



**THE PROJECT:** MosaicLab were engaged by the Land Development Agency (LDA), to facilitate a Community Panel to establish a set of 'objectives' which as part of a RFP for the development of the Canberra Brickworks Precinct (CBP). The 'precinct objectives' aimed to balance the expectations and needs of stakeholders with support for the site's history and heritage, while meeting urban renewal requirements. The panel members represented a broad range of local interest groups and in total reach more than 5,500 members. From November 2015 to March 2016 the LDA hosted six collaborative workshops.

**THE ISSUE:** The project proposed the restoration, revitalization and activation of the historic, heritage and near-forgotten CBP site. Historically, the CBP project had been controversial, failing on two occasions, with community members left feeling disempowered, ignored and mistrust. This was the first time the ACT Government had used a 'citizen's panel' which offered participants more of an advisory role with greater authority and influence. The Panel are representatives of a group, organisation or association with an interest in the CBP development.

**PRE-WORKSHOP RESEARCH:** MosaicLab were candid with the requirements of the LDA giving the citizen's panel the right resources. LDA wanted the community to work together, and so were very open and transparent, willing to support the group and the process, while acknowledging previous failures. There was a willingness early on from all to work together to try something different.

**THE WORKSHOP PROCESS:** To best engage with the group, MosaicLab researched the history of the project, and worked with each citizen to understand their individual concerns, to gauge if they were prepared to work differently and explore ways to work together to achieve all aims. A different style of conversation environment was deliberately created to meet - there was no boardroom style of meeting room, rather circular seating, giving citizens opportunities to discuss what they hoped to achieve and their aspirations. The group showed leadership qualities, and were willing to let go of their own views and listen to others. There was a willingness to be flexible, explore issues supportively rather than going into battle.

### **TOOLS TO ENSURE THIS PROCESS SUCCEEDED:**

- Agreeing to objectives while keeping the focus - constantly coming back to **what are they here to do**.
- A commitment to listen and involve everyone **"I have heard you all say ...."** and **praises** about their individual and collective concerns and hopes, while giving them time to reflect and not rushing the process.
- Practical, clear instructions on **how to work together** towards a common goal particularly given past failures.

**OUTCOME:** The CBP Project has successfully gone to tender with full community endorsement and support. The development site reduced from 49 hectares to 16 hectares, with building heights capped at three storeys. The 'precinct objectives' were included in a Request for Proposal (RFP) document released in April 2016. The RFP outlines community aspirations for the site, and provides clarity to prospective developers on what the community values about the site and its expectations for a successful development.

**WHERE TO FROM HERE:** Based on an unprecedented level of community consultation, the Government expects to sell the CBP to a preferred developer by early 2017. The citizen's panel were asked to provide their advice on a set of objectives – that is exactly what they did - and they went beyond their remit. This citizen's panel will have the opportunity to continue beyond this scope.

**FACILITATOR THOUGHTS:** This project was very successful, and all worked well to move from outrage to full collaboration. The Community are pleased with the process and outcome, are now less cautious and aware that they are very capable of working together into the future. A citizen's letter to the client endorsing the process was especially rewarding as the citizen had been involved in the past failures of this project. The client and citizen's publically going on record in the media to endorse panel and the project was a highpoint of success, including an Innovation award, an internal government award, which garnered much press and media for the project.



## KEY LEARNINGS:

<b>MOSAICLAB TRISIGHTS</b>		
<b>Facilitator insights:</b>	<b>Participant insight:</b>	<b>Client insight:</b>
<p><b>“Consider using editorial assistance on the day of the workshop, this will enable the facilitator to focus on the content rather than trying to fulfilling multiple roles. Having assistance enabled focus on the relationship roles at hand rather than editing a live document.”</b></p> <p><b>Keith Greaves, Co-Founder MosaicLab</b></p>	<p><b>“We went into the community panel process feeling sceptical. As a community organization we had experienced decades of frustration with government planning processes. When the ACT Government established the CBP Community Panel, we finally had a seat at the table – literally – and it felt like a sensible, iterative approach to community engagement. Once we had responsibility as member of the panel, we were able to go back to the community to update, consolidate and refine community opinion.”</b></p> <p><b>David Harvey, President, Yarralumla Residents Association.</b></p>	<p><b>“The involvement of a community panel during the request for proposal stage had been very successful. We expect we’ll roll this out in future engagement processes. The restoration and conservation of the brickworks was a key objective raised by the community and has been incorporated into the request for proposal documentation.”</b></p> <p><b>Mr Ponton, LDA</b></p>