

Green Star - Communities PILOT Best Practice Design Review Guide

Date Issued: June 2013

Version	Release Date	Description of Changes
0.9	October 2012	Draft – For consultation
1.0	June 2013	PILOT Version

Note to PILOT projects

This document is being presented as the guidance to be used by registered PILOT projects to demonstrate compliance with Des-3 'Site Planning and Layout' and Des-4 'Urban Design'. The guide can also be used to outline alternative methods of compliance. As part of the PILOT process, suggestions and amendments are welcome.

The GBCA will use the stakeholder feedback and suggested amendments received during the PILOT phase to inform the version 1 release of the rating tool. This guide is applicable to all projects registered for a certified rating under the Green Star - Communities PILOT rating tool.

To submit any feedback, please email a marked up copy of this document to greenstarcommunities@gbca.org.au





CHANGELOG

Version	Release Date	Description of Changes
0.9	October 2012	Draft – For consultation
1.0	June 2013	Pilot Version Note to PILOT projects on the cover page updated to confirm the document is no longer a draft for purposes of consultation. No changes made to the main body of the document.



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1. Introduction

The Green Building Council of Australia (GBCA) has developed the Green Star – Communities PILOT rating tool to encourage and provide a framework for the delivery of sustainable community developments. The rating tool establishes best practice benchmarks and provides an avenue for independent third party certification of the sustainability of new and existing communities.

The 'Design' category within the Green Star – Communities PILOT rating tool aims to promote best practice community design and planning. The credits within this category therefore seek to influence aspects of community development including site selection, site analysis, site planning, layout and urban design. The four credits within the Design category of the Green Star – Communities PILOT rating tool have been developed to influence and align with key project stages. These stages include:

- The selection and/or acquisition of a site ('Site Location');
- The development of an understanding of the constraints and opportunities of the selected site, and the context within which it is located ('Site and Context Analysis');
- The development of the site's layout and urban form, based on its constraints and opportunities and in line
 with key sustainable planning principles ('Site Planning and Layout'); and
- The design of places, spaces and other urban components within the community (created by the site layout) in order to achieve the social, economic, health and wellbeing aspirations of the community ('Urban Design').

During the Green Star – Communities rating tool's development period, it was determined that two of the credits within the Design category - 'Site Planning and Layout' and 'Urban Design' - are qualitative in nature, and as such, the provision of accurate assessments in a transparent and consistent manner would prove difficult. The practice of design review was identified as the preferred measure of performance and the method of assessment for these two credits.

The practice of design review is an internationally accepted means of assessing the planning and design attributes of urban design projects. The design review process provides real value for projects by enabling design teams to continually improve their schemes based on advice from industry experts. The establishment of milestones for the planned undertaking of design review, and the incorporation of design review feedback is a widely accepted means for peer-review and testing of a project's design solutions.

This document builds upon the *Design Review Research Report* released by the GBCA in September 2011. It is intended to provide guidance to project teams on how to demonstrate compliance with the Green Star - Communities 'Site Planning and Layout' and 'Urban Design' credits. While it does include some additional reading materials and references to assist people in the establishment of a best practice design review panel, it is not intended to be a comprehensive guide to design review.

Feedback on this guide

The GBCA is interested in working with the community development industry to further develop this approach, and as such will seek the advice of industry experts to improve upon the design review method insofar as it relates to Green Star. Stakeholders are encouraged to engage with the GBCA, meet with us and provide feedback on this guide, and its application. Interested parties are encouraged contact us at: greenstarcommunities@gbca.org.au





2. Green Star & the Design Review Process

Design review is required to be undertaken where a registered Green Star – Communities PILOT project seeks to claim points under the Green Star – Communities 'Site Planning and Layout' and 'Urban Design' credits.

Due to the nature of Green Star – Communities-registered developments, there may be cases where a project has not held a design review panel meeting prior to the first submission. As a result, the submission requirements have been split into two stages:

- Stage 1: prior to a design review process; and
- Stage 2: during the planning and construction stages.

The diagram in the next page illustrates the relationship between design review, the two stages, and Green Star.

Project teams may seek to have both the 'Site Planning and Layout' and 'Urban Design' credits assessed at the same time as part of a single design review process. Alternatively, projects may seek to stage their design review process in line with the two relevant credits ('Site Planning and Layout' and 'Urban Design').

How points will be awarded

'Site Planning and Layout'

Design review process	One point is awarded where a project's site planning is subject to a design review process in accordance with the four key issues listed in this guide.
Site planning and layout excellence	One additional point is awarded where the project is assessed as being satisfactory to proceed through the planning process.
Independent panel	One additional point is awarded where the design review process is performed as above, and all members of the design review panel are independent of the project.

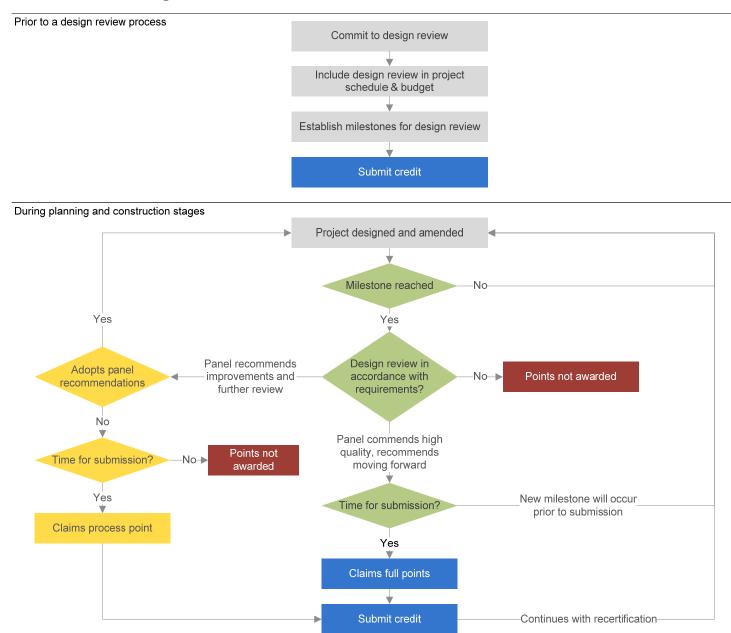
'Urban Design'

Design review process	One point is awarded where a project's urban design is subject to a design review process in accordance with the four key issues listed in this guide.
Urban design excellence	Two additional points are awarded where the project is assessed as being satisfactory to proceed through the planning process.
Independent panel	One additional point is awarded where the design review process is performed as above, and all members of the design review panel are independent of the project.





Green Star and design review in a nutshell



Green Star, statutory design reviews, and other design reviews.

Green Star does not require a specific design review meeting to be held for the sole purpose of a Green Star – Communities project submission. In most cases, the regulatory design review processes and panels that are required by government organisations or approval authorities will be sufficient for compliance, provided that the criteria outlined within this guide are met.





3. The four key issues

In applying design review in the context of these credits, there are four issues to consider:

- The inclusion of design review in the design and planning process;
- The diversity and independence of the design review panel;
- The use of comprehensive terms of reference during design review; and
- The implementation of design review outcomes.

Including design review in the design and planning process.

Design review meetings must be undertaken as part of a project's planning and design process. The project must include design review in its project timeline and budget. It must also establish milestones or conditions to be met in order to determine when and how many design review meetings must occur. At least one of these meetings must occur prior to the planning and design process that occurs before the submission of a development application (or similar) with a relevant approval/consent authority.

Diversity and independence of the design review panel.

The 'Design Review Panel' must be comprised of one panel chair and a minimum of two panel members. Members of the panel must possess project-relevant skills and experience, and be recognised experts in their discipline, with a minimum of 10 years experience.

Members are required to be registered by a relevant professional peak body and will be bound by that institutes' code of ethics in relation to objectivity, integrity and accountability.

The same panel chair and members are required to be present in all design review panel meetings. If, at any point, the chair, or a panel member is replaced, their replacement must comply with the requirements of this guide.

Defining independence

For the panel to be considered independent, no panel members can have been professionally involved with the project to be reviewed. All conflicts of interest that may arise from their involvement must also be disclosed by panel members.

In all cases, panels will be considered non-independent should any panel member be employed by an entity (or a subsidiary of an entity) that has been involved in the project in any meaningful way. Being a contributing member of a Design Review Panel is not considered to be 'employment' for the purposes of Green Star.

Use of comprehensive terms of reference during design review.

The design review terms of reference (terms) to be used by the design review panel include issues related to site planning and layout and urban design. Examples of the terms to be used are included Appendix C and Appendix D. These appendices include templates that can be used as part of the design review process, or that can be used by the project team to provide additional information to the Design Review Panel, to assist them in their assessment.

However, acceptable terms can also be found in the Major Cities Unit's *Creating Places for People: An Urban Design Protocol for Australian Cities*. Alternative terms of reference will be assessed against the listed appendices in this guide.





Implementing design review outcomes

The result of a design review will constitute either a recommendation to proceed to the next step, or a series of recommendations for improvement that must be implemented prior to moving forward. In some cases, these recommendations may include a subsequent assessment by the Design Review Panel following the implementation of improvement measures.

Where the outcome is a series of recommendations for improvement, the project team may choose:

- Not to implement the recommendations, and stop the design review process altogether (no points awarded);
- To submit for assessment, with a commitment to address the design review recommendations prior to the next review (design review process criterion can be claimed in this instance); or
- To address the recommendations prior to submission, and submit for a new review (potential for full points to be awarded).

For a project to be considered satisfactory to proceed through the planning process, and thus claim full points, the following must occur prior to submission:

- The Design Review Panel has provided a recommendation at all design review meetings that the project move forward to the next stage; or
- All Design Review Panel recommendations for the review of relevant issues have been implemented by the
 project team, and the design review panel has subsequently recommended the project move forward to the
 next stage.

It should be noted that no points will be awarded should the Design Review Panel note that:

- The project is of poor quality, and/or has fundamental problems with significant work required to institute improvement; or
- There have been two consecutive design review panel meetings where the Panel's recommendations have not been implemented.

A note for PILOT projects

The GBCA will require each PILOT project to submit a Credit Interpretation Request (CIR) where it seeks to achieve points under the 'Site Planning and Layout' and/or 'Urban Design' credits.

The CIR submitted by PILOT projects must provide relevant information on how the design review process that is being implemented on the project responds to the requirements contained within this guide.





4. Submitting for 'Site Planning and Layout' and 'Urban Design'

A short report prepared by a 'Suitably Qualified Professional' that describes the submission for this credit. The short report should detail:

- The points to be claimed;
- A short description of how each of the credit criteria is being claimed, that correlates to the documentation submitted, as described below.

Short Report

Where a project is undergoing recertification, the short report should also describe:

- The progress to date from the previous round of certification; and
- Any changes that may impact the achievement of the credit criteria from the previous submission.

Evidence showing that the project applicant is committed to design review, has accounted for it in its project program, and has established milestones or timeframes for when design review will occur. This evidence must also show the composition of the panel, the terms that are used for the design review process, and where relevant, the panel's recommendations.

Design review process

Prior to any design review milestones occurring project teams must submit:

- Confirmation from the applicant where the detail above is outlined; and
- A project plan that outlines the project's key design review milestones.

Upon meeting the design review milestones the project team must submit:

- A short report that includes details on the composition of the panel and demonstrates that there are no conflicts of interest present, or justifies any apparent conflicts of interest;
- A copy of the Design Review Panel's terms of reference, and a comparison of such to the criteria outlined in this guide; and
- A copy of the final Design Review Panel recommendations (see Appendix B for an example of a design review template and recommendations).

Evidence must show that the Design Review Panel has recommended that the project proceed to the next milestone.

Site planning and layout excellence

-or/and-

Urban design excellence

Prior to any design review milestones occurring project teams must:

- Commit to addressing the Design Review Panel recommendations.
- Submit a project plan indicating the timeframe for the implementation of any potential recommendations.

Upon meeting the design review milestones project teams must:

 Submit a copy of the final Design Review Panel recommendations (see Appendix B for an example of a design review template and recommendations).





Evidence must show that the Design Review Panel is independent of the project.

Independent panel

Prior to any design review milestones occurring the project team must submit:

• A confirmation from the applicant stating their commitment to independence.

Upon meeting the design review milestones the project team must submit:

 A declaration of independence from all panel members. Alternatively, the project team may submit the CV of the panel members in order to demonstrate that no conflicts of interest exist.





References and Further Information

Further information on design review may be found in:

- Design Review Panel: Terms of Reference, Integrated Design Commission, 2011
- Design Review, Principles and Practices, 2009 Commission for Architecture and the Built Environment (CABE)
- How to do Design Review, Creating and Running a Successful Panel, 2006 CABE
- Design Review, How CABE evaluates quality in architecture and urban design, 2006 CABE

Further information on panel setup and administration may be found in:

- Design Review, Principles and Practices, 2009 CABE
- How to do Design Review 2006, CABE

Further information on good design may be found in:

• Design Review, Principles and Practices, 2009 CABE

Further information on evaluating design may be found in:

Design Review, How CABE evaluates quality in architecture and urban design, 2006 CABE





Appendix A. Background

In 2010, the GBCA commissioned a desktop study into the potential opportunities for using design review in the Green Star – Communities PILOT rating tool. This research was undertaken by HASSELL, and identified the potential benefits and application of design review as a method of assessing compliance against Green Star credit criteria. This research report is available on the Green Star - Communities website (www.gbca.org.au/greenstarcommunities). A summary is provided below.

What is the purpose of design review?

The main purpose of design review is to provide expert and impartial design advice to project teams, local planning authorities and government. Its objective is to continually improve the quality of projects throughout the design process. When applied well, design review can improve a project by testing the quality of its scheme, identifying opportunities for improvement at an early stage, and by providing objective expert advice.

Design review can result in the following outcomes:

- The provision of greater consistency in the quality of design;
- Alignment of design outcomes with national / international policy objectives;
- The promotion of big picture community benefits;
- The provision of greater transparency and rigor in the planning and design process; and
- The engagement of community and other key stakeholders.

Additionally, successful design review can foster collaborative engagement between government and built environment professionals. It can also strengthen the broader community's confidence in the ability of developers to achieve best practice community-based planning and urban design outcomes.

Globally, design review processes have been found to provide the following benefits:

- The provision of an objective viewpoint;
- The identification of opportunities for improvement at an early stage;
- Support to good design;
- The provision of best practice expertise and experience that may not be available to the project team; and
- The provision of best practice expertise on complex design and sustainability issues.

Design review stakeholders

While the Green Star – Communities PILOT rating tool will be primarily used by developers, other stakeholders will benefit from a well-conducted design review/s. These stakeholders include:

The community

The process of design review can provide the community with an understanding of planning and design principles, and a sense of security that the values of the community, including safety, health, affordability and equality have been addressed in the planning and design phase.





Planning authorities

The process of design review offers local and state governments with a practical and independent means to understand where improvements can be made on a project, while providing decision makers with confidence in the design's applicability. This enables planning authorities to guarantee high quality public spaces, and supports the approval process. A successful design review process can develop and foster community confidence in design and planning services - a highly desirable outcome for planning authorities.

Developers

The process of design review can reduce the risk of unexpected design decisions or costly mistakes and provide increased end-user and community satisfaction with urban design outcomes. Design review can also assist developers to assess their designs against the intended outcomes of their project's brief. Furthermore, the rigor of independent third-party design review provides a higher level of confidence of the likely outcomes of a project's design and delivery, and can assist with risk management.

Project teams

The process of design review provides constructive and impartial advice to project teams. It can identify opportunities for improvement and enhancement, in addition to providing support and confirming best practice design (when assessed against a nominated set of criteria). It provides an objective examination of a project's overall design while providing external critique of planning and design issues. It can also help build knowledge and capacity, and establish strong relationships between practitioners and other stakeholders.

Ten Principles of Design Review

For design review to benefit the industry and general community it has to offer consistently high standards of panel management and advice. These high standards have been distilled into ten principles by the Commission for Architecture and the Built Environment.

Good design review is:

- 1. **Independent:** It is conducted by people who are separate from the scheme promoter and decision maker and it protects against conflicts of interest.
- 2. Accountable: It records and explains its advice and is transparent about potential conflicts of interest.
- 3. **Expert:** It is conducted by suitably trained people who are experienced in design and know how to criticise constructively. Design review is usually most respected where it is carried out by professional peers of the project's designers, as their standing and expertise will be acknowledged.
- 4. Advisory: It does not make decisions but acts as a source of impartial advice for decision makers.
- 5. Accessible: Its findings are clearly expressed in terms that decision makers can understand and use.
- 6. **Proportionate:** It is used where the significance of a project warrants public investment in providing design review at national, regional and local level, as appropriate. Other methods of appraising design quality should be used for less significant projects.
- 7. **Timely:** It takes place as early as possible in the life of a design in order to save time and money if/and when changes are required. If a planning application has already been made, review happens within the timeframe for considering the application, and is repeated when a further opinion is required.
- 8. **Objective:** It appraises schemes in accordance with reasoned, objective criteria rather than the subjective tastes of individual panel members.





- 9. **Focused on outcomes for people:** It asks how this building or place can better meet the needs of the people that will use it, and takes into consideration everyone who may be affected by it.
- 10. **Focused on improving quality:** It constructively seeks to improve the quality of architecture, urban design, landscape, highway design and town planning.

Source: Commission for Architecture and the Built Environment, 2009





Appendix B. Design Review Panel: Report Template

Design Review Report

This report can be used by the Design Review Panel to demonstrate compliance with both Des-3 'Site Planning and Layout' and Des-4 'Urban Design'.

•	•
Project Name:	
Design Review Date:	
Location:	
Design Review Organi	ising Body (if relevant)
Name	
Description	
Report Issued By	
Signed:	
Date:	
Revision	
Panel Members At	tendee Register
Panel Review Chair	
Name	
Area of Expertise / Experience	
Declarations of Interest	
Signed:	
Panel Member #1	
Name:	
Area of Expertise / Experience	
Declarations of Interest	
Signed:	





Panel Member #2	
Name:	
Area of Expertise / Experience	
Declarations of Interest	
Signed:	
Panel Member #3	
Name:	
Area of Expertise / Experience	
Declarations of Interest	
Signed:	
Panel Member #4	
Name:	
Area of Expertise /	
Experience	
Experience Declarations of	
Declarations of Interest	
Declarations of Interest Signed:	
Declarations of Interest Signed: Panel Member #5	
Declarations of Interest Signed: Panel Member #5 Name: Area of Expertise /	





Design Team Attendee Register

	NAME	ORGANISATION	PROJECT ROLE	SIGNATURE
1				
2				
3				
4				
5				
6				

Documentation Reviewed



Reference timing of review

TIME	ACTIVITY
e.g. 10am – 10:05am	Introduction to the development team by the client





Panel Chair statement of review outcomes and recommendations:





Comments related to the Terms of Reference

Site Planning and Layout

PRINCIPLE	PANEL COMMENTS and RECCOMMENDATIONS
Integrating with Existing Development	
Urban Form	
Design for Mixed Use	
Density	
Public Transport	
Activity Centre's and Employment	
Landscape and Green Infrastructure	





Urban Design

PRINCIPLE		PANEL COMMENTS and RECCOMMENDATIONS
	Enhancing	
Productivity and	Connected	
Sustainability	Diverse	
	Enduring	
PRINCIPLE		PANEL COMMENTS and RECCOMMENDATIONS
Liveability	Comfortable	
	Vibrant	





PRINCIPLE		PANEL COMMENTS and RECCOMMENDATIONS
	Safe	
	Walkable	
PRINCIPLE		PANEL COMMENTS and RECCOMMENDATIONS
	Context	
Leadership and	Engagement	
Governance	Excellence	
	Custodianship	





Appendix C. Site Planning and Layout Terms of Reference

NO.	THEME	GUIDANCE		
		 Where developments are infill or sequential in nature, they should maximise local connections (public transport, street, pedestrian and open space connections). 		
		 Vehicular connections to the external street system should be appropriate to the site and surrounds. 		
		 Address the external street network consistent with the relevant road hierarchy. 		
1	Integrating with Existing	 Facilitate vehicle and pedestrian movement from and to the project site, particularly related to access to public transport, business / activity centres, and community facilities. 		
	Development	 Provide frontage to and views over adjoining parkland. 		
		 Extend linear open space systems and associated pathway networks into the site. 		
		 Incorporate and protect important views and view corridors. 		
		 Ensure appropriate infrastructure connections are based on the capacity of the external networks. 		
		 Acknowledge the heritage and character of the site and surrounding development. 		
	Urban Form	Where the development scale allows, cluster neighbourhoods to support activity centres.		
		 A movement network has been provided based on a highly interconnected street network that has a logical hierarchy, maximises safety and promotes walking and cycling, and public transport. 		
2		 Ensure development provides extensive frontage to and addresses the existing and proposed open space system. 		
		 On smaller sites, building height and bulk should be compatible with the surrounding development. 		
		Create prominent entry points to new development.		
		 The design and layout of the development responds to the project vision and the site and context analysis. 		





NO.	THEME	GUIDANCE		
3	Design for Mixed Use	 Provide an urban structure that can support a mix of uses, and that is flexible enough to change over time. 		
		 Incorporate a traditional grid street system that has been modified to suit local circumstances. 		
		 Incorporate a range of complementary residential, commercial and retail uses, and community facilities including open space, consistent with the project vision and local needs. 		
4	Density	 Identify a target density that supports the planned facilities and activities including the provision, extension or enhancement of public transport infrastructure. 		
		 Provide a mix of housing types and styles to facilitate housing choice, affordability and ageing in place, and which address local housing needs. 		
		 Increase residential densities in suitable locations proximate to activity centres and high frequency public transport stations / stops. 		
	Public Transport	 Provide an urban structure and form that supports public transport and associated facilitates. 		
		 Maximise compatibility with existing systems and extensions of relevant networks either via appropriate street design or provision of suitable corridors / corridor widening. 		
5		Densities to support new public transport if in a greenfield area.		
5		 Density and distribution of activities along public transport routes proximate to stations / stops. 		
		Development of a street network and block lengths that are safe and efficient and encourage walking to public transport.		
		 Avoid amenity impacts associated with public transport routes e.g. heavy rail noise. 		





NO.	THEME	GUIDANCE		
6	Activity Centre's and Employment	 The size, location and layout of activity centres should be appropriate to the development size and type, and take the needs of the existing and proposed community and the relevant activity centre hierarchy into account. 		
		 Activity centres should facilitate a mix of complementary uses, including community facilities. 		
		 The provision of community facilities should the needs of the existing and proposed community into account. 		
		 A wide range of businesses and employment types should be promoted in response to local circumstances. 		
		 Activity centres should be designed to reduce the need for car travel and to facilitate pedestrian access and movement. 		
		 Activity centres should incorporate well designed areas of public space. 		
	Landscape and Green Infrastructure	 Provide a network of well-distributed parks and recreation areas consistent with the needs of the existing and proposed community and the relevant open space hierarchy. 		
		Encourage design for multiple uses of open space areas.		
		Utilise water sensitive urban design practices.		
7		 Ensure road reserve design provides for appropriate landscape treatments (including street trees), avoids future infrastructure / landscape conflicts, and facilitates active transport modes. 		
		Protect areas of high quality / important flora and fauna habitat.		
		 Utilise high quality design acknowledging future maintenance requirements. 		





Appendix D. Urban Design Terms of Reference

NO.	THEME		GUIDANCE
			The design seeks to enhance the local economy, environment and community by:
		Enhancing	 Respecting the needs and aspirations of the local community who live and work there through engagement strategies;
1			 Creating opportunities for businesses to be established and to thrive;
			Enhancing existing natural environmental qualities;
			Maximising functionality, and usability; and
			Celebrating heritage, culture and community identity.
	-		The design seeks to maximise connectivity by:
		Connected	 Ensuring there are connections to surrounding areas;
			 Promoting the location and orientation of places;
2	Productivity		 Providing a range of transport options, including public transport, and walking and cycling infrastructure;
	and Sustainability		 Connecting jobs, schools, shops, facilities and services;
			 Providing opportunities to connect with the natural environment.
		Diverse	The development offers a diversity of experiences to choose from. For example:
			Each locality has its own unique character and qualities;
3			 There is a rich range of experiences – including how you move around and interact with others, what buildings and spaces look and feel like, and what cultural, social and physical things you can do;
			There is a range of facilities, services and activities available;
			Despite the diversity, there is an overall harmonious blend;
			 People can take different routes depending on their mood, or if in order to visit different places on your way; and
			There is biodiversity in the flora and fauna.





NO.	THEME		GUIDANCE
4		Enduring	 The development makes places that endure and are of quality. For example: Things are built to last. They are made of robust materials, are well-designed and provide a sense of quality; Places are visually engaging as well as practical; Places are well-maintained and cared for; Places are designed to save resources including water, energy and materials, and have a minimal impact on the environment; and Places can evolve and adapt over time.
5	Liveability	Comfortable	 The development makes people feel comfortable and welcome within that place. For example: Places are comfortable to walk through, sit, stand, play, talk, read, or just relax and contemplate within; Places have minimal exposure to unpleasant noise, wind, heat, rain, traffic or pollution; Places can be used freely, at least in part, without having to pay; and Places allow people to be themselves and feel included as part of the community.
6		Vibrant	 The development creates places that are vibrant, and where there are people around. For example: People can see that there are other people around; People enjoy themselves and each other's company; There are places to meet and interact, play, explore, recreate and unwind; and Overall places are desirable spaces to visit, experience, or live within.
7		Safe	 The development makes people feel safe. For example: People feel safe and secure, even at night or on their own; There are no signs of decay, such as graffiti, rubbish, weeds or derelict places; and Roads and paths are safe for adults and children to walk or ride their bikes.





NO.	THEME		GUIDANCE	
		Walkable	The development creates places that are enjoyable and easy to walk and cycle around. For example:	
			Priority is given to people walking or riding, before vehicles;	
8			 It is easy to get around on foot, bike, wheelchair, pushing a pram or wheeling luggage; 	
			 Buildings and streets feel like they are the right size and type for that place; and 	
			 Physical activity and social interaction is encouraged and healthy lifestyles are promoted. 	
			The development works within the planning, physical and social context. For example:	
			Places set, or work within strategic planning frameworks;	
9		Engagement	 Places integrate with the physical environment, including topography, biodiversity, landscape and views, existing streets and buildings, and infrastructure; 	
			 Places incorporate the heritage, culture and historical context of surrounding communities and places; and 	
			Places are compatible with the surrounding social and economic activities.	
			The development engages with relevant stakeholders. For example:	
	Leadership		 Community developers acknowledge that urban design is primarily about creating places for people; 	
10	Governance		 Community developers engage people in the development of their community; and 	
			 Community developers adopt a multi-disciplinary and collaborative approach to planning and design. 	
		Excellence	The development fosters excellence, innovation and leadership. For example:	
11			 Best practice planning, design, engineering, procurement and maintenance is prioritised; 	
			 Universal design and accessibility is championed; 	
			 Design, and design expertise is integrated, from the earliest stages of a plan or project through to completion; and 	
			 Competent, skilled professionals are engaged to design and deliver on projects. 	





NO.	THEME		GUIDANCE
			The development considers custodianship and maintenance over time. For example:
			 It is recognised that communities, environments and cities are continually evolving and adapting;
12		Custodianship	 The wider environmental, social and economic costs and benefits of development, operations, maintenance and disposal are considered;
			 The appropriateness of the design for ongoing maintenance, operations and upkeep is ensured; and
			 Strategies to reduce and adapt to climate change are incorporated into the design.



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