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MORNINGTON PENINSULA SHIRE

CITIZENS' PANEL

Process Report

March – November 2022

LIMITATIONS OF USE

This report has been prepared by MosaicLab on behalf of and for the exclusive use of Mornington Peninsula Shire.

The sole purpose of this report is to provide a report of the methodology and process undertaken for the Mornington Peninsula Shire Citizens Panel

This report has been prepared in accordance with the scope of services set out by the Mornington Peninsula Shire Citizen's Panel project. Mornington Peninsula Shire can choose to share and distribute this report as they see fit. MosaicLab accepts no liability or responsibility whatsoever for or in respect of any use of or reliance upon this report by any third party.

MosaicLab is a team of engagement practitioners and facilitators based in Victoria. We work with government agencies, community groups, industry and commercial organisations and support them to have meaningful conversations that lead to action. Our processes bring diverse people together to solve complex problems and make a positive difference to decision-making.



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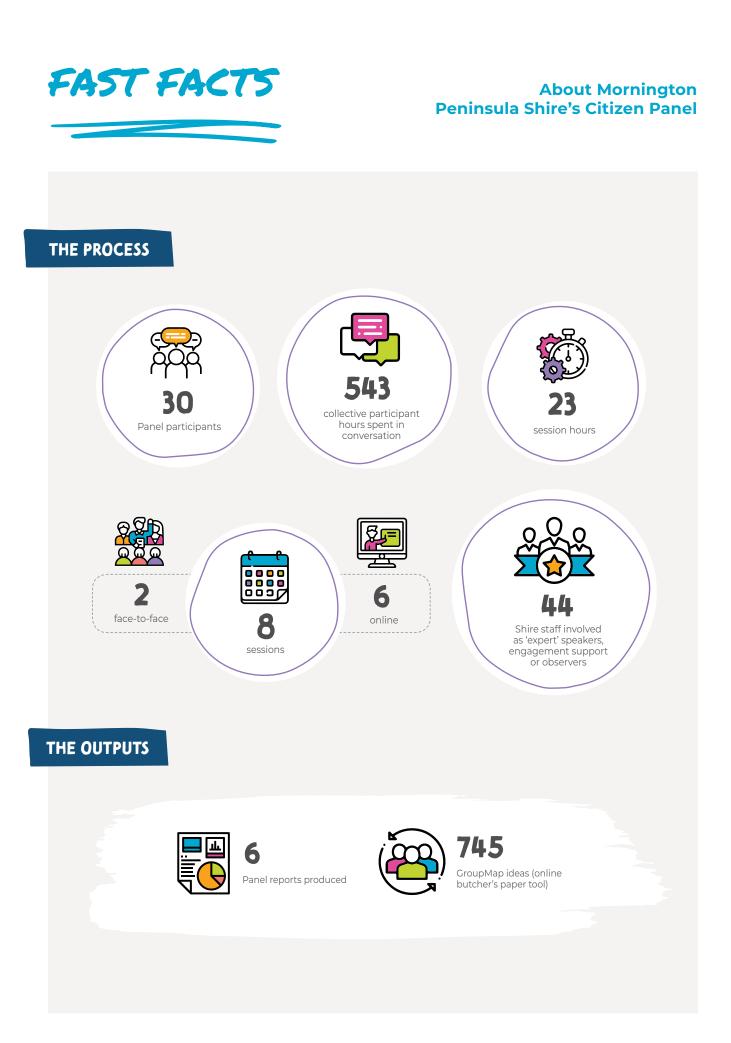
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PANEL PURPOSE

The purpose of Mornington Peninsula Shire's 2022 Citizens Panel is to share opinions and viewpoints on specific topics as determined by the council. Feedback from the panel will be compiled and provided to council staff and Councillors ahead of Council briefings and meetings. Councillors will take into consideration the panels feedback to help with their decision making.





This report provides a transparent record of the design and implementation of the process undertaken to engage the Morning Peninsula Shire Citizens Panel (the Panel) over the eight sessions and has been prepared by MosaicLab as independent facilitators.

MosaicLab has been grateful for the opportunity to work closely with the Mornington Peninsula Shire community engagement team on the first-of-its-kind* standing Citizens Panel in Victoria (*to the best of our knowledge!).

We have been humbled by the Panel's dedication and energy at each session and their commitment and passion for their community. And we're already looking forward to what can be achieved in 2023!!



WHAT IS A CITIZENS PANEL?

A Citizens' Panel is a democratic tool used to bring together a randomly selected group of people who broadly represent the community. People's Panels or Citizens' Panels are powerful examples of deliberative democratic engagement. This means the community affected by a decision are put at the centre of the decision. It brings community members closer to decision makers and the activity of government.

The panel is built around ten core principles which are listed below.

INFLUENTIAL

Deliberation requires decision makers to give weight to and

implement the outcomes to the greatest extent possible. This forms a foundation for building trust with your community.

Deliberation isn't about asking people their opinion and then disregarding their views, which significantly reduces trust and results in poorly supported outcomes.

DELIBERATIVE



Deliberation goes beyond conversation and dialogue. It requires those deliberating to

weigh up options and come to judgement on a problem.

Deliberation isn't about people giving you a wish list or a list of ideas. It results in clear direction for organisation decision makers.

REPRESENTATIVE



Deliberation requires that the deliberating group is representative of the whole

community. The group is usually selected using an independently conducted, random, stratified process.

Deliberation isn't about allowing anyone to turn up and people to 'self-select', like the participants at a public meeting. It allows you as decision makers to have a high level of comfort, because you know what everyday people who are broadly representative of your customers or community think is reasonable (once they are informed). This is more valuable than knowing only what interest groups and highly articulate and invested people are lobbying for.

INFORMATIVE

Deliberation requires that people have detailed, in-depth, and balanced information before they come to judgement. This includes hearing different perspectives including th

Judgement. This includes hearing different perspectives, including the views of experts and interest groups.

Deliberation isn't about asking people for uninformed views. It allows you as organisation decision makers to know that the recommendations being provided to you are based on evidence and have considered all sides of the issue.

TIME

Deliberation requires that the deliberating group is given sufficient time to become



informed about the issues, weigh up options and come to judgement. Long form processes are usually 4-6 full days. An online (equivalent) process or a short process can be held over 2-3 days, if you are scaling down.

Deliberation isn't about holding a short workshop or evening meeting.

TRANSPARENT

Deliberation is a public process that seeks to build trust in democratic decision making and as such all aspects should



be made public, unless there are extenuating circumstances. Members of the public should be able to observe the deliberating group in action and the report of the group should be made public immediately after it is handed to the key decision maker. All information considered by the group should be considered public and be on the project website. Communication activities such sharing videos of the process and interviews with participants can also help to increase transparency.

Deliberation isn't about working behind closed doors. It allows the public to see that it has been a fair process.

INDEPENDENT FACILITATION

and facilitated by

Deliberation is designed

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independent, professional facilitators with experience in deliberation. Facilitation enables individuals to work through a designed set of activities (conversations) to collectively and productively produce an outcome (recommendations). Facilitators ensure that all group members are given equal opportunity to participate.

Deliberation isn't about the group being led to a pre-determined result.

BLANK PAGE REPORT

Deliberation requires that participants respond to the remit by writing their own report. Starting with a blank page,



they refine and agree on their final recommendations, then present their report directly to decision makers for consideration.

Deliberation isn't about providing options or a draft report. The organisation doesn't gather feedback on their own ideas. Instead, the organisation hears directly from their customers or community without any interpretation from consultants or staff.

CLEAR REMIT

Deliberation is about the deliberating group responding to a remit - or primary

a remit - or primary question - that goes to the core of the issue, shares the dilemma, and promotes open discussion. The remit question is clear and written in plain English.

Deliberation isn't about responding to easy issues. It allows the organisation to receive solutions to complex problems.

INCLUSIVE

Deliberation requires that barriers to participation are removed so that anyone



feels they could participate in a deliberation. Some barriers are easily managed, for example, paying people an honorarium to cover the costs of their participation (travel, childcare etc). Also, support can be provided to people living with disabilities and meetings can be held in accessible venues. Other barriers, such as people not having the time or considering that this is, (ie. 'not for them') are harder to remove.

Deliberation isn't about excluding people and it ensures that the organisation hears from a true cross-section of its community. Expert facilitation is a vital element to foster vibrant deliberative dialogue and a supportive, open environment. The table below summarises some of the key roles of facilitators in a deliberative process.







In 2021 the Mornington Peninsula Shire (MPS) empowered the community to help shape it's future and develop a new Community Vision for the Peninsula to 2040. To do this, its first Citizens' Panel was established to develop this Community Vision, using the extensive feedback and ideas received from the community. Council committed to use the Vision to guide the development of the Council Plan and other key initiatives.

The inaugural Citizens' Panel was such a great success that council resolved to recruit a **new panel each year** to hear what residents have to say about a range of important and sometimes difficult issues. The decisions council make affect everyone and hearing directly from people, with lived experience, about what they think supports the council to make better and more informed decisions.

The 2022 Citizens Panel was tasked with discussing and considering a range of issues that impact the community - from planning and infrastructure, innovation ideas to future proof the Shire, climate change, peri-regional status to how we plan our services and programs such as roads and assets maintenance and progress on community health and wellbeing.



MORNINGTON PENINSULA SHIRE CITIZENS PANEL

PANEL OVERVIEW

The Panel comprised randomly selected participants from an extensive recruitment process undertaken by Sortition Foundation

The Panel was a representative sample of the Shire community, matched to ABS census data, and included people residing across the Shire, a range of ages, tenure and gender.

45 randomly selected participants took part in the first session. However, throughout the course of the process, this number was reduced to 30 participants. This is normal and expected, and generally due to changes in circumstance such as job or family arrangements.

Participants met over eight sessions online, commencing with a meet and greet via Zoom on 6 April 2022, and participated in seven sessions each month between April and November.

THE PROCESS INVOLVED:

a **broad range of topics with clear questions** to support council's work

conversations and Q&A with council staff at each session to support the Panel's understanding of the topic

23 hours per person of discussion and deliberations across eight panel sessions

support from **facilitators experienced** in delivering deliberative processes



an online portal that provided a central place for participants to access relevant information inputs as well as a discussion forum

a dedicated community engagement team within council ensuring pre-reading materials and output reports were circulated in a timely manner

ROLES

Multiple groups were involved in the project. Their roles are outlined in the table below.

GROUP		ROLE
Panel members	Randomly selected community members	Discuss issues and ideas per topic/session* and weigh up all the evidence and information presented. Summarise discussions and provide responses to council's key questions per topic/session* * topics were pre-determined by council
Mornington Peninsula Shire	Host	Coordinate monthly meetings, define topics to be discussed, provide relevant background information and invite subject matter experts to inform the discussion, observe the process, answer specific questions directed to them, and respond to the panel's output reports.
MosaicLab facilitators	Independent facilitators	To provide a supportive, inclusive and productive space that enabled panel members to deliberate, respond to their remit and make recommendations within the time available. To provide support as needed, to ensure panel members could participate in sessions.
Sortition Foundation	Independent recruiters	To manage the recruitment process (including random selection and stratification) and to ensure it was fair and unbiased.
Expert speakers	Members of MPS Staff as content experts	To provide expert knowledge into the process and answer questions from the panel members.
Observers	Councillors, invited guests and representatives of the host organisation	To observe the panel deliberations, increase transparency of the process and follow the observer 'code of conduct'.

RECRUITMENT

Sortition Foundation managed panel recruitment via a random, stratified selection process. This ensured the selection of panellists was conducted independently of MPS and the facilitation team.

An expression of interest process was held whereby 10,000 letters of invitation were randomly sent to Mornington Peninsula residents inviting them to register their interest in participating in the Panel. Community members could express interest and were randomly selected by the Sortition Foundation using an online tool to ensure a representative sample of the Mornington Peninsula community. An online tool is used to randomly select members to avoid any unconscious bias and perceived favouritism.

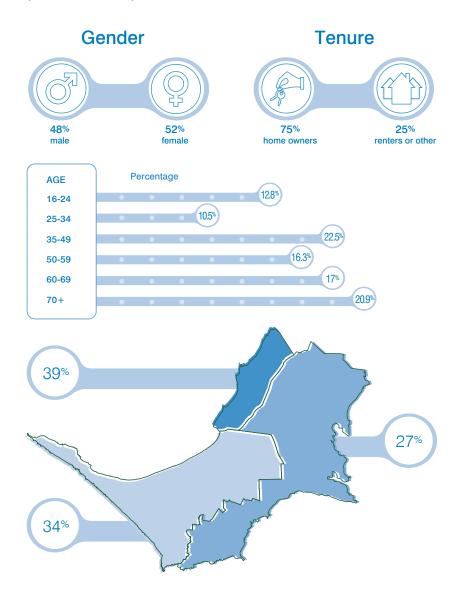
Selection against stratification goals ensured that the final panel selected was descriptively representative of the demographics of the overall service area population (i.e. forming a 'mini-public' of citizens). Stratification goals were based on demographic statistics using the Australian Bureau of Statistics (ABS) Census data as follows::

- location (address)
- home-owner / renters
- age range
- gender.

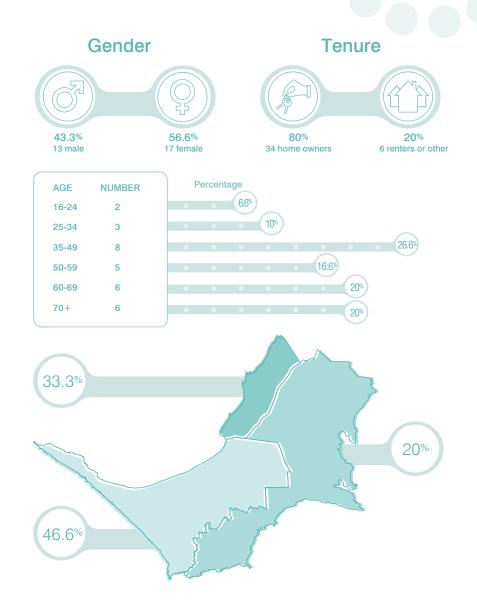
45 people were initially recruited by Sortition Foundation to the Panel. It is normal to over-recruit for a panel, as it is usual for numbers to reduce during the process for a range of reasons. As circumstances changed for a number of panellists since registering their interest, the active panel members was reduced to 30 people during the process. No-one left the panel process due to misgivings with the process, but instead due to other time commitments or life changes.

Neither council, shire staff, nor the expert facilitators at MosaicLab were involved in the selection of panel representatives. The final Citizens' Panel is descriptively representative of the broader community (based on census data). These panels ordinarily include people that Council doesn't often hear from but who are impacted by Council decisions. The diversity of the panel members is important in considering the challenges and opportunities facing the Peninsula community and developing guidance for Council.

Target demographics: 126,335 (residents 16+)



Panel demographics: 30



PROCESS ROADMAP

The roadmap below provides an overview of the Citizens Panel sessions, their topic and purpose.

MEET AND GREET 6PM-9PM	SESSION 2 6PM-9PM	SESSION 3 6PM-9PM	SESSION 4 6PM-9PM	SESSION 5 6PM-9PM	SESSION 6 6PM-9PM	SESSION 7 6PM-9PM	SESSION 8 6PM-8PM
Wed 6 April	Wed 27 April	Wed 1 June	Wed 6 July	Wed 3 August	Wed 7 September	Wed 5 October	Wed 2 November
Kick off	Asset Plan	Peri-regional status	Innovation Summit	Future Maintenance Services	Climate & emissions	Council + Wellbeing Plan	Celebration + Reflection
Get to know each other, clarity of roles, process and journey. Establish our working agreements	Understand the council's Asset Plan and dilemmas Prioritise how council should invest in its assets	Build our understanding of council's chosen advocacy direction for peri- regional status Explore ideas to support broader community engagement	Explore what an 'innovative' Mornington Shire would look like in 10 years Build on ideas from Innovation Summit	Build our understanding of council's future maintenance services Explore ideas to guide council with where to direct (constrained) resources	Build our understanding of community emissions and climate change impacts Inform council on what households might be willing to do to reduce emissions Vote on whether Council should invest in offsets OR local initiatives	Hear from council about key projects from the Council and Wellbeing plans Offer guidance to council to ensure key projects achieve their objectives/ outcomes	Remembering our journey together & capturing reflections and words of advice for 2023 Panel Celebrate and receive certificates
online	online	online	online	online	online	online	in-person

DETAILED PANEL PROCESS TIMELINE

The following pages provide an executive summary of each session.

Where applicable, session output reports appear in the Appendices and are denoted with a:





MEET AND GREET

6 April 2022 | 6pm – 9pm | 38 participants | Online

- Formal welcome and introduction from John Baker, CEO MPS
- Learning about how the panel will operate
- Opportunity to meet and get to know fellow panel members.
- Overview of information inputs (inc. background report, panel handbook and online portal)
- Setting agreements about how the panel work together
- Speed dialogue with 23 council staff to build understanding of council's work:
 - Alex Chisholm Team
 Leader Development
 Engineering
 - Amanda Sapolu Manager -Governance and Legal
 - Anita Buczkowsky -Team Leader - Economic Development
 - Ashley Hansen Statutory Building Dep - Team Leader Municipal Building Surveyor
 - Davey Smith Manager
 Programs & Project
 Management Office
 - David McPherson Team
 Leader Planning Services
 Team Leader
 - Jarrod Lawson Manager -Continuous Improvement
 - Jo Bradshaw Manager -Community Services

- Joanne Donnelly Team Leader - Advocacy, Communications and Engagement
- > John Baker CEO
- Katanya Barlow Manager
 Strategic & Infrastructure
 Planning
- Kelly Gillis Manager- People & Culture
- Municipal Building Surveyor > Cr Lisa Dixon Deputy Mayor
 - Melissa Burrage Manager
 Climate Change &
 Sustainability
 - Nathan Kearsley Manager
 Property & Commercial
 Services
 - Pauline Gordon Director -Community Strengthening

- Rebecca Levy Manager
 Community Facilities & Precincts
- Sally Hutchinson Major Projects Communications and Engagement Facilitator
- Shannon Maynard -Manager - Community Safety & Compliance
- Tasdiq Ahmed Team
 Leader IT Service Desk
- Tom Haines-Sutherland -Manager - Infrastructure Services
- Tori Freeland Asset
 Planning Coordinator
- Tricia Folvig Team Leader -Community Strengthening

A selection of **Hopes** offered by the group for the year ahead included:

Ensure council hears our recommendations and are accountable

I want to be able to contribute to and influence decisions of council for the greater good of the community

I'd like to get an overall understanding of the council and that we can positively impact

To feel that my voice has been heard, better understand the workings of council

To understand more about the plans for the peninsula and contribute

Contribute to positive changes on the Peninsula



SESSION Z - ASSET PLAN DILEMMAS

27 April 2022 | 6pm - 9pm | 28 participants | Online

- Welcome and Purpose of the session
- Pre-session dilemma survey
- What is the Asset Plan? Presentation by Andrew Prowd, Team Leader Project Management, Mornington Peninsula Shire
- Question & Answer
- Considering Council's dilemmas
- Post-session dilemma survey

The Mornington Peninsula Shire is the custodian of approximately \$2.31 billion worth of infrastructure assets on behalf of our community. The 10-year Asset Plan is dependent and relies upon understanding of the performance of the Shire's assets and number of key assumptions. The opportunity to share the Asset Plan with the Citizens Panel offered a chance to 'sense-check' two key dilemmas for Council, prior to the final Asset Plan being presented to Council for adoption.

Panel members were asked to consider two alternative options for two dilemmas and show that they either somewhat or strongly support one of the two options presented. There was no 'sit on the fence' option. Panel members then had space to provide comments about why they prefer their chosen option. The below table summarises the options for the dilemmas offered. The percentage figures show preferences pre- and post- deliberation.





Full Asset Plan Dilemmas outputs report appears in the Appendices.

SESSION 3 - PERI-REGIONAL STATUS

1 June 2022 | 6pm – 9pm | 28 participants | Online

- Welcome and Purpose of the session
- Report-back from Andrew Prowd & Davey Smith regarding Asset Plan Dilemmas output
- Reflecting on the background material & hearing from Guest Speakers:
 - > Kevin Johnson Geografia
 - > Allan Cowley Planning Officer
 - > Emma Lindsay –Advocacy Facilitator
 - > John Baker CEO
- Question & Answer
- Sharing and considering Council's position of peri-regional status
- Supporting others in our community regarding peri-regional status

The issue of classifying the Mornington Peninsula Shire (MPS) as either metropolitan or regional is a complex one, with significant potential planning, land use and administrative impacts. A case has been developed in support of the creation of a new status for the Mornington Peninsula: Peri-Regional.

The opportunity to share council's Peri-regional position with the Citizens Panel offered a chance to ask what conditions, if any, would make peri-regional more palatable, and what other ideas help build the case.

The Panel offered a range of reflections which were themed as follows:

- Access/Impacts on other amenities & services
- Benefits vs Risks
- Decision process
- Funding
- Green Wedge
- Planning

- Rates
- State Government Advocacy
- Tourism & uniqueness of region
- Transport
- Jobs/Business
- Lifestyle and population density

Full Peri-Regional status outputs report appears in the Appendices.

SESSION Y - INNOVATION SUMMIT

6 July 2022 | 6pm - 9pm | 25 participants | Online

- Welcome and Purpose of the session
- Report-back from Emma Lindsay regarding Peri-regional status outputs
- Recap on Innovation Summit & hearing from Panel attendees:
 - > Maria Todaro > Craig Gobbi
 - > Cynthia Paciocco > Ross Stephens
 - > John Curtis
- Sharing and considering what has real value for the community
- Building on key themes
- Reflections

Following an Innovation Summit, hosted by the council to discuss opportunities and challenges for the region's economic development over the next 10years, the Panel had the opportunity to further explore and expand on themed ideas generated from the Summit.

The following summary are ideas provided for each of the nine themes:

Transport	Cross peninsula transport				
	Complete existing freeway to Portsea				
	Water taxis/ferries				
	Expand rail infrastructure				
Waste and renewables	Circular economy				
Growers/markets	Agri-tourism				
	Maintain farm gates				
Education/Uni sub campus	Provide space to build new uni campus				
	Increase student accommodation				
	Keeping the young here by way of education				
	Institution and local business partnerships				
Blue Sky infrastructure	Bellarine & Peninsula bridge opportunities				
Light manufacturing	Support (or enhance) established industries				
Housing/accommodation	Incentivize landowners to have social housing				
	More retirement villages				
	Better utilization of existing properties				
Tourism	Expand beyond seasonal				
Other	Protect natural beauty of region				



Full Innovation Summit outputs report appears in the Appendices.

SESSION 5 - FUTURE MAINTENANCE SERVICES

3 August 2022 | 6pm – 9pm | 26 participants | Online

- Welcome, acknowledgement of country and purpose of the session
- Report back from Randal Mathieson on Innovation Summit Panel outputs (session 4)
- Recap on Asset Plan & Understanding Future Contracts
- Considerations on how to direct resources
- Reflections & Close

The Mornington Peninsula Shire looks after \$2.3billion worth of infrastructure assets on behalf of its community. Infrastructure is fundamental to supporting the services council provide, and it is important that care for infrastructure is appropriate to make sure that it is safe and functional.

The Panel had the opportunity to further explore and guide council on the complex issues of future maintenance contracts. More specifically, within a fiscally constrained budget, where should council direct its resources to ensure transparency with rates spending and ensure residents have a good experience with maintenance services.

SIX MAINTENANCE AREAS	CURRENTLY	COMBINED	GROUP	group 2	group	GROUP	group 5	GROUP	group 7	GROUP
Open Space Maintenance (OCM)	18	16	16	15	13	20	18	16	15	12
Buildings & Facilities Management (BFM)	20	22	19	20	22	25	20	21	23	22.5
Cleaning (C)	8	9	10	13	8	10	10	8	10	6
Tree Management (TM)	12	12	12	10	10	15	15	12	10	15
Roads Corridor Management (RCM)	35	34	35	35	35	28	30	34	37	37.5
Bushland Management (BM)	7	7	8	7	12	2	7	9	5	7
TOTAL	100	100	100	100	100	100	100	100	100	100

The below table summarises the group's proposed adjustments (increase/decrease) per maintenance area



Full Future Maintenance Services outputs report appears in the Appendices.

SESSION 6 - CLIMATE + EMISSIONS

7 September 2022 | 6pm – 9pm | 25 participants | Online

- Welcome, acknowledgement of country and purpose of the session
- Report back from Davey Smith on Future Maintenance Services outputs (session 5)
- Understanding household emissions and how council supports including conversations with Climate team:
 - > Melissa Burrage Manager Climate Change & Sustainability
 - > Lucy Allinson Team Leader Climate Change
 - > Chris Yorke Energy & Carbon Management Officer
 - > Stephanie Delaney Community Carbon Facilitation Officer
 - > Jacqueline Salter Community Environmental Education
- Considering and providing responses to key questions
- Offsetting including Q&A with MPS Climate team and considering response to dilemma
- Reflections & Close

Climate change requires both an individual and a collective response to bring emissions down to what is required for a safe future. In this session, the Panel were asked to consider and share sentiments on two key questions and a summary of responses appears below:

Q1a. At a household level, what responsibility should community take for their own emissions?

Responses were lightly themed into – appliances, assessment, building, education/ information, philosophy, power/gas, transport, and other emission reducing practices.

Qlb. What support is needed from council to empower the community to reduce their footprint in their own house and travel?

Responses were lightly themed into – assessment, building, funding, industry knowledge, information/education, transport, and other emission reducing practices

Q2. Should council invest in offsetting, to achieve carbon neutrality, or invest in future potential local emissions reduction initiatives that might have additional benefits for the shire?





Full Climate change outputs report appears in the Appendices.

SESSION 7 - COUNCIL + WELLBEING PLAN

5 October 2022 | 6pm – 9pm | 24 participants | Online

- Welcome, acknowledgement of country and purpose of the session
- Report back from Lucy Allinson on Climate Change outputs (session 6)
- Understanding the material including Q&A conversations with team leaders for each project:
 - > Affordable Housing Chris Munro Manager Community partnerships
 - > Planning Permits David Simon Manager, Development Services
 - Potholes & Storm Response Dale Gilliatte Team Leader, Emergency Management and Internal Review, AND Tom Haines-Sutherland – Manager, Infrastructure Services
 - > Welcome/Acknowledgement of Country Julia Young Cultural Heritage Advisor
- Sharing understanding with others and offering responses to key questions per project
- Reflections & Close

The council has its Council and Wellbeing Plan 2021-2025 which contains a framework for everything it does to enable elected representatives to best serve the community.

At the mid-point of the Council & Wellbeing Plan, council sought feedback from the Citizen Panel on four projects they are grappling with, namely – affordable housing, planning permits, potholes and storm response, and welcome/acknowledgement to country.

The Panel responded to two key questions per project, with a range of ideas and suggestions.



Full Council + Wellbeing Plan outputs report appears in the Appendices.



SESSION 8 - CELEBRATION + REFLECTION

2 November 2022 | 5.30pm – 8.30pm | 25 participants | Face-to-face

- Welcome to country by Alvin from Bunurong Land Corporation & reconnecting in person (!)
- Report back from John Baker (CEO) on Council + Wellbeing Plan outputs (session 7)
- Remembering our journey together & reflections from the year
- Words of encouragement for 2023
- Certificate presentations

After eight sessions together and a combined 543 panel hours that produced six reports to guide council on a broad range of issues, this final session was time to celebrate and reflect on a successful and productive year. The panel shared what they liked, wished for and wondered at the end of the session as well as offered words of wisdom for the 2023 panel. Below are a selection of comments from the evening.

LIKED:

Discussing with others who may have different points of view. Learning and enriching our understanding of our council. Better understanding of council staff, their roles and their views / ideas. Respectful, Meeting new people, Informative, Cross generations Being asked to be involved. Polite, heathy, diverse discussions.

WISHED:

More young / youth representation.

That what we have worked on contributes to and benefits the community. More face to face. Met more in person, alternate between in-person and online. And that we could choose a topic.

WONDERED:

The outcome and welcome feedback from our years' work. Also, how the community will respond. What is next – how to contribute in future? How will this process go into to future. Did we influence anything? Did the council hear what they expected / wanted?

WORDS OF WISDOM FOR 2023 PANEL:

Do your bit and have your voice heard! Take the time to do the readings sent and most important enjoy the journey! It may feel long but it is worth it!

Relish this opportunity to listen, to be heard, to learn and ultimately contribute to the future of our beautiful peninsula. Have fun and enjoy!

Be inquisitive and daring – get involved in the discussions, pre reading materials and ultimate findings. This is a great opportunity to understand how a community works and be improved.

Listen to a wide range of opinions and be prepared to change your mind.







All outputs from our final session appear in the Appendices.

PLEASE NOTE: While every effort has been made to transcribe participants comments accurately a small number may not have been included in this summary due to the legibility of the content.

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MosaicLab is a Victorian-based consultancy that specialises in community & stakeholder engagement, facilitation, negotiation, strategic planning and coaching.

We pay our respects to the traditional custodians of all the lands on which we live and work. We acknowledge their continuing connection to land, water and culture and the ongoing contribution they make to our society today. We extend this respect to elders' past, present and emerging.



REPORT PREPARED BY: MOSOICLAB

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