

Attachment C9

Proponent Design Excellence Strategy

Appendix F – Design excellence strategy



Goodman Property Services (Aust) Pty Limited

Burrows Industrial Estate, 1-3 Burrows Road, St Peters
Design excellence strategy

March 2020

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1. Introduction

1.1 Overview

This Design Excellence Strategy for the development of 1-3 Burrows Road, St Peters (the development) has been prepared by GHD on behalf of Goodman (the proponent). The strategy has been prepared in order to establish a process that secures a high quality design and built outcome for both the proponent and the broader community.

The overarching objectives of Design Excellence Strategy as defined in Section 3.3 of the *Sydney Development Control Plan 2012* (SDCP) are to:

- Ensure high quality and varied design through the use of competitive design processes for the development
- Ensure development individually and collectively contributes to the architectural and overall urban design quality of the City of Sydney
- Encourage variety in architectural design and character across the development to provide a fine grain which enriches and enlivens the City's public realm.

The proponent's objective is to create a premium industrial experience with a high regard to operational functionality. The design investment has been significant to date and has evolved over a four-year iterative period. The proponent has drawn on its global multi-level experience in collaboration with the proponent's appointed architect, structural engineer, urban designers, landscape architects and other technical consultants to meet the brief. As a consequence, the proponent considers having addressed the matters required by Clause 6.21(4) of the *Sydney Local Environment Plan 2012* (Sydney LEP 2012) in the planning proposal application (PPA) process.

The Sydney LEP 2012 requires a competitive design process to be undertaken by way of demonstrating design excellence where a building is over 25 metres in height outside central Sydney or has a capital investment value of over \$100,000,000. The site's location, industrial zoning and the functional parameters of the proposed development, are conditions that are generally not associated with such a competitive design process.

In addition to activities already undertaken, and as an alternative to the competitive design process, the proponent proposes to undertake an independent peer review process to identify potential changes that may improve the design excellence of the development. Additionally, the proponent intends to engage directly with the City of Sydney in the application of this process, thereby providing an additional community-centric contribution to the eventual built outcomes. It is envisaged that the peer review process will commence as soon as practical prior to any detailed development application and ensure that:

- Design excellence is achieved through the peer review process for the development
- The development individually and collectively contributes to the architectural and overall urban design quality of the City of Sydney
- Architectural design variety is balanced with the functional requirements and engineering requirements of the development
- The development appropriately responds to its logistics functions and infrastructure network context
- The justification for additional building height by demonstrating design excellence through the process

- The target benchmarks for ecologically sustainable development are considered.

The independent peer review process is outlined below:

- To be undertaken by one (1) to three (3) appropriately experienced architects
- The election of the peer review architect(s) is made in consultation with the City of Sydney
- The brief that will inform the peer review process is to be made in consultation with the City of Sydney
- The brief should protect the functionality of the development and target elements with the flexibility for improvement
- The brief should have regard to the industrial nature of the development and the importance on structural design on achieving design intent.

2. Design excellence process undertaken

The proponent has a desire to facilitate the highest quality standards in design, in support of an overarching objective to deliver a step change in the quality of industrial development for Sydney. The design process has evolved to date with these principals at the core. This design process already undertaken by the proponent has addressed the key City of Sydney and NSW Government strategic documents and policy, in particular the building size, bulk, scale and interface with the public realm has been developed in line with the process described in the NSW Government Architect's *Better Placed Strategy*.

Other key factors that differentiate the development from a more sensitive urban site location include: the site's industrial zoning, its strategic location linked to freight infrastructure networks and the functional requirements of the proposed development. The client's design process and response to these set of conditions is described in more detail below:

- The new building typology developed is defined by its functional requirements and engineering parameters. Increased building heights are necessary for the evolution of buildings in areas that have logistics functions linked to freight infrastructure networks. This is a response to the evolving requirement as identified and referred to in the *Greater Sydney Region Plan, A Metropolis of Three Cities - connecting people* (Greater Sydney Commission, 2018)
- The proponent has conducted a number of iterative workshops with the design teams of local manufacturers and suppliers of structural solutions (such as Blue Scope steel and Westkon pre-cast manufacturers), partnering with Costin Roe Structural Engineers, to leverage existing technologies to their full potential in order to deliver an optimum solution that minimises waste and maximises performance and efficiency
- The proponent's chosen architect, SBA Architects, is one of Australia's leading industrial architectural design practices and has been at the forefront in developing innovative design principles in the industrial sector. The proponent values the existing alignment with SBA highlighting the significant intellectual property that has been collaboratively developed over a four-year period. To the extent possible the proponent wishes to protect its intellectual property to ensure it maintains competitive advantage in this emerging typology. To date the proponent has protected its intellectual property via confidentiality agreements with all consultants who have provided advice or services
- Currently there is limited local architectural expertise to design an efficient multi-level industrial facility. The proponent has invested considerable time to develop the expertise of the chosen architect, conducted a rigorous design process investigating all possible design options to develop an optimal and efficient facility, visited best-in-class overseas multi-level industrial facilities, drawn on the extensive global Goodman IP to resolve a multi-level design that meets local market expectations and sets global benchmarks
- The functionality of this building typology developed is of highest regard and importance. The proposed scheme is the culmination of significant global intellectual property from within the proponent's network, extracted from years of experience developing and managing multi-level facilities. Goodman owns and manages fifteen multi-level industrial facilities globally totalling 1,592,000 sqm, with a further 14 facilities under construction or awaiting planning approval within major global gateway cities including Hong Kong, Shanghai, Tokyo, Osaka and Barcelona

- The proponent has conducted workshops with potential customers to validate the design intent and to establish actual market requirements to support the proposal
- The proponent has intentionally elevated aesthetic consideration for the proposed scheme beyond comparable examples of this new building typology referenced in overseas markets. This aligns with the proponent's vision to offer a premium industrial experience that has not yet been offered within the Australian market. In overseas markets, functionality is typically the dominant design driver with a lower order priority afforded to aesthetic appeal, whereas the proponent intends to provide a far greater emphasis on appearance and contextual relationships, while also delivering on the necessary functional requirements
- Whilst the proponent is aware there may be international architects who can design a multi-storey facility, the proponent is conscious of the differences in design and construction standards and performance requirements for the Australian market. The proponent is therefore anxious to utilise Australian design expertise
- The proponent believes the design submitted in the PPA provides an opportunity to showcase Australian engineering and architectural expertise in an emerging building typology and will set the benchmark for future Australian and global multi-level warehouse design.

3. Design excellence strategy – independent peer review

Notwithstanding the details above, the proponent is conscious that there is potential for further design refinement and improvement with the involvement of additional advisors not currently associated with the project. For this reason, the proponent proposes an independent peer review process as an alternative to the competitive design process to improve the design excellence of the development.

3.1 Type of process

The proponent proposes an independent peer review process in collaboration with the City of Sydney as a way of ensuring the City of Sydney's design excellence requirements are balanced with the proponent's objectives for the development.

It is intended that the proponent will work with the City of Sydney to refine the scope of the review, identify suitable architects to be involved and develop appropriate responses to the proposed development. It is envisaged that through this process a high quality proposal will result, which will meet the objectives of the City's Design Excellence Policy, and will contribute to the creation of a new benchmark in the proposed building typology. It is also envisaged that application of this alternative process will support a waiver for a competitive design process at the time of the forthcoming development application.

3.2 Selection of the peer reviewer(s)

The independent peer review process is to be undertaken by one (1) to three (3) appropriately experience architects. The invited peer reviewer(s) selection will be determined by the proponent in consultation with the City of Sydney and will ensure the reviewer is:

- Independent and represents the public interest
- Appropriate to the type of development proposed
- An architect with significant recent and relevant experience in the development, design and construction of industrial property.

3.3 The peer review process brief

The brief for the peer review process will be determined by the proponent in consultation with the City of Sydney, with the objective of ensuring the City of Sydney's design excellence requirements are balanced with the proponent's objectives for the development.

The peer review will focus on the contextual integration and aesthetic appearance of the project, while being clearly cognisant of delivering on the functional requirements, end user requirements and ecologically sustainable development (ESD) targets for the development as set out by the ESD Framework in the PPA.

3.4 Reviewing and decision making process

The overall process is proposed to be comprised of the following sequential steps:

- Prepare and agree a peer review brief with City of Sydney representatives, including outcomes required
- Identify and select peer review participants

- Support the independent peer review process through an initial briefing and provision of required information throughout
- Discuss outcomes of the process with City of Sydney representatives and agree the scope of refinements appropriate for the proposed development
- Undertake design refinements and prepare development application documentation, including application for waiver of the need to provide a design excellence competition, on the basis of the alternative process and outcomes agreed with the City of Sydney.

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