

November/2020

Community Voice Project

10 Year Capital Works Plan Prioritisation Report



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Executive Summary

In November 2020, a Citizens Jury of 22 community members who demographically and statistically represented the residents of the City of Greater Geraldton, came together in a two part workshop series to deliberate and prioritise Capital Works Projects for inclusion in the 10 Year Capital Works Plan.

The Jurors were asked to participate in a deliberative process and to provide the City of Greater Geraldton and Council with carefully considered recommendations regarding Capital Works including an assessment criteria and framework for assessing new Capital Works projects as they arise. The workshop process was facilitated by experienced City of Greater Geraldton Staff.

At the outset of the process, and to ensure legitimacy, accountability and transparency, the Council publicly committed to the extent of influence, the Jury's findings will have.

The Community Voice 10 Year Capital Works Plan Citizens Jury met for the first time on 14 November 2020 for a three hour introductory workshop. During the session they learned about Local Government, the Council budget process and the role the Community Strategic Plan has in informing Council decision making.

Jurors spent time identifying what they value about living in the City region and what would make it a better place to live before they reviewed and revised the Capital Works Assessment Criteria and Framework developed in 2013 by the 10 Year Capital Works Community Panel to ensure it reflected their values. They also weighted the criteria to ensure the amount Jurors valued a criteria would be included in the assessment process.

The second workshop, held on 21 November 2020, focused on learning about 18 Capital Works approved by Council for prioritisation.

Through a series of short project introductions and question and answer sessions with senior staff, Jurors were able to gain a better understanding of each project before they deliberated and scored each individual project against their revised selection criteria.

Juror scores were collected, collated and used to generate a priority list of projects. Jurors also identified a number of recommendations to Council regarding the workshop process and future Capital Works projects.

Citizens Jury Recommendations

In relation to the workshop objectives and process, the Jury recommends:

- a) Council adopt the Citizens Jury Assessment Criteria and Framework (See page 9, Appendix Assessment Criteria and Framework).
- b) The Assessment Criteria and Framework continue to be used to assess new Capital Works projects as they arise.
- c) When assessing new Capital Works projects, both the City of Greater Geraldton and Citizens Jury criteria, be applied separately to each project, these rankings are presented in separate columns and that a new set of ranks are created by equally combining Jury and the City of Greater Geraldton scores to calculate a final score. All three scores are to be displayed side by side to inform decision making.
- d) Council adopt the combined scored prioritised list of Capital Works into the 10 Year Capital Works Plan.
- e) The City of Greater Geraldton and Council implement a Citizens Jury on a regular basis to revisit the community values based Assessment Criteria and Framework and rank new Capital Works Projects for inclusion in the 10 Year Capital Works Plan.

To future Capital Works projects, the Jury also recommends Council commits to:

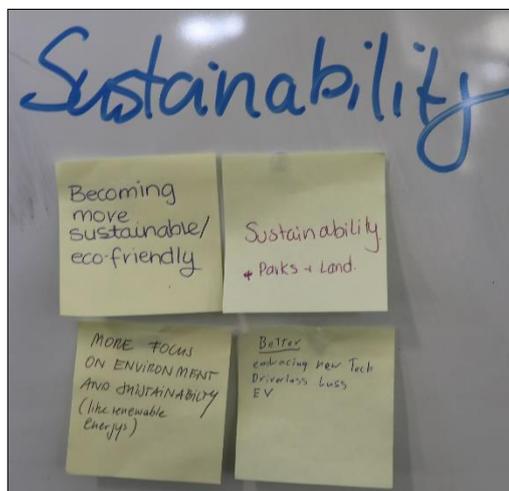
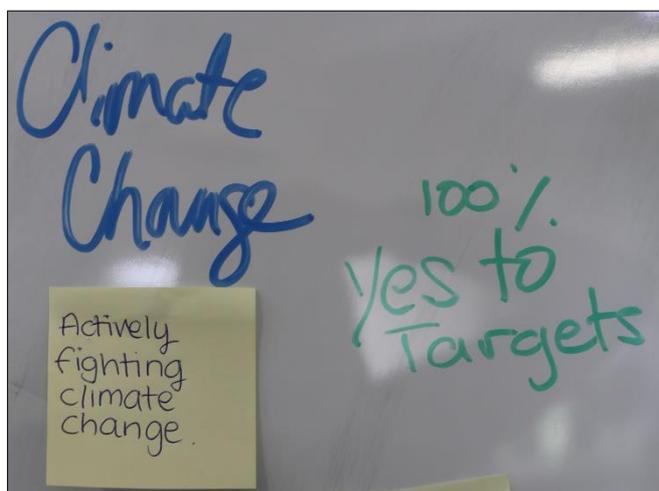
- a) A targeted reduction in the City's carbon footprint.
- b) Increasing sustainability.
- c) Reducing waste.
- d) Reducing negative impacts on the environment.
- e) Supporting the Million Trees project.
- f) Balancing heritage and the environment with development.
- g) Include heritage and culture elements in Capital Works projects.

Jury Prioritised List of Capital Works

List of 18 Capital Works projects prioritised by the Citizens Jury.

Priority	Capital Works Projects	Jury Score (100%)
1	Community Nursery Expansion	81%
2	Point Moore Lighthouse Tourism Precinct	79%
3	Maitland Park Bus Interchange and Parking Area	78%
4	Meru Waste Diversion Infrastructure	78%
5	Renewable Energy Initiatives	74%
6	Beresford Foreshore Jetty	72%
7	QPT Upgrades	71%
8	Underwater Snorkelling Dive Trail	71%
9	Maitland Park Botanic Gardens – Stage 1	69%
10	Eadon Clarke Stormwater Harvesting	67%
11	Shared Path Drummond Cove to Sunset Beach	64%
12	Chapman River Mouth Footbridge	63%
13	Foreshore Waterpark Redevelopment	63%
14	Aquarena Splash Playground	62%
15	Mullewa Masonic Hall Refurbishment	61%
16	Shared Path Cape Burney to Tarcoola Beach	59%
17	Drummond Cove Boat Ramp and Erosion Protection	52%
18	Shared Path Greenough Hamlet to Walkaway	51%

Photos: Citizen Jurors' values

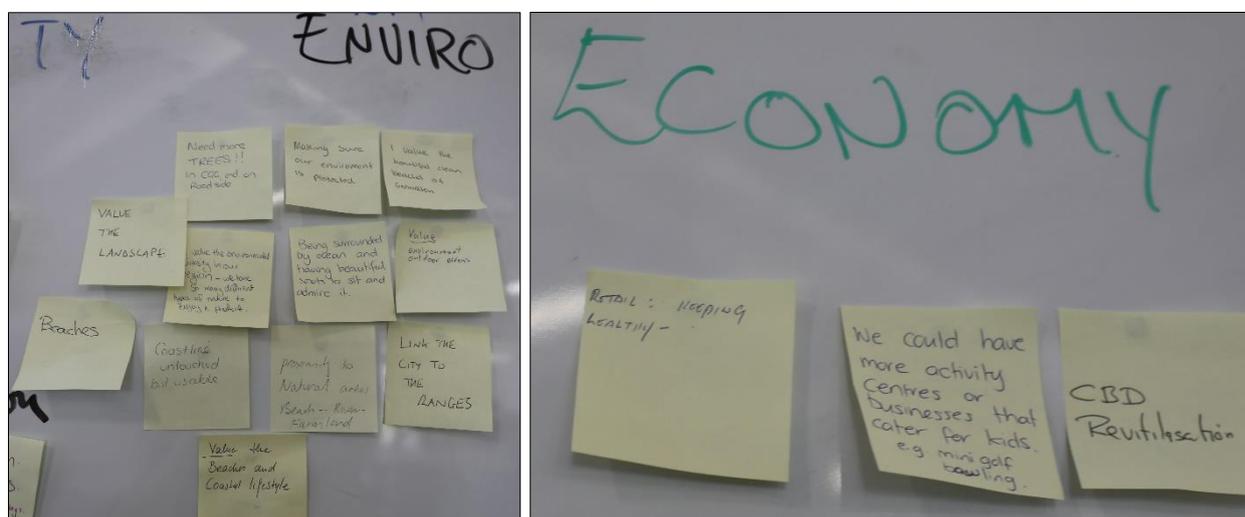


Combined Priority List of Capital Works

List of 18 prioritised Capital Works projects featuring both Jury and the City of Greater Geraldton scores equally valued at 50% each and the final combined score.

Priority	Capital Works Projects	Jury Score (50%)	City Score (50%)	Combined Score (100%)
1	Meru Waste Diversion Infrastructure	39%	38%	77%
2	Maitland Park Bus Interchange and Parking Area	39%	37%	76%
3	Point Moore Lighthouse Tourism Precinct	40%	34%	73%
4	QPT Upgrades	36%	33%	69%
5	Renewable Energy Initiatives	37%	30%	66%
6	Community Nursery Expansion	41%	25%	66%
7	Eadon Clarke Stormwater Harvesting	33%	31%	64%
8	Shared Path Drummond Cove to Sunset Beach	32%	29%	61%
9	Beresford Foreshore Jetty	36%	25%	61%
10	Shared Path - Cape Burney to Tarcoola Beach	29%	30%	59%
11	Chapman River Mouth Footbridge	31%	27%	59%
12	Underwater Snorkelling Dive Trail	35%	22%	57%
13	Foreshore Waterpark Redevelopment	31%	25%	56%
14	Aquarena Splash Playground	31%	23%	54%
15	Maitland Park Botanic Gardens – Stage 1	35%	18%	53%
16	Shared Path - Greenough Hamlet to Walkaway	25%	26%	52%
17	Drummond Cove Boat Ramp and Erosion Protection	26%	25%	51%
18	Mullewa Masonic Hall Refurbishment	31%	20%	51%

Photos: Citizen Jurors' Values



Community Voice Project Background

The City of Greater Geraldton and the community have been working together for ten years to strengthen and deepen democracy. Involving the community in the budget has been a crucial step in furthering this commitment to collaborative problem solving and decision-making, which continues to build trust between the City of Greater Geraldton, Council and the community.

In November 2019, the City of Greater Geraldton Council, formally endorsed the implementation of a deliberative democracy initiative called the Community Voice Project. The two staged process began in December 2019, with a community perception survey regarding City of Greater Geraldton services followed by a four part workshop series in February 2020, to review the range and level of services the City of Greater Geraldton provides.

Stage two of the project was scheduled to take place in July 2020, however COVID-19, a worldwide pandemic, hit and the second stage of the project was delayed.

Prior to the pandemic, the City had reached a small budget surplus position of approximately \$160,000. In the first half of the 2020/21 Financial Year and ten months into the pandemic, the loss of income from various fees and services has resulted in the City of Greater Geraldton operating at a deficit of approximately \$5.8 million and a reduced capacity to fund new Capital Works projects. Now more than ever before, new Capital Works prioritisation for inclusion in the 10 Year Capital Works Plan is needed, to ensure the City of Greater Geraldton and Council invest in projects that not only reflect the community's wants and needs, they also assist in the ongoing and long-term recovery from the pandemic. The Community Voice Workshop series was developed to provide an opportunity for the community to inform and consider input into future Capital Works expenditure.

The Community Voice 10 Year Capital Works Plan Prioritisation workshop series involved engaging with the community in a Participatory Budgeting (PB) process. The project utilised a Citizens Jury comprising of former Citizen Jurors and community panelists, who demographically and statistically represented the City of Greater Geraldton community. The Jury came together over a series of two workshops to learn about and deliberate 18 Capital Works Projects. The objectives of the Jury were to:

- a) Review and recommend a community values based assessment criteria and framework for assessing Capital Works.
- b) Prioritise a list of new Capital Works for inclusion in the 10 Year Capital Works Plan.

PB processes are not new to the City of Greater Geraldton and Council. In the past seven years, the City of Greater Geraldton has implemented five PB processes utilising Citizen Juries: 10 Year Capital Works Community Panel in 2013, Range and Level of Services Review Community Panel in 2014, the Community Summit in 2015, the Mullewa Services Summit in 2016 and the Community Voice Range and Level of Service Review in 2020. Citizen Juries are considered an effective tool to obtain a representative sample of community values and attitudes which utilises evidence based deliberation to inform decision-making.

One of the recommendations of the 10 Year Capital Works Community Panel was for the City and Council to repeat a randomly selected PB Citizens Jury every two to four years to prioritise new Capital Works.

Process Outcomes

The primary outcomes from the workshop series were:

- A community values based criteria/framework for assessing new Capital Works.
- A prioritised list of 18 Capital Works for inclusion in the 10 Year Capital Works Plan.

Principles

The estimated cost of each of the 18 Capital Works projects was considered, including the costs to plan, construct and the ongoing running/maintenance costs. Background information on each project including, relevant history, community engagement outcomes and results of preliminary studies or concept designs where applicable were also provided to Jurors.

Process Overview

The process involved a demographically stratified Citizens Jury of 22 people, who collaborated in an intensive deliberative process to provide Council with a carefully considered and prioritised list of 18 new Capital Works. The process involved one, three hour introductory workshop and one full day workshop to learn about, deliberate and prioritise Capital Works. Jury deliberations involved the following phases:

- Learning about Local Government and the City of Greater Geraldton/Council budget process.
- Reviewing the existing assessment criteria developed in 2013 by the 10 Year Capital Works Plan Community Panel.
- Learning about Capital Works.
- Prioritising Capital Works.
- Developing recommendations.
- Submitting a final report on their findings and recommendations to Council and the broader community.

Council Commitment to the Process

The commitment sought from Council was that they will:

- Seriously consider all recommendations made by the Citizens Jury;
- Implement recommendations wherever possible;
- Where a recommendation, or recommendations, cannot be implemented, Council will clearly communicate the reasons to the Citizens Jury; and
- Where a recommendation, or recommendations, cannot be implemented, Council will seek to understand the intent of the recommendation, or recommendations, and work with the Citizens Jury to find other ways to fulfil the intent.

Tools of Engagement

1. City of Greater Geraldton Capital Works Plan Prioritisation Booklet containing project descriptions, background information, estimated project costs, estimated ongoing maintenance costs, images, maps and applicable project designs.
2. Video explaining the Community Strategic Plan.
3. Assessment criteria developed by the 10 Year Capital Works Community Panel.
4. Project assessment booklet to score projects against the criteria.

Jury Recruitment

The City invited community members who had participated in previous PB workshop series, including Community Voice Project Citizen Jurors, #ChangesCGGCommunity Panelists and Community Summit Panelists to be on the Jury. Three youths were also invited to participate. Jurors were recruited until each demographic category that represents the broader Geraldton community in terms of age, ability, cultural background, gender and geographic location of residence was filled. The final Jury comprised 22 members.

Incentives

The City of Greater Geraldton covered all reasonable expenses associated with attendance at the workshops such as travel and provided all meals during the workshops. All participants received sitting fees for workshops they attended. The fees were \$50 for the introductory

session and \$100 for the full day workshop. Jurors also received a Certificate of Recognition for their participation.

Detailed Workshop Process

Workshop 1: Introductory Session

Objectives

- Learn about Local Government and the budget process.
- Learn about the Community Strategic Plan.
- Review the existing Assessment Criteria developed by the 2013 Community Panel.

Process

Following final registration, Jurors sat in small groups at four tables.

The CEO welcomed the Jurors, Acknowledged Country and provided a brief summary of how the City of Greater Geraldton had engaged with a Community Panel in 2013 to prioritise Capital Works for the 10 Year Capital Works Plan. Background information on City finances due to COVID-19 restrictions was discussed and Councils focus on renewing assets rather than building new ones. The importance of community input into Council decision making processes was outlined and Council's strong commitment to deliberative and democratic participation explained. Council commitment to the outcomes was presented (See page 6 *Council's Commitment to the Process*).

The Director of Corporate and Commercial Services lead the next session which unpacked key elements of Local Government for the Jury. The session began with a video that explained the Community Strategic Plan which was followed by a breakdown of where the City of Greater Geraldton's income is from and how it spends this funding. A table containing the spending on New Capital Works projects and Renewal projects over the last three years was presented followed by a brief overview of the integrated planning and reporting cycle.

The third session of the workshop had Jurors 'break the ice' by taking five minutes to find five things they had in common with the people sitting at their table which they later shared with the group.

The fourth session involved identifying their values. Jurors were asked two questions:

1. What they valued most about living, working, playing or studying in the City of Greater Geraldton region.
2. How the City of Greater Geraldton region could become an even better place.

Each Juror was asked to write three ideas down on three separate Post-it notes. These were collected and themed together during a group discussion.

Before the review of the assessment criteria began, Jurors agreed a 66%, or 2/3 majority, consensus would be required for any workshop voting process.

Jurors began the review in the 2013 Assessment Criteria and Framework by using it to score a scenario Capital Works Project. As a group, they discussed which criterion worked well and which didn't to assess the project. Based on their findings and values, revisions to the criteria were made. At the end of the session they had agreed upon the six criteria they would use. (See Appendix Capital Works Assessment Criteria and Framework - page 9)

Jurors then weighed the criteria. This enabled Jurors, who stated during the review, they felt one or more criterion were less relevant than others, to allocate a numerical value to each criterion. Each Juror was given 100 points to divide between the six criteria. Their scores were added together, averaged and then added to their Draft Assessment Criteria and Framework.

Homework

Jurors were asked to review their Draft Assessment Criteria and Framework and read the Capital Works Projects Booklet before the second workshop.

Workshop 2: Reviewing, Deliberating and Assessing Capital Works Projects

Objectives

- Learn the status of the 2013 prioritised Capital Works projects.
- Learn about and deliberate the 18 Capital Works projects.
- Assess the 18 Capital Works Projects.
- Determine final recommendations to the City of Greater Geraldton and Council regarding the workshop objectives, process and new Capital Works.

Process

Jurors were seated in small groups at five tables. Seating was designated to ensure each table had jurors of varying ages, genders and cultural backgrounds.

The workshop began with a presentation of their Draft Assessment Criteria and Framework and the weighting. Following a brief discussion the criteria was adopted by the Jury to assess projects.

The next session presented the status of the 132 Capital Works projects prioritised by the Community Panel in 2013.

The workshop then focused on the task at hand to deliberate and assess the 18 Capital Works projects. The process involved a project introduction by a senior staff member who highlighted key information to the Jurors who were able to ask questions and seek clarification during the presentation. Following the presentation the Jury deliberated the project with other Jurors at their tables while staff remained on hand to answer any additional questions during they had.

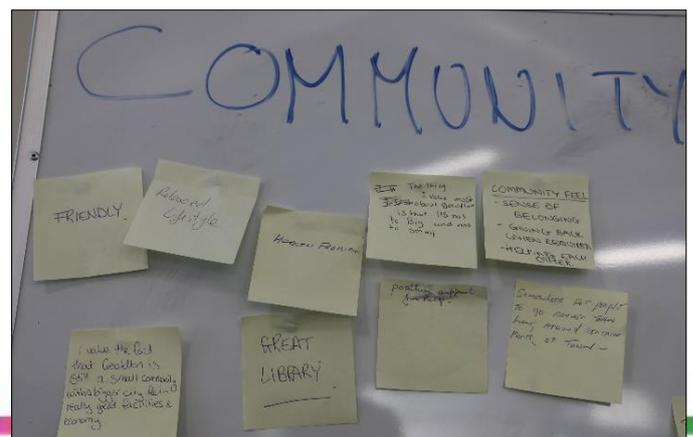
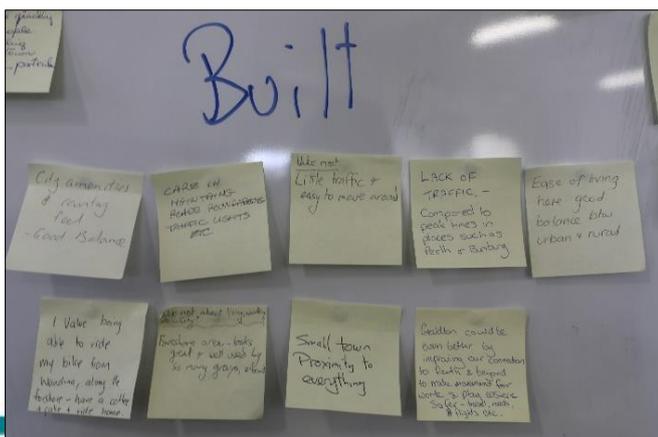
During the deliberation Jurors assessed each project by scoring against each criterion in their scorecard booklet. At the end of the session, Jurors tore the project assessment score card from their booklet and submitted them for collation by a staff member seated at the back of the room.

This process, which took 10-20 minutes per project, repeated itself until all 18 projects were assessed. The ongoing ranking of projects was reported to Jurors throughout the day.

The final scored and ranked list of Capital Works was then revealed followed by a group discussion on the results.

The last session of the workshop identified recommendations to make to the City of Greater Geraldton and Council in relation to the workshop objectives, workshop process and in relation to future Capital Works projects.

Photos: Citizen Jurors' values.



APPENDIX: Capital Works Assessment Criteria and Framework

CRITERION A	CLARIFICATION	WEIGHT	VALUE	HIERARCHY
Community value/benefit	<ul style="list-style-type: none"> Who values or benefits? Whole population, special interest groups, disadvantaged groups, seniors, young people, future generations? 	23%	0	<i>Project has no value/benefit or criterion is not applicable</i>
			1	<i>Project has minimal community value/benefit.</i>
			2	<i>Project has some community value/benefit.</i>
			3	<i>Project has reasonable community value/benefit.</i>
			4	<i>Project has high community value/benefit.</i>
			5	<i>Project has extremely high community value/benefit.</i>
CRITERION B	CLARIFICATION	WEIGHT	VALUE	HIERARCHY
Balancing growth and development while maintaining the small town feel	<ul style="list-style-type: none"> Reducing car use, traffic jams, urban sprawl. Enhancing cycling, walking, public transport, activity centres/hubs community meeting places, Improving accessibility Supporting population growth and development Encouraging economic growth and diverse employment opportunities 	15%	0	<i>Project has no potential to balance growth and development whilst maintaining the small town feel or the criterion is not applicable.</i>
			1	<i>Project provides minimal potential to balance growth and development whilst maintaining the small town</i>
			2	<i>Project provides some potential to balance growth and development whilst maintaining the small town</i>
			3	<i>Project provides reasonable potential to balance growth and development whilst maintaining the small town</i>
			4	<i>Project provides high potential to balance growth and development whilst maintaining the small town</i>
			5	<i>Project provides extremely high potential to balance growth and development whilst maintaining the small town</i>
CRITERION C	CLARIFICATION	WEIGHT	VALUE	HIERARCHY
Protection and enhancement of the natural environment	<ul style="list-style-type: none"> Balancing the natural environment with community's current and wants/needs and future generations Living sustainably Reducing our carbon footprint 	21%	0	<i>Project does not protect or enhance the natural environment, nor reduce our carbon footprint or the criterion is not applicable</i>
			1	<i>Project provides minimal protection or enhancement of the natural environment or minimally reduces our carbon footprint</i>
			2	<i>Project provides some protection or enhancement of the natural environment or somewhat reduces our carbon footprint</i>
			3	<i>Project provides reasonable protection or enhancement of the natural environment or reasonably reduces our carbon footprint</i>
			4	<i>Project provides high level of protection or enhancement of the natural environment or highly reduces our carbon footprint</i>
			5	<i>Project provides extremely high level of protection or enhancement of the natural environment or an extremely high level reduction of our carbon footprint</i>

CRITERION D	CLARIFICATION	WEIGHT	VALUE	HIERARCHY
Protection and enhancing cultural diversity and heritage	<ul style="list-style-type: none"> Ensuring heritage and culturally significant areas are protected and enhanced for current and future generations. Supporting all cultures with recognition of Aboriginal Australians as the first inhabitants of our land and enhancing community harmony 	14%	0	<i>Project does not protect or enhance heritage and culturally significant areas nor enhance cultural and community harmony or criterion is not applicable</i>
			1	<i>Project provides minimal protection or enhancement of heritage or culturally significant areas or minimally enhances cultural and community harmony</i>
			2	<i>Project provides some protection or enhancement of heritage or culturally significant areas or somewhat enhances cultural and community harmony</i>
			3	<i>Project provides reasonable protection or enhancement of heritage or culturally significant areas or reasonably enhances cultural and community harmony</i>
			4	<i>Project provides high level protection or enhancement of heritage or culturally significant areas or highly enhances cultural and community harmony</i>
			5	<i>Project provides extremely high level protection or enhancement of heritage or culturally significant areas or very highly enhances cultural and community harmony</i>
CRITERION E	CLARIFICATION	WEIGHT	VALUE	HIERARCHY
Financial benefit and ongoing costs	<ul style="list-style-type: none"> Does the project provide value for money? 	13%	1	<i>Project cost and ongoing maintenance costs are extremely very high</i>
			2	<i>Project cost and ongoing maintenance costs are significant</i>
			3	<i>Project cost and ongoing maintenance costs are considerable</i>
			4	<i>Project cost and ongoing maintenance costs are reasonable</i>
			5	<i>Project cost and ongoing maintenance costs are very low</i>
CRITERION F	CLARIFICATION	WEIGHT	VALUE	HIERARCHY
Community support for the project and involvement in its planning	<ul style="list-style-type: none"> The degree to which the community has supported/participated in the development of the project. Does the project support the community or generate pride in the community? Will the project be utilised? 	14%	0	<i>Project has no support from and/or involvement by the community in its planning or the criterion is not applicable</i>
			1	<i>Project has little support from and/or involvement by the community in its planning</i>
			2	<i>Project has some support from and/or involvement by the community in its planning</i>
			3	<i>Project has a reasonable amount of support from and/or involvement by the community in its planning</i>
			4	<i>Project has a considerable amount of support from and/or involvement by the community in its planning</i>
			5	<i>Project has a significant amount of support from and/or involvement by the community in its planning</i>

COMMUNITY Voice

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