

Design Excellence Framework



Sydney Metro Martin Place Station Precinct

Submitted to NSW Department of Planning and Environment
On Behalf of Macquarie Corporate Holdings Pty Limited

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Attachments

A	Martin Place Design Excellence Process Flowchart
	<i>JBA</i>

1.0 Introduction

This Design Excellence Framework (Framework) has been prepared by JBA on behalf of the proponent, Macquarie Corporate Holdings Pty Limited (Macquarie). It supports a staged State Significant Development (SSD) Development Application (DA) for the Sydney Metro Martin Place Station Precinct (the Precinct) project. The project involves the creation of a world class transport and employment precinct at Martin Place, in the heart of the Sydney CBD.

This Framework more specifically:

- Demonstrates how the proposed development will achieve design excellence;
- Articulates the proposed design excellence process, including how design excellence is achieved at each stage of the planning process; and
- Details the uniqueness of the project and how the proposed design excellence process best responds to these unique circumstances.

Clause 6.21 of *Sydney Local Environmental Plan 2012* provides further context to the preparation of this Framework. Under this clause the consent authority must ultimately form the opinion that the future buildings exhibit design excellence. The objective of Clause 6.21 is 'to deliver the highest standard of architectural, urban and landscape design'.

Figure 1 (refer also **Attachment A**) graphically summarises the overall design excellence framework proposed.

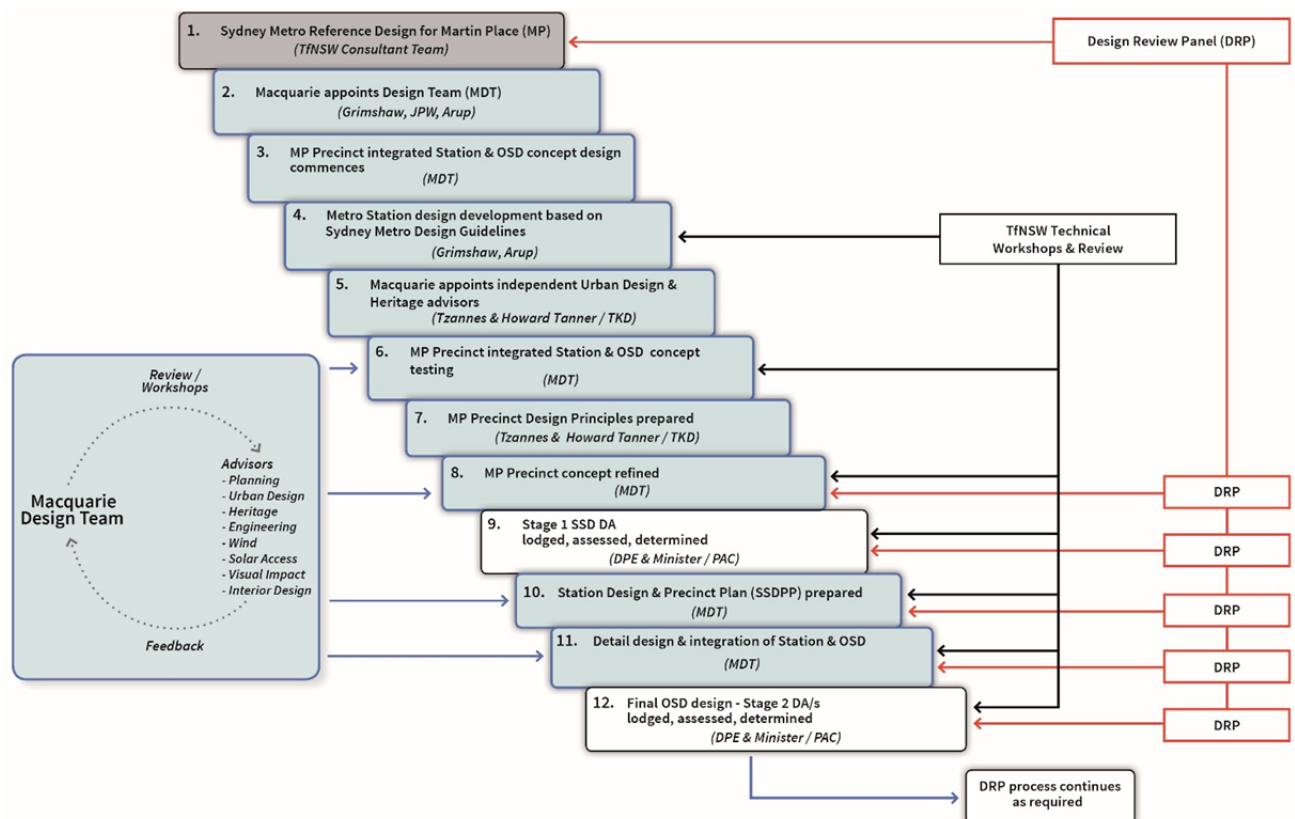


Figure 1 – Proposed Martin Place Excellence Process
Source: JBA

1.1 Background

The driver and opportunity for the Macquarie proposal is the Sydney Metro project. As a new stand-alone rail network, the Sydney Metro will transform and modernise Sydney's rail offering, significantly increasing the transport capacity of Sydney (including through its integration with the existing rail network). The improved connectivity and level of accessibility will strengthen the functional performance of the Sydney CBD in particular. It will allow the City and NSW economy to grow as Australia's pre-eminent global financial centre. It will also help reduce congestion as the Metropolitan area grows, and will help meet the needs of rail customers into the future.

The Sydney Metro project includes the delivery of seven (7) new Metro stations, including Martin Place, and will have the capacity for 30 trains an hour (one every two minutes) through the CBD in each direction catering for an extra 100,000 customers per hour across the Sydney CBD rail lines.

The objectives of the Sydney Metro project are to:

- Improve the quality of the transport experience for customers.
- Provide a transport system that is able to satisfy long-term demand.
- Grow public transport patronage and mode share.
- Support the productivity of the Global Economic Corridor.
- Serve and stimulate urban development.
- Improve the resilience of the transport network.
- Improve the efficiency and cost effectiveness of the public transport system.
- Implement a feasible solution recognising impacts, constraints and delivery risk.

There is therefore a unique set of circumstances that this Framework needs to respond to – with delivering world class public transport infrastructure being central.

A separate and special planning regime applies to projects of the importance and scale as Sydney Metro, known as State Significant Infrastructure. In this case, the Minister for Planning deemed that the Sydney Metro project was of 'critical' importance, declaring the project to be Critical State Significant Infrastructure (CSSI); that is being essential for the State for economic, environmental or social reasons.

Approval of the Sydney Metro project was granted on 9 January 2017 (the Metro Consent). It includes approval for the construction of below and above ground structural and other components of Over Station Development (OSD). It is the OSD for the Martin Place station that the proposed staged SSD DA relates to. The rationale for this delivery approach, as identified within the application for the Sydney Metro project, is to enable OSD to be more efficiently built and appropriately integrated into the Metro station structures.

Along with this unique opportunity, however, is the critical constraint of the delivery timeframe, with the simultaneous completion and construction of the station and OSD by 2024.

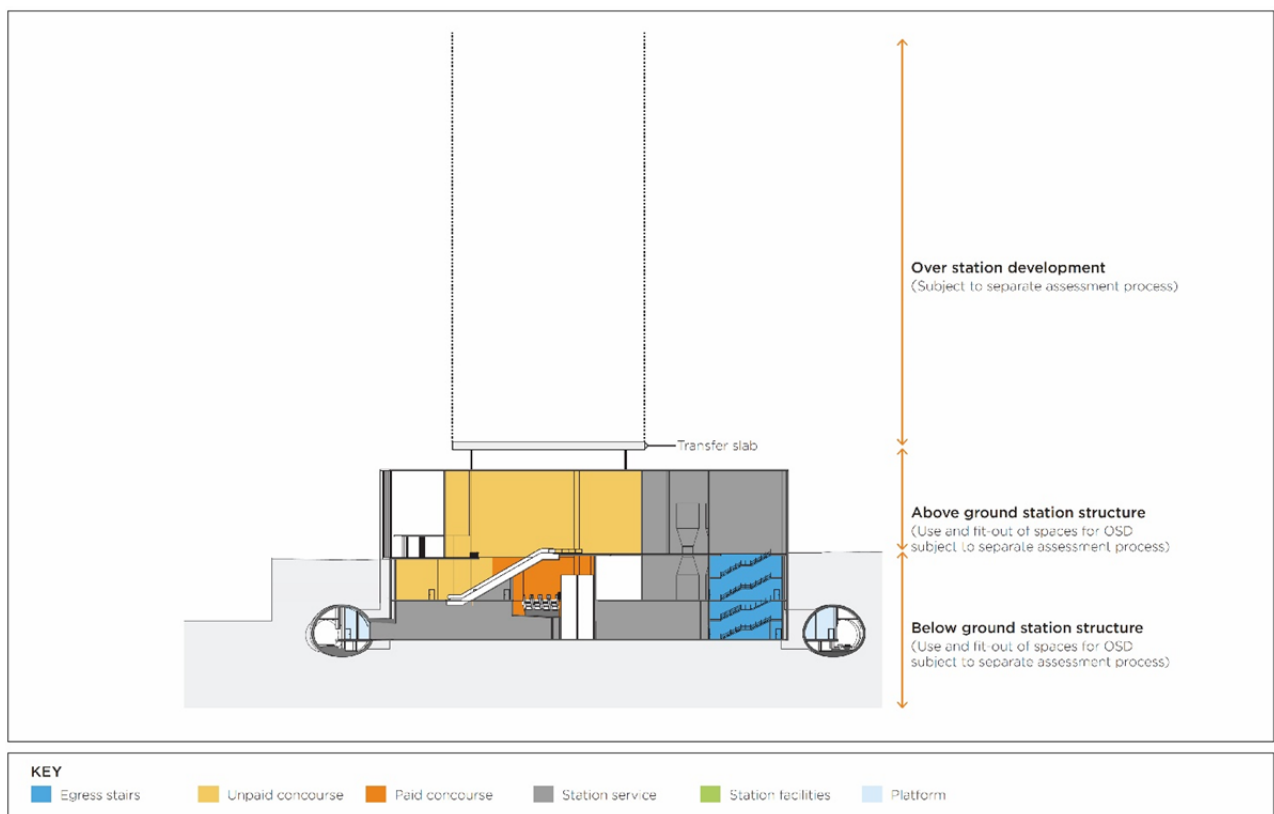


Figure 2 – Conceptual illustration of relationship between Sydney Metro and OSD
 Source: TfNSW

Being Critical State Significant Infrastructure, the Sydney Metro project is not bound by any Local Environmental Plans, including the *Sydney Local Environmental Plan 2012* (SLEP 2012). The SLEP 2012's 'design excellence' requirements are therefore not applicable to the Metro project.

Nevertheless, place making, urban design, and integration with the public domain are acknowledged as important aspects of the Sydney Metro project. The strategy approved as part of the Sydney Metro project, to ensure the detailed design of the stations achieves quality design outcomes, includes:

- Preparation and Implementation of the Chatswood to Sydenham Design Guidelines (the Metro Design Guidelines) – which establish the design standards for the Sydney Metro project; and
- Adoption and implementation of a Design Review Panel (DRP), being a panel of design experts.

The Metro Design Guidelines and the DRP will shape the Station Design and Precinct Plans (SDPP) required under the terms of the Metro consent (refer to Condition E101 of the Metro Consent) for each station, including Martin Place. The SDPPs will detail the design of the stations including, but not limited to, frontage activation; design and management of the public and private interface; final appearance of the stations (where there may be a lag between station operation and the commencement of the OSD) and adherence to Crime Prevention through Environmental Design (CPTED) principles.

The Metro station at Martin Place is therefore already subject to an established set of design requirements, including an independent expert design review process, to ensure it achieves quality design outcomes, and these requirements must be followed with respect to any works associated with the project.

The Martin Place OSD is intricately inter-related with the Sydney Metro CSSI station at Martin Place as already approved¹, in a host of respects, including the shared building structure (columns and structural cores, shared walls on multiple levels above and below ground), the station planning and design including, concourses, entries and customer circulation, services and fire safety, shared access for vehicles & loading facilities, and public domain works.

Whilst the majority of the components of the station are located below ground level, there are components located at ground level (most notably the station entries) and above ground level (most notably plant rooms). In the case of the OSD the majority of the development is located above ground level, but critically intersects with the station at ground level and penetrates as deep as the station platforms in terms of structure. There are also components of the OSD located below ground and within the station 'box', for example loading areas, end of trip facilities and plant rooms and equipment. Essentially the Metro train station and OSD is one integrated building comprising two different classifications of development (CSSI and SSD), each with different statutory approval requirements under the EP&A Act.

Due to the fundamental inter-relationship of the detailed design of the station and the OSD that sits above and within the station 'box' it is essential that the design of the two components are closely and carefully managed. In the case of the Macquarie proposal, one integrated design and one integrated construction is proposed. This is supported by Transport for NSW as the agency responsible for the Sydney Metro, provided it does not impact on the delivery of the Metro rail line by 2024. By necessity, therefore, the Macquarie proposal requires one integrated design team, and one integrated design development process involving the two major stakeholders; Transport for NSW as the Sydney Metro proponent and Macquarie as the OSD proponent. Therefore, and most importantly, the design of these different but interconnected components needs to progress simultaneously to achieve an excellent and coordinated design outcome.

The key benefits from this are a much improved level of spatial integration, that:

- provides enhanced architectural opportunities and benefits for the Metro station, including most importantly the ability to create grand civic scaled station entrances that are fully coordinated with the OSD infrastructure above;
- allows structure and building services to be comprehensively integrated, where convergent areas of station and OSD elements can be created to support an enriched urban outcome;
- enables clearer legibility of street level functions through opportunities to better organise and coordinate functions, leading to an improved urban outcome; and
- allows a more sensitive and nuanced integration of the station entrances into the major civic spine at Martin Place at the south and the important civic streets and spaces at the north, including Chifley Square and Richard Johnson Square.

¹ The approved design under the CSSI for Martin Place has been the subject of design development and modification by the Macquarie Design Team, largely because of the opportunities to interconnect vertically and horizontally the various parts of the station and OSD development, and better to unlock the North Site with the inclusion of 9 – 19 Elizabeth Street (Macquarie owned site).

2.0 Design Excellence Approach

Macquarie is committed to achieving design excellence in the redevelopment of this landmark site in central Sydney, and deliver a world class integrated transport and employment precinct at Martin Place. A combination of proven techniques are proposed to achieve design excellence in this unique setting and context.

This Framework sets out a clear and iterative process where critical review and input of design ideas can be exchanged between the design professionals on the Macquarie team and independent design experts external to Macquarie.

This approach is consistent with that adopted in other areas of Sydney, and other major SSD projects in Sydney. By following this Framework and its design development process, the Secretary of the Department, the community and the consent authority for the Stage 1 and Stage 2 SSD applications can have confidence that a design outcome that exhibits design excellence can be achieved, as required by clause 6.21 of the *Sydney Local Environment Plan 2012*.

Macquarie

Macquarie is a world leader in the realisation of workplaces, having pioneered the concept of Activity Based Working (ABW) at its 1 Shelley Street project. Macquarie's commitment as an organisation to creating great workplaces is reflected in the numerous awards received over the years for its projects.

Macquarie is committed to achieving true design excellence in the broadest sense, including in urban design, environmental design and sustainability, architectural design, engineering ingenuity, industrial design, digital design and workplace and human centric design as well as place making and positive community outcomes.

Macquarie's strong commitment to achieving design excellence is evidenced by its award winning redevelopment of the Company's flagship heritage building at 50 Martin Place (see **Figure 1**). The result, with its respectful modernisation of Sydney's architectural and commercial heritage and an inspired and innovative workplace, has been recognised by numerous awards, including the prestigious Harry Seidler Award for Commercial Architecture in 2015.

The Design Excellence approach adopted for the Sydney Martin Place Metro Precinct follows an independent and robust design excellence process that includes the selection of a world class team that have a demonstrated capability to achieve excellence in the design of transport, infrastructure and commercial buildings within a heritage setting.

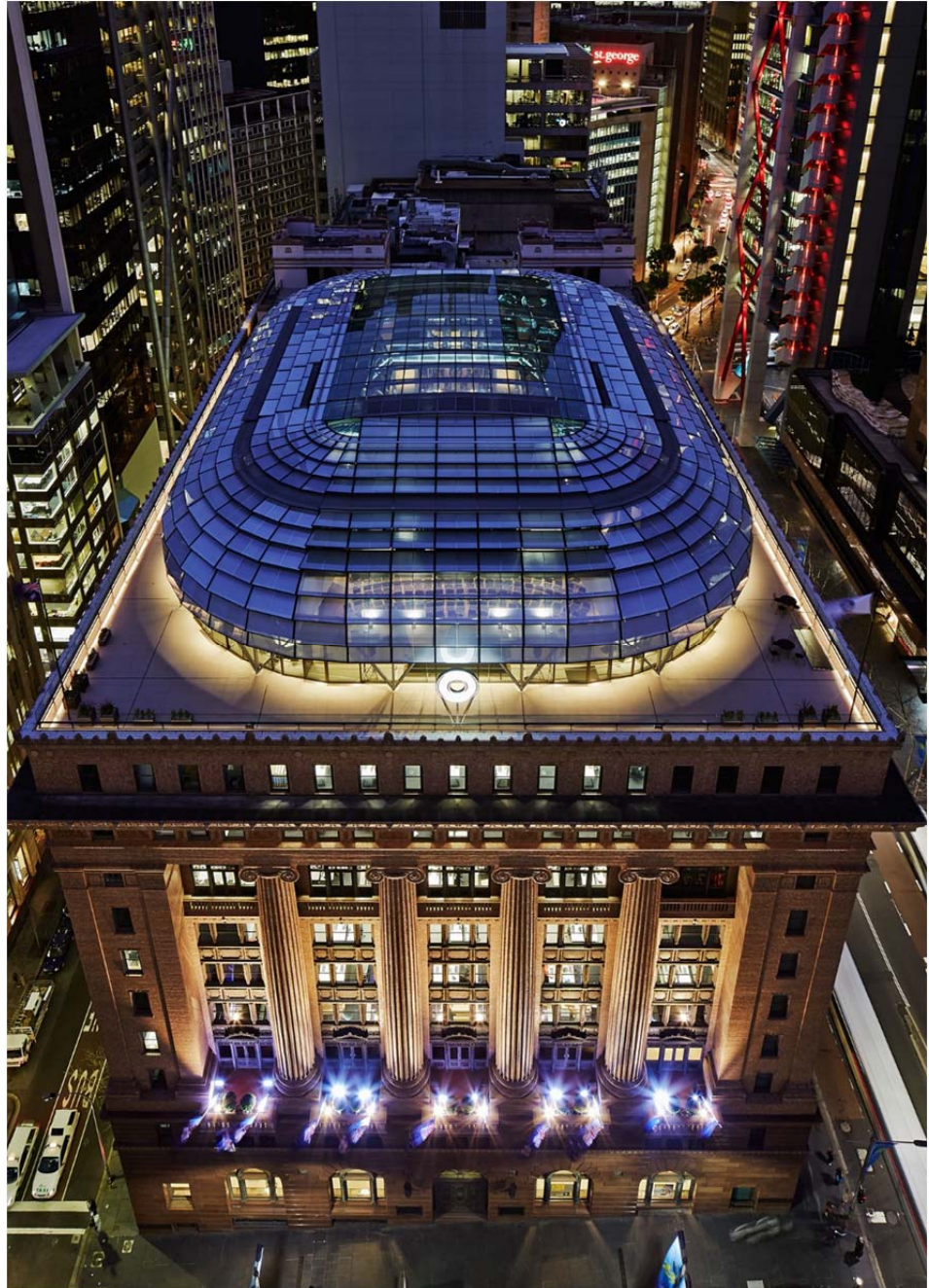


Figure 3 – 50 Martin Place

2.1 Concept Design

2.1.1 Lead Architects & Engineers.

The team assembled to deliver the SMMPSP project comprises experts with deep knowledge and extensive experience, including in the design, documentation and delivery of major rail stations and commercial development.

The principal members of the design team are Grimshaw and JPW, as the architects in association, and Arup engineers.

These firms have a long and demonstrated capacity to deliver such a specialised and highly technical project, whilst achieving an excellent level of design.

In terms of the design of the OSD towers and to ensure architectural diversity, Grimshaw are responsible for designing the OSD for the south site and JPW are responsible for designing the OSD for the north site (refer to **Figure 4**). Grimshaw are also responsible for the architectural design of the Metro station along with Arup, ensuring the station and OSD components are fully integrated. Arup is also responsible for the main services in what is effectively one building, and for the engineering aspects of the railway station. All three members of the team are therefore working closely with the Sydney Metro design team to ensure an excellent design outcome for what will be one of the flagship stations in the Sydney Metro network.



Figure 4 – SMMPSP Site Plan

Arup

Arup is a global engineering consultancy on a uniquely global scale. Operating from more than 90 offices in over 38 countries, Arup brings together professionals from diverse disciplines with complementary skills, from across the globe. The firm's depth of expertise and the large numbers of specialists bring global best practice to the project.

As a leading rail designer internationally, Arup has taken a significant role in the success of complex and challenging rail projects such as the iconic Crossrail in London, Cityringen in Copenhagen, Shenzhen Metro in China, Second Avenue Subway in New York, Thomson Line and Downtown Line in Singapore, and Kelana Jaya in Kuala Lumpur.

In Sydney Arup are uniquely positioned to deliver this project given their combined strength and experience in both rail infrastructure and complex, large scale commercial development at the building and precinct levels (including working on the award winning 50 Martin Place project). Having provided engineering consultancy services on the majority of the most recent market leading commercial and residential developments in Sydney CBD, and as the lead client-side consultant for Sydney Light Rail, they understand tenant and development trends, key drivers for leading edge design, and the complex stakeholder landscape involved.



Figure 5 – Kings Cross Station, London – by Arup

Grimshaw

Grimshaw is an international, award-winning architectural firm with unique project experience in delivering critical transport infrastructure and workplace projects across the globe. These include the design and delivery of Waterloo International Station in London, Southern Cross Station in Melbourne, the Fulton Center in New York and Bijlmer Arena Station in Amsterdam. These developments have been recognised by numerous international awards, including the prestigious Lubetkin Prize in 2007.

Grimshaw is a recognised industry leader in the management of complex urban transit projects, which have required uninterrupted operation of critical infrastructure. The practice's transport portfolio is complemented by extensive experience in commercial development including the landmark 333 George in Sydney, 664 Collins in Melbourne, St Botolph Building and Lloyds TSB Headquarters in London and Ludwig Erhard Haus in Berlin. Grimshaw is in a strong position to facilitate the best possible design outcome for the Sydney Metro Martin Place Station Precinct, and in managing the seamless integrated design of the station and OSD components.



Figure 6 – Fulton Centre, New York – by Grimshaw



Figure 7 – 333 George Street - by Grimshaw

JPW

JPW embraces the philosophy that each project holds unique opportunities to make a lasting contribution to its place. This is exemplified by their highly regarded designs for the New Asian Galleries and Forecourt of the Art Gallery of NSW, Olympic Boulevard, and The Australian War Memorial Parade Ground. JPW brings to the team an unparalleled depth of insight, knowledge and experience in designing innovative and responsive public, institutional, and commercial buildings. Among these are designs that have contributed directly to the rich fabric and history of Sydney as a global city, including The Museum of Sydney, Governor Macquarie Tower, Westpac Place and the Park Lane and Mark residential towers at Central Park, Broadway.

Of particular relevance to this project is JPW's award winning design work for the recent adaptive reuse of the landmark heritage buildings at 5 Martin Place and at 50 Martin Place. JPW's client for the later project was also the Macquarie Group, where a meaningful relationship was developed and a successful collaboration reached in creating a truly world class workplace. The 50 Martin Place property is located within the central portion of the Precinct, occupying the single largest existing property in the North Site.



Figure 8 – 5 Martin Place – by JPW

2.1.2 Other Lead Design Advisors

To provide additional design rigour and strength to the urban design and heritage aspects of the proposal Macquarie has directly appointed, independent of the architectural and engineering design team, Alec Tzannes of Tzannes Associates and Howard Tanner, heritage advisor. TKD are also appointed as specialist heritage advisors due to their considerable experience in the adaptive reuse of major heritage buildings (including for 5 Martin Place and 50 Martin Place).

These advisors have been tasked with preparing urban design and heritage principles to guide the architectural and engineering members of the design team throughout the design process. They will also provide on-going advice and critique as the design progresses. This includes critically evaluating the design and providing feedback to the team at key milestones, particularly with respect to achieving excellence in urban design and heritage outcomes.

Tzannes

Tzannes is an award-winning Australian studio for architecture, urban and integrated design, based in Sydney. The practice's creative thinking and innovative, sustainable and enduring architecture has established it as a leader in the field. Their experience as urban designers includes developing the winning masterplan for the Fraser's Broadway Site in association with COX, the redevelopment of the National Art School located at Old Darlinghurst Gaol, Federation Drive at Centennial Park, the Olympic Cauldron and Overflow Park in Homebush, and even developing the public domain furniture for the City of Sydney Council. Alec Tzannes (AM) as the director of practice, has also served the community in a number of other preeminent roles including as National President of the Australian Institute of Architects (2006-7) and as Professor of Practice and Dean of UNSW Built Environment (2008-15).

Howard Tanner

Howard (AM) is a Sydney-based architect and author, with more than 35 years experience in all facets of architecture and in particular in the field of heritage architecture. He has won numerous architecture awards during this time, edited a number of major architectural publications, held senior board positions on a number of key professional associations, and lectured extensively at Sydney University and elsewhere. Notably, he is also a former National President of the Australian Institute of Architects, and former Chair of the Heritage Council of NSW. His career as an architect, author and educator is influenced by his abiding interest in history and landscape.

TKD

Tanner Kibble Denton Architects (TKD) is an award-winning Australian firm that is built on a multi-disciplinary practice, bringing together the skills of contemporary architecture, adaptive re-use, interior design, urban design and strategic planning. Specifically, their work as Heritage Architects has contributed to the revitalisation and refurbishment of some of Sydney's most iconic heritage buildings including the 'Money-Box Building' at 5 Martin Place, Sydney Town Hall, the Conservatorium of Music, Customs House, and 341 George Street. They were also responsible for developing the Conservation Management Plan and acted as consulting Heritage Architect (working closely with JPW) in the refurbishment of 50 Martin Place, giving them unique insight into integration of that building into the North Site OSD, as well as a comprehensive understanding of heritage impacts on the large number of heritage items in the immediate vicinity of the site.

Clive Wilkinson Architects

Clive Wilkinson Architects (CWA) was founded in Los Angeles, California in 1991 and collaborates with forward-thinking clients to envision, design and build creative communities. The practice has completed over 370,000 square metres of creative workplace, educational and housing projects across the globe.

CWA are providing invaluable insight through the design process to ensure the buildings and spaces being created are focussed on the 'human community' (i.e. the user) and are flexible to adapt to the changing social, cultural and functional needs of users. Relevantly, CWA were involved in the workplace design of 50 Martin Place, along with many of Macquarie's other awarded workplaces projects including 1 Shelley Street and 28 Ropemaker Street, London.

The work of CWA is consistently featured in books, magazines, websites, blogs and newspapers globally, as well as radio and television, and continues to garner national and international design awards for its projects. As a leader in interior architecture CWA has worked with some of the world's leading technology, finance, media, education, and advertising clients, such as Google, Microsoft, Stamford University, Nokia, BBC UK, and Barclays Bank.



Figure 9 – 28 Ropemaker Street, London – by CWA

2.2 Detailed Design Development

Macquarie's Design Excellence Framework relies on the same design team, of Grimshaw, JPW and Arup, being retained throughout the project to deliver continuity and assurance of design excellence from inception to final opening. The team will develop the design of the OSD within the envelopes proposed in the Stage 1 SSD application, through to the final design for which consent will be sought in the detailed Stage 2 application. Should the Stage 1 SSD application be approved, and this Framework endorsed as part of that application, the nominated design team will be informed by:

- The Chatswood to Sydenham Design Guidelines (called up by the CSSI consent for the Station);
- The Martin Place Station Design and Precinct Plan (SDPP), a condition of the CSSI consent;
- The SMMPSP Urban Design Objectives and Principles prepared by Tzannes;
- Heritage related Development Objectives and Principles prepared by Howard Tanner and TKD;
- The iterative advice and guidance provided by Tzannes, Howard Tanner and TKD;
- External review and critique from the workplace designer (CWA) and retail design consultant (ARC Architects);
- Continued engagement and technical workshops with TfNSW/Sydney Metro; and
- Periodic review by the expert Design Review Panel (DRP) appointed for the Sydney Metro project in accordance with the conditions of the CSSI consent.
- The terms of reference for this DRP cover both the Sydney Metro Martin Place station and the OSD.

2.2.1 Design Review Panel

The DRP forms a major component of the overall Framework to ensure design excellence is achieved. The DRP for the Martin Place Station and OSD will be either:

- the DRP as constituted under terms of the Sydney Metro Consent (The Sydney Metro DRP); or
- a project-specific panel under delegation from the Sydney Metro DRP.

Macquarie has been working, and will continue to work, closely with TfNSW as the proponent of the CSSI component of the project, and with the NSW Office of the Government Architect (OGA) in preparing (if required) a Terms of Reference for the DRP responsible for this particular Station and OSD – the 'project-within-a-project'.

As detailed within the draft *Architecture and Design Policy for NSW* released by the Government Architect NSW, DRPs are identified as a key tool used to support, measure and evaluate design excellence. The below extract from the Policy provides further details on DRPs:

'Design Review is a tried and tested method of promoting good design and is a cost effective and efficient way to improve quality.

It offers independent, impartial advice on the design of new buildings, infrastructure, landscapes and public spaces. When carried out by panels made up of leading cross-disciplinary built environment experts providing independent assessment of proposals early, Design Review promotes good quality developments that help create better places and avoid the cost of poor design.

Design Review panels are regularly established at a local government level or for specific projects and precincts. The role and input of Design Review panels will be increasingly prevalent in New South Wales, leveraging the strong tradition to date and keeping in line with other states and internationally.'

More specifically, the DRP will evaluate how the proposal achieves:

- the technical and aesthetic requirements for an integrated station and OSD;
- a seamless and integrated built form and public domain outcome;
- innovative, human centred design;
- optimal integration of the Metro station and OSD interface;
- enhancement of the public domain – public amenity and activation of public space;
- realisation of the urban and architectural aspirations – city making precinct/pivotal public transport interchange; and
- a design that satisfies relevant DDA and Safer by Design standards.

The DRP will also review and provide regular feedback on the detailed design of the proposal as it emerges over the remainder of 2017 and up to lodgement of the Stage 2 DA. A considerable advantage of this approach is that the DRP interacts with the Design Team early enough in the process to more fully contribute to the design as it emerges and develops.

Meetings with the Sydney Metro DRP have already taken place on 11 April 2017 and 22 May 2017.

The indicative draft schedule of future dates for DRP meetings over 2017 are:

- 6 June 2017
- 22 August 2017
- 19 September 2017
- 10 October 2017
- 21 November 2017

It is critical to the success and achievement of design excellence for this particular integrated project that the detailed design is carefully managed and that the DRP is fully conversant with both the Station and OSD elements, particularly with the single construction management and delivery time frames. Ideally there should be one panel addressing both as anticipated in the Sydney Metro DRP's Terms of Reference.

Consistent with the requirements of the Sydney Metro consent, the DRP will include the following brief/indicative process:

- The DRP will comprise of at least five members who are experts in one of the identified design elements and will include amongst others the NSW Government Architect (or delegate) as Chair.
- A representative of City of Sydney Council will be invited to participate in DRP meetings as a regular member.
- Further representatives and technical advisors, for example from the NSW Office of Environment and Heritage, Transport for NSW and Macquarie, will be invited to attend DRP meetings as required.
- The Design Review Panel is to hold meetings on a regular basis, with least four (4) meetings, three (3) of which will be held prior to the lodgement of the Stage 2 DA, and one (1) of which will be held after lodgement.
- A record of minutes and a schedule of action items is to be kept of each meeting and the minutes/actions are to be circulated and agreed following each meeting.
- The agreed minutes are to be submitted with the Stage 2 DA.

Details of the Design Review Panel will be set out in the final DRPs Terms of Reference.

2.2.2 Opportunities for Competitive Design

A project of this magnitude has many design elements beyond the architectural and engineering design of the buildings that need to be considered to deliver a great place.

Macquarie will continue to explore competitive design opportunities to support local emerging, emerged and established design industries, and foster innovative design solutions.

MARTIN PLACE DESIGN EXCELLENCE PROCESS

