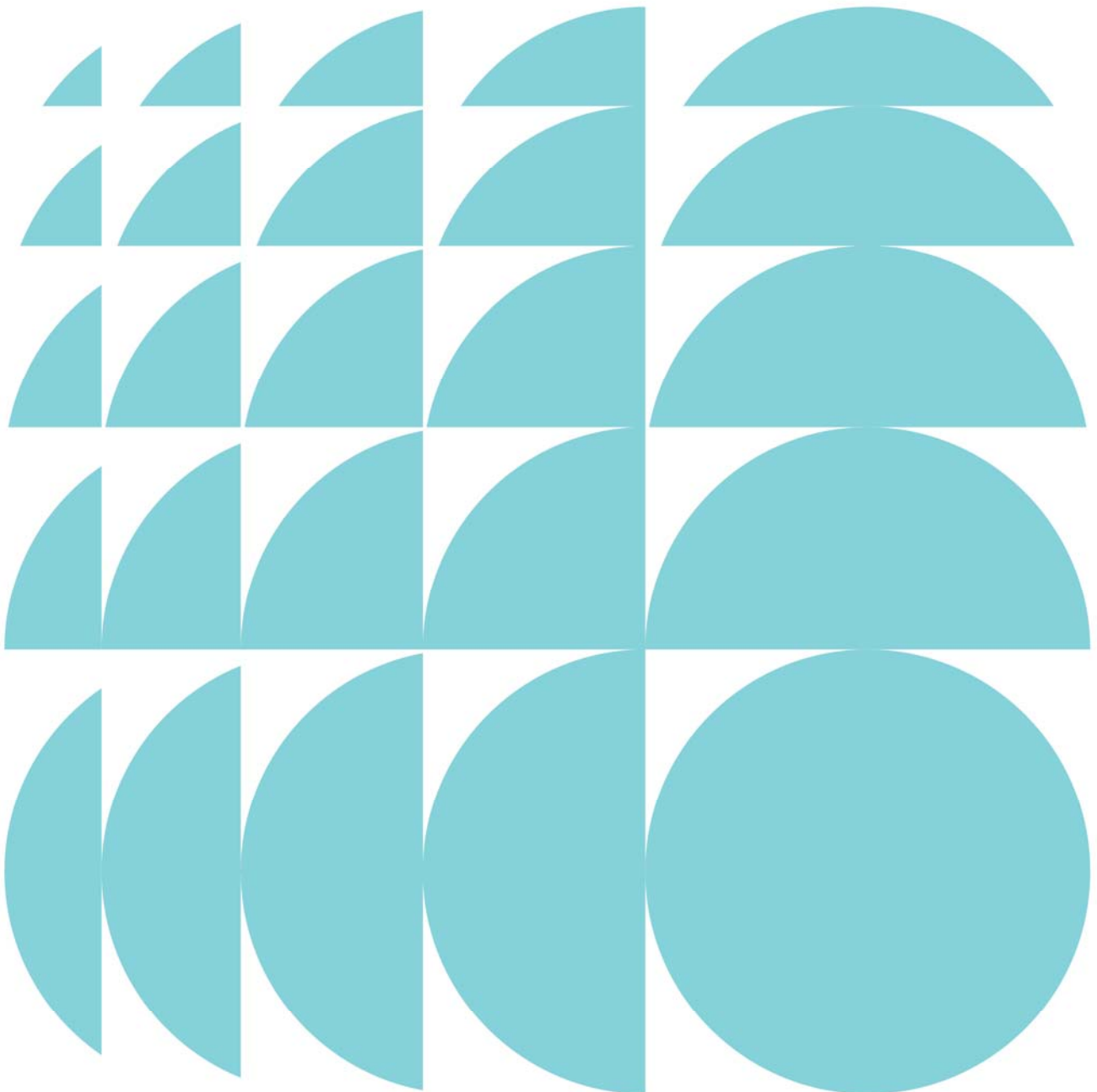


Sydney Metro Martin Place Station Precinct

Submitted to NSW Department of Planning  
and Environment

On behalf of Macquarie Corporate Holdings  
Pty Ltd

7 September 2017 | 15879



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#### CONTACT

Julie Bindon	Director	jbindon@ethosurban.com	(02) 9956 6962
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This document has been prepared by:



Anna Nowland



Chris Ferreira  
7 September 2017

This document has been reviewed by:



Julie Bindon

7 September 2017

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Ethos Urban  
ABN 13 615 087 931 Pty Ltd.  
www.ethosurban.com  
173 Sussex Street, Sydney  
NSW 2000 t 61 2 9956 6952

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<b>A</b>	Martin Place Design Excellence Process Flowchart
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<b>B</b>	Over Station Development Design Principles
	<i>Tzannes, Tanner and Sydney Metro</i>
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	<i>Ethos Urban</i>
<b>D</b>	Competitive Design Opportunities Program
	<i>Macquarie</i>

## 1.0 Introduction

This revised Design Excellence Framework (Revised Framework) has been prepared by Ethos Urban (formerly known as 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 (SSD 17\_8351). The project involves the creation of a world class transport and employment precinct at Martin Place, in the heart of the Sydney CBD.

Following the exhibition of the Stage 1 SSD DA, advice from the NSW Office of the Government Architect (OGA) was provided to the NSW Department of Planning and Environment ('Department'), and an issues letter from the Department has been provided to Macquarie in relation to the proposed Design Excellence Framework. The Government Architect recommended that consideration be given to the following as conditions of consent:

- "Identify opportunities for a competitive design excellence process that appropriately balances the Secretary's design excellence requirements with the proponent's objectives and which achieves design excellence and architectural diversity;
- Submission of Terms of Reference, including consolidated design principles as well as proposed governance and membership for the site-specific Design Review Panel, as endorsed by GANSW."

The Department has requested that the applicant:

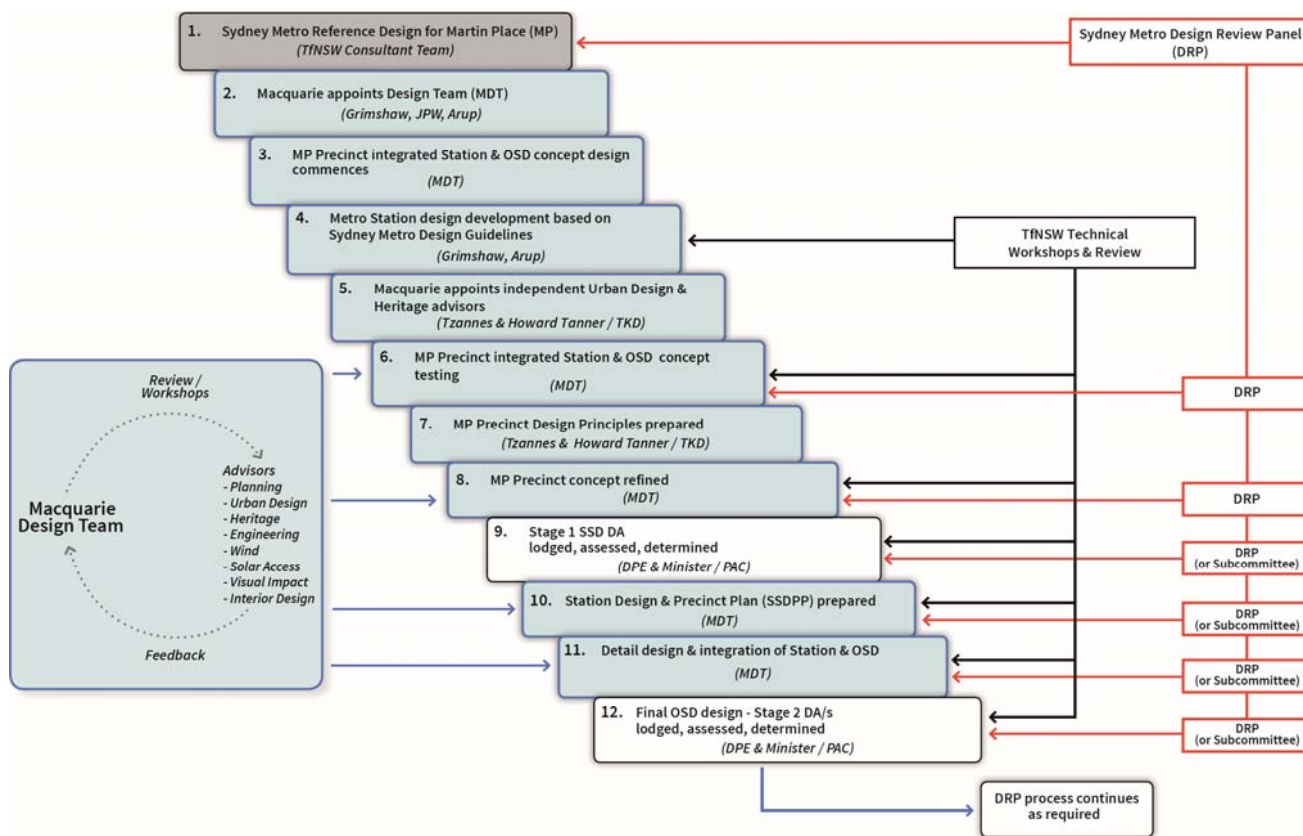
- "Review the Design Excellence Framework to identify additional opportunities for a competitive process which would achieve design excellence consistent with the objectives of Clause 6.21 of Sydney Local Environmental Plan 2012 (SLEP 2012). The Framework should deliver a robust, coordinated and independent design excellence process, having regard to the advice of the Government Architect NSW and comments provided by City of Sydney Council.
- Provide the meeting notes from all occasions when the proposal has been presented to a design review panel, together with commentary on how the issues raised by the panel have been addressed in the proposal and/or justification where changes have not been made.

In order to address these comments, the previously proposed Design Excellence Framework has been amended. The Revised Framework has been prepared in consultation with the OGA following the exhibition period of the Stage 1 SSDA. The Revised Framework, in accordance with the Secretary's Environmental Assessment Requirements (SEARs):

- Demonstrates how the proposed development will set about achieving design excellence;
- Articulates the proposed design excellence process, including how design excellence is achieved at each stage of the planning process;
- Includes opportunities for competitive design excellence processes (other than the architectural design of buildings);
- Identifies how comments from the NSW Government Architect have been addressed;
- Identifies the process for regular independent design review with a project specific Design Review Panel, as recommended by the Government Architect, including an outline of the role and function of the panel, a draft Terms of Reference and proposed governance arrangements;

- Details the uniqueness of the project and how the proposed design excellence process best responds to these unique circumstances.

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



**Figure 1 – Proposed Martin Place Excellence Process**

Source: Ethos Urban

## 2.0 Design Excellence Approach

Macquarie is committed to a Design Excellence Framework and process which is robust and will ensure that the proposed buildings will exhibit design excellence, whilst also delivering a world class, integrated transport and employment precinct at Martin Place. A combination of proven techniques is proposed to ensure design excellence can be achieved.

This Framework sets out techniques which include 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 and beyond. 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 which exhibits design excellence will be achieved, as required by clause 6.21 of the *Sydney Local Environment Plan 2012* (LEP).

Clause 6.21 of the LEP provides that 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'*. The LEP sets out a **process**, namely a competitive design process that, if followed, is deemed to satisfy the 'design excellence' provisions of the LEP. It also provides that a waiver of that process is available if the consent authority is satisfied that it is unreasonable **or** unnecessary in the circumstances.

The alternative Design Excellence process, as set out in this Framework document, revolves around three main techniques/elements:

1. the selection of an expert Design Team
2. an independent, expert Design Review Panel (DRP), and
3. the adoption of Design Principles that will guide the design development and assist the DRP in its deliberations.

In addition, Macquarie is preparing for submission as part of the Stage 2 DAs a Competitive Design Opportunities Program.

### Macquarie's Commitment to Design Excellence

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 experience design as well as place-making and positive community outcomes.

Macquarie is a world leader in the realisation of workplaces, having pioneered the concept of collaborative working including 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's strong commitment to achieving design excellence is further evidenced by its award-winning redevelopment of the Company's flagship heritage building at 50 Martin Place (see **Figure**



2). 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 Martin Place 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, customer centred design and commercial buildings within a heritage setting.



**Figure 2 – 50 Martin Place**

## 2.1 The Design Team

The Macquarie Design Team assembled to deliver the project comprises experts with deep knowledge and extensive experience, including in the design, documentation and delivery of major rail stations and commercial development. The chosen team have undertaken projects which have demonstrated global best practice, including the award-winning refurbishment of 50 Martin Place, and the development of 1 Shelley Street.

The principal members of the Design Team are Grimshaw, JPW and Tzannes Associates, 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 Over Station Development (OSD) towers and to ensure architectural diversity, Grimshaw and Tzannes 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 3**).

Grimshaw is also responsible for the architectural design of the Metro station along with Arup, and ensuring the station and OSD components are fully integrated. Arup is also responsible for the main services across the Precinct, and for the engineering aspects of the railway station.

All members of the team are 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 3 – Martin Place Station Precinct Site Plan**



The expertise and experience of the Macquarie Design Team members nominated have been submitted in the earlier version of the Design Excellence Framework, submitted as Appendix I of the Stage 1 SSD DA, and in the Revised Competitive Design Process Waiver document prepared by Ethos Urban (dated September 2017), Appendix G of the Response to Submissions report.

Macquarie's Design Excellence Framework relies on the same Design Team, (of Grimshaw, JPW, Tzannes and Arup), being retained throughout the project to deliver continuity and assurance of design excellence, from inception to final opening.

### **2.1.1 Other Design Advisors**

To provide additional design rigour to the urban design and heritage aspects of the proposal Macquarie has appointed Alec Tzannes as urban design advisor and Howard Tanner as 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 the 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 as the design progresses. This includes critically evaluating the design and providing feedback to the Design Team at key milestones, particularly with respect to achieving excellence in urban design and heritage outcomes.

Clive Wilkinson Architects (CWA), from Los Angeles, California are also providing valuable insight throughout the design process on workplace design, to ensure the interior spaces in particular are focussed on the 'human community' (i.e. the user) and are flexible to adapt to the changing social, cultural and functional needs of the office users. Retail design advice is also being provided by specialist consultants, ARC Architects.

George Kembel and John Kembel, of Boulder, Colorado-based d.global will advise and support customer-centred design explorations, working closely with an internal Macquarie team to identify opportunities to further enrich the design of the Precinct. George Kembel is the co-founder of the d.school at Stanford University in Palo Alto, California; his brother John is an entrepreneur, innovation and customer experience design specialist who helped shape the strategic direction of the d.school as a member of the founding strategy board and faculty.

## **2.2 Design Review Panel**

A Design Review Panel (DRP) has already been established by the NSW Government for the Sydney Metro project as a requirement of the Critical State Significant Infrastructure (CSSI) consent for Sydney Metro City & Southwest – Chatswood to Sydenham<sup>1</sup>.

The Sydney Metro DRP is responsible for providing advice to the Sydney Metro design team on, amongst other matters, the design of the new stations on the approved network, and on the OSD at each of those stations.

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<sup>1</sup> Refer Condition E100 of the CSSI consent dated 9 January 2017

Section 2.2.1 of the original Design Excellence Framework prepared by JBA and dated May 2017 suggested (at page 14) that the DRP for the Martin Place Station and OSD could be either:

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

The Government Architect has supported the creation of a new site-specific DRP for this Precinct<sup>2</sup>. Macquarie's preferred position is for the existing Sydney Metro DRP to continue for the project (for both the station and OSD components), for the reasons set out in this Framework. If, however, a new Precinct-specific DRP is to be established then we understand that it would need to be a formally constituted subcommittee of the Sydney Metro DRP for legal and practical reasons. Further details of the DRP are set out below, or in the case of a Sydney Metro DRP Subcommittee in **Attachment C** of this Revised Framework.

To satisfy the legal requirements of the CSSI conditions of consent, it is necessary for the Sydney Metro DRP to be retained for the Station, overall Precinct, and integration with the OSD component.

It is recommended that the Sydney Metro DRP continue with its design review role on the project's OSD component, primarily because:

- the significant knowledge of the Martin Place Station Precinct project, (including the OSD component) embedded in the Sydney Metro DRP;
- the critical importance of continuity of advice, and the momentum of the design development process that is mid-stream;
- the complexity of the design integration between all components of the project (including station and OSD) and the delivery program;
- overall administrative efficiency of having "One Panel" throughout and elimination of communication and 'sign-off' processes between the two panels, particularly as there will need to be a majority of common panel members; and
- the conditioning of the CSSI consent (and Preferred Infrastructure Report) for the Sydney Metro City & Southwest, which links the Sydney Metro DRP to the OSD, once it has completed its separate statutory approvals (the Stage 1 DA) process (see section 2.2.1 below for more details).

Whilst a Sydney Metro DRP Subcommittee is not Macquarie's preferred option, further details of a Subcommittee are outlined in **Attachment C**.

Draft Terms of Reference for the DRP (or Subcommittee) are provided in this Revised Framework. These will need to be confirmed by the Sydney Metro DRP. For more details refer to **Section 2.2.2** of this Framework.

### 2.2.1 Governance

The Sydney Metro CSSI consent requires (at condition E100) that a Design Review Process be established, and this has occurred. The Terms of Reference of the Sydney Metro DRP (current

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<sup>2</sup> Government Architects submission on SSD 8351, dated 28 June 2017

version dated 29 March 2017) also includes, as a responsibility of that panel, consideration of the OSD elements.

The Chatswood to Sydenham Submissions and Preferred Infrastructure Report (SPIR) which forms part of the CSSI Application, and is called up by Condition A1 of the consent, identifies that the Sydney Metro DRP's responsibilities would be extended to the OSD components, after the OSD (Stage 1) approvals process. It states (at page 16):

*"It is also intended that the Design Review Panel process, to be established for this project, would be extended following the separate assessment process to apply to the over station developments, including the interface with the metro station elements and (subject to approval) the future built form of the over station development elements". (p. 16)*

The Sydney Metro DRP currently provides feedback to the Design Team on the Station and OSD design, and has done so since October 2016.

It is critical to the successful achievement of design excellence for such a complex and deeply integrated project that the detailed design is carefully managed, and that if a DRP Subcommittee is adopted it is fully conversant with both the Station and OSD elements, the extent to which the design is already committed, and the single construction management and delivery time frames. Accordingly, if adopted, a DRP Subcommittee will need to communicate regularly with and provide advice to the Sydney Metro DRP due to its responsibilities for the Station (including lower podium levels and public domain).

## **Meetings**

It is proposed that the Sydney Metro DRP (or Subcommittee) continue to meet regularly, preferably on a monthly basis, to review the design of all components up to lodgement of the Stage 2 DAs. As a minimum, it is recommended that the DRP hold four meetings prior to the lodgement of the Stage 2 DAs (if not more or as required), and one after lodgement and before a Construction Certificate is issued.

An agenda is to be prepared by the DRP Secretariat in consultation with the Chair, and circulated to the DRP members at least four days prior to the meeting. The standard agenda should include:

- Review of minutes from last meeting.
- Discussion and feedback on the Project.
- Agreed actions going forward.
- Forward agenda.

## **Minutes and Written Feedback**

A record of minutes and/or a schedule of action items is to be kept of each meeting.

The Chair will be responsible for co-ordinating the consolidated written feedback of the DRP to the Design Team (via the schedule of action items or advice sheets as considered necessary). The written feedback shall be issued in a timely manner and no later than one week after each DRP meeting.

A 'working document' including all meeting minutes, action lists and advice sheets, and how the Design Team has responded, is to be kept by Macquarie and submitted as part of the Stage 2 SSD DAs.

### **Indicative Schedule of Meetings**

Meetings between the Macquarie Design Team and the Sydney Metro DRP have already taken place on 17 October 2016, 11 April 2017, 22 May 2017, 6 June 2017, 18 July 2017, and 22 August 2017 and the next Sydney Metro DRP meeting is scheduled for 19 September 2017.

The indicative draft schedule of future dates for future Sydney Metro DRP meetings over the remainder of 2017 are:

- 19 September 2017
- 10 October 2017
- 21 November 2017
- 19 December 2017

It is recommended that the Sydney Metro DRP (or Subcommittee) continue to review and advise on the OSD component until construction certification is issued for the development, or as required after that to advise on design issues arising from any Section 96 applications to modify the development consents.

### **Other Working Group Relationships**

If a DRP Subcommittee is adopted it is expected that combined meetings with the Sydney Metro DRP may be required from time to time.

### **Other Operational Matters**

The DRP is expected to provide verbal advice and comments at the meetings. The panel members may be expected to review material circulated prior to the meeting and to review and confirm written advice, minutes and action lists. The DRP may provide formal feedback on particular items when requested by a presenter.

Deliberations will occur in closed session following any presentations, and may include any invitees as relevant. Feedback from the deliberations will be provided to the Design Team as soon as practical, either as recorded in the minutes, or in more detailed Advice Sheets attached to the minutes.

All DRP discussions, and any material identified as confidential that is provided before, during or after the meeting, are to be treated as confidential. Panel members (and advisors) will be required to sign confidentiality agreements and conflict of interest statements. A conflict of interest register will be retained and updated as required.

## **2.2.2 DRP Terms of Reference**

### **Role and Objectives**

The role of the DRP (or Subcommittee) will be to provide independent, high level advice on design related matters for the purpose of achieving design excellence. That advice may be provided to the

Macquarie Design Team, TfNSW as the proponent of the Sydney Metro, and to relevant government agencies such as the Department of Planning and Environment.

The objectives of the DRP (or Subcommittee), with respect to the Martin Place precinct, should be included in an amendment to the DRP's Terms of Reference. The objectives are:

- To provide independent, high-level, design advice for the Sydney Metro Martin Place Station Precinct.
- To advise on the implementation of the OSD Design Principles for the Martin Place Station Precinct.
- To help ensure 'design excellence' is achieved.

It is proposed to carry forward all relevant Sydney Metro DRP Terms of Reference, and it is recommended these be expanded to include specific terms for the Martin Place Station OSD Component. The relevant Sydney Metro DRP Terms of Reference that will be carried over are to:

- Refine and endorse design objectives for place making, public realm and urban and heritage integration.
- Review, critique and advise on the application of the design objectives to key design elements, including over station development (OSD) proposals, including but not limited to:
  - place making
  - activation
  - architecture
  - heritage
  - urban design
  - landscape design
  - artistic elements.
- Review (and endorse) Station Design and Precinct Plans.
- Advise on potential design refinements and improvements as appropriate.
- Review the OSD designs to facilitate the achievement of design excellence.
- Reflect the Sydney Metro values of safety and wellbeing, collaboration, integrity, innovation, excellence and achievement.

In addition to the Sydney Metro DRP Terms of Reference, the following Precinct Specific "Terms" are proposed:

- Advise on the application of the Precinct's OSD Design Principles (see **Attachment B**).
- Reflect the project's objectives for innovative, human centred design.
- Advise on design responses to the relevant DDA and Safer by Design standards.
- Advise on compliance with design-related conditions of all approvals (for the CSSI and SSD applications).
- Review design and confirm design integrity is retained in any s96 modifications to the SSD approved plans, and construction drawings for the OSD (if necessary).



The DRP's (or Subcommittee's) Terms of Reference for the Martin Place Station Precinct would also need to take into account the constraint that a binding commitment is required, between Sydney Metro and Macquarie, which recognises the status of the agreed design at the date the Precinct-Specific Terms of Reference are finalised. For example, that the concept design phase is adopted and therefore locked in. In other words, it would need to clearly recognise as a given constraint the 'adoption of the design decisions to date'.

### **Authority**

The DRP is advisory and its recommendations are not binding. The DRP cannot authorise any expenditure, works or consultancies, and all meetings and discussions are confidential. It is proposed that the authority of the DRP be set out as an addendum to the Sydney Metro DRP's Terms of Reference (dated 29 March 2017).

## **2.3 Consolidated Urban Design, Heritage and Metro Design Principles**

The OGA has recommended that the proposed urban design and heritage principles and Sydney Metro Design Guidelines be simplified and consolidated. The three sets of guidelines directly relate to the Precinct and its future redevelopment, taking into account design, heritage and specific Sydney Metro Station requirements. These principles and the studies that support them have helped to inform the consolidated core Design Principles for the Martin Place Station Precinct OSD, as set out in **Attachment B**.

## **2.4 Macquarie's Competitive Design Excellence Opportunities**

This section identifies opportunities for competitive design excellence processes to be pursued by Macquarie.

A project of this magnitude has many design elements beyond the architectural and engineering design of the buildings that collectively contribute to a great place. Accordingly, Macquarie has identified a number of initiatives for competitive design opportunities that will foster innovative design solutions, and support emerging design industries, organisations and talented individuals.

The Competitive Design Opportunities Program outlined below will be developed further as part of a Design and Public Art Strategy to be submitted with the Stage 2 Detailed DAs for the Precinct.

The objectives of the Competitive Design Opportunities Program are:

- To create great design outcomes.
- To support and foster the design / creative industries.
- To help develop emerging talent and start-up organisations.
- To leave an increased awareness and legacy of design for future generations.
- To strengthen the Precinct 'brand'.
- To encourage public engagement in design through participation in the selection process.

Further details of the proposed program are provided in **Attachment D**.

## Attachment A. Martin Place Design Excellence Process Flowchart

***Ethos Urban***

## MARTIN PLACE DESIGN EXCELLENCE PROCESS



## Attachment B. Over Station Development Design Principles

*Tzannes, Tanner, and Sydney Metro*

Tzannes

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Sydney Metro  
Martin Place Station Precinct  
SSDA  
Key Design Principles  
(Over Station Development)

Prepared for  
Macquarie Corporate Holdings Pty Limited  
September 2017





Martin Place Precinct - Key Design Principles  
(Over Station Development)

Movement

- 1. Enhance the relationship of George Street and Martin Place through to Macquarie Street as a unique pedestrian orientated experience.
- 2. Create a legible, easy to use integrated transport interchange including appropriate scaling of public domain for predicted pedestrian movements.
- 3. Maximise connectivity to the street grid for station egress at corners (Fig.1).
- 4. Provide pedestrian through site links between Elizabeth and Castlereagh Streets on both sites (Fig.2).

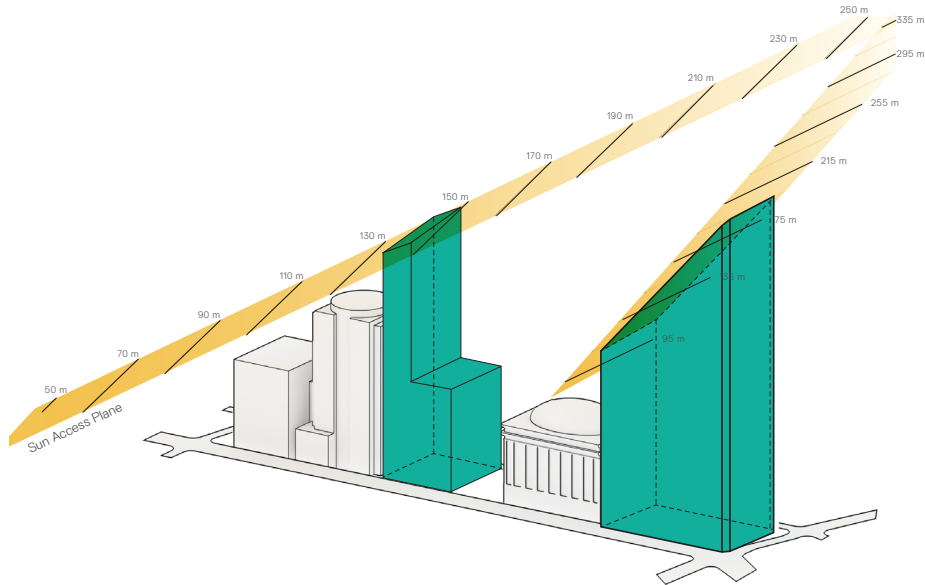


Fig. 3 – Envelopes conform to Sun Access Planes (Sydney Local Environmental Plan 2012)

Public Domain

- 1. Conform to the Sydney Local Environmental Plan 2012 Sun Access Plane for Hyde Park and Martin Place (Fig. 3).
- 2. Improve ground plane amenity on Martin Place, Elizabeth, Castlereagh and Hunter Streets.
  - Wind impacts to meet relevant public domain standards appropriate for use and proposed activity.
  - Investigate the potential to improve daylight levels to Martin Place.
- 3. Public Domain Activation
  - Active frontages are to be maximised and to be located as a minimum in the locations noted in the Sydney Development Control Plan 2012 part 3.2.3 (Fig.4).
- 4. Subterranean connection to be a desirable public destination (Fig.5).

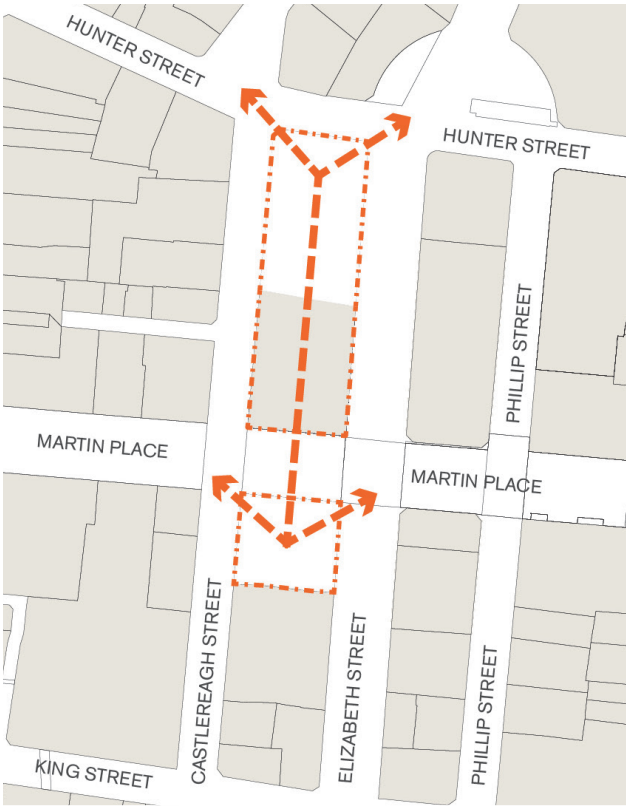


Fig. 1 – Station egress at street corners

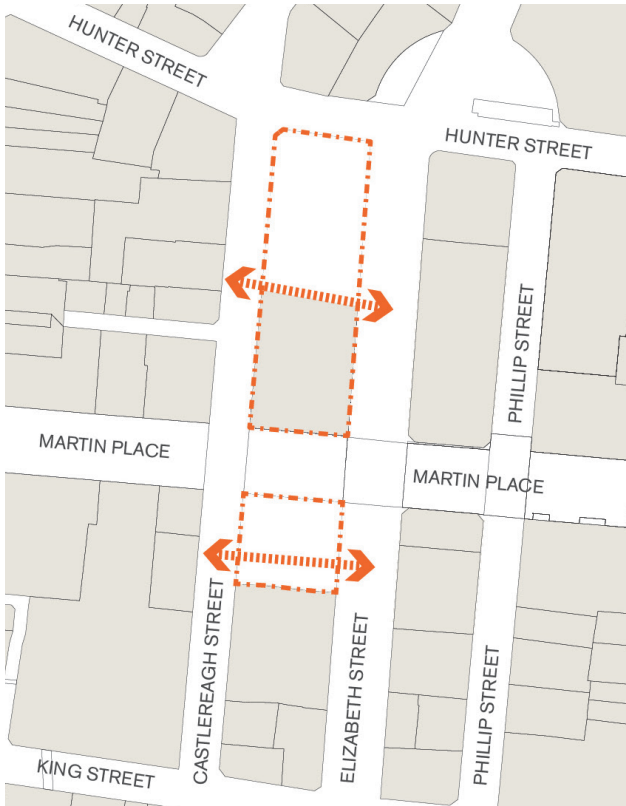


Fig. 2 – Through site links

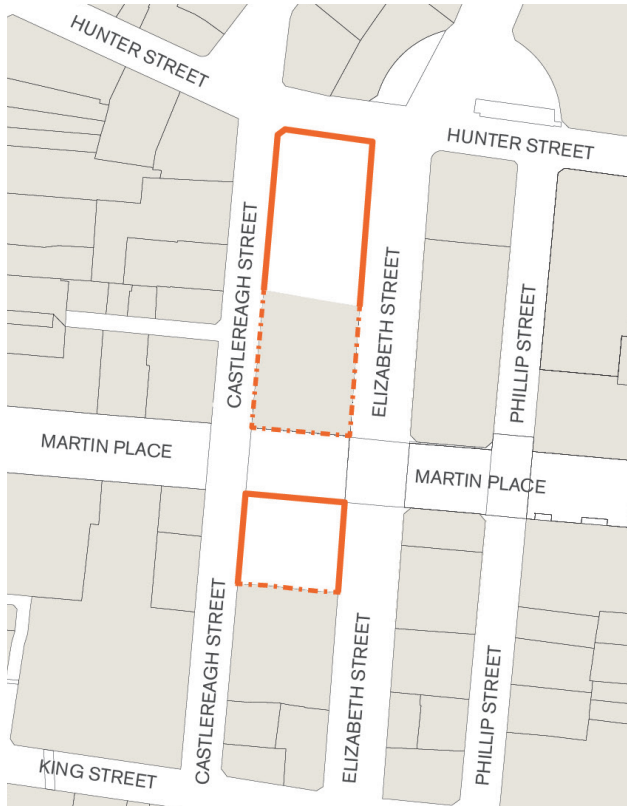


Fig. 4 – Active frontages

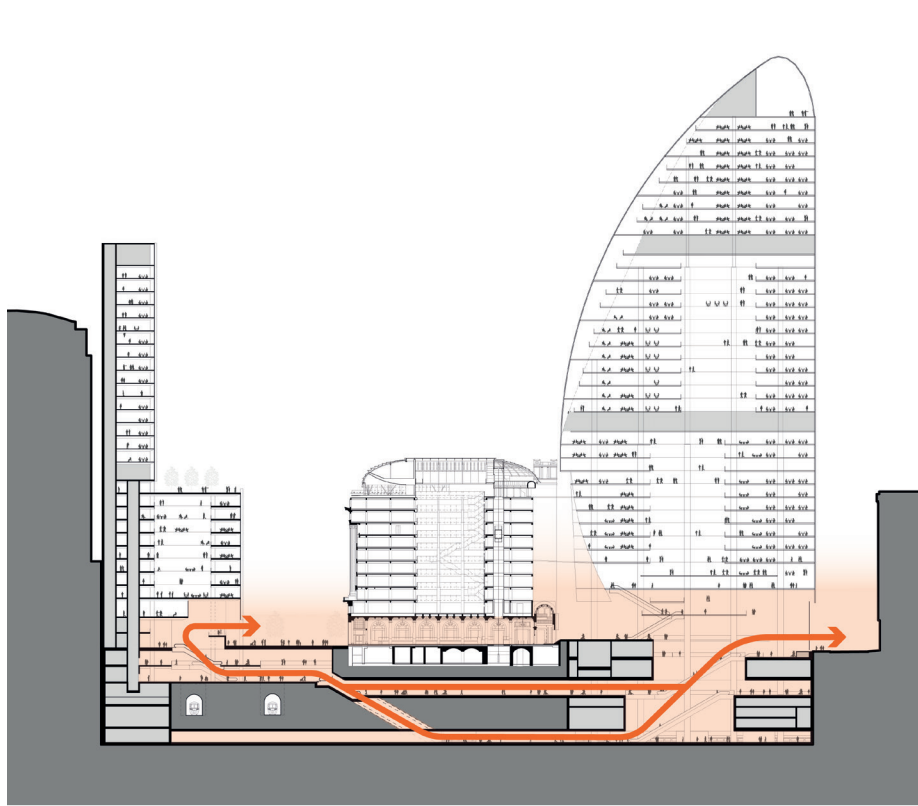


Fig. 5 – Subterranean connection

## Martin Place Precinct - Key Design Principles (Over Station Development)

### Built Form

1. Reinforce the streetwall and the distinctive attributes of this block on Martin Place (Fig.6).
2. Enhance built form relationships on Hunter Street (Fig.7).
  - The setback of the built form on Hunter Street is to generally align with the predominant setback of adjoining conditions to the east.
3. Maintain and enhance the streetwall character of Elizabeth and Castlereagh Streets (Fig.8 and 9).
  - Recognise the aligned height between 50 Martin Place and the former Qantas House (68-96 Hunter Street) on Chifley Square.

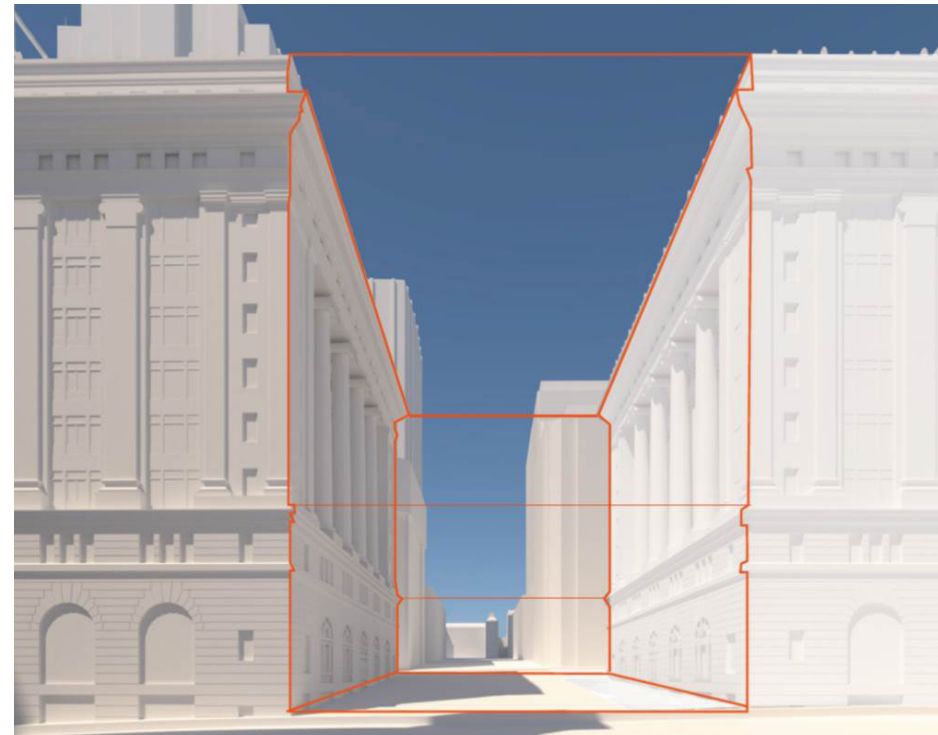


Fig 6 – South Site direct response to 50 Martin Place

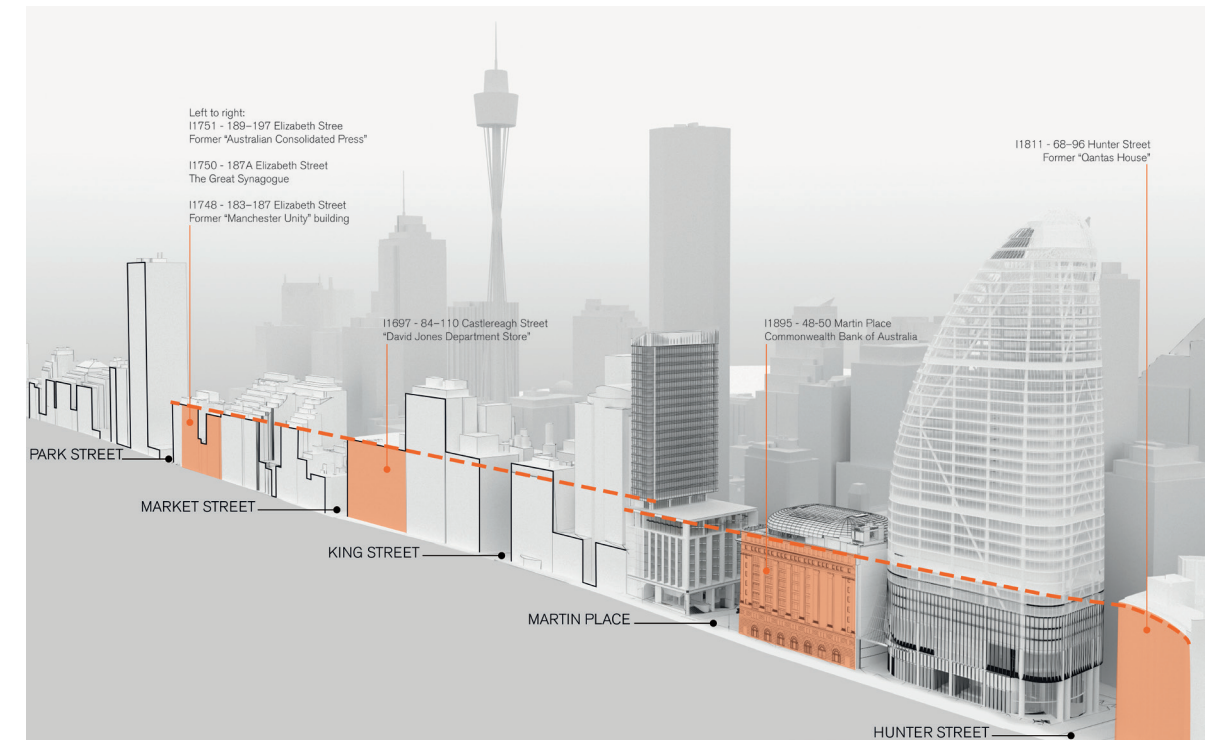


Fig 8 – Elizabeth Street streetwall (heritage items )

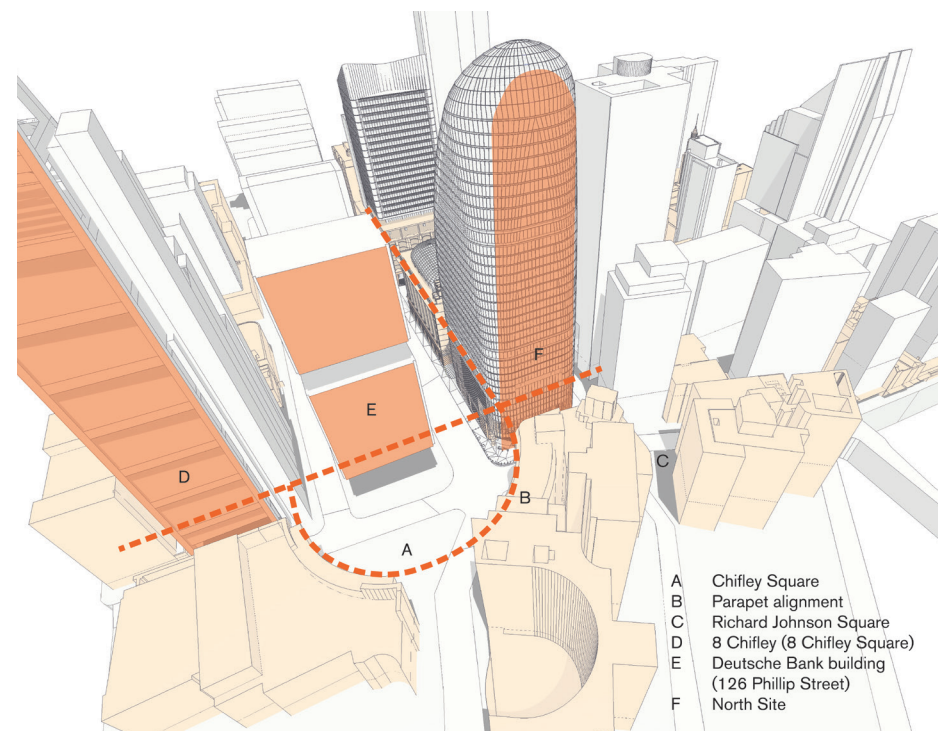


Fig 7 – North Site Hunter Street built form relationships

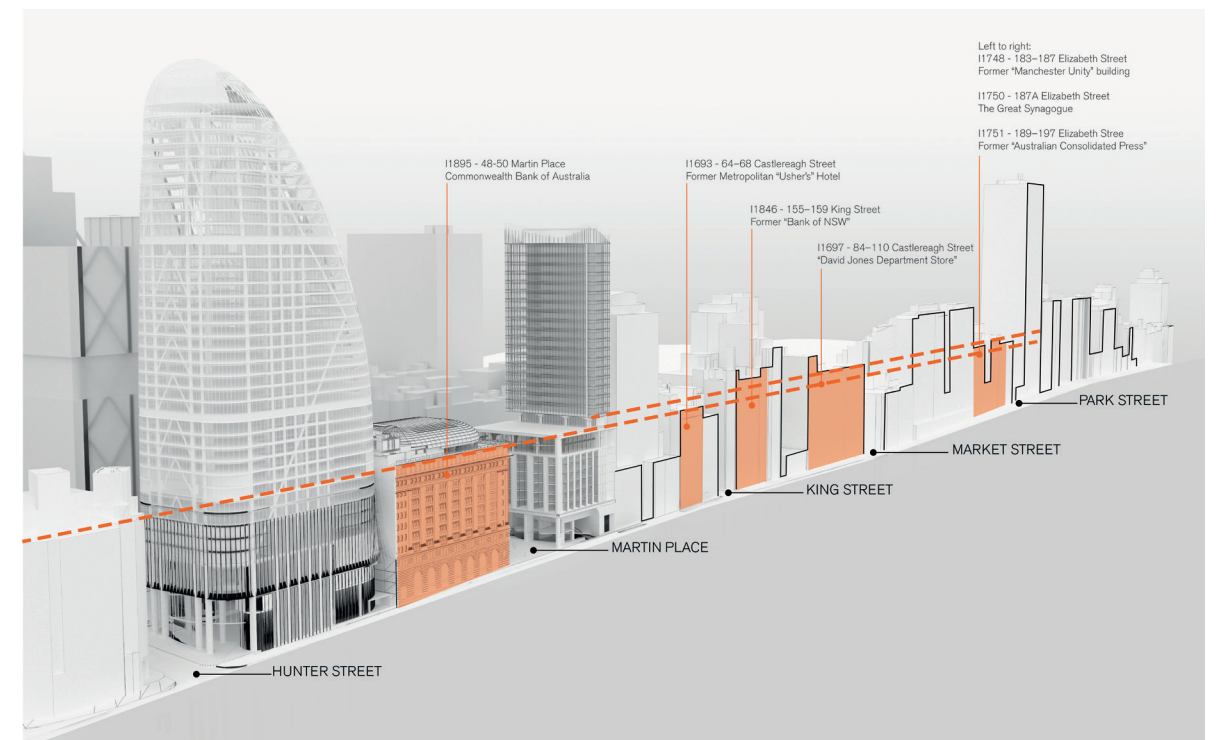


Fig 9 – Castlereagh Street streetwall (heritage items )



## Martin Place Precinct - Key Design Principles (Over Station Development)

### Built Form Continued

4. Establish defining thresholds to the Martin Place Station Precinct (Fig.10).
  - The tower form of the North and South Sites to have a zero setback to Elizabeth and Castlereagh Streets to establish a distinctive character at threshold locations.
5. Maximise development potential and density (Fig.11).
  - Gross Floor Area should be maximised within the proposed Stage 1 State Significant Development Application envelopes, allowing for appropriate built form and façade articulation.

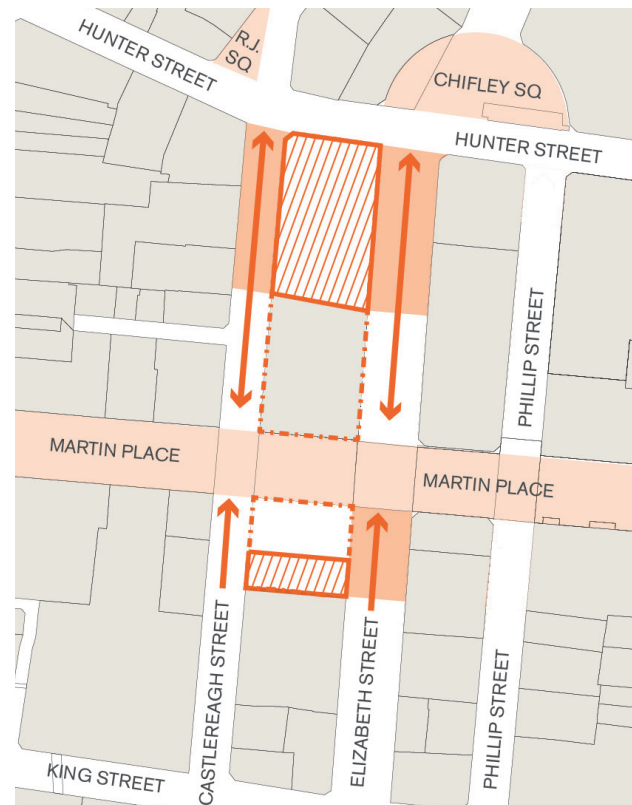


Fig 10 — Defining thresholds

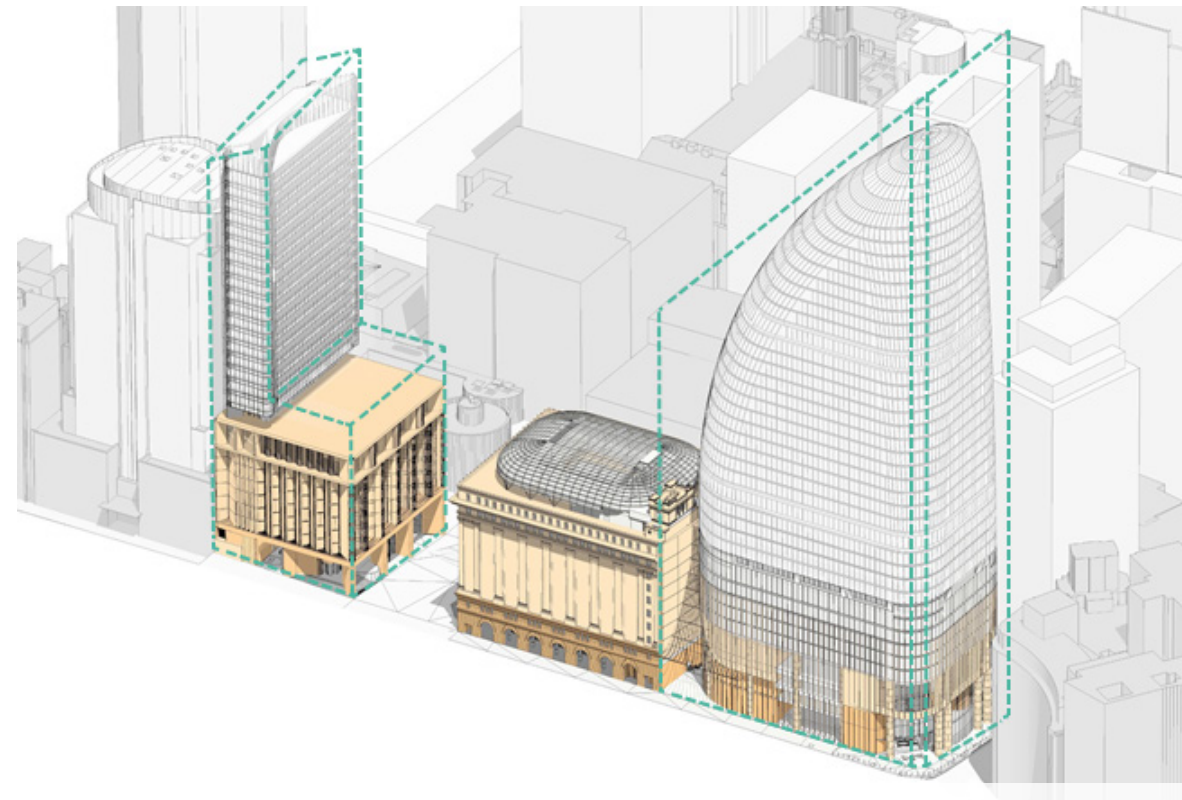


Fig 11 — Relieved and articulated form within the proposed Stage 1 State Significant Development Application envelopes

### 6. Podium Streetwalls

- The buildings are to have zero setbacks for their podiums to match the predominant street alignment (Fig.12).
- Proposed streetwall heights are to relate to the heritage building at 50 Martin Place and former Qantas House (68-96 Hunter Street).
- The podium/tower relationships are to be clearly differentiated through means such as facade articulation, colours and materials. On the South Site this differentiation is to be further reinforced by a pronounced recess between the tower and the podium, and setback from the Martin Place alignment.
- The proposed design of the northern tower is to respond to the 'reverse podium' alignment of 8 Chifley (8 Chifley Square) and the Deutsche Bank building (126 Phillip Street).

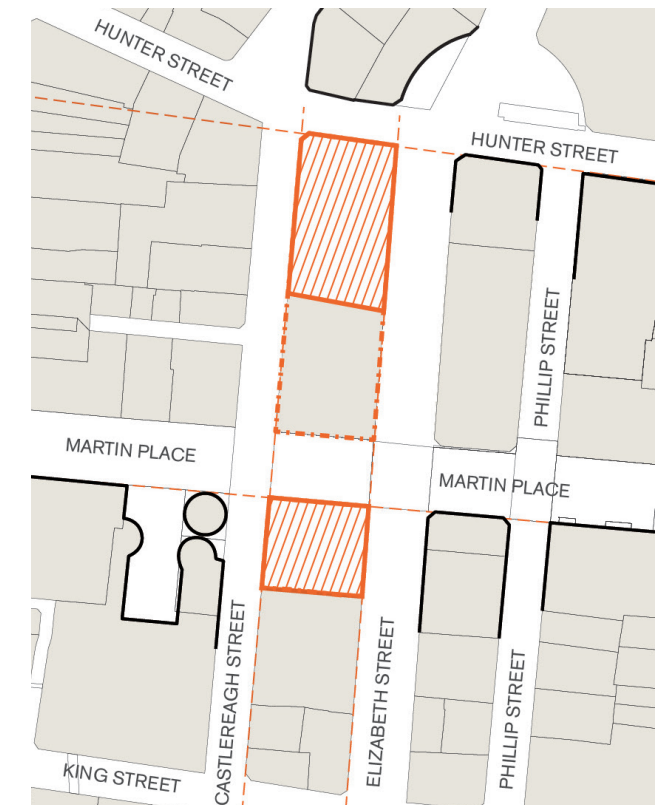


Fig 12 — Podium streetwall alignments

## Martin Place Precinct - Key Design Principles (Over Station Development)

### Built Form Continued

#### 7. Tower Setbacks

- Zero setback to Hunter Street for the North Site to align with the towers adjacent to the east along Hunter Street (Fig.7).
- Zero setback to Castlereagh and Elizabeth Streets to enhance urban significance of Martin Place and Chifley Square (Fig.10).
- The South Site tower to be setback from Martin Place and visually separated from the podium.

#### 8. Streetwall Articulation (Fig.13)

- For the South Site, building façades, particularly addressing Martin Place, are to respond to the articulation, principal datum lines, solid to void ratio and materiality of 50 Martin Place.
- The façades on the North Site are to respond to the articulation, principal streetwall height or other key datum lines of 50 Martin Place and the former Qantas House, and the 'reverse podium' alignment of 8 Chifley (8 Chifley Square) and the Deutsche Bank building (126 Phillip Street).
- The architectural form and expression of the building on the North Site should allow 50 Martin Place to be understood as a distinct and independent architectural element.
- The building on the North Site should allow the historic north-east and north-west lift overrun towers of 50 Martin Place to be understood visually as distinct forms.

#### 9. Materiality

- The materiality of the podium of the South Site building is to respond to the materiality of 50 Martin Place.
- The materiality of the South Site tower is to respond to its context in the city skyline, to support its articulation from the building's podium and to form a cohesive, distinctive precinct with the North Site tower.



Fig 13 — Streetwall articulation

# Tzannes

Prepared by	Tzannes Pty Ltd.
Contact	Alec Tzannes (Director) Ben Green (Director)
Address	63 Myrtle St. Chippendale NSW 2008 Sydney, Australia
T	+61293193744
E	<a href="mailto:tzannes@tzannes.com.au">tzannes@tzannes.com.au</a>



## Attachment C. Sydney Metro DRP Subcommittee Details

***Ethos Urban***

## **Attachment C: Sydney Metro DRP Subcommittee Details**

If a new design review panel is to be passed the responsibility for the OSD component then this would necessitate a delegation by the Sydney Metro DRP of its functions. This is best done to a Precinct-specific subcommittee of the Sydney Metro DRP, hereafter referred to as the DRP Subcommittee. The DRP Subcommittee would need to work closely with and report to the Sydney Metro DRP. This is essential for consistency of advice, efficiency of process and so as not to adversely impact on the Sydney Metro Station delivery, or satisfaction of its consent conditions.

To ensure sufficient communication and consistency of advice between the Sydney Metro DRP (and what it is advising on other stations) and the new DRP Subcommittee it is essential that there are common panel members, including the Government Architect as the common Chair of both panels. It is also essential that the DRP Subcommittee provide feedback to the Sydney Metro DRP.

### **Membership**

If a Sydney Metro DRP Subcommittee is to be established, then its membership should be based on the model used for the Sydney Metro. Accordingly, it is recommended that a DRP Subcommittee:

- be chaired by the NSW Government Architect, due to his role as Chair of the Sydney Metro DRP (for co-ordination reasons).
- comprise three members in addition to the Chair who are experts in one or more of the fields of architecture, urban design, heritage, and station design, of which
  - two should be sitting members of the Sydney Metro DRP (in addition to the Government Architect), with expertise in commercial office development. One of these members is to be the Deputy Chair; and
  - one independent design expert (agreed to by the OGA, TfNSW, and Macquarie)

The Chair, with the concurrence of TfNSW and Macquarie, may approve changes to the DRP Subcommittee membership, including extensions to appointments and alternate members. A panel member wishing to resign from the DRP Subcommittee must do so in writing.

Consistent with the terms of Condition E100 of the CSSI consent technical advisors, for example from the NSW Office of Environment and Heritage, and an advisor from the City of Sydney Council may also be invited to attend DRP Subcommittee meetings as required.

### **Secretariat**

It is proposed that in the case of a DRP Subcommittee, it be supported by secretariat services provided by Ethos Urban (formerly JBA). Those services will include:

- Arranging the DRP Subcommittee meeting dates.
- Confirming the agenda with the Chair and distributing it to members, and coordinating presenters.
- Circulating meeting agendas, minutes, action lists, relevant papers.
- Booking meeting rooms and facilities, providing refreshments etc

## Attachment D. Competitive Design Opportunities Program

***Macquarie***

## **Attachment D: Competitive Design Opportunities Program**

### **1.0 End of Trip Facilities and ‘Street Furniture and Fittings’**

A state of the art End of Trip Facility including bike racks, lockers, change areas and showers. This will be a facility that services the whole Precinct including the tenants of the North and South Tower, the retail customers and the Metro Customers. This mix of users makes the proposed facility a unique opportunity, and will be important initiative in achieving a high Green Star rating for the project.

Other opportunities arise for furnishing the public spaces, such as seating, tables, kiosks, umbrellas, light fittings, railings etc. These may be internal public spaces (unpaid concourse) or external (street) public spaces.

#### **Opportunities for a competitive design process:**

- Interior Design / Architecture – design of the End of Trip Facility – approximately 2,500m<sup>2</sup> plus in area.
- Industrial Design – design a bike rack, multiple bike racks.
- Industrial Design – public space / street furniture and fittings.

### **2.0 Art/ Landscape / Lighting Design**

A public art experience that Macquarie helps to curate potentially built around the Macquarie collections theme of ‘The Australian landscape and its psyche’. There is also potential alignment with the State and City Council to focus on emerging talent.

The proposed development offers a unique opportunity to create a vertical urban landscape enriched by art, story-telling and physical landscapes. Macquarie is already committed to including planting and landscapes as a key component of a broader sustainability aspiration for the Precinct.

#### **Opportunities for competitive design process:**

- A collaboration with the indigenous community to acknowledge country and heritage (this may work in the areas described below).
- Commissioned art works for key areas in the Precinct:
  - Sculpture in the South Station Hall.
  - Relief sculpture or applied artwork in the atrium of the North Station Hall.
  - Reinstatement of the Tom Bass sculpture (collaboration with the family of the artist).
  - Relief sculpture or applied artwork at the entrance to the South Station Hall (through-site link).
  - Sculpture in the commercial lobby to the North Tower.
- Landscape design for key landscape areas in the Precinct. Macquarie is currently working with Sue Barnsley to create an overall masterplan for the site. We have the opportunity to invite emerging landscape design firms to look at specific areas. This could include:

- The atrium in the North Station Hall.
- The ground levels of the North Tower.
- The podium level terraces in both the North and South Towers.
- Working with the indigenous community – edible garden that could be used for educational purposes.
- Lighting design and digital / illuminated art, interactive digital art, including for internal public spaces and potential for external (façade) illumination.

The organisers of the Macquarie's Art Collection are keen to replace 'Space', the existing exhibition space in the ground floor of 9-19 Elizabeth Street. This provides scope for an excellent new venue for art competitions (for example, the Emerging Art Prize), and for regular exhibitions.

### 3.0 Education Design / Exhibition Design

Explore the opportunity to create an educational program that leverages the assets of the Precinct and wider cultural institutions, such as the State Library, AGNSW, Australian Museum. The program could be linked to indigenous culture, early Sydney history, architecture and engineering, sustainability, financial literacy etc.

Macquarie currently has a "Macquarie Exhibition" in the ground floor of 50 Martin Place. This has been curated in collaboration with the National Museum of Australia in Canberra. Macquarie also collaborates with the State Library.

#### **Opportunities for a competitive design process**

- Exhibition design – redesign / reposition the current Macquarie Exhibition to make full use of the Martin Place Precinct and cultural institutions.
- A competition to design and develop a digital/virtual overlay for the Precinct to encourage people to take virtual tours of the city. Physical features within the Precinct could become an introduction and departure point for the various tours. Examples:
  - An indigenous artwork as a starting point for a tour of significant indigenous sites in the CBD.
  - The Tom Bass sculpture as a starting point for a tour of Sydney CBD's most popular public art installations.
  - The Macquarie Exhibition as a starting point for a tour of Sydney at the time of Lachlan Macquarie's tenure as Governor.

The virtual tours could encourage people to make the most of the Precinct's location and amenity, developing the Precinct's reputation as an excellent departure point for walking / cycling and connections to the public transport infrastructure. The objectives of the competition could be:

- To build the Precinct's reputation as a visitor / tourist / educational destination.
- Encourage use of public transport and amenities.
- Help inject life into the city, particularly on weekends.
- Increase knowledge of Sydney's heritage and origins.



## 4.0 Workplace Design for Co-work Hub

A co-working space in the base of the North Tower (potentially an expanded Level 2) to accommodate social enterprise. Macquarie currently hosts and supports an area called 'The Bulb' in 9-19 Elizabeth Street. The Bulb offers space to start-up organisations that operate in the NGO / Social Enterprise sector. Tenants are charged for the space on a 'break even' basis. The workspace is managed by the Macquarie Foundation, Australia's largest corporate foundation.

### Opportunities for a competitive design process:

- Workplace design – an innovative co-working space for social enterprise start-ups / social entrepreneurs.

## 5.0 Managing the Competitive Design Opportunities Program

The Competitive Design Opportunities Program looks to recognise many fields of art and design and its success will be recognised through the number of ideas that end in commercial 'winning designs' and new products or companies created.

Key elements of the program are likely to include:

- Finalisation of the "Design Elements" to be the subject of competitive processes (in association with the DRP if appropriate).
- Open Program to allow broad participation through RFP / EOI processes.
- Governance and administrative support by Macquarie, with oversight by the DRP Subcommittee or nominated delegate.
- Shortlists selected by expert 'jury' or juries.
- Shortlisted participants will be offered a range of support programmes from financial support, mentoring, prototyping through to office space and marketing support, as necessary.
- Open public engagement on shortlisted 'finalists' through interactive and social media.
- Jury to recommend the winning design based on agreed criteria and public feedback.
- Support to develop and launch the winning product or artwork.
- Developed product included in the final Precinct development.

### Support

Many start-up companies fail due to lack of support across many fields. There is a number of distinct ways in which this Competitive Design Opportunities Program can support and develop up-and-coming design teams.

Included in **Table 1** below are suggested ways in which Macquarie and its network can support the creation and curation of great design outcomes.

**Table 1 – Competitive Design Opportunities**

<b>TECHNICAL</b>	<b>Analysis</b> <ul style="list-style-type: none"> <li>▪ Business case writing</li> <li>▪ Financial analysis</li> <li>▪ Sensitivity analysis</li> </ul>	<b>Risk Management</b> <ul style="list-style-type: none"> <li>▪ Risk practices and mitigations</li> <li>▪ Risk offloading</li> </ul>	<b>Marketing</b> <ul style="list-style-type: none"> <li>▪ How to promote the product</li> <li>▪ How to package and sell the product</li> </ul>
	<b>Program Management</b> <ul style="list-style-type: none"> <li>▪ Project management disciplines and protocols</li> <li>▪ Time management</li> <li>▪ Expectation management</li> </ul>	<b>Proposal Writing</b> <ul style="list-style-type: none"> <li>▪ Support in writing business cases</li> </ul>	
<b>OPERATIONS</b>	<b>Introduction to MGL Network</b> <ul style="list-style-type: none"> <li>▪ Networking and relationships</li> <li>▪ Contacts with the broader business community</li> </ul>	<b>Design Thinking</b> <ul style="list-style-type: none"> <li>▪ Introduction to Stanford University D-thinking</li> <li>▪ Empathy and human centred design</li> </ul>	<b>Leadership Training</b> <ul style="list-style-type: none"> <li>▪ Development of individuals</li> </ul>
	<b>Mentoring Program</b> <ul style="list-style-type: none"> <li>▪ Align business professionals to support the participants</li> <li>▪ Access to business coaches</li> </ul>		
<b>FINANCIAL</b>	<b>Equity</b> <ul style="list-style-type: none"> <li>▪ Funds investment and part ownership by MGL</li> </ul>	<b>Seed Funding</b> <ul style="list-style-type: none"> <li>▪ Funds invested to start and support the project</li> <li>▪ Small support funding</li> </ul>	<b>Incubator Space</b> <ul style="list-style-type: none"> <li>▪ Studio production site</li> <li>▪ Access to others</li> <li>▪ Innovation generator</li> </ul>
<b>ADMINISTRATIVE</b>	<b>Technology Support</b> <ul style="list-style-type: none"> <li>▪ PCs</li> <li>▪ Printing</li> <li>▪ Wi-Fi</li> <li>▪ 3D printers</li> </ul>	<b>Administrative Support</b> <ul style="list-style-type: none"> <li>▪ General administration support</li> <li>▪ Print support</li> <li>▪ Meeting rooms</li> </ul>	<b>Office Space</b> <ul style="list-style-type: none"> <li>▪ Places to work</li> <li>▪ Presentation space</li> <li>▪ Meeting rooms</li> </ul>

**Governance**

- The Competitive Design Opportunities Program would have a fully committed resource, paid for by Macquarie and tasked with administering the program and managing the budget.
- Oversight will be provided by a Steering Committee chaired by Macquarie, but comprising industry experts and could include a representative from the DRP or its delegate.
- For each of the elements to be the subject of a competitive design process the Steering Committee will ratify a competition brief, including assessment criteria, and establish a jury to select the shortlist of 'finalists'.

The jury will include a member of the Steering Committee.