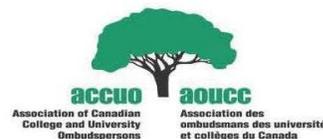




MAY 15-17, 2017
Westin Hotel Ottawa



The Work of Ombudsman: Holding Governments and Organizations to Account
FCO-ACCUO Biennial Conference Program

Registration Desk: Provinces Foyer (Level 4)
Meeting Room Locations: Provinces I & II (Level 4), Ontario and Saskatchewan Rooms (Level 3)

Monday, May 15

08:00 – 09:00 Registration and Continental Breakfast (Provinces Foyer)

09:00 – 09:15 Welcome and Opening Address

Provinces II 

09:15 – 10:00 KEYNOTE: Different Model, Same Objective: How Varying Ombudsman Models can Effect Positive Change
Provinces II  **Paul Dubé, Ontario Ombudsman**

Ontario Ombudsman Paul Dubé was appointed Ontario's seventh ombudsman in April 2016. Prior to that, he had been appointed the first federal Taxpayers Ombudsman in 2008. During this keynote, he will discuss the contrasting experiences of heading a well-established and respected provincial organization with his challenges in overseeing the start-up of a new federal ombudsman office. A discussion of the differences and similarities will touch on how the two levels of government have responded to ombudsman review and recommendations, and strategies for ombudsman offices to hold public sector bodies to account. In particular, he will discuss the importance of appropriate, productive relationships with stakeholders; the value of proactive work behind the scenes; and his strategies for effecting positive change.

10:00 – 10:50 Concurrent Learning Sessions

Provinces II 

How to Deliver Difficult Recommendations

Ian Darling, Ombudsperson, Office of the New Home Buyer Ombudsperson, Tarion Warranty Corporation

This session is about how to develop, deliver and monitor recommendations. In it we will discuss the qualities of good recommendations, and principles of redress. It will provide approaches and processes that have resulted in having recommendations being accepted and successfully implemented. It will also provide examples of spectacular failures, and what we can learn from them.

Ontario

Presentation on a Study of the Impact of Ombudspersons in Canadian University and Colleges

Lucie Allaire, Ombudsman, University of Ottawa

Through a review of the recommendations made by Ombudspersons throughout the last five years, as well as input from ACCUO members on other type of activities such as training initiatives, participants will learn about the impact of the changes proposed and the types of issues raised. In proposing changes to practices and policies, are Ombudspersons acting as engines of change to support a culture more focused on justice, equity and respect for human rights as well as democratic principles? How do they intervene? The presentation aims to stimulate reflection on current fields of intervention and future challenges in post-secondary institutions as well as for ACCUO members.

Saskatchewan

Market Conduct and the Role of the Ombudspersons

Brigitte Goulard, Deputy Commissioner for Financial Consumer Agency of Canada (FCAC)

As recently seen in media reports focused on questionable bank sales practices, consumer complaints play a critical role in identifying potential market conduct issues. This session will focus on the Financial Consumer Agency of Canada's perspective of the role played by ombudspersons in market conduct matters. Brigitte Goulard will also examine the Agency's mandate and risk-based approach to complaints, and will present the Agency's approach to regulating federal external complaint bodies.

10:50 – 11:10 Networking Break (Provinces Foyer)

11:10 – 12:00

Concurrent Learning Sessions

Provinces II **How to Maintain Your Mental Health as an Ombudsman**

(presentation in French with simultaneous interpretation)

Marie-Claude Pelletier, *President, Groupe LEVIA***France St-Hilaire**, *Associate Professor, School of Management, University of Sherbrooke*

Mental health issues are increasingly common among the general public and among workers. Nowadays this issue can affect anyone. Your very role as ombudsman exposes you to various risk factors, such as professional isolation, lack of support associated with confidentiality requirements or the need to control your emotions (emotional labour). This workshop has two main objectives: 1) to help you recognize your own signals of distress and risk factors; 2) to show you protective factors and strategies that promote mental health.

You will receive a self-assessment questionnaire that will be sent 2-3 weeks after the conference. A personalized and confidential profile will be sent to you so that you can benefit from the advice that will be provided. The data will be processed confidentially and anonymously by an external expert. The workshop will establish a general picture of ombudsmen's mental health and the workshop content will be customized to meet your specific requirements.

This workshop will be co-facilitated by Ms. Marie-Claude Pelletier, President of Groupe LEVIA, Strategy, Development & Partnership for Health, and Ms. France St-Hilaire, Associate Professor at the School of Management at the University of Sherbrooke, Director of the Health Organization Team and Director of the Organizational Health Graduate Microprogram.

Ontario

Safe Space Policy**Julie Boncompain**, *Associate Ombudsperson, Concordia University*

Safe space is a hot topic in the University and other settings. The purpose of this workshop is to discuss relevant challenges including reporting, disclosing, credibility of evidence, confidentiality, principles of fairness and social media implications in the context of safe space policy. Workshop will include opportunities for discussion and sharing. Each participant will come away with a greater understanding of Safe Space policies and how to navigate these new waters.

Saskatchewan

End to End Complaints Process in Banking**Sarah Bradley**, *Ombudsman and CEO, Banking Services and Investments (OBSI)***Dana Di Bartolo**, *Ombudsman, BMO Financial Group*

The role of Ombudsman in the banking industry is well-established both in Canada and internationally. In Canada, it has been more than 20 years since the creation of the Ombudsman for Banking Services and Investments (OBSI) and the large banks' internal Ombudsman offices. Ombudsmen play an important role in the fair resolution of financial services complaints, and in supporting consumer and investor confidence in the financial services sector. For this reason, financial services regulations deal extensively with consumer dispute resolution and mandate the availability of an external Ombudsman in the banking and investment sectors. This session will provide an overview of the banking industry's complaint resolution process, focusing on the role and practices of both the internal and the external Ombudsman. With respect to the internal Ombudsman, the session will address key elements of the banking Ombudsman's process, how an internal Ombudsman maintains independence from the bank, and the contributions an Ombudsman can make to an organization beyond the resolution of complaints. The session will also discuss the role and public purpose of the external Ombudsman, the nature of OBSI's investigative process, and recent innovations in relation to case management, data gathering and reporting methodologies and systems.

12:00 – 13:00

Networking Lunch (Provinces I)

13:00 – 13:45

Provinces II **KEYNOTE: The Joys and Perils of Independent Oversight of Government Services for Vulnerable Children and Youth****Hon. Judge Mary Ellen Turpel-Lafond**, *Provincial Court of Saskatchewan, and former B.C. Representative for Children and Youth*

14:00 – 14:50

Concurrent Learning Sessions

Provinces II **Speaking Up When Something is Wrong: The Right Choice is Not Always the Easy Choice****Joe Friday**, *Public Sector Integrity Commissioner of Canada*

In this workshop, Joe Friday, Public Sector Integrity Commissioner of Canada, will discuss his Office's work as the external whistle blowing agency for the federal public sector. Coming forward to make a disclosure of wrongdoing remains a difficult and potentially risky decision. Why is this? And what needs to be done to change this? Mr. Friday will share his observations based on his experience, including the results of focus group testing and a recently released research paper on the fear of reprisal commissioned by his office.

Ontario

The Restorative Practices Initiative (RPI) at the University of Alberta: Advancing Fairness and Accountability in the Graduate Student and Post-Doctoral Fellow Communities*Marc Johnson, Undergraduate Ombudsman, University of Alberta**Natalie Sharpe, Director, Office of the Student Ombuds at University of Alberta*

Interpersonal conflicts are pervasive in the graduate student and post-doctoral fellow communities at research universities across North America. Conflicts in these contexts are particularly complex due to unique power imbalances. In the University of Alberta case, nearly two-thirds of graduate student and postdoctoral fellow complaints to the ombudsperson involve conflicts with supervisors and other protracted disputes with colleagues. In response to these conflicts, three independent offices collaborated to develop an innovative and ambitious solution: a facilitated, intermediate step to repair harms and restore professional relationships. After consulting with key stakeholder groups, they identified common values around conflict resolution. They identified a systemic gap in resolving relational conflicts, and recognized the lack of adequate tools that would allow them to work more effectively. They collaborated with the concerned communities in order to develop rapid and cost-effective intervention capabilities. Bringing in the audience for group participation, this session will focus on the Restorative Practice Initiative (RPI) as a voluntary and non-punitive process that allows parties to meet with a facilitator to identify the area of discord and work toward resolution. Our session outlines this approach to restore professional relationships, enabling universities to focus on their primary research functions, managing reputational risks, and improving student retention.

Saskatchewan

Mental Health in Organizations: What are an Ombudsman's Roles? (presentation in French)*Marie-Claude Pelletier, President, The Levia Group**France St-Hilaire, Associate Professor, University of Sherbrooke*

Almost one in five Canadians is affected by mental health issues. In the workplace, over one third of workers demonstrate symptoms of psychological distress (Vézina et al., 2011). This situation has a clear impact on organizations; while absences due to mental health issues make up one third of insurance claims, they represent between 50% and 70% of costs. How can we prevent mental health issues and their consequences? At our workshop you will learn about:

- Stress and its consequences on individual and organizational health;
- The signs and symptoms of psychological distress;
- The main diagnoses identified in the workplace in relation to mental health;
- Risk factors and organizational and individual protection factors
- Best practices for intervention:
 - Sentinel approach
 - Training, support and tools for managers
 - Training, support and tools for employees

We will conclude the workshop with a discussion on the roles that you can play as part of your duties to promote mental health within organizations.

14:50 – 15:10

Networking Break (Provinces Foyer)

15:10 – 16:00

Concurrent Learning SessionsProvinces II **Preventing Escalation: Dealing with Difficult Complainants***Amy Fish, Ombudsperson, Concordia University*

The purpose of this workshop is to offer practical tips for dealing with Difficult Complainants. Audience members will assist in determining what makes a complainant difficult and how we can identify a potential challenge. Then, strategies for addressing the needs of this population will be discussed. Participants will be invited to share specific situations from their organization.

Ontario

Hot Topics in Higher Education*Alfredo Sánchez Castañeda, Defensor, Universidad Nacional Autónoma de México**Martine Conway, Ombudsperson, University of Victoria*

We will briefly introduce challenges and questions related to two current topics in higher education: the implementation of student sexualized violence policies (presented in English), and questions related to behaviour and the accommodation of mental health issues in professional programs (presented in French). Participants will then have an opportunity to share questions, reflections and best practice.

(A brief summary of points raised by the presenters will be available in the other language. Participants will be able to ask questions or contribute comments in either language.)

Saskatchewan

Trends in Complaints to Ombudsmen: Analysis of Related Factors (bilingual)

Marcel Fallu, Senior Analyst, Performance Measurement, Office of the Commissioner of Official Languages
Jean Marleau, Director, Performance Measurement, Office of the Commissioner of Official Languages

The Office of the Commissioner of Official Languages observed that from 1988 to 2012, the number of complaints it had received that met the criteria for admissibility set out in the Official Languages Act had fallen significantly. The Office of the Commissioner therefore sought answers to the following two questions: - What are the trends in variations in the number of complaints in other organizations, and how are they explained? - Can these trends explain the decrease in the number of admissible complaints filed with the Office of the Commissioner during that time? In 2015, the Office of the Commissioner conferred with 20 Canadian and foreign ombudsman organizations that have mandates similar to its own in order to examine the factors that might have contributed to any changes they had observed in their own complaint numbers. In addition to generating a rich array of best practices, this project has reminded us that numbers do not tell the whole story. Ultimately, the organizations that participated in the project do not wish to receive more or fewer complaints; their common goal is for all genuine compliance issues to be reflected in the complaints they receive and for those issues to be resolved.

16:30 – 18:00Provinces II **FCO AGM – Annual General Meeting and Election of Officers****18:00 – 20:00****Reception** (Provinces Foyer)

Join your colleagues for delicious appetizers, drinks and conversation.

Co-hosted by Ombudsman Ontario and the International Ombudsman Institute (IOI)

**Tuesday, May 16****08:30 – 09:00****Continental Breakfast** (Provinces Foyer)**09:00 – 09:45**Provinces II **KEYNOTE: The Creation of the French Language Services Commissioner Position: From Legislation to Action**

Madeleine Meilleur, Former MPP for Ottawa/Vanier, Minister Responsible for Francophone Affairs and Ontario Attorney General

10:00 – 10:50**Concurrent Learning Sessions**Provinces II **Core Strengths™: Create a Culture of Accountability**

Madalena Coutinho, Principal Associate and Master Facilitator - Personal Strengths Canada

The most effective leaders today focus on developing healthy cultures where people are engaged and take personal responsibility for their actions and their results. Creating this culture of engagement and accountability requires gaining personal commitment from others. It cannot be demanded or imposed. Core Strengths builds the personal and interpersonal skills that leaders need to effectively influence key stakeholders, build trust and sustain commitment - creating a culture of accountability on teams and across their organizations. Core Strengths is an interactive learning program that empowers leaders to:

- Engage and influence key stakeholders
- Learn and practice the skill of accountability
- Create an ownership mentality for achieving results
- Choose strengths mindfully – to best meet the needs of their respective stakeholders

Ontario

Responding to Risks in Higher Education: the Student Ombudsman as a Catalyst for Systemic Change

Deborah Peach, Student Ombudsman, Queensland University of Technology

The performance of Australian higher education providers is evaluated against a framework of national threshold standards. This framework is a legislative instrument designed to facilitate internal quality assurance and respond to emerging risks. This interactive presentation considers how two Australian universities (one metropolitan and the other regional) are using the framework as a tool to evaluate university performance in responding to risks that emerge through student grievances. Both universities acknowledge that the capacity to respond to emerging risks is critical to maintaining and boosting quality and reputation. De-identified case study examples of student grievances and recommendations for change have been mapped to the national threshold standards and provided to senior executive to inform mandatory re-accreditation processes to commence in 2017. The evolving role of the Student Ombudsman as a catalyst for systemic change in this process is also discussed.

Saskatchewan

Changing Expectations on Ombuds in the Era of Mass and Social Media: Opportunities and Challenges**Ashley Bursey**, *Ombudsman Ontario*
Charles Murray, *Ombud New Brunswick*

For many years, the work of the Ombudsman has been quiet and behind the scenes. Modern expectations are that the Ombuds are more public figures: releasing reports, granting interviews on a broad range of issues, and maintaining some level of presence in social media as well. What does this mean for the nature of the work and how can these opportunities be used to further to effectiveness of the Ombud's office? To what degree is the higher personal profile of the Ombud a risk to effectiveness as well?

10:50 – 11:10

Networking Break (Provinces Foyer)

11:10 – 12:00

Concurrent Learning SessionsProvinces II **Difficult or Different? A Discussion around Relational and Equitable Fairness when Working with Clients****Carter MacDonald**, *Ombudsman at Camosun College, British Columbia*
Natalie Sharpe, *Director, Office of the Student Ombuds at University of Alberta*

Ombuds use communication strategies and techniques to manage "difficult" clients. However, do we need to be cautious to not use this label by misunderstanding "different"? This session focuses on relational fairness and equitable fairness. Relational fairness focuses on respectful treatment. Ombuds use relational fairness questions to examine ways to rebuild trust and relationships. But is this enough for us to appreciate diversity and difference? In her presentations on equitable fairness, Fiona Crean has examined equitable fairness to show how our relationships are impacted by power cleavages and marginalization. Our clients are not always on an equal playing field. The dominant ideologies of our society reinforce whether we are privileged or marginalized. Ombuds must therefore be sensitive to the social location (status and history) of our clients, including differences of race, ethnicity, gender, age, gender orientation, education, religion, ability (physical and mental health), place of origin, socio-economic status, etc. We may be labeling someone as "difficult" when they are trying to bring their marginalized voice forward. We also need to understand that differences may be evolving, not static. Understanding our clients' social location is essential to them being heard, understood, and treated equitably.

Ontario

Active Citizenship and Students' Rights in Europe: The Growing Role of Ombudsmen**Josef Leidenfrost**, *Austrian Student Ombudsman*

Although up to the higher education institutions' discretion in many European countries there are also legally binding regulations for academic ombudsmen in some of them. The spectrum of tasks and duties encompasses students, employees and the safeguarding of good scientific practice alike. Hence experiences within Europe are quite different from country to country, from institution to institution - as size matters! With issuing the so called "Innsbruck Descriptors" during the 2015 ENOHE (European Network of Ombudsmen in Higher Education) conference in Innsbruck, Austria, a first benchmarking tool has been defined, including general definitions and similar *raison d'être* as well as minimum common features of the variety of issues covered throughout Europe. Ombudsmen are vital in safeguarding the rights of all university members, including active citizenship within their respective organisations. A special EU funded project, AESOP, is trying to carry the concept of an ombudsman also to Azerbaijan, Georgia and the Ukraine. This and the mentioned Innsbruck descriptors will be presented, discussed with the audience; input from the Canadian perspective based on the findings of Innsbruck will be expected. The discussion will be developed further during the 2017 ENOHE conference in Strasbourg, France, 28-30 June 2017.

Saskatchewan

Promoting Fairness and Accountability in Saskatchewan's Municipal Sector**Mary McFadyen**, *Ombudsman, Ombudsman Saskatchewan*
Janet Mirwaldt, *Deputy Ombudsman, Ombudsman Saskatchewan*

On November 19, 2015 Ombudsman Saskatchewan's mandate was expanded to include the municipalities. There are 780 municipalities across Saskatchewan, ranging from cities to resort villages, governed by approximately 3700 elected officials. Many of the everyday services we all rely on are provided by the municipal sector. Complaints about municipalities have steadily risen and now make up approximately 16 percent of the total complaints received by Ombudsman Saskatchewan. The Office can review the administrative decisions and processes of municipal councils and their employees and can look into matters of conduct not only of municipal employees but of the elected council members. Currently one third of the complaints the Office receives about municipalities relate to concerns about the conduct of the elected official most often about potential conflicts of interest. In this workshop we will provide an overview of our role and focus on the processes we use to investigate complaints about administrative issues and about the conduct of the elected officials, the similarities and the difference between the investigative processes and the lessons learned along the way in promoting fairness and accountability in Saskatchewan's municipal sector.

12:00 – 12:45

Lunch (Provinces I)

12:45 – 13:30
Provinces II 

KEYNOTE: Evolving Role of the Ombudsman: New Responsibilities, New Opportunities
Peter Tyndall, President of the International Ombudsman Institute

Since the creation of the Ombudsman Institution in Sweden more than 200 years ago the role of the Ombudsman has developed in respect to the different context in which we work and the changing nature of our societies. There has been a particular development in the role of the Ombudsman in protecting human rights whether this is as the national human rights institution or a core component of the work of the ombudsman. Other Ombudsman have expanded into the field of Freedom of Information and Anti-Corruption. This talk will consider these developments also while looking at some of the challenges posed by hostile governments and populism and the privatisation of many public services.

13:30 – 14:20

Concurrent Learning Sessions

Provinces II 

Untangling a Big Ball of Yarn: BC’s Experience with a Major Investigation initiated by a Legislative Committee
Jay Chalke, Ombudsperson of British Columbia

This session will describe and address procedural issues that arose in the context of a recent investigation carried out by the Ombudsperson of British Columbia into actions by the provincial government over a multi-year period. The investigation was the result of a referral from a legislative committee which, under BC law, triggered an unprecedented mandatory Ombudsperson investigation. The session will describe the different issues that arise when legislators refer a matter to the Ombudsperson and various procedural elements involved in the investigation. The goal of the session is to provide participants with insight on how to tackle an investigation arising from legislative referral.

Ontario

Compassion Fatigue: The Cost of Caring
Amanda Rocheleau, Registered Social Worker & Compassion Fatigue Specialist

This session will include an overview of compassion fatigue; the definition, symptoms, causes and how it manifests in those committed to providing care for others. While focusing on the importance of authentic and sustainable self-care, Amanda will offer practical strategies to increase self-awareness and self-compassion in order to transform compassion fatigue into compassion satisfaction.

Saskatchewan

Panel on the Contribution of Alternative Dispute Resolution
Marc-André Bujold, Director of investigations – Information Commissioner of Canada
Moderator: Christopher Schultz, Investigator – Information Commissioner of Canada
Andrea Schwartz, Mediation Team Leader – Information and Privacy Commissioner/Ontario

The panelists will discuss the contribution of alternative dispute resolution (ADR) in the investigation process of the Information Commissioner of Canada and the Ontario Information and Privacy Commissioner. They will also discuss the advantages of interests based investigations and the differences and similarities of ADR practices for classical ombudsman and order power making ombudsman model.

14:20 – 15:00

Networking Break (Provinces Foyer)

15:00 – 16:30

Panel on Safeguarding the Independence of Canadian Institutions

Provinces II 

Moderator: Lorne Sossin, Dean of Osgoode Hall Law School
Nora Farrell, Ombudsperson, Ryerson University, FCO President
Renu Mandhane, Chief Commissioner, Ontario Human Rights Commission
Kevin Page, President and CEO, Institute of Fiscal Studies and Democracy, University of Ottawa
Howard Sapers, Independent Advisor on Corrections Reform, former Correctional Investigator of Canada

16:30 – 18:30

ACCUO AGM – Annual General Meeting

Provinces II 

Wednesday, May 17

08:15 – 08:45

Continental Breakfast (Provinces Foyer)

09:00 – 09:45

Provinces II 

KEYNOTE: The View from the Other End of the Microscope – Musings from a Former Deputy Minister
Kevin Fenwick, *Former Deputy Minister of Justice and Deputy Attorney General for Saskatchewan, Former Saskatchewan Ombudsman*

10:00 – 10:50

Concurrent Learning Sessions

Provinces II 

Reaching Audiences in the Digital Age
Sharon Squire, *Deputy Veterans Ombudsman, Executive Director, Office of the Veterans Ombudsman*

How do we communicate effectively and efficiently in today's digital age? This session will discuss the communications challenges and opportunities facing government organizations in light of rapidly changing technology and the pressure to respond and provide information instantly and over multiple channels. We will discuss the various social and digital platforms the Office of the Veteran's Ombudsman has adopted in order to engage with modern day Veterans and share information in a digital age. There will be time for a discussion among participants to share their experiences using social media and discuss the challenges and successes they've had.

Ontario

Safe, Equitable, Fair, and Healthy Campuses: Are We Making Post-Secondary Institutions Accountable through Stand-Alone Sexual Violence Policies?

Carter MacDonald, *Ombudsman at Camosun College, British Columbia*
Natalie Sharpe, *Director, Office of the Student Ombuds at University of Alberta*

Are we holding post-secondary institutions accountable, to respond effectively and quickly to acts of sexual violence on campus-related activities? Higher education institutions have been slow to answer appropriately to serious allegations, either ignoring or negatively "protecting" their reputation. Some internal processes have re-victimized complainants, due to lack of expertise, adequate support, and prudent policy. Many Canadian provinces have mandated legislative deadlines for all post-secondary institutions to develop stand-alone policies, to demonstrate serious commitment and timely support to those who experience sexual violence, sexual assault, and sexual harassment. These institutions are writing robust policies with the input of their campus communities. They hope to create the necessary infrastructure to educate, investigate, train and support the community, thereby keeping a check on abuses of power. This session provides an opportunity for ombudsman to share information around the breakthroughs and challenges of this process, with examples of B.C. colleges and universities' changes, and the policy at the University of Alberta.

Saskatchewan

What are the Courts Saying? An Update on Developments in Administrative Law

John Craig, *Partner, Fasken Martineau and Assistant Professor, Western Law*

This presentation will provide an overview of recent developments in administrative law that are relevant to the work of an ombudsman, focusing in particular on the issues of procedural fairness and substantive reasonableness as they relate to investigations and the preparation of written findings and recommendations. I will also be discussing the recent Supreme Court of Canada decision in *Wilson v. AECL*, where the Court engages in a remarkable debate about the appropriate standard to be applied in judicial review cases.

10:50 – 11:10

Networking Break (Provinces Foyer)

11:10 – 12:00

Concurrent Learning Sessions

Provinces II 

The Fairness Lens
Guy Parent, *Veterans Ombudsman*

The session will describe the approach taken by the Veteran's Ombudsman to advocate for fairness on behalf of Veterans. When one relies on the power of moral suasion to effect change, well defined principles and evidence-informed analysis plays an important role in the formulation of recommendations. How is fairness defined? Fairness can mean different things to different people, and defining it is an important step to achieving it. This session will discuss some of the factors to consider on how to make moral-suasion effective.

Ontario

Elements of an Effective Apology

Lynne Casgrain, *Complaints Commissioner/Ombudsman at the McGill University Health Centre*
Rosemary Steinberg, *Complaints Commissioner/Ombudsman at the Integrated Health and Social Services University Network for West-Central Montreal*

The goal of this workshop is to explore the content and strategies to providing an efficient and appropriate apology.

Saskatchewan

Tips for Preparing For and Conducting Witness Interviews

Laura Pettigrew, *General Counsel, Office of the Ombudsman of Ontario*

The session will focus on basic strategies for conducting effective interviews, including interview planning, developing rapport, keeping questioning on track, and addressing roadblocks.

12:00 – 12:30

Wrap-up and Lunch

Provinces II 

NOTES