



Brimbank
City Council



St Albans Place Management Framework

Adopted 9 December 2025



Aunty Joyce and Uncle Boots
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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.

Executive Summary

Established in 2019, the St Albans Place Management Framework (Framework) provides dedicated leadership and coordination for a range of activities across Council to deliver our vision for the St Albans.

The Framework is structured around four key pillars:

- **Leadership:** Establishing a tailored Place Management Program involving multiple departments and disciplines across Council, with a dedicated Place Manager to oversee and coordinate implementation.
- **Partnerships:** Strengthening partnerships with key stakeholders like the St Albans Business Association Group Incorporated, Victoria Police and community has been a key focus. This is also facilitated through the St Albans Partnership Group.
- **Governance and Communication:** Ensuring effective oversight, accountability, and transparency.
- **Delivery:** Driving actions including business engagement, proactive safety, cleaning and maintenance programs, public realm improvements, and coordinated marketing, activations, and communications.

The strategic directions for this Framework are:

- Program Management, Governance & Partnerships
- Marketing, Promotions and Activation
- Community Safety, Access & Amenity
- Business Development & Investment Attraction
- Community & Cultural Development.

We will focus our activities on:

- Maintaining our cultural appeal
- Improving our identity
- Improving community safety
- Addressing illegal footpath trading
- Supporting economic vibrancy
- Managing our car parking
- Improving our public realm
- Working with our partners to address anti-social behaviour.



Contents

- Executive Summary 3**
- Introduction 5**
- Why is Place Management important?..... 6**
- Methodology..... 8**
- Policy Context 9**
 - Local Polices.....9
 - State Policy 9
- Stakeholder findings 10**
 - What people like and dislike? 11
- St Albans snapshot..... 12**
 - People 12
 - Business 12
 - Five-year Council investment outlook..... 13
- Where we stand 14**
- Strategic Framework 15**
 - Our Vision 15
 - Our Strategic Directions 16
 - Our Priorities 17
- References 24**

Introduction

The St Albans Town Centre (Centre) plays a significant economic, social, cultural, educational, and recreational role within the City of Brimbank. With more than 300 businesses in multiple property ownership, the Centre is designated as a major activity centre in the Brimbank Planning Scheme, and along with the Sunshine and Sydenham Activity Centres, forms the central spine of the municipality along the Sunbury railway corridor.

In 2018 Council established the GO St Albans Town Centre Revitalisation and Management program. The program is based on a “whole of Council” approach that brings together various functional areas and professionals to achieve outcomes that deliver the collective vision established for the Centre. The program is focused on the commercial area within the St Albans Activity Centre boundary, which was formalised by the St Albans Structure Plan 2011 (revised 2015), and generally comprises the area that is impacted by the St Albans Marketing and Business Development Special Rate.



Why is Place Management important?

Established in 2019, the St Albans Place Management Framework (Framework) provides dedicated leadership and coordination of a range of activities across Council to deliver our vision for the St Albans.

Our Place Management approach drives economic development, improves community safety and amenity, builds partnerships, delivers ongoing activation and investment, which help makes St Albans more vibrant, resilient, and sustainable.

The Framework is structured around four key pillars:

- ✔ Leadership: Establishing a tailored Place Management Program with a dedicated Place Manager to oversee implementation.
- ✔ Partnerships: Strengthening partnerships with key stakeholders like the St Albans Business Association, Victoria Police and community has been a key focus. This is also facilitated through the St Albans Partnership Group.
- ✔ Governance and Communication: Ensuring effective oversight, accountability, and transparency.
- ✔ Delivery: Driving actions including business engagement, proactive safety, cleaning and maintenance programs, public realm improvements, and coordinated marketing, activations, and communications.

Our approach to place management in Brimbank has set a benchmark for best practice in local government. The success of the Framework is underpinned by several key enablers:

- ✔ A dedicated Place Manager responsible for oversight, stakeholder engagement, and driving program delivery.
- ✔ An annual budget allocation of \$80,000 to support the operation of the Place Management Program.
- ✔ A Marketing and Business Development Special Rate Scheme, which was successfully renewed for a further five-year term in 2024.



Local fruiter at Big Sam's Market

The St Albans Place Manager position works across the Council to coordinate delivery of the place management program and is also a key contact for the community. The Place Manager also maintains oversight of the Special Rate to ensure it aligns with the Association's approved Marketing Plan, Annual Budget, and Council's Payment Agreement for the centre.

The Special Rate Scheme currently collects \$160K per annum and is paid to the St Albans Business Group Association Incorporated (SABGAI) who employs a part-time marketing coordinator to help deliver a program of marketing and business development activities. This enables the Business Association to:

-  Deliver events that attract foot traffic and energise the Centre.
-  Offer business development opportunities to support local operators.
-  Market the Centre as a vibrant place to work, shop, invest, and play.

Council has also established the St Albans Partnership Group, an independently chaired committee that includes representation from the SABGAI, business, community members, Victoria Police and Council. The Partnership Group operates in an advisory capacity to Council and provides a forum for strategic direction, feedback, dialogue, and opinion on a range of matters impacting the performance of the Centre.

The SABGAI is an essential partner and Council works hard to maintain a strong and cooperative relationship. Founded more than 20 years ago SABGAI includes membership from all businesses in the Centre. In late 2023, another business group formed which Council is also working to establish a relationship with and encourage greater communication and cooperation with SABGAI.

Council also maintains a strong and productive relationship with Victoria Police, who is also a key partner. Council regularly meets with Victoria Police to conduct safety audits, conduct proactive compliance, and police also attend Council's safety roundtables, the Partnership Group and SABGAI meetings.

The Place Manager and Council also maintain relationships with a range of other important stakeholders in and outside the centre including the STACC, St Albans Library, Victoria University, Metro Trains and Melbourne Food and Wine and more.

Methodology

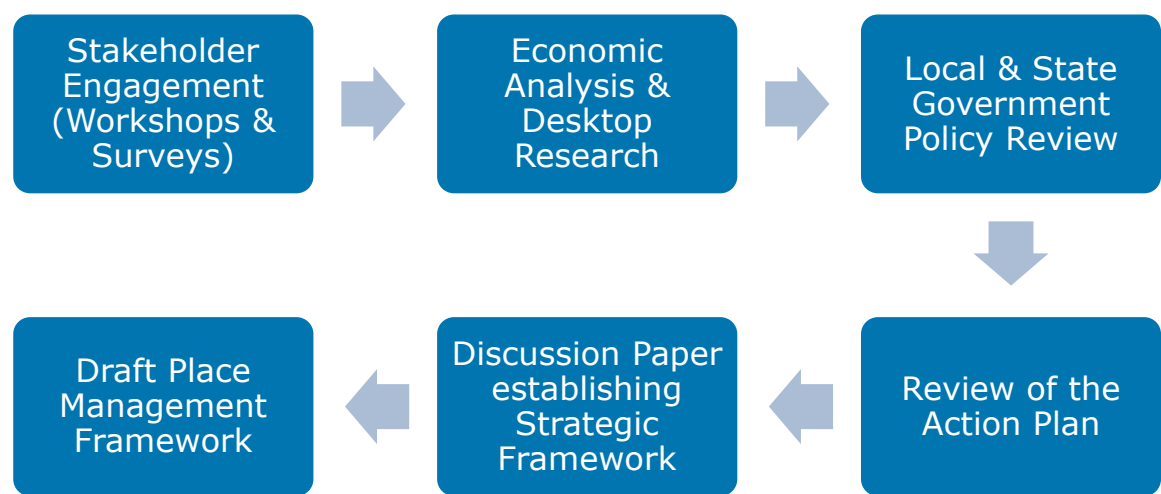
The development of the Framework was informed by a comprehensive research and engagement process designed to understand the Centre’s current performance and future priorities.

Visitor, business owner and staff surveys gathered insights into user experiences. A business audit, economic analysis and investment data informed our understanding of the commercial landscape, and helped identify emerging trends, and opportunities for growth and development.

An internal review of the 2019–2024 Action Plan assessed achievements to date and highlight areas requiring further attention.

Council and State policy was examined to ensure strategic alignment and integration with current strategy.

Desktop research and data analysis generated a mix of qualitative and quantitative insights that underpin the direction and priorities of the Go St Albans Strategic Framework.



Policy Context

The Go St Albans Strategic Framework is informed by and aligns with several local state government policies.

Local Policies

- ✕ **Together We Are Brimbank Council Plan 2021–2025** supports local economic growth and quality public spaces
- ✕ The **Brimbank Economic Development Strategy 2022–2027** highlights St Albans as a vibrant precinct, and encourages investment, placemaking, cultural activation, and local business support.
- ✕ **The Brimbank Activity Centre Strategy 2018** (currently under review) identifies St Albans as a Major Activity Centre, recommending place-based planning, development facilitation, business engagement, and public realm upgrades.
- ✕ The **Safe and Inclusive Brimbank Strategy 2020–2024** reinforces the role of place management in enhancing safety, and the importance of activating public spaces, and strengthening partnerships with Victoria Police and local organisations.
- ✕ The **Brimbank Parking Strategy 2019–2029** recommended several initiatives including a parking overlay to support sustainable development and parking management plan and other initiatives.
- ✕ The **Brimbank Visitor Economy Strategy 2025–2029** promotes a 'place of places' marketing approach; the increase in tourism due to infrastructure investment and the importance of harness Brimbank's multicultural residents and business owners as key assets and the importance of community events.
- ✕ The **Brimbank Social and Affordable Housing Statement 2022** encourages an increased supply of social and affordable housing in Brimbank.

State Policy

- ✕ **Plan for Victoria** establishes a Brimbank housing target of 59,500 by 2051 with a emphasis on activity centres in established areas. like Brimbank.

Stakeholder findings

Council has undertaken a range of engagement initiatives with key stakeholders to inform the direction of the St Albans Place Management Framework.

In May 2024 Council conducted two workshops with internal and external stakeholders to gather insights on the future of the St Albans Town Centre to inform the new Program:

- ✕ An internal workshop involved Council staff from Urban Design, Operations, Community Strengthening and Social Planning, City Strategy, Economic Development, Engineering, Art & Culture, Environmental Health, Youth Services, and Regulatory Services.
- ✕ An external workshop involved the St Albans Partnership Group, including property and business owners, Victoria Police, Councillors, and community and youth representatives.

Council also surveyed visitors and businesses to better understand their experience the Centre.

Key findings included:

- ✕ People visit the centre primarily to shop for groceries, to dining, bank, to visit the library, and use personal services.
- ✕ People access the centre primarily by driving (74%) public transport (11.2%), walking (5.6%) and cycling (2.8%).
- ✕ A significant proportion of respondents value the community events held in the centre (72%)
- ✕ 54% said amenities and cleanliness was adequate.
- ✕ 62% of respondents feel safe during the day, but only 20% feel safe in the evenings.

What people like and dislike?



Cultural diversity
St Albans Library
Lunar New Year
Festival
Community events
Vibrant atmosphere
Unique character
Sense of community



Drug affected people
Rough sleeping
Anti-social behaviour
Itinerant footpath
trading
Traffic congestion
Lack of Parking
Cleaning &
maintenance

St Albans snapshot

This snapshot includes key facts and figures derived from our analysis.

People

Population: 39,039 (suburb)

Born overseas: 58.4% (Metro Melbourne is 35%)

Top five overseas countries of birth:

- Vietnam 21.5%
- India 5.8%
- Philippines 3%
- Malta 2.8%
- Iraq 1.4%

Median weekly household income: \$1,134 (Metro Melbourne \$1,866)

Unemployment rate: 10.8% (Metro Melbourne is 5.3%)

Business

The centre has a diverse business mix consistent with its' role as a major activity centre. The food sector is an economic driver for the centre and there is increasing consumer spending on food and dining that underscores the Centre's strategic positioning as food hub.

Number of businesses: 277

Business mix:

- Services (professional and personal): 20%
- Cafes and Restaurants: 15.5%
- Retail (Non-food) 18%
- Retail (Food): 14%
- Community Services: 12.5%
- Health Services: 8%
- Entertainment: 2%

Existing floorspace: 15,000m² of office space, 40,000m² of retail space

Projected retail floor space growth: \$4,100m² by 2036

Commercial vacancy rate: 10%

Data Sources: ABS Census 2021; Brimbank Economic Analysis, Charter Keck Cramer 2023

Five-year Council investment outlook

Over the coming five years Council will invest over \$12 million into the Alfrieda Street Masterplan and the Library Redevelopment. Council will also continue to deliver the Place Management Program and our Cleaning and Maintenance Program and invest in the ongoing operation of facilities like the STACC and Errington Reserve.

Capital / Operation

Alfrieda Street Public Realm Master Plan

St Albans Library Redevelopment

Collins Street Carpark

Lighting

Programs

St Albans Place Management

Cleaning and Maintenance

Operation of Community Services

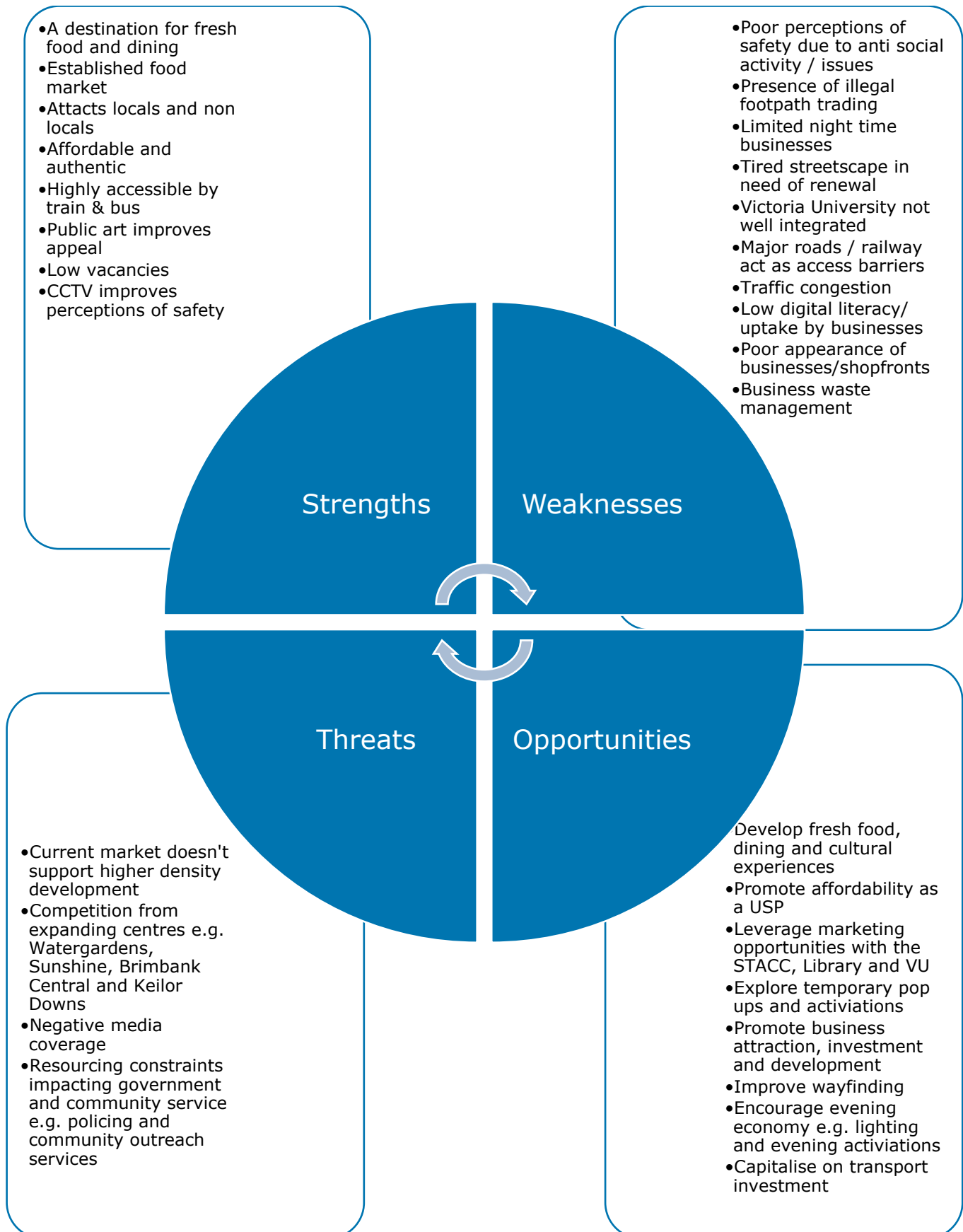
STACC

St Albans Library

Errington Reserve



Where we stand



Strategic Framework

Our Vision

By 2030, St Albans Town Centre will be one of Melbourne's most dynamic and loved multicultural destinations, full of people, community spirit, authentic food and street life. A magnetic place with thriving businesses, happy customers and unique offerings.



Our Strategic Directions

We will progress a range of work under the following strategic directions:



Program Management, Governance & Partnerships



Marketing, Promotions and Activation



Community Safety, Access & Amenity



Business Development & Investment Attraction



Community & Cultural Development



St Albans Lunar New Year celebrations

Our Priorities

We will focus our activities on:



Maintaining our cultural appeal



Managing our car parking



Improving our identity



Supporting economic vibrancy



Improving community safety



Improving our public realm



Addressing illegal footpath trading



Working with our partners to address anti-social behaviour



"Intersections" by Katherine Gailer (aka Katira)



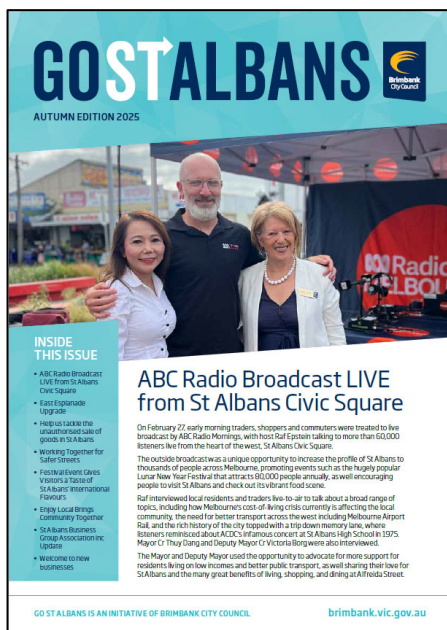
Program Management, Governance & Partnerships

Our aim:

To maintain a strong approach to governance, partnerships, collaboration, and communication to support coordinated delivery and shared accountability. Engagement and partnerships with key stakeholders—including the SABGAI, the new business association, business and property owners, community representatives and government agencies is crucial to align resources and efforts toward delivering our shared vision and aspirations.

What this could entail:

- The Place Manager continuing to coordinate delivery of the Framework, be the central point of contact for stakeholders, and manage the Marketing and Business Development Special Rate Scheme.
- Strengthening and or maintaining relationships with key stakeholders, including the business associations, the St Albans Partnership Group, Victoria Police, and social service agencies. This could include reviewing and refreshing the Partnership Group membership.
- Continued delivery of centre-wide multilingual communications to business and property owners to promote an understanding about the delivery of the Framework.
- Establishing an internal Council coordination group to streamline Council project delivery across the Centre and measuring performance and reporting on progress.



Go St Albans newsletters which are translated into Vietnamese



Marketing, Promotions and Activation

Our aim:

To position St Albans as a vibrant and culturally rich destination through cohesive branding and a coordinated marketing and communication program and activations that leverages the centres strengths as a fresh food, dining, and cultural destination.

What this could entail:

- Leveraging the Marketing and Business Development Special Rate to deliver a broader program of events and initiatives e.g. food tours, cooking classes and cultural celebrations including continued support for the St Albans Lunar Festival and partnerships with tourism and food industry organisations.
- Encouraging partnerships across stakeholders that have community assets, destinations, and programs like the STACC, St Albans Library and Victoria University to optimise marketing and promotional efforts.
- Exploring opportunities to engage media in positive stories that elevate St Albans' profile.
- Targeting activations programs like Light Up Sunshine and Enjoy Local to promote a sense of connection and community, cultural and artistic expression, and the evening economy.

WESTSIDE WINTERS WANDERS
Wander far. Eat local.

Discover fresh flavours, local stories and foodie finds – all in the heart of Melbourne's west.

Join us on a guided walking tours through Sunshine or St Albans, where you'll discover authentic global eats, vibrant street life, and the proud businesses that make these neighbourhoods unforgettable.

Tickets on sale now!

SUNSHINE - Saturday 9 August
ST ALBANS - Saturday 16 August

Buy tickets and find out more at
www.brimbank.vic.gov.au/westside-winter-wanders

Brimbank City Council

Westside Wonders advertisement for Sunshine and St Albans guided food tours



Our aim:

To continue working with our partners to improve safety across the centre and ensure our footpaths and public spaces feel safe, are clean, well maintained, and accessible. Our new streetscapes and people spaces will promote a sense of community pride, culture, and connection and give greater regard to the environment, sustainable transport, and optimising parking management.

What this could entail:

- Continuing to work cooperatively with Victoria Police to identify safety hotspots, target resources, and undertake joint patrols and safety audits.
- Implementing a comprehensive plan to address illegal footpath trading that includes increased compliance.
- Continuing to undertake proactive cleaning and maintenance, regular audits, and streetscape improvements including delivery of the Alfrieda Street Public Realm Master Plan and the upgrade of Main Road East and West.
- Reviewing car parking management and ways to promote parking availability.
- Exploring initiatives that enhance the visitor experience including wayfinding and lighting.
- Encouraging increased walking and cycling in line with adopted strategies.





Business Development & Investment Attraction

Our aim:

To attract greater private investment through new businesses locating to St Albans, existing businesses investing in their growth and development, and development of higher density mixed use development that increases the number of people living in the centres.

What this could entail:

- Developing an investment prospectus to promote the centres attributes to new businesses and distributing to local estate agents.
- Targeting promotion and delivery of Council's Business Development Program and environmental programs to build capacity in existing businesses, with a focus on digital skills, merchandising and sustainability.
- Exploring opportunities for pop ups and temporary art installations in vacant shops and spaces.
- Promoting Council's development facilitation service to property owners and information about Council's business permit services.
- Working to minimise and mitigate disruption to businesses during construction of streetscapes and other infrastructure and deliver appropriate support including increased communications, signage, and promotion.



Brimbank business owners and stakeholders attending Brimbank Business Breakfast



Community Development & Cultural Development

Our aim:

To foster a vibrant, culturally rich, inclusive, and safe centre that strengthens social and cultural connection and supports wellbeing of all community members by enhancing access to local services, public spaces, and programs and enabling cultural activities, that reflect the diverse needs of the area.

What this could entail:

- Supporting quality experiences in performing and visual arts, and delivering an engaging program of creative workshops, festivals, and events.
- Evaluating and tailoring appropriate responses to the range of social issues occurring in St Albans, including connecting people with outreach and other support services.
- Exploring innovative ways to deliver outreach services that maintain respect and dignity e.g. mobile community vans.
- Continuing to build and support relationships with diverse community groups and explore opportunities for their involvement in initiatives / events to promote a sense of connection and belonging with St Albans e.g. youth meet ups at Errington Reserve
- Promoting, and where possible, negotiate social and affordable housing as part of significant developments proposed for St Albans.
- Strengthening relationships with community organisations delivering outreach services and exploring opportunities for partnerships, support, and shared advocacy, where appropriate.



Monitoring our 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 St Albans in comparison to negative stories.



References

Brimbank City Council, Annual Plan and Budget 2025

Brimbank City Council, Economic Development Strategy 2022 – 2025

Brimbank City Council, Activity Centre Strategy 2018

Brimbank City Council, Safe and Inclusive Brimbank Strategy 2020 - 2024

Brimbank City Council, Brimbank Parking Strategy 2019 – 2029

Brimbank City Council, St Albans Activity Centre Car Parking Management Plan 2021

Brimbank City Council, Brimbank Cycling and Walking Strategy 2008

Brimbank City Council, Brimbank Visitor Economy Strategy 2025-2029

Brimbank City Council, Alfrieda St Public Realm Masterplan (April 2024)

Brimbank City Council, St Albans Partnership Walkshop, June 2023

State of Victoria, Department of Transport and Planning 2025

Brimbank Homelessness Statement of Commitment (August 2025)

Plan for Victoria State of Victoria, Department of Transport and Planning

Brimbank City Council, Sunshine Priority Precinct Vision 2050

ABS Census 2021

Brimbank Economic Analysis, Charter Keck Cramer 2023

Brimbank City Council

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Hearing or speech impaired?

- TTY dial 133 677
- Speak & Listen 1300 555 727
- www.relayservice.gov.au, then enter 03 9249 4000



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131 450

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