

The logo for URBIS, featuring the word "URBIS" in a bold, sans-serif font. The text is contained within a square frame that is open on the right side. A thick black horizontal line extends from the right side of the square frame across the top of the page. A thick black vertical line extends from the top of the page down to the top of the square frame.

**URBIS**

# **DESIGN EXCELLENCE STRATEGY**

QF1 – QF4 Mascot

**URBIS STAFF RESPONSIBLE FOR THIS REPORT WERE:**

Director	Alaine Roff
Associate Director	Erin Dethridge
Consultant	Kate Riley
Project Code	P0045694
Report Number	Final

---

**Urbis acknowledges the important contribution that Aboriginal and Torres Strait Islander people make in creating a strong and vibrant Australian society.**

**We acknowledge, in each of our offices, the Traditional Owners on whose land we stand.**

All information supplied to Urbis in order to conduct this research has been treated in the strictest confidence. It shall only be used in this context and shall not be made available to third parties without client authorisation. Confidential information has been stored securely and data provided by respondents, as well as their identity, has been treated in the strictest confidence and all assurance given to respondents have been and shall be fulfilled.

© Urbis Pty Ltd  
50 105 256 228

All Rights Reserved. No material may be reproduced without prior permission.

You must read the important disclaimer appearing within the body of this report.

**[urbis.com.au](http://urbis.com.au)**

# CONTENTS

1.	Introduction .....	1
2.	Background .....	2
3.	The Precinct.....	7
4.	Implementation of Strategy Objectives.....	9
5.	Design Integrity .....	11
6.	Sustainable Design .....	12
	Disclaimer.....	13

## Appendix A Connecting with Country Framework

## Appendix B Curatorial Vision Framework

## FIGURES

Figure 1 Former Qantas Lands .....	2
Figure 2 Proposed Public Artwork Vision.....	4
Figure 3 Photomontage of QF3 – King Street frontage.....	6
Figure 4 Identification of LOGOS sites.....	8
Table 1 Current LOGOS Proposals.....	3
Table 2 Site Details.....	7

# 1. INTRODUCTION

This Design Excellence Strategy (**Strategy**) proposed by LOGOS Development Management Pty Ltd (**LOGOS**) establishes a precinct-wide framework within which the proposed industrial developments at 263 – 273 and 273A Coward Street (QF1), 76 – 82 Kent Road (QF2), 297 King Street (QF3) and 350 King Street (QF4) in Mascot will achieve design excellence.

LOGOS is proposing to develop four large scale multi-level warehouse and distribution centres with complementary land uses in Mascot known as QF1, QF2, QF3 and QF4. The large-scale facades of each of these sites represents a significant 700m linear frontage to Qantas Drive, which serves as a key approach for arrivals to the domestic and international terminals of Sydney Kingsford Smith Airport (**Sydney Airport**).

LOGOS is fully committed to achieving design excellence as part of the redevelopment of each site to deliver the highest standard of architectural, urban and landscape design outcomes. The Strategy describes a process that will ensure that design excellence requirements for future State Significant Development Applications (**SSDAs**) for the precinct are met. This will involve the direct appointment of an experienced architect and landscape architect, and an alternative design excellence process involving the State Design Review Panel (**SDRP**). This will consequently require the future submission of requests to waive the requirement under clause 6.10(5)(b) of the *Bayside Local Environmental Plan 2021* (**BLEP 2021**) for development over 40m in height, to enable this alternative process to occur.

This Strategy was requested by the Government Architect NSW (**GANSW**) to provide a precinct wide-approach and ensure design excellence is delivered in accordance with the Bayside Local Environmental Plan (**BLEP 2021**).

The objectives of this Strategy are as follows.

- (a) Establish a methodology for LOGOS to implement design excellence processes for the redevelopment of the precinct in accordance with the relevant guidelines and controls.
- (b) Clarify the sequence of the alternative design excellence processes to inform subsequent SSDAs.
- (c) Ensure that design excellence integrity is continued into the subsequent SSDAs, construction phase of the projects, and to completion of the projects.

## 2. BACKGROUND

### 2.1. MASCOT LANDHOLDINGS

Perpetual Corporate Trust Limited (PCTL) (with LOGOS as development partner) purchased the sites known as QF1 - QF4 from Qantas Airways Limited in late 2021. The consolidated landholding comprises a total of 137,565m<sup>2</sup> as shown in **Figure 1**.

Figure 5 Former Qantas Lands



Source: L+S and Paddock (2023)

LOGOS has identified an opportunity to capitalise on the precinct's highly accessible location adjacent to Sydney Airport and to set a new benchmark for multi-level warehousing and distribution facilities with complementary land uses to activate the respective street frontages and provide a high level of amenity for future employees.

In overall terms, LOGOS's vision for the precinct is to:

- Deliver state-of-the-art development to meet current market demands and tenant requirements for modern supply chain and distribution facilities.
- Leverage the strategic location to support the international trade gateways, being Sydney Airport and Port Botany, including their current operations, capacity and future growth, and support the retention and optimisation of industrial zoned land within the Eastern City District.
- Deliver critically needed industrial floor space in a highly accessible location which caters for the freight and logistics sector.

- Achieve design excellence through the integration of connecting with Country design principles, a high standard of architectural, urban and landscape design and sustainability measures to reduce energy and water consumption.
- Provide a unique opportunity to deliver a significant and meaningful artwork which recognises the continuing connection of Aboriginal people to their Country and present a landmark entry statement for arrivals via Sydney Airport.
- Deliver improvements to the existing streetscapes and site appearance and infrastructure upgrades which benefit each site and locality more broadly.
- Provide a positive workplace experience with amenities to support employee wellbeing.

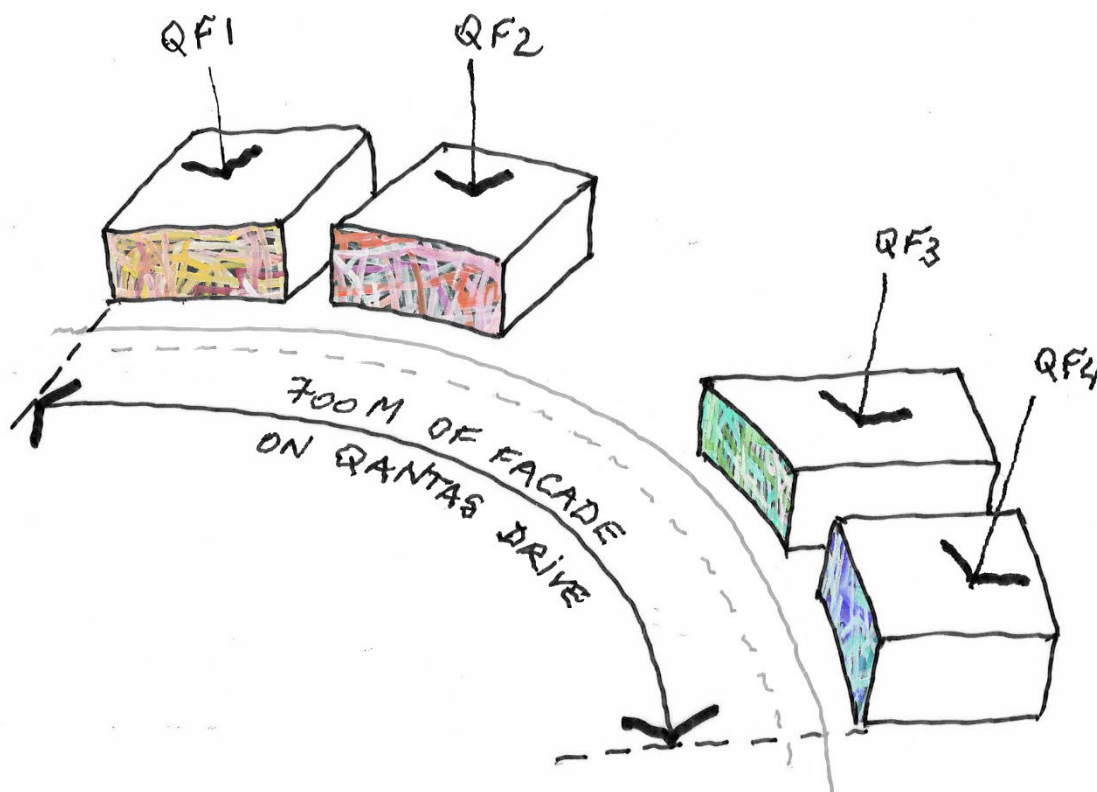
Having regard to the above, LOGOS has had ongoing consultation with the Department of Planning and Environment (**DPE**) and Bayside Council (**Council**) regarding the future redevelopment of each site as summarised in **Table 1**.

Table 1 Current LOGOS Proposals

	<b>QF1 &amp; QF2</b>	<b>QF3</b>	<b>QF4</b>
<b>Land Use Activities</b>	Two multi-level warehouse and distribution centres with complementary offices, restaurant and café and recreational facilities	Multi-level warehouse and distribution centre with ancillary offices	Multi-level warehouse and distribution centre with ancillary offices and other complementary uses including standalone office premises
<b>Land Use Zone</b>	E4 General Industrial	E4 General Industrial	E3 Productivity Support
<b>Building Height</b>	44 metres	44 metres	44 metres
<b>Floor Space Ratio</b>	Proposed 2:1	1.2:1	3:1
<b>Planning Approval Pathway</b>	<p>Planning Proposal recently lodged with Council seeking to increase the maximum floor space ratio (<b>FSR</b>) from 1.2:1 to 2:1 and introduce site-specific additional permitted uses under Schedule 1.</p> <p>Following the finalisation of the amendment to the BLEP 2021, the intention is to progress an SSDA for two multi-level warehouse and distribution centre with complementary land uses.</p>	SSDA recently lodged – development is in excess of \$30 million under Schedule 1 of State Environmental Planning Policy (Planning Systems) 2021 ( <b>Planning Systems SEPP</b> ).	SSDA required - development is in excess of \$50 million under Schedule 1 of Planning Systems SEPP. CIV threshold increases under the SEPP from 31 May 2023.

To draw on the relationship of the four sites and enhance the frontage to Qantas Drive, LOGOS' vision is to deliver integrated artworks spanning the 700m long facades of Buildings QF1 – QF4 that face Qantas Drive and Sydney Airport (refer **Figure 2**), which serves as the main thoroughfare for arrivals and departures to and from the domestic and international terminals. The result will be a large-scale, visually engaging 'Welcome to Sydney' that provides a unique opportunity for local Aboriginal artists to interpret the continuing connection of Aboriginal people to their Country. To ensure a holistic and interconnected approach is achieved across the four LOGOS sites along Qantas Drive, a Connecting with Country Framework (refer **Appendix A**) and Curatorial Vision Framework (refer **Appendix B**) has been developed for the four buildings.

Figure 6 Proposed Public Artwork Vision



Source: Lacoste + Stevenson (2023)

## 2.2. REQUIREMENT FOR DESIGN EXCELLENCE

Clause 6.10(5)(b) of the BLEP 2021 identifies:

- (5) Development consent must not be granted to development to which this clause applies unless—
  - (b) if the development is in respect of a building that is, or will be, higher than **40 metres** or 12 storeys (or both)—
    - (i) an architectural design competition is held in relation to the development, and
    - (ii) the consent authority takes into account the results of the architectural design competition

Clause 6.10(6) of the Bayside Local Environmental Plan 2021 identifies that:

Subclause (5)(b) does not apply if—

- (a) the NSW Government Architect certifies in writing that an architectural design competition need not be held but that a design review panel should instead review the development, and

(b) a design review panel reviews the development, and

(c) the consent authority takes into account the findings of the design review panel.

The multi-level warehouse and distribution centres at QF1 – QF4 are all over 40 metres in height and therefore require an architectural design competition unless the GANSW certifies in writing that an architectural design competition can be waived in favour of a design review panel reviewing the development.

## 2.3. QF3 - DESIGN EXCELLENCE PATHWAY

The SSDA for 297 King Street, Mascot (QF3) was recently lodged with DPE in May 2023 and is seeking consent for a warehouse and distribution centre with ancillary offices.

In accordance with the design excellence provisions at sub-clause 6.10(6)(a) of the BLEP 2021, the applicant obtained certification from GANSW that an SDRP process could be held in lieu of an architectural design competition for the development.

The proposed development was considered at three SDRP meetings held on:

- 9 November 2022
- 1 February 2023
- 15 March 2023

Throughout the process, the SDRP was supportive of the overall approach to the design of the proposal and in particular, the following elements:

- The public art strategy that extends across the four LOGOS sites in Mascot.
- Development and improved streetscape of King Street as a key throughfare for QF3 and QF4.
- Involvement of the Indigenous community throughout the ongoing life of the project.
- Placement of the ramp away from noise sensitive neighbours.
- Intent of the green wall design.

Following the third meeting, the SDRP were satisfied that the design review process had concluded and provided recommendations that were addressed as part of the EIS submission. In summary, these recommendations included:

- *Following the third meeting, the SDRP were satisfied that the design review process had concluded and provided recommendations for consideration and resolution as part of the SSDA (refer Appendix G). In summary, these recommendations included:*
- *Examine the edge conditions of the building in relation to site safety, including blind corners and long uninterrupted walkways without clear visibility.*
- *Consider the journey from the carpark to the building and how comfortable it will be for a pedestrian in extreme weather events, including provisions for fixed, sheltered walkways that provide shade and rain protection.*
- *Consider increasing landscape at every opportunity and how this can develop into a green network across all four sites.*
- *Examine the maintenance provisions and planting palette for the vertical garden spaces to ensure the ongoing viability of the design intent.*
- *Review the garden space in the ramped area and the possible addition of a water feature to assist with screening traffic noise and pollution and providing a cool space for gathering.*
- *Provide details for filtration systems to clean water runoff before it enters the Sydney Water easement for the site.*
- *Ensure that there are sufficient provisions within the budget to deliver the landscape design across the entire site.*

- *Outline the process for the commissioning of the final artwork.*
- *Provide details of areas for tenant signage and how this will not detract from the art screen area.*
- *Examine similar public artwork costs and benchmark the budget allocated for the art screen to create a reasonable expectation of costs to ensure the art screen will be delivered as intended.*
- *The art screen needs to be considered as an important public facing fourth façade for the project and treated with appropriate care.*
- *Ensure that no advertising will be included on the artwork façade.*
- *Recommend creating a process for choosing artist/s of the calibre and with the experience for such a large and prominent location, while using the opportunity to build up capacity and skills in the local community.*
- *Provide details of the lighting strategy for the artwork façade.*

These recommendations have been addressed in the Environmental Impact Statement (EIS) and supporting technical documentation that were lodged with the SSDA. A photomontage of the proposed development for QF3 is provided in **Figure 3**.

Figure 7 Photomontage of QF3 – King Street frontage



Source: Lacoste + Stevenson (2023)

### 3. THE PRECINCT

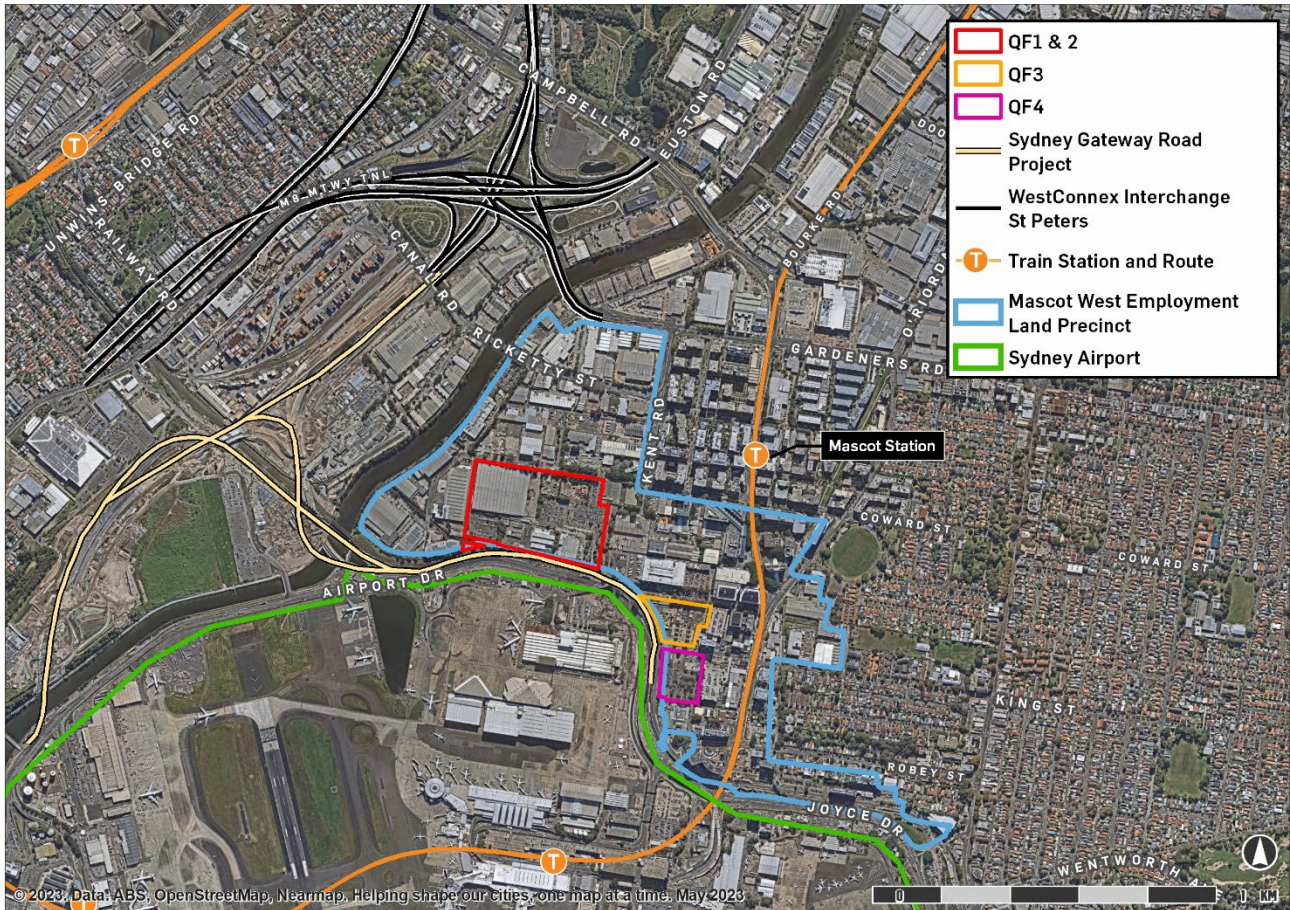
The consolidated landholding owned by PCTL comprises a total area of 137,565m<sup>2</sup> and is located in the Bayside local government area. It is also located within the Eastern Economic Corridor, which extends from Macquarie Park to the international trade gateways of Sydney Airport and Port Botany. The site benefits from its proximity to the Sydney CBD (approximately 7km) and location adjacent to Sydney Airport.

This Strategy relates to the four sites acquired by PCTL in 2021 as outlined **Table 2** and **Figure 4**.

Table 2 Site Details

Descriptor	Site Details
QF1 and QF2	Address: 263-273 and 273A Coward Street and 76-82 Kent Road, Mascot  Legal Description: Lots 100 and 101 DP 1277278, Lot 5 DP 1194564 and Lot 3 DP 230355.  Site Area: 9.5ha
QF3	Address: 297 King Street, Mascot  Legal Description: Lot 2 and 4 in DP 234489 and Lot 103 in DP 1282564  Site Area: 2.6ha
QF4	Address: 350 King Street, Mascot  Legal Description: Lot 4 in DP 510447  Site Area: 1.6ha

Figure 8 – Identification of LOGOS sites



Source: Urbis (2023)

Key characteristics of the local context are summarised as follows:

- QF1 and QF2 have a primary frontage to Coward Street, whilst QF3 and QF4 have a primary frontage to King Street.
- The sites are located within an established commercial and industrial precinct known as the Mascot West Employment Lands. The surrounding land uses include a range of industrial warehouses, commercial buildings, multi-deck car parks and hotels.
- Each site adjoins the Botany Freight Rail Corridor and Qantas Drive to the south or west, depending on its location. As a result, the precinct results in a significant 700m linear frontage to Qantas Drive, which serves as a key approach to Sydney Airport.

## 4. IMPLEMENTATION OF STRATEGY OBJECTIVES

### 4.1. RATIONALE FOR ALTERNATE DESIGN EXCELLENCE PROCESS

The need for an alternative approach to design excellence arises from the specific nature and characteristics of the proposed development of the precinct. A key objective of the Strategy is to develop the relationship between the four sites, particularly in relation to the connection with Country framework. A Connecting with Country Framework that relates to the precinct has been developed by Cox Inall Ridgeway (refer **Appendix A**) and includes the unique opportunity to deliver large-scale public artworks on the facades of the buildings, which will be transformed into a 700m long journey that celebrates knowledge, heritage and the ways Country has supported local Aboriginal communities.

An overarching curatorial theme has been prepared by Cultural Capital for the artwork (refer **Appendix B**) to *“create relationships between the works, deepening the narrative they represent and providing a potent series of cultural experiences for vehicles and pedestrians.”* It is noted that the public art strategy extending across the four sites was strongly supported by the SDRP as reflect in their latest feedback for 297 King Street, dated 28 March 2023.

Other considerations to support the alternative process include:

- Site-specific opportunities and constraints, including the interface to Qantas Drive and the Botany Rail Corridor, access arrangements and the adjoining development (including neighbouring hotels), which limit the potential siting and design options for any future buildings.
- Functional and operational considerations for the multi-level warehouse and distribution centre developments, including access arrangements and loading requirements, which will heavily influence the potential design/layout.
- Need for detailed consideration and focussed attention on the interface with Qantas Drive and Sydney Airport, including building elevational treatments and visual impacts.
- The relationship of the four LOGOS buildings and the consistent approach to the public art proposed along the Qantas Drive frontage.
- The desire to complete the developments as soon as possible to support the current undersupply of industrial space in the South Sydney precinct.

The requirement for an architectural design competition would unreasonably constrain the opportunity to deliver an integrated and complementary approach to the development across precinct. It would also undermine and diminish the robust design review and development process previously undertaken for QF3, intentions to develop relationships between the buildings, and may jeopardise the unique opportunity to deliver the significant public art and the connection to country messaging as a holistic and integrated offering.

### 4.2. DESIGN EXCELLENCE PROCESS

#### 4.2.1. Alternative Design Excellence Process

The proposed Alternative Design Excellence Process is the most suitable method of achieving design excellence across the precinct. It is the best approach to respond to the unique, complex and constrained nature of the proposed built form and will achieve a coordinated design outcome across the precinct. The Strategy for the precinct builds upon the design excellence process established for QF3 and seeks to maintain a collaborative and comprehensive process of design excellence through to the completion of each project.

Having regard to the above, LOGOS proposes to undertake an Alternative Design Excellence Process for the proposed developments at QF1 and QF2, and QF4. Lacoste + Stevenson Architects (**L+S**) in conjunction with Paddock Landscape Architects (Paddock) were selected as the design team for QF3 and presented to the SDRP and prepared the required documentation for the SSDA. L+S and Paddock has also prepared the indicative concept plans to accompany the draft Planning Proposal for QF1 and QF2.

The Alternative Design Excellence Process will include:

- Selection of high-quality design team with knowledge and experience in the delivery of industrial development that achieves design excellence.
- A Design Review Process by the SDRP will occur for each site. The SDRP is an established panel which comprises a diverse group of representatives with expertise in design and the built environment and will have an ongoing review role throughout the design development as discussed in **Section 4.2.2**.

Future SSDAs for QF1, QF2 and QF4 will therefore be accompanied by requests under sub-clause 6.10(6)(a) of BLEP 2021 to waive the requirement to undertake a design competition for development of any new building over 40m, to enable this alternative process to occur.

### **4.2.2. Architect Selection Process**

A nominated team of architectural and landscape architecture firms are required to achieve the strategy objectives and achieve a highly coordinated and cooperative approach to design.

The design team will be selected based on the following:

- Procurement through the GANSW Prequalification Scheme; or
- Registered Architect with demonstrated industrial capability and evidence of experience in development that achieves design excellence.

### **4.2.3. Design Review Process**

The SDRP will provide independent guidance and advice to ensure a rigorous process is followed and will support the achievement of design excellence within the precinct.

The SDRP will:

- Offer independent, impartial advice and guidance on the design to achieve the best built outcome for stakeholders and the public.
- Ensure the process benefits from expert and objective design expertise.
- Comprise a panel of at least three members of a diverse group of independent and highly qualified design professionals with expertise in design and the built environment.
- Have an elected panel Chair with expertise in architecture and urban design and be a recognised advocate of design excellence in NSW.
- Review and provide feedback on the design of the proposal up to lodgement of the SSDA. This will allow the SDRP to interact and provide input early in the design process, to provide a meaningful contribution to the design as it emerges.

Participants of the Panel include:

- SDRP Chair and Panel
- Applicant and Design Team
- GANSW Design Advisor / Secretariat

Observers from DPE and Bayside Council will be invited to attend the pre-briefing and debriefing sessions.

It is expected that a minimum of one meeting with the SDRP will be undertaken for each site prior to lodgement of the SSDA, with potential for a further SDRP meeting as required. Feedback and recommendations from the SDRP will be addressed following each meeting and will be detailed in the SSDA for each site.

## 5. DESIGN INTEGRITY

Design integrity is essential to ensure the elements identified as contributing to design excellence are maintained throughout the design development and construction phase of each project.

The nominated architect and landscape architect as identified in **Section 4.2.1** will maintain a leadership role over design decisions until the completion of the project. The nominated architect will play a lead role in ensuring design integrity is maintained throughout the design development process and will complete the following:

- Prepare the architectural documentation for a SSDA for the design, including all required information to lodge with the SSDA;
- Prepare the design drawings for contract documentation;
- Presentation of the architectural design in meetings with the community, authorities and stakeholders, as required; and
- Maintain continuity during the construction phases to the completion of the project.

Where there are significant changes to the design required, the proposal will be referred back to the SDRP for review and sign off. The SDRP will review the application during design development until lodgement of the application, as well as throughout the assessment of the application in response to any design amendments and recommendations proposed by relevant authorities.

## 6. SUSTAINABLE DESIGN

Environmental sustainability is a key focus of the precinct and will be guided by LOGOS' commitment to Net Zero Carbon by 2030 in upfront carbon emissions and in the reduction of operational carbon emissions.

The Environmental Performance Target and expected sustainability initiatives for each development within the precinct are as follows:

- 5 Star Green Star rating (Design & As Built v1.2).
- Base building designed for full electrification removing reliance on fossil fuels in building operations.
- Inclusion of renewable energy systems(s) such as photovoltaic panels.
- Building is designed for robustness and longevity through selection of durable materials.

ESD targets and sustainability initiatives will be carried through design development, construction and through to completion of each project.

# DISCLAIMER

This report is dated 22 June 2023 and incorporates information and events up to that date only and excludes any information arising, or event occurring, after that date which may affect the validity of Urbis Pty Ltd (**Urbis**) opinion in this report. Urbis prepared this report on the instructions, and for the benefit only, of LOGOS (**Instructing Party**) for the purpose of Design Excellence Competition (**Purpose**) and not for any other purpose or use. To the extent permitted by applicable law, Urbis expressly disclaims all liability, whether direct or indirect, to the Instructing Party which relies or purports to rely on this report for any purpose other than the Purpose, and to any other person which relies or purports to rely on this report for any purpose whatsoever (including the Purpose).

In preparing this report, Urbis was required to make judgements which may be affected by unforeseen future events, the likelihood and effects of which are not capable of precise assessment.

All surveys, forecasts, projections and recommendations contained in or associated with this report are made in good faith and on the basis of information supplied to Urbis at the date of this report, and upon which Urbis relied. Achievement of the projections and budgets set out in this report will depend, among other things, on the actions of others over which Urbis has no control.

In preparing this report, Urbis may rely on or refer to documents in a language other than English, which Urbis may arrange to be translated. Urbis is not responsible for the accuracy or completeness of such translations and disclaims any liability for any statement or opinion made in this report being inaccurate or incomplete arising from such translations.

Whilst Urbis has made all reasonable inquiries it believes necessary in preparing this report, it is not responsible for determining the completeness or accuracy of information provided to it. Urbis (including its officers and personnel) is not liable for any errors or omissions, including in information provided by the Instructing Party or another person or upon which Urbis relies, provided that such errors or omissions are not made by Urbis recklessly or in bad faith.

This report has been prepared with due care and diligence by Urbis and the statements and opinions given by Urbis in this report are given in good faith and in the reasonable belief that they are correct and not misleading, subject to the limitations above.

**APPENDIX A**

**CONNECTING WITH COUNTRY  
FRAMEWORK, COX INALL RIDGEWAY**

**APPENDIX B**

**CURATORIAL VISION FRAMEWORK,  
CULTURAL CAPITAL**