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1 October 4, 2021  
 2  
 3 THE CLERK:  
 4 All rise. This Commission of Inquiry is now  
 5 open. Commissioner James Igloliorte presiding as  
 6 Commissioner. Please be seated.  
 7 COMMISSIONER IGLOLIORTE:  
 8 Thank you all very much for your attendance here  
 9 today and continued participation in the Public  
 10 Inquiry Respecting Ground Search and Rescue for  
 11 Lost and Missing Persons.  
 12  
 13 We appreciate the level of cooperation that  
 14 you've all shown. And we are now moving to  
 15 another phase of the hearings which will  
 16 concentrate more on submissions about what  
 17 recommendations should be placed in the final  
 18 report, as well as discussions about the public  
 19 policy aspects of ground search and rescue.  
 20  
 21 We are a little bit late simply because lawyers  
 22 needed some time to work out some of the issues  
 23 before we begin.  
 24

Page 2

1 But I'm satisfied that we have plenty of time to  
 2 be able to cover all of the aspects of  
 3 information that Mr. Budden and the legal team  
 4 wanted to bring in. So I'll turn it over to you.  
 5  
 6 Reminding everyone that you are obviously abiding  
 7 by COVID protocols. Memorial University has its  
 8 own set, and it's quite stringent. So I'll ask  
 9 you to keep your masks on unless you are speaking  
 10 or otherwise drinking your coffee or water.  
 11  
 12 Thank you. Go ahead, sir.  
 13 MR. BUDDEN:  
 14 Thank you, Mr. Commissioner. Geoff Budden  
 15 speaking. I would firstly welcome the members of  
 16 the family of Burton Winters who have come from  
 17 Makkovik to witness and perhaps to the degree  
 18 they wish to participate in today's session. And  
 19 again thank you for taking the effort to come  
 20 here.  
 21  
 22 As you indicated, Mr. Commissioner, we are moving  
 23 on from the aspects of the Inquiry that focused  
 24 on particular searches, particular incidents into

Page 3

1 more wide-ranging discussions. And perhaps  
 2 reflecting that, what you'll see here today I  
 3 think would be more give and take.  
 4  
 5 More of an open-ranging discussion among all and  
 6 between counsel and witnesses as we hear from  
 7 individuals whose knowledge is not so much about  
 8 this search or that search, but about the way the  
 9 system works or perhaps should work more  
 10 generally.  
 11  
 12 Today's witness will be Mr. Harry Blackmore who  
 13 we've heard from, who has been present at every  
 14 stage of the Inquiry so far. The way we will  
 15 proceed, firstly we will enter an exhibit.  
 16  
 17 Madam Clerk, I believe the exhibit we wish to  
 18 enter is, I believe, a three-page document  
 19 entitled, "NLSARA" (Newfoundland and Labrador  
 20 Search and Rescue Association)" Submission for  
 21 Ground Search and Rescue Inquiry."  
 22  
 23 And I would ask, Madam Clerk, that that be  
 24 entered and I believe the exhibit number is

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1 P-193.  
 2 THE CLERK:  
 3 No, sorry, P-190.  
 4 MR. BUDDEN:  
 5 Sorry, P-190. Mr. Commissioner, the counsel have  
 6 all been given copies of this, and we'd now ask  
 7 to have it entered as an exhibit by Madam Clerk.  
 8  
 9 EXHIBIT PS-190, ENTERED AND MARKED ON INQUIRY  
 10  
 11 MR. BUDDEN:  
 12 How I wanted to proceed this morning,  
 13 Mr. Commissioner, I'm going to ask just a few  
 14 basic questions of Mr. Blackmore just  
 15 particularly for those who may be tuning into the  
 16 Inquiry for the first time to have some sense of  
 17 who this person is and the role he has played in  
 18 NLSARA, in Search and Rescue Newfoundland for 50  
 19 years now, and, therefore, give some context to  
 20 his evidence.  
 21  
 22 There will be further follow-up questions from me  
 23 and from all the other lawyers. Like I said, it  
 24 may be a bit more of a free flow of a discussion

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1 than we've had in the past, as perhaps is best  
 2 suited for a policy-type inquiry.  
 3  
 4 So with that, if nobody has anything further,  
 5 we'll ask Mr. Blackmore just to indicate where he  
 6 is so that everybody will know who he is.  
 7 MR. BLACKMORE:  
 8 A. Good morning. My name is Harry Blackmore. I'm  
 9 President for the Newfoundland and Labrador  
 10 Search and Rescue Association. Have been for the  
 11 past 25 years.  
 12  
 13 My background is from working with St. John's  
 14 Regional Fire Department for 30-odd years, and  
 15 been a volunteer all that time also.  
 16  
 17 I also spent many days and years and hours, for  
 18 sure, on the national scene. I was vice  
 19 president for the Search and Rescue Volunteer  
 20 Association of Canada for five years. Then I  
 21 took over for ten years as president. And spent  
 22 the last eight years as past president.  
 23  
 24 But my job at National was to bring all these

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1 different items forward to National training  
 2 standards, accreditation, etcetera, which we  
 3 have.  
 4  
 5 Basically, first we dealt with DND under the  
 6 National Rescue Secretariat. Now, we deal with  
 7 Public Safety Canada on the federal issues. And  
 8 anything else that we do, we deal with the  
 9 Department of Justice here within St. John's in  
 10 at the Confederation Building.  
 11 MR. BUDDEN:  
 12 Q. Perhaps, Mr. Blackmore, this might be a good time  
 13 to go right back to the beginning, because I  
 14 understand you were there, of Organized Search  
 15 and Rescue Newfoundland and Labrador.  
 16  
 17 And just before we even get there, it's obvious  
 18 that people have gone missing and their friends  
 19 and family have been looking for them, since  
 20 there's been people living in what is presently  
 21 Newfoundland and Labrador.  
 22  
 23 Tell me a little bit, I guess, about how you came  
 24 to be involved, how the situation existed at that

**Page 7**

1 time? And who, if anybody, was organizing  
 2 searches? Who, if anybody, was searching for  
 3 people who are lost on the ground in Newfoundland  
 4 and Labrador?  
 5 MR. BLACKMORE:  
 6 A. Okay. How ground search and rescue basically  
 7 started in Newfoundland and Labrador was in the  
 8 early '70s. '69-'70, that area.  
 9  
 10 When somebody got lost basically it was given to  
 11 the police and hopefully they got a group of  
 12 people from the community to try to get together  
 13 and go look for somebody.  
 14  
 15 At that time the provincial government, under  
 16 Emergency Measures Organization (EMO as it is  
 17 known), was tasked with the objective of starting  
 18 up official search and rescue teams within the  
 19 Province of Newfoundland and Labrador.  
 20  
 21 So at that time my father was assistant director  
 22 there. He was tasked with getting this put  
 23 together.  
 24

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1 So him and Ray Zinche (phonetic) from the RCMP,  
 2 both of those people went to Alberta for a month  
 3 to six weeks and did training for ground search  
 4 and rescue, and came back to the province to  
 5 organize teams as we now have.  
 6  
 7 Rovers Search and Rescue, which I'm a member of  
 8 and coordinator for, we were a group of people  
 9 that came through Scouting and came up through  
 10 Scouting but we were older Scouts then, we'll  
 11 call it. Mainly Scout leaders and everything  
 12 else, but we were a group that stayed together.  
 13  
 14 So when they came back, we were the first guinea  
 15 pigs that they picked on. So once they took us,  
 16 we did a two-week course and went through it.  
 17  
 18 That was done and we actually became the first  
 19 ground search and rescue team in Newfoundland and  
 20 Labrador. And Happy Valley-Goose Bay was the  
 21 second team.  
 22  
 23 But after we were done, they decided to go out  
 24 and train X number of RCMP officers, Wildlife

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1 officers, different people in walks that would be  
 2 in the countries, and tried to start up teams in  
 3 the different communities officially.  
 4  
 5 And over this 20 years, teams were coming and  
 6 going, but a lot of the teams that were started  
 7 up through the RCMP were put in place.  
 8  
 9 We all knew each other as a bunch of people that  
 10 were looking for somebody but we never had a full  
 11 organization.  
 12  
 13 So in 1995, we made an application to the  
 14 National Search Secretariat to get some funding  
 15 when we brought everybody together. And matter  
 16 of fact, it was here at this hotel that we did  
 17 it. And we formed Newfoundland and Labrador  
 18 Search and Rescue Association.  
 19  
 20 At that time we had 27 teams. Right now, we  
 21 presently have 26. And 25, 26 because one team  
 22 is up and down a bit. But that's how it all  
 23 started.  
 24

Page 10

1 We organized. I was named president at that  
 2 meeting and have been ever since. Now what  
 3 happens every year, we bring all the teams  
 4 together from all across Newfoundland and  
 5 Labrador to an AGM. We pass policy of how we  
 6 search, what we do, the standards we use and the  
 7 equipment.  
 8  
 9 So my job was to organize the teams and keep them  
 10 together, and, basically, to go to the Department  
 11 of Justice. We were under EMO. At that time we  
 12 met with then Premier Tobin and requested that we  
 13 be given some funding.  
 14  
 15 So after some different avenues, we were given  
 16 \$50,000 a year to run this association. And we  
 17 were also asked whether we should be under EMO or  
 18 Justice.  
 19  
 20 The Association at that time said we'd rather be  
 21 under Justice. We work with the police, so it's  
 22 just as well to be under the same house as the  
 23 police, which works out good.  
 24

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1 I will say, our involvement with the Department  
 2 of Justice since we started has been nothing but  
 3 stellar. Besides arguing back and forth for a  
 4 few dollars and a few things, but the  
 5 relationship that we have with our government,  
 6 with the Department of Justice is next to none  
 7 anywhere in this country. And is envied by a lot  
 8 of the country across Canada.  
 9 MR. BUDDEN:  
 10 I'm going to stop you there, Mr. Blackmore, just  
 11 to fill in a bit more detail on what you just  
 12 said.  
 13  
 14 So if I take from what you said, search and  
 15 rescue was actually started by Emergency Measures  
 16 in the sense that the initiative came from them,  
 17 the original organizing from them, and it was  
 18 through the government employees that Wildlife  
 19 and so forth, under the direction of search and  
 20 rescue, that the original teams were set up?  
 21  
 22 Am I correct so far?  
 23 MR. BLACKMORE:  
 24 A. The government people that were using search and

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1 rescue were between the police and Wildlife  
 2 officers, etcetera. But it was up to the police  
 3 to then make up teams in the different  
 4 communities that they served to have a search and  
 5 rescue team available to go look for people, so  
 6 that it could be done in some kind of fashion  
 7 that we would actually hopefully find more people  
 8 and also give structure to it as to how search  
 9 and rescue works. Because there is a form, I  
 10 call it, that we follow, the training and  
 11 everything else that goes with it.  
 12  
 13 But in order to make sure that everything is  
 14 covered to the best of our ability, and as search  
 15 and rescue personnel we don't want to leave  
 16 anybody out there, but it does happen. We're  
 17 sorry to say we don't find everybody, but we do  
 18 the best we can.  
 19  
 20 And the volunteers that are involved, we started  
 21 out roughly first with about 1,000. We're down  
 22 to 800 now, mainly due to people moving out of  
 23 the province. Some people getting older and  
 24 moving on. Younger people starting to come back

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1 and some older people coming back.  
 2  
 3 But the teams themselves, that's how they were  
 4 organized. Once they were organized, they all  
 5 did the same as everybody. They had a president  
 6 of their group and once all the presidents got  
 7 together we ended up making a search and rescue  
 8 association.  
 9 MR. BUDDEN:  
 10 Q. I'd just like to, again, another couple of  
 11 questions around that. So you got involved, just  
 12 to pick you as an example, because your father  
 13 happened to be an employee of Emergency Measures.  
 14  
 15 He was sent off to the training. He came back, I  
 16 guess, with some sort of instructions from his  
 17 employer to look to form a team, and he happened  
 18 to see you and your friends there and thought  
 19 this would be the basis of a good team.  
 20  
 21 So it came out of Scouting, but was that sort of  
 22 just a coincidence in the sense that you guys  
 23 happened to be involved in Scouting, happened to  
 24 be involved in community service, and your father

**Page 14**

1 happened to be involved with Emergency Measures,  
 2 so it all came together in that kind of way?  
 3 MR. BLACKMORE:  
 4 A. Pretty well that's the way it happened. We were  
 5 just Scouting. What we did once we were there  
 6 and it was envisioned that that's the way they  
 7 were going to go, we used the Scouting  
 8 organization to bring more people into the search  
 9 and rescue aspect of it.  
 10  
 11 Our leader at that time was Mr. Ches Pippy. He  
 12 was the one that held our group together. And as  
 13 a bunch of 20-odd-year-olds, we were full of  
 14 everything. We didn't mind being in the woods.  
 15 We liked it. And we were just a practical group,  
 16 I guess, because that's the way we came up, doing  
 17 everything out in the country. And it more or  
 18 less moved out from that.  
 19  
 20 It was just a way of getting something started to  
 21 see how this was actually going to work. They  
 22 were the instructors. Ray Zinche from the RCMP,  
 23 he was out of Labrador at that time. He was the  
 24 lead instructor. Basically, we ended up going

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1 out with my father and Ray. We went out for two  
 2 weeks in the country and did a full course from  
 3 start to finish to be able to put it together.  
 4  
 5 At that time, what it was -- now, it has changed  
 6 quite a bit, but still the main part of all this  
 7 is boots on the ground. We can organize. We can  
 8 sit around these tables and make policy, do what  
 9 we have. But the people that actually find those  
 10 people that are out there lost are the people on  
 11 the ground.  
 12 RALPH, Q.C.:  
 13 Q. Mr. Blackmore, so at the point where you decided  
 14 that you wanted, I guess, to creat NLSARA or even  
 15 before that you wanted to try and train people  
 16 and organize, were you looking at a model  
 17 somewhere else in the country? Or was it being  
 18 done like this somewhere else and you said, well,  
 19 that's a good model to follow?  
 20 MR. BLACKMORE:  
 21 A. No. Pretty well this is the way it was done  
 22 across the country. People got together. Just  
 23 coincidentally at the same time that we put our  
 24 association together was a year after we actually

**Page 16**

1 put the national association together, which all  
 2 provinces and territories are a part of.  
 3  
 4 But, no, it's the same pretty well across this  
 5 country. The teams got together, however they  
 6 were made up through different avenues or  
 7 different government officials.  
 8  
 9 And once they were put together, they were  
 10 organized in associations so that we follow the  
 11 same training standards across the country from  
 12 coast to coast to coast.  
 13  
 14 Everybody has signed onto the CSA training  
 15 standards for ground search and rescue. Matter  
 16 of fact, right now this year is accreditation  
 17 certification, final chapter of it to make sure  
 18 it's all done.  
 19  
 20 But we have done the same training standards.  
 21 The basic search and rescue environment has been  
 22 the same from one end of this country to the  
 23 other.  
 24

Page 17

1 RALPH, Q.C.:

2 Q. So in terms of this model, which basically

3 originally the police would, I guess, on an ad

4 hoc basis get people in different communities to

5 help out, but it wasn't particularly organized,

6 and eventually, we're now in a situation where we

7 have organized ground search and rescue teams and

8 the police seem to fill less of a role in the

9 search strategies and implementation of a search

10 strategy now than certainly your teams do; is

11 that right?

12 MR. BLACKMORE:

13 A. Ground search and rescue is led by the police.

14 We do not self-deploy. If you have your young

15 fellow go lost and you phone Harry Blackmore, we

16 do not go.

17

18 We don't go unless the police send us. That way

19 everything that we have to do is covered

20 insurance-wise for us. But more importantly,

21 they're the investigative side of search and

22 rescue. We don't get into that part of it.

23

24 They do the investigation. They give us the

Page 18

1 information as their people. Once we get on the

2 scene -- and there's been a lot of discussion

3 over this incident commander/search manager,

4 basically the two of them are joined at the hip

5 anyway.

6

7 The police would be the IC, but they give us the

8 information. The search manager makes up a plan

9 of how we're going to try to do this. And

10 everybody that's involved with the CP part of it

11 in the command post discuss it, make our plan,

12 document it and go from there.

13 RALPH, Q.C.:

14 Q. So how long has that been the situation that the

15 police are tasked the ground search and rescue?

16 Right from the very beginning?

17 MR. BLACKMORE:

18 A. Right from the very beginning the police are the

19 authority of jurisdiction. Because when a call

20 comes in, most of the time it does go to the

21 police that someone is missing. Therefore, it

22 was only logical that they would be following it.

23

24 And they have the responsibility for lost and

Page 19

1 missing persons in the province.

2 RALPH, Q.C.:

3 Q. Right. But you can imagine that there are other

4 agencies out there that could potentially task,

5 for example, health authorities?

6 MR. BLACKMORE:

7 A. Okay. Over the past few years for search and

8 rescue, it has expanded in its role. We can now

9 be tasked by the municipality that you're in. We

10 can be tasked by Parks Canada.

11

12 We have an agreement with the Department of

13 Health that we can be tasked to help get injured

14 people out of the woods. And we have been tasked

15 by FES-NL itself, the government operations

16 centre, from Fire and Emergency Services over the

17 years.

18

19 And to the part that if we can help -- and most

20 of the communities that are out there, we have

21 the equipment that can help out in a lot of

22 different areas.

23

24 Just to expand and let you know how intense this

Page 20

1 is getting, we have been in negotiations with the

2 federal government and nobody else has really

3 heard this yet, is that I guess Public Safety

4 Canada has come to us as a national organization

5 to put a task force together in that they want 50

6 volunteers from each province that can respond

7 anywhere in the country because we are

8 coordinated, we have the gear, and we follow the

9 rules of incident command, and we have our

10 structure set up.

11

12 So they are now in the process of putting a

13 system together that if something happens in

14 Alberta, and they want an extra 400 people, they

15 put the call out to the provinces and territory

16 associations.

17

18 Either the military come and pick us up or we get

19 on Air Canada and go, with our gear

20 self-sustained. Bringing your own tents, radios,

21 etcetera, so that everybody can join together in

22 the one outfit. And that might be to help out

23 with the forest fires, floods, etcetera, and vice

24 versa.

Page 21

1 RALPH, Q.C.:

2 Q. I'm just curious how you feel about this. I

3 mean, in terms of having volunteers do this, do

4 you think this -- in terms of the model that we

5 have now, which is obviously a large part of this

6 is done by volunteers, do you think that is the

7 best model for the province, rather than have

8 sort of a division within government that employs

9 the people that are providing the services now

10 that NLSARA is providing?

11 MR. BLACKMORE:

12 A. Personally I think it is the best model. It's

13 the same model that's used right across the

14 country.

15

16 So between ten provinces and three territories,

17 something must be doing something right, so I

18 think it is the best model.

19 RALPH, Q.C.:

20 Q. Other than that, other than sort of everyone is

21 doing it, can you think of any other reasons why

22 it's better off doing it this way?

23 MR. BLACKMORE:

24 A. Cost effective, I'd say.

Page 22

1 RALPH, Q.C.:

2 Q. So it's cost effective?

3 MR. BLACKMORE:

4 A. But it's been done with the volunteers. We've

5 lived with it. We don't know any other

6 structure, I guess, but it's just the same as the

7 Coast Guard Auxiliary has volunteers. CASARA has

8 all volunteers. We have all volunteers.

9

10 Newfoundland and Labrador Search and Rescue

11 Association is set up. We don't have any paid

12 employees, so nobody is making anything out of

13 this. And most of the time you're spending

14 money, but that's the way we see it.

15

16 Right now I don't think there would be enough

17 police in the country to be able to handle it

18 completely by their selves. So we're here and

19 we've been doing it for years.

20

21 It works well. It's well organized in my

22 opinion, and I don't see it changing much in the

23 future.

24

Page 23

1 RALPH, Q.C.:

2 Q. So in terms of quality of service, how do you

3 feel about volunteers providing the ground search

4 and rescue, a big bulk of the services associated

5 with ground search and rescue?

6 MR. BLACKMORE:

7 A. I think the quality is 100 percent. I'd back any

8 of our volunteers. They are all trained to CSA

9 standards. It's not like we just put this

10 together. This was nine years of consultation

11 from across the country. And with government

12 officials, police, everybody else, that these

13 standards were put together and they're followed.

14

15 It's tried and true. Yes, we don't find

16 everybody, because certain things don't lead it

17 to it. But overall, the standards that are out

18 there and the backing of the volunteers that we

19 have and the way they go across this is next to

20 none. I just think they're 100 percent.

21 MR. BUDDEN:

22 Q. A couple of questions, Mr. Blackmore. And I

23 appreciate we're jumping in on our submission

24 from here to there, but you have a lot of

Page 24

1 knowledge here that we really benefit from

2 hearing.

3

4 So I'm going to go back to the early days, just

5 to clarify my own thinking a little bit. So here

6 the government through Emergency Measures, the

7 provincial government, reached out to,

8 essentially, the Scouting community in

9 St. John's.

10

11 But my understanding is that of the 20-something

12 teams they didn't all come out of Scouting. Some

13 came out of other networks.

14

15 Can you give an example, I guess, say, maybe how

16 the Exploits team first came together, or the

17 Goose Bay team first came together, or Bay of

18 Islands, or any team you wish to use?

19

20 I'm just curious about the kind of networks of

21 people that were there and tapped into the forum,

22 the earliest days of search and rescue in

23 Newfoundland?

24

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1 MR. BLACKMORE:  
 2 A. No, we just happened to be a group that was  
 3 together. So now it didn't hurt that my father  
 4 was involved in it, because he knew about us,  
 5 naturally. But we were a group of people that  
 6 were in the woods all the time with Scouting.  
 7 That's the way we came through. And at this time  
 8 we were all in the age limit of 18 to 24.  
 9  
 10 So we were all together. We were all helping  
 11 other sections of Scouting and stuff like that.  
 12 But as this got going, the police went out and  
 13 started to organize teams from what they were  
 14 taught.  
 15  
 16 Because after the guinea pig course was done,  
 17 I'll call it, which was us, then the RCMP,  
 18 through EMO, and EMO itself, brought in ten RCMP  
 19 officers at that time and ten Wildlife Division  
 20 people, and started to teach them search and  
 21 rescue with the idea of them going back out into  
 22 the communities to set up search and rescue  
 23 teams.  
 24

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1 To my knowledge right now most of them went back,  
 2 they started, and the teams themselves, people  
 3 were informed what was on the go in the  
 4 community, like any community activity, and it  
 5 was started up just the same as a volunteer fire  
 6 department at that time. And once they were put  
 7 together, the RCMP officer that was trained was  
 8 supposed to start training them, how to do search  
 9 and rescue, and as they did get going --  
 10 different teams, Newfoundland is a big province,  
 11 but it's not that big, because everybody knows  
 12 everybody.  
 13  
 14 I knew the guys in Central. They knew me. We  
 15 knew the guys on the West Coast. And we all  
 16 talked back and forth. And as we did, we were  
 17 the ones that said, okay, now that we have search  
 18 and rescue teams involved in all the province,  
 19 it's time for us to get together and put it  
 20 together so that everybody is training from the  
 21 same type of material.  
 22 MR. BUDDEN:  
 23 Q. So while the police and Emergency Measures and  
 24 Wildlife Officers and so on may have started the

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1 teams, the teams took on a life of their own.  
 2 You made contacts with each other and out of  
 3 those contacts, NLSARA was formed?  
 4 MR. BLACKMORE:  
 5 A. That's correct. The teams themselves were out  
 6 there. Everybody pretty well knew everybody.  
 7 And once we did make an application for funding,  
 8 we brought everybody together and this is where  
 9 NLSARA started.  
 10 MR. BUDDEN:  
 11 Q. Just a last couple of questions about those early  
 12 days. I understand that of the ten of you who  
 13 were involved in that very first search and  
 14 rescue team that your father set up, five of you,  
 15 50 years later, are still involved in the Rovers  
 16 Search and Rescue crew?  
 17 MR. BLACKMORE:  
 18 A. That's correct, sir.  
 19 MR. BUDDEN:  
 20 Q. Okay. And these other teams around the province  
 21 and your own team, would it be fair to say that  
 22 the early days of search and rescue in  
 23 Newfoundland, say, back in the '70s and the '80s,  
 24 it was basically young men who loved being out in

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1 the woods, were familiar with the woods? That  
 2 was sort of the search and rescue community as it  
 3 would have existed, if I had looked around the  
 4 island in, say, the '70s or '80s?  
 5 MR. BLACKMORE:  
 6 A. That's pretty well correct. Most of the people  
 7 then were a lot younger than we are right now.  
 8 But most of the people that have been in it,  
 9 leading the teams that we've seen since we've  
 10 been going with the Inquiry, we got the members  
 11 like Barry Anderson, Roger Goobie, Shawn Street,  
 12 Gerry Clarke, different teams, they've all been  
 13 around for 20-plus years or more. We just don't  
 14 like to tell our age, probably, but we've been  
 15 around here for a long while.  
 16  
 17 And I guess it's a passion that we have for it.  
 18 It's that we enjoy it. It gives us some kind of  
 19 sense of community spirit, I guess, to try to do  
 20 it.  
 21  
 22 Once it does get going, we do realize that a  
 23 search is an emergency, and it takes a lot to get  
 24 somebody back.

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1 It's not just as straight as getting up and  
 2 putting on your boots and go out the door. Oh,  
 3 yeah, he went over there. Well, let's go get  
 4 him. That's just not the way this works. People  
 5 move. Things happen as we've seen throughout  
 6 this whole inquiry.

7  
 8 And the object is to get everybody back. We've  
 9 been asked why we do it. I really honestly don't  
 10 know.

11  
 12 Most of the people that I've dealt with  
 13 throughout the years have a great passion for it,  
 14 and we just stayed at it.

15 MR. BUDDEN:

16 Q. Thank you. And one last question. This is more  
 17 of a bureaucratic question, but if I did my math  
 18 correctly, for the last 18 years you've been  
 19 either president or past president of the  
 20 Canadian Search and Rescue Association?

21 MR. BLACKMORE:

22 A. That's correct, sir. I was past president, then  
 23 president, and now past president for a long  
 24 while.

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1 MR. BUDDEN:

2 Q. So you can obviously speak to not just the local  
 3 scene, but also the national search and rescue  
 4 scene.

5  
 6 Are you comfortable speaking about how matters  
 7 are organized elsewhere?

8 MR. BLACKMORE:

9 A. That's correct. As part of my job as national  
 10 president at the time was to help other provinces  
 11 and territories that maybe having some problems  
 12 in organizing with government parts of it.

13  
 14 The way search and rescue works across the  
 15 country, it's set up through different government  
 16 departments.

17  
 18 Some are under the Fire Commissioner's office.  
 19 Some are under Public Safety. Some more are  
 20 under different other divisions of government.  
 21 And it was my thing to be able to meet with these  
 22 people on a national level to try to help funding  
 23 for different provinces and territories at that  
 24 time and get things put in place that we use and

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1 need as volunteers.

2  
 3 One thing about search and rescue volunteers,  
 4 yes, there are some municipalities that really  
 5 take care of the team that's in their province,  
 6 but for the most part everything we do is  
 7 fundraising. And that's the same across the  
 8 country.

9  
 10 There is a few differences now and I'll explain  
 11 that a little later. But the way the provinces  
 12 work, it's pretty well the same way we're set up.  
 13 Everybody, like I say, follows now the same rules  
 14 and regulations that we follow.

15  
 16 Different governments have things put in, but the  
 17 basics, if I want to leave search and rescue here  
 18 today and join search and rescue in BC, I can go.

19  
 20 There may be a few extra courses they have put on  
 21 top of their system, but the basics are the  
 22 basics. And it's the same thing from here,  
 23 northern, wherever you go. And that's the way we  
 24 had it set up.

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1 And it's just the same, no different than the  
 2 police have their standards. The Air Force have  
 3 theirs. CASARA have their standards. It's all  
 4 national. Coast Guard Auxiliary, everybody  
 5 follows their standards; we follow ours.

6 WILLIAMS, Q.C.:

7 A. Tom Williams. If I could ask a follow-up  
 8 question in regards to that.

9  
 10 In terms of the national system -- obviously and  
 11 I know that NLSARA has various publications with  
 12 standards and, as you said, you get certified on  
 13 a regular basis.

14  
 15 Who sits down and writes out those national  
 16 standards? Like what I'm trying to get here is  
 17 the comparison between the local, when I say  
 18 local the provincial search and rescue  
 19 associations, and the national?

20  
 21 Like is there a national office that is staffed  
 22 and has training expertise and somebody has to  
 23 write the binder of the actual policies?  
 24



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1 Can you elaborate a little on what's involved in  
 2 the national association as compared to the  
 3 provincial association?  
 4 MR. BLACKMORE:  
 5 A. Right now, we do have a national office which is  
 6 situated here in Newfoundland. As president, one  
 7 of my jobs was to set up a national office.  
 8  
 9 We do have three paid employees in National which  
 10 is set up here. One is the CEO, one is  
 11 financial, and the other one is the National  
 12 Provincial Coordinator for all of Canada.  
 13  
 14 The way that the standards were brought up, we  
 15 took (inaudible) in our experts in their  
 16 divisions from all across the country and  
 17 government. They were brought together in  
 18 multiple meetings.  
 19  
 20 We hired CSA to be the custodian of our standards  
 21 to make sure everything was put down properly,  
 22 but it was the volunteers themselves, along with  
 23 a lot of paid people from the federal government  
 24 system, that came together and sat down for three

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1 years to put these standards together.  
 2  
 3 They were then written. Once they were written,  
 4 they were sent out worldwide for anybody to make  
 5 a submission if we had things done right or  
 6 wrong.  
 7  
 8 There were some things that came back. We went  
 9 through them all again and it was rewritten, sent  
 10 out once more. And to this day, right now, and  
 11 we have people, also, just to let you know, from  
 12 United States and Sweden also sat on our board  
 13 with us at that time for standards.  
 14  
 15 And right now the United States, NASAR which it's  
 16 known as, they said if they could have our  
 17 system, they'd take it in a blink.  
 18  
 19 The same thing right now, Switzerland and  
 20 Australia are also taking our standards and  
 21 following them. Definitely changes because of  
 22 their topography.  
 23  
 24 But the way it's done, we set the rules.

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1 Basically, we set the standards. And it went  
 2 across. But the people that put it together were  
 3 not just picked because this one or that one. We  
 4 picked them for their expertise. They've been in  
 5 search and rescue for years.  
 6  
 7 We've had different people that led it. And as  
 8 it went through we actually kept going with it to  
 9 do curriculum part of it for another three years.  
 10  
 11 And last, but not least now, is the accreditation  
 12 certification part is that we're hopefully  
 13 getting put in place through Public Safety  
 14 Canada, so that a person that does the search and  
 15 rescue course will be given a certificate from an  
 16 accredited body, such as SARVAC.  
 17  
 18 And everybody out there then, at least when you  
 19 go from province to province, you know everybody  
 20 has the same training.  
 21 RALPH, Q.C.:  
 22 Q. Mr. Budden, do you mind if I ask one question?  
 23 Mr. Blackmore, I should call you Harry. I don't  
 24 know why I'm calling you Mr. Blackmore.

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1 But Harry, in terms of coverage in the province,  
 2 so does NLSARA and its affiliated groups cover  
 3 the entire province or are there places where  
 4 there are no groups providing ground search and  
 5 rescue?  
 6 MR. BLACKMORE:  
 7 A. We pretty well have the province fully covered.  
 8 There are a few spots that we are still dealing  
 9 with throughout the province. Some we deal with.  
 10  
 11 One thing you have to realize, and as I said  
 12 before, the police runs this with us. If you set  
 13 up a team or want a team set up, the first thing  
 14 you have to do is go to the police to see if they  
 15 need a team set up in that area, and then come to  
 16 us and we'll be able to see, through geography  
 17 and reports, how many people have been lost in  
 18 that area, general area.  
 19  
 20 We don't just set up a team for the sake of  
 21 setting it up, because teams that don't do  
 22 anything will disintegrate.  
 23  
 24 So the way we've done it is that we have the

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1 teams set up. We had a couple that we are now  
 2 working on in the north to try to set up in  
 3 Labrador. We've almost had that ready to go.  
 4  
 5 Due to the election being called, we had to slack  
 6 off for six weeks. But we now have a couple of  
 7 things in place. And myself and Sergeant  
 8 Williams will be travelling north again to  
 9 Labrador to set up a team farther up.  
 10  
 11 And as we do that, we also have one in southern  
 12 Labrador. But right at the present time, being  
 13 blunt, they don't want anything to do with the  
 14 police part of it. So they don't want nothing to  
 15 do with the police part of it, we don't want  
 16 nothing to do with them.  
 17 RALPH, Q.C.:  
 18 Q. So in those areas now, Harry, any sense of -- I  
 19 mean, obviously people are being lost and looked  
 20 for. Any sense of how that's being done?  
 21 MR. BLACKMORE:  
 22 A. Right now it's being pretty well ad hoc. But  
 23 when we go to Natuashish, Nain comes down and  
 24 helps out. Or Hopedale/Postville will go up and

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1 help out. We've had Barry Anderson from  
 2 Makkovik.  
 3  
 4 He's been flown by the police up to different  
 5 communities to help organize a search with it.  
 6 And these people that are out there, they know  
 7 the land. They know what they're doing. But we  
 8 have to organize it because you can miss people  
 9 in this.  
 10  
 11 And we did talk some other things here over the  
 12 last week, how far out do you go? You make your  
 13 line, your boundary. Unless something, evidence,  
 14 brings you farther, farther, farther each time,  
 15 that's how it works.  
 16  
 17 But some people, like I said, sorry, haven't been  
 18 found. Some have been found deceased. And some  
 19 more have been found alive. But we try to bring  
 20 everybody home, but we don't all the time and  
 21 that's just a fact of reality.  
 22  
 23 As you've seen in Mary's Harbour the week, a  
 24 great effort put in, but the two poor people that

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1 they're looking for have never been found yet.  
 2  
 3 The rest of it, we go with the communities as  
 4 they start. We have been dealing with the Chief  
 5 in Natuashish. And as we're getting set up now  
 6 with that, we were ready on two or three  
 7 incidents, but we had a person that was picked  
 8 out to help us, pass on. So that got held up a  
 9 bit.  
 10  
 11 So it looks like right now, I'd say between now  
 12 and November, we'll have another team set up, up  
 13 there.  
 14  
 15 And the only other team that we have right now  
 16 shut down is in Springdale area, and we have two  
 17 neighbouring teams covering that off.  
 18  
 19 We have Exploits coming half way and Deer Lake  
 20 covering the rest. But we are in the process of  
 21 setting up that team again.  
 22  
 23 We're dealing right now with the fire department  
 24 in Springdale, is who we're dealing with. Due to

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1 people moving out of the community, we're going  
 2 to use them as a certain barrier, the same as we  
 3 are up north.  
 4  
 5 But we have to remember, that if we're setting up  
 6 a search and rescue team with a fire department,  
 7 the whole fire department can't go look for  
 8 somebody. And one of our rules are that you have  
 9 to keep a full-manned truck back in your  
 10 community.  
 11 MR. BUDDEN:  
 12 Q. I just want to drill down a little bit more about  
 13 how things happen in other provinces, just to  
 14 give us that evidence compared to. And we'll  
 15 hear some of this from Mr. Smith as well.  
 16  
 17 But you've already told us that the NLSARA has no  
 18 paid employees at the moment. You do get some  
 19 money from the provincial government, I  
 20 understand, on an annual basis?  
 21 MR. BLACKMORE:  
 22 A. We do get some money from the provincial  
 23 government. That's in order to help us pay for  
 24 our radio licence fees, which is something else.

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1 It helps us pay for our AD&D insurance, and it  
 2 helps me to be able to bring people together once  
 3 a year for a major meeting.  
 4  
 5 And any other funds that we do get then is  
 6 through the Association, so that we can help  
 7 provide training in specific areas or help with a  
 8 specific piece of equipment, if we have the money  
 9 to do it.  
 10  
 11 And within that, we also apply for many grants  
 12 that we get in order to be able to do what we're  
 13 doing.  
 14  
 15 Since 2010, we've got about four million dollars'  
 16 worth of equipment through the federal  
 17 government, through NIF programs and training.  
 18  
 19 I guess Peter and Paul take it back and forth and  
 20 whoever gives us the money first, gets it. And  
 21 I'm sure all the federal agencies here know what  
 22 I'm talking about as well as provincial. We all  
 23 go for the grants and hope for the best.  
 24

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1 MR. BUDDEN:  
 2 Q. And just a follow-up question. How does that  
 3 compare to other provinces? And I realize,  
 4 obviously, your provinces are 20 times the size  
 5 of others and other provinces that are the same  
 6 size more or less are even smaller than  
 7 Newfoundland, the province and territories.  
 8  
 9 But in terms, I understand, Newfoundland, as you  
 10 said, has no paid employees. NLSARA has no paid  
 11 employees. It gets a certain amount of money to  
 12 handle core expenses and gets grants for various  
 13 purposes.  
 14  
 15 How does that compare to other provinces, and in  
 16 particular, the level of funding adjusting for  
 17 the size of the province?  
 18  
 19 Is that a question you can answer?  
 20 MR. BLACKMORE:  
 21 A. Yeah. Pretty well it's the same across the  
 22 country. There are no paid employees. We're all  
 23 volunteers from one end of this country to the  
 24 other.

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1 Some departments do have paid people, such as out  
 2 in BC. And the same thing in Alberta they have a  
 3 person right now that is paid to look after  
 4 search and rescue from the government side of  
 5 things. But the association pretty well runs the  
 6 association.  
 7  
 8 The only group out there that has any great  
 9 amount of money is BC. BC, they took it on their  
 10 selves, as a very big province. Their  
 11 association put in an alternate funding model  
 12 some years ago.  
 13  
 14 And the BC government now, after they pay their  
 15 insurances for them and different other things  
 16 they pay, the BC associations gets six million  
 17 dollars a year to help run the associations.  
 18  
 19 So once they get that money, their association  
 20 then, on a per capita basis and how busy your  
 21 team is and what equipment you got, they will  
 22 give out so much money per team to help.  
 23  
 24 And specific equipment: if we wanted specific

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1 equipment and we had that much money, we just get  
 2 it and put it in different teams, as we're doing  
 3 with the little bits of funds we do get now.  
 4  
 5 But overall, funding-wise, I think Alberta gets  
 6 150,000 a year. Nova Scotia gets 94, after their  
 7 things are paid and things like that.  
 8  
 9 Like one thing the volunteers in Nova Scotia get,  
 10 that no other province in the country gets, the  
 11 people that are in search and rescue get free  
 12 registration for their vehicles as a gesture from  
 13 the government to the volunteers.  
 14  
 15 But there's no one out there right now getting  
 16 any great amount of money, except BC. And that's  
 17 the way it's working.  
 18  
 19 And hopefully down the road we'll all be lucky  
 20 enough to get something the same.  
 21 RALPH, Q.C.:  
 22 Q. Sorry, Harry, just to make sure I understand  
 23 correctly, so you say there are some people  
 24 employed with the government of British Columbia

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1 and with the government of Alberta that are  
 2 responsible for ground search and rescue in some  
 3 sense?  
 4 MR. BLACKMORE:  
 5 A. In BC, Emergency Management BC it's called.  
 6 That's a division. They have what they call a  
 7 rescue specialist that is involved with search  
 8 and rescue.  
 9  
 10 They take care of making sure that -- out in BC  
 11 there's a place called the Justice Institute who  
 12 gets paid to teach search and rescue, and they  
 13 use our volunteers as instructors. But that's  
 14 who teaches it.  
 15  
 16 And the BC government has taken it on that they  
 17 have one person that is on that system that will  
 18 take part in it to make sure that it all keeps  
 19 control.  
 20  
 21 You have to realize that they have 2,500 people,  
 22 we have 700. So it's a bit different, a bit  
 23 bigger.  
 24

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1 And BC does the most searches in the country, but  
 2 most of them are rescues. They're not actually  
 3 go out and find someone. They know where they're  
 4 at, they just have to go get them.  
 5  
 6 And the only other one right now is being dealt  
 7 with is Alberta. And I'm not 100 percent sure if  
 8 that person is rehired or not. They did have a  
 9 person. He retired and I don't know if they got  
 10 him back or not.  
 11  
 12 I'm sure Mr. Smith can answer that part.  
 13 WILLIAMS, Q.C.:  
 14 Q. Are you aware of any other incentive programs  
 15 that would help facilitate -- one of the issues  
 16 that we've looked at is recruitment. And  
 17 obviously, obtaining financial resources from  
 18 governments, whether it be Newfoundland and  
 19 Labrador or any provincial government I think  
 20 would be difficult, but are any other incentive  
 21 programs?  
 22  
 23 I found it interesting you've made reference to  
 24 this registration for personal vehicles in Nova

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1 Scotia.  
 2  
 3 Is there anything else out there, whether it be  
 4 provincial or national or international? Any  
 5 other jurisdictions that are offering to  
 6 individuals as incentives, and not only  
 7 incentives, as some form of recognition of their  
 8 volunteerism over the search and rescue?  
 9  
 10 Is there anything else you're aware of?  
 11 MR. BLACKMORE:  
 12 A. The only other thing that's out there nationwide,  
 13 there is a tax incentive that was given to  
 14 volunteer search and rescue. That's the Coast  
 15 Guard Auxiliary, CASARA, and SARVAC.  
 16  
 17 That if you punch in 200 hours of service per  
 18 year, that you can claim up to 3,000 tax  
 19 incentive, which it works out to about \$450 in  
 20 your pocket a year, if you put in your 200 hours.  
 21  
 22 In some communities, 200 hours is easy to get.  
 23 Some other communities they find it hard. But  
 24 that's one incentive that's out there. The only

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1 other place that I know that gets any incentive  
 2 is BC.  
 3  
 4 For the recruitment part, basically we do  
 5 recruitment on our own through social media,  
 6 through TV ads, if we can afford them or TV  
 7 companies are willing to give us the time to do  
 8 it. And the communities themselves gets the word  
 9 out, like any community when they're trying to do  
 10 something, and that's how people are brought into  
 11 the system.  
 12  
 13 Now, yes, City of St. John's, my team covers,  
 14 basically, from Witless Bay Line to Cape  
 15 St. Francis, which is roughly 220,000 people. So  
 16 recruitment in here is not a big deal.  
 17  
 18 As a matter of fact, we usually got to turn them  
 19 around. But if you want to join our team, it  
 20 costs you \$50 to join to start off with, and  
 21 we'll do the training with you, just to help pay  
 22 for some of your expenses.  
 23  
 24 If you join a team in BC, once you have gone

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1 through the training out there and they say,  
2 okay, you can join search and rescue, they have a  
3 specific amount of clothes that you have to have  
4 and certain types.

5  
6 The average person in BC, it costs them \$1,000  
7 just in clothing alone to join the team, because  
8 it's different type gear. They all look alike.  
9 They all have the same standard of gear.

10  
11 We don't have that luxury right now, but most of  
12 us all end up spending the money on our own to  
13 buy our own equipment. That's the way it's done  
14 pretty well across the country.

15 MR. BUDDEN:

16 Q. We've all interrupted you from time to time,  
17 Mr. Blackmore. You can go back to your  
18 presentation now if you want, till your next  
19 interruption.

20 MR. BLACKMORE:

21 A. Yeah. I don't mind being interrupted. That's  
22 pretty well the way I operate anyway.

23 MR. BUDDEN:

24 Q. You're going to have a few more yet, because you

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1 have a lot of information that we really want to  
2 hear.

3 MR. BLACKMORE:

4 A. Not a problem. Okay. What I've done is we were  
5 asked to give a presentation here today. So  
6 since we started the Inquiry, I went back to the  
7 teams that were involved in the Inquiry, after we  
8 wrote up a submission that we figure might be  
9 applicable for us, we sent it back out to all the  
10 teams that were involved.

11  
12 We sent it to Makkovik. We sent it out to Corner  
13 Brook, Grand Falls, Deer Lake, ourselves. And  
14 sent it back and forth, adding things, removing  
15 things. And what we come up with is what we  
16 think we would like to see as a ground search and  
17 rescue operation in the province.

18  
19 We are, as I said, in my opinion lucky. We do  
20 have a good crowd to work with, and everybody is  
21 passionate at it. So I'll read out what I got  
22 here. If you have any questions, I'm sure you  
23 will interrupt at the time. Feel free.

24

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1 Throughout the discussions during the ongoing  
2 Newfoundland and Labrador GSAR Inquiry, the  
3 Newfoundland and Labrador Search and Rescue  
4 Associations raised a number of concerns in  
5 regards to the capacity to respond to GSAR  
6 incidents in Newfoundland and Labrador.

7  
8 Although previously discussed, the Association  
9 feels it is necessary to document changes  
10 necessary to ensure teams and members are  
11 sufficiently prepared to respond to search and  
12 rescue, emergency management and disaster  
13 response within their respective regions.

14  
15 These measures would improve response and  
16 prevention capabilities, ensure best practices  
17 are followed, increased training capability,  
18 allow for equipment upgrades. Most importantly,  
19 provide a means of protection for our  
20 professional volunteers.

21  
22 Provided the Department of Justice and Public  
23 Safety is willing to work close with the  
24 Association to increase and expand the current

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1 funding and partnership model, the Association  
2 could then achieve the support and level of the  
3 collaboration required to improve the response  
4 and prevention capability.

5  
6 And as everybody is going to hear throughout  
7 this, we're looking for money basically. That's  
8 what this is about, and how it goes.

9  
10 To facilitate these improvements, the Association  
11 is seeking the consideration and implementation  
12 of the following items: Proper consultation with  
13 government and other emergency service agencies  
14 when making decisions directly or indirectly  
15 effecting GSAR.

16  
17 Too often the association is not consulted with  
18 when decisions are being made which affects our  
19 membership and the way we're typically left  
20 fighting to make changes after the fact.

21  
22 The Association should be provided the same level  
23 of respect as any other first responder agency  
24 within the province, paid or not.

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1 Sufficient funding, we think, should be given to  
 2 us to hire a full-time administrator who would  
 3 answer to the Board of Directors and give  
 4 direction in regards to the administration  
 5 logistic achievement and activities within the  
 6 Association.  
 7  
 8 The individual hired would have the knowledge and  
 9 skills required to comprehend and effectively  
 10 coordinate with GSAR partners and stakeholders.  
 11  
 12 Adequate funding to hire two full-time training  
 13 officers to take direction from the NLSARA  
 14 administrator and the Board of Directors so that  
 15 we can do training across this province.  
 16  
 17 Things that we would like to see help us out is  
 18 the removal of radio licence fees across this  
 19 country from Industry Canada, which would save  
 20 Newfoundland and Labrador Search and Rescue  
 21 Association \$16,000 a year.  
 22  
 23 We pay just to have a radio sitting in our truck  
 24 that we might use and we might not use, and we

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1 have to pay \$16,000 a year. It makes no sense to  
 2 anybody across the country.  
 3  
 4 Funding commitment to provide an Algoma insurance  
 5 policy to cover Commercial General Liability,  
 6 Accidental Death & Dismemberment and the  
 7 Directors and Officers Liability.  
 8  
 9 The Algoma Insurance policy that I talk about,  
 10 policies are designed for SAR by professionals in  
 11 GSAR.  
 12  
 13 Currently, Newfoundland is the only province in  
 14 Canada that does not provide this policy as  
 15 Government of Newfoundland and Labrador has  
 16 self-indemnified the risk. Which nobody can  
 17 explain what that self-indemnified to me means.  
 18  
 19 Property and equipment coverage for all vehicles  
 20 and assets should be provided. Insurance  
 21 protects the GSAR volunteers when they're called  
 22 out by the RCMP, RNC, Canadian Coast Guard,  
 23 municipalities, Department of Health or FES-NL or  
 24 anybody else in government.

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1 Each team should have access to an operating  
 2 grant throughout the Association for expenses  
 3 related to operational costs, licensing of  
 4 vehicles, maintenance, repair vehicles, equipment  
 5 and infrastructure.  
 6  
 7 It's not very good when you got to go out and  
 8 start selling chocolate-coated almonds to help  
 9 pay the light bill.  
 10  
 11 The grant should be proportional to the size of  
 12 the team, as well as the infrastructure and  
 13 equipment being maintained.  
 14  
 15 The Association teams are required to have yearly  
 16 inspections on vehicles and road equipment under  
 17 the Traffic Services Act of the Department of  
 18 Transportation and Infrastructure, which creates  
 19 a financial burden that the teams can't handle.  
 20  
 21 Funding for the team, regional, provincial and  
 22 multi-jurisdictional exercises are needed.  
 23  
 24 Teams are struggling with the increased costs to

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1 conduct weekly and monthly training activities.  
 2 This funding will coincide with the  
 3 implementation of training officer positions.  
 4  
 5 Funding for subscriptions, purchasing of and  
 6 renewing of imperative communication devices such  
 7 as, you've all heard, inReach systems, satellite  
 8 phones. We have to buy them. Hopefully if the  
 9 Association can buy them we'll give them out, but  
 10 then the poor old teams got to try to pay \$20-odd  
 11 a month to keep them activated.  
 12  
 13 Sustainable money for data management. Our  
 14 Emwerx and ID system, ESRI mapping systems,  
 15 licence and upgrades are required.  
 16  
 17 Funding to support a controversial  
 18 Remotely-Piloted Aircraft System (drones  
 19 basically) program including equipment and  
 20 training following certifications under Transport  
 21 Canada's regulations.  
 22  
 23 That is a program that we can put drones in  
 24 teams, but then the teams have to go out and get

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1 their own certification from Transport Canada or  
 2 you're not allowed to fly.  
 3  
 4 Funds to upgrade data automated external  
 5 defibrillators. We did have a program that we  
 6 gave every team out there external  
 7 defibrillators.  
 8  
 9 Now they're after reaching the end of their life,  
 10 and right now I'm looking at a bill, roughly, of  
 11 \$50,000 to replace them all.  
 12  
 13 Sponsorship for mental health education and  
 14 prevention programs, training for SAR teams.  
 15 This training would be for the responders to  
 16 ensure they are provided important prevention and  
 17 response training to cope with critical illness  
 18 and stress.  
 19  
 20 There should be an EAP-type program which we have  
 21 stressful situations they encounter while  
 22 performing their SAR duties. It has to be made  
 23 easier to be able to get.  
 24

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1 We would also like to see Mental Health First Aid  
 2 courses provided to our members to ensure that  
 3 they are prepared to aid victims requiring  
 4 intervention and response.  
 5  
 6 It's all right for everybody to do a Mental  
 7 Health First Aid kit, but it's still \$100 a  
 8 person that it costs to get it done.  
 9  
 10 Financial support for prevention activities  
 11 within the province such as the National SAR  
 12 Prevention program AdventureSmart which  
 13 encourages Canadians and visitors to Canada to  
 14 "Get informed and go outdoors," which is the  
 15 motto of it. And other individualized programs  
 16 such as Project Lifesaver, which takes tracking  
 17 devices for dementia patients and autistic  
 18 prevention program, our SAR autism program,  
 19 prevention program for the first responders in  
 20 dealing with autistic individuals.  
 21  
 22 This is a program that's run across the country  
 23 by search and rescue volunteers. Consultations  
 24 regarding the use of helicopters for SAR response

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1 as well as other issues in SAR. We would like to  
 2 see the helicopters deployment as follows:  
 3  
 4 Four helicopters stationed throughout the  
 5 province - Eastern, Central, Western, and  
 6 Labrador as presently stationed.  
 7  
 8 We suggest the use of a Bell 407 or A-Star with  
 9 the capability of using highline operations known  
 10 as Human External Cargo (commonly known as the  
 11 HEC system). We did put in for that. We didn't  
 12 get the funding through the federal system, so  
 13 now we're trying to fight for the money to do it,  
 14 depending on what happened with the helicopter  
 15 system in Newfoundland.  
 16  
 17 For efficient and effective rescues which is used  
 18 throughout Western Canada, Parks Canada in Banff  
 19 and Jasper, Alberta have been using the HEC  
 20 system for years. And everybody, I'm sure, has  
 21 seen on TV, helicopters coming out with a rope on  
 22 the bottom and a person in the stretcher coming  
 23 out.  
 24

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1 The Association presently has seven helicopter  
 2 teams in the Province of Newfoundland and  
 3 Labrador, placed in St. John's, Bay Roberts,  
 4 Clarenville, Grand Falls, Deer Lake, Bonne Bay,  
 5 and Happy Valley-Goose Bay. Basically where the  
 6 helicopters are.  
 7  
 8 We recognize the need for a helicopter for  
 9 nighttime flights with hoist, forward-looking  
 10 infrared and spotlight capability such as the  
 11 Bell 412 or 212, which are available through  
 12 helicopter contracts.  
 13  
 14 If none of that is done, otherwise we fall back  
 15 to 103 Rescue DND Squadron out of Gander, and we  
 16 have to call them to come to help out again, as  
 17 usual.  
 18  
 19 In the interest of saving money, the Bell 407 and  
 20 A-Star are much more economical to operate per  
 21 hour. And these smaller machines can be used  
 22 effectively during SAR missions, whether utilized  
 23 for searching or for the rescue part.  
 24

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1 These machines have more manoeuvrability than the  
 2 bigger machines and are used around the world as  
 3 the workhorse for SAR.  
 4  
 5 If we only had one helicopter available with  
 6 hoist capability, it's a nifty impact response  
 7 times and as it would have to travel throughout  
 8 the province to respond to calls of service and  
 9 impose increased risks for the casualties due to  
 10 the delays of extraction. And that's just due to  
 11 our geography.  
 12  
 13 You also must account for downtime, including  
 14 maintenance and weather at base along with route  
 15 to the scene which also negatively affects our  
 16 response time.  
 17  
 18 We'd like to see funding to upgrade our  
 19 specialized teams, such as: ICE Rescue teams;  
 20 our rope rescue teams; Zodiac boats and  
 21 replacement; ATV and snowmobile training,  
 22 etcetera.  
 23  
 24 As has been brought up in the Inquiry,

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1 implementation of a province-wide communications  
 2 system, which I understand government is trying  
 3 to work on, with a radio system to have no dead  
 4 zones and hopefully internet access with it.  
 5  
 6 Implementation of free licence and registration,  
 7 as I brought up in Nova Scotia.  
 8  
 9 The Association feels that in order to continue  
 10 to respond and operate as a professional search  
 11 and rescue association that we are, sustainable  
 12 funding would need to be put in place.  
 13  
 14 It is the opinion that we would need two million  
 15 dollars for the first two years in order to bring  
 16 all teams up to the same operating standard and  
 17 equipment.  
 18  
 19 This will mean that a 20-year-old vehicle or a  
 20 boat or Argo would be retired and replaced with  
 21 newer gear.  
 22  
 23 A lot of our vehicles come from volunteer fire  
 24 departments. That they're no good there, then we

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1 get them.  
 2  
 3 However, after that one million dollars a year,  
 4 after the first two years would be sufficient,  
 5 sustainable to ensure that it remains stable and  
 6 effective without the need to spend significant  
 7 time fundraising to keep equipment running,  
 8 continue training and ensure teams keep  
 9 operating.  
 10  
 11 Newfoundland and Labrador's search and rescue  
 12 teams currently provide, on an average, of  
 13 125,000 volunteer hours per year, having a value  
 14 of \$3.1 million under the standard that is used  
 15 at \$25 an hour.  
 16  
 17 If sustainable funding was established to reduce  
 18 current fundraising burdens and also the impact  
 19 of retention of volunteers, as we lose good,  
 20 trained professionals every year due to the  
 21 burnout from fundraising and other unnecessary  
 22 commitments that we have to do.  
 23 MR. BUDDEN:  
 24 Q. Thank you, Mr. Blackmore, I know there will be

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1 lots of follow-up questions. I have a number,  
 2 and I'm sure other counsel do as well. They're  
 3 going to take us some time.  
 4  
 5 I'm not sure, Mr. Commissioner, when you plan to  
 6 take the morning break?  
 7 COMMISSIONER IGLOLIORTE:  
 8 We can continue.  
 9 MR. BUDDEN:  
 10 Q. Okay. So what I plan to do, Mr. Blackmore, and  
 11 other people may jump in here, other counsel, if  
 12 there's a topic or they feel my question could do  
 13 with some clarification or pursuing.  
 14  
 15 So right now I'm just going to walk you through  
 16 some of this as sort of notes I took at the time.  
 17 Sufficient funding to hire a full-time  
 18 administrator.  
 19  
 20 Obviously there's an organization of 20-something  
 21 teams and 700-plus members requires a fair bit of  
 22 administering.  
 23  
 24 Who is doing that?



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1 MR. BLACKMORE:  
 2 A. Right now, sir, that's my job. I'm on an average  
 3 now of 40 to 60 hours a week being punched in.  
 4 And if we are to continue on that, I think we  
 5 should have a full-time administrator. And I'm  
 6 not looking for this, I'll make it up front, not  
 7 for me, because I'm getting to back out on that  
 8 end of it.  
 9  
 10 But I think if we're to go ahead and continue to  
 11 run this association the way we see it, we think  
 12 that someone from our association should be  
 13 picked that knows the system, knows the people,  
 14 to be able to run it.  
 15 MR. BUDDEN:  
 16 Q. So right now you are retired from your career in  
 17 the Fire Service, I understand?  
 18 MR. BLACKMORE:  
 19 A. Yes, sir.  
 20 MR. BUDDEN:  
 21 Q. And you are, despite being retired, despite your  
 22 50 years of volunteerism, you're still putting  
 23 in, you say, 40 to 60 hours a week as a volunteer  
 24 administrator?

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1 MR. BLACKMORE:  
 2 A. I think anybody who knows me pretty well  
 3 understands that I am putting in 40 to 60 hours a  
 4 week.  
 5  
 6 And all the teams out there, as a search comes  
 7 down, I'm usually notified because if they do  
 8 need anything that they don't have at their  
 9 fingertips, I might know where to get it from  
 10 each team.  
 11  
 12 So really, you're on call 24/7. But if we had  
 13 the full complement of people that we need to run  
 14 this, it could be spread out a bit.  
 15 MR. BUDDEN:  
 16 Q. You sort of anticipated my next question. From  
 17 reviewing the various incidents we've looked at,  
 18 the various searches, your name is on all of  
 19 them. And usually it's something like check with  
 20 Harry Blackmore about the possibility of calling  
 21 in this support. Or check with Harry Blackmore  
 22 about some piece of equipment or other.  
 23  
 24 And these were not calls typically at one o'clock

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1 in the afternoon or something. They seem to be  
 2 as likely to be one o'clock in the morning.  
 3  
 4 Is my observation correct, in that are you  
 5 getting calls basically all hours of the day and  
 6 night to play a role in coordinating search teams  
 7 from various places to play a role in getting  
 8 equipment to various places?  
 9 MR. BLACKMORE:  
 10 A. The way we have it set up - now, it may be as the  
 11 Commissioner called me, I'm the Daddy of the  
 12 search and rescue teams - is that when things are  
 13 being looked at, if something is needed, doesn't  
 14 matter what time of the day or night, because  
 15 most of our searches happen on a drizzly, old  
 16 foggy night, is that if a team needs something  
 17 they don't know or don't have access to, I pretty  
 18 well have an idea of where everything is. We do  
 19 keep pretty well, I guess, a worksheet of that  
 20 type of equipment.  
 21  
 22 And we can actually phone up the team, tell them  
 23 what we need. Get it ready. And we do have an  
 24 agreement with the RCMP and the RNC that if we

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1 need to bring equipment or people from other  
 2 organizations or teams, they'll help pay for the  
 3 mileage and the meals to get them there.  
 4 MR. BUDDEN:  
 5 Q. So give me, like, an example of something recent  
 6 where this had to happen. A team needed a piece  
 7 of equipment. You got involved. How things  
 8 unfolded from there. Just help us understand.  
 9 MR. BLACKMORE:  
 10 A. Well, recently we'll use the one in Mary's  
 11 Harbour where Deer Lake Search and Rescue team,  
 12 they have a boat with side-scan sonar on it that  
 13 the RCMP approached the team to go to Mary's  
 14 Harbour, which they did.  
 15  
 16 Other avenues that we have used, during the  
 17 winter we do have an airboat, we'll call it.  
 18 It's like one of these boats you see on the guys  
 19 on TV hunting alligators. That's the way it  
 20 operates. It's a big motor on top. We use that  
 21 for ICE rescue.  
 22  
 23 We have sent that from -- it's stored in  
 24 Barachois team over in Stephenville Crossing.

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1 More than once we have brought that across the  
2 province to different teams to help.  
3  
4 No different than if we take another team. If  
5 they start to run short on members, they'll be  
6 brought in. We've had searches that we brought  
7 five and six teams together.  
8  
9 Mostly the time if a search continues we're  
10 bringing two to three teams together to help  
11 augment the people that are there, because we say  
12 we shouldn't be working any more than 16 hours a  
13 day, but that doesn't really follow through with  
14 us.  
15  
16 Most of the teams, if they start in the night  
17 time they're usually on the go from the day they  
18 went to work that morning until sometime the  
19 following night.  
20 MR. BUDDEN:  
21 Q. The Mary's Harbour search you spoke of, that, of  
22 course, as we all know, is a search for the two  
23 fishermen who went missing out of that community.  
24 That, of course, is marine search and rescue. We

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1 are here for ground search and rescue.  
2  
3 But as we heard in the Makkovik incident in the  
4 downed aircraft, which also is federal  
5 responsibility, are you saying that the ground  
6 search and rescue team from Deer Lake was called  
7 to assist the search for those fishermen and  
8 tasked by the RCMP?  
9 MR. BLACKMORE:  
10 A. That's correct. When the search up there was  
11 turned over to the RCMP, just the same as the air  
12 crash in Makkovik was, the RCMP were contacted.  
13 They got a hold to the ground search team.  
14  
15 Myself and Sergeant Williams, he knew where this  
16 machine was in Deer Lake. So he took it upon  
17 themselves to have that moved up there with, I  
18 think it was four members went with it.  
19  
20 And just the same as in Makkovik for the downed  
21 plane, it was a DND response, but the weather was  
22 so bad and such a bad blizzard, the Cormorant  
23 couldn't get down to the people that were there.  
24 And when they actually were talking to him on the

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1 radio, they said you handle it down there,  
2 they're going back to Goose Bay and as soon as it  
3 cleared they'd be back.  
4  
5 But the search team from Makkovik actually  
6 travelled 86 kilometres over frozen ice to get to  
7 an air crash where one man survived and one man  
8 had passed on.  
9 MR. BUDDEN:  
10 Q. We looked at that in some detail, I believe the  
11 morning of the 9th of September in Makkovik. And  
12 there's an exhibit there. I believe it's Exhibit  
13 70-something. I simply can't recall.  
14  
15 But for anybody who's interested in reading more  
16 about that, it's quite a good summary prepared by  
17 the search manager, Barry Anderson, as one of our  
18 exhibits.  
19  
20 Do you take vacations? Do you leave  
21 Newfoundland? Do you go to Florida, do that kind  
22 of thing?  
23 MR. BLACKMORE:  
24 A. When I'm on vacation somewhere, basically I'll

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1 let them know that I'm gone. Then Roger Goobie  
2 from Central Newfoundland will take over. And he  
3 can pretty well do the same thing I'm doing. Or  
4 one member of our executive can do it, so that we  
5 always have something in place.  
6  
7 We do have a full list of everybody's email,  
8 phone numbers, home, cells, everything else that  
9 if something happened, they can't get ahold to  
10 me, that's not a problem.  
11  
12 I can die tomorrow morning and this will go on  
13 just as well as I was never there. It doesn't  
14 matter. And that's the way it should be.  
15  
16 But one of our other coordinators would have  
17 information where most of this equipment is, and  
18 they, then, would help out the team that would  
19 need it.  
20 MR. BUDDEN:  
21 Q. If in the horrible event that you did die  
22 tomorrow morning, I think we had this  
23 conversation not long ago, and you suggested  
24 perhaps that Roger Goobie who is the Exploits

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1 Search and Rescue coordinator would step in?  
 2 MR. BLACKMORE:  
 3 A. That's correct. Right now, Roger is the vice  
 4 president. So here he would step up. We also  
 5 have Mabel Tilley from the Holyrood team. She's  
 6 the secretary.  
 7  
 8 And within the area, we have a regional director  
 9 from East, Central, West, and Labrador that are  
 10 also on our Executive. So pretty well everything  
 11 that comes out on a need-to-know basis right  
 12 across the province is forwarded out to all our  
 13 Executive each time. And now we are all getting  
 14 ready --  
 15  
 16 Due to COVID last year, we didn't, but we have  
 17 our AGM's. Last year we held everything by Zoom  
 18 meeting, so it was a bit different.  
 19  
 20 But everybody on the Executive would know all the  
 21 pertinent information that's needed across the  
 22 province. And that way then everything can come  
 23 together very easily, no matter who's around, or  
 24 if you can't get a hold to one.

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1  
 2 And as we know, the cell service, you may be out  
 3 of service area, but they can get you one way or  
 4 another.  
 5 MR. BUDDEN:  
 6 Q. I just want to follow up a little more, because  
 7 Roger Goobie, for example, works full time. He  
 8 presumably doesn't have 40 to 60 hours a week in  
 9 his already busy life to do the stuff you do.  
 10 MR. BLACKMORE:  
 11 A. Right now, Roger doesn't or the rest of them.  
 12 They're all working. So I guess I take up the  
 13 slack for it. But that's just the way we decided  
 14 to do it.  
 15  
 16 But most of these people that do work, their  
 17 employers know what they do, because they're  
 18 after all giving them time off and everything  
 19 else.  
 20  
 21 But it works out that, I guess, between all of us  
 22 we can pull it together and keep it together.  
 23  
 24 It's the same right across the country. There's

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1 always a lead in each province with a full  
 2 executive to back them up. So they're all  
 3 volunteers. It all works.  
 4  
 5 How it works, probably nobody can explain it, but  
 6 it does. And I guess it's just that the passion  
 7 that we take with it, we do. So we just make  
 8 time for it.  
 9  
 10 As with me, when I did work, I was with St.  
 11 John's Regional Fire Department. I was told by  
 12 the Chief, if a search came down and there was  
 13 enough people on duty, pack up my clothes and go  
 14 on.  
 15  
 16 If not, spend at least 15 minutes on the phone to  
 17 get someone to come in and replace me and go on  
 18 anyway.  
 19  
 20 So employees/employers take a major role in this  
 21 in helping us. Just specifically in Labrador  
 22 West, our team down there, anybody who works with  
 23 IOC, if a search starts, they're let go from  
 24 their jobs so they can take part in the search

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1 and go back when they're finished.  
 2  
 3 And that's not everywhere that that happens. It  
 4 would be great if it do, but it does happen, and  
 5 most of the people involved would go.  
 6  
 7 As you spoke about Roger, his company he works  
 8 for, he can pretty well come and go as that part,  
 9 unless there's something major. But otherwise  
 10 that's how search and rescue works.  
 11 MR. BUDDEN:  
 12 Q. I guess, I hear you and it's obvious that a  
 13 number of people are working volunteering very,  
 14 very hard to make it work.  
 15  
 16 But thinking down the road a few years and all of  
 17 us have a moment on the stage, and then we're  
 18 gone, how sustainable is this model without you  
 19 there 40 to 60 hours a week in the long run?  
 20  
 21 And is that part of the thinking that lies behind  
 22 the request for a full-time administrator?  
 23 MR. BLACKMORE:  
 24 A. That's basically what's behind having a full-time

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1 administrator with us, because that way that  
 2 person, he or she, could easily fulfil the role  
 3 that I'm doing there no problem.  
 4  
 5 But the volunteers that are out there that need  
 6 support throughout this, we brought up the  
 7 administrator because they would keep their ear  
 8 to the ground. They know what's needed out  
 9 there.  
 10  
 11 Specifically why we said full-time training  
 12 officers, just as the auxiliary and them have, is  
 13 so that we can go to the communities to do  
 14 training and fulfil the needs that are needed,  
 15 instead of trying to bring one person out, teach  
 16 them enough to go back and teach their own team.  
 17  
 18 It is a lot easier for us to go into the  
 19 communities. But as volunteers, when I'm trying  
 20 to do something now I have to get one volunteer  
 21 that can get this weekend off, and he has to  
 22 coincide with the volunteers in the team that can  
 23 get that weekend off, so we all do the best we  
 24 can.

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1 that.  
 2  
 3 They'll also be able to keep up-to-date all  
 4 paperwork of training, who got what, who doesn't  
 5 have what, making sure.  
 6  
 7 Any speciality courses, such as Ice Rescue or  
 8 anything else that we do teach, they would be  
 9 able to go in and train the teams.  
 10  
 11 Right now, the way -- and I'll just use Ice  
 12 Rescue as an example, we have given the equipment  
 13 to every team out there. We've trained the best  
 14 we can.  
 15  
 16 We held the training sessions around the province  
 17 in two spots last year, plus Labrador. And  
 18 trained the people to go back and train them.  
 19 But you have to understand when a person is  
 20 coming in for training for a weekend, we're  
 21 bombarding them with enough information that they  
 22 want two sleds to take it home.  
 23  
 24 If we bring our people into the community, they

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1 MR. BUDDEN:  
 2 Q. The training officers, that leads to the next  
 3 question, the following paragraph in your  
 4 submission. What specifically would those  
 5 officers do?  
 6  
 7 And I'm asking as you and I have had discussions.  
 8 I know what it means, but for the benefit of the  
 9 room and of anybody following this, what kind of  
 10 training? Where would it take place? Who would  
 11 be the trainers? Who would be the trainees? And  
 12 why is training important?  
 13  
 14 Tell me a little bit about those things.  
 15 MR. BLACKMORE:  
 16 A. Well, the training itself is very important  
 17 because without the training, things can happen  
 18 and it will cause problems for our volunteers in  
 19 getting probably hurt.  
 20  
 21 The type of training would be the national  
 22 standards that we use, the specific standards.  
 23 If a team needs help in getting some new people  
 24 trained up to a certain level, they can help with

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1 can come in for a week instead of just doing it  
 2 over a day and a half to two days, because you  
 3 have to get back to your own families.  
 4  
 5 So this is the aspect behind us of having an  
 6 administrator who can keep control of everything,  
 7 and two training officers who can make sure that  
 8 everything is done.  
 9  
 10 And this is also done by the Coast Guard  
 11 Auxiliary the same way. It works out great as  
 12 the way they work, and that's the way we think it  
 13 should work here because of the area that we have  
 14 to cover and the amount of time we have to spend  
 15 with each team.  
 16 MR. BUDDEN:  
 17 Q. So even if you have a team, say, and let's use  
 18 the example of Rigolet since we've been to that  
 19 community. We have people from the community  
 20 here. And we heard, for instance, in the search  
 21 we looked at closely, the search for Burton  
 22 Winters, that individuals were rappelling down  
 23 the Strawberry Head at one point as part of the  
 24 search. And I understand that they were doing

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1 that with relatively minimal training.  
 2  
 3 But if it was decided that was something that was  
 4 important, the idea is that a trainer would go in  
 5 there with the equipment and explain to people  
 6 how to do it or how best to do it and so forth.  
 7  
 8 So is that what you're envisioning?  
 9 MR. BLACKMORE:  
 10 A. That's the way we envision it. Like you brought  
 11 up Rigolet. Last year when we did ice training,  
 12 we had one person from Rigolet come to our  
 13 training. He came by snowmobile because the  
 14 plane couldn't get out, so he decided to come on  
 15 anyway.  
 16 MR. BUDDEN:  
 17 Q. Where did he go to from Rigolet?  
 18 MR. BLACKMORE:  
 19 A. He come from Rigolet to Goose Bay.  
 20 MR. BUDDEN:  
 21 Q. Okay.  
 22 MR. BLACKMORE:  
 23 A. For the weekend of training. This is a young  
 24 person going back to a team to try to teach

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1 everybody and show them exactly how the Ice  
 2 Rescue is done. And this was the first time that  
 3 that person had ever seen any of this.  
 4  
 5 So between the equipment that we showed him,  
 6 that's enough to probably envision for a week of  
 7 how to use it all, along with the training. He  
 8 then went back and has been trying to get  
 9 everything moving within Rigolet.  
 10  
 11 No different than when Makkovik search was on,  
 12 that the guys did do some rappelling over some  
 13 ice. And I can pretty well safely say that if  
 14 any of them had to get hurt it met no standards  
 15 whatsoever.  
 16  
 17 So by having the proper training officers go into  
 18 these communities, whatever community needs it,  
 19 we will show them how to do it and then hopefully  
 20 be able to supply the certain amount of gear that  
 21 they have to use.  
 22  
 23 Because in using all this stuff, and I'm sure all  
 24 you people are aware of this, there's all

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1 standards out there that we have to try to  
 2 follow, from NFBA standards on rope and  
 3 equipment, to different standards under Transport  
 4 Canada or Industry Canada and everybody else. So  
 5 it's making sure that everybody is using the  
 6 proper equipment.  
 7  
 8 When we do rappelling, we don't go to Canadian  
 9 Tire and buy our rope. It's a specialty made  
 10 rope. It's called kernmantle. It's roughly  
 11 \$1.50 a foot, and it has a shelf life of ten  
 12 years. Whether it's used or not, you throw it  
 13 away. So everything on that type of stuff is  
 14 what we have to make sure.  
 15  
 16 Belts that we use for rappelling or anything else  
 17 like that, a belt for one person is 600 bucks.  
 18 If we go to use it, if we get into our HEC  
 19 system, it's another few dollars because of  
 20 certain certifications.  
 21  
 22 But the big thing is to make sure that the  
 23 training and the certifications follow with the  
 24 team, so that if anybody gets hurt, god forbid

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1 that they ever do, but at least if you know you  
 2 got your proper training and you got your proper  
 3 equipment, the chances of actually getting hurt  
 4 are a lot less than if you don't know what you're  
 5 doing.  
 6 MR. BUDDEN:  
 7 Q. And the thinking is that that is best delivered,  
 8 rather than somebody training somebody and then  
 9 they train people, to go directly to the people  
 10 who are being trained by a trained training  
 11 officer?  
 12 MR. BLACKMORE:  
 13 A. We do try to do Train the Trainer programs, but  
 14 when you're starting out with these heavier  
 15 programs, having a full-time training officer to  
 16 go in and be able to teach within the program and  
 17 teach within the team, and between six or seven  
 18 fellows getting training, just in case something  
 19 gets left out that the trainer, if we're doing  
 20 the Train the Trainer program, thus forget  
 21 because there's an awful lot of information  
 22 thrown at you.  
 23  
 24 There's also, once we do this, there's usually a

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1 two year recertification on all these programs  
 2 that you have to do.  
 3  
 4 So it keeps building and building and building  
 5 the confidence of the trainers within the teams  
 6 then. And as usual, teams come and go. People  
 7 come and go. So you keep refreshing people and  
 8 retraining people, so that's the reason we think  
 9 the full-time trainers would be a lot better than  
 10 just trying to bring one person out once a year,  
 11 if we have the money to be able to do it.  
 12  
 13 And when we do it that way, we can only pick one  
 14 thing a year usually. Maybe two. But this way  
 15 if we have full-time training officers and an  
 16 administrator, we can keep control of it. And if  
 17 something comes up you can go into a community  
 18 and do the training right away.  
 19 MR. BUDDEN:  
 20 Q. When we heard from, I believe it was the  
 21 Exploits, rather, the Deer Lake team, one of the  
 22 -- no, I think it was the Exploits team. You'll  
 23 know the guy when I mention it.  
 24

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1 The chap Dave spoke about wanting to deliver  
 2 Mental Health First Aid training to his team, and  
 3 was prepared to do it, but simply didn't have the  
 4 resources because this training comes at a cost.  
 5 It's specialized training delivered by external  
 6 experts and they understandably charge for their  
 7 time.  
 8  
 9 Is that a scenario that is often faced, that  
 10 there is a desire to do specialized training?  
 11 There are people willing to give it. There just  
 12 isn't the funds to finance it?  
 13 MR. BLACKMORE:  
 14 A. Basically, you are correct. Dave Morrow is who  
 15 you are talking about.  
 16 MR. BUDDEN:  
 17 Q. Right, yes.  
 18 MR. BLACKMORE:  
 19 A. But every team has a Dave Morrow. We all want to  
 20 do certain courses. We have gone the route of  
 21 doing our instructor courses. Instructor courses  
 22 with first aid, for example. But even we go out,  
 23 we send someone to become an instructor in first  
 24 aid. That's \$600. But then every time he has to

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1 teach our own team, which we then thought would  
 2 be free, but we still have to pay roughly \$75 to  
 3 an organization to be able to use their books for  
 4 first aid, which is a program everybody here I'm  
 5 sure has done.  
 6  
 7 But as Dave said it's something to do with as an  
 8 instructor, but then it still cost us, and we're  
 9 saying an average \$100 a course, per person to be  
 10 able to teach it.  
 11  
 12 And in order to be able to do it, and one thing  
 13 would happen for sure if we did teach a course  
 14 and someone got hurt or something happened to  
 15 somebody, and it was just that Harry Blackmore  
 16 came in and taught us the course. We didn't get  
 17 a certificate from St. John Ambulance or Red  
 18 Cross or whoever to say that it was done. If  
 19 something happened, I don't have anything to  
 20 prove that they actually did the certified course  
 21 that is being done or offered by these  
 22 organizations.  
 23  
 24 So the Train the Trainer route to us is starting

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1 to become less helpful in some of it, because of  
 2 the cost of being able to do it beyond that.  
 3  
 4 It's different when we take an instructor and  
 5 they're made an instructor status by a rescue  
 6 company to teach High Angle Rescue. Once they  
 7 come back, they can teach High Angle Rescue or  
 8 whatever we're teaching to the group and the  
 9 certificate is given out by the association  
 10 because they have met all the standards by that  
 11 instructor, because we don't have to pay per  
 12 person back to the main company.  
 13  
 14 So everything that we try to do is to Train the  
 15 Trainer, but right now lately for first aid  
 16 courses we either try to strike some kind of deal  
 17 with them or just up and pay for it and try to go  
 18 the best way we can.  
 19  
 20 And most of the time, unless the team is really  
 21 healthy with money, if you want a first aid  
 22 course in our group, you pay your \$75 or \$80  
 23 yourself.  
 24

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1 And most people pay it, I must admit. Anybody  
 2 that's really having a hard time paying it, I'm  
 3 sure teams or the association will step in to  
 4 help him.  
 5 MR. BUDDEN:  
 6 Q. I believe the thinking is now we'll take our  
 7 morning break?  
 8 COMMISSIONER IGLOLIORTE:  
 9 Thank you, sir. Thank you very much,  
 10 Mr. Blackmore. You're not finished being grilled  
 11 yet, so we'll continue on.  
 12  
 13 We've made up for the time that we lost at the  
 14 beginning. And also, I think, Mr. Williams, you  
 15 asked to be excused around this time?  
 16 WILLIAMS, Q.C.:  
 17 Yes, I probably won't be able to make it back  
 18 after the break, but I will be here for the full  
 19 afternoon session.  
 20 COMMISSIONER IGLOLIORTE:  
 21 Thank you. And there may be others in the room  
 22 who may want to ask questions. You can clear  
 23 that through Mr. Budden.  
 24

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1 If you would like to ask any questions, he'll  
 2 just make sure that they're appropriate for the  
 3 stage we're in. And we'll pick up in 15 minutes,  
 4 please.  
 5 THE CLERK:  
 6 All rise.  
 7  
 8 (Recess)  
 9  
 10 THE CLERK:  
 11 All rise. This Commission of Inquiry is now in  
 12 session. Please be seated.  
 13 MR. BUDDEN:  
 14 Thank you, Mr. Commissioner. Just for the  
 15 information of the room, we will probably be  
 16 continuing for another hour or so and then break  
 17 until two o'clock. And Mr. Williams's  
 18 questioning of this witness will occur at two,  
 19 and perhaps Ms. Philpott's as well.  
 20  
 21 So we'll continue on though, Mr. Blackmore, if  
 22 you're ready? This is obviously outside the  
 23 authority of a provincial inquiry, but just for  
 24 information purposes. If I understand you

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1 correctly, Industry Canada charges the NLSARA or  
 2 its teams \$16,000 a year for licensing fees?  
 3 MR. BLACKMORE:  
 4 A. Yes, sir, Industry Canada charges radio licence  
 5 fees for every radio used across Canada.  
 6 MR. BUDDEN:  
 7 Q. Okay. And there's no exceptions made for groups  
 8 such as here? They're not for personal use or  
 9 personal benefit. They're for the benefit of the  
 10 community at large through facilitating search  
 11 and rescue?  
 12 MR. BLACKMORE:  
 13 A. No, sir. We've written Industry Canada from  
 14 national, provincially, etcetera, every province  
 15 and territory has, we've gone after Public Safety  
 16 Canada to go after Industry Canada to try to get  
 17 the fees revoked and we are still today fighting  
 18 that battle.  
 19 MR. BUDDEN:  
 20 Q. Okay. The Algoma insurance policy, if I  
 21 understood you correctly, you're saying this, I  
 22 guess, from your knowledge with Canadian Search  
 23 and Rescue Association. NLSARA is the only team  
 24 in Canada to not have this policy of insurance,

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1 this specialized policy with Algoma?  
 2 MR. BLACKMORE:  
 3 A. Yes, sir. When we first started and put this in,  
 4 the Department of Justice at that time, we dealt  
 5 with ADM Paul Noble. He did buy it for the first  
 6 three years for us.  
 7  
 8 It was a policy that was put in place to take  
 9 care of volunteers from getting hurt, to being  
 10 sued, to damages for environmental.  
 11  
 12 It even comes down to the part of you are filling  
 13 up one of your boats and you waste gas on the  
 14 water, the insurance covers all that type of  
 15 stuff. It covers pretty well everything that  
 16 we're at.  
 17  
 18 At that time then someone in their wisdom decided  
 19 no, they're not going to spend the \$50,000 a year  
 20 to pay it for Newfoundland. We're going to  
 21 self-indemnify. And that's where it's been at  
 22 ever since.  
 23  
 24 We did take the policy as a full copy, about an

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1 inch and a half thick, and brought it into them  
 2 and said, well, it better cover all this. And to  
 3 this day they say it does, but we honestly don't  
 4 know. And, therefore, all the rest of the  
 5 provinces that didn't have it have finally come  
 6 onboard.  
 7  
 8 They've all seen it. Their legal people have  
 9 gone through it. And when you see nine provinces  
 10 and three territories take it up, there must be  
 11 something good about it. So we think we should  
 12 have it also.  
 13 MR. BUDDEN:  
 14 Q. Okay. A couple of questions about coverage. And  
 15 this is, I guess, something I've been asking you  
 16 about for some time now as a matter of concern.  
 17  
 18 Firstly, is it your understanding that the  
 19 indemnification policy that the NLSARA has with  
 20 the provincial government of Newfoundland and  
 21 Labrador is in place, even if you are being  
 22 tasked by a federal agency -- not a federal  
 23 agency, but being tasked for a federal purpose,  
 24 such as the aviation search in Makkovik?

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1 MR. BLACKMORE:  
 2 A. As far as I know, yes.  
 3 MR. BUDDEN:  
 4 Q. So when the RCMP tasked the Deer Lake GSAR crew  
 5 to assist in the Mary's Harbour search, which  
 6 clearly was a marine issue, your understanding  
 7 was that that indemnification was still in place  
 8 and still covered those teams members?  
 9 MR. BLACKMORE:  
 10 A. Yes, sir.  
 11 MR. BUDDEN:  
 12 Q. And as well, I understand that there is some form  
 13 of coverage available with Workplace NL.  
 14  
 15 Can you tell me your understanding of what that  
 16 coverage is?  
 17 MR. BLACKMORE:  
 18 A. Some years ago we went to the government and  
 19 asked to make sure that we were covered by  
 20 Workers' Compensation under Occupational Health  
 21 and Safety.  
 22  
 23 We were told there was a program in place through  
 24 the federal system to take care of it, but we

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1 weren't sure. So then we kept at it, we went and  
 2 seen the ADM that was assigned to us at that time  
 3 to make sure that Workers' Comp. was put in place  
 4 for us.  
 5  
 6 A number of meetings were held with the Workers'  
 7 Compensation Commission. And after that was  
 8 done, Workers' Compensation was put in place for  
 9 all our members and it was also put in place for  
 10 CASARA at the same time, as they can be tasked  
 11 provincially also.  
 12 MR. BUDDEN:  
 13 Q. So your understanding, and again, I just want to  
 14 get some clarity on this, if you were hurt -- by  
 15 you, I guess, I mean any searcher was out on an  
 16 operation and perhaps fell off an Argo or  
 17 something and broke her back and was off work for  
 18 a year, or perhaps never was able to work again,  
 19 what is your understanding of what Workplace NL  
 20 can do for that injured searcher?  
 21 MR. BLACKMORE:  
 22 A. Right now, we're told that we are considered  
 23 employees of the government if we're on a search.  
 24 We have never, thank god, had to go find that

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1 out.  
 2  
 3 But anytime that we have had any searcher that  
 4 has been hurt on a search, it's always our AD&D  
 5 insurance that kicks in that we pay for  
 6 ourselves. And up to this date, like I say, we  
 7 haven't had to have a Workers' Compensation file.  
 8  
 9 What is exactly there for us? I don't know. And  
 10 trying to get the final answer on it is not easy.  
 11 But we did meet with Workers' Compensation at  
 12 that time, and we were written into legislation  
 13 and it was passed in the House saying that we're  
 14 covered.  
 15  
 16 As to exactly what we're covered for, sir, I  
 17 could not answer you.  
 18 MR. BUDDEN:  
 19 Q. And I anticipate I may know the answer to the  
 20 next question, but I want to ask it anyway just  
 21 to get it on the record.  
 22  
 23 Is your understanding that if the GSAR team is  
 24 tasked by the RCMP pursuant to an area of federal



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1 jurisdiction, just as we discussed a moment ago  
 2 as with the Makkovik downed airplane search or  
 3 now, perhaps, the Mary's Harbour search initiated  
 4 out of the Deer Lake RCMP, that that Workplace NL  
 5 coverage is in place just as if it was a  
 6 provincial area of jurisdiction?  
 7 MR. BLACKMORE:  
 8 A. Yes, sir, that's correct. And that's the reason  
 9 why we don't self-deploy to any incident. It has  
 10 to be directed through the police because the  
 11 rule is that if we are deployed, we have to have  
 12 a police number, file number that covers us off.  
 13  
 14 And that works exactly the same as if the  
 15 Department of Health called me tomorrow to go out  
 16 here on the outer Battery to pick up somebody  
 17 with a broken leg, the Department of Health is  
 18 requesting it, we have to phone the RNC and have  
 19 to get a file number just the same as any other  
 20 team would phone the RCMP.  
 21 MR. BUDDEN:  
 22 Q. Okay. And just, obviously, if somebody were to  
 23 call you directly what you would do, I would  
 24 assume it goes without saying, is you would

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1 direct the person to immediately call the RCMP.  
 2 So when you said earlier in your evidence that if  
 3 somebody calls you, that's not going to do them  
 4 any good.  
 5  
 6 In actual fact, you would call. You would see  
 7 that they were put through to the RNC or the  
 8 RCMP?  
 9 MR. BLACKMORE:  
 10 A. Yes, sir.  
 11 MR. BUDDEN:  
 12 Q. Okay. We've heard a bit of evidence this week  
 13 about some of the technology available, and we've  
 14 heard it piecemeal, a little bit here, a little  
 15 bit there.  
 16  
 17 So now that we have you here, I'm just going to  
 18 put some of this to you again. I'm on the second  
 19 page of your material now, Mr. Blackmore. Your  
 20 submission. And I'm looking, now, at the second  
 21 full bullet point down:  
 22  
 23 "Funding for subscriptions, purchasing and  
 24 renewal of imperative communication pieces such

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1 as: In-Reach satellite tracking units and  
 2 satellite phones."  
 3  
 4 And again, we've heard a bit of evidence about  
 5 this, but it would be helpful to me if you were  
 6 to tell me again what imperative communication  
 7 pieces, what you mean by that? And explain a  
 8 little bit about some of the ones you use and how  
 9 they work and how important they are?  
 10 MR. BLACKMORE:  
 11 A. The equipment we're talking about here is that,  
 12 as everybody knows in Newfoundland and Labrador,  
 13 cell phones don't work everywhere for sure, and  
 14 the systems that we use among our own teams are  
 15 VHF radios.  
 16  
 17 So naturally anybody who is after been using  
 18 radios in their line of work knows that  
 19 Newfoundland is quite hilly, and you can go from  
 20 the top of one hill, talk to somebody. You go  
 21 down on the other side, you're in no man's land.  
 22  
 23 So these devices are all satellite-tracked. A  
 24 satellite phone is exactly what it is, it's a

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1 phone that connects to the satellite and comes  
 2 back to you, which is ideal.  
 3  
 4 As a matter of fact, even the pilots of the  
 5 Cormorant all carry satellite phones with them in  
 6 their helicopters now as an extra way of  
 7 communicating to the general public.  
 8  
 9 But inReach devices or Spot devices, whatever you  
 10 want to use, and don't forget your personal  
 11 locator device, they're all satellite tracked.  
 12  
 13 A PLB, as is known as a personal locator device,  
 14 when you push that it goes to Trenton. Trenton  
 15 picks it up. The message is relayed to the  
 16 appropriate province through the appropriate  
 17 police force. And hopefully, a search is sent  
 18 out to get somebody.  
 19  
 20 In the same way Spot is used, it goes to a  
 21 company in the States and comes back through the  
 22 same way.  
 23  
 24 InReach: One thing that we liked about the

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1 inReach system among our teams, is that it's a  
 2 device that has satellite tracking, but it also  
 3 gives you the ability to be able to text back and  
 4 forth to your coordinating command post, if you  
 5 have to. And at least that way, at the command  
 6 post we can follow you where you're going. If  
 7 you're going wrong we can tell you.  
 8  
 9 But if you find something, you can text it back  
 10 to us. We can text back to you and find out  
 11 what's wrong. But it's the only communication  
 12 device right now that we have among the teams.  
 13  
 14 And how we got them is that through our few funds  
 15 we got a couple of years ago from the government,  
 16 we went out and purchased two inReach devices for  
 17 each team and we said the team could have them.  
 18 They cost us roughly 800 bucks each.  
 19  
 20 So we gave them to the teams, but the problem is  
 21 that they had to activate them and pay the  
 22 monthly subscription their selves.  
 23  
 24 So what we're saying is out of this money we're

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1 asking for, the subscriptions for this type of  
 2 equipment and sat phones - because everything  
 3 that's out there to do with satellites has a cost  
 4 affected to it - that we would pay for that for  
 5 team so they don't have to go out and fundraise.  
 6 MR. BUDDEN:  
 7 Q. And just for absolute clarity, a satellite phone,  
 8 unlike a cell phone, you're rarely ever out of  
 9 range; is that correct?  
 10 MR. BLACKMORE:  
 11 A. There are certain spots in the country, and  
 12 depending which service you got, there are dead  
 13 spots. But as the satellites pass over, you may  
 14 end up picking it up as it goes.  
 15  
 16 There are sometimes you won't get a call out  
 17 right away. But as compared to a cell phone,  
 18 it's a thousand times better. So that at least  
 19 when you are in light of the satellites at least  
 20 you can get a call out.  
 21 MR. BUDDEN:  
 22 Q. When we were in at our Corner Brook session we  
 23 had a presentation from a gentleman named Doug  
 24 Germani, who is a retired pilot who is quite

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1 involved in the Bonne Bay Search and Rescue team,  
 2 and also in CASARA. And he gave quite an  
 3 informative presentation about the inReach system  
 4 that showed, among other things, that you can  
 5 track all the team members in almost real time,  
 6 real time give or take a few minutes, so that it  
 7 would be possible that if you had six snowmobiles  
 8 deployed out in the field, the search manager  
 9 would know at all times where those snowmobiles  
 10 actually were. Or at least where the one with  
 11 the inReach system on it was.  
 12  
 13 Is that your understanding, as well, that the  
 14 technology is that precise?  
 15 MR. BLACKMORE:  
 16 A. The technology is that precise. You can set  
 17 different time limits. Most people set them to  
 18 click in every ten minutes.  
 19  
 20 When you have a command post set up, as long as  
 21 you have cell service, you can actually track  
 22 them on a computer and each one of them comes in  
 23 as a different colour. You know them.  
 24

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1 When there's no cell service to download it to  
 2 your computer, you can share your track from one  
 3 inReach to the other inReach and, therefore, the  
 4 incident commander has an idea of exactly where  
 5 everybody is.  
 6  
 7 If something goes wrong, then it's only push the  
 8 SOS button, a lat and long comes up, and then we  
 9 send the appropriate resources to wherever you're  
 10 at.  
 11 MR. BUDDEN:  
 12 Q. So you've been around the search and rescue world  
 13 a long time, long before any of this stuff was  
 14 out there.  
 15  
 16 How beneficial are these communications systems  
 17 with regard to team safety and with regard to  
 18 effectiveness of the searches?  
 19 MR. BLACKMORE:  
 20 A. For team safety, it is the only safeguard we have  
 21 right now for sure. Hopefully with this new  
 22 radio system that the province is talking about  
 23 that will help also.  
 24

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1 But to be on the very safe side the inReach  
 2 system is what we use. We can share this with  
 3 any phone. As you spoke earlier, that plane  
 4 crash in Makkovik. When the team left Makkovik,  
 5 the coordinator up there, Mr. Barry Anderson, he  
 6 shared his track with me and I followed him on my  
 7 cell phone here in St. John's all day long until  
 8 they got back to their base.  
 9  
 10 So it's a safety system that right now we can't  
 11 do without for each team, and it comes down to  
 12 the part that whether the team can afford to keep  
 13 paying for the subscriptions for it.  
 14  
 15 If they can't, right now with the few dollars we  
 16 have, we pay for it, if a team can't do it. But  
 17 most teams do pay for it themselves or get a  
 18 grant within their community somehow to do it,  
 19 because it is the lifeline for ground search and  
 20 rescue.  
 21 MR. BUDDEN:  
 22 Q. And again, for those who weren't there, you will  
 23 no doubt recall that the search conditions in  
 24 which the Makkovik and Northern Peninsula

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1 searches happened in were essentially blizzard  
 2 conditions, weren't they?  
 3 MR. BLACKMORE:  
 4 A. Yes. Both the Makkovik search and the Northern  
 5 Peninsula search, two years ago, both of those  
 6 occurred in blizzard out conditions where the  
 7 skidoos couldn't see the taillight of the next  
 8 skidoo to him. So they basically crawled along.  
 9  
 10 And that was the only way the Command Post, or CP  
 11 as we call it, whether it's in a building or a  
 12 vehicle or whatever, that the commander had any  
 13 chance of tracking where his people were. And  
 14 without that, especially -- I'll use the Makkovik  
 15 one, going across sea ice out there. They went  
 16 across 80-odd kilometres, so anything could  
 17 happen. At least, with that, you can push a  
 18 button to hopefully bring more resources.  
 19  
 20 Now in blizzard conditions, not everybody can  
 21 respond to everything. It is what it is. And if  
 22 you can't see two feet in front of you, you can't  
 23 see two feet in front of you. And can just take  
 24 your time and go along.

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1  
 2 But these devices that are used are the lifeline  
 3 that we have for help and just keeping peace of  
 4 mind back to the Command Post.  
 5 MR. BUDDEN:  
 6 Q. And again, those searches not only were blizzard  
 7 conditions, the terrain was -- well, you  
 8 mentioned sea ice, but there are also extremely  
 9 rugged terrain including almost what you would  
 10 call mountains?  
 11 MR. BLACKMORE:  
 12 A. Yes, just the same as Makkovik. The guys on the  
 13 Northern Peninsula looking for two snowmobilers,  
 14 the conditions were that bad that they would be  
 15 going along on snow, what they thought was level,  
 16 and wouldn't know nothing until they almost  
 17 rolled their skidoo over because they would go  
 18 over a hill and the way the snow drifted up.  
 19  
 20 So that the conditions out there being truthfully  
 21 wasn't safe. But as many as I do note ground  
 22 search and rescue people, we usually push the  
 23 limits, which we shouldn't. But that's the way  
 24 it's done. And it does come into different

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1 things.  
 2  
 3 The snowmobiles that they used up in the Northern  
 4 Peninsula, most of them came back with every  
 5 mirror and windshield they had on them broke off  
 6 from rolling over and hitting stuff, because the  
 7 conditions were that bad, they just couldn't see  
 8 in front of them.  
 9 MR. BUDDEN:  
 10 Q. So it's fair to say or I put it to you, I would  
 11 suggest, that in circumstances like that, an  
 12 inReach system isn't a luxury or a toy or  
 13 anything like that, is it?  
 14 MR. BLACKMORE:  
 15 A. No. Those systems that we hopefully use between  
 16 the sat phones and the inReach systems or Spot or  
 17 PLBs, all that type of stuff to us is a lifeline.  
 18 It's something that we can't do without and every  
 19 team out there now has them.  
 20  
 21 They are using them, even though they are paying  
 22 for them their own selves and they're always  
 23 looking to me for money and I won't pay it, so I  
 24 make them pay it their selves anyway.

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1  
 2 But the team itself out there knows that this is  
 3 the only system they have that is 100 percent.  
 4 And I'll say 100 percent but probably 99 percent  
 5 effective for what we do.  
 6 MR. BUDDEN:  
 7 Q. We'll get to this, but just while we're in the  
 8 moment. How are they paying for it themselves?  
 9 Where do they get the money?  
 10 MR. BLACKMORE:  
 11 A. Right now, each team within their fundraising --  
 12 I know our team alone, we have two. It costs us  
 13 \$44 a month. And we do it through recycling is  
 14 how we pay for them. But other teams maybe  
 15 having ticket draws, different things.  
 16  
 17 I know different teams have things on the move.  
 18 Other people get grants through different  
 19 organizations or whatever. But we usually find a  
 20 way to come up with it somehow.  
 21 MR. BUDDEN:  
 22 Q. Thank you. The next thing is more terminology  
 23 that I've never heard about before I started  
 24 this.

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1  
 2 Emwerx data and ID management, ESRI mapping  
 3 system, licences, upgrade requirements, data  
 4 management. There's a lot of pretty technical  
 5 terms and language there.  
 6  
 7 Tell me what that's all about?  
 8 MR. BLACKMORE:  
 9 A. Okay, our Emwerx system is just a system that we  
 10 buy, no different than in a lot of teams in  
 11 Western Canada use what they call D4H out of  
 12 Ireland. The one we use is the same.  
 13  
 14 The system that we use was developed under the  
 15 National Search and Rescue Secretariat  
 16 Initiatives Program.  
 17  
 18 Nova Scotia was the first one in Atlantic Canada  
 19 to use it. And it's the same system that's used  
 20 for all of the ships off the coast. When they  
 21 call in for medical support or they need the  
 22 Cormorant to come get them or whatever, that's  
 23 all gone through there.  
 24

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1 All the medical people that are involved in it  
 2 goes through that system. So it's a system that  
 3 we use for recording all our information on a  
 4 search.  
 5  
 6 How many people are there. How long they're  
 7 there for. Any information or anything that  
 8 happens at a search is in this file.  
 9  
 10 Maps can be downloaded to it to show different  
 11 things, but the system that we have it goes  
 12 through -- now luckily, now the provincial  
 13 government, two years ago, started paying that  
 14 for us. So that's \$20,000 we don't have to raise  
 15 anymore.  
 16  
 17 And it's a system to track all the teams across  
 18 the province, all the people. I can open up my  
 19 computer here now and as a master control, I can  
 20 go in and I can look up every single person that  
 21 we have in our association, their medical  
 22 condition, or anything else because it's built a  
 23 system that if we go out and one of our searchers  
 24 do get hurt, and you think you know the people

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1 next to you, but someone goes down, you don't  
 2 know what's wrong with them. You can bring up  
 3 their name and their medical information so that  
 4 when the appropriate ambulance people or medical  
 5 people turn up, we can give them full  
 6 information. And this is all consented by them  
 7 prior to putting it in, because we're not allowed  
 8 to give out the information otherwise. But it is  
 9 there.  
 10  
 11 And besides your own team having access to it,  
 12 there's only seven of us in the province that  
 13 have access to everything that's on it.  
 14 MR. BUDDEN:  
 15 Q. The combination of the inReach technology that  
 16 you talked about, the satellite tracking units,  
 17 and the mapping that is referred to here, does  
 18 that mean in practice that when you're in a  
 19 search, the search manager or, I guess, you back  
 20 in your home, can actually see on a map where  
 21 every single, say, snowmobile or search team is?  
 22 MR. BLACKMORE:  
 23 A. The way our system is set up, we do have radio  
 24 tracking, which is each radio has a GPS-type

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1 thing built into them. But you have to remember  
 2 that's VHF, so therefore it can go down behind  
 3 hills and we lose you and then you can come up  
 4 and we got you again.  
 5  
 6 It is a map that we have systems put in our  
 7 different command posts that we bring up on a  
 8 screen as you see in front of you, or on a TV  
 9 screen or something, with the map of the area.  
 10  
 11 Once you add in these radios, and the inReach  
 12 devices, they are plotted on the map so that we  
 13 can follow you where you're going. And if we can  
 14 see where you are, like I say, we can tell you go  
 15 left, right, if you have to. But the way it is,  
 16 is that everything on the map -- and this is done  
 17 through ISSI (phonetic) Canada, that's a mapping  
 18 program that's used worldwide.  
 19  
 20 We do purchase that at a very reduced cost. If  
 21 you as a government official were to buy it for  
 22 your department, it would probably cost you  
 23 25,000 bucks. But we pay \$150 per team is what  
 24 we get it for as a volunteer organization, and a

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1 non-profit organization.  
 2  
 3 So then we give that to every team. And what  
 4 we've done with mapping now is we've entered an  
 5 agreement with the Department of Lands and  
 6 Resources, I think it is, to have a full copy of  
 7 every map that they have in their system  
 8 throughout Newfoundland and Labrador with all the  
 9 trails, pole lines, ponds, etcetera on it. And  
 10 that's on a terabyte drive computer that we send  
 11 to every single team.  
 12  
 13 We've given them a computer and we gave them the  
 14 mapping program so they can use it.  
 15 MR. BUDDEN:  
 16 Q. So if you're doing a search, say, in Stephenville  
 17 and you know somebody is missing in a particular  
 18 area, you can call up this high quality mapping.  
 19 You can track your team on it in virtual real  
 20 time, which would also be able show where the  
 21 team has already searched and so forth? That's  
 22 all possible in this world we live in?  
 23 MR. BLACKMORE:  
 24 A. Yes, sir. The way this works - and there's an

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1 exhibit there that shows all the lines. I think  
 2 we used it earlier - is that each one of these  
 3 radios leave an actual line on the map. And you  
 4 can set them right down to three seconds up to  
 5 ten minutes, how long you want them to beep in.  
 6  
 7 If you got 20 radios out there, it's good to  
 8 space them out a bit because the system gets  
 9 overloaded a bit. But if we put a radio up in a  
 10 helicopter, we track the helicopter. That moves  
 11 a lot faster than any of us. So therefore, we're  
 12 tracking it all.  
 13  
 14 But as we have every one of them that we put in  
 15 there, we give them a number or name, depending  
 16 on what we want to use, and as they cover their  
 17 territory we know where they've been or where  
 18 they haven't been.  
 19  
 20 Like that way at least we can say this area in  
 21 all probability is 75 percent that they're not in  
 22 there or 80 percent, depending on what we're  
 23 doing.  
 24

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1 If we're doing a hasty search, as we talked about  
 2 earlier, or we're doing a creeping line ahead or  
 3 sweep line ahead, whatever you've heard it  
 4 called, the probability of detection goes up  
 5 naturally.  
 6  
 7 If you're shoulder to shoulder, it's pretty well  
 8 you're going to scare out everything. Every  
 9 rabbit that's in there, you're going to move it.  
 10 But if you're looking for a person, when you're  
 11 that tight, you will find them.  
 12  
 13 In hasty teams there is a possibility you could  
 14 pass them. And searching with aircraft, there's  
 15 a possibility you can pass them because they may  
 16 be outside the search area.  
 17  
 18 But at least now we know, as you've seen in other  
 19 diagrams that the Cormorant gave you when they  
 20 showed their track in Grand Falls-Windsor, they  
 21 did their expanding square and you can see where  
 22 their lines were. Well, we have the exact same  
 23 thing.  
 24

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1 MR. BUDDEN:  
 2 **Q.** Obviously, the search and rescue world has  
 3 changed pretty dramatically from when you started  
 4 and even from our searches has changed  
 5 significantly in ten years.  
 6  
 7 How do your teams keep on top of this changing  
 8 technology to be able to use it? To get the  
 9 necessary technology and to use it most  
 10 effectively, how does that happen?  
 11 MR. BLACKMORE:  
 12 **A.** The way that happens is that the Executive  
 13 basically keeps on top of it. Now if any one  
 14 team sees something out there that they can use  
 15 it, I'm sure they'll come to us.  
 16  
 17 But mostly it's controlled by the Executive how  
 18 we keep all these systems up and find out about  
 19 systems, and that is part of our connection with  
 20 the national organization. What's good in one  
 21 province is good in another. So therefore, when  
 22 the connection is made, if it looks like it will  
 23 work here, we try to get it.  
 24

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1 As I said, we bring every team together once a  
 2 year. We show them any new technology that we  
 3 have, how it works, things like that. And if we  
 4 think it's going to work as an imperative piece  
 5 of equipment, we will make the necessary trips to  
 6 see people to get it and try to get government to  
 7 help support it for us, so we can buy it, get it  
 8 out to the teams.  
 9  
 10 And then we'll start a training program in which  
 11 right now the way we do it, as I said, is if we  
 12 were training people on the Emwex system we  
 13 bring one from each team together, show it to  
 14 them, and they go back and try to show the team.  
 15  
 16 That's the reason we're looking for the training  
 17 officers, is to be able to go into a team. I can  
 18 go to Deer Lake and set up six computers, and we  
 19 can do six people in the team at one time which  
 20 makes a lot more sense than just trying to pile  
 21 all that information into one person's head.  
 22 MR. BUDDEN:  
 23 **Q.** And it sounds like from what you said that as  
 24 this technology comes along, it requires that

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1 NLSARA get the mapping for instance.  
 2  
 3 Am I hearing you correctly that you're getting  
 4 good cooperation from the various agencies, the  
 5 provincial government for uploading that mapping  
 6 and so forth?  
 7 MR. BLACKMORE:  
 8 **A.** Yes, sir. The mapping program: we have one  
 9 person who happens to be on one of our search  
 10 teams, which doesn't hurt. He's the one in  
 11 charge of making sure that all of our mapping is  
 12 up to date.  
 13  
 14 So every year the Department of Lands and  
 15 Forests, I think that's what they're called now,  
 16 but they will take the information that they have  
 17 and then they'll upgrade everybody's computer  
 18 outfit to it, so that no matter where you're  
 19 searching in this province, every computer is  
 20 loaded with the same equipment or same mapping.  
 21  
 22 Now you can isolate it so that if the person is  
 23 in Nain, they really need to worry about  
 24 St. John's mapping. So they just isolate their

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1 mapping. Grid it off, take it out, and use what  
 2 they need to use. But every team has the exact  
 3 same thing. And you can show every road that's  
 4 on it, every path.  
 5  
 6 If Government Services have it or a community  
 7 that has their community flown by a plane for  
 8 mapping, if they have it, we have it in our  
 9 computer.  
 10  
 11 And this day and age, paper maps from where we  
 12 started on the roof or on the bonnet of a truck  
 13 trying to lay out a paper map, and compasses,  
 14 trying to figure out what we were doing, it's  
 15 changed drastically from that is to, like I said,  
 16 to see it on the screen now. It's all done and  
 17 laid out.  
 18  
 19 And then once we circle an area that we want to  
 20 do, we can print it off and add anything else  
 21 that we need to add to it.  
 22 MR. BUDDEN:  
 23 **Q.** That leads nicely to the next topic, drones. And  
 24 I'd like you tell me what the Rovers have, your

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1 team in St. John's, what some of the other teams  
 2 have, and a little bit as well -- not to ambush  
 3 you with this, but you told me that you weren't  
 4 always a fan of drones or you weren't always  
 5 appreciative of them, but something happened to  
 6 make you realize their value. And maybe you  
 7 could tell us all of that.  
 8 MR. BLACKMORE:  
 9 A. Okay. To do with drones, that's upcoming  
 10 technology. First when it started, we had our,  
 11 I'll call them our computer geeks, I guess, that  
 12 wanted to play with all this type of stuff. So  
 13 we weren't exactly overambitious in getting them  
 14 because of the cost of them. So the team wanted  
 15 to buy one here and there and it doesn't take  
 16 long for costs to run up.  
 17  
 18 How we got into it here in this area is that we  
 19 had an autistic child that was lost here in the  
 20 Goulds area. The support of 103 came in with the  
 21 Cormorant in the first night.  
 22 MR. BUDDEN:  
 23 Q. Cormorant helicopters, yeah.  
 24

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1 MR. BLACKMORE:  
 2 A. Cormorant Helicopters from DND 103 Rescue. The  
 3 next day the government provincial aircraft,  
 4 Universal, came in and all these machines are  
 5 great for when we're looking for someone that  
 6 wants to be found, but to an autistic person,  
 7 depending on the type of autism he has, they hide  
 8 away from loud sounds.  
 9  
 10 And if anybody has ever been underneath one of  
 11 these helicopters, especially the yellow one, the  
 12 sound is unreal.  
 13  
 14 So after two or three nights, we said, okay,  
 15 we're pulling everything out of here and we  
 16 actually shut the scene down, took all the trucks  
 17 out, we placed four police cars out and we had  
 18 six fellows stay in the woods all night just  
 19 listening. And sure enough eight o'clock the  
 20 next morning we had him.  
 21  
 22 So once we seen that we said, okay, the answer to  
 23 this is definitely a drone. So we put on a  
 24 campaign here in this area to get a drone. Now

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1 you don't have to have a million-dollar drone,  
 2 but we kept getting ours at the time. We do have  
 3 infrared on it and stuff like this.  
 4  
 5 We have optical zoom cameras. When we put our  
 6 camera up -- we can put our drone up in this  
 7 parking lot right here and we can tell you the  
 8 colour of a house over in Brigus. No problem  
 9 whatsoever.  
 10  
 11 We can't tell you what they're eating for dinner,  
 12 but we can come close to it. So we just went a  
 13 bit overboard with it probably on exactly what we  
 14 got, the infrared part.  
 15  
 16 We've used it. You set it up so that it picks up  
 17 a certain temperature or an anomaly with ours.  
 18 And we've picked up a temperature. Once it locks  
 19 onto a temperature, it follows that temperature  
 20 if it's moving. And we actually looked for a  
 21 person in the Pouch Cove area here probably a  
 22 year ago.  
 23  
 24 We picked up a heat source at 300 feet. We

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1 didn't know what it was. We sent a team towards  
 2 that heat source and as we kept getting down, we  
 3 brought the drone down, down, because you can  
 4 bring it down pretty close to things. We found  
 5 three robins in a nest. That's how accurate this  
 6 thing can be.  
 7  
 8 Now, it's only another tool in the box. It  
 9 doesn't find everything. That's just not the way  
 10 it works. It's just the same as everybody. We  
 11 don't find everything.  
 12  
 13 But different drones are out there. Now that  
 14 drones are out there, it is Transport Canada  
 15 certified. You have to be a certified pilot with  
 16 advanced licence to use the drones we're talking  
 17 about.  
 18  
 19 Right now, there's different drones out there  
 20 that you can get with optical zoom on them and a  
 21 certain amount of infrared.  
 22  
 23 The drone I'm talking about that we have right  
 24 now, ours can take a life jacket and bring it

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1 over to you and drop it on your head. But that's  
 2 just an add-on that we put on it. And we got  
 3 \$135,000 into ours.  
 4  
 5 But for \$10,000 now you can get a decent drone  
 6 for the teams that they can use providing they  
 7 have a licence and certification with it.  
 8  
 9 You don't just take these things and put them up.  
 10 You have to have special authorization from  
 11 Transport Canada to use them. Even every time we  
 12 use it here in this area, we have to phone  
 13 St. John's tower, inform them where we are to get  
 14 permission to be able to use it. It's never  
 15 usually a problem but at least everybody knows  
 16 what's what.  
 17  
 18 We're not up that high. They can go to 10,000  
 19 feet, but most of the time we're at 300. So  
 20 we're usually not that high.  
 21  
 22 I know CASARA has started to put drones across  
 23 the country now. I've seen theirs. Nice machine  
 24 that can be used. And Doug Germani, as we said,

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1 he's been practicing with one of these over in  
 2 Parks Canada and trying to basically see where  
 3 we're going to go with it.  
 4  
 5 It's one other tool in the box that may help  
 6 search teams for quick deployment. One thing we  
 7 do like about the smaller ones, they are compact.  
 8 You can put them in your backpack. Walk to the  
 9 top of Gros Morne mountain probably and then put  
 10 it up. Because you have to use them -- right  
 11 now, you have to be in sight of your drone.  
 12  
 13 We don't have any drones out there that are  
 14 legally allowed to be used, only in sight. You  
 15 have to keep an eye on where they're at. And  
 16 that way it's controlled and if any planes or  
 17 helicopters are in your area, the tower usually  
 18 notifies them.  
 19  
 20 Even the drone operators, they have to have a  
 21 radio with them at all times listening for  
 22 aircraft or whatever and let them know that we're  
 23 in the area.  
 24

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1 How it usually works with us if we're using a  
 2 helicopter in the system, once the helicopter  
 3 comes on scene we'll go in a different area than  
 4 they are. Or if they're close to us, we'll put  
 5 down and they take over. Because the eyes in the  
 6 sky with the helicopter, in my opinion, they are  
 7 still better than the drone, because you still  
 8 got to look at this screen, you're trying to pick  
 9 out everything that's on it. And depending on  
 10 the time of day and everything else things look  
 11 different.  
 12  
 13 So we still depend on the helicopter as the main  
 14 source when we're looking for something from the  
 15 air.  
 16 MR. BUDDEN:  
 17 Q. Two follow-up questions about drones. I think I  
 18 understand, but just for clarity were you saying  
 19 that the child who was suffering from autism was  
 20 frightened of the large machines and was hiding,  
 21 but the drone wasn't so loud as to frighten him  
 22 and he remained visible? Or he might remain  
 23 visible, was that the thinking? Or am I missing  
 24 something?

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1 MR. BLACKMORE:  
 2 A. Yes. Usually we can put a drone over the top of  
 3 your head and at 300 feet most of them you can't  
 4 hear. So therefore, it works good that way.  
 5  
 6 The cameras and the infrared that's on them can  
 7 be operated. But if that's over the top of your  
 8 head at 300 feet you probably won't even know  
 9 it's there. And that way it gives us a chance to  
 10 be able to pick up a signature, probably spot  
 11 them with a camera, and be able to put two or  
 12 three teams in there that you can actually go  
 13 find them.  
 14  
 15 One thing we did find out with the little guy  
 16 that we were looking for, he used to get in at  
 17 the base of the trees under the branches and hide  
 18 when he heard the helicopter coming.  
 19 MR. BUDDEN:  
 20 Q. He told you that after the fact or he told  
 21 someone that?  
 22 MR. BLACKMORE:  
 23 A. After we had found him he told us that. His  
 24 parents had told us he's frightened to death of



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1 water and he walked across two rivers up to his  
 2 neck. So just trying get clear of the loudness  
 3 of the helicopters.  
 4  
 5 So that's different things you pick up. That's  
 6 information that's there. We pass all this  
 7 information also onto the Autism Society, because  
 8 they help teach search and rescue about autism.  
 9 There's actual programs out there for it. And  
 10 it's just knowledge that we pick up as it goes.  
 11  
 12 It works for everybody and that way then if we do  
 13 get drones for the other teams down the road,  
 14 that's something that we'll pass on, but  
 15 everything then is totally licensed and  
 16 certifications before anybody puts it up in the  
 17 air.  
 18  
 19 I know in our team we have six pilots. I might  
 20 be in control of the team, but if I put my hand  
 21 on that drone, it don't be long getting smacked.  
 22 And the crowd that's taking care of it, they're  
 23 quite possessive of it. They take care of it.  
 24 It's not something that you can just throw out.

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1 flying and everything else before they can get  
 2 their licence. And once that's put off, we do  
 3 find that some of the new people that are, we'll  
 4 call, the high-tech organization part of it, when  
 5 it comes to moving those little control buttons,  
 6 a lot of them know more about it than, looking  
 7 around this table, probably more than us.  
 8  
 9 But the younger people really tune in onto it.  
 10 They're quite possessive of it. They're quite  
 11 proud of it. And they do a lot of work with it.  
 12  
 13 It's fine when we use it on a search, but the  
 14 training that goes with it, they actually  
 15 practice once a month, I think it is, for two or  
 16 three hours flying it, picking up stuff, dropping  
 17 it off, and trying to find stuff.  
 18  
 19 We actually put people out in the water during  
 20 different times coming onto dark to see if they  
 21 could actually go out and find them by not  
 22 telling them where they're at. And it works out  
 23 that way to give them more practice.  
 24

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1 It costs us almost \$5,000 a year just to insure  
 2 the damn thing.  
 3 MR. BUDDEN:  
 4 Q. We heard last week from one of your drone pilots,  
 5 23-year-old Melanie O'Brien, and so you've  
 6 trained one of your newer members of your team to  
 7 use this very expensive piece of equipment?  
 8 MR. BLACKMORE:  
 9 A. Yes. Any of the crowd that's coming in, we have  
 10 one guy that basically he's in charge of the  
 11 program, but anybody on our team who is  
 12 interested in it can apply to become a drone  
 13 pilot.  
 14  
 15 Now they keep it between six and ten people,  
 16 because you don't want too many at it at one  
 17 time.  
 18  
 19 But there's a certain amount of education that  
 20 got to go with it. You don't just say I'm going  
 21 to become a pilot and then you got your licence.  
 22  
 23 It's a quite extensive course that they have to  
 24 do, 40 hours, and so much training and so much

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1 MR. BUDDEN:  
 2 Q. Yes, because I believe Ms. O'Brien told us or  
 3 somebody told us that there's something in excess  
 4 of 40 hours of training required, I think, before  
 5 you could even begin the actual drone training.  
 6 So it's quite an extensive program.  
 7 MR. BLACKMORE:  
 8 A. Yeah, there's 40 hours of training has to go into  
 9 it first just in reading, flight simulators,  
 10 different things you can put on your computer for  
 11 flight simulators.  
 12  
 13 Then they actually get a small drone and fly it  
 14 around your living room, no more than you'd buy  
 15 at Radio Shack just to get used to it. Then we  
 16 upgrade them to a little bigger drone. They can  
 17 go out and fly around the parking lot.  
 18  
 19 And eventually after they actually pass their  
 20 exam through Transport Canada and get their  
 21 advanced licence, our senior pilot then will take  
 22 them out and learn them how to actually operate  
 23 and fly the bigger drone to start their program  
 24 and become a pilot full time.

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1 MR. BUDDEN:  
 2 Q. So a lot of commitment goes into that.  
 3 MR. BLACKMORE:  
 4 A. A lot of commitment goes into it, and a lot of, I  
 5 would say, pride to keep it there, because it's  
 6 not something that you can just, when it lands,  
 7 take it and throw it in a bag.  
 8  
 9 It's got to be cleaned. There's got to be  
 10 batteries changed. There's got to be propellers  
 11 wiped. Everything has to be cleaned off, put  
 12 away and kept ready for the next mission.  
 13  
 14 Just for us to keep going, our batteries are good  
 15 for probably 24 to 26 minutes depending. On a  
 16 flight, now the one we have has bigger batteries,  
 17 so that does it, but we have six sets of  
 18 batteries with a generator in our truck that we  
 19 can keep constantly flying. Battery, just bring  
 20 them back, change, up and gone again.  
 21  
 22 So just when we're out doing that, there's one  
 23 person just taking care of batteries alone.  
 24

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1 MR. BUDDEN:  
 2 Q. And you told me at one point how much those  
 3 batteries cost. I can't remember. Although I do  
 4 remember thinking it was quite a big number?  
 5 MR. BLACKMORE:  
 6 A. Two batteries for the drone, according to Paul  
 7 French back there, he's our senior pilot, are  
 8 \$10,000.  
 9 MR. BUDDEN:  
 10 Q. Okay. Next in your material is another topic.  
 11 I'm just going to read a bit to set it up. You  
 12 basically talk about sponsorship of mental health  
 13 education and prevention training programs for  
 14 the SAR team.  
 15  
 16 And this training would be for the responders to  
 17 ensure they provide an important prevention and  
 18 response training to cope with the critical  
 19 illness and stress.  
 20  
 21 There should be EAP-type program (employee  
 22 assistance program) implemented so members can  
 23 easily obtain any professional assistance to deal  
 24 with stressful situations they encounter while

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1 performing SAR duties.  
 2  
 3 I'd like you to tell me a little there about what  
 4 you mean when you say a stressful situation.  
 5  
 6 What are some of the stresses that go with life  
 7 as a SAR volunteer? What is in place now to help  
 8 them deal with those stresses and what would you  
 9 like to see in place?  
 10 MR. BLACKMORE:  
 11 A. Right now, we go out and do a search and we come  
 12 across some different things that different  
 13 people handle different ways.  
 14  
 15 The stress of it put on some people are more than  
 16 others. And depending on how people react, it  
 17 affects people more than others.  
 18  
 19 So we've gone to the point that we bring in  
 20 different teams across the province to help out.  
 21 We have people come in from the Mental Health  
 22 Association to tell us how to try to cope with  
 23 this thing, with stress.  
 24

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1 We've also had the Salvation Army, who are a  
 2 great bunch of people. They have a critical and  
 3 stress debriefing program. They come in and talk  
 4 to us a lot of times.  
 5  
 6 As you have to remember, when we're searching  
 7 it's very stressful on the family. It's very  
 8 stressful on the searchers, especially if you  
 9 don't find them. And unbeknownst, if you do find  
 10 them and they are deceased, well, you have a lot  
 11 of different avenues that kick into your head.  
 12 And the stress with it starts to become very  
 13 evident.  
 14  
 15 We have had, since we started this inquiry, one  
 16 person that we didn't know has been suffering  
 17 from critical incident stress for the past eight  
 18 months. We didn't know it until this inquiry.  
 19 He finally told us.  
 20  
 21 And, yes, there's people out there. We mainly  
 22 depend on the police to help us, if they can. If  
 23 not, what we have set up is with the Salvation  
 24 Army to help us out.

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1 We have done some programs to have our own  
 2 pairing system in it, but we find that a lot of  
 3 guys and gals on the teams won't sit down and  
 4 tell you as much as they will tell if somebody  
 5 else comes in and talks to them.  
 6  
 7 So what we've been trying to do is trying to set  
 8 up programs. We give them an idea by doing the  
 9 Mental Health First Aid when we can.  
 10  
 11 We approach government as our sponsor for ground  
 12 search and rescue. And the best thing we could  
 13 get put in place at that time was the EAP  
 14 program.  
 15  
 16 Now anybody who has tried to do the EAP program,  
 17 that will stress you out enough just trying to  
 18 get there.  
 19  
 20 So our avenue of it is we've been telling  
 21 everybody is to -- and I've told every team out  
 22 there this to do with the team, that if you find  
 23 that anybody on your team, has gone through some  
 24 kind of traumatic injury due to search and

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1 rescue, reach out to the police force first to  
 2 ask them if they can help.  
 3  
 4 If they can't, as I've described earlier certain  
 5 polices won't allow them, I have told them I'll  
 6 contact -- for us right now our main contact is  
 7 the Salvation Army, because they are set up very  
 8 well at it. But if that doesn't be in the area  
 9 where it happens, we have told them to get ahold  
 10 to their family doctor or medical person to get  
 11 ahold to a psychiatrist and start the process of  
 12 psychiatric help with mental health stress.  
 13  
 14 And any bills associated with it, they're to just  
 15 have them forwarded straight to me and then I  
 16 will go to government. And most of the time we  
 17 have no problem in getting them paid. They are  
 18 pretty good that way.  
 19  
 20 But they have told us to go to the EAP program,  
 21 but we find it a bit of a challenge getting  
 22 straightened up when you're not working with  
 23 government.  
 24

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1 It's volunteers, just the same as everything else  
 2 that we do and it takes a bit of different going  
 3 around to do stuff as a volunteer as if you were  
 4 an employee of that department.  
 5  
 6 So the stress part of it is very real out there  
 7 now. Especially we've noticed it within the last  
 8 four to five years mainly it's really starting to  
 9 come up. I guess people are getting more aware  
 10 of different things.  
 11  
 12 And one thing now for our search and rescue  
 13 people, the macho part is finally starting to  
 14 drop a bit. That people will finally start to  
 15 tell you that they are having problems and we  
 16 take them off the team as far as being out  
 17 searching is concerned.  
 18  
 19 They can still hang around with us. They can  
 20 come down to a training night if they wish to  
 21 more or less associate with their comrades. But  
 22 we do keep the person clear of actual searching  
 23 out in the woods part of it, until they have been  
 24 fully cleared by their medical professional.

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1 MR. BUDDEN:  
 2 Q. Thank you. That was very helpful. And we're  
 3 going to hear from Louise Bradley who is our  
 4 trauma consultant for this Inquiry. She will be  
 5 speaking as well, so we'll return to some of  
 6 these issues. And other lawyers may have  
 7 questions for you, too.  
 8  
 9 I'm going to get back to somewhat of a more  
 10 technical thing. You've already talked about air  
 11 support, which is part of the mandate of this  
 12 Inquiry, the air support component of ground  
 13 search and rescue.  
 14  
 15 And you've given a fairly detailed review of what  
 16 the NLSAR would like to see in terms of air  
 17 support. But before we go there, I just want to  
 18 establish, I guess, some of the things that have  
 19 come up at other hearings.  
 20  
 21 So if I understand correctly, or I guess put it  
 22 this way, is your understanding that air support  
 23 is called in firstly by the policing agency?  
 24

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1 So you personally do not, as a search manager,  
 2 make a call and the next thing the helicopter is  
 3 there?  
 4 MR. BLACKMORE:  
 5 A. No, that's correct. When we go to a search the  
 6 incident commander and the search manager will  
 7 sit down. And as they do, do up their plan of  
 8 what they're going to do.  
 9  
 10 If they deem it necessary that we need air  
 11 support, the police officer in charge will phone  
 12 FES and request a helicopter. And once that's  
 13 done, they handle all that area.  
 14  
 15 That's not handled by the search manager or  
 16 volunteers. It used to be years ago, the search  
 17 manager was allowed, but then they changed the  
 18 policy. That's fine.  
 19  
 20 They phone, request a helicopter, usually for two  
 21 hours at a time. And then we just recheck, as  
 22 you've been told in this Inquiry, that that's the  
 23 way it's done. And air support then is supplied.  
 24

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1 Once air support is up, preferable choice for us  
 2 is a helicopter. We do sometimes bring in  
 3 CASARA. Not often, I'll be truthful with you.  
 4 But when we're looking for a person it's a bit  
 5 different than looking for something the size of  
 6 a car or plane down.  
 7  
 8 So at certain speeds -- now we have used the guys  
 9 and gals from CASARA. They end up helping us out  
 10 a bit, but our choice is the helicopter because  
 11 it can be small, it can be low, and it can move  
 12 slow, what we're trying to find when we are in  
 13 wooded areas.  
 14  
 15 When somebody is trying to be found is a bit  
 16 different than someone that's probably hurt.  
 17 MR. BUDDEN:  
 18 Q. Just to follow up on some of that, because you  
 19 said a lot there in a few sentences.  
 20  
 21 When you said FES, that's Fire and Emergency  
 22 Services, now known as Emergency Service, which  
 23 is a division of the provincial government of  
 24 Newfoundland and Labrador of which, actually,

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1 Mr. Rumbolt here is presently the director of.  
 2  
 3 So basically, if you were, say, search manager,  
 4 you would say to the incident commander, look, I  
 5 feel we could benefit from air support, from  
 6 helicopter air support. And assuming the  
 7 incident commander agrees with you, that person,  
 8 he or she, would then make the call to Emergency  
 9 Services?  
 10 MR. BLACKMORE:  
 11 A. That's correct.  
 12 MR. BUDDEN:  
 13 Q. And as I understand his evidence, as emerged  
 14 through this Inquiry, the provincial government  
 15 does not itself own helicopters. Rather, it has  
 16 private companies, there's been several of them  
 17 over the years, to which it has a contract, and  
 18 that contract specifies that they will have  
 19 helicopters stationed at different points in the  
 20 province. And upon being called, if possible,  
 21 they will send a helicopter?  
 22 MR. BLACKMORE:  
 23 A. Yes, sir. The helicopters themselves right now  
 24 are on contract here, as Newfoundland doesn't own

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1 their own helicopters.  
 2  
 3 But once the call is made and then FES or  
 4 Emergency Services, they will call back. The  
 5 pilot will call the incident commander and tell  
 6 him we're on the way. And just basically the  
 7 reason they call back is to confirm they are  
 8 coming, but to get the coordinates off us of  
 9 exactly where we are.  
 10 MR. BUDDEN:  
 11 Q. And when I said "if possible," we've heard that  
 12 there are conditions under which no helicopters  
 13 can fly. It's simply the weather conditions  
 14 simply are not suitable. That there may be other  
 15 conditions under which the federal assets, the  
 16 Cormorants, may be able to fly, but the  
 17 provincially contracted helicopters may not.  
 18  
 19 But the most significant issue, perhaps, is that  
 20 the provincially chartered helicopters cannot fly  
 21 during the hours of darkness while the federal  
 22 government helicopters can.  
 23  
 24 Is that a fair summary of your understanding?

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1 MR. BLACKMORE:  
 2 A. Yes, sir. Most of the helicopters that are under  
 3 contract with provincial government right now  
 4 don't fly after night or in icy conditions as to  
 5 where they can call in a request from JRCC who  
 6 can send, hopefully, the Cormorant to help out.  
 7  
 8 But sometimes the conditions are even bad enough  
 9 in fog and weather that they can't, but if it's  
 10 available, I have yet to see where anybody has  
 11 turned us down, even though sometimes we do lose  
 12 them in the middle of a search.  
 13  
 14 But overall everybody is -- eventually they will  
 15 get there is the best I can say. Whether it's an  
 16 hour wait or two, it depends on weather and  
 17 certain conditions and where they are.  
 18 MR. BUDDEN:  
 19 Q. I just want to follow up with that a little bit  
 20 on a couple of accounts.  
 21  
 22 As we also have heard evidence of and this will  
 23 be explored a bit more in detail, the federal  
 24 government has its own responsibilities primarily

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1 for our marine search and rescue, and any  
 2 assistance it offers to Newfoundland is  
 3 considered to be humanitarian assistance. Is  
 4 that your understanding?  
 5 MR. BLACKMORE:  
 6 A. Yes, sir. That's my understanding. I don't  
 7 agree with it, but it is my understanding.  
 8 MR. BUDDEN:  
 9 Q. Okay. When you say that sometimes in the middle  
 10 of a search that the Cormorant might be called  
 11 away, can you give me a couple of examples of  
 12 what you have experienced either firsthand or  
 13 secondhand through your NLSAR experience where  
 14 that has actually happened?  
 15 MR. BLACKMORE:  
 16 A. Through our teams and our own team also, there's  
 17 times we have. We have called for the air  
 18 support from DND. Then they give us a time that  
 19 they would be on scene.  
 20  
 21 It's usually a couple of hours for sure. We have  
 22 waited up to three and four hours but that  
 23 depends where they're at and what they're already  
 24 at, because, as you said, they are aeronautical

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1 marine, which is fine.  
 2  
 3 But we have had them and my problem with it is  
 4 that once they're tasked -- and I do understand  
 5 it's humanitarian, but once they're tasked, I  
 6 take it as one incident is one incident.  
 7  
 8 We've had a guy with a snowmobile accident with a  
 9 broken pelvis, two broken legs. We found him.  
 10 We got a fire going. Called for air support to  
 11 airlift him out.  
 12  
 13 Yes, they came. They radioed us. We're two  
 14 minutes out. When they got over the top of us  
 15 the SAR tech was actually halfway down and we  
 16 seen him go back up again. And the pilot had to  
 17 pull off that mission because they had a mission  
 18 come up in their own jurisdiction for what they  
 19 are mandated and had to go off.  
 20  
 21 I understand that's what they had to do. That's  
 22 the reason I say I don't agree with it, because I  
 23 think one mission is one mission. A life is a  
 24 life, and we go from there.

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1 But it has happened the same time. We've had  
 2 aircraft come to us. When we actually called  
 3 them, it was sunny to be able to get somebody  
 4 out. By the time they got there the fog was in  
 5 and then you're left again. There's nothing they  
 6 can do. We understand that but then we're left  
 7 to try to bring these people out the way they  
 8 are.  
 9 MR. BUDDEN:  
 10 Q. Okay. And I believe in the search we looked at  
 11 from the Great Northern Peninsula, a Cormorant  
 12 was actually on the scene and had to leave  
 13 because an individual had a medical emergency  
 14 offshore.  
 15  
 16 And I guess the point I'm making is that the  
 17 primary responsibility of the Department of  
 18 National Defence federal resources is marine, and  
 19 they will in actual fact, and have on occasion,  
 20 disengage from a ground search and rescue air  
 21 support role to leave to fulfil the primary role.  
 22  
 23  
 24 Has that been your observation as well?

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1 MR. BLACKMORE:  
 2 A. Yes, sir, that has happened. And as we said, we  
 3 understand. We just don't agree with it, that's  
 4 all.  
 5 MR. BUDDEN:  
 6 Q. Okay. When we heard last week from the Rovers  
 7 team, there's a gentleman on it, Jack Hickey --  
 8 MR. FREEMAN:  
 9 Q. Sorry, Geoff, I don't mean to interrupt you, but  
 10 Lieutenant Colonel Marshall can elaborate on what  
 11 Mr. Blackmore is saying there, if it's helpful to  
 12 you, in terms of the triaging of the federal  
 13 assets when it comes to maritime versus ground  
 14 versus aeronautical.  
 15 MR. BUDDEN:  
 16 Q. That's not a bad idea actually. If the  
 17 Commissioner is happy with that perhaps we'll  
 18 have Lieutenant Colonel Marshall, if you don't  
 19 mind, Mr. Blackmore, because he has been present  
 20 at all these inquiries.  
 21  
 22 He is the representative of the Department of  
 23 National Defence here and he's very knowledgeable  
 24 about these protocols.

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1 MR. BLACKMORE:  
 2 A. Yes, sir.  
 3 COMMISSIONER IGLOLIORTE:  
 4 Yes, okay. We'll have him answer, and then  
 5 following that I think we'll take a lunch break.  
 6 LT.-COL MARSHALL:  
 7 A. Good morning, Lieutenant Colonel Marshall. Just  
 8 to respond to what Mr. Blackmore was saying. It  
 9 is true that on occasion we can be pulled away  
 10 for other missions. But in that case we do some  
 11 type of triage to determine which case would be  
 12 more important to attend to.  
 13  
 14 And when I say "more important," that doesn't  
 15 only mean the difference between a humanitarian  
 16 response and maritime aeronautical response.  
 17  
 18 There are occasions where we would leave a ground  
 19 search and rescue to go to a maritime response,  
 20 but it could be a boat that's sinking, that's  
 21 going to need help, whether it's a pump or  
 22 evacuation. It could be a heart attack victim.  
 23  
 24 And in the case of where Mr. Blackmore was saying

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1 a broken leg, at that point we're going to have  
 2 some type of analysis to determine which mission  
 3 is actually more life threatening than the other,  
 4 similar to what a paramedic would do or in an  
 5 emergency room in a hospital.  
 6  
 7 So the fact that we would go to what is our  
 8 primary mandate isn't the only factor in deciding  
 9 which mission that we will attend to first.  
 10 RALPH, Q.C.:  
 11 Q. So I guess that raises the issue in terms of, I  
 12 mean there isn't unlimited resources. So even if  
 13 the province, perhaps, had an S92 or whatever, or  
 14 contracted one of those things, then there would  
 15 be instances where if you have two or more  
 16 operations on the go at the same time then the  
 17 province themselves would have to triage?  
 18 MR. BUDDEN:  
 19 I think the province has multiple helicopter  
 20 resources available, but --  
 21 RALPH, Q.C.:  
 22 Q. My point is basically you're not going to have  
 23 seven S92s on your fleet. I mean there will  
 24 be -- even if you went in that direction, there'd

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1 still be limited resources.  
 2  
 3 So I think there will always be issues with  
 4 regard to triage. And it's interesting in this  
 5 instance, I'm not sure about what happened in the  
 6 Harbour Deep instance whether -- again, was that  
 7 decision made based on this was humanitarian  
 8 versus marine? Or was it a decision based on  
 9 sort of the urgency of lifting that man off that  
 10 boat because he was, I think, having a heart  
 11 attack or something like that?  
 12  
 13 Again, I'm not sure if we know the answer to that  
 14 question, but I don't think it's necessarily as  
 15 black and white as humanitarian and marine.  
 16 There does seem to other sort of factors there.  
 17 MR. BUDDEN:  
 18 Perhaps we could revisit the Great Northern  
 19 Peninsula search because, certainly, that was a  
 20 very crucial moment in the search for that  
 21 missing snowmobiler.  
 22  
 23 I believe it was Day 3 of him being missing, if  
 24 not Day 4. So clearly it was a moment of very

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1 pressing need in that particular search.  
 2  
 3 But we'll return to these issues. They're  
 4 important issues and these are valid points, and  
 5 no doubt we'll speak to them again as the week  
 6 unfolds.  
 7  
 8 Do you want to take the break now,  
 9 Mr. Commissioner?  
 10 COMMISSIONER IGLOLIORTE:  
 11 Thank you. No, that answers the question. And  
 12 of course we have the evidence in on the other  
 13 issue that you've raised. There's no need to  
 14 really revisit it simply because we know what the  
 15 answer was.  
 16  
 17 So, yeah, this is a good time for a break. We'll  
 18 meet again, given everyone's schedule, at two  
 19 o'clock, please.  
 20 MR. BUDDEN:  
 21 Thank you.  
 22 THE CLERK:  
 23 All rise.  
 24

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1 (Recess)  
 2  
 3 THE CLERK:  
 4 All right. This Commission of Inquiry is now in  
 5 session. Please be seated.  
 6 MR. BUDDEN:  
 7 Thank you, Mr. Commissioner. We are going to  
 8 continue with my questioning of Mr. Blackmore,  
 9 and then other counsel.  
 10  
 11 As we said earlier, it's going to be fairly  
 12 free-wheeling. If counsel wish to jump in on a  
 13 particular topic as we did earlier today, then by  
 14 all means do so.  
 15  
 16 We'll be returning as well to the issue of the  
 17 circumstances in which the federal air supports  
 18 are engaged.  
 19  
 20 So we had some information this morning and we  
 21 will be returning to that topic, I assure you  
 22 that, Mr. Commissioner.  
 23  
 24 So we were talking this morning, we're at the

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1 subject of helicopters when we broke off. And,  
 2 Mr. Blackmore, as you will recall when we had our  
 3 session last week, one of your team members,  
 4 Rover team members who is here today, I believe  
 5 was here this morning anyway, Mr. Hickey, spoke  
 6 about one aspect of helicopter engagement or some  
 7 aspect of helicopter and search rescue that no  
 8 longer is present.  
 9  
 10 And that's not much to go by, but I think you  
 11 know what I'm talking about and perhaps you can  
 12 speak to that?  
 13 MR. BLACKMORE:  
 14 A. Okay. What that was is that when Universal  
 15 Helicopters was in existence, at that time the  
 16 Association had seven helicopter teams, we had  
 17 called them, set up. And what it was, there was  
 18 a bracket on the side of the Universal helicopter  
 19 that we used to use for rappelling down. Then we  
 20 would hook up our ropes. Get a person in the  
 21 stretcher and hoist them up with the helicopter.  
 22  
 23 Over the last number of years, there has been  
 24 some problems with the rivets coming out of that

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1 plate.  
 2  
 3 So Transport Canada now has shut that down to  
 4 human cargo. They are still allowed to use it  
 5 for external loads, but it has to be non-human.  
 6  
 7 So the new system, which is the HEC system, which  
 8 has been around for a number of years, has been  
 9 put in place across the country in different  
 10 spots.  
 11  
 12 So we, as an association, put in for a grant  
 13 through the federal government called a New  
 14 Initiatives Fund through the National Search  
 15 Secretariat. And what that fund is \$7.5 million  
 16 across the country and the number of proposals  
 17 are put in.  
 18  
 19 When they're ranked, you are ranked from one to  
 20 whatever. And when the money runs out, the money  
 21 runs out.  
 22  
 23 So last year we actually came 15th and they  
 24 funded 13 projects, so we didn't get it.

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1 So then we have now applied to the provincial  
 2 government to give us the money to hopefully be  
 3 able to put this system in place.  
 4  
 5 And what it is, is a system that goes underneath  
 6 the helicopter now, two-point detachment into one  
 7 point down through.  
 8  
 9 And I said, like, in my presentation I would  
 10 imagine everybody here has seen films of people  
 11 being airlifted out of the country, in the back  
 12 country, on TV where a person is dangled under  
 13 the helicopter in the stretcher.  
 14  
 15 So that's the type of thing we're trying to put  
 16 in place now.  
 17 MR. BUDDEN:  
 18 Q. We spoke a little while ago about a particular  
 19 mission that took place on the East Coast Trail.  
 20 I believe it might have been over Labour Day  
 21 weekend, but it was at some point in late summer  
 22 where a hiker was going from, I believe it was,  
 23 Cape Spear to Petty Harbour or Maddox Cove and  
 24 ran into problems on the way. And it was a

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1 somewhat complicated operation.  
 2  
 3 And do you recall that particular instance? And  
 4 would the helicopter you speak of been relevant  
 5 or of assistance, or the helicopter mechanism  
 6 have been relevant or of assistance in that  
 7 situation?  
 8 MR. BLACKMORE:  
 9 A. On that call we had a hiker that basically blew  
 10 out their knee. They couldn't walk. It was one.  
 11 And the second one was a lady from BC hiking, and  
 12 she ended up getting distraught in there.  
 13  
 14 So we're after having two or three incidents out  
 15 there, but the one that you're referring to is we  
 16 had a person in there.  
 17  
 18 If we had to have that system in place, it was a  
 19 nice day at the time when it happened, we could  
 20 have went in and probably within an hour to an  
 21 hour and a half had that person out to an  
 22 awaiting ambulance.  
 23  
 24 Because at that time the system wasn't in place,

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1 and still isn't place for the lift part of it,  
 2 but we needed to do a hoist.  
 3  
 4 We did call back through the police and the  
 5 health department requesting it. They did okay  
 6 it. They said that 103 Rescue from Gander would  
 7 be dispatched.  
 8  
 9 They were dispatched and we waited for a couple  
 10 of hours. When the helicopter did turn up, the  
 11 fog had rolled in. As anybody here on the East  
 12 Coast Trail knows, that's the way it comes in and  
 13 out, and it rolled in very thick.  
 14  
 15 We couldn't get the hoist done because it was too  
 16 foggy, and we ended up -- a mission would have  
 17 took about an hour and a half, we ended up in the  
 18 woods for ten hours trying to get that person  
 19 out.  
 20  
 21 And anybody who has walked the East Coast Trail  
 22 knows that that's not a trail that you can put a  
 23 person in a stretcher, just pick them up and come  
 24 on. It's not a two-foot trail or three-foot

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1 trail. It's a cow path, basically, done up as a  
 2 trail.  
 3  
 4 And what, like I said, would have took an hour  
 5 and a half at the best, we were at ten hours  
 6 trying to get him out, and we used 20-odd people  
 7 trying to take our time so we didn't fall over  
 8 the edge of the cliff ourselves and passing the  
 9 stretcher forward and forward, leapfrogging it so  
 10 everybody wouldn't get too tired.  
 11 MR. BUDDEN:  
 12 Q. So it's not just a matter of sometimes a  
 13 helicopter is just convenient. In this case, the  
 14 absence of a ready helicopter cost probably, I'm  
 15 guessing, but you would probably know precisely  
 16 to the minute, but it probably cost a couple  
 17 hundred hours of person time on the part of the  
 18 SAR team. And no doubt, the individual in  
 19 question was subjected to a lot more stress and  
 20 misery than otherwise would have been the case.  
 21  
 22 What do you think of those observations?  
 23 MR. BLACKMORE:  
 24 A. Yeah. This gentleman was -- he wasn't extra big,



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1 but big enough when you're trying to carry him.  
 2  
 3 He actually slipped off the side of a rock on the  
 4 trail, cracked off his femur and we didn't know  
 5 at the time but did fracture his pelvis.  
 6  
 7 So what turned out that we could have done with a  
 8 helicopter, like I said, in an hour and a half,  
 9 was 20 people for about eight to ten hours.  
 10 Which, like you say, is about 200 person hours in  
 11 time. But just because it wasn't available, that  
 12 was no surprise because to us. We knew that we  
 13 had to have a lift, so therefore because we  
 14 couldn't find any place for it to land even  
 15 close.  
 16  
 17 So if that system had to be in place, we could  
 18 have done it, but it wasn't so we had to get back  
 19 to the part of carrying the person out, which  
 20 we've done numerous times.  
 21 MR. BUDDEN:  
 22 Q. And if I understand you correctly, you have seven  
 23 teams who are trained in this rescue technique  
 24 involving helicopters. And they basically had to

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1 stand helplessly by while the person was carried  
 2 out?  
 3 MR. BLACKMORE:  
 4 A. Yes, that's correct. We've had a number of  
 5 incidents over the summer that that has happened  
 6 where we couldn't take him out with our own  
 7 helicopter teams because we don't have the system  
 8 right now.  
 9  
 10 And that's a system that we use underneath the  
 11 407 or whatever. But at the most times the last  
 12 one we had was in Salmon River, over towards Gros  
 13 Morne National Park where we had to get 103 to  
 14 come in and successfully lift the person out.  
 15 But we had to wait three and a half hours.  
 16 WILLAMS, Q.C.:  
 17 Q. If I could just ask at this point on helicopters.  
 18 I know you're speaking of different  
 19 jurisdictions. There's been some attention  
 20 publicly with respect to concerns that the  
 21 St. John's Regional Fire Department have with  
 22 respect to access to service. And I know that's  
 23 the limit of my knowledge in that particular  
 24 issue.

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1 Can you speak to what that's about, because it is  
 2 with respect to helicopter services, is it not?  
 3 MR. BLACKMORE:  
 4 A. Don't expect me to speak about it, I was the one  
 5 that started it up. St. John's Regional Fire,  
 6 the helicopter was put in place at that time and  
 7 this is many years ago.  
 8  
 9 At that time we were still talking about when 103  
 10 Rescue were using the Labrador helicopter. We  
 11 were experiencing, many times, getting people off  
 12 this trail out here. And it would be hours and  
 13 hours left to try to get someone out.  
 14  
 15 So we put this in place with Universal with this  
 16 racket. It's the same type racket. I was a  
 17 member of the Newfoundland and Labrador Search  
 18 and Rescue -- or the Newfoundland and Labrador  
 19 ice blasting team for rivers, which we used to  
 20 use this helicopter at that time for under ropes  
 21 and all this stuff, how we use it.  
 22  
 23 But we set up this system in order to be able to  
 24 get ourselves out of a jam on the different

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1 trails surrounding the city here. That's what it  
 2 was mainly put in place for.  
 3  
 4 The helicopter itself -- any company pretty well  
 5 got them. They're all 206s, 407s, et cetera,  
 6 whatever. And with the bracket on it at that  
 7 time it worked out perfect for us. We could do a  
 8 job, which has been done around here, down  
 9 towards Torbay everywhere, over the last number  
 10 of years and that's what we're trying to put in  
 11 place now because it's a quick fix.  
 12  
 13 We do understand now that there are other  
 14 companies possibly around that might be able to  
 15 do that part which would fix it. But having one  
 16 dedicated resource to it is not exactly what we  
 17 think is right.  
 18  
 19 We need our seven helicopter teams. They're  
 20 stationed across the province strategically, the  
 21 same as the helicopters, and that way we can hit  
 22 this from every avenue of the province that we  
 23 can do.  
 24

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1 WILLIAMS, Q.C.:

2 Okay. Maybe just to follow up. What is the

3 interplay between NLSARA and the St. John's

4 Regional Fire Department, for example, if there's

5 a rescue on Signal Hill? Who takes the lead on

6 that?

7 MR. BLACKMORE:

8 A. No. If it's a rescue on scene Signal Hill, like

9 to do with the helicopter, anything to do with

10 the cliff rescue part of it within the city

11 boundaries is under the St. John's Regional Fire

12 Department. Anything outside that is us.

13

14 If it's in the woods for a length of time, we

15 don't expect St. John's Fire Department to hike

16 into The Spout, we'll say, in their bunker gear

17 and try to get somebody out. That's pretty well

18 what we're situated for.

19

20 But if we have to use the helicopter in their

21 jurisdiction to do a high line, we pass it over

22 to them and they do the high line.

23

24 They actually do the training in at the back of

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1 This day and age now, the way the teams are set

2 up for search and rescue, the city could do it in

3 their jurisdiction on the cliff areas. We don't

4 do the cliff rescue like Middle Cove and all that

5 type of stuff. We can but that's their

6 jurisdiction so they do it.

7

8 So for to do the things that are in the back

9 country, if it's in their jurisdiction we do it

10 now with the Department of Health already. They

11 have done some but you don't expect them to go

12 too far in there. But the way it's set up, we

13 can easily respond now with our equipment, do the

14 exact job and we'll bring them out from the back

15 country to the waiting ambulance just the same.

16 And that way it leaves the fire fighting part to

17 the city to stay in the city and fight fires if

18 something happens, because we don't want to have

19 a crew out there.

20

21 If they have to go, they got at least pumpers out

22 there, eight people, fully paid, fully staffed

23 and then they have to backfill.

24

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1 our building, the same as us here in the city

2 with it. And I know that for a fact because,

3 like I said, I did set it up at the time. And

4 all the equipment is the exact same thing, so

5 that if we do have to do multiple rescues, or

6 whatever, we all have the same equipment.

7 WILLIAMS, Q.C.:

8 And is there any logic in terms of -- I mean,

9 obviously the City of St. John's Regional Fire

10 Department is funded.

11 MR. BLACKMORE:

12 A. Yeah.

13 BY WILLIAMS, Q.C.:

14 Q. It is municipally or otherwise.

15 MR. BLACKMORE:

16 A. Well, at that time when we set this up, we

17 weren't into the helicopter rescue part of it

18 from the search and rescue point of view.

19

20 So being involved in it, I took it on and met

21 with the Chief and everybody else. At that time

22 it actually fell under Department of Justice

23 before it was transferred to the city. And we

24 set up the helicopter rescue team.

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1 So cost-wise, it's definitely not effective

2 because we're out there doing it for nothing.

3 Matter of fact, there's meetings ongoing on that

4 coming up in the next three weeks.

5 WILLIAMS, Q.C.:

6 Thank you.

7 MR. BUDDEN:

8 Q. One of my last questions I guess about

9 helicopters. We've heard the term throughout

10 these hearings and had it explained once or

11 twice, but perhaps you could just explain again

12 what FLIR is (forward-looking infrared), and how

13 it's applicable to search and rescue? Both

14 ground and air support?

15 MR. BLACKMORE:

16 A. The FLIR system that we use or want to be using

17 is an infrared system. It picks up heat. It

18 also picks anomalies up, so it would pick up

19 different shapes.

20

21 If we were looking for something that was buried

22 and we see an anomaly, in different lights it can

23 pick it up.

24

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1 To have one on a helicopter is excellent. Some  
 2 years ago we actually wanted them to put them on  
 3 a helicopter at that time. And if memory serves  
 4 me right, I think to put FLIR on four helicopters  
 5 was \$500,000 a machine, I think, at that time.  
 6 So we ended up getting handheld ones.  
 7  
 8 But the FLIR is one of the bigger tools that the  
 9 helicopter can use as per se. Everybody thinks  
 10 the Cormorant's got it, but it doesn't. The boys  
 11 in the Cormorants, with their SAR techs, use  
 12 night vision goggles and everything else and  
 13 their spotlight, which is great. And we  
 14 understand on the next refurbishing they will  
 15 have FLIR put on their machines which will be  
 16 another asset for us.  
 17  
 18 So it is a good tool. We'd like to have it on  
 19 helicopters the best we can because it gives us a  
 20 greater chance of using it. I have used it in  
 21 the RCMP helicopter that was in out of New  
 22 Brunswick. She has one on her.  
 23  
 24 We have used it also or seen it being used with

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1 the plane that does offshore surveillance. But  
 2 there's different levels of FLIR that can be  
 3 used. And basically, the helicopter is the ideal  
 4 platform for it. The drones are good with it but  
 5 they can't cover as much territory as the  
 6 helicopter naturally. And they can't cover it  
 7 from the same distance. So we think if you had  
 8 it on a helicopter we'd be advantageous to it.  
 9 MR. BUDDEN:  
 10 Q. And again, just for the benefit of people who may  
 11 not be familiar with it, which is probably most  
 12 of us. You say there's a handheld FLIR.  
 13  
 14 What does that actually look like? Like how do  
 15 you work it?  
 16 MR. BLACKMORE:  
 17 A. A handheld FLIR is used -- fire departments use  
 18 them in houses for finding heat sources. The one  
 19 that we all have, every team has in search and  
 20 rescue in Newfoundland and Labrador, is a  
 21 handheld FLIR. It's called the police version of  
 22 it. It's used to find heat sources and  
 23 anomalies, if we can.  
 24

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1 We didn't have them until after the tragedy of  
 2 Burton Winters. That's when they were given out  
 3 as another tool. And every team has them.  
 4  
 5 We do use them. But you have to remember, that  
 6 unless you're up in a helicopter, in the daytime  
 7 there's different heat sources, you might be able  
 8 to use them off and on. But we're at ground  
 9 level using them. So we can look across a pond  
 10 or something and hopefully see something. And if  
 11 we're walking down a trail and something is off  
 12 to the side, we can actually see it.  
 13  
 14 But you have to remember that we're at ground  
 15 level and the optimal aspect with these things is  
 16 if they were on a helicopter.  
 17 BY MR. BUDDEN:  
 18 Q. The handheld units that -- and we've seen some  
 19 correspondence, at least I have, that, you're  
 20 right, in 2012 or 2013 provincial government did  
 21 supply, at a significant expense, these units.  
 22  
 23 Can you tell me, like, how much they cost? And a  
 24 particular example of when they've been very

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1 helpful, if one comes to mind?  
 2 MR. BLACKMORE:  
 3 A. The approximate cost was \$20,000 each. What has  
 4 happened is that they decided to buy them. I was  
 5 given the nod to find and do the research on what  
 6 we needed. So we did go out, we did do the  
 7 research on them.  
 8  
 9 Eventually to go through an RFP, they didn't  
 10 do -- they actually gave the Association the  
 11 money and we bought them after we did the  
 12 research on them. Gave them to every team.  
 13  
 14 They're battery-operated with a charged battery  
 15 or you can use AAs in them. I think it's ten AAs  
 16 goes in one pack.  
 17  
 18 And they were given to every team at a cost of  
 19 \$500,000; that's what it costs at the time. And  
 20 we have used them. We have had some success with  
 21 them in finding people, but to give you an  
 22 incident that I can remember right off the top of  
 23 my head, where it was, I wouldn't be able to do  
 24 it.

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1 BY MR. BUDDEN:  
 2 Q. While we're still somewhat on this subject of  
 3 technology, though a different kind, I see  
 4 halfway down to your final page, "implementation  
 5 of a province-wide communications (i.e. radio  
 6 system) with no dead zones, internet and Wifi  
 7 access."  
 8  
 9 And I believe we heard a similar desire from  
 10 Barry Anderson, the head of the search and rescue  
 11 team in Makkovik. That would be UFI (phonetic)  
 12 radio, I believe, and can you tell me a little  
 13 bit about that?  
 14 MR. BLACKMORE:  
 15 A. That's a radio system, something the same as Nova  
 16 Scotia has, Alberta has, a few other provinces.  
 17 It would be a radio system under the Department  
 18 of Justice who are putting this in place for all  
 19 first responders. There's multiple, multiple  
 20 channels on it, how it works.  
 21  
 22 And to do this system, many, many towers have to  
 23 be built. I think the last I heard is that it  
 24 has a \$50 million price tag. I could be wrong.

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1 Mr. Neil Croke from Department of Justice,  
 2 heading it up, has a very good program done up on  
 3 it, waiting to be, I guess, given the green light  
 4 to go ahead. So that at least we can talk --  
 5 basically, once it's set up we can talk island  
 6 wide and with very little dead zones.  
 7  
 8 I don't think, personally, in Newfoundland and  
 9 Labrador you'll ever take all the dead zones out  
 10 of it because of the hilly country we have. But  
 11 it's supposed to at least eliminate, from what I  
 12 understand. It should give us at least a 95  
 13 percent coverage; maybe more from the later  
 14 versions.  
 15  
 16 But right now I know they're still waiting to get  
 17 the okay to go ahead and do it. We hope they do.  
 18 At the time we were canvassed and what would  
 19 happen is that every CP that we have would have  
 20 one of these radios in it, and every team would  
 21 have two portables.  
 22  
 23 That way, we still use our own system within our  
 24 own system for tracking everybody but at least

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1 when we get out to a dead zone from our own  
 2 system, this new system, like the police and  
 3 everybody else would be using, we could actually  
 4 call back to the Command Post and have  
 5 communications between there and whatever else we  
 6 need.  
 7 MR. BUDDEN:  
 8 Q. There's an organization and there's some  
 9 representatives of it in this room, and the  
 10 Commission will be hearing from them and has had  
 11 some communications. The organization is called  
 12 the Civil Air Search and Rescue Association,  
 13 known as CASARA.  
 14  
 15 I understand from conversations with you and from  
 16 other individuals that they are a nationwide  
 17 organization. However, their involvement with  
 18 ground search and rescue, Newfoundland, in recent  
 19 years has been relatively limited.  
 20  
 21 Are you able to comment, I guess, on the benefits  
 22 that CASARA presently has or may possibly have  
 23 for ground search and rescue and air support for  
 24 ground search and rescue in the Province of

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1 Newfoundland and Labrador?  
 2 MR. BLACKMORE:  
 3 A. Yeah. CASARA is a volunteer organization also  
 4 who operate smaller planes. And in Newfoundland  
 5 and Labrador Search and Rescue we did years  
 6 ago -- I guess they were looking to get coverage  
 7 as to be able to be called out by Department of  
 8 Justice or police services we supported, and  
 9 that's done or they can actually go through JRCC,  
 10 through DND.  
 11  
 12 But CASARA is another tool that we have in our  
 13 tool box when we need to use them. When we're  
 14 looking for people lost in the woods it's a very  
 15 small item. CASARA was mainly set up some years  
 16 ago to help with downed aircraft and everything  
 17 else and that is a bit larger.  
 18  
 19 So over the years we have used them a scattered  
 20 time and I will admit not very often. But in  
 21 every search that we do, when we do our planning,  
 22 it does come up. And if we can use them, we  
 23 will. It's just another asset. Preferably we do  
 24 like the helicopter because we're in a controlled

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1 area, but in a wide, wide area... We have used  
 2 them in Pouch Cove, Flatrock, a couple of other  
 3 spots. Cape Spear and that. But that has been  
 4 the extent for me in here.  
 5  
 6 I think they have been used on the West Coast a  
 7 few times, but overall we don't use them a lot.  
 8 I do admit that. But it's just another tool in  
 9 the toolbox, the same as our drone or whatever  
 10 else. If we need it, it will be used. And I can  
 11 assure you that at every search that I've been on  
 12 it always comes up, do we need to bring them in  
 13 or not. And then it's decided by the search  
 14 manager and the IC at the search whether we use  
 15 them or not.  
 16 MR. BUDDEN:  
 17 Q. I understand there's one particular search, and I  
 18 got this from Mr. Bishop, who is, I understand,  
 19 the president or coordinator of the local CASARA.  
 20  
 21 And again, CASARA will certainly have the  
 22 opportunity to meet with the Commission. And  
 23 there already has been one meeting.  
 24

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1 But this particular instance, I understand an  
 2 individual left somewhere in the southern Avalon,  
 3 say Trepassey, though I'm not sure it was, and  
 4 did not turn up at his designation in St. John's.  
 5 And there's some thought that he may have gone  
 6 through the St. Mary's Bay side of the route or  
 7 he may have gone up the southern shore side of  
 8 the route. And CASARA was engaged to send a  
 9 plane down one route, while a patrol car or a  
 10 helicopter went the other route.  
 11  
 12 Are you familiar with that? Would that be the  
 13 kind of search where in your opinion CASARA could  
 14 be particularly helpful? And if so, why might  
 15 that be?  
 16  
 17 They were looking for a car in this instance. A  
 18 car that perhaps went off the road or something.  
 19 MR. BLACKMORE:  
 20 A. I wasn't involved in that and I'm not quite a  
 21 hundred percent sure on it, but if you're looking  
 22 for a car traveling the highway by all means I  
 23 could see CASARA being used. But I would have to  
 24 refer that to the RCMP because I don't actually

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1 know that case.  
 2 MR. BUDDEN:  
 3 Q. Okay, very good. We've heard as well about the  
 4 term "spotters," as in teams of individuals who  
 5 are in the air looking for a missing person or a  
 6 clue as to a missing person on the ground.  
 7  
 8 And I have come to understand that in this case  
 9 the term "spotter" means more than somebody  
 10 happens to be up there trying to see something.  
 11 These are individuals who have certain training,  
 12 certain techniques that you use to make sure that  
 13 the likelihood of seeing something important on  
 14 the ground is maximized.  
 15  
 16 Are you familiar with that training and, if so,  
 17 can you comment as to whether in your experience  
 18 that the spotters that CASARA has trained are  
 19 utilized in air support for ground search and  
 20 rescue?  
 21 MR. BLACKMORE:  
 22 A. In some teams CASARA people are used for  
 23 spotters. I know we have a team just outside  
 24 St. John's, Holyrood. They have a number of

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1 people that are trained by CASARA for spotters.  
 2  
 3 Our own team has some people that have been  
 4 trained at the time. But overall there's not a  
 5 big lot of training done with it. We have  
 6 utilized our people from years of experience  
 7 looking. We're not just up there for a joyride.  
 8 We do know how to look and find things. But  
 9 overall I don't make any special arrangements to  
 10 have a CASARA person come in.  
 11  
 12 We have enough people within our own team right  
 13 now trained, in my opinion, well enough to be  
 14 able to look at what we're looking for. We're  
 15 used to looking for small objects and we go from  
 16 there.  
 17  
 18 But the one big thing, as I brought up in one of  
 19 the other sessions, is if we do do the training,  
 20 that's fine, but then we have to do the  
 21 retraining it, and all that comes at a cost. So  
 22 we would have to come up with some kind of  
 23 moneys, I guess, to rent out a helicopter,  
 24 whatever.

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1 The initial training might be done with DND, if  
 2 possible, or some of the CASARA planes. But  
 3 overall we use mainly our own people. But I know  
 4 there are a number of us throughout the province  
 5 that do have the CASARA training because we've  
 6 been trained by CASARA. Individuals at the time.  
 7 And we just basically go with what we have.

8  
 9 As Barry Anderson said, from years of experience  
 10 we've picked it up also, the same as you heard  
 11 last week on the West Coast from the wildlife  
 12 officer who spent more time in the helicopter  
 13 than I'd say all of us here at this table put  
 14 together.

15  
 16 They have never done formal training but as for  
 17 being able to find stuff in the woods that we  
 18 look for in the areas, they feel that they're  
 19 fairly well trained and that's just the way it is  
 20 with us right now.

21  
 22 So, no, we do not use CASARA spotters as per se.  
 23 If I'm there and I do need them, I haven't got  
 24 anybody else left, I would pick up the phone and

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1 call. In my area I'd call the zone commander or  
 2 I'd go directly to Brian Bishop, their provincial  
 3 president, and ask for the people. But  
 4 otherwise, no, we don't.

5 MR. BUDDEN:  
 6 Q. Okay. Just one follow-up question to that. What  
 7 you're saying about the training, that's true for  
 8 everything though, isn't it? I mean, any  
 9 training you do, whether it's mental health  
 10 training or mental health first aid training or  
 11 spotting or rope training, it all needs to be  
 12 recertified and refreshed from time to time.  
 13 Spotting is no different.

14 MR. BLACKMORE:  
 15 A. That's correct. But one thing with the part that  
 16 we do right now -- for the helicopter part of it,  
 17 for the guys that we use as spotters, our own  
 18 teammates that have years of experience at this.  
 19 So that's something that we do and look at it,  
 20 well, that's not a cost to us. They know how to  
 21 do it and we have enough searches that they  
 22 recertify enough anyway. And that's one thing  
 23 that we don't have to pay for and that's just the  
 24 way we look at it.

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1 MR. BUDDEN:  
 2 Q. Okay. You've talked about some teams obviously  
 3 having more resources than other teams. And you  
 4 told me a story about a particular team that  
 5 almost had to take its main truck off the road  
 6 for want of a battery.

7  
 8 I guess my question is, we've heard about the  
 9 Rovers and we've heard from the Bay of Islands  
 10 crew and some of the bigger crews. And we have  
 11 been to Makkovik and Hopedale, and heard from  
 12 some smaller teams, such as Red Indian Lake.

13  
 14 But we haven't heard from all the small teams.  
 15 And when we hear that, that's obviously something  
 16 of concern when there's a team they may have  
 17 trouble even keeping its vehicle on the road.

18  
 19 Can you tell me, I guess, a little bit more about  
 20 that, how that situation was resolved? And how  
 21 widespread that kind of underfunding is?

22 MR. BLACKMORE:  
 23 A. It's not widespread as per se. Yes, all teams  
 24 have trouble struggling because of money. The

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1 smaller teams in some of the smaller communities  
 2 have trouble raising money because you may have  
 3 500 people in the community and everybody is  
 4 after that same dollar, from 20 different  
 5 organizations.

6  
 7 So things that happen like that is when I would  
 8 get involved with them. And this particular one,  
 9 they would have to take their truck off the run  
 10 because they needed two batteries for their  
 11 truck, at a cost of 600 bucks and they didn't  
 12 have it.

13  
 14 They were trying to keep the lights on in their  
 15 building. That part of it. So when they called  
 16 me and told me to remove their truck from the  
 17 system and I asked why, and this is what it was,  
 18 for \$600 for two batteries, that's where the  
 19 Association kicks in. Says go get your  
 20 batteries. Send me the bill and we'll pay it.

21  
 22 So the smaller teams we do help out a bit more  
 23 than the bigger teams. When you look at the  
 24 bigger teams, they raise their own funds because

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1 they're in bigger centres. And the more that we  
 2 can do for the smaller teams, we would, as we did  
 3 a few years ago with all the teams on the Coast  
 4 of Labrador. We ordered Arctic Oven tents from  
 5 Alaska at a cost of a little over \$2800 each.  
 6  
 7 We knew they wouldn't be able to raise the money  
 8 themselves, so we went and bought them for them.  
 9 Sent them out to every single team on the coast.  
 10 And that's just stuff we do.  
 11  
 12 And at our AGM meetings, if there's that need  
 13 anything they put in their request to us. Pretty  
 14 well being upfront, if I got the money, they're  
 15 going to get it. If I don't have the money, you  
 16 don't get it. It's just as simple as that.  
 17  
 18 And if we can help them, we will. No different  
 19 than we move equipment around. This week, just  
 20 past, we moved a bigger boat to Labrador in Happy  
 21 Valley-Goose Bay for the Lake Melville area. And  
 22 the boat that they had, which was a 16-foot  
 23 Zodiac, we moved back here to Stephenville  
 24 Crossing because the smaller boat was more

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1 applicable for what they wanted.  
 2  
 3 So we move stuff around. We help out the teams  
 4 as much as we can. And that's the reason I'm  
 5 asking for the extra money, so we can pretty well  
 6 get everybody up to scratch on everything.  
 7  
 8 And instead of having a truck that's falling  
 9 apart and you're trying to keep going, we're  
 10 looking at trying to put some new equipment in  
 11 some places.  
 12  
 13 We did, out of the extra money government gave us  
 14 a few years ago. We actually donated \$25,000 to  
 15 each team if they were buying a vehicle of some  
 16 sort to help with their team. And we pay so  
 17 much; they pay so much.  
 18  
 19 Any team that couldn't get it and we figured they  
 20 had to have it, between the executive we make a  
 21 decision, we go buy the truck for them and give  
 22 it to them.  
 23 MR. BUDDEN:  
 24 Q. I guess this is sort of an observation or put out

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1 there for your comment. We all know that in many  
 2 areas of rural Newfoundland in particular, the  
 3 population is dropping. But we also hear tourism  
 4 being promoted, some of the hiking trails like  
 5 along the Bonavista Peninsula and so forth.  
 6  
 7 So I guess you can have a situation where the  
 8 population may be dropping, but the number of  
 9 people out in the woods may not be dropping. May  
 10 even be increasing with tourism and things like  
 11 that, which could mean even greater need for  
 12 certain types of search and rescue.  
 13  
 14 What are your thoughts on that?  
 15 MR. BLACKMORE:  
 16 A. Over the past few years with tourism being really  
 17 pushed heavy, with COVID hitting, it put  
 18 everybody that could walk out in the country.  
 19  
 20 Our incidents went up everywhere but one thing we  
 21 did find with the COVID area, that was when COVID  
 22 was really heavy on the first of it, people were  
 23 out walking. They either got lost or they got  
 24 hurt, but then 25 more people found them that

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1 were out there doing the same thing as them and  
 2 carried them out. So it saved us a lot of work.  
 3 I thought it was good that way.  
 4  
 5 But overall the areas with tourism being pushed  
 6 the way it's being pushed, our numbers are up.  
 7 We have had four on the East Coast Trail, this  
 8 year alone, right here in this area, from out of  
 9 province. And thought it was a hiking trail.  
 10 And anybody who's walked the trails around here,  
 11 a pair of flip-flops just don't cut it. And you  
 12 need the proper hiking gear.  
 13  
 14 The trails are out there. I don't think they're  
 15 promoted properly as to how rugged they are and  
 16 that. But we are picking up business, I guess  
 17 you want to call it, and going from there.  
 18  
 19 But the people that are out there with the  
 20 tourism now that's being pushed the way it is, it  
 21 is after probably doubling or tripling.  
 22 MR. BUDDEN:  
 23 Q. Just have a few more questions or a couple more  
 24 subject areas.

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1 Fundraising: You've got a piece in here about  
 2 it. The quote was, "Due to burnout from  
 3 fundraising." And when we were out doing some of  
 4 our hearings we heard, I guess, two messages on  
 5 fundraising.  
 6  
 7 One is, it is quite impressive how relatively  
 8 small communities were able sometimes to raise a  
 9 lot of money.  
 10  
 11 So for Exploits, for instance, gave us in detail  
 12 how they raised \$400,000 for a command centre and  
 13 how I believe the community of Norris Arm south,  
 14 in memory of a person of that community, that  
 15 small community raised something like \$20,000.  
 16  
 17 So we hear these impressive stories of community  
 18 engagement, but we also hear people saying, look,  
 19 we're doing things like picking up garbage along  
 20 the side of the road to get a thousand-dollar  
 21 donation from our community. We're having moose  
 22 burger barbecues. We're trying to coordinate  
 23 with every other charity in town so as not to  
 24 have our big event the same weekend as somebody

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1 else's big event. And so on and so on and so on.  
 2 So when you talk about burnout from fundraising,  
 3 we've heard some of what you're saying.  
 4  
 5 Well, perhaps you could tell us just a little  
 6 more about, I guess, how crucial fundraising is?  
 7  
 8 To what degree ground search and rescue would be  
 9 able to function without fundraising? Why is it  
 10 leading to burnout?  
 11 MR. BLACKMORE:  
 12 A. Fundraising is the main way we stay alive, from  
 13 everything that we do. When you're raising funds  
 14 for a major purchase like a command vehicle or  
 15 something like that, that usually gets us a lot  
 16 of high visibility traffic, we'll call it,  
 17 throughout the province and throughout the town  
 18 that you're trying to do it within.  
 19  
 20 So a lot of community events may do a fundraiser  
 21 for you or, as in Norris Arm, this one particular  
 22 lady, in memory of her husband, raised \$20,000 in  
 23 her community to donate to Exploits, which was  
 24 good.

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1 But most of the teams that are out there do their  
 2 regular ticket sales, recycling, selling moose  
 3 burgers, moose bologna, you name it.  
 4  
 5 And we do lose some people because we have to  
 6 fundraise so much. If you're a bigger team, you  
 7 got more expenses. That's just the way it goes.  
 8  
 9 So, yes, we may get a bigger team. It's great  
 10 for helping out. Everything that we do and have  
 11 has to be taken care of so we have to fundraise  
 12 for it.  
 13  
 14 And we have lost many a person that we have  
 15 trained and have been great searchers on  
 16 different teams across the province that have  
 17 said, boy, I just had enough of this. I've sold  
 18 my last ticket. Because every time you sell one,  
 19 you got to buy four back. So due to that, the  
 20 fundraising efforts that we do use and have to  
 21 use is what we do to stay alive.  
 22  
 23 We're not funded as the Coast Guard Auxiliary or  
 24 CASARA are by federal funding. We don't get

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1 that. So we do what we got to do but we do lose  
 2 some of our people due that they're just fed up  
 3 selling tickets or selling burgers or whatever.  
 4  
 5 As everybody knows in this room, I guess, is  
 6 after selling a scatter ticket or whatever,  
 7 someone has got to organize it. It all takes  
 8 time and energy and people just have got burnt  
 9 out with it.  
 10 MR. BUDDEN:  
 11 Q. Virtually every team we've encountered we've  
 12 asked them about, look, what's sort of the age  
 13 range? How many of the searchers are women? How  
 14 many are men?  
 15  
 16 And what we're hearing, we're hearing everything  
 17 from, I believe, Exploits at the moment, I  
 18 believe the entire team is male, as is true, I  
 19 believe, of the teams we've heard from, at least  
 20 the team in Makkovik.  
 21  
 22 We also heard Bay of Islands has a higher  
 23 percentage of women. With the Rovers, and  
 24 correct me if I'm wrong, I believe it's around



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1 ten percent of the team is female but 90 percent  
 2 is male?  
 3 MR. BLACKMORE:  
 4 A. That's correct. Right now, seeings you brought  
 5 the Rovers up, we have 14 women in our team.  
 6 Now, our team is big. We have 80-odd people.  
 7 But majority of people that are out there, yes,  
 8 are men of all different ages.  
 9  
 10 We do have some teams that have about a 50/50  
 11 split, as far as being under 40 and over 40,  
 12 we'll call it, or 50.  
 13  
 14 But we do find that most of them are men that  
 15 have been in the different communities. For some  
 16 reason that's just the way it goes. We have  
 17 never turned anybody down from any source. If  
 18 somebody wants to join and they can meet the  
 19 criteria, they're more than willing and able to  
 20 come forward, we do different recruitments,  
 21 probably usually in September. Some teams do it  
 22 in May but most of us do it in September, and  
 23 whoever comes, comes.  
 24

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1 We've had two guys on our team from Nicaragua for  
 2 a year. But due to university, they left again.  
 3  
 4 We have had two or three people from different  
 5 other backgrounds that come but if they're here  
 6 going to university they leave again and things  
 7 like that. But overall we just take it.  
 8  
 9 The women point of it, we think just to do with  
 10 the family life that's what takes people out of  
 11 it. We've got three or four women with us right  
 12 now, they're just newly married. Knowing that  
 13 they will be starting up a family probably within  
 14 the next three or four years, we know we're going  
 15 to lose those people.  
 16  
 17 But we have never turned anybody down. No matter  
 18 what background they come from, they're more than  
 19 welcome.  
 20 MR. BUDDEN:  
 21 Q. On Friday, I believe, we'll be having a session  
 22 that will look more closely at recruitment and  
 23 strategies going forward. So I thank you for  
 24 that. And we'll return to that.

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1 The last real topic I have is we've -- this is  
 2 arising out of some discussions we've had and  
 3 some evidence that we've heard this week.  
 4  
 5 When we think of search and rescue, what we often  
 6 think about would be a lost berry picker, or a  
 7 lost hunter, or a young person who may have gone  
 8 missing and has become lost.  
 9  
 10 I was surprised to hear from you, and similarly  
 11 from other teams, perhaps not the same degree  
 12 but, that the majority of the searches that the  
 13 Rovers are involved in are searches of  
 14 individuals who may not necessarily want to be  
 15 found.  
 16  
 17 They may be suffering a mental health illness or  
 18 crisis that has caused them to leave home, and  
 19 the police have obviously considered it necessary  
 20 to find them and have tasked the Rovers with  
 21 that.  
 22  
 23 That, I assume, is perhaps a trend that has  
 24 accentuated over time in your years of

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1 involvement. So if you could comment a little  
 2 bit on that. How accurate is what I'm saying?  
 3 And how does that affect how the search and  
 4 rescue teams operate?  
 5 MR. BLACKMORE:  
 6 A. Right now, search and rescue, yes, the days of  
 7 when hunters used to be our top priority, they  
 8 are now on the bottom of the list. If there is a  
 9 list out, I don't have it here with me, where  
 10 hunters were number one. Now they're number 14.  
 11  
 12 Mental health issues, I would say in this area  
 13 right here are definitely 50 to 60 percent of our  
 14 business. Across the province, it's a good 50  
 15 percent. Across Canada it's about 60 percent to  
 16 do with different mental-type issues.  
 17  
 18 One big thing we do have here in this area is  
 19 possible suicides. We do an awful lot of  
 20 searching for people that have left their home,  
 21 left a note. I'm fed up or whatever, went on.  
 22  
 23 The police call us to do a search. Those are the  
 24 harder searches we do it for because we have no

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1 idea which way they went. They know they left  
2 their house on Duckworth Street. Now where they  
3 went is a good question.

4  
5 But if they do lead us to areas in wooded areas,  
6 it's time staking then because basically you do  
7 your quick hasty, but it's not as profound, I  
8 guess, as if we're trying to find somebody that  
9 is trying to be found.

10 We end up doing a lot of grid searching which  
11 takes up time and time and time. For us to do  
12 one square kilometre, inch by inch, is going to  
13 take us over a week and that's with 24 people.

14  
15 So that stuff takes time. But our clientele, I  
16 guess we'll call it, right now is up from what it  
17 used to be in the mental health activity part of  
18 it. I think that might answer it.

19 MR. BUDDEN:

20 Q. Yes. And I think it would follow logically from  
21 that, that some of the search and rescue  
22 techniques and approaches and training would be  
23 different than what you might have had 30 years  
24 ago when the lost hunter, the lost berry picker,

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1 the lost couple fishing might be your biggest,  
2 your more frequent searches?

3 MR. BLACKMORE:

4 A. Well, as we were saying and we've seen in  
5 searches, the outlying areas that you look at a  
6 search and if we try to do a containment and  
7 probably put people four and five kilometres out  
8 to try to work in towards it, we don't use those  
9 tactics because we know what we're looking for.

10  
11 It's regrettable to say that we don't find  
12 everybody in this way, it's hard. Believe me.  
13 And you have to look every which way, up, down,  
14 side to side, if you're trying to find somebody.

15  
16 If they're out there and they don't want to be  
17 found in that way because of mental issues, they  
18 hide from us. And maybe after two days of  
19 searching, they may hopefully have a change of  
20 heart and we do find them. That's great stuff.

21  
22 But a lot of times we've had people that had  
23 written notes to us that they're going to commit  
24 suicide. We've chased them in the woods for four

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1 days. They were putting arrows down, pointing  
2 this way, that way. They were doing everything.  
3 And finally, on the fifth day we did find them  
4 but deceased.

5  
6 But it's just a different avenue of trying to  
7 find somebody. It's a real problem, I think, and  
8 I think Louise can really shed light on this when  
9 she gives her testimony.

10  
11 But it's a problem now that has been acted on by  
12 us as an association to try to bring as much  
13 emphasis on it as possible through both police  
14 forces. And as I said before, bring in mental  
15 health experts to talk to our people.

16 MR. BUDDEN:

17 Q. And the search we looked at in detail last week  
18 involved such a search. And so the Commission  
19 has engaged with this previously. I just wanted  
20 to return to it briefly.

21  
22 Mr. Blackmore, that's pretty much all I had for  
23 you. The Commissioner may have questions. Other  
24 people in the room may have questions.

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1  
2 And it's also important to just make the point to  
3 you again. That you put, obviously, an untold  
4 amount of effort into a search and rescue and you  
5 and your association have and a lot of work into  
6 the work of this Inquiry.

7  
8 If there's anything that's sort of occurred to  
9 you to say or that's come to your mind as I've  
10 questioned you or otherwise, anything you want to  
11 supplement your submission with, feel free to  
12 mention it.

13 MR. BLACKMORE:

14 A. Right now, with the submissions and the questions  
15 I think I pretty well got everything on the  
16 table.

17  
18 I will go back and say as I've told some of the  
19 lawyers that have been dealing with me since  
20 November getting ready for this, is that it's a  
21 struggle to keep it going but we enjoy it,  
22 believe it or not.

23  
24 It's great for making friends within the team

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1 ourselves, lifelong friends. And we just keep at  
 2 it because we do enjoy it and the end result is  
 3 that hopefully we're helping somebody out.  
 4  
 5 Still to go back to why we do it? I don't know  
 6 for sure. I don't think there's any one real  
 7 answer. But we do thank the Commission for this  
 8 chance to hold this inquiry.  
 9  
 10 For sure when it was announced, if my phone  
 11 didn't ring 50 times the first week, it was 200  
 12 because everybody, what's this going to do to us?  
 13 What's this going to cost us?  
 14  
 15 So we look at this now as an inquiry to help  
 16 ground search and rescue. As I've told  
 17 everybody, there's nothing out there for us to  
 18 fear with it. Just tell the truth of what we got  
 19 to do it. Lay it on the line. It is what it is.  
 20 And wherever we go with it, we go with it.  
 21 RALPH, Q.C.:  
 22 Yes. Thank you, Commissioner. I'm wondering  
 23 about CASARA. Will we be hearing from CASARA  
 24 this week?

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1 MR. BUDDEN:  
 2 The CASARA members are here today and they  
 3 certainly wish to put information before the  
 4 Commission. We have had dialogue with  
 5 Mr. Bishop, the president, and we've had a couple  
 6 of meetings that were scheduled but for one  
 7 reason or another the coordinating schedules have  
 8 had to be postponed.  
 9  
 10 We presently plan to meet with them after-hours  
 11 as the Terms of Reference speak of various types  
 12 of meetings.  
 13  
 14 So we will be hearing more from CASARA. I'm not  
 15 sure whether it will be at a public session. But  
 16 certainly their point of view will inform the  
 17 Commission.  
 18 RALPH, Q.C.:  
 19 Right. Because I understood they actually have a  
 20 presentation prepared; is that right?  
 21 MR. BUDDEN:  
 22 I was given something earlier today. And yes,  
 23 there's a brief presentation I have here but I  
 24 haven't had a chance to really discuss it or look

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1 at it.  
 2 RALPH, Q.C.:  
 3 Fair enough. Commissioner, I'm not going to have  
 4 any questions for Mr. Blackmore. I want to say  
 5 that the Province appreciates how thorough and  
 6 thoughtful and very specific Mr. Blackmore has  
 7 been in his submissions.  
 8  
 9 I understand he sent this to me last night. I  
 10 actually noticed that I had it in my email this  
 11 morning, and so I've sent it to my client. And  
 12 clearly, this document is going to be a big help  
 13 to the Commissioner when he's trying to determine  
 14 what recommendations he's going to create in  
 15 terms of draft recommendations and his ultimate  
 16 recommendations in his final report.  
 17  
 18 And I don't think the Province has an interest in  
 19 examining Mr. Blackmore and what NLSARA is  
 20 specifically asking happen in the  
 21 recommendations.  
 22  
 23 But I think that it's phenomenally detailed and  
 24 basically deals, I think, with every kind of

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1 issue that has arisen during the course of this  
 2 Inquiry thus far.  
 3  
 4 And I'm hoping that during the course of this  
 5 week all these issues that he's raised, there  
 6 will be a conversation between himself and the  
 7 other people in this room who are, unlike myself,  
 8 experts in ground search and rescue.  
 9  
 10 And like I said, it's a very thorough document in  
 11 terms of, I think, dealing with all the things  
 12 that have arisen during the examination of the  
 13 operations that we've done so far.  
 14  
 15 And I guess the second thing, certainly once I've  
 16 had the opportunity to review this document with  
 17 my client, my client may wish for me to comment  
 18 on them in closing submissions and when we're  
 19 reviewing the draft submissions, draft  
 20 recommendations. But at this point I haven't had  
 21 an opportunity to review specifics of your  
 22 requests with my client.  
 23  
 24 And again, I think at this stage, perhaps, I

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1 suspect what my client will say it's not really  
 2 appropriate at this time to examine  
 3 Mr. Blackmore. But I think as a document it's  
 4 going to be very helpful in the long run for the  
 5 Commissioner.  
 6  
 7 But also, I think it's going to be very helpful  
 8 this week as kind of framing the discussions  
 9 going forward. And like I said, I hope there'll  
 10 be discussions between yourself and CASARA and  
 11 other people in this room who are, like I say,  
 12 experts in ground search and rescue.  
 13 COMMISSIONER IGLOLIORTE:  
 14 Thank you. Counsel?  
 15 MR. FREEMAN:  
 16 Thank you, Mr. Commissioner. Mr. Blackmore, just  
 17 a couple of quick questions for you. It's Mark  
 18 Freeman for Justice Canada.  
 19  
 20 What is the current budget for NLSARA annually?  
 21 MR. BLACKMORE:  
 22 A. The annual current budget right now is \$91,000.  
 23 Over the past five years we have been getting an  
 24 extra \$100,000 per year to try to upgrade some

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1 equipment.  
 2  
 3 The \$91,000 was jacked up from 50 to 75. It went  
 4 to 91 when we had to pay for our radio license  
 5 fees and our AD&D insurance, which brings it down  
 6 to 50 again.  
 7  
 8 So our annual operating grant that we use with  
 9 the Province works out to be \$50,000. So out of  
 10 that we have to have our AGM, which we're having  
 11 at the end of this month, and we pay for all the  
 12 expenses for all of our team coordinators to come  
 13 in and go back to their home and bring up  
 14 whatever issues.  
 15  
 16 So therefore, we went up with about, I'm going to  
 17 say, \$25,000 to play with, to help out what we  
 18 can.  
 19  
 20 Now, I'm pretty good at getting grants with the  
 21 federal government. I've been around for a  
 22 while. And I've sat on these boards. I know how  
 23 they work. So we've been pretty good to be able  
 24 to use some of that to help us out.

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1 But the annual grant from the provincial  
 2 government has been \$91,000 since we started  
 3 paying our radio license fees ourselves.  
 4 MR. FREEMAN:  
 5 And does that include the fundraising amounts  
 6 that you get from your 27 teams, I think it is?  
 7 MR. BLACKMORE:  
 8 A. No.  
 9 MR. FREEMAN:  
 10 Q. That doesn't --  
 11 RALPH, Q.C.:  
 12 I think Mr. Blackmore is saying that's his grant  
 13 as opposed to his budget. I think the provincial  
 14 government, I think, grants his organization  
 15 \$191,000; \$91,000 operating and \$100,000 capital.  
 16 MR. BLACKMORE:  
 17 A. Yeah, but the 100 capital is only on a five-year  
 18 term.  
 19 RALPH, Q.C.:  
 20 Q. Right.  
 21 MR. BLACKMORE:  
 22 A. Then we have to try to vie and come up with  
 23 something to try to use it for.  
 24

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1 RALPH, Q.C.:  
 2 Q. Right. So I think there's other sources of  
 3 revenue. And so the budget is not 191, but the  
 4 revenue for the grants from the Government of  
 5 Newfoundland --  
 6 MR. BLACKMORE:  
 7 A. The only other revenue we have is fundraising.  
 8 RALPH, Q.C.:  
 9 Q. I mean, obviously, SARNIF is a big source of --  
 10 MR. BLACKMORE:  
 11 A. Well, the impression you're giving, that we get  
 12 other funding. But we don't.  
 13 RALPH, Q.C.:  
 14 Q. No. Because I understand that I think you said  
 15 earlier there was over four million dollars in  
 16 capital grants since about 2010.  
 17 MR. BLACKMORE:  
 18 A. And like I said, if we're lucky enough to get  
 19 grants.  
 20 RALPH, Q.C.:  
 21 Q. Right. No, I appreciate that. But I mean, a lot  
 22 of that came from SARNIF; is that right?  
 23 MR. BLACKMORE:  
 24 A. Came from where?

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1 RALPH, Q.C.:  
 2 SARNIF?  
 3 MR. BLACKMORE:  
 4 A. SARNIF, yes.  
 5 BY RALPH, Q.C.:  
 6 Q. Is that correct? I'm just saying, so I guess my  
 7 point here is that you're spending more money  
 8 than just what the provincial government is  
 9 giving you; is that right?  
 10 MR. BLACKMORE:  
 11 A. Yeah. One thing about SARNIF, when you're  
 12 putting in for SARNIF funding, it is specific  
 13 line for line that if you're buying a boat, you  
 14 don't change your mind and buy a drone. It is  
 15 specific. If you don't spend it on that, send  
 16 the money back. It's as simple as that.  
 17 MR. FREEMAN:  
 18 Q. Okay, thank you. Again, I'm just out of  
 19 curiosity trying to get that information out  
 20 there and try to understand it.  
 21 MR. BLACKMORE:  
 22 A. Oh, no problem.  
 23 MR. FREEMAN:  
 24 So I was just trying to -- as I see from your

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1 presentation, essentially, you're saying for the  
 2 next couple of years you'd be looking for two  
 3 million dollars a year to get things up and  
 4 running to where you'd like them. Then after  
 5 that, it would be one million per year.  
 6  
 7 I'm just trying to understand how close you are  
 8 to that million number already? In terms of --  
 9 MR. BLACKMORE:  
 10 A. A long ways off.  
 11 MR. FREEMAN:  
 12 Q. Like, are you a tenth of the way there? Or a  
 13 twentieth?  
 14 MR. BLACKMORE:  
 15 A. Well, if we're getting \$91,000, we're tentatively  
 16 there.  
 17 MR. FREEMAN:  
 18 Q. Okay, thank you. Did you want to tell us any  
 19 more about the topic in your presentation, the  
 20 AdventureSmart program education?  
 21  
 22 Is there anything more that you want to say about  
 23 that? It sounds like an interesting initiative?  
 24

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1 MR. BLACKMORE:  
 2 A. AdventureSmart is a program which is being  
 3 basically done by ground search and rescue. We  
 4 actually have a national coordinator who operates  
 5 here out of Newfoundland under the SARVAC office.  
 6  
 7 And what it is, is anything to do with outdoors  
 8 with children, adults, what to do, what to do  
 9 take with you, how to leave trip plans. So if  
 10 you're out there and someone gets lost, we can  
 11 find out where you're at.  
 12  
 13 It's a national program that has been done in  
 14 both official languages. Run by Mr. Paul French  
 15 from the SARVAC office.  
 16  
 17 We have had some funds dedicated through this  
 18 with the Public Safety Canada through the SARNIF  
 19 part of it, in that we actually supply the  
 20 materials to a lot of children out there.  
 21  
 22 We say if you're lost, to the children, hug a  
 23 tree. Basically, stay put, we'll come and get  
 24 you. That's what we try to promote.

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1 We actually go to schools, giving presentations.  
 2 All different community events that are around we  
 3 go to. We promote it as much as possible. We  
 4 give out blankets to the children. Little  
 5 tinfoil blanket-type things. They're called  
 6 saver blankets to keep the heat in. And stuff  
 7 like this.  
 8  
 9 We actually sometimes give out first aid kits to  
 10 them, depending on what group we're doing. And  
 11 it shows them what to do if they're lost.  
 12  
 13 With the adults, we show them what to do if  
 14 they're lost. If they're adults, we also do  
 15 snowmobile safety with them to help promote that  
 16 part of it because it is a big sport in Canada.  
 17  
 18 And AdventureSmart reaches thousands and  
 19 thousands of people throughout the country. Even  
 20 in BC, they've started a side one of their own,  
 21 run through our national association sideline so  
 22 they have it translated into five more different  
 23 languages.  
 24

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1 And we're trying to hit everybody as much as  
 2 possible. We do bring people in from across the  
 3 country to train them, how to go out and present.  
 4 And we've done that and they have their own  
 5 database now. They have their own app. You can  
 6 go on your phone, download an app, so that you  
 7 can fill out: you're going on a trip, who's  
 8 going with you, what you're taking with you,  
 9 where you're going. And if you don't come back  
 10 by four o'clock or five o'clock, depending on  
 11 what time you put in there, your emergency  
 12 contact person would know that you didn't turn  
 13 up.  
 14  
 15 So if I went out and I left you as my emergency  
 16 contact, I didn't turn up by six o'clock, which I  
 17 was supposed to, so by eight o'clock you hit the  
 18 panic button. Phone the police, come and go look  
 19 for them.  
 20 MR. FREEMAN:  
 21 Q. All right. Thank you, Mr. Blackmore. We have no  
 22 more questions.  
 23 COMMISSIONER IGLOLIORTE:  
 24 Thank you. Mr. Williams, please?

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1 WILLIAMS, Q.C.:  
 2 Thank you, Mr. Commissioner. Mr. Blackwood, I  
 3 have two fundamental areas I just want to touch  
 4 on. And I know and I understand 100 percent that  
 5 the majority of your presentation and your  
 6 submission to the Inquiry has dealt with  
 7 financial requirements because obviously that's  
 8 got to be first and foremost. It touches upon  
 9 every aspect of your activities.  
 10  
 11 But from an operational side, for the benefit of  
 12 the Inquiry, I've said to other witnesses that  
 13 this Inquiry can serve a couple of purposes.  
 14  
 15 It's not only recognizing faults that may exist  
 16 in the system, but improving them. The whole  
 17 idea of recognizing them is to improve them.  
 18  
 19 So without going through all the case studies  
 20 that we've done, but you've sat through all the  
 21 evidence that we've had here in terms of case  
 22 analysis, and if I could just take a minute to  
 23 speak to what I see as how the system works very  
 24 generally.

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1 I want to get your feedback on where you see  
 2 operational - and what I'll call "operational,"  
 3 whether it's the appropriate use of the term or  
 4 not - issues arising?  
 5  
 6 If you had to identify -- so I know we could use  
 7 more money for equipment and more money for  
 8 licensing, etcetera. But my understanding is if  
 9 I get a lost in the woods off Terra Nova, the way  
 10 the system would work is that a call would go  
 11 from my family saying I'm late coming home. It  
 12 would go in Terra Nova, obviously, to the local  
 13 RCMP dispatchment.  
 14  
 15 If they determine after their analysis further  
 16 resources are required or further effort, I  
 17 should say, are required, they will contact the  
 18 local ground search and rescue team.  
 19  
 20 That team then deploys and determines whether or  
 21 not they need resources. Those resources are  
 22 either going to be, first off, provincial, right?  
 23 MR. BLACKMORE:  
 24 A. Yeah.

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1 WILLIAMS, Q.C.:  
 2 Q. And if that can't serve the trick, we go to  
 3 federal through DND and it continues.  
 4  
 5 Is that a rough accurate description of how it  
 6 works, generally?  
 7 MR. BLACKMORE:  
 8 A. In a nutshell, yes, that's how it works. It does  
 9 expand up and down with that, in that once your  
 10 family would notify the police. They would do an  
 11 automatic, I guess, small investigation.  
 12  
 13 But for you as a person that would have got lost  
 14 up in Terra Nova, we'll say, that would come  
 15 straight into the police. The police would  
 16 obviously recognize it as a lost person.  
 17  
 18 You're correct. They would notify the  
 19 appropriate team. That team would go in and set  
 20 up. Start to do the search. Find out what area  
 21 you were in, coordinate it and then call for  
 22 whatever resources are needed, whether it's more  
 23 from our association.  
 24

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1 In a big area like up there, if you were up there  
 2 I would say they would call for provincial  
 3 resources to do with air services.  
 4  
 5 And if they weren't available, probably depending  
 6 on the time and everything else, it may go up to  
 7 JRCC for DND resources, or probably some other  
 8 private contractor that we have seen around  
 9 helping out and go from there.  
 10  
 11 But in a nutshell you're pretty well on the  
 12 button for how it works.  
 13 WILLIAMS, Q.C.:  
 14 Q. Okay. So what, I guess, part 2 of my question  
 15 is, from your experience and from what we've seen  
 16 in the case studies that we've done, and, more  
 17 importantly, from your expanded experience,  
 18 having dealt with literally probably thousands of  
 19 cases over the years, where do you see problems  
 20 within that system we've just highlighted?  
 21  
 22 And what I mean is that from my understanding,  
 23 NLSARA are the boots on the ground in all of  
 24 this. The police coordinate and our incident

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1 commander is the province or the federal  
 2 government supplies support.  
 3  
 4 But if you were to address the Commissioner and  
 5 say, look, here's the frustration levels I have.  
 6 And this is not to be critical of any one group  
 7 or agency or anything like that. But what I'm  
 8 trying to get at is where can we improve the  
 9 system?  
 10  
 11 So do you run into issues with groups on the  
 12 ground? Do you run into issues with  
 13 communications up the line?  
 14  
 15 And I'm not saying that the system is riddled  
 16 with these, but it's an opportunity for you to  
 17 address what you would like to see as  
 18 efficiencies in the system as we just described?  
 19  
 20 Is there anything in particular that you'd like  
 21 to speak to on that end?  
 22 MR. BLACKMORE:  
 23 A. I guess particularly our biggest frustration is  
 24 training is the number one issue. That we do the

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1 training the best we can with what we got, and  
 2 we're grateful for what we do have.  
 3  
 4 But it does make it easier if we can put a very  
 5 robust training syllabus in place with people to  
 6 go out and teach it.  
 7  
 8 The communications part of it, when we start a  
 9 search up and down the line there are  
 10 frustrations with it.  
 11  
 12 We understand that it got to go up to certain  
 13 avenues, whether we're going through provincial  
 14 or federal. A lot of it sometimes don't make any  
 15 sense to us.  
 16 WILLIAMS, Q.C.:  
 17 Q. What do you mean by that though?  
 18 MR. BLACKMORE:  
 19 A. If we're calling for a helicopter, we understand  
 20 it has to go through the appropriate process.  
 21 That's fine. But sometimes if we're questioning  
 22 -- they have the questions, I guess, for some  
 23 reason.  
 24

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1 But we're not phoning just for the sake of a  
 2 helicopter. We're phoning because we're out  
 3 there and we're looking for somebody to try to  
 4 help.  
 5  
 6 But as Mitch just said, throughout they haven't  
 7 turned us down and he doesn't see it happening.  
 8 But there are sometimes that we look at it and  
 9 say what's holding this up? We need this and we  
 10 need it now.  
 11  
 12 If we start to go up through the federal side of  
 13 it, it takes a bit more bureaucracy because we go  
 14 through the JRCCs, who got to go through their  
 15 permission to get it to us because it's a  
 16 humanitarian thing now not a SAR call under their  
 17 jurisdiction, which is understandable.  
 18  
 19 But we would like to see a few more easier ways  
 20 to get to the top, I guess. And I do understand  
 21 the police do the call for us, not us. But  
 22 between the search manager and everybody else,  
 23 they decide what's needed.  
 24

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1 And I think some of the communications could be  
 2 streamlined. I can't say for sure because I'm  
 3 not in on that end of it, so it's just thinking  
 4 that. But some of the stuff that we see -- one  
 5 of the big things that we see as a search and  
 6 rescue group is when we're out looking for  
 7 somebody is the recovery.  
 8  
 9 We have no time for any federal or provincial  
 10 authority telling us we're not responsible for  
 11 recovery. I have no time for it. It leaves us  
 12 in a position in dealing with the family.  
 13  
 14 I've been out there in areas where this has been  
 15 very bad in that we almost had to risk our own  
 16 lives to get a person from water.  
 17  
 18 And that is the biggest number one thing, I  
 19 think, is that, yes, I know there's rules out  
 20 there but I think that needs to be looked at  
 21 heavily in that a search is a search, whether  
 22 we're bringing that person home deceased or alive  
 23 to the family it does make the difference in my  
 24 opinion. Probably mine only.

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1 Like I said, provincial and federal, both of them  
 2 have helped us out with that. The problem is  
 3 when something happens and you got to go get  
 4 somebody in a different time state that people  
 5 as -- the system is not set up properly in our  
 6 opinion.  
 7  
 8 A rescue is a rescue, whether a person is alive  
 9 or deceased we have to get them, if we can, and  
 10 return them home.  
 11  
 12 And that's how we under search and rescue, the  
 13 same as DND, same as provincial, I guess, is that  
 14 a successful mission is when we can bring that  
 15 person home regardless.  
 16  
 17 And it's one big team effort. SAR is a team.  
 18 SAR is called across the country and we just need  
 19 to tweak the few little parts of it in my  
 20 opinion. Coast Guard, DND, ourselves under the  
 21 GSAR part of it, is that it's team SAR.  
 22 Hopefully we'll all work together to bring home  
 23 the person.  
 24

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1 WILLIAMS, Q.C.:  
 2 **Q.** Just to stay on that. So just for the benefit of  
 3 those who may be watching or listening, from a  
 4 search and rescue perspective there's two  
 5 different terms. Lots of times we kind of  
 6 intermingle them.  
 7  
 8 Correct me if I'm wrong on this but a rescue  
 9 mission is the effort that goes into looking for  
 10 an individual up until the point that they are  
 11 either located alive or they're located deceased.  
 12  
 13 Upon the point in time that it's determined that  
 14 they are deceased, is that when it becomes a  
 15 recovery mission?  
 16 **MR. BLACKMORE:**  
 17 **A.** It does but for search and rescue purposes -- and  
 18 both federal and provincial have been all right  
 19 with this part of it. If we're doing a search  
 20 and we do find a person deceased, they don't pull  
 21 a helicopter away from us. Well, basically, we  
 22 don't tell them anyway. But we would continue on  
 23 and the rescue mission would take place as it  
 24 always does.

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1 WILLIAMS, Q.C.:  
 2 **Q.** Okay. So from a technical standpoint, both  
 3 provincial and federal, if it is determined, if  
 4 the call comes in that I am out in the woods with  
 5 a buddy and that individual has passed, how does  
 6 that change or what resources -- and if you  
 7 report in that you got word right from the start  
 8 the person is deceased, does that mean you cannot  
 9 get resources?  
 10 **MR. BLACKMORE:**  
 11 **A.** That is the rule. If it's a recovery they won't  
 12 come and get them. With me, if I was in the  
 13 woods and you were with me and you're deceased,  
 14 you'd never be deceased until I seen the  
 15 helicopter coming. That's just the way it is.  
 16  
 17 But under the rules, neither one of the federal  
 18 resources or the provincial will do recovery.  
 19 Hopefully that will change. It is something we'd  
 20 like to see changed. I know their mandates are  
 21 what they are.  
 22  
 23 But to me, I take one mission at a time. And the  
 24 same thing, if you're in the country, as happened



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1 a few years ago here, on Western Newfoundland  
 2 where a gentleman's father died of a heart in the  
 3 country, a long ways back, and took him two and a  
 4 half days to get out with him because they had to  
 5 go get boats and everything else.  
 6  
 7 Matter of fact, some of the police were involved  
 8 in helping them get out. But recovery wasn't  
 9 part of the issue of being able to go get him,  
 10 pick him up and come on.  
 11 WILLIAMS, Q.C.:  
 12 Q. Okay, thank you. To switch gears a little bit  
 13 now, if we could. One of the issues that you've  
 14 touched on and one of the more lengthy, if I can  
 15 call them, recommendations or submissions that  
 16 you've made is with respect to the deployment of  
 17 helicopters.  
 18  
 19 And again, I don't think I need to review it.  
 20 The system, as we all know it, I think everybody  
 21 has a general understanding. But at the point in  
 22 time how does NLSARA determine whether or not a  
 23 helicopter is available?  
 24

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1 So we know in daylight hours you will use  
 2 provincial resources first and then secondary  
 3 resources if it's determined to be humanitarian,  
 4 would be federal resources.  
 5  
 6 In the nighttime, if you determine that search  
 7 requirements are needed, does it have to be  
 8 federal then because there's nothing else  
 9 available?  
 10 MR. BLACKMORE:  
 11 A. Right now in Newfoundland if a nighttime  
 12 operation is required we still phone FES who  
 13 would drive it up their chain through Air  
 14 Services, I guess it is. And if we're looking  
 15 for a helicopter.  
 16  
 17 Right now, Cougar has an opportunity to be able  
 18 to be deployed in this system also. I'm not sure  
 19 what the contract part of it is, or DND. That's  
 20 the only two assets that are available.  
 21  
 22 Some years ago when Cougar was around, if there  
 23 was nobody flying from the oil fields and they  
 24 had a helicopter they could help us.

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1 I know under the present circumstances that the  
 2 provincial government is supposed to use them  
 3 first before DND. Under the protocol, how that  
 4 all transpires that's not within our division.  
 5 That's totally up to FES and Air Services.  
 6  
 7 So that's the way it is right now. That's the  
 8 only options we have. It's either provincial,  
 9 either with a provincial contract helicopter that  
 10 they have. If they contract out Cougar for part  
 11 of it or they go to DND, that's the only thing we  
 12 have right now.  
 13 WILLIAMS, Q.C.:  
 14 Q. Okay. And how often are resources other than DND  
 15 utilized, whether it be Cougar or anybody else?  
 16 MR. BLACKMORE:  
 17 A. I wouldn't have the stats on that completely.  
 18 You'd have to ask that through, I guess, FES.  
 19 WILLIAMS, Q.C.:  
 20 Q. Okay, but your experience. I'm not looking for  
 21 exact numbers here.  
 22 MR. BLACKMORE:  
 23 A. No. No.  
 24

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1 WILLIAMS, Q.C.:  
 2 Q. I'm trying to get a sense of how big a deficiency  
 3 is nighttime capable helicopters in Newfoundland  
 4 search and rescue, outside the DND.  
 5 MR. BLACKMORE:  
 6 A. Okay, yeah.  
 7 WILLIAMS, Q.C.:  
 8 Q. We know DND can do it.  
 9 MR. BLACKMORE:  
 10 A. I think from my experience from what I  
 11 understand, to do with the nighttime operations  
 12 when we need a helicopter, I would say it's  
 13 probably 15 percent of the time because people  
 14 getting lost or it goes into the nighttime.  
 15  
 16 It also depends on the person that's lost. If  
 17 we're looking for a hunter that we know is just  
 18 overdue. He's well equipped in the woods, it may  
 19 go to the morning if it's a nice warm night.  
 20  
 21 Wintertime is a different story also. But from  
 22 what I understand, I would say probably 15  
 23 percent of the time it goes through DND.  
 24

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1 We have had Cougar on a couple of missions with  
 2 us, but that's the only two options we do have.  
 3 WILLIAMS, Q.C.:  
 4 Q. Okay, all right.  
 5 MR. BLACKMORE:  
 6 And I could be wrong on the number.  
 7 WILLIAMS, Q.C.:  
 8 Okay, that's generally.  
 9 MR. BLACKMORE:  
 10 A. Just shooting in the air right there now.  
 11 WILLIAMS, Q.C.:  
 12 Q. Yeah. No, I just want to get a sense. I'm not  
 13 looking to get any specific numbers. I think  
 14 that's all the questions I have. Thank you.  
 15 COMMISSIONER IGLOLIORTE:  
 16 Yes, Mr. Budden, we're on Ms. Philpott. Can you  
 17 introduce yourself and who you're representing  
 18 and then follow through with any questions you  
 19 might have, please.  
 20 MS. PHILPOTT:  
 21 Allison Philpott and I'm here representing the  
 22 concerned citizens for search and rescues. Two  
 23 members are seated behind me here.  
 24

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1 So we didn't have, really, a whole lot of  
 2 questions. The one that I had sort of in mind  
 3 from this morning may actually be more directed  
 4 towards Mr. Marshall just stemming out of the  
 5 conversation that we had between Mr. Blackmore  
 6 and Mr. Marshall around the federal government's  
 7 primary responsibility.  
 8  
 9 So would it be okay for me to ask that now or  
 10 should I wait for another time?  
 11 COMMISSIONER IGLOLIORTE:  
 12 Yeah. So I'll just ask, do we have a specific  
 13 schedule; otherwise, I'd allow her to ask the  
 14 question now?  
 15 MR. BUDDEN:  
 16 Without knowing the question, my inclination  
 17 would be to say, Mr. Commissioner, perhaps let  
 18 that question go ahead, but I should say out of  
 19 fairness to the witness, Lieutenant Colonel  
 20 Marshall made some comments earlier today.  
 21  
 22 I spoke to his counsel just trying to put those  
 23 comments within some sort of policy context, and  
 24 I believe they're going to inform themselves to

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1 speak to us a little later on this week. But  
 2 just wanted to advise the Commission of that.  
 3  
 4 In the meanwhile, that may be where Ms. Philpott  
 5 is going or she may have something else in mind  
 6 entirely.  
 7 COMMISSIONER IGLOLIORTE:  
 8 Are you okay with that? Get to the stage where  
 9 we are speaking specifically about those issues  
 10 and then ask the questions then?  
 11 MS. PHILPOTT:  
 12 Sorry. So you would mean after they've had the  
 13 chance to address the question that you'd put to  
 14 them, Mr. Budden?  
 15 MR. BUDDEN:  
 16 I don't have any issue with the question being  
 17 asked now. I just wanted to let you know about  
 18 that conversation.  
 19 MS. PHILPOTT:  
 20 Right.  
 21 MR. BUDDEN:  
 22 And it may be that you may ask a question now and  
 23 Lieutenant Colonel may ask to have the answer  
 24 deferred. Hard to know without knowing what the

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1 question is.  
 2 MS. PHILPOTT:  
 3 Sorry. That is --  
 4 COMMISSIONER IGLOLIORTE:  
 5 Let's go ahead and ask the question and then if  
 6 it needs to be deferred, federal counsel could  
 7 let us know.  
 8 MR. FREEMAN:  
 9 Yes, Mr. Commissioner. Thank you. And I just  
 10 going to say, we had a chance to look into the  
 11 triaging issue I guess with multiple SARs, if  
 12 that's what the question is going from this  
 13 morning?  
 14 MS. PHILPOTT:  
 15 It was.  
 16 MR. FREEMAN:  
 17 Then that's fine. Thanks.  
 18 MS. PHILPOTT:  
 19 Yeah. I was simply just curious on whether there  
 20 was written policy regarding the triaging  
 21 exercising that Lieutenant Marshall had discussed  
 22 earlier this morning.  
 23  
 24 Something that would set out the factors that

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1 should be considered when trying to make that  
 2 determination.  
 3 LT.-COL. MARSHALL:  
 4 Yeah. Lieutenant Colonel Marshall. I looked up  
 5 the policy during lunch and what I did find is  
 6 it's under the OIC responsibility. So the  
 7 officer in charge of the various regional  
 8 coordination centres. And it's part of his  
 9 duties to (inaudible) multiple or simultaneous  
 10 SAR distress incidents, to set the priorities for  
 11 the allocation of resources.  
 12  
 13 So basically the OIC of the JRCCs has many years  
 14 of search and rescue experience, and he would use  
 15 those years of experience to come with the best  
 16 decision on what makes sense.  
 17 MS. PHILPOTT:  
 18 Okay, thank you. So we'll have to look into  
 19 that. And also, Mr. Blackmore, thanks very much  
 20 for the information that you provided and your  
 21 contribution to search and rescue in the  
 22 province.  
 23  
 24 I did just have a brief conversation with my

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1 MERV WISEMAN:  
 2 Q. Just very quickly. And in keeping with the theme  
 3 that we're on with regard to the work that the  
 4 organization that (inaudible) is involved with,  
 5 we've heard about search and rescue and recovery,  
 6 but there's another significant component to it  
 7 all and that's prevention.  
 8  
 9 I'm just wondering have you, your organization,  
 10 been involved on the prevention side? And to  
 11 what extent? And is there in your mind a  
 12 connection which I believe is a significant  
 13 connection between recovery and the prevention in  
 14 the first place? Thank you.  
 15 MR. BLACKMORE:  
 16 A. As I said, our prevention program is to do  
 17 through AdventureSmart. That's what we use as a  
 18 program to make sure that we do all our  
 19 prevention work with.  
 20  
 21 We used to also do one heavy on boating safety  
 22 through Transport Canada, but they cut that out  
 23 so we had to give it up.  
 24

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1 client before I'd been given an opportunity to  
 2 speak. And I think that you did have a question.  
 3 This is Merv Wiseman. He's a member of the  
 4 Concerned Citizens Group. And if he's  
 5 comfortable, would it be okay for him to ask a  
 6 question?  
 7 COMMISSIONER IGLOLIORTE:  
 8 Yeah, why don't you share a microphone, unless we  
 9 have a freestanding one?  
 10 MS. PHILPOTT:  
 11 If you'd like to?  
 12 COMMISSIONER IGLOLIORTE:  
 13 And we do.  
 14 MS. PHILPOTT:  
 15 Yeah.  
 16 RALPH, Q.C.:  
 17 And Mr. Williams does.  
 18 COMMISSIONER IGLOLIORTE:  
 19 No, we got one there.  
 20 RALPH, Q.C.:  
 21 Okay, great.  
 22 COMMISSIONER IGLOLIORTE:  
 23 Please.  
 24

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1 But everything else that we do is done through  
 2 prevention through AdventureSmart or snowmobile  
 3 safety, etcetera. But it's all under the heading  
 4 of AdventureSmart, which you can look up on your  
 5 internet there. And it gives you the full suite  
 6 of programs that we develop in.  
 7  
 8 I think that's what you need. I'm not sure.  
 9 MERV WISEMAN:  
 10 Q. So I guess the obvious question from that is, do  
 11 you feel that you're covering all the basis of  
 12 prevention or do you see some significant issues  
 13 that wouldn't fall within your mandate or the  
 14 scope of the work that you do that you can point  
 15 towards, maybe some future recommendations on the  
 16 prevention side for the inquiry? Thank you.  
 17 MR. BLACKMORE:  
 18 A. For ground search we do our mandate that we have  
 19 for ground search. To do anything with boating  
 20 now, that's under Canadian Coast Guard, Transport  
 21 Canada section.  
 22  
 23 We don't deal with that. I think it should be  
 24 back in the realm of what we used to do. We

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1 actually had five trailers going around doing  
 2 prevention programs on boating safety, doing boat  
 3 inspections and all that type of stuff. But  
 4 Transport Canada decided to cut the funding to  
 5 supply those trailers.  
 6  
 7 Matter of fact, they actually took them and sold  
 8 them off. So they didn't even give them back to  
 9 us to be able to use it.  
 10  
 11 And any materials we wanted to give out, we had  
 12 to go print ourselves. So when it got costly for  
 13 us we said, no, that's enough of that. So we  
 14 just continued on with our normal prevention,  
 15 which was for ground SAR and that's where we are.  
 16 COMMISSIONER IGLOLIORTE:  
 17 Thank you very much. I neglected this morning to  
 18 have everyone introduce themselves. One of the  
 19 components of an open commission like we have is  
 20 to ensure that we recognize and are able to name  
 21 all of the participants, all of the interested  
 22 party and public here.  
 23  
 24 So I'll get free (inaudible) microphone to come

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1 out there, Ruth, to the back and we'll have  
 2 people introduce themselves, see who they are and  
 3 what their interest is in the Commission.  
 4  
 5 And then we'll come around to all the people at  
 6 the table so that the people who are sitting down  
 7 can know who each party is.  
 8 MAURICE MURPHY:  
 9 Maurice Murphy, I'm with the Board of Directors  
 10 for CASARA Newfoundland.  
 11 MINETTE LEDREW:  
 12 Minette LeDrew, CASARA St. John's zone commander.  
 13 RICK O'NEIL:  
 14 Rick O'Neil with CASARA St. John's.  
 15 JACK HICKEY:  
 16 I am Jack Hickey. I'm with the Rovers, and I'm  
 17 an instructor with the Newfoundland and Labrador  
 18 search and rescue side of it as well.  
 19 MERV WISEMAN:  
 20 Yeah. Merv Wiseman, retired Maritime Search and  
 21 Rescue Coordinator, and currently the Chair of  
 22 the CC-SAR or Concerned Citizens, Newfoundland  
 23 and Labrador.  
 24

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1 RET'D CAPT. WILFRED BARTLETT:  
 2 Retired Captain Wilfred Bartlett. I'm with the  
 3 Concerned Citizens right now. But I was a  
 4 founding member of the Canadian Marine Rescue  
 5 Auxiliary, as it was called at one time. Now  
 6 it's call the Coast Guard Auxiliary volunteer  
 7 group. I've been involved in some fairly large  
 8 rescues over my life, my last 40 years. I'm very  
 9 proud of the work that I'm doing. And I'm still  
 10 a lifelong member. Thank you.  
 11 COMMISSIONER IGLOLIORTE:  
 12 Okay. We'll move around to the table then,  
 13 beginning with Marcella and going to the back and  
 14 to the family so that everyone gets a sense of  
 15 who's who.  
 16 THE CLERK:  
 17 Hi, my name is Marcella Mulrooney and I'm the  
 18 hearing clerk administration for the GSAR  
 19 Inquiry. Thank you.  
 20 RALPH, Q.C.:  
 21 My name is Peter Ralph and I'm counsel for the  
 22 Province of Newfoundland and Labrador.  
 23 MITCH RUMBOLT:  
 24 My name is Mitch Rumbolt. I'm the director of

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1 Emergency Services Division. So we assist the  
 2 police in providing air support when they require  
 3 so.  
 4 MS. BEDFORD:  
 5 Hi, my name is Corinne Bedford. I represent the  
 6 Department of Justice here, actually Canadian  
 7 Forces and RCMP.  
 8 MARK FREEMAN:  
 9 And Mark Freeman with Justice Canada as well.  
 10 LT.-COL. MARSHALL:  
 11 Lieutenant Colonel James Marshall with the Royal  
 12 Canadian Air Force. I work at the search and  
 13 rescue section in the Canadian Joint Operations  
 14 Command.  
 15 SGT. DANNY WILLIAMS:  
 16 Sergeant Danny Williams in charge of the RCMP's  
 17 Emergency Management section which oversees  
 18 search and rescue administration for all search  
 19 and rescue teams in RCMP jurisdictions.  
 20 PAUL CARTER:  
 21 Hello. My name is Paul Carter. I'm executive  
 22 director with the Department of Justice and  
 23 Public Safety and executive contact on the Ground  
 24 Search and Rescue Inquiry.

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1 MS. STEELE:  
 2 I'm Ruth Steele. I'm the administrator for the  
 3 Inquiry.  
 4 MS. JACQUE:  
 5 My name is Natalie Jacque. I'm Burton's step  
 6 mom. Rod, Burton's dad, is back home in Makkovik  
 7 and he's watching our boys so that I could be  
 8 here.  
 9 STEVEN RICE:  
 10 I'm Steven Rice and I'm Burton's step-dad. This  
 11 is my wife Paulette.  
 12 PAULETTE RICE:  
 13 I'm Paulette Rice. I'm Burton's mother.  
 14 EDNA WINTERS:  
 15 My name is Edna Winters. I'm Burton's  
 16 grandmother.  
 17 MS. PHILPOTT:  
 18 I'm Allison Philpott. I'm legal counsel for the  
 19 Concerned Citizens for search and rescue.  
 20 MR. BLACKMORE:  
 21 Harry Blackmore, Newfoundland and Labrador Search  
 22 and Rescue.  
 23 WILLIAMS, Q.C.:  
 24 Tom Williams. I represent the Winters family and

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1 any other families affected by the Commission  
 2 seeking legal advice or assistance.  
 3 RICHARD SMITH:  
 4 Richard Smith, ground search and rescue expert  
 5 for the Inquiry.  
 6 MR. BUDDEN:  
 7 Geoff Budden, Commission counsel for the Inquiry.  
 8 My role is to assist Commissioner Igloliorte and  
 9 also to represent the public interest. Thank  
 10 you.  
 11 COMMISSIONER IGLOLIORTE:  
 12 So if we go to your exhibit and the first page.  
 13 This is a question for Mr. Blackmore. The  
 14 paragraph that says, "Proper consultation." So  
 15 you mentioned earlier that you've had good  
 16 relationships with the Department of Justice and  
 17 Public Safety with respect to how NLSARA works.  
 18  
 19 But here, you kind of mentioned that there's a  
 20 little bit of an issue with being consulted about  
 21 decisions.  
 22  
 23 So can you give us an example of when you felt  
 24 that you'd been left out of any decisions that

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1 were made where the government had a chance to  
 2 speak with you?  
 3 MR. BLACKMORE:  
 4 A. Basically where this came from was that our  
 5 association, as we went across the province, felt  
 6 that we aren't consulted enough when decisions  
 7 are being made as to which way we're going to do  
 8 things, aircraft-wise, whatever.  
 9  
 10 If there's other things to do with prevention  
 11 activities out there, sometimes government comes  
 12 up with different programs.  
 13  
 14 They've also mentioned retention with us. It's  
 15 nice for us to talk about it but if people are  
 16 dealing into it within the Public Service, we  
 17 haven't always been brought into the conversation  
 18 until after it's gone around for a week or so to  
 19 being how things should be done or how things  
 20 shouldn't be done.  
 21  
 22 Other things are that people have said when we're  
 23 doing a search why don't you only call ten people  
 24 out instead of calling 30 out. You have to

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1 remember, we are a volunteer organization. So we  
 2 say no. When we put a callout out, we call out  
 3 our full team because we don't know how many  
 4 we're going to get to start off with.  
 5  
 6 We can always scale back but most of the time all  
 7 of our volunteers need to be out there anyway.  
 8 COMMISSIONER IGLOLIORTE:  
 9 Thank you very much. Scrolling on down to the  
 10 paragraph that begins "Each team should have  
 11 access to" -- yeah, sorry, "to an operating grant  
 12 through the Association for expenses related to  
 13 operational costs, licensing, maintenance of  
 14 repair vehicles, and so on." And that "The grant  
 15 should be proportional to the size of the team as  
 16 well as the infrastructure. NLSARA teams are  
 17 required to have yearly inspection of vehicles  
 18 and road equipment out of Traffic Services of the  
 19 Department of Transportation."  
 20  
 21 So what is the solution to that then? Would you  
 22 use the funding to offset those costs or how  
 23 would you look at that?  
 24

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1 MR. BLACKMORE:  
 2 A. Yes. What we mean by that is that the funding  
 3 that would come from the provincial government,  
 4 hopefully one million dollars a year, if that was  
 5 to come through, that the Association, then,  
 6 would be able to look after a lot of the costs of  
 7 the teams.  
 8  
 9 What we say in proportion is that a team that's  
 10 in Rigolet doesn't have the same expenses as the  
 11 team in Deer Lake.  
 12  
 13 So with more different equipment there, we would  
 14 probably end up giving more money to one team  
 15 than the other. We would not just take it and  
 16 say everybody gets \$5,000. That's not the way we  
 17 do it, because any money that we do save when  
 18 we're doing it by proportion, we put back into  
 19 training to help out with the training  
 20 activities.  
 21  
 22 When we first started, the very first grant we  
 23 had for three years, we did give out \$500 to each  
 24 team. And after the third year everybody said

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1 really the 500 bucks was all right, but we can  
 2 put it all together, kept it together for doing  
 3 training and made it a lot more applicable for  
 4 getting people around.  
 5  
 6 So that's what we mean by proportion size.  
 7 Different teams with different equipment would  
 8 get different amounts of money. But that's the  
 9 same way it's actually done in BC who already has  
 10 sustainable funding.  
 11 COMMISSIONER IGLOLIORTE:  
 12 Thank you. And Mr. Freeman asked you some  
 13 questions about what really is meant by the two  
 14 million dollars you're seeking as a  
 15 recommendation for the first couple of years and  
 16 then a million would be sustainable after that.  
 17  
 18 So if you had that kind of funding, if that came  
 19 through in the schedule you're mentioning, what  
 20 would be left for NLSARA to try and raise with  
 21 their own efforts?  
 22 MR. BLACKMORE:  
 23 A. With this money, if we did get it, we would  
 24 either be able to hire the three people we were

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1 talking about.  
 2  
 3 We would ask, then, that the insurances we are  
 4 all talking about, the Algoma insurance policy,  
 5 our radio license fees, if we're still paying  
 6 them. All that type of stuff then would be paid  
 7 directly from the Association.  
 8  
 9 And the second part of your question to do with  
 10 taking care of equipment is to do, as we said,  
 11 the heavy maintenance things that are done with  
 12 equipment that have to be done.  
 13  
 14 I'll use my own team that I'm involved with. We  
 15 pay \$5,000 a year just to get our vehicles  
 16 inspected so we can use them. We only put  
 17 probably 500 kilometres on them, but that's the  
 18 way it works.  
 19  
 20 We also are looking at infrastructure. Some  
 21 teams out there have no way to pay for their  
 22 building they're using. They have to turn the  
 23 heat off. Turn the lights off. We know one team  
 24 that actually uses a generator when they go to a

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1 meeting.  
 2  
 3 But that's the type of things we would support  
 4 with this money. The first year we said a couple  
 5 of million dollars because we also need to start  
 6 replacing the equipment that's out there. As  
 7 earlier, we talked about trucks and everything  
 8 else.  
 9  
 10 And then we figured that after that the one  
 11 million dollars a year would do for the salary  
 12 part of it, the insurance part of it, and the  
 13 training itself and help keep up some of the  
 14 equipment that the teams do need.  
 15  
 16 I think that might answer it.  
 17 COMMISSIONER IGLOLIORTE:  
 18 Yeah. No. Thank you very much. Mr. Budden, if  
 19 you can give us a sense of what's happening  
 20 tomorrow and when you'd like to start?  
 21 MR. BUDDEN:  
 22 Tomorrow we will hear from Richard Smith.  
 23 Mr. Richard Smith who has put together a  
 24 presentation, an earlier version that was

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1 presented to counsel this past Friday. A refined  
 2 version was recirculated a few moments ago or an  
 3 hour or two ago.  
 4  
 5 So that will be a presentation using a projector  
 6 and put up on the screen. And he'll walk us  
 7 through, I guess, a commentary and critique of  
 8 what he's seen as to the operation of search and  
 9 rescue Newfoundland.  
 10  
 11 I understand from him, he anticipates his  
 12 presentation will take really the morning, I  
 13 guess? Is it half a day you said?  
 14 MR. SMITH:  
 15 If not a bit more, yeah.  
 16 MR. BUDDEN:  
 17 Yes, a half day, if not a bit more.  
 18  
 19 I would like to get to Ms. Bradbury tomorrow  
 20 afternoon, if possible. And so that pretty much  
 21 will be tomorrow.  
 22 COMMISSIONER IGLOLIORTE:  
 23 Okay. And how about Mr. O'Neil on behalf of  
 24 CASARA that approached myself and you and had a

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1 COMMISSIONER IGLOLIORTE:  
 2 No, good. We want to hear from people, wherever  
 3 it comes from, with respect to issues around this  
 4 Commission. So that would be accepted.  
 5 MR. BUDDEN:  
 6 So we'll certainly have a meeting Thursday night  
 7 because we've been promising that. And I  
 8 actually had it scheduled a couple of times but  
 9 it had to be cancelled because of the  
 10 unavailability of some key people.  
 11  
 12 About the start for tomorrow. Perhaps maybe even  
 13 9:15? Thank you.  
 14 THE CLERK:  
 15 All rise. This Commission of Inquiry is  
 16 concluded for the day. Thank you.  
 17  
 18 (Inquiry is adjourned)  
 19  
 20  
 21  
 22  
 23  
 24

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1 point that they'd like to make?  
 2 MR. BUDDEN:  
 3 I've had conversations with Mr. Bishop, the  
 4 president of CASARA, and a meeting with him. We  
 5 had previously earlier today arranged a meeting  
 6 for Thursday night of myself and Mr. Smith and  
 7 representatives of CASARA provincial wide.  
 8  
 9 That was what I had anticipated our engagement  
 10 with CASARA to this point, but leaving open the  
 11 possibility of following that perhaps a brief  
 12 presentation on Friday.  
 13  
 14 We will have a bit of time on Friday because as  
 15 it stands now, we are putting together sort of an  
 16 expanded round table to discuss issues around  
 17 recruitment, the changing nature of ground search  
 18 and rescue. And some of the people we hoped to  
 19 bring in are in Alberta.  
 20  
 21 So it would be a bit of a later start. So I  
 22 think we would have time for the CASARA team, if  
 23 they wished to give their presentation on Friday.  
 24 I understand it's a fairly brief presentation.

1  
 2  
 3  
 4 C E R T I F I C A T E  
 5  
 6  
 7  
 8 I, Beverly Guest, of Elite Transcription, of  
 9 St. John's, in the Province of Newfoundland  
 10 and Labrador, hereby certify that the  
 11 foregoing, numbered 1 to 251, dated October  
 12 4, 2021, is a true and correct transcript of  
 13 the proceedings which has been transcribed  
 14 by me to the best of my knowledge, skill and  
 15 ability.  
 16  
 17  
 18 Certified By:  
 19  
 20 \_\_\_\_\_  
 21 Beverly Guest,  
 22 Court Reporter  
 23  
 24

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