



Participatory Budgeting Community Panel

10 Year Capital Works Plan

Recommendations and Report to the City of Greater Geraldton

30TH November 2013

In Partnership With



Curtin University



**City of
Greater Geraldton**
a vibrant future



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Certification of Process by the Independent Review Committee

We, the members of the Independent Review Committee for #changesCGGcommunity, having observed and reviewed the process for Community Panel participation in the development of the 10 Year Capital Works Plan, including the Assessment Criteria certify that this initiative has, to the best of our knowledge, met the following requirements:

1. The process was fair and unbiased;
2. The Community Panel was representative of the community of Greater Geraldton;
3. Panellists received the information they needed in a format they could understand to enable their decision making; and
4. Panellists were given the time, information and support to problem solve;

Signed:

Ian Carpenter, Mayor, City of Greater Geraldton

Neil McIlwaine, Deputy Mayor, City of Greater Geraldton

Raina Savage, Independent Review Committee Member

Dave Clare, Independent Review Committee Member

Trevor Lake, Independent Review Committee Member

30 November 2013

Date

Forward

Local governments in Western Australia are facing the difficult challenge of achieving financial sustainability in an environment of increasing community expectations. Within this environment, the City of Greater Geraldton is challenged with balancing the needs and aspirations of the community with their ability to pay.

The Council has a budgeted net operating loss of \$5.97M for the 2013/14 financial year and does not expect to be in a breakeven position until the year 2022. The City of Greater Geraldton's financial position means that many community needs and aspirations are unlikely to be delivered within the short term, without significant increases in rates or reduction in expenses.

In coming up with solutions to these challenges, the City has long recognised that the best solutions are those that are made collaboratively between Council, the Community and its staff, utilising the principles of engagement and deliberative democracy.

The community of the City of Greater Geraldton have been engaged in a number of deliberative democracy projects in the past, including the 2029 and Beyond Project and precinct planning projects. The overwhelming response from the community is that they want to continue to be engaged in a more democratic way when it comes to the management of the City.

Under the banner of #changesCGGcommunity, the City is working with the Community via Community Panels to determine the priorities for the 10 Year Capital Works Plan and a framework for evaluating new projects for inclusion in future capital works plans. This will provide staff with a more focused approach for progressing capital works and some level of certainty for the community about what facilities they can expect Council to deliver in the coming years.

The Community Panel charged with this mammoth task has worked extraordinarily well and provided the City with an invaluable contribution to developing a prioritised list of Capital Works and well-crafted criteria for use in the future and we offer them our sincere thanks for their dedication to the task, their hard work and passion.



Ken Diehm

CEO, City of Greater Geraldton

Executive Summary

In September 2013, the Council of the City of Greater Geraldton (CGG) decided to develop a more rigorous process to allocate the funding for their Capital Works Projects that included the considered voice of the people of Greater Geraldton. Given the complexity of long term infrastructure planning, it was determined that providing the opportunity for comprehensive deliberation would be the most effective way to include ordinary people in the long term capital works decision-making process. Hence, it was decided that a Participatory Budgeting initiative would be implemented, consisting of a random sample Community Panel, that would determine a priority list of projects for inclusion in the City's ten year capital works plan, as well as a set of criteria (used to determine that ranking), that could be applied by the City for determining future capital works priorities.

A local demographer (with oversight from the NewDemocracy Foundation) was given the task of eliciting a descriptively representative random sample of the local community, that matched as closely as feasible the most recent Census data. Community members who agreed to participate were sent welcome information packs that outlined their task and timetable, and provided important background information.

In November 2013, 28 randomly selected members of the community participated in Community Panel deliberations. The deliberative workshops took 4 full days, each Saturday from 9th – 30th November, with one additional 4 hour sub group meeting of Panel volunteers prior to session 3. Agendas were distributed at the beginning of each workshop that outlined the purpose of the day's deliberation and how it would be achieved. At the conclusion of each workshop participants took home a hard copy report of their day's deliberations, key themes and priorities. A participant evaluation survey was completed after each day's deliberation, and the results were discussed the following week. Additionally, two members of an Independent Review Committee met with the participants at the end of each day's deliberation without any of the City or Curtin University support team in the room, to determine the extent to which the process had been fair, unbiased, representative, well informed and deliberative.

The Final Report of the Community Panel Deliberations was handed to the Mayor at the close of the final day's deliberation. Giving due consideration to the estimated ceiling of \$68million available for Capital Works over the ten years, the Panel recommended a prioritized list of the City initiated and Community initiated capital works projects and a set of criteria with a rating system. They recommended that both the City and Panel criteria be applied separately to each project, resulting in two separate columns of a City rank and a Community rank, encouraging debate in the decision-making process. Following a statistical normalisation process, the Panel recommended that the scores be considered equally, with the combined scores of City and Community becoming the final ranked list. Additionally, the Panel, recommended a plan for future community participation through their continued involvement in the 10 year capital works budgetary allocation, as well as future 2-4 yearly random sample Community Panels.

Community Panel Background

Taking account of the City's budgeted net operating loss of \$5.97M for the 2013/14 financial year, it developed a goal of reaching a breakeven position by the year 2022. To move towards this goal, it became apparent that many community needs and aspirations would be unlikely to be delivered within the short term, without significant increases in rates or reduction in expenses. Given the experience of the past 3 years of implementing deliberative democracy through the '2029 and Beyond' Project, the City determined that the best way forward would be to develop a plan to address these issues via a collaborative process between Council, the Community and the City staff, utilising the principles of deliberative democracy.

Accordingly, in September 2013, the City of Greater Geraldton (CGG) decided to implement a Participatory Budgeting initiative using a random sample Community Panel to deliberate and recommend a priority list of projects to be funded in their ten year capital works budgeting process, as well as a set of criteria (used to determine that ranking), that could be used by the City for prioritising future priorities. Establishing such a process had been discussed previously during the innovative three year '2029 and Beyond' deliberative democracy action research initiative. The aim of this initiative was to achieve greater sustainability through developing a deliberative community and collaborative governance. This action research was a joint undertaking by CGG and Curtin University Sustainability Policy (CUSP) Institute. As part of the research process, in late 2012, the Council and City had been privileged to be the recipient of training seminars from an internationally renowned Participatory Budgeting expert who had flown to Geraldton from Portugal (at no expense to CGG). In late 2013, the new CEO of CGG strongly believed that empowered community decision-making on budgetary allocations should be a central feature of *#changesCGG*, an internal and external change management program to improve engagement, productivity, efficiency and align corporate outcomes with community expectations.

In September 2013 Council formally approved this pioneering initiative, and one again, it was determined that the City would partner with Curtin University Policy (CUSP) Institute to implement and evaluate it.

Community Panel Deliberation Process

Following Council approval of the Community Panel, the City employed a local demographer (with oversight from the NewDemocracy Foundation) to elicit randomly selected participants, stratified to ensure a descriptively representative sample of the local community as matched to data drawn from the most recent Census. When the sample was found to be unrepresentative of Aboriginal people and youth, lists of potential participants were provided by the relevant community groups and additional participants selected randomly from the lists (see Appendix 3).

On 9 November 2013, 30 randomly selected participants commenced the Community Panel deliberations. The deliberative workshops took 4 full days, each Saturday from 8th – 30th November, with one additional 4 hour sub group meeting of Panel volunteers prior to session 3, including additional information to be read by all participants between sessions. The Agenda, distributed at the outset of each day's deliberation, outlined the purpose of the day's deliberation and how it would be achieved (see Appendix 1). At the conclusion of each day's deliberation, each participant took home a hard copy of their Participant Report (see Appendix 2) with all their day's deliberations, key themes and priorities. A participant evaluation survey was completed after each day's deliberation, and the results were discussed the following week. (A synopsis of the findings is in Appendix 6) Additionally, two members of the Independent Review Committee (see Appendix 7) met with the participants at the end of each day's deliberation without any of the City or Curtin University support team in the room, to determine the extent to which the process had been fair, unbiased, representative, well informed and deliberative. The Independent Review Committee members later debriefed the City/Curtin support team about what had worked well and what needed improving for the following week.

To cover out-of-pocket expenses, those participants who took part in all 4 sessions, received a modest \$100 per-diem payment (\$400 in total).

The official brief for this Community Panel was to recommend to the Council:

- 1/ A ten year capital works program that represents community aspirations and is deliverable within the constraints of the Council's adopted Long Term Financial Plan.
- 2/ An assessment framework for the evaluation of new capital works projects that have not yet been identified.

The tasks given to the Panel were to determine, subject to the final approval of the Council, the priority ranking of potential capital works projects proposed by the City as well as additional projects proposed by the broader CGG community; and the set of criteria to be used to make these decisions. The Council committed to either adopting the recommendations, or working with the Panel (or its representatives) to modify any deemed to be too difficult to implement. If the Council decided they would not be able implement Panel's recommendations, then they would publicly explain their reasons.

Prior to their first meeting, panellists were provided with a background information pack including the Strategic Community Plan 2013-2023, frequently asked questions about the City strategy #changesCGGcommunity project, descriptions of a Community Panel and also the social media to be used, copies of media coverage to date, a Community Panel Agreement and other required forms. At their 1st meeting, Panellists received an additional information pack including descriptions of the recruitment methodology, more about the Community Panel, facilitation, a code for working together, a glossary of terms, the role of the Independent Review Committee and the City's Long Term Financial Plan.

During each workshop, Panellists were also provided with access to Council staff with expertise in and/or knowledge of the City capital works projects. They also had ongoing access to the Mayor, CEO and several City Directors, in a two-way communication process. The City had established a highly effective support team of cross functional City staff, who facilitated at the small table deliberations, scribed where needed, provided logistics support, as well as the overall daily organisation. Each day's deliberation had a specific purpose and Agenda (see Appendix 1). The purpose of each day's deliberation was as follows:

Day 1- Purpose

- To understand the background including the City's present position, future plans and 10 year capital works processes; as well as an understanding of Participatory Budgeting, the City's Deliberative Democracy initiatives to date, and their relationship with the Community Strategic Plan.
- To develop the criteria to rate the infrastructure options.
- To practice rating some of the CGG's potential capital works options against the Panel's developed criteria.

Day 2 – Purpose

- To revise the criteria, rate the Executive Group's top 70 capital works projects (10 per team), and if time remains, to determine how, then calibrate totals with Executive Group's total scores.

Day 3 – Purpose

- To review/modify/adopt the criteria as clarified by the sub group;
- To complete the rating of the Executive Group's top 70 capital works projects (if needed), and calibrate assessments already done with the revised criteria);
- To listen to and question Community representatives' project presentations;
- To complete rating the Community's 45 proposals; and

- If time remains, to determine: if additional projects (not in the Exec's top 70) should also be assessed and how the Panel's totals should be calibrated with those of the Executive Group.

Day 4 – Purpose

- To listen to and respond to the CEO's feedback and suggested way forward
- To compare City rankings of Community projects and discuss implications
- To review of the Criteria, make possible amendments and/or weight
- To complete rating of Additional City capital works projects prioritized by Panel
- To determine recommendations
- To complete and review the Final Report; and practice presentations to Panel

The underlying principle of these deliberations was 'meaningful' participation, requiring the satisfaction of (at least) the following criteria:

- Inclusiveness – involving/listening carefully to diverse viewpoints
- Dialogue and deliberation, involving deep conversations and collaborative problem solving
- Influence – knowing the outcomes will impact decisions, and valuing individual and group contributions
- Acceptable consensus –searching for common ground

A variety of public deliberation techniques were used during the deliberations, including 21st Century Dialogue, Multi Criteria Analysis (MCA) Conference, and a software platform called CivicEvolution (for full descriptions, see Appendix 4). Throughout, various social media platforms were utilized to include the broader community, with ongoing contributions from local people, as well as state, national and even international comments (see Appendix 5).

As a result of the partnership with Curtin University, the Community Panel's lead facilitator and the theme team coordinator, both from Curtin University, who are highly experienced and highly regarded in deliberative democracy design, facilitation and theme team coordination were able to develop and deliver comprehensive workshops. Since this process was part of an action research project, participants were surveyed at the outset and following each day's deliberation. There will also be qualitative interviewing and quantitative survey follow-up after the process has ended. The results of participants will determine the extent to which the process demonstrated high quality deliberation (see Appendix 6), and attitudinal results of participants will be compared with general population surveys. The extent to which the Community Panel influenced the Council's decision-making on the ten year capital works allocation will also be assessed; as well as participant's willingness to be involved in future deliberations and the extent to which this process influenced

their civic involvement. Of note, given the extensive time commitment of this Community Panel, there were only 2 people who had to withdraw from the process due to unexpected pressing commitments therefore, the final number of panellists was 27.

Since deliberative democracy aims at joint decision-making between government and ordinary citizens using collaborative problem solving, there were continuing communication feedback loops between the City and the Panel. Of note, following the initial session of the Panel, focused on drafting criteria, it became clear to the City Executive Group that the issues raised by the Panel required the City to revise their own method of determining the long term capital works priorities. The CEO relayed this on to the Panel at the start of session 2, thanking Panellists for their work, noting the City's refinement of their process as a result, and also requesting the Panel to consider whether they could combine some of the criteria so there would be fewer to consider, and to check whether their criteria covered all aspects of sustainability.

Then, following the 3rd deliberation day, when the Panel requested the Executive Group to use the Panel's criteria to assess 5 randomly selected Community projects, to determine the reliability of the Panel's ranking system, once again, the Executive Group found, as a result, that they would need to further revisit their own ranking system. Combining the Panel criteria with the Executive criteria meant some criteria were being addressed twice. The CEO once again relayed this feedback on to the Panel, at the beginning of session 4, prefacing his comments by noting the City's satisfaction with the last Panel iteration of the criteria and rating system, stating that it was easy to understand and use. He requested time for the City to once again revise their criteria and re-rank the projects, then meet with the Panel early in 2014 when the two results could be combined to reveal the final project rankings. If the Panel wished, City and Panel representatives could then jointly present the final rankings to the Council at their January or February 2014 meeting.

Community Panel Recommendations

1a/ We recommend that Council adopt our Community Panel criteria and ranking of the 10 Year Capital Works projects. (See Community Panel Criteria and Assessment System followed by the Capital Works Rating and Priority Listings - pages 12 - 17)

1b/ We recommend that both City Executive and Community Panel criteria be applied separately to each project. Each project then be assigned a City rank and a Community rank, presented in separate columns. The scores of the top ranks then be normalised to be equal and the statistical normalisation process then be applied to the full list of projects. A new set of ranks be created from the combined scores of City and Community scores added together to give final ranked list. Allow Council to view both City and Community and total scores side by side to facilitate debate in the decision making process.

2/ We recommend that Council supports community participation in future long term capital works planning by:

- a) Implementing a randomly sampled Community Panel every two to four years to revisit the criteria and rankings of long term capital works projects.
- b) Keeping the existing Panel involved via 6 monthly meetings to ensure that the criteria established by the Panel are being utilised. Continue to involve the existing Panel to support and mentor future Panel.
- c) Broadening community knowledge and awareness of existing and future projects, in particular those about to commence via local media, council webpage and social media; and provide opportunities for community feedback via the council webpage.

3/ Based on our experience and learning, we recommend that future Community Panels consider the following:

- a) Experience a similar process of learning as this Panel, since community values may change in the future (e.g. keeping a small town feel may not be a priority).
- b) We recommend that good deliberation be an essential element of the process. This should include the following aspects:
 - i. Participants respect the views of others, represent those outside themselves, are willing to make compromises, and maintain an open mind.
 - ii. The workshop environment enables participants to speak openly and that their opinions are recognised as valuable.
 - iii. Participants are equipped with all the information needed to make sound judgements and deliberations.

- iv. Panel members are encouraged to think outside the box and not to be afraid to diverge from strict processes (e.g. by creating subgroups for deeper deliberation).
- c) Ensure prospective panel participants receive in-time information, clear logistics and an outline of the expected process (in particular, a flow chart documenting each step in the panel deliberation process).
- d) Enable participants to learn new information and gain broader and deeper knowledge by participating in the process, including better understanding of how the City and Council operate, and how decisions are made.
- e) Keep it simple. Don't get caught up in the semantics of it, remember the purpose of the exercise.

4/ We support the City's Executive Management Team response to the criteria our Panel developed:

- a) That the City will revise their own criteria to rate the 10 year capital works projects, so the City's criteria will focus on those areas not covered by the Community Panel criteria, for example, Governance, availability of external funding, safety and other issues.
- b) That the City will create groups of capital works projects where feasible (e.g. parks), allocating a pool of money for each grouping.

Community Panel Capital Works Criteria & Assessment Framework

CRITERIA A	CLARIFICATION/WORDING	WEIGHT	VALUE	OUTCOME HIERARCHY-VALUE
Community benefit compared to the financial cost	Who will it benefit? <ul style="list-style-type: none"> • whole population? • disadvantaged groups? • special interest groups? • seniors? • young people? • future generations? 	21%	1	<i>Project has minimal benefit relative to the cost.</i>
			2	<i>Project has some benefit relative to the cost.</i>
			3	<i>Project has reasonable benefit relative to the cost.</i>
			4	<i>Project has high benefit relative to the cost.</i>
			5	<i>Project has extremely high benefit relative to the cost.</i>
CRITERIA B	CLARIFICATION/WORDING	WEIGHT	VALUE	OUTCOME HIERARCHY-VALUE
Our Lifestyle – big city amenities while retaining a small town feel	Enhanced connectivity and accessibility while aligning with the City of Greater Geraldton life-style – friendly and accepting, safe, outdoor/recreational <i>Possible factors to consider</i> <ul style="list-style-type: none"> • Reducing car use (enhancing cycling, walking, public transport) • Reducing traffic jams and enhancing safety • Enhancing Activity Centres/hubs with multi use, walkability, some density • Improving accessibility to assets (built form and environmental) • Reducing urban sprawl into natural assets and food producing areas <i>Enhancing community meeting places</i>	20%	1	<i>Little to no potential for connectivity/accessibility and little to no alignment with our life-style</i>
			2	<i>Some potential for connectivity/accessibility or alignment with our life-style</i>
			3	<i>Some potential for connectivity/accessibility and some alignment with our life-style</i>
			4	<i>Considerable potential for connectivity/accessibility and some alignment with our life-style</i>
CRITERIA C	CLARIFICATION/WORDING	WEIGHT	VALUE	OUTCOME HIERARCHY-VALUE
Protection of the environment, and culture balanced with community involvement	Balancing natural environment, heritage and culturally significant areas with community wants/needs, accessibility and future needs.	16%	1	<i>Little importance and balance</i>
			2	<i>Some importance and balance</i>
			3	<i>Medium importance and balance</i>
			4	<i>Highly important and reasonable balance</i>
			5	<i>Highly important and very good balance</i>

CRITERIA D	CLARIFICATION/WORDING	WEIGHT	VALUE	OUTCOME HIERARCHY-VALUE
Supports future population retention and growth while maintaining affordable living	Supporting population growth and retention balanced with affordable living and encouraging diverse employment (including but not limited to: sport, culture, arts, technology, innovation, education, ecotourism and environmental recreation).	16%	1	<i>Some support for growth and retention of the population but no known opportunities for diverse employment or affordable living</i>
			2	<i>Some diverse employment opportunities or opportunities for affordable living but minimal impact on growth or retention of the population</i>
			3	<i>Enable growth and retention of the population with either diverse employment opportunities or opportunities for affordable living</i>
			4	<i>Supporting growth and retention of the population, with some opportunities for diverse employment and affordable living</i>
			5	<i>Promoting growth and retention of the population, with good opportunities for diverse employment and encouragement of affordable living</i>
CRITERIA E	CLARIFICATION/WORDING	WEIGHT	VALUE	OUTCOME HIERARCHY-VALUE
Community support for the project and involvement in its planning	The degree to which the community has supported/participated in the project. Does the project promote pride in the community? Will the project be utilised?	14%	1	<i>Little to no support for the project, or involvement in its planning.</i>
			2	<i>Some support for the project and involvement in its planning.</i>
			3	<i>Moderate support for the project, or involvement in its planning.</i>
			4	<i>Considerable support for the project, and involvement in its planning.</i>
			5	<i>Significant support for the project, and involvement in its planning.</i>
CRITERIA F	CLARIFICATION/WORDING	WEIGHT	VALUE	OUTCOME HIERARCHY-VALUE
Harmonious community - with cultural diversity	Supporting all cultures with recognition of aboriginal Australians as the first inhabitants of our land and enhancing community harmony	13%	1	<i>Project has little to no effect on cultural and community harmony</i>
			2	<i>Project has some effect on cultural and community harmony</i>
			3	<i>Project has moderate effect on cultural and community harmony</i>
			4	<i>Project has considerable effect on cultural and community harmony</i>
			5	<i>Project has significant effect on cultural and community harmony</i>

Community Panel Capital Works Rating and Priority Listing

Project Submissions for the 10 Year Capital Works Plan

*Capital Works Projects proposed and submitted by the community.

Project Priority	PROJECT TITLE	Panel Values Scoring (50% overall) +	City Functions & Governance Scoring (50% overall) =	Total Scoring
1	Mobility impaired access upgrades	46%	39%	85%
2	Beresford Foreshore Coastal Protection	38%	45%	83%
3	RV Facilities Upgrades - Ellendale Pool	39%	43%	82%
4	Extension Runway 03/21, Taxiway Alpha and Apron including Runway Lighting	40%	41%	81%
5	Mullewa Youth Centre	43%	37%	80%
6	Rural Road Upgrades - Annual Program	40%	38%	80%
7	Mullewa Staff Housing - Annual Program	34%	43%	77%
8	Installation of Satellite Based Aircraft Transponders	37%	40%	77%
9	Upgrade to Mullewa In-venue Family Day care Service	42%	34%	76%
10	Purpose built archival storage facility	36%	39%	75%
11	Chapman River CARE Project - Annual Program	38%	37%	75%
12	Intersection Upgrade - Maitland Street and Durlacher Street (Service Relocations & Civil Works)	36%	38%	74%
13	Greys Beach Coastal Protection	30%	44%	74%
14	Meru - Community Reuse & Recycling Centre (CRRC)	39%	35%	74%
15	Pathways - Annual Program	39%	34%	73%
16	Street Signs Annual Program	34%	38%	72%
*17	Welcome signs, sculptures, flags at the north and south entrance to Geraldton	31%	41%	72%
18	Candlebark/Sunnybanks Sump	33%	39%	72%
19	Mullewa Railway Precinct – Water Tank	30%	41%	71%
20	Aboriginal Cultural Centre Mullewa	42%	29%	71%
21	Foreshore Drive Two-waying	35%	35%	70%
22	Renewable and Energy Efficiency Program - Annual Program	38%	32%	70%
23	Intersection Upgrade - Cathedral Avenue & Chapman Road	31%	39%	70%
24	Intersection Upgrade - Place Road & Hibbertia Street	32%	37%	69%
25	Youth Hub	42%	26%	68%
26	McCartney Road, Greenough River causeway at Maleys Bridge	24%	44%	68%
27	Town Beach Boat Ramp - Finger Jetty Upgrade	28%	39%	67%
28	Wonthella Skate Park - lighting (Construction)	34%	33%	77%
29	Street Lighting - Annual Program	24%	43%	67%
30	Intersection Upgrade - Eastern Road & Johnston Street	29%	38%	67%
31	Cathedral Avenue-Hermitage Street Intersection Upgrade	29%	38%	67%

Project Priority	PROJECT TITLE	Panel Values Scoring (50% overall) +	City Functions & Governance Scoring (50% overall) =	Total Scoring
32	Walkaway Railway Station Precinct	34%	32%	68%
33	Pedestrian Refuge New - Adelaide Street	33%	32%	65%
34	Intersection Upgrade - Cathedral Avenue and Sanford Street (Service Relocation & Civil Works)	27%	38%	65%
35	Intersection Upgrade - Rifle Range Road and Utakarra Road	26%	39%	65%
36	Aboriginal Cultural Centre Geraldton	35%	30%	65%
37	Eastward Road - Abraham Street Intersection Upgrade	26%	38%	64%
38	Aboriginal Trail / Aboriginal Heritage	38%	25%	63%
39	Mullewa Railway Precinct - Buildings	34%	29%	63%
40	Natural Areas - Annual Program	36%	26%	62%
41	Bus Shelters - Annual Program	30%	32%	62%
42	Stormwater Drainage North Pipe, Mahomets	27%	35%	62%
43	Pedestrian Refuge New - Hall Road	29%	32%	61%
*44	Sunset Beach Traffic Calming	36%	24%	60%
45	CCTV - Annual Program	36%	24%	60%
46	Stormwater drainage South Pipe, Mahomets	34%	26%	60%
47	Conversion of QEII patio area into an undercover area	36%	23%	59%
48	Intersection Modification - Waldeck Street and Brede Street	20%	38%	58%
49	Tennindewa Bush Fire Brigade	40%	17%	57%
50	Pindar/Tardan Bush Fire Brigade	40%	17%	57%
51	East Chapman/Eradu Bush Fire Brigade	40%	17%	57%
52	Waggrakine Bush Fire Brigade Station	40%	17%	57%
53	Cape Burney Bush Fire Brigade	40%	17%	57%
*54	Fencing around children's playground in swimming pool area	35%	22%	57%
55	Masonic Lodge Mullewa	29%	26%	55%
56	WWII Heritage Trail/Interpretive Signage	39%	16%	55%
57	Multicultural Resource & Activity Centre	37%	17%	54%
*58	Community Garden in Wonthella	40%	13%	53%
*59	Shade for play area at the Chapman River park in Bluff Point	39%	14%	53%
*60	Playground for all	41%	12%	53%
*61	Before I Die' Wall	40.3%	12%	52.3%
62	Meru Landfill gas extraction	23%	29%	52%
*63	Shaded walkway/botanical garden from the boat parking lot opposite Target Mall to Madallions Beach to include a bridge over the road to Apex Park	31%	21%	52%
*64	Fences around a couple of parks in Geraldton	32%	20%	52%
65	Wonthella Greenway	34%	18%	52%
*66	City Biogas Project	38%	14%	52%
67	Swan Drive (Upgrade outfall into Chapman River to eliminate severe erosion of the river bank)	29%	22%	51%
68	Intersection Upgrade - Chapman Road & Mark Street	32%	19%	51%

Project Priority	PROJECT TITLE	Panel Values Scoring (50% overall) +	City Functions & Governance Scoring (50% overall) =	Total Scoring
69	Chapman River - Estuary Suspension Bridge	32%	19%	51%
70	Chapman Road Streetscape (Durlacher St - Forrest St) - Stage 2	35%	15%	50%
*71	GRAMS Park development	39%	11%	50%
*72	Skate Park for Spalding Park/ Chapman River Park and improvements to playground equipment	35%	15%	50%
73	Utakarra Road Downgrade	23%	27%	50%
*74	Free WIFI for Mullewa across the town	33%	17%	50%
75	QPT Redevelopment - Stage 2	37%	13%	50%
*76	Glendinning Road - Lighthouse - Development on the beach lookouts	32%	18%	50%
77	Upgrade Carpark No. 4	23%	26%	49%
*78	Public toilet on Marine Terrace	32%	17%	49%
79	Upgrade Carpark No. 5	31%	17%	48%
80	Community Nursery	35%	13%	48%
81	Queens Park Convention Centre	27%	21%	48%
*82	Toilets at Champion Bay Beach near organ donor memorial	32%	16%	48%
*83	Welcome/information statement for Geraldton	20%	27%	47%
84	Parking Station No. 1 – Foreshore Drive	34%	13%	47%
*85	Geraldton Ocean Bath	36%	11%	47%
86	Intersection Upgrade - Durlacher Street and Shenton Street	32%	14%	46%
87	Construction of New 2700 metre Runway	36%	10%	46%
*88	Sunset Beach Town Centre	26%	20%	46%
*89	Community Hall with multiple rooms and storage for community groups in the north side of town (Sunset Beach Bosley Street Park Area would be ideal)	26%	20%	46%
*90	Improved town site appeal for Mullewa	31%	15%	46%
91	Allendale School - Marsden Street Traffic Management Upgrade	33%	12%	45%
92	On Street Parking Machines - Annual Program	18%	27%	45%
93	New In-venue building (Family Day Care)	34%	11%	45%
94	Sunset Beach Community Facilities	34%	11%	45%
95	Pedestrian Refuge New - Fortyn Court	26%	18%	44%
96	Fencing of Paringa Park	26%	18%	44%
*97	Entry to Geraldton Brand Hwy landscaping project	29%	14%	43%
98	Chapman Valley Road - Waggrakine Bypass	33%	10%	43%
*99	Board walk with jetty at Drummond Cove	31%	12%	43%
*100	Basketball court in parkland near John Batten Hall Drummond Cove	32%	12%	43%
101	Outdoor LED Screen	27%	16%	43%
*102	3 on 3 half basketball court at Soloman Circle Park	30%	13%	43%
103	Meru - Class 3 Landfill	21%	22%	43%

Project Priority	PROJECT TITLE	Panel Values Scoring (50% overall) +	City Functions & Governance Scoring (50% overall) =	Total Scoring
*104	Wooree Lane Kerbing and street lighting around Eighth Street	25%	17%	42%
105	Mullewa Sports Club	30%	12%	42%
*106	Cruise Ship Facilities	21%	21%	42%
*107	Coxswain Park Upgrade	31%	11%	42%
108	Allendale School - Marsden Street Parking Upgrade	32%	10%	42%
109	Verita Road (Eastern Carriageway) - Stage 3	32%	10%	42%
*110	Bellimos Park Upgrade	30%	12%	42%
111	Emergency Pound Infrastructure	30%	11%	41%
112	Meru – Class 1 Landfill	(not rated)	41%	41%
*113	Community Bike Hire/cycle amenities	26%	15%	41%
*114	Marine Terrace Parking Upgrade	23%	18%	41%
*115	Glenfield Beach Drive Playground	27%	13%	40%
*116	Maitland Park Services	29%	11%	40%
*117	Public toilet for park at Fraser and George St Beachlands	27%	12%	39%
*118	Shade at St Georges Beach	20%	19%	39%
*119	Marine Terrace mall (close it off to traffic)	25%	14%	39%
*120	Playground on beach parkland Bluff Point	24%	14%	38%
121	Aquarena- Health & Fitness / User Group Club rooms	27%	10%	37%
*122	Levy Street Park Public Toilets	20%	16%	36%
*123	Drummond Cove John Batten Hall/Park	23%	12%	35%
*124	Entrance to Drummond Cove/Glenfield Beach Drive	16%	18%	34%
*125	Build a Rollerdrome	23%	11%	34%
126	Mullewa Caravan & Camping Park	18%	16%	34%
*127	Seahaven View Park/Bayside Estate Park	22%	12%	34%
*128	Outdoor Amphitheatre on the foreshore	23%	10%	33%
129	West End Community Art Facility	17%	16%	33%
130	Mullewa District Office	22%	10%	32%
*131	Groyne Dress Up	17%	15%	32%
132	School vehicle and security garage	18%	11%	29%
*138	Car Park Shade Sails	10%	14%	24%

Cameos of our Experience

What we found interesting?

- Empower myself with knowledge
- Learning how the Council works
- Being part of world first process in deliberation.
- Seeing how our votes turned out. Each table's results were taken into the bigger picture.
- Diverse points of view and how we came to an appreciation and acceptance of everybody's values.
- That I felt I have helped/contributed to decisions.
- The fact that Council has given us this opportunity in the first place
- Feeling of empowerment and the ability to approach Council after this process.

What we found useful

- Broaden your knowledge of how the City operates.
- Access to City officers and facilitators and their unbiased advice.
- Having the experts around to explain projects
- The Civic Evolution software program was invaluable to the process.
- Being able to brainstorm with the group and having to challenge own beliefs.
- Having experts here to pass on information regarding the project.
- The input of the first word crafting group.
- The community panel helped each other to interpret the City jargon.

What was funny

- We deliberated for a long time on upgrading a park, but it ended up being the wrong park.
- The co-facilitator putting something wrong on screen and getting the crowd feedback.
- The "I want to poke Colin Barnett (the Premier) in the eye" comment from the "Before I die wall" project.
- When the Mullewa projects were ranked high and a Mullewa resident said "it wasn't me"
- CEO's comment that this won't be like a one night stand and I may ring you back

What we learnt from others

- Everyone has an opinion and felt comfortable sharing their opinions.
- We never stop learning. We can always learn from others views.
- Listening to other views has broadened my way of thinking.
- How different people took on different roles of the group. Some were nurturers, defenders and aggressors etc.
- Better understanding of the criteria when discussed in a group compared to assessing them alone.
- We got frustrated but learnt patience and understanding along the way.

Acknowledgments

The City Of Greater Geraldton would like to acknowledge the 10 Year Capital Works Community Panel for their collaborative effort and commitment to making sure the voice of the Greater Geraldton community was heard.

Community Panel Members:

Amanda Taylor; Amy Cornall; Barry Humfrey; Bob Pozzi; Brenton Dahlberg; Elizabeth Michelmores; Frances Daden; Jason Pirone; Jayden Dann; Jeanette Wollington; Jennifer Williams; Jeremy Shoosmith; Jim Sandy; John Macey; Kelly Rayner; Kieran Roberts; Kristine Kersting; Lee Coffey; Lewis Freer; Philippa Rumble; Ron Bradfield; Sarah Fry; Sarah Walker; Savannah Wilkinson; Shirley Valle; Sunny Ridgway; Terri Ferguson and Zoe Price.

The City would also like to acknowledge the many others who provided the support that ensured the 10 Year Capital Works Community Panel workshops produced such outstanding results.

Workshop presenters:

Ken Diehm; Andrea Selvey; Mark Atkinson; Jackie Gill; Jaqueline Findlay; Michael Reymond; Chris Kerr; Bonnie Hook; Euan Beaumont; Garry Hargrave; Cath Dalle and Mike Johnson.

Curtin University Sustainability Policy (CUSP) Institute team:

Prof. Janette Harz-Karp and Rob Weymouth

The City of Greater Geraldton:

Ken Diehm; Andrea Selvey; Neil Arbuthnot; Phil Melling; Bob Davis; Mark Atkinson; Renee Ellis; Janell Kopplhuber; Michael Jones; William Shi; Jess Felix; Brooke Darlington; Dave Gibson; David Boyes; Elizabeth Mackay; Hayley Williamson; Laarni Maddison; Malou Bullicer; Melissa Thompson; Ranelle Clark; Renee Doughty; Sharon Lisle; Shauni Downes; Steve Davidson; Taryn Brown; Tess Carmichael; William Vincent and Yvonne Lovedee.

Independent Review Committee members:

Ian Carpenter, Mayor, City of Greater Geraldton; Cr Neil McIlwaine, Deputy Mayor, City of Greater Geraldton; Raina Savage; Dave Clare and Trevor Lake.

Community Panellists who presented to the Range and Level of Service Community Panel and delivered the final report to the City of Greater Geraldton Council:

Sunny Ridgway; Zoe Price; Kieran Roberts; Ron Bradfield; Lewis Freer; Lee Coffey and Barry Humfrey.

APPENDICES

Daily Agendas

Agenda – Day 1

Panel ‘Charge’:

To recommend to the Council a priority listing of capital works options to be implemented in Greater Geraldton over the next 10 years, and a set of criteria for assessing potential capital works projects.

Purpose:

- a/ To understand the background to this initiative including the City’s present position, future plans and 10 year capital works processes; as well as an understanding of Participatory Budgeting, the City’s Deliberative Democracy initiatives to date and their relationship with the Community Strategic Plan
- b/ To select the criteria to rate the infrastructure options
- c/ To practice rating some of CGG’s potential capital works options against the Panel’s selected criteria

Agenda:

- 9.00 Early morning coffee, registration, name tags and *fill out short survey*
- 9.15 Welcome to Country, hand over from the demographer (Ann Larson), and official City welcome (Rob Ronan and Mayor Carpenter)
- 9.25 Introductions within each small group + briefly, what interested you in joining this Panel?
- 9.35 Housekeeping
- 9.40 CEO (Ken Diehm) background report –City’s current status and proposed plans for change; the prior capital works process why this PB is important. Q and A
- 10.15 Director Creative Communities (Andrea Selvey) – overview of the City’s Deliberative Democracy processes and their relationship with the Community Strategic Plan; what is a PB, the ‘charge’ of this PB, and its proposed process. Q and A
- 10.40 Working with the Media and with Social Media (Jackie Gill)
- 10.50 Lead facilitator (Janette Hartz-Karp) overviews how the 21st Century Dialogue process works (short video)
- 11.00 (1) What do you value most about living in Greater Geraldton?

- 11.30 Morning Tea
- 11.50 (2) What additional values underlie the Community Strategic Plan?
- 12.20 Manager Infrastructure (Mark Atkinson) Understanding Capital Works Planning – the role of State, Federal and Local Governments; capital works projects – their sources, requirements, current assessment criteria, funding. Q and A
- 12.45 (3) Based on our combined values, what are the important things we need to consider (the criteria) to assess proposed capital works projects.
- 1.15 Lunch
- 1.45 Prioritising our most important criteria (dividing 100 points between them)
- 2.10 (4) Have we left any important gaps in our priority list? If so, what criteria would bridge these gaps?
- 2.40 Prioritising criteria again IF there are many additional criteria to consider
- 3.00 Practice rating 10 of the City's capital works options against our criteria:
a/ Display the list of top criteria prioritized in the previous session
b/ Select one of the infrastructure options to rate
c/ Rate the contribution of each option is against each criterion, 1 at a time
(using a scale of 0=no contribution, 3=medium, 5= significant contribution)
d/ Select another infrastructure option and repeat the process
- 3.30 Afternoon Tea
- 3.50 Sharing rating results – issues, problems, suggestions
- 4.00 (6) Is there anything more we need to know to effectively assess the City's infrastructure options at our next session?
- 4.10 Discussion with the Independent Review Committee (the 'ombudsmen') re whether today's process, materials and facilitation were fair and unbiased, whether you felt heard and respected and what additional help you need from the City
- 4.35 Fill in participant feedback surveys
- 4.50 REQUEST: Could each one of you please attempt to rate 10 of the City's Capital Works Options against the criteria at home, and bring this worksheet back to the following workshop a/ to test the criteria, b/ to help your group make joint assessments (Note: you will be joining a different group next session when we will be assessing a total of around 70 City capital works options, each group assessing around 10 options)
- 5.00 Thank you and close

Agenda – Day 2

Purpose:

To revise the criteria, rate the Executive Group’s top 70 capital works projects, and if time remains, to determine how, then calibrate totals with Executive Group’s total scores

- 9.30 Welcome to day 2.
Overview of Day 1 of the Panel
Brief description of the task and agenda for Day 2
Feedback from the Executive Group
Overview of Participant feedback from day1 and short discussion of how to improve -
- 9.50 Small group introductions, and ways we might work better together today
- 10.10 *Reviewing our Criteria:* editing, clarifying and grouping
- 10.50 *Understanding the options:* Short project justification presentations from community proponents; and Q & A with the City capital works representatives
- 11.15 Morning Tea
- 11.30 *Calibrating the scoring* – Practice sessions in plenary and in small groups
- 12.00 *Assessing* - Small groups rate their 10 capital works projects against the criteria
Note: CGG capital works reps will be available to each table to respond to questions
- 12.50 Lunch
- 1.20 *Assessing Continued* – Small groups rate their 10 capital works projects
Note: CGG capital works reps will be available to each table to respond to questions
If some teams finish early, they are randomly assigned other team’s options and rate
The total scores of the 2 groups assessing are averaged to get a final score
- 3.10 Afternoon Tea
- 3.30 NOTE: Depending on how long it takes the small groups to complete their assessments, the following agenda items will be altered to suit the time remaining:
Calibrating with Exec Group ranking – Reviewing total scores (as %) and ranking - focusing on those options likely to be implemented - i.e. the top ranked 30 options
Discuss how the total ranking (Exec’s + Panel’s) should be achieved (e.g. adding the two totals; or one being only a proportion of the total; or?)
- 3.50 Plenary – What we want included in the Final Report to be submitted to the Council
- 4.00 Fill out Participant Feedback forms
- 4.10 Session with Independent Review Committee to give feedback
- 4.30 Thank you and close

Agenda – Day 3

Purpose:

- a/ Review/modify/adopt the criteria as clarified by the sub group;**
- b/ Complete the rating of the Executive Group’s top 70 capital works projects (if needed), and calibrate assessments already done with the revised criteria);**
- c/ Listen to and question Community representatives’ project presentations;**
- d/ Complete rating the Community’s 45 proposals; and**
- e/ If time remains, determine: i/ if additional projects (not in the Exec’s top 70) should also be assessed and ii/ how the Panel’s totals should be calibrated with those of the Exec Group**

- 9.00 Welcome to day 3; Overview of the Panel’s Days 1 & 2 deliberations
Brief description of the task and agenda for Day 3; Overview of Participant feedback
- 9.10 Small group ‘check-in’ – how are we faring so far?
- 9.20 *Each participant reviews our revised Criteria* (as further clarified by the Sub Group)
The Criteria Sub Group requested that the revised/clarified criteria be 1st handed out without discussion to give participants time to digest them and try them out. There will be a session later in the day to discuss and amend if needed
- 9.30 *Calibrating the scores of projects already done* (selecting 3-6 criteria for checking) Each group checks completed projects, 1 column at a time (1 criterion at a time)
- 10.00 *Completing 10 City Projects* and when completed, assessing 5 other group’s projects to further calibrate the results (City project experts will assist when needed)
- 10.50 Morning Tea (Please change tables to table designated for Day 3)
- 11.10 *Listening to and questioning Community representatives presenting their project*
Community project presentations and responses to any Panel questions
- 11.30 *Assessing Community Projects* - Small groups rate their 6-7 Community proposals
Note: CGG capital works reps will be available to each table to respond to questions
- 1.00 Lunch
- 1.30 *Assessing Community Projects Continued*
Teams completing their 6-7 will assess 3 others to calibrate scores (later averaged)
- 2.10 *Determining which additional City projects to assess* (those not in the Exec’s top 70)
- 2.40 Afternoon Tea
- 3.00 *Finalising the revised/clarified Criteria* – Making amendments if needed
- 3.20 *Calibrating with Exec Group ranking* – View both %s and rankings and determine how.
- 3.40 Plenary – What we want included in the Final Report to be submitted to the Council
- 4.05 Fill out Participant Feedback forms
- 4.15 Session with Independent Review Committee to give feedback
- 4.30 Thank you and close

Agenda – Day 4

Purpose

- a/ Response by CEO and suggested progress forward**
- b/ Compare City rankings of Community projects and discuss implications**
- c/ Final review of the Criteria, possible amendments and/or weighting**
- d/ Complete rating of Additional 19 City capital works projects prioritized by Panel**
- e/ Determine recommendations**
- f/ Complete and review the Final Report; and practice presentations to Panel**

- 9.00 Welcome to day 3; Overview of the Panel's Days 1, 2 & 3 deliberations
Brief description of the task and agenda for Day 4; Overview of Participant feedback
- 9.10 Small group 'check-in' – how are we feeling now we're 'on the home straight'?
- 9.20 Feedback from CEO on criteria and suggested progress forwards, including Q&A;
Comparing Exec Community Project rankings with Panel rankings & implications
- 9.40 *Final Review of our Criteria* (Modifications needed? Weighting of criteria needed?)
- 10.00 *Completing the Additional Capital Works Projects prioritized by Panel*
Each group completes their 5 allocated additional projects
Note: CGG capital works reps will be available to each table to respond to questions
- 11.10 Morning Tea (Please change places to sit at tables designated for Day 4)
- 11.30 *Small group discussions:*
 - a/ How should we combine the City and Panel capital works rankings?
 - b/ How should community participate in future long term capital works allocation?
 - c/ What have we learnt that should be passed on to future community panels?
- 12.30 *Proposing Cameos* – Documenting interesting, funny, useful moments to remember
- 12.50 Lunch
- 1.20 *Overviewing Themes* – a/Combining Panel rankings with those of the City; b/Future community participation in capital works planning; c/What to pass on to future panels
Word crafting recommendations – (Using CE in a plenary session)
- 2.00 Fill out participant feedback forms
- 2.10 Determining who will represent the Panel to present the recommendations/outcomes to the City, media and community
- 2.30 *Reviewing the Final Report* – Any suggestions/amendments/additions?
(At the same time, the Panel presenters have a private practice session of what they will deliver to the Council)
- 3.00 Afternoon Tea
- 3.20 *Practicing presentations* – Volunteers who will present to Council practice their presentations in front of the Panel. Then Panel provides feedback to presenters
- 4.10 Session with Independent Review Committee to give feedback
- 4.30 Thank you, official Workshop close, followed by thank you celebration with Mayor

Report from Workshop 1

The first meeting of the Panel was held on the 9th of November 2013 at the City of the Greater Geraldton. The charge of the panel at this first Workshop was to:

The first workshop produced a series of deliberations and prioritisations that are shown below:

The first deliberation by the room concerned what they valued most about living in Greater Geraldton:

What do you value most about living in Greater Geraldton?

- A** Wide opportunities for recreation in the natural environment and with other people
Many sporting opportunities, clubs and facilities.
- B** Being close to the untouched natural environment.
*Having the element of nature and countryside
Climate impacts a good healthy outdoor lifestyle*
- C** The small town feel - feeling part of a community that is safe, friendly and close knit
*big city amenities with laid back country feel
Friendly and close knit community, the feeling of being connected*
- D** Diverse chances to work with lower costs of living.
*having been able have employment and own a home
The port, the jobs it creates and accessibility to overseas imports and exports. Freight rail creates jobs and promotes the mining industry. Value transports eg; trains, planes, shipping, road trains and buses*
- E** The cultural and artistic opportunities
Citys is developing it's cultural values. Becoming more multi-cultural.
- F** Close proximity and ease of access to services and facilities.
relatively small distance to commute between shops, schools etc and home
- G** Good options for education including post secondary options
EG Geraldton Regional Community Education Centre, Universities Center, Durack, - Programs Such as PITE (Parents in tune with education etc
- H** The community is included in on going decision making and their input is valued.
consultation by the CGG - attempts are made and valued

In recognition of the valuable information contained in the Community Strategic Plan the second deliberation by the room concerned what additional values under pinned this Plan:

What additional values underlie the Community Strategic Plan?

- A** The recognition and valuing the history and heritage of all our community
*Heritage - preservation of historic buildings and places, landmarks.
Culture, Negotiation with elders and wider aboriginal community.*
- B** Empowering, valuing and retaining youth to undertake leadership role in the community
youth- keeping young adults in Geraldton after school through education and employment opportunities as well as social and lifestyle activities and creating public awarness of opportunities and reasons for youth the stay in geraldton
- C** Leading the way in technology and innovation - including in internet access and green power
*research and technology- value internet access, value idea of an NBN to the house not the node, upgrading access and speed to all areas
We place great importance on our carbon footprint and look for ways to address it.*
- D** Recognising and valuing senior citizens in our community
Seniors- retirement villages available, seniors centres, supporting our elderly and integrating them actively into the community, improving accessibility for transport and movement

Using these combined values the Panel then considered what would be the important things that would be essential to consider then assessing any proposed capital works projects. The outcome of this deliberation was also tagged with classifications to show if it mainly measured, social effects [SOC], environmental effects [ENV], economic effects [ECON] or cultural effects [CUL]

Based on our combined values, what are the important things we need to consider (the criteria) to assess proposed capital works projects?

- A [ECON, SOC] Impact on travel time to work and play
- B [ECON, SOC, CUL] Attractiveness to cultural creatives and innovators.
- C [ECON, SOC] Community benefit compared to the financial cost
- D [ECON, SOC] Allows for future population retention and growth
- E [ECON, SOC] Flow of benefits to the local economy and employment
- F [SOC, ECON] Value to special needs groups
- G [SOC, ENV, ECON] Whole of community value including future generations
- H [ENV, ECON, SOC] Protection of the natural environment balanced with community enjoyment
- I [SOC, ENV, ECON] Preservation of our past while benefiting our future
- J [SOC, ECON, ENV] Alignment with Geraldton Lifestyle (safe, friendly, City with country feel)
- K [SOC, ECON] Community sense of ownership
- L [CUL] Enhancement of inclusiveness

Finally these criteria were subject to a prioritisation process by the entire room which produced a ranking of the importance of the criteria in relation to each other

Based on our combined values, what are the important things we need to consider (the criteria) to assess proposed capital works projects?

[ECON, SOC] Community benefit compared to the financial cost	12%	368pts
[ENV, ECON, SOC] Protection of the natural environment balanced with community enjoyment	11%	332pts
[ECON, SOC] Flow of benefits to the local economy and employment	11%	331pts
[ECON, SOC] Allows for future population retention and growth	10%	303pts
[SOC, ENV, ECON] Whole of community value including future generations	10%	288pts
[SOC, ECON, ENV] Alignment with Geraldton Lifestyle (safe, friendly, City with country feel)	9%	257pts
[SOC, ENV, ECON] Preservation of our past while benefiting our future	7%	223pts
[ECON, SOC, CUL] Attractiveness to cultural creatives and innovators.	7%	218pts
[SOC, ECON] Value to special needs groups	7%	214pts
[ECON, SOC] Impact on travel time to work and play	6%	169pts
[CUL, SOC] Enhancement of inclusiveness	5%	150pts
[SOC, ECON] Community sense of ownership	5%	147pts

Report from Workshop 2

The second meeting of the Panel was held on the 16th of November 2013 at the City of the Greater Geraldton. The first part of the agenda for the day concerned refining and confirming the criteria to be used in the second part of the day – the scoring of 70 infrastructure projects proposed by the City of Greater Geraldton.

This report outlines the results of that came out of the Panel's deliberations and assessments on that day

During a series of plenary sessions the Panel resolved to modify the draft criteria detailed above in light of learning over the week and with input from the Executive. The actual form of the words and sentences used proved contentious and a 'wordsmithing' Sub Panel made up of volunteers from the Panel was created to resolve this in a separate forum.

The final criteria which met the approval of the Panel (subject to 'wordsmithing') are shown below:

- A** (Economic/social and cultural impacts) Community benefit compared to the financial cost
(who will it benefit – whole population/disadvantaged groups/ special interest groups/seniors/young people and future generations keeping it local - and is that worth the cost?)
- B** (Environmental and social impacts) Protection of the natural environment, old heritage buildings and culturally significant areas balanced with community enjoyment/involvement/participation and accessible to current populations and beneficial to the future.
- C** (Economic, social, cultural, environmental impacts) Future population retention and growth, through diverse employment opportunities
(incorporating culture, arts, technology, innovation, education, ecotourism and environmental recreation) and affordable living
- D** (Cultural and social impacts) Supporting the needs of individual cultures while enhancing community harmony. (wording to be refined)
- E** (Governance and social impacts) Community sense of 'pride', support , involvement.'
- F** (Social, economic, cultural and environmental impacts) Enhanced connectivity and accessibility while aligning with the Geraldton life-style –friendly and accepting, safe, outdoors/recreational (big city amenities while retaining a small town feel)

The Panel used this criteria over the course of the rest of the workshop to rate the 70 projects proposed by the City of Greater Geraldton.

Report from Workshop 3

The third meeting of the Panel was held on the 23rd of November 2013 at the City of the Greater Geraldton.

The first part of the agenda for the day concerned review of the projects proposed by the City of Greater Geraldton in light of the criteria revision by the Sub Panel during the week. In addition to this review by the tables those originally rated particular projects there was also a “calibration” exercise that was undertaken on projects that showed significant variance between the Community Panel and the City Executive rating. The calibration involved reassessment of projects with significant variance by a different table than the one that originally rated the project.

The second part of the agenda involved rating of 45 projects submitted by the broader community by the Panel using the Panel’s criteria. Community applicants were invited to present their projects directly to the Panel and eight applicants were able to attend and present to the Panel on the day. Calibration in a similar manner to that used on the City of Greater Geraldton proposed projects earlier in the day was also used on these community – sourced applications.

At the completion of the day a ranking by the Panel of the projects proposed by the City of Greater Geraldton was created as well as a ranking by the Panel of the projects proposed by community applicants. These rankings as well the rankings of City and Community projects by the Executive using their own scoring system are presented below as a percentage out of 100%.

Detailed scoring of 70 City Identified Projects by the Community Panel

PROJECT ID	PROJECT TITLE	A	B	C	D	E	F	SUM	%
27	Mobility impaired access upgrades	5	5	5	5	5	5	30	100%
21	East Chapman/Eradu Bush Fire Brigade	5	5	5	4	5	5	29	97%
34	Aboriginal Cultural Centre Mullewa	5	4	4	5	5	5	28	93%
65	Installation of Satellite Based Aircraft Transponders	5	5	5	3	5	5	28	93%
57	Mullewa Youth Centre	5	5	4	5	5	4	28	93%
4	Extension Runway 03/21, Taxiway Alpha and Apron including Runway Lighting	5	5	4	3	5	5	27	90%
29	Aboriginal Trail / Aboriginal Heritage	4	5	4	5	4	4	26	87%
56	Beresford Foreshore Coastal Protection	5	5	4	4	4	4	26	87%
56	Beresford Foreshore Coastal Protection	4	5	4	4	4	5	26	87%
56	Beresford Foreshore Coastal Protection	5	4	4	4	4	5	26	87%
65	Installation of Satellite Based Aircraft Transponders	5	4	5	4	4	4	26	87%
15	Upgrade to Mullewa In-venue Family Day care Service	5	3	5	4	5	4	26	87%
58	Wonthella Greenway	4	4	4	4	5	5	26	87%
25	Youth Hub	4	4	5	4	4	5	26	87%
62	Aboriginal Cultural Centre Geraldton	4	4	4	5	4	4	25	83%

50	Chapman River CARE Project - Annual Program	4	5	4	4	4	4	25	83%
27	Mobility impaired access upgrades	5	4	5	2	4	5	25	83%
53	Pathways - Annual Program	5	4	3	3	5	5	25	83%
2	Tennindewa Bush Fire Brigade	4	4	3	5	5	4	25	83%
70	WWII Heritage Trail/Interpretive Signage	5	5	2	4	5	4	25	83%
25	Youth Hub	4	4	4	4	4	5	25	83%
5	Intersection Upgrade - Maitland St & Durlacher St (Service Relocations & Civil Works)	4	3	4	4	4	5	24	80%
52	Multicultural Resource & Activity Centre	4	2	4	5	4	5	24	80%
44	Natural Areas - Annual Program	4	5	4	2	4	5	24	80%
24	Queens Park Convention Centre	4	3	5	4	4	4	24	80%
19	Rural Road Upgrades - Annual Program	4	4	4	4	4	4	24	80%
19	Rural Road Upgrades - Annual Program	4	4	4	3	4	5	24	80%
23	RV Facilities Upgrades - Ellendale Pool	4	4	3	4	4	5	24	80%
15	Upgrade to Mullewa In-venue Family Day care Service	5	4	3	4	5	3	24	80%
66	CCTV - Annual Program	4	4	3	4	4	4	23	77%
18	Community Nursery	5	4	4	3	4	3	23	77%
28	Conversion of QEII patio area into an undercover area	3	3	3	4	5	5	23	77%
4	Extension Runway 03/21, Taxiway Alpha and Apron including Runway Lighting	5	3	4	2	4	5	23	77%
5	Intersection Upgrade - Maitland St & Durlacher St (Service Relocations & Civil Works)	4	3	2	5	4	5	23	77%
60	Meru - Community Reuse & Recycling Centre (CRRC)	5	5	4	2	4	3	23	77%
57	Mullewa Youth Centre	4	4	3	4	4	4	23	77%
69	Pindar/Tardan Bush Fire Brigade	4	4	3	3	5	4	23	77%
23	RV Facilities Upgrades - Ellendale Pool	4	4	3	4	4	4	23	77%
2	Tennindewa Bush Fire Brigade	4	4	3	3	5	4	23	77%
58	Wonthella Greenway	4	4	3	4	3	5	23	77%
34	Aboriginal Cultural Centre Mullewa	4	3	3	5	4	3	22	73%
4	Extension Runway 03/21, Taxiway Alpha and Apron including Runway Lighting	3	4	5	3	3	4	22	73%
65	Installation of Satellite Based Aircraft Transponders	4	4	4	3	3	4	22	73%
60	Meru - Community Reuse & Recycling Centre (CRRC)	5	5	4	2	4	2	22	73%
53	Pathways - Annual Program	4	4	4	3	3	4	22	73%
61	Pedestrian Refuge New - Adelaide Street	5	3	3	3	4	4	22	73%
32	Renewable and Energy Efficiency Program - Annual Program	5	4	4	2	4	3	22	73%

39	Stormwater drainage South Pipe, Mahomets	5	4	3	3	4	3	22	73%
41	Wonthella Skate Park - lighting (Construction)	4	4	3	3	4	4	22	73%
56	Beresford Foreshore Coastal Protection	5	5	2	2	3	4	21	70%
56	Beresford Foreshore Coastal Protection	4	4	4	2	3	4	21	70%
48	Cathedral Avenue-Hermitage Street Intersection Upgrade	4	2	4	3	3	5	21	70%
28	Conversion of QEII patio area into an undercover area	4	3	3	3	4	4	21	70%
10	Foreshore Drive Two-waying	4	3	3	3	4	4	21	70%
52	Multicultural Resource & Activity Centre	4	2	4	5	4	2	21	70%
69	Pindar/Tardan Bush Fire Brigade	4	4	4	2	4	3	21	70%
36	Purpose built archival storage facility	4	4	3	4	3	3	21	70%
12	Upgrade Carpark No. 5	5	4	4	2	2	4	21	70%
70	WWII Heritage Trail/Interpretive Signage	3	4	2	4	4	4	21	70%
17	Allendale School - Marsden Street Parking Upgrade	4	3	3	3	4	3	20	67%
56	Beresford Foreshore Coastal Protection	4	5	1	2	3	5	20	67%
66	CCTV - Annual Program	4	4	3	3	3	3	20	67%
50	Chapman River CARE Project - Annual Program	3	4	3	2	4	4	20	67%
31	Intersection Upgrade - Place Road & Hibbertia Street	5	3	3	2	3	4	20	67%
6	Mullewa Railway Precinct - Buildings	3	4	3	4	3	3	20	67%
67	Mullewa Staff Housing - Annual Program	4	3	4	4	3	2	20	67%
3	Street Signs Annual Program	5	4	2	2	3	4	20	67%
3	Street Signs Annual Program	5	3	3	2	3	4	20	67%
59	Walkaway Railway Station Precinct	4	4	3	3	3	3	20	67%
29	Aboriginal Trail / Aboriginal Heritage	3	3	3	4	3	3	19	63%
56	Beresford Foreshore Coastal Protection	4	3	3	2	3	4	19	63%
22	Candlebark/Sunnybanks Sump	4	4	3	2	3	3	19	63%
5	Intersection Upgrade - Maitland St & Durlacher St (Service Relocations & Civil Works)	4	3	2	3	3	4	19	63%
44	Natural Areas - Annual Program	4	4	3	2	3	3	19	63%
1	QPT Redevelopment - Stage 2	3	3	4	3	3	3	19	63%
16	Swan Drive	4	4	3	2	3	3	19	63%
41	Wonthella Skate Park - lighting (Construction)	4	3	3	2	3	4	19	63%
17	Allendale School - Marsden Street Parking Upgrade	4	3	2	3	3	3	18	60%
30	Bus Shelters - Annual Program	4	3	3	2	3	3	18	60%
18	Community Nursery	4	4	2	2	4	2	18	60%
33	Greys Beach Coastal Protection	3	4	2	2	3	4	18	60%

26	Intersection Upgrade - Cathedral Avenue & Chapman Road	4	3	3	2	3	3	18	60%
31	Intersection Upgrade - Place Road & Hibbertia Street	4	2	3	2	3	4	18	60%
40	Mullewa Railway Precinct - Water Tank	3	3	3	3	4	2	18	60%
30	Bus Shelters - Annual Program	4	2	3	2	3	3	17	57%
20	Chapman River - Estuary Suspension Bridge	2	3	2	3	3	4	17	57%
68	Intersection Upgrade - Eastern Road & Johnston Street	4	3	3	2	2	3	17	57%
35	Intersection Upgrade - Rifle Range Road & Utakarra Road	4	3	3	2	2	3	17	57%
49	Outdoor LED Screen	3	2	3	3	3	3	17	57%
61	Pedestrian Refuge New - Adelaide Street	4	3	2	2	4	2	17	57%
46	Pedestrian Refuge New - Hall Road	5	3	1	2	3	3	17	57%
39	Stormwater drainage South Pipe, Mahomets	4	4	3	2	2	2	17	57%
37	Street Lighting - Annual Program	4	2	3	2	3	3	17	57%
47	Town Beach Boat Ramp - Finger Jetty Upgrade	3	3	3	3	2	3	17	57%
62	Aboriginal Cultural Centre Geraldton	3	3	2	4	3	1	16	53%
11	Aquarena- Health & Fitness / User Group Club rooms	3	3	3	2	2	3	16	53%
42	Intersection Upgrade - Cathedral Avenue & Sanford St (Service Relocation & Civil Works)	4	2	2	2	3	3	16	53%
49	Outdoor LED Screen	3	2	2	3	3	3	16	53%
12	Upgrade Carpark No. 5	3	2	3	2	3	3	16	53%
38	Eastward Road - Abraham Street Intersection Upgrade	3	3	3	2	2	2	15	50%
63	Stormwater Drainage North Pipe, Mahomets	3	5	2	1	2	2	15	50%
16	Swan Drive	4	3	1	2	3	2	15	50%
21	East Chapman/Eradu Bush Fire Brigade	4	2	1	1	3	3	14	47%
14	McCartney Road, Greenough River causeway at Maleys Bridge	2	4	1	2	3	2	14	47%
45	Utakarra Road Downgrade	2	2	2	2	4	2	14	47%
51	West End Community Art Facility	2	2	2	3	3	2	14	47%
13	Intersection Modification - Waldeck Street & Brede Street	3	2	2	2	2	2	13	43%
35	Intersection Upgrade - Rifle Range Road & Utakarra Road	3	2	3	1	1	3	13	43%
8	Meru Landfill gas extraction	3	4	3	1	1	1	13	43%
43	Mullewa District Office	4	1	2	2	3	1	13	43%
64	Upgrade Carpark No. 4	3	2	1	2	2	3	13	43%
58	Wonthella Greenway	2	2	2	2	3	2	13	43%
9	Meru - Class 3 Landfill	3	2	2	1	2	2	12	40%

37	Street Lighting - Annual Program	3	1	2	2	2	2	12	40%
65	Installation of Satellite Based Aircraft Transponders	3	1	3	1	2	1	11	37%
7	Mullewa Caravan & Camping Park	1	2	2	2	2	2	11	37%
55	On Street Parking Machines - Annual Program	3	1	3	1	1	2	11	37%
55	On Street Parking Machines - Annual Program	2	2	2	1	1	2	10	33%
24	Queens Park Convention Centre	1	1	2	2	1	2	9	30%
51	West End Community Art Facility	1	1	2	1	1	1	7	23%

Detailed scoring of the 45 Community Identified Projects by the Community Panel

PROJECT ID	PROJECT TITLE	A	B	C	D	E	F	SUM	%
13	Playground for all	4	4	4	4	5	5	26	87%
7	Grams Park development	4	4	4	4	4	5	25	83%
13	Playground for all	5	4	3	4	5	4	25	83%
30	Community Garden in Wonthella	4	4	3	5	4	4	24	80%
21	Shade for play are at the Chapman River park in Bluff Point	4	4	4	4	4	4	24	80%
41	Before I Die' Wall	5	4	2	4	5	4	24	80%
21	Shade for play are at the Chapman River park in Bluff Point	5	4	3	3	4	4	23	77%
13	Playground for all	4	4	3	3	4	5	23	77%
14	City Biogas Project	4	5	4	3	4	2	22	73%
42	Sunset Beach Traffic Calming	4	3	3	4	4	4	22	73%
23	Geraldton Ocean Bath	3	3	4	3	4	5	22	73%
34	Toilets at Champion Bay Beach near organ donor memorial	5	3	3	3	4	4	22	73%
7	Grams Park development	4	3	3	4	4	4	22	73%
6	Skate Park for Spalding Park/ Chapman River Park and improvements to playground equipment	4	3	3	4	4	4	22	73%
31	Basketball court in parkland near John Batten Hall Drummond Cove	4	4	2	4	4	4	22	73%
17	Free WIFI for Mullewa across the town	4	3	4	3	3	4	21	70%
5	Fencing around children's playground in swimming pool area	4	3	3	3	4	4	21	70%
9	Drummond Cove John Batten Hall/Park	4	4	2	3	4	4	21	70%
6	Skate Park for Spalding Park/ Chapman River Park and improvements to playground equipment	3	3	4	3	4	4	21	70%
27	Coxswain Park	3	3	3	3	4	4	20	67%
44	Shaded walkway/botanical garden from the boat parking lot opposite Target Mall to Madallions Beach to include a bridge over the road to Apex Park	3	3	3	3	3	4	19	63%

29	Glendinning Road - Lighthouse - Development on the beach lookouts	3	4	3	3	3	3	19	63%
37	Public toilet on Marine Terrace	3	4	3	3	3	3	19	63%
35	Fences around a couple of parks in Geraldton	3	4	3	3	3	3	19	63%
32	Board walk with jetty at Drummonds	3	3	3	3	3	4	19	63%
1	Bellimos Park Upgrade	4	3	3	3	3	3	19	63%
36	Welcome signs, sculptures, flags at the north and south entrance to Geraldton	4	3	1	4	4	2	18	60%
18	Improved town site appeal for Mullewa	4	3	2	3	3	3	18	60%
17	Free WIFI for Mullewa across the town	3	3	3	3	3	3	18	60%
3	3 on 3 half basketball court at Soloman Circle Park	2	3	4	3	3	3	18	60%
2	Glenfield Beach Drive Playground	3	3	2	3	3	4	18	60%
43	Entry to Geraldton Brand Hwy landscaping project	4	3	2	2	3	3	17	57%
11	Playground on beach parkland Bluff Point	3	3	3	2	3	3	17	57%
27	Coxswain Park	3	3	3	2	3	3	17	57%
12	Maitland Park Services	4	3	3	2	3	2	17	57%
1	Bellimos Park Upgrade	2	3	4	2	3	3	17	57%
12	Maitland Park Services	3	3	2	3	3	3	17	57%
20	Community Hall with multiple rooms and storage for community groups in the north side of town (Sunset Beach Bosley St Park Area would be ideal	2	3	3	2	3	3	16	53%
24	Sunset Beach Town Centre	2	3	2	3	3	3	16	53%
34	Toilets at Champion Bay Beach near organ donor memorial	3	3	2	2	3	3	16	53%
19	Community Bike Hire/cycle amenities	2	3	3	1	3	4	16	53%
25	Public toilet for park at Fraser and George St Beachlands	4	3	1	2	3	3	16	53%
31	Basketball court in parkland near John Batten Hall Drummond Cove	3	3	2	2	2	4	16	53%
4	Build a Roller drome	3	2	2	2	3	4	16	53%
40	Marine Terrace mall	2	3	2	2	2	4	15	50%
2	Glenfield Beach Drive Playground	2	3	2	2	3	3	15	50%
22	Wooree Lane Kerbing and street lighting around Eighth Street	3	3	2	2	2	3	15	50%
8	Seahaven View Park/Bayside Estate park	2	3	2	2	3	3	15	50%
45	Outdoor Amphitheatre on the foreshore	2	3	2	2	2	3	14	47%
28	Marine Terrace Parking Upgrade	3	1	2	2	3	3	14	47%
16	Cruise Ship Facilities	2	2	2	2	2	3	13	43%
26	Welcome/information statement for Geraldton	2	2	2	2	2	2	12	40%
39	Shade at St Georges Beach	2	2	1	2	2	3	12	40%

38	Levy Street Park Public Toilets	2	2	2	2	2	2	12	40%
11	Playground on beach parkland Bluff Point	2	2	1	2	2	3	12	40%
8	Seahaven View Park/Bayside Estate park	2	2	2	2	2	2	12	40%
4	Build a Roller drome	2	2	2	2	2	2	12	40%
10	Entrance to Drummond Cove/Glenfield Beach Drive	1	2	1	2	2	2	10	33%
15	Groyne Dress Up	2	2	1	1	2	2	10	33%
9	Drummond Cove John Batten Hall/Park	1	1	1	1	1	1	6	20%
33	Car Park Shade Sails	1	1	1	1	1	1	6	20%
*5	Fencing around children's playground in swimming pool area							0	0%
*3	3 on 3 half basketball court at Soloman Circle Park							0	0%
*25	Public toilet for park at Fraser and George St Beachlands							0	0%

*Projects not rated due to time constraints. These three projects were rated during workshop 4.

Refining the Criteria – Word Smithing Sub Workshop

The second meeting of the Panel was held on the 16th of November 2013 at the City of the Greater Geraldton. The first part of the agenda concerned refining and confirming the criteria to be used in the second part of the day – the scoring of 70 infrastructure projects proposed by the City of Greater Geraldton. All 70 projects were scored by the end of the day, however in light of the experience of the day the consensus of the room was that further work on the quality of the criteria was required. A subpanel of five volunteers was created and charged with:

- Coming up with short clear wording for each criteria;
- Providing additional descriptions to help others understand the issues; and
- Developing a rating system for each criteria.

The Sub Panel met in a facilitated session on Thursday the 21st November and produced a series of revised criteria that was considered by the rest of the Panel at the third workshop. This consideration made up the third major part of the agenda for the third workshop. The criteria created by the Sub Panel underwent further refinement by volunteers from the room during the lunchbreak. Following presentation of this further refined criteria there was general acceptance by the room of this latest criteria for assessing all projects. These criteria are listed below

Criteria A

IDEAL / GOAL	CLARIFICATION / WORDING	VALUE	OUTCOME HIERARCHY -VALUE -
Community benefit compared to the financial cost	Who will it benefit? <i>(for example)</i>	1	Project has minimal benefit relative to the cost.
	• whole population?	2	Project has some benefit relative to the cost.
	• disadvantaged groups?	3	Project has reasonable benefit relative to the cost.
	• special interest groups?	4	Project has high benefit relative to the cost.
	• seniors?	5	Project has extremely high benefit relative to the cost.
	• young people?		
	• future generations?		

Criteria B

IDEAL / GOAL	CLARIFICATION / WORDING	VALUE	OUTCOME HIERARCHY -VALUE -
Protection of the environment, and culture balanced with community involvement	Balancing natural environment, heritage and culturally significant areas with community wants/needs, accessibility and future needs.	1	<i>Little importance and balance</i>
		2	<i>Some importance and balance</i>
		3	<i>Medium importance and reasonable balance</i>
		4	<i>Highly important and reasonable balance</i>
		5	<i>Highly important and very good balance</i>

Criteria C

IDEAL / GOAL	CLARIFICATION / WORDING	VALUE	OUTCOME HIERARCHY -VALUE -
Supports future population retention and growth while maintaining affordable living	Supporting population growth and retention balanced with affordable living and encouraging diverse employment (including but not limited to: sport, culture, arts, technology, innovation, education, ecotourism and environmental recreation).	1	Some support for growth and retention of the population but no known opportunities for diverse employment or affordable living
		2	Some diverse employment opportunities or opportunities for affordable living but minimal impact on growth or retention of the population
		3	Enable growth and retention of the population with either diverse employment opportunities or opportunities for affordable living
		4	Supporting growth and retention of the population, with some opportunities for diverse employment and affordable living
		5	Promoting growth and retention of the population, with good opportunities for diverse employment and encouragement of affordable living

Criteria D

IDEAL / GOAL	CLARIFICATION / WORDING	VALUE	OUTCOME HIERARCHY -VALUE -
Harmonious community, with cultural diversity	Supporting all cultures with recognition of aboriginal Australians as the first inhabitants of our land and enhancing community harmony	1	Project has little to no effect on cultural and community harmony
		2	Project has some effect on cultural and community harmony
		3	Project has moderate effect on cultural and community harmony
		4	Project has considerable effect on cultural and community harmony
		5	Project has significant effect on cultural and community harmony

Criteria E

IDEAL / GOAL	CLARIFICATION / WORDING	VALUE	OUTCOME HIERARCHY - VALUE
Community support for the project and involvement in its planning:	The degree to which the community has supported/participated in the project. Does the project promote pride in the community? Will the project be utilised?	1	Little to no support for the project, or involvement in its planning.
		2	Some support for the project and involvement in its planning.
		3	Moderate support for the project, or involvement in its planning.
		4	Considerable support for the project, and involvement in its planning.
		5	Significant support for the project, and involvement in its planning.

Criteria F

IDEAL / GOAL	CLARIFICATION / WORDING	VALUE	OUTCOME HIERARCHY - VALUE -
Our Lifestyle – big city amenities while retaining a small town feel	<p>Enhanced connectivity and accessibility while aligning with the City of Greater Geraldton life-style – friendly and accepting, safe, outdoor/recreational</p> <p><i>Possible Factors to consider</i></p> <ul style="list-style-type: none"> • Reducing car use (enhancing cycling, walking, public transport) • Reducing traffic jams and enhancing safety • Enhancing Activity Centres/hubs with multi use, walkability, some density • Improving accessibility to assets (built form and environmental) • Reducing urban sprawl into natural assets and food producing areas • Enhancing community meeting places 	1	Little to no potential for connectivity/accessibility and little to no alignment with our life-style
		2	Some potential for connectivity/accessibility or alignment with our life-style
		3	Some potential for connectivity/accessibility and some alignment with our life-style
		4	Considerable potential for connectivity/accessibility and some alignment with our life-style
		5	Considerable potential for connectivity/accessibility and good alignment with our life-style

Report from Workshop 4

The fourth and final meeting of the Panel was held on the 30th of November 2013 at the City of the Greater Geraldton. The agenda for the day is included in APPENDIX 1

The fourth workshop began with a presentation from the CEO regarding how the Executive used the criteria developed by the Panel to rate 5 randomly chosen projects. The feedback from the CEO was positive stating the executive found it straightforward to use and

For the first part of the workshop Panellists rated City projects that they had chosen from the master list that were not short listed in the top 70. At the third workshop panellists were given the surplus list of City projects numbered 71 through to 158 and were asked to identify projects that they believed should be assessed by the group. Each table of panellists chose 3 projects from the surplus list. A total of 19 projects were then divided into seven smaller lists for panellists to rate at workshop 4. Each table was allocated a small list which included three projects suggested by other panel members and two projects that members of their table suggested themselves.

Once these projects were rated they were combined with the 70 projects already rated by the panel to create the final list of 89 prioritised City Identified Capital Works projects.

Panellist were then asked to weigh the six criterion they developed. Each panellist was asked to allocate 100 points between the six criterion, giving no more than 30 points to a single criteria. This weighting was then applied to the rating of both City and Community identified Capital Works projects.

Community Panel Weighting of Six Criterion

CRITERIA	WEIGHT
Community benefit compared to the financial cost	21%
Our lifestyle – big city amenities while retaining a small town feel	20%
Protection of the environment, and culture balanced with community involvement	16%
Supports future population retention and growth while maintaining affordable living	16%
Community support for the project and involvement in its planning	14%
Harmonious community – with cultural diversity	13%

Community Panel Scores and Weighting of City Identified Capital Works Projects Including 19 additional projects identified from the City's project surplus list

PROJECT ID	PROJECT TITLE	A	B	C	D	E	F	SCORE out of 30	RATING	WEIGHTED
27	Mobility impaired access upgrades	5	4.5	5	3.5	4.5	5	27.5	92%	92%
57	Mullewa Youth Centre	4.5	4.5	3.5	4.5	4.5	4	25.5	85%	86%
25	Youth Hub	4	4	4.5	4	4	5	25.5	85%	84%
15	Upgrade to Mullewa In-venue Family Day care Service	5	3.5	4	4	5	3.5	25	83%	84%
34	Aboriginal Cultural Centre Mullewa	4.5	3.5	3.5	5	4.5	4	25	83%	83%
2	Tennindewa Bush Fire Brigade	4	4	3	4	5	4	24	80%	80%

4	Extension Runway 03/21, Taxiway Alpha and Apron including Runway Lighting	4.3	4	4.3	2.7	4	4.7	24	80%	80%
19	Rural Road Upgrades - Annual Program	4	4	4	3.5	4	4.5	24	80%	80%
53	Pathways - Annual Program	4.5	4	3.5	3	4	4.5	23.5	78%	79%
60	Meru - Community Reuse & Recycling Centre (CRRC)	5	5	4	2	4	2.5	22.5	75%	78%
23	RV Facilities Upgrades - Ellendale Pool	4	4	3	4	4	4.5	23.5	78%	78%
70	WWII Heritage Trail/Interpretive Signage	4	4.5	2	4	4.5	4	23	77%	77%
56	Beresford Foreshore Coastal Protection	4.4	4.4	3.1	2.9	3.4	4.4	22.6	75%	76%
29	Aboriginal Trail / Aboriginal Heritage	3.5	4	3.5	4.5	3.5	3.5	22.5	75%	75%
50	Chapman River CARE Project - Annual Program	3.5	4.5	3.5	3	4	4	22.5	75%	75%
32	Renewable and Energy Efficiency Program - Annual Program	5	4	4	2	4	3	22	73%	75%
52	Multicultural Resource & Activity Centre	4	2	4	5	4	3.5	22.5	75%	74%
65	Installation of Satellite Based Aircraft Transponders	4.3	3.5	4.3	2.8	3.5	3.5	21.9	73%	74%
69	Pindar/Tardan Bush Fire Brigade	4	4	3.5	2.5	4.5	3.5	22	73%	74%
5	Intersection Upgrade - Maitland Street and Durlacher Street (Service Relocations & Civil Works)	4	3	2.7	4	3.7	4.7	22.1	74%	73%
*95	QPT Redevelopment - Stage 3	4	3.5	3.5	3.5	3.5	4	22	73%	73%
*108	Construction of New 2700 metre Runway	4	3	4	3	3	5	22	73%	73%
44	Natural Areas - Annual Program	4	4.5	3.5	2	3.5	4	21.5	72%	73%
66	CCTV - Annual Program	4	4	3	3.5	3.5	3.5	21.5	72%	73%
28	Conversion of QEII patio area into an undercover area	3.5	3	3	3.5	4.5	4.5	22	73%	72%
21	East Chapman/Eradu Bush Fire Brigade	4.5	3.5	3	2.5	4	4	21.5	72%	72%
36	Purpose built archival storage facility	4	4	3	4	3	3	21	70%	71%
18	Community Nursery	4.5	4	3	2.5	4	2.5	20.5	68%	70%
10	Foreshore Drive Two-waying	4	3	3	3	4	4	21	70%	70%
*100	Chapman Road Streetscape (Durlacher Street - Forrest Street) - Stage 2	4	3	4	3	3	4	21	70%	70%
41	Wonthella Skate Park - lighting (Construction)	4	3.5	3	2.5	3.5	4	20.5	68%	69%
62	Aboriginal Cultural Centre Geraldton	3.5	3.5	3	4.5	3.5	2.5	20.5	68%	69%
58	Wonthella Greenway	3.3	3.3	3	3.3	3.7	4	20.6	69%	68%
59	Walkaway Railway Station Precinct	4	4	3	3	3	3	20	67%	68%

67	Mullewa Staff Housing - Annual Program	4	3	4	4	3	2	20	67%	68%
*82	Parking Station No 1 - Foreshore Drive	4.5	3	3.5	3	3	3	20	67%	68%
3	Street Signs Annual Program	5	3.5	2.5	2	3	4	20	67%	68%
*151	Sunset Beach Community Facilities	2	3	3	4	4.5	4.5	21	70%	67%
*109	New In-venue building	4	2.3	3.7	3	4	3.3	20.3	68%	67%
39	Stormwater drainage South Pipe, Mahomets	4.5	4	3	2.5	3	2.5	19.5	65%	67%
6	Mullewa Railway Precinct - Buildings	3	4	3	4	3	3	20	67%	67%
*98	Allendale School - Marsden Street Traffic Management Upgrade	4	3	4	2	3	4	20	67%	67%
*110	Chapman Valley Road - Waggrakine Bypass	4	3	4	2	3	4	20	67%	67%
61	Pedestrian Refuge New - Adelaide Street	4.5	3	2.5	2.5	4	3	19.5	65%	66%
22	Candlebark/Sunnybanks Sump	4	4	3	2	3	3	19	63%	65%
*88	Intersection Upgrade - Durlacher Street and Shenton Street	3.7	2.3	3.7	2.3	3.7	4	19.7	66%	65%
17	Allendale School - Marsden Street Parking Upgrade	4	3	2.5	3	3.5	3	19	63%	64%
31	Intersection Upgrade - Place Road & Hibbertia Street	4.5	2.5	3	2	3	4	19	63%	64%
20	Chapman River - Estuary Suspension Bridge	2	3.5	2	4	3.5	4.5	19.5	65%	63%
*84	Verita Road (Eastern Carriageway) - Stage 3	4	2.5	3.5	2	3	4	19	63%	63%
*126	Intersection Upgrade - Chapman Road & Mark Street	3.5	3	3.5	2.5	2.5	4	19	63%	63%
1	QPT Redevelopment - Stage 2	3	3	4	3	3	3	19	63%	63%
12	Upgrade Carpark No. 5	4	3	3.5	2	2.5	3.5	18.5	62%	63%
*138	Waggrakine Bush Fire Brigade Station	3.7	3	3	2.7	3.7	2.3	18.4	61%	62%
*155	Emergency Pound Infrastructure	4	2.5	2.5	3	3	3	18	60%	61%
26	Intersection Upgrade – Cathedral Avenue & Chapman Road	4	3	3	2	3	3	18	60%	61%
*74	Mullewa Sports Club	3	2.5	3	3	3.5	3.5	18.5	62%	61%
40	Mullewa Railway Precinct - Water Tank	3	3	3	3	4	2	18	60%	60%
33	Greys Beach Coastal Protection	3	4	2	2	3	4	18	60%	60%
16	Swan Drive	4	3.5	2	2	3	2.5	17	57%	59%
46	Pedestrian Refuge New - Hall Road	5	3	1	2	3	3	17	57%	59%
30	Bus Shelters - Annual Program	4	2.5	3	2	3	3	17.5	58%	59%
48	Cathedral Avenue-Hermitage Street Intersection Upgrade	3.5	2	3	2	3	4	17.5	58%	58%
68	Intersection Upgrade - Eastern Road and Johnston Street	4	3	3	2	2	3	17	57%	58%
*121	Masonic Lodge Mullewa	3.5	3	3	3	2.5	2	17	57%	58%

47	Town Beach Boat Ramp - Finger Jetty Upgrade	3	3	2.5	2.5	2.5	3.5	17	57%	57%
*144	Cape Burney Bush Fire Brigade	3	3	2	3	4	2	17	57%	57%
11	Aquarena- Health & Fitness / User Group Club rooms	3	2.5	3	2	3	3	16.5	55%	55%
24	Queens Park Convention Centre	2.5	2	3.5	3	2.5	3	16.5	55%	54%
49	Outdoor LED Screen	3	2	2.5	3	3	3	16.5	55%	54%
42	Intersection Upgrade - Cathedral Avenue & Sanford St (Service Relocation & Civil Works)	4	2	2	2	3	3	16	53%	54%
63	Stormwater Drainage North Pipe, Mahomets	3	5	2	1	2	2	15	50%	53%
*79	Pedestrian Refuge New - Fortyn Court	3.5	2.5	2	2	2.5	3	15.5	52%	52%
*99	Fencing of Paringa Park	3.7	2.7	1.7	2	2.7	2.3	15.1	50%	52%
35	Intersection Upgrade - Rifle Range Road & Utakarra Road	3.5	2.5	3	1.5	1.5	3	15	50%	51%
38	Eastward Road - Abraham Street Intersection Upgrade	3	3	3	2	2	2	15	50%	51%
37	Street Lighting - Annual Program	3.5	1.5	2.5	2	2.5	2.5	14.5	48%	49%
14	McCartney Road, Greenough River causeway at Maleys Bridge	2	4	1	2	3	2	14	47%	48%
64	Upgrade Carpark No. 4	3	2	2	1.5	2.5	3	14	47%	47%
8	Meru Landfill gas extraction	3	4	3	1	1	1	13	43%	47%
45	Utakarra Road Downgrade	2	2	2	2	4	2	14	47%	46%
43	Mullewa District Office	4	1	2	2	3	1	13	43%	45%
9	Meru - Class 3 Landfill	3	2	2	1	2	2	12	40%	41%
13	Intersection Modification - Waldeck Street & Brede Street	3	1.5	2	1.5	2	2	12	40%	41%
*115	School vehicle and security garage	2	2	2	1	2	2	11	37%	37%
55	On Street Parking Machines - Annual Program	2.5	1.5	2.5	1	1	2	10.5	35%	36%
7	Mullewa Caravan & Camping Park	1	2	2	2	2	2	11	37%	36%
51	West End Community Art Facility	1.5	1.5	2	2	2	1.5	10.5	35%	35%

* Projects from the City's surplus list identified by Community Panellists to be included in the 10 Year Capital Works plan.

Community Panel Scores and Weighting of 45 Community Identified Capital Works Projects

PROJECT ID	PROJECT TITLE	A	B	C	D	E	F	SCORE OUT OF 30	RATING	WEIGHTED
13	Playground for all	4.3	4	3.3	3.7	4.7	4.7	24.7	82%	82%
41	Before I Die' Wall	5	4	2	4	5	4	24	80%	81%
30	Community Garden in Wonthella	4	4	3	5	4	4	24	80%	80%
21	Shade for play are at the Chapman River park in Bluff Point	4.5	4	3.5	3.5	4	4	23.5	78%	79%

7	GRAMS Park development	4	3.5	3.5	4	4	4.5	23.5	78%	78%
14	City Biogas Project	4	5	4	3	4	2	22	73%	76%
42	Sunset Beach Traffic Calming	4	3	3	4	4	4	22	73%	73%
6	Skate Park for Spalding Park/ Chapman River Park and improvements to playground equipment	3.5	3	3.5	3.5	4	4	21.5	72%	71%
23	Geraldton Ocean Bath	3	3	4	3	4	5	22	73%	71%
5	Fencing around children's playground in swimming pool area	4	3	3	3	4	4	21	70%	70%
17	Free WIFI for Mullewa across the town	3.5	3	3.5	3	3	3.5	19.5	65%	65%
34	Toilets at Champion Bay Beach near organ donor memorial	4	3	2.5	2.5	3.5	3.5	19	63%	64%
31	Basketball court in parkland near John Batten Hall Drummond Cove	3.5	3.5	2	3	3	4	19	63%	64%
37	Public toilet on Marine Terrace	3	4	3	3	3	3	19	63%	64%
35	Fences around a couple of parks in Geraldton	3	4	3	3	3	3	19	63%	64%
29	Glendinning Road - Lighthouse - Development on the beach lookouts	3	4	3	3	3	3	19	63%	64%
32	Board walk with jetty at Drummond Cove	3	3	3	3	3	4	19	63%	63%
44	Shaded walkway/botanical garden from the boat parking lot opposite Target Mall to Madallions Beach to include a bridge over the road to Apex Park	3	3	3	3	3	4	19	63%	63%
36	Welcome signs, sculptures, flags at the north and south entrance to Geraldton	4	3	1	4	4	2	18	60%	61%
27	Coxswain Park Upgrade	3	3	3	2.5	3.5	3.5	18.5	62%	61%
18	Improved town site appeal for Mullewa	4	3	2	3	3	3	18	60%	61%
1	Bellimos Park Upgrade	3	3	3.5	2.5	3	3	18	60%	60%
3	3 on 3 half basketball court at Soloman Circle Park	2	3	4	3	3	3	18	60%	59%
43	Entry to Geraldton Brand Hwy landscaping project	4	3	2	2	3	3	17	57%	58%
12	Maitland Park Services	3.5	3	2.5	2.5	3	2.5	17	57%	58%
25	Public toilet for park at Fraser and George Streets Beachlands	4	3	1	2	3	3	16	53%	55%
2	Glenfield Beach Drive Playground	2.5	3	2	2.5	3	3.5	16.5	55%	54%
24	Sunset Beach Town Centre	2	3	2	3	3	3	16	53%	53%
20	Community Hall with multiple rooms and storage for community	2	3	3	2	3	3	16	53%	53%

	groups in the north side of town (Sunset Beach Bosley Street Park Area would be ideal)									
19	Community Bike Hire/cycle amenities	2	3	3	1	3	4	16	53%	52%
22	Wooree Lane Kerbing and street lighting around Eighth Street	3	3	2	2	2	3	15	50%	51%
40	Marine Terrace mall	2	3	2	2	2	4	15	50%	49%
11	Playground on beach parkland Bluff Point	2.5	2.5	2	2	2.5	3	14.5	48%	48%
45	Outdoor Amphitheatre on the foreshore	2	3	2	2	2	3	14	47%	47%
28	Marine Terrace Parking Upgrade	3	1	2	2	3	3	14	47%	46%
4	Build a Roller drome	2.5	2	2	2	2.5	3	14	47%	46%
9	Drummond Cove John Batten Hall/Park	2.5	2.5	1.5	2	2.5	2.5	13.5	45%	45%
8	Seahaven View Park/Bayside Estate park	2	2.5	2	2	2.5	2.5	13.5	45%	45%
16	Cruise Ship Facilities	2	2	2	2	2	3	13	43%	43%
38	Levy Street Park Public Toilets	2	2	2	2	2	2	12	40%	40%
26	Welcome/information statement for Geraldton	2	2	2	2	2	2	12	40%	40%
39	Shade at St Georges Beach	2	2	1	2	2	3	12	40%	39%
15	Groyne Dress Up	2	2	1	1	2	2	10	33%	34%
10	Entrance to Drummond Cove/Glenfield Beach Drive	1	2	1	2	2	2	10	33%	33%
33	Car Park Shade Sails	1	1	1	1	1	1	6	20%	20%

In the second part of the workshop panellists discussed in small groups:

1. How should we combine the City and Panel capital works rankings?
2. How should community participate in future long term capital works allocation?
3. What have we learnt that should be passed on to future community panels?

Their responses were captured on the computer and sent to a theme team who identified reoccurring ideas and created over-arching themes for their responses to the three questions.

The group then discussed the overarching themes to each of the three questions and agreed:

1. Both City Executive and Community Panel criteria be applied separately to each project. Each project then be assigned a City rank and a Community rank, presented in separate columns. The scores of the top ranks then be normalised to be equal and the statistical normalisation process then be applied to the full list of projects. A new set of ranks be created from the combined scores of City and

Community scores added together to give final ranked list. Allow Council to view both City and Community and total scores side by side to facilitate debate in the decision making process.

2. Council should support community participation in future long term capital works planning by:
 - a. implementing a randomly sampled Community Panel every two to four years to revisit the criteria and rankings of long term capital works projects.
 - b. Keeping the existing Panel involved via 6 monthly meetings to ensure that the criteria established by the Panel are being utilised. Continue to involve the existing Panel to support and mentor future Panel.
 - c. Broadening community knowledge and awareness of existing and future projects, in particular those about to commence via local media, council webpage and social media; and provide opportunities for community feedback via the council webpage.

3. Based on our experience and learning future Community Panels should consider the following:
 - a. Keep it simple. Don't get caught up in the semantics of it, remember the purpose of the exercise.
 - b. The next panel should go through the same process of learning, as community values may change in the future, i.e., keeping a small town feel may not be a priority.
 - c. Encourage panel members to think outside the box and not to be afraid to diverge from strict processes (e.g. create subgroups for deeper deliberation).
 - d. Ensure the workshop environment enables participants to speak openly and that their opinions are recognised as valuable.
 - e. Good deliberation is critical - respect the views of others, represent those outside yourself, be willing to make compromises, and maintain an open mind.
 - f. Being equipped with all the information needed to make sound judgements and deliberations.
 - g. Ensure prospective panel participants receive in-time information, clear logistics and an outline of the expected process (in particular, a flow chart documenting each step in the panel deliberation process).
 - h. That you will learn new things and gain knowledge by participating in the process, such as a better understanding of how the City and Council operates, and how decisions are made.

The remainder of the workshop was used to capture cameos of Community Panellist experiences. (See page 18).

Random Sampling Methodology

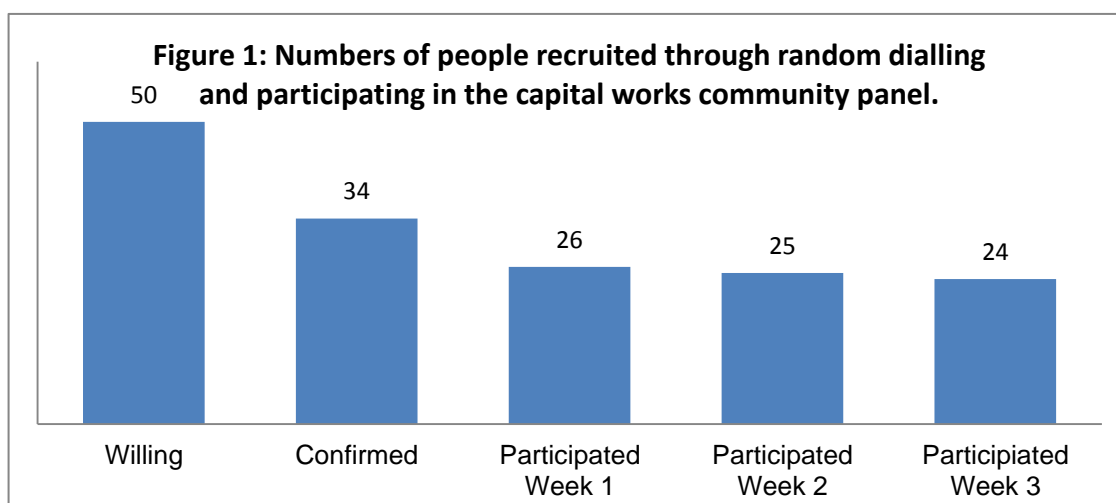
The recruitment process was designed so that community panel participants were a broad, representative cross-section of the community. Worldwide, the preferred method to achieve a representative panel is through stratified random selection. That requires using a list of all potentially eligible people and inviting a random sample of people on that list to participate. Stratification means that the selection is done on certain criteria, usually age and gender, so the final sample has the same proportion in that group as is in the total population. While recruiting, once a strata is filled no one else with those characteristics is invited.

Invitation to participate in the community panels was done through random dialling telephone and mobile numbers of Greater Geraldton residents. People who were contacted were invited to be on either the capital works panel or the panel on the range and level of community services. The target was 34 people recruited through this method for each panel. Another six participants per panel were selected by invitation in a manner described later.

Random dialling recruitment

Overall 337 persons eligible to be on the one of the panels¹ were contacted through random dialling and were interested enough to hear the call agent explain the project. From those people, 116 or 34 per cent said they were interested and available to be on a panel. Fifty people said they were interested in the panel on capital works. Males and females were equally likely to be willing to participate. Young people aged 18 to 29 years were most likely the willing (49 per cent) and people ages 60 years and over were the least likely (30 per cent). There were differences by gender. Young women under 30 years old were much more interested in participating than young men (59 per cent versus 33 per cent), and older men were more interested in participating than older women (40 per cent versus 27 per cent).

Work and family commitments were given by two-thirds of the people who said they did not want to participate. Other reasons included scheduled travel, health reasons, 'too old', or not interested.



Of the 50 people who said they were willing to participate, 34 or 68 per cent confirmed that they were still available and interested when they were contacted before the first panel session (see Figure 1). On the

¹ Persons were eligible if they were 18 years old or over, had lived or intended to live in Greater Geraldton for at least six months and was not a current employee of the City or a Councillor.

day of the first session 26 people participated, representing an almost 50 per cent drop out between agreeing to participate and actually attending. Retention among people participating was high. Only one person recruited through random dialling failed to attend subsequent weeks, equal to a retention rate of 96 per cent each week.

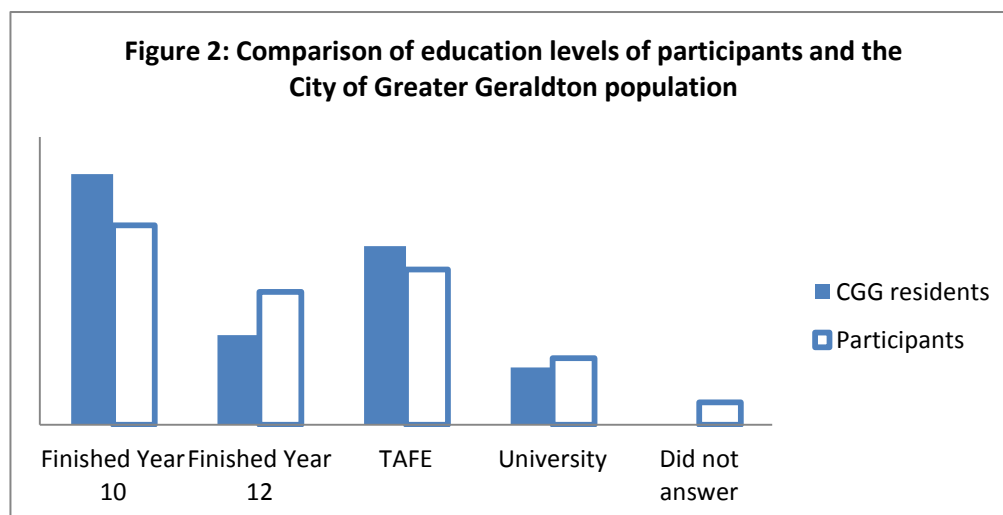
Table 1 shows that the 50 people recruited to participate were somewhat younger than the general population. As a result of pulling out because of other commitments, the 26 participants recruited through random dialling who attended the first meeting had approximately the same proportion of people under age 40 but a lower proportion aged 40-59 years and a higher proportion aged 60 and over.

Table 1: Comparison of the age and gender of capital works community panel participants with the CGG population.

Age group	CGG residents	Willing participants				Confirmed participants				Participants			
		Males	Females	Total	Total %	Males	Females	Total	Total %	Males	Females	Total	Total %
18-29	20%	2	9	11	22%	1	6	7	21%	1	5	6	23%
30-39	17%	6	6	12	24%	4	4	8	24%	4	2	6	23%
40-59	38%	8	7	15	30%	4	6	10	29%	1	4	5	19%
60 +	24%	6	6	12	24%	5	4	9	26%	5	4	9	35%
Total	100%	22	28	50	100%	14	20	34	100%	11	15	26	100%

Note: The City of Greater Geraldton population distribution is derived from the usual residents reported in the 2011 census of the City of Geraldton-Greenough and Shire of Mullewa.

The education levels of the panel members closely resembled that of the general population as shown in Figure 2.² The proportion of panel members born overseas also broadly reflects the City's demographics. In the census 24 per cent of usual residents reported they had been born overseas. Five out of the 26 participants (19 per cent) of the panel had also been born overseas: two in the United Kingdom, and one each in New Zealand, Canada and Italy.



² Education levels of City of Greater Geraldton derived from usual residents aged 15 and over of City of Geraldton-Greenough and Shire of Mullewa in 2011 census. 'Finished year 10' include some people enumerated in the census who did not complete Year 10.

As Table 2 shows, participants came from all parts of the City, including inner suburbs, semi-rural and rural areas.

Beachlands	2	Drummond Cove	3
Beresford	1	Glenfield	2
Geraldton	2	Waggrakine	2
		Wandina	3
Karloo	2		
Rangeway	2	Greenough	1
Spalding	2	Mullewa	1
Sunset Beach	1	Tenindewa	1
Wonthella	1		

People living in Mullewa represent only 2 per cent of the total City of Greater Geraldton adult population. Statistically it is possible that a random sample of 36 residents would not have anyone from Mullewa. However, given the importance of addressing community need in the recently amalgamated shire, a particular effort was made to ensure the panel would have one or two participants from Mullewa. Phone numbers registered to people living in Mullewa were called separately so they had a greater opportunity of being contacted. Three participants from the old Mullewa Shire were recruited through random dialling and two confirmed and participated.

Non-random recruitment

It is widely recognised that conventional methods of recruiting participants may systematically miss members of certain groups, thereby resulting in a biased sample. The City considered that representation of Aboriginal people and youth between the ages of 15 and 17 on the panels was extremely important and that random dialling was not an efficient, effective or appropriate recruitment method to recruit them.

Youth were recruited through schools and youth networks. Two youth participated in the capital works panel.

Aboriginal participants were recruited through snow-balling. In consultation with the City's Aboriginal liaison officer, several leaders of the Aboriginal community were approached for recommendations of potential members. Those suggestions were followed up and frequently lead to other people who might be interested. Interest in participating among the Aboriginal people who were approached was very high.

Four Aboriginal people were identified as interested and available to participate in the panel. One person pulled out at the confirmation stage because of a conflict with coaching responsibilities. Three Aboriginal participants attended the first session, two attended the second session and one attended the third session.

Retention

Considering all participants, those recruited through random dialling and by invitation, four people who did not attend all three of the first four sessions; two were Aboriginal people and two had been born overseas.

Techniques and Technologies Used in the Panel Deliberations

A 21st Century Dialogue (adapted from AmericaSpeak's '21st Town Meeting') creates meaningful opportunities for large numbers of people to deliberate in small groups to effectively problem solve and find a coherent voice that reflects their carefully considered views and priorities.

Tables of 4 -9 participants, purposefully seated to maximise diversity in views, deliberate together about key issues. A trained facilitator at each table encourages effective team dynamics. Table participants usually take turns volunteering to act as the table scribe. At each table, a networked computer, connected by a wireless platform helps teams to submit their ideas to set questions as succinctly as possible. Then a theme team (of 4 – 8 trained members with a coordinator) synthesises the inputs from all the computers, creating themes, often illustrated by direct quotes from tables. These are projected back into the room, virtually in 'real time'. The room's priorities are determined by a more sophisticated method than keypad polling. Each participant can rank, rate, or divide points (\$s) between items. Graphs of the priorities are immediately available to be projected back into the room.

One of this technique's most empowering strategies is the dissemination at the close of each day of a participant report consisting of the day's deliberation outcomes. This avoids 'experts' trying to understand and interpret participant inputs to create a report, often not sending it back to them until some time later. In a 21st Century Dialogue, the agreed outcomes are immediately available to participants, in their own words.

A Multi Criteria Analysis Conference (MCA) is a systematic, structured decision making process that engages diverse people in an open and accountable process. In order to reach a preference (ranked priorities); this technique makes use of expert views based on technical data, as well as community value judgements. Often, planning decisions are complex and potentially contentious. The MCA addresses complexity by encouraging thorough data analysis, and tackles contentiousness by ensuring community value judgements are taken into account. Normally, the community is not privy to such decision-making processes, but through an MCA, the process is open and accountable.

The MCA process has four key components:

- A set of alternative options (in this instance, capital works projects)
- A set of criteria for comparing the alternatives (developed by participants)
- Weighting to attach a measure of importance to each criteria (developed by MCA Conference participants if required)
- A method of ranking the alternatives based on how well they satisfy the criteria (developed and implemented by the MCA Conference participants)

CivicEvolution (CE) is a computer platform that uses web, mobile, and face-to-face activities and applications to help people come together around their shared concerns in meaningful conversations, where they can understand their differences and pursue their mutual interests through practical cooperation. This approach encourages collaboration, among everyday people, and also can more effectively link community with government.

There are CE applications for community based, online-deliberation, however, in this instance; CE was used to support the face-to-face deliberation. CE provides the network for the 21st Century Dialogue that enables 'meaningful' deliberation at the small tables, and then connects the tables to theme teams and their coordinator in real time, so the theme team can work with the ideas as they are generated. Themers are provided with effective ways to browse through the ideas looking for patterns and affinities. The system makes it easy to move from themes to prioritization and then the displaying of results, all the while maintaining all of the data for instant reporting and auditing. When used for the MCA, each small group submits their team scores for each project rated against each criterion. When more than one team rates a project (for calibration purposes), the results are instantly averaged. If criteria are weighted, the scores are changed accordingly. The final list of rankings is immediately available. CE automatically generates the daily Participant Report from the outcomes of each day's deliberation.

Social Media

By social media, we are including, telephone, radio, television, email, websites, photographs, videos, mobile phones or text messaging, that is used to reach out, connect, build or create relationships and build trust within an online community. Some examples of social media are: Facebook, Twitter, YouTube, LinkedIn, Flickr and Pinterest. We are using social media to include the broader community in our deliberations so they can interact, create, share, and exchange information and ideas in virtual communities and networks.

#changesCGGcommunity and Social Media

Social media was identified as a critical tool for engaging with the Geraldton community as a proactive, cost effective and immediate mechanism to;

- Understand local perceptions and understanding of the Community Panel process
- improve transparency and accountability
- foster an active community
- enhance positive perceptions of City services and functions
- strengthen linkages and collaboration in all aspects of community
- engage all generations of the community, where they are most comfortable in a way they understand.

#ChangesCGGcommunity has provided the City with an opportunity to maximize the use of social media to both encourage, and take part in, the conversation and debate regarding the decisions the City makes about things that matter to the people who live in Greater Geraldton. The #changesCGGcommunity social media platforms, allowed in part, for ordinary people to contribute to the conversation of the Community Panel and be part of something bigger.

Throughout the Community Panel process the City has encouraged people to engage in the online dialogue and become part of the evolving conversation through;

Facebook: Changes CGG Community <https://www.facebook.com/changescggcommunity?ref=hl>

Twitter: <https://twitter.com/CityofGG>

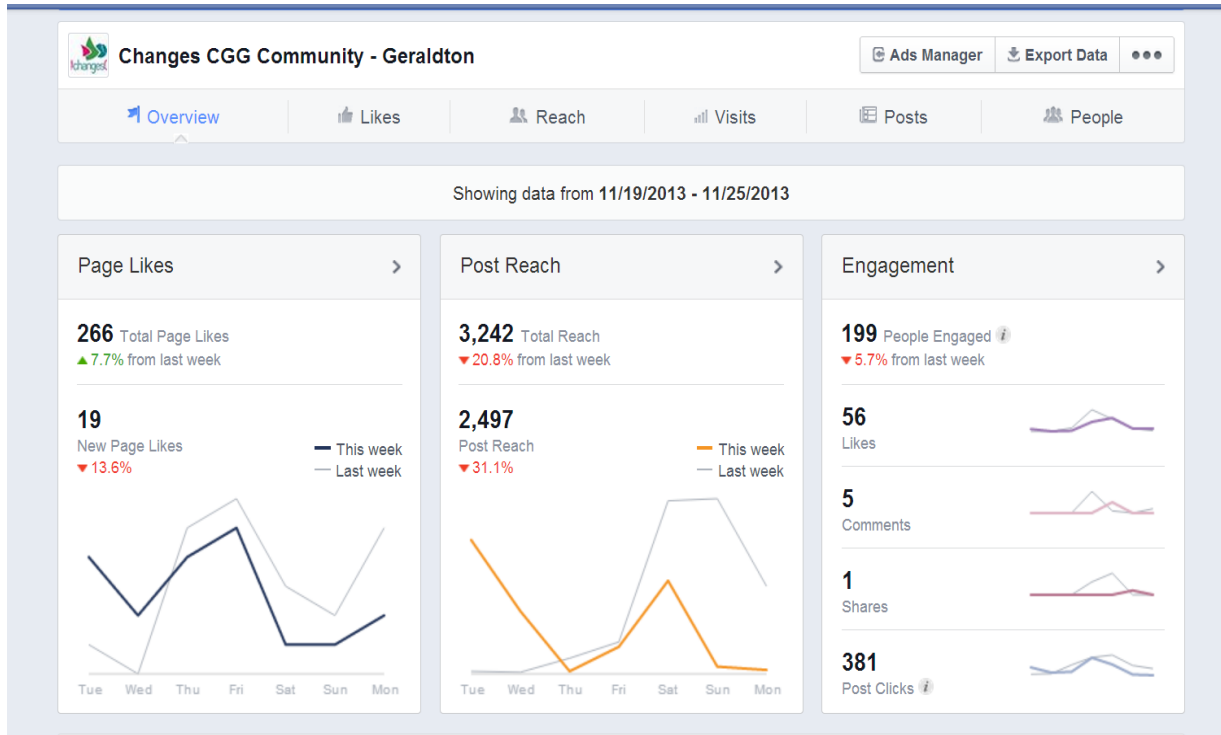
The City also provided detailed information including comments from the Mayor and Frequently Asked Questions via the City's website at <http://cgg.wa.gov.au/major-projects/changes-cgg-community>

At its highest point #changesCGGcommunity Facebook posts reached over 6000 people. Extracts from media articles prepared for mainstream media were shared via several Facebook sites and a particular post regarding the community's values went viral.

The City relaxed some of the ordinary protocols regarding media and marketing to ensure responses were immediate and effective in social media. The result was positive and encouraging.

Facebook Snapshot

A typical Facebook snapshot extracted below;



Independent Review Committee

An Independent Review Committee (IRC) was established to provide a further level of transparency and to ensure the integrity of this Participatory Budget process.

The IRC was not involved in any deliberations or influenced any of the outcomes. Their role was to oversee the process only. The Terms of Reference for the IRC were as follows:

- To oversee the Process.
- To ensure the process was fair and unbiased.
- To ensure the Community panels were representatives and that the panels got the information they need, in a format they understood, to enable their deliberations.
- To ensure panels were given the time, information and support to problem solve.
- To champion the process in the Community.
- To keep the City advised of potential and actual questions that are being asked in the community and develop possible responses.
- To determine who and how the Committee will work with and respond to the Media.
- To play an Ombudsman role – as first point of contact for any panel member if any issues arise.

At the end of each workshop two members of the IRC met with the Community Panel (in absence of all City staff) to question them on the proceedings of the day, including their feedback on the information presented by the City, the tasks the Panel was required to perform, how the facilitation was and if City staff remained neutral in the process.

After, the IRC debriefed the #changesCGGcommunity Project Management Team and Curtin University support team on their findings.

The IRC will prepare a full report on the workshop series including their findings which will be presented to Council along with the Final report from the Community Panel.

Members of the IRC were:

Mayor Ian Carpenter

Deputy Mayor Neil McIlwaine

Dave Clare

Raina Savage

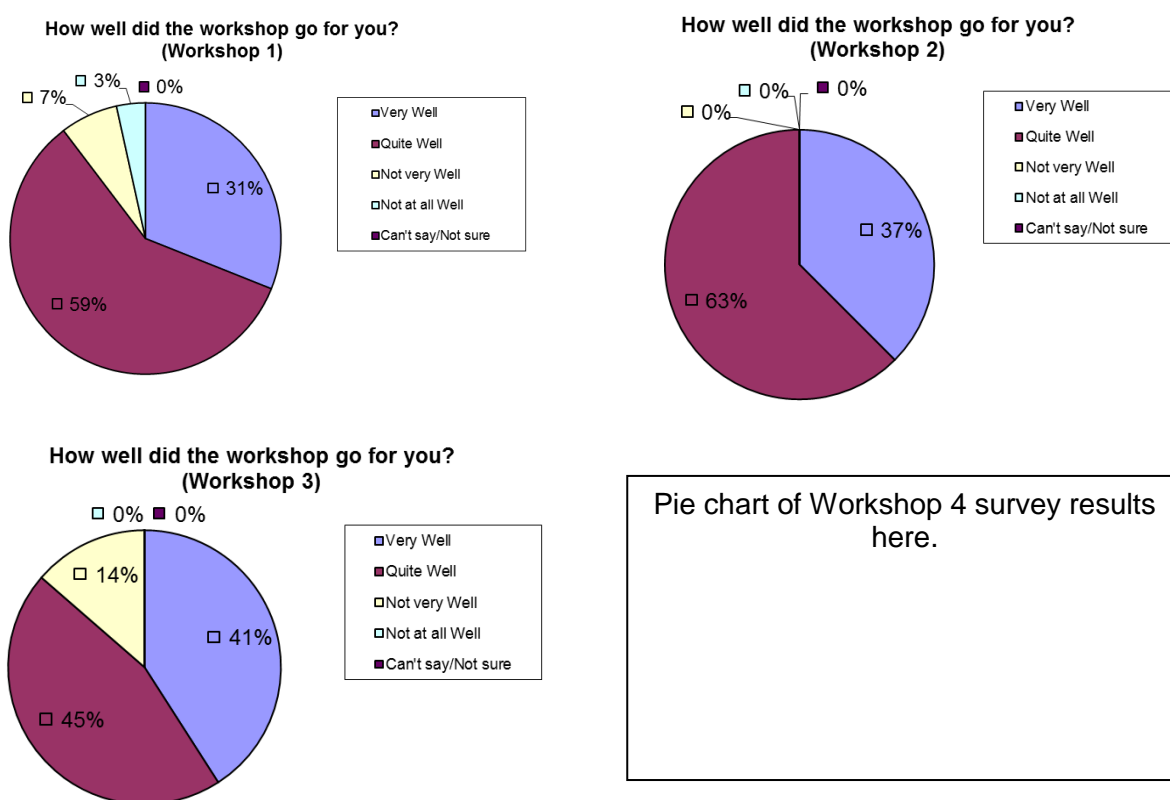
Trevor Lake

Synopsis of Daily Participant Feedback Surveys

Feedback was gathered after every workshop through a participant survey. The survey queried general satisfaction with the workshop as well as particular parts of the agenda. Participants were also asked about their ability to access aspects of the workshop and their perceptions of the amount of time given over to aspects of the agenda. Finally they were asked about the neutrality of the process.

General Satisfaction

In response to the general question *“How well did the Workshop go for you?”* the vast majority of participants felt that the workshop went either quite well or very well in all of the workshops.



Satisfaction with parts of the agenda

Depending on the particular agenda of the workshop participants were asked how useful they found the parts of the agenda. In general, more than three quarters of participants felt that the particular parts of the agenda were either quite useful or very useful.

Ability to deliberate

Participants were asked a series of questions that tested their ability to effectively deliberate with each other. The questions queried how well participants were able to understand the key issues under consideration, learn about the issues, hear from people with differing viewpoints, influence the

outcomes of the workshop and express their own views. In general, more than three quarters of participants felt that they could do these things either quite well or very well.

Participation and Influence

Participants were asked a battery of questions that queried their perceptions of the degree to which they were invited to contribute and this contribution was valued. The questions queried how much participants believed their participation was encouraged, their expertise and experience were utilised and valued and the outcomes of the workshop would be valued and used. In general, more than three quarters of participants believed that it was either definitely or probably the case that these statements were true.

Time allowed for activities

The perceptions of whether the right amount of time had been spent on particular aspects of the agenda was queried across all workshops (contingent on what particular elements were in the agenda). Strong majorities of participants felt that the time allocated for agenda items such as presentations of information was “about right”. However there was general pattern of half the participants feeling like there was too little time spent on small group discussions across all workshops in comparison to the remaining half who felt that the time spent was about right.

Neutrality

The neutrality of the non-participants and the workshop process was confirmed across all workshops with minorities of less than 10% finding that the facilitators, process or questions were biased.

Comments

In general around 10% of respondents provided comments in the space provided on the survey form. Many of these comments reinforced quantitative findings from elsewhere in the survey such as the desire for more time for information absorption and deliberation at the tables. The balance of the comments described personal dissatisfaction with particular group dynamics or disagreement with the outcomes created by the room during rating and prioritisation.