



**THE NEW SYDNEY FISH MARKET
DESIGN EXCELLENCE STRATEGY
17 09 2018**

BACKGROUND

In collaboration with UrbanGrowth NSW Development Corporation (UrbanGrowth), the Government Architect NSW (GA NSW) has developed the design excellence strategy for this state significant project. The strategy outlines a series of key processes that support design quality from project inception to occupation.

City of Sydney (CoS) has a significant and on-going role within the strategy. As a major stakeholder it is jointly involved with UrbanGrowth and GA NSW in: the ongoing provision of design advice, selection of the lead design team and membership in the Design Review Panel. Refer to the list of processes below for the extent of collaboration with CoS.

The strategy was prepared in 2016 and draws on many of the principles and intent of the Director General's Design Excellence Guidelines (Department of Planning and Environment, 2011) and the Competitive Design Policy (CoS, 2013). The strategy incorporates the key elements of design review, design integrity, diversity of design teams and the use of design within a competitive process.

The following processes comprise the new Sydney Fish Market design excellence strategy:

1. Scenario testing to establish the preferred site
2. An Urban Design Framework for Blackwattle Bay
3. A reference design for the preferred site
4. Selection of the lead design team by using design within a two-stage competitive design tender process*
5. Design Review Panel*
6. Design integrity beyond Development Application*
7. Integration with the Blackwattle Bay master planning process*

Note: * denotes collaboration with City of Sydney

1. SCENARIO TESTING TO ESTABLISH THE PREFERRED SITE

UrbanGrowth have tested various design led scenarios that support the proposal's head of the Bay location. This process involved establishing and testing differing detailed architectural schemes at a number of locations in Blackwattle Bay and across the Bays Precinct. The schemes (prepared by Allen Jack + Cottier) and supporting technical studies enabled an understanding of the Sydney Fish Market's future requirements and tested these requirements against the contextual constraints and opportunities of the various locations. The process focused the collaboration between UrbanGrowth and the Sydney Fish Market, enabling evaluation of the scenarios across criteria of staging, viability, connectivity, logistical and spatial requirements, continuity of commercial and cultural identity, and suitability with land uses in the immediate locality. The process was supported by design advice from GA NSW, learnings from the Sydney Harbour Foreshore Authority Masterplan (2005) and UrbanGrowth's understanding of development opportunities across the Bays Precinct.

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2. AN URBAN DESIGN FRAMEWORK FOR BLACKWATTLE BAY

GA NSW has provided advice and guidance to UrbanGrowth in the establishment and strategic application of an Urban Design Framework (UDF) for Blackwattle Bay. Allen Jack + Cottier have prepared the UDF, which supports both the new Sydney Fish Market design and the concurrent Blackwattle Bay master planning process through:

- comprehensive site analysis, that places the project vision, objectives and opportunities in the context of the wider locality.
- Incorporating wider stakeholder requirements and major infrastructure initiatives beyond the immediate requirements of a specific project.
- Integrating physical development issues (e.g the public domain & connectivity) with community well-being, environmental and economic strategies.
- Establishing urban design principles and considerations that guide decision making in the master planning process.
- helping community and stakeholders understand these urban design principles relative to the overall, vision and development opportunities for Blackwattle Bay.

In this context the UDF assists to coordinate and support strategic decision making and the design process for all development within Blackwattle Bay.

3. A REFERENCE DESIGN FOR THE PREFERRED SITE

A reference design was prepared by Allen Jack + Cottier to further test the compatibility of a new market facility at the preferred site. The reference design established a preliminary functional brief and an ensuing schematic design, to test in detail the spatial and urban design implications of the identified scope at the head of the Bay. In testing the facility's future requirements relative to its context, the reference design provided integration of contextual design challenges and opportunities provided by Blackwattle Bay and its wider locality.

The process enabled a greater level of stakeholder engagement and served to validate the working assumptions of the scenario testing, further demonstrating the preferred site's viability. Importantly the reference design provided a meaningful tool for comparison and appraisal of future design work and the subsequent competitive process to select a lead design team. As a member of the Design Directorate GA NSW provided UrbanGrowth with advice on the reference design process.

4. SELECTION OF THE LEAD DESIGN TEAM BY USING DESIGN WITHIN A COMPETITIVE PROCESS

UrbanGrowth and GA NSW collaborated to establish a specialised two stage competitive selection process endorsed by CoS. The first stage required an open registration of interest with selection criteria focused on design capability, methodology and project experience. The second stage tested the design expertise of six prospective design teams through design focused submissions and inter-active sessions. GA NSW led this unique approach to procurement. GA NSW chaired the Evaluation Committee, which included representation from CoS, UrbanGrowth, an independent architect and the existing Sydney Fish Market's commercial & technical consultant.

The process provided diversity of design thinking and methodologies in a competitive environment. This 'the *team not the scheme*' approach required prospective teams to present their understanding of the project and its contextual challenges, relative to their design approach. This resulted in 3XN with BVN and Aspect Studios being selected as the preferred design team.

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5. DESIGN REVIEW PANEL

GA NSW in conjunction with UrbanGrowth has established a formal design review process to support the project. The process raises design standards and aspirations for the project, giving confidence to UrbanGrowth and its stakeholders by offering progressive certainty of design quality during the pre-approval stage and beyond.

The Design Review Panel (DRP) in its advisory role provides continuity of independent, formal design review to UrbanGrowth and the lead design team, throughout the phases of concept design, design development and development application. The DRP is chaired by GA NSW and includes representation from:

- Government Architect NSW (Independent & Chair)
- City of Sydney (Independent)
- UrbanGrowth NSW
- Sydney Fish Market's commercial & technical consultant

6. DESIGN INTEGRITY

Beyond the development application, a design integrity process will enable the project to retain the design excellence exhibited in the concept and development application phases. The process includes:

- continuity of the design team (as recommended by GA NSW)
- continuity of the DRP
- agreement on the project's design excellence qualities

The methodology for design integrity process is yet to be finalised and will be subject to collaboration between UrbanGrowth, GA NSW and CoS. It is anticipated that the finalised process will align with many of the design integrity principals and objectives of the CoS Competitive Design Policy (2013).

7. INTEGRATION WITH THE BLACKWATTLE BAY MASTER PLANNING PROCESS

To foster integration between the new Sydney Fish Market design and the future master planning of Blackwattle Bay, both projects are guided by the following GA NSW endorsed initiatives:

- The Blackwattle Bay Master Plan Design Advisory Group - GA NSW and UrbanGrowth have jointly established an advisory group to guide the preliminary master planning work of Francis-Jones Morehen Thorp (fjmt). The Design Advisory Group provides continuity of independent design advice across the master planning process for Blackwattle Bay, serving to positively inform the design process for the new Sydney Fish Market. The Group is chaired by GA NSW, with representation by CoS and an independent architect.
- The Blackwattle Bay Urban Design Framework – This document establishes guiding urban design principles and considerations for the precinct and serves as part of the brief for the new Sydney Fish Market.
- UrbanGrowth Design Directorate (from 2015 – 2017). The Design Directorate provided independent strategic review and advice to all projects within UrbanGrowth. Chaired by the NSW Government Architect, both projects were supported by periodic advice across urban design, architecture, planning, development and landscape architecture.



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