DESIGN EXCELLENCE STRATEGY

APPENDIX J

Design Excellence Strategy 2018

Sydney Metro City & Southwest

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			Clarification of UrbanGrowth NSW involvement			
			Include benchmarks			
			Rationale for alternative design process – Pitt Street, Waterloo			

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1. About this Design Excellence Strategy

1.1. A vision for design excellence

Transport for NSW's vision for Sydney Metro is to transform Sydney with a new world class metro.

Sydney is Australia's global city and international gateway. Sydney Metro is seeking to be a positive, enduring and sustainable legacy for Sydney through integrated station developments that set new standards of excellence in design. These city-changing developments should collectively contribute to enhancing Sydney's identity on a global scale, animating the city and it's skyline through architecture that is commensurate with Sydney's status as a global city.

This Strategy establishes the framework within which Sydney Metro will deliver design excellence. In particular, the Strategy describes a stand-alone and objective process that will ensure the statutory design excellence requirements for State Significant Development Applications are met. This is consistent with Sydney Metro's commitment to setting new benchmarks for delivery of excellence in design for major infrastructure projects.

This Strategy draws from the NSW Government Architect's *Better Placed* and is consistent with the underlying principles of the NSW Government Architect's draft Design Excellence Competition Guidelines. It has also been informed by the City of Sydney's design excellence provisions and Competitive Design Policy including the requirements of Sydney Local Environmental Plan 2012.

The rationale for the Strategy as an alternative design process for sites within the City of Sydney where statutory design excellence requirements apply is included in Appendix C.

Design excellence is a term used to describe the outcome of high quality architectural, urban and landscape design as well as a structured process to support the high quality design.

Design excellence in the context of statutory development approvals processes in NSW often involves a competitive stage where an independent jury assesses and selects a design based on an agreed set of design-related selection criteria.

Disclaimer:

The processes described in this document are indicative only and are based on a generic tendering process. Aspects of the process described may change.

1.2. Where this Strategy applies

Sydney Metro is a standalone railway that will deliver 31 metro stations and more than 66 kilometres of new metro rail between Rouse Hill in Sydney's North West and Bankstown in Sydney's South West.

Figure 1 –Sydney Metro alignment

In November 2017 the NSW Government announced a strategy of integrated station developments for delivery of the Sydney Metro stations at Crows Nest, Victoria Cross, Pitt Street, and more recently, Waterloo. This strategy would result in the station, public domain works and over station development being delivered in a holistic manner.

Integrated station developments will enable better synergies in place making and improved customer outcomes through fully integrated design of the station and development. The approach responds to the complexity of designing and constructing underground stations with development above.

This Strategy applies to the Sydney Metro City & Southwest Integrated Station Developments which include:

- Crows Nest
- Victoria Cross (North Sydney)
- Pitt Street
- Waterloo (The Metro Precinct).

This Design Excellence Strategy does not apply to Sydney Metro's smaller scale ancillary and services buildings or railway infrastructure structures.

2. Strengthening design excellence processes

2.1. A complex and unique project

Sydney Metro is committed to achieving design excellence through a process that rewards good design. The approach described in this Strategy is the outcome of careful review of a range of design excellence process options, including holding design competitions post approval of a concept State Significant development application.

Sydney Metro's need for a specialised approach to achieve design excellence arises from the complexity of the design and divestment process, and the accelerated construction period for the integrated station developments. In addition, the project must consider ways to maximise the public value of the infrastructure investment and meet NSW Government guidelines that require all agencies to demonstrate value for money through procurement. Sydney Metro's assessment criteria reflect the public significance of the Sydney Metro integrated station developments and the high priority placed on high quality design.

Under Sydney Metro's delivery strategy, the design and construction of the station and the rights to develop above occur simultaneously. This requires the design excellence measures to be imbedded throughout the initial design and procurement processes to ensure the station and over station development are truly integrated.

This Design Excellence Strategy builds on the existing design development and review processes and systems that Sydney Metro has had in place for some time. Importantly, it strengthens the commitment to key principles of competitive selection that promote and value good design. The Strategy will facilitate the design excellence outcomes sought by government and expected by the community and stakeholders through a process that is tailored to the complexity of the project's delivery task.

2.2. A proud track record

Sydney Metro has had a long standing commitment to design excellence as an outcome and has led the way in setting new benchmarks for delivery of excellence in design for major infrastructure projects. Consistent with best practice, Sydney Metro has engaged highly experienced, multi-disciplinary design practices to inform reference documents and been at the forefront of using Design Excellence Panels.

Integrated station developments provide the opportunity to revise and further refine Sydney Metro's processes to meet the expectations of key stakeholders and statutory planning approval requirements. This Strategy is part of Sydney Metro's ongoing commitment of promoting design excellence for major public sector projects by developing evaluation processes that allow robust, independent and objective consideration of design.

Proposed new measures and enhancements to existing Sydney Metro's design development, review and management processes and systems are described in the following sections. These have been developed in partnership with the Government Architect NSW.

2.3. A robust competition

Sydney Metro is committed to encouraging inspired, world-class architecture through a highly competitive selection process. An embedded design excellence process encourages diversity, enables the comparative evaluation of design responses and communicates a commitment to design excellence.

Sydney Metro has a requirement for Authorised Engineering Organisation (AEO) to lead Station Design Teams which may not be encouraging the broadest range of participants as possible. In particular, this requirement may be limiting the involvement of organisations with a strong national and global track record in delivering high quality, transformational public and private non-rail developments.

In response, Sydney Metro is working with industry to encourage partnering between AEO and non-AOE authorised companies to ensure a robust competition.

Importantly, the competition process must occur within the NSW Procurement Framework Policy for NSW Government Agencies, including the requirement to obtain value for money.

2.4. Benchmarks

Sydney Metro's success as a transformative world class metro will be the outcome of a combination of different elements, from engineering, architecture and public realm to customer touch points.

Sydney Metro will work with the Government Architect NSW, UrbanGrowth NSW in the case of the Waterloo Metro Precinct, and the relevant local council to determine the appropriate benchmark projects for each Integrated Station Development site. This will involve selecting high quality examples that demonstrate particular aspirations of each site including:

- Integrated station and tower design outcomes
- Tower / skyline responses
- Response to place
- Public domain
- Materials and finishes.

The rationale for the selection of each benchmark example will be documented and progressively included in this Strategy (refer Appendix D). The benchmarks will be used to ensure that designs submitted will meet minimum performance requirements of comparable quality.

2.5. Design Excellence Evaluation Panel

A Design Excellence Evaluation Panel (DEEP) is proposed to closer align Sydney Metro with the role of a jury in a competitive design process. The DEEP will ensure Sydney Metro's competitive tender selection process benefits from expert, independent and objective design expertise and advice.

The Deep will be part of the Tender evaluation process with a role to review and advise on tender designs submitted through a competitive tender process.

The DEEP will sit in place of the Sydney Metro Design Review Panel for the purposes of review of design excellence for tender designs and contribute to design excellence process by:

- Participating in the procurement process to provide expert feedback on design ideas.
- Providing an independent evaluation report on the submitted tenders to Sydney Metro.

The DEEP chairperson will report the design excellence evaluation to the Sydney Metro Tender Review Panel. This assures a line of sight in the communication between the DEEP and Sydney Metro's consideration of design excellence in the decision making process.

The DEEP members will be design experts that are recognised as advocates for design excellence by drawing from members of the Sydney Metro Design Review Panel. The Panel would also include a member nominated by Government Architect NSW on behalf of the Department of Planning and Environment and a member nominated by the local council. For Waterloo, the DEEP would also include a member nominated by UrbanGrowth NSW.

The Panel's evaluation will be informed by multi-disciplinary technical assessments undertaken by Sydney Metro experts. The Sydney Metro Design Review Panel would suspend its deliberations during the competitive selection design excellence assessment phases where DEEP is involved.

The DEEP report, prepared at the completion of the competitive selection phase, would be made available for the Sydney Metro Design Review Panel for the purposes of the design integrity measures.

Draft Terms of Reference for the Panel are included at Appendix A.

3. A strategy for design excellence

Overview

Design Excellence refers to high quality design as well as a structured process to support the high quality design. Intrinsic to the process is a competitive stage whereby the design quality is gauged and assured through comparison with other high quality design solutions.

This Strategy has three phases: design quality expectations, competitive selection and design integrity. The underlying premise is that design quality for architectural, urban design and infrastructure projects is supported broadly by these elements.

The key actions of the Strategy are summarised in Table 1.

Table 1

Phase		Key actions
Phase 1 **Design quality expectations** Ensuring expectations for design quality are clearly articulated		Sydney Metro vision and mission statements
		Sydney Metro prepares base designs for station and over station development to enable planning approval: • Critical state significant infrastructure (station) • Concept State significant development (over station development)
		Sydney Metro formalises design expectations and requirements through Design Guidelines (including overarching design objectives and principles), site specific principles and contract requirements.
		Planning approval documents set envelope for OSD and station layout and conditions for statutory compliance
		Sydney Metro identifies benchmark projects that demonstrate minimum design quality expectations
		DRP endorses site specific principles and benchmarks
Phase 2 **Competitive selection** A robust impartial and competitive process	**Stage A**	Design Excellence Evaluation Panel (DEEP) formed
		Sydney Metro advertises an open Expression of Interest process
		Tenderers demonstrate capability to deliver design excellence: • Teams • Design methodology and approach • Approach to innovation • Experience in designing and delivering design excellence • Diversity
		Sydney Metro assesses design capability of tenderer's team. The DEEP conducts an independent review.
		Short list selected to proceed to Stage B
	Stage B	Sydney Metro invites short listed teams to submit Requests for Tender
		DEEP works with tenderers to provide positive guidance to assist in improving the design quality of final submissions
		Assessment of submissions completed by in house subject matter experts
		DEEP conducts an independent assessment of the submissions and prepares a Design Excellence Report that identifies the elements of each scheme that contribute to design excellence and elements where further design refinement will be required.

Phase		Key actions
		The DEEP Design Excellence Report provides expert input to the evaluation.
		The DEEP chairperson presents the Design Excellence Report to Sydney Metro's tender review panel.
		The Design Excellence elements of successful tenderer's submitted design will be incorporated into the contract documents
Phase 3 Design integrity Extending design excellence throughout full design process		Design Excellence reporting to the Sydney Metro Design Review Panel by design team until approval of the Stage 2 Detailed Development Application for the tower and to the end of design stage 3 for the station. Design Review Panel to review and provide further advice on: • Detailed State Significant Development Application for the tower prior to lodgement including assessment against endorsed site specific principles, benchmarks and the DEEP Design Excellence Report. • Following exhibition of the Detailed State Significant Development Application. Design integrity obligations for tower handed to State Design Review Panel following approval of Stage 2 Detailed Development Application.

Phase 1 Defining design quality expectations

Sydney Metro will capture the Project's expectations and requirements in a suite of statements, guidelines and contract requirements. Sydney Metro's vision statement and Design Guidelines, including the project's endorsed design objectives and principles, have been in place for some time. The vision, design objectives and principles and Design Guidelines have informed the development of the project.

The planning approval documents set parameters for scope and design. For the station and railway infrastructure, the Chatswood to Sydenham project approval (CSSI 17 8256) gives statutory effect to the Sydney Metro Design Guidelines that includes the endorsed design objectives and principles, and site specific strategies.

Concept State Significant Development approvals for the each over station development will set the development concept and building envelopes in each location. The Concept State Significant Development Applications will include further site specific principles relevant to the particular development. For both, conditions of approval may further inform the definition of design quality outcomes.

Benchmark projects will be used to set the minimum design quality standard for specific design elements of the integrated station developments, that is, the stations, public domain areas and over station development. As set out in section 2.4, the benchmarks will be determined in this phase in collaboration with the Government Architect NSW, UrbanGrowth NSW in the case of Waterloo and the relevant local council.

Phase 2 Competitive selection of design

The second phase of the design excellence process comprises competitive selection. A robust alternative to a traditional design competition will be achieved through Sydney Metro's two stage procurement process:

Stage A Expression of Interest (EOI) undertaken as an open process that seeks to maximise the interest from industry and attract a range of design practices within multi-disciplinary teams.

Stage B Request for Tenders (RFT) with a short listed group.

As Sydney Metro is proposing an alternative design process, the rationale for the alternative approach is included at Appendix C for the Sydney Metro Integrated Station Development sites within the City of Sydney. The rationale for an alternative process, applies to the Pitt Street and Waterloo Metro Precinct sites, is permitted by Clause 6.21(6) of the Sydney LEP 2012.

The competitive selection process has been tailored to encourage the broadest range of design practices to participate.

The Design Excellence Evaluation Panel would be established during this phase. Sydney Metro will draw on the expertise of the DEEP to will work with tendering teams to provide positive guidance with the intention of:

- Helping the teams to submit schemes that meet or exceed the benchmarked quality level.
- Improving the design quality of final submissions without adversely affecting other aspects of the proposal.
- Achieving an outcome where the other aspects of each solution have been balanced within engineering, buildability and cost constraints, to ensure the proposal demonstrating the highest design merit can be selected within the framework of the NSW Government Procurement Guidelines and obligation to obtain value for money.

Design quality is one of a number of criteria and will be assessed by the relevant subject matter experts and the Design Excellence Evaluation Panel.

The Design Excellence Evaluation Panel will prepare a Design Excellence Report outlining how the submissions perform in relation to the suite of documents that define the design quality expectations and the quality benchmarks. This is a critical element of the Strategy and serves the role of the Jury Report.

The final Design Excellence report will provide a summary of each tenderers design including an overview of the assessment and design merits of each entry. The report will document the Panel's recommendations, including the rationale for their views, noting the key design elements and justification for how design excellence has been achieved. The report will also identify those elements of each design which require further review and design refinement. In the case that none of the entries can be supported, this report will justify and provide reasons for this.

The DEEP chairperson will report the design excellence evaluation to the Sydney Metro tender review panel.

The Design Excellence elements of the successful tenderer's submitted design will be incorporated into the contract documents. These elements will also form the basis for the future Detailed State Significant Development Application for the tower.

Phase 3 Design integrity regime

A strong design integrity regime is essential to ensure that the positive aspects of design that underpin the attainment of design excellence are not compromised through post contract award (including development of the detailed State Significant Development Application) and into construction.

Sydney Metro will manage design integrity by binding elements of the successful tenderer's submitted design into the contract documents. In addition, the project team will work with the successful tenderer to improve elements of the contracted design that the Design Excellence Report identifies as needing further design development.

The design review task of this phase would be handed back to the Sydney Metro Design Review Panel who would continue to be responsible for design integrity until any Stage 2 State Significant Development determination for the tower and until Stage 3 design for the station. The Sydney Metro Design Review Panel would also be responsible for reviewing any significant changes to the planning approval that would:

- Require a modification to the planning approval.
- Materially affect the station or customer experience.

Appendix A – Sydney Metro Design Excellence Evaluation Panel

The Sydney Metro Design Excellence Evaluation Panel (DEEP) will provide independent evaluation of integrated station development proposals received by Sydney Metro to support the achievement of the Sydney Metro program objectives and design excellence outcomes.

The DEEP is chaired by the Government Architect or alternate as agreed by Sydney Metro. Meetings are scheduled in response to the procurement / competitive selection milestones.

DEEP involvement

The DEEP will perform the role of Jury in the competitive selection process by providing objective, independent and expert review of design submissions. Key milestone will include:

- Confirming the capability of proposed teams to achieve design excellence during Phase A (Expression of Interest) of the competitive selection process.
- Participating in interactive workshops with each short listed tenderer in Stage B prior to lodgement of formal tender submissions to provide constructive feedback and direction to assist each team to submit a tender that exceeds the nominated design quality benchmark while balancing other considerations such as engineering, buildability and cost.
- Writing a Design Excellence Report documenting the recommendations to achieve design excellence for each team.

Design Excellence Report

The Design Excellence Report will be a key output and will include:

- Confirmation that the submitted design meets Sydney Metro's design requirements including the design objectives and principles with a high quality solution.
- Describe the key stand out elements that contribute to the design quality to be incorporated into the contract documents.
- Describe elements which must be improved in subsequent stages.
- Summarises benchmarked quality standards and confirms whether the submitted scheme meets or exceeds the benchmarked standards.
- Describes how the design of three main elements being Station, Public Domain and OSD presents an integrated project with Design Excellence (as per GA Design Excellence Competition Guidelines).

Ongoing design review

The Sydney Metro Design Review Panel will be responsible for ongoing design review until any Stage 2 State Significant Development determination for the tower and until Stage 3 design for the station.

The Sydney Metro Design Review Panel would also be responsible for reviewing any significant changes to the planning approval that would:

- Require a modification to the planning approval.
- Materially affect the station or customer experience.

DEEP members

- NSW Government Architect as Panel Chair (or alternate Panel member endorsed by Sydney Metro).
- One representative nominated by Government Architect NSW on behalf of the Department of Planning and Environment.
- Up to two representatives nominated by Sydney Metro as the Proponent.
- One representative nominated by the local council.

Sydney Metro nominees would be drawn from the Sydney Metro Design Review Panel.

Panel members must have appropriate design expertise and preferably experience designing complex, major infrastructure projects, stations, large scale commercial, mixed use or residential buildings.

Panel Facilitator

The Sydney Metro DRP Secretariat will facilitate the DEEP's involvement in the Design Excellence processes including:

- Arranging site visits (if applicable).
- Coordinating Panel meetings are ensuring meetings are conducted in an orderly and efficient manner in collaboration with the Panel Chair.
- Assisting with preparation of the DEEP Design Excellence Report as required.

Panel chair

The Chair is responsible for leading the DEEP meetings and ensuring the DEEP performs its jury role in the competitive selection process with diligence.

The Chair will endorse the final DEEP report and present the outcomes of the design excellence evaluation to the Sydney Metro panel that determines the successful tenderer.

Probity

All DEEP members will be subject to stringent probity and confidentiality agreements in accordance with Sydney Metro's transaction processes.

Appendix B – Detailed Strategy Elements

	Planning approval (EIS)		Procurement documents		Post award contract documents
Phase 1 Design quality expectations	**Station (CSSI)**	**OSD Concept SSD**	**Stage A**	**Stage B**	
Sydney Metro vision	✓	✓	✓	✓	✓
Sydney Metro Design Guidelines including the endorsed design objectives and supporting principles	✓	✓	✓	✓	✓
Site specific design principles		✓	✓	✓	✓
Benchmarks			✓	✓	✓
Contract requirements			✓	✓	✓
Phase 2 Competitive selection					
Teams demonstrate capability to deliver design excellence			✓	✓	
Teams submit a Design statement			✓	✓	
Sydney Metro ensures competitive selection process includes satisfactory diversity provisions			✓	✓	
Sydney Metro's evaluation ensures discrete consideration of design (independent of other criteria)			✓	✓	
Tender submissions are reviewed by a multi-disciplinary team of in-house experts				✓	
Independent review by Design Excellence Evaluation Panel			✓	✓	
Workshops are held with proponent teams				✓	
Design Excellence Report				✓	✓
Design excellence elements of successful tenderers submitted design incorporated into contract documents					✓
Phase 3 Design Integrity					
Design Excellence reporting to Sydney Metro Design Review Panel					✓
Post contract award / planning approval strategies and conditions of approval as relevant					✓

Appendix C – Rationale for alternative design process

Introduction

The following describes the rationale for the alternative design process for the Sydney Metro Integrated Station Development sites within the City of Sydney to exhibit Design Excellence in accordance with the provisions of Clauses 6.21(3) and (4) of the *Sydney Local Environmental Plan 2012 (*Sydney LEP 2012).

The requirement under Clause 6.21(5) of the Sydney LEP 2012 to undertake a design competition is not reasonable or necessary for the State Significant development applications for the Sydney Metro Integrated Station Developments at Pitt Street and Waterloo in accordance with the discretion available to the consent authority under Clause 6.21(6).

An alternative process is permitted by Clause 6.21(6) of the Sydney LEP 2012, which states:

"(6) A competitive design process is not required under subclause (5) if the consent authority is satisfied that such a process would be unreasonable or unnecessary in the circumstances or that the development:

(a) involves only alterations or additions to an existing building, and

(b) does not significantly increase the height or gross floor area of the building, and

(c) does not have significant adverse impacts on adjoining buildings and the public domain, and

(d) does not significantly alter any aspect of the building when viewed from public places."

- *This clause also allows the consent authority to exercise its discretion to not require a competitive design process when either:*
- *that process would be unreasonable in the circumstances; or*
- *that process would be unnecessary in the circumstances; or*
- *the proposed development satisfies the four (4) terms in Clause 6.21(6)(a) to (d).*

Rationale for an alternative design process

In considering the rationale for an alternative approach there are a number of aspects that have been considered and are detailed below:

Aspect 1 Enhanced design outcomes through an integrated design process

A design competition is unnecessary because Sydney Metro's iterative design process embeds competitive tension through the selection of highly experienced and competent design practices and a holistic design review process.

Sydney Metro's Integrated Station Development delivery strategy draws together design and construction of fully integrated and interconnected Over Station Developments (OSD) and station components to ensure excellent and coordinated design outcomes. The Integrated Station Development approach is an evolution of Sydney Metro's previous approach to deliver city stations and is an innovation that is specifically intended to deliver a project of the highest standards of architectural, urban and landscape design.

The concurrent procurement of the station and OSD is world's best practice for infrastructure delivery and enables design benefits that would not otherwise be possible if the station and OSD elements were separated. Imposing a competitive design process on the OSD element would risk compromising the benefits being realised through the integrated design approach.

Aspect 2 Limited ability to meaningfully influence design

A competitive design process is unnecessary for Sydney Metro's Integrated Station Development Strategy because the process would only apply to the SSD (Stage 2 detailed design) OSD element.

The SSD concept designs are intrinsically linked to the existing and separate approval pathway for Critical State Significant Infrastructure (CSSI). Importantly, the Sydney LEP 2012 competitive design provisions do not apply to the elements approved through the Chatswood to Sydenham project. This includes the station, lower levels of the OSD and public domain surrounding.

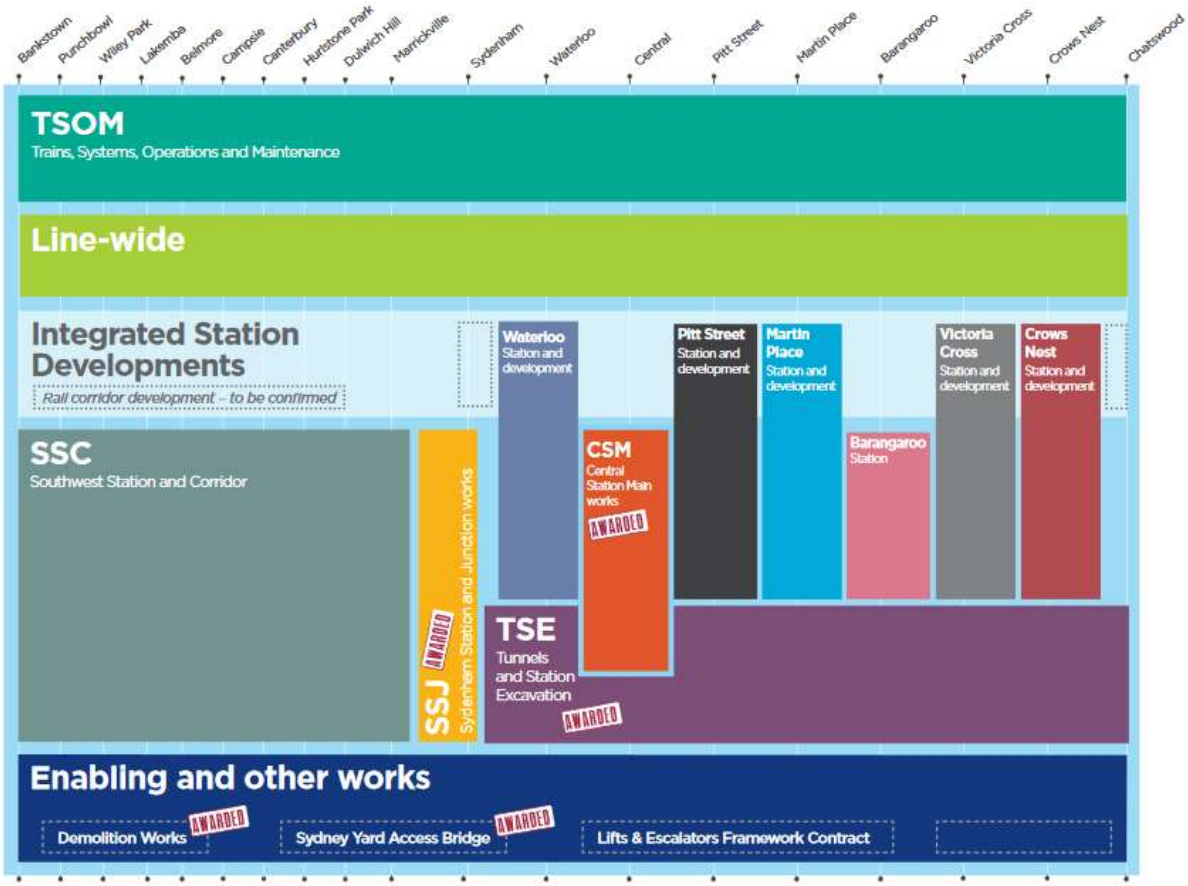
A competitive design process for the OSD component is not considered appropriate because it would:

- Apply primarily to the 'skin' or façade of the OSD towers as the design for the major portion of the integrated development, including station servicing in the podium levels and public facing station areas, are substantially determined by the engineering assurance processes that have previously been undertaken. The limited scope as a façade competition is considered unreasonably restrictive for bidders and would result in additional processes, time and cost and degrade the integrity of the integrated design solution. This is contrary to the intention of competitive design processes.
- Extend the duration of design work for the OSD element as a design competition cannot commence until the Stage 1 SSD application is approved. This would risk compromising Sydney Metro's delivery as each package of works is interconnected with other work~~s~~ packages associated with the broader metro program.
- Require considerable time and resources being spent on a design competition for the OSD component which would have limited ability to materially influence the building form or architectural composition. The process risks compromising the benefits from the integrated design and development approach through disjointed and disconnected design responses to the station and OSD components.

In summary, a design competition would unreasonably constrain the opportunity to deliver an integrated solution within the required Sydney Metro delivery timeframe, and prevent the unique benefits that such an integration provides. The process is ignorant of the complexity and specialised nature of the metro infrastructure and associated committed technical requirements.

Aspect 3 Complex, highly technical and integrated design

Requiring a competitive design process would unnecessarily jeopardise the design and delivery of Sydney Metro's highly complex Integrated Station Developments at Pitt Street and Waterloo. This has untenable risks to the broader Sydney Metro delivery program which comprises multiple packages of works that have highly complex and sensitive interfaces as illustrated below.



Sydney Metro Delivery Strategy

The competition process is also unreasonable in the context of the technical complexity of the integrated designs. Critically, Sydney Metro would not be able to meet engineering assurance requirements in the case that changes to the station result from a design competition which could push out the project's delivery milestones. To this end, the Martin Place OSD Concept Approval sets a precedent for waiving the requirement for a design competition for complex and highly technical SSD projects.

Aspect 4 Extended Duration of Construction and Completion of OSD and Station

Requiring a competitive design process would be unreasonable as it would constrain the opportunity to realise the benefits of a consolidated construction window and concurrent delivery of the station, metro infrastructure and OSD.

Specifically:

- Enabling the concurrent delivery of the station and OSD reduces the overall construction timeframe for the surrounding precinct and thereby the duration of construction impacts to surrounding properties and public spaces.
- The integrated and concurrent delivery of the metro infrastructure, station and OSD gives certainty of completion by 2024.

Aspect 5 Robust design review and development process to date

Requiring a competitive design process would be unnecessary given the robust design review and development process undertaken to date. This has included rigorous testing of options for land use, building heights, envelopes and form, articulation and integration, with regard to the specific and complex parameters.

Further, a design competition is only one way of achieving design excellence. The breadth and depth of considerations relevant to Sydney Metro's Integrated Station Development proposals is extensive and has been intrinsic to the detailed design process to date. This would be an unreasonable technical challenge for a design competition.

Aspect 6 Independent review

Design Review Panels are a tried and tested method for achieving excellent design outcomes, and are widely adopted on numerous SSD and other projects. The Design Review Panel approach has been previously implemented for technically complex state significant projects.

Sydney Metro's design process has benefited from independent design review by the Sydney Metro Design Review Panel for two years. The Panel has materially lifted the design quality of the metro product.

The Design Excellence Evaluation Panel is a new initiative and will contribute to the competitive selection process. Design integrity obligations for the OSD elements would be transferred to the State Design Review Panel following approval of Stage 2 Detailed Development Application.

The Consent Authority and the community can have confidence in the enduring nature of the Sydney Metro Design Review Panel and its ability to continue to support design excellence consistent with the objective of Clause 6.21 of the Sydney LEP 2012.

Aspect 7 Consistency with the GANSW's Design Excellence Initiatives

The Sydney Metro Design Excellence Strategy directly responds to, and is consistent with, the recently adopted "Better Placed" design policy for NSW prepared by the Government Architect NSW. It is noted that Better Placed supports the use of Design Review Panels for complex state significant projects.

Aspect 8 Consistency with precedent projects

Sydney Metro's proposed alternative competition design process is consistent with precedents established for other major infrastructure and state significant development projects including approvals granted for Sydney Metro Martin Place Over Station Development (SSD17_8351) and Commercial Building C1, Barangaroo South (SSD17_8529).

Appendix D.1 – Victoria Cross benchmarks

Sydney Metro's success as a transformative world class metro will be the outcome of a combination of different elements, from engineering, architecture and public realm to customer touch points. Sydney Metro has identified benchmark projects that demonstrate the design quality aspirations for the Victoria Cross Integrated Station Development site.

These benchmarks have been selected as the reference for design elements and are not intended as benchmarks for cost. A number relate to stations and station precincts and are not intended as design benchmarks for stations.

The Victoria Cross benchmarks have been selected to showcase the minimum quality expected in relation to:

1. Integrated design outcomes.
2. A tower that showcases high quality design and contributes to the skyline.
3. Response to context including heritage considerations and integration with surrounding built form.
4. Through site link that is active, supports pedestrian connectivity and contributes to sense of place.
5. Public domain that successfully resolves changes of levels and creates safe, usable and active public spaces.
6. Materials and finishes that are high quality and appropriate to context.
7. Integration of joyful public art that contributes to a good experience of the place.

Wynyard Place **10 Carrington Street, Sydney** Relevant to Victoria Cross ISD because it demonstrates: • An integrated design above a station. • Retail connections. • Ground plane that is open with a through site link that is integrated between two public domain elements. • Responds to context with an address to two streets. • Successful relationship to adjacent heritage item.	

Architect: Make Architects in association with Architectus	
Awards ☆ City of Sydney Design Competition winner	

Wynyard Walk **Sydney** Relevant to Victoria Cross ISD because it demonstrates: • Contemporary high quality design and finishes within a transport infrastructure project. • Innovative use of cladding that seamlessly incorporates plant and servicing equipment. • High quality design that supports pedestrians, connectivity and transport interchange. • Well integrated public art. Architect: Woods Bagot	
Awards ☆ 2017 Gold in Government Design Awards urban design category ☆ 2017 Commendation at NSW AIA Awards	

AHL headquarters **478 George Street, Sydney** Relevant to Victoria Cross ISD because it demonstrates: • An innovative design response that has uniqueness and adds to the collective architectural image of Sydney. • A unique design solution that responds to local context. • Appropriate use of local materials. Architect: Candalepas Associates	
Awards ★ 2016 National Architecture Awards: Winner of Harry Seidler Award for Commercial Architecture	

EY building **200 George Street, Sydney** Relevant to Victoria Cross ISD because it demonstrates: • Ground plane links to the surrounding public domain at a variety of different levels. Contributes a through site link and incorporates well designed retail to support activation. • A high quality tower with a unique design that contributes to the Sydney skyline. • High quality design and materials. • Incorporation of Y columns and discreet impact at ground plane • Inclusion of well integrated and high quality heritage and public art. Architect: FJMT	
Awards ☆ 2017 National Architecture Awards: Winner of Harry Seidler Award for Commercial Architecture ☆ City of Sydney Design Competition winner	

Chatswood Station and Interchange

Chatswood

Relevant to Victoria Cross ISD because it demonstrates:

- A vibrant, activated transport space with well integrated retail.
- Good use of natural light that creates an ambient space.
- A working example of an interchange place.
- Well integrated place making and activation in a non-CBD context.

Architect: CoxDesignInc

Awards

- 2015 Great Place Award for Planning Excellence, PIA NSW
- 2015 State Commendation for Urban Design, AIA NSW
- 2015 Urban Habitat Award Finalist, CTBUH
- 2009 Engineering Excellence Award, ACSE Australia Awards of Excellence
- 2009 Silver Award of Highly Commended, Building Category, ACSE Australia Awards of Excellence

Federation Square
Melbourne

Relevant to Victoria Cross ISD because it demonstrates:

- An iconic and memorable place.
- A successful and vibrant public space design that is built over existing rail lines and resolves complex level changes.
- A flexible design for the public space and adjoining uses that supports a good variety of public activity throughout the day and different times of the year.
- Integrated aesthetic for public space and buildings that creates a unified whole.

Architect: Lab Architecture studio with Bates Smart

Awards

- 2005 Property Council of Australia Award- Overall Winner
- 2005 Urban Land Institute Award for Excellence: Asia Pacific
- 2003 RAIA National Awards- Walter Burley Griffin Award for Urban Design
- 2003 The Melbourne Prize- Urban Design Award and New Architecture Award
- International open design competition winner

North Terrace redevelopment
Adelaide

Relevant to Victoria Cross ISD because it demonstrates:

- A linear space with strong civic and landscaped character that includes a sequence of smaller public spaces that support a range of public uses.
- Well integrated sequence of paved and landscaped areas.
- Appropriate use of street tree planting and materials palette that ties place to the broader city public domain.

Architect: Taylor Cullity Lethlean with Peter Elliott Architects

Awards

- 2013 AILA South Australia Medal for Landscape Architecture
- 2006 Australia Award for Urban Design
- 2006 ACC The Adelaide Prize Award of Excellence
- 2006 AILA National Merit Award for Design in Landscape Architecture
- 2005 AILA South Australia, Overall Award of Excellence
- 2005 AILA South Australia, Award of Excellence for Design
- 2004 AILA National Award of Excellence for Planning in Landscape Architecture
- 2003 AILA South Australia, Award of Excellence for Planning
- 2000 AILA South Australia, Award of Merit Planning and Master planning

Central Park
Sydney

Relevant to Victoria Cross ISD because it demonstrates:

- Seamless, well integrated sequence of public domain and retail spaces, both indoor and outdoor.
- A good example of a place that elevates the perception of the locality.
- A strong landscape character creating a haven within the city.
- Well integrated public art.
- Integration with existing small scale built form including adaptive reuse and heritage to create fine grain retail and food offering and retain unique character of place.
- A range of public open spaces from fine grain to a large new park, streets and shared zones.

Architect: Jean Nouvel and artist and botanist Patrick Blanc
Master Planner (initial): Tzannes Associates and Cox Richardson
Master Planner: Foster and Partners
Landscape Architect: Sue Barnsley Design

Awards

- 2017 National Architecture Awards- David Oppenheim Award for Sustainable Architecture
- 2017 AIA, NSW Chapter- Award for Sustainable Architecture
- 2017 AIA, NSW Chapter- Lloyd Rees Award for Urban Design
- 2017 Greater Sydney Planning Awards- Winner Great New Places to Live and Work
- 2016 PIA NSW Awards for Planning Excellence, Presidents Award
- 2012 UDIA NSW Awards for Excellence- Marketing Award
- City of Sydney Design Competition winner

Appendix D.2 – Pitt Street benchmarks

Sydney Metro's success as a transformative world class metro will be the outcome of a combination of different elements, from engineering, architecture and public realm to customer touch points. Sydney Metro has identified benchmark projects that demonstrate the design quality aspirations for the Pitt Street Integrated Station Development site.

These benchmarks have been selected as the reference for design elements and are not intended as benchmarks for cost. A number relate to stations and station precincts and are not intended as design benchmarks for stations.

The Pitt Street benchmarks have been selected to showcase the minimum quality expected in relation to:

1. Integrated design outcomes.
2. Towers that showcase high quality design and contribute positively to the city skyline.
3. Architecture that responds to adjoining buildings and streetscape character and scale.
4. A design that provides a high quality pubic space that is integrated, connected, active, safe and comfortable for customers and pedestrians.
5. A design that fulfils the needs of a civic station entry and a high quality OSD entry with associated servicing.
6. Materials and finishes that are high quality and appropriate to the context.
7. Integration of joyful public art and public domain elements that contribute to a good experience of the place.
8. Well considered strategies in façade and services integration that contribute towards best practice sustainable outcomes

Wynyard Place **10 Carrington Street, Sydney** Relevant to Pitt Street ISD because it demonstrates: • A design that integrates the station with development above. • A street frontage that has inviting, transparent and permeable entrances. • Successful relationship to adjacent heritage item. • An uncomplicated and simplified ground plane. A well resolved and modulated ground floor and podium design.	

Architect:
Make Architects in association with Architectus

Awards
- City of Sydney Design Competition winner

Lumiere'
Bathurst Street, Sydney

Relevant to Pitt Street ISD because it demonstrates:

- An innovative design response that has uniqueness and adds to the collective architectural image of Sydney.
- A large footprint building that has been finely modulated in both podium and tower.
- Achieves good residential amenity (light and air).
- A unique design solution with podiums and setbacks that respond to local context including adjoining heritage buildings.
- A high quality and articulated tower façade design.
- Well activated ground plane with pedestrian permeability.
- Services are discretely located and do not impact higher profile streets or public / customer spaces.

Lead Architect: Foster and Partners
Collaborating Architect: PTW Architects

Awards
- 2008 Commendation Award for Residential Architecture - Multiple Housing, AIA NSW

AHL headquarters + Hilton hotel

478 + 488 George Street, Sydney- (2 Buildings)

Relevant to Pitt Street ISD because it demonstrates:

- Adjoining developments that demonstrate an innovative design response that has uniqueness and adds to the collective architectural image of Sydney.
- Unique design that respond to the form and materiality of nearby buildings including QVB.
- A good example of a colonnade design that is timeless, contemporary and elegant. (Sydney Hilton Hotel)
- A well-designed , slender tower, (AHL Headquarters) that responds to the diverse neighbouring buildings
- Activated and inviting entrances and ground floor design.

Architect: Candalepas Associates (AHL) and Johnson Pilton Walker (Sydney Hilton)

Awards for Sydney Hilton (JPW)

- ☆ 2006 Australian Stone Architectural Award (Best Commercial Exterior)
- ☆ 2006 RAIA National Commercial Award
- ☆ 2006 RAIA NSW Chapter, Architecture Award for Commercial Building
- ☆ 2006 RAIA NSW Chapter, Architecture Award for Civic Design
- ☆ 2006 Sustainable Energy Authority (SEDA) Energy Efficiency Award

Awards for AHL (Candalepas)

- ☆ 2016 National Architecture Awards: Winner of Harry Seidler Award for Commercial Architecture

5 Martin Place, Sydney

Relevant to Pitt Street ISD because it demonstrates:

- Innovative response to adjacent heritage building and the heritage context.
- Refined detailing and materiality that responds to the surrounding context.
- Breaks down scale of development through modulation, detailing and materiality
- Elegantly reinforces the streetscape context of Martin Place.
- Ground plane connectivity that is active and supports permeability.

Architect: JPW

Awards

- 2016 Commercial Architecture Award, NSW Architecture Awards
- 2016 National Award for Heritage, AIA
- 2016 NSW President's Award, UDIA
- 2016 Award for Adaptive Reuse, National Trust of Australia (NSW)
- 2016 National Commercial Architecture Award, AIA
- 2016 Francis Greenway Award for Heritage Architecture, Creative Adaptation , AIA NSW
- 2016 Lloyd Rees Award - Award for Urban Design, AIA NSW
- 2016 Steel Excellence Award for large building projects, Australian Steel Institute
- 2016 Excellence Awards winner, NSW Urban Taskforce Development
- 2016 Urban Renewal Development Award, ISTRUCTE (UK Institute of Structural Engineers)

Upper House
520 Swanston Street, Carlton, Melbourne

Relevant to Pitt Street ISD because it demonstrates:

- Good modulation of building parts which reduces the building bulk, and reinforces streetscape datum (relevant to Pitt Street North).
- Good ventilation and light to residences.
- Well-designed shared terraces and gardens which improve social life.
- Well activated at street level with podium scale relating to adjoining streetscape.
- Interesting elevation with lively and strong modulation.

Architect: Jackson Clements Burrows

Awards

- ☆ 2017 Architizer A+Award - High Rise (16+ Floors)
- ☆ 2015 Best Overend Award Multiple Housing, AIA Victorian Architecture Awards
- ☆ 2015 Frederick Romberg Award for Multiple Housing, AIA National Architecture Awards

Nishi Building

25 Edinburgh Ave
Canberra, ACT

- Award winning mixed use building including a hotel which activates the precinct.
- Dynamic design response created by a diverse team of designers.
- Rich interiors and shared spaces.
- A unique design solution that responds to the local context.
- Strongly integrated art.
- 6 Greenstar sustainability rating and environmental approach.

Architects
Fender Katsalidis and Suppose Design Studio

AWARDS

☆2017 Commercial Architecture Award – Australian Institute of Architecture, ACT Awards
☆2017 Sydney Anchor Award for Residential Architecture
☆2017 Commercial Architecture Award Australian Institute of Architects, ACT Awards
☆2017 Commercial Architecture Commendation Australian Institute of Architects National Awards
☆2015 International Project of the Year - Building Awards (United Kingdom)