

OPEN
IDEAS

ROYAL
ADELAIDE
HOSPITAL
SITE
DESIGN
COMPETITION

STAKEHOLDER
SUBMISSION
SYNTHESIS

Contents

Introduction

- 1.0 Adelaide City Council**
- 2.0 Adelaide Symphony Orchestra**
- 3.0 Ananguku Arts and Culture Aboriginal Corporation**
- 4.0 Art Gallery of SA**
- 5.0 Botanic Gardens and State Herbarium**
- 6.0 Carclew**
- 7.0 Contemporary Art Centre of South Australia**
- 8.0 East End Traders Association**
- 9.0 History SA**
- 10.0 Media Resource Centre**
- 11.0 RAH Heritage Committee**
- 12.0 SA Water**
- 13.0 SciWorld**
- 14.0 South Australian Museum**
- 15.0 University of Adelaide**

Introduction

Purpose

The purpose of this Report is to provide an outline of the Stakeholder engagement element of the Royal Adelaide Hospital (RAH) site Open Ideas Design Competition process, and provide a synthesis of submissions received.

Background

South Australia is building a new Royal Adelaide Hospital to replace the existing infrastructure located on North Terrace in Adelaide's CBD. When the new Hospital opens in 2016, the Royal Adelaide Hospital site will become vacant. This presents a unique opportunity for the government of South Australia to develop a vision for the future of the site.

In June 2013, the South Australian Government announced funding for a design-led engagement project for the current Royal Adelaide Hospital site. The South Australian Government, through the Office for Design and Architecture SA (ODASA) is committed to enabling excellent and effective design to ensure quality built and sustainable environments for South Australia.

The RAH 'open ideas' process was a significant initiative being the first design competition run by the South Australian Government that has sought to put design at the start of the planning and procurement process. This represented a fundamental shift in thinking about the future planning of significant sites.

Process

To respect the significant connections people and organisations have to the RAH site, ODASA developed a three-tier approach based on the idea that: 'Many minds are better than one'. This process sought to gather a broad spectrum of ideas, experiences, and opportunities to develop the vision of the future of the site. These three tiers consisted of community engagement, stakeholder engagement, and an International Open Ideas Design Competition.

The AIA-endorsed design competition was launched on 18 July 2013 to national and international Architects and Landscape Architects. Seven objectives for the competition were developed which were used as the criteria for Stage 1 of the competition:

1. Creating a civic and cultural place
2. Delivering best practice in sustainable design
3. Enhancing connectivity to the City and its context
4. Creating of public open space as an extension of the Park Lands
5. Respecting the site's cultural and built heritage through adaptive reuse and innovative new uses
6. Achieving an economically viable proposal that supports the East End Precinct, the City of Adelaide and South Australia
7. Exploring the relationship with the adjacent university campuses

Stage 1 closed on 28 August 2013 and received 126 entries from 24 countries. An expert judging panel reviewed the Stage 1 submissions over a period of three full days and they choose six teams to progress to Stage 2 of the design competition.

A critical element of Stage 2 was how the designs would be developed, and how they would ensure that the values of the South Australian community and stakeholders were considered. All of the community and stakeholder submissions were provided to the short-listed design teams.

Design teams were asked to consider these comments and reflect on how their consideration affected their final design. As such, an additional judging criteria was added for Stage 2:

A considered response to the public, stakeholders' and Project Reference Group's comments about the future of the RAH site.

The public comment was contained in a separate report and was also provided to design teams for Stage 2.

Below is a summary of the stakeholder engagement undertaken, and a synthesis of the ideas that were made to ODASA for the future of the RAH site.

Stakeholder Summary

ODASA invited key stakeholders to a briefing on 4 July 2013, prior to the launch, to outline the

three-tiered approach for the future of the RAH site. At this meeting, it was proposed that a Project Reference Group be formed of significant stakeholders with strong physical, historic or economic links to the site. The Project Reference Group was ineligible to enter the design competition, but were given an opportunity to comment on the Stage 1 shortlisted submissions and processes.

Separate to the Project Reference Group, broader stakeholder engagement was also sought. On 19 August 2013, ODASA sent out a request to key stakeholders seeking ideas for the future of the RAH site. It was outlined in that email that stakeholder submissions, of no more than 5 pages, would be submitted to the 6 short-listed design teams for Stage 2. This request was sent to over 50 key stakeholders with a key interest in the RAH site.

Including government organisations, community groups, educational institutions and private companies, ODASA received 15 dedicated submissions. Those submissions were made available in their entirety to each design team to download for further information.

To address probity concerns all organisations that submitted ideas were asked to only provide additional information on their submissions through ODASA. This was to ensure that all information was provided equally to all teams and did not disadvantage any team.

A short synopsis of each organisation, and their submission is outlined below:

1.0 Adelaide City Council

Organisation background

Adelaide City Council (ACC) is the local government authority for the City of Adelaide. The City of Adelaide covers an area of 15.57 square kilometres and more than 50% of Adelaide is made up of Park Lands.

There are about 22,000 people living in the City of Adelaide. Throughout the year there is an average of around 28,000 people staying overnight in the City of Adelaide, which represents an average of 6,000 tourists, business travellers and visitors staying in city accommodation per night.

It is estimated that approximately 118,000 people work in the City of Adelaide and the majority of the city's office buildings, retail outlets and other work places are located in the Rundle Mall precinct.

Adelaide City Council has a vision for economic prosperity and environmental sustainability that focuses on key actions that promote and support economic growth, employment and investment.

Adelaide City Council has signed an agreement with the State Government to be an internationally recognised 'Green City' by 2020. Festivals and events have brought many visitors to the city from overseas, from other Australian states, and from regional South Australia, so the Adelaide City Council is planning for more events in the future.

Submission summary

The ACC supports the seven objectives developed for the future of the RAH site. In addition to the guiding principles for the future of the site (summarised below) the ACC would also like to note specific challenges for design teams.

ACC advises that design teams should consider the variety of individual buildings on the site, both heritage and non-heritage listed. Teams should also note that under the *Adelaide Park Lands Act 2005* and associated Adelaide Park Lands Management Strategy, the RAH site forms part of the Adelaide Park Lands and as such must have regard to the principles.

Also the site plays an important role in the future of the east of Adelaide and the ACC seeks to reinforce the importance of the economic vitality of any future use. The ACC would like the design to support connectivity throughout the precincts (transport, cycling, walking) and reinforce the importance of North Terrace as a cultural precinct.

ACC summarised principles:

- Creativity and Open Space
- Heritage and Character
- Economic Impact

2.0 Adelaide Symphony Orchestra

Organisation background

The Adelaide Symphony Orchestra is a Limited Liability Company formed under the *Corporations Act 2001*. While it is a non-government entity it receives funding from the Australia Council for the Arts and the South Australian Government through Arts SA, as well as ticket sales, sponsorship and donations. Government funding consisted of 64% of its revenue in 2011.

The Adelaide Symphony Orchestra was founded as a 17-player radio ensemble and performed its first series of public concerts in 1936. The orchestra reformed in 1949 as the 55 - member South Australian Symphony Orchestra but reverted to its original and present title, the Adelaide Symphony Orchestra in 1975.

It is the largest performing arts organisation in South Australia and each year, performs over 100 concerts across a diverse musical spectrum. The ASO also provides the orchestral support for the State Opera of South Australia and performances by The Australian Ballet and Opera Australia, and is a significant contributor to the Adelaide Festival.

Submission Summary

The ASO proposes that a new Concert Hall on the Riverbank could be built as an integral component of an economic redevelopment of the current RAH site, within the context of the Greater Riverbank Precinct Implementation Plan. The RAH site provides greater scope for a truly economic architectural design and provides an opportunity to co-locate other cultural institutions and/or hub along North Terrace. This could also provide the opportunity to combine this cultural development with a commercial venue.

Submission detail:

- Could house other organisations (i.e. State Opera)
- Proposing 14,000 sq m, 2,000 seats, stage capacity of 100 musicians, 200 person choir
- Rehearsal space, ASO administration, public areas

3.0 Ananguku Arts and Culture Aboriginal Corporation

Organisation background

Ananguku Arts and Culture Aboriginal Corporation ICN 3834 is an Aboriginal-owned and governed peak body for the arts. Our members are the artists of the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands in the far north-west of South Australia. The organisation is governed by a 12-member board elected by the artists. Our purpose is to keep our culture strong for our children and support Aboriginal wellbeing across the APY Lands and Regional South Australia, by supporting arts practice of the highest calibre. In this way we celebrate Indigenous culture.

Submission Summary

As the gateway to the unique and powerful Indigenous arts and culture of the Western Desert culture bloc, the submission suggests the following could be included in the RAH space:

- Art centre/studio
- Gallery
- Retail area
- Outdoor performance space/ landscaped amphitheatre with space for 500 picnic rugs (for traditional inma and contemporary dance and song)
- Meeting/venue space
- Office space to services this centre
- Office space to hire to other Indigenous organisations including an APY policy space.

The submission focuses on the benefit of an appropriate exhibition space to benefit the city of Adelaide.

4.0 Art Gallery of SA

Organisation background

The Art Gallery of South Australia's (AGSA) objectives and functions are effectively prescribed by the *Art Gallery Act 1939* and can be summarised as the preservation, research and communication associated with heritage and contemporary works of art of aesthetic excellence and historical or regional significance. As a Statutory Authority, AGSA receives funding through Arts SA as an annual appropriation.

The mission of AGSA is to serve the South Australian and wider communities by providing access to original works of art of the highest quality. The Gallery seeks to foster, promote and enhance understanding and enjoyment of the visual arts in general through its permanent collections, temporary exhibitions and other public programs.

615,538 people visited the Gallery, free of charge, to see the permanent collection and exhibitions in 2012-13, a 16% increase from the 531,564 visitors in the last financial year. The AGSA has over 65,000 works of art-making it the second largest state art collection in Australia. It is valued at over \$600 million.

Submission summary

AGSA proposes development of an Art Discovery Centre (ADC) on the RAH site. The ADC would be a vibrant hub where art meets education. In most art galleries and museums most objects are stored behind-the-scenes, but at an ADC, you can discover the collection at your leisure.

Submission detail:

- Expected visitors of 500,000 per annum
- SA has the third most valuable collection in Australia and of the 65,000 pieces, only 2% of the collection is currently on display at any one time
- Art-led learning experiences
- Requires 12,000 sq m, interactive displays, auditorium for lecture and film, classroom facilities for educations, IT hub, studio for residency programs
- Sculpture park linking the ADC and the Botanic Gardens
- Links with universities

5.0 The Board of the Botanic Gardens and State Herbarium

Organisation background

The Board of the Botanic Gardens and State Herbarium (the Board) owns and manages the Adelaide Botanic Garden and Botanic Park through the *Botanic Gardens and State Herbarium Act 1978* (the Act). For more than 150 years, the Adelaide Botanic Garden, which borders the RAH site, has played a significant role in the cultural life of the state. With approximately 1.8 million visitors a year, the 26-hectare garden is the most visited of the State's cultural institutions. The Botanic Gardens appear on Colonel William Light's Plan of Adelaide making the Botanic Gardens the oldest cultural institution in Adelaide.

Submission summary

The Board notes that 1.2 hectares were resumed from the Garden in 1951-52, to enable construction of the East and Hone Wings of the RAH. The Board has commissioned a range of studies to guide the future development of the proposed land, which are referenced in the submission.

Lead principles supported by the Board for redevelopment of the current RAH site:

- Returning, as a minimum, 1.2 hectares of land resumed from the Garden in 1951-52
- Enhancing the landscape values of, and view sheds from, the Adelaide Botanic Garden
- Improving access and connections to the city – and completing the North Terrace cultural boulevard
- Providing beauty, peace and tranquility and educational opportunities for city residents and other visitors
- Ensuring new built form on the current RAH site respects and complements the values, qualities and aesthetics of the Adelaide Botanic Garden
- Providing a transition zone from the city to garden

Key issues for the Board include:

- Strategic Issues: expanding the gardens, acknowledging the significance of the gardens as a cultural institution, addressing the impact of the buildings on the visual values and entry experience of the gardens, acknowledging the impact of new uses on the capacity of the gardens.
- Landscape Issues: controlling viewsheds to conserve and enhance visual values, improving access and connections to the city, enhancing recreational activities, ensuring built form recognises the Garden's benefits, conserving and enhancing the Garden's values.
- Community and Visitor – Trust and Expectations: ensuring visitor facilities are maintained and enhanced to include increased connectedness and accessibility to the North Terrace Boulevard precinct and the city in general, for all users.
- Economic Value: investment in the Botanic Gardens and high quality green space can result in economic and social returns for the city, building on existing high visitation levels.

6.0 Carclew

Organisation background

Carclew is South Australia's only multi-artform and cultural organisation dedicated to artistic outcomes by and for people aged 26 and under. It provides young people with opportunities to try different artforms, supports emerging artists to develop their craft and advocates for youth arts practice. Carclew's programs consist of workshops, events, arts projects, funding programs, and skill development opportunities.

Don Dunstan (then Premier of South Australia) announced that historic Carclew House in North Adelaide would become a centre for creative activities by or for young people in 1971 and the organisation was first incorporated in 1972.

For over 40 years, Carclew has maintained its commitment to providing outstanding arts experiences for children and young people and support for the professional practice of early career artists. It is the key government funding body for artistic outcomes for children and young people in South Australia and leads sectoral policy and industry development initiatives.

Submission summary

Carclew supports the location of a range of arts and cultural activity at the RAH site, extending the North Terrace cultural precinct and creating an environment conducive to sharing of ideas and resources. This should necessarily include small to medium performing arts companies which create work for, by, and with children and young people.

Submission details:

- Location of one or more children's theatre and/or youth arts company day-to-day operations
- Access to purpose-built rehearsal, performance and workshop spaces which accommodate participant and school groups (including bus access, holding and lunch areas, safety and egress)
- Recreational infrastructure (public art, skate-park, outdoor amphitheatre)
- 2012-13 Youth Arts Snapshot: creation and/or presentation of 42 new Australian works, delivery of 1,416 workshops with 14,680 children and young people, 31 weeks performing, combined box office of \$305,000.

7.0 Contemporary Art Centre of South Australia

Organisation background

The Contemporary Art Centre of South Australia (CACSA) was established as the Contemporary Art Society in 1942, resultant of a breakaway group from the Royal Society of Arts by young artists seeking greater opportunities for their work. CACSA, incorporated in 1986, has a significant history of contemporary visual arts activity and maintains strong links with the South Australian community through its membership. In the past decade and a half CACSA has developed into one of Australia's leading contemporary visual art spaces and publishers, one of two Adelaide members of the national Contemporary Art Organisations of Australia (CAOS).

The mission of CACSA is to promote, develop and support contemporary art practice and critical thinking through South Australian, national and international exhibitions, publications, debate and associated activities. CACSA owns its own property in Parkside SA, just south of Adelaide's CBD. CACSA has a tripartite funding agreement with the Australia Council for the Arts and Arts SA to fund its operations.

Submission summary

Following a 2006 Asset Planning Report prepared by Wiltshire+Swain, CACSA has focused on the RAH site as a potential cultural and educational facility for the organisation.

CACSA proposes to establish a high-profile twenty-first century contemporary visual art and cultural venue. The Museum of Contemporary Art Australia serves as a model for the development of a contemporary art and culture venue at the site of the old Royal Adelaide Hospital, with CACSA well-placed to act as its foundation and operational platform, given its more than seventy-year history, its South Australian and national cultural role, desire to relocate, and capacity for contribution of assets towards reaching such an outcome.

Submission details:

- A hub that is a venue, with a lounge/bar/café, flexible and innovative exhibition spaces, commercial opportunity to sell art, books etc.
- Could be integrated into existing structure or be developed as a purpose-built structure.

8.0 East End Traders Association

Organisation background

The East End Coordination Group is a volunteer committee with a coordinator funded by the Adelaide City Council. The group has, as its main focus, the continued improvement of the East End of the City of Adelaide. This improvement involves both structure and function. With the right structure, incumbent upon appropriate urban planning, function will improve.

The function of the East End relates to the day-to-day activities which impact on traders and residents. The Precinct Licensing Statement for the East End is our guide for living and working in the area.

Submission summary

The primary statement by the East End Coordination Group (EECG) is that whatever happens with the RAH site there must be a measurable positive economic impact on the precinct. The submission includes quoted comments from traders and residents, but broadly proposes ideas such as:

- The provision of a boutique hotel operation that could utilise components of the existing infrastructure.
- The conversion of an existing structure to an institutional art use. Perhaps an extension to the existing Art Gallery of SA to allow greater exhibition of the current collection.
- Turning an existing building into a specialty medical service.
- The conversion of some of the existing infrastructure into a private hospital.
- Turning a large portion of the site into a university with the provision of student accommodation and affiliated services.

9.0 History SA

Organisation background

The History Trust of South Australia (trading as History SA) is a statutory authority established in 1981 under the *History Trust of South Australia Act 1981* to encourage the research and public presentation of South Australian history and to safeguard South Australia's material heritage. History SA's central administration is located at the Torrens Parade Ground, Victoria Drive, but its main public face is presented by three history museums – the Migration Museum, National Motor Museum and the South Australian Maritime Museum. History SA also manages a community history program. History SA is responsible for:

- Researching and interpreting South Australia's history
- Preserving and exhibiting South Australia's material history
- Managing museums of its own and assisting the State's community museums
- Encouraging and assisting the work of South Australia's historical societies
- Providing policy advice to the Minister for the Arts on issues of relevance to South Australia's history and material culture.

Submission summary

History SA proposes creating a Museum of Adelaide on the RAH site. Combining state of the art digital displays with iconic historic objects, the Museum of Adelaide will tell South Australia's distinctive stories in new and surprising ways. The Museum of Adelaide would be a bold new exhibition centre that would project Adelaide's stories to the world, and provide the city with a cutting edge, world first, tourism destination.

Submission details:

- Would include digital displays
- Colonel Light's original Plan of the city
- Educational and community resource
- Requires 1500-3000 sq m, 24-hour climate control, lighting, 20 administration staff, education program space 100 sq m, shared lecture theatre and media room.

10.0 Media Resource Centre

Organisation background

The MRC started life in 1974, making it one of the oldest film organisations in Australia. The not-for-profit, membership-based centre recognised the need to foster emerging film-making practice in South Australia, becoming a focal point for preparing South Australians to enter the professional film industry. Countless SA film-makers have started their careers at the MRC.

In 1992 the MRC opened the Mercury Cinema where it continued to provide a CBD-located cultural screen hub with a diverse curated program of local and international independent films and travelling film programs, which would not be seen in Adelaide otherwise. Through the Adelaide Cinémathèque, one of the nation's oldest and most successful, and other screening programs, the MRC has trained some of the country's most notable film curators, including the current Artistic Director of the Melbourne International Film Festival.

MRC cinemas and production training facilities bring the film industry together and act as an interface between the general public, the local and national screen industry, and the wider screen culture fraternity. While the MRC community programs assist ordinary South Australians to tell their stories to a professional standard while fostering connectivity and engagement. These programs have won local, national and international awards including at SXSW (Austin), Tropfest Jr and the Australian Centre for Social Inclusion's Bold Ideas, Better Lives Challenge. Through its Screen Seekers program the MRC works with children and teenagers to give them the skills to engage creatively and skillfully with the digital media revolution.

Stakeholder Summary

The MRC proposes that new premises at the RAH site could be built to incorporate a major public interface, not only in terms of establishing new cinemas but also workshop and studio/green screen spaces for young people and the community to learn about, train in, and create moving images. A movie image exhibition space could also be considered. ACMI (Australian Centre of the Moving Image) has similar spaces through which it runs similar youth and community engagement programs. MRC proposes that the new premises could include:

- A roof garden cinema
- Additional cinemas 350 seats, 200 seats, 80 seats
- Exhibition space
- Restaurants/cafes/catering – conference centre
- Links to universities' media and cultural studies
- Links to Carclew (South Australia's youth arts centre) and other art organisations
- Community programs

11.0 RAH Heritage Committee

Organisation background

The RAH Heritage and History Committee is the committee formed by the Board of the Royal Adelaide Hospital. The RAH Heritage Office is located within the existing RAH site and is funded minimally through the hospital. The committee oversees the Heritage Office as the executive arm of the committee. It curates collections of historical material dating from the foundation of the original hospital, broadly classified as archives and equipment.

Submission summary

The Heritage Committee proposes that a Health Museum of SA could be developed on the RAH site that will provide to the community of South Australia a museum dealing with all aspects of health care. It could be an institution that is recognised nationally and internationally.

Submission details:

- Proposed to be located in the Bice Building or possibly the McEwin building
- Seeking seed funding and a budget allocation for renovation and refurbishment with ongoing funding raised from public and private funding – through pharmaceutical/medical equipment companies, universities, private health providers and philanthropists and that 'naming rights' could be used.
- Seeking \$1 million in seed funding over 2 years.

12.0 SA Water

Organisation background

SA Water is a government enterprise, wholly owned by the Government of South Australia and established by the proclamation of the *South Australian Water Corporation Act 1994* on 1 July 1995. Its predecessor was the Engineering and Water Supply Department and the organisation can be traced back to 1856.

SA Water provides water and wastewater services to approximately 1.5 million people in South Australia and managing water, wastewater, infrastructure assets and contracts is a significant part of its business.

SA Water is responsible for assisting to develop the South Australian water industry and also undertakes work on behalf of the Murray-Darling Basin Commission. SA Water is currently working on some of the largest water security projects in South Australia's history such as the Adelaide Desalination Project.

Submission Summary

SA Water proposes removal of the majority of buildings to transform approximately 70% of the area to open space. It noted this could be divided into two main categories: Blue space – an area devoted to an artificial wetland; and green multiple-use open space – this would include grassed areas bordered by trees to encourage social interaction. Key points of the submission include:

- Diversion of over 25% of the storm water generated in the city for passive treatment prior to reaching the River.
- Wetland could include deep pools, rock chutes, and perhaps a small lake.
- Overflow points to sub-surface storage tanks around trees - with the ability to recirculate water.
- Could connect to ACC's GAP scheme for recycled water
- Established as a demonstration/ education site

13.0 SciWorld

Organisation background

SciWorld is a South Australian not-for-profit organisation that provides science outreach programs in various locations around Adelaide and South Australia. It stores equipment with the help of the University of South Australia at Mawson Lakes. SciWorld formed in early 2007 following the closure of The Investigator Science and Technology Centre in late 2006. SciWorld aims to establish a new science centre in Adelaide to use as a base to run exciting science education programs for all South Australians, with particular emphasis on those in the 6-15 year age group.

Submission summary

SciWorld proposes that the RAH site be used to house a variety of science, technology and historical groups and organisations which, together, would operate to provide a science and technology centre for South Australia. This centre would have a strong emphasis on South Australian science and technology history, current innovations, interactive science activities for young people, science exhibits, and offer teacher in-service opportunities, meeting grounds for science and technology societies, science films and presentations, collaborations between various science groups (including the adjacent universities) and other activities that would publicise and encourage science, technology and mathematics in South Australia.

14.0 South Australian Museum

Organisation background

The South Australian Museum is a respected and admired science institution that annually attracts 800,000 visitors, the third largest number of any Australian museum. It sits in the heart of Adelaide's Cultural Precinct, is an important community gathering place and contains countless childhood memories.

The South Australian Museum is dedicated to the conservation and study of nature and culture for the benefit and enjoyment of current and future generations. It advances knowledge through scientific research derived from collections to support life-long learning in our community; and contributes to the global understanding of human cultures and the natural world.

It is one of Australia's truly multidisciplinary museums and holds an incredible depth and range of national and internally significant collections in the areas of Fossils, Minerals, Australian Aboriginal Culture, Biodiversity and Exploration.

Submission summary

The South Australian Museum proposes curated visible storage for the RAH site in order to place publicly-held collections into the hands of the public to be studied, shared and enjoyed. The notion of open ideas generated by visible storage would offer an aesthetically compelling display, supported digitally by augmented reality, that can be a pivotal museum experience. It can also provide important opportunities for creative collaboration with other cultural partners and universities in order to spark new research and new ideas.

Submission details:

- Display of more of the 95% of Museum collection currently in storage
- Increased technology in visitor engagement, such as Augmented Reality, Layar and Indoor Positioning Systems giving access to multimedia information about objects.

15.0 University of Adelaide

Organisation background

Established in 1874, the University of Adelaide is Australia's third oldest university. With an international reputation for conducting world-leading research across a wide spectrum of areas, Adelaide University is consistently ranked in the top 1% of universities worldwide and is a member of the Group of Eight; a coalition of Australia's foremost research intensive universities.

The University constitutes more than 20,000 students and over 3,500 members of staff across our three main campuses.

Submission summary

Adelaide University proposes a menu of options that the University would consider for an East Creative Precinct. It envisages a high-energy, 24-hour creative common, a clear expression of South Australia's brand DNA. It would have the vibrancy and energy of a creative community, artists and creative professionals at work, exhibiting, sharing and engaging. It would link to the city, universities, Parklands, the Botanic Gardens, North Terrace Cultural Precinct and transport.

Adelaide University is ready to consider a number of partnering proposals including potential: new humanities faculty, relocating activities from south of North Terrace, potential new buildings, relocating car parking, student accommodation and extending campus services. Adelaide University urges designers to keep all options open and as such submits a menu of partnering opportunities to inform Stage 2 designs.

- Student apartments – refurbishment of nurses quarters
- Retail to support facilities and spaces
- Active community spaces
- AGSA new contemporary art space, design workshops



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