TENDER NUMBER 1911

ST KILDA TRIANGLE - STAGE 2

DESIGN AND ENGAGEMENT SERVICES TO CO-DESIGN A REALISTIC, FUNDABLE AND DELIVERABLE PROJECT FOR THE ST KILDA TRIANGLE THROUGH A COLLABORATIVE PROCESS
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1. PROJECT OVERVIEW

1.1 Purpose of the Engagement

The City of Port Phillip is seeking to engage an external consultant to provide Design and Engagement services to assist it deliver a realistic, fundable and deliverable project for the St Kilda Triangle site.

The successful consultant will collaborate with the City of Port Phillip and its stakeholders on the development of a masterplan, project options and a concept design for this site that aligns community, Council, industry and government aspirations for a locally-loved place that is world admired.

2. PROJECT BACKGROUND

2.1 City of Port Phillip

The City of Port Phillip (the Council) is located in Melbourne’s inner southern suburbs, between 2 and 8 kilometres from the Melbourne CBD.

The City of Port Phillip includes the suburbs of Albert Park, Balaclava, Elwood, Melbourne (part), Middle Park, Port Melbourne (part), Ripponlea, South Melbourne, Southbank (part), St Kilda, St Kilda East (part), St Kilda West and Windsor (part) and is bounded by the Cities of Melbourne and Stonnington in the north, the City of Glen Eira in the east, the City of Bayside in the south, and Port Phillip Bay and the City of Melbourne in the west.

2.2 St Kilda

St Kilda is one of Melbourne’s most colourful and well-known suburbs, attracting a diverse range of residents, visitors and workers. An iconic suburb, it is best known for its public spaces and attractions such as St Kilda beach, Fitzroy and Acland streets, the Palais Theatre, the Espy (Esplanade Hotel) and Luna Park. As a beachside suburb, St Kilda has a distinct and vibrant atmosphere. Its built heritage and diverse community are important elements of the local character and cultural identity.

2.3 St Kilda Triangle

The St Kilda Triangle refers to the triangle shaped parcel of land that sits between the Esplanade and the foreshore. It is bordered by Jacka Boulevard, the Lower Esplanade and Cavell Street – see Figures 1 and 2 below.
It is an approximately 15,000m² parcel of Crown land, situated in the heart of St Kilda, with the City of Port Phillip (acting as the Committee of Management).

The site has been and continues to be used as an at grade car park.

The St Kilda Triangle is inextricably linked to the Palais Theatre, located immediately adjacent to it, due to:
- back of house functions
- car parking and access points
- adjoining buildings
- precinct management

The St Kilda Triangle also has an interface with:
- Other committed capital projects in St Kilda including Acland Street Upgrade; St Kilda Lifesaving Club; and Fitzroy Street Tram Stop
- The St Kilda Festival, foreshore management and other major events
- Prominent private-sector development projects in St Kilda including Stokehouse rebuild; Donovan’s renovations; and Future redevelopment of the Novotel site.
- Luna Park and other destinations in and around the foreshore and St Kilda.

2.4 History

St Kilda and the site is a gathering point. To the traditional owners, St Kilda or as it was called – Euroke Yroke – was an area that provided seasonal shelter, food and ceremonial grounds. The swamps were gradually reclaimed and by 1884 the foreshore was drained and became a recreational space. In 1906 St Kilda Council established the Foreshore Trust and Carlo Catani began re-inventing it as a Mediterranean-style resort with amusement and entertainment parks, tearooms, a kiosk and Luna Park.

In 2001 the process to develop a St Kilda Foreshore Urban Design Framework (UDF) began. The UDF provided a guide for the development of the St Kilda foreshore, including the St Kilda Triangle site. The Council adopted the UDF in 2004.
The UDF identified several principles for the future of the Triangle site including increasing public space, ensuring low rise development, protecting local culture, and ensuring future uses remained consistent with the site’s entertainment history.

Land (St Kilda Triangle) Act 2006 specifically applies to the site which includes as it main purposes:

- to re-reserve that land and to reserve other land at St Kilda for public purposes; and
- to provide for the Port Phillip City Council to be the committee of management of the reserved land; and
- to provide powers to lease part of the reserved land.

Following an Expression of Interest process, Council awarded a tender to the Citta Property Group in 2007, with Babcock & Brown as the preferred developer.

Significant community opposition to the scheme resulted in a change Council and, following agreement with the developer, abandonment of the proposal for the St Kilda Triangle.

### 2.5 Current Status

On 28 August 2012, Council adopted and publicly released St Kilda Triangle 2012. Thereafter, Council commenced a Planning Scheme Amendment to implement the statutory planning elements of St Kilda Triangle 2012. Amendment C106 was exhibited, but has not been resolved and finalised.

The St Kilda Triangle 2012 vision and framework enabled a number of different proposals to be developed. To maintain alignment of the community’s and Council’s aspirations for the site, a co-design process was adopted to refine the parameters and create greater certainty and direction.

The following six stages we adopted to realise a capital project on the St Kilda Triangle as follows:

<table>
<thead>
<tr>
<th>Stage</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>St Kilda Triangle 2012</td>
<td>2012, completed</td>
</tr>
<tr>
<td>Stage 0 – Background</td>
<td>2013, completed</td>
</tr>
<tr>
<td>Stage 1 – Refine the Parameters</td>
<td>2014, completed</td>
</tr>
<tr>
<td>Stage 2 – Collaborative Design</td>
<td>2015</td>
</tr>
<tr>
<td>Stage 3 – Detailing and Funding</td>
<td>2016-17</td>
</tr>
<tr>
<td>Stage 4 – Implementation</td>
<td>2018-19</td>
</tr>
<tr>
<td>Stage 5 – Management</td>
<td>2020</td>
</tr>
</tbody>
</table>

Stage 1 concluded that a project for St Kilda Triangle should generate cultural production, support the Palais Theatre, include a park, provide carparking, be a destination to generate visitation to St Kilda, and improve the pedestrian crossing across Jacka Boulevard.

Relevant recent decisions on the project were made by Council on 9 December 2014 and 10 March 2015. Council is now progressing to Stage 2.

Council is undertaking a separate project to secure the sustainable and successful operating future for the Palais Theatre.
3. PROJECT SCOPE OF WORKS

3.1 Introduction

Stage 2 will employ a co-design approach to develop – in parallel – inputs, constraints and opportunities from the community, industry, government and Council to formulate a Business Case for the St Kilda Triangle project. The collaboration of these four stakeholder groups and creating an alignment of interest will create the bedrock for securing funds and delivery partners to realise a project that is locally loved and the world admires. The Concept Design and Delivery Strategy will be developed in parallel with and provide key inputs into the Business Case.

The program for delivering Stage 2 has been framed to:

- Reflect the substantial progress that has been made in identifying the key issues through the extensive consultation process to date.
- Align and incorporate state government agency inputs with the community and industry feedback, to ensure the project meets prepared in accordance with Stage 2: Prove of the Department of Treasury and Finance’s Investment lifecycle and High Value High Risk Guidelines (the Guidelines).
- Incorporate an integrated plan that provides for concept development with government, community and industry inputs.
- Deliver a robust Business Case and Delivery Strategy that has the buy-in of all stakeholders.

The program to develop a Business Case consisting of a Concept Design and Delivery Strategy will involve eight stages under three key phases:

- **A – Conceptualise the opportunity**
  - A1 - Undertake market soundings
  - A2 - Develop the strategic and policy case for change
  - A3 - Validate the parameters for the site
- **B – Collaborate on Solutions**
  - B1 – Establish a site Master Plan
  - B2 – Agree on project options
  - B3 – Agree on public realm option
- **C – Finalise Business Case**
  - C1 – Consolidated Concept Design Report
  - C2 – Finalise Business Case.

At the letting of this design and engagement commission, Phase A is expected to be complete.

This commission will cover Phases B and C, including the following deliverables:

*Business Case*

The Business Case will provide Council and stakeholders, such as state and federal government, with advice for investment in the St Kilda Triangle project. It will document evidence of the problem, strategic responses to the problem, options for the project, benefits, costs, risks and the deliverability of the recommended solution. It will enable informed deliberation of potential solutions for the site.
**Concept Design**

The Concept Design supports the development of the Business Case and will be produced through an iterative co-design process. It will be sufficiently detailed to provide the community, Councillors and stakeholders with a picture of the way the site will develop and how it might look. It will form part of the brief for further detailed design and development. It is anticipated that the degree of design resolution will be greater for the public realm than for specific built form envelopes, which will be controlled by guidelines and a Planning Scheme Amendment. The built form parcels may be developed and detailed separately in subsequent stages.

**Delivery Strategy**

The Delivery Strategy will form part of the Business Case to advise Council and potential investors (public and/or private) on how to deliver and realise the project.

Following the completion and lodgement of the Business Case in 2015, the project will advocate for the successful consideration of the investment proposal; assist Council to make procurement and delivery decisions and progress early works to enable implementation.

### 3.2 Consultants

The Council proposes to appoint the following Consultants to assist it in developing the Concept Design, Delivery Strategy and Business Case.

- **Engagement and Design** – to develop an agreed Masterplan, project options and public realm design through an iterative process of engagement with Council, its community and government stakeholders.
- **Business Case Writer and Developer** – to write and identify inputs required for a Business Case that has the best chance of success to realise delivery of a capital project for the St Kilda Triangle.
- **Project Advisory** – to provide Council with project planning and delivery advice, and undertake agreed government and industry engagement to input to the Business Case.

This Project Brief is for the appointment of the Design and Engagement consultants. Separate Project Briefs will be issued for the other consultant packages.

### 3.3 Scope of Works

The Head Consultant for the design and engagement commission shall provide the scope of services as specified in this brief, unless otherwise specified or excluded.

The objective of this commission is to work with Council and its Consultants to inspire and facilitate a co-design design process with the community and stakeholders that will lead to a commercially viable and privately/publicly fundable Concept Design for the St Kilda Triangle.

The Design and Engagement team is required to:

- Partner with Council and its advisers to produce the necessary inputs for the Business Case and Delivery Strategy for the St Kilda Triangle.
- This includes leading and developing a Concept Plan that results from:
- **An agreed site Master Plan** with community, industry and government that tests Master Plan options, that confirm opportunities to connect the site to the foreshore, Acland Street and Fitzroy Street, identifies built form opportunities, access and egress points, site levels and identifies initial site management options. This will be undertaken through workshops and refining the outcome.

- **Agreed project options** with industry and government to document the socio-economic and financial and risk opportunities with different project options within built form opportunities. This would be undertaken by one-on-one meetings with industry groups and refining the outcome.

- **Agreed public realm options** with the community, industry and government to confirm details of ways to connect the site to the foreshore, Acland Street, Fitzroy Street, built form interfaces, access, egress and loading points, site levels and movement patterns, maintenance schedule and site management arrangements. This will be undertaken through workshops and refining the outcome.

- Undertake the necessary engagement with the community and key stakeholders to facilitate the above.

- Consolidate these outputs into a consolidated **Concept Design Report** that reflects the process.

- Include a **Functional Brief** based on the Concept Design that can form the basis for the next stage of the project(s).

The Design and Engagement team will need to form a cohesive team and propose an appropriate methodology to deliver fully on the objectives of this project in a collaborative process.

The range of skills and abilities to be considered in assembling this team include being able to:

- inspire and motivate people to participate in a high quality design conversation
- facilitate people with diverse backgrounds and professional/technical abilities in a workshop
- achieve high levels of buy-in and commitment from diverse community, public sector and private sector stakeholders
- listen and reframe community input throughout the process
- lead a broad conceptual conversation and draw it together to reach a set of scenarios
- provide or draw upon appropriate technical inputs to help frame the discourse
- include commercial and financial advice and business planning from Council’s advisers to ensure that the final concept contains the right information to attract investment
- present information for government business case, “gateway” requirements
- translate the community input and provide clear direction for your designers to conceptualise scenarios for the site
- draw/visualise what the community is saying and represent this three dimensionally
- transcend discussion of style and talk about requirements, function and materiality
- promote a clear design vision to pull together workshop outputs and refine these to a high standard for the community to consider as the future Concept Design for the site

The team of Consultants for this commission may include, but is not limited to:

- Design and thought leaders
- Facilitator/s (engage and coordinate the workshops)
- Communications and engagement specialists, including graphic design skills
- Architects/Landscape Architects/Urban Designers/Illustrators/3D modellers (ability to design & draw in-situ)
- Environmental Planner or Analyst (planning, analysis and modelling)
- Traffic Engineer
- Lighting Designer
- Civil and Structural Engineers

The Head Consultant shall note any additional Sub-Consultants that they may require. The Head Consultant is to ensure that all Sub-Consultants hold all current and relevant licences/accreditations.

### 3.4 Deliverables

The Design and Engagement Consultant is required to:

- meet regularly with Council’s Project Team, advisers and other consultants to ensure they contribute the appropriate inputs to collaborative design workshops, the production of a Concept Design, and a Business Case for St Kilda Triangle
- prepare a communications and engagement plan and a workshop program that details the steps of the workshop process and how this will be communicated to the community and stakeholders (this will be refined and finalised with Council)
- prepare Masterplan options, project options and public realm options with Council that will form the basis of workshops and engagement
- undertake a series of workshops with the community and stakeholders and synthesise and interpret these inputs to reach a concept design
- run parallel information sessions with the community so that they understand the process
- prepare a Concept Design Report based on engagement and workshop outputs
- provide input into the Business Case through the iterative design/workshop process.

### B. COLLABORATE ON SOLUTIONS

#### 1. Agree a site Master Plan

<table>
<thead>
<tr>
<th>Purpose</th>
<th>To develop a Master Plan for the site.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Answers:</td>
<td>1. What is the base case?</td>
</tr>
<tr>
<td></td>
<td>2. What are constraints on the site options?</td>
</tr>
<tr>
<td></td>
<td>3. What are the operational cost assumptions?</td>
</tr>
<tr>
<td></td>
<td>4. What are non-site based options?</td>
</tr>
<tr>
<td>Outputs:</td>
<td>Master Plan Options for Engagement</td>
</tr>
<tr>
<td></td>
<td>1. A short master plan that shows building envelopes and site opportunities that address the agreed constraints, financial assumptions.</td>
</tr>
<tr>
<td></td>
<td>2. Revises drafts of Cultural Charter and Indicative Programming and Activation Plan</td>
</tr>
<tr>
<td></td>
<td>Revised Master Plan</td>
</tr>
<tr>
<td></td>
<td>1. The master plan that is amended following engagement from Council, Community, Industry and Government.</td>
</tr>
</tbody>
</table>

City of Port Phillip
St Kilda Triangle Stage 2: Consultant Services
• Record of engagement on Master Plan Options and Statement of Revision.
• Building or development guidelines to inform a Planning Scheme Amendment.

**Inputs:**
• Master Plan Options and statement on how they address the constraints
• ILM and Benefit Management Plan (by others)
• Draft Cultural Charter
• Draft Indicative Programming and Activation Plan

**Method:** Workshop(s) – participant recruitment to be decided.
Public information session

**Collaborators:**
• Council Officers
• Government Officers
• Industry
• Community

**Informed:**
• General Public

**Consultants**
• Project Advisor
• Design and Engagement Team
• Business Case Developer

**Hold Point:**

• St Kilda Triangle Project Control Group – Endorse Master Plan Revised Output (post engagement), Project Options (for industry and government engagement).
• Government Steering Committee – Endorse Master Plan Revised Output (post engagement), Step Project Options (for industry and government engagement).
• Council – Approve Master Plan Revised Output (post engagement), Endorse for industry and government engagement Project Options.

**The following project options and public realm design may occur in parallel.**

2. Agree on project options

**Purpose:** To develop the Project Options for the site.

**Answers:**
1. What is the base case?
2. What are constraints on the site options?
3. What are the operational cost assumptions?
4. What are non-site based options?
5. What is going to make this desirable for investment?

**Outputs:**
• Project Options for Engagement
  – An investment concept brief for project sites from the Revised Master Plan.
• Revised Project Options
  – The project options investment concept brief is amended following engagement from Industry and Government.
• Record of engagement on Project Options and Statement of Revision.

**Inputs:**
• Project Options and statement on how they address the constraints, ILM and Benefit Management Plan
• Agreed revised Master Plan.
### 3. Agree on public realm options

| Purpose: | To develop the public realm design options for the site. |
| Answers: | 1. What is the base case?  
2. What are constraints on the site options?  
3. What are the operational cost assumptions?  
4. What are non-site based options?  
5. What are the management arrangements/models? |
| Outputs: |  
- Public Realm Options for Engagement  
  - A concept design for the public realm.  
- Revised Public Realm  
  - The project public realm design is amended following engagement from Community, Industry and Government.  
- Final draft Cultural Charter  
- Final draft Indicative Programming and Activation Plan  
- Record of engagement on Public Realm Options and Statement of Revision. |
| Inputs: |  
- Public Realm Options and statement on how they address the constraints  
- ILM and Benefit Management Plan  
- Revised draft Cultural Charter  
- Revised draft Indicative Programming and Activation Plan  
- Agreed revised Project Options.  
- Agreed revised Master Plan. |
| Method: | Workshop (s) – participant recruitment to be decided  
Public information session |
| Collaborators: |  
- Council Officers  
- Government Officers  
- Industry  
- Community |
| Informed: |  
- General Public |
| Consultants |  
- Project Advisor  
- Design and Engagement Team  
- Business Case Developer |
C. FINALISE BUSINESS CASE

This phase will produce:

- **Consolidated Concept Design Report** prepared by Design and Engagement team to bring together the Master Plan, Project Options and Public Realm into a consolidated design document and reverse functional brief.
- **Finalise Business Case** prepared by the Commercial consultant team with input from the Design and Engagement Team following review by Council.

4. Draft Concept Design Report

<table>
<thead>
<tr>
<th><strong>Purpose:</strong></th>
<th>To consolidate the masterplan, project options and public realm design into a consolidated concept design and report</th>
</tr>
</thead>
</table>
| **Answers:** | 1. What is the functional brief from the consolidated design outputs?  
2. How does this address what has been raised through the engagement?  
3. How have the constraints and opportunities been addressed? |
| **Outputs:** | • Draft preliminary Concept designs to inform feasibility and costs for draft Business Case  
• Draft Concept Design Report including:  
  - Masterplan  
  - Preferred project options  
  - Concept Design(s) for the public realm  
  - Final draft Building and Development guidelines for development parcels that inform the Planning Scheme Amendment  
  - Final draft Cultural Charter and Indicative Programming and Activation Plan  
• Reverse Functional Brief for documentation and delivery of public realm for Stage 3 (cost this separately as an optional extra). |
| **Inputs:** | • Agreed Public Realm Options.  
• Agreed revised Project Options.  
• Agreed revised Master Plan.  
• Engagement Reports |
| **Method:** | Public Exhibition of Concept Design(s) and possible Planning Scheme Amendment Information Session(s) |
| **Collaborators:** | • Council Officers |
| **Informed:** | • Government Officers  
• Industry  
• Community General Public |
| **Consultants:** | • Project Advisor  
• Design and Engagement Team  
• Business Case Developer |
The Concept Design should address:

- **Design excellence** – Council is committed to a high quality contemporary outcome.
- **Innovation** – Council requires creative and innovative design solutions, thinking outside the square and putting the City of Port Phillip at the forefront of good design.
- **Sensitive site and precinct development** – designs to be sympathetic to the Palais Theatre, coastal location and broader precinctual integration, taking into account the St Kilda Foreshore Urban Design Framework and St Kilda Triangle Act 2012.
- **Design Guidelines and planning guidance**: provide guidance for areas designated as envelopes or developable areas for which further design work is not undertaken as part of Stage 2 or this commission (ie. Informs Stage 3 or a Planning Scheme Amendment)
- **Business Case Development** – the Concept Design report should be formatted and contain the right information to input into and support a Business Case that meets Department of Treasury and Finance's Investment Management Standard and Gateway Review Process.
- **Green Star** – the design must account for the sustainable design initiatives required for achieving a 5 star Green Star benchmark assessment.
- **Land Survey** – the Head Consultant must commission a full feature and level survey for the St Kilda Triangle site on behalf of Council. CAD and PDF copies of the survey are to be issued to Council.
- **Traffic flows** – designs must pay due consideration to pedestrian and cyclist traffic flows, emergency and service vehicle access, and allowing safe entrance and egress.
- **Planning** – designs must be in line with Council’s Planning Policies.
- **Building Compliance** – design shall be in line with the relevant Building Code. Allowance to be made for meeting with the Building Surveyor to ensure all relevant standards and legislative requirements associated with the Building Code are satisfied.
- **Soil Testing & Hazardous Materials** – the Concept Design shall take into consideration the findings of the Soil Contamination Report and design accordingly to minimise any environmental impacts.
- **Materials** – propose innovative use of materials, consider longevity in a coastal environment and the use of sustainable materials.

5. **Final Business Case and Consolidated Concept Design Report**

<table>
<thead>
<tr>
<th>Purpose:</th>
<th>To prove the recommended solution can be delivered as planned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Answers:</td>
<td>1. Outline the implementation plan in detail.</td>
</tr>
<tr>
<td></td>
<td>2. Address DTF standards.</td>
</tr>
<tr>
<td>Output:</td>
<td>• Final Business Case (by others)</td>
</tr>
<tr>
<td></td>
<td>- Concept Design outputs will inform this.</td>
</tr>
<tr>
<td></td>
<td>• Final consolidated Concept Design Report</td>
</tr>
<tr>
<td></td>
<td>- The project concept design is amended following engagement from Community, Industry and Government.</td>
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<tr>
<td></td>
<td>- It will include:</td>
</tr>
<tr>
<td></td>
<td>- Masterplan</td>
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<tr>
<td></td>
<td>- Preferred project options</td>
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<tr>
<td></td>
<td>- Concept Design(s) for the public realm</td>
</tr>
</tbody>
</table>
Council expects that the consultant will provide specialist advice to the Project Team that will enable a successful outcome at the conclusion of Stage 2, specifically:

- The continued alignment of Council, community, industry and government on a vision for the St Kilda Triangle.
- A Business Case is submitted to State Government in November that has the buy-in of all four stakeholder groups.
- Council delivers a project that is value for money and provides our community with the greatest benefit.
- The general public is well-informed on the progress of the project.

Following completion of the above and endorsement of the Concept Design Report by Council, further additional work may be sought, including:

- Supplementary design guidelines and / or planning advice to inform Stage 3 or a Planning Scheme Amendment
- Documentation for a Stage 3 Tender for Design Development.

### 3.5 Timetable

Council’s indicative timelines are as follows:

<table>
<thead>
<tr>
<th>Key Milestones</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conceptualise the opportunity</td>
<td></td>
</tr>
<tr>
<td>Investment Logic Map and market soundings (by others)</td>
<td></td>
</tr>
<tr>
<td>Strategic Response framing for Business Case development (based on market soundings, and Investment Logic Map)</td>
<td>June 2015</td>
</tr>
<tr>
<td>Stage 2 consultant appointment</td>
<td></td>
</tr>
<tr>
<td>Collaborate on solutions</td>
<td></td>
</tr>
<tr>
<td>Provide review of Strategic Responses, Project Timeline</td>
<td>July 2015</td>
</tr>
</tbody>
</table>
Commence consultation on Masterplan Options | August 2015
Commence consultation on Project Options | September 2015
Commence consultation on Public Realm Options

**Finalise Business Case & Consolidated Concept Design Report**

<table>
<thead>
<tr>
<th>Task</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare draft Concept Designs to establish cost and feasibility for the Business Case</td>
<td>October 2015</td>
</tr>
<tr>
<td>Draft Business Case (informed by draft Concept Designs)</td>
<td>October 2015</td>
</tr>
<tr>
<td>Develop preferred draft Concept Design Report</td>
<td></td>
</tr>
<tr>
<td>Commence public exhibition of draft Concept Design(s)</td>
<td></td>
</tr>
<tr>
<td>Final Business Case</td>
<td></td>
</tr>
<tr>
<td>Final consolidated Concept Design Report</td>
<td>November 2015</td>
</tr>
<tr>
<td>Council endorses Business Case</td>
<td></td>
</tr>
<tr>
<td>Council endorses Concept Design Report</td>
<td>December 2015</td>
</tr>
</tbody>
</table>

**Business Case advocacy & implementation preparation**

<table>
<thead>
<tr>
<th>Task</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Budget</td>
<td>May 2016</td>
</tr>
<tr>
<td>Delivery Strategy Implementation to Council</td>
<td>June 2016</td>
</tr>
</tbody>
</table>

### 3.6 Project Management

The successful Consultant will report directly to the Project Director. Day to day management will be by the Client Manager.

The successful Consultant will need to collaborate with other Consultants and working groups and engage with key stakeholders as necessary.

### 3.7 Community & Stakeholder Engagement

Council is committed to co-designing a solution for the St Kilda Triangle that maximises the opportunity for community engagement and collaboration.

Success of this project relies upon Council, community, industry and government having a shared understanding, expectation and alignment.

Consultants will be required to engage with all relevant stakeholders and staff in order to accurately complete the commission in accordance with this brief. Engagement must occur in a timely manner as per the preliminary schedule to ensure no delays occur to the project. Any external communications must be approved by the Project Director prior to dissemination.

Consultants are required to include sufficient time for these meetings in their fee, together with any costs for the design and production of material appropriate for presentations (A1 presentation boards, PowerPoint presentations, etc.) and engagement activities.

### 3.8 Hold Points

Due the complexity of integration of the inputs, Council is implementing hold points for each step of the Project. The proposed hold points are:
<table>
<thead>
<tr>
<th>Key Milestones</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commence consultation on Masterplan Options</td>
<td>August 2015</td>
</tr>
<tr>
<td>Commence consultation on Project Options</td>
<td>September 2015</td>
</tr>
<tr>
<td>Commence consultation on Public Realm Options</td>
<td>September 2015</td>
</tr>
<tr>
<td>Draft Business Case</td>
<td>October 2015</td>
</tr>
<tr>
<td>Final Business Case</td>
<td>November 2015</td>
</tr>
</tbody>
</table>

The lump sum fee must be broken up into the discrete phases above, as these phases represent Council’s required hold points. Should Council choose to discontinue the project at any stage, the Consultant shall be remunerated for services provided to that point.

Council is committed to delivering this project in a timely manner and will aim to ensure the hold points do not delay the project.

### 3.9 Submission

The consultant is to submit the following as a minimum for the tender response:

- An amended response to the EOI documentation relating specifically to this brief (where applicable)
- A Lump Sum fee showing GST for the components specified, with a breakdown of costs for individual items, time frames for delivery and any inclusions/exclusions specified
- Hourly rates for expert advice as required not covered in the lump sum that lists any exclusions and inclusions
- Hourly rates for design refinement and additional business case advice/delivery strategy outputs as required and not covered in the lump sum that lists any exclusions and inclusions
- Specify staff that will are included in the proposal and their roles
- Evidence of expertise and experience
- Confirmation of ability to work within the project timeframes and ability to commit for the duration of the project
- Note any additional sub-consultants that they may require. The consultant is to ensure that all sub-consultants hold all current and relevant licences/accreditations.

In addition, the consultant is required to demonstrate:

- how the engagement program encourages input from a broad range of participant groups including how iterative workshops might work and any additional methods for achieving diverse view points
- how they synthesise participant feedback back into the design process in a way that respects and reflects their views/voices and informs Council, and is evident in the subsequent design drawings and Business Case.
Appendix A - Reference Documents

Consultant teams must familiarise themselves with the key documents produced in Stage 1 and in preparation for Stage 2, which include:

- Design Brief
- Draft St Kilda Triangle Cultural Charter
- Draft Indicative Programming and Activation Plan
- Draft Roadmap for Co-Design
- Synthesis Workshop record.

These documents, together with the minutes of Stage 1 Working Group and Steering Committee meetings, can be downloaded from:

http://haveyoursayatportphillip.net.au/st-kilda-triangle/documents

Consultant teams must also familiarise themselves with the following background documents to inform the collaborative design process:

- St Kilda Triangle 2012, City of Port Phillip 2012.
- St Kilda Foreshore Urban Design Framework, City of Port Phillip 2003.
- St Kilda Triangle Act 2006.
- Draft C106 Planning Scheme Amendment.
- Heritage Review: Citation 939 (Retaining Wall and Landscaping), City of Port Phillip.
- Heritage Review: Citation 940 (Catani Clock Tower), City of Port Phillip.
- Heritage Review: Citation 941 (Public Conveniences), City of Port Phillip.

A number of earlier studies and reports have also been prepared for the St Kilda Triangle project. These reports include:

- St Kilda Triangle Car Park Investigation, ARUP 2012.
- St Kilda Triangle Market Feasibility Study, Macroplan Dimasi 2013.
- St Kilda Triangle Soil & Groundwater Contamination Assessment, Noel Arnold & Assoc 2013.
- St Kilda Triangle Car Park Investigation, ARUP 2014.

These are supporting documents only and shall not form part of the Consultant teams’ outputs for Stage 2. Copies of these documents are available to view and download on the St Kilda Triangle website:

http://stkildatriangle.com