

Appendix E

Design Excellence Strategy



ETHOS URBAN

Design Excellence Strategy

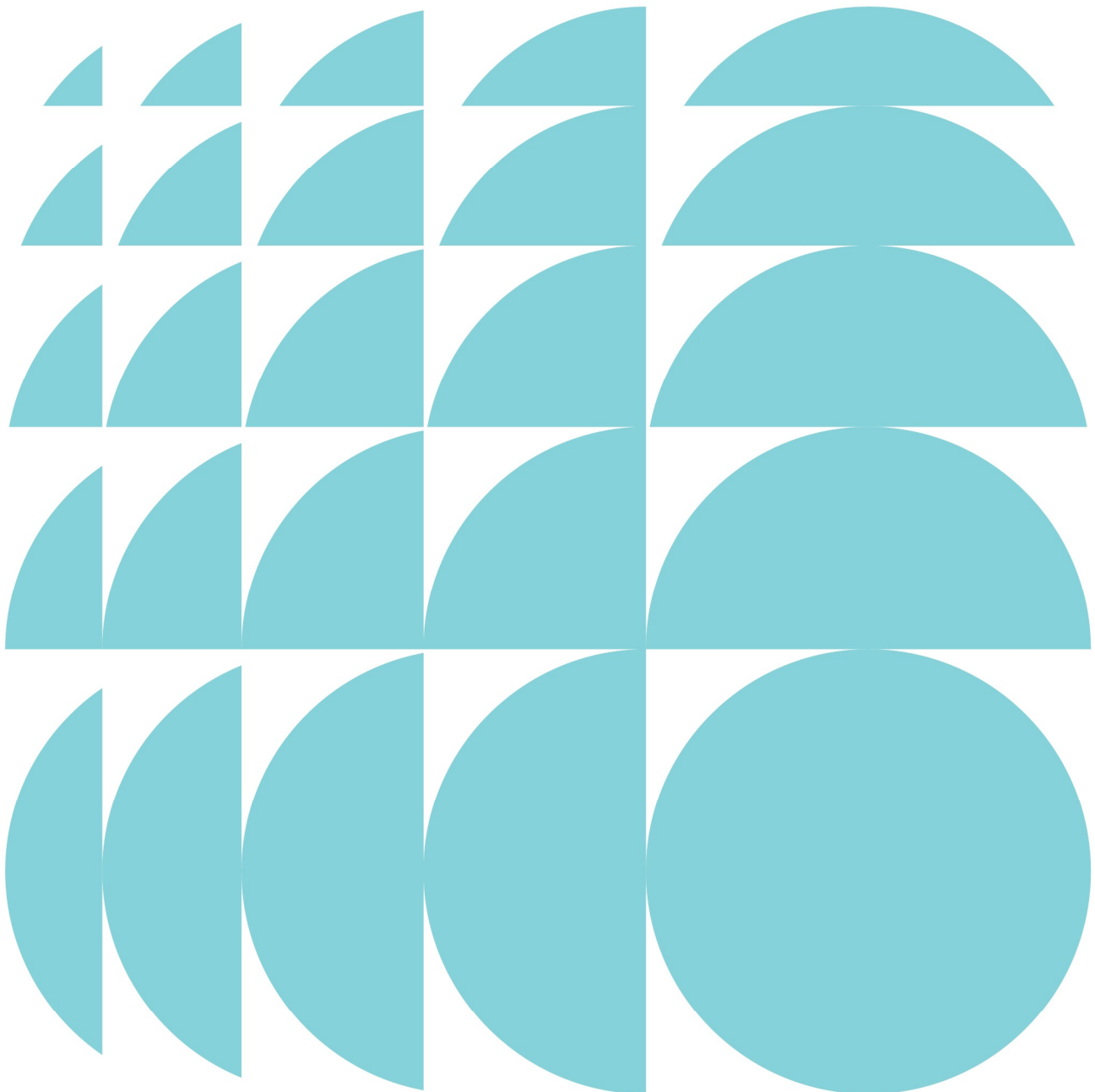
Powerhouse Ultimo Renewal

500 Harris Street, Ultimo

Submitted to Department of Planning and
Environment

On behalf of Department of Enterprise Investment
and Trade (Create NSW)

May 2022 | 2210545



Ethos Urban acknowledges the Traditional Custodians of Country throughout Australia and recognises their continuing connection to land, waters and culture.

We acknowledge the Gadigal people, of the Eora Nation, the Traditional Custodians of the land where this document was prepared, and all peoples and nations from lands affected.

We pay our respects to their Elders past, present and emerging.

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1.0 Introduction

1.1 Overview

This Design Excellence Strategy has been prepared for the Department of Enterprise, Investment and Trade (Create NSW) to support a Concept Proposal State Significant Development Application (Concept SSDA) for the renewal of the Ultimo Powerhouse at 500 Harris Street, Ultimo.

This strategy accompanies a Concept SSDA (SSD-32927319). It has been prepared in accordance with the City of Sydney Competition Design Policy (CoS Policy) adopted by City of Sydney Council (CoS) 14 December 2020, the Sydney Local Environment Plan 2012 (the LEP) and the Sydney Development Control Plan 2012 (the DCP), and takes into account the Government Architect NSW (GANSW) Design Guidelines (Draft, May 2018). This Strategy has also been prepared to address requirements of the Secretary's Environmental Assessment Requirements (SEARs) for the Concept SSDA (dated 18 January 2022) as relating to Design Quality.

In accordance with section 1.2 of the CoS Policy and section 3.3.2 of the DCP, this strategy defines:

- (a) *the location and extent of the competitive design process(es);*
- (b) *the type of competitive design process(es) to be undertaken: an architectural design competition, open or invited; or the preparation of design alternatives on a competitive basis;*
- (c) *the number of designers involved in the process(es);*
- (d) *how fine grain and contextually varied architectural design is to be achieved across large sites;*
- (e) *whether the competitive design process is pursuing additional building height or floor space;*
- (f) *options for distributing any additional floor space or building height which may be granted by the consent authority for demonstrating design excellence through a competitive design process; and*
- (g) *the target benchmarks for ecologically sustainable development.*

The proponent has elected to carry out the **preparation of design alternatives on a competitive basis** as the design excellence competitive design process associated with the development, with participation from a minimum of five (5) invited competitors.

Table 1 Abbreviations, Key Terms and Definitions

Concept SSDA	Concept proposal for the renewal of Powerhouse Ultimo in the meaning of Section 4.22 of the EP&A Act. It seeks approval for a concept for the project site including indicative land uses, an indicative maximum building envelope, and a range of strategies to guide the future detailed design and operation of the site. Also known as the Stage 1 SSDA.
Competitors	Design Team/s, Architectural Firm/s that are selected to participate in the competitive design alternatives process.
Design Competition Brief	Competitive Design Process Brief
CoS	City of Sydney, the Council
CoS Policy	City of Sydney Competition Design Policy adopted 14 December 2020
Design Competition	The competitive design process to be undertaken in connection with the Stage 2 SSDA
Design Competition Report	Competitive Design Alternative Report
DIP	Design Integrity Panel
DPE	Department of Planning and Environment
Jury	Selection Panel for the Design Competition
Lead Architect	Design Architect
Museum of Applied Arts and Sciences	The legal entity established under the Museum of Applied Arts and Sciences Act 1945 referred to as the Powerhouse
Proponent	Department of Enterprise, Investment and Trade (Create NSW). Also known as the “Developer” for the purposes of references to that term in the CoS Policy.
Powerhouse Ultimo	Powerhouse Museum located at 500 Harris Street Ultimo
SEARs	Secretary’s Environmental Assessment Requirements for the Powerhouse Ultimo Renewal Project Concept SSDA / Stage 1 SSDA dated 18 January 2022.
Stage 1 SSDA	The Concept SSDA.
Stage 2 SSDA	The detailed development proposal that is proposed to be pursued for the detailed design, construction, and operation of the Powerhouse Ultimo Renewal following approval of the Concept SSDA / Stage 1 SSDA.

2.0 Design Excellence Context

This Strategy has been developed to accompany a Concept SSDA for the Powerhouse Ultimo Renewal. The Concept SSDA establishes the planning and development framework for renewal to the existing site, including the indicative land uses, indicative maximum building envelopes, and strategies to generally guide the subsequent detailed design phases of the project.

One of the primary aims in undertaking the renewal of Powerhouse Ultimo is to deliver a world class museum that will significantly contribute to an important and developing part of Sydney.

The objectives of the project include:

- Deliver an international standard museum that is complementary to Powerhouse Parramatta, Powerhouse Castle Hill and Sydney Observatory.
- Provide new and refurbished international standard spaces for museum operations, exhibitions, programs and associated industry and creative uses that will activate and engage audiences.
- Facilitate a design excellence process that encourages a wide range of creative and innovative architectural responses to the site and functional brief.
- Integrate a vibrant creative industries precinct, that connects with its surrounds, responds to the changed urban environment and provides concurrent original and distinctive contemporary cultural experiences.
- Enable and support the development of the NSW creative industries and improve productivity through sustainable, flexible and affordable infrastructure that supports colocation and collaboration.
- Deliver a highly operational precinct that contributes to the NSW visitor and night-time economies.
- Ensure effective and efficient coordination with other government initiatives and represent value for money.
- Provide a connected and integrated interface with surrounding precincts buildings and developments, including the Harwood Building, The Goods Line, Darling Square, Darling Harbour and Tech Central.

As part of the Concept SSDA, Urban Design Guidelines for the Powerhouse Ultimo Renewal project have been prepared by John Wardle Architects (built form/architecture) and ASPECT studios (landscape architecture).

3.0 Design Excellence Strategy

A Design Competition is proposed to be undertaken to select the design that will be the subject of a future Stage 2 SSDA for the detailed design, construction, and operation of the Powerhouse Ultimo Renewal.

3.1 Extent and location of the Design Competition

Powerhouse Ultimo is situated upon the lands of the Gadigal people of the Eora Nation. It is located within the City of Sydney Local Government Area and its primary address is 500 Harris Street, Ultimo.

The primary focus of the Powerhouse Ultimo Renewal project is the museum to the north of Macarthur Street and bounded by Harris Street, Pier Street, and the light rail corridor, as reflected by the Project Site Boundary/Design Competition Boundary indicative project extent shown in **Figure 1**. The location of the Powerhouse Ultimo site and the key site figures is shown indicatively in **Figure 1**.

The site contains two heritage-listed buildings, being the 'Ultimo Power House' (c.1899-1905) and the 'Former Ultimo Post Office including interior' (c.1901), both of which are listed on the State Heritage Register under the *Heritage Act 1997*.

Other buildings within the site include the 1988 museum building fronting Harris Street (Wran Building) and a café building which has been constructed immediately to the south of the Power House at the northern end of the Ultimo Goods Line. Located at the corner of Harris Street and Macarthur Street is a forecourt that acts as the main public entrance to the site.

The Harwood Building, including immediately adjoining parking and servicing areas, and the Ultimo Goods Line, are located outside of the project site boundary. Some minor works may be necessary to upgrade and separate shared building services, decouple operational functions, increase activation of public spaces, and support a creative industries precinct.

Extent of Design Competition process

The Design Competition will apply to the whole of the development (public domain and built form) of the Powerhouse Ultimo Renewal project as identified in **Figure 1** (Design Competition Boundary) below. It is noted that this extent excludes the Harwood Building and at-grade parking and loading/unloading areas adjacent to this building (Lot 3 DP 216854) and the land below Pier Street connecting to Pyrmont Street. However, competitors will be requested to provide thorough consideration as to how the Harwood Building (Lot 3 DP216854) will integrate into the broader Powerhouse Ultimo Precinct.

Legal description

The legal description of the Powerhouse Ultimo is identified in **Table 2**. The site is in the single ownership of the Museum of Applied Arts and Sciences Trust.

Table 2 Legal description of the site owned by the Museum of Applied Arts and Sciences Trust

Lot/DP	Description
Lot 1 DP 631345	Ultimo Power House, Harris Street forecourt, café and southern carpark
Lot 1 DP 781732	Wran Building
Lot 3 DP 631345	Harris Street forecourt
Lot 37 DP 82234	Harris Street forecourt
Lot 1 DP 770031	Former Ultimo Post Office
Lot 3 DP 216854	Harwood Building

How architectural design, variety and response to context is to be achieved across large sites

The indicative extent of new building architecture within the Powerhouse Ultimo Renewal site is expected to be guided by the Building Envelope Plans, Urban Design Guidelines and the Draft 2022 Conservation Management Plan. Competitors will be required to demonstrate an appropriate architectural response to the site's heritage listed buildings, context and surrounds.



Figure 1 Indicative site plan and key site features

Source: Ethos Urban + Nearmap

3.2 Type of Design Competition

The Design Competition is to be undertaken prior to the lodgement of any subsequent detailed Stage 2 SSDA, in accordance with Clause 1.1(2) of the CoS Policy. The Design Competition will be conducted in accordance with the future endorsed Design Competition Brief.

3.3 Design Competition Brief

The Design Competition Brief will be prepared by the Proponent and the Powerhouse who will liaise with the DPE (as well as GANSW and CoS) in the development of the Design Competition Brief prior to commencement of the Design Competition.

All details about the conduct of the Design Competition Brief are to be contained within the Design Competition Brief (including the appendices to the Design Competition Brief) and no other document. The Design Competition Brief is to be reviewed and endorsed by the consent authority prior to its distribution to competition entrants.

The Design Competition Brief will be prepared in accordance with the Council's Model Competitive Design Process Brief. In accordance with section 2.3.4 of the CoS Policy, the Design Competition Brief will include a disclaimer stating that the Jury's decision on the submissions received in response to the Design Competition Brief will not fetter the discretion of the Consent Authority since the Consent Authority will not form part of the judging process. The Design Competition Brief will clearly set out the commercial terms, fees and/or prizes offered to participants in the competition.

The Design Competition Brief will ensure that the Consent Authority's design excellence requirements are appropriately balanced with the Proponent's objectives. The process will promote design excellence and ensure that procedural fairness for Competitors is achieved.

3.4 Objective of the Design Competition

The objective of the Design Competition will be to respond to the objectives of the project listed in **Section 2.0** and, in the process, deliver architectural, urban and landscape design outcomes of the highest standard that is reasonably practical. The Design Competition Brief will be developed in consultation with GANSW and CoS and will provide more detail of the competitive process.

3.5 Competitors

A minimum of five (5) Competitors will be invited to participate.

The design alternatives are to be prepared in response to a Design Competition Brief by a minimum of five (5) Competitors. Each alternative should provide, at a minimum, an indicative design solution for the site, with sufficient detail to demonstrate that it is a feasible development option and achieves design excellence in accordance with this Strategy. Each invited Competitor will be given at least 28 days to complete their designs in response to the Design Competition Brief.

Each Competitor that is invited to participate in the Design Competition will include one or more of a person, corporation or firm registered as an architect in accordance with the *NSW Architects Act 2003* (who will be the lead architect responsible for leading the Competitor team/s throughout the Design Competition) or, in the case of interstate Competitors, will include one or more of a person, corporation or firm eligible for registration with their equivalent association (who will be the lead architect responsible for leading the Competitor team/s throughout the Design Competition).

3.6 Jury

In establishing a Jury for the Design Competition, the Proponent proposes the following:

- The Jury will be appointed by the Proponent in consultation with the Department of Planning and Environment (including GANSW).

- Jury members are to:
 - Represent the public interest.
 - Be appropriate to the type of development proposed.
 - Include a majority of registered architects with urban design experience.
 - Include only persons who have expertise and experience in the design and construction professions and industry.
- The Chairperson of the Jury will have expertise in architecture and urban design and be an advocate of design excellence. The Chairperson's primary function is to ensure that the Jury's deliberations proceed in a fair and orderly way and to maintain the integrity of the deliberations and decision.
- In addition to 1 Chairperson the preliminary proposed approach will be to appoint 6 Jury Members to represent the Proponent organisation and the public interest, as follows:

Jury Representation	Number of Nominations
Powerhouse	1
Create NSW	1
Department of Planning and Environment (Consent Authority)	1
Independent Experts endorsed by the Minister for the Arts	4

This representation is subject to final confirmation by the Proponent and acceptance by the relevant parties.

Technical advisors

Technical advisors will be engaged by the Proponent and the Powerhouse to provide technical information and input into the Design Competition Brief, provide guidance to the Competitors as instructed, provide advice to the Proponent and the Jury during the Design Competition, provide technical assessment of the competitor submissions and present to the Jury on their relevant disciplines. Technical advisors may also be called upon to provide advice, post competition, in the design integrity phase.

Impartial Observers

The CoS and DPE will nominate at least one impartial person as an observer of the Design Competition and Design Integrity Process. The observer will be invited to attend all meetings involved with the Design Competition assessment process and Design Integrity Process, including Jury deliberations, and is to be provided a reasonable notice.

3.7 Assessment and decision

Assessment and decision making will be conducted in accordance with the CoS Policy. The role of the Jury is to select the winning submission. The Jury may rank the competition submissions (i.e. 1st, 2nd).

A presentation of the design alternatives is to be made to the Jury. A copy of the submissions will be provided to the Consent Authority a week prior to the convened presentation of alternatives.

Each Competitor's submission will be graded by the Jury. The Jury will be responsible for selecting the winner of the Design Competition. All designs shall be evaluated using the same criteria.

Consistent with section 4.2.4 of the CoS Policy, the decision to be reached by the Jury established in accordance with the process selected by the Proponent in section 3.6 will not fetter the discretion of the Consent Authority in its determination of any subsequent development application associated with the development site that is the subject of the Design Competition.

The Jury must evaluate all competitive submissions and use reasonable endeavours to arrive at a consensus in the selection of a winner. In the event that a winner is not selected by the Jury following deliberations, the Jury, in consultation with the proponent, may recommend that further refinements be made to up to two (2) of the submissions. For these submissions they will list the design issues for the first and second ranked scheme and request they redesign their entry and represent the entry within 21 days of the initial presentation. Upon completion of the second presentation to the proponent, the proponent will rank the competition submission (first and second).

4.0 Allocation of up to 10% Additional Building Height

The Proponent will pursue up to 10% of additional building height under clause 6.21D(3)(a) of the LEP, the distribution of which will be explored through the Design Competition. .

Any additional building height pursued under clause 6.21D(3)(a) of the LEP must not result in a breach of the maximum floor space control.

Nothing in this document is to be taken as an approval or endorsement of the potential additional building height available under clause 6.21D(3)(a) of the LEP.

Options for distributing any additional building height

Within the Concept SSDA, it is proposed the maximum height will be applied across the development area within the Project Site Boundary as identified in **Figure 1**.

5.0 Target Benchmarks for Ecologically Sustainable Development (ESD)

The Powerhouse Ultimo Renewal is committed to achieving a high standard of ESD through the competition phase, design development, construction and through to completion of the project.

The Design Competition will be in part guided by the following key priorities and targets that are generally directed towards ESD:

- Minimum Green Star 5 Star, aspirational Green Star 6 Star Target Rating
- Net Zero Operational Plan
- Climate positive precinct

6.0 Design Competition Report

When competitive submissions have been prepared and considered, the Proponent will submit a Design Competition Report prior to the submission of the Stage 2 SSDA.

The Competition Design Report shall:

- a. include each of the design alternatives considered;
- b. include an assessment of the design merits of each alternative;
- c. outline the key 'Measures of Design Excellence' or key elements to be retained within the scheme as it develops;
- d. set out the rationale for the choice of preferred design and clearly demonstrate how this best exhibits design excellence in accordance with the provisions of Clause 6.21C(2) of the LEP and the approved Design Excellence Strategy; and
- e. include a copy of the brief issued to the Competitors.

The Design Competition Report is to be endorsed and signed by all Jury members.

7.0 Design Integrity

The Competitor responsible for the winning scheme (as selected by the Design Competition) is to be appointed as the Lead Architect for the Powerhouse Ultimo Renewal. Where the winning architect is a consortium, partnership or other joint authorship, each must retain representation and a leadership role in all processes following.

The role of the Lead Architect will include at a minimum the following:

- Prepare a Development Application for the preferred design;
- Prepare the design drawings for a construction certificate for the preferred design;
- Prepare the design drawings for the contract documentation; and
- Maintain continuity during the construction phases through to the completion of the project.
- Attend meetings that pertain to design matters with the community, authorities and other stakeholders, as required.

The Lead Architect may work in association with other architectural practices but is to retain a leadership role over design decisions.

Design Integrity Process

In order to retain design integrity throughout the life of the project, following selection of a Lead Architect and winning scheme, the Design Competition Report will outline the key 'Measures of Design Excellence' or key elements to be retained within the scheme as it develops.

Commentary from a project specific Design Integrity Panel (DIP) composed of a quorum of the competition Jury is proposed to be required throughout the detailed design, documentation, planning process and construction phases. It is intended for the DIP to have an ongoing review role and it is proposed for the DIP take the place of any separate design review panel (such as the State Design Review Panel).

If the original Jury members are not available to participate in the DIP or for subsequent reviews of the design, suitable alternative panellists may be nominated and agreed by the Consent Authority and the Proponent. At least four members (or their alternatives) are required to form a quorum of the Jury for the purpose of a DIP. The DIP will be reconvened at key milestones to provide input/direction to the project design.

These milestones will include as a minimum:

- Prior to lodgement of any SSDA, providing sufficient time to allow for meaningful input by the DIP on design development.
- During the assessment of the SSDA as deemed necessary by the Consent Authority.
- If required, prior to the submission of any modifications to a SSD Development Consent.
- Prior to an application for a Construction Certificate (if deemed necessary by the DIP or Consent Authority)
- If required throughout the detailed design process by the Consent Authority or if requested by the Proponent.

Each meeting of the DIP is to be documented within a report or minutes. At each milestone, certification is proposed to be required confirming that the design retains, or is an improvement upon, the design excellence qualities exhibited in the competition winning scheme.

All costs of DIP meetings will be borne by the Proponent. Secretariat services will also be provided by the Proponent.