

THE  STAR

THE STAR
MODIFICATION 13
DESIGN EXCELLENCE
REPORT

JULY 2017

PREPARED BY



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1 INTRODUCTION

1.1 OVERVIEW

A Design Excellence Process was established by the *Star Entertainment Group Limited (SEGL)* for the proposed new hotel/residential tower on the site of The Star in Pyrmont, as a component of 'Modification 13'. The process was established to achieve design excellence, through the consideration of design alternatives from competing architects and ultimately the selection of a winning design/architect (refer to Appendix A)

The requirements set out in the *Secretary's Environmental Assessment Requirements (SEARs)* for Modification 13, dated February 2016, formed the basis of the Design Excellence Process and incorporated the following principles:

- To achieve the highest standard of built form outcomes for the site;
- To encourage built form that positively contributes to the overall architecture of the City;
- To encourage innovation and best practice approaches;
- To establish buildings appropriate to their context; and
- To achieve environmentally sustainable built form outcomes

Four (4) architectural firms were invited to participate in the Design Excellence Process, as follows:

- BVN Architecture
- Francis-Jones Morehen Thorp (FJMT)
- Grimshaw Architects
- Woods Bagot

Three (3) competing submissions were received, from BVN, FJMT and Grimshaw – which were subsequently considered by the Design Review Panel (DRP).

1.2 THE PROPONENT, MANAGER AND INDEPENDENT OBSERVER

The Star Entertainment Group Limited (SEGL) was the formal proponent for the Design Excellence Process, with Urbis Pty Ltd being appointed to independently manage the Process. The Department of Planning and Environment observed the proceedings in the role of 'Independent Observer'.

1.3 THE CONSENT AUTHORITY

The Design Excellence Process informed the architectural design of the proposed tower that will be advanced as a component of Modification 13. The project, as a whole, has been intended to be submitted to the Minister for Planning, as a Modification to the Part 3A approval (MP08_0098) under section 75W of the *Environmental Planning and Assessment Act 1979* (EP&A Act). The Design Excellence Process was endorsed by the Department of Planning and Environment, as outlined in Appendix B.

1.4 ASSESSMENT OF THE SCHEMES & WINNING DESIGN

Analysis and assessment of the designs was undertaken on the basis of compliance with Planning Brief, compliance with Commercial Brief, compliance with the Design Brief and buildability scheme.

The design excellence process has resulted in a scheme that was judged to be of a very high design quality. The Panel resolved that the FJMT scheme exhibits the potential to meet design excellence as per the SEARs and the Design Brief requirements and accordingly was awarded as the winner of the Design Excellence Process. Further detail on the decision-making process and the recommendations of the Design Review Panel are provided later in this report.

2 SITE DESCRIPTION

2.1 THE SITE

The Star is situated on a 39,206m², irregularly shaped property in Pyrmont, generally described as Lot 500 in Deposited Plan 1161507 (the site). The site is bounded by Pyrmont, Edward and Union Streets, and Pirrama and Jones Bay Roads.

The site is leased by a subsidiary of SEGL from the Independent Liquor and Gaming Authority (ILGA), and has a total area of 39,206m². SEGL is a leading operator of integrated resorts that appeal to both local and international visitors. SEGL is the operator of The Star Sydney (The Star), with a casino license to operate the site through to the year 2093.

The site is occupied by the existing integrated resort which includes a multi-storey entertainment facility, gaming areas, retail spaces, multiple restaurants and bars, the Sydney Lyric Theatre, 480 hotel rooms/serviced apartments across three towers and basement parking for up to 2,845 cars.

2.2 LAND TO WHICH THE DESIGN EXCELLENCE PROCESS APPLIES AND INDICATIVE BUILDING ENVELOPE

For the purpose of Modification 13, the development components that are subject to the Design Excellence Process are the proposed tower and podium level treatments and extensions, as illustrated in Figure 1 below. Having had regard to a range of site constraints and overall requirement to demonstrate 'limited environmental impacts' an Indicative Building Envelope was established and outlined in the Design Excellence Brief – as illustrated in Figure 2 below. The height of the indicative building envelope (237m) was identified through preliminary solar analysis, in the context of surrounding developments and the need to consider the relevant provisions contained in *State Environmental Planning Policy 65 – Design Quality of Residential Apartment Development*. It was subsequently a requirement of the design excellence process to validate an appropriate building envelope in the first instance and then consider the merits of the proposed architectural responses.

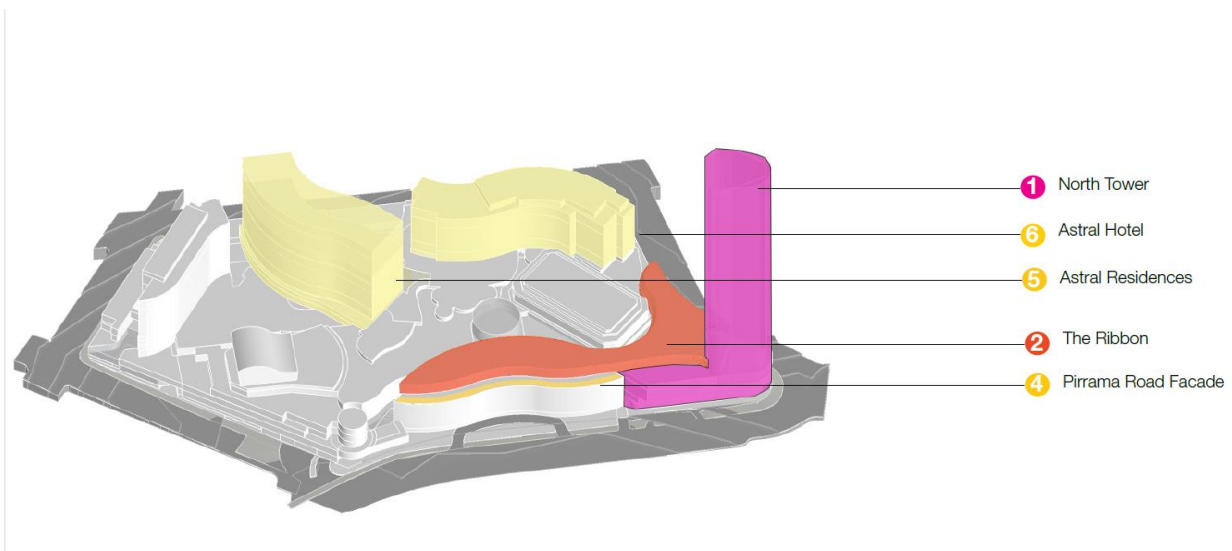


FIGURE 1 – LAND TO WHICH THE DESIGN EXCELLENCE PROCESS APPLIES

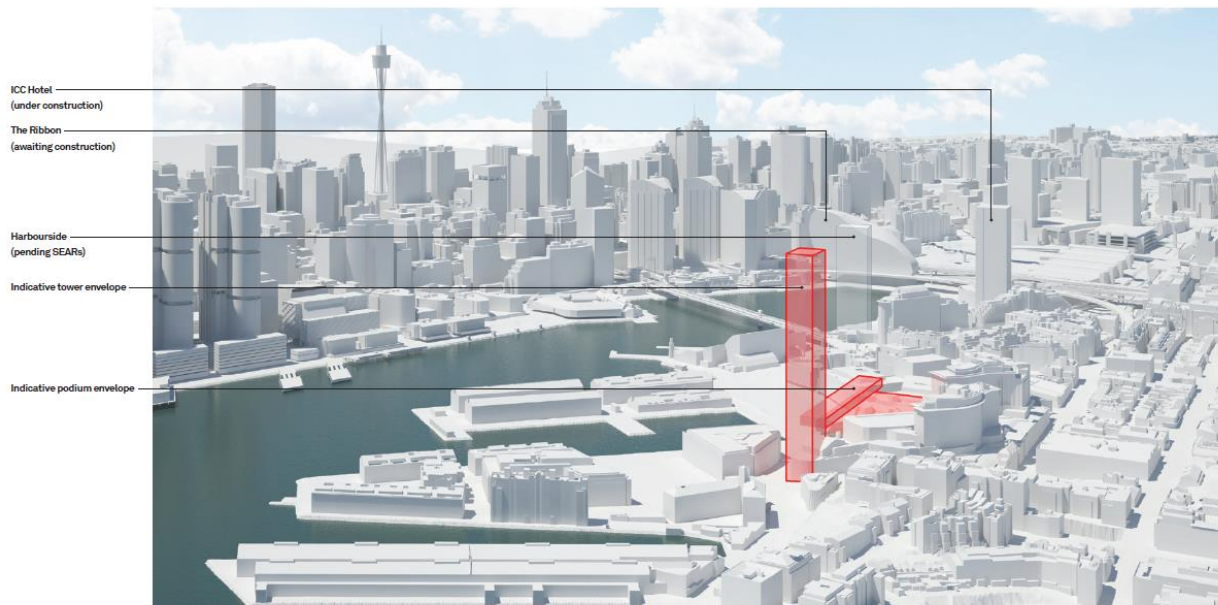


FIGURE 2 — INDICATIVE BUILDING ENVELOPE IN DESIGN EXCELLENCE BRIEF.

3 SUMMARY OF EVENTS

Through the Design Excellence Process, four (4) architectural teams were invited to prepare and lodge a design submission for consideration by the Design Review Panel. As part of the invitation to participate, a Design Excellence Brief was prepared by Urbis and subsequently endorsed by the Department of Planning and Environment.

The Design Excellence Process include the following steps:

1. A briefing session was held to provide an overview of the site, technical investigations completed to date and to confirm the Design Excellence Brief and competition arrangements. The competing architects were provided the opportunity to seek clarification on any relevant matters.
2. Three architectural teams (BVN, Grimshaw and FJMT) submitted a formal design response in early September 2016. Woods Bagot elected not lodged a submission. A plan illustrating each design submission is provided in Appendix C. An allowance of \$60,000 was made available to each team.
3. A technical/compliance review was undertaken by the established project team supporting the project. These technical assessments were provided to the Design Review Panel (DRP) to inform the evaluation process.
4. On 10 October 2016 (Day 1), each participating architectural team presented their architectural scheme to the Design Review Panel and answered questions provided by the Panel.
5. On 11 October 2016 (Day 2), the architectural team made presentations to a range of other stakeholders, through three (3) separate sessions, as follows:
 - a. Session 1: Breakfast Session with Industry Groups and Government Agencies. All architects presented and answered questions. The DRP members were invited to observe.
 - b. Session 2: Day time session with community groups. All architects presented and answered questions. The DRP members were invited to observe.
 - c. Session 3: Community open house session. Individual display by each of the architects were displayed.
6. On 12 October 2016 (Day 3), the DRP convened to consider the design submissions and associated presentations from the architectural firms, the feedback from stakeholders engaged on Day 2, the key findings from the high-level technical reviews completed by the project team and the Design Excellence Brief.
7. The DRP ultimately formed a view that it was not in a position to identify a preferred scheme, based on the information and design submissions available.
8. In light of the decision of the DRP, a decision was made by the SEGL to invite the competing architect firms to participate in a 'phase 2' - with the opportunity to submit additional information in support of their proposal and/or make refinements to their design response.
9. A period of 4 weeks was provided to the architectural teams to prepare their Phase 2 submissions. A further allowance of \$40,000 was made available to each team.
10. The phase 2 submissions were again the subject of high-level technical review by the project team and invited to make further presentations to the DRP. Following each presentation, the DRP was invited to ask questions of the architectural teams in order to ensure proper understanding of each proposal and seek clarification, where necessary.
11. FJMT were announced as the winning architectural team (refer Appendix D for design submission)

4 REVIEW OF DESIGN SUBMISSIONS

4.1 DESIGN REVIEW PANEL MEMBERS

The Design Review Panel (DRP) established for the Design Excellence Process comprised the following individuals:

- **Mr Greg Hawkins** – Managing Director of The Star (DRP Chair)
- **Mr James Doolan** – Regional Vice Presidential Hotel Development, Asia Pacific, Marriott International
- **Ms Lisa-Maree Carrigan** – Director Group GSA Architects
- **Mr Craig Allchin** – Adjunct Professor of Architecture, UTS and Lecturer of Urban Design Landscape Architecture, University of Pennsylvania
- **Mr Peter Poulet** – NSW Government Architect and General Manager, Office of State Architect

4.2 TECHNICAL ADVISORS

A project team assist with a technical review of each design submission. Table 2 below outlines the firms involved.

Table 1 – Project Team

DISCIPLINE	CONSULTANT
Process Manager and Town Planning	Urbis
Project Architect for balance of site	DWP Suters
Place-making	The Jerde Partnership
Urban Context/Design, Landscape Design and Heritage	Urbis
Engineering (Vertical Transport, Fire Engineering, Fire Protection, Acoustic, Pedestrian Modelling, ESD)	WSP Parsons Brinkerhoff
Services, Hydraulics	Umow Lai
Traffic and Transport	Mott MacDonald
Social Planning and Heritage	Urbis
Visual Impact Assessment	Architectus
Wind Engineering and Reflectivity	CPP
Structural (Hotel Tower)	WSP Parsons Brinckerhoff
Structural (Ribbon & Balance of Site)	TTW
Façade Engineering	TTW
QS	Rider Levett Bucknall

4.3 ASSESSMENT CRITERIA

The following criteria were established to frame the evaluation of the alternative design schemes by the DRP:

Criteria 1 – Commercial and function requirements (fit for purpose)

Weighting 50%

Matters for consideration:

- a. Creates a landmark, exemplar development contributing positively to the city.
- b. Provides an international standard development complementing the future vision of The Star.
- c. Provides an international standard building reflecting the Ritz Carlton brand.
- d. Enhances the built form quality and appeal of The Star.
- e. Satisfies the functional brief relating to:
 - i. Number, size and configuration of hotel rooms.
 - ii. Number, size and configuration of apartments.
 - iii. Hotel arrival experience.
 - iv. Provision of hotel and resident facilities.
 - v. Vertical allocation of building uses and activities.
 - vi. Vertical transportation and building core.
 - vii. Connections, linkages and relationship to existing activities at The Star.
 - viii. Vehicle access and parking arrangements.
- f. Conforms to the defined project budget.
- g. Maximises the marketability and appeal of the development.

Criteria 2 – Architectural and urban design merit

Weighting: 30%

Matters for consideration:

- a. Demonstrates innovative, distinctive, visually interesting architectural character.
- b. Maximises access to views, sunlight and natural ventilation.
- c. Creates attractive, clear and safe access arrangements for people visiting the site.
- d. Responds positively to the urban context, enhancing the ground plane and interfaces with the public domain.
- e. Demonstrates innovative use of materials and finishes to create a visually interesting development.

Criteria 3 – Buildability

Weighting: 20%

Matters for consideration:

- a. Effective response to critical construction and technical issues including:
 - i. Structural engineering and construction.
 - ii. Façade engineering and construction.
 - iii. Wind engineering and impacts,
 - iv. Fire engineering.
 - v. Crane limitations.
- b. Maximisation of ESD opportunities.
- c. Conformance with the defined solar envelope and minimisation of overshadowing.
- d. Conformance with relevant planning and development requirements (e.g. SEPP 65).

4.4 PHASE 1

4.4.1 Design Review Panel comments on BVN Architecture Scheme

- There is an absence of a clear rationale and purpose to the building design, including the reason for the split building design. The mixture of styles and forms is somewhat unintelligible and confusing.
- The absence of a podium is problematic and needs to be refined to ensure the tall tower is not provided straight from the ground plane.
- The scheme is significantly over the required floorspace and cost, and the reduction of these might be part of a solution in creating some form of podium at the ground level to mitigate the tower to the street issue.
- The external design of the building is overly complex and busy, creating a 'pop' art type experience which has the potential to date and lacks elegance. Some of the proposed façade treatments also have an impact on views out from the rooms.
- The design is considered to have the potential to be iconic as it provides a distinct and different form from what is currently provided in Sydney.
- The sky lobby is a positive and memorable feature that would deliver a unique visitor experience as well as being recognisable and distinct. This feature is strongly aligned with the 'brand' expectations of Ritz Carlton.
- The split building design enables daylight/views to be provided into the building lift lobbies on upper levels.
- Construction of the building could be achieved with relative ease.
- The tower roof design is confusing and overly complex and lift transfers to upper levels is an operational challenge.
- The design of the 'ribbon' lacks refinement.

4.4.2 Design Review Panel Comments Grimshaw Architects Scheme

- The ribbon design is very well resolved, providing an elegant and functional space.
- The ground plane treatment is very positive, creating a strong street presence and arrival area.

- The tower is elegant and functionally efficient, with excellent use of colours. The designers have successfully created a slim and 'inoffensive' building.
- However, the tower is not considered to be memorable or creating a distinct landmark. It has an 'international' feel but the round shape creates a sense of belonging to another (past) era. Overall the tower does not generate excitement and could be seen as somewhat bland.
- The building is considered iconic more by programming (light displays etc. rather than by form an design.
- The building design would enable relative ease and speed of construction
- The roundness of the building impinges upon providing a variety of floor layouts and experiences in the hotel and apartment which is not ideal.
- The building could be enhanced through elongating the tower but this would need to consider the interface with existing development.
- The public space on the rooftop is commendable but is outside of the brief and not 'fit for purpose', and the dedicated lifting utilises area and efficiency that could be allocated elsewhere.
- The design inspiration from a banksia plant is considered somewhat abstract

4.4.3 Design Review Panel Comments on FJMT Scheme

- The geometry of the design creates potential 'iconic' value, providing a striking and memorable world class building. While clearly visually interesting, the design currently lacks beauty. Refinement and 'resolution' of the 'twist' in the building could potentially deliver an iconic and beautiful building.
- The design is considered to be highly responsive to the site and its context. However it is noted that the building extends beyond the property boundaries creating a number of legal and practical challenges.
- While providing a strong external design, it is not evident that it provides an equally strong and memorable experience for people arriving at the hotel.
- The highly varied floor plates associated with the design create operational, fit-out and marketing challenges for both the hotel and apartments.
- The complexity of the design creates significant structural engineering and construction challenges.
- The design of the 'ribbon' element is interesting and makes an overall positive contribution to 'marrying' new development with the existing site. There is a concern that the dominant 'waterfall' element on the 'ribbon' could add further confusion in identifying the key arrival point into the complex.
- The multitude of hotel room designs may create operational challenges.
- A proposed floor to floor height of 3.1m compared to stated requirement of 3.2m could also create operational challenges.
- Consideration should be given to providing a simplified and more elegant roof treatment, avoiding providing public spaces which are outside of the brief.

4.4.4 Community Feedback

As part of phase 1 community feedback was sought by The Star of Day 2 of the design excellence process, three separate sessions were held for community groups, stakeholders and peak bodies; and the local community. Feedback was gathered by observation, discussion notes and an online survey.

Day 2 of the design excellence process was led by KJA, and comprised of the following sessions:

- a. Session 1: Breakfast Session with Industry Groups and Government Agencies. All architects presented and

answered questions. The Design Review Panel members were invited to observe.

- b. Session 2: Day time session with community groups. All architects presented and answered questions. The Design Review Panel members were invited to observe.
- c. Session 3: Community open house session. Individual display by each of the architects were displayed.

A total of 72 participants answered the survey online, the online survey showed that while half the respondents were positive about all three-architectural design, 74% agreed or strongly agreed that FJMT's design is or could be world class, with Grimshaw at 49% and BVN at 43%.

The Community Consultation Report prepared by KJA outlined the broader engagement program and outlines the community feedback provided for all three designs.

4.5 PHASE 2

As outlined earlier, the initial design submissions were evaluated by the DRP and the Panel formed the view that they were not in a position to recommend a preferred scheme. All architectural teams were invited to participate in 'Phase 2' of the Design Excellence Process, the teams were provided with an additional 4 weeks. Similarly, to Phase 1, Urbis and the broader consultant team reviewed the submissions and provided comments to the DRP.

The Design Review Panel convened on Thursday 1 December 2016 to consider the second stage submissions from the three competing architects (Grimshaw, BVN and FJMT). In considering the competing design submission, the DRP made a decision to select the FJMT submission, by consensus, as follows:

"FJMT presented an elegant, international standard design with a refined, distinctive and visually interesting built form meeting the expectations of the Ritz-Carlton brand and considered unique to its place as part of both the Star Entertainment complex and the broader Sydney environment.

The design provides a holistic appreciation and response to the surrounding context, optimising positive visual, environmental and operational outcomes. The ground plane treatments creates the promise of future improved linkages and relationships to the public domain. The design responds sympathetically to environmental considerations – for example, by maximising solar access for the surrounding area and by incorporating a façade and materials in keeping with the waterfront location.

The design fully addresses the operational needs of Ritz-Carlton, delivering highly efficient layouts, large guest rooms and world-class guest amenities. This is achieved in a way that maximises availability of a truly spectacular view of the Sydney CBD from the majority of guest rooms and all publicly accessible facilities such as the hotel's lobby, bar and restaurant.

FJMT presented alternative height approaches with the Panel supporting the taller scheme which is considered to achieve more elegant proportions with negligible additional environmental impacts.

The Panel noted that all submissions were of a very high quality and capable of satisfying the project brief. Having regard to the competition assessment criteria, the Panel concluded unanimously that the FJMT scheme is the preferred design."

After FJMT was announced as the preferred scheme, they were given 3 months to develop their scheme in conjunction with the project team, SEGL, Far East Consortium, and Ritz-Carlton. As described below in **Section 5**, FJMT presented their final design to the DRP in March 2017.

5 REFINEMENT OF SELECTED DESIGN

FJMT was invited to present refined plans to the DRP for endorsement on 16 March 2017, following their selection as the winning architectural team in December 2016.

The DRP commended FJMT on the extent of design development that had progressed, delivering a refined design that reflected and positively built on the design intent of the FJMT Phase 2 competition scheme. The 'ribbon component' of the design was specifically recognised as delivering an effective integration of activities and built form elements/language across the site.

The proposed community facility component of the development was commended by the DRP as offering significant benefits for the local community and represented a key feature of the design. The level of support from community stakeholders to date was also acknowledged.

In parallel with Modification 13, the DRP also sought to encourage the Star Entertainment Group Limited to continue advancing opportunities for public domain improvements beyond the site, in conjunction with relevant stakeholders. Such opportunities included, for example, strengthened linkages across Pirrama Road to the waterfront and improved pedestrian movements across the light rail network at Edward Street.

The intent to formally lodge Modification 13 in mid-2017 was acknowledged by the DRP. In advancing a formal submission, the DRP wished to advise the importance of the following matters being considered by the project team:

- Urban context – a clear demonstration of how the project relates to the planning for other nearby areas to the West of the traditional CBD, including for example Darling Harbour and the Bays Precinct (Fish market Site and White Bay etc.). The changing character of both the Sydney CBD and areas to the West was acknowledged.
- Community facility – establishing clarity and a firm commitment from the Star Entertainment Group Limited about the intended range of activities and operating model for this important component of the site. This will ensure the intended community benefit will be achieved in the medium to long term.
- Site linkages/legibility– establishing clear pedestrian movement opportunities and visual linkages through the site from Jones Bay Road, noting the inherent constraints of the site with different levels.

The Architectural Design Statement and Environmental Assessment Report provide further detail on design development and response to the DRP comments and suggestions.

APPENDIX A – DESIGN EXCELLENCE PROCESS

The background image shows the exterior of The Star building at night. The building features a complex, curved facade with a grid of structural elements. It is illuminated with vibrant purple and blue lights, while the upper levels are lit with red. In the foreground, large, white, three-dimensional letters spell out 'STAR'. A large, dark blue diamond-shaped graphic is centered over the image, containing the text.

THE  STAR

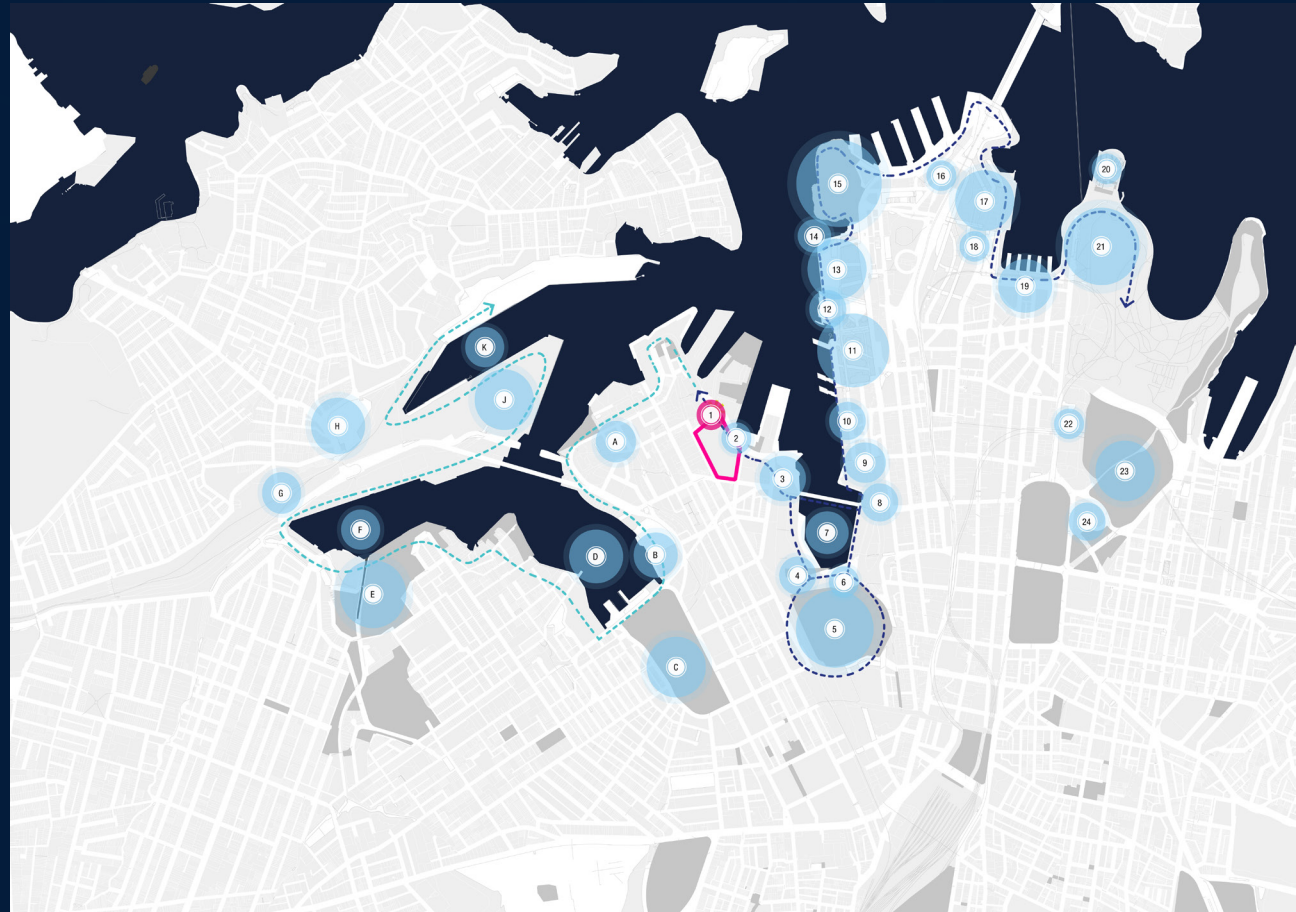
MODIFICATION 13
DESIGN EXCELLENCE
PROCESS

AUGUST 2016



THE STAR

The Star is Sydney's premier integrated entertainment and casino complex. The Star is a critical part of the Sydney city experience and a vital contributor to the social and economic status of NSW. It is one of the most visited places in NSW attracting both locals and tourists. It is one of the largest single site employers in NSW and makes substantial contributions to the NSW budget balance.



- | | | | | | | | |
|----|-------------------------------------|----|----------------------------|----|---------------------|---|-------------------------|
| 1 | The Ritz-Carlton Hotel | 11 | International Towers | 21 | Botanic Gardens | A | Jackson's Landing |
| 2 | The Star - Forecourt | 12 | Crown Sydney | 22 | NSW State Library | B | Sydney Fishmarkets |
| 3 | Australian National Maritime Museum | 13 | Central Barangaroo | 23 | The Domain | C | Wentworth Park |
| 4 | Sofitel Hotel | 14 | North Cove | 24 | St Mary's Cathedral | D | Blackwattle Bay |
| 5 | Tumalong Green | 15 | Barangaroo Point Reserve | | | E | Bicentennial Park |
| 6 | IMAX | 16 | Walsh Bay | | | F | Rozelle Bay |
| 7 | Cockle Bay | 17 | The Rocks | | | G | Rozelle Rail Yards |
| 8 | Four Points Hotel | 18 | Museum of Contemporary Art | | | H | White Bay Power Station |
| 9 | Sydney Aquarium | 19 | Circular Quay | | | J | Glebe Island |
| 10 | King Street Wharf | 20 | Opera House | | | K | White Bay |

MODIFICATION 13

The Star Entertainment Group (SEG) is advancing further significant investment into upgrading and expanding the complex to ensure it provides a world class facility having global appeal.

Building works planned for the complex include provision of additional hotel and other accommodation on site; improved and expanded food and beverage outlets including premium dining facilities; improved people and movement connections including upgrades to the light rail; upgrade of the external appearance and presentation of the facility.

SECRETARY'S ENVIRONMENTAL ASSESSMENT REQUIREMENT'S

The SEAR's for The Star Modification 13 were issued by The Department of Planning and Environment on 9 February 2016 and outlined two options for demonstrating Design Excellence for the project. Those two options are:

1. Through undertaking a competitive design process in accordance with the City of Sydney Competitive Design Policy. This requires that a Design Excellence Strategy is endorsed by the Secretary prior to the commencement of the competitive design process; or
2. Through an alternative design excellence process endorsed in writing by the Secretary which includes:
 - a design brief requiring a minimum of three alternative design options for the proposal;
 - establishment of a design review panel to review each alternative and inform the preferred design; and
 - mechanisms to retain the architect during the design and construction of the scheme.

SEG HAS ELECTED TO UNDERGO AN ALTERNATIVE DESIGN EXCELLENCE PROCESS FOR MODIFICATION 13.

DESIGN EXCELLENCE OBJECTIVES

Design excellence is a key principle guiding the development of project, including:

- To achieve the highest standard of built form outcomes for the site.
- To encourage innovation and best practice approaches to built form design.
- To encourage high quality built form that contributes positively to the overall architectural quality of the city.
- To provide buildings appropriate to their context.
- To achieve environmentally sustainable built form outcomes.

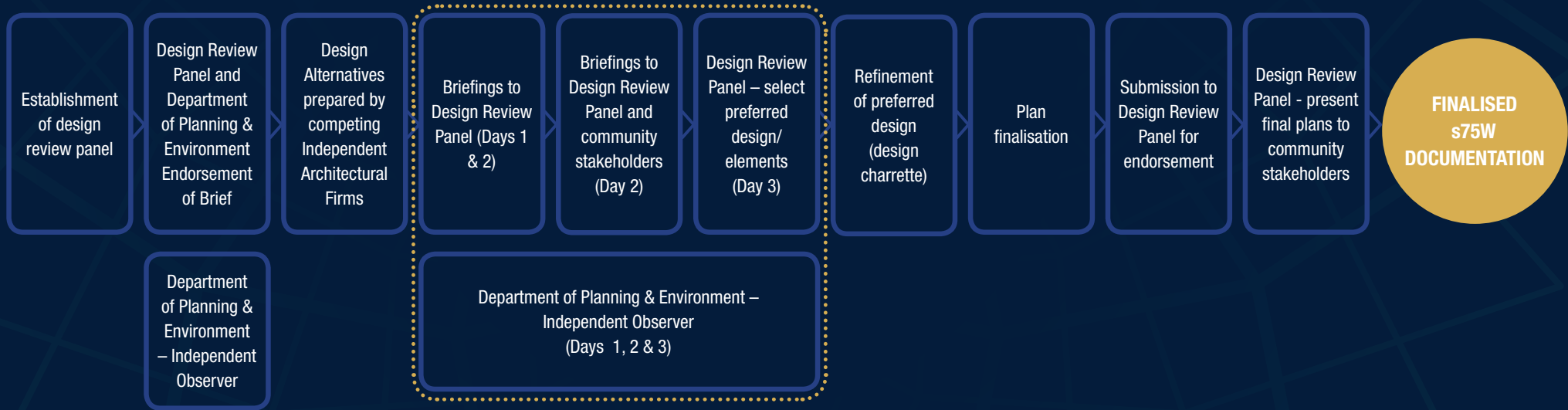
Consistency with Director General's Design Excellence Guidelines and objectives including:

- To achieve a diversity of architectural responses.
- To achieve a high standard of architectural excellence.
- To encourage flexibility within the urban design controls to allow for newer or unexpected solutions.
- To provide incentive through increased floorspace and/or height.
- To encourage a sense of civic pride.

For the purpose of this application, the development that is subject to the design excellence process includes the proposed hotel tower and associated podium level treatments and extensions. The location and scale of the proposed development has been developed in response to existing site constraints, the requirement to limit environmental impacts and a commercial brief to deliver a hotel as part of an Integrated resort to an International Standard. Through the consideration of design alternatives, the key outcome from the process is to achieve the best design solution for the proposal.

DESIGN EXCELLENCE IS PROPOSED TO BE ACHIEVED THROUGH THE FOLLOWING COMMITMENTS:

- Establishing a Design Review Panel (DRP).
- Seeking DRP endorsement of the competition brief.
- Convening a competitive design process.
- Including community stakeholders in the design process.
- Implementing an inclusive approach to design development on the site.
- Seeking DRP endorsement of final design.



DESIGN EXCELLENCE PROCESS

1. Establish a design excellence brief.

A **design excellence** brief will be drafted that includes the following information for the DRP and the design teams.

- Site background.
- Context.
- Relevant planning policies and guidelines.
- Indicative development massing.
- Commercial brief, including project elements, development constraints and feasibility scheme.
- Indicative façade typologies.
- Key Themes for Exploration.

2. Establish a Design Review Panel (DRP).

The role of the Design Review Panel (DRP) is to provide a robust evaluation of alternative design approaches.

The DRP will be comprised of a representative from SEG, a representative from The Ritz-Carlton and three eminent design professionals.

Design Review Panel members are required to formally acknowledge their independent role in the Design Excellence Process. Design Review Panel Members will provide formal statement clearly acknowledging their independence. This includes providing advice/opinions and selecting a preferred design for the project.

INDEPENDENCE

The members of the panel are required to provide independent advice and opinions in their assessment of design proposals.

CONDUCT OF MEETINGS

DRP meetings will be documented.

DECISION MAKING

Decisions will be made on a majority rules basis with DRP members able to record their concerns or disagreement with any decision.

DESIGN EXCELLENCE PROCESS

3. Convene a competitive design process.

- SEG has invited four leading architectural firms to participate in the Design Excellence Process in order to achieve a variety of design responses and a robust competition process. Relevant consideration for The Star included the requirement under the SEAR's to have a minimum of three alternative designs prepared and demonstrate capacity and experience to deliver large-scale projects in Sydney with a high standard of architectural merit.

4. Design review forum that includes third party stakeholders.

The Design Forum will occur over three days.

- Day 1 of the design forum will include presentations to the DRP by each of the competing design teams. After each presentation, time will be allotted for questions and feedback by the DRP, by SEG and by the stakeholders.
- Day 2 of the design forum will provide opportunity for presentations to community stakeholders and responding to questions.
- Day 3 will include a decision by the DRP on which is the preferred design and preferred design elements.
- The Department of Planning & Environment shall be invited to observe proceedings on all three days.

5. Selection of preferred project.

The DRP will establish criteria for selecting a preferred design and the ability to identify specific design elements to move forward.

Community stakeholder feedback will be made available to DRP as part of decision-making process.

DESIGN EXCELLENCE PROCESS

6. Refinement of preferred design.

- After a preferred design has been selected by the DRP, SEG will assemble a design charrette with the selected architect and full technical team.
- The charrette will entail refining the design presented to the DRP to address all of the questions and comments that came out of the presentation and subsequent technical discussions.

7. Endorsement of final design.

Once the design has been refined, a final plan pack will be forwarded to the DRP for their review and endorsement.



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APPENDIX B – ADVICE OF DEPARTMENT OF PLANNING AND ENVIRONMENT



Mr John Wynne
Managing Director
Urbis
GPO Box 5278
SYDNEY NSW 2001

16/12466

Dear Mr Wynne

Thank you for writing to the Department of Planning and Environment (the Department) about an alternate design excellence process for the proposed new hotel and residential tower at The Star, Pyrmont.

I can advise that The Department is satisfied the process adequately addresses the requirements of the Secretary's Environmental Assessment Requirements (SEARs). The Department does however recommend the terminology used in the design excellence brief is updated to ensure consistency with the terminology in the design excellence process.

I understand that the Government Architect, Mr Peter Poulet, has been nominated to act as a member on the Design Review Panel for this project and understand the Star Entertainment Group Limited is currently liaising with the Government Architect's office to coordinate membership on the Panel. Please also note the Department's nominated independent observer for the process is Mr Brendon Roberts, Team Leader, Key Sites Assessments.

Please ensure both the Government Architect's office and Mr Roberts are invited to all future briefings, meetings and presentations. In the event they are unable to attend an alternate member will attend.

Should you have any further enquiries, please contact Mr Ben Lusher, Director Key Sites Assessments, at the Department on (02) 9274 6552.

Yours sincerely

Marcus Ray
Deputy Secretary

20/10/2016

APPENDIX B – PHASE 1 SUBMISSIONS







APPENDIX C – PHASE 2 SELECTED WINNING DESIGN

