



ANNUAL REPORT

MAY 2013

New Brunswick Teachers Ratify New Collective Agreement

The New Brunswick Teachers' Collective Agreement expired February 29, 2012. On February 27, 2012, and for the first time in NBTF's history, the Employer served notice to bargain. Changes to the benefits of non unionized public sector employees and the Province's precarious economic situation were overshadowing the possible outcomes of this round of negotiations. Therefore, the NBTF prepared its members for a very difficult round of bargaining.

Branch meetings were held in May 2012, to provide members with information and request submissions in preparation for the asking package. The Federation's Committee on the Terms and Conditions of Employment (FCTCE), met in October 2012, and prepared an asking package, which was approved by the Board of Directors at its October meeting. The Board of Directors gave the Negotiation Team a clear mandate: Teachers were not ready to make concessions on benefits they had managed to secure through previous rounds of bargaining. Further, guided by policy, the Negotiation Team was to make every effort not to make concessions, not to disrupt the system, or to put teachers' financial security at risk.

Bargaining began on February 6, 2013, and both parties

The New Brunswick Teachers' Federation Board of Directors Approves the 2013-2014 Budget



At its regular meeting of April 3, 2013, the New Brunswick Teachers' Federation Board of Directors approved the Federation's budget for the 2013-2014 fiscal year. NBTF dues for the 2013-2014 school year will remain at \$250.00 for contract teachers and \$1.29 day for supply teachers. Details of the budget are available on the NBTF Member Only website at www.nbtffnb.ca. In picture, members of the NBTF Board of Directors discussing budget details.

negotiated under a *without prejudice* umbrella for 11 days with the goal of reaching an agreement by March 31, 2013. The Board of Directors approved a Tentative Agreement on April 3, 2013, following which a Communiqué containing the details and rationale of the proposed agreement was posted on the NBTF Member only website. Branch meetings were convened from April 15 until April 30, 2013. A ratification vote was held on May 6 and 7, 2013 for all teachers and supply teachers who had registered. The results were posted on the Federation Member only website on May 8, 2013, indicating that the New Brunswick teachers and supply teachers had agreed at 94 % to ratify the Tentative Agreement. This agreement is a four-year contract with a wage package of 0-0-2-2, beginning March 2012, and ending February 2016. Other benefits will begin in September 2014.

The Federation's Negotiation Team was comprised of **Kerry Leopkey**, chief negotiator and NBTF Deputy Executive Director, **Heather Smith** and **Suzanne Bourgeois**, NBTF Co-Presidents, **Philippe Cyr** and **Peter Fullerton**, AEFNB and NBTA Presidents Elect. The NBTF Strategies Committee was made up of the NBTF Negotiation Team and the Executive Directors of the NBTA, **Larry Jamieson**, AEFNB, **Louise Landry**, and NBTF, **Marilyn Boudreau**, along with the Deputy Executive Directors, **Ardith Shirley** and **Marcel Larocque**. These groups met regularly throughout the negotiation process. The Federation Executive Committee and Federation Board of Directors were kept informed as negotiations unfolded. Further, the NBTF Media Advisory Committee was well prepared for any press release that would be needed in light of these negotiations. A media campaign had been prepared and was ready to air if needed. Updates were also posted on the Federation Members Only website on a regular basis to keep the membership informed on the outcome of the discussions.

The NBTF was well prepared for this round; the Board of Directors was confident that with hard work, perseverance and patience, the NBTF Negotiation Team would achieve a fair settlement for its members.

Some highlights of this agreement are the family responsibility day (Sept 2014), the contract D entitlement on the first day of the 5th month, the removal of a discriminatory clause for maternity leaves, and the protection of the integrity of the Collective Agreement.

At this time, the NBTF would like to thank its members, teachers and supply teachers, who have demonstrated understanding, trust in their leadership, and patience throughout this exercise. Bargaining is not an easy process, especially when teachers are facing daily challenges in trying to maintain a positive learning and working environment. The NBTF would like to reaffirm its intention to continue working on improving teachers working conditions and class composition issues. Now that this agreement is behind us, the NBTF will entertain discussions on these issues with higher-level government officials. Solutions must be found if this inclusive system is to be successful. Members will be notified as these discussions unfold.

The Year in Review - Major Activities in 2012-2013

The NBTF administrative staff is responsible for the daily administration of the Federation's business as directed by the Federation Executive Committee and Board of Directors. The four members are: Marilyn Boudreau (Executive Director), Kerry Leopkey (Deputy Executive Director), Monique Caissie and Caroline Foisy (Labour Relations Officer). Their duties and responsibilities involve the representation of teachers on a daily basis, the offering of guidance and advice on the provisions of the Collective Agreement, and advocating for teachers' working conditions.

Besides providing daily interpretations of the articles of the Collective Agreement and advising teachers on work related issues, producing FOCUS issues, preparing maternity leave forms (425+ this year), offering workshops and PD sessions are also part of their daily duties. The Federation administrative staff also assists teachers experiencing difficulty with their EI maternity benefits claims, as well as those named as respondents in Policy 701 complaints and other complaints filled under the Provincial *Harassment in the Workplace Policy*. Federation administrative staff also attends meetings with teachers convened by the employer under Article 55 of the Collective Agreement when the Employer is considering imposing a disciplinary measure. Working closely with Pink Larkin, the NBTF's law firm, defending the Federation's Provincial Grievance Committee's position on Federation matters is also a regular activity. The admin staff actively assists in preparation for arbitration hearings and attends these hearings if and when scheduled.

The administrative staff is assisted by seven support staff members: Josée Gionet (Administrative Assistant); Christina Ouellette-Michaud (Administrative Services Officer); Liette Savoy (Secretary-Receptionist); Mike Reed (Printroom Supervisor); Steven Tassé, Walter Bubar and Cyril Chase (custodians).

Other duties assigned to the NBTF Executive Director involve the maintenance of the building and grounds. (See section *Improvements of NBTF Building*).

In addition to all these duties, the NBTF administrative staff plans, attends, and follows-up on a number of different committees and activities:

- NBTA's and AEFNB's special Executive;
- National General Secretaries Annual;
- Group Insurance Trustees;
- Economic Welfare Officers;
- NBTA's Summer Planning;
- AEFNB's Leadership Conference;
- Federation Committee on Terms and Condition of Employment;
- Federation Executive Committee;
- Federation Board of Directors;
- Consultations with Pink Larkin;
- International Foundation Course and Conference (Insurance Trust and Pension issues);



Marilyn Boudreau



Kerry Leopkey



Caroline Foisy



Monique Caissie

- NBTF Media Advisory Committee;
- NBTF Governance Workshop;
- NBTF Provincial Grievance Committee;
- Manulife and Johnson's meetings on Salary Continuation Claims;
- NBTA, AEFNB and NBTF Internals;
- Rep Council and Branch meetings;
- NBTF Committee on the Revision of Federation Structure and Services;
- CAPTO Board and AGM;
- CTF Board and AGM;
- XYZ Communications;
- NBTF Finance Committee;
- Department of Education and Early Childhood Development;
- Office of Human Resources;
- School District Superintendents and Director of Human Resources (Anglophone and Francophone);
- CAPSLE Board of Directors';
- Federation Strategies Committee;
- Educational Leave Committee;
- Pension Committee;
- Queen's University Industrial Relations courses;
- CTF Negotiation Conference;
- AEFNB's and NBTA's AGM.

The administrative and support staffs are a committed group of professionals whose goal is to provide quality representation and services to teachers. All staff are required to participate in an on-going formative performance review process that helps to bring focus to their duties and responsibilities.

The admin and support staffs meet on a monthly basis to establish common goals, nominate the employee of the month, discuss issues, recommend solutions and plan for upcoming events.

Improvements to NBTF Building

It is important that members be aware of the upgrades that have also been made to the NBTF building and grounds which required a great deal of time and energy: New flooring in all the offices and meeting rooms; new roof; new environment friendly cost efficient natural gas AC



Ventilation and Heating system; replacement of brick and motor; new front steps; new walkways in front and side of building; flagpoles; paint; new glass doors and redesign of offices space.



Current Issues Being Handled by the Federation Administrative Staff



The following is a summary of some of the more frequent issues handled by Federation administrative staff over the past year:

1. Teachers Under Investigation

The number of members investigated under Policy 701 decreased in the 2012-2013 school year. The NBTF admin staff have been involved with 13 complaints, 7 of which were founded, 5 unfounded and 1 unsubstantiated. Discipline imposed has ranged from a letter placed in the teacher's file to termination. Depending on the complexity of the allegations, some investigations can remain active for a considerable period of time. This often results in a teacher's lengthy absence from work, particularly when external agencies such as the police and/or Child Protection Services are involved. However, the employer has made considerable efforts in expediting the handling of these complaints.

A reduction has also been noted in the number of complaints filed under the Province's Harassment in the Workplace Policy. In certain situations, the NBTF has requested that the employer conduct climate audits in order to help staff members deal with a challenging working environment.

During any type of investigation, the Federation admin staff typically liaises between the teacher and the district in order to ensure the teacher is afforded due process and is kept apprised of the status of the investigation. NBTF staff also represents teachers when questioned by an investigator and attends all meetings under Article 55, should the District consider imposing a disciplinary measure.

2. Evaluation of Teachers' Work Performances

This past year, NBTF staff has been assisting teachers whose unsatisfactory work performances is subject to review under Article 56. These behaviors can often jeopardize recall rights or put a teacher's job security at risk. The NBTF insures that the employer is providing the teacher with the tools, support and effective strategies throughout this process to address these concerns.

3. Dealing with Difficult Parents

There continues to be a significant number of teachers who are experiencing difficulties with parents who do not respect the principles of appropriate and respectful communication. This happens in a variety of ways, including the use of inappropriate language, making threats, sending an excessive number of e-mails, making unannounced visits to the school, placing unreasonable expectations on teachers and calling reporters to name but a few. This kind of behaviour is contrary to Policy 703, *Positive Learning and Working Environment* but, more importantly, is contrary to parents' obligations under the Education Act. Quite often these matters can be resolved at the school level involving the support of school administration and

district staff. When these behaviors happen, teachers should communicate immediately with their principal. Depending on the situation, the principal may inform the district or the police since the employer is responsible for maintaining a respectful and safe working environment.

4. Cyber-conduct

Malicious attacks on Facebook, YouTube or in e-mails continue to surface now and again. This can involve students and, in some cases, parents posting information criticizing a teacher, the school or a policy in the school. Very often these cases can be handled at the school level if the identity of the person can be determined. Under Policies 703 and 311, students and parents can be held accountable for their cyber-conduct, irrespective of when and where the information was posted. The NBTF has worked closely with the district authorities because of the employer's responsibility in dealing with these issues. In most cases, the postings have ceased and/or have been removed. Nevertheless, there continue to be some parents and students who feel that their opinion about the school or the teachers and staff is public knowledge and they have the right to freedom of expression. These circumstances are difficult to deal with as the more we bring attention to the situation, the more the postings increase.

5. Teacher-Principal Communications

Each year the Federation receives calls from teachers who are experiencing a dispute or conflict with a member of their school's administrative team. Often this involves a teacher who may be questioning his/her performance review. In other cases it involves an issue with school policy or a decision related to student discipline. Some teachers may question the manner in which a matter was handled with a parent or a student. Further, it is also not uncommon for administrators to contact the Federation seeking guidance in dealing with a staff member. Initially the NBTF provides the members with a copy of its policy on Teacher-Principal Communications. As well, with the member's permission, the NBTF will ask the employer to take charge of the situation and bring a resolution to the issue.

6. Meeting with District Officials

The NBTF has met with school district officials to discuss common issues of concern in an attempt to find constructive solutions to ongoing issues. Discussions were held on staffing, Policy 701 investigations, accommodations, teachers' working conditions fund, etc. This meeting was a first attempt towards a "hands-together" approach in resolving issues other than the traditional grievance approach. The parties have committed to the format and look forward to the next meeting scheduled for the fall.

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NBTF Group Insurance Plan

This year there have been many changes within the Group Insurance Plan and within the administration of the plan.

The Federation Executive Committee, the NBTF governing body responsible for the administration of the Trust Deed, and the Group Insurance Trustees, attended a session on their duties and responsibilities as identified in the Trust Deed. It soon became evident with the new CAPSA guidelines (*Canadian Association of Pension Supervisory Authorities*) surrounding the administration of trust funds in Canada, that changes needed to be made to the Trust Deed and to the composition of the Trustees Committee. Therefore, with the help of Pink Larkin, the NBTF's legal counsel, changes were made to the Trust Deed, to the Trustees' policies and to the NBTF policies on Group Insurance. The proposed changes were presented to the Federation Board of Directors with a *Notice of Motion* in April, 2013. It will return to the Board in October 2013, for approval. Essentially, the changes will see the NBTF Co-Presidents replaced by active plan members and, moving forward, the NBTF Executive Director will sit as a non-voting trustee. These changes will assure that all trustees are protected from conflict of interest situations or appearances of conflict of interest.

Further, the Federation Executive Committee has modified its policy on Group Insurance so that the Trustees' mandate will move from a three-year, followed by a two-year mandate and another year in exceptional circumstances, to a five-year mandate with a possibility of a two-year renewal. As the training involved to prepare a trustee takes from two to four years, it is important that plan members invest wisely in the professional development of the trustees.

The NBTF Group Insurance Trustees is made up of twelve plan members who work independently from the NBTF and the insurance companies in providing quality and affordable coverage to beneficiaries of the plan. They determine coverage, benefits, premiums, call for market studies, invest funds, deal with investors and actuaries and hear appeals. They have entered into an agreement with Johnson Insurance to manage the administration of the premiums, claims and payouts to service providers. Further, the trustees have transferred the day-to-day liaison duties over to the NBTF administrative staff. Group Insurance Plan members are comprised of a "member or employee of the NBTF, an employee or associate member of the NBTA, an employee or associate member of the AEFNB, an employee of the NBTA Credit Union, a retired teacher, and such other person or persons declared eligible for participation in the plan by trustees"(Policy 12-1). Any member of the Group Insurance Plan can request to sit as a trustee. Appointing a member to the Group Insurance Trustees is the responsibility of the Federation Executive Committee.

The following twelve plan members sit as trustees and are at different places in their mandate: Jefferson Robidoux, *Chair*, Jonathan Logan, *Vice-Chair*, Heather Smith, Dawn Beckingham, Robin Andersen, Sylvie Morin, Derek Taggart, Suzanne Bourgeois, Carolyn Roberts, Callum MacPhee, Claire Gay and Marilyn Boudreau.

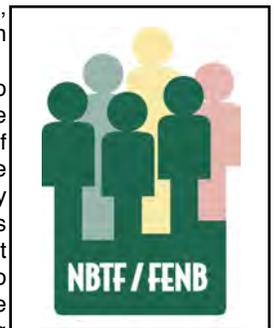
The trustees have decided to go to market this summer. This exercise is conducted on an average of once every five years. This assures that the best possible benefits, available for the lowest cost, are considered on a go-forward basis, by reviewing competitive bids from insurers who submit a proposal. If changes are made to the

insurance providers or the benefits, members of the plan will be informed in the fall.

Beneficiaries are also encouraged to visit the NBTF website and the Johnson website. Details of their insurance coverage are available in the Members Only section at any time. The Group Insurance Trustees also publish a *Bulletin* with important information for members who wish to reduce the cost of medication. The *Group Insurance Booklet*, containing information on all the available insurance plans is also posted on the website. Further, in January 2014 paramedical service providers will be afforded the option of direct billing to Johnson. This process has been requested for some time and the trustees are happy to report that the system will be in operation soon. As a pro-active effort, members should not be surprised to receive an email requesting the confirmation of services invoiced as this is a means for Johnsons to prevent potential fraud from service providers.

Should members of the plan require additional information on the different plans or coverage available, they should communicate with Johnson Insurance at 1-800-442-4428. Johnson also provides quotes for Home and Auto coverage. You can request a quote by dialing 1-888-232-8511.

Further, should members need to bring an issue to the attention of the trustees, they are invited to communicate with the NBTF at 1-888-679-7044.



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7- Amalgamation of School Districts

With the most recent amalgamation of school districts, the NBTF admin staff has met with a number of challenges in dealing with district staff who, in part, were either new to their positions or were transferred to other positions and were no longer NBTF'S designated contacts.

In order to continue providing teachers with quality representation, the NBTF invited district officials to a meeting to discuss its concerns and to develop protocols for dealing with day-to-day activities. These discussions have proven to be very effective so the parties have agreed to continue meeting in the next school year to discuss other concerns and to build on this new relationship.

8- Maternity Leave and EI Issues

Recent changes to the EI benefits are beginning to create issues for teachers who are applying for maternity leave benefits. While in the past the NBTF has enjoyed a direct line to Service Canada officials, this is not longer possible because of privacy issues. Teachers are now asked to complete a consent form and to present it in person to a Service Canada office. While this may be difficult for teachers, it has yet to produce results as Service Canada employees are still denying NBTF staff access to information that would prevent teachers from filing an appeal. The NBTF has requested the assistance of CTF (Canadian Teachers' Federation) because the issues facing NBTF members are the same throughout the country.



Revision of the Federation's Structure and Services



In 2009, the NBTF Board of Directors mandated the revision of NBTF's structure and services. The Committee on the Revision of the Federation's Structure and Services was then appointed to lead this process. In the beginning, the Committee was comprised of: Robert Gagné (NBTF Executive Director), Kevin Sheehan (Deputy Executive Director), Rodrigue Hébert, Guylène Lefrançois, Kathy Soucy, Larry Jamieson (NBTA Executive Director), Marcel Larocque, Kelly Munroe, Louise Landry (Executive Director AEFNB), Monique Caissie and Noreen Bonnell.

In 2011, because of changes in NBTF staff, the composition of the Committee was modified. Marilyn Boudreau, as newly appointed Executive Director, led the work of the Committee with the following members: Heather Smith, Suzanne Bourgeois, Larry Jamieson, Barry Snider, Kelly Munroe, Louise Landry, Rodrigue Hébert, Claude Roy and Monique Caissie. The NBTF Board of Directors approved a proposed work plan presented by the NBTF Executive Director at the October 2012, meeting. The new Committee held its first meeting on January 11, 2012.

All the NBTF By-laws and policies have been revised, regrouped, drafted in a modified format and properly translated. All of the Committee's proposed amendments to the NBTF By-Laws and policies were brought before the NBTF governing bodies for approval. The NBTF Board of Directors will be approving the last amendments to its policies at the October 2013 meeting. Further, Directors will also be looking at the proposed changes to the NBTF Trust Deed. The Committee on the Revision of the Federation's Structure and Services successfully completed its mandate on April 12, 2013.

Major changes to the NBTF's structure and services:

- A Mission Statement has been approved by the Board of Directors.
- A new Grievance Policy, recommended by our legal counsel, will expedite the NBTF'S internal process.
- A Media Advisory Committee now meets regularly to discuss communication strategies.
- NBTF admin staff is now assigned to a specific district. This has helped reduce expenses but more important, it has brought focus to staff caseload.
- An Internal Committee has studied the issues of teachers' workload with the data collected in a survey of all members. This resulted in the organizations meeting directly with district officials in a *hands together* initiative to find solutions and bring relief to classroom teachers. The NBTF and the organizations will build on this work in the years to come.
- Specific duties and responsibilities have been assigned to all NBTF admin staff members and support staff members.
- NBTF admin and support staff participate in a performance review process with regular monitoring from the NBTF Executive Committee.
- A great deal of work has also gone into providing guidance to the

NBTF's decision making authorities (Executive Committee and Board of Directors) on governance issues.

- The NBTF has changed the format of its meeting agenda and is now requesting that Directors fill out an evaluation sheet on their performance after each meeting. This has considerably improved the manner in which meetings are conducted.
- The budget format has also been changed and the Board of Directors has approved the suggestion that a Reserve Fund be created to provide for future emergencies.
- Major changes have also been made to the negotiation process, starting with the call for submissions to the actual voting. A new process was developed for the Federation's Committee on Terms and Conditions of Employment meetings and deliberations.
- The NBTF held its first electronic vote on a tentative agreement, thus reducing the paper ballot and all of the NBTF support staff overtime in administering a traditional vote.
- The NBTF print room will be decommissioned this summer, thus creating more rental space and generating more revenue.
- The NBTF admin staff has assumed the role of liaison services between Johnson and the Group Insurance Trustees. This work will help the trustees deal with their responsibilities in managing the NBTF Group Insurance Trust Fund.
- The NBTF has drafted an Emergency Protocol in case of fire or emergency evacuation that has been approved by the Fire Chief. The protocol provides for yearly drills and regular inspections of alarm system and fire extinguishers.

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Changes will also be made to the NBTF website in the fall. This new website will now be administered by the NBTF admin staff instead of an outside webmaster. This will reduce cost considerably and permit staff to make all the changes necessary without delay. Further, an "App" will also be developed so that members are able to download a direct link to the NBTF on their cell phone.

NBTF's Mission Statement

The NBTF is dedicated to advising and assisting its members, and to protecting the working conditions of the teaching profession by negotiating improvements to its members social and economic well-being.

Special Thank You to Teachers and Staff

The following members and staff have committed time and energy into serving teachers, be it by their participation on various committees or by their involvement in their work, going beyond the call of duty. Some will see their term come to an end, while others will continue serving. The Federation administrative staff, who also sits on these committees, wishes to thank them, on behalf of the NBTF Board of Directors, for their generous contribution:

Members of the Federation Grievance Committee: William Burroughs, Sean Kelly, Jason Nicol, Ronna Gauthier, Gérald Arseneault and Nicole A. LeBlanc.

Members of the Federation Finance Committee: Parise Plourde, Alyssa MacIsaac, Sally Cogswell, Grant Hendry, Carolyn Barnhart-Elson, Paul Castonguay, André-Marc Cormier, Mirelle Ouellette-Beaulieu and Debbie Belliveau

Members of the Federation Board of Directors: Heather Smith and Suzanne Bourgeois (Co-Presidents), Philippe Cyr (President Elect AEFNB), Peter Fullerton (President Elect, NBTA) Christopher Brown, Donna Lagacy ((substitute for Jill Quiring), Connie Keating, Aldena Higgins-Harris (replacing Tracey McCluskey), Jim Higgins, Elizabeth Andrews, Janna Graham, Sheridan Mawhinney, Derrick Sleep, Jacques Theriault, Paul Mourant, Douglas Stewart, Ron Furlotte, Bradley Coughlan, Heather Ingalls, Heather Hogan, Richard Cuming, Julie Holt, James Ryan, Jessi Stever, Heidi Ryder, Carolyn Barnhart-Elson, Kimberley Cripps, Barry Snider, Karen Miller, Heather Palmer, Cynthia Arseneault, Leah Bidlake, Guy Arseneault, Nila Perry (replacing Robin McCrea-Elward), Kelly Christensen, Gabriel Thibodeau, Laval Boudreault, René Hachey, Ghislain N. Pelletier, Gérald Arseneault, Marie-Josée Duchesne, Lucie H. Martin, Hélène Haché, Stéphane Noël, Marc Arseneau, Neil J. Martell, Nelson Magoon, André-Marc Cormier, Eric Boudreau, Marie-Josée Goguen, Alain Ross, Sylvie Lavoie, Tim Ringuette and Mathieu Quimper.

Members of the Federation Executive Committee: Heather Smith and Suzanne Bourgeois (Co-Presidents), Larry Jamieson, Peter Fullerton, Heidi Ryder, Sheridan Mawhinney, Guy Arseneault, Philippe Cyr, Louise Landry, Ghislain N. Pelletier, Rodrigue Hébert, Hélène Haché and Marilyn Boudreau.

Members of the Employee-Employer Relations Committee: George Daley, Karen Dunlop, Pierre Robichaud

Members of the Group Insurance Trustees: Jefferson Robidoux, Robin Andersen, Dawn Beckingham, Sylvie Morin, Derrek Taggart, Jonathan Logan, Suzanne Bourgeois, Callum MacPhee, Claire M. Gay, Carolyn Roberts, Heather Smith and Marilyn Boudreau.

Members of the Committee on the Review of the Federation's Structure and Services: Kelly Munroe, Barry Snider, Heather Smith, Rodrigue Hébert, Claude Roy, Suzanne Bourgeois, Louise Landry, Larry Jamieson, Monique Caissie, Marilyn Boudreau.

Members of the Federation Support Staff: Josée Gionet (Bilingual Executive Assistant), Liette Savoy (Secretary-Receptionist), Christina Ouellette Michaud (Administrative Services Officer), Mike Reed (Printroom), Walter Bubar, Steve Tassé and Cyril Chase (Custodians).

Members of the Associations' Support Staff: Carleen Merrick, Judy Deveau, Faye Sweezey, Denise McCoy, Eileen Anderson, Linda Godin, Nadia Roze, Clara Marchand, Geneviève Mélançon, Jenny-Lee Albert Grondin, Karen Vautour and Erna Leger.

Other important people who help the NBTF admin staff better serve teachers: **Jim Dysart** (retired) and **Gary Nightingale** (IBS Ltd). Without these fine gentlemen, the NBTF would not have made it into the 21st Century... and thank you **Dale Weldon**, Senior Consultant and Office Manager at Johnson whose support is truly appreciated. Also, **Blake Robichaud** and **Alain Boisvert** without whom the NBTF communications would not be so efficient.



A HEART FELT THANK YOU TO EACH AND EVERYONE for your excellent contribution and cooperation.