



# **WATERLOO METRO QUARTER OVER STATION DEVELOPMENT**

## **Environmental Impact Statement Appendix G – Endorsed Design Excellence Strategy**

**SSD-10437 Southern Precinct  
SSD-10438 Basement  
SSD-10439 Central Precinct or  
SSD-10440 Northern Precinct  
SSD-10441 Amending Concept DA**

State Significant Development  
Development Application

Prepared for **Waterloo Developer Pty Ltd**

30 September 2020



Reference	Description
Applicable SSD Applications	SSD-10437 Southern Precinct SSD-10438 Basement SSD-10439 Central Precinct SSD-10440 Northern Precinct SSD-10441 Amending Concept DA
Author	Sydney Metro Simon Bennett
Reviewed	Waterloo Developer Pty Ltd Nick Owen
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## 1. Appendices

### 1.1 Appendix 1 – DPIE Endorsement of Design Excellence Strategy



Mr Simon Bennett  
Senior Manager, Planning Approvals  
Sydney Metro  
Level 43, 680 George Street,  
Sydney NSW 2000

29/06/2020

Dear Mr Bennett,

**Waterloo Metro Quarter Over Station Development (SSD 9393)  
Endorsement of Design Excellence Strategy**

I refer to the updated Design Excellence Strategy (the strategy) submitted in accordance with Condition A15 of Schedule 2 of the above consent.

The Department has carefully reviewed the document and is satisfied that:

- the strategy outlines an independent design review process which has been endorsed by the Government Architect NSW (GANSW)
- the Sydney Metro Design Review Panel for Waterloo Metro Quarter will include a member of the Design Review Panel for the Sydney Metro City & Southwest Infrastructure
- the strategy includes a design integrity process developed in consultation with GANSW.

Accordingly, as the Planning Secretary's nominee, I am satisfied that Condition A15 has been met and the updated Design Excellence Strategy for Waterloo Metro Quarter Over Station Development (Revision 01, 11 March 2020) is endorsed.

If you wish to discuss this matter further, please contact Joina Mathew on 02 8275 1195.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Anthony Witherdin'.

Anthony Witherdin  
Director  
Key Sites Assessments

As nominee of the Planning Secretary



## 1.2 Appendix 2 – Waterloo Metro Quarter Integrated Station Development Design Excellence Strategy – 11 March 2020



# Design Excellence Strategy

Waterloo Metro Quarter - Integrated Station Development

Project:	Sydney Metro C&SW	Date:	11 March 2020
Group:	Operations, Customer and Placemaking	Status:	FINAL
Author:	Simon Bennett	Revision:	01
Company:	Sydney Metro	File number:	
File name:	200311 Waterloo Design Excellence Strategy		

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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 its 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 for the Waterloo Metro Quarter Integrated Station Development (ISD). The Strategy describes a stand-alone and objective process that will ensure the statutory design excellence requirements for the Waterloo Metro Quarter Concept Significant Development Application 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 B.

The approval conditions for Waterloo Metro Quarter require the final version of the design excellence Strategy to be endorsed by the Planning Secretary and that the Strategy only applies to the Waterloo Metro Quarter and not to any other sites. This Strategy is based upon the Sydney Metro City and South West Design Excellence Strategy (November 2018) for consistency and continuity purposes and has been updated specifically for the Waterloo Metro Quarter and only applies to that project.

In addition, the approval conditions require the Waterloo Metro Quarter design excellence strategy to include a design integrity process that will operate throughout the design development and is to be administered by either the State Design Review Panel Pilot Program ("SDRP") or an alternative Design Review Panel endorsed by the Government Architect NSW. Sydney Metro has an established Design Review Panel that provides independent advice on station designs (covered by a separate CSSI approval) and detailed SSDAs for City and Southwest. The Sydney Metro Design Review Panel ("Sydney Metro DRP") was involved in establishing the design excellence requirements and benchmarks in Phase 1 and a group selected from the panel participated in the tender evaluation process in Phase 2 and identified the elements of the awarded scheme which contribute to design excellence.

The Sydney Metro DRP has been reconstituted with new terms of reference and has been endorsed by the NSW Government Architect as an alternative to the State DRP. The Sydney Metro DRP plays a key role in the implementation of this Strategy to ensure design excellence is achieved. The Sydney Metro DRP will continue to be chaired by the NSW Government Architect or their representative. The panel membership will include an independent local council nominee, a State DRP member and Sydney Metro DRP members as endorsed by the NSW Government Architect. An independent panel secretariat supports the operation of the Sydney Metro DRP.

## 1.2 About Sydney Metro

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.

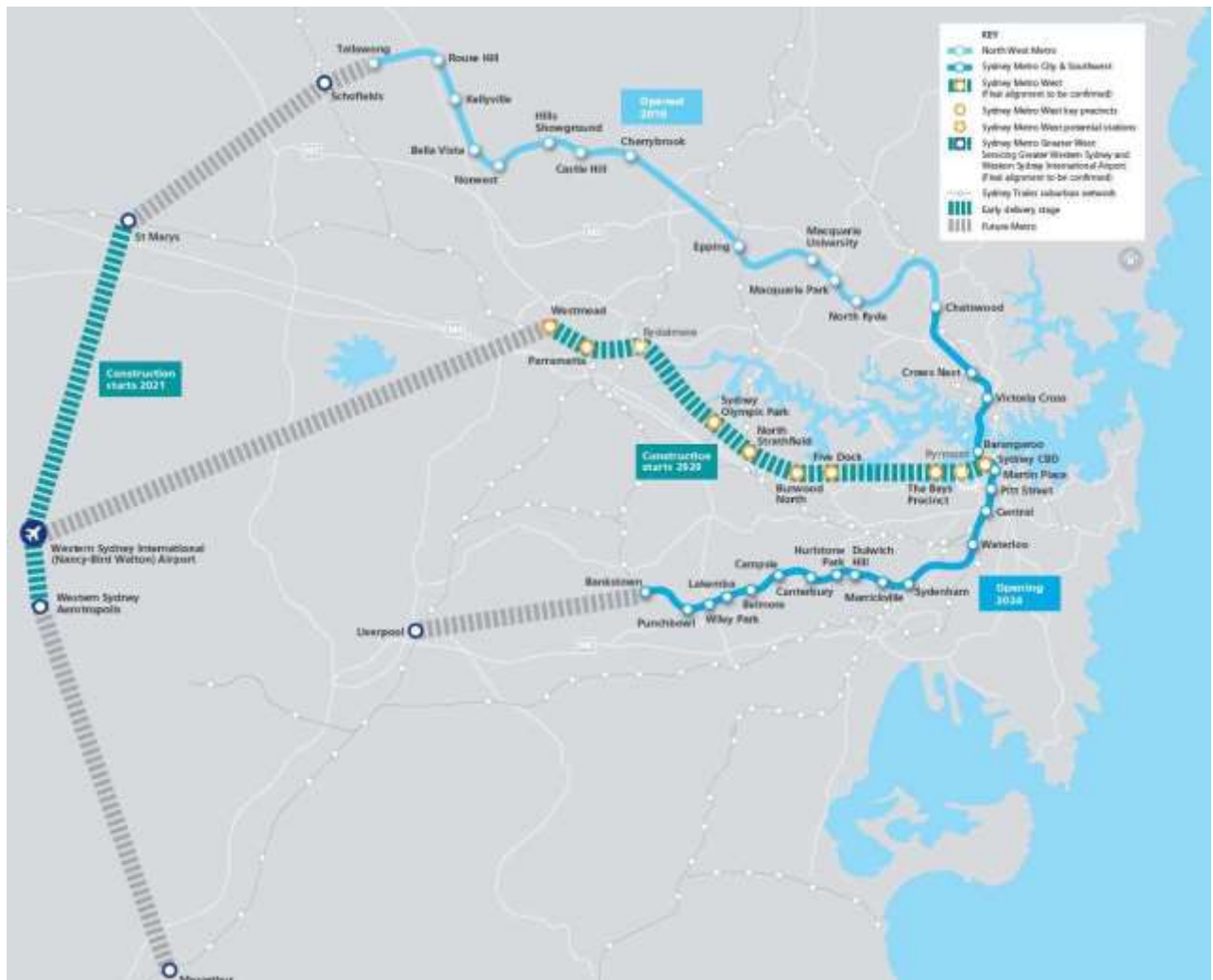


Figure 1 – Sydney Metro network, in delivery and under development

In November 2017, the NSW Government announced a strategy of integrated station developments (ISDs) for the delivery of Sydney Metro City and Southwest. This strategy included an ISD for Waterloo Metro Quarter.

ISDs enable better synergies in place making and improved customer outcomes through fully integrated design of the station and development above. The approach responds to the complexity of designing and constructing underground stations with development above. The Sydney Metro City and Southwest Design Excellence Strategy (updated November 2018) set out a process for design review, evaluation and integrity to manage this complexity and ensure design excellence is achieved.

**Note:** The Waterloo Metro Quarter Design Excellence Strategy replaces the previous strategy (dated November 2018) with respect to the detailed SSSA for the Waterloo Metro Quarter.

### 1.3 Compliance with the Conditions of Approval

This Strategy addresses the following Conditions of Approval for the Waterloo Metro Quarter (SSD-9393) as outlined in Table 1.

Table 1: Compliance with Conditions of Approval

Condition	Compliance with Condition
A14. Prior to the lodgement of the first development application, the Applicant shall revise the Waterloo Metro Quarter Design and Amenity Guidelines (dated 20 November 2019), to the satisfaction of the Planning Secretary, as set out in Attachment A.	The updated Design and Amenity Guidelines have been submitted to DPIE for endorsement
A15. Prior to the lodgement of future development applications, the Applicant shall submit an updated Design Excellence Strategy to the satisfaction of the Planning Secretary addressing the following:	This Strategy is the final version of the Sydney Metro Design Excellence Strategy for Waterloo Metro Quarter Integrated Station Development.
(a) Independent design review process through use of the State Design Review Panel (SDRP) or an alternative endorsed by GANSW. The SDRP or alternative DRP is to be augmented by including a member of the Sydney Metro DRP to ensure consistency and continuity in design advice and expertise in integrated station developments.	The Sydney Metro DRP has been endorsed by GANSW as an alternative to the SDRP. Terms of reference and the panel members have been endorsed by GANSW.
(b) Include a Design Integrity process description, prepared in consultation with GANSW, for the design development and construction documentation phases. Refer to Condition B7 in this regard.	The Design Integrity process is provided in Section 2.6.
(c) Deletion of the following Disclaimer of Page 4: Disclaimer: The processes described in this document are indicative only and are based on a generic tendering process. Aspect of the process described may change.	Disclaimer has been removed.
A16. The endorsed Design Excellence Strategy in accordance with the above condition is applicable only to the Waterloo Metro Quarter and is not endorsed under this consent as a Strategy which applies to other sites.	This strategy applies to the Waterloo Metro Quarter.
B5. The detailed development applications shall address compliance with: <ul style="list-style-type: none"> <li>(a) the Design Guidelines as endorsed by the Planning Secretary pursuant to Condition A14</li> <li>(b) the Design Excellence Strategy as endorsed by the Planning Secretary pursuant to condition A15</li> <li>(c) the conditions of this consent.</li> </ul>	The Proponent will demonstrate compliance with this condition as part of the detailed development application.
B7. Future development applications shall address the following: <ul style="list-style-type: none"> <li>(a) Botany Road setback of 6.5m is to be extended to the north as identified in the Response to Submissions (Figure 10, Page 139). The extended setback is to be incorporated into revised Building Envelope Plans to the satisfaction of the Planning Secretary prior to the lodgement of the any future development application.</li> </ul>	The Proponent will demonstrate compliance with this condition as part of the detailed development application.

Condition	Compliance with Condition
<p>(b) Submission of a Design Integrity Report to the satisfaction of the Planning Secretary that demonstrates how design excellence and design integrity will be achieved in accordance with:</p> <ul style="list-style-type: none"> <li>i. The design objectives of the Concept Development Application</li> <li>ii. Consistency with the approved Design Guidelines as amended by Condition A14</li> <li>iii. The DEEP’s Design Excellence Report</li> <li>iv. The advice of the SDRP (or approved alternative under Condition A15)</li> <li>v. The conditions of this consent</li> </ul>	<p>The Proponent will demonstrate compliance with this condition as part of the detailed development application.</p>
<p>(c) The Design Integrity Report (DIR) as required by Condition B7(b) must include a summary of feedback provided by the SDRP (or alternative approved in accordance with Condition A15) and responses by the Applicant to this advice. The DIR shall also include how the process will be implemented through to the completion of the approved development.</p>	<p>The Proponent will demonstrate compliance with this condition as part of the detailed development application.</p>

## 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 review of a range of design excellence process options, including holding design competitions post approval of a concept SSDA.

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-AEO 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 has worked with the Government Architect NSW and the City of Sydney to determine the appropriate benchmark projects. This involved selecting high quality examples that demonstrate particular aspirations of the site including:

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

The benchmarks will be used to ensure that designs meet minimum performance requirements of comparable quality. The Waterloo Metro Quarter benchmarks are included in Appendix D.

## 2.5 Design Excellence Evaluation Panel

A Design Excellence Evaluation Panel (DEEP) is formed for each Integrated Station Development and plays a similar role to the jury in a design competition process. The DEEP aims to ensure Sydney Metro's competitive tender selection process benefits from expert, independent and objective design expertise and advice. The Waterloo Metro Quarter DEEP was formed in accordance with this Design Excellence Strategy.

The DEEP is part of the Tender evaluation process with a role to review and advise on the tender designs submitted through a competitive tender process. The DEEP sits in place of the Sydney Metro Design Review Panel for the purposes of review of design excellence for tender designs and contributes to the 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 reports 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 are design experts that are recognised as advocates for design excellence by drawing from members of the Sydney Metro Design Review Panel. The Panel also includes a member nominated by Government Architect NSW on behalf of the Department of Planning, Industry and Environment and a member nominated by the City of Sydney.

The Panel's evaluation is informed by multi-disciplinary technical assessments undertaken by Sydney Metro experts.

The Sydney Metro Design Review Panel suspends its deliberations during the competitive selection design excellence assessment phases where DEEP is involved.

Figure 2 below shows the role of the DEEP in context of the broader design excellence process.



Figure 2: The Design Excellence process

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

Further information on the purpose, membership and contribution to design excellence of the DEEP is included in the Sydney Metro DEEP Fact Sheet at Appendix E.

## 2.6 Design integrity

Following contract award, Sydney Metro's DRP is reconvened for the design integrity phase. The Sydney Metro DRP operates as an alternative to the SDRP, subject to endorsement by GANSW and the Planning Secretary in accordance with the conditions of this approval.

The Sydney Metro DRP continues until the end of Stage 3 for the integrated station development. Following approval of the detailed SSDA for towers, Sydney Metro may request further advice from the Sydney Metro DRP in respect of any modifications to the approval that may affect the design excellence outcomes. The Planning Secretary or Consent Authority may also refer modification applications to the Sydney Metro DRP for advice.

An independent secretariat supports the Sydney Metro DRP and records the meeting outcomes and maintains a design integrity register to ensure the design excellence requirements are met during design development and construction documentation through to physical completion.

### 3. A strategy for design excellence

#### 3.1. 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 2.

Table 2: Design Excellence phases and key actions

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: <ul style="list-style-type: none"> <li>□ Critical state significant infrastructure (station)</li> <li>□ Concept State significant development (over station development)</li> </ul>
		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
		Sydney Metro Design Review Panel 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: <ul style="list-style-type: none"> <li>□ Teams</li> <li>□ Design methodology and approach</li> <li>□ Approach to innovation</li> <li>□ Experience in designing and delivering design excellence</li> <li>□ Diversity</li> </ul>
		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



Phase		Key actions
		<p>each scheme that contribute to design excellence and elements where further design refinement will be required.</p> <p>The DEEP Design Excellence Report provides expert input to the evaluation.</p> <p>The DEEP chairperson presents the Design Excellence Report to Sydney Metro’s tender review panel.</p> <p>The Design Excellence elements of successful tenderer’s submitted design will be incorporated into the contract documents.</p>
<p>Phase 3 Design integrity</p> <p>Extending design excellence throughout full design process</p>		<p>Sydney Metro’s Design Review Panel is convened as an alternative to the State Design Review Panel. The Proponent will present the scheme periodically to the Design Review Panel up until the end of Design Stage 3.</p> <p>The Design Review Panel will review and provide further advice on:</p> <ul style="list-style-type: none"> <li>□ The detailed SSD Application for the tower prior to lodgement including assessment against endorsed site specific principles, benchmarks, design guidelines and the DEEP Design Excellence Report.</li> <li>□ The lodgement of the Response to Submissions on the detailed SSDA exhibition</li> <li>□ Any significant design changes, in the event any are proposed following the approval of the detailed SSD Application</li> <li>□ Any items specified in delivery contracts as requiring review and/or endorsement by the Design Review Panel (e.g. materials and finishes for stations)</li> <li>□ Any modification applications referred to it by the Planning Secretary or the Consent Authority</li> </ul> <p>An independent secretariat records the Design Review Panel’s advice and maintains a design integrity register to ensure design excellence standards are achieved during design development and construction documentation</p> <p>The proponent prepares a design integrity report for submission to Department of Planning, Industry and Environment with the detailed SSD Application which (together with the design integrity register) provides evidence that the design excellence standards are met.</p>

## 3.2. Design Excellence Phases

### 3.2.1. Phase 1 – Defining design quality expectations

Sydney Metro has captured the expectations and requirements of the Waterloo Metro Quarter Integrated Station Development in a suite of statements, guidelines and contract requirements.

Sydney Metro's vision statement and City & Southwest 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 7400) gives statutory effect to the Sydney Metro Design Guidelines that includes the endorsed design objectives and principles, and site specific strategies. The Concept SSD approval for the Waterloo Metro Quarter establishes the building envelopes and development parameters for the site.

Benchmark projects are 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. The Waterloo Metro Quarter Benchmarks are included at Appendix D.

#### The role of the Sydney Metro Design Review Panel in Phase 1

The Sydney Metro Design Review Panel is responsible for design review during Phase 1 of the Design Excellence Process. The Sydney Metro Design Review Panel provides independent, high level design review of the Sydney Metro projects – including Integrated Station Developments. The Panel's objective is to support the achievement of Sydney Metro project objectives and ensure quality design outcomes.

### 3.2.2. Phase 2 – Competitive selection of design

An alternative competitive process is used for Sydney Metro's Integrated Station Developments within the City of Sydney. The rationale for the alternative approach is included at Appendix B. The alternative process 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 is established during this phase. Sydney Metro draws on the expertise of the DEEP to work with tendering teams to provide positive guidance with the intention of:

- Helping the teams 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. It is assessed by Sydney Metro's experts and the Design Excellence Evaluation Panel.

The Design Excellence Evaluation Panel prepares 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 provides an assessment of the design merits of each entry. The report documents 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 also identifies 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 reports 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 design elements will also form the basis for the future detailed development applications.

### 3.2.3. 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 SSDA) and into construction.

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

To ensure continuity, GANSW (the Chair) and selected members from the DEEP process will continue their involvement into design development post contract award as members of the Design Review Panel. They will provide continuity between the two phases and ensure that elements of the awarded scheme that the DEEP identified as contributing to design excellence are preserved during the design development.

The proponent will prepare a Design Integrity Report for submission with the detailed SSD Application and will demonstrate how design excellence standards have been achieved and will be implemented through to completion of the development.

The Sydney Metro Design Review Panel will review the design until completion of Stage 3 for the integrated station development. The Sydney Metro DRP will review any significant changes to the planning approval that would require a modification to the planning approval and could change the design excellence outcomes.

A program of DRP sessions for the over station development will be prepared by Sydney Metro and endorsed by the Panel. This schedule will include the key milestones in assessment and post approval process for design development and construction documentation. The program shall also have regard to any statutory requirements on Design Excellence and conditions of approvals.

## Appendix A – Glossary of terms

Alternative Design Review Panel means a design review panel endorsed by GANSW to undertake design review of a project in accordance with the development consent conditions.

Competitive design process involves multiple teams who offer ideas, solutions and/or services to a brief to encourage multiple innovative outcomes. A competitive design process may involve a design competition.

Concept State Significant Development Application means the Stage 1 concept development application for the over station development.

Consent authority means the Department of Planning, Infrastructure and Environment and is responsible for assessing State Significant Development Application.

Council means the City of Sydney.

CSSI approval means the development consent for the metro station and associated rail infrastructure (Critical State Significant Infrastructure CSSI 7400).

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 high quality design. Design excellence in the context of statutory development approval processes in NSW often involves a competitive stage where an independent jury assesses a design based on an agreed set of design related criteria.

Design Review Panel is a panel comprising a diverse group of people with expertise in design and the built environment. The panel offers independent, impartial advice on the design to achieve the best built outcome for stakeholders.

Detailed State Significant Development Application means the Stage 2 detailed development application for the over station development.

DPIE means the Department of Planning, Infrastructure and Environment.

GANSW means the Government Architect NSW or their representative. GA NSW is responsible for endorsing the Sydney Metro Design Review

Panel as an alternative panel to the State Design Review Panel. GA NSW is the chair of the Sydney Metro DRP.

Independent local council nominee is an independent expert nominated by the local council who participates as a member of the Sydney Metro Design Review Panel.

Independent panel secretariat supports the operation of the Sydney Metro Design Review Panel and prepares the agendas, advice and action records for the Panel meeting.

Integrated Station Development (ISD) means the metro station, associated rail infrastructure and the over station development.

Over Station Development (OSD) includes all non-station related development that may occupy land or airspace above the station or within the immediate vicinity of the CSSI approval (but excluding space and interface works that may be constructed as part of the CSSI approval to make provision for future development).

Proponent means the applicant for any development applications.

Planning Secretary means the Secretary of the Department of Planning, Infrastructure and Environment.

State Design Review Panel (SDRP) means the NSW State Design Review Panel pilot program delivered by GANSW. The Sydney Metro Design Review Panel operates as an alternative to the SDRP in respect of Waterloo Metro Quarter.

Sydney Metro is the government agency responsible for procuring the integrated station development. Sydney Metro is a separate entity within Transport for NSW and is the land owner and proponent for the CSSI approval.

Sydney Metro DRP means the Sydney Metro City and Southwest Design Review Panel.

## Appendix B – 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 SSDA's 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.”
  - o This clause also allows the consent authority to exercise its discretion to not require a competitive design process when either:
    - o that process would be unreasonable in the circumstances; or
    - o that process would be unnecessary in the circumstances; or
    - o 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 works 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.

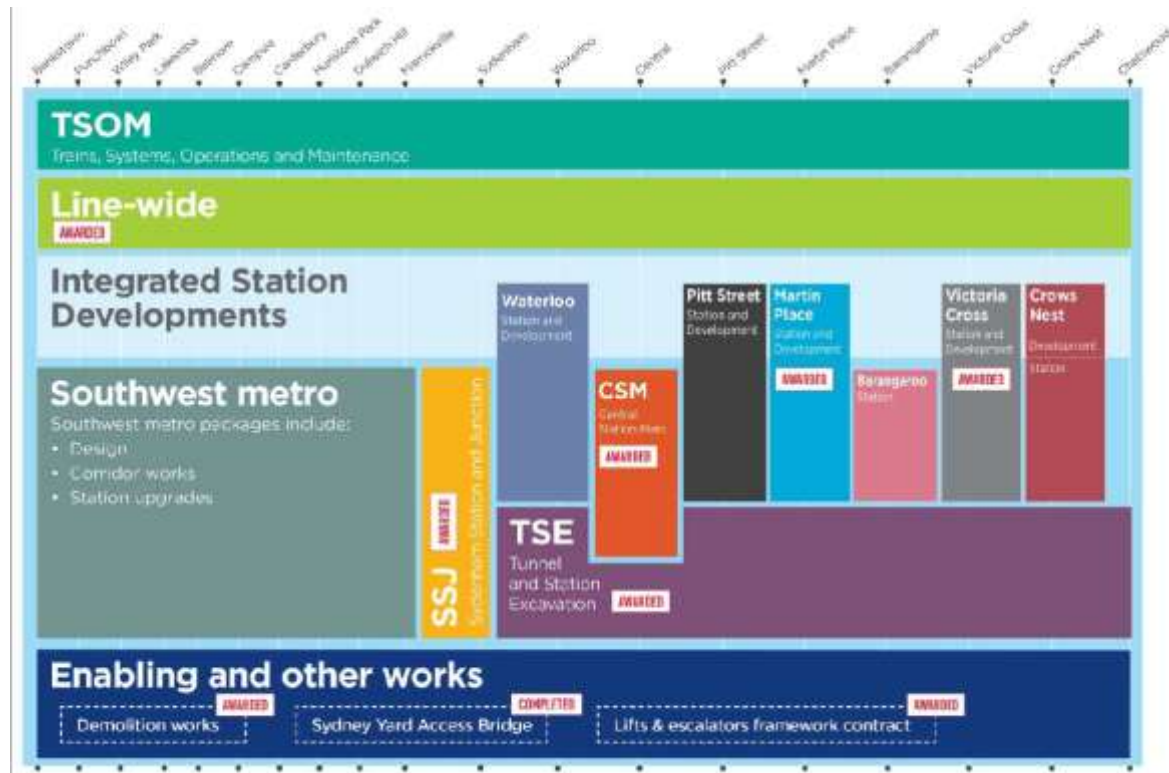


Figure 1: Sydney Metro Delivery Strategy

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.

### 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 C – Detailed Strategy Elements

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

## Appendix D – Waterloo Metro Quarter benchmarks

Principle	Elements							Performance Indicators
	Metro Station	Podium	Towers	Plaza Building	Retail and services	Public domain	Public art	
<b>Integrated</b>	✓	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Active transport hub with seamless interchange</li> <li>Pedestrian priority and accessibility</li> <li>Complimentary station and/or station interface</li> <li>High performing and activation-ready functionality</li> </ul>
<b>Inclusive</b>	✓	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Accessible amenity, services and open space</li> <li>Shared democratic spaces recognizing both commuter and community</li> <li>Places for social interaction and activities for all</li> </ul>
<b>Connected</b>	✓		✓	✓		✓	✓	<ul style="list-style-type: none"> <li>Legible, safe and walkable day and night</li> <li>Acts as a gateway and community marker</li> <li>Place stitches into surrounding context</li> <li>Social connectedness and shared spaces</li> </ul>
<b>Diverse</b>		✓	✓		✓		✓	<ul style="list-style-type: none"> <li>Mix and layering of uses and employment with extended hours</li> <li>Fine grain and active street edges</li> <li>Adaptable mix of dwelling types and living choices</li> <li>Architectural distinctiveness and variances</li> </ul>
<b>Local</b>	✓	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>Reflect the proud community character and diversity</li> <li>Response to place and context</li> <li>Foster local retail, business and services</li> <li>Embed the arts and local culture</li> </ul>
<b>Liveable</b>		✓	✓			✓		<ul style="list-style-type: none"> <li>Micro-neighbourhoods and vertical villages</li> <li>Public affordances and community facilities</li> <li>Access to food sources and everyday needs</li> <li>Contextual, resilient, and green infrastructure, materials and finishes.</li> </ul>
<b>Case Study Benchmarks</b>								
	Crossrail Place, UK	Woodwards, Vancouver	Central Park, Sydney	Folkestone Quarterhouse, UK	Chophouse Row, Seattle	Manish University Northern Plaza, Montreal		Centre Hospitalier, Montreal
	Naxreport Station, Copenhagen	Nightingale 1, Melbourne	Upper House, Carlton, Melbourne	Community Centre Mai, Czech Rep	Nakamejuro Station, Tokyo	Afgan Bazaar Cultural Precinct, Melbourne		Lancinet, Brisbane and Jonathon Jones

## Appendix E – Sydney Metro Design Excellence Evaluation Panel Fact Sheet

### Purpose

The Design Excellence Evaluation Panel (DEEP) is a key element of Sydney Metro’s Design Excellence Strategy, formalising a long standing commitment to competitive design processes.

The DEEP’s purpose is to provide independent evaluation of Sydney Metro’s integrated station development proposals to support design excellence by performing the jury role in Sydney Metro’s competitive design process.

### Members

Members will be drawn from the Sydney Metro Design Review Panel and will include:

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

A separate DEEP will be convened for each ISD site.

### Contributing to design excellence

The DEEP will contribute to design excellence by providing objective, independent and expert review on design ideas and an independent evaluation on tenders for Sydney Metro.

Key milestones for the DEEP will include:

- Confirming the capability of proposed teams to achieve design excellence during the Expression of Interest phase.
- Participating in interactive workshops with tendering teams to provide positive guidance and direction to help teams submit tenders that exceed 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.

The DEEP Design Excellence Report will give Sydney Metro confidence that submitted design meet the design objectives, principles and requirements with a high quality solution.

The report will describe the stand out elements that contribute to design quality to be bound into the contract documents to ensure design excellence. The report would also describe elements needing improvement in subsequent stages.

The DEEP Chair will present the findings of the design excellence evaluation to Sydney Metro’s Tender Review Panel.