

Attachment D

Design Excellence Strategy

Design Excellence Strategy

Bay Street East Depot
10-16 Bay Street, Ultimo

Submitted to City of Sydney

Prepared by Chief Operations Office, City of Sydney

Revision 1, September 2025

The City of Sydney acknowledges
the Gadigal of the Eora Nation as the
Traditional Custodians of our local area.

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1.0 Overview

1.1 Overview of the Design Excellence Strategy

This Design Excellence Strategy (Strategy) has been prepared by Professional Services, Chief Operations Office, City of Sydney on behalf of City Projects, Chief Operations Office, City of Sydney (the proponent). It supports the Concept Development Application (DA D/2025/276) for 10-16 Bay Street, Ultimo (the site) submitted to the City of Sydney Council.

The broad intent of the Concept Development Application (DA) is to achieve continuation of use of the entire site as an operational depot to accommodate the next 100 years of City operations. A modern multi-storey depot is proposed to be constructed on the eastern portion of the site, and selected demolition and renovation of existing structures on the western portion is proposed to maintain operations on the western half of the site.

The purpose of this Strategy is to establish the framework for the competitive design process to deliver the highest standard of architectural design.

This Strategy has been prepared in accordance with the *City of Sydney Competitive Design Policy 2020* (the Policy), the *Sydney Local Environmental Plan 2012* (the LEP) and the *Sydney Development Control Plan 2012* (the DCP).

- In accordance with section 1.2 of the Policy and 3.3.2 of the DCP, this Strategy defines the location and extent of the competitive design process;
- The type of competitive design process to be undertaken;
 - An architectural design competition, open or invited; or
 - The preparation of design alternatives on a competitive basis.
- The number of designers involved in the process;
- Whether the competitive design process is pursuing additional height or floor space;
- How fine grain and contextually varied architectural design is to be achieved across large sites;
- Options for distributing any additional floor space ratio or height which may be granted by the consent authority for demonstrating design excellence through a competitive design process;
- The target benchmarks for ecologically sustainable development.

1.2 Objectives of the Design Excellence Strategy

This Design Excellence Strategy is guided by the following objectives:

- Establish a methodology for the proponent to implement a Competitive Design Alternative Process for the redevelopment of the Subject Site, in accordance with the Policy;
- Ensure that the Competitive Design Alternatives Process works within the framework of this approved Design Excellence Strategy;
- Confirm the number of architectural practices to participate in the Competitive Design Alternative Process and how these will be selected;
- Establish the process for the selection of a developer's selection panel;
- Set out the approach for establishing a competition brief that ensures:
 - The Consent Authority's design excellence requirements are balanced with the Proponent's objectives,
 - The achievement of design and architectural diversity,
 - Procedural fairness for Competitors.

- Ensure sustainability initiatives and ecologically sustainable development targets are defined and developed through the Competition, detailed design development and construction phases through to completion of the project;
- Ensure that design excellence integrity is continued in the subsequent detailed development proposal through construction phase to completion of the project; and
- Clarify the rationale for granting of up to 10% additional building height under clause 6.21 of Sydney LEP 2012 and having regard to the planning objectives and building envelope controls outlined in the Stage 1 Development Application.

Design Excellence Strategy

2.0 Location and extent of competitive design process

The City's Bay Street Depot site is located at 10-16 Bay Street, Ultimo and is bound by William Henry Street to the north, Wattle Street to the east, MacArthur Street to the south and Bay Street to the west (**Figure 1**). The site is legally described as Lot 1 DP 81399, Lot 1 DP 87619, Lot 1 DP 89317, Lot 2 DP 87619. The site is on Gadigal Country, the traditional land of the Gadigal People of the Eora Nation.



Figure 1: City of Sydney's Bay Street Depot Site – 10-16 Bay Street, Ultimo. The competitive process site will be undertaken on the Bay Street East Depot site.

Source: Geocortex

The existing Bay Street Depot site has a total area of approximately 19,989 sqm. The Bay Street East Depot site area is approximately 10,867 sqm. The Bay Street West Depot site area is approximately 9,122 sqm. The competitive design process will apply to the Bay Street East Depot site as shown in **Figure 2** and is legally described in **Table 1**



Figure 2: Location and extent of Bay Street East Depot (BSED) site (subject to the Competitive Design Alternatives Process)

Source: Nearmap

Ref	Lot and DP
1	Lot 1 DP 87619
2	Lot 1 DP 89317
3	Lot 2 DP 87619

Table 1: Property Title Description – Bay Street East Depot (BSED)

2.1 Type of competitive design process to be undertaken

An **'invited' competitive design alternatives process** (competitive process) will be undertaken. The process is to be undertaken prior to the lodgement of the detailed (Stage 2) DA and following the determination of the concept (Stage 1) DA.

2.2 Selection of Competitors

The proponent will appoint a minimum of three (3) **invited Competitors**. The selected Competitors will meet the requirements under the Policy, and will:

- include a range of established architectural firms in collaboration with an emerging architect;
- ensure that each Competitor will be a person, corporation or firm registered as an Architect in accordance with the NSW Architects Act 2003 or, in the case of interstate or overseas competitors, eligible for registration with their equivalent association; and
- demonstrate experience on projects that have achieved a high level of sustainable design and achieved high Green Star Design & As Built or NABERS Energy/Water ratings or international equivalent (LEED, BREAM, other);

- demonstrate capabilities in design excellence by being the recipient of an Australian Institute of Architects (AIA) commendation or award in the past 5 years, or equivalent overseas professional association.

2.3 Selection panel

The selection panel will comprise four (4) members with:

- two (2) members nominated by the Proponent;
- two (2) member nominated by the City (City Planning Development & Transport) and who have no pecuniary interests in the development proposal or involvement in approval processes; and
- one (1) member must have ESD expertise.

Selection panel members are to:

- Represent the public interest;
- Be appropriate to the type of development proposed;
- Include only persons who have expertise and experience in the design and construction professions and related industries; and
- Include a majority of registered Architects with urban design experience.

The City will nominate an observer(s) to verify that the competitive process has been followed appropriately and fairly.

The selection panel's decision will be via a majority vote and will not fetter the discretion of the Consent Authority in its determination of any subsequent DA associated with the development site that is the subject of this competitive process.

2.4 Competitive Design Alternatives Process Brief

In establishing the Brief, the Proponent will ensure that:

- All details regarding the conduct of the competitive process are contained within the Brief and no other document;
- The Brief and appended documents are reviewed and endorsed in writing by the City of Sydney prior to commencement of any associated competitive process and its distribution to Competitors; and
- The Brief is in accordance with the City's Competitive Design Policy and Competitive Design Model Brief.

2.5 Proposed allocation of up to 10% additional height

The Proponent will pursue up to 10% additional height under clause 6.21D(3)(a) of the LEP, the distribution of which will be explored through the competitive process and is to be consistent with the Concept DA consent and relevant provisions of the LEP and DCP.

Any additional 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 height available under clause 6.21D(3)(a) of the LEP.

2.6 Sustainable design targets

The competitive process must seek to address and respond to the climate crisis.

- Be future proofed for a changing climate;
- Consider total lifecycle impacts for materials, resources and operations;

- Include low embodied carbon and circular economy principles;
- Create a net positive energy balance; reduce potable water use, and protect water quality and biodiversity;
- Create a resilient design by addressing identified risks across environmental, social + economic outcomes; and
- Remain operational and deliver emergency response support during shock events.

All ecologically sustainable development (ESD) targets are proposed to be consistent with the City's Sustainable Sydney 2030-2050 and the brief. The key sustainability targets for the proposal are:

- 5-star Green Star Buildings v 1 certified rating (Commitment Agreement); or
- 6-star Green Star Buildings (Stretch Target);
- Net positive energy balance;
- Incorporation of Water Sensitive Urban Design (WSUD) to ensure best practice principles and zero increase in stormwater overflows to adjacent properties;
- 50% reduction in potable water use based on FY2019 levels;
- 90% resource recovery of construction and demolition waste, and landfill diversion strategies for site-wide resource recovery for operational waste / recycling systems;
- Commitment to electric vehicle charging facilities for 100% of the Fleet and provision for staff and visitor electric vehicle charging;
- the design is to incorporate Circular Economy principles, such as reduced materials, designing out waste, recycled or refurbished content, and keeping materials in use for as long as possible through durability and purposeful design;
- 100-year futureproofed design life, with clear demonstrations in climate change resilience and risk mitigation actions.

ESD targets and sustainability initiatives will be carried through the competition phase, design development, construction, and through to completion of the project to deliver an exemplar of environmentally sustainable development.

3.0 Design Integrity

The architect of the winning scheme, as selected by the Selection Panel will be appointed by the Proponent as the Design Architect. Where the winning architect is a consortium, partnership, or other joint authorship, each must retain representation and a leadership role in all processes following.

To ensure design continuity and excellence of the winning scheme is maintained throughout the development process, as a minimum the Design Architect is to:

- Prepare a detailed (Stage 2) DA for the preferred design;
- Prepare the design drawings for a construction certificate for the preferred design;
- Prepare the design drawings for the tender and construction documentation;
- Maintain continuity during the construction phases through to the completion of the project;
- Provide any documentation required by the Proponent and the Consent Authority verifying the design intent has been achieved at completion;
- Attend all meetings relating to design issues with the community, authorities and other stakeholders (as required); and
- Manage all sub-consultant engagements required to satisfy the Project Scope and Schedule of Services.

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