestrian connections in and through the Centre to enhance walkability, accessibility, permeability and connectivity to key services and amenities
  - Maintain high levels of cleaning and maintenance

- **Community services & development**
  - Ensure there is quality leisure and community amenities and services to cater for the growing population
  - Encourage a diverse range of housing development across the Centre
  - Improve the sense of place by incorporating and development cultural and artistic references in the public realm

- **Program management and communications**
  - Provide a framework for managing the program including review and improvement
  - Ensure that the program activities and initiatives are planned and delivered in a coordinated, collaborative and integrated fashion
  - Engender a broad understanding, support and engagement with the Sunshine Rising program amongst the private and public stakeholders
  - Ensure engagement and partnerships with key stakeholders to deliver the program
Key Priorities

The key priorities are informed by engagement with key stakeholders:

- Facilitate and advocate for the MARL project to ensure that the project maximises the Centre’s ability to realise its potential
- Develop a marketing and branding strategy targeted at the development community to promote the Centre as the Capital of Melbourne’s West and attract investment and development
- Enhance governance arrangements with regard to the Sunshine MAC, Sunshine NEIC and the MARL/Sunshine Super Hub project
- Continue to facilitate major development applications through a coordinated approach that streamlines the development approvals process and promotes quality development outcomes
- Continue to deliver Council’s program of public realm, connectivity and cleaning and maintenance improvements to encourage further private and provide an attractive place for community and visitors

The allocation of budget toward the implementation plan will be subject to Council’s annual capital works and operational budget process.

Timing:

- Ongoing
- Short 1 – 3 years
- Medium 3 – 5 years
- Long 5 years +

The actions in this Action Plan should be read in conjunction with the actions in the Brimbank Response Strategy to the Western Rail Plan.
### 12.1. Marketing & Promotions

**Objectives:**

- Increase awareness of the Sunshine Town Centre by the private and public sector
- Develop a positive image and identity for the Sunshine Town Centre
- Increase the number and length of stay of visitors and customers in the Centre
- Engage with customers over different platforms to increase reach and personal connections with the Centre

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<th>Other Partners</th>
<th>Timing</th>
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<tbody>
<tr>
<td>1.1</td>
<td>Develop and promote a digital / illustrated vision showing the preferred development of the Centre by 2050 that can be used on investment attraction material.</td>
<td>Brimbank MARL/Sunshine Super Hub (SSH) Team</td>
<td>Strategic Planning, Urban Design, Media and Communications, Sunshine Place Manager</td>
<td>Short to Medium</td>
</tr>
<tr>
<td>1.2</td>
<td>Develop a marketing and branding strategy with a focus on the development community to help support investment attraction activities</td>
<td>Sunshine Place Manager</td>
<td>Economic Development, Media and Communications, SBA</td>
<td>Ongoing</td>
</tr>
<tr>
<td>1.3</td>
<td>Promote investment and business development at relevant forums and with key stakeholders</td>
<td>Sunshine Place Manager</td>
<td>Economic Development</td>
<td>Ongoing</td>
</tr>
<tr>
<td>1.4</td>
<td>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.</td>
<td>Sunshine Place Manager</td>
<td>SBA, Arts and Culture, Economic Development</td>
<td>Short</td>
</tr>
<tr>
<td>1.5</td>
<td>Encourage SBA to develop a Centre logo / brand and enhance online presence</td>
<td>Sunshine Place Manager</td>
<td>Media and Communications, SBA</td>
<td>Short to Ongoing</td>
</tr>
<tr>
<td>1.6</td>
<td>Explore the delivery of Wi-Fi in key locations across the Centre spaces</td>
<td>Sunshine Place Manager</td>
<td>Media and Communications, Business Transformation</td>
<td>Medium</td>
</tr>
<tr>
<td>1.7</td>
<td>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</td>
<td>Sunshine Place Manager</td>
<td>Business Support</td>
<td>Ongoing</td>
</tr>
<tr>
<td>1.9</td>
<td>Review the Sunshine Marketing &amp; Business Development scheme prior to its conclusion to inform work in relation to potential renewal</td>
<td>Sunshine Place Manager</td>
<td>Business Support</td>
<td>Long</td>
</tr>
</tbody>
</table>
### 12.2. Investment Attraction & Business Development

**Objectives:**
- Improve the standard, skills and presentation of businesses
- Ensure there is sufficient development capacity in the Centre in response to the opportunities associated with the MARL / SSH
- Develop the evening economy
- Attract more head offices and regional businesses and services
- Attract increased investment of mixed use and commercial development

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<tbody>
<tr>
<td>2.1</td>
<td>Maintain senior public sector advocacy to promote the vision and development opportunities at a State and Federal level</td>
<td>Executive</td>
<td>Brimbank MARL / SSH Team, Community Planning and Advocacy, Sunshine Place Manager, Economic Development</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
| 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 | Sunshine Place Manager / Economic Development, City Planning | Sunshine Place Manager, Economic Development, Assets & Property Services | Ongoing |
| 2.3 | Continue to liaise with major site land owners to encourage development in line with the Sunshine Town Centre Structure Plan 2014 | Sunshine Place Manager / Economic Development | Strategic Planning, City Planning, Urban Design | Ongoing |
including Sunshine Marketplace, Sunshine Plaza, Albion Triangle and Victoria University.

<p>| 2.3 | Pursue the appropriate development of publically owned land including Withers Street car park, Sunshine Bus interchange and VicTrack land including land assembly | Property Services | City Planning, Sunshine Place Manager, Economic Development, Assets and Property Services | Medium to Long |
| 2.4 | 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. | Sunshine Place Manager, Economic Development | | Medium |
| 2.5 | 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. | Economic Development | Sunshine Place Manager | Ongoing |
| 2.6 | Continue to encourage and promote consistent trading hours for the Centre | Sunshine Place Manager | | Ongoing |
| 2.7 | Continue to promote shopfront improvements through promotional material, business development support and other initiatives | Sunshine Place Manager | City Planning, Building Services, Economic Development | Ongoing |
| 2.8 | Continue to promote opportunities to embed sustainability and renewable energy into new development | Environment | Sunshine Place Manager, Economic Development, City Planning | Ongoing |
| 2.9 | Continue to encourage and where appropriate, support the SBA in the delivery of events that promote the evening economy. | Sunshine Place Manager | City Compliance, Environmental Health, Economic Development | Ongoing |</p>
<table>
<thead>
<tr>
<th></th>
<th>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.</th>
<th>Brimbank MARL / SSH Team, Strategic Planning</th>
<th>City Planning, Urban Design</th>
<th>Medium</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.11</td>
<td>Prepare architectural design principles and guidance to promote quality built form outcomes in the Centre.</td>
<td>Strategic Planning, Urban Design</td>
<td>City Planning, Place Manager</td>
<td>Medium</td>
</tr>
<tr>
<td>2.12</td>
<td>Program delivery of future work associated with the Centre through the update of the Experience Brimbank Visitor Strategy.</td>
<td>Place Manager, Economic Development</td>
<td></td>
<td>Short</td>
</tr>
</tbody>
</table>
12.3. Public Places, Connections & Amenity

Objectives:

- Provide an attractive and quality public environment
- Ensure that the Centre is safe and well-lit during the evening
- Improved, integrated and sustainable transport and connections with regard to Brimbank, Melbourne’s West, metropolitan Melbourne, western Victoria and Melbourne Airport
- Ensure appropriate pedestrian connections in and through the Centre to enhance walkability, accessibility, permeability and connectivity to key services and amenities
- Maintain high levels of cleaning and maintenance

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</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Continue progressing Council’s ten year rolling capital works program for the Centre</td>
<td>Urban Design</td>
<td>Engineering Services, Sunshine Place Manager</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>• Completion of the Hampshire Road Streetscape Masterplan 2014</td>
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<td></td>
<td>• Deliver improvements at Albion station and surrounds including access and landscaping</td>
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<td></td>
<td>• Advocate for Ballarat Road to be a public transport corridor and landscape improvements at the gateway</td>
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<td></td>
<td>• Deliver upgrade to M. B. Lynch Memorial Gardens</td>
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<td></td>
<td>• Devonshire Road streetscape upgrade</td>
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<td></td>
<td>• Commencing design of the Southern precinct to leverage on the</td>
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opportunities of the MARL / SSH (this project would be informed by the MARL / SSH timeline)

<table>
<thead>
<tr>
<th>3.2</th>
<th>Examine opportunities to integrate the Albion Station Precinct and Energy Park as it develops</th>
<th>Urban Design</th>
<th>Strategic Planning, Environment</th>
<th>Long</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.3</td>
<td>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</td>
<td>Engineering Services</td>
<td>City Compliance, Asset and Property Services, Sunshine Place Manager, Facilities and Major Projects</td>
<td>Short</td>
</tr>
<tr>
<td>3.4</td>
<td>Continue to promote multi deck car parking facility through improved wayfinding signage and on the Council website</td>
<td>Facilities and Major Projects</td>
<td>Media and Communications, Sunshine Place Manager</td>
<td>Medium</td>
</tr>
<tr>
<td>3.5</td>
<td>Continue to advocate to VicRoads about addressing traffic congestion at the Anderson Road / McIntyre intersection with Ballarat Road</td>
<td>Engineering Services</td>
<td>Urban Design</td>
<td>Ongoing</td>
</tr>
<tr>
<td>3.6</td>
<td>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</td>
<td>Urban Design</td>
<td>Sunshine Place Manager, Arts and Culture, Operations</td>
<td>Medium to Long</td>
</tr>
</tbody>
</table>
| 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 | Urban Design | Engineering Services | Long |
<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Responsible Party</th>
<th>Timeframe</th>
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</table>
| 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  | Operations               | Building Maintenance | Ongoing |
| 3.9 | Schedule 6-monthly cleaning, maintenance and compliance audits to proactively identify issues | Sunshine Place Manager | Operations, City Compliance | Ongoing |
| 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. | Engineering Services, Urban Design | Strategic Planning, Brimbank MARL / SSH Team | Short |
| 3.11 | Advocate to the State Government for the development of Ballarat Road as a boulevard in line with Plan Melbourne | Urban Design            |                 | Ongoing |
### 12.4. Community Services & Development

**Objectives:**
- Ensure there is quality leisure and community amenities and services to cater for the growing population
- Encourage a diverse range of housing development across the Centre
- Improve the sense of place by incorporating and development cultural and artistic references in the public realm

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<tbody>
<tr>
<td>4.1</td>
<td>Develop a community engagement strategy to inform the planning and development of the MARL / SSH at key stages</td>
<td>MARL / SSH Team, Community Planning and Advocacy</td>
<td>Sunshine Place Manager, Victoria Police, City Compliance, Youth Services, Urban Design</td>
<td>Short</td>
</tr>
<tr>
<td>4.2</td>
<td>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. o This includes considering a range of safety initiatives including CCTV.</td>
<td>Community Planning and Advocacy</td>
<td>Sunshine Place Manager, Victoria Police, City Compliance, Youth Services, Urban Design</td>
<td>Ongoing</td>
</tr>
<tr>
<td>4.3</td>
<td>Continue to deliver the Community Services and Infrastructure Plan 2018 – 2038 including: o Improvement to the Sunshine Leisure Centre including: o Foyer facelift including a Café and designated retail merchandise space o Refresh of indoor change rooms o 24 Hour Gym conversion o Pool hall works</td>
<td>Leisure and Community Services</td>
<td></td>
<td>Long</td>
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<td>Action</td>
<td>Responsible Parties</td>
<td>Timeframe</td>
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<tr>
<td>4.4</td>
<td>Monitor population growth in the Centre to ensure the adequate provision of community services</td>
<td>Community Planning and Advocacy</td>
<td>Long</td>
<td></td>
</tr>
<tr>
<td>4.5</td>
<td>Continue to seek opportunities to further engage with and integrate Victoria University in the Centre</td>
<td>Sunshine Place Manager, Urban Design</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>4.6</td>
<td>Develop information to promote Sunshine as a location for key worker and affordable housing.</td>
<td>Community Planning and Advocacy</td>
<td>Short</td>
<td></td>
</tr>
<tr>
<td>4.7</td>
<td>Continue to encourage a diversity of public and private art throughout the Centre including the potential for ephemeral art displays</td>
<td>Arts and Culture</td>
<td>Ongoing</td>
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<td></td>
<td></td>
<td>Sunshine Place Manager, Urban Design</td>
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### 12.5. Program Management and Communications

**Objectives:**

- Provide a framework for managing the program including review and improvement
- Ensure that the program activities and initiatives are planned and delivered in a coordinated, collaborative and integrated fashion
- Engender a broad understanding, support and engagement with the Sunshine Rising program amongst the private and public stakeholders
- Ensure engagement and partnerships with key stakeholders to deliver the program

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<tbody>
<tr>
<td>5.1</td>
<td>Produce a condensed version of the Action Plan for marketing and other purposes</td>
<td>Sunshine Place Manager</td>
<td>Media and Communications</td>
<td>Short</td>
</tr>
<tr>
<td>5.2</td>
<td>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</td>
<td>Brimbank MARL/Sunshine Super Hub (SSH) Team</td>
<td></td>
<td>Short</td>
</tr>
<tr>
<td>5.3</td>
<td>Pursue with state government development of a high level coordination group of key stakeholders to oversee development of the MARL / SSH including Council representation</td>
<td>Executive</td>
<td>Brimbank MARL / SSH Team</td>
<td>Short</td>
</tr>
<tr>
<td>5.4</td>
<td>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.</td>
<td>Sunshine Place Manager</td>
<td>Brimbank MARL / SSH Team</td>
<td>Short</td>
</tr>
<tr>
<td>5.5</td>
<td>Review internal working groups to facilitate coordination of Council’s work in relation to this Action Plan and the MARL / SSH</td>
<td>Sunshine Place Manager / MARL Liaison Officer</td>
<td>Brimbank MARL / SSH Team, Urban Design, Media &amp; Communications, Engineering Services, Strategic Planning, Economic Development, City Planning</td>
<td>Short</td>
</tr>
<tr>
<td>5.6</td>
<td>Continue to oversee the expenditure and administration of the Sunshine Marketing and Business Development Special Rate in accordance with the Funding Agreement</td>
<td>Sunshine Place Manager</td>
<td>Finance</td>
<td>Ongoing</td>
</tr>
<tr>
<td>5.7</td>
<td>Annually report on the progress of the Action Plan to the Sunshine Partnership Group and promote key achievements to the public sector</td>
<td>Sunshine Place Manager</td>
<td>Urban Design, Media &amp; Communications, Engineering Services, Strategic Planning, Economic Development, City Planning</td>
<td>Ongoing</td>
</tr>
<tr>
<td>5.8</td>
<td>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.</td>
<td>Sunshine Place Manager</td>
<td>Asset and Property Services</td>
<td>Ongoing</td>
</tr>
<tr>
<td>5.9</td>
<td>Engage with relevant place management networks to promote Sunshine, share and learn about place management strategies</td>
<td>Sunshine Place Manager</td>
<td>Urban Design, Economic Development</td>
<td>Ongoing</td>
</tr>
<tr>
<td>5.10</td>
<td>Continue to prepare and distribute the quarterly Sunshine Rising newsletter and maintain current and relevant information on Council’s website</td>
<td>Sunshine Place Manager</td>
<td>Media and Communications,</td>
<td>Ongoing</td>
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<td></td>
<td>Action</td>
<td>Description</td>
<td>Responsible</td>
<td>Department</td>
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<tr>
<td>5.11</td>
<td>Continue to develop relationships with property owners, business and service providers and other agencies that have a presence in the Centre</td>
<td>Sunshine Place Manager</td>
<td>Economic Development</td>
<td>Ongoing</td>
</tr>
<tr>
<td>5.12</td>
<td>Review the Action Plan at the end of the five year term</td>
<td>Sunshine Place Manager</td>
<td>Urban Design, Media &amp; Communications, Engineering Services, Strategic Planning, Economic Development, City Planning</td>
<td>Long</td>
</tr>
</tbody>
</table>
Department of Environment, Land, Water and Planning
www.economy.id.com.au/brimbank
Sunshine Special Rate survey report 2017
Victoria in Future 2016, Department of Environment, Land, Water and Planning
Sunshine Town Centre Investment Prospectus
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