

Case Study

Project	Redevelopment of the former Royal Adelaide Hospital Site
Organisation undertaking the engagement	Renewal SA, with consultants democracyCo and Kath Moore & Associates
Estimated cost of the engagement	\$TBC
Estimated person hours associated with the engagement	TBC

What was the project?

Renewal SA is leading the redevelopment of the former Royal Adelaide Hospital site, one of the most significant inner city redevelopment sites in Australia, now known as Lot Fourteen. As part of a broader engagement strategy, the project involved the targeted engagement of young people in shaping the masterplan for the future development of the site.

What were the objectives of the engagement?

The objectives of the engagement were to:

- to gain early input to help shape the draft masterplan for the site
- gain views from a larger representation of young people than was achieved through earlier community engagement
- ensure that the future users of the site are actively included in providing input to inform the redevelopment of the site
- understand young people's aspirations for both the look and feel and future uses of the site
- generate community interest to support future use and activation of the site.

What was the 'scope of influence'?

In seeking young people's views, Renewal SA advised that their input would be integrated into the ongoing broader consultation for the masterplan, helping to shape the redevelopment of the site and its connections to the East End of Adelaide's central business district, while respecting the historic and cultural heritage of the site.

The engagement involved the participants to gain ideas on:

- what would make the site a great place
- what would attract the respondents to the site and why
- possible uses for the site
- entrepreneurial opportunities
- how the open public spaces could be used
- look and feel.

Renewal SA provided the integrated feedback to its consultants Woods Bagot and Deloitte Access Economics, for consideration in development of the draft masterplan and innovation framework that shape the vision for the site.

How was the engagement undertaken?

The engagement targeted the following three groups of young people: school students, university students and young professionals and entrepreneurs.

The engagement consisted of three elements:

- a series of seven facilitated interactive workshops involving 164 participants
- an online survey containing 13 questions which drew 153 responses
- a series of three Minecraft design challenges, attracting 151 submissions.

Workshops

Tailored workshops were designed and led by an independent facilitator experienced in working with young people. Hosted at each organisation's premises, the workshops explored the future of the site reflecting three broad design principles; functionality, innovation and aesthetics.

Across four workshops, 99 school students - aged 10 to 18 years - worked at three stations, either individually or in groups, to produce ideas using the following approaches:

- Build – ideas for the site using Lego,
- Draw – creating a poster for an imagined future event, venue or activity at the site, or
- Write – 'interviewing' a fictional future user of the site.

Across two university sessions and one entrepreneurs' session, 34 university students and 31 entrepreneurs imagined the site in the future through a 'world café' format, with display panels and Post-it notes, prompted by the invitation to explore the following three statements:

- Functionality – 'The site could be used for'
- Innovation – 'The site would be a great place if'
- Aesthetics – 'I would be attracted to the site if'

The university and entrepreneur sessions closed with a Poll Everywhere survey asking participants to rank what was most important to them about the former Royal Adelaide Hospital site.

Online Survey

Concurrently an online survey, open for three weeks, sought the views of young business people and entrepreneurs between the ages of 18 and 35 on what attracts them to the Adelaide CBD and, in particular, what would attract them to the site once redeveloped.

Minecraft Design Session

Three Minecraft challenge sessions were held during Hybrid World Adelaide (2017) attracting 'worlds of ideas' from a broad range of school students aged between 6 to 15 years.

Participants were provided with a base map of the site and encouraged to use the popular computer game Minecraft to build creative 3D ideas that showcased what they thought should be built at the site to attract people from around the world to spend more time in Adelaide.

How was the engagement's success measured?

From the outset the engagement was intended to maximise participation from a traditionally 'hard to engage' demographic. Systems were implemented to capture participation and response rates across the various activities.

The breadth and diversity of content generated through the engagement was meticulously catalogued, with the outcomes of the engagement activities summarised across a number of reports provided to the project team and masterplan consultants, as well as being made available to participants and the public.

Participant satisfaction was captured via the key contacts within each organisation at the close of workshop sessions and through subsequent correspondence. Feedback was highly positive and included detailed responses from individual participants.

How did Renewal SA 'close the loop'?

Schools and universities expressed interest in being involved in future opportunities and were subsequently invited to attend facilitated site tours which showcased the future vision for the site, along with the key engagement outcomes to which they contributed. One school later approached Renewal SA to interview staff for their City Week Research Project which focused on how building design affects wellbeing.

Comprehensive engagement reports were prepared and made available to participants and the general public. The outcomes from this engagement are also showcased online and on-site, helping to demonstrate how they are contributing to the development of the masterplan.

Four university students from the workshops were provided with an opportunity to spend the day with Renewal SA as work experience, with each student's day structured around their study discipline.

Renewal SA also maintains a database of contacts which is regularly updated as the project progresses. Communication via this database is a way for interested participants to be kept updated regarding project progress as well as learning about potential opportunities to continue their participation, such as Open Days.

How does this project demonstrate the Community Engagement Charter's principles in action?

Principle	How this project reflects this principle in action
<i>Engagement is genuine</i>	A genuine effort has been made to hear from a demographic traditionally under-represented in engagement. A variety of methods have been tailored to the target audience ensuring capture of a wide and diverse range of input. Engagement activities were structured to capture ideas in aspects of the project which could be influenced by community input and undertaken at a stage when input could have meaningful impact.
<i>Engagement is inclusive and respectful</i>	Engagement activities were tailored to the target audience by a specialist consultant with experience working with young people. School activities were designed to be fun and interactive for all ages; participants were supported and encouraged to provide input via mediums they were comfortable with.
<i>Engagement is fit for purpose</i>	Engagement activities captured ideas about aspects of the project able to be influenced by community input. With activities tailored to specific groups, participants created and expressed ideas through a variety of flexible mediums.

Principle	How this project reflects this principle in action
<i>Engagement is informed and transparent</i>	Publicly available engagement reports outlined the content generated through the various activities. Participants were advised that their ideas would be incorporated into the broader community feedback, which was subsequently provided to relevant parties for consideration in the development of the site masterplan and vision. Interested participants were kept informed of the project's progress by subscribing for updates.
<i>Engagement is reviewed and improved</i>	Formal and Informal debriefing was undertaken after each engagement session to identify opportunities for improvement, enabling upcoming workshops to be further refined and tailored. The processes and tools used in this engagement have been internally reflected on and evaluated, and subsequently incorporated into the development of in-house engagement guidelines and an electronic engagement portal.

Engagement reports are available from: renewalsa.sa.gov.au/projects/lot-fourteen/

This type of engagement process, or elements of, could be used in relation to the following designated planning instruments:

- regional planning
- rezoning under the Planning and Design Code



