

St Kilda Triangle - Key Messages and FAQs

Key Messages

Background points

- The St Kilda Triangle site is currently a large aging carpark adjacent to the recently rejuvenated Palais Theatre. As one of Melbourne's last bayside renewal sites, it presents a once-in-a-generation development opportunity to create something unique and special to Melbourne.
- The 2016 [St Kilda Triangle Masterplan](#) reflecting Council and the community's agreed future vision for the development of the site at the time is yet to be delivered. A new cultural facility was at the heart of the 2016 St Kilda Triangle Masterplan. At the time, the Victorian State Government was looking for a new home for the NGV Contemporary and the St Kilda Triangle was proposed as one of the options. Unfortunately, the St Kilda Triangle was not selected as the preferred option for the NGV and an alternative cultural facility has not been found to anchor a project. This presented a key challenge for implementation of the 2016 Masterplan.
- In September 2022, Council revitalised the Triangle project by resolving to assess the viability of a live music led and/or flexible performance venue development on the St Kilda Triangle site. The project, at this stage, is a feasibility study that investigates how a new live music and/or flexible performance venue could be delivered within the spirit and intent of the masterplan, considering the specific requirements of a such a venue, probable costs, and delivery models, as well as the broader context of the site and its users.

What Are We Doing - Project Principles

A range of project objectives were developed to support delivery of the resolution by Council for stage 1 of the revitalised Triangle project. They are summarised as follows:

- Investigate how a new live music and/or flexible performance venue could be delivered within the spirit and intent of the masterplan by undertaking a robust creative industries (live music, performance and events) market testing exercise to assess demand, complementary uses and operational requirements. The feedback from this will be used to inform a design process that produces options for the site that are iteratively assessed for commercial viability in terms of attractiveness to and capacity of the market, development costs, government funding opportunities and various financial models
- Present deliverable and feasible options for the site through various mechanisms including engaging design and strategic commercial specialists, determining appropriate planning pathways and early planning to understand suitable development and contracting strategies.
- Implement a process for the initial stage of the project (Stage 1) with an effective level of governance and foresight that considers the success of possible future stages and instils confidence in decision-makers and the community.

Refer to the project [web-page](#) for the detailed project principles

To support delivery of the project objectives, a number of deliverables have been or are being developed, including, a Market Sounding Report detailing outcomes of a live music venue demand assessment including the suitability of the location, and a Design Feasibility Report detailing options for how a venue, parking, access, connections, and open space can be arranged and operate on the site, using the masterplan as a key reference. Other key deliverables include a Commercial Analysis, and a Development, Contracting and Operating Strategy. The work for these is progressing with completion due at the end of 2023.

Why We are Doing it – The Benefits

- The full potential of the St Kilda Triangle as a key piece of public land in a prominent location on St Kilda's Foreshore is not being realised in its current form as a carpark. The project's intention is to identify a way forward to realise the significant benefits of this prominent site for the local and wider community.
- St Kilda is a key destination for Melburnians and visitors, known for its foreshore, beach, night life, live music scene, restaurants and festivals. This part of Melbourne has always embraced cultural innovation, pushed social boundaries and is a key part of the City's cultural footprint. The 2016 Masterplan proposed a vibrant social and cultural precinct to complement the Palais Theatre and Luna Park – a precinct of uses and activities that recognises and supports St Kilda's continuing contribution to the vibrancy of Melbourne and Australia.
- The concept being investigated also aligns with the goals of Council's Live Music Action Plan 2021– 2024. The plan outlines what Council can and will do to future-proof live music in Port Phillip and ensure it remains a priority among competing interests and the pressures of gentrification and a growing community. To achieve this, Council is working towards three priority outcomes through the actions in this plan.
 - **Outcome 1.** A City that actively responds to the economic and social impact of COVID-19 on our local music industry.
 - **Outcome 2.** A City where live music flourishes, with a robust and passionate live music ecosystem and a solid foundation for a sustainable future where live music is able to continually grow.
 - **Outcome 3.** A City where the musicians and audiences, the venues and the schools, the public spaces and the rehearsal places, and our residents and businesses work together to support and create a diverse, dynamic and accessible live music scene.
- In further alignment, Council is looking to collaborate with the Victorian Government (specifically DEECA) on policy and regulatory initiatives as part of the implementation of Live Music Precincts (LMP) to protect established and emerging live music activity in the municipality and cement St Kilda as a past, present and future home for live music. This would include partnering in the creation of the precincts, with the potential for Ministerial designation to fast-track the planning scheme amendment process, while still allowing for community consultation and engagement. Through this process the City of Port Phillip is likely to be the first LGA to take up the State Government's opportunity to designate a live music precinct as part of the planning scheme, and the first live music precinct in Victoria.
- Council's intent is consistent with the Victorian Government's objectives and initiatives to:

- revitalise and activate significant and much-loved Victorian public spaces for sustainable uses by the community
- create short-term and long-term employment opportunities
- boost tourism and generate a new wave of economic and social benefits for the state and the community, while creating a great place to experience
- supporting the important and vibrant Melburnian hospitality and arts sectors

Key findings from the market sounding and design feasibility assessment:

Undertaking market sounding to investigate the demand for and viability of a live music/performance development on the St Kilda Triangle site was critical to informing further work, particularly the design process.

A market sounding report summarising the process and presenting the findings will be made available on Council's website on Friday 1 September. In brief, the outcomes are as follows:

- The live performance market, particularly live music is extremely strong.
- The key gap in Melbourne is a purpose-built indoor venue of between 3,000 and 5,000 standing capacity with a 5,000 standing capacity venue noted as the 'sweet spot'.
- St Kilda is supported by the majority of promoters surveyed as a live music location for various reasons including its central location with good access to public transport, proximity to the city, its vibrant arts and music-based culture and character and complimentary surrounding entertainment and hospitality options.

A Design Feasibility exercise was undertaken to identify a 'proof of concept' layout that is able to accommodate a live music/performance venue at the scale required to fill the gap in the market, provide adequate carparking to support a range of users and some public realm and ancillary uses, as well as responding to key priorities identified in the 2016 Masterplan and other principles including but not limited to creating a cultural precinct, respecting key views, connections to the foreshore, concentrating built form near the Palais and integrating effectively in the wider precinct.

Various design options were developed from a detailed review of the market sounding report and from an in depth understanding of the site and the context.

The design evolution and outcomes of this work are presented in the St Kilda Triangle Design Feasibility for a Live Music and Performance Venue (available on Council's website from Friday 1 September). This report identifies a recommended option, Option 2 as the indicative site layout that best meets the project objectives using assessment criteria that are detailed in the report.

A summary of the key elements of the indicative site layout shown as the recommended option - Option 2 - in the *St Kilda Triangle Live Music and Performance Venue Design Feasibility* Report is provided below

- Venue and Carpark: Option 2 venue - a 5000 standing capacity venue including a mezzanine or balcony (accommodating 1000 of the 5000 capacity) and a balanced approach to carparking with a 200 space option included (considerable parking but not matching existing).
- Supplementary carpark: Use of the site on the corner of Jacka Boulevard and Cavell St for on-grade parking (approximately 40 spaces) as supplementary parking for the preferred design option.
- Complementary Uses and Public Realm: complementary use zones are shown indicating the minimum required for the successful functioning of the venue and activation of the site, while the remainder of the site is used for public realm including

circulation spaces, an area of lawn or a park, terraced steps to the level of the lawn creating an amphitheatre opportunity, possibilities for a pavilion for public use, and native landscape zones. The public realm ties in with the historic landscape feature known as the slopes.

St Kilda Triangle carpark usage assessments were also undertaken to inform the development of options. They are included as an appendix to the design feasibility report.

Who Are We Engaging

To support Council to understand community and key stakeholder sentiment regarding the modified direction for the St Kilda Triangle, Council intends to engage with:

- The community – a community engagement program has been arranged to align with the publishing of a design feasibility report to measure community sentiment about revised direction for the site and seek feedback to inform the development of design guidelines and/or a site plan that would form the basis of possible future procurement and strategic planning activities if Council elects to proceed with the project.
- Government Partners – DEECA (planning and land management), Creative Industry Peak Bodies (Creative Victoria, Performance Australia, Live Music Victoria), Local Member
- The Live Music and Performance Industry particularly through the market sounding exercise and other initiatives through the stage 1 design process.

What's Next

- Council Report in Dec 2023 to present the outcomes of the community engagement, the results of any further work completed and subsequent stages for the project if Council decide to proceed.
- Next stages could include further design work to develop design guidelines and/or a concept design, a further community engagement approach and advocacy with our State Government partners, planning pathways and development of contracting strategies to support the realisation of the project.

FAQs (evolving as the project progresses)

Question	Answer
<p>What are some key points about the project?</p>	<p>Ten key facts:</p> <ol style="list-style-type: none"> 1 The site has a long history of being a hub of entertainment, with the Palais de Danse historically located next to the Palais Theatre until 1969 when it was destroyed by fire. The Palace Nightclub was built in its place in 1971. Unfortunately, this building was also impacted by fire and was closed in 2007 and demolished. 2 The site of the new venue has been chosen as the most appropriate location based on historical uses of the site, such as the former Palais de Danse, and to respect key views from The Esplanade to the north and west. The indicative building envelope's north-west corner has been shaped to respect views from The Esplanade to the bay. 3 Space for 5000 standing capacity with a mezzanine or balcony carrying 1000 of this capacity. Some seating capacity would likely be needed. This would fill the current gap in the market identified by the industry as the 'sweet spot' 4 A flexible venue design with the ability to hold a range of music and other events at different scales during the day and evening throughout the year. 5 Indicative building footprint - 9,650m² that includes an area of 7000m² of space for the main venue use, an additional multi-purpose/additional venue space for 350 capacity, and other activation uses (bars/café and possible rehearsal spaces) 6 The venue is shown with an indicative height of 20m (AHD) to preserve views of the Palais' roofline and facade to the north. This can be compared with the Palais Theatre which has a maximum height at the roof parapet of 32.11m (AHD). 7 Public open space of 7,250m² – that includes circulation spaces, an area of lawn or a park, terraced steps to the level of the lawn creating an amphitheatre and opportunities for outdoor performances and events, possibilities for a pavilion for public use, and native landscape zones 8 200 car parks located under the venue with 40 additional at grade car parks behind the Palais Theatre. 9 Enhances the connections between Acland Street, Luna Park and the Palais through to the foreshore 10 Achieves the spirit and intent of the 2016 Masterplan but responds to current context and current needs
<p>Why has a live music / performance venue been chosen?</p> <p>Isn't there enough music venues in St Kilda?</p>	<p>St Kilda has always been a place where live music is created, performed and celebrated, from our First Nations people to contemporary venues and festivals, and everything in between. St Kilda proudly boasts a wealth of live music venues; however the industry has clearly indicated that there is a gap in Melbourne's current venue offering for a flexible venue that accommodates 5000 standing capacity. Given its strong past and present live music culture, its standing as Victoria's first live music precinct and the benefits for the industry and local economy that it will bring, and this rare opportunity to develop a purpose-built live music venue in the inner city in an existing entertainment and arts precinct, we welcome the idea of further live music venues in St Kilda.</p>

Question	Answer
	<p>The site also has a long history of being a hub of entertainment, with the Palais de Danse historically located next to the Palais Theatre until 1969 when it was destroyed by fire. The Palace Nightclub was built in its place in 1971. Unfortunately, this building was also impacted by fire and was closed in 2007 and demolished. Old photos of the Triangle also show a range of other entertainment venues and activities on offer.</p>
<p>What is a design feasibility and what does the report deliver?</p> <p>Is this the design for the development?</p>	<p>The purpose of the design work was to test the physical possibility of locating a live music/performance venue that responds to market demand on the Triangle site. Design options have been determined that have helped to test ideas and trade-offs with other uses to determine a 'proof of concept' that accommodates a venue of the size required by the market (as per the market sounding outcomes), allows for a significant, but not matching, level of carparking, ancillary uses and public realm. It also addresses key priorities identified in the 2016 Masterplan and other design principles such as the creation of a cultural precinct, protecting key views, connections to the foreshore, concentrating built form near the Palais and integrating effectively in the wider precinct.</p> <p>The design feasibility report is a compilation of the work done to test whether a new live performance and live music venue could fit on the site with other uses such as carparking and open space, and the best arrangement for those things as a proof of concept for accommodating a live music venue on the site. The recommended option is not a proposed design for the Triangle site. Should this proposal progress to future stages, there will need to be a more detailed design process employed to produce design guidelines and/or a development plan that could be used as part of a future procurement process.</p>
<p>What does indicative site plan / layout mean?</p>	<p>The indicative site plan included in the Design Feasibility Report provides a possible arrangement for a venue and associated uses (complementary uses, parking, public open space) on the site. It is indicative as it is meant to demonstrate how a venue and other uses fit on the site and within the local context to prove it can work. It can then act as a basis for decision-making about future project stages to do more detailed design and delivering work.</p>
<p>Why aren't you following what the community told you they wanted in the Masterplan?</p>	<p>A new cultural facility was at the heart of the 2016 St Kilda Triangle Masterplan. At the time, the Victorian State Government was looking for a new home for the NGV Contemporary and the St Kilda Triangle was proposed as one of the options. Unfortunately, the St Kilda Triangle was not selected as the preferred option for the NGV and an alternative cultural facility has not been found to anchor a project. This presented a key challenge for implementation of the 2016 Masterplan.</p> <p>This proposal reflects the spirit and intention of the Masterplan and aims to reflect what has changed in the broader context since that work was done in 2016, including the impact of the pandemic, the declaration of St Kilda as a live music precinct, and the broader revitalisation of St Kilda.</p> <p>The design analysis work undertaken early in the design feasibility process included a review of the 2016 masterplan in the context of Council's direction to assess the viability of a live music/performance. This review identified the aspects of the masterplan that are important and should be retained versus those that may need to be adjusted or changed completely to allow for a live music/performance venue on the site. The elements to be retained were distilled into a set of principles that embody the spirit of the masterplan and these</p>

Question	Answer
	have guided the design options for the venue and the wider Triangle precinct.
How does the site plan or current design proposal differ from the 2016 masterplan?	The Design Feasibility Report includes a table in the appendices that compares the features of the 2016 masterplan to the features of the live music/performance venue. It indicates the design principles from the 2016 masterplan that have been retained while comparing important elements such as area of public open space, built form area and uses, carparking features and built form impacts on the surrounding area. The current indicative concept is a more modest proposal in terms of overall built form extent, heights and uses. Its emphasis is on a live music / performance venue as opposed to a 'major cultural institution' with a zone of uses that accommodate the minimum required to enable the venue to function successfully. While the proposal for parking and public open space is less, it is still significant. The intent was to adopt a more balanced approach in terms of features and public benefit against cost of delivery, which was another challenge for implementation of the 2016 Masterplan.
How high will the venue be? Will it block views?	<p>The venue is shown with an indicative height of 20m (AHD) to preserve views of the Palais' roofline and facade to the north. This can be compared with the anchor venue in the 2016 masterplan with a height of 30.67m (AHD), and the Palais Theatre which has a maximum height at the roof parapet of 32.11m (AHD).</p> <p>The site of the new venue has been chosen as the most appropriate location based on historical uses of the site, such as the former Palais de Danse, and to respect key views from The Esplanade to the north and west. The indicative building envelope's north-west corner has been shaped to respect views from The Esplanade to the west.</p>
What are the key elements of the proposed new music/live performance venue?	<p>The purpose of the indicative site layout is to demonstrate how a venue and other uses can fit on the site and within the local context to prove it can work. Based on feedback from the industry and review of similar venues, the key elements include:</p> <ol style="list-style-type: none"> 1. Space for 5000 standing capacity with a mezzanine or balcony carrying 1000 of this capacity. Some seating capacity will be provided. 2. An area of 7000m² which provides the space for the main venue use, an additional multi-purpose/additional venue space for 350 capacity, and other activation uses (bars/café and possible rehearsal spaces) 3. A carpark providing approximately 200 car spaces. 4. An indicative height of 20m (AHD) - Palais Theatre is 32.11m
What is included in the public realm design?	The purpose of the indicative site layout is to demonstrate how a venue and other uses such as the public realm fit can on the site and within the local context to prove it can work. The indicative site layout includes circulation spaces, an area of lawn or a park, terraced steps to the level of the lawn creating an amphitheatre and opportunities for outdoor performances and events, possibilities for a pavilion for public use, and native landscape zones. Future stages, should the project proceed, will be include more detailed design work to develop design guidelines and/or a site plan for the venue and public realm. The public realm design approach would be developed with input from the community.
How much will it cost and how will it be funded?	There are a number of steps involved in investigating the idea of a live music and performance venue on the St Kilda Triangle. The first step is to identify if there is demand, which has been proven through the market sounding. The second step is to see if a venue of the appropriate size to meet market need can fit on the Triangle, which the design feasibility work has identified that it can. The third step is to test the idea with the community and key stakeholders to see if

Question	Answer
	<p>there is support for the idea, which will happen through the six week community engagement period. Work is underway to cost the development, including the carpark and public realm, and to look at funding and procurement models. This work is in progress and will be reported at a later date, once the community engagement process has been completed.</p>
<p>What will happen if the community tells you they don't want this concept – will you shelve it?</p>	<p>This proposal is at stage one, testing the feasibility of a live music venue on the site. Part of this process includes the initial engagement process to obtain feedback from the community on the proposal.</p> <p>We have retained a number of the key principles of the 2016 masterplan that was supported as part of the new proposal and have tried to demonstrate this in the design feasibility study.</p> <p>The Port Phillip community is diverse and highly engaged, and we're expecting to hear a broad range of responses to this proposal, and we welcome all contributions. The feedback will be assessed in detail with a view to understanding what it means for the current proposal and the results will be communicated back to the community. Council will then decide whether or not, and how to proceed with the project.</p>
<p>If the project was to progress, when would it be realised?</p>	<p>Council is in the early stages of a project – assessing the feasibility of a live music venue on the site. Should the project be endorsed to progress further, there a number of stages that would need to be undertaken for the venue and associated uses be realised. These include but are not limited to a business case, more detailed design work, further community engagement, the determination of a suitable statutory planning pathway and procurement approach, procurement and then, of course, construction. The stages and program are still being refined so it is difficult to provide a program with confidence. Council will consider next steps for the project and whether or not to proceed, once the community engagement process is complete and the results reported to Council.</p>
<p>Why will this time be different? Council has undertaken this project several times and nothing has happened.</p> <p>Port Phillip have talked about doing something on this site so many times. What's different now? Why should we believe something's going to happen there?</p>	<p>One of the key objectives for this project is to present deliverable and feasible options for the site. The approach being taken is to leverage all the work that has been previously done while evolving the thinking to reflect the current context and opportunity. By using the previous work as a base, it is ensuring that the current work responds to community views and input from previous engagements.</p> <p>Exploring the creation of a purpose-built live music venue on the triangle site aligns to Council's priorities of live music, covid recovery and economic development – we know these are also important for our community and so we hope that this idea also connects and resonates with many of our local businesses and residents. More broadly, this is a critical site within central St Kilda that has the potential to connect our activity centres and business to the foreshore and each other. It is integral to broader plans for the revitalisation of St Kilda, and an incredible opportunity to transform this site on St Kilda's famous foreshore.</p> <p>The site also has a long history of being a hub of entertainment, with the Palais de Danse historically located next to the Palais Theatre until 1969 when it was destroyed by fire. The Palace Nightclub was built in its place in 1971. Unfortunately, this building was also impacted by fire and was closed in 2007 and demolished. Old photos of the Triangle also show a range of other entertainment venues and activities on offer.</p>

Question	Answer
Is this just going to be another project benefitting Live Nation?	<p>This proposal is still in the early stages of exploring its feasibility and testing it as an idea. It is premature to talk in any detail about procurement and partnerships whether they be government or commercial; however, that will be explored if the project proceeds beyond this initial stage.</p> <p>Any delivery partnership that Council may enter into in a future stage of the project would be subject to the highest levels of transparency, governance and probity.</p>
<p>How much carparking will be included onsite and will any carparking capacity be lost?</p> <p>How is a loss of parking being addressed?</p> <p>Are you concerned people won't come as available parking will be reduced.</p> <p>Will less parking affect foreshore traders?</p>	<p>The indicative site layout allows for 240 car parking spaces on site which is an approximate reduction of 160 cars.</p> <p>There are a further 1,600 publicly available paid car parks within 500 metres of the St Kilda Triangle and a nominal amount of unpaid parking.</p> <p>We are aware that at peak times there is a high demand for parking within St Kilda, including parking on the Triangle site. For most of the year, however, the carpark is not at capacity. This proposal seeks to find the balance between maintaining car parking facilities while delivering a project that would bring cultural, creative and economic benefits to St Kilda and to the state. There's also plenty of public transport available, including trams and trains. The market sounding process highlighted St Kilda as a desirable venue due to its ease of access via various transport modes, as well as other key features such as its hospitality and live music scene.</p> <p>Intercept surveys conducted on the Triangle site in Summer 2023, indicated that most participants surveyed were attending Luna Park (19.8%), the Palais Theatre (17.2%), visiting the beach (16.6%) or visiting the Stokehouse (12.8%); however, there was not one single reason that overwhelmingly dominated the use the carpark.</p> <p>Carparking will be a key element that we seek feedback on from the community and key stakeholders during the consultation period.</p>
Why didn't you consult with the community before commencing this feasibility process?	<p>It was important to first ascertain that there was the demand for a live music/performance venue and, if so, what size and in what location? The market sounding process provided this information – there is a demand for a venue of 5000 standing capacity (the 'sweet spot' size) venue in St Kilda. We then needed to work out how this could be accommodated on the site and the context, while retaining the features from that master plan that are important – respecting views, connections to the foreshore, providing a social and cultural benefit. . Now we have done that, we can offer our community a good depiction of how this may work to obtain feedback on the idea.</p>
What opportunities will be made available in the future for community input?	<p>Should this proposal progress to future stages, there will need to be a more detailed design process to produce design guidelines and/or a development plan that could be used as part of a future procurement process. A community engagement program would be included in this stage to ensure that feedback is sought and accommodated in the evolving design for the site.</p>
Is it true that your music industry consultant, Patrick Donovan, is a Live Nation representative / biased / has an interest in the outcome of this development?	<p>Patrick Donovan was engaged as a music industry consultant given his background as a former CEO of Music Victoria and former music editor of The Age. The primary purpose of Mr Donovan's role was to ensure participation of the broader live music industry in the market sounding, rather than contributing his own views. This was achieved through a number of meetings with major promoters and surveys conducted in partnership with industry peak bodies. He was supported in this work by a commercial advisor M21, who structured</p>

Question	Answer
	<p>the market sounding activities to ensure consistency, transparency and probity was achieved. Mr Donovan's role continues to provide live music industry advice in operational and commercial assessments currently underway.</p>
<p>What guarantees can you give that this won't grow further into a 'Chadstone by the Sea'? Your report talks about other potential additions such as a recording studio</p>	<p>The design feasibility work has identified a maximum building footprint for the site that we think will accommodate the operational needs of a live music and performance venue, with some supplementary uses that are not core to venue operations but that complement the core use of the venue and extending the potential operating hours to days that don't have major events.</p> <p>Overall, the built form area for the whole site, is less by approximately 11,000m² than what was provided for in the 2016 Masterplan. The 2016 Masterplan included 21,310m² of built form (inc. 14,085 cultural facility, 4,650 hotel, 2,575 activation uses)</p> <p>The current proposal includes 9,650m² of built form (inc. 7,000 live music and performance venue, 2,650 activation uses)</p> <p>The approach to supplementary uses i.e. uses that are not core to venue operations but complement the venue in the indicative site layout is modest. It reflects a minimum amount that activates the site and enables the provision of offerings that created a rounded user experience.</p> <p>Feedback from the community engagement process will be used to inform any future stages including a more detailed design process. Design guidelines, concept/development plans, planning frameworks are activities for future stages; however, they can all apply constraints to levels of commercialisation that have been informed by community engagement and other technical and commercial investigations.</p>