

Public Legal Education
and Information Service
of New Brunswick

2021
2022

ANNUAL REPORT



HELPING THE PUBLIC *KNOW THE LAW*

Mission

Helping the Public Know the Law!

PLEIS-NB is a non-profit organization and a registered charity. Our mandate is to develop bilingual educational products and services about the law for the general public in order to promote access to the legal system. Our goal is to assist the public in identifying and understanding their legal rights and responsibilities, and attaining self-help skills where appropriate, to improve their ability to deal with legal issues.

To meet the diverse information needs of people living in New Brunswick, PLEIS-NB has adopted the following objectives:

- (i) To respond to individual and community requests for information about the law, the legal system, sources of legal assistance and law reform;
- (ii) To increase the availability of easily understood general information about the law, as well as law-related information on specific topics;
- (iii) To promote a greater understanding of how the law affects everyday activities and to facilitate self-help skills; and,
- (iv) To act as a clearinghouse for information about the law by promoting awareness of and access to legal resources in the community, while encouraging the coordination of public legal education initiatives.

Public Legal Education and Information Service of New Brunswick

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www.familylawnb.ca www.thehealingjourney.ca

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Executive Director

Amber Chisholm,
Associate Director; Interim Executive
Director

Michelle Thompson,
Executive Director

Charles-Olivier Parent,
Family Law Information Line Coordinator

Alexis Coleman,
Administrative Assistant

Monica Lanteigne,
Administrative Assistant

Students

Alexander Huelin, UNB,
Legal Researcher

Matthew Smith, UNB,
Legal Researcher

Destiny Grant, UNB,
Legal Researcher

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Pro Bono Students Canada

Kaely O'Neil, UNB,
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Katarina Sawchuck, U de M,
Pro Bono Students Canada

Rachel Lauder, UNB,
Community Clinic Student

Laura Murphy, UNB,
Community Clinic Student

Letter from the Executive Directors



Deborah Doherty

Executive Director,
1989 - 2022

The past fiscal year can only be described as a COVID-19 rebound year – and rebound we did. Like many organizations, businesses, and government services, Public Legal Education and Information Service of New Brunswick (PLEIS-NB) had been devastated by the pandemic and its restrictions. Getting back on track in 2021-22 was no easy feat. We had lost staff, shut our doors to face-to-face traffic, and moved premises. We were forced to put many of our core operational activities on hold, including updating publications and resources, collecting data on our activities, reporting on outcomes, and so on.

Despite these barriers, we learned quickly how to function via social media and communication technologies such as Zoom and Teams. Our challenges of rebuilding were exacerbated by the fact that, after 32 years as Executive Director, I had given notice to the Board that I would be retiring once they held a competition, hired a new Executive Director, and completed a restructuring process.

I am proud to say that after some inevitable delays and a period of knowledge transfer, we accomplished our operational goals by the end of the fiscal year. Our new Executive Director, Michelle Thompson, joined us in February 2022, freeing up the Acting Executive Director, Amber Chisholm, to return to her new position as Associate Director, and enabling me to fully enjoy the benefits of retirement as of April 2022.

Most importantly, I am pleased to report that PLEIS-NB has once again emerged as an exemplary leader and an inspiration to those involved in promoting access to justice and helping the public know the law.



Amber Chisholm

Acting Executive
Director, 2021 - 2022

In 2021-22, PLEIS-NB completed year 3 of our ongoing Safer Places NB project, a 5-year effort funded by Justice Canada aimed at addressing sexual harassment in the workplace.

In the winter of 2022, we finalized work on a new series of booklets about planning ahead to address recent changes to New Brunswick legislation on powers of attorney and health care directives – Advance Health Care Directives, Enduring Powers of Attorney, and Being an Attorney. These publications also come with sample forms for those

aspects of planning ahead which can be done on one's own without the help of a lawyer.

PLEIS-NB also completed the textual changes to the upcoming twelfth edition of our guide to *Doing Your Own Divorce in New Brunswick*. The new version of this guide incorporates much-needed information about the uncontested divorce process in regions of the province that now operate under a case management model governed by rule 81 of the *New Brunswick Rules of Court*. Once translated, we hope to print the new guide in both official languages before the end of 2022.

Finally, we made progress on our initiative to create freely-accessible, annotated, and fillable versions of New Brunswick's most commonly-used family court forms to be made available to the public on our website. This project is in the final stages of wrapping up and will also act as a supplement to our family law information sessions, where participants can go directly to the [Family Law NB](#) website to access forms referenced during a workshop.



Michelle Thompson
Executive Director,
2022 -

PLEIS-NB ended this year on a high note, welcoming new staff and new opportunities. Our successes over the past year were only possible because of the diligence, dedication, and hard work of our core team, who continued to provide the public with high quality legal information services even in this year full of change.

As always, we owe a tremendous thanks to our core funders, the **New Brunswick Law Foundation** and the **Department of Justice Canada**, and our constant supporters in New Brunswick's **Department of Justice and Public Safety**. They have been incredible partners to PLEIS over this transitional period and we look forward to many more years of fruitful collaboration.

We also want to thank all of the students, lawyer volunteers, and Board members who have given their time, knowledge, and insight to PLEIS this year. Public legal education is a community effort and we are very fortunate to have such a tremendous community of practice.

With great pride and high hopes for the coming year,

Deborah, Amber, and Michelle
The Executive Team of PLEIS-NB, 2021-22

Publications

New and Updated Publications

In a typical year, PLEIS maintains an active set of over 200 resources dealing with a range of legal topics in both official languages. We disseminate an average of 50,000 – 100,000 resources per year. While the last two years have not been typical, PLEIS has continued to generate high quality, legally accurate information in plain language, on topics that are vitally important to New Brunswickers.

Parenting After Separation

This year, we published and printed a new booklet for parents who have recently separated. It includes information about the updated terminology in the federal *Divorce Act* and New Brunswick’s *Family Law Act*. It features practical information about parenting agreements and orders, joint decision-making, parenting time, parental abductions, getting legal advice, common issues, and how to update or change an agreement.



Going to a Nursing Home



We also released an updated version of our “Going to a Nursing Home” publication. It includes both legal and cosmetic updates. It explains your rights in a nursing home, what costs to expect, some considerations around living alone or with dependents, managing a spouse’s long-term care, and some further information about your former residence, OAS and GIS payments, and other expenses.



As a routine part of our publication program, PLEIS collaborates with public services on informational brochures about their offerings. This year, we created updated or new publications with **Victim Services**, the **New Brunswick Legal Aid Services Commission**, and more.



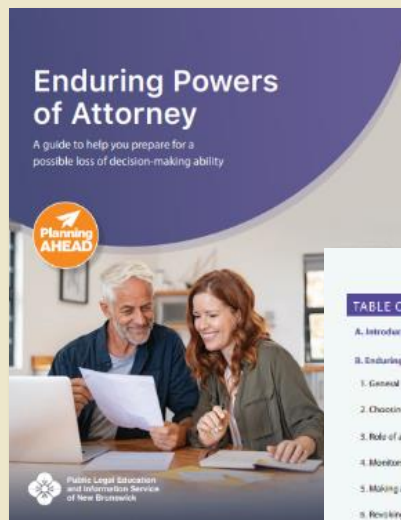
Publication Spotlight: Planning Ahead

In early 2022, PLEIS-NB launched 4 new and updated publications in the area of health law and elder care under the banner of our **Planning Ahead** collection of resources on aging.

The **Enduring Powers of Attorney** booklet introduces the concept of powers of attorney and capacity as they are defined in law. It explains the differences between an attorney for property and an attorney for personal care and what kinds of decisions they are each responsible for. It explains how capacity might be determined and when an EPA is entitled to act on their authority. It offers helpful tips on choosing someone to act as an attorney, determining the scope of their responsibilities, and how to formally appoint them. It also addresses the misuse of EPAs and how to respond if you are concerned that an attorney is abusing their power. It concludes with a set of **Optional EPA Forms**.

We also publish a companion booklet, **Enduring Powers of Attorney: Being an Attorney**, to provide guidance to anyone who has been given EPA authority for someone in their life.

The newest resource in this series is **Health Care Directives**, which contains information about giving instructions on how you want to be cared for if you lose the capacity to make decisions for yourself. It explains how to create directives, how to revoke or change them, and how to speak to your doctor about your wishes.



Pictured: *Enduring Powers of Attorney*, cover and introductory pages.

Available at www.legal-info-legale.nb.ca/en/powers_of_attorney



Websites



PLEIS-NB (www.legal-info-legale.nb.ca)

Our main site features access to most of the resources that can be found on our specialized sites, as well as supplementary materials on a range of legal topics and updates from the organization. This year, the PLEIS-NB site had 127,000 visitors. More than half were acquired through organic search (including engines like Google).

Most Frequently Viewed Resources:

English

1. No Means No: Understanding Consent to Sexual Activity
2. Small Claims Court Forms
3. Living Common-Law: Rights and Responsibilities

French

1. Lorsqu'un couple se sépare
2. Ce que les parents devraient savoir sur la protection de l'enfance
3. Les voies de fait



Family Law NB (www.familylawnb.ca)

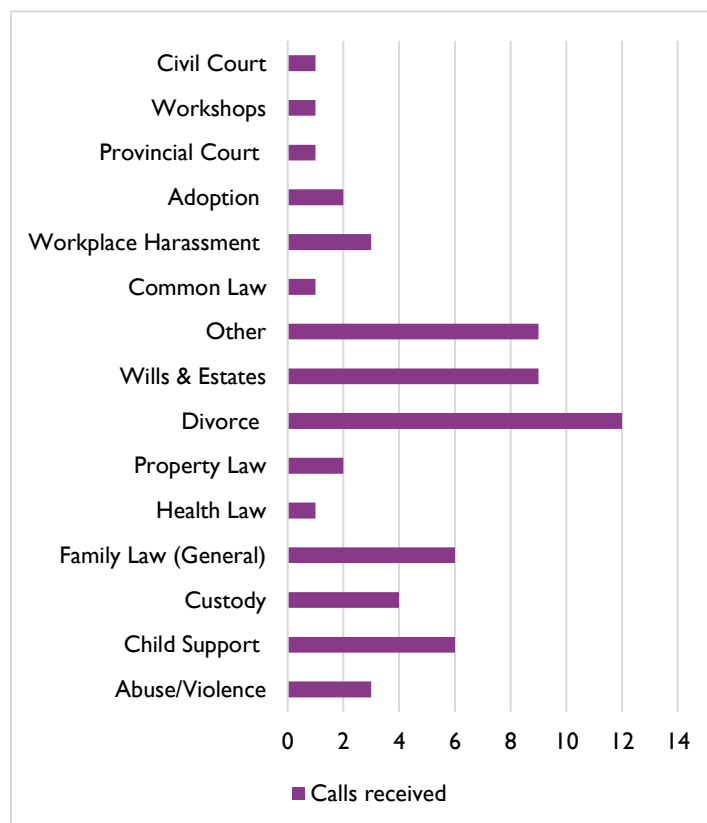
This website provides a single home for all of PLEIS' family law content. It also includes complementary information about family law services, how to access help and support, and other kinds of practical guidance. This year, Family Law NB had 29,250 unique visitors to the English side and 3,600 to the French side, for a total of approximately 32,850 unique viewers overall. The most frequently viewed English resource was the Family Law Forms page, while the most frequently viewed French resource was "Pension alimentaire pour enfants".

Public Inquiries

As one of our core services, PLEIS regularly receives inquiries from the public by phone and email that contain direct requests for legal information. Most callers will get a real person on the phone who can give them immediate answers and referrals in real time. People who email or leave a voicemail will receive a response within 24 hours.

With multiple staff transitions occurring this year, we do not have conclusive, cumulative statistics about our querents. But we can present reliable data for a representative slice of time running from February 25 through March 31 2022 (roughly a month). During that time, we received 61 inquiries by phone and 61 inquiries by email and through our various websites. Based on this data, we can estimate that we served an average of 2.44 calls and 2.44 email inquiries per day, for an annual estimate of approximately **630 calls** and **630 emails** over the course of 2021-22.

| Inquiries by phone, Feb 25 – Mar 31 | |
|-------------------------------------|----------------|
| Topic | Calls received |
| Abuse/Violence | 3 |
| Child Support | 6 |
| Custody | 4 |
| Family Law (General) | 6 |
| Health Law | 1 |
| Property Law | 2 |
| Divorce | 12 |
| Wills & Estates | 9 |
| Other | 9 |
| Common Law | 1 |
| Workplace Harassment | 3 |
| Adoption | 2 |
| Provincial Court | 1 |
| Workshops | 1 |
| Civil Court | 1 |
| Total | 61 |



Family Law Supports:

FAMILY LAW INFORMATION LINE & FAMILY LAW WORKSHOPS

Family Law Information Line Overview and Trends

The following are some highlights of statistics collected for the fiscal year 2021-2022 on the usage of the toll-free Family Law Information Line, which provides information to individuals on family law issues, as well as assistance on the procedures and rules for doing an uncontested divorce, applying for custody or access, or changing a child support order.

We received 1765 “calls” from April 1st, 2021 to March 1st, 2022 some of which were recurrent callers. We experienced a 12% decrease in calls/unique callers compared to the last time this report was produced, for the fiscal year 2019-2020. The decrease may be attributable to several things, including:

- a disruption in service due to our relocation February-March 2021, which continued to affect usage in early fiscal year 2021-22;
- the lack of material on our website explicitly addressing the Judicial Districts of Moncton and Saint John, which have different rules;
- the lack of “in person” workshops over last two years, which have historically raised awareness of our services and generated more traffic; and
- generally, the pandemic.

The following statistics were collected for the fiscal year 2021-2022 and present an overview of the calls received. The following are some highlights:

- We received a total of 1765 calls. On average, there were 147 calls per month.
- Of these calls, 1,124 callers (64%) were female, while 740 of the callers (36%) were male. This ratio fluctuated somewhat through the year. This ratio is consistent with prior annual reports made two and three years ago.
- 77% of the calls were conducted in English (1,353 callers), and 22% were conducted in French (392). This ratio also fluctuated throughout the year and represents an under-representation of the French language profile in this province. This may be due to Francophone callers having their proceedings in the other language or choosing to access service in English (as some callers have reported). This ratio is consistent with prior annual reports made two and three years ago.

- Regarding the nature of the calls received:
 - 301 (17%) of the calls were regarding child custody/access,
 - 182 (10%) of the calls were regarding child support,
 - 456 (26%) of the calls were regarding separation and divorce, and
 - 406 (23%) calls were not family law related, as staffing shortages at PLEIS-NB caused some calls that would normally go to the main information line to be routed to the Family Law Information Line.

- Even though Moncton and Saint John Judicial Districts are under the family law case management system and each have access to a Family Law Information Centre (FLIC) of their own, we received a significant proportion of calls from these two Judicial Districts:
 - 14% of the calls were from Saint John County and 19% of the calls were from people that live within Judicial District of Saint John, which includes not only Saint John County but also the counties of Charlotte and Kings.
 - 17% of the calls received were from Westmorland County and 19% of the calls were from the Judicial District of Moncton, including Westmorland County, Albert, and Kent.

- The largest percentage of calls came from the County of York (at 18%). This constitutes a 9% overall decrease of calls received from York compared to two years ago. This county is still 6% overrepresented in comparison to its size and the overall New Brunswick population.

- We have a slight decrease in calls from Gloucester County. We received 10% of our calls from that county. This constitute an overall decrease of 3% (30% at face value) if compared to two years ago. This may explain in part why we had a slight overall decrease of 1% (5% at face value) in calls held in French if compared to two years ago.

- Lastly, this year our referrals to Family Law Advice Lawyers and the two Family Law Information Centres (FLICs) increased significantly, while the number of calls referred to mediation decreased. This is because many people asking for mediation referrals are seeking a mediator, which we can't provide. In this case, we typically refer them to the Law Society or a search engine to find one, and may redirect them to a FLIC for more support if available.

Data prepared by Charles-Olivier Parent, Family Law Information Line Officer.

Caller Demographics

From April 2021 through March 2022, the Family Law Information Line received 1765 calls. The following charts demonstrate the breakdown of caller demographics by sex, language, location, topic, and what referrals were made.

| Month | Total Callers | Sex | | Language | |
|----------------|---------------|-------------|------------|-------------|------------|
| | | Female | Male | English | French |
| April 2021 | 147 | 94 | 53 | 106 | 41 |
| May 2021 | 168 | 100 | 68 | 128 | 41 |
| June 2021 | 129 | 82 | 47 | 88 | 41 |
| July 2021 | 140 | 85 | 55 | 102 | 38 |
| August 2021 | 164 | 113 | 51 | 139 | 25 |
| September 2021 | 164 | 121 | 46 | 132 | 35 |
| October 2021 | 143 | 94 | 49 | 111 | 32 |
| November 2021 | 130 | 84 | 46 | 103 | 27 |
| December 2021 | 118 | 73 | 45 | 79 | 21 |
| January 2022 | 169 | 106 | 63 | 141 | 27 |
| February 2022 | 153 | 91 | 60 | 127 | 24 |
| March 2022 | 140 | 81 | 58 | 97 | 40 |
| TOTAL | 1765 | 1124 | 641 | 1353 | 392 |

| Location | |
|----------------|-------------|
| Albert | 22 |
| Carleton | 48 |
| Charlotte | 29 |
| Gloucester | 181 |
| Kent | 13 |
| Kings | 45 |
| Madawaska | 70 |
| Northumberland | 69 |
| OP | 44 |
| Queens | 11 |
| Restigouche | 70 |
| SJ | 251 |
| Sunbury | 20 |
| Unknown | 211 |
| Victoria | 20 |
| Westmoreland | 308 |
| York | 325 |
| TOTAL | 1765 |

| Subject of Inquiry | |
|------------------------------|-------------|
| Custody/Access | 301 |
| Child Support | 182 |
| Spousal Support | 28 |
| Rights of Common Law Spouses | 9 |
| Separation/Divorce | 456 |
| Paternity | 4 |
| Workshops | 7 |
| Change of Name | 4 |
| Grandparents Rights | 42 |
| Complaining Against Lawyer | 10 |
| Division of Marital Property | 44 |
| Child Protection | 26 |
| Domestic Violence | 55 |
| Family Law Services in NB | 34 |
| Contempt | 17 |
| Support Enforcement | 45 |
| Court-Ordered Evaluations | 16 |
| Mediation | 8 |
| Other | 406 |
| TOTAL | 1765 |

| Referrals | |
|-------------------------------|-------------|
| Family Advice Lawyer | 387 |
| FLIC – Moncton | 202 |
| FLIC – Saint John | 205 |
| Office of Support Enforcement | 72 |
| Legal Aid | 123 |
| Mediation | 10 |
| Other | 388 |
| Private Lawyer | 121 |
| Self-Help Guides | 314 |
| Websites/Publications | 372 |
| TOTAL | 2194 |

Family Law Workshops

Because of changing circumstances around COVID-19, which impacted the schedules of PLEIS-NB, organizational partners, staff, and members of the public, we ran a significantly reduced number of workshops in 2021-22 when compared to pre-pandemic years. Many scheduled workshops did not run due to challenges of timing, technological issues, or availability. In addition, a significant amount of our workshop material needed to be updated for changes in the law, changes in legal procedures due to COVID-19, and the different format required for online delivery.

However, we did make meaningful progress on the Family Law Workshops this year. Several have received updated content, including our workshop on Family Law and COVID-19. We have co-ordinated We ran 3 workshops focused on domestic violence (DV), for audiences of domestic violence outreach workers in Bathurst, Saint John, and Charlotte, who over the pandemic have become increasingly crucial access points for local victims of intimate violence. These workshops used significant content from our traditional family law workshops, blended with relevant information about criminal law, Emergency Intervention Orders, and other resources.

Finally, as we ramp up towards re-launching the family law workshops online, we have prepared a series of promotional resources that will be used in early fiscal year 2022-23 to reinitiate regular family law workshop bookings at a scale similar to the schedule our workshops have historically followed. We have increased infrastructure for this project with the addition of a dedicated summer student for May-August 2022 to jumpstart deliver and bring things back in line with our target numbers. We look forward to reporting further on this project next year.

Special Projects: Sexual Harassment in the Workplace

FUNDED BY THE DEPARTMENT OF JUSTICE CANADA

In 2019, PLEIS-NB received a 5-year grant from the Department of Justice Canada to create a set of specialized resources to address sexual harassment in the workplace within the province of New Brunswick. 2021-22 was our third year and the halfway point of the project. We achieved several significant milestones over this period.

In November 2021, we published www.saferplaces.ca, a single website that compiles and hosts all of the sexual harassment materials created over the prior 2 years. It includes links to asynchronous training modules for both employees and employers, invitations to register for upcoming workshops (or request one for your community), fact sheets, referral to useful services, a resource library, and “Mythbusters,” a booklet that addresses common misunderstandings about the nature and consequences of sexual harassment.

In March 2022, we held a public launch for the website, which included radio interviews, increased online promotions, and a press conference held jointly with our partners at the New Brunswick Human Rights Commission via Zoom. We experienced a huge spike in interest following the launch; in fact, 56% of the users who attended our workshops registered within two weeks of the launch celebrations.

Meanwhile, we have been hard at work delivering workshops across the province and ensuring that workers have access to the information they need. In addition, we are preparing to launch a new service in the coming fiscal year that will allow victims of workplace sexual harassment to access 2 hours of free legal advice, from a roster of trained lawyers. It is the first service of its kind in New Brunswick and represents a huge step forward for survivors of harassment at work.

SAFER PLACES NB

[Workplace Sexual Harassment](#) ▾

[Training & Workshops](#) ▾

[Resources](#) ▾

[About Us](#) ▾

Prevent Workplace Sexual Harassment with

Positive Conversations that Create Safer Work Places

Our FREE training empowers people with the tools and knowledge they need.

TAKE THE TRAINING →



Other Special and Ongoing Projects

Sexual Violence New Brunswick, Independent Legal Advice+

In March 2022, Sexual Violence New Brunswick (SVNB) contracted PLEIS-NB to help support them in developing an independent legal advice plus program for survivors of sexual violence in the province. This approach will include legal advice, information, systems navigation, holistic supports, and other integrated services. We will act in a consulting role on this project through its completion in March 2026.

Fillable and Annotated Family Law Forms

In March 2021, the Government of New Brunswick introduced a series of prescribed changes to existing family law court forms. They contracted PLEIS-NB to modify the forms into a fillable PDF with up-to-date formatting and information. We are also simultaneously working on annotated version of the forms, with guidance for self-represented litigants on how to complete them correctly. Work on this project continues, in close collaboration with the NB Department of Justice and Public Safety. We anticipate that the fillable forms will be available to the public by the summer of 2022.

Speakers Bureau

In typical years, PLEIS runs a Speakers Bureau program in partnership with the New Brunswick branch of the Canadian Bar Association. This program allows community groups and organizations to request a legal speaker on a topic of their choice and then matches them with an appropriate lawyer. This program has been suspended since the arrival of the COVID-19 pandemic. It remained dormant this year due to staff capacity issues and uncertainty about in-person or virtual workshops. As public health measures stabilize, we hope to re-launch this program in 2022-23.

Financial Reports 2021-22

teed saunders
doyle | Chartered professional
accountants
& advisors

An independent
member of **DFK**
DICKSON FRANK

INDEPENDENT AUDITOR'S REPORT

To the Members of Public Legal Education & Information Service Of New Brunswick Inc.

Opinion

We have audited the financial statements of Public Legal Education & Information Service Of New Brunswick Inc. (the Corporation), which comprise the statement of financial position as at March 31, 2022, and the statements of changes in net assets, revenues and expenditures and cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2022, and the results of its operations and its cash flow for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

PUBLIC LEGAL EDUCATION & INFORMATION SERVICE OF NEW BRUNSWICK INC. Statement of Revenues and Expenditures Year Ended March 31, 2022

| | 2022 | 2021 |
|--|----------------|------------------|
| REVENUE | | |
| Justice Canada | \$ 519,433 | \$ 594,300 |
| Miscellaneous projects | 5,922 | 47,681 |
| New Brunswick Law Foundation | 70,000 | 90,000 |
| New Brunswick Department of Justice | 70,482 | 191,390 |
| Publications sales and other | 3,114 | 746 |
| Wage subsidies | 612 | 2,665 |
| Deferred revenue (Note 5) | 58,931 | (49,118) |
| | <u>728,494</u> | <u>877,664</u> |
| EXPENSES | | |
| Administration | 5,579 | 43,244 |
| Amortization | 3,170 | - |
| Conference and travel | 1,150 | 210 |
| Miscellaneous | 11,372 | 11,176 |
| Office expense | 68,762 | 118,459 |
| Printing and distribution | 11,976 | 8,757 |
| Professional services | 336,612 | 376,663 |
| Salaries and benefits | 289,118 | 222,374 |
| | <u>727,739</u> | <u>780,883</u> |
| EXCESS OF REVENUE OVER EXPENSES | \$ 755 | \$ 96,781 |

39 Canterbury St
565 Priestman Street,

On Deborah Doherty's Retirement

I have had the pleasure and honour of working with Deborah Doherty in one capacity or another for just over 23 years. PLEIS-NB was my first real “law job” as a summer student between my first and second year of law school in 1999. Deborah’s passion for legal education and information in those brief months was so evident and persuasive that she inspired me to take what I learned from her and carry it with me throughout my entire career. Like all of the students, colleagues, partners and collaborators that she has worked with over the years, my time with Deborah has made me a better communicator, advocate, writer and community member.

As the founding executive director of PLEIS-NB, Deborah has positively impacted the lives of countless New Brunswickers. Her “get it done” approach to problem solving has led to the development of thousands of publications, projects and resources that have helped individuals navigate the often confusing world of our legal systems. She has a remarkable ability to take complex concepts and processes and translate them into something clear and understandable. She leaves an indelible legacy of ensuring public access to legal information in our province.

Earlier this month, Deborah was presented with the prestigious Muriel McQueen Fergusson Foundation Award for outstanding contributions towards preventing and eliminating family violence in Canada. Her work and research in the area of domestic and intimate partner violence has been extensive and tireless. As I looked around the room at the award ceremony, filled with partners and collaborators from all parts of the government, NGO and academic worlds, it was clear to me the mark she has made. She is fundamentally a collaborator and it was so wonderful to see scope of people who were enriched by their time working with Deborah.

Deborah’s retirement is bittersweet. The board and staff of PLEIS-NB are delighted for Deborah to move on to the next, hopefully more relaxing, phase of her life. We wish her every joy – but we will miss her. Terribly.

All the very best, Deborah.

Clea Ward
President, PLEIS-NB Board of Directors

June 2022