

Page 1

1 October 5, 2021  
 2  
 3 THE CLERK:  
 4 This Commission of Inquiry is now open.  
 5 Commissioner James Igloliorte presiding as  
 6 Commissioner. Please be seated.  
 7 COMMISSIONER IGLOLIORTE:  
 8 I think we're all aware of the COVID rules.  
 9 They've been explained, now, several times. But  
 10 we do have a couple of new faces relative to  
 11 yesterday's appearances so I'll ask the  
 12 practitioners to introduce themselves to the rest  
 13 of the people here please, starting down at the  
 14 end of the table.  
 15 MR. O'KEEFE:  
 16 Good morning, everybody. My name is Darren  
 17 O'Keefe. I'm a partner with Cox & Palmer and I  
 18 represent the Concerned Citizens for Search and  
 19 Rescue.  
 20 COMMISSIONER IGLOLIORTE:  
 21 Thank you. Louise?  
 22 MS. BRADLEY:  
 23 Good morning, Louise Bradley, Mental Health  
 24 Consultant.

Page 2

1 COMMISSIONER IGLOLIORTE:  
 2 Mr. Budden.  
 3 MR. BUDDEN:  
 4 Good morning, Mr. Commissioner. Today we are  
 5 going to hear from Mr. Richard Smith who the  
 6 Inquiry retained some months ago as consultant  
 7 and expert in ground search and rescue.  
 8  
 9 We are going to enter his presentation as an  
 10 exhibit -- rather, the slides that will  
 11 constitute his presentation.  
 12  
 13 So Madam Clerk, perhaps as a first order of  
 14 business we can enter that presentation which  
 15 you're about to receive this morning as Exhibit,  
 16 I believe, P-191?  
 17 THE CLERK:  
 18 Yes, that's correct.  
 19 MR. BUDDEN:  
 20 Thank you.  
 21  
 22 EXHIBIT P-191, ENTERED AND MARKED ON INQUIRY  
 23  
 24

Page 3

1 MR. BUDDEN:  
 2 And as we heard, I believe, late yesterday,  
 3 Mr. Smith anticipates he's take much of the  
 4 morning at least to make his presentation.  
 5  
 6 I would assume we'll probably have a break after  
 7 about an hour and a quarter to give the presenter  
 8 a chance to catch his breath. And the  
 9 opportunity will be there for parties to question  
 10 Mr. Smith in the afternoon.  
 11  
 12 I'll leave it to Mr. Smith to introduce himself  
 13 as he plans to do. He'll tell a little bit about  
 14 himself.  
 15  
 16 Thank you, Mr. Commissioner.  
 17 COMMISSIONER IGLOLIORTE:  
 18 Thank you.  
 19 MR. SMITH:  
 20 Good morning, Commissioner. Thank you very much.  
 21  
 22 When I first received the call to see if I was  
 23 interested in participating in the hearing, I  
 24 thought very long and hard about it, but I also

Page 4

1 looked at the challenge and then working with  
 2 some really great --  
 3 MR. BUDDEN:  
 4 We need to have you mic'd.  
 5 MR. SMITH:  
 6 I am mic'd. So it was a wonderful opportunity to  
 7 work with some of the great people here in the  
 8 Province of Newfoundland and Labrador, and also  
 9 some of the brothers and sisters I've worked with  
 10 in the years of Public Safety and search and  
 11 rescue. And it meant I was going to be away for  
 12 more than six weeks.  
 13  
 14 Well, then, you think back to the sacrifices that  
 15 the volunteer Search and Rescue personnel make  
 16 all across the country and, indeed, here in  
 17 Newfoundland, and all the sacrifices that we  
 18 engage in when it comes to saving the lives of  
 19 others. And I thought it's a very worthwhile  
 20 cause.  
 21  
 22 And it really came down to the perspective is we  
 23 need to get this right. We need to take our time  
 24 and to make sure that when we have these

**Page 5**

1 recommendations from a wide variety and  
 2 (inaudible) of individuals, they are the right  
 3 recommendations to go forward, documented towards  
 4 the Commissioner, yourself, and then also the  
 5 government.  
 6  
 7 I'm just going to go over the background on  
 8 myself and a couple of short bios here.  
 9  
 10 So starting many years ago I was engaged with the  
 11 Canadian Military and the Army Reserves while  
 12 attending university. And it was a good  
 13 opportunity to serve the country and learn a lot  
 14 and work with great teams of individuals. That  
 15 was starting in the 1970s.  
 16  
 17 I then had the opportunity to stay in the  
 18 military and/or engage in working with the RCMP,  
 19 and I decided to go with the Royal Canadian  
 20 Mounted Police at that time. And I worked in a  
 21 number of different divisions, which I'll touch  
 22 on shortly. And that took me up to about 1999.  
 23  
 24 There was an opportunity to leave the force, as

**Page 6**

1 we often say, and then work in the interest of  
 2 public safety and emergency management.  
 3  
 4 I was able to do that with Clearwater County  
 5 which is located in West Central Alberta. And I  
 6 did. And I gained a lot of knowledge working  
 7 with a team of individuals in emergency  
 8 management, public safety, and it involved a lot  
 9 of writing the plans and responding to disasters.  
 10 And also, to further my education.  
 11  
 12 I then had another opportunity arise, in 2006, to  
 13 work for the United States Department of Homeland  
 14 Security. And they were looking for somebody who  
 15 had a policing background, a search and rescue  
 16 background, emergency management. And it was a  
 17 trainer that they could use in the Miami field  
 18 office with the Southeast Florida Domestic  
 19 Security Task Force. So I grabbed that  
 20 opportunity and off we went.  
 21  
 22 But then Florida gets old pretty fast. The same  
 23 weather every day, unless you get a hurricane.  
 24 So I decided I wanted to come back to Alberta,

**Page 7**

1 and I did.  
 2  
 3 And again, thanks to contacts and working, I  
 4 worked for Alberta Justice and Solicitor General  
 5 up until January of 2018.  
 6  
 7 Now, that whole time I've been involved in search  
 8 and rescue, even though I had a full-time  
 9 vocation occupation.  
 10  
 11 I started my search and rescue missions while I  
 12 was in the RCMP - working in Manitoba, which is  
 13 called D Division; working in O Division, which  
 14 is Ontario; working in G Division, which is the  
 15 Northwest Territories; and at home in K Division.  
 16 And I gained a lot of insight.  
 17  
 18 I did retire as the K Division search and rescue  
 19 coordinator. It's a similar position to Sergeant  
 20 Danny Williams. And it was an excellent  
 21 opportunity to have an insight into SAR.  
 22  
 23 There was several cases that were involved that  
 24 changed my aspect on life, as we went through it.

**Page 8**

1 And I'll explain those just a little further  
 2 down, as a member of the RCMP.  
 3  
 4 But since 1986, I've been a volunteer. A  
 5 practitioner with Rocky Mountain House Search and  
 6 Rescue is where I started. And that is also just  
 7 in West Central Alberta in Clearwater County.  
 8 It's west of Red Deer.  
 9  
 10 And then I am presently with Mountain View Search  
 11 and Rescue, which is the next county south of  
 12 Clearwater County in West Central Alberta.  
 13  
 14 And those counties back onto Banff and Jasper  
 15 National Park. And of course, draw a lot of  
 16 population from not only Red Deer, but Calgary,  
 17 for tourism and recreation and are very, very  
 18 busy when it comes to public safety and search  
 19 and rescue responses.  
 20  
 21 There was a need through myself and another  
 22 fellow back in 1992, to really get more training  
 23 materials here into Canada and also help involve  
 24 writing and changing some of the training

**Page 9**

1 materials that were out there presently at the  
 2 time.  
 3  
 4 So I grasped at the opportunity to work with ERI  
 5 International and then into SARI Canada.  
 6  
 7 So I've been an instructor and an international  
 8 presenter with ERI International, SARI Canada  
 9 since 1992. And I've been involved in a number  
 10 of authoring publications, standard operating  
 11 procedures, field operating guides and working  
 12 internationally.  
 13  
 14 In Clearwater County, the emergency management  
 15 side dealt with: tornados, floods,  
 16 wildland-urban fire interfaces, search and rescue  
 17 assisting the RCMP in their mandate, major  
 18 disasters, everything from pipeline explosions to  
 19 anthrax epidemics, and also writing a pandemic  
 20 plan in 1999.  
 21  
 22 And so that opportunity was very valuable and  
 23 added for myself personally in my development in  
 24 the interest of public safety.

**Page 10**

1 The emergency management side in Florida was a  
 2 challenge in itself. Trying to get 26 agencies  
 3 to have interoperability and work together was  
 4 (inaudible). It was a really significant  
 5 challenge in my life. And also working with four  
 6 other individuals to make that happen from Palm  
 7 Beach County down to Monroe County which takes  
 8 into Key West, Florida. But we did it.  
 9  
 10 But it took about 18 months to bring  
 11 interoperability and get everybody to work  
 12 together. So that when the spam hits the fan,  
 13 whether it's a hurricane, something domestic,  
 14 and/or large scale Search and Rescue calls, that  
 15 people would have interoperability and work  
 16 together. And it worked out very well. Thanks  
 17 to a great team.  
 18  
 19 So presently, I work with Search and Rescue  
 20 Alberta as a volunteer, since I have in 1986, and  
 21 I'm on a provincial callout team, an incident  
 22 management team for Alberta Emergency Management  
 23 Agency.  
 24

**Page 11**

1 Typically, I act under the incident management  
 2 team as a branch director. And one of the  
 3 engagements I was involved in, in the last major  
 4 floods in Alberta, which spanned about 16 percent  
 5 of Alberta, in the Calgary area, was to be the  
 6 First Nations Search and Rescue branch director  
 7 and worked with four First Nations to provide  
 8 search and rescue services when floods had swept  
 9 away a lot of the homes into the rivers, the  
 10 drainages.  
 11  
 12 And then to search all those homes and to make  
 13 sure that the SAR services, through Emergency  
 14 Management Alberta, were provided on the First  
 15 Nations and work with the band council  
 16 specifically and about 130-some odd individuals  
 17 on each one of those First Nations at any given  
 18 time.  
 19  
 20 And I was very fortunate to have some great  
 21 division supervisors to assist me in doing that  
 22 role.  
 23  
 24 Like Mr. Harry Blackmore, I've been working with

**Page 12**

1 the CSA group and SARVAC in the ongoing research  
 2 and development for core competency,  
 3 accreditation standards for the country. So  
 4 across Canada. And also be involved in some of  
 5 the basic search and rescue skills and what  
 6 should be required. We anticipate we can  
 7 complete those studies by 2022.  
 8  
 9 I have lectured at a number of international and  
 10 national conferences, including SARSCENE since  
 11 its beginnings back in 1992-93, the Washington  
 12 State SAR Conference. I didn't put Florida on  
 13 it. I should put Florida. Alabama. I've  
 14 attended the Mountain Rescue Association in  
 15 England, the Irish Mountain Rescue Association,  
 16 Icelandic International Conference.  
 17  
 18 And at each one of those conferences, I was a  
 19 presenter and also completed some preconference  
 20 course training for the attendees at the  
 21 conferences.  
 22  
 23 One of the latest endeavours was to be involved  
 24 with the Syrotuck Science Symposium. And Bill

**Page 13**

1 Syrotuck was a great mind and a great Canadian.  
 2 And he was the one that developed a lot of the  
 3 scent for the scenting dog for canine handlers,  
 4 but also the original Lost Person Behaviour  
 5 studies go back to the early 1970s. So his name  
 6 is attached to the science symposium.  
 7  
 8 And I was presented with a challenge of how to  
 9 make sure that we could do a transition piece  
 10 from an initial response to advanced planning,  
 11 and how you could do that seamlessly.  
 12  
 13 So I presented my paper. He's there at this  
 14 conference. And it was accepted and read over by  
 15 many PhDs and folks from all over the world, and  
 16 is now being published.  
 17  
 18 So with the publishing side, I actually have five  
 19 books published. And I'm a very big believer in  
 20 give credit where credit is due. Even though the  
 21 company I'm associated with publishes and, of  
 22 course, prints and develops this material, I  
 23 believe it is important that if somebody has been  
 24 involved with research development has given us a

**Page 14**

1 hand in developing materials, that they get the  
 2 credit. So I've made sure that there are several  
 3 names inside the covers of these manuals, because  
 4 that is important.  
 5  
 6 These are the folks that are making a difference  
 7 world wide and have taken up the challenge  
 8 themselves and put many, many hours into  
 9 developing search and rescue skills, urban search  
 10 and rescue, initial response for the incident  
 11 commander and search and rescue leadership and  
 12 search and rescue management for extended  
 13 operations.  
 14  
 15 In other words, operational periods that go  
 16 beyond the third and fourth (inaudible) into  
 17 multiple days. That's kind of where I'm coming  
 18 from.  
 19  
 20 I know I'm here and I was asked to be an expert.  
 21 And it's always interesting. I think when you're  
 22 sworn in you understand the legal ramifications,  
 23 that you are an expert when you're sworn in, in a  
 24 court of law public inquiry.

**Page 15**

1 But with that being said, I've never really  
 2 considered myself an expert. You're never 100  
 3 percent. You never completed school. You never  
 4 completed your education. Nothing ever stops.  
 5 You keep learning. You keep adapting. You keep  
 6 utilizing different ways of doing business.  
 7  
 8 So I'm always careful using that term, especially  
 9 when it comes to search and rescue.  
 10  
 11 Being a practitioner, still engaged in SAR  
 12 missions in my neck of the woods. The last one  
 13 being a SAR management role. Did you find that  
 14 lost missing overdue subject? You said you were  
 15 the expert. You should be finding 10 out of 10  
 16 people. Well, in that case we did not find the  
 17 subject. And the person probably is in the rest  
 18 of the world. And the police are continuing the  
 19 investigation.  
 20  
 21 So we have to be careful using that term as we're  
 22 practitioners, but certainly from a legal  
 23 perspective we are experts.  
 24

**Page 16**

1 When we talk about individuals involved in SAR,  
 2 it is important -- and I really become anal  
 3 sometimes with this, and it depends on where you  
 4 are in Canada. And having had the honour and  
 5 privilege of teaching courses here, I've worked  
 6 with great individuals over many, many years and  
 7 up in the Yukon, Manitoba, Saskatchewan, Alberta,  
 8 I can tell you - Ontario as well - that it is  
 9 important that people build a foundation of  
 10 having the education, training and knowledge that  
 11 they can do a function.  
 12  
 13 So regardless of what that function is, whether  
 14 you're a team leader, a team member, SAR  
 15 responder, SAR provider, SAR worker or SAR  
 16 manager, that you've got that academic  
 17 background.  
 18  
 19 But then you need to take it one step further and  
 20 make sure that with that academic background or  
 21 the knowledge, that you're proficient, competent  
 22 and credible.  
 23  
 24 The slide on the left that you see before you --

**Page 17**

1 and there's not many photos in this presentation  
 2 but there are some. The one on the left is the  
 3 Military Royal Canadian Air Force SAR techs, the  
 4 pararescue. And they are taking somebody across  
 5 a very narrow mountainous passage in my neck of  
 6 the woods.  
 7  
 8 And when they have plane crashes, a lot of times  
 9 we work very closely with our stakeholders and  
 10 partners, and we assist them in moving a lot of  
 11 equipment back and forth after they parachute in,  
 12 and also with the extraction taking the equipment  
 13 out while they get picked up with the casualty by  
 14 helicopter, which is usually the case.  
 15  
 16 The photo on the right also attests to education  
 17 training and knowledge and being able to do the  
 18 job.  
 19  
 20 In Newfoundland many of the cases we dealt with  
 21 here, under the review and in talking to a number  
 22 of individuals, involve people that have  
 23 traumatic injuries but also become hypothermic by  
 24 being in the outdoors.

**Page 18**

1 And as we can see from this morning that can  
 2 happen all year round. And obviously, we think  
 3 about it in the wintertime.  
 4  
 5 With training in hypothermia prevention for your  
 6 SAR team, but also for treating individuals on  
 7 how they should be treated, and then how they  
 8 should be packaged and then evacuation  
 9 management, getting them out, is crucial to  
 10 success and survival of the people that we're  
 11 working for, those potential survivors.  
 12  
 13 And that's a training photograph on the right.  
 14 And you just don't do it once. You do it every  
 15 month. You do it every week. You do it as often  
 16 as you can because you're never done with  
 17 training.  
 18  
 19 And it's interesting because if you're in the  
 20 military, more so than the RCMP and more so than  
 21 if you were with NLSARA, you know NLSARA and the  
 22 RCMP, yeah, let's have a training course. We'll  
 23 get that done this month. And there's your  
 24 training aspect. It's over with.

**Page 19**

1 In the military though, they'll do this training  
 2 scenario, they'll do the training regimen 100  
 3 times because they have the latitude to do that.  
 4 Whether you're in the army, navy or the air  
 5 force, they do it time and time again.  
 6  
 7 And the pararescue, the PJs, the SAR techs are  
 8 prime example. They are some of the best of the  
 9 best in the world with what they do deal with,  
 10 whether it's marine environment in the mountains  
 11 or in the Arctic. They train constantly. It  
 12 never stops.  
 13  
 14 A lot of us, though, in the civilian sector don't  
 15 always have that luxury. We wish we did, but it  
 16 is important still to train and train hard and  
 17 train like you would be in the environment.  
 18  
 19 So when we get to that, I want to stress that a  
 20 good training development program, as you'll see  
 21 later on in the slides, involves training 24  
 22 hours a day.  
 23  
 24 So we'll tell the team that you're going to meet

**Page 20**

1 at 2300 hours, 11:00 at night at the SAR  
 2 building, and it may be 15 below and it may be  
 3 snowing but we're going out to train, because  
 4 that's what we do. And you need to train as if  
 5 you're in real-world scenarios and cases.  
 6  
 7 But the same goes for the overhead team. When  
 8 you're in the overhead team as a SAR manager,  
 9 incident commander, your operations, your  
 10 planning, your logistics. It is important that  
 11 you understand how to provide that command and  
 12 control, how to provide that management, how to  
 13 provide leadership.  
 14  
 15 And then how do you articulate to a judge, him or  
 16 her, about how you came to make that decision;  
 17 either to stand down a SAR mission, continue on a  
 18 SAR mission, send a team in this area and not  
 19 send a team in that area?  
 20  
 21 You need to be able to have that ability to  
 22 articulate decision-making and have a process to  
 23 do that.  
 24

**Page 21**

1 So those are things that are plaguing the SAR  
 2 managers, the ops sections chief in those  
 3 commands posts or in emergency operations centre  
 4 time and time again.  
 5  
 6 And we really need to make sure that they're good  
 7 at doing what they do as well through practice  
 8 and exercises. Real-world exercises in the field  
 9 with people actually out there engaged, using  
 10 aircraft, and also people in the back country.  
 11  
 12 But also table top exercises. You just can't get  
 13 enough of those and those scenario-based table  
 14 top exercises so you can make the proper  
 15 decisions, provide leadership management, and  
 16 provide command and control and the documentation  
 17 to support it.  
 18  
 19 These slides, as you can see going forward right  
 20 now, it was mentioned to me before and I agree,  
 21 they're not specific to Newfoundland in so much  
 22 as they are specific to critical incidents,  
 23 incident management and SAR management. Search  
 24 and rescue management.

**Page 22**

1 I, in discussion with learned counsel, Geoffrey  
 2 Budden, decided that we needed to put an  
 3 education piece, an academic piece into this  
 4 presentation, because once I get into the  
 5 strengths, the weaknesses, the opportunities and  
 6 the threats facing NLSARA and Newfoundland, and  
 7 also the lessons learned and recommendations for  
 8 Newfoundland, Labrador, you would then leverage  
 9 back onto this education academic side to say, oh  
 10 yes, that's what he was talking about and why we  
 11 need that.  
 12  
 13 So interspersed in this presentation of  
 14 90-some-odd slides will be some academics so that  
 15 you see where I'm coming from and why we need to  
 16 do this.  
 17  
 18 I often equate that acronym TEAM, as you can see,  
 19 is together emergencies are managed. And it is a  
 20 team effort. There is no I in what we do.  
 21  
 22 And the slide on the left is New Orleans during  
 23 Hurricane Katrina. They lost the EOC. It was  
 24 destroyed by the hurricane. And they had to move

**Page 23**

1 across and down the street to the Hyatt Regency  
 2 hotel and set up in a boardroom, similar to what  
 3 we're in today, so they could run the emergency  
 4 management for that parish and for the city.  
 5  
 6 And they did very well, a good job at doing that  
 7 but they had to bring in a lot of private sector  
 8 personnel to do that. They had to bring in a lot  
 9 of interoperability with 13 other agencies to  
 10 work in that EOC because a lot of the local folks  
 11 had been taken out, and they lost a lot of their  
 12 property. Their family had to be moved. They  
 13 couldn't function.  
 14  
 15 The shot on the right is what I love to do. And  
 16 when you think back to working as a team, and  
 17 even going back into sledding, you've got a sled  
 18 loaded with a couple of hundred pounds of gear  
 19 and you're on a multiday expedition and trip.  
 20  
 21 The dog Driver, the dog Puncher, the dog Musher  
 22 has to run beside the sled, run behind the sled,  
 23 shoving snow out in front, breaking trail in some  
 24 cases, and then rely on the dogs and the team all

**Page 24**

1 do different things.  
 2  
 3 The ones in front of the sled are called the  
 4 wheel dogs. They are the big brutes that pull  
 5 that sled and break it forward and free of the  
 6 ice to start things moving.  
 7  
 8 The dogs in the middle are called team dogs. And  
 9 they keep that momentum going and move that  
 10 leverage down the trail.  
 11  
 12 And of course, the ones behind the leaders are  
 13 called swing dogs or point dogs, and they help  
 14 the leaders make that gee haw right or left  
 15 turns.  
 16  
 17 And the leaders are simply the ones that have the  
 18 most between the ears. That could make that  
 19 decision that when you're up in the Arctic and  
 20 you want to go in a reasonably straight line for  
 21 a long period, a couple of hundred kilometres,  
 22 you want to go in a very straight line.  
 23  
 24 When you're crossing Great Slave Lake, you want

**Page 25**

1 to be able to do that as well and not zigzag all  
 2 over the place.  
 3  
 4 So it's important that you all work together;  
 5 otherwise, you're never going to get anywhere.  
 6 And it takes a lot of time, energy, training and  
 7 effort to make that happen. And SAR is exactly  
 8 the same way.  
 9  
 10 And I think about that often when you're running  
 11 a sled. You get lots of time to think on your  
 12 hands when you're behind those dogs.  
 13  
 14 So we can talk about the lay of the land here and  
 15 that's been a big part of what we do. And these  
 16 slides again are not like when I talk about due  
 17 diligence. I've got 15 things to talk about due  
 18 diligence. No, not at all, because we're learned  
 19 individuals here. But it's a matter of saying  
 20 there are certain things that we have to be  
 21 accountable for and that's due diligence,  
 22 responsibility and accountability in public  
 23 safety in search and rescue, to do the right  
 24 thing time and time again.

**Page 26**

1 That leverages right back to that having the  
 2 education, the training, the knowledge, being  
 3 proficient, competent, credible with that  
 4 academic side. And then providing the troops,  
 5 your SAR personnel, the command and control,  
 6 management, leadership and then making the right  
 7 decisions, whether you're a SAR worker, whether  
 8 you're team leader or SAR manager.  
 9  
 10 We are working the auspices of the *Canada Labour*  
 11 *Code*. If you're working for the RCMP, that's a  
 12 function under the *Canada Labour Code*.  
 13  
 14 There are provincial labour codes. Occupational  
 15 Health & Safety requirements. Mr. Harry Blackmore  
 16 brought some of those up just the other day. And  
 17 then there's the incident command system.  
 18  
 19 So how do we get all these folks to work together  
 20 with interoperability under one command and  
 21 control system? And you'll see that the  
 22 favourite system in the G8 countries in how we  
 23 run Olympics is using the incident command  
 24 system.

**Page 27**

1 How we run the G8 and G20s is using the incident  
 2 command system.  
 3  
 4 How we run incidents every day, critical  
 5 incidents involves the incident command systems  
 6 who are all doing the same thing.  
 7  
 8 Like a lot of practitioners and academics I'm a  
 9 very voracious reader of after action reports and  
 10 there's a lot of them out.  
 11  
 12 Hurricane Katrina would be one. One of the  
 13 largest peace time emergency management search  
 14 and rescue responses, specifically in North  
 15 America.  
 16  
 17 There's the BP Gulf oil spill. Very similar to  
 18 the oil spill off the California coast now, but  
 19 of a lot more significance. Then there's the:  
 20 Enbridge Pipeline spill in Michigan; Andrew  
 21 Warburton Search and Rescue mission in July 1986,  
 22 in Nova Scotia; Jessie Rinker, Alberta; Mount  
 23 Saint Helens; and then our public inquiry here in  
 24 Newfoundland and Labrador.

**Page 28**

1 I'm just going to touch on some of these and some  
 2 of the lessons learned. The reason we do that is  
 3 there's some time between these incidents.  
 4  
 5 And as I said at the very beginning here, if we  
 6 do not change things now, through this inquiry in  
 7 search and rescue public safety in the province,  
 8 when are they going to be changed? When are we  
 9 going to have the best practices? When are we  
 10 going to have that standard out there to go  
 11 forward? Because if we don't do it, I'm showing  
 12 you some examples of what's happened in the past  
 13 and some of these things still happen today.  
 14  
 15 And in some of the cases that we dealt with,  
 16 certainly they were back ten years or more and  
 17 things have changed. Things are more better  
 18 here. But there's always these lessons learned.  
 19 And we talk about that through corrective action  
 20 reports.  
 21  
 22 Now David M. Walker was a comptroller for the  
 23 United States government. And David was that  
 24 go-between for the president of the United States

**Page 29**

1 and the senate and congress. And his job and his  
 2 task was, after Hurricane Katrina, to come up  
 3 with an after-action report.  
 4  
 5 I don't have it here because it's about two  
 6 inches thick. It's a good read and everybody  
 7 should read it who has a significant interest in  
 8 incident management or emergency management. It  
 9 is online. You can download it as a PDF file.  
 10  
 11 But what's interesting about this is there are  
 12 125 lessons learned. And I thought to myself, I  
 13 went through Hurricane Katrina. It was a very  
 14 difficult hurricane to go through, with people  
 15 that I worked with in our EOC in Miami, realizing  
 16 that we'd had 21 people die on our watch,  
 17 citizens.  
 18  
 19 But also, the fact that the greatest nation in  
 20 the world, from a geopolitical standpoint at that  
 21 time, had all these lessons learned. And you  
 22 would think that, wait a minute, how is that  
 23 possible with all the money, the training that  
 24 goes into emergency management, incident

**Page 31**

1 going to work for us in an exercise. What do we  
 2 really need to do? Worst-case scenario, not  
 3 something we get done in a few hours. And you  
 4 just get to check in the box.  
 5  
 6 And it's more than just a check in the box. It's  
 7 making sure people can function and have  
 8 interoperability when the big one happens.  
 9  
 10 And then he also said, you really have to  
 11 understand the difference between having the  
 12 capacity to do something and the capability.  
 13  
 14 And what do you want to be to be successful? You  
 15 want the capability. You don't necessarily need  
 16 all that stuff. You may need to regulate what  
 17 you have, but you need that capability to  
 18 function in the field and to get the job done.  
 19  
 20 For SAR, search and rescue volunteers here in  
 21 Newfoundland get paid the big bucks to find clues  
 22 for lost, missing, overdue people. That's their  
 23 major job, so you need to be good at it.  
 24

**Page 30**

1 management?  
 2  
 3 So David M. Walker took those 125 lessons learned  
 4 and he broke it down into three main categories.  
 5 And this goes right from the arriving  
 6 firefighter, to the police officer, to the SAR  
 7 teams, to incident management's overhead teams.  
 8  
 9 And he said you know what? There was a lack of  
 10 clear and decisive leadership right from the  
 11 get-go. From the ground level, all the way up to  
 12 Washington. Right up through FEMA. And we  
 13 thought, well, that was interesting. But that's  
 14 what he identified. And that was accepted from  
 15 their hearings.  
 16  
 17 In a further part of their senate hearings, he  
 18 said you know what, there was also a lack of  
 19 exercise, planning design and implementation.  
 20  
 21 In other words, you have this exercise but it's  
 22 something you want to get done in half a day or a  
 23 day, so you can have lunch or dinner and then go  
 24 home, and not really concentrate on what's really

**Page 32**

1 With British Petroleum and Enbridge incidents --  
 2 and Enbridge is a Canadian company based out of  
 3 Calgary, Alberta. When they had the Marshall  
 4 Michigan incident specifically, and they looked  
 5 at the Talmadge Creek, which flowed into the  
 6 major river system there, and it was a multi-day  
 7 multi-week, multi-month operations involving  
 8 many, many agencies. I actually have some of the  
 9 slides from that, that we utilized.  
 10  
 11 I got to spend three and a half months with the  
 12 hearing and the inquiry for this through the  
 13 Senate Hearing Committee for Environmental  
 14 Protection and it was a great opportunity to work  
 15 with legal counsel, but also understand how  
 16 things can improve going forward.  
 17  
 18 Enbridge stepped up to the plate, and they said  
 19 we'll pay for everything. It's not an issue.  
 20 We've made mistakes and these mistakes will be  
 21 corrected. They bought homes.  
 22  
 23 Then the cleanup was such a great job at the end,  
 24 people said I want my homes back on the creek,



**Page 33**

1 and so off they went.  
 2  
 3 But what they realized in their mistakes were we  
 4 didn't perform command and control very well. So  
 5 here you end up having multiple incidents for  
 6 multiple jurisdictions function during a large  
 7 scale North American incident, and most of the  
 8 personnel in that incident were trained to what  
 9 we call an incident command system I-100 or -200  
 10 level.  
 11  
 12 Nowhere near enough to form and provide that  
 13 service going on for multiple days. So they  
 14 realize that they needed to train better in the  
 15 incident command system.  
 16  
 17 They could function for 24 hours but once you  
 18 start dealing with multiple agencies, multiple  
 19 jurisdictions and having to crank out multiple  
 20 incident action plans for every operational  
 21 period, which is every 12 hours, 24 hours a day  
 22 this thing went, it never stopped, then you need  
 23 people that can function in command and control.  
 24 And that's a good lesson learned.

**Page 34**

1 And then, of course, the training for the  
 2 worst-case scenario and not just simple things  
 3 that could be over with a dike, a levee or a beam  
 4 in half a day and we have lunch and go home.  
 5 But, look, we did our exercise according to the  
 6 regulations.  
 7  
 8 Well, that's not --  
 9 COMMISSIONER IGLOLIORTE:  
 10 Richard, can you give us a short version of what  
 11 the incident was all about and what the disaster  
 12 was?  
 13 MR. SMITH:  
 14 Yes, sir, I will because it was a \$1.3 billion  
 15 response by Enbridge out of Calgary.  
 16  
 17 They took over a pipeline that was 35 years old  
 18 that ran through Marshall, Michigan in the United  
 19 States. And they did that so they could move  
 20 their product from Alberta, from Fort McMurray  
 21 down through Texas, through (inaudible), Michigan  
 22 and then down through Texas. And it was a  
 23 business arrangement.  
 24

**Page 35**

1 Because they took over an older pipeline, it  
 2 ended up crossing through rivers and creeks. And  
 3 the original went through Talmadge Creek, and it  
 4 was buried.  
 5  
 6 Most people don't realize that pipelines are only  
 7 buried in Canada anywhere from three feet to six  
 8 feet deep. If they cross through a water course  
 9 they'll still be only three to six feet, under  
 10 the bed of that river.  
 11  
 12 And the Talmadge Creek had dropped its flow and  
 13 not that the pipeline was exposed, but a lot of  
 14 rocks and the material overburdened at the base,  
 15 underneath the water was still there. And some  
 16 of the good old boys in these big monster trucks  
 17 had been crossing that creek and some of the  
 18 rocks had been pounding down and then eventually  
 19 the pipeline was punctured and they lost  
 20 integrity on the pipeline that crossed Talmadge  
 21 Creek.  
 22  
 23 And it actually affected a large lake and a  
 24 reservoir, large tourism recreation area and

**Page 36**

1 many, many acreages in Marshall, Michigan.  
 2  
 3 So it was a pipeline that ruptured, Commissioner.  
 4 And so there was a lot of work involved with a  
 5 lot of different types of equipment. So now  
 6 you're talking about the private sector being  
 7 called in, Environmental Protection Agency, State  
 8 Health, Federal Health, Fish and Wildlife,  
 9 volunteer groups and residences, emergency  
 10 management agencies, both federal, state and  
 11 local. And you have to work with all of them to  
 12 function to solve the problem, and that's what  
 13 Enbridge had to do.  
 14  
 15 Bill Lokey, being a dear friend for many, many  
 16 years, he was actually the director of FEMA for  
 17 Hurricane Katrina. He was the fall guy. The  
 18 person in charge of FEMA was a guy named Brown  
 19 and he wasn't going to take the fall, so  
 20 fortunately Bill Lokey did.  
 21  
 22 And Bill has already made that as a public  
 23 record. It's open source information, that's why  
 24 I can say that. Bill is a great American. He

**Page 37**

1 has spent many, many years in emergency  
 2 management and incident management.  
 3  
 4 And his way of cutting his teeth was back in May  
 5 18th, 1980, Mount Saint Helens. When it blew its  
 6 lid, which isn't too far from British Columbia  
 7 and Alberta, it was a worldwide volcanic eruption  
 8 because it affected the world.  
 9  
 10 And you can think of all the aircraft that are  
 11 affected now by volcanos going off and how it  
 12 affects our environment.  
 13  
 14 But it was a very long 72-day mission where he  
 15 worked in the Emergency Operations Centre, the  
 16 State of Washington with the Governor. She was  
 17 behind him and beside him the whole entire time,  
 18 with a good close personal friend of mine, Rick  
 19 LaValla, who owns ERI International.  
 20  
 21 And when they went through all this, they were  
 22 dedicating primarily SAR personnel out around  
 23 Mount Saint Helens to find all the people that  
 24 have been displaced from the volcano.

**Page 38**

1 And you have to understand that Mount Saint  
 2 Helens, when you see those original pictures,  
 3 just looking at Mount Adams, Mount Hood and today  
 4 deals with snow and ice on top of the mountain.  
 5 And of course, once you get the volcano going  
 6 off, you get this lahar. And this lahar goes out  
 7 because everything melts instantaneously, then  
 8 starts to slide down and flow and takes  
 9 everything with it.  
 10  
 11 And you also have those pyroclastic-type blasts  
 12 that goes out from the volcano as well, which  
 13 just levels everything.  
 14  
 15 So now you've got a catastrophic event. And you  
 16 got a lot of SAR personnel out there from a wide  
 17 variety and (inaudible) of disciplines looking  
 18 for people.  
 19  
 20 But Bill realized, partway through,  
 21 communications is an issue. Couldn't speak to  
 22 the Forest service, couldn't speak to the Park  
 23 service. Couldn't speak to police, Fire and EMS.  
 24 Couldn't even speak to the SAR guys.

**Page 39**

1 It was almost like going back to the pony express  
 2 days of running messages back and forth.  
 3 So communications was an issue in incident  
 4 management, emergency management, SAR management.  
 5  
 6 There was an ambiguity of authority and what that  
 7 really means in our incidents here is who's in  
 8 charge? Who's in charge of search and rescue?  
 9 Who's in charge of this incident that we've  
 10 identified here? And the ambigued authority, as  
 11 a whole bunch of people in this case, stepped up  
 12 and said, well, we're the Forest Service, we're  
 13 in charge. Somebody else will say, well, we're  
 14 Environmental Protection Agency, we're in charge.  
 15 The military stood up and said no, no, we're in  
 16 charge.  
 17  
 18 So it was a problem and you don't want that  
 19 ambigued authority. You want to make sure that  
 20 you know ahead of time, through field operating  
 21 guides, standard operating procedures and  
 22 planning as to who's going to be in charge.  
 23 Who's primary, secondary and who's tertiary for  
 24 these incidents?

**Page 40**

1 But Bill also realized they had a whole bunch of  
 2 people come out of the woodwork. What I mean by  
 3 that is they had a whole lot of spontaneous  
 4 convergent volunteers.  
 5  
 6 And if you spend a lot of time in emergency  
 7 management, you realize that your initial first  
 8 responders, whether it's a tornado, hurricane, a  
 9 disaster, are the people on the block, are on the  
 10 street. They're going to get organized. They're  
 11 going to get formed up. And they're going to  
 12 start helping people. They're not going to wait  
 13 for police, for any EMS to show up. They're  
 14 going to start doing things on their own.  
 15 And it may not be the right thing but they're  
 16 going to start doing it.  
 17  
 18 But also when you have an incident, a large scale  
 19 incident like Mount Saint Helens, they're going  
 20 to go out there and start digging and being  
 21 involved. And you're talking thousands of  
 22 people.  
 23  
 24 Well, you better have a plan for that and you

**Page 41**

1 better have a plan for that early and not wait  
 2 for it to happen.  
 3  
 4 And that was a key thing, is you better have an  
 5 understanding of who are these convergent  
 6 spontaneous volunteers.  
 7  
 8 And I know Mr. Paul French and Roger Goobie from  
 9 SAR and I have had conversations specifically as,  
 10 yeah, boy, we have that missing five-year-old.  
 11 And we had people coming out of the woodwork and  
 12 we needed to scramble. How are we going to deal  
 13 with all these neighbours who want to go out  
 14 there now, look for the missing five-year-old.  
 15 And that's a problem. So it's planning.  
 16  
 17 Also, Bill recognized that there was a misuse of  
 18 specialized resources. Now, he identified that  
 19 that came from canines being misused, divers.  
 20 Dive recovery being misused. Helicopters being  
 21 misused. And we need to do a better job of that.  
 22  
 23 How are these resources going to be utilized?  
 24 How should they be utilized? And you really only

**Page 42**

1 know that from meeting and greeting your  
 2 resources ahead of time and fully understanding  
 3 their capacity and capability and how they can be  
 4 engaged.  
 5  
 6 We often say that the alligators, the media, they  
 7 need to be fed. And I'm very straightforward and  
 8 frank with all of this because they have a role.  
 9 The media is in business to make money. That's  
 10 their job.  
 11  
 12 And so with that, they do that through  
 13 information. Getting information out, that's how  
 14 they make money. But if you don't control them,  
 15 you don't have a plan for the media, you don't  
 16 feed them, then they're going to get their  
 17 information sources from somewhere else and it  
 18 may not be what you want. And so Bill said we  
 19 need to do a much better job of understanding the  
 20 media's role, responsibility, what they're here  
 21 for because we need to look after them and give  
 22 them what we need to go out to the public so  
 23 things function lot better.  
 24

**Page 43**

1 And if I get a missing five-year-old from  
 2 St. John's, I can tell you right now you're going  
 3 to get a lot of spontaneous convergent  
 4 volunteers. The Rovers are going to be inundated  
 5 and having to babysit a whole bunch of  
 6 spontaneous volunteers doing grid searches  
 7 throughout the town and the city and the  
 8 surrounding area.  
 9  
 10 But what I want to have happen is, I can get a  
 11 word out through the media and say, by the way,  
 12 folks, you could help out the Rovers and search  
 13 and rescue and the police by not coming out here  
 14 and destroying any potential evidence and/or  
 15 clues. You can search your own backyards, your  
 16 own houses, check everything, including your  
 17 closets, your washing machines, your trucks, your  
 18 cars, your campers. If you find something,  
 19 please call this number. Call the RNC at this  
 20 number. But don't come out here because you'll  
 21 hamper the SAR effort.  
 22  
 23 So that's being progressive and having a plan  
 24 with the media because that's what we're going to

**Page 44**

1 do through our public information officers. Then  
 2 they don't have so many guys coming out.  
 3  
 4 So that's being recognized now for many years and  
 5 I know it's been mentioned to me, and it was  
 6 mentioned the other night when we did a  
 7 presentation a week or so ago, by a senior Rover,  
 8 that, heck, we have some of these problems still  
 9 today. And some of the communities that we go in  
 10 and assist and help, yes, some of these things  
 11 still occur.  
 12  
 13 So I'll just talk about SAR Rinker. Jessie  
 14 Rinker was a two-and-a-half-year-old boy. He was  
 15 the son of an American missionary family on the  
 16 Sunchild/O'Chiese First Nations, northwest of  
 17 Rocky Mountain House in Clearwater County,  
 18 Alberta.  
 19  
 20 SAR Rinker was a 15-day ground search and rescue  
 21 operation. Not two days, 15 days. And at the  
 22 end of those 15 days, as a police officer  
 23 responsible for the incident management of that  
 24 mission, we didn't find Jesse. We had no idea

**Page 45**

1 where he was, and we had searched a lot of area.  
 2 And it was very frustrating.  
 3  
 4 At some points we had up to 1300 people a day  
 5 working and looking for little Jesse Rinker. We  
 6 had tractor trailer loads full of food coming  
 7 from McDonald's being delivered to the First  
 8 Nation at any given time. It was a big  
 9 operation.  
 10  
 11 And my statement will be, where the RCMP at that  
 12 time failed Roger and Karen Rinker, the parents,  
 13 was we did not have enough adequately trained  
 14 police officers in search and rescue. We didn't  
 15 have enough adequately trained police officers to  
 16 work in the incident management team.  
 17  
 18 And even though I had taken some SAR management  
 19 training in 1980, '81, '82 through Parks Canada,  
 20 up in Banff National Park and it was a great  
 21 advantageous ability to be able to do that, it  
 22 was given to me in the task to do this. And  
 23 plus, I had some military search master training.  
 24

**Page 46**

1 Mr. Smith, here you go. You're going to run this  
 2 and off we went. But we didn't have enough  
 3 trained officers to really get involved in doing  
 4 it. So we learned some hard lessons.  
 5  
 6 And part of those hard lessons was we need to  
 7 change and have a RCMP policy in search and  
 8 rescue, because back in 1986 there was no RCMP  
 9 policy in search and rescue. It was an assumed  
 10 role.  
 11  
 12 We'd been doing it since 1873. There was nothing  
 13 written. The first RCMP SAR policy didn't get  
 14 written and published until 1st of April, 1995.  
 15  
 16 I don't know if counsel will probably check on  
 17 that. And that's fine. Because those are the  
 18 facts.  
 19  
 20 And I was very proud to work with a great team of  
 21 individuals to help produce some of that policy.  
 22 There's five of us that did it.  
 23  
 24 But Rinker is the one that stuck in my mind as a

**Page 47**

1 police officer, as to why are we here and what  
 2 are we doing? Yeah. Who are we working for?  
 3 And you're working for all those Jesse Rinkers.  
 4  
 5 And so was understanding a lack of training and  
 6 knowledge in SAR. Wasn't enough of it out there.  
 7 We lacked resource management and bringing all  
 8 those resources in to get the job done.  
 9  
 10 We did not form and have command and control very  
 11 well. We didn't manage our documentation,  
 12 information flow, and coordination. And lucky  
 13 enough, we had the Forest Service to give us a  
 14 hand with some of that to keep us out of trouble,  
 15 because the Forest Service is being used in the  
 16 incident command system since the mid-1970s.  
 17  
 18 And then interoperability. We had the Canadian  
 19 military involved in this; both the air force,  
 20 the army. We had the British army involved in  
 21 that search. We had Parks, Fish and Wildlife,  
 22 Forestry. We had hundreds of police officers and  
 23 we were all going out there on a type 3 grid  
 24 search, looking shoulder to shoulder and pushing

**Page 48**

1 the bush looking for Jesse Rinker.  
 2  
 3 And so that started my public safety thinking and  
 4 career thinking of I think there's a better way  
 5 of doing business. I better find some folks that  
 6 we can work on to go forward on that. And that's  
 7 what we did.  
 8  
 9 Andy Warburton was a young boy, back in July  
 10 1986, to a great friend of mine, Ken Hill, who's  
 11 a professor emeritus now at St. Mary's  
 12 University, Nova Scotia, realized that that also  
 13 was seven days in July where they didn't find  
 14 Andy Warburton until the seventh day.  
 15  
 16 And in discussions with Ken Hill over the years,  
 17 they realize as well they made some of the same  
 18 mistakes.  
 19  
 20 So back in 1986, that kind of changed our  
 21 perspective in Canada as to how are we going to  
 22 do SAR? There has got to be some better ways of  
 23 doing business. We've got to move forward.  
 24

**Page 49**

1 And this piece is in here, and the questions are  
 2 fine, as to what's really changed since 1986?  
 3 What have we done?  
 4  
 5 And I think sometimes we need to look at  
 6 ourselves and have more meetings and reflect and  
 7 look inside and say we need to keep going  
 8 forward. Be modern, progressive, proactive and  
 9 changing as things evolve. Because our enemy out  
 10 there is a live, breathing, ever-changing entity.  
 11 It never changes all these lost missing people.  
 12  
 13 And again, with the advent of snowmobiles being  
 14 able to go long distances, ATVs now, side by  
 15 sides, off-highway vehicles. That changes the  
 16 dynamics of how and where we're going to look to  
 17 get things done.  
 18  
 19 So that gives you an idea of some of these  
 20 original lessons learned and some of the  
 21 foundations for why am I here, and why do I stay  
 22 in SAR, and why have I moved on, and why have  
 23 like-minded people done the same thing? And I  
 24 think Mr. Harry Blackmore just feels the same

**Page 50**

1 way. We've looked at this and said, yes, we're  
 2 going to get involved.  
 3  
 4 I was very privileged and honoured back in 2001  
 5 to have lunch with Prince Charles. And there we  
 6 are in Ottawa. We're at a table and we're having  
 7 a lunch. And it was a wonderful, wonderful  
 8 occasion to be able to be awarded Canada's SAR  
 9 Volunteer of the Year, back in 2001.  
 10  
 11 And as a SAR practitioner, as volunteer, I never  
 12 expected that. You don't do what you do for  
 13 medals, rewards or profit, really. You just try  
 14 and make a difference.  
 15  
 16 But he asked me -- and there was ten other people  
 17 at our table. He said I've flown SAR missions in  
 18 the UK. I've flown with the Sea Kings. And why  
 19 are you in search and rescue? And I basically  
 20 said it's for love.  
 21  
 22 Love for my community. Love for my province.  
 23 Love for my country. Love to make a difference  
 24 in people's lives.

**Page 51**

1  
 2 And we've heard that through this hearing from  
 3 Makkovik all the way down here to St. John's.  
 4 And people often say in the interviews we've had  
 5 as to it's to provide a service to my community.  
 6 It's to give something back is what a lot of  
 7 folks have said.  
 8  
 9 But that's love. That's respecting your  
 10 community and being a part of it and not apart  
 11 from it. So that's a big part of what we're  
 12 dealing with here, these volunteers.  
 13  
 14 So command and control has to be a standardized  
 15 system. And I say that because in some  
 16 jurisdictions with other agencies, they've  
 17 embraced a British system called bronze, silver  
 18 and gold. Other people will use a fire ground  
 19 command system instead of a incident command  
 20 system.  
 21  
 22 Incident command system is recommended as best  
 23 practices by Public Safety Canada in their  
 24 documentation on incident management SAR

**Page 52**

1 response. It's in there. It's recommended in  
 2 provinces as best practices. It's policy in some  
 3 provinces through Emergency Management under  
 4 regulations. And in some provinces it's  
 5 legislation that you will use the incident  
 6 command system if you're going to work in  
 7 critical incidents here in the province.  
 8  
 9 But it's not the same throughout the country. We  
 10 have gaps. But it allows you to have continuity  
 11 and operations. It lends consistency with what  
 12 we're doing. It makes us efficient, effective  
 13 and economic, and also provides direction for our  
 14 resources. And it is important to note that very  
 15 seldom do we ever work with single agency, single  
 16 jurisdiction.  
 17  
 18 More often than not, and specific to SAR here,  
 19 it's single agency but multiple resources. And  
 20 it can be multiple jurisdictions, if we start  
 21 dealing with Parks Canada.  
 22  
 23 So it's good to have a command and control system  
 24 in place before an incident occurs and everybody

**Page 53**

1 is up to speed and trained to that.  
 2  
 3 So again, there's no ambiguity when we come out.  
 4 There's everybody working under command and  
 5 control and they know who's the IC, who's  
 6 incident command. They know who's the command  
 7 staff. Who is information safety liaison and who  
 8 is the scribe.  
 9  
 10 They know who's operations. They know who's  
 11 planning. They know who's logistics. They know  
 12 who's looking after the administration side. And  
 13 that is set up ahead of time so that we can  
 14 function and not make mistakes.  
 15  
 16 If you don't set up command and control right  
 17 from the get-go, you're going to lose it. And  
 18 that's not what we want to see happen.  
 19  
 20 So when we mention about the incident command  
 21 system, it's not just one thing and that's what  
 22 unique about it. That's what's so great about  
 23 it. And more often than not people will say,  
 24 well, that system failed because of this, that or

**Page 54**

1 the other.  
 2  
 3 But what they don't realize, it doesn't used  
 4 correctly. It wasn't used properly. But it is a  
 5 combination of facilities, all sorts of different  
 6 types of facilities from staging areas, to base  
 7 camps, to emergency operation centres, to command  
 8 posts, to a host of different types of equipment  
 9 to do a specific function on a mission.  
 10  
 11 To personnel who are trained to do the job. To  
 12 making sure that you have procedures. To make  
 13 sure that we can communicate. That we are  
 14 working within a common organizational framework  
 15 and structure, again, so that everybody knows who  
 16 reports to who. And that all the resources out  
 17 there are going to be efficiently effective, but  
 18 they meet the requirements of our stated mission,  
 19 goals, and objections.  
 20  
 21 Because there's no use of doing any of this  
 22 unless we're all working to find that lost  
 23 missing subject. You want to find Sally Sanchez  
 24 by 2400 hours. She's a little three-year-old

**Page 55**

1 that's missing. And you want to be able to do  
 2 that.  
 3  
 4 And that's important. Because if we're not  
 5 working for the stated mission goals and  
 6 objectives, well, it's all for nothing.  
 7  
 8 So when we talk about the combination of  
 9 facilities and equipment, the incident command  
 10 system is that command and control system.  
 11 And it should be embraced and utilized on every  
 12 mission.  
 13  
 14 And I'll explain some other things as we go along  
 15 here because when I start talking about a mistake  
 16 was made here, this is what's been identified to  
 17 me. This is what I'm recommending. It falls  
 18 right back to this here, command and control.  
 19  
 20 So realistically, though, if I am an incident  
 21 commander from the police, for sake of argument,  
 22 if I am that SAR manager who's the ops section  
 23 chief on behalf of the police, I really just need  
 24 to recognize what needs to be done and then take

**Page 56**

1 the appropriate action.  
 2  
 3 I need to find Sally Sanchez by 2400 hours, and I  
 4 need to develop a plan to do that involving all  
 5 of those people, information, and support  
 6 structure to make that happen.  
 7  
 8 It's quite simple. It is nothing more than that.  
 9 And people get way too complicated about what is  
 10 command and control. And there's an academic  
 11 side. There's a practitioner-based side, and  
 12 that's what it is right there.  
 13  
 14 But as I mentioned, there's different elements  
 15 working together. And the effective harmonious  
 16 actions means that everybody plays in the sandbox  
 17 together.  
 18  
 19 And I use this example: it doesn't mean that the  
 20 Royal Canadian Air Force is in this part of the  
 21 sandbox. It doesn't mean that the RCMP is in  
 22 this side of the sandbox. It doesn't mean that  
 23 the Coast Guard and Coast Guard Auxiliary are  
 24 over here and SA R is down over here, doing each

**Page 57**

1 and all their own thing with their command and  
 2 control systems trying to work on this problem.  
 3  
 4 No, it means that everybody is playing and  
 5 working together to solve the problem on those  
 6 mission goals and objectives. And that's the  
 7 key.  
 8  
 9 That is interoperability. And interoperability  
 10 means it's people, it's information, and it's the  
 11 support structure that functions to solve our  
 12 stated mission goals and objectives.  
 13  
 14 Support structure looks at training, education.  
 15 It looks like at doctrine. And I know my learned  
 16 counsel here, Geoff Budden, mentioned the other  
 17 day that I've got a lot of props on the table in  
 18 front of me.  
 19  
 20 I have a lot of books on the table in front of me  
 21 because those are some doctrine materials that  
 22 support standard operating procedures. Field  
 23 operating guides. How things can be done. Who  
 24 reports to who. Whose job is it to do what.

**Page 58**

1 Everybody knows their role and responsibility and  
 2 duty.  
 3  
 4 This structure and control system does not exist  
 5 solely on its own but it's to help people  
 6 recognize, as I just said, what needs to be done  
 7 and they take the appropriate action.  
 8  
 9 Now, information flow and coordination has always  
 10 been a bugbear of mine, working in my background  
 11 over the years. It's given me some latitude to  
 12 say certain things.  
 13  
 14 Similar to what you're going through here now in  
 15 this hearing, I've had meetings with senior  
 16 ministers of the Executive Cabinet Council in  
 17 Alberta recently.  
 18  
 19 And it's interesting, because people will say I  
 20 thought we already had that. I thought we had  
 21 that doctrine. I thought we were there with this  
 22 information. And sometimes you have to educate  
 23 and get your point across, and say, no, we don't  
 24 have that. It still needs to be developed.

**Page 59**

1 But it is how we're going to do business. It's  
 2 symbols. It's words. It's images. It's ideas.  
 3 It's values. It's all those things. And one way  
 4 or another brings command and control to get that  
 5 information out. And information to be useful is  
 6 that old adage is, you know, information to be  
 7 useful must be shared and it must be shared with  
 8 others.  
 9  
 10 So when that team in the field, who's looking for  
 11 the missing five-year-old here in Newfoundland  
 12 and Labrador, all of a sudden finds a shoe, finds  
 13 a granola bar wrapper, that information must be  
 14 relayed back to the Command Post, to the overhead  
 15 team, ops, planning logistics, to the IC.  
 16  
 17 And if that information goes back to the overhead  
 18 team because they have goals and objectives, they  
 19 have strategy, they have tactics and they have  
 20 priorities for all of those, they're going to all  
 21 of a sudden say you know that information that  
 22 came back from the field, we know, now, to modify  
 23 and adjust our strategy and tactics as the  
 24 mission moves forward based on these clues that

**Page 60**

1 are coming in from this hasty team.  
 2  
 3 So information is crucial. Otherwise, it doesn't  
 4 allow you to be flexible in your plan. It  
 5 doesn't allow you to modify and adjust your plan  
 6 as the mission unfolds.  
 7  
 8 And you have to do that because now I'm going to  
 9 say guess what, we're going to put a canine team  
 10 now ahead of that hasty team to look for that  
 11 lost person because it looks like that's the  
 12 direction of travel. But it's shared  
 13 information.  
 14  
 15 Now effective search and rescue management is  
 16 fairly straightforward. Most people get this  
 17 wrong. They kind of glob all the things with  
 18 objective, strategy, and tactics together, and  
 19 they need to keep them separate.  
 20  
 21 So again, when I'm reviewing something, and I  
 22 know Paul French will reiterate on this, I am  
 23 very anal when I ask for something or a  
 24 discussion on an item. And it's like, okay, we

**Page 61**

1 didn't -- and I'm not saying Paul French did  
 2 this. This is just an example. We had great  
 3 discussions.  
 4  
 5 But he understands that, yeah, objectives are  
 6 something completely different than the strategy  
 7 and the tactic.  
 8  
 9 So when you walk into a command post, objectives  
 10 are: what are we here to do and why? That's  
 11 really what it's all about. What am I here to do  
 12 and why? And that's like find Sally Sanchez by  
 13 2400 hours, by midnight. That's what we want to  
 14 do.  
 15  
 16 The strategy means how are we going to do it.  
 17 The tactics is the who, the where, and the when.  
 18  
 19  
 20 But when I have those objectives, like I have on  
 21 the slide here, the important piece is what am I  
 22 going to do first, second, third, fourth and  
 23 fifth, all the way down to No. 12, let's say, as  
 24 an example?

**Page 62**

1 You prioritize all your objectives. That's a key  
 2 thing, because if you don't do that, you can get  
 3 them mixed up.  
 4  
 5 Now you can change some of those, based on  
 6 information coming back from the field. That's  
 7 fine. But at least you can prioritize what you  
 8 want to do.  
 9  
 10 And then you assign the resources: canine,  
 11 helicopter with a forward-looking infrared and a  
 12 trained observer, a night sun, tracking teams,  
 13 containment/confinement teams. I'm going to  
 14 assign those resources out there to go find Sally  
 15 Sanchez. That's important.  
 16  
 17 So effective search and rescue management also  
 18 means that that IC and the ops section's chief,  
 19 the SAR commander, must maintain situational  
 20 awareness.  
 21  
 22 They're in a command post. They're in an EOC.  
 23 They're not looking outside. The hasty team out  
 24 there searching for this missing three-and-a-half

**Page 63**

1 or five-year-old, they're the senses for the  
 2 people in the overhead team. They've got to  
 3 relay stuff back at what they're seeing out  
 4 there. Otherwise, the planning side of the house  
 5 won't be able to make decisions. They can't do  
 6 the advance planning for the next operational  
 7 period and continue on and on and on, et cetera.  
 8 So they have to have situation awareness.  
 9  
 10 I mentioned command staff having a scribe.  
 11 Anybody that's been involved in a major incident  
 12 and there are some individuals here that have  
 13 been involved in major incidents, and I have a  
 14 great respect for those individuals, they know  
 15 they want a scribe. And that scribe is attached  
 16 to their hip and goes everywhere they go to make  
 17 sure that every time you give out a task, order,  
 18 assignment, you interview somebody, you get their  
 19 message over the radio, that that's documented  
 20 because that gives you situational awareness of  
 21 where are you at with the mission.  
 22  
 23 If I don't have situational awareness with the  
 24 mission, I will lose that command and control,

**Page 64**

1 and then the mission is going to gain control of  
 2 me. As I mentioned before, you don't want that.  
 3  
 4 There is a situation report unit leader under the  
 5 planning section chief in the incident command  
 6 system. That function provides you situation  
 7 awareness of where you're at with your mission  
 8 goals and objectives and the overall mission for  
 9 briefings, debriefings, what teams have  
 10 accomplished what, and they come back and go  
 11 through a debriefing process. So the scribe is a  
 12 different process than the situation report unit  
 13 leader.  
 14  
 15 But again, it comes back to information flow and  
 16 coordination, and documentation. How can I do a  
 17 transfer of command from one overhead team,  
 18 incident management team of IC, ops, planning  
 19 logistics, (inaudible) administration to another  
 20 team if I don't have documentation on our plan,  
 21 our goals and objectives, strategy and tactics  
 22 and what we plan to do the next Op so that they  
 23 know what their task is. I got to have that down  
 24 there because we are running SAR missions 24 and



**Page 65**

1 7, typically regardless of the weather.  
 2  
 3 There are some instances where we may have to  
 4 stand down because the risk outweighs the  
 5 benefit, but more often than not we're 24 and 7.  
 6  
 7 And then decision-making. So I mentioned this  
 8 before and it comes up more often than not with  
 9 civil litigation liability, but decision-making  
 10 is how I came to make that decision? And it gets  
 11 asked a lot to the police, when they talk about  
 12 -- they're the IC. Did you stand the SAR mission  
 13 down? How come you did that?  
 14  
 15 And the police know this from being involved with  
 16 critical incidents, when they talk about  
 17 shoot/don't shoot. How come you made that  
 18 decision? So it is crucial that we understand  
 19 that.  
 20  
 21 Now there are a lot of factors that affect SAR  
 22 management because critical incidents by their  
 23 very nature are dangerous, dynamic. They're  
 24 complex and they're confusing.

**Page 66**

1 Here's a Sea King. Yes, it's a British Sea King  
 2 but that's fine. When I was working for the  
 3 Mountain Rescue Association, Northern England,  
 4 they were still using their aircraft here a few  
 5 years ago.  
 6  
 7 But if you look that the photograph, this is your  
 8 mountain rescue. This is your guys involved with  
 9 on the rocks. And there are a number of them  
 10 with lines laid down to get an injured climber  
 11 who's fallen a great distance, and are being  
 12 hoisted and winched up to that aircraft. And  
 13 that aircraft is in hover effect. So you're  
 14 either 100 percent doing this or you are toast.  
 15  
 16 So it's important for the mountain rescue team to  
 17 know that. It's important for -- I know the air  
 18 crews know this, but that working relationship.  
 19 That interoperability.  
 20  
 21 So you want to call in these assets, you need to  
 22 train with them. You need to study and  
 23 understand how everybody works, how everybody  
 24 functions. Everything involved. Otherwise, when

**Page 67**

1 things go wrong, they go wrong real fast. And  
 2 that's not what you want happen in that  
 3 particular case.  
 4  
 5 There's always going to be a threat to our  
 6 responders. So I comment on the helicopter  
 7 extraction transportation system. And I've done  
 8 it. I was on the RCMP's mountain rescue team  
 9 back in the '80s. And I've done it with our  
 10 Mountain Rescue Association team. And it is a  
 11 young person's game. That is for sure. I don't  
 12 do it anymore.  
 13  
 14 But when you're slinging, as I just mentioned,  
 15 working with that Sea King aircraft, you have to  
 16 be 100 percent. You're hoisting and now you're  
 17 being slung underneath an aircraft. This is a  
 18 Bell 407, on a class D live sling, using the HEC  
 19 system, as Mr. Harry Blackmore mentioned  
 20 yesterday.  
 21  
 22 There is no margin for error. You've got to be  
 23 100 percent all the time. And it takes training.  
 24 That training takes money. But there's a threat

**Page 68**

1 to the responders in doing that. It becomes  
 2 quite high-risk. Are there other ways of doing  
 3 the business? So it must be evaluated and the  
 4 risk assessment must be completed.  
 5  
 6 But there's also a threat to the citizens, that  
 7 you're out there to complete the search and  
 8 rescue mission on. If things go wrong, it's  
 9 going to go wrong for them too. And it goes real  
 10 fast.  
 11  
 12 So they're dangerous, dynamic, complex and  
 13 confusing. They are dynamic because there's  
 14 constant changes.  
 15  
 16 One of those things that struck me in Makkovik --  
 17 and it was a real honour and a pleasure to be  
 18 there in that great community, but also to work  
 19 with the Barry Anderson's of the world. To have  
 20 Barry take me around and show me the places they  
 21 looked physically out there in the Bight and in  
 22 those areas.  
 23  
 24 And to walk all the trails in those communities.

**Page 69**

1 To walk around that community and have a look at  
 2 everything that was there. It reminded me of  
 3 being back up in the Arctic.  
 4  
 5 But when you talk about constant changes, you  
 6 talk about under the winter and under those  
 7 conditions that were there, with the ice out in  
 8 the bay, all of a sudden now you have a large  
 9 open lead that may or may not have been there  
 10 before.  
 11 Those complexity analysis factors compound our  
 12 search and rescue here in Newfoundland.  
 13 Having had the privilege as well as hiking some  
 14 of the four places here on the East Coast Trail,  
 15 spending some time doing that, the weather  
 16 crashes here. Well, that's a complexity analysis  
 17 factor.  
 18  
 19 The boardwalk is broken. It doesn't work. Well,  
 20 if the park doesn't work, fix it. But there's a  
 21 potential there for somebody to get injured.  
 22  
 23 There's a potential under the rain conditions,  
 24 like early this morning and other times, to slip

**Page 70**

1 down those slippery slopes.  
 2  
 3 But those emergency situations are dynamic  
 4 because of environmental atmospheric conditions  
 5 that are constantly changing on us.  
 6  
 7 And nothing is cast in stone. We don't always  
 8 get the right information that you want  
 9 immediately at the beginning onset of a search  
 10 and rescue mission.  
 11  
 12 People think that you have all the facts that you  
 13 have now after five weeks of our hearings and  
 14 this Commission. You don't. It's not possible.  
 15  
 16 You must investigate, as the police will often  
 17 tell you, but information comes from all of a  
 18 sudden somebody out of the woodwork who wasn't  
 19 there before tells you I found a track. Oh okay,  
 20 I didn't know that before. I found a footprint.  
 21 I found a backpack. I found a jacket.  
 22  
 23 Those things change what you're doing. They're  
 24 all-time critical situations and it does result

**Page 71**

1 in changing operational modes and priorities. As  
 2 you go through a mission things change.  
 3  
 4 Your plans also are not cast in stone, and having  
 5 looked at some of the plans and all the notes  
 6 from SAR managers, they made - and they  
 7 articulated quite well - all their notes. And  
 8 that also comes from the policing agencies and  
 9 the military agencies who did a fantastic job of  
 10 their notes, documenting the cases we reviewed.  
 11  
 12 But it's a matter, you can see the changes that  
 13 occurred based on information. And so things  
 14 aren't always upfront with I have all this data.  
 15 I don't have that data. It doesn't come in that  
 16 way. I have to struggle. I have to get it. I  
 17 have to reach out, and I have to dig for it.  
 18  
 19 Here in the province those complexity analysis  
 20 factors -- and complexity analysis factors really  
 21 means things that change your mission in a  
 22 heartbeat.  
 23  
 24 Here it is sudden severe weather, more so than

**Page 72**

1 most places that I can think of. Yes, it happens  
 2 in the Arctic. Yes, it happens on the West  
 3 Coast. But realistically it's like, wow, all of  
 4 a sudden to me, the fog rolled in here. How am I  
 5 going to do things in this fog locally?  
 6  
 7 All of a sudden now the overburden is changed  
 8 because it is extremely wet and slippery for guys  
 9 moving cascade toboggans and rescue litters back  
 10 and forth. All of a sudden now we have, as you  
 11 had in Makkovik, you have ground fog. You can't  
 12 see down through it. You had that up in the  
 13 peninsula as well for the missing snowmobilers.  
 14 Ground fog moving in. You had snow and sleet,  
 15 and you had cold temperatures come in. You had  
 16 SAR personnel following open leads in the ocean.  
 17  
 18 Lucky enough they had the training and equipment  
 19 on to be able to get out. Risking those lives to  
 20 save the lives of others. But that sudden  
 21 weather is always changing on us and sometimes we  
 22 often forget that.  
 23  
 24 And I think we need to be incumbent to the fact

**Page 73**

1 that, hey, we need to prepare for the worst and  
 2 that's why that training is important.  
 3  
 4 The mountain rescue here: your mountain rescue  
 5 here is no different than our mountain rescue.  
 6 The difference we may have is that we're at 8,000  
 7 to 10,000 feet doing a lot of the helicopter  
 8 extractions and altitude. But your mountain  
 9 rescue here are the rocks. Up north in Labrador  
 10 as well, you get up in the Torngat Mountains, is  
 11 exactly the same as what we have out in the Rocky  
 12 Mountains. It's no different. And it takes that  
 13 technical capability and capacity with the  
 14 equipment to do the job. That's a key to being  
 15 successful.  
 16  
 17 Winter search and rescue, yeah, it's tough. And  
 18 one of the things that struck me in Makkovik is  
 19 -- and I'll mention Barry Anderson's name. He's  
 20 a fine gentleman indeed. Telling me that we  
 21 looked at the officer, and we said to him, yes,  
 22 you got to come with us on this airplane crash  
 23 but not dressed like that.  
 24

**Page 74**

1 And they outfitted him in all the proper clothing  
 2 so a police officer can go to the plane crash,  
 3 because he didn't have the equipment. And he  
 4 really didn't have the full training and they  
 5 were going to look after him with everything they  
 6 had. That made a difference because it was a  
 7 winter side of the house and it was changing as  
 8 well. It was a blizzard condition.  
 9  
 10 And that was mentioned by Mr. Harry Blackmore  
 11 yesterday, about them going out on snow machines.  
 12 Could barely see the taillight of the machine in  
 13 front of them. They're actually navigating by  
 14 global positioning systems and inReach, and lucky  
 15 enough they were trained to do that.  
 16  
 17 But your air marine incidents here, yeah, there's  
 18 a reason why the Coast Guard and the Royal  
 19 Canadian Air Force called GSAR to give them a  
 20 hand.  
 21  
 22 You know at the end, it doesn't really matter who  
 23 finds the lost, missing, overdue or down missing  
 24 aircraft or ship at sea. And we've seen that

**Page 75**

1 recently with what's happened here with the  
 2 marine side. We all need to work together under  
 3 the mandated tasking agencies. We could all make  
 4 a difference. We could all contribute in one way  
 5 or another.  
 6  
 7 And there are great examples here in Newfoundland  
 8 and Labrador where that has occurred, because you  
 9 see the photo here where the rigid hull  
 10 inflatable is going up with souls onboard and  
 11 yeah, things go sideways and they go sideways in  
 12 a hurry. But there's also that technical  
 13 expertise to look around the shores and everybody  
 14 working together.  
 15  
 16 Mass casualty incidents are never nice to be in.  
 17 They do change your life forever. And that is  
 18 important to note. But you can have a mission  
 19 within a mission, and this is where the training  
 20 is important on factors that affect SAR  
 21 management here.  
 22  
 23 Because if I just went through this and said,  
 24 okay, here's what I've learned. Here's who I've

**Page 76**

1 interviewed. Here's what I think you should do.  
 2 Thank you very much. I'm out of here. That's  
 3 not going to solve the problem. This background  
 4 is crucial.  
 5  
 6 So I mentioned to you about Jesse Rinker, May  
 7 1986. Andy Warburton, July 1986. My friend Ken  
 8 Hill.  
 9  
 10 June 1986, June 13th, was also a day I remember.  
 11 We got a call from a ground search and rescue  
 12 RCMP perspective, it was an RCMP officer to go to  
 13 Canmore RCMP detachment in Alberta, just outside  
 14 of Banff. There was an incident in Kananaskis  
 15 Country, which is just outside Banff National  
 16 Park. There had been a plane crash, Orville Paul  
 17 (phonetic), a biologist, and the pilot was  
 18 missing, overdue.  
 19  
 20 Well, this was an air force case. What are we  
 21 doing? Well, the weather kind of comes and goes.  
 22 There's a lot of high winds going across the  
 23 rocks and they want a hand with interviewing  
 24 people at campgrounds, hiking trails to see if

**Page 77**

1 they've heard or smelled anything out on the  
 2 ground for this missing overdue small Cessna 162,  
 3 that was doing wildlife surveys for sheep in the  
 4 Rocky Mountains.  
 5  
 6 I said, okay, we can organize. Do that. I'm a  
 7 team leader. Let's get at her. Let's make a  
 8 difference here and off we went.  
 9  
 10 On SAR Wolf, SAR Orville Paul, we had 13 people  
 11 die. So the important thing to consider is we  
 12 lost six from CASARA that day. We lost military  
 13 personnel and we lost two other aircraft in  
 14 looking for one.  
 15  
 16 So what we do out there is difficult. It's very  
 17 interesting in certain aspects. But with that, I  
 18 was one of the individuals, along with a  
 19 gentleman named Chris Butler who is a park  
 20 ranger, who got to go to the site of the twin  
 21 otter crash that the military owned. That they  
 22 had many, many individuals. They had nine  
 23 individuals onboard. And they were looking for  
 24 the other aircraft.

**Page 78**

1 And there was another aircraft that crashed  
 2 looking for the first aircraft. So we had 13  
 3 casualties and they all had to be dealt with.  
 4 That was a mission within a mission. Those  
 5 things can occur when you are pushing the  
 6 envelope time and time again in SAR.  
 7  
 8 So multiple agency responses require a lot of  
 9 command and control coordination, as I've  
 10 mentioned. They really do. But all those things  
 11 stuck with me as to this is a fight to make sure  
 12 that we, in policing, we in SAR, do the right  
 13 thing, always.  
 14  
 15 And then in national disasters -- and I mentioned  
 16 about the Alberta floods. And I know one  
 17 province always likes to say something about  
 18 another province, but Alberta is really the  
 19 disaster capital of Canada. Just ask the  
 20 Insurance Bureau of Canada. Because of the  
 21 number of tornados, floods, wildland-urban fire  
 22 interfaces, Fort McMurray, Slave Lake, billions  
 23 of dollars in damage there.  
 24

**Page 79**

1 SAR has always been and has been, since our  
 2 Edmonton Sherwood Park tornado, the backbone of  
 3 responding to natural disasters.  
 4  
 5 Mr. Harry Blackmore mentioned that Public Safety  
 6 Canada has now finally realized that we can use  
 7 SAR for natural disasters.  
 8  
 9 Yeah, you can. It's been done in British  
 10 Columbia and Alberta for a whole bunch of years.  
 11 You don't always have to use the military. There  
 12 are better ways of doing business with trained  
 13 personnel.  
 14  
 15 So that's a thing, that's part of it there, SAR,  
 16 in natural disasters, but you have to be trained  
 17 to do that.  
 18  
 19 You'll get confusion on a SAR incident through  
 20 SAR management when you get conflicting reports.  
 21 You know I don't think I've been on a perfect SAR  
 22 mission.  
 23  
 24 Mr. Budden here said to me, you know, Richard,

**Page 80**

1 you have a lot of experience. Well, that  
 2 experience comes from making mistakes. And I  
 3 don't think I've ever been on a perfect mission.  
 4  
 5 Something invariably always goes wrong. And it  
 6 may be just a documentation is not right. It may  
 7 be that you wish you would have sent a team up a  
 8 certain area at a certain time. It may be  
 9 because you failed to document something  
 10 yourself. You failed to have a relief ahead of  
 11 time.  
 12  
 13 So those are things that are important, but when  
 14 you start getting those conflicting reports,  
 15 you've got to work through them, and you got to  
 16 have a team that's available to do that.  
 17 You can't do it all by yourself. It's not a  
 18 one-person job.  
 19  
 20 But you get these unanticipated events occur. I  
 21 mentioned to you about the 13 people dying in SAR  
 22 Wolf, SAR Paul.  
 23  
 24 There was another mission in our neck of the

**Page 81**

1 woods and it was close call. We had a helicopter  
 2 main rotor strike with our SAR personnel onboard  
 3 a machine going in to rescue somebody off a rock  
 4 between two sets of falls and Crescent Falls by  
 5 the Bighorn First Nation.  
 6  
 7 And we pulled off the potential survivor. The  
 8 casualty person was treated for hypothermia and  
 9 then medevacked to a hospital by another machine.  
 10 But then going back to pick up our rescue  
 11 personnel, the one person left on the rock, to  
 12 make a long story short, the rope had come up and  
 13 struck the rotor on the A-Star B3 helicopter.  
 14  
 15 We were so fortunate that the A-Star rotors turn  
 16 opposite to a Bell product and that rope happened  
 17 to come out, and it broke away down the bottom  
 18 and not near the kernmantle in the middle. So  
 19 that also made a difference.  
 20  
 21 So the pack and the rope went downstream and the  
 22 other part of the rope went flying up on top of a  
 23 cliff. That machine now had to land right away.  
 24 And I heard talk on the radio from the pilot

**Page 82**

1 saying, "I can't believe what just happened." "I  
 2 can't believe what just happened." But it  
 3 happened so fast, when you're doing the job.  
 4  
 5 And these are volunteers onboard the deck of that  
 6 aircraft, onboard that aircraft trying to save  
 7 the life of another. And now your volunteers,  
 8 your friends, are there with their life on the  
 9 line. Unanticipated events occur. Now you have  
 10 a mission within a mission again.  
 11  
 12 You also don't get adequate information. It's  
 13 not gathered or it's not relayed. So some of the  
 14 problems with our management personnel is not  
 15 we're not relaying enough and gathering enough  
 16 information. You can't get enough information to  
 17 do this job. It takes time. It takes personnel  
 18 to do that. And as I get into later slides, I'll  
 19 stress one more time this is why you need  
 20 multiple incident management teams, not just one.  
 21  
 22 You don't establish comms. Some of the comments  
 23 that were made to me here in Newfoundland was we  
 24 can't talk to the military. We've got to go

**Page 83**

1 through this or we've got to go through that.  
 2  
 3 And you need to have that direct link. You got  
 4 to be able to talk directly to police, fire, EMS  
 5 and military, coast guard. So we need to improve  
 6 that.  
 7  
 8 And of course, if you don't establish the comms,  
 9 and you don't do it properly with all your  
 10 working stakeholders, people in the SAR sector,  
 11 it's going to create problems.  
 12  
 13 So our incident priorities are always going to be  
 14 the life of the rescuer, the life of the rescuer  
 15 team. Safety comes first.  
 16  
 17 I go back to the Makkovik incident where that  
 18 search and rescue member fell in the open lead in  
 19 those icy waters. They got him out. They dealt  
 20 with it.  
 21  
 22 But you got to stabilize that incident.  
 23 Stabilizing an incident for SAR a lot of times  
 24 means containment/confinement. How do we stop

**Page 84**

1 this area from getting bigger? How do we stop  
 2 that person from getting up and moving to a  
 3 different area, so that we can go find them?  
 4  
 5 And then we worry about the property, the ships  
 6 at sea, the aircraft. Those things are at the  
 7 end. We talk about the lives first.  
 8  
 9 So there are certain factors that are here. And  
 10 these things happen as critical incidents unfold.  
 11 They create the potential for injury or loss of  
 12 life. I've given you some examples already.  
 13  
 14 I'll give you the example of property damage.  
 15 Boy, I may break a ski. I could damage a  
 16 snowmobile. That happened on the one on the  
 17 peninsula. The snowmobiles were damaged. They  
 18 couldn't see where they were going. They rolled  
 19 the machines.  
 20  
 21 We lose an inReach worth \$825. There's property  
 22 damage. There's environmental damage. Sometimes  
 23 we do that to save a life.  
 24

Page 85

1 But a lot of things that are out there can have a  
 2 long-term impact on the agency. This hearing  
 3 will have a long-term impact on agencies. I  
 4 believe that. But it will result in a culture of  
 5 change, which is good.  
 6  
 7 Jesse Rinker, SAR Wolf and SAR Paul had a  
 8 long-term impact on the agencies and personnel  
 9 that worked there for those missions.  
 10  
 11 You must control the situation or it's going to  
 12 control you. So that results in a constant risk  
 13 assessment that never ends. You do a risk  
 14 assessment and maybe mentally before you send the  
 15 troops out, but you also want to document it.  
 16  
 17 And preplanning: where do you want to send  
 18 everybody based on objective, strategy and  
 19 tactics? And then a lot of prior training.  
 20 That's important to control those incidents.  
 21  
 22 If you don't have those things going, then how  
 23 are you going to control the incidents? It's  
 24 going to be too loose. Things are going to be

Page 86

1 out of control. And they are to bring order to  
 2 chaos, and that's a key to being successful.  
 3  
 4 Now there's a great quote I want to give you  
 5 before we -- I'll ask learned counsel here,  
 6 before we take a little bit of a break. And this  
 7 is a great quote which pertains to search and  
 8 rescue.  
 9  
 10 "You gain strength, courage, and confidence by  
 11 every experience in which you really stop to look  
 12 fear in the face.... the danger lies in refusing  
 13 to face the fear and not daring to come to grips  
 14 with it. You must take and make yourself succeed  
 15 each and every time. You must do the thing you  
 16 think you cannot do."  
 17  
 18 Eleanor Roosevelt was right. And she gave some  
 19 fantastic advice to her husband, President of the  
 20 United States.  
 21  
 22 But that's exactly where we're at. Guys are  
 23 coming to the line. They're facing that danger.  
 24 And they're looking it in the face and they're

Page 87

1 making decisions to save the life of others.  
 2 MR. BUDDEN:  
 3 We'll take a break now for 15 minutes. Thank  
 4 you.  
 5 THE CLERK:  
 6 All rise.  
 7  
 8 (Recess)  
 9  
 10 THE CLERK:  
 11 All right. This Commission of Inquiry is now in  
 12 session. Please be seated.  
 13 MR. BUDDEN:  
 14 Yes, Mr. Commissioner, Mr. Smith will now  
 15 continue with his presentation.  
 16 COMMISSIONER IGLOLIORTE:  
 17 Thank you.  
 18 MR. SMITH:  
 19 Commissioner, I have the honour to develop an  
 20 appreciation (inaudible) of the capacity and  
 21 capability of Newfoundland Search and Rescue  
 22 teams throughout the province, and I did not take  
 23 that lightly.  
 24

Page 88

1 It involved interviewing members of the executive  
 2 for NLSARA in this particular case, and also a  
 3 large number of search and rescue team  
 4 coordinators throughout the province. In other  
 5 words, on the island and also in Labrador.  
 6  
 7 But it also resulted in reviewing of search and  
 8 rescue missions and mission reports. And pouring  
 9 over those documents and then making a lot of  
 10 other phone calls going back. And I know  
 11 Mr. Blackmore is probably getting tired of me  
 12 calling him on several issues. And I know I've  
 13 done that with other members as well of the  
 14 search and rescue coordinators, but they've been  
 15 very gracious in offering the facts and answering  
 16 the questions. So this is part of the objectives  
 17 and strategies of the hearing and why I was here.  
 18  
 19 I also participate in the public inquiry  
 20 hearings, and that also allowed us to gather  
 21 information and take notes from the testimony of  
 22 S AR responders from Makkovik and other  
 23 locations, and really understand the role,  
 24 responsibilities, and duties in Newfoundland and

**Page 89**

1 Labrador for tasking agencies and assisting and  
 2 cooperating agencies through the hearing and the  
 3 hearing process.  
 4  
 5 To look at this information and then just try and  
 6 correlate it and throw it together in the report  
 7 doesn't always work. So we need to do an  
 8 analyses. And one of the tools that's out to  
 9 there to do analyses is called SWOT, S-W-O-T,  
 10 which is for strength, weaknesses, opportunities  
 11 and threats.  
 12  
 13 And I use that model because it fits in a little  
 14 better the public safety realm more so --  
 15 business uses that as well.  
 16  
 17 We develop recommendations from the goals and  
 18 objectives for presenting at the policy and  
 19 procedures hearings. So we have done that.  
 20  
 21 So as you can see, I kind of fell almost on my  
 22 academic side of here but there's also that  
 23 education piece, and then we get into exactly  
 24 what we did to move forward. And you'll see that

**Page 90**

1 with the SWOT recommendations and also the ones  
 2 at the end.  
 3  
 4 So these questionnaires were quite in-depth. I  
 5 had the privilege -- I had most people on the  
 6 phone for just over an hour. And again, they  
 7 were very forthcoming.  
 8  
 9 What I also appreciate was the SAR members being  
 10 open, frank and honest. Some of them certainly  
 11 did say, "Well, I wouldn't want this to go out,"  
 12 or "I just want you to know" and "here's another  
 13 example of this happened."  
 14  
 15 And I felt that was great. Because you want to  
 16 be correct and you want to be clear when you  
 17 start giving statements from lessons learned and  
 18 recommendations.  
 19  
 20 We also had the questionnaires and interviews  
 21 with the RCMP and the RNC SAR coordinators. And  
 22 there was some great cooperation there. Without  
 23 a doubt, open and frank again, and also dealing  
 24 with policy and procedures.

**Page 91**

1 Attended a number of NLSARA SAR team facilities  
 2 and participated in discussions with team members  
 3 and also their executive members throughout the  
 4 province.  
 5  
 6 That also allowed us to look at equipment and  
 7 have those open and frank discussions with those  
 8 members as well.  
 9  
 10 Reviewed hundreds of documents and exhibits  
 11 submitted, and also exhibits submitted from the  
 12 Government of Newfoundland and Labrador, but also  
 13 documents submitted by legal counsel, documents  
 14 submitted by the RCMP and RNC, and then attended  
 15 meetings and discussions with the Inquiry's legal  
 16 counsel.  
 17  
 18 So that kind of put together the strategy. The  
 19 objectives were what are we here to do and why,  
 20 and now the strategy is how are we going to get  
 21 it done. And that's my final slide there, to  
 22 make that happen.  
 23  
 24 There is something I want to just mention here

**Page 92**

1 regarding the ground search and rescue teams.  
 2 And it comes from working with some really fine  
 3 men and women and the individuals that are there.  
 4  
 5 Sometimes the term "volunteer" brings with it a  
 6 lack of recognition; maybe a lack of respect.  
 7 But the phrase "SAR responder," "SAR provider"  
 8 and "SAR worker" often does not.  
 9  
 10 Search and rescue teams from Nain to Makkovik,  
 11 from Corner Brook to the Avalon peninsula,  
 12 deserve credit where credit is due.  
 13  
 14 Search and rescue members of NLSARA are some of  
 15 the best trained SAR responders in Canada and  
 16 have often pushed the limits on physical  
 17 endurance to risk their lives to save lives of  
 18 another.  
 19  
 20 This presentation takes that into the account and  
 21 respectfully submits that we can all improve in  
 22 some way or another by being modern, progressive,  
 23 proactive. And these things we do, that others  
 24 may live.

**Page 93**

1 The SWOT analysis, as I mentioned, deals with the  
 2 strengths, weaknesses, opportunities and then  
 3 those threats. And they're both internal and  
 4 they are external.  
 5  
 6 And from going through all that information, all  
 7 the interviews and those open and frank  
 8 discussions, I was able to put this together.  
 9 And this is specific to the teams in Newfoundland  
 10 and Labrador.  
 11  
 12 The SWOT analysis chart, just to kind of give you  
 13 an example, that's a typical chart from SWOT.  
 14 And it does work quite well.  
 15  
 16 It's easy to jot that down from people and they  
 17 will give you the three strengths, and three  
 18 weaknesses, and three opportunities, and what are  
 19 the three threats they think is out there. And  
 20 just to have those open and frank discussions was  
 21 very, very meaningful and I respect and  
 22 appreciate the input from all the members.  
 23  
 24 One of the things that came up the other day was

**Page 94**

1 talking about competency. And I want to make  
 2 sure, because it was just brought up to me at the  
 3 break as well and I respect that, age should not  
 4 have any bearing at all.  
 5  
 6 Competency should be the criteria, not age or  
 7 gender or affiliation. And we have members of  
 8 our groups that are 74 years old, all the way  
 9 down to the 18-year-olds involved right now.  
 10  
 11 And this slide just shows that we've had an  
 12 Explorer Search and Rescue program for many  
 13 years. That's the 14- to 18-year-old high school  
 14 kids. They get 15 high school credits for doing  
 15 a SAR training program. And there they are,  
 16 without their bikes, finding three middle-age men  
 17 who were lost for more than 24 hours out on some  
 18 trail system. So it's not always about the  
 19 person longest and the (inaudible).  
 20  
 21 So as we start this process, I'll start with  
 22 breaking it down to search and rescue skills,  
 23 search and rescue leadership, and search and  
 24 rescue management. And it was important to do

**Page 95**

1 that because they all encompassed three levels of  
 2 training, development, and experience. And that  
 3 is important.  
 4  
 5 Now some of the strengths involved, again this is  
 6 NLSARA, there's a number of people with years of  
 7 training. A high percentage of SAR responders  
 8 have greater than ten years on the job doing  
 9 those functions as a searcher, search and rescue  
 10 responder, SAR provider.  
 11  
 12 Within those search and rescue skills, one of the  
 13 other strengths I noticed was the experience of  
 14 the instructors. Fifteen to 20 years with the  
 15 team. They're long in the tooth. They've been  
 16 there a while. Some of them were there from the  
 17 inception of the team, from the beginning.  
 18  
 19 And with that being said, they were very, very  
 20 good at their outdoor activities. The majority  
 21 of them to maintain that credibility that they  
 22 had spent a lot of time in the outdoors. And I  
 23 respect and appreciate the length of time they  
 24 spent on a snow machine traveling from Point A to

**Page 96**

1 Point B in the wintertime, and camping out and  
 2 doing those things. They do all that to maintain  
 3 their skills. They're constantly using it time  
 4 and time again.  
 5  
 6 One of the other strengths here is team  
 7 equipment. There's a lot of team equipment. And  
 8 I remember being in Grand Falls-Windsor and  
 9 looking at all the team equipment up on the  
 10 shelves there, and it was just really, really  
 11 exciting to see all those packs that are loaded  
 12 ready to go.  
 13  
 14 So a high percentage of the teams have their own  
 15 group equipment so that they're not purchasing it  
 16 individually. Helps keep down some of the costs  
 17 and expenses.  
 18  
 19 The teams do participate in exercises outdoors  
 20 and also exercises such as tying knots. That's  
 21 an exercise too. So they do spend time doing  
 22 that. A lot of times they'll get together for a  
 23 meeting and it will be a training night where  
 24 they will have an exercise.



**Page 97**

1 There's a great embrace of new technology and  
 2 that new technology, as been mentioned here  
 3 before throughout the hearings, deals with the  
 4 inReach.  
 5  
 6 But it's also the tactical tracking radios so  
 7 that we know exactly where the team went. It  
 8 also deals with the Emwerx system that they have,  
 9 and also deals with not afraid to embrace new  
 10 technology.  
 11  
 12 A lot of times it's borrowed and that's fine.  
 13 They get to have a look at it. And we talk about  
 14 geographic information systems for mapping and  
 15 planning.  
 16  
 17 Some groups for their strengths out there have  
 18 good number of members in training. And this  
 19 happens at different times. So each group, I  
 20 know I had one or two or three members in  
 21 training and then some as the Rovers would be  
 22 example, I believe had 18, 20 members in training  
 23 at this point in time. So that's a good thing.  
 24

**Page 98**

1 And it varies, of course, depending on the size  
 2 of the group and the location. Those are some  
 3 internal strengths that come from NLSARA.  
 4  
 5 Some of the weaknesses, it's lack of funding.  
 6 Now this lack of funding can be personal funding  
 7 or it can also be government funding.  
 8  
 9 For training, that is a problem. It's difficult  
 10 when these folks have to pay for their own first  
 11 aid courses.  
 12  
 13 And Mr. Harry Blackmore did an excellent job  
 14 yesterday in the presentation, also reiterating  
 15 some of these things that I have right here,  
 16 because Mr. Blackmore and I have had some good  
 17 discussions and some arguments over training of  
 18 personnel and equipment and money involved and  
 19 who should pay for what.  
 20  
 21 We spent a lot of time together last little while  
 22 hashing stuff out. And it's made a difference  
 23 between the two of us. We both have a heavy  
 24 respect for each other, but where is this money

**Page 99**

1 going to come in?  
 2  
 3 And some members do not mind paying for their  
 4 first aid training; others rather have it  
 5 provided. But it is a weakness because you got  
 6 to get it done.  
 7  
 8 And then some can afford their personal  
 9 equipment; others are getting into it cannot  
 10 because of family situations and work and/or  
 11 school as an example, being educated.  
 12  
 13 SAR member participation: it does wane, it does  
 14 fall and it's also to do with there's only so  
 15 many hours in a day and members are busy working,  
 16 looking after families. And it's not just SAR,  
 17 volunteer firefighters do have the same thing.  
 18 But it's hard to get the participation that every  
 19 Wednesday night we're meeting. Every Saturday,  
 20 Sunday we're doing this, that and the other.  
 21  
 22 It is hard to get 100 percent. You just can't  
 23 get that. And so that can be difficult because  
 24 of the other compounding issues.

**Page 100**

1 Mentorship: I think there needs to be a greater  
 2 leverage on mentorship and documented mentorship,  
 3 especially working together in difficult type of  
 4 occasions.  
 5  
 6 That helps people develop a strong mentorship  
 7 program that can be documented as well, as to  
 8 what occurred between the mentor and the person  
 9 being mentored.  
 10  
 11 Understanding the skills has come up on this  
 12 hearing, this week and also on previous hearings.  
 13 The skills involved with wilderness advance  
 14 remote responder or first aid. You got to  
 15 maintain those skills. Three years on a  
 16 (inaudible) to have those refreshed. So that is  
 17 one aspect.  
 18  
 19 And this also goes back to map and compass, GPS,  
 20 inReach, using the devices and getting not only  
 21 the academic side but refresher training and  
 22 hands-on.  
 23  
 24 We all fall that way. If you don't use it, we

**Page 101**

1 all know you lose it. But it's having, again,  
2 time management. It's getting people engaged to  
3 do it.

4  
5 There are some who are just, as I mentioned  
6 before, are outstanding. They are just doing it  
7 all the time. That's their thing. They have a  
8 lot of time on their hands.

9  
10 CISM, critical incident stress management: now  
11 that has come up several times throughout the  
12 hearing process. It also came up yesterday as  
13 well. One of weaknesses is not having that  
14 available for the SAR responders, SAR workers,  
15 SAR provider.

16  
17 And (inaudible), readily available for counseling  
18 services as required. It is first aid for the  
19 mind. It is first aid for the individual. That  
20 is important and so that needs to be developed  
21 and it needs to be documented how that should  
22 happen going forward.

23  
24 The Position Task Book is a way of taking a SAR

**Page 102**

1 skills responder, a team leader or SAR manager,  
2 and making sure that they get a number of  
3 demonstrated efforts in exercising demonstration  
4 of skills, academic skills, being able to  
5 verbally challenge a skill, how do I do  
6 something, setting up a 6-to-1 rope rescue  
7 system.

8  
9 Also looking at the first aid side of it, but  
10 again getting into how do I table top exercise?  
11 How do I segment my map and train topography  
12 analysis? How do I do scenario based? Getting  
13 back into that, those Position Task Books keeps  
14 everybody on track. It's done now but it's done  
15 not with a book in mind. It's done with, yeah,  
16 you went through that, great. We got a mental  
17 check in the box. It should be documented.

18  
19 Participating in after-action reviews. A lot of  
20 times people want to go home. Everybody wants to  
21 get it over with. The police want to put the  
22 file to bed. The SAR workers want to put their  
23 equipment to bed and get ready for the next one.

24

**Page 103**

1 But they don't have to happen immediately. There  
2 can be a short critique and debrief afterwards,  
3 but certainly within a week or two there should  
4 be a full after-action review run by an  
5 independent person who wasn't involved in the  
6 mission. And through a documented process, what  
7 went right? What went wrong? What are we set  
8 out to do? What else can we do to improve  
9 ourselves? Getting everybody to participate in  
10 that and get those results. And sometimes it is  
11 hard to get everybody involved and have a number  
12 of those.

13  
14 This is for --  
15 COMMISSIONER IGLOLIORTE:

16 So is there --

17 MR. SMITH:

18 Sorry, sir.

19 COMMISSIONER IGLOLIORTE:

20 Is there a text or a book that people can refer  
21 to for that particular kind of review?

22 MR. SMITH:

23 Yes, sir, there is. And there's been a standard  
24 out there for a number of years in Public Safety

**Page 104**

1 from incident management, emergency management  
2 and search and rescue.

3  
4 I emailed Mr. Budden and yourself a copy of the  
5 after-action report and review. It's a template  
6 that can be followed. It's been used across the  
7 country.

8  
9 Externally these are some opportunities that are  
10 out there. And this is a great part of it. We  
11 can grasp and say, you know what, we need to have  
12 more training with mandated agencies.

13  
14 I can tell you that, after speaking with a couple  
15 of police officers involved, they love training.  
16 They love training as well as anybody else. And  
17 they want to be involved.

18  
19 The RNC, you know, bringing that training into  
20 their recruit training classes but also making  
21 sure that their officers get basic SAR skills and  
22 they get that from the Rovers.

23  
24 But training with the people you work within the

**Page 105**

1 field, Canadian Coast Guard, Canadian Coast Guard  
 2 Auxiliary, Canadian park service and all  
 3 different levels of courses is a great  
 4 opportunity, because then things go a lot  
 5 smoother and easier when you're in the field,  
 6 when the spam hits the fan.

7  
 8 I believe there's external opportunities there  
 9 for police to do more ground search and rescue  
 10 training. So whether they do it with, example  
 11 would be the Rovers or the RNC, it doesn't matter  
 12 but they need to do more themselves.

13  
 14 A rural wilderness isolated policing does require  
 15 a strong knowledge of what kind of caseload could  
 16 we have up here? Those caseloads involve lost,  
 17 missing, overdue people then I should have a  
 18 foundation in basic SAR skills so I understand  
 19 what the teams are doing.

20  
 21 There's also that risk assessment side that's  
 22 involved in it, so when somebody is telling you  
 23 what we're going to do, like a Barry Anderson, in  
 24 Makkovik, that you fully understand that. So

**Page 106**

1 having that training available.

2  
 3 It may not need to be a full course of a six-day  
 4 course for the police ground search and rescue,  
 5 so but the attachment members really know and  
 6 officers know, ah, this is what's going on out  
 7 there. I don't have to guess. I don't have to  
 8 ask 20 questions. I know and understand that.

9  
 10 I see as an opportunity the joint field exercises  
 11 between NLSARA members and their SAR partners.  
 12 These are all the stakeholders that you would  
 13 have in a mission. And that may be involving the  
 14 Canadian Coast Guard Auxiliary as an example for  
 15 body recoveries where they believe the person is  
 16 gone off the East Coast Trail and is down into  
 17 the water area.

18  
 19 Joint field exercises are invaluable. So it's  
 20 not just in the classroom, it's out in the field  
 21 doing it. And it takes time.

22  
 23 New equipment: excellent opportunity to look at  
 24 global positioning systems, different ones that

**Page 107**

1 are out there. InReach. The different apps that  
 2 are out there for Smartphones.

3  
 4 I know we mentioned AdventureSmart but there are  
 5 apps that go work with the inReach system onto  
 6 your Smartphone, so then you can use that device.

7  
 8 And different types of stoves that are rapidly  
 9 coming on the market that really meet the  
 10 requirement for SAR. Those are excellent  
 11 opportunities for training and development of new  
 12 equipment.

13  
 14 The use of working with CASARA as an example on  
 15 the spotter training. New training on new  
 16 equipment, a new spotter technology. Advanced  
 17 medical wilderness responders.

18 MR. BUDDEN:

19 Mr. Smith, this might -- not to interrupt but you  
 20 gave me a really good explanation in a couple of  
 21 minutes of what the technique of spotting is.

22  
 23 Would you mind doing that here now, just very  
 24 briefly explaining what a trained spotter is

**Page 108**

1 actually trained to do?

2 MR. SMITH:

3 I could do that. And I mean, I've gone through  
 4 the program myself. I've never been a spotter  
 5 training but I've gone through it and we've  
 6 documented it.

7  
 8 But basically what you're doing is once you're  
 9 onboard the aircraft -- and there's different  
 10 aircrafts from light aircraft, everything from a  
 11 Cessna 162 all the way up to a C-130 Hercules.

12  
 13 Certainly, you're looking out a window. You're  
 14 going to be looking at the ground. But that's  
 15 also based on altitude and slant distances out  
 16 from the aircraft.

17  
 18 And typically what you're doing is when you place  
 19 your arm out at a certain angle and that  
 20 indicates where your fist is located as a piece  
 21 of ground that you want to look at, and then as  
 22 the aircraft is going forward, you're not only  
 23 moving that forward but you're bringing in that  
 24 arm or you're bringing in that sight picture on

**Page 109**

1 that wrist area back in towards the aircraft and  
 2 then back out again.  
 3  
 4 So you're constantly scanning back and forth on  
 5 the ground, left to right, up and down on that  
 6 little object that's out there, that piece of  
 7 ground that you're covering.  
 8  
 9 And that is why you'll see most of the aircraft  
 10 are certainly less than 1,000 feet and the slant  
 11 distances are also less than that as well.  
 12  
 13 It also depends on the aircraft platform and how  
 14 you do that. Whether it's rotary wing,  
 15 helicopter and/or a small fixed-wing.  
 16  
 17 But it's important with the spotter training --  
 18 and this is why I really believe in spotter  
 19 training and also believe in the aspect of having  
 20 the military do it and/or CASARA do it is the  
 21 fact that you got to do it, and you have to do  
 22 the refresher training.  
 23  
 24 And I know Mr. Blackmore mentioned that it costs

**Page 110**

1 money to do that. I agree. But you're not going  
 2 to get meaningful probability detection values,  
 3 in other words, what you see on the ground and  
 4 the targets you're looking for, unless you have  
 5 trained spotters. If you don't have a trained  
 6 person, then you don't get meaningful probability  
 7 detection values.  
 8  
 9 Now with that being said, somebody who's doing  
 10 wildlife surveys and that's their job as a  
 11 biologist and/or with conservation officers, an  
 12 example, they're used to being up in an aircraft  
 13 doing moose surveys and doing orbits and circles  
 14 on a continuous basis.  
 15  
 16 But it's also being able to do those grid  
 17 patterns and look at that piece of ground that  
 18 your fist is identifying as well. So there's  
 19 always a chance to bring that in. But it's  
 20 looking at the ground, something the size of your  
 21 fist held out as you bring it out and in towards  
 22 the aircraft and back out again.  
 23  
 24 Does that help?

**Page 111**

1 MR. BUDDEN:  
 2 So it's more than experience. It's an actual  
 3 system?  
 4 MR. SMITH:  
 5 It is a system. It is training and there's a  
 6 technique to it. And the Royal Canadian Air  
 7 Force for many years has used that with their SAR  
 8 tech program and also teaching CASARA. And then  
 9 CASARA has taught NLSARA members in this province  
 10 to do it.  
 11  
 12 But it's maintaining that. And it's like  
 13 everything, you can't have enough spotters  
 14 because you never know when you're going to have  
 15 to put them aboard an aircraft to go do something  
 16 and where they are going to be. So you need to  
 17 spread them out throughout Newfoundland and  
 18 Labrador.  
 19  
 20 The other part is, as I mentioned this briefly  
 21 before, the advance medical wilderness responder.  
 22 So some of the opportunities that are out there.  
 23  
 24 There's different companies now providing this

**Page 112**

1 training. And it's important to look at  
 2 different avenues and not always train  
 3 internally, but to go outside and to bring those  
 4 other experts in to give you the latest and best  
 5 practices because more often than not you're  
 6 treating those trauma injuries and those trauma  
 7 injuries can be compounded with hypothermia as an  
 8 example.  
 9  
 10 And we still have a lot of people pass away from  
 11 hypothermia all across Canada. And it can happen  
 12 in the summer, just as well as it could happen in  
 13 the wintertime.  
 14  
 15 So for SAR skills, some of those external threats  
 16 that I saw: no sustainable funding for training  
 17 or equipment.  
 18  
 19 Now, this is not just NLSARA. This is also going  
 20 back to the law enforcement agencies because they  
 21 have to reallocate budgets and finances.  
 22  
 23 So it's not a fault of a SAR coordinator per se  
 24 who's with law enforcement. It's just that

**Page 113**

1 there's only so much funding to go around and  
 2 provide policing services.  
 3  
 4 So if there was more money available out there,  
 5 it would help the police train more of their  
 6 members as part of their role, responsibilities  
 7 and duties, but also to train CASARA or other  
 8 ways of doing business.  
 9  
 10 I'm not saying this way or that way. It's like  
 11 look at other avenues. Look at other ways of  
 12 providing that service.  
 13  
 14 But sustainable funding is a key for training.  
 15 And again, I know Mr. Blackmore brought that up  
 16 yesterday and it is a problem all across the  
 17 country, but let's not lose it. Let's get on top  
 18 of it.  
 19  
 20 And the equipment is also important because if  
 21 you don't train on this new piece of equipment,  
 22 all of a sudden you get out there and you need to  
 23 use a wheel kit on something simple like a  
 24 cascade toboggan or a rescue toboggan, and you

**Page 114**

1 can't figure out how it goes together or a piece  
 2 breaks off, man, if you don't have that, that's a  
 3 threat. It's not going to make it work for you.  
 4  
 5 The lack of cross training with other SAR sector  
 6 stakeholders. A lot more training with Parks  
 7 Canada, a lot more training with Canadian Coast  
 8 Guard Auxiliary, and a lot more training with  
 9 CASARA.  
 10  
 11 What works? What does not work? Is it possible  
 12 to use them on every case? You need to figure  
 13 that out.  
 14  
 15 What are the PODs that are out there from cross  
 16 training with these different departments and  
 17 agencies, probably detection values of spotting  
 18 somebody that's out in a certain area? You need  
 19 to know that and document it, and everybody  
 20 working together can resolve the problem.  
 21  
 22 We do have multiple agencies and multiple  
 23 policies. They can be difficult for NLSARA as an  
 24 example and/or civilians to follow.

**Page 115**

1 If you're in government you're used to doing all  
 2 that. All these policy and procedures, it's like  
 3 water off a duck's back. Oh yeah, I'll just read  
 4 this, that, and the other thing, and here's where  
 5 it is.  
 6  
 7 But if you're outside of that realm, it's not  
 8 always easy to follow that. And so that's a  
 9 threat because it's different now working for,  
 10 say, the RNC as it would be the RCMP, as an  
 11 example, as it would be for working for Coast  
 12 Guard and/or Parks, Canada park service.  
 13  
 14 So within (inaudible) policy, what can we do?  
 15 What can we not do? And how are we going to set  
 16 this up? And how do things function? Who's  
 17 going to be in command and control?  
 18  
 19 Not enough field exercises and not enough  
 20 stakeholders participating and that's important.  
 21 Field exercises make you successful.  
 22  
 23 We train on some equipment but we need to get out  
 24 there and do the 12-hour, 16-hour, even an

**Page 116**

1 overnight and changing teams over in the field;  
 2 24-hour exercises in the field. There needs to  
 3 be a lot more of them.  
 4  
 5 The recruitment: I know we're doing a session  
 6 with that on Friday here with the hearing  
 7 process. I'm not going to spend a lot of time on  
 8 it, saying there's a lot of competing interest  
 9 out there.  
 10  
 11 Some of the folks in room here are competing  
 12 interest in taking those SAR personnel  
 13 from NLSARA, as an example, and putting them in  
 14 CASARA, putting them in Coast Guard Auxiliary,  
 15 going to Canadian Rangers. People have a choice  
 16 of where they want to go.  
 17  
 18 Local fire municipalities and fire services are  
 19 also a competing interest. So it's hard to get  
 20 recruitment.  
 21  
 22 In some communities, and again, Makkovik is a  
 23 prime example, you might have a person doing all  
 24 three or four of those jobs. They're in the

**Page 117**

1 Coast Guard Auxiliary program. They're a  
 2 Canadian Ranger. They're in Ground Search and  
 3 Rescue. They're with the local fire department.  
 4  
 5 Threat is they could be one of those other ones  
 6 engaged and then something occurs, and now all of  
 7 a sudden you've lost that personnel.  
 8  
 9 Civil litigation liabilities is always a threat  
 10 for emergency responders. Did we do the right  
 11 thing? Did we drop the person? Is there  
 12 potential for that to happen to emergency  
 13 responders? Yes, there's always potential for  
 14 that to happen.  
 15  
 16 So it's in the back of people's minds. But if  
 17 you can show and demonstrate your plans, your  
 18 training, your equipment, you're good. But  
 19 people mention to me, that's a threat. Could we  
 20 be sued? And they want to know the answer to  
 21 that.  
 22  
 23 Certainly, leadership. And next section deals  
 24 with leadership. These are the folks that are

**Page 118**

1 out there providing that purpose and that  
 2 direction and the motivation to the SAR skills  
 3 guys.  
 4  
 5 The ones that are really involved as we often  
 6 heard "boots on the ground," where the leaders  
 7 are putting all that together and they're coming  
 8 up with an incident action plan. They are coming  
 9 up with their task, their assignment. Relaying  
 10 it to the team. Meals, mission, goals,  
 11 objectives. Out they go to keep that team going  
 12 to find clues, as I mentioned before. Their job  
 13 is to find clues and to keep motivating those  
 14 guys, nighttime, daytime, inclement weather to  
 15 find clues.  
 16  
 17 So some of the strengths in there is, there's a  
 18 lot of folks here that got a lot of years of  
 19 training.  
 20  
 21 And SAR leader has the greatest number of years  
 22 from the number -- and also the largest number of  
 23 SAR courses they've taken by being in the  
 24 business. So that's a good strength to have and

**Page 119**

1 I've seen that time and time again. And I've  
 2 documented it down with the questionnaires.  
 3  
 4 So their experience with SAR is good and they  
 5 also have a large number of missions they can  
 6 pull upon because of years in service on the job.  
 7 You don't want to lose those guys.  
 8  
 9 They are proficient, credible and competent in  
 10 their SAR skills because all the leader is for  
 11 this perspective is an extension of SAR skills.  
 12  
 13 They are team oriented. I know talking to one  
 14 fine gentleman who's in the room here, who has --  
 15 I won't mention his name but he has a long  
 16 history of working in the fire service, and also  
 17 with search and rescue, and he's an older  
 18 gentleman.  
 19  
 20 But I tell you what, he is very team oriented.  
 21 He considers his team members first and age  
 22 doesn't mean anything about competency. That  
 23 gentleman can do the job as well as any  
 24 20-year-old. I know that. And he's told me that

**Page 120**

1 too, which is a good thing, because I need to be  
 2 brought in every once in a while. So that's the  
 3 guys you want. Those are strengths.  
 4  
 5 Their experience with outside resource: they  
 6 know who's in the field. They know who they're  
 7 (inaudible). They know who they're working with  
 8 in different parts of the province. And there's  
 9 a trust and bond working with those outside  
 10 agencies. And that's one thing you see with  
 11 working with the police. You need to build that  
 12 trust and the bond.  
 13  
 14 If you ever break it down and lose it, it's very  
 15 difficult to get back. These leaders have that.  
 16 They keep it there.  
 17  
 18 They do embrace new technology: inReach, GPS and  
 19 satellite systems, other satellite systems that  
 20 are out there. They understand that. They take  
 21 great pride in knowing all these techno gadgets  
 22 and devices.  
 23  
 24 They really enjoy those items. And they also use

**Page 121**

1 them to make the team more efficient and  
 2 effective.  
 3  
 4 Now some of the weaknesses: again, it goes back  
 5 to a lack of funding. There's only so much money  
 6 to go around when you talk about critical  
 7 infrastructure, infrastructure for rolling stock  
 8 and vehicles, and for training and to replace  
 9 equipment.  
 10  
 11 So lack of funding to give them leadership  
 12 skills, and also leadership skills and courses  
 13 from outside their shop, outside the area so  
 14 they're constantly evolving and improving  
 15 themselves as leaders.  
 16  
 17 Because the main job of those SAR leaders is to  
 18 make more SAR leaders, and so there needs to be a  
 19 mentorship program that's documented but it takes  
 20 time to do that. And a lot of the guys were  
 21 saying that I don't have time to mentor anybody.  
 22 I don't have time to complete this process that  
 23 you're talking about, because it does take time.  
 24 So that's a weakness. It can be worked on.

**Page 122**

1 CISM, as well. They have a concern because  
 2 they're the ones that often (inaudible) not  
 3 identify a stress injury in their team members,  
 4 SAR responders, SAR workers. And they're the  
 5 ones that are going to bring it up to the  
 6 overhead team, to the executive, but also get  
 7 that team member help. So again, lack of  
 8 adequate programs and counselling.  
 9  
 10 The Position Task Book. And Wildland Fires use  
 11 the Position Task Book. So does Emergency  
 12 Management for years. It's not a new device.  
 13 And there's different formats out there.  
 14  
 15 That can be used to maintain that competency for  
 16 many, many positions in search and rescue and  
 17 succession planning. Because if you're going to  
 18 build new leaders, here's my documentation on  
 19 making this person a leader. Here's what they've  
 20 done. Here's what they can do.  
 21  
 22 The opportunities are out there with training  
 23 with other SAR teams. So not only train with SAR  
 24 teams in your backyard, but spreading out and

**Page 123**

1 working with other teams in the Avalon Peninsula.  
 2 Working with other teams in Labrador. Working  
 3 with other teams on the west coast, et cetera,  
 4 and in the northern part of the island. And  
 5 that's a continuous thing. So reach outside your  
 6 area. Those are opportunities.  
 7  
 8 And also, to involve police GSAR training. They  
 9 need to understand how the leader thinks and how  
 10 they're going to act and what they're going to  
 11 do. They're sending them out there and so there  
 12 is that participation to increase that SAR  
 13 leadership knowledge on behalf of the police.  
 14  
 15 Because that gives them better respect and  
 16 appreciation that, okay, this person is saying  
 17 that they need this kind of aircraft, these are  
 18 the injuries they are seeing, I have a faith in  
 19 that we have a trust and we have a bond. That's  
 20 an opportunity to build that up.  
 21  
 22 Increased joint exercises with all the NLSARA  
 23 teams. These are field exercises again. But I  
 24 will say it's easy for me to say that but it

**Page 124**

1 costs money to complete a field exercise. And  
 2 that's a significant issue we're going do be  
 3 addressing.  
 4  
 5 We do require new leaders. They want to make  
 6 more leaders and also to consider diversity in  
 7 leadership as well as we move forward with all  
 8 the people that we have in our communities, based  
 9 on the demographics of our communities.  
 10  
 11 New training from outside agencies is an  
 12 opportunity. What can Canadian Coast Guard teach  
 13 us? What can CASARA teach us? What can the RCMP  
 14 and the RNC teach us? What can Parks Canada  
 15 teach us? What can the Canadian Rangers do?  
 16 What can other agencies teach us? How can we  
 17 share our education, training and knowledge? And  
 18 then develop this mentorship program from the SAR  
 19 responders.  
 20  
 21 The threats that are out there really comes down  
 22 to the funding. I can't tell you the amount, I  
 23 can't tell you why you need a million dollars,  
 24 two million dollars or \$500,000. It requires a

**Page 125**

1 financial backing, that is for sure, to have a  
 2 mentorship and to assist people.  
 3  
 4 From printing documentation, to sustaining it,  
 5 database on computer software, whatever you're  
 6 going to use, it's there. That's a threat to  
 7 being successful in the previous slide.  
 8  
 9 Not being able to train with the police. The  
 10 police are busy. They're doing police work.  
 11 Parks are busy doing park stuff. You can't  
 12 always get that done. That's a threat. So  
 13 somehow we have to change the way we do it, the  
 14 dynamics to make sure we can be more successful.  
 15  
 16 Not getting multiple agency recognition. There  
 17 needs to be recognition for these leaders for  
 18 years of service, outstanding contributions by  
 19 the multiple agencies.  
 20  
 21 You've had ships at sea, just recently, engaged  
 22 in search and rescue operations and that's  
 23 important for the leaders that are involved on  
 24 those water vessels and what they were doing.

**Page 126**

1 Lack of exercises with SAR sector stakeholders.  
 2 Train in the field with the people you will be  
 3 working with. Money. Recruitment.  
 4  
 5 There were some comments made to me, I won't  
 6 mention the area but it was on the island here,  
 7 no, I don't want to be a leader. I would rather  
 8 just be a boots on the ground person in the  
 9 field. You tell me what we're doing and I'll go  
 10 do it.  
 11  
 12 Okay, fair enough. It's not the first time we've  
 13 heard that. Some people do not want to step up.  
 14 They don't feel it's their role. They say, well,  
 15 I'm not a leader. I'm not leader material.  
 16  
 17 Well, leaders are made, they're not born. But  
 18 with that being said, they don't feel comfortable  
 19 that's a threat, because then we're losing out on  
 20 that body as we go forward. So we need to have  
 21 recruitment also to build people that can come in  
 22 and be leaders as we move forward.  
 23  
 24 Now what is management? It's accomplishing those

**Page 127**

1 organizational objectives through efficient  
 2 effective use of people and the resources that we  
 3 have to get our job done.  
 4  
 5 The strengths: In most cases we're talking about  
 6 here, and I did not recall the percentage for  
 7 this one but they have the most years in search  
 8 and rescue. They have the most experience. They  
 9 have the most missions under their belt. They're  
 10 proficient, credible and competent with SAR  
 11 management.  
 12  
 13 They know they've been trained. They're team  
 14 orientated. They're good at working in the  
 15 command post. They're good at working in an  
 16 overhead team. They're good at working with the  
 17 police as the incident command side of the house,  
 18 and also with other agencies.  
 19  
 20 They're good at embracing technology from  
 21 geographic information systems: the GPS, the  
 22 tactical mapping, and like the Emwerx system, but  
 23 also the ERI system. So tactical mapping. And  
 24 producing that documentation. There is good

**Page 128**

1 strength there.  
 2  
 3 The weaknesses: I could sure use a refresher  
 4 course. That statement was made on several  
 5 occasions. I could use some additional training  
 6 on that new stuff dealing with data collections,  
 7 statistical analysis, lost person behaviour.  
 8 Okay, fair enough.  
 9  
 10 I could actually use some training to go out and  
 11 see, well, what do those divers do anyway when  
 12 they do a dive recovery? And how do they  
 13 actually spot from aircraft and giving meaningful  
 14 PODs? I don't know that.  
 15  
 16 So a number of SAR managers, there's always a  
 17 requirement for more positions, without a doubt.  
 18 And the reason you want more SAR managers in the  
 19 province, and I want to say this categorically,  
 20 is you want the incident management teams. So  
 21 that when one team is expended. They've done  
 22 their 12, 16 hours, another incident management  
 23 team, which is basically command staff, general  
 24 staff, SAR managers, come in and they can take



Page 129

1 over and do the night shift. So then that other  
 2 team can take over, who works that local area,  
 3 they can then, again, do the day shift. And you  
 4 can go 24 and 7 that way by having multiple  
 5 incident management teams.  
 6  
 7 When the other team is expended, you bring  
 8 another IMT. This is done today. It is carried  
 9 out today but it's done a little more loosely.  
 10 People have working knowledge who understand that  
 11 but it also needs to be built upon and be  
 12 documented, because you want to have a case  
 13 where -- and we saw examples here up on the  
 14 peninsula with multiple operational periods and  
 15 having multiple teams that could do that and not  
 16 have an incident management team that runs 17  
 17 hours-plus. Because then you get into fatigue  
 18 management and before you get physically tired,  
 19 you get mentally tired.  
 20  
 21 So there needs to be a mentorship program for SAR  
 22 managers. So if you can't go on a course, you  
 23 need to mentor with somebody about what's the job  
 24 all about? What can I do for you? What

Page 130

1 paperwork can I complete and help you out while  
 2 doing that? So better training of people who are  
 3 going to go into SAR management.  
 4  
 5 There was a SAR group in the province who had a  
 6 SAR coordinator acting as the local SAR manager  
 7 who was untrained. So you had somebody who was  
 8 going out there managing searches who was  
 9 untrained. That's a problem. And but it's also  
 10 a case of training needs to be offered and  
 11 continues to be offered or that person should be  
 12 removed from the role. That's a weakness.  
 13  
 14 Better documentation during initial response  
 15 phase with the incident action plan. There's a  
 16 lot going on. No one expects a SAR management or  
 17 SAR management team to drop everything and plan  
 18 for two or three hours on the hood of a vehicle  
 19 or in a command post, while everybody is waiting  
 20 outside.  
 21  
 22 No. Initial response means we know where we can  
 23 go searching initially to get everything done.  
 24 Let's find out where all those places and check

Page 131

1 them where the person is not, but then let's get  
 2 that documented right away and also come up with  
 3 our goals and objectives and scenarios and to  
 4 where we want to search next that also allowed  
 5 you to do transfer command at a later date.  
 6  
 7 Position Task Books again pertain to SAR  
 8 management as they do with SAR skills and SAR  
 9 leadership. They need a strong participation in  
 10 after action reviews.  
 11  
 12 Not everybody could make it to an after action  
 13 report or review because jobs, families. It's  
 14 not just possible. But they need to be there  
 15 because they're the ones going to say, well, this  
 16 is what we set out to do, here's what actually  
 17 happened, and how can we improve ourselves as an  
 18 emergency service delivery vehicle for the  
 19 tasking agency? Because how does the tasking  
 20 agency measure the results unless they have an  
 21 after action review?  
 22 MR. BUDDEN:  
 23 I'm just going to jump in there, Mr. Smith. Just  
 24 to go back to the previous bullet, the better

Page 132

1 documentation during the initial response phase.  
 2  
 3 And we've talked about this throughout the  
 4 Inquiry. But perhaps you could just explain a  
 5 little in a little more detail what you observed  
 6 and what you would have liked to have seen. And  
 7 why it matters?  
 8  
 9 So would this also be basically, I guess, the  
 10 planning of the operation? So if you can sort of  
 11 speak to those things, explain them a little more  
 12 thoroughly.  
 13 MR. SMITH:  
 14 When you get that call for lost, missing, overdue  
 15 subject, it is important that you have a preplan  
 16 on how you're going to do business. And then  
 17 once you get to the scene you get all that  
 18 information from the police. You're going to  
 19 come up with some scenarios as to what do you  
 20 think has happened.  
 21  
 22 It does take time to do that. You're going  
 23 through that mentally. Soon as you leave your  
 24 house to get to the RCMP detachment or RNC

Page 133

1 station you're saying, okay, I wonder what could  
 2 have happened here? So you're already going  
 3 through some scenario analysis.  
 4  
 5 Once you get to your location with the police,  
 6 you want to get with your police incident  
 7 commander or police officer and decide, okay, you  
 8 think, from a policing standpoint, through your  
 9 investigation, that we have a SAR mission. Now  
 10 we need to develop a plan as to what we're going  
 11 to do. That is based on scenarios.  
 12  
 13 So you want to come up with five to ten solid  
 14 scenarios as to what do you think has happened to  
 15 this individual.  
 16  
 17 They don't take that long. Maybe that child has  
 18 succumbed to a wildlife human conflict. Maybe  
 19 that child has been abducted. Stranger  
 20 abduction, parental abduction. Maybe that child  
 21 has wandered off and followed a deer, a rabbit.  
 22 Maybe that child has actually succumbed to  
 23 hazardous-type terrain.  
 24

Page 134

1 That's kind of what I'm talking about, scenarios.  
 2 So you're kind of already building this up and  
 3 then you want to quickly document that down.  
 4  
 5 Then from those scenarios you can start to look  
 6 at where do I want to search first, second, third  
 7 and fourth. And so you can look at a map and  
 8 say, okay, well, let's find out where she is not  
 9 based on your scenario.  
 10  
 11 So you can say we're going to check this trail,  
 12 that trail, along the river, along the coastline  
 13 or the campground, all the infrastructure, all  
 14 the buildings, all the vehicles in the area. We  
 15 want to check everybody coming and going from the  
 16 campground area. And all of a sudden I have all  
 17 these multiple tasks.  
 18  
 19 I want to get out there in the field and check  
 20 all the tree lines in the field that you look  
 21 back on the campground site and say, hey, I can  
 22 do all those things, but you're building a plan.  
 23 So that incident action plan is important because  
 24 it comes up with the objectives.

Page 135

1 We want to find Sally Sanchez by 2400 hours.  
 2 That's the plan. She's missing from the  
 3 campground.  
 4  
 5 Then you come with investigational objectives,  
 6 which the police help you out on,  
 7 containment/confinement objectives, and you're  
 8 going to come up with search objectives. Those  
 9 can be done in a short, really fast period of  
 10 time.  
 11  
 12 What I did see occurring in this process, though,  
 13 was not so much having a plan for that initial  
 14 response but having a plan or notes and  
 15 documentation for here's what we did.  
 16  
 17 And so what there needs to be is a little more  
 18 upfront as to here's our incident action plan as  
 19 to our objectives, strategy and tactics, our  
 20 scenarios, our probability areas, identifying the  
 21 hazards and here's where we sent everybody.  
 22  
 23 Because if I'm the SAR manager and I have to  
 24 transfer command because I'm too tired or I have

Page 136

1 to move, then I can say here's what we did as a  
 2 plan in initial response. It's still in initial  
 3 response phase. You can continue that and move  
 4 forward.  
 5 MR. BUDDEN:  
 6 Just, again, to follow up because this is a point  
 7 that I think may be important.  
 8  
 9 What does it actually look like? How long does  
 10 it take? Why does it matter? And did you see  
 11 examples here where that was followed?  
 12  
 13 "Here" meaning your observation of the  
 14 Newfoundland searches?  
 15 MR. SMITH:  
 16 Yes, thank you. I did see on a couple of  
 17 occasions here, in going through the hearings,  
 18 where there was no plan per se upfront. The guys  
 19 knew where they wanted to send everybody but  
 20 there needed to be a kind of solid documented  
 21 plan.  
 22  
 23 And again, this takes more training and  
 24 developing an initial response to get that done.

**Page 137**

1 The time involved in doing that, it can take two  
 2 or three minutes, to an hour, depending on the  
 3 complexities of the incident: terrain,  
 4 topography, weather, getting that information  
 5 coming in, waiting for the troops to arrive to  
 6 deploy in the field.  
 7  
 8 But I will stress again, I'm not saying that you  
 9 hold 50 people back, while you do a very thorough  
 10 highly detailed plan. I know immediately if I'm  
 11 talking about somebody missing from a campground  
 12 where I need to send them to start searching.  
 13  
 14 More often than not that is done because guys  
 15 have a working knowledge. The men and women have  
 16 a working knowledge. What they need to do so the  
 17 plan is how you're going to be measured, what you  
 18 set out to do. If you don't have that plan ahead  
 19 of time, then how are you measured as to what  
 20 worked and what didn't work and what do you need  
 21 to modify and adjust as you get into a second and  
 22 third operational period.  
 23  
 24 So lots of after action notes but not so much up

**Page 138**

1 front. And I have that in a slide coming up here  
 2 just a little later as well.  
 3 COMMISSIONER IGLOLIORTE:  
 4 So I mean, if the incident commander and the SAR  
 5 manager tells you that they have good  
 6 communication and they know how to communicate  
 7 with each other, and they have a close working  
 8 relationship, is this written plan critical or is  
 9 it desirable?  
 10  
 11 We've heard from one of the teams, at least one  
 12 of the teams say, well, we kind of know how each  
 13 other is thinking so we share and communicate  
 14 that information, but we don't necessarily follow  
 15 some kind of rigid written plan and record it.  
 16 MR. SMITH:  
 17 Thank you, Commissioner. As I am here, I can  
 18 only give you best practices. I can only tell  
 19 you what I've observed from interviews,  
 20 investigation and observation. I will give you  
 21 the best practices.  
 22  
 23 When we talk about the plan, the police must  
 24 approve the plan in one way or another. And it

**Page 139**

1 may be just a second. Like right now, I can  
 2 approve this plan because the police officer is  
 3 right here. Fair enough. Or they're there  
 4 working together with the plan.  
 5  
 6 The police must also approve the resources. And  
 7 I have some slides coming up a little later on  
 8 this, but specific to say Newfoundland search and  
 9 rescue does not have a mandate to do search and  
 10 rescue. They don't have a SAR responsibility.  
 11 They are volunteers.  
 12  
 13 The police have the responsibility to do search  
 14 and rescue. So the police have to approve  
 15 something. If it's just, I'm going to send  
 16 people here there and everywhere and we will just  
 17 do up some notes, then I don't have a plan. I  
 18 don't have something that can be measured by and  
 19 the police are approving just the notes that have  
 20 happened after the fact, instead of an actual  
 21 plan that has the projective strategy and tactics  
 22 and scenarios. So that's a consideration.  
 23  
 24 And then the police must also approve the

**Page 140**

1 ordering of the resources for that plan. Because  
 2 if NLSARA doesn't do it - and please, don't take  
 3 this wrong, what I'm saying here. I'm just  
 4 giving the academic side and possibly the legal  
 5 side here - is that the police order those  
 6 resources. If they don't have NLSARA do this -  
 7 and there's no way that police can do this across  
 8 Canada. It's not physically possible - then they  
 9 must do it without NLSARA, with all of their  
 10 officers.  
 11  
 12 And if it's in a place like Makkovik or  
 13 (inaudible), then they're bringing officers in  
 14 from all across the province and outside the  
 15 province to do a SAR mission and they must do it.  
 16 RALPH, Q.C.:  
 17 I wonder if Mr. Blackmore can weigh in on that  
 18 issue in terms of, I guess, the police, the plan,  
 19 and approving resources because I didn't get the  
 20 impression that was kind of how it was working in  
 21 this province. But perhaps it is, I just didn't  
 22 understand that.  
 23 MR. BLACKMORE:  
 24 I don't think there's any written formula that we

Page 141

1 have to say the police sign off on it. It's  
 2 always been done between the search manager and  
 3 the incident commander together.  
 4  
 5 Richard is stating that they have to sign off on  
 6 it. I have never seen a plan signed off by any  
 7 police officer since I've been at this. And but  
 8 it is always discussed before anything is done  
 9 and written into the log what we're doing.  
 10  
 11 If you're talking about actually having someone  
 12 sign off on it, no, it's never done. But it is  
 13 jointly done. And it is given that once we come  
 14 up with the plan, we discuss it, and we just  
 15 continue on with it.  
 16  
 17 But actually written down, a plan, that someone  
 18 has to initial? No, it's never done.  
 19 MR. FREEMAN:  
 20 Mr. Williams may be able to add to this as well.  
 21 Sergeant Williams, if that's okay with the  
 22 Commission?  
 23 COMMISSIONER IGLOLIORTE:  
 24 Yes.

Page 142

1 SGT. WILLIAMS:  
 2 Yes, Sergeant Williams here. It is a discussion  
 3 had at that level, as we discussed before, SAR  
 4 manager, SAR incident commander.  
 5  
 6 In terms of approving the resources, that is a  
 7 discussion that comes from those two roles. And  
 8 say if it's for air support, yeah, that's a  
 9 decision made together, but then the police would  
 10 be the mechanism to contact for the air support  
 11 as we've seen.  
 12  
 13 And I guess in terms of formal signoff, not  
 14 necessarily a formal signature but in that  
 15 discussion there is an agreement between the two  
 16 parties to say this is the best course of action  
 17 in the process, these are the resources that have  
 18 been identified, and this is how we plan to move  
 19 forward with the SAR operation.  
 20 COMMISSIONER IGLOLIORTE:  
 21 Okay, thank you. Yeah. So we are, as Mr. Smith  
 22 pointed out, hiring him and have hired him to  
 23 point out best practices. I just wanted to get  
 24 his response to a point that we've heard on one

Page 143

1 of the sessions. Thank you.  
 2 MR. SMITH:  
 3 The incident action plan and what you're going to  
 4 do. What are we here to do and why? How are we  
 5 going to do it? Who, where and when?  
 6  
 7 I agree with Sergeant Williams, I agree with  
 8 Mr. Blackmore, that if I'm standing here with the  
 9 police here in the command post, I have the plan.  
 10 This is what we want to do. The officer is right  
 11 there.  
 12  
 13 But if the officer has to go to an assault  
 14 causing in progress, a serious crime, motor  
 15 vehicle collision, there is an understanding that  
 16 they would have to communicate and say this is  
 17 what we do. Can somebody in the office approve  
 18 what we're going to do? You know, you got to  
 19 communicate it.  
 20  
 21 More often than not the officers are there.  
 22 There's somebody there because of recourses. But  
 23 in some places where it's busy you may have to  
 24 say here's what we want to get done. And so

Page 144

1 you'd have to have conversations before the  
 2 officer left to say what's our delegation of  
 3 authority to moving forward. And that's the  
 4 working relationships we have with the police and  
 5 NLSARA.  
 6  
 7 And in some of the smaller communities it's a  
 8 great working relationship. They're part of the  
 9 community. Everyone knows each other and what  
 10 goes on, how you think. And I agree with that.  
 11 So it's that trust. It's that bond that I  
 12 mentioned as well.  
 13  
 14 There is not a physical I sign off on this plan.  
 15 It's more here's our plan. Here's what we're  
 16 going to do. Good to go or over the radio or the  
 17 cell phone. Does that help, counsel? Yeah,  
 18 okay.  
 19  
 20 So some of the external threats but external --  
 21 sorry, not threats, the opportunities that are  
 22 there to go forward with the training with  
 23 mandated tasking agencies. This last example we  
 24 just talked about with Sergeant Williams here is

**Page 145**

1 a good one and this whole program. Because I  
 2 still have several slides to go on dealing with  
 3 how would you like business done? How do you  
 4 want get that completed? What suits your  
 5 requirements?  
 6  
 7 So you do that in the tabletop exercise. When  
 8 you do a tabletop exercise you have a map on the  
 9 table, you have a scenario of a lost child, and  
 10 you need to do the tactical, the mapping, the  
 11 planning. You need do the incident action plan.  
 12 You need to do all those aspects, all those parts  
 13 of it with a team. And then the police are there  
 14 and getting them involved and resource management  
 15 principles but that's where you start doing it.  
 16 That's a great opportunity to really say here's  
 17 how we want to go forward.  
 18  
 19 And then there is a some times an overabundance  
 20 of tasks that the police are asked to do in  
 21 communities.  
 22  
 23 A lot of police officers may not have time to  
 24 read a SAR policy, a division policy, B Division

**Page 146**

1 policy, before a mission or national policy. I  
 2 don't fault them for that. It's like anything  
 3 with policy and procedures, usually an incident  
 4 happens and you're grabbing to see what do I do  
 5 now? How do I talk to a senior officer  
 6 supervisor? When I am going to go forward?  
 7  
 8 But a better, I think, understanding of  
 9 increasing police SAR management training for  
 10 simply an awareness program for their ICs as  
 11 their role, responsibilities, and duties with  
 12 NLSARA or any other group.  
 13  
 14 And this came from a conversation I had with an  
 15 RCMP officer in Makkovik, who's not there  
 16 anymore. But he was really good at identifying  
 17 you know what, we could do things better that  
 18 way, as far as understanding the full gamut what  
 19 should happen. He admitted that.  
 20  
 21 I'm really a good investigator. I'm a  
 22 crackerjack investigator but I need to understand  
 23 the SAR stuff better.  
 24

**Page 147**

1 So that comment was made to me and it kind of  
 2 stuck in that, yeah, you're right. What is my  
 3 role? What looks like a good program?  
 4  
 5 SAR management field exercises and then  
 6 scenario-based with the SAR teams as well so that  
 7 they're not just helter-skelter. They're  
 8 actually designed with lost, missing, overdue  
 9 people on different categories and what you're  
 10 dealing with.  
 11  
 12 If we have a large number of people that are  
 13 going missing, that are in special needs  
 14 categories, then maybe we should start training  
 15 more on those avenues and in the field. And  
 16 getting role players and all sorts of people  
 17 involved to do that.  
 18  
 19 So new training for SAR management. New training  
 20 on incident management systems. So the databases  
 21 that make it happen, your Emwerx system and the  
 22 rest of that. It doesn't matter which system you  
 23 use, you're using a good solid system here, it  
 24 works. Train more people on that. Get more

**Page 148**

1 people understanding some of the changes and  
 2 where lost person behaviour is going and the  
 3 different data there. And again, more training  
 4 for the initial response side.  
 5  
 6 Those threats that are out there, sometimes  
 7 people misunderstand the role by police and  
 8 NLSARA.  
 9  
 10 So I just opened up the can of worms here about  
 11 who's responsible for SAR and is that a  
 12 contractual basis? Is it a given? Is it part of  
 13 a you get paid to do SAR and then you can do it  
 14 through the use of volunteers? Yeah, you do but  
 15 who does what?  
 16  
 17 And some officers who are new, and it was  
 18 mentioned to us again in Makkovik, they had a  
 19 brand new officer, just out of training and that  
 20 person did not understand everything but lucky  
 21 enough could get ahold to the supervisor at a  
 22 later date and it worked out just fine. But it's  
 23 getting that advice, what has to happen between  
 24 the incident action plan and the resources.

**Page 149**

1 Cross training: We need to do cross training.  
 2 It's not there so that's a threat to our great  
 3 program. And again, what I'm mentioning here is  
 4 - I have some other slides coming up - it takes  
 5 funding to do that.  
 6  
 7 Multiple agencies and multiple policies is always  
 8 a threat. Which one are we working at? How does  
 9 that work? Did I get that wrong between this  
 10 police agency and that police agency? They do  
 11 things differently.  
 12  
 13 SAR managers need to be trained to a higher level  
 14 of incident command system. Most have I-200. I  
 15 would recommend I-300 as a minimum because it's  
 16 that level IC that takes you into writing  
 17 incident action plans for multiple operational  
 18 periods, and also gets you involved with working  
 19 within multiple jurisdictions. It gives you a  
 20 good foundation.  
 21 MR. BUDDEN:  
 22 Would you mind just explaining a little bit about  
 23 what an I-200 is and what an I-300 is? Just  
 24 contextualize it a bit for us.

**Page 151**

1 do it online to give you an overview.  
 2  
 3 The I-200 is a two-day course. It involves a  
 4 greater understanding of incident command system  
 5 forms. That there are forms involved. That  
 6 there are operational periods and here's what's  
 7 involved in those operational periods and here's  
 8 how I can look at writing an IAP. What's  
 9 required. Here's how I need to staff all the  
 10 organizational functions. When we look at, we're  
 11 going to go into a second ops.  
 12  
 13 The I-300 does into take you into the multiple  
 14 operational periods, cranking out multiple  
 15 incident action plans, dealing with a whole bunch  
 16 of different agencies. And it's not a simple  
 17 (inaudible). It's not something that's going to  
 18 be over in 24 hours.  
 19  
 20 Majority of the I-100 and 200 folks are used to  
 21 things ending within five, six, ten, 12 hours or  
 22 within 24 hours. When you get into the I-300,  
 23 you're now getting into multiple days.  
 24

**Page 150**

1 MR. SMITH:  
 2 Sure.  
 3 MR. BUDDEN:  
 4 For those us who are less familiar.  
 5 MR. SMITH:  
 6 Well, the incident command system being majority  
 7 of it on scene command and control,  
 8 organizational structure. And this falls back to  
 9 my academic - probably overboard - that I gave at  
 10 the beginning of my presentation, why you need  
 11 this command and control.  
 12  
 13 The I-100 is just an introduction. This is IC,  
 14 yes. This is what it's all about and this tells  
 15 you some of the functions that are out there. We  
 16 talk about functions, not rank. These are the  
 17 things that are going to happen. If you're the  
 18 operations sections chief that means that he or  
 19 she is a tactical commander is going to direct  
 20 the efforts of others and implement the incident  
 21 and action plan. People would know that.  
 22  
 23 So that's a basic introduction, I-100. Majority  
 24 of the provinces do that online or you can just

**Page 152**

1 Does that help?  
 2 MR. BUDDEN:  
 3 Yes.  
 4 MR. SMITH:  
 5 Now there is an I-400. And that I-400 training  
 6 would be for somebody like a Mitch Rumbolt who is  
 7 working in a provincial Emergency Operations  
 8 Centre, ESD, because that gentleman will have to  
 9 work from resources from all over the province  
 10 but also outside and working with compacts or  
 11 agreements to bring in things to help with the  
 12 Snowmageddon and different things of that nature.  
 13  
 14 So the I-400 takes you to that next level up,  
 15 even more so.  
 16  
 17 Recruitment, mentorship can be difficult for SAR  
 18 management, similar to sometimes leadership.  
 19 People want to stay in the field.  
 20  
 21 I'd rather be a team leader than be in the  
 22 command post. I'd rather be boots on the ground  
 23 out there. You do that job.  
 24

**Page 153**

1 That was said to me on a couple of occasions.  
 2 Fair enough. I respect that but it is a threat  
 3 to getting more SAR managers.  
 4  
 5 And then some of the SAR managers -- no one  
 6 understand -- and most of the groups when I asked  
 7 them, it's like, yeah, I feel there's some  
 8 liability that comes with this. What if I mess  
 9 up? What if I do something wrong, can I be sued?  
 10  
 11 People say that. So it's a legitimate concern  
 12 for a citizen who's a volunteer, because they  
 13 don't want to lose everything. So then you get  
 14 into explaining things.  
 15  
 16 So it's always in the back of their mind. Does  
 17 it happen that often in Canada? No, it does not  
 18 happen that often.  
 19  
 20 We often say that language is the calculus for  
 21 communications. And I leverage on the academic  
 22 side probably more than I should, but I'm going  
 23 to get into, now, the strategies for SAR going  
 24 forward here in the province.

**Page 154**

1 Where's the plan? Where is the provincial SAR  
 2 strategic plan? Does the province have a plan on  
 3 search and rescue? And does that plan go across  
 4 all the sectors that involve the stakeholders?  
 5 And the SAR sectors would involve everybody that  
 6 could be used in SAR.  
 7  
 8 I think it's important for a province to have a  
 9 SAR plan. And I have some information what is  
 10 involved in the plan. I only did that from --  
 11 it's not a simple process. It takes time, energy  
 12 and money, personnel to do it. And you have to  
 13 do it with the people you're going to work.  
 14 NLSAR would be a main component of that. So  
 15 that's one thing I noticed.  
 16  
 17 You need to review the funding for the SAR  
 18 sector. You need to look at how to be efficient,  
 19 effective and economic in the use of public  
 20 funds, in the interest of public safety.  
 21  
 22 It may be, do I want to buy more stuff? More  
 23 infrastructure? Or do I want to regulate what we  
 24 have and get more training for people on the

**Page 155**

1 ground? Or compensate. Have funding to  
 2 compensate SAR workers. Like volunteer  
 3 firefighters are given, it may be 25 or \$30 an  
 4 hour, a minimum three-hour callout, to  
 5 incentivize people to be in SAR.  
 6  
 7 I mean, I'm just throwing that out there. You  
 8 don't have to but I'm just saying. How do you  
 9 use those public funds? There's different ways  
 10 of using it.  
 11  
 12 And a development service agreement between SAR  
 13 providers. And that's really between assisting  
 14 and cooperating agencies.  
 15  
 16 Assisting agency are assisting you with the kind  
 17 of things that are off site. And it could be  
 18 anything from documentation to incident  
 19 management.  
 20  
 21 Cooperating agencies are the ones that are out  
 22 there in the field and helping you do the job,  
 23 such as CASARA, Coast Guard Auxiliary.  
 24

**Page 156**

1 And having MOUs. An expectation as to who is  
 2 going to do what. How's it done? Who's the  
 3 command and control? Who reports to who? Who's  
 4 primary, secondary and tertiary? How do you want  
 5 business carried out?  
 6  
 7 So having an agreement so people don't have any  
 8 ambiguity when something occurs. I think that's  
 9 a real necessity.  
 10  
 11 Things work here. And I'm going to say this --  
 12 and I know Mr. Blackmore and I have had  
 13 discussions on this. Strong discussions. And  
 14 that's fine. We both respect each other.  
 15  
 16 If Harry Blackmore leaves, if the other senior  
 17 members of NLSARA leave, how does somebody come  
 18 in and take over and look at a document and say  
 19 this is the business plan. This is how we do  
 20 business.  
 21  
 22 There's a great fantastic working knowledge  
 23 there, but everywhere we need to leverage on what  
 24 if something happens? How are we going to have

**Page 157**

1 business agreements and MOUs? It's there now but  
 2 we need to build it up.  
 3  
 4 In Alberta, where I'm from, it's the same with  
 5 me. If this old guy goes, it's documented as to  
 6 here's who does what and how it works. And those  
 7 are great agreements. And they've been around  
 8 for a number of years in emergency management and  
 9 in SAR management, since the late '70s.  
 10  
 11 We need to foster internal and external  
 12 communications. I don't like sending people out  
 13 who can't communicate.  
 14  
 15 If I'm relying on a private sector communications  
 16 company in Texas for the life of my SAR  
 17 volunteers, I know they're going to do it but I  
 18 still worry about that.  
 19  
 20 It's been mentioned about a new radio system. I  
 21 can tell you it costs hundreds of millions of  
 22 dollars for a repeater radio system. It's VHF,  
 23 very high frequency, or ultrahigh frequency, UHF.  
 24

**Page 158**

1 There are other radio systems out there that  
 2 involve satellites, because you're trained in  
 3 topography you could run a portable radio through  
 4 a satellite system.  
 5  
 6 The technology is there today, so instead of  
 7 having all these repeaters all over the place,  
 8 you could do the satellite technology, like King  
 9 County, LA County, Palm Beach County as an  
 10 example. That's a possibility. Or you put up  
 11 all the repeaters. But you need to get that done  
 12 before something happens.  
 13  
 14 Creating a centre of excellence. In my opinion,  
 15 BC has done a fantastic job of this over the  
 16 years with the SAR BC folks - the BC Emergency  
 17 Preparedness and Justice Institute in BC.  
 18 Their Justice BC is their centre for excellence.  
 19  
 20 This centre for excellence does not have to be  
 21 run by the government. It could be run by  
 22 private sector. It could be run by a volunteer  
 23 organization. You can do it a whole bunch of  
 24 different ways, but involve the stakeholders

**Page 159**

1 because it's a way of supporting SAR in  
 2 Newfoundland.  
 3  
 4 And it can be used for a number of things. And  
 5 it can be a triple P, as far as public, private  
 6 partnerships. So there's other ways of doing  
 7 business. But a centre of excellence, I think,  
 8 would be a good place to start.  
 9  
 10 Provincial Emergency Operations Centre.  
 11 Sometimes we get a little semantic here on words,  
 12 but a strong EOC.  
 13  
 14 And I know that sometimes the Emergency Service  
 15 Division is kind of a conduit for making resource  
 16 management decisions in getting those things in.  
 17  
 18 But sometimes there's other resources, other  
 19 coordinations that I think the police could  
 20 leverage on saying, yeah, we need CASARA. We  
 21 need Coast Guard Auxiliary because our SAR  
 22 managers approved it. We need, actually, JRCC to  
 23 do something. We need other agencies to come in  
 24 from the public and other private sector. Based

**Page 160**

1 on the problem we have in Parks Canada, the EOC  
 2 could do that.  
 3  
 4 It could actually be like a fusion centre with  
 5 information coming and going and maintaining of  
 6 that, so that you have your finger on the pulse  
 7 of what's happening to support things off site.  
 8  
 9 Not to take over and run but just to support and  
 10 make those difficult calls so it freezes up SAR  
 11 to do other things, so they're not always tasked  
 12 with making all the calls through the police.  
 13  
 14 The tasking numbers, that's been mentioned  
 15 before. We get a police file number because  
 16 you're on a mission, but a tasking number could  
 17 be issued to cover all the insurance and  
 18 liability costs through the provincial EOC. So  
 19 now I have a mission number.  
 20  
 21 This culture of SAR body. And sometimes that  
 22 first sentence kind of gets people upset. Yeah,  
 23 we're all focused on the potential survivor  
 24 because if we don't there will be no potential



**Page 161**

1 survivors.  
 2  
 3 But it's being able to bring all that to bear and  
 4 what could we do? And that means the whole  
 5 entire SAR body from education, training,  
 6 development and equipment that the SAR centre of  
 7 excellence has to be focused on that. And it can  
 8 and it will be to be best practices.  
 9  
 10 Creating meaningful forums every year helps SAR  
 11 organizations address strategic issues. So here  
 12 you have, now, local groups with the police, with  
 13 tasking (inaudible), doing after action reports  
 14 that are all documented but all of a sudden that  
 15 aha moment comes where you say we got to share  
 16 this with the rest of the province.  
 17  
 18 Let's in our next quarterly forum talk about our  
 19 case, the problems we have, the challenges and  
 20 how we overcame them or here's a solution. Those  
 21 would be good things to be funded and go forward.  
 22  
 23 Review your partnerships and relationship between  
 24 all SAR organizations, promoting a joint

**Page 162**

1 training.  
 2  
 3 I say that really based on probability detection.  
 4 We've seen GSAR marine assets going out to assist  
 5 other agencies.  
 6  
 7 We've seen GSAR go out and save lives in crashed  
 8 airplanes in incredibly difficult conditions and  
 9 terrain in Canada, if not in the world, and doing  
 10 a fantastic job. So promoting that because those  
 11 things do occur.  
 12  
 13 Sometimes the SAR techs, the PJs, the air force  
 14 can't get in so you rely on GSAR. We've had that  
 15 happen in the rocks, in the mountains, and you  
 16 can have it happen here too. So if you don't do  
 17 the joint training -- it costs money because I  
 18 can't say to Lieutenant Colonel Marshall, hey,  
 19 you need to give us all this stuff because  
 20 they've got a lot of things to do. So where does  
 21 that funding come from? That means all of a  
 22 sudden you got to look at federal, provincial or  
 23 how do we do this. But that makes for a better  
 24 product in the field for everybody.

**Page 163**

1 Promoting the sharing and standardization of  
 2 resources, kind and type. When I was in Goose  
 3 Bay, it was a fantastic eye opener for me, and  
 4 Mr. Blackmore educated me, when it came to the  
 5 changeover of marine assets. Water vessels,  
 6 boats changing in the province. Their smaller  
 7 boat was going somewhere else because they're  
 8 getting a larger vessel because of the work they  
 9 have to do.  
 10  
 11 Okay, that makes sense. But now they've got four  
 12 or five boats to do different types of jobs,  
 13 which makes sense, but we need to, maybe,  
 14 document them by kind and type.  
 15  
 16 Fire has done a great job of this over the years  
 17 with engines, and ladders, and rescues, and all  
 18 sorts of stuff. We need to do the same in SAR,  
 19 so that when you're ordering resources --  
 20  
 21 Mr. Blackmore, and I could mention three or four  
 22 other SAR managers, have a fantastic working  
 23 knowledge right now. But I need to be able to  
 24 pick up a book, if I'm a new guy coming in or

**Page 164**

1 check something, and say I need this and this is  
 2 where it is and here's a contact number. Please,  
 3 can we do this and make it happen because then  
 4 it's ordered by kind and type, the resource.  
 5 It's more efficient, effective and faster.  
 6  
 7 Developing a modern, proactive, progressive  
 8 education stance. Education within and going  
 9 outside to the public. One of the bugbears I  
 10 have is on the East Coast Trail, there's not  
 11 enough signage.  
 12  
 13 We want to keep the natural beauty but you also  
 14 want to make sure that people don't get lost,  
 15 missing, overdue. When something happens, it's a  
 16 critical rescue, they can call something in.  
 17  
 18 Better signage at staging areas, and going  
 19 forward, that's SAR orientated. That shared  
 20 education program is between the police, the  
 21 province, NLSARA, and maybe a private partner to  
 22 pay for that.  
 23  
 24 Right there at the trail head, so they know who

**Page 165**

1 to call for SAR. It says call 911. Well, people  
 2 think of search and rescue. Was that 911 or was  
 3 that something else? So just going that way.  
 4  
 5 Provincial public relations: This came up the  
 6 other day, Commissioner, with preventive search  
 7 and rescue. Well, the best search rescue mission  
 8 is the one that never had to happen.  
 9  
 10 We need to spend more time doing that. SARVAC is  
 11 a fantastic job. That's federally funded. I  
 12 always worry about funding from government, if  
 13 it's not legislated or regulated, it's not  
 14 written down, could that go with the next change  
 15 of government? What could happen there?  
 16  
 17 So PSAR, that education comes from the federal  
 18 government to SARVAC to do AdventureSmart, to do  
 19 a bunch of programs. It's great. It's  
 20 fantastic.  
 21  
 22 We need to do more locally preventive search and  
 23 rescue, but that takes time. There's one person  
 24 doing it. There needs to be three, four, five,

**Page 166**

1 ten people doing it. And to continue on with  
 2 funding to develop those things. And that's the  
 3 working with snowmobile groups, ATV groups,  
 4 skiers and snowshoers.  
 5  
 6 Developing meaningful performance measures. I  
 7 believe in the Position Task Book. I was sold on  
 8 that in Emergency Management years ago during  
 9 hurricanes down in Florida.  
 10  
 11 It's a great way of developing (inaudible)  
 12 succession planning and saying this person is  
 13 trained to do the job and is maintaining  
 14 competency, credibility, because they've been in  
 15 it years and they can still do the job. There  
 16 needs to be a system there.  
 17  
 18 Establishing SAR training benchmarks. Yes, the  
 19 CSA standards here, I've seen the books. I've  
 20 seen the policies. Provincially acceptable  
 21 through the SAR centre of excellence and these  
 22 other things to make sure that that's done. This  
 23 is what we're going to use to meet the  
 24 requirements of SAR skills, SAR leaders, SAR

**Page 167**

1 management, and a host of other things with any  
 2 other stakeholders (inaudible), here are their  
 3 training benchmarks.  
 4  
 5 Independent review of after action reports really  
 6 comes down to, again, you don't want it  
 7 internally. You want an outside source coming  
 8 in.  
 9  
 10 That could be an outside NLSARA member coming in  
 11 to run it. It could be a police officer doing  
 12 it. But that would help the process of the after  
 13 action reports and reviews.  
 14  
 15 Promoting business excellence for all SAR  
 16 organizations. Yeah, people are committed.  
 17 They're doing it. But it's that focus.  
 18  
 19 I would ask a police officer what time do you  
 20 spend on SAR, if you're the SAR coordinator?  
 21 Well, I have to do this, and I have to do that,  
 22 and that's off the corner of my desk.  
 23  
 24 So even the tasking mandated agencies, it may not

**Page 168**

1 be able to do it based on the funding if it's  
 2 there in the financial commitment. Yeah.  
 3  
 4 In BC, they have full-time RCMP officers do SAR.  
 5 Bigger population. Different demographics. But  
 6 how could we better do a business model to make  
 7 it work here in our interest?  
 8  
 9 Promoting the research and development through  
 10 search and rescue SAR sector for probability  
 11 detection. If I send a team out in the woods, I  
 12 need to know that they can find stuff. Their job  
 13 is to find clues. They're the blood hounds.  
 14  
 15 That's every clue from a footprint, to a candy  
 16 bar wrapper, to a jacket, to a pack, you name it,  
 17 broken branches.  
 18  
 19 Research and development as to how good the teams  
 20 are, in your environment it's important because  
 21 then you have quality. You can qualify and  
 22 quantify that this team has comes up with  
 23 meaningful PODs of 80 percent. We probably don't  
 24 need to search that area again anymore. But I

**Page 169**

1 need to do it on mountain bikes. I need to do it  
 2 on snow machines, ATVs. I need to do it in an  
 3 aircraft, so that I know that we're seeing stuff.  
 4  
 5 Also, research, development and lost person  
 6 behaviour with statistical information tracking.  
 7 Because if you're not keeping your local data,  
 8 then how do you know where every missing three-  
 9 to five-year-old goes, that you're not going to  
 10 get that person next time? Every berry picker?  
 11 Every snowmobiler?  
 12  
 13 So a stronger, local resource on lost person  
 14 behaviour. And technology. What works? What  
 15 doesn't work?  
 16  
 17 A feedback service sector so that the people who  
 18 use the SAR services can have something that they  
 19 can feed back into.  
 20  
 21 I feel this worked. I feel this has not worked.  
 22 You don't tell me this. You didn't tell me that.  
 23 I felt I should have been briefed more often.  
 24

**Page 170**

1 People have a right to bring that back in there.  
 2 They have a right to service. They expect the  
 3 service. They demand the service.  
 4  
 5 So what does that look like? And just having a  
 6 program that covers that.  
 7  
 8 And then the system is to be based on a positive  
 9 learning experience for the SAR providers. It's  
 10 not a slam dunk and you're bad. It's like, hey,  
 11 this is what this person said and the families,  
 12 but here's how we can improve. Here's how we can  
 13 change. Here's where they said you did a  
 14 fantastic job.  
 15  
 16 Reviewing SAR volunteer issues and promoting  
 17 those. It has been mentioned by Mr. Blackmore  
 18 that Canada Revenue Agency will give you a \$3,000  
 19 tax incentive, tax break federally. That could  
 20 be done provincially.  
 21  
 22 I know Mr. Blackmore mentioned the license plates  
 23 and a few other things. What's out there to help  
 24 the volunteer and the volunteer issue in the SAR

**Page 171**

1 sector? There's different ways of doing it.  
 2  
 3 Training effectiveness: Again, making sure we're  
 4 all proficient, competent, and credible at what  
 5 we do.  
 6  
 7 Incorporate the management and succession  
 8 planning and recruitment and retention  
 9 strategies. How do we hang to all these people  
 10 in that strategic SAR plan going forward?  
 11 COMMISSIONER IGLOLIORTE:  
 12 So I'll just give you notice of maybe ten minutes  
 13 or so and wind down.  
 14 MR. BUDDEN:  
 15 You're talking about the lunch break, I believe,  
 16 Mr. Commissioner?  
 17 MR. SMITH:  
 18 Okay. Yeah.  
 19 MR. BUDDEN:  
 20 Mr. Smith may not quite be done by ten minutes.  
 21 MR. SMITH:  
 22 Yeah.  
 23 COMMISSIONER IGLOLIORTE:  
 24 (Audio difficulties).

**Page 172**

1 MR. BUDDEN:  
 2 Yes.  
 3 MR. SMITH:  
 4 So incorporating management and succession  
 5 planning, Mr. Blackmore and I have discussed  
 6 this, when are we going to retire?  
 7  
 8 Well we know folks that are 74 who are still in  
 9 SAR. So it could be a while yet, but we need to  
 10 think about those things.  
 11  
 12 Who's up and coming to do training, development,  
 13 the writing SOPs, who has all the knowledge who  
 14 can pass it on and do those things? We  
 15 understand that. And that's part of that  
 16 recruitment and retention.  
 17  
 18 How do you retain these guys so they don't run  
 19 off to somewhere else? And coming up with a  
 20 strategic plan to do that for all SAR  
 21 organizations that are providing SAR services.  
 22  
 23 An incident management system across the province  
 24 with training to back it up. And refresher

**Page 173**

1 training to back it up, so that people feel  
 2 comfortable using it when they're in the command  
 3 post for their incident management and data  
 4 collection.  
 5  
 6 Developing those incident management teams, SAR  
 7 IMTs, and the documentation and the policy to  
 8 provide for that.  
 9  
 10 Foster the use of provincial field operating  
 11 guide. So that gets into what I mentioned  
 12 before. Who is going to do something first,  
 13 second, third, and fourth, et cetera, on initial  
 14 response, so the police, EMS, SAR, emergency  
 15 management can hold a document up and say here's  
 16 who's responsible for this type of incident? And  
 17 who's secondary, et cetera, et cetera? And who's  
 18 going to support, and who are the contact numbers  
 19 on all our plans and how we do that?  
 20  
 21 There are a lot of great synergies out there  
 22 right now for interoperability. This next part  
 23 after lunch is all about the interoperability  
 24 side, between federal, provincial and private

**Page 174**

1 sector.  
 2  
 3 It is incredible. When Mr. Blackmore told me  
 4 some of the funding that was involved with their  
 5 building for the Rovers. I mean, I said, wow, I  
 6 wish we could only do that in Alberta.  
 7  
 8 And I know people have said in the Yukon said,  
 9 wow, I wish we could do that in the Yukon.  
 10  
 11 Because you have the private sector getting  
 12 involved. It doesn't always have to be  
 13 government. And that's fantastic and that's  
 14 because of the relationships. That's going out  
 15 there, meeting and greeting, and understanding,  
 16 and building those relationships, and giving them  
 17 a business plan and coming back.  
 18  
 19 And those synergies are there because people who  
 20 are corporations, they want to help too, and it's  
 21 involving them so they don't get left out.  
 22  
 23 Developing a common resource information and  
 24 sharing of information through SAR. Resource

**Page 175**

1 management: How is that done now? How can it be  
 2 done better? I saw not enough detail going  
 3 through on that.  
 4  
 5 Again, it takes a database. It takes a sharing.  
 6 It takes people coming and going. And people say  
 7 I would have liked to have known about that  
 8 mission because I think we could have offered  
 9 this. And I said, okay, that makes sense, up on  
 10 the peninsula.  
 11  
 12 The statistical collection: We've brought this  
 13 up with one of the tasking agencies, and the  
 14 destruction of search and rescue files is a  
 15 concern.  
 16  
 17 So before those files are destroyed, take some of  
 18 that data, start point, point found, intended  
 19 destination, distance from point last scene, the  
 20 number of resources that were used.  
 21  
 22 There's a whole bunch of data that's on certain  
 23 types of forms so that we can start collecting  
 24 our own data here and start analysing it for lost

**Page 176**

1 person behaviour.  
 2  
 3 But it also contributes to what we call a SAR  
 4 hazard vulnerability assessment. And that's an  
 5 important tool. Because that builds on our plan.  
 6 It builds on everything that we get involved in.  
 7  
 8 So the last thing I want to touch on before lunch  
 9 is this last sentence: The province needs to  
 10 complete a SAR Hazard Vulnerability Assessment.  
 11  
 12 I haven't seen a SAR HVA. Other jurisdictions  
 13 complete them. And I will go into more detail  
 14 after lunch on three or four slides, just to show  
 15 what is a Search and Rescue Hazard Vulnerability  
 16 Assessment, and how you need that completed  
 17 before you can build a strategic SAR plan, and  
 18 how can think about a cost benefit analysis for  
 19 SAR, and funding, et cetera, going forward and  
 20 why you need to do that because I saw that  
 21 lacking. And that's important.  
 22  
 23 Simple things like how many people use the East  
 24 Coast Trail? Where are they from? What are the

**Page 177**

1 incidents? Where do those incidents occur? All  
 2 that stuff we'll just quickly look at.  
 3  
 4 But that's a product that needs to be reduced  
 5 because I don't have one. I haven't seen one in  
 6 the province.  
 7  
 8 Thank you, Commissioner.  
 9 COMMISSIONER IGLOLIORTE:  
 10 All right. Thank you very much. We will take a  
 11 lunch break till 1:30?  
 12 MR. BUDDEN:  
 13 Perhaps 1:45.  
 14 COMMISSIONER IGLOLIORTE:  
 15 1:45, please. Thank you.  
 16 THE CLERK:  
 17 All right.  
 18  
 19 (Lunch Break)  
 20  
 21 THE CLERK:  
 22 All rise. This Commission of Inquiry is now in  
 23 session. Please be seated.  
 24

**Page 178**

1 MR. BUDDEN:  
 2 Yes, Mr. Commission, we will resume the evidence  
 3 of Mr. Smith. Following which, there will be  
 4 questions from counsel.  
 5  
 6 That will probably take the rest of the  
 7 afternoon, and we will start tomorrow morning  
 8 with Ms. Bradley. That's the plan at the moment.  
 9 THE COMMISSIONER:  
 10 All right. Thank you.  
 11 MR. SMITH:  
 12 Thank you, Commissioner. Thank you, counsel.  
 13  
 14 Before we broke for lunch, I mentioned that the  
 15 Search and Rescue Hazard Vulnerability  
 16 Assessment, or vulnerability assessment, that's a  
 17 tool that we've been utilizing for many years in  
 18 both emergency management and search and rescue  
 19 management to do a complete assessment as to  
 20 locations and types of search and rescue missions  
 21 that you may engage in.  
 22  
 23 It certainly can occur in any jurisdiction. So  
 24 it allows us to build a foundation for other

**Page 179**

1 planning and planning purposes.  
 2  
 3 Mitigation efforts to prevent the problems. So  
 4 in other words, we can engage in preventive  
 5 search and rescue activities if we understand and  
 6 know the problems.  
 7  
 8 Prevention and preplanning in training  
 9 activities. So what kind of training will we  
 10 need to engage in? Is it slope-rope rescue,  
 11 high-angle rescue? A helicopter cargo  
 12 extraction, hoisting, winching, and marine? It  
 13 incorporates all that side.  
 14  
 15 It allows you to modify and adjust your standard  
 16 operating procedures, little manuals, and  
 17 resource allocation for response to those  
 18 missions.  
 19  
 20 It allows you to understand what's engaged in  
 21 rescue and recovery procedures and efforts. And  
 22 certainly, will identify and you'll know the  
 23 capabilities of any resources that are going to  
 24 be utilized to respond to the problems that you

**Page 180**

1 identified through the hazard and vulnerability  
 2 process.  
 3  
 4 I just want to cover some of the academic slides  
 5 on this, and then I'll do some more of the  
 6 recommendations, lessons learned. And then this  
 7 little bit of the academic side on the SAR plan.  
 8  
 9 Because it's not a simple process. And it's not  
 10 that complicated, but it does take time, effort,  
 11 energy, personnel hours, et cetera, to produce.  
 12  
 13 And then the publication, and then approval by  
 14 stakeholders, and other personnel and groups as  
 15 from the SAR sector.  
 16  
 17 The vulnerability assessment is the homework and  
 18 the investigation. As I just mentioned,  
 19 everybody involved in the SAR sector should be  
 20 involved in this. You can't do it in isolation.  
 21  
 22 So I would not want a police agency that is  
 23 tasked and managing SAR just to do it on their  
 24 own without consulting with NLSARA as an example.

**Page 181**

1 It would be different in Nain. And one of the  
 2 great interviews I had, as well, was in Nain with  
 3 the SAR coordinator up there.  
 4  
 5 And in dealing with their geographic area and the  
 6 histories of the area, it has changed. And now  
 7 you have the Torngat National Park in Northern  
 8 Labrador, up at the tip there.  
 9  
 10 But it's also, not only the geographic factors  
 11 you got to look at, it's understanding, well, how  
 12 many people go to that park? And they have to do  
 13 their vulnerability assessment with Parks Canada.  
 14  
 15 And then you have to encompass the weather that's  
 16 unique for that geographic area, as well.  
 17  
 18 But also about the demographics. Where are the  
 19 folks coming from who attend and go camping,  
 20 whether it's canoeing, hiking, backpacking, in  
 21 Torngat Mountains National Park and in that area?  
 22  
 23 And yes, it's Parks Canada. They rely on the  
 24 Nain GSAR group, though, to assist them in

**Page 182**

1 carrying out search and rescue functions.  
 2  
 3 And the one thing to note as we get through this,  
 4 and we can use it as an example, is there are  
 5 seasonal fluctuations. There's not a lot of  
 6 activity there in the winter. Most of it is in  
 7 the summertime.  
 8  
 9 There's also international visitors to that  
 10 national park, and there's also international  
 11 visitors to the East Coast Trail.  
 12  
 13 So there's a lot of private residents go there.  
 14 Not as much as tourism and recreation. But what  
 15 is really causing the problem?  
 16  
 17 Well, sudden, severe weather is definitely one of  
 18 them in Northern Labrador. But what are the  
 19 chances and probabilities in any given week that  
 20 we could predict the activity and location and  
 21 frequency of the number of calls on the East  
 22 Coast Trail is another example?  
 23  
 24 And you can start to isolate certain areas of

**Page 183**

1 that trail to say, here is where we're getting  
 2 most of the problems. What is the problem?  
 3  
 4 And as I mentioned before, if the park doesn't  
 5 work, you may need to fix it. Now, that's kind  
 6 of a generalized statement saying, you know, if  
 7 the signages are broken, and the signages are  
 8 down, if there's any confusing trail junctions,  
 9 you may want to look at that.  
 10  
 11 But what's the availability of the SAR resources  
 12 to be able to respond with those resources to get  
 13 the job done in the area?  
 14  
 15 So if you can think about Nain and then they have  
 16 to respond to base camp, just outside of Torngat  
 17 Mountains, that in itself is a substantial  
 18 effort. And then you have to stage, and then you  
 19 have to get into the back country.  
 20  
 21 If you're going to use rotary-wing aircraft as a  
 22 primary asset to move the resources around,  
 23 again, it adds these complexity analysis factors  
 24 in coming in and performing a simple extraction

**Page 184**

1 from the back country of an injured backpacker.  
 2  
 3 I was privileged to go over a case with their SAR  
 4 coordinator up there as to what actually happened  
 5 with an injured backpacker that ended up having a  
 6 broken leg.  
 7  
 8 So you need to look at a good assessment, and it  
 9 does include the priorities and goals  
 10 commensurate with the need.  
 11  
 12 So you may have some areas that do not have a  
 13 high need but, certainly, when you start looking  
 14 at the Hiking Trails in Newfoundland and Labrador  
 15 book, which is available at all the book stores,  
 16 you'll see you have 130-some trails that can be  
 17 hiked in the province.  
 18  
 19 Some of them are remote. Some of them are close  
 20 to the city, like here in St. John's. But if you  
 21 don't ID the resources and needs for both rescue  
 22 and search, you're going to cause yourself some  
 23 grief.  
 24

**Page 185**

1 You may say, well, we just need a rescue  
 2 capability here. Okay. Well, what if all of a  
 3 sudden, all you get is somebody calling in, I  
 4 found a backpack, or I found a jacket, and  
 5 there's a car still parked in the parking lot?  
 6 Now, you start getting that search effort, as  
 7 well.  
 8  
 9 But it gives you direction for preventive PSAR  
 10 activities and also mitigation. So mitigation  
 11 really means what can we do to prevent these  
 12 incidents from occurring?  
 13  
 14 It may be just trail signage at the staging area,  
 15 modifying the parking lot, modifying trail  
 16 junction signs, modifying the boardwalks that are  
 17 out there, putting up a secondary sign at trail  
 18 junctions indicating a hazardous-type area. You  
 19 may slip and fall to your death, so stay away  
 20 from the extreme edges, et cetera.  
 21  
 22 So there's different ways of looking at that.  
 23 And certainly, it has been looked at in those  
 24 areas.

**Page 187**

1 your business case, your business plan, your SAR  
 2 plan, to say, here's what we have going on in  
 3 this area. We need to look at some prevention  
 4 and investment and different types of training  
 5 and equipment to get this job done.  
 6  
 7 It will also identify any potential trends. That  
 8 is becoming important. One of the trends that  
 9 we're dealing with, it's not just with  
 10 international folks coming into Canada and  
 11 travelling on our parks and our different areas,  
 12 but it's also new immigrants to the country.  
 13  
 14 New immigrants who are not familiar with the  
 15 Canadian weather, the terrain, the topography,  
 16 the things that we have to deal with. And all of  
 17 a sudden, you know, they really take on more than  
 18 they can deal with because they're not equipped  
 19 to be there. They're not expecting these certain  
 20 things to happen.  
 21  
 22 So it allows for realistic preplanning, and thus  
 23 the building of your SAR plan.  
 24

**Page 186**

1  
 2 Parks Canada does a very good job when it comes  
 3 to public safety. They spend a lot of time on  
 4 that aspect.  
 5  
 6 Sometimes those outside of the park do not do a  
 7 good job of it, based on other things that we  
 8 have to do, and the commitment and the mandate is  
 9 different.  
 10  
 11 But we need to raise awareness with our local  
 12 officials. That would be primarily the RNC,  
 13 RCMP, Parks Canada, as to, we have some concerns.  
 14 We could get a number of incidents occurring  
 15 there.  
 16  
 17 Also, we can't get an Argo or an ATV down that  
 18 trail because of the composition of the trail.  
 19 We'd have to walk in and/or use a helicopter.  
 20 There are no landing spots for helicopters there.  
 21  
 22 So making the RCMP and RNC aware of the concerns  
 23 when we do this good assessment. It certainly  
 24 justifies management decisions. That gets up to

**Page 188**

1 And you see the last couple slides that have to  
 2 deal with here on SAR vulnerability assessment,  
 3 this is how you justify building a SAR plan. You  
 4 can't write a SAR plan unless you do a  
 5 vulnerability assessment.  
 6  
 7 You'll see it called both a hazard vulnerability  
 8 assessment and a vulnerability assessment. If  
 9 you just start to write a SAR plan, you don't  
 10 have a foundation. You really need to understand  
 11 and justify a justification of the problem. The  
 12 assumptions that can be made on, yes, we're going  
 13 to get calls in this area. A lot of facts  
 14 bearing on those problems. Having good  
 15 discussions with stakeholders and people from the  
 16 SAR sector. Coming up with meaningful  
 17 conclusions. And then doing your  
 18 recommendations.  
 19  
 20 Another part of that is --  
 21 RALPH, Q.C.:  
 22 Q. Mr. Smith, can I just ask you a question? I'm  
 23 sorry to interrupt.  
 24 MR. SMITH:

**Page 189**

1 A. Yes. Sorry, counsel. Yes.  
 2 RALPH, Q.C.:  
 3 Q. In terms of, like, who's usually -- it's on.  
 4 Okay. In terms of who's usually holding the pen,  
 5 who's writing this report, is it usually someone  
 6 within government or is it someone within the  
 7 police service?  
 8 MR. SMITH:  
 9 A. Thank you, sir. That's a great question, and  
 10 it's been dealt with time and time again.  
 11  
 12 In the past, my experience is a law enforcement  
 13 SAR coordinator, SAR liaison officer, working  
 14 with the local search and rescue volunteer group  
 15 produces this product in consult with the other  
 16 agencies they work with.  
 17  
 18 And as you know, based on where they are in the  
 19 province, who are those other stakeholders?  
 20 There may be none, or there may be three or four,  
 21 like, you might have around here in St. John's.  
 22  
 23 So primarily, it's been a law enforcement and a  
 24 volunteer SAR group who produces that.

**Page 190**

1  
 2 But there's nothing saying that the government  
 3 couldn't write this product and do the research  
 4 development.  
 5  
 6 But with that being said, you couldn't do it in  
 7 isolation either. You'd have to have a consult  
 8 for the stakeholders, the people who are going to  
 9 engage and actually do it.  
 10  
 11 Does that answer the question, sir?  
 12 RALPH, Q.C.:  
 13 Yes. I'll have some follow-up questions later.  
 14 MR. SMITH:  
 15 Okay. Thank you. So we also don't want to  
 16 forget about the cost-benefit calculations that  
 17 come with this.  
 18  
 19 And a big part of that is, what is it going to  
 20 cost us? How do you get people out of these more  
 21 remote, isolated, back country areas? How do you  
 22 get people off the East Coast Trail.  
 23  
 24 It's close to St. John's, but it's also very

**Page 191**

1 remote. And if the weather crashes and there's  
 2 fog in there, what are the avenues you have to  
 3 utilize? And there's costs to that.  
 4  
 5 So the flowchart that we've used now for a couple  
 6 of years, just before I get into specific slides,  
 7 you know, really, again, goes over the  
 8 jurisdictional data from Torngat Mountains, down  
 9 the Avalon Peninsula and across the great  
 10 province.  
 11  
 12 It is different geographically, topographically,  
 13 and then demographically, of course, is your  
 14 people who are there.  
 15  
 16 And to go back to the immigrant situation, look  
 17 at where your new immigrant population is  
 18 located.  
 19  
 20 And then are they engaging in outdoor  
 21 recreational activities? And where is that  
 22 mainly out of? St. John's. The larger centres.  
 23 And then they're going out and using the East  
 24 Coast Trail, as an example, and some of the other

**Page 192**

1 hiking trails and back country areas.  
 2  
 3 But identifying those activities and the hazards  
 4 that are there is also an important aspect.  
 5  
 6 So I'm just taking my time to make sure we  
 7 understand that this is not a, oh, we'll do this  
 8 in half a day, or we'll do it in a day.  
 9  
 10 There's a lot of visitation to these areas. A  
 11 lot of interviewing park staff, Public Works,  
 12 people that are putting up signs, the SAR group,  
 13 those tasking agencies involved.  
 14  
 15 The unique thing about it nowadays, though,  
 16 compared to how we used to do this, back when I  
 17 did my first one was in 1981, '82, was that we  
 18 now have geographic information systems or  
 19 mapping data. So now, we can use tactical  
 20 mapping and planning and great databases.  
 21  
 22 An example, Paul French from Rovers Search and  
 23 Rescue is really up on all this stuff. He can  
 24 just bring up the map. We can just put little



**Page 193**

1 pins on that map and then have a database to say,  
 2 here is where everything's occurring, right?  
 3  
 4 And that's a simple process. But all of a  
 5 sudden, you can see the clusters and say, wow,  
 6 look, a group here, a group there. That makes it  
 7 short work of where we need to put our resources.  
 8  
 9 Because you may want a rescue cache in some of  
 10 those locations that's secure, either in a  
 11 facility and/or a locked device, because you  
 12 won't be able to carry everything back there.  
 13  
 14 An example would be, we've used bear-proof  
 15 garbage containers, locked, the big ones that  
 16 Parks have, and put all our rescue gear in there.  
 17 And it's all waterproofed, and it's pretty hard  
 18 for somebody to break into it. And it's in the  
 19 middle of a trail system, so we don't have to  
 20 helicopter so much stuff in. That's what this is  
 21 doing for you, as well.  
 22  
 23 But identifying the hazards and effects, so the  
 24 vulnerability. What is that vulnerability?

**Page 194**

1 Steep cliffs, the ocean. Being on the rocks that  
 2 are slippery. Being swept away out to sea.  
 3  
 4 And so what are the effects? Now, the effects  
 5 could certainly be a downturn. Hey, it's too  
 6 dangerous to go there. The weather is too bad  
 7 there all the time. We don't want to visit. We  
 8 don't want to go there.  
 9  
 10 And then a risk calendar. When are these things  
 11 actually occurring? And a lot of the parts --  
 12 and now I've been looking up some great people in  
 13 Labrador who are doing these long-distance trips  
 14 by snowmobile up and down the trail system that  
 15 goes all the way up the Heartland there and out  
 16 to the ocean and back and forth again, joining  
 17 all the communities up through there.  
 18  
 19 And there's more and more people who want to do  
 20 that time and time again. So it's all year  
 21 round. It's not just in the summertime.  
 22  
 23 But the resources being identified also gives you  
 24 an idea of equipment and training. Because you

**Page 195**

1 may not have a piece of equipment that's required  
 2 for doing winching off the side of the slopes.  
 3 You may need to upgrade that equipment. You need  
 4 to train on that equipment. And, of course,  
 5 there's a cost to doing that.  
 6  
 7 The human resources gets into the fact of, how  
 8 many personnel do we have available 24/7 that can  
 9 respond to do that job with the equipment, and do  
 10 we need to get them trained on it?  
 11  
 12 Night operations. The report is a fairly  
 13 straightforward report. It's very similar to a  
 14 gap analysis. It's very similar to just a  
 15 standard business report.  
 16  
 17 It's got problem assumptions, facts bearing on  
 18 the problem, discussion items, conclusions, and  
 19 then your recommendations with a cost-benefit  
 20 analysis.  
 21  
 22 It also means if you don't do something, like a  
 23 SAR vulnerability assessment, it could also cost  
 24 you this in the long run.

**Page 196**

1  
 2 Now, to go back to the refined and improved  
 3 alignments and linkages in SAR. There needs to  
 4 be a common SAR operational manual, a SAR plan,  
 5 and a preplan. We don't have one here.  
 6  
 7 The next item, I know, sometimes can be  
 8 contentious. And I'm not saying it has to be  
 9 this way. I'm just saying it's missing. There's  
 10 no legislation here. There's no regulation or  
 11 policy specific to SAR.  
 12  
 13 My concern would be, and my opinion is, that if  
 14 we throw money at SAR and the problem, what  
 15 happens in four years, five years, the government  
 16 turns over, the cycles change, or something else  
 17 goes on? It's not written anywhere to maintain a  
 18 sustainability in the funding and/or the program  
 19 itself.  
 20  
 21 And that also pertains to the police by saying,  
 22 we need to increase the police budget because  
 23 they've got a lot of SAR public safety incidents.  
 24 We can't keep keeping them on the same budget.

**Page 197**

1  
 2 So they need training, they need development, and  
 3 they need better working conditions so they can  
 4 go out working with their stakeholders and their  
 5 partners, et cetera, that are out there. We  
 6 can't keep the norm.  
 7  
 8 So it allows you to do that, but that's what's  
 9 required. So once you have either the  
 10 legislation, regulation policy, it kind of is  
 11 built into a foundation. And then you shouldn't  
 12 lose it. You can modify it and go forward as the  
 13 time goes on. But it also protects the health  
 14 and safety of SAR volunteers.  
 15  
 16 We do need a CISM Program, Critical Incident  
 17 Stress Management Program for the SAR sector. I  
 18 know our counsellor, Louise, will certainly  
 19 advise us on that. And it's a wonderful program  
 20 that can be adapted and utilized in many ways.  
 21  
 22 I'm not going to address that fully, but there  
 23 needs to be one. We can't leave it loose the way  
 24 it is.

**Page 198**

1  
 2 Mr. Harry Blackmore and I had a discussion here.  
 3 And yes, he will always find the money. He said  
 4 he'd even pay out of his own pocket, but he will  
 5 get somebody on a team somewhere treatment, to  
 6 see a psychologist, to get help, to see a peer  
 7 counselling group, if necessary.  
 8  
 9 But it should also be there in a plan. The  
 10 incident command system --  
 11 THE COMMISSIONER:  
 12 Q. So can I just interrupt for a second?  
 13 MR. SMITH:  
 14 A. Yes, Commissioner. Sorry.  
 15 THE COMMISSIONER:  
 16 Q. So you're speaking about the SAR vulnerability  
 17 assessment in light of what might occur in a  
 18 jurisdiction.  
 19  
 20 You're not saying that for every trail, for every  
 21 area, we should make it into a mini national  
 22 park?  
 23  
 24 I mean, you're just saying to be sensible about

**Page 199**

1 it, go through a vulnerability assessment if you  
 2 are a SAR agency in the area.  
 3  
 4 Am I getting it right?  
 5 MR. SMITH:  
 6 A. Let me just elaborate on that, Commissioner,  
 7 because, yeah, I may have gone over it a little  
 8 too fast.  
 9  
 10 The SAR vulnerability assessment would be  
 11 completed province-wide, in all areas, not just  
 12 in parks, because you have so many trails. I  
 13 think there was 130 trails I saw in this book  
 14 that I saw at the Chapters Bookstore, as an  
 15 example, in Newfoundland.  
 16  
 17 And not that incidents is going to occur on all  
 18 those trails. But certainly, you want to do that  
 19 provincially to say where are our problems? You  
 20 know, who are the people that are going there?  
 21 And what are those problems? Is it ice climbing?  
 22 Is it sea kayaking? You know, is it hiking? Is  
 23 it mountain biking? Is it snowmobiling? Is it  
 24 skiing? Snowshoeing? Dogsledding? Is it all

**Page 200**

1 those things?  
 2  
 3 And then, of course, when are all those  
 4 activities occurring? And so it pertains to the  
 5 whole jurisdiction. Sorry if I didn't make that  
 6 quite clear.  
 7 THE COMMISSIONER:  
 8 Okay. Thank you. I think I get it now.  
 9 MR. SMITH:  
 10 The incident command system, I've kind of been  
 11 beating up on through the process here. But  
 12 certainly, it's recommended best practices by  
 13 Public Safety Canada to be utilizing critical  
 14 incidents. They've published that, but it's also  
 15 legislation in British Columbia to really make  
 16 sure that all these stakeholders and everybody  
 17 that's encompassed working with SAR have the  
 18 right command and control system. You need to  
 19 either have legislation regulation or a policy  
 20 that ensures that.  
 21  
 22 Because it builds interoperability to all the  
 23 responders in the SAR sector. You can't have  
 24 groups doing different types of command and

**Page 201**

1 control systems.  
 2  
 3 There's just a couple of slides here I just want  
 4 to cover on this plan. I had many of the SAR  
 5 personnel ask me, well, what is this plan you're  
 6 talking about?  
 7  
 8 And you'll see it called a preplan. It is a SAR  
 9 plan. And now that you've completed your Search  
 10 and Rescue Hazard Vulnerability Assessment, like,  
 11 what are we going to get ourselves into?  
 12  
 13 You can produce a document for your jurisdiction  
 14 that talks about all the SAR missions, the  
 15 resources, and who is going to do the job? Who  
 16 is going to do the job on regular basis? Who is  
 17 primary, as I mentioned, secondary and tertiary  
 18 to complete that mission?  
 19  
 20 And it's an exciting thing to participate in.  
 21 The actual process of writing the plan, in my  
 22 mind, has always been better than the plan itself  
 23 for some reason.  
 24

**Page 202**

1 When you go through that process, SAR  
 2 vulnerability assessment, writing a SAR plan, you  
 3 really understand public safety and what  
 4 everybody has to do in the province to save  
 5 lives.  
 6  
 7 There are many books out there, so it's not so  
 8 much the how to get the job done. That's not the  
 9 technical manual. It's not the SAR management  
 10 manuals. It's usually that little one  
 11 underneath, that's quite readable. And it's got  
 12 to be readable, to put it in simple terms. It's  
 13 a working document.  
 14  
 15 And, again, once you write it, there's a  
 16 maintenance program for these documents. So  
 17 somebody said to me, well, how can you justify a  
 18 full-time police SAR coordinator?  
 19  
 20 This is an example: They said, they can just do  
 21 that part-time or quarter-time, whenever you want  
 22 to do.  
 23  
 24 And I said, by the time they get around to all

**Page 203**

1 the detachments. They have to attend all the  
 2 senior NCO meetings, the officers' meetings,  
 3 interview people, assist the Newfoundland Search  
 4 and Rescue program, people and volunteers doing  
 5 this program, SAR vulnerability, and writing it,  
 6 that takes a lot of time.  
 7  
 8 And then you have the maintenance, as well. And  
 9 they're continuously updating and changing things  
 10 in the program.  
 11  
 12 And then there's training that goes beyond that.  
 13 And then, so those relationships have to be built  
 14 and maintained. So it's not something you can  
 15 just do once and then walk away from it.  
 16  
 17 And here's the slide that says it's a working  
 18 document. Ongoing information. Information  
 19 changes. Usually, it typically is when you  
 20 produce it. But now, thanks to our databases, we  
 21 can do it electronically. And you can just print  
 22 it out as required.  
 23  
 24 But it's the technical data that's actually going

**Page 204**

1 to be used in the mission, so it should be  
 2 operational. It should pertain to how are we  
 3 going to get the job done. And it is the key to  
 4 being successful.  
 5  
 6 It's going to be efficient, effective, economic,  
 7 and does protect you from litigation. Because  
 8 you can say, your SAR plan is how you're going to  
 9 be measured on how you're going to do business.  
 10  
 11 And if you say that somebody else is going to do  
 12 that, and that's part of your plan, then that's  
 13 what it is. But it's identified.  
 14  
 15 So preplanning is one of the most important  
 16 functions of SAR management. I asked several of  
 17 the SAR managers and some of these other groups,  
 18 and through the questionnaire process, have you  
 19 engaged in writing a SAR plan? Everybody said  
 20 no. There was no SAR plan out there.  
 21  
 22 Okay. What do you do locally? Well, I kind of  
 23 know what to do locally. It was a typical thing.  
 24 I said, yeah, I know you do. But is there a SAR

**Page 205**

1 plan? Is there a little template to follow? And  
 2 they didn't have one.  
 3  
 4 I said, have you ever gotten one from the police?  
 5 And they said, well, we've never seen one. So I  
 6 said, okay. That's fine.  
 7  
 8 So providing initial direction and solving the  
 9 mission and solving the problem and allows you to  
 10 look for a foundation for future decisions. How  
 11 are we doing to do things in the future? It is a  
 12 management tool.  
 13  
 14 The preplan is complete when it defines the  
 15 authorities. And I mentioned this before, and I  
 16 know we've had discussions over this, the police  
 17 have the mandate to do SAR.  
 18  
 19 Newfoundland Search and Rescue does not have a  
 20 mandate to do SAR, but they get delegated  
 21 authority through the police to do that function.  
 22  
 23 And that just goes back to the plane crash in  
 24 Makkovik where, now, GSAR is going out to do a

**Page 206**

1 tasking that typically the Royal Canadian Air  
 2 Force would do through their resources, but  
 3 they're weathered out, which is fine. So then  
 4 they contact the police, and the police contact  
 5 GSAR, and off they go.  
 6  
 7 They get delegated authority to go out there and  
 8 do it. But the preplan defines that. It is a  
 9 blueprint. It also talks about the legal  
 10 responsibilities and jurisdictions because you've  
 11 got Parks Canada here running some parks, and  
 12 you'd want to work with that.  
 13  
 14 And the agreement should be in writing, easy to  
 15 read, simple, and be flexible because they have  
 16 to be changed and modified as you go forward.  
 17  
 18 So just some of the major influences to consider:  
 19 vulnerability assessment, area, any constraints  
 20 you may have there, external influences, the  
 21 organization, and, of course, the emergency  
 22 conditions.  
 23  
 24 The plan has to be simple. And it also allows

**Page 207**

1 you to be updated on a continuous cyclic basis.  
 2 So it's a team effort, but it takes maintenance.  
 3  
 4 And here's the last ten points when we talk  
 5 about, yeah, these are what you need to do to get  
 6 the plan done: It's rescue and search-related,  
 7 historical data from all the past incidents,  
 8 establish who is going to respond to what, obtain  
 9 the law enforcement, parks, and agency having  
 10 jurisdiction's support. It can be legislatively  
 11 mandated, right? By the responsible agency  
 12 executive. Talk to resources. You've got to  
 13 meet and greet those resources, make sure they're  
 14 willing to do the job. Draft an SOP. That's  
 15 standard operating procedures. How you're going  
 16 to do it when the incident occurs. And then get  
 17 comments on the draft plan. Allow people to  
 18 comment on them.  
 19  
 20 Usually, you give 30 days to comment on the plan.  
 21 They get everything back to you, saying, you can  
 22 change this, modify that, based on this, that,  
 23 and the other. And then you clarify it, you  
 24 modify it. We all do that as we go forward. You

**Page 208**

1 eliminate and avoid any duplication or conflict.  
 2  
 3 Training missions, using the plan. Critique that  
 4 training with a goal of improving the plan.  
 5 Finalize the plan. Get more final critique  
 6 comments, and then you have a plan.  
 7  
 8 I'm going to miss that one and just go right here  
 9 to refine it. So this is the last few slides  
 10 where we talk about some improvements.  
 11  
 12 The sustainable funding for the SAR sector is not  
 13 there right now. That would allow you to have  
 14 the FTEs, full-time equivalency positions to do a  
 15 job.  
 16  
 17 It really can be a multifaceted way of doing  
 18 business, but it does require sustainable  
 19 funding. Is it just for one year? Two years?  
 20 Three years? Or is it going to be in perpetuity  
 21 to go forward for SAR?  
 22  
 23 SAR is not going to go away. People getting  
 24 injured and hurt out there is not going to go

**Page 209**

1 away. People have more leisure time, more  
 2 disposable income to go out and do things.  
 3  
 4 Infrastructure, sustainability funding for the  
 5 SAR sector. That's an interesting comment  
 6 because it came right from the Bay of Islands  
 7 Search and Rescue group, where they're borrowing  
 8 a building from the local municipality. All  
 9 their vehicles are parked outside. The building  
 10 needs to be expanded.  
 11  
 12 Should SAR own buildings, or should the  
 13 government own the infrastructure? It's a  
 14 question.  
 15  
 16 And then the SAR groups, as an example, would,  
 17 almost like a lease or a grant procedure, apply  
 18 for grants and infrastructure money to maintain  
 19 that change and do whatever they need to do.  
 20  
 21 And maybe the government should own all the  
 22 vehicles, too, as far as that goes and all the  
 23 costs associated with those vehicles.  
 24

**Page 210**

1 So there's different ways of doing it. That  
 2 comes down to the public/private partnerships for  
 3 development and implementation. I don't see that  
 4 right now. It's really heavy on NLSARA.  
 5  
 6 I can tell you in major discussions with people  
 7 on the Executive, and you heard it yesterday from  
 8 Mr. Harry Blackmore, a lot of time, energy, and  
 9 effort goes into fundraising in a wide variety of  
 10 different types of fields just to do that,  
 11 infrastructure and sustainability.  
 12  
 13 And it's burning out the SAR workers, SAR  
 14 responders. And all of a sudden, they get calls  
 15 on top of it, and you start to lose people, and  
 16 they say, I don't have time for this anymore.  
 17 And that's what's sad to see.  
 18  
 19 So federal, provincial partnerships for  
 20 Indigenous SAR programs. And I know the  
 21 discussions, we've had the discussions at our  
 22 hearings. I think it's a great thing. And it  
 23 should be there, and it's just a matter of how do  
 24 you want to do that?

**Page 211**

1  
 2 That can be looked at. It can be researched. It  
 3 can be developed to build those programs.  
 4 Specific SAR in Indigenous communities involving  
 5 NLSARA, as an example, as a lead agency to get  
 6 that done.  
 7  
 8 The last one is -- it wasn't typed in after  
 9 Mr. Blackmore brought it up. It's certainly  
 10 something I've had in here because the accident,  
 11 death, and dismemberment, workers' compensation  
 12 outside even any existing temporary coverages.  
 13  
 14 It is hard, and I don't have the exact wording  
 15 that Mr. Blackmore used, but let's talk about  
 16 Algoma Insurance and where that funding is coming  
 17 from.  
 18  
 19 With government changes, cutbacks, you're going  
 20 to lose some of that. There's trade-offs.  
 21 They're not covered, or are they covered? Those  
 22 things need to be there.  
 23  
 24 And, again, in discussions with the Executive is

**Page 212**

1 they don't have a solid foundation for insurance  
 2 coverage.  
 3  
 4 We often say that it's funny how people think you  
 5 should mention about thinking outside the box.  
 6 Well, you shouldn't be in the box in the first  
 7 place. Being modern, progressive, proactive  
 8 sometimes means rocking the boat and stepping on  
 9 toes, but it means you're out front and you are  
 10 willing to make changes. A culture of change.  
 11  
 12 CASARA spotters on search missions, I think, is a  
 13 really value-added to the program. They cannot  
 14 be used, though, unless you have a SAR manager,  
 15 ops sections chief, police IC that says, the  
 16 terrain, the topography, geography, the weather  
 17 is conducive to a fixed-wing aircraft over there  
 18 or a light rotary-wing aircraft on the decision  
 19 of the ops section chief, SAR manager.  
 20  
 21 Because they're the ones that are in there with  
 22 the weather looking at the situation and know  
 23 what kind of coverage they want to get.  
 24

**Page 213**

1 But certainly, CASARA spotters and CASARA  
 2 training spotters is also a great program. It's  
 3 done nationally. I think it's a value-added for  
 4 sure with their expertise through the Royal  
 5 Canadian Air Force.  
 6  
 7 CASARA can also be used for flying overhead at a  
 8 higher altitude as a radio relay. So we're  
 9 talking about, what's a quick fix? We don't have  
 10 repeaters and other radios.  
 11  
 12 If it's available, depending on the weather and  
 13 other things, and icing conditions, et cetera,  
 14 they can run a communications relay over an area  
 15 so people can talk to each other.  
 16  
 17 Regular crews on aircraft give you a higher POD.  
 18 I mentioned this a few slides ago. When they are  
 19 scanning, much better than part-time observers.  
 20 People that are trained, retrained, practice,  
 21 practice, practice. It costs money to do that.  
 22  
 23 Again, you put money and funding and  
 24 sustainability for training development, it has

**Page 214**

1 to include these recurrency fundings for  
 2 credibility.  
 3  
 4 There's no doubt that rotary-wing aircraft have  
 5 changed the way we do business for many, many  
 6 years, but it's got to be the right aircraft for  
 7 the right job. And there's a wide variety of  
 8 those out there.  
 9  
 10 The deployment of unmanned aerial systems,  
 11 unmanned aerial vehicles, those legal terms that  
 12 I'm using, I know people have a tendency to call  
 13 them drones, but drones are bees. But these  
 14 UAVs, UASs are a valuable tool, but there are  
 15 some problems. And part of that is the licensing  
 16 requirement that's been mentioned before, the  
 17 training, maintaining your pilot proficiency,  
 18 also be able to fly five kilometres, ten  
 19 kilometres away from line of sight and do  
 20 tactical gridding and mapping and photographing  
 21 the area, and then putting all these map sheets  
 22 together.  
 23  
 24 That technology is there, but you can't legally

**Page 215**

1 do it. It's holding everything back.  
 2  
 3 And I think we have to have some sort of  
 4 discussion and leverage going towards Transport  
 5 Canada for the CARs regulations (Civil Air  
 6 Regulations) to say there needs to be changes for  
 7 public safety, SAR.  
 8  
 9 Always making decisions to perform with the  
 10 closest asset is nice. There aren't enough UAVs  
 11 to go around the province. There needs to be  
 12 more.  
 13  
 14 Now, whether that's the small lightweight ones to  
 15 deploy down the trail or the larger ones that  
 16 they have here in the Rovers, again, it goes back  
 17 to that's a decision for stakeholders, not for  
 18 myself.  
 19  
 20 I would suspect that we need more out there  
 21 because everybody is saying, we'd love to have  
 22 one that Paul French has. Not that it's Paul's.  
 23 It belongs to the Rovers.  
 24

**Page 216**

1 I mentioned this just a few minutes ago. The  
 2 trained spotters through CASARA --  
 3 THE COMMISSIONER:  
 4 Q. Can I just interrupt for a second on the last  
 5 point?  
 6 MR. SMITH:  
 7 A. Yes. Yes, sir. Sorry.  
 8 THE COMMISSIONER:  
 9 Q. So what would enhanced regulations to support  
 10 unmanned vehicles or drones look like to support  
 11 SAR specifically?  
 12 MR. SMITH:  
 13 A. Allowing the SAR, as the Rovers as an example --  
 14 and they're \$130,000 UAV to be able to fly out of  
 15 sight. In other words, you can preprogram your  
 16 UAV to run a grid pattern.  
 17  
 18 A grid pattern based on the platform can fly a  
 19 certain type of distance, and it can go out  
 20 there, and it can search. But it can also grid  
 21 the area and come back with a number of  
 22 photographs and show you what's out there.  
 23  
 24 But right now, you have to do it within sight.

**Page 217**

1 It's to get the regulations changed, so you can  
 2 fly out of sight.  
 3 RALPH, Q.C.:  
 4 Q. Mr. Smith, those regulations, would they be  
 5 federal regulations?  
 6 MR. SMITH:  
 7 A. They are federal regulations. Yes, they are,  
 8 sir. Yes.  
 9  
 10 But with that being said, I know I mentioned that  
 11 there may have to be some move towards  
 12 approaching Transport Canada, the federal  
 13 government, and get support to do that for SAR  
 14 missions, to change things. Yeah.  
 15 THE COMMISSIONER:  
 16 Thank you.  
 17 MR. SMITH:  
 18 For helicopter operations, again, trained  
 19 spotters through NLSARA and across Newfoundland  
 20 and Labrador. More spotters.  
 21  
 22 So if a group has two or three, let's get them  
 23 ten because those two or three may not be  
 24 available at the right time to board aircrafts to

**Page 218**

1 go do the job. You need more trained spotters.  
 2  
 3 Night operations are important. We don't just  
 4 search during the daytime or from 06 to 1800. We  
 5 search 24 and 7.  
 6  
 7 Teledyne produces the forward-looking infrared.  
 8 And that is the instrument that you see on the  
 9 bottom of the two helicopters up on the screen  
 10 there now.  
 11  
 12 The one on the right, it's forward-facing, and on  
 13 the RCMP one, it's also forward-facing with a  
 14 Nightsun spotlight in the back of the aircraft.  
 15  
 16 So it's about the size of a soccer ball. You're  
 17 looking at a television screen about the size of  
 18 my laptop through a hooded device.  
 19  
 20 The observer has to be highly trained and  
 21 dedicated and have many hours on the instrument.  
 22  
 23 It's just like looking at a black-and-white TV,  
 24 or now there's coloured ones. And, of course,

**Page 219**

1 the coloured ones are very nice because it's like  
 2 looking at a small colour TV and identifying the  
 3 objects there through infrared.  
 4  
 5 You can identify maggots in a dead dog from 1,000  
 6 feet. I've done it. Okay. You can identify a  
 7 lot of things out there. As long as there is a  
 8 temperature differentiation of .002 degrees, see,  
 9 you're good to go.  
 10  
 11 So everything changes based on sun, light, and  
 12 all sorts of stuff going on. But you've got to  
 13 be good at it.  
 14  
 15 And, again, if you don't have a full-time crew  
 16 working on a FLIR, it's part-time results.  
 17  
 18 I know the military do a great job of that.  
 19 Sometimes in the Aurora aircrafts there, though,  
 20 right, it's probably a little difficult because  
 21 of speed. When you're looking for somebody on  
 22 the ground and the trees are around that area, as  
 23 compared to out looking for a ship or a  
 24 submarine.

**Page 220**

1  
 2 The Nightsun is also very important, which you'll  
 3 see on those two aircraft there, the EC130 and,  
 4 of course, the A-Star B3.  
 5  
 6 And that's because it can really light up the  
 7 ground, which makes it easier for searchers to do  
 8 their job, easier for a canine to do their job.  
 9 But aircraft operations, I am recommending that  
 10 that has a capability.  
 11  
 12 There's a difference here between this slide and  
 13 kind of the next couple. You need an aircraft  
 14 mechanic, of course, AME, to attach some of these  
 15 tools to the aircraft.  
 16  
 17 Where if you're using a HEC system for slinging,  
 18 Class D, a trained rescue person can put that on  
 19 the aircraft their self without an AME mechanic  
 20 being there. They're signed off to do it.  
 21  
 22 Aircrafts should be able to perform rescues.  
 23 It's no good when the helicopter lands, having  
 24 the crew get out, and say, well, now what do we

**Page 221**

1 do?  
 2  
 3 So do they go back and get a mountain rescue  
 4 crew, or do they have the basic understanding and  
 5 a basic LION gear with them to do some, yeah,  
 6 low-angle, high-angle work when they're up there.  
 7  
 8 NLSARA and stakeholders can determine the type of  
 9 aircraft. None of these next pictures are meant  
 10 to say, this is what you should have. No.  
 11 They're just an example.  
 12  
 13 Helicopter operations: The pilots and crews,  
 14 need to be trained to perform search patterns  
 15 that are based on the Royal Canadian Air Force's  
 16 SAR Program. That's what's acceptable.  
 17  
 18 A lot of the times, you'll want those patterns,  
 19 and you may want a 50 percent overlap to get  
 20 higher probability detection values for looking  
 21 for a lost child in the forest or in forest  
 22 cover.  
 23  
 24 And it's an important that aircraft crews know

**Page 222**

1 how you want them to search. And it's not just  
 2 going out there and looking around and then  
 3 developing their own system.  
 4  
 5 An aircraft that has the HEC system capability on  
 6 it, helicopter external transport system, yes,  
 7 systems cost \$26,000 just to get it. Then it's  
 8 the training and the capability, and then also  
 9 the performance of that. You know, it's got to  
 10 be there.  
 11  
 12 For a light, single-engine aircraft, like the  
 13 EC130 there, the A-Star, they are great tools.  
 14  
 15 If you get a machine that can hoist, winch like  
 16 you see here with the Bell 412 and the Cormorant,  
 17 well, then you got the winching capability, and  
 18 that's great, too.  
 19  
 20 So there's tradeoffs. Is one platform going to  
 21 answer all your questions? I don't know.  
 22 Probably not. You'd have to have a look at it  
 23 and do a study and get the study done as soon as  
 24 you can.

**Page 223**

1  
 2 There's a lot of good knowledge out there.  
 3 There's a lot of good knowledge in this room.  
 4  
 5 With helicopter operations, it's no good having a  
 6 crew or somebody get off who does not know how to  
 7 treat somebody for a traumatic injury or  
 8 hypothermia.  
 9  
 10 If you have a crew person get out and they just  
 11 grab a patient, a casualty, and drag him to the  
 12 aircraft, throw him aboard the aircraft, and then  
 13 fly off and that person's mild to severe  
 14 hypothermic, you're causing yourself a lot of  
 15 grief. They could go to into ventricular  
 16 fibrillation, and they could die.  
 17  
 18 So it's important that the time is spent with the  
 19 crews being able to perform the job, once they go  
 20 out there and they go on the ground. That's the  
 21 aircraft frame. They can land and get it done.  
 22  
 23 It's got to be able to transport patients. One  
 24 patient, two patients, all depends on the

**Page 224**

1 platform. Depends on the aircraft.  
 2  
 3 The aircraft for service should be done  
 4 provincially. I know it was brought up to my  
 5 attention that one aircraft in St. John's is not  
 6 going to look after the province.  
 7  
 8 I understand that because I've had people in  
 9 different areas tell me, that we'd love to have a  
 10 helicopter up here.  
 11  
 12 And we were just in a community where that was  
 13 certainly the case. And they've had to go  
 14 through several machines to go and get the job  
 15 done. So there are trade-offs that has to be  
 16 determined.  
 17  
 18 You can have a look at the SAR HVA to determine  
 19 the level of service, which we just went through.  
 20  
 21 This is the HEC system you see here with the Bell  
 22 407 on your left at the top of a mountain. And  
 23 it goes down to being attached to the two rescue  
 24 personnel on the left with the counterweight bag.



**Page 225**

1  
 2 The A-Star B3 on the right, there it is all laid  
 3 out, and it's expensive. But it's a system that  
 4 lends itself very well to mountain rescue, search  
 5 and rescue personnel because those aircraft  
 6 platforms are usually a little more cheaper and  
 7 more inexpensive to operate than the larger  
 8 platforms. And they can also sometimes get in in  
 9 tighter holes to get the job done.  
 10  
 11 So just to conclude, I'll tell you that the SWOT  
 12 analysis I mentioned before to some of the  
 13 members and SAR Executive, that when the members  
 14 spoke to me, some of them wanted it off record,  
 15 some of them wanted it on record. But they were  
 16 brutally honest.  
 17  
 18 And so then it was documenting that and coming up  
 19 with the strength, the weaknesses, the  
 20 opportunities, and the threats. And there are  
 21 different strategies to do that. And I went  
 22 through that process after all the questionnaires  
 23 and all interviews and visitations. And I  
 24 believe it worked to our advantage here in SAR

**Page 226**

1 for the hearings.  
 2  
 3 I can probably take the questions now, counsel,  
 4 if you wanted to before we're done?  
 5 MR. BUDDEN:  
 6 Mr. Commissioner has spoken to all the lawyers,  
 7 and I know that everybody will have -- I did not  
 8 speak to the lawyers, the federal government were  
 9 in the room at the time. But I know everybody  
 10 else will have questions. And perhaps, Ms.  
 11 Bedford and Mr. Freeman will also.  
 12  
 13 I can start with a few questions, and then we can  
 14 go around the room. Everybody will certainly  
 15 have their chance.  
 16  
 17 But I will say, as I said yesterday, we regard  
 18 this as somewhat free-flowing. So if, say, I ask  
 19 a particular question that ties into somebody  
 20 else's question, don't hesitate to jump in, and  
 21 we can explore that topic rather than doing it  
 22 somewhat of a disjointed fashion.  
 23 BY MR. BUDDEN:  
 24 Q. So I have a few things I'd like to explore with

**Page 227**

1 you, Mr. Smith. One thing is we've heard quite a  
 2 bit, I guess, about risk. About the risk that  
 3 searchers have taken on. And we've heard in our  
 4 hearings around the island, here and St. John's,  
 5 some quite extraordinary stories.  
 6  
 7 We heard about Mr. Dyson in Makkovik out on the  
 8 open ice, very thin ice, and actually going  
 9 through the ice. And I believe Mr. Anderson may  
 10 have, as well.  
 11  
 12 We've heard of people also in Makkovik, in the  
 13 Burton Winters search, being out on thin ice and  
 14 their great efforts to try to rescue Mr. Winters.  
 15  
 16 Also, from Makkovik, we heard about the search  
 17 for the downed aircraft. We heard in the Great  
 18 Northern Peninsula about the searchers coming  
 19 back with their skidoos beat up from operating in  
 20 very difficult conditions.  
 21  
 22 And there's a general tendency, I would say, in  
 23 our culture to celebrate heroism and to give  
 24 people rewards for really fearless acts.

**Page 228**

1  
 2 And against that background and this sort of  
 3 long-winded question, you talk about the duty to  
 4 manage risk, about how not to put a searcher in  
 5 harm's way trying to -- or unacceptably in harm's  
 6 way in order to save a lost person.  
 7  
 8 And we heard Lieutenant Colonel Marshall talk, as  
 9 well, about the pressures that SAR techs operate  
 10 under the risk and that some of them have died,  
 11 and why it's important to calibrate that risk.  
 12  
 13 And I guess what I'm asking you now - that's sort  
 14 of a preamble - at what point is it best to have  
 15 sort of arbitrary standards, like, we will not  
 16 attempt to search if the winds are over 100  
 17 kilometres an hour, or the temperature is below a  
 18 certain point, or what have you?  
 19  
 20 And at what point should that be left to the  
 21 discretion of the search manager, realizing the  
 22 pressures the search manager may be under to find  
 23 a child or find another vulnerable person?  
 24

**Page 229**

1 Can you tell us a little bit about how that is  
 2 best managed?  
 3 MR. SMITH:  
 4 A. Thank you, sir. You need to have a risk  
 5 assessment process. Certainly, senior SAR  
 6 managers, senior SAR personnel have been able to  
 7 do this mentally. And so they calculate the risk  
 8 based on what they're seeing and uncovering out  
 9 there in the terrain, topography in environmental  
 10 atmosphere-type conditions.  
 11  
 12 By going through a risk assessment process, you  
 13 want to make sure that certain avenues are  
 14 covered when we talk about risk assessment for  
 15 the team.  
 16  
 17 And that guide is there. It's local conditions.  
 18 It's local people who would be conducting those  
 19 risk assessments who would have the ultimate say.  
 20  
 21 But by going through the risk assessment process  
 22 -- and there are forms, and there's data  
 23 collected. And you just fill in the blanks, and  
 24 you check things off to make sure that you are

**Page 230**

1 green, amber, red. And it's called SAR GAR,  
 2 Green, Amber, Red.  
 3  
 4 And so that risk assessment process has been used  
 5 for a number of years, different jurisdictions to  
 6 really understand the risk involvement in your  
 7 mission.  
 8  
 9 And it may be because you have inexperienced  
 10 people. It may be because the equipment is not  
 11 what you want. It may be because the weather is  
 12 a factor. But it's calculated.  
 13  
 14 And most good managers have calculated that  
 15 mentally. And now, we need to make sure that  
 16 it's documented and that they can do that.  
 17  
 18 And if you have a standard format to do that and  
 19 a guide and folks are trained on it, it will help  
 20 them out as well.  
 21  
 22 But the ultimate decision would be with the IC,  
 23 looking at a written documented risk assessment  
 24 and/or a discussion between the IC and the ops

**Page 231**

1 sections chief, the SAR manager to do that  
 2 process.  
 3  
 4 But they should have something. They should have  
 5 a guide or a tool because somebody is going to  
 6 say, well, how did you come to make that decision  
 7 to go out on that SAR mission when, all of a  
 8 sudden, you lost two SAR members?  
 9  
 10 And so that would be the issue. And then you  
 11 could say, well, here's what we did.  
 12  
 13 Why didn't you go out and search over this area  
 14 here?  
 15  
 16 Because the risk outweighed the benefit, and it's  
 17 documented.  
 18 RALPH, Q.C.:  
 19 Q. Thank you. Mr. Smith, have you ever been in a  
 20 situation where the police have said to  
 21 searchers, we want you to go out, and the SAR  
 22 manager is saying, no way, I'm not sending my  
 23 people out?  
 24

**Page 232**

1 Have you been in that situation?  
 2 MR. SMITH:  
 3 A. I'm sorry. Could you -- sorry. I couldn't quite  
 4 hear you.  
 5 RALPH, Q.C.:  
 6 Q. Have you ever been in a situation where the  
 7 police, the incident commander, is saying send  
 8 the searchers out?  
 9  
 10 So the search manager is saying, no way, it's too  
 11 dangerous? Have you been in that situation?  
 12 MR. SMITH:  
 13 A. No. I have not personally. I do not know of any  
 14 cases where that has occurred. I know of cases  
 15 where things have happened. I gave you my  
 16 helicopter rotor strike as a main example where  
 17 the search and rescue leader said back to the  
 18 police IC that, we're good to go, and then things  
 19 happened.  
 20  
 21 If you're in the business long enough, hard  
 22 enough, the spam will hit the fan. Things can  
 23 occur. But you try and calculate those risks and  
 24 have a look at it.

**Page 233**

1  
 2 I've never been in a situation where the police  
 3 said, you will go or else. No. I've never heard  
 4 or know of that personally.  
 5 RALPH, Q.C.:  
 6 Q. Because it's interesting. I mean, I think what  
 7 we heard with regard to some of the operations  
 8 that the Commissioner was examining, it appeared  
 9 as though, that certainly, the people that were  
 10 working as the SAR managers with the GSAR teams,  
 11 perhaps, had more knowledge about search and  
 12 rescue issues than the RCMP officer that was the  
 13 incident commander.  
 14  
 15 And you wonder, who should be making that  
 16 decision in that instance where, perhaps, the SAR  
 17 manager is more experienced and knowledgeable  
 18 about risks than, perhaps, the incident  
 19 commander?  
 20 MR. SMITH:  
 21 A. Yes, sir. That's a great question and a good  
 22 statement. In my opinion, it's the learned  
 23 person, which is the SAR manager, the ops  
 24 sections chief, the tactical commander advises

**Page 234**

1 the incident commander on the plan, resources,  
 2 and whether we can do it based on a risk  
 3 assessment and the process they've gone through.  
 4 And then there's a discussion.  
 5  
 6 And in my opinion, majority of the RCMP officers  
 7 and RNC officers that I've spoken to, and not  
 8 just here, elsewhere, will take the advice of the  
 9 learned volunteer search and rescue person over  
 10 what they think, what they know.  
 11  
 12 And so they'll certainly say, no. It's a no-go  
 13 for launch. It's a red. We're not doing it.  
 14  
 15 Avalanches are a prime example, and the  
 16 blizzards. So it's also based on the comfort  
 17 level.  
 18  
 19 And I know Mr. Budden here, sort of, just  
 20 mentioned about the teams going out in a  
 21 blizzard.  
 22  
 23 I've been out on blizzards sledding, doing  
 24 different things. I know SAR personnel who have

**Page 235**

1 done that. And it's, again, a risk assessment  
 2 comfort level they will accept and deploy.  
 3  
 4 But at any time when they're out there, the risk  
 5 assessment can be modified and adjusted. And  
 6 they can stop and shut her down or come back.  
 7  
 8 That's part of that process that is constantly  
 9 evaluated. It's not just done once. It's  
 10 constantly evaluated as you move along, as well.  
 11 And then it's relayed back to the tasking,  
 12 mandated agency, if that helps.  
 13 RALPH, Q.C.:  
 14 Q. Yes.  
 15 MR. SMITH:  
 16 A. Yeah.  
 17 MR. BUDDEN:  
 18 Q. Just a follow-up question. And, again, I'm  
 19 struck by Lieutenant Colonel Marshall's point.  
 20 And if I misunderstood you, Lieutenant Colonel,  
 21 do jump in.  
 22  
 23 But as I understood your evidence, there are sort  
 24 of red lines that crews will not be in the air --

**Page 236**

1 or not engaged more than 15 hours a day. They  
 2 will not fly when the ceiling is below a certain  
 3 point?  
 4  
 5 And these are lines that cannot be crossed by  
 6 people on the scene. So it's not up to the crew  
 7 to say, well, we're feeling pretty good. Let's  
 8 stay 16 hours. That's an absolute standing  
 9 order, that you stop at a certain point.  
 10  
 11 And as I understand it, the intention is to  
 12 protect people from their own best instincts.  
 13  
 14 And I'm wondering, do such red lines exist in the  
 15 GSAR community? Like, are there rules that  
 16 basically say, you will not search more than 16  
 17 hours a day for three consecutive days, or you  
 18 will not go out in weather below minus 40, or any  
 19 such thing that you're aware of?  
 20 MR. SMITH:  
 21 A. The SAR plan stipulates fatigue management as  
 22 part of that process. The guidelines for fatigue  
 23 management have usually fallen to wildland fire,  
 24 as they start working 12-hour operational periods

**Page 237**

1 initially, and then finally they go to 10s, and  
 2 then they go to 8s when they're working through  
 3 wildland fire. That may last for 7, 10, 14 days.  
 4  
 5 As I mentioned before, in your plan, you want to  
 6 have that in there, how you're going to manage  
 7 fatigue management. How are you going to deal  
 8 with people getting tired? That you will not  
 9 have people go over 12 hours.  
 10  
 11 With that being said, the team lead, the SAR  
 12 manager, in consult with each other, and the IC,  
 13 if they've got to transit back for an hour on  
 14 snow machines and/or whatever, skiing back or  
 15 whatever they have to do, certainly.  
 16  
 17 I've heard already that folks will -- their  
 18 mission is over when they're out there, and now  
 19 they have to get back to the command post. So  
 20 they're just willing to ski back instead of  
 21 spending the night out there.  
 22  
 23 Because that's why the teams are so highly  
 24 trained and dedicated is because they can spend a

**Page 239**

1 And just to lead to my question. As I understand  
 2 it, that's, I guess, a series of publications or  
 3 methodology that says, if I'm looking for a  
 4 6-year-old child, the child is most likely to be  
 5 within a half a kilometre of where the child was  
 6 last seen, as opposed to a 12-year-old child who  
 7 might go farther in terms of lost persons?  
 8  
 9 And we've also heard in the searches we've looked  
 10 at that, in some cases, at least, individuals  
 11 have been found outside of where, perhaps, the  
 12 manuals might suggest they might be.  
 13  
 14 And I guess my question is, how should a search  
 15 and rescue manager or incident commander guard  
 16 against tunnel vision?  
 17  
 18 And by that, I mean, it's a term we use in  
 19 examining police operations. And it's basically  
 20 saying, well, because, oh, most women are  
 21 murdered by their domestic partners, then we will  
 22 focus on the domestic partner. That's called  
 23 tunnel vision.  
 24

**Page 238**

1 night in a location if they have to. They have  
 2 the equipment to do that.  
 3  
 4 I believe Mr. Blackmore mentioned that the Arctic  
 5 oven tents were issued to the SAR groups in  
 6 Labrador just as a provision. So they can spend  
 7 the night out there and then start again the next  
 8 day, and they can look after themselves.  
 9  
 10 And when they went out for the plane crash and  
 11 other SAR missions, they had all the tools and  
 12 all the equipment they needed to camp out, which  
 13 would relieve some of the fatigue management. So  
 14 that can be put into the SAR plan.  
 15  
 16 Those items that you mentioned with Lieutenant  
 17 Colonel Marshall thinking about, yeah, you can't  
 18 fly more than 15, etcetera, operational  
 19 maintenance, that's put into your SAR plan as to  
 20 what you want as a guide.  
 21 MR. BUDDEN:  
 22 Q. We've heard the term "lost person behaviour" as  
 23 sort of the term of art used throughout this.  
 24

**Page 240**

1 Is there a similar concern in the search and  
 2 rescue literature as to how to avoid against the  
 3 predictive methods?  
 4 MR. SMITH:  
 5 A. Yeah. Thank you, sir. There is. And it's  
 6 called the four methods to establish the initial  
 7 search area.  
 8  
 9 You mentioned lost person behaviour. That is,  
 10 statistical data and knowledge. The best lost  
 11 person behaviour you can have for a missing three  
 12 to six-year-old would be that data from your  
 13 community, your area that pertains to you. And  
 14 that's done through statistical analysis, and you  
 15 work with partners to produce those documents.  
 16  
 17 Then you can rely on material that's available  
 18 for lost person behaviour from Eastern Canada,  
 19 and then from Canada as a whole to rely on that.  
 20  
 21 But those percentile statistics are based on your  
 22 25 percentile persons found from the point last  
 23 seen, the 50 percentile, and then the 75  
 24 percentile. And then sometimes even the 90th

**Page 241**

1 percentile.  
 2  
 3 So more people are found closer to the median  
 4 distance, the 50 percentile, based on number of  
 5 cases than any other location. But you still  
 6 need to search from the point last seen going  
 7 out. But again, you find people in this 50  
 8 percentile.  
 9  
 10 If you focused only on that, and all of a sudden,  
 11 you have a really fit, well-educated, outdoor  
 12 pursuits interest, young adult, they could  
 13 certainly go outside of that norm of the 50th  
 14 percentile of, in your case, I think you said 810  
 15 metres from the point last seen.  
 16  
 17 So people underestimate the search area because  
 18 they only focus on statistics to plan this  
 19 search. They don't focus on the other three  
 20 methods, which we've mentioned before.  
 21  
 22 So the four methods to establish a search area  
 23 would be: theoretically.  
 24

**Page 242**

1 Theoretically, how far could this person walk in  
 2 this kind of environment? This kind of terrain?  
 3 The overburden in the weather with the equipment  
 4 they have, based on -- we've profiled the person.  
 5 We know everything about them. And we've got  
 6 into their head, and we know their equipment and  
 7 all sorts of things. So they're quite capable of  
 8 going thus far, which may end up being two or  
 9 three times what it says in Lost Person  
 10 Behaviour.  
 11  
 12 The next part of that is statistical, which we  
 13 just talked about. And the next part of that is  
 14 subjective considerations.  
 15  
 16 So the subjective considerations are trained  
 17 experienced SAR managers can eliminate vast  
 18 portions of the search area based on a terrain  
 19 and topography analysis.  
 20  
 21 A person crossing rivers, would they cross a  
 22 large open lake, as an example? Would they go  
 23 over top of a mountain?  
 24

**Page 243**

1 And so that also comes into it, as well, when  
 2 you're looking at the map, and you're planning.  
 3  
 4 And the last part of the four methods would be  
 5 deductive reasoning, reasoning backward. So the  
 6 police do this all the time. Every good  
 7 detective can do deductive reasoning. It's  
 8 called analytical reasoning, as well, where all  
 9 of a sudden, you find the body. And all of a  
 10 sudden, now you got to reason backward of how did  
 11 the body get here?  
 12  
 13 Well, we think in SAR or when we have to look at  
 14 it is the clues that are out there from the point  
 15 last seen heading off in a certain type of  
 16 direction.  
 17  
 18 We want to start deducting that, yeah, the  
 19 person's not going to climb that mountain.  
 20 They're not going to go around the base of this  
 21 cliff, et cetera. Because the terrain takes this  
 22 kind of footwear, they're probably not going to  
 23 get far if they're only in flip-flops. So it's  
 24 looking at that, or they could be injured.

**Page 244**

1  
 2 So all four methods are used. So you do not  
 3 underestimate the initial search area because  
 4 what typically happens - kind of follow-up on  
 5 your question there - is that SAR managers will  
 6 draw these circles on a map 360 degrees from the  
 7 point last seen, which is the physical place that  
 8 somebody saw an individual.  
 9  
 10 And then when they draw those circles on there,  
 11 they say, oh, the 50 percentile. We're going to  
 12 concentrate all our resources just around here,  
 13 which is 800 or, let's say, a kilometre from the  
 14 point last seen. And that's it.  
 15  
 16 And if we don't find the person there, they must  
 17 have gone way outside or in what we call the rest  
 18 of the world.  
 19  
 20 When in actual fact, some cases based on  
 21 outliers, skewed data because it's based on  
 22 normal distribution data, mode, median, and mean.  
 23 And then when you get skewed data -- I mean,  
 24 mode, median, and mean are typically all the same

**Page 245**

1 in normal distribution, the bell curve. But if  
 2 you get skewed data, then the mode, median, and  
 3 the mean are different. You want to focus on the  
 4 median distance because more positions are found  
 5 closer to the median than any place else.  
 6  
 7 Also, half are one side. Half are on the other.  
 8 And if that's all you do, you've missed that skew  
 9 data or the person going off on that trail, you  
 10 know, a railway bed that goes right through the  
 11 whole entire area, the nice walk down the  
 12 drainage that leads you outside the area. They  
 13 kind of miss that, which is now taking them way  
 14 beyond your 50 percentile or your data.  
 15  
 16 And that's why they miss a child. They miss an  
 17 individual. They've gone outside that. But if  
 18 you look at the terrain, yeah, it's part of it.  
 19  
 20 And the other thing with deductive reasoning,  
 21 that's scenario-based analysis. You're saying,  
 22 yeah, if I'm a berry picker, where are the best  
 23 berries? Where am I going to go on a continuous  
 24 place to go find those berries? And then off you

**Page 246**

1 go.  
 2  
 3 Does that help, sir?  
 4 MR. BUDDEN:  
 5 Q. Yeah, that does. And I'm struck by what you said  
 6 about the 90th percentile. So nobody would be so  
 7 arrogant as to say, well, this is 100th  
 8 percentile or 99.9.  
 9  
 10 So I would assume there's some humility in  
 11 recognizing that predictive models are only --  
 12 even a 90 percent is still 1 in 10 falls outside  
 13 of that?  
 14 MR. SMITH:  
 15 A. Yeah. It's easy to get caught up and lose  
 16 situation awareness. As I mentioned, it's about  
 17 information flow and coordination, which you're  
 18 getting back from the field, what the field  
 19 personnel are telling you. It allows you to look  
 20 at it and constantly modify and adjust your plan  
 21 as the situation unfolds.  
 22  
 23 But you're not going to just focus and say, this  
 24 is it. This is where the person's going to be

**Page 247**

1 found. There's always a chance.  
 2  
 3 So you need that information from the guys in the  
 4 field to say, you know what? This trail is open.  
 5 This trail is in good condition. This creek bed  
 6 is dry. The person could have gone down there,  
 7 way outside the search area. So then you start  
 8 to look at episodal-type areas and not just  
 9 circular radial and not just squares.  
 10  
 11 They're all different shapes and sizes of looking  
 12 in search segments to get the job done.  
 13 MR. BUDDEN:  
 14 Thank you. What I think I'll do,  
 15 Mr. Commissioner, I have a few more questions,  
 16 but perhaps, we can move on and let other people  
 17 ask some. And then if mine remains uncovered,  
 18 I'll return to them at the end.  
 19  
 20 So, Mr. Ralph, perhaps?  
 21 RALPH, Q.C.:  
 22 That's fine. Great. Thank you.  
 23 BY RALPH, Q.C.:  
 24 Q. Mr. Smith, I think it's in your discussion paper

**Page 248**

1 you cited a search in Newfoundland. That was  
 2 from the Newfoundland Rangers. It was quite some  
 3 time ago, maybe 80 or 90 years ago.  
 4  
 5 Do you remember that?  
 6 MR. SMITH:  
 7 A. I'm having trouble with it, sir, to be honest  
 8 with you.  
 9 RALPH, Q.C.:  
 10 Q. That's okay. Sorry. My point being is that, to  
 11 me, it appears sort of historically the police  
 12 have been responsible for searches. They sort of  
 13 --  
 14 MR. SMITH:  
 15 A. I'm sorry. Did you say 80 or 90 years ago?  
 16 RALPH, Q.C.:  
 17 Q. Yes.  
 18 MR. SMITH:  
 19 A. Oh, yes. I'm sorry. I remember that on the  
 20 historical side. Yes, sorry.  
 21 RALPH, Q.C.:  
 22 Q. Right. No problem.  
 23 MR. SMITH:  
 24 A. I thought you said '89 (phonetic).

**Page 249**

1 RALPH, Q.C.:

2 **Q.** But it appears as though the police have been

3 responsible for, I guess, search and rescue

4 historically.

5

6 Is that your sort of sense of things?

7 **MR. SMITH:**

8 **A.** That is correct, sir.

9 **RALPH, Q.C.:**

10 **Q.** And I guess in Newfoundland, our model or sort of

11 maybe, perhaps, you can call it our ground search

12 and rescue policy is that the police are, I guess

13 you'd say, mandated to do the search and rescues.

14

15 They call on volunteers, and I guess the

16 volunteers, to a large extent, have the

17 expertise.

18

19 And, I guess, government officials, generally

20 speaking, in Newfoundland, are not sort of

21 directly involved in a ground search and rescue

22 except when they're arranging air support.

23

24 Is that your understanding of how ...?

**Page 250**

1 **MR. SMITH:**

2 **A.** That is my understanding, sir. Yes.

3 **RALPH, Q.C.:**

4 **Q.** And I guess in terms of that model, is that

5 similar throughout the country?

6 **MR. SMITH:**

7 **A.** It is variable. I prefer the model where the

8 police are the incident commander, and you have

9 strong, highly-trained and dedicated volunteer

10 search and rescue personnel who can go out in the

11 field and do the job. In my opinion, that's one

12 of the better models in North America.

13

14 There are some models, Ontario and Quebec, where

15 they have police search and rescue teams. They

16 have spent a lot of money, time, effort, and

17 equipment to train police officers to go all over

18 the province doing search and rescue operations.

19

20 And they typically may not use volunteer SAR in

21 their areas until the third or fourth operational

22 period or later on.

23

24 It's slowly changing, but that's been what they

**Page 251**

1 do as a standard, okay?

2

3 In some jurisdictions, they'll go right to using

4 the Canadian Rangers if you're up in the higher

5 Arctic, those personnel. Yeah.

6 **RALPH, Q.C.:**

7 **Q.** Right. And it's your conclusion that it's better

8 to go with the volunteers as opposed to having

9 teams of policemen trained to do that work?

10 **MR. SMITH:**

11 **A.** Yeah. For trained police officers to go do the

12 job, I would not want that. I can't afford it.

13 **RALPH, Q.C.:**

14 **Q.** So it's a question of expenses, you think, or

15 cost?

16 **MR. SMITH:**

17 **A.** A big part of it is financial. You think if you

18 have 90-some personnel who are police officers.

19 It's like your emergency response team or your

20 SWAT-type teams, right? And you have to move

21 them all around the province to go do searches.

22 They come from different detachments.

23

24 You're losing some of your policing capability in

**Page 252**

1 your local communities already when you start to

2 do that.

3

4 And how do they maintain their competency in

5 those skills after their courses? And then you

6 have the expense of getting them all this gear,

7 as well. And they would have to gain some

8 knowledge anyway, get local knowledge once they

9 get there.

10

11 So it's a lot better to have the trained GSAR

12 personnel locally and even have those folks move

13 around the province. It's a very expensive

14 option to use law enforcement for search.

15 **RALPH, Q.C.:**

16 **Q.** No, fair enough. If I hear you correctly, it's

17 not just a question of cost then, it's actually a

18 question of quality of service that's --

19 **MR. SMITH:**

20 **A.** It is quality of service. Now, if I have a

21 homicide and I have a perpetrator out in the

22 area, I have a psychotic who could harm

23 themselves or somebody else and/or GSAR, I would

24 not use ground search and rescue.

**Page 253**

1  
 2 There are certain cases where it's a criminal  
 3 and/or a person who has psychotic capability, I  
 4 would not use that SAR team. I would use a law  
 5 enforcement team.  
 6  
 7 That law enforcement team may not be just police.  
 8 It would be armed law enforcement officers. So  
 9 they can come from varied disciplines in law  
 10 enforcement within a province.  
 11  
 12 I'll give you an example. It could be a park  
 13 ranger, conservation officer, fish and wildlife,  
 14 a sheriff, as an example, commercial vehicle.  
 15 And they would go out and do that under the  
 16 direction of the local, provincial police.  
 17 RALPH, Q.C.:  
 18 Q. Because you've mentioned now -- I guess it's  
 19 interesting to me that you've mentioned a number  
 20 of plans: the vulnerability assessment, I guess  
 21 the strategic plan, and the SAR plan.  
 22  
 23 And, again, I'm not quite sure. I think you  
 24 mentioned that vulnerability would not be done by

**Page 254**

1 government.  
 2  
 3 But the other plans, again, who would be  
 4 responsible, do you think, for doing your SAR  
 5 plan and also your strategic plan?  
 6 MR. SMITH:  
 7 A. So you have the SAR vulnerability assessment,  
 8 which we know and understand what that is now.  
 9 RALPH, Q.C.:  
 10 Q. Yes.  
 11 MR. SMITH:  
 12 A. And that's kind of why I did the education  
 13 academic side. And then you have that SAR plan.  
 14 So the SAR plan is your strategic overall plan of  
 15 how are you going to do what you --  
 16 RALPH, Q.C.:  
 17 Q. I'm sorry. So the SAR plan and strategic plan,  
 18 are they different things or are the same thing?  
 19 MR. SMITH:  
 20 A. No. They're the same thing. Yeah. Some people  
 21 call it a preplan. Some call it a SAR plan or  
 22 strategic plan. It's kind of the same thing.  
 23 But it's how are you going to do business in SAR?  
 24

**Page 255**

1 You don't complete that plan in isolation.  
 2 You've got to write your SAR vulnerability  
 3 assessment first. And that's a team effort with  
 4 stakeholders who are in the SAR sector.  
 5  
 6 That's why I kind of use that term "SAR sector."  
 7 It's a big part of it.  
 8  
 9 So I wrote it without involving Newfoundland  
 10 Search and Rescue Association, it would be like,  
 11 okay, I've probably missed something here. So I  
 12 would need to incorporate all my actors from that  
 13 sector, including law enforcement, including  
 14 Parks Canada.  
 15  
 16 And now who, actually, is going to write that?  
 17 RALPH, Q.C.:  
 18 Q. Yeah, that's my question.  
 19 MR. SMITH:  
 20 A. Yeah. I know that, and I was getting to that.  
 21 So who's actually going to write that? I would  
 22 say the volunteers would have trouble writing  
 23 that without funding, direction, and support  
 24 because you got to travel. You're going to

**Page 256**

1 incorporate expenses. And so it's hard for the  
 2 volunteer sector to do that on their own.  
 3  
 4 But if you had a volunteer sector that was  
 5 funded, then that, quite possibly, would be the  
 6 best way to do it.  
 7  
 8 And they're not going to do it in isolation  
 9 either. They're going to go work with  
 10 government, and they're going to work with the  
 11 stakeholders from law enforcement and Parks, and  
 12 also work with CASARA and Coast Guard Auxiliary  
 13 as an example.  
 14  
 15 So that's part of it.  
 16 RALPH, Q.C.:  
 17 Q. Okay. Okay. Because I guess you got to think  
 18 right now, really, are we fair to say, no  
 19 officials in the Province of Newfoundland and  
 20 Labrador who, by virtue of their position, are  
 21 trained in Ground Search and Rescue; am I right?  
 22  
 23 And now Mr. Rumbolt is different because he was  
 24 an RNC officer who was engaged in that thing, so



## Page 257

1 he was trained in that.  
 2  
 3 But otherwise, there's no sort of official  
 4 position within government that would warrant, I  
 5 guess, the training and that at the present time?  
 6 MR. SMITH:  
 7 A. In your government? That is correct.  
 8 RALPH, Q.C.:  
 9 Q. Yes, that's right.  
 10 MR. SMITH:  
 11 A. Sir, yes, in your government. And other  
 12 jurisdictions, they have government workers,  
 13 employees that do that.  
 14 RALPH, Q.C.:  
 15 Q. And so where would that be? Can you give me an  
 16 example of --  
 17 MR. SMITH:  
 18 A. Alberta, British Columbia. The Yukon is another  
 19 example there where they do that. In Manitoba,  
 20 it's the Fire Commissioners Office that does that  
 21 for GSAR.  
 22 RALPH, Q.C.:  
 23 Q. And so have those people been -- all of those  
 24 officials been involved in the vulnerability

## Page 258

1 assessment?  
 2 MR. SMITH:  
 3 A. They have, but they --  
 4 RALPH, Q.C.:  
 5 Q. And so which one would you sort of think is kind  
 6 of the best vulnerability assessment that you've  
 7 kind of seen?  
 8 MR. SMITH:  
 9 A. The B.C. model. Some of what I say - you may  
 10 find this hard to believe - falls on deaf ears in  
 11 Alberta. And I've really been pushing hard to  
 12 change that over the years. But B.C. runs a good  
 13 program, but \$6.6 million buys you a good  
 14 program.  
 15 RALPH, Q.C.:  
 16 Q. I think I understand they have a director. I  
 17 can't remember the fellow's title or the fellow's  
 18 name now.  
 19  
 20 What was the position? Ian Foss, I think?  
 21 MR. SMITH:  
 22 A. Yeah. Yeah.  
 23 RALPH, Q.C.:  
 24 Q. And what's his title? He is a director of ...?

## Page 259

1 MR. SMITH:  
 2 A. He's the director of -- I can't remember what his  
 3 exact title is anymore. Sorry. I've got it  
 4 somewhere, but yeah.  
 5 RALPH, Q.C.:  
 6 Q. No, it's okay. But I think it's Director of  
 7 Ground Search and Rescue.  
 8 MR. SMITH:  
 9 Q. That's right, yeah.  
 10 UNIDENTIFIED MALE SPEAKER:  
 11 Rescue specialist is what they call him.  
 12 MR. SMITH:  
 13 A. Yeah.  
 14 RALPH, Q.C.:  
 15 Q. I'm sorry?  
 16 MR. SMITH:  
 17 Q. He's a ground search and rescue specialist.  
 18 MR. BLACKMORE:  
 19 His actual title is rescue specialist.  
 20 RALPH, Q.C.:  
 21 Q. And I guess, so in Alberta, I guess, perhaps, you  
 22 are most familiar with that system. Can you  
 23 describe how it works there in terms of, again,  
 24 the role of government, the role of the police,

## Page 260

1 and the role of volunteers?  
 2 MR. SMITH:  
 3 A. Yeah. SAR falls under the Alberta Emergency  
 4 Management Agency. And they fall under the  
 5 Alberta Emergency Management Agency for use, and  
 6 SAR being used in disaster response, but also for  
 7 funding because they supply the SAR groups with a  
 8 certain amount of funding.  
 9  
 10 And the funding is coming from a couple of  
 11 different ministries, such as Alberta Parks and  
 12 Alberta Environment presently, putting it into  
 13 AEMA, as they call it, to kind of look after SAR.  
 14  
 15 They are asking for SAR to be a governance body  
 16 under the governance of Alberta at this time.  
 17 It's just not quite there.  
 18 RALPH, Q.C.:  
 19 Q. I don't understand what you're saying. What do  
 20 you mean?  
 21 MR. SMITH:  
 22 A. They're going to be their own entity under  
 23 government. So quasi-judicial government body.  
 24 That's what they're looking at right now. Very

**Page 261**

1 similar to the B.C.-type model.  
 2 RALPH, Q.C.:  
 3 Q. Right.  
 4 MR. SMITH:  
 5 A. And then they will supply them with funding, and  
 6 they'll report to Assistant Deputy Minister,  
 7 Deputy Minister, and go through the same  
 8 processes that we're all used to.  
 9  
 10 So in Alberta they fall under Alberta Emergency  
 11 Management Agency. They still have a provincial  
 12 volunteer association called Search and Rescue  
 13 Alberta, who then has the volunteer teams, like  
 14 it is here, throughout the province reporting to  
 15 them. To Search and Rescue Alberta.  
 16 RALPH, Q.C.:  
 17 Right.  
 18 WILLIAMS, Q.C.:  
 19 Peter, if I could?  
 20 RALPH, Q.C.:  
 21 Yeah, jump in.  
 22 WILLIAMS, Q.C.:  
 23 Q. Because I think we're on the same topic, instead  
 24 of me going back because this came up in our

**Page 262**

1 initial discussions. And I was interested in it,  
 2 and I still, I guess, I'm a little lost as to it.  
 3 And I think this is probably where you're  
 4 pursuing your line of questioning in terms of the  
 5 legislative role of search and rescue.  
 6  
 7 Or where does that fit into the mix? Because I  
 8 know in your presentation and your  
 9 recommendations says to develop legislation  
 10 regulation and policy for SAR.  
 11  
 12 And I know we had referenced the B.C. situation  
 13 before. And since Friday, we did our original, I  
 14 had a chance to look at it.  
 15  
 16 Again, I'm not certain. The B.C. Emergency  
 17 Program Act, would that be the governing  
 18 legislation? Because that seems to be similar in  
 19 nature to our existing legislation.  
 20 And, again, our legislation seems -- again,  
 21 Mr. Rumbolt, may be able to come in here. But  
 22 our legislation seems to be -- the Emergency  
 23 Protection Act seems to be kind of generic. You  
 24 know, it's emergencies, in general. When you

**Page 263**

1 have something, what appears to be province wide  
 2 as opposed to isolated.  
 3  
 4 And when I went through the Emergency Program Act  
 5 in B.C., and their management regulations and  
 6 they have local authority management regulations,  
 7 emergency program, the word "SAR" doesn't appear  
 8 in any of them. Like, there's no reference.  
 9  
 10 So when I look at our legislation, I said, well,  
 11 maybe our legislation is a little antiquated.  
 12 And B.C. seems to be the cutting edge.  
 13  
 14 But when I looked at least this legislation -- I  
 15 could stand to be corrected here. Maybe there's  
 16 other legislation. But I don't see any reference  
 17 to SAR in any of them.  
 18  
 19 And so I'm wondering, I guess my question is,  
 20 what's the advantageous piece of having  
 21 legislation? And do we all need legislation, or  
 22 should there be -- how does SAR operations and  
 23 legislation fit together? That's what, I guess,  
 24 I'm missing.

**Page 264**

1 MR. SMITH:  
 2 A. I'm not sure exactly where it is in the British  
 3 Columbia side under Emergency Management, but  
 4 it's how they run their justice institute and  
 5 their SAR programs, the provincial emergency  
 6 preparedness programs, through their Emergency  
 7 Management. And unfortunately, I don't remember  
 8 where that is.  
 9  
 10 And I think what you're talking about there is  
 11 what's called Emergency Services or Emergency  
 12 Personnel.  
 13  
 14 But the legislation, in my opinion, would just  
 15 formalize who is responsible for search and  
 16 rescue in the province and all the coverage that  
 17 goes with that, roles, responsibilities, and  
 18 duties, and how all the stakeholders fit in is  
 19 how I see it.  
 20  
 21 Now, I know it was a good point brought up the  
 22 other day, sir, that it may not have to be  
 23 legislation. It could just be a regulation under  
 24 an existing act and a policy. What I'm just

Page 265

1 saying is, there's governance.  
 2  
 3 And it's also been brought up to my attention  
 4 that when I've looked at other provinces, as  
 5 well, it is different because sometimes it's just  
 6 policy, and sometimes it's just a policy  
 7 direction. And this is what we'll do as to who's  
 8 going to write the plan.  
 9  
 10 But if you don't have something from a governance  
 11 standpoint, either in legislation, regulation, or  
 12 policy, it could fall by the wayside, and it can  
 13 change going forward in the future.  
 14  
 15 So it's about the integrity of the SAR program  
 16 itself. And so how do you govern that without a  
 17 backing from government under authority?  
 18 WILLIAMS, Q.C.:  
 19 Q. And I think Mr. Ralph alluded to how the process  
 20 works, and we all understand it. I don't need to  
 21 reiterate that.  
 22  
 23 In terms if a call comes in -- and I spoke to  
 24 this yesterday, is there any province or are you

Page 266

1 aware of any jurisdiction that has a policy?  
 2  
 3 Like, we've talked about what the procedure is,  
 4 but I don't think you can find anywhere, here's  
 5 the steps of how this works.  
 6  
 7 I mean, I know the RCMP have their own lost and  
 8 missing persons policy. And I presume the RNC  
 9 probably have their own policy, as well. But  
 10 that doesn't tie in with emergency measures and  
 11 provincial and the federal system.  
 12  
 13 Is there any province that you could go back and  
 14 say, here's the roadmap of exactly how this  
 15 works?  
 16  
 17 We've spoken about it. We all understand it and  
 18 appreciate that's what is accepted, but I have  
 19 yet to see over the last month or anywhere where  
 20 this procedure is laid out?  
 21 MR. SMITH:  
 22 A. You are correct, sir. It's not articulated or  
 23 qualified and quantified exactly in any  
 24 legislation. It's been what we've asked for.

Page 267

1  
 2 In discussions with the President of SARVAC  
 3 (Search and Rescue Volunteer Association of  
 4 Canada), in discussions recently, it doesn't mean  
 5 that we should not do it.  
 6  
 7 It's a way of making sure that you have  
 8 continuity of programs going forward and all  
 9 those things that involve search and rescue.  
 10  
 11 And so how do you protect the interest of the SAR  
 12 worker? So in Alberta, if you went to the  
 13 Emergency Management Act, I think it's section  
 14 31-1 -- I'd have to look it up. It's online.  
 15 But it mentions the SAR. Because you're using  
 16 search and rescue for disaster response, and they  
 17 are covered. And they're the only ones that are  
 18 actually mentioned under that act.  
 19  
 20 But it doesn't outline exactly the SAR plan. No,  
 21 it does not.  
 22 WILLIAMS, Q.C.  
 23 Q. Yeah. And I think that leads to Mr. Ralph's  
 24 point of who's responsible for what plans, what

Page 268

1 course of action, I think?  
 2 MR. SMITH:  
 3 A. Correct. So my opinion going forward is, there  
 4 should be direction. There should be some way of  
 5 doing it.  
 6  
 7 And if government will say, we believe that the  
 8 RCMP are responsible for search and rescue, and  
 9 then say, they will develop a SAR plan, that's  
 10 what you'd have, if you don't have governance.  
 11 WILLIAMS, Q.C.:  
 12 Q. Okay. That's fine. Thank you.  
 13 RALPH, Q.C.:  
 14 Q. I'm just curious. So in your jurisdiction, in  
 15 terms of funding, how does funding work in  
 16 Alberta?  
 17  
 18 I think you mentioned that basically it comes  
 19 from two departments. And what kinds of levels  
 20 of funding do you have there?  
 21 MR. SMITH:  
 22 A. The funding there is for training only at this  
 23 point in time.  
 24 RALPH, Q.C.:

**Page 269**

1 **Q.** There's no funding for operations and no funding  
2 for...

3 **MR. SMITH:**

4 **A.** No. The operational funding, it comes out of the  
5 police budget through the Justice Solicitor  
6 General. If K-Division RCMP, for some reason,  
7 don't have the money at the end of the fiscal  
8 year and then it comes out of the Solicitor  
9 General's Warrant for financial countability.  
10 There's always money for SAR, but it comes out of  
11 the police budget.

12 **RALPH, Q.C.:**

13 **Q.** Right. So is there any other province that's  
14 similar to British Columbia at this point in  
15 terms of funding?

16 **MR. SMITH:**

17 **A.** No, sir, there are not.

18 **RALPH, Q.C.:**

19 **Q.** And I guess it's kind of difficult, I suppose.  
20 So basically, if you're to compare provinces,  
21 you'd have to look at money that's spent sort of  
22 through police forces.

23

24 Are there police forces in Alberta that give

**Page 270**

1 money to GSAR groups to buy things?

2 **MR. SMITH:**

3 **A.** No. The provincial money covers all the training  
4 for all SAR groups in the province, including the  
5 ones in Edmonton and Calgary.

6

7 There are several city municipal police forces in  
8 Alberta, as you're aware, in Calgary, Edmonton,  
9 Medicine Hat, and Lethbridge, Brooks, Taylor  
10 Lake, and going on. And it's up to them to  
11 supply any money. But it's not like every year  
12 they give 25-, 50-, \$100,000. That's just not  
13 happened.

14

15 The training comes provincially for all those  
16 groups situated there. Operationally, when SAR  
17 has expenditures, they're covered under law  
18 enforcement. The teams put in expense claims,  
19 and they're all covered under the law enforcement  
20 budget.

21 **RALPH, Q.C.:**

22 **Q.** Right. But that would be just sort of per diems  
23 and travel, that type of thing. Not if you got  
24 to rent a building or pay for a building to house

**Page 271**

1 your equipment and stuff like that?

2 **MR. SMITH:**

3 **A.** No. Critical infrastructure is not covered at  
4 all. The Alberta model now is there's a -- and  
5 Mr. Blackmore can correct me, but I think it's a  
6 \$2.2 million NIF (National Initiative Fund) grant  
7 they have now to reexamine the Alberta model.

8

9 Right now, they have full-time people hired. I  
10 believe there's three people that are hired to do  
11 exactly what we're doing right here before an  
12 inquiry. That's what they're doing right now in  
13 Alberta.

14 **RALPH, Q.C.:**

15 **Q.** Okay. So when did that start? When did that  
16 work start?

17 **MR. SMITH:**

18 **A.** Just this year, right?

19 **RALPH, Q.C.:**

20 **Q.** Was that SAR? I'm sorry. That was a SAR NIF  
21 grant to ...?

22 **MR. SMITH:**

23 **A.** Yeah. So it started this year.

24 **RALPH, Q.C.:**

**Page 272**

1 **Q.** And to whom did that grant go to? I'm just  
2 curious to hear.

3 **MR. BLACKMORE:**

4 **A.** That grant went to SAR Alberta. It started this  
5 year for a three-year program, and it's set up to  
6 restructure, relook at everything that they're  
7 doing. Make sure that it's done properly. And  
8 come up with, basically, a list of  
9 recommendations they're going to give to  
10 government.

11 **RALPH, Q.C.:**

12 **Q.** And sorry. So, Harry, who did that money go to?  
13 Did it go to --

14 **MR. BLACKMORE:**

15 **A.** Search and Rescue Alberta.

16 **RALPH, Q.C.:**

17 **Q.** Search and Rescue Alberta.

18 **MR. BLACKMORE:**

19 **A.** Just the same as it would come to NLSARA. No  
20 different.

21 **MR. SMITH:**

22 **Q.** NLSARA. Right.

23 **THE COMMISSIONER:**

24 I'm going to jump in before you come up with your

**Page 273**

1 thoughts again.  
 2 RALPH, Q.C.:  
 3 Yeah. I was going to suggest that perhaps I  
 4 could stop asking questions for a few minutes and  
 5 then perhaps jump in later.  
 6 THE COMMISSIONER:  
 7 All the time.  
 8 RALPH, Q.C.:  
 9 Okay.  
 10 THE COMMISSIONER:  
 11 Q. So don't you agree, though, that for Newfoundland  
 12 and Labrador, where every search is a potential  
 13 police investigation, it can switch at any  
 14 moment, that really, it should start off under  
 15 the aegis or the authority of the police in most  
 16 respects or in all respects for this province?  
 17 MR. SMITH:  
 18 A. Commissioner, thank you very much. Yes. You  
 19 never know what you have until you find the  
 20 ultimate clue, the person being sought after.  
 21 And it could be a sexual assault and a homicide.  
 22 The police have to be the lead agency.  
 23  
 24 They are responsible for all missing person

**Page 274**

1 incidents and the investigation. And majority of  
 2 all of the search and rescue teams in North  
 3 America fall under the law enforcement umbrella  
 4 or community. There's really no outside.  
 5  
 6 There's the odd emergency management one in some  
 7 of the states, but they all primarily fall under  
 8 the local sheriff and/or police agency.  
 9  
 10 And it's the -- and, sorry, Commissioner. It's  
 11 the same in the U.K.  
 12 THE COMMISSIONER:  
 13 Yeah.  
 14 MR. FREEMAN:  
 15 Q. Thank you, Mr. Commissioner. Mr. Smith, so I'm  
 16 just trying to understand. We're talking about,  
 17 it sounds like, two major documents - the  
 18 vulnerability assessment and the SAR plan, which  
 19 is also called the preplan or the strategic plan;  
 20 is that correct?  
 21 MR. SMITH:  
 22 A. That is correct, sir.  
 23 MR. FREEMAN:  
 24 Q. Okay. And so in your assessment, I guess, the

**Page 275**

1 vulnerability assessment comes first?  
 2 MR. SMITH:  
 3 A. That is correct, sir.  
 4 MR. FREEMAN:  
 5 Q. And are you thinking that that would be a --  
 6 like, who would be the whole -- I understand it  
 7 would require stakeholders to participate in  
 8 those conversations. To create this  
 9 vulnerability assessment, you would basically --  
 10 what does that look like?  
 11  
 12 You look at your province, and you see if you  
 13 have a lot of search and rescue operations  
 14 happening in Butter Pot Park or something, then  
 15 you know you have to focus on that area?  
 16  
 17 Is that what a vulnerability assessment looks  
 18 like when you start out? Can you tell us a  
 19 little bit more about that?  
 20 MR. SMITH:  
 21 A. It does do that, sir, in one aspect. But it  
 22 doesn't mean you just focus on that area. It  
 23 means that you are going to identify that as a  
 24 problem area based on the hazards, the geography,

**Page 276**

1 the demographics, who is using it.  
 2  
 3 The terrain comes into it, what equipment and  
 4 training is required to go in there and look  
 5 after the incidents.  
 6  
 7 So now you have identified a high-use area. But  
 8 you want to do the SAR vulnerability assessment  
 9 provincially so that you know throughout the  
 10 whole entire province where are your problem  
 11 areas? Where are you getting all the calls, all  
 12 the cases? What kind of cases are they?  
 13  
 14 And then that allows you to go from there and  
 15 develop a plan.  
 16 MR. FREEMAN:  
 17 Q. So that's just one part? The locations of  
 18 interest is just one part of this vulnerability  
 19 assessment; is that what you're saying?  
 20 MR. SMITH:  
 21 A. Yes, sir, that's correct.  
 22 MR. FREEMAN:  
 23 Q. So if it's a province-wide review, the  
 24 vulnerability assessment that is, it would be a

## Page 277

1 provincial document, you would think, is what I'm  
2 driving at as opposed to where we have two police  
3 forces and Parks Canada.

4  
5 I mean, these may be stakeholders who have  
6 participated in that conversation, but who would  
7 be the holder of this document and the maintainer  
8 of it? And I assume it would be a living  
9 document?

10  
11 It might change every five years, or I'm just  
12 trying to understand who's document that might  
13 be.

14  
15 If the Commissioner is recommending, for example,  
16 a vulnerability assessment should be written,  
17 well, who's going to be responsible for that or  
18 who should be?

19 MR. SMITH:

20 A. Thank you, sir. That's an excellent question.  
21 Well, the tasking mandated agency through the  
22 governance through the province would be  
23 responsible for that.

24

## Page 279

1 a sense of this.

2

3 It doesn't sound like there's a lot of precedent  
4 for it. Maybe B.C., but I'd just like to hear  
5 your thoughts on that, if I may.

6 MR. SMITH:

7 A. Very good, sir. Thank you. There would be an  
8 overall strategic provincial plan owned by the  
9 government, which would take it up, really, to  
10 say that RNC, RCMP are SAR providers. And they  
11 would end up having the operational plan of how  
12 they're going to do business. And also input  
13 from the SAR sector and their stakeholders.

14

15 So the government plan, as I see it, would not be  
16 that thick, so to speak. It would be a document  
17 that says, yeah, who's going to provide SAR  
18 services in our province based on contractual  
19 obligations and going forward?

20

21 But realistically, it's the SAR provider. Again,  
22 the agencies having jurisdiction would typically  
23 do that plan.

24 MR. FREEMAN:

## Page 278

1 So if you're responsible for search and rescue,  
2 that search and rescue vulnerability assessment,  
3 that is yours because you are responding. You're  
4 getting paid to do that job.

5

6 The example of Parks Canada, they complete the  
7 process in the national parks.

8 MR. FREEMAN:

9 Q. So then when it comes down from the vulnerability  
10 assessment, you go to the SAR plan. Again,  
11 you're going to need stakeholders to participate  
12 in conversations to get that SAR plan together.

13

14 And, again, if it's a recommendation that's  
15 coming out of this inquiry, you know, ideally --  
16 I know we don't have a lot of other provinces to  
17 compare to, by the sounds of it. But ideally,  
18 who's the holder or the keeper or maintainer of  
19 that SAR plan?

20

21 Would it be NLSARA, if they had proper funding  
22 and support from stakeholders? Or would it be  
23 the province? Or would the two police forces  
24 have two different ones? I'm just trying to get

## Page 280

1 Q. Okay. Thank you. I understand you were involved  
2 with the creation of some or consultation on some  
3 RCMP policy back in 1995; is that correct?

4 MR. SMITH:

5 A. That is correct, sir.

6 MR. FREEMAN:

7 Q. And sort of that document or that policy creation  
8 has evolved up into today's RCMP search and  
9 rescue policy; is that right?

10 MR. SMITH:

11 A. That is correct.

12 MR. FREEMAN:

13 Q. And so I understand, I think you generally have a  
14 favourable view of the RCMP's search and rescue  
15 policy as it stands today?

16 MR. SMITH:

17 A. Yes, sir. In reviewing the policy, both the  
18 national policy and the B Division policies,  
19 which we'll speak to here, it's a very good  
20 search and rescue policy overall. It is.

21

22 There are some minor adjustments, I think, that  
23 need to be made to that, but it's nothing that  
24 affects the operational capability of the

**Page 281**

1 stakeholder or agency having jurisdiction.  
 2 MR. FREEMAN:  
 3 Q. Okay. Thank you. You had mentioned Transport  
 4 Canada and drones during your presentation. You  
 5 may have noticed my ears perked up a little bit.  
 6 Of course, you hear anything aeronautical in  
 7 federal is a very esoteric and complicated area.  
 8  
 9 I just wanted to -- and I certainly don't mean to  
 10 be adversarial with you, sir, at all, but I  
 11 wonder, you don't have any particular expertise  
 12 in aeronautics or the Aeronautics Act?  
 13 MR. SMITH:  
 14 A. No, sir. No, sir. I do not. I'm speaking as a  
 15 ground search and rescue expert with a knowledge  
 16 that we have to use UAVs and UAS systems out  
 17 there and that there are some restrictions at  
 18 this point in time.  
 19 MR. FREEMAN:  
 20 Q. And so you would sort of defer to the expertise  
 21 of the Aeronautics Act or the aeronautics  
 22 regulations when it comes to what's safe or not  
 23 when it comes to drone operation?  
 24 MR. SMITH:

**Page 282**

1 A. Yes. With the CARs regulation. Yes, for sure.  
 2 Yeah.  
 3 MR. FREEMAN:  
 4 Q. Thank you.  
 5 MR. SMITH:  
 6 A. Yeah.  
 7 MR. FREEMAN:  
 8 Q. And I just had a very minor point we wanted to  
 9 make about your discussion paper, which I know is  
 10 sort of the jumping-off point for our discussions  
 11 here.  
 12  
 13 The discussion paper, I think, is -- Madam Clerk,  
 14 if you could call it up for us, please. I think  
 15 it's Exhibit 83.  
 16 MR. SMITH:  
 17 A. We'll have to switch screens. There we go.  
 18 MR. FREEMAN:  
 19 Q. I think we're looking for Section 4.3, which is  
 20 page 10. And as I said, it's just a minor thing.  
 21 It's a very extensive paper, obviously, so this  
 22 is just a small item.  
 23  
 24 But the first paragraph there, under 4.3, it

**Page 283**

1 says, "Ground Search and Rescue searches for lost  
 2 and missing persons and walkaways from downed  
 3 aircraft?"  
 4 MR. SMITH:  
 5 A. Yes, sir.  
 6 MR. FREEMAN:  
 7 Q. Yeah. So we're fairly certain that that would be  
 8 a federal response in that scenario there where  
 9 you say, "Ground Search and Rescue for lost and  
 10 missing persons and walkways from downed  
 11 aircraft."  
 12  
 13 I think that one may be a federal search if it's  
 14 a walkaway from a downed aircraft. At least,  
 15 we're fairly certain that that is the case.  
 16  
 17 So is that just, perhaps, an error there or ...?  
 18 MR. SMITH:  
 19 A. No, sir. I disagree with you. The walkaway is a  
 20 missing person. If there is an injured person  
 21 onboard the aircraft or beside the aircraft or it  
 22 becomes a Royal Canadian Air Force  
 23 responsibility, if it's a walkaway from the  
 24 aircraft, if it is now a police responsibility

**Page 284**

1 and a search responsibility.  
 2  
 3 If the person's a fatality onboard the aircraft,  
 4 beside the aircraft, it becomes a police  
 5 responsibility.  
 6  
 7 Now, that is my understanding from policy and  
 8 working as a practitioner in the field.  
 9 MR. FREEMAN:  
 10 Q. Okay. And so the source of the information that  
 11 you're providing there is your experience, I  
 12 guess, or your recollection of --  
 13 MR. SMITH:  
 14 A. Yes, sir. Part of it's experience, and part of  
 15 it is a recollection of a policy. Now, unless  
 16 the policy has changed recently, that the RCAF is  
 17 now responsible for walkaways from aircraft.  
 18  
 19 But I've worked with the RCF and the CSAR school  
 20 out of Comox. And through discussions with them  
 21 and training with them, they have advised myself,  
 22 as well, that walkaways, somebody may go 5, 10,  
 23 20 kilometres, is a police responsibility.  
 24 MR. FREEMAN:

**Page 285**

1 Okay. I don't know if Lieutenant Colonel  
 2 Marshall can weigh on that, as well, because he  
 3 has some expertise in that area, and it's just  
 4 one of those things.  
 5  
 6 And I apologize I hadn't brought this up  
 7 previously, but it just came up in passing. And  
 8 I thought it might be a minor thing. And if it's  
 9 more complicated, then so be it, but I don't know  
 10 if you have anything to say on that Lieutenant  
 11 Colonel?  
 12 LT.-COL. MARSHALL:  
 13 Yeah, absolutely. Lieutenant Colonel Marshall.  
 14 I did notice that in the document there, and I  
 15 thought it was curious. So I did reach out again  
 16 to my OICs of the JRCCs, and they agreed with me,  
 17 where we don't really search for airplanes in an  
 18 aeronautical event. We search for people.  
 19  
 20 So even if we found the airplane empty, we would  
 21 still consider the people, the walkaways, our  
 22 responsibility.  
 23  
 24 Now, there's no specific legislation or policy

**Page 286**

1 that says that. It's just, as is your  
 2 understanding, it's a ground SAR event. It's our  
 3 understanding that that's still an aeronautical  
 4 event.  
 5 MR. FREEMAN:  
 6 Yeah. Anyway, that's why it's a roundtable, I  
 7 guess.  
 8 LT.-COL. MARSHALL:  
 9 Well, as long as we have somebody looking for the  
 10 lost/missing person from the aircraft, the  
 11 walkaway is the most important.  
 12 MR. FREEMAN:  
 13 Precisely.  
 14 LT.-COL. MARSHALL:  
 15 And using both assets, I think that's important.  
 16 MR. BUDDEN:  
 17 I was about to make the best point. Better two  
 18 agencies looking than none at all.  
 19 MR. FREEMAN:  
 20 Perhaps. We don't have any more questions right  
 21 now for Mr. Smith.  
 22  
 23 Mr. Budden, I will mention -- and we didn't get a  
 24 chance to talk during the break. But Lieutenant

**Page 287**

1 Colonel Marshall did have some statistics and  
 2 things that you had requested when we were back  
 3 in Makkovik.  
 4  
 5 And if you have time this afternoon, he could  
 6 speak to that, as well. But I don't want to  
 7 interrupt Mr. Smith's evidence right now, but I  
 8 just wanted to let you know that.  
 9 MR. BUDDEN:  
 10 Thank you. I think we will have time at the end  
 11 of today. If not, you'll be here tomorrow, will  
 12 you, Lieutenant Colonel? We'll get to you, if  
 13 not today, then tomorrow. Thank you.  
 14  
 15 Do you wish to take a quick break,  
 16 Mr. Commissioner? Fifteen minutes.  
 17 THE CLERK:  
 18 All rise.  
 19  
 20 (Recess)  
 21  
 22 THE CLERK:  
 23 All rise. This Commission of Inquiry is now in  
 24 session. Please be seated.

**Page 288**

1 MR. BUDDEN:  
 2 I believe where we left things, Mr. Commissioner,  
 3 was the counsel for the Federal entities had, I  
 4 believe, correct me if I'm wrong, finished their  
 5 questions.  
 6  
 7 So we should now, I guess, in the normal  
 8 progression move on to Mr. Williams and  
 9 Mr. O'Keefe for their parties.  
 10  
 11 And myself and Mr. Ralph, I think, each have a  
 12 few more questions.  
 13 THE COMMISSIONER:  
 14 Sure.  
 15 WILLIAMS, Q.C.:  
 16 Would you like to go first, or?  
 17 MR. O'KEEFE:  
 18 No, you can go ahead.  
 19 WILLIAMS, Q.C.:  
 20 Q. Okay. I just have two or three areas that I want  
 21 to touch on, Mr. Smith. And one is that looking  
 22 at some of the materials that are out there, I  
 23 notice that you had referenced it in your  
 24 presentation, Federal, provincial partnerships,



**Page 289**

1 in, I think it's Slide 84 it was. "Federal,  
 2 provincial partnership funding for Indigenous SAR  
 3 programs."  
 4  
 5 And you specifically identified that. And I  
 6 referenced previously in Makkovik in the Senate  
 7 Report that was done -- and, again, we're not  
 8 going to -- but, again, that was a review of  
 9 search and rescue, albeit marine search and  
 10 rescue. But there was a number of  
 11 recommendations that came out of that report that  
 12 identified specific recommendations in relation  
 13 to Indigenous communities and things that could  
 14 be done as a benefactor to that.  
 15  
 16 Then as I had referenced in my discussion with  
 17 Mr. Ralph earlier, I had had an opportunity to  
 18 look at some B.C. legislation. And I just, by  
 19 coincidence, happened to cross the fact that B.C.  
 20 has emergency legislation and Indigenous  
 21 communities.  
 22  
 23 And the quote I found was, "The Government of  
 24 Canada and the Province of British Columbia have

**Page 291**

1 considering Indigenous communities in the SAR  
 2 program?  
 3 MR. SMITH:  
 4 A. Thank you, sir. Yes, there are.  
 5  
 6 And really spending that time in Makkovik and  
 7 embracing the people that were there, we had the  
 8 opportunity to walk around the community, again,  
 9 with Mr. Barry Anderson.  
 10  
 11 And in discussions, I realized that the Canadian  
 12 Rangers have a Junior Canadian Rangers program.  
 13 And those young adults kind of stay in the  
 14 Canadian Rangers program.  
 15  
 16 But there is the potential there for a youth  
 17 education preventive search and rescue program  
 18 within the youth community which would help  
 19 engage young Indigenous youth in a search and  
 20 rescue explorer or search and rescue Rover  
 21 program. And it would be up to the NLSARA group  
 22 folks to determine which terminology they'd like  
 23 to use.  
 24

**Page 290**

1 a ten-year bilateral agreement to enhance the  
 2 delivery of emergency management support services  
 3 to First Nations communities in B.C."  
 4  
 5 So there seems to be a recognition of a  
 6 uniqueness to Indigenous communities. And I  
 7 don't think it's fair to say that it's a  
 8 uniqueness to necessarily just northern  
 9 Indigenous communities because, obviously, you  
 10 know, the Indigenous communities are not  
 11 restricted to the north.  
 12  
 13 In terms of your review and consideration of SAR  
 14 programs, is there anything in particular that  
 15 you could draw our attention to in terms of, one,  
 16 what you think is lacking, in terms of support  
 17 services for Indigenous communities; and the fact  
 18 that one of the focal points of our Inquiry is a  
 19 loss that happened in Northern Labrador that  
 20 involves a number of coastal communities with a  
 21 heavy Indigenous influence?  
 22  
 23 Is there anything in particular that comes to  
 24 mind that you think we should be cognizant in

**Page 292**

1 So education for search and rescue for young  
 2 adults and maybe leveraging on the school diploma  
 3 system as we've done elsewhere regarding that, I  
 4 think would be really advantageous as one.  
 5  
 6 The second part of that would be an off-highway  
 7 vehicle, over-snow vehicle snowmobile program,  
 8 again, for preventive search and rescue that does  
 9 involve technology such as the inReach or the  
 10 Personal Locator Beacon.  
 11  
 12 It was brought to our attention, in those  
 13 communities, that we have Indigenous people going  
 14 out on the land with really no emergency beacon.  
 15 Aircraft have an emergency locator transmission,  
 16 ELT, but the snowmobiles do not.  
 17  
 18 Would we need that on every snowmobile in the  
 19 province? I do not think so. But definitely,  
 20 with folks who are doing much longer trips.  
 21 Hunting, fishing, going out on the land, spending  
 22 time out there, the Personal Locator Beacon  
 23 and/or and inReach program, I think, would work  
 24 very well there with SAR and a partnership with

Page 293

1 NLSARA for training and development and the  
 2 management of those beacons.  
 3  
 4 But of course, people in the local community  
 5 could also get involved with management through  
 6 training and development side.  
 7  
 8 The third part of that would involve the Coast  
 9 Guard Auxiliary and/or the water side, water  
 10 vessel training.  
 11  
 12 And I know for many years, law enforcement  
 13 agencies were involved with the education side of  
 14 small vessels regulations under the Canada  
 15 Shipping Act.  
 16  
 17 But now, with the Coast Guard Auxiliary and the  
 18 contacts in those communications with NLSARA, who  
 19 were teaching the small vessels and education  
 20 preventive SAR programs, there is another  
 21 opportunity there, as well, for NLSARA to get  
 22 involved in doing those programs.  
 23  
 24 But my understanding is that the funding has been

Page 294

1 returned or cut back when it came to that. But  
 2 definitely, the water vessel. So this pertains  
 3 to going out on the land, which a lot of folks  
 4 do, I mean, as we know.  
 5  
 6 So those are preventive SAR programs. That leads  
 7 you into people's interest in joining ground  
 8 search and rescue.  
 9  
 10 So then you end up with the recruitment and then  
 11 to foster that through NLSARA, as well, as part  
 12 of the training avenues.  
 13 WILLIAMS, Q.C.:  
 14 Q. Are you familiar with the SmartICE Program that  
 15 exists? The group called SmartICE?  
 16 MR. SMITH:  
 17 A. Yes. I just know of it, yeah.  
 18 WILLIAMS, Q.C.:  
 19 Q. And, again, I have very limited knowledge myself,  
 20 but this is a group that, my understanding is,  
 21 are involved in the use of technology in northern  
 22 areas and with changing climate change and  
 23 impacts on ice with respect to providing supports  
 24 and education to local communities in the north

Page 295

1 with respect to considerations for operating both  
 2 on the land and on the water.  
 3  
 4 Are you able to speak to that at all?  
 5 MR. SMITH:  
 6 A. Thank you, sir. Not really. I don't have an  
 7 in-depth knowledge of that at all. I just know  
 8 the program. I've read about it and looked at it  
 9 online.  
 10  
 11 But I will say the SARVAC programs on ice safety,  
 12 what they're doing involves the climate change is  
 13 what I remember, and travelling and the changes.  
 14  
 15 And I believe we had conversations, again, in  
 16 Makkovik specific to - it's different now than it  
 17 was 10, 30 years ago. And people in the  
 18 community are telling us that.  
 19  
 20 So yes. That SmartICE program will take that  
 21 expertise and work it with the community members  
 22 to make a difference.  
 23 WILLIAMS, Q.C.:  
 24 Q. And, again, I know little of it. In fact, I was

Page 296

1 just looking at something online as you were  
 2 speaking. It says, "It's an innovative program  
 3 called SmartICE that is putting new technology in  
 4 the hands of people in the north to reinforce  
 5 their traditional knowledge of sea ice in the  
 6 face of unpredictable changes and conditions."  
 7  
 8 And I've made contact with that group in  
 9 preparation for the Inquiry. And they do have an  
 10 educational program that involves the youth of  
 11 that area.  
 12  
 13 And I wonder whether or not something of that  
 14 nature would be also beneficial in terms of  
 15 educational components?  
 16 MR. SMITH:  
 17 A. Yes. Yes, sir. Yes, sir, 100 percent. You  
 18 can't do enough education in communities. I  
 19 think it's really important, especially with  
 20 peoples that spend a lot of time on the land  
 21 traditionally and also for hunting and fishing  
 22 and tour guides, as well.  
 23 WILLIAMS, Q.C.:  
 24 Q. Okay. The next area I'd like to touch on, and,

**Page 297**

1 again, it was just triggered by the Federal  
 2 Marine Search and Rescue Inquiry and the Senate  
 3 Committee Inquiry.  
 4  
 5 And there was a recommendation that came out of  
 6 that report that said, "The Committee recommends  
 7 that, as a pilot project, the Department of  
 8 National Defence authorize a civilian helicopter  
 9 operator to provide aeronautical search and  
 10 rescue coverage in the Canadian Arctic and in  
 11 Newfoundland and Labrador."  
 12  
 13 Are you familiar with any other similar types --  
 14 and I'm not speaking just to that recommendation.  
 15 It's just that that kind of triggers where I'm  
 16 leading with this, is that are you familiar with  
 17 any other pilot-type projects?  
 18  
 19 Because we have a tendency to talk about  
 20 helicopters like they're Volkswagens, when you  
 21 get in-depth conversations like this.  
 22  
 23 But obviously, the involvement of any new  
 24 helicopter program, whether it be provincially,

**Page 298**

1 federally, or otherwise, is an expensive  
 2 undertaking.  
 3  
 4 So are you familiar with any other similar-type  
 5 pilot programs, if it was to be recommended that  
 6 such a program be undertaken from a study  
 7 perspective as to utilizing, in this particular  
 8 case, because I think it's been highlighted, the  
 9 void in nighttime applications of helicopter  
 10 search and rescue here in the province?  
 11 MR. SMITH:  
 12 A. Thank you, sir. I do not know myself personally  
 13 of any other programs across the country.  
 14 WILLIAMS, Q.C.:  
 15 Q. So you're not aware of any models that might to  
 16 be able to be adopted or anything like that, that  
 17 we might be able to consider in terms of that?  
 18 MR. SMITH:  
 19 A. No, sir, not at this time. I know of  
 20 public-private partnerships with aircraft. The  
 21 City of Calgary, being one of them where there  
 22 was fundraising for two AC130 helicopters,  
 23 Eurocopters for that city, all raised by private  
 24 funding. And then, the city partnership was the

**Page 299**

1 maintenance of the aircraft and the crews.  
 2  
 3 And then there was another private company that  
 4 also had donated to that cause, as well, going  
 5 forward. But that's the only one I know of.  
 6 Yeah.  
 7 WILLIAMS, Q.C.:  
 8 Q. Okay. Another piece that, in reviewing your  
 9 presentations, there seems to be a gap with  
 10 respect to the whole communication piece.  
 11  
 12 And where I'm leading with that, it's not  
 13 necessarily communication between SAR resources.  
 14 It's communications with survivors and families.  
 15  
 16 Because, obviously, every time you have a SAR  
 17 mission, there's somebody affected by that,  
 18 whether it be the individual who's being looked  
 19 for or family or loved ones.  
 20  
 21 And I don't see a whole lot in terms of specifics  
 22 in relation to the SAR program, how it should  
 23 work. But there seems to be a gap in the  
 24 communication piece.

**Page 300**

1 And in particular, I mean, it's come up on  
 2 numerous occasions throughout this Inquiry about  
 3 the mental health element of that and mental  
 4 health medical aid. And that seems to be a gap.  
 5  
 6 Is that because you don't think there's a need  
 7 for it, or do you see a need for any enhanced  
 8 programming or recommendations in respect to that  
 9 whole communication piece and support piece?  
 10 MR. SMITH:  
 11 A. I see a gap there, sir. And I'm glad you brought  
 12 that up. I mean, I had it in my slide as a point  
 13 because I think it's important if NLSARA or SAR  
 14 sector stakeholders are involved and engaged in a  
 15 mission.  
 16  
 17 Then after that mission and you go through the  
 18 after-action report, that's typically done for  
 19 the operational side.  
 20  
 21 The family communications gap has been left to,  
 22 let's say, police community services teams to  
 23 look at on the recommendation of the local  
 24 police, where I mentioned that we should have an

**Page 301**

1 answer back from them as to what happened, in  
 2 your perspective, with the SAR program and the  
 3 emergency services that were delivered to you or  
 4 your family.  
 5  
 6 So it's like having a gap analysis with the  
 7 family and having people that can mentor and  
 8 bring that out. I see that as a missing piece,  
 9 and I'm glad you brought that up.  
 10  
 11 And then having it go back to the SAR group and  
 12 the SAR agency having jurisdiction, the  
 13 stakeholders and say, here's what we understand  
 14 that's occurred from that individual's  
 15 perspective. That they were out there for 12 or  
 16 14 hours and before they got the service, even  
 17 though they activated the Spot or the inReach or  
 18 did something.  
 19  
 20 I mean, it's just, you have to look at it that  
 21 way. That's exactly what happened. It's not to  
 22 say fault causes. It's to say how can we  
 23 improve.  
 24

**Page 302**

1 And then to go back in the SAR group in a  
 2 positive light and saying, this is what we've  
 3 learned. Here are some changes which require  
 4 some changes to training, developments, standard  
 5 operating procedures, and/or, yeah, you did a  
 6 great job. We just failed to get back to the  
 7 family.  
 8  
 9 That also comes, though, in my experience - and I  
 10 had this with lost and missing children - is to  
 11 go back with the parents and with community  
 12 service officers and re-interview those children  
 13 to kind of recreate the missing person incident,  
 14 to help us with data and data collection in the  
 15 future.  
 16  
 17 But to really understand, from a lost person  
 18 behaviour standpoint what we call some cognizant  
 19 recognition factors. Why did you go left and why  
 20 didn't you go straight down the trail? And what  
 21 actually happened there, to really start learning  
 22 from those youth and from those people.  
 23  
 24 And you can take that to all levels of people.

**Page 303**

1 It's just, it's a timing thing and time  
 2 management for that.  
 3  
 4 So that's that service delivery communications  
 5 piece. And I could see it coming back and being  
 6 developed, but that's an investment.  
 7 WILLIAMS, Q.C.:  
 8 **Q.** So would you see that being something that could  
 9 be added? Because I think when we went through  
 10 it, as you've probably described this morning,  
 11 the academic side of search and rescue. And it  
 12 lays out policies and formats and procedures,  
 13 manuals, et cetera, as to how operations should  
 14 be conducted and who should be in charge of  
 15 things.  
 16  
 17 But again, it doesn't appear that the  
 18 communications pieces fit in there. Is that  
 19 something that should be addressed?  
 20  
 21 That those involved in SAR missions should have a  
 22 set protocol in place as to how to deal with it;  
 23 whether it be through debriefing, through SAR  
 24 technicians, through the police resources, or the

**Page 304**

1 community?  
 2  
 3 Because I think in the case of John Doe, it  
 4 became very apparent that there was a significant  
 5 community piece that could have been involved  
 6 there to avoid this from being as repetitious as  
 7 it was.  
 8 MR. SMITH:  
 9 **Q.** Yes, sir. That can be included in standard  
 10 operating procedures as part of what you want to  
 11 do operationally after a search and rescue  
 12 mission. And that can be written in.  
 13  
 14 And I agree with your concept there. I think  
 15 it's a good communications piece that has not  
 16 been addressed in the past.  
 17 MR. BUDDEN:  
 18 Just for your information --  
 19 RALPH, Q.C.:  
 20 I just wonder, Mr. Williams if -- I'm sorry. If  
 21 the Winters would like to weigh in on this  
 22 discussion, just opening it for them.  
 23 WILLIAMS, Q.C.:  
 24 Sure. Would anybody like to speak to this?

**Page 305**

1 There's one other point I'd like to touch on  
 2 because it comes directly from the family at the  
 3 break. And then maybe we'll open it up if  
 4 anybody would like to speak to any aspect that  
 5 I've raised, and this one in particular.  
 6  
 7 It probably comes out of our discussions prior to  
 8 the break. And we were discussing it, and I  
 9 think one line that was very characteristic of  
 10 discussions was that one of the family members  
 11 had said it seems like everybody's in the  
 12 sandbox, but they're not playing together.  
 13  
 14 And that it seems disjointed in the sense that  
 15 through all the academic professional discussions  
 16 that we've had over the course of this day, at  
 17 the end of it, they're left to think -- and  
 18 correct me if I'm not categorizing your comments  
 19 to me correctly. But they're left to feel like  
 20 there's no rule book.  
 21  
 22 You know, the questions that Mr. Ralph raises.  
 23 Okay. Well, who's responsible for drafting the  
 24 specific plan?

**Page 306**

1 And then we speak to the order of procedure as to  
 2 who gets called, but we can't point to a piece of  
 3 legislation or a policy or a regulation as to  
 4 where that outlines.  
 5  
 6 Can you understand, or can you appreciate the  
 7 concern that the family sees, having sat down and  
 8 listened to all our discussions over the last  
 9 five hours, that it seems like there's no rule  
 10 book out there?  
 11  
 12 And that everybody has an understanding of what  
 13 their role is, but if you were Joe Blow to come  
 14 into the room and say, okay, can you show me the  
 15 document that shows how the search and rescue  
 16 stuff works in the country, that we can point to?  
 17  
 18 The RCMP have their own procedures. The RNC have  
 19 their own procedures. Search and rescue have  
 20 their own procedures.  
 21  
 22 I'll throw that out there. I don't know if that  
 23 accurately reflects your comments, or if anybody  
 24 in the family wants to add or elaborate to what

**Page 307**

1 I've characterized as your concerns?  
 2  
 3 Have I characterized it appropriately? Okay.  
 4 Sure.  
 5 MR. SMITH:  
 6 A. Sir, again, with all due respect to the family  
 7 and you, sir, I'm here because there's been a  
 8 missing piece over the years. I have failed to  
 9 do it as myself, and I've gained experience  
 10 because of it.  
 11  
 12 Yes. You're absolutely right. Playing in the  
 13 sandbox together. It may not have that  
 14 appearance, but the SAR operations is working  
 15 well together as a whole.  
 16  
 17 It's never perfect. Well, more often than not,  
 18 it's working great. It's working well with all  
 19 the agencies that are there.  
 20  
 21 What we fail to do is after the SAR mission is to  
 22 sit down with the family and/or individuals and  
 23 bring them into a debriefing and a critique  
 24 process. I think that would be really

**Page 308**

1 value-added and important because then they have  
 2 a full understanding of plans, goals, objectives,  
 3 strategy and tactics, how it unfolded.  
 4  
 5 Because if you're not briefing the family twice  
 6 every operational period on their missing loved  
 7 one and what's going on, they don't have that  
 8 situation awareness themselves. And that's a  
 9 failure of our system. We all get hung up, and  
 10 we're all really busy in doing that.  
 11  
 12 And allow them to have a bit of a critique  
 13 process themselves, but it's to take their  
 14 interest and take it at heart so that we can  
 15 improve ourselves as we move along.  
 16 RALPH, Q.C.:  
 17 And I guess the interesting point, as well,  
 18 because it seemed to me that during the course of  
 19 this Inquiry, there were times when the families  
 20 learned a lot about the search during the  
 21 Inquiry.  
 22 WILLIAMS, Q.C.:  
 23 Yes, correct.  
 24

**Page 309**

1 RALPH, Q.C.:

2 And it was kind of interesting to learn that, I

3 think, certainly, there is a couple operations

4 where the family learned a great deal.

5

6 And you wonder whether that should have been

7 available, that information should have been

8 available right after the operation ended.

9 WILLIAMS, Q.C.:

10 Is there anything else left that anybody would

11 like to speak to from the family? Sure.

12 UNIDENTIFIED FEMALE SPEAKER:

13 I just wanted to mention, as we have discussed

14 briefly, but thinking over all of this and we

15 discussed it just a few minutes ago... (Audio

16 difficulties.)

17

18 Okay. Just to mention, as you had said, everyone

19 is all playing in the same sandbox, but working

20 in different corners. Working with different

21 policies and guidelines. Working for the same

22 goal but not really communicating to each other.

23

24 And we don't see that standard or standardized

**Page 310**

1 plan working with the feds, with the province,

2 with the GSARs.

3

4 And we have people, like Mr. Blackmore, who is

5 volunteering so much of his time to search for

6 missing people and so many others like him that

7 commit to saving lives when someone is out there.

8

9 And I think or I would like to recommend that

10 these parties all come together and work

11 together, communicate together for the best

12 outcome, so that people don't have the same

13 outcome that we had to face. Thank you.

14 WILLIAMS, Q.C.:

15 If there's anybody else who would like to have

16 any comment, or ...? Okay.

17 UNIDENTIFIED FEMALE SPEAKER:

18 Okay. I'd like to say thank you to

19 Mr. Blackmore, too, for everything you guys did,

20 but same as my mother said. I find the federal

21 part of it was a little disconnected from what

22 should have been.

23

24 But like everybody's saying right now, they all

**Page 311**

1 need more communication to see outcomes, so we

2 won't have to go through things like this, and

3 more people don't have to go through things like

4 this.

5

6 And I found our family was lied to so much right

7 from the beginning, and the lying has made me

8 feel like I got no trust in, like, the higher

9 part of it.

10

11 But with the ground search and rescue, I feel I

12 can trust them with my life. But everybody else,

13 if I got lost today, I wouldn't trust nobody else

14 to search for me.

15

16 And that's pretty much all I got to say.

17 WILLIAMS, Q.C.:

18 Okay. Thank you.

19 MR. BUDDEN:

20 Are those your questions, Mr. Williams?

21 WILLIAMS, Q.C.:

22 Yes. That's all my questions. Thank you.

23 MR. BUDDEN:

24 I believe Mr. O'Keefe is the last counsel who has

**Page 312**

1 yet to have the opportunity to ask any questions.

2 MR. O'KEEFE:

3 Q. Thank you, Mr. Budden. Mr. Smith, I have a

4 couple of questions. I represent the Concerned

5 Citizens for Search and Rescue, as you know. And

6 we have two of our members here today, Mr. Mervin

7 Wiseman and Captain Wilf Bartlett. And they've

8 given me some questions.

9

10 I want to start off with a general question, and

11 then I want to ask a specific question that

12 touches on this MOU that was referenced in your

13 recommendations.

14

15 The first question is -- and I appreciate your

16 presentation. But throughout the presentation -

17 and I saw it Friday, I saw it again today - I

18 don't get a good sense of where Newfoundland and

19 Labrador sits in the national picture.

20

21 You presented to us significant experience in

22 North America and the United States, attending

23 European conferences and so forth.

24

Page 313

1 I guess to put it simply, how does Newfoundland  
 2 and Labrador's search and rescue system compare  
 3 to the others in Canada?  
 4  
 5 And specifically, you had mentioned British  
 6 Columbia, I think you had said that's, in your  
 7 view, the best of the systems we have.  
 8  
 9 Where do we rank compared to those other  
 10 provinces?  
 11 MR. SMITH:  
 12 A. Thank you, sir. I had a slide that dealt with  
 13 Newfoundland Search and Rescue SAR workers, SAR  
 14 providers, SAR responders. I presented that  
 15 slide to the hearing in all sincerity.  
 16  
 17 The individual search and rescue worker here is  
 18 highly dedicated and trained and has committed  
 19 many, many hours to providing search and rescue  
 20 services through Newfoundland and Labrador, and  
 21 they have made sacrifices.  
 22  
 23 And it's some of the infrastructure, some of the  
 24 governance that doesn't always come together like

Page 314

1 you want. And some of that is sustainable  
 2 funding.  
 3  
 4 To say that one system is better than another  
 5 system, there is no one system across Canada or  
 6 in the world that's going to fit everybody's  
 7 model. We are similar, but there are  
 8 differences.  
 9  
 10 The system is fragile. And what I like to either  
 11 train to or help people with is that resilience.  
 12 It can break, and it can break based on hours  
 13 that are being inputted to do things where folks  
 14 want to maintain their time for operations. It  
 15 can break because of lack of infrastructure and  
 16 the maintenance.  
 17  
 18 The resilience would be having a strong  
 19 governance and having strong plans and strong  
 20 SOPs, and a strong engagement from the SAR sector  
 21 and the stakeholders to improve upon that asset  
 22 delivery of personnel and equipment.  
 23  
 24 To say that we could take the B.C. model and

Page 315

1 maybe just half the amount and bring it here, and  
 2 everything is going to be right. No. It's not  
 3 necessarily going to work.  
 4  
 5 We are all different in this great country of  
 6 ours, and we need to have that uniqueness in the  
 7 public safety sector.  
 8  
 9 You've got a great delivery vehicle here, and I  
 10 know I may be going around your direct question.  
 11 But you have excellent SAR services here with the  
 12 SAR personnel and the equipment they have that  
 13 they've fundraised to make it happen to save  
 14 lives.  
 15  
 16 Can it be improved upon? Every system can be  
 17 improved upon. That's why I mentioned about  
 18 giving best practices. So to say that you're  
 19 number two, number three, number ten. No, not at  
 20 all. I would never do that.  
 21  
 22 You can't do that because of the uniqueness of  
 23 what we have and some of those factors I  
 24 mentioned in the SAR vulnerability assessment.

Page 316

1 The people here going back many, many years have  
 2 dedicated themselves to search and rescue.  
 3 Whether it was the Canadian Rangers -- sorry, the  
 4 Newfoundland Rangers, the Royal Newfoundland  
 5 Constabulary or the Royal Canadian Mountain  
 6 Police, the volunteer programs that started in  
 7 the late '60s, early '70s, they've all made a  
 8 significant difference. And they will continue  
 9 to do so.  
 10  
 11 And even if there was never any aspect of  
 12 improvement, I can tell you, by talking to so  
 13 many folks, looking at what they have and what  
 14 they do in their community out of love and  
 15 passion, they will still stay committed to search  
 16 and rescue, and they will still do it.  
 17  
 18 And even if you took everything away, they would  
 19 still do it. And that, you can't put a price on  
 20 it. That, you cannot replace. And that's to be  
 21 commended. That's for sure.  
 22  
 23 So it's very difficult, sir, to say that the  
 24 Ontario system is the best way to go, and that's

Page 317

1 the model, and you fit number four. No. It just  
 2 doesn't work that way.  
 3  
 4 I'd like to say there's a measurement tool, but  
 5 there's not because of what you have here.  
 6 MR. O'KEEFE:  
 7 Q. I appreciate your answer. It didn't answer the  
 8 question, but I appreciate everything you've  
 9 said.  
 10  
 11 Let me just try to rephrase this in a way that  
 12 maybe makes a bit more sense.  
 13  
 14 So in your presentation, you've outlined, in  
 15 addition to your experiences, numerous factors  
 16 that you would take into consideration in  
 17 advising on best practices, how to come up with a  
 18 search and rescue system that's effective and  
 19 efficient. And there are a number of different  
 20 factors. You went through them.  
 21  
 22 And if I was to take all those factors and put  
 23 them on a checklist, okay? And do, essentially,  
 24 a triage and say, well, look, I've got ten areas

Page 318

1 that need to be covered off to have an effective  
 2 search and rescue system.  
 3  
 4 And of those ten areas, I can break them down  
 5 into 10 points each, so I got a 100-point scale.  
 6 And if I fall below 60, then I've got a really  
 7 big problem.  
 8  
 9 If you were to do that kind of a triage in our  
 10 system -- because I expect, based on the  
 11 questionnaires and all the other things that  
 12 you've done since you've been here, if you did  
 13 that kind of a triage on our system, what I'm  
 14 asking is relative to what you've observed in  
 15 other provinces, where would we be on the scale?  
 16  
 17 Are we at 60 percent? Are we at 70 percent? Are  
 18 we at 30 percent? Where is your sense of where  
 19 our province sits on that scale?  
 20  
 21 And I'm not asking for -- just to be clear, I'm  
 22 not asking for a comment on specific search and  
 23 rescue teams in Newfoundland. I'm talking about  
 24 our system and the resource that we have

Page 319

1 available as they're used in our system.  
 2  
 3 Where is your sense of where we would fit  
 4 relative to the other provinces in Canada?  
 5 MR. SMITH:  
 6 A. Thank you, sir. I respect your question. It's  
 7 difficult. Yourself and some other provinces are  
 8 in that 70 percent range, if I was to weigh it  
 9 out. I wouldn't be the only GSAR expert or  
 10 person you could bring in here to look at this  
 11 after a gap analysis or a SWOT, whatever you want  
 12 to call it.  
 13  
 14 Many provinces are there. It's often been an  
 15 overlooked area, and it's often been relied upon  
 16 for the search and rescue personnel from the  
 17 volunteer associations to provide as much level  
 18 of service as you can. And it's never had that  
 19 full government support. Okay?  
 20  
 21 And that's just a fact we've had in Canada. So  
 22 I'm not sure if that helps or not, but there are  
 23 other provinces in your position, sir.  
 24

Page 320

1 MR. O'KEEFE:  
 2 Q. No, it is helpful. And just focusing on that  
 3 point. So you say there a number of provinces in  
 4 this 70 percent range. And I think maybe it's  
 5 fair to say that no province, no search and  
 6 rescue system anywhere is going to be at 100  
 7 percent based on what you've told us. And I  
 8 think that's just common sense.  
 9  
 10 In terms of the recommendations that you would  
 11 have coming out of your review of our search and  
 12 rescue system, what are, in your view, the  
 13 critical steps that would need to be taken to get  
 14 us among the higher ranges in Canada?  
 15  
 16 Assuming, for example, that British Columbia is  
 17 the gold standard, if you will. And I'm just  
 18 using British Columbia based on what you told us  
 19 earlier.  
 20  
 21 What are the mission-critical things that need to  
 22 be done in this province to get us to that  
 23 standard? If you can summarize them in a few  
 24 bullet points.



**Page 321**

1 MR. SMITH:  
 2 A. Thank you, sir. I know that what I'm saying here  
 3 is live, and the British Columbians will admit,  
 4 as well, that their system's not perfect. There  
 5 are problems.  
 6  
 7 Governance is a very important factor in search  
 8 and rescue. That governance, we kind of covered  
 9 off this afternoon.  
 10  
 11 I'm not going to say that you have to do this or  
 12 you should do that and the other, but a strong  
 13 governance model, which involves the SAR HVA and  
 14 involves the SAR plan. It involves your  
 15 stakeholders. That's an important aspect.  
 16  
 17 The other thing that comes in is the Volunteer  
 18 Search and Rescue Association, and its personnel  
 19 need sustainable funding. They need support for  
 20 critical infrastructure. Buildings. They also  
 21 need sustainable funding for infrastructure,  
 22 which is rolling stock and equipment.  
 23  
 24 They need some sort of break financially to

**Page 322**

1 assist them with being a volunteer. I would ask  
 2 them, do you want to be paid like a volunteer  
 3 firefighter on compensation that way as they get  
 4 it from municipality, or do you want to be a  
 5 volunteer and maybe have a tax incentive or some  
 6 other avenue along those lines? I wouldn't be so  
 7 pretentious to say you have to do this. No.  
 8  
 9 Those things, in my mind, are very important. In  
 10 a way, you've got Newfoundland Search and Rescue  
 11 Association with a great Executive, a great  
 12 board.  
 13  
 14 As we've seen here in all the hearings and all  
 15 the time, many, many hours and dedication from  
 16 many people. It doesn't get much better than  
 17 that.  
 18  
 19 They need support. It's fragile. And I go back  
 20 to that. Resilience will be that we can adapt,  
 21 utilize, and overcome to all these unfolding  
 22 circumstances and make it work. And part of that  
 23 is those five things I've mentioned.  
 24

**Page 323**

1 MR. O'KEEFE:  
 2 Q. Thank you. So I just took two points from your  
 3 answer, and you covered this off in your  
 4 presentation. You focus on a SAR plan and the  
 5 various aspects that go into a SAR plan, you just  
 6 used that term generally, and funding.  
 7  
 8 One other point that you mentioned in your  
 9 presentation that's come up, and there was some  
 10 discussion amongst my colleagues there and the  
 11 participants on this issue, is this  
 12 recommendation of an MOU.  
 13  
 14 And in the MOU, I understand your recommendation  
 15 is that we have participation from all  
 16 stakeholders. I was wondering if you could  
 17 elaborate on how you see an MOU unfolding, given  
 18 the geographic challenges that we face in  
 19 Newfoundland and Labrador.  
 20  
 21 And specifically, what I mean is, one of the  
 22 points that our group has been making and, I  
 23 believe, the Winters family were just making the  
 24 same or similar point, is that we live in a

**Page 324**

1 province where our shoreline oceans are  
 2 essentially our highways. We live in a province  
 3 where the vast majority of our people live around  
 4 the coast.  
 5  
 6 And I know we're not unique in that respect. Of  
 7 course, Nova Scotia, New Brunswick, Prince Edward  
 8 Island, British Columbia, and the northern  
 9 territories all have oceans, obviously.  
 10  
 11 But specific to our province, how do you see an  
 12 MOU coming together without meaningful  
 13 involvement from both the provincial government  
 14 and the federal government to address things like  
 15 allocation of resources and allocation of  
 16 responsibility?  
 17  
 18 Or, in other words, to ask a very simple  
 19 question: Is it possible to achieve an effective  
 20 MOU without the provincial government and federal  
 21 government being actively involved in that?  
 22 MR. SMITH:  
 23 A. Thank you, sir. That's a very detailed question.  
 24 And I want to be very careful how we qualify and

Page 325

1 quantify my answer here with that.  
 2  
 3 I had a little sentence up there about you should  
 4 not be in the box in the first place. When it  
 5 comes to MOUs and when we talk about governance,  
 6 we have a lot of learned counsel here from  
 7 federal and provincial, they work within the  
 8 realm of their governance and legalities.  
 9  
 10 It can be difficult to develop an MOU that  
 11 involves all the SAR sector and all the  
 12 stakeholders, but it should not be and does not  
 13 have to be.  
 14  
 15 I mentioned to the federal counsel that our  
 16 national SAR plan, our guiding document  
 17 federally, is 2008.  
 18  
 19 We had another one that was addressed in 2017  
 20 that went out for review, but it was not  
 21 accepted.  
 22  
 23 I would say that we can move forward. There are  
 24 many, many brilliant minds out there in search

Page 326

1 and rescue that can be involved in assisting in a  
 2 new federal plan, a new provincial plan, and then  
 3 MOUs from all sectors.  
 4  
 5 There's nothing that can't be done. We often say  
 6 in the private sector, you would like us to do  
 7 what? Yes, we can do that. We'll take that as a  
 8 challenge, and we'll go forward.  
 9  
 10 This should be a challenge, I think, because of  
 11 the unique geography and peoples of Newfoundland  
 12 and what you just mentioned, sir, to say that we  
 13 can do this.  
 14  
 15 We can do this in the interest of the taxpayer,  
 16 the people in the Province of Newfoundland and  
 17 Labrador because we have to, to save lives. And  
 18 address it as that challenge with an MOU that  
 19 would work across all sectors.  
 20  
 21 But it's going to take hard work, dedicated  
 22 effort. It's not going to happen overnight. But  
 23 those are possibilities I believe that can  
 24 happen.

Page 327

1 MR. O'KEEFE:  
 2 Q. I guess one quick point I'd just like you to  
 3 touch on, and maybe it's more of a comment, and  
 4 maybe I can get your reaction.  
 5  
 6 It strikes me that a MOU to govern search and  
 7 rescue issues in this province is likely not  
 8 going to be effective unless both the provincial  
 9 government and the federal government are  
 10 involved in that.  
 11  
 12 Would you agree or disagree with that point?  
 13 MR. SMITH:  
 14 A. I'm not sure, sir, if I agree with that entirely,  
 15 because this is ground search and rescue here. I  
 16 believe we already have that established for the  
 17 marine and for the aeronautical side. That's  
 18 already been established.  
 19  
 20 For ground search and rescue and then resource  
 21 management from ground search and rescue, I  
 22 think, MOUs would be value-added for that  
 23 program.  
 24

Page 328

1 But certainly, from a provincial standpoint,  
 2 through their agencies having jurisdiction, it's  
 3 possible, and it's happened that they can produce  
 4 the plans to go forward and MOUs internally. You  
 5 don't always have to go federal if that's the  
 6 case.  
 7  
 8 And I'm talking from the GSAR perspective. I  
 9 don't think it's my place to comment on the  
 10 marine and the air side of that and saying, you  
 11 have to have an MOU, and everybody work together  
 12 in unified command.  
 13  
 14 I don't think that's necessary because, from a  
 15 ground search and rescue perspective, it's a  
 16 police responsibility through NLSARA to do the  
 17 search and rescue mission.  
 18  
 19 The other resources that come to the table,  
 20 regardless of where they're from, would be  
 21 assisting cooperating agencies for ground search  
 22 and rescue.  
 23 MR. O'KEEFE:  
 24 Thank you. Those will be all my questions,

Page 329

1 Mr. Commissioner. Thank you.  
 2 THE COMMISSIONER:  
 3 Let's continue.  
 4 RALPH, Q.C.:  
 5 Actually, my issues have been addressed by  
 6 counsel. Thank you.  
 7 THE COMMISSIONER:  
 8 Thank you. Go ahead, Edna.  
 9 MS. WINTERS:  
 10 We just talked about the --  
 11 THE CLERK:  
 12 Could you take off your mask, please?  
 13 MS. WINTERS:  
 14 Just to tie it back up with what he was just  
 15 discussing in terms of working up plans on any  
 16 type of rescue that needs to be implemented  
 17 within the region or within my region, I guess,  
 18 in Labrador. When you look at what the ground  
 19 search does -- and I commend them for what they  
 20 do and anyone else who has to step up when  
 21 they're called.  
 22  
 23 When you talk about who's drawing up a plan and  
 24 looking at our ground search and rescue teams,

Page 330

1 which are very limited numbers in our  
 2 communities, and the understanding of those  
 3 relationships with who they have to work with,  
 4 whether it's the RCMP or having to call any other  
 5 parties that need to become involved, as they had  
 6 with my grandson.  
 7  
 8 Looking at the recruitment and retention and the  
 9 drawing up of plans as to what's going to be done  
 10 for a missing person, you already have an idea,  
 11 but you need to set up the safety plans.  
 12  
 13 And I think setting up those safety plans in the  
 14 long term for our very limited number of  
 15 volunteers that already volunteer in so many  
 16 other different areas in such small communities.  
 17  
 18 And you talked about burnout. That burnout is  
 19 real, and it's there. And being a member of a  
 20 support team for GSAR and other departments in  
 21 the field that I work in, it's very real. And I  
 22 think those things in smaller regions, you need  
 23 to be aware of, as well.  
 24

Page 331

1 Because the resources are very limited and  
 2 already existing departments, whether it's  
 3 clinical or what else, are already running to a  
 4 max.  
 5 THE COMMISSIONER:  
 6 Thank you very much. Please continue, Geoff.  
 7 MR. BUDDEN:  
 8 Thank you, Mr. Commissioner. Just before I  
 9 start, we're going to be hearing from Ms. Bradley  
 10 tomorrow. And I think that some of what she'll  
 11 have to say flows directly out of, I think, some  
 12 of your concerns, Ms. Winters, and other concerns  
 13 other people have raised, as well.  
 14 BY MR. BUDDEN:  
 15 Q. I just have a couple of further questions for  
 16 Mr. Smith. One is that, we've heard some really  
 17 amazing things about the technologies available.  
 18  
 19 I assume if somebody said to you 20 years ago  
 20 that you'd be able to track every snowmobile on a  
 21 search or be able to see the colour of a house  
 22 from 40 kilometres away, you would find that,  
 23 probably, literally unbelievable, which sort of  
 24 begs the question, and you may be, with your

Page 332

1 expertise, best position to give us some insights  
 2 into this. And we're going to be hearing stuff  
 3 tomorrow, as well, of course.  
 4  
 5 But like, how will search and rescue be  
 6 different, do you think, in ten years' time?  
 7  
 8 We've heard from searches back as far as 2010 and  
 9 ones from a year or two ago. And a lot has  
 10 happened in ten years in terms of the available  
 11 technology.  
 12  
 13 What's on the horizon? In just, I guess, a few  
 14 sentences, how might search and rescue evolve on  
 15 a technical front over the few years ahead?  
 16 MR. SMITH:  
 17 A. Thank you, sir. The address of the unmanned  
 18 aerial systems, unmanned aerial vehicles, that  
 19 technology and capability will only increase and  
 20 develop in the future.  
 21 MR. BUDDEN:  
 22 Q. And I know you don't like to use the word  
 23 "drones," but what you're talking about is what  
 24 we've talked about here as drones, I guess?

Page 333

1 MR. SMITH:  
 2 A. Yes, sir, that is correct. Yeah. So the UAVs,  
 3 UAS platforms going forward, bigger. Certainly,  
 4 now the technology is there where you can put  
 5 two, three people in a UAV type of aircraft and  
 6 it's autonomous, and up it goes and does its  
 7 thing and delivers people from Point A to Point  
 8 B.  
 9  
 10 So certainly, the use of that from an  
 11 aeronautical standpoint, again, has limitations.  
 12  
 13 The ideal aspect is the tracking side through  
 14 satellite technology. Certainly, some of the  
 15 larger players in the world right now are putting  
 16 up enough satellites that would literally sink a  
 17 ship when it comes to internet capability.  
 18  
 19 That technology is also there for tracking people  
 20 by wearing an apparatus or having an apparatus  
 21 with you, so that you can have a signal go back  
 22 for your active track.  
 23  
 24 The inReach does that now, but it's only going to

Page 334

1 get better and increase. And then have the  
 2 capability to touch a button to say, this is  
 3 what's going on. I need help. So it's just  
 4 going to go to that next and next level.  
 5  
 6 But realistically, I'll also be honest with you,  
 7 sometimes there's no substitute for somebody  
 8 looking at footfall impressions on the ground for  
 9 tracking somebody as to exactly where they went  
 10 in a certain type of environment.  
 11  
 12 Technology can only take you so far, but it's  
 13 definitely great tools, and the imagination is  
 14 the limit, as we know.  
 15 MR. BUDDEN:  
 16 Q. Thank you. And we've heard, again, a lot over  
 17 the past several weeks about the heavy commitment  
 18 of training time, and volunteer time, and  
 19 fundraising, and all that.  
 20  
 21 We've also heard, I believe, it might have been  
 22 in Exploits. And I'm not quoting directly, but  
 23 there's something to the effect that we expect  
 24 our volunteers to have their own -- or at least

Page 335

1 some of them to have their own skidoos, their own  
 2 snow machines, their own trucks.  
 3  
 4 We've heard about the costs of the gear. And I  
 5 guess this is the question for you and a question  
 6 for Mr. Blackmore if he would care to comment, as  
 7 well.  
 8  
 9 How does ground search and rescue deal with the  
 10 challenge of being too pricey for many people who  
 11 would otherwise be glad to become involved and to  
 12 help out? Is that sort of on the radar, and how  
 13 is it addressed?  
 14 MR. SMITH:  
 15 A. Yes, sir. That's a great point. A very good  
 16 question. I'll address it first, if  
 17 Mr. Blackmore doesn't mind.  
 18  
 19 One of the aspects with clothing and everything,  
 20 including a backpack and the items needed in the  
 21 backpack to be a part of a hasty team, that can  
 22 be around \$3,000.  
 23  
 24 If the group is not supplying anything, you can

Page 336

1 invest an easy \$3,000 to do that today with the  
 2 proper equipment that could sustain you for 24  
 3 hours.  
 4  
 5 If you're using your side-by-side, your quad,  
 6 your off-highway vehicle, your snowmobile, now  
 7 you're looking at 12- to \$20,000 for one of those  
 8 vehicles.  
 9  
 10 Sure, you use it for recreation, and you use it  
 11 for your own enjoyment, but you're using it for  
 12 search and rescue.  
 13  
 14 So those are investments because it's the wear  
 15 and tear on that apparatus. And there are some  
 16 coverages involved now and pricing agreements and  
 17 MOUs that say, yeah, these certain costs will be  
 18 covered.  
 19  
 20 If we can incorporate, again, a triple P,  
 21 public-private partnerships, with corporations  
 22 getting tax incentives, some other format where  
 23 they can say, I don't mind sponsoring SAR in the  
 24 province on a continuous basis so they can have

Page 337

1 this pack or a pack. It doesn't matter what it  
 2 is.  
 3  
 4 So we're not talking about the larger items, but  
 5 clothing items. That we'll supply the rain gear  
 6 or some other gear to use. Those are all  
 7 possibilities going forward.  
 8  
 9 And volunteerism from the business and industry,  
 10 and corporate sector can certainly be tapped in  
 11 to help. That's a great avenue to look at to  
 12 assist with the funding.  
 13  
 14 There are groups, and we've seen that here in the  
 15 province that, as I mentioned before have, here's  
 16 your hasty team pack, and off you go.  
 17  
 18 But it's when you start having to spend those  
 19 cold winter nights, those wet, miserable days out  
 20 there 24 and 7, that sometimes the clothing  
 21 becomes the key, as well, so you don't become a  
 22 potential survivor yourself and end up in  
 23 trouble.  
 24

Page 338

1 So it's looking at different options, different  
 2 ways of doing it, and networking with the private  
 3 business and industry and corporations. But  
 4 also, allowing some of the governance side to  
 5 say, yes, we believe this is a worthwhile tax  
 6 incentive and base to help the groups out.  
 7  
 8 But that would be my perspective on it, as well.  
 9 I'll turn it over to Mr. Blackmore.  
 10 MR. BLACKMORE:  
 11 A. I'm not a hundred percent sure, Mr. Budden, if I  
 12 understood the last part of your question.  
 13  
 14 But to do with clothing, equipment that we're  
 15 using, most of the people now -- we'd like to  
 16 have clothing supplied, don't get me wrong. But  
 17 right now, most people buy their own things  
 18 because they know what shape it's in. They keep  
 19 it in good shape.  
 20  
 21 And that comes right on down to snowmobiles,  
 22 ATVs, etcetera. Some teams out there do have a  
 23 couple of snowmobiles or an ATV, but most of the  
 24 search and rescue volunteers would rather use

Page 339

1 their own equipment.  
 2  
 3 If we use our equipment -- when we turn up with a  
 4 \$20,000 skidoo, you could pay \$10 an hour if you  
 5 use it.  
 6  
 7 But most people like to use their own equipment  
 8 for the simple reason they know what they got.  
 9 They know what's on it. They know how the  
 10 machine works and everything that they would need  
 11 if they're out doing a search, hopefully, is on  
 12 their own machines. And most of our people  
 13 operate that way.  
 14  
 15 As for the last part of your question, I'm not  
 16 exactly sure what you wanted. So unless you want  
 17 to repeat it, but.  
 18 MR. BUDDEN:  
 19 Q. Yeah. Sure. Well, I guess my concern is, when  
 20 you're looking to attract people, how do you deal  
 21 with the fact that some people may, while  
 22 otherwise qualified, while otherwise really  
 23 willing to step up, are either not in a position  
 24 to afford this and are, perhaps, embarrassed to

Page 340

1 say so, or feel intimidated by the sort of the  
 2 sense that they're expected to provide a certain  
 3 level of equipment and stuff?  
 4  
 5 Is that on your radar, I guess what I'm asking?  
 6 And how do you deal with it, if it is?  
 7 MR. BLACKMORE:  
 8 A. It is on our radar. Most of the way that the  
 9 teams tackle it, pretty well, as long as you got  
 10 a good pair of boots, you can join.  
 11  
 12 Once you get in and you're on the team, if the  
 13 team is worth anything at all, if they see you,  
 14 that you are turning up to searches with improper  
 15 equipment or improper gear, they probably won't  
 16 let you go. But steps would be taken to buy  
 17 equipment for you.  
 18  
 19 We've had people come in that, yes, they had a  
 20 good pair of boots, and they're willing to help  
 21 out. Not fully decked out, but the team then  
 22 would step in and help them out the best way they  
 23 could.  
 24

**Page 341**

1 I know on our team, you haven't got a set of rain  
 2 clothes, I'll go upstairs, and I'll give you a  
 3 set. Simple as that.  
 4  
 5 But most of the people that are coming into this,  
 6 we haven't seen that as being a big problem.  
 7 There might be a scatter one, but most of the  
 8 people that are in volunteer search and rescue  
 9 are well equipped to go out in the country.  
 10 And as part of the coordinator's job within the  
 11 team is to make sure you are.  
 12  
 13 And one example of that was exactly in Makkovik  
 14 when they went for the plane crash someone said  
 15 the RCMP, the fellow wasn't dressed properly.  
 16 Before he left, Barry Anderson and a couple more  
 17 of the boys made sure he was properly clothed.  
 18  
 19 So that's the way we go at it. As to someone  
 20 supplying everything for you, unless you're in  
 21 the military or something that they're going to  
 22 give you the clothes, I think that's the only way  
 23 it'll work.  
 24

**Page 342**

1 And then once you get into everything being given  
 2 to you that way, you also lose the part of  
 3 volunteering a bit. You expect everything to be  
 4 given to you, and that's not what we're at.  
 5  
 6 We are asking for a lot out of this Inquiry.  
 7 Don't get me wrong, and I won't drop my price.  
 8 But things out there, too, that volunteers do, we  
 9 will keep doing. And that's just the way it is.  
 10  
 11 But overall, most people come well equipped,  
 12 enough to go out. And then the team itself has  
 13 extra gear that would be made up for them.  
 14  
 15 No different than if we went out on a search  
 16 tonight on the East Coast Trail. Every single  
 17 team out there has a kit on their back to stay  
 18 the whole night if they got to. No matter what.  
 19  
 20 Kits are done up that way. You seen it in  
 21 Exploits. You seen it here. You've seen it down  
 22 with Barry Anderson. Pretty well, all the teams  
 23 are set up that way, and that's due to education,  
 24 and I guess just to tell them what teams to get

**Page 343**

1 together.  
 2  
 3 When we get together in our AGMs, and I've  
 4 already invited the Commissioner and yourself to  
 5 it, things are then set up, what do you got?  
 6 What do we got? How to do this better? How to  
 7 do this better? And things are done up that way.  
 8  
 9 The big things that we're after is to continue on  
 10 as we did, as I spoke about yesterday, was the  
 11 big items and how search and rescue work and  
 12 keeping that stuff going.  
 13  
 14 The little stuff that we use ourselves and  
 15 skidoos and all that type stuff, no different if  
 16 I roll up. Yes, I got a \$20,000 skidoo. I would  
 17 rather take my skidoo than take a skidoo that's  
 18 been sitting on the trailer there belonging to  
 19 the SAR team.  
 20  
 21 I'm used to my own machine. I know what's in it.  
 22 If I roll it over and get hurt, at least I know I  
 23 got enough gear there to take care of me. But  
 24 that's just the way we are.

**Page 344**

1 I don't know if that answers it or not.  
 2 MR. BUDDEN:  
 3 Q. Yeah. That's helpful. And some of this will  
 4 come up again on our Friday roundtable.  
 5  
 6 My last question, perhaps, Madam Clerk you call  
 7 up Exhibit 190, page 3, and that's  
 8 Mr. Blackmore's presentation of yesterday.  
 9  
 10 This question is more for Mr. Smith. Well, it's  
 11 the last paragraph that I'm particularly  
 12 interested in, Madam Clerk. 190.  
 13 THE CLERK:  
 14 Which --  
 15 MR. BUDDEN:  
 16 Q. Page 3, near the end of it. I'm struck by that  
 17 figure, and obviously, it's beyond the scope of  
 18 this Inquiry to put a value on any particular  
 19 type of work.  
 20  
 21 But for \$25 an hour to expect somebody to be on  
 22 sort of 24-hour standby and to use their own  
 23 equipment and perhaps work 16 hours with no  
 24 overtime and doing all this in all kinds of

**Page 345**

1 weather and in some danger - this is sort of  
 2 Mr. Smith - does that not seem a very modest  
 3 figure for that kind of service?  
 4 MR. SMITH:  
 5 A. Thank you, sir. Yes, it does. And sometimes  
 6 when doing the cost-benefit analysis for  
 7 volunteers, we've lowered that figure.  
 8 But in actual fact, to complete what you just  
 9 mentioned, very similar to volunteer fire  
 10 departments, the figure would be closer to 50- or  
 11 \$55 an hour.  
 12 MR. BUDDEN:  
 13 Q. So really, when we look at that figure that the  
 14 value of what the ground search -- NLSARA, the  
 15 value of the work they do, which they self-value  
 16 at a little over \$3 million, you would regard  
 17 that, I take it from your previous answer, as  
 18 maybe half of its true value if we were to  
 19 approach this from a market point of view?  
 20 MR. SMITH:  
 21 A. Yes, sir, that would be correct. If you equate  
 22 it back to a police officer and the hourly wage  
 23 for a constable who has to do the job, what  
 24 they're paid as an example, a full-time

**Page 347**

1 MR. BUDDEN:  
 2 Well, my point is simply that if you're looking  
 3 at the actual the value of the services and  
 4 you're going to put in any dollar figure, perhaps  
 5 25 is rather low.  
 6  
 7 Those are really my questions, Mr. Commissioner.  
 8 I'm not sure if anybody in the room, counsel or  
 9 otherwise, have questions?  
 10  
 11 Otherwise, I propose we not do anything further  
 12 today. And, Mr. Marshall, if he's here anyway,  
 13 can speak in the morning. And, of course, we'll  
 14 hear from Ms. Bradley in the morning, as well.  
 15 RALPH, Q.C.:  
 16 I wonder if we can get -- does Lieutenant Colonel  
 17 have a document that he can share with us before  
 18 tomorrow?  
 19 MR. FREEMAN:  
 20 Pardon me, Peter? Sorry.  
 21 RALPH, Q.C.:  
 22 I'm sorry. Does the Lieutenant Colonel have a  
 23 document that he can share with us?  
 24

**Page 346**

1 firefighter, what they're paid, those would be  
 2 comparisons when you're engaged in a search and  
 3 rescue mission.  
 4 MR. BLACKMORE:  
 5 A. Mr. Budden, that number actually came from a  
 6 study, and it is about 12, 15 years old. It's  
 7 recognized -- and this was done throughout Canada  
 8 and the United States, volunteerism, whether you  
 9 were playing volunteer at bingo or you were a  
 10 volunteer search and rescue or a volunteer at the  
 11 swimming pool, that was the hourly rate they came  
 12 up with.  
 13  
 14 And that was the only rate that we had that was  
 15 actually on paper as a credible amount at that  
 16 time.  
 17  
 18 And we do know right now in most places, \$40 is  
 19 what's used, but we stuck with what we got  
 20 because we do have it in writing, and that's all.  
 21 MR. BUDDEN:  
 22 Fair enough. I guess --  
 23 THE COMMISSIONER:  
 24 Don't give him too many ideas.

**Page 348**

1 MR. FREEMAN:  
 2 Today?  
 3 RALPH, Q.C.:  
 4 Yes.  
 5 MR. FREEMAN:  
 6 No. But he had collected some statistics. He  
 7 intended to just speak to it.  
 8 RALPH, Q.C.:  
 9 That's fine. No worries. Yeah, that's fine.  
 10 MR. FREEMAN:  
 11 We can type it out if you need it?  
 12 RALPH, Q.C.:  
 13 Yeah, that's fine.  
 14 MR. FREEMAN:  
 15 Thanks.  
 16 THE COMMISSIONER:  
 17 Thank you very much. Once again, so grateful for  
 18 your participation, your openness, and your  
 19 respectfulness for each other's positions.  
 20  
 21 I know it's the general tendency of lawyers to be  
 22 adversarial, and it's actually quite different to  
 23 try to be cooperative and respectful in some  
 24 cases.

**Page 349**

1  
2 But that's the task we're given, and you've taken  
3 it on quite seriously. So we'll see you again  
4 tomorrow morning.

5  
6 What time, sir?

7 MR. BUDDEN:

8 Ms. Bradley has a little bit of a drive ahead of  
9 her tomorrow, I believe.

10  
11 Would 9:30, perhaps, be an appropriate time?

12 THE COMMISSIONER:

13 Works for me.

14 MR. BUDDEN:

15 Thank you.

16 THE COMMISSIONER:

17 9:30.

18 THE CLERK:

19 All rise. This Commission of Inquiry is  
20 concluded for the day.

21  
22 (Inquiry is adjourned)

23  
24

1  
2

3  
4

C E R T I F I C A T E

5  
6

7  
8

9 I, Beverly Guest, of Elite Transcription, of  
10 St. John's, in the Province of Newfoundland  
11 and Labrador, hereby certify that the  
12 foregoing, numbered 1 to 349, dated  
13 October 5, 2021, is a true and correct  
14 transcript of the proceedings which has been  
15 transcribed by me to the best of my  
16 knowledge, skill and ability.

17  
18

Certified By:

19  
20

\_\_\_\_\_  
Beverly Guest,  
Court Reporter

21  
22

23  
24



<p style="text-align: center;"><b>\$</b></p> <p><b>\$10</b> [1] - 339:4  <b>\$100,000</b> [1] - 270:12  <b>\$130,000</b> [1] - 216:14  <b>\$20,000</b> [3] - 336:7, 339:4, 343:16  <b>\$25</b> [1] - 344:21  <b>\$26,000</b> [1] - 222:7  <b>\$3,000</b> [3] - 170:18, 335:22, 336:1  <b>\$30</b> [1] - 155:3  <b>\$40</b> [1] - 346:18  <b>\$500,000</b> [1] - 124:24  <b>\$55</b> [1] - 345:11  <b>\$825</b> [1] - 84:21</p>	<p><b>12-year-old</b> [1] - 239:6  <b>125</b> [2] - 29:12, 30:3  <b>13</b> [4] - 23:9, 77:10, 78:2, 80:21  <b>130</b> [1] - 199:13  <b>130-some</b> [2] - 11:16, 184:16  <b>1300</b> [1] - 45:4  <b>13th</b> [1] - 76:10  <b>14</b> [3] - 94:13, 237:3, 301:16  <b>15</b> [9] - 20:2, 25:17, 44:21, 44:22, 87:3, 94:14, 236:1, 238:18, 346:6  <b>15-day</b> [1] - 44:20  <b>16</b> [5] - 11:4, 128:22, 236:8, 236:16, 344:23  <b>16-hour</b> [1] - 115:24  <b>162</b> [2] - 77:2, 108:11  <b>17</b> [1] - 129:16  <b>18</b> [2] - 10:10, 97:22  <b>18-year-old</b> [1] - 94:13  <b>18-year-olds</b> [1] - 94:9  <b>1800</b> [1] - 218:4  <b>1873</b> [1] - 46:12  <b>18th</b> [1] - 37:5  <b>190</b> [2] - 344:7, 344:12  <b>1970s</b> [2] - 5:15, 13:5  <b>1980</b> [2] - 37:5, 45:19  <b>1981</b> [1] - 192:17  <b>1986</b> [10] - 8:4, 10:20, 27:21, 46:8, 48:10, 48:20, 49:2, 76:7, 76:10  <b>1992</b> [2] - 8:22, 9:9  <b>1992-93</b> [1] - 12:11  <b>1995</b> [2] - 46:14, 280:3  <b>1999</b> [2] - 5:22, 9:20  <b>1:30</b> [1] - 177:11  <b>1:45</b> [2] - 177:13, 177:15  <b>1st</b> [1] - 46:14</p>	<p><b>2017</b> [1] - 325:19  <b>2018</b> [1] - 7:5  <b>2021</b> [1] - 1:1  <b>2022</b> [1] - 12:7  <b>21</b> [1] - 29:16  <b>2300</b> [1] - 20:1  <b>24</b> [12] - 19:21, 33:17, 33:21, 64:24, 65:5, 94:17, 129:4, 151:18, 151:22, 218:5, 336:2, 337:20  <b>24-hour</b> [2] - 116:2, 344:22  <b>24/7</b> [1] - 195:8  <b>2400</b> [4] - 54:24, 56:3, 61:13, 135:1  <b>25</b> [4] - 155:3, 240:22, 270:12, 347:5  <b>26</b> [1] - 10:2</p>	<p style="text-align: center;"><b>7</b></p> <p><b>7</b> [6] - 65:1, 65:5, 129:4, 218:5, 237:3, 337:20  <b>70</b> [3] - 318:17, 319:8, 320:4  <b>72-day</b> [1] - 37:14  <b>74</b> [2] - 94:8, 172:8  <b>75</b> [1] - 240:23</p>	<p>331:21  <b>aboard</b> [2] - 111:15, 223:12  <b>absolute</b> [1] - 236:8  <b>absolutely</b> [2] - 285:13, 307:12  <b>AC130</b> [1] - 298:22  <b>academic</b> [17] - 16:16, 16:20, 22:3, 22:9, 26:4, 56:10, 89:22, 100:21, 102:4, 140:4, 150:9, 153:21, 180:4, 180:7, 254:13, 303:11, 305:15  <b>academics</b> [2] - 22:14, 27:8  <b>accept</b> [1] - 235:2  <b>acceptable</b> [2] - 166:20, 221:16  <b>accepted</b> [4] - 13:14, 30:14, 266:18, 325:21  <b>accident</b> [1] - 211:10  <b>accomplished</b> [1] - 64:10  <b>accomplishing</b> [1] - 126:24  <b>according</b> [1] - 34:5  <b>account</b> [1] - 92:20  <b>accountability</b> [1] - 25:22  <b>accountable</b> [1] - 25:21  <b>accreditation</b> [1] - 12:3  <b>accurately</b> [1] - 306:23  <b>achieve</b> [1] - 324:19  <b>acreages</b> [1] - 36:1  <b>acronym</b> [1] - 22:18  <b>Act</b> [7] - 262:17, 262:23, 263:4, 267:13, 281:12, 281:21, 293:15  <b>act</b> [4] - 11:1, 123:10, 264:24, 267:18  <b>acting</b> [1] - 130:6  <b>action</b> [29] - 27:9, 28:19, 29:3, 33:20, 56:1, 58:7, 102:19, 103:4, 104:5, 118:8, 130:15, 131:10, 131:12, 131:21, 134:23, 135:18, 137:24, 142:16, 143:3, 145:11, 148:24, 149:17, 150:21, 151:15,</p>
<p style="text-align: center;"><b>'</b></p>			<p style="text-align: center;"><b>8</b></p>	
<p><b>'60s</b> [1] - 316:7  <b>'70s</b> [2] - 157:9, 316:7  <b>'80s</b> [1] - 67:9  <b>'81</b> [1] - 45:19  <b>'82</b> [2] - 45:19, 192:17  <b>'89</b> [1] - 248:24</p>		<p style="text-align: center;"><b>3</b></p> <p><b>3</b> [4] - 47:23, 344:7, 344:16, 345:16  <b>30</b> [3] - 207:20, 295:17, 318:18  <b>31-1</b> [1] - 267:14  <b>35</b> [1] - 34:17  <b>360</b> [1] - 244:6</p>	<p><b>8,000</b> [1] - 73:6  <b>80</b> [3] - 168:23, 248:3, 248:15  <b>800</b> [1] - 244:13  <b>810</b> [1] - 241:14  <b>83</b> [1] - 282:15  <b>84</b> [1] - 289:1  <b>8s</b> [1] - 237:2</p>	
<p style="text-align: center;"><b>0</b></p>			<p style="text-align: center;"><b>9</b></p>	
<p><b>002</b> [1] - 219:8  <b>06</b> [1] - 218:4</p>		<p style="text-align: center;"><b>4</b></p>	<p><b>90</b> [3] - 246:12, 248:3, 248:15  <b>90-some</b> [1] - 251:18  <b>90-some-odd</b> [1] - 22:14  <b>90th</b> [2] - 240:24, 246:6  <b>911</b> [2] - 165:1, 165:2  <b>99.9</b> [1] - 246:8</p>	
<p style="text-align: center;"><b>1</b></p>		<p><b>4.3</b> [2] - 282:19, 282:24  <b>40</b> [2] - 236:18, 331:22  <b>407</b> [2] - 67:18, 224:22  <b>412</b> [1] - 222:16</p>	<p style="text-align: center;"><b>A</b></p>	
<p><b>1</b> [1] - 246:12  <b>1,000</b> [2] - 109:10, 219:5  <b>1.3</b> [1] - 34:14  <b>10</b> [8] - 15:15, 237:3, 246:12, 282:20, 284:22, 295:17, 318:5  <b>10,000</b> [1] - 73:7  <b>100</b> [9] - 15:2, 19:2, 66:14, 67:16, 67:23, 99:22, 228:16, 296:17, 320:6  <b>100-point</b> [1] - 318:5  <b>100th</b> [1] - 246:7  <b>10s</b> [1] - 237:1  <b>11:00</b> [1] - 20:1  <b>12</b> [8] - 33:21, 61:23, 128:22, 151:21, 237:9, 301:15, 336:7, 346:6  <b>12-hour</b> [2] - 115:24, 236:24</p>		<p style="text-align: center;"><b>5</b></p> <p><b>5</b> [2] - 1:1, 284:22  <b>50</b> [9] - 137:9, 221:19, 240:23, 241:4, 241:7, 244:11, 245:14, 270:12, 345:10  <b>50th</b> [1] - 241:13</p>	<p><b>A-Star</b> [5] - 81:13, 81:15, 220:4, 222:13, 225:2  <b>abducted</b> [1] - 133:19  <b>abduction</b> [2] - 133:20  <b>ability</b> [2] - 20:21, 45:21  <b>able</b> [33] - 6:4, 17:17, 20:21, 25:1, 45:21, 49:14, 50:8, 55:1, 63:5, 72:19, 83:4, 93:8, 102:4, 110:16, 125:9, 141:20, 161:3, 163:23, 168:1, 183:12, 193:12, 214:18, 216:14, 220:22, 223:19, 223:23, 229:6, 262:21, 295:4, 298:16, 298:17, 331:20,</p>	
<p style="text-align: center;"><b>2</b></p>		<p style="text-align: center;"><b>6</b></p>		
<p><b>2.2</b> [1] - 271:6  <b>20</b> [5] - 95:14, 97:22, 106:8, 284:23, 331:19  <b>20-year-old</b> [1] - 119:24  <b>200</b> [2] - 33:9, 151:20  <b>2001</b> [2] - 50:4, 50:9  <b>2006</b> [1] - 6:12  <b>2008</b> [1] - 325:17  <b>2010</b> [1] - 332:8</p>		<p><b>6-to-1</b> [1] - 102:6  <b>6-year-old</b> [1] - 239:4  <b>6.6</b> [1] - 258:13  <b>60</b> [2] - 318:6, 318:17</p>		

<p>161:13, 167:5, 167:13, 268:1, 300:18 <b>actions</b> [1] - 56:16 <b>activated</b> [1] - 301:17 <b>active</b> [1] - 333:22 <b>actively</b> [1] - 324:21 <b>activities</b> [7] - 95:20, 179:5, 179:9, 185:10, 191:21, 192:3, 200:4 <b>activity</b> [2] - 182:6, 182:20 <b>actors</b> [1] - 255:12 <b>acts</b> [1] - 227:24 <b>actual</b> [7] - 111:2, 139:20, 201:21, 244:20, 259:19, 345:8, 347:3 <b>adage</b> [1] - 59:6 <b>Adams</b> [1] - 38:3 <b>adapt</b> [1] - 322:20 <b>adapted</b> [1] - 197:20 <b>adapting</b> [1] - 15:5 <b>add</b> [2] - 141:20, 306:24 <b>added</b> [6] - 9:23, 212:13, 213:3, 303:9, 308:1, 327:22 <b>addition</b> [1] - 317:15 <b>additional</b> [1] - 128:5 <b>address</b> [6] - 161:11, 197:22, 324:14, 326:18, 332:17, 335:16 <b>addressed</b> [5] - 303:19, 304:16, 325:19, 329:5, 335:13 <b>addressing</b> [1] - 124:3 <b>adds</b> [1] - 183:23 <b>adequate</b> [2] - 82:12, 122:8 <b>adequately</b> [2] - 45:13, 45:15 <b>adjust</b> [5] - 59:23, 60:5, 137:21, 179:15, 246:20 <b>adjusted</b> [1] - 235:5 <b>adjustments</b> [1] - 280:22 <b>administration</b> [2] - 53:12, 64:19 <b>admit</b> [1] - 321:3 <b>admitted</b> [1] - 146:19 <b>adopted</b> [1] - 298:16 <b>adult</b> [1] - 241:12 <b>adults</b> [2] - 291:13, 292:2</p>	<p><b>advance</b> [3] - 63:6, 100:13, 111:21 <b>advanced</b> [2] - 13:10, 107:16 <b>advantage</b> [1] - 225:24 <b>advantageous</b> [3] - 45:21, 263:20, 292:4 <b>advent</b> [1] - 49:13 <b>AdventureSmart</b> [2] - 107:4, 165:18 <b>adversarial</b> [2] - 281:10, 348:22 <b>advice</b> [3] - 86:19, 148:23, 234:8 <b>advise</b> [1] - 197:19 <b>advised</b> [1] - 284:21 <b>advises</b> [1] - 233:24 <b>advising</b> [1] - 317:17 <b>aegis</b> [1] - 273:15 <b>AEMA</b> [1] - 260:13 <b>aerial</b> [4] - 214:10, 214:11, 332:18 <b>aeronautical</b> [6] - 281:6, 285:18, 286:3, 297:9, 327:17, 333:11 <b>aeronautics</b> [2] - 281:12, 281:21 <b>Aeronautics</b> [2] - 281:12, 281:21 <b>affect</b> [2] - 65:21, 75:20 <b>affected</b> [4] - 35:23, 37:8, 37:11, 299:17 <b>affects</b> [2] - 37:12, 280:24 <b>affiliation</b> [1] - 94:7 <b>afford</b> [3] - 99:8, 251:12, 339:24 <b>afraid</b> [1] - 97:9 <b>after-action</b> [5] - 29:3, 102:19, 103:4, 104:5, 300:18 <b>afternoon</b> [4] - 3:10, 178:7, 287:5, 321:9 <b>afterwards</b> [1] - 103:2 <b>age</b> [4] - 94:3, 94:6, 94:16, 119:21 <b>agencies</b> [39] - 10:2, 23:9, 32:8, 33:18, 36:10, 51:16, 71:8, 71:9, 75:3, 85:3, 85:8, 89:1, 89:2, 104:12, 112:20, 114:17, 114:22, 120:10, 124:11, 124:16, 125:19, 127:18, 144:23,</p>	<p>149:7, 151:16, 155:14, 155:21, 159:23, 162:5, 167:24, 175:13, 189:16, 192:13, 279:22, 286:18, 293:13, 307:19, 328:2, 328:21 <b>agency</b> [21] - 52:15, 52:19, 78:8, 85:2, 125:16, 131:19, 131:20, 149:10, 155:16, 180:22, 199:2, 207:9, 207:11, 211:5, 235:12, 273:22, 274:8, 277:21, 281:1, 301:12 <b>Agency</b> [7] - 10:23, 36:7, 39:14, 170:18, 260:4, 260:5, 261:11 <b>AGMs</b> [1] - 343:3 <b>ago</b> [13] - 2:6, 5:10, 44:7, 66:5, 166:8, 213:18, 216:1, 248:3, 248:15, 295:17, 331:19, 332:9 <b>ago..</b> [1] - 309:15 <b>agree</b> [9] - 21:20, 110:1, 143:7, 144:10, 273:11, 304:14, 327:12, 327:14 <b>agreed</b> [1] - 285:16 <b>agreement</b> [5] - 142:15, 155:12, 156:7, 206:14, 290:1 <b>agreements</b> [4] - 152:11, 157:1, 157:7, 336:16 <b>aha</b> [1] - 161:15 <b>ahead</b> [9] - 39:20, 42:2, 53:13, 60:10, 80:10, 137:18, 288:18, 329:8, 332:15 <b>ahold</b> [1] - 148:21 <b>aid</b> [7] - 98:11, 99:4, 100:14, 101:18, 101:19, 102:9, 300:4 <b>air</b> [11] - 19:4, 47:19, 66:17, 74:17, 76:20, 142:8, 142:10, 162:13, 235:24, 249:22, 328:10 <b>Air</b> [9] - 17:3, 56:20, 74:19, 111:6, 206:1, 213:5, 215:5, 221:15, 283:22</p>	<p><b>aircraft</b> [65] - 21:10, 37:10, 66:4, 66:12, 66:13, 67:15, 67:17, 74:24, 77:13, 77:24, 78:1, 78:2, 82:6, 84:6, 108:9, 108:10, 108:16, 108:22, 109:1, 109:9, 109:13, 110:12, 110:22, 111:15, 123:17, 128:13, 169:3, 183:21, 212:17, 212:18, 213:17, 214:4, 214:6, 218:14, 220:3, 220:9, 220:13, 220:15, 220:19, 221:9, 221:24, 222:5, 222:12, 223:12, 223:21, 224:1, 224:3, 224:5, 225:5, 227:17, 283:3, 283:11, 283:14, 283:21, 283:24, 284:3, 284:4, 284:17, 286:10, 298:20, 299:1, 333:5 <b>Aircraft</b> [1] - 292:15 <b>Aircrafts</b> [1] - 220:22 <b>aircrafts</b> [3] - 108:10, 217:24, 219:19 <b>airplane</b> [2] - 73:22, 285:20 <b>airplanes</b> [2] - 162:8, 285:17 <b>Alabama</b> [1] - 12:13 <b>albeit</b> [1] - 289:9 <b>Alberta</b> [45] - 6:5, 6:24, 7:4, 8:7, 8:12, 10:20, 10:22, 11:4, 11:5, 11:14, 16:7, 27:22, 32:3, 34:20, 37:7, 44:18, 58:17, 76:13, 78:16, 78:18, 79:10, 157:4, 174:6, 257:18, 258:11, 259:21, 260:3, 260:5, 260:11, 260:12, 260:16, 261:10, 261:13, 261:15, 267:12, 268:16, 269:24, 270:8, 271:4, 271:7, 271:13, 272:4, 272:15, 272:17 <b>Algoma</b> [1] - 211:16 <b>alignments</b> [1] - 196:3 <b>all-time</b> [1] - 70:24 <b>alligators</b> [1] - 42:6</p>	<p><b>allocation</b> [3] - 179:17, 324:15 <b>Allow</b> [1] - 207:17 <b>allow</b> [4] - 60:4, 60:5, 208:13, 308:12 <b>allowed</b> [3] - 88:20, 91:6, 131:4 <b>allowing</b> [2] - 216:13, 338:4 <b>allows</b> [10] - 52:10, 178:24, 179:15, 179:20, 187:22, 197:8, 205:9, 206:24, 246:19, 276:14 <b>alluded</b> [1] - 265:19 <b>almost</b> [3] - 39:1, 89:21, 209:17 <b>altitude</b> [3] - 73:8, 108:15, 213:8 <b>amazing</b> [1] - 331:17 <b>amber</b> [1] - 230:1 <b>Amber</b> [1] - 230:2 <b>ambigued</b> [2] - 39:10, 39:19 <b>ambiguity</b> [3] - 39:6, 53:3, 156:8 <b>AME</b> [2] - 220:14, 220:19 <b>America</b> [4] - 27:15, 250:12, 274:3, 312:22 <b>American</b> [3] - 33:7, 36:24, 44:15 <b>amount</b> [4] - 124:22, 260:8, 315:1, 346:15 <b>anal</b> [2] - 16:2, 60:23 <b>analyses</b> [2] - 89:8, 89:9 <b>analysing</b> [1] - 175:24 <b>analysis</b> [20] - 69:11, 69:16, 71:19, 71:20, 93:1, 93:12, 102:12, 128:7, 133:3, 176:18, 183:23, 195:14, 195:20, 225:12, 240:14, 242:19, 245:21, 301:6, 319:11, 345:6 <b>analytical</b> [1] - 243:8 <b>AND</b> [1] - 2:22 <b>Anderson</b> [5] - 105:23, 227:9, 291:9, 341:16, 342:22 <b>Anderson's</b> [2] - 68:19, 73:19 <b>Andrew</b> [1] - 27:20 <b>Andy</b> [3] - 48:9, 48:14,</p>
--	--	---	--	---

<p>76:7  <b>angle</b> [4] - 108:19, 179:11, 221:6  <b>answer</b> [9] - 117:20, 190:11, 222:21, 301:1, 317:7, 323:3, 325:1, 345:17  <b>answering</b> [1] - 88:15  <b>answers</b> [1] - 344:1  <b>anthrax</b> [1] - 9:19  <b>anticipate</b> [1] - 12:6  <b>anticipates</b> [1] - 3:3  <b>antiquated</b> [1] - 263:11  <b>Anyway</b> [1] - 286:6  <b>anyway</b> [3] - 128:11, 252:8, 347:12  <b>apart</b> [1] - 51:10  <b>apologize</b> [1] - 285:6  <b>apparatus</b> [3] - 333:20, 336:15  <b>apparent</b> [1] - 304:4  <b>appear</b> [2] - 263:7, 303:17  <b>appearance</b> [1] - 307:14  <b>appearances</b> [1] - 1:11  <b>appeared</b> [1] - 233:8  <b>applications</b> [1] - 298:9  <b>apply</b> [1] - 209:17  <b>appreciate</b> [8] - 90:9, 93:22, 95:23, 266:18, 306:6, 312:15, 317:7, 317:8  <b>appreciation</b> [2] - 87:20, 123:16  <b>approach</b> [1] - 345:19  <b>approaching</b> [1] - 217:12  <b>appropriate</b> [2] - 56:1, 58:7  <b>appropriately</b> [1] - 307:3  <b>approval</b> [1] - 180:13  <b>approve</b> [6] - 138:24, 139:2, 139:6, 139:14, 139:24, 143:17  <b>approved</b> [1] - 159:22  <b>approving</b> [3] - 139:19, 140:19, 142:6  <b>apps</b> [2] - 107:1, 107:5  <b>April</b> [1] - 46:14  <b>AR</b> [1] - 88:22  <b>arbitrary</b> [1] - 228:15  <b>Arctic</b> [7] - 19:11,</p>	<p>24:19, 69:3, 72:2, 238:4, 251:5, 297:10  <b>area</b> [55] - 11:5, 20:18, 20:19, 35:24, 43:8, 45:1, 80:8, 84:1, 84:3, 106:17, 109:1, 114:18, 121:13, 123:6, 126:6, 129:2, 134:14, 134:16, 168:24, 181:5, 181:6, 181:16, 181:21, 183:13, 185:14, 185:18, 187:3, 188:13, 198:21, 199:2, 206:19, 213:14, 214:21, 216:21, 219:22, 231:13, 240:7, 240:13, 241:17, 241:22, 242:18, 244:3, 245:11, 245:12, 247:7, 252:22, 275:15, 275:22, 275:24, 276:7, 281:7, 285:3, 296:11, 296:24, 319:15  <b>areas</b> [21] - 54:6, 68:22, 135:20, 164:18, 182:24, 184:12, 185:24, 187:11, 190:21, 192:1, 192:10, 199:11, 224:9, 247:8, 250:21, 276:11, 288:20, 294:22, 317:24, 318:4, 330:16  <b>Argo</b> [1] - 186:17  <b>argument</b> [1] - 55:21  <b>arguments</b> [1] - 98:17  <b>arise</b> [1] - 6:12  <b>arm</b> [2] - 108:19, 108:24  <b>armed</b> [1] - 253:8  <b>Army</b> [1] - 5:11  <b>army</b> [3] - 19:4, 47:20  <b>arrangement</b> [1] - 34:23  <b>arranging</b> [1] - 249:22  <b>arrive</b> [1] - 137:5  <b>arriving</b> [1] - 30:5  <b>arrogant</b> [1] - 246:7  <b>art</b> [1] - 238:23  <b>articulate</b> [2] - 20:15, 20:22  <b>articulated</b> [2] - 71:7, 266:22  <b>aspect</b> [11] - 7:24,</p>	<p>18:24, 100:17, 109:19, 186:4, 192:4, 275:21, 305:4, 316:11, 321:15, 333:13  <b>aspects</b> [4] - 77:17, 145:12, 323:5, 335:19  <b>assault</b> [2] - 143:13, 273:21  <b>Assessment</b> [4] - 176:10, 176:16, 178:16, 201:10  <b>assessment</b> [47] - 68:4, 85:13, 85:14, 105:21, 176:4, 178:16, 178:19, 180:17, 181:13, 184:8, 186:23, 188:2, 188:5, 188:8, 195:23, 198:17, 199:1, 199:10, 202:2, 206:19, 229:5, 229:12, 229:14, 229:21, 230:4, 230:23, 234:3, 235:1, 235:5, 253:20, 254:7, 255:3, 258:1, 258:6, 274:18, 274:24, 275:1, 275:9, 275:17, 276:8, 276:19, 276:24, 277:16, 278:2, 278:10, 315:24  <b>assessments</b> [1] - 229:19  <b>asset</b> [3] - 183:22, 215:10, 314:21  <b>assets</b> [4] - 66:21, 162:4, 163:5, 286:15  <b>assign</b> [2] - 62:10, 62:14  <b>assignment</b> [2] - 63:18, 118:9  <b>assist</b> [9] - 11:21, 17:10, 44:10, 125:2, 162:4, 181:24, 203:3, 322:1, 337:12  <b>Assistant</b> [1] - 261:6  <b>assisting</b> [7] - 9:17, 89:1, 155:13, 155:16, 326:1, 328:21  <b>associated</b> [2] - 13:21, 209:23  <b>association</b> [1] - 261:12  <b>Association</b> [8] - 12:14, 12:15, 66:3,</p>	<p>67:10, 255:10, 267:3, 321:18, 322:11  <b>associations</b> [1] - 319:17  <b>assume</b> [4] - 3:6, 246:10, 277:8, 331:19  <b>assumed</b> [1] - 46:9  <b>Assuming</b> [1] - 320:16  <b>assumptions</b> [2] - 188:12, 195:17  <b>atmosphere</b> [1] - 229:10  <b>atmosphere -type</b> [1] - 229:10  <b>atmospheric</b> [1] - 70:4  <b>attach</b> [1] - 220:14  <b>attached</b> [3] - 13:6, 63:15, 224:23  <b>attachment</b> [1] - 106:5  <b>attempt</b> [1] - 228:16  <b>attend</b> [2] - 181:19, 203:1  <b>attended</b> [3] - 12:14, 91:1, 91:14  <b>attendees</b> [1] - 12:20  <b>attending</b> [2] - 5:12, 312:22  <b>attention</b> [4] - 224:5, 265:3, 290:15, 292:12  <b>attests</b> [1] - 17:16  <b>attract</b> [1] - 339:20  <b>ATV</b> [3] - 166:3, 186:17, 338:23  <b>ATVs</b> [3] - 49:14, 169:2, 338:22  <b>Audio</b> [1] - 309:15  <b>audio</b> [1] - 171:24  <b>Aurora</b> [1] - 219:19  <b>auspices</b> [1] - 26:10  <b>authoring</b> [1] - 9:10  <b>authorities</b> [1] - 205:15  <b>authority</b> [9] - 39:6, 39:10, 39:19, 144:3, 205:21, 206:7, 263:6, 265:17, 273:15  <b>authorize</b> [1] - 297:8  <b>autonomous</b> [1] - 333:6  <b>Auxiliary</b> [11] - 56:23, 105:2, 106:14, 114:8, 116:14, 117:1, 155:23, 159:21, 256:12, 293:9, 293:17</p>	<p><b>availability</b> [1] - 183:11  <b>available</b> [15] - 80:16, 101:14, 101:17, 106:1, 113:4, 184:15, 195:8, 213:12, 217:24, 240:17, 309:7, 309:8, 319:1, 331:17, 332:10  <b>Avalanches</b> [1] - 234:15  <b>Avalon</b> [3] - 92:11, 123:1, 191:9  <b>avenue</b> [2] - 322:6, 337:11  <b>avenues</b> [6] - 112:2, 113:11, 147:15, 191:2, 229:13, 294:12  <b>avoid</b> [3] - 208:1, 240:2, 304:6  <b>awarded</b> [1] - 50:8  <b>aware</b> [7] - 1:8, 186:22, 236:19, 266:1, 270:8, 298:15, 330:23  <b>awareness</b> [9] - 62:20, 63:8, 63:20, 63:23, 64:7, 146:10, 186:11, 246:16, 308:8</p> <hr/> <p style="text-align: center;"><b>B</b></p> <hr/> <p><b>B.C</b> [11] - 258:9, 258:12, 262:12, 262:16, 263:5, 263:12, 279:4, 289:18, 289:19, 290:3, 314:24  <b>B.C.-type</b> [1] - 261:1  <b>B3</b> [3] - 81:13, 220:4, 225:2  <b>babysit</b> [1] - 43:5  <b>backbone</b> [1] - 79:2  <b>background</b> [8] - 5:7, 6:15, 6:16, 16:17, 16:20, 58:10, 76:3, 228:2  <b>backing</b> [2] - 125:1, 265:17  <b>backpack</b> [4] - 70:21, 185:4, 335:20, 335:21  <b>backpacker</b> [2] - 184:1, 184:5  <b>backpacking</b> [1] - 181:20</p>
--	--	--	--	---

<p><b>backward</b> [2] - 243:5, 243:10</p> <p><b>backyard</b> [1] - 122:24</p> <p><b>backyards</b> [1] - 43:15</p> <p><b>bad</b> [2] - 170:10, 194:6</p> <p><b>bag</b> [1] - 224:24</p> <p><b>ball</b> [1] - 218:16</p> <p><b>band</b> [1] - 11:15</p> <p><b>Banff</b> [4] - 8:14, 45:20, 76:14, 76:15</p> <p><b>bar</b> [2] - 59:13, 168:16</p> <p><b>barely</b> [1] - 74:12</p> <p><b>Barry</b> [7] - 68:19, 68:20, 73:19, 105:23, 291:9, 341:16, 342:22</p> <p><b>Bartlett</b> [1] - 312:7</p> <p><b>base</b> [5] - 35:14, 54:6, 183:16, 243:20, 338:6</p> <p><b>based</b> [39] - 21:13, 32:2, 56:11, 59:24, 62:5, 71:13, 85:18, 102:12, 108:15, 124:8, 133:11, 134:9, 147:6, 159:24, 162:3, 168:1, 170:8, 186:7, 189:18, 207:22, 216:18, 219:11, 221:15, 229:8, 234:2, 234:16, 240:21, 241:4, 242:4, 242:18, 244:20, 244:21, 245:21, 275:24, 279:18, 314:12, 318:10, 320:7, 320:18</p> <p><b>basic</b> [6] - 12:5, 104:21, 105:18, 150:23, 221:4, 221:5</p> <p><b>basis</b> [5] - 110:14, 148:12, 201:16, 207:1, 336:24</p> <p><b>bay</b> [1] - 69:8</p> <p><b>Bay</b> [2] - 163:3, 209:6</p> <p><b>BC</b> [6] - 158:15, 158:16, 158:17, 158:18, 168:4</p> <p><b>Beach</b> [2] - 10:7, 158:9</p> <p><b>Beacon</b> [2] - 292:10, 292:22</p> <p><b>beacon</b> [1] - 292:14</p> <p><b>beacons</b> [1] - 293:2</p> <p><b>beam</b> [1] - 34:3</p> <p><b>bear</b> [2] - 161:3, 193:14</p>	<p><b>bear-proof</b> [1] - 193:14</p> <p><b>bearing</b> [3] - 94:4, 188:14, 195:17</p> <p><b>beat</b> [1] - 227:19</p> <p><b>beating</b> [1] - 200:11</p> <p><b>beauty</b> [1] - 164:13</p> <p><b>became</b> [1] - 304:4</p> <p><b>become</b> [5] - 16:2, 17:23, 330:5, 335:11, 337:21</p> <p><b>becomes</b> [4] - 68:1, 283:22, 284:4, 337:21</p> <p><b>becoming</b> [1] - 187:8</p> <p><b>bed</b> [5] - 35:10, 102:22, 102:23, 245:10, 247:5</p> <p><b>Bedford</b> [1] - 226:11</p> <p><b>bees</b> [1] - 214:13</p> <p><b>beginning</b> [5] - 28:5, 70:9, 95:17, 150:10, 311:7</p> <p><b>beginnings</b> [1] - 12:11</p> <p><b>begs</b> [1] - 331:24</p> <p><b>behalf</b> [2] - 55:23, 123:13</p> <p><b>behaviour</b> [10] - 128:7, 148:2, 169:6, 169:14, 176:1, 238:22, 240:9, 240:11, 240:18, 302:18</p> <p><b>Behaviour</b> [2] - 13:4, 242:10</p> <p><b>behind</b> [4] - 23:22, 24:12, 25:12, 37:17</p> <p><b>believer</b> [1] - 13:19</p> <p><b>bell</b> [1] - 245:1</p> <p><b>Bell</b> [4] - 67:18, 81:16, 222:16, 224:21</p> <p><b>belonging</b> [1] - 343:18</p> <p><b>belongs</b> [1] - 215:23</p> <p><b>below</b> [5] - 20:2, 228:17, 236:2, 236:18, 318:6</p> <p><b>belt</b> [1] - 127:9</p> <p><b>benchmarks</b> [2] - 166:18, 167:3</p> <p><b>benefactor</b> [1] - 289:14</p> <p><b>beneficial</b> [1] - 296:14</p> <p><b>benefit</b> [6] - 65:5, 176:18, 190:16, 195:19, 231:16, 345:6</p> <p><b>berries</b> [2] - 245:23, 245:24</p> <p><b>berry</b> [2] - 169:10,</p>	<p>245:22</p> <p><b>beside</b> [4] - 23:22, 37:17, 283:21, 284:4</p> <p><b>best</b> [29] - 19:8, 19:9, 28:9, 51:22, 52:2, 92:15, 112:4, 138:18, 138:21, 142:16, 142:23, 161:8, 165:7, 200:12, 228:14, 229:2, 236:12, 240:10, 245:22, 256:6, 258:6, 286:17, 310:11, 313:7, 315:18, 316:24, 317:17, 332:1, 340:22</p> <p><b>better</b> [36] - 28:17, 33:14, 40:24, 41:1, 41:4, 41:21, 42:19, 42:23, 48:4, 48:5, 48:22, 79:12, 89:14, 123:15, 130:2, 130:14, 131:24, 146:8, 146:17, 146:23, 162:23, 164:18, 168:6, 175:2, 197:3, 201:22, 213:19, 250:12, 251:7, 252:11, 286:17, 314:4, 322:16, 334:1, 343:6, 343:7</p> <p><b>between</b> [20] - 24:18, 28:3, 28:24, 31:11, 81:4, 98:23, 100:8, 106:11, 141:2, 142:15, 148:23, 149:9, 155:12, 155:13, 161:23, 164:20, 173:24, 220:12, 230:24, 299:13</p> <p><b>beyond</b> [4] - 14:16, 203:12, 245:14, 344:17</p> <p><b>big</b> [16] - 13:19, 24:4, 25:15, 31:8, 31:21, 35:16, 45:8, 51:11, 190:19, 193:15, 251:17, 255:7, 318:7, 341:6, 343:9, 343:11</p> <p><b>bigger</b> [3] - 84:1, 168:5, 333:3</p> <p><b>Bighorn</b> [1] - 81:5</p> <p><b>Bight</b> [1] - 68:21</p> <p><b>bikes</b> [2] - 94:16, 169:1</p> <p><b>biking</b> [1] - 199:23</p>	<p><b>bilateral</b> [1] - 290:1</p> <p><b>Bill</b> [8] - 12:24, 36:20, 36:22, 36:24, 38:20, 40:1, 41:17, 42:18</p> <p><b>bill</b> [1] - 36:15</p> <p><b>billion</b> [1] - 34:14</p> <p><b>billions</b> [1] - 78:22</p> <p><b>bingo</b> [1] - 346:9</p> <p><b>biologist</b> [2] - 76:17, 110:11</p> <p><b>bios</b> [1] - 5:8</p> <p><b>bit</b> [12] - 3:13, 86:6, 149:22, 149:24, 180:7, 227:2, 229:1, 275:19, 281:5, 308:12, 317:12, 342:3</p> <p><b>black</b> [1] - 218:23</p> <p><b>black-and-white</b> [1] - 218:23</p> <p><b>BLACKMORE</b> [8] - 140:23, 259:18, 272:3, 272:14, 272:18, 338:10, 340:7, 346:4</p> <p><b>Blackmore</b> [32] - 11:24, 26:15, 49:24, 67:19, 74:10, 79:5, 88:11, 98:13, 98:16, 109:24, 113:15, 140:17, 143:8, 156:12, 156:16, 163:4, 163:21, 170:17, 170:22, 172:5, 174:3, 198:2, 210:8, 211:9, 211:15, 238:4, 271:5, 310:4, 310:19, 335:6, 335:17, 338:9</p> <p><b>Blackmore 's</b> [1] - 344:8</p> <p><b>blanks</b> [1] - 229:23</p> <p><b>blasts</b> [1] - 38:11</p> <p><b>blew</b> [1] - 37:5</p> <p><b>blizzard</b> [2] - 74:8, 234:21</p> <p><b>blizzards</b> [2] - 234:16, 234:23</p> <p><b>block</b> [1] - 40:9</p> <p><b>blood</b> [1] - 168:13</p> <p><b>Blow</b> [1] - 306:13</p> <p><b>blueprint</b> [1] - 206:9</p> <p><b>board</b> [2] - 217:24, 322:12</p> <p><b>boardroom</b> [1] - 23:2</p> <p><b>boardwalk</b> [1] - 69:19</p> <p><b>boardwalks</b> [1] - 185:16</p>	<p><b>boat</b> [2] - 163:7, 212:8</p> <p><b>boats</b> [2] - 163:6, 163:12</p> <p><b>body</b> [8] - 106:15, 126:20, 160:21, 161:5, 243:9, 243:11, 260:15, 260:23</p> <p><b>bond</b> [4] - 120:9, 120:12, 123:19, 144:11</p> <p><b>Book</b> [4] - 101:24, 122:10, 122:11, 166:7</p> <p><b>book</b> [8] - 102:15, 103:20, 163:24, 184:15, 199:13, 305:20, 306:10</p> <p><b>books</b> [4] - 13:19, 57:20, 166:19, 202:7</p> <p><b>Books</b> [2] - 102:13, 131:7</p> <p><b>Bookstore</b> [1] - 199:14</p> <p><b>boots</b> [5] - 118:6, 126:8, 152:22, 340:10, 340:20</p> <p><b>born</b> [1] - 126:17</p> <p><b>borrowed</b> [1] - 97:12</p> <p><b>borrowing</b> [1] - 209:7</p> <p><b>bottom</b> [2] - 81:17, 218:9</p> <p><b>bought</b> [1] - 32:21</p> <p><b>box</b> [6] - 31:4, 31:6, 102:17, 212:5, 212:6, 325:4</p> <p><b>boy</b> [4] - 41:10, 44:14, 48:9, 84:15</p> <p><b>boys</b> [2] - 35:16, 341:17</p> <p><b>BP</b> [1] - 27:17</p> <p><b>BRADLEY</b> [1] - 1:22</p> <p><b>Bradley</b> [4] - 1:23, 178:8, 331:9, 347:14</p> <p><b>branch</b> [2] - 11:2, 11:6</p> <p><b>branches</b> [1] - 168:17</p> <p><b>brand</b> [1] - 148:19</p> <p><b>Break</b> [1] - 177:19</p> <p><b>break</b> [20] - 3:6, 24:5, 84:15, 86:6, 87:3, 94:3, 120:14, 170:19, 171:15, 177:11, 193:18, 286:24, 287:15, 305:3, 305:8, 314:12, 314:15, 318:4, 321:24</p> <p><b>breaking</b> [2] - 23:23, 94:22</p>
---	--	--	---	--

<p><b>breaks</b> [1] - 114:2  <b>breath</b> [1] - 3:8  <b>breathing</b> [1] - 49:10  <b>briefed</b> [1] - 169:23  <b>briefing</b> [1] - 308:5  <b>briefings</b> [1] - 64:9  <b>briefly</b> [3] - 107:24, 111:20, 309:14  <b>brilliant</b> [1] - 325:24  <b>bring</b> [17] - 10:10, 23:7, 23:8, 86:1, 110:19, 110:21, 112:3, 122:5, 129:7, 152:11, 161:3, 170:1, 192:24, 301:8, 307:23, 315:1, 319:10  <b>bringing</b> [5] - 47:7, 104:19, 108:23, 108:24, 140:13  <b>brings</b> [2] - 59:4, 92:5  <b>British</b> [16] - 32:1, 37:6, 47:20, 51:17, 66:1, 79:9, 200:15, 257:18, 264:2, 269:14, 289:24, 313:5, 320:16, 320:18, 321:3, 324:8  <b>broke</b> [3] - 30:4, 81:17, 178:14  <b>broken</b> [4] - 69:19, 168:17, 183:7, 184:6  <b>bronze</b> [1] - 51:17  <b>Brook</b> [1] - 92:11  <b>Brooks</b> [1] - 270:9  <b>brothers</b> [1] - 4:9  <b>brought</b> [13] - 26:16, 94:2, 113:15, 120:2, 175:12, 211:9, 224:4, 264:21, 265:3, 285:6, 292:12, 300:11, 301:9  <b>Brown</b> [1] - 36:18  <b>Brunswick</b> [1] - 324:7  <b>brutally</b> [1] - 225:16  <b>brutes</b> [1] - 24:4  <b>bucks</b> [1] - 31:21  <b>Budden</b> [10] - 2:2, 22:2, 57:16, 79:24, 104:4, 234:19, 286:23, 312:3, 338:11, 346:5  <b>BUDDEN</b> [40] - 2:3, 2:19, 3:1, 4:3, 87:2, 87:13, 107:18, 111:1, 131:22, 136:5, 149:21, 150:3, 152:2,</p>	<p>171:14, 171:19, 172:1, 177:12, 178:1, 226:5, 226:23, 235:17, 238:21, 246:4, 247:13, 286:16, 287:9, 288:1, 304:17, 311:19, 311:23, 331:7, 331:14, 332:21, 334:15, 339:18, 344:2, 344:15, 345:12, 346:21, 347:1  <b>budget</b> [5] - 196:22, 196:24, 269:5, 269:11, 270:20  <b>budgets</b> [1] - 112:21  <b>bugbear</b> [1] - 58:10  <b>bugbears</b> [1] - 164:9  <b>build</b> [9] - 16:9, 120:11, 122:18, 123:20, 126:21, 157:2, 176:17, 178:24, 211:3  <b>building</b> [11] - 20:2, 134:2, 134:22, 174:5, 174:16, 187:23, 188:3, 209:8, 209:9, 270:24  <b>buildings</b> [3] - 134:14, 209:12, 321:20  <b>builds</b> [3] - 176:5, 176:6, 200:22  <b>built</b> [3] - 129:11, 197:11, 203:13  <b>bullet</b> [2] - 131:24, 320:24  <b>bunch</b> [8] - 39:11, 40:1, 43:5, 79:10, 151:15, 158:23, 165:19, 175:22  <b>Bureau</b> [1] - 78:20  <b>buried</b> [2] - 35:4, 35:7  <b>burning</b> [1] - 210:13  <b>burnout</b> [2] - 330:18  <b>Burton</b> [1] - 227:13  <b>bush</b> [1] - 48:1  <b>business</b> [33] - 2:14, 15:6, 34:23, 42:9, 48:5, 48:23, 59:1, 68:3, 79:12, 89:15, 113:8, 118:24, 132:16, 145:3, 156:5, 156:19, 156:20, 157:1, 159:7, 167:15, 168:6, 174:17, 187:1, 195:15, 204:9, 208:18,</p>	<p>214:5, 232:21, 254:23, 279:12, 337:9, 338:3  <b>busy</b> [6] - 8:18, 99:15, 125:10, 125:11, 143:23, 308:10  <b>Butler</b> [1] - 77:19  <b>Butter</b> [1] - 275:14  <b>button</b> [1] - 334:2  <b>buy</b> [4] - 154:22, 270:1, 338:17, 340:16  <b>buys</b> [1] - 258:13  <p style="text-align: center;"><b>C</b></p> <p><b>C-130</b> [1] - 108:11  <b>Cabinet</b> [1] - 58:16  <b>cache</b> [1] - 193:9  <b>calculate</b> [2] - 229:7, 232:23  <b>calculated</b> [2] - 230:12, 230:14  <b>calculations</b> [1] - 190:16  <b>calculus</b> [1] - 153:20  <b>calendar</b> [1] - 194:10  <b>Calgary</b> [7] - 8:16, 11:5, 32:3, 34:15, 270:5, 270:8, 298:21  <b>calibrate</b> [1] - 228:11  <b>California</b> [1] - 27:18  <b>callout</b> [2] - 10:21, 155:4  <b>camp</b> [2] - 183:16, 238:12  <b>campers</b> [1] - 43:18  <b>campground</b> [5] - 134:13, 134:16, 134:21, 135:3, 137:11  <b>campgrounds</b> [1] - 76:24  <b>camping</b> [2] - 96:1, 181:19  <b>camp</b> [1] - 54:7  <b>Canada</b> [49] - 8:23, 9:5, 9:8, 12:4, 16:4, 26:10, 26:12, 35:7, 45:19, 48:21, 51:23, 52:21, 78:19, 78:20, 79:6, 92:15, 112:11, 114:7, 115:12, 124:14, 140:8, 153:17, 160:1, 162:9, 170:18, 181:13, 181:23, 186:2, 186:13, 187:10, 200:13,</p> </p>	<p>206:11, 215:5, 217:12, 240:18, 240:19, 255:14, 267:4, 277:3, 278:6, 281:4, 289:24, 293:14, 313:3, 314:5, 319:4, 319:21, 320:14, 346:7  <b>Canada's</b> [1] - 50:8  <b>Canadian</b> [30] - 5:11, 5:19, 13:1, 17:3, 32:2, 47:18, 56:20, 74:19, 105:1, 105:2, 106:14, 111:6, 114:7, 116:15, 117:2, 124:12, 124:15, 187:15, 206:1, 213:5, 221:15, 251:4, 283:22, 291:11, 291:12, 291:14, 297:10, 316:3, 316:5  <b>candy</b> [1] - 168:15  <b>canine</b> [4] - 13:3, 60:9, 62:10, 220:8  <b>canines</b> [1] - 41:19  <b>Canmore</b> [1] - 76:13  <b>cannot</b> [5] - 86:16, 99:9, 212:13, 236:5, 316:20  <b>canoeing</b> [1] - 181:20  <b>capabilities</b> [1] - 179:23  <b>capability</b> [17] - 31:12, 31:15, 31:17, 42:3, 73:13, 87:21, 185:2, 220:10, 222:5, 222:8, 222:17, 251:24, 253:3, 280:24, 332:19, 333:17, 334:2  <b>capable</b> [1] - 242:7  <b>capacity</b> [4] - 31:12, 42:3, 73:13, 87:20  <b>capital</b> [1] - 78:19  <b>Captain</b> [1] - 312:7  <b>car</b> [1] - 185:5  <b>care</b> [2] - 335:6, 343:23  <b>career</b> [1] - 48:4  <b>careful</b> [3] - 15:8, 15:21, 324:24  <b>cargo</b> [1] - 179:11  <b>carried</b> [2] - 129:8, 156:5  <b>carry</b> [1] - 193:12  <b>carrying</b> [1] - 182:1  <b>CARs</b> [2] - 215:5,</p>	<p>282:1  <b>cars</b> [1] - 43:18  <b>CASARA</b> [17] - 77:12, 107:14, 109:20, 111:8, 111:9, 113:7, 114:9, 116:14, 124:13, 155:23, 159:20, 212:12, 213:1, 213:7, 216:2, 256:12  <b>cascade</b> [2] - 72:9, 113:24  <b>case</b> [20] - 15:16, 17:14, 31:2, 34:2, 39:11, 67:3, 76:20, 88:2, 114:12, 129:12, 130:10, 161:19, 184:3, 187:1, 224:13, 241:14, 283:15, 298:8, 304:3, 328:6  <b>caseload</b> [1] - 105:15  <b>caseloads</b> [1] - 105:16  <b>cases</b> [16] - 7:23, 17:20, 20:5, 23:24, 28:15, 71:10, 127:5, 232:14, 239:10, 241:5, 244:20, 253:2, 276:12, 348:24  <b>cast</b> [2] - 70:7, 71:4  <b>casualties</b> [1] - 78:3  <b>casualty</b> [4] - 17:13, 75:16, 81:8, 223:11  <b>catastrophic</b> [1] - 38:15  <b>catch</b> [1] - 3:8  <b>categorically</b> [1] - 128:19  <b>categories</b> [3] - 30:4, 147:9, 147:14  <b>categorizing</b> [1] - 305:18  <b>caught</b> [1] - 246:15  <b>causes</b> [1] - 301:22  <b>causing</b> [3] - 143:14, 182:15, 223:14  <b>ceiling</b> [1] - 236:2  <b>celebrate</b> [1] - 227:23  <b>cell</b> [1] - 144:17  <b>Central</b> [3] - 6:5, 8:7, 8:12  <b>centre</b> [8] - 21:3, 158:14, 158:18, 158:20, 159:7, 160:4, 161:6, 166:21  <b>Centre</b> [3] - 37:15, 152:8, 159:10  <b>centres</b> [2] - 54:7,</p>
--	--	---	--	--

<p>191:22  <b>certain</b> [25] - 25:20, 58:12, 77:17, 80:8, 84:9, 108:19, 114:18, 175:22, 182:24, 187:19, 216:19, 228:18, 229:13, 236:2, 236:9, 243:15, 253:2, 260:8, 262:16, 283:7, 283:15, 334:10, 336:17, 340:2  <b>certainly</b> [30] - 15:22, 28:16, 90:10, 103:3, 108:13, 109:10, 117:23, 178:23, 179:22, 184:13, 185:23, 186:23, 194:5, 197:18, 199:18, 200:12, 211:9, 213:1, 224:13, 226:14, 233:9, 234:12, 237:15, 241:13, 281:9, 309:3, 328:1, 333:3, 333:10, 337:10  <b>Certainly</b> [2] - 229:5, 333:14  <b>Cessna</b> [2] - 77:2, 108:11  <b>cetera</b> [12] - 63:7, 123:3, 173:13, 173:17, 176:19, 180:11, 185:20, 197:5, 213:13, 243:21, 303:13  <b>challenge</b> [10] - 4:1, 10:2, 10:5, 13:8, 14:7, 102:5, 326:8, 326:10, 326:18, 335:10  <b>challenges</b> [2] - 161:19, 323:18  <b>chance</b> [6] - 3:8, 110:19, 226:15, 247:1, 262:14, 286:24  <b>chances</b> [1] - 182:19  <b>change</b> [21] - 28:6, 46:7, 62:5, 70:23, 71:2, 71:21, 75:17, 85:5, 125:13, 165:14, 170:13, 196:16, 207:22, 209:19, 212:10, 217:14, 258:12, 265:13, 277:11, 294:22, 295:12</p>	<p><b>changed</b> [11] - 7:24, 28:8, 28:17, 48:20, 49:2, 72:7, 181:6, 206:16, 214:5, 217:1, 284:16  <b>changeover</b> [1] - 163:5  <b>changes</b> [15] - 49:11, 49:15, 68:14, 69:5, 71:12, 148:1, 203:19, 211:19, 212:10, 215:6, 219:11, 295:13, 296:6, 302:3, 302:4  <b>changing</b> [12] - 8:24, 49:9, 49:10, 70:5, 71:1, 72:21, 74:7, 116:1, 163:6, 203:9, 250:24, 294:22  <b>chaos</b> [1] - 86:2  <b>Chapters</b> [1] - 199:14  <b>characteristic</b> [1] - 305:9  <b>characterized</b> [2] - 307:1, 307:3  <b>charge</b> [9] - 36:18, 39:8, 39:9, 39:13, 39:14, 39:16, 39:22, 303:14  <b>Charles</b> [1] - 50:5  <b>chart</b> [2] - 93:12, 93:13  <b>cheaper</b> [1] - 225:6  <b>check</b> [11] - 31:4, 31:6, 43:16, 46:16, 102:17, 130:24, 134:11, 134:15, 134:19, 164:1, 229:24  <b>checklist</b> [1] - 317:23  <b>chief</b> [9] - 21:2, 55:23, 62:18, 64:5, 150:18, 212:15, 212:19, 231:1, 233:24  <b>child</b> [12] - 133:17, 133:19, 133:20, 133:22, 145:9, 221:21, 228:23, 239:4, 239:5, 239:6, 245:16  <b>children</b> [2] - 302:10, 302:12  <b>choice</b> [1] - 116:15  <b>Chris</b> [1] - 77:19  <b>circles</b> [3] - 110:13, 244:6, 244:10  <b>circular</b> [1] - 247:9  <b>circumstances</b> [1] - 322:22</p>	<p><b>CISM</b> [3] - 101:10, 122:1, 197:16  <b>cited</b> [1] - 248:1  <b>citizen</b> [1] - 153:12  <b>citizens</b> [2] - 29:17, 68:6  <b>Citizens</b> [2] - 1:18, 312:5  <b>City</b> [1] - 298:21  <b>city</b> [6] - 23:4, 43:7, 184:20, 270:7, 298:23, 298:24  <b>Civil</b> [1] - 215:5  <b>civil</b> [2] - 65:9, 117:9  <b>civilian</b> [2] - 19:14, 297:8  <b>civilians</b> [1] - 114:24  <b>claims</b> [1] - 270:18  <b>clarify</b> [1] - 207:23  <b>Class</b> [1] - 220:18  <b>class</b> [1] - 67:18  <b>classes</b> [1] - 104:20  <b>classroom</b> [1] - 106:20  <b>cleanup</b> [1] - 32:23  <b>clear</b> [4] - 30:10, 90:16, 200:6, 318:21  <b>Clearwater</b> [5] - 6:4, 8:7, 8:12, 9:14, 44:17  <b>Clerk</b> [4] - 2:13, 282:13, 344:6, 344:12  <b>CLERK</b> [10] - 1:3, 2:17, 87:5, 87:10, 177:16, 177:21, 287:17, 287:22, 329:11, 344:13  <b>cliff</b> [2] - 81:23, 243:21  <b>cliffs</b> [1] - 194:1  <b>climate</b> [2] - 294:22, 295:12  <b>climb</b> [1] - 243:19  <b>climber</b> [1] - 66:10  <b>climbing</b> [1] - 199:21  <b>clinical</b> [1] - 331:3  <b>close</b> [5] - 37:18, 81:1, 138:7, 184:19, 190:24  <b>closely</b> [1] - 17:9  <b>closer</b> [3] - 241:3, 245:5, 345:10  <b>closest</b> [1] - 215:10  <b>closets</b> [1] - 43:17  <b>clothed</b> [1] - 341:17  <b>clothes</b> [2] - 341:2, 341:22  <b>clothing</b> [6] - 74:1, 335:19, 337:5,</p>	<p>337:20, 338:14, 338:16  <b>clue</b> [2] - 168:15, 273:20  <b>clues</b> [8] - 31:21, 43:15, 59:24, 118:12, 118:13, 118:15, 168:13, 243:14  <b>clusters</b> [1] - 193:5  <b>coast</b> [4] - 27:18, 83:5, 123:3, 324:4  <b>Coast</b> [26] - 56:23, 69:14, 72:3, 74:18, 105:1, 106:14, 106:16, 114:7, 115:11, 116:14, 117:1, 124:12, 155:23, 159:21, 164:10, 176:24, 182:11, 182:22, 190:22, 191:24, 256:12, 293:8, 293:17, 342:16  <b>coastal</b> [1] - 290:20  <b>coastline</b> [1] - 134:12  <b>Code</b> [2] - 26:11, 26:12  <b>codes</b> [1] - 26:14  <b>cognizant</b> [2] - 290:24, 302:18  <b>coincidence</b> [1] - 289:19  <b>cold</b> [2] - 72:15, 337:19  <b>colleagues</b> [1] - 323:10  <b>collected</b> [2] - 229:23, 348:6  <b>collecting</b> [1] - 175:23  <b>collection</b> [3] - 173:4, 175:12, 302:14  <b>collections</b> [1] - 128:6  <b>collision</b> [1] - 143:15  <b>Colonel</b> [12] - 162:18, 228:8, 235:19, 235:20, 238:17, 285:1, 285:11, 285:13, 287:1, 287:12, 347:16, 347:22  <b>colour</b> [2] - 219:2, 331:21  <b>coloured</b> [2] - 218:24, 219:1  <b>Columbia</b> [11] - 37:6, 79:10, 200:15, 257:18, 264:3, 269:14, 289:24,</p>	<p>313:6, 320:16, 320:18, 324:8  <b>Columbians</b> [1] - 321:3  <b>combination</b> [2] - 54:5, 55:8  <b>comfort</b> [2] - 234:16, 235:2  <b>comfortable</b> [2] - 126:18, 173:2  <b>coming</b> [38] - 14:17, 22:15, 41:11, 43:13, 44:2, 45:6, 60:1, 62:6, 86:23, 107:9, 118:7, 118:8, 134:15, 137:5, 138:1, 139:7, 149:4, 160:5, 163:24, 167:7, 167:10, 172:12, 172:19, 174:17, 175:6, 181:19, 183:24, 187:10, 188:16, 211:16, 225:18, 227:18, 260:10, 278:15, 303:5, 320:11, 324:12, 341:5  <b>Command</b> [1] - 59:14  <b>command</b> [61] - 20:11, 21:16, 26:5, 26:17, 26:20, 26:23, 27:2, 27:5, 33:4, 33:9, 33:15, 33:23, 47:10, 47:16, 51:14, 51:19, 51:22, 52:6, 52:23, 53:4, 53:6, 53:16, 53:20, 54:7, 55:9, 55:10, 55:18, 56:10, 57:1, 59:4, 61:9, 62:22, 63:10, 63:24, 64:5, 64:17, 78:9, 115:17, 127:15, 127:17, 128:23, 130:19, 131:5, 135:24, 143:9, 149:14, 150:6, 150:7, 150:11, 151:4, 152:22, 156:3, 173:2, 198:10, 200:10, 200:18, 200:24, 237:19, 328:12  <b>commander</b> [16] - 14:11, 20:9, 55:21, 62:19, 133:7, 138:4, 141:3, 142:4, 150:19, 232:7, 233:13, 233:19, 233:24, 234:1,</p>
---	--	--	---	--

<p>239:15, 250:8  <b>commands</b> [1] - 21:3  <b>commend</b> [1] - 329:19  <b>commended</b> [1] - 316:21  <b>commensurate</b> [1] - 184:10  <b>comment</b> [10] - 67:6, 147:1, 207:18, 207:20, 209:5, 310:16, 318:22, 327:3, 328:9, 335:6  <b>comments</b> [6] - 82:22, 126:5, 207:17, 208:6, 305:18, 306:23  <b>commercial</b> [1] - 253:14  <b>Commission</b> [7] - 1:4, 70:14, 87:11, 141:22, 177:22, 178:2, 287:23  <b>Commissioner</b> [29] - 1:5, 1:6, 2:4, 3:16, 3:20, 5:4, 36:3, 87:14, 87:19, 138:17, 165:6, 171:16, 177:8, 178:12, 198:14, 199:6, 226:6, 233:8, 247:15, 273:18, 274:10, 274:15, 277:15, 287:16, 288:2, 329:1, 331:8, 343:4, 347:7  <b>COMMISSIONER</b> [32] - 1:7, 1:20, 2:1, 3:17, 34:9, 87:16, 103:15, 103:19, 138:3, 141:23, 142:20, 171:11, 171:23, 177:9, 177:14, 178:9, 198:11, 198:15, 200:7, 216:3, 216:8, 217:15, 272:23, 273:6, 273:10, 274:12, 288:13, 329:2, 329:7, 331:5, 346:23, 348:16  <b>Commissioners</b> [1] - 257:20  <b>commit</b> [1] - 310:7  <b>commitment</b> [3] - 168:2, 186:8, 334:17  <b>committed</b> [3] - 167:16, 313:18, 316:15  <b>Committee</b> [3] - 32:13, 297:3, 297:6</p>	<p><b>common</b> [4] - 54:14, 174:23, 196:4, 320:8  <b>comms</b> [2] - 82:22, 83:8  <b>communicate</b> [7] - 54:13, 138:6, 138:13, 143:16, 143:19, 157:13, 310:11  <b>communicating</b> [1] - 309:22  <b>communication</b> [6] - 138:6, 299:10, 299:13, 299:24, 300:9, 311:1  <b>communications</b> [12] - 38:21, 39:3, 153:21, 157:12, 157:15, 213:14, 293:18, 299:14, 300:21, 303:4, 303:18, 304:15  <b>communities</b> [24] - 44:9, 68:24, 116:22, 124:8, 124:9, 144:7, 145:21, 194:17, 211:4, 252:1, 289:13, 289:21, 290:3, 290:6, 290:9, 290:10, 290:17, 290:20, 291:1, 292:13, 294:24, 296:18, 330:2, 330:16  <b>community</b> [20] - 50:22, 51:5, 51:10, 68:18, 69:1, 144:9, 224:12, 236:15, 240:13, 274:4, 291:8, 291:18, 293:4, 295:18, 295:21, 300:22, 302:11, 304:1, 304:5, 316:14  <b>Comox</b> [1] - 284:20  <b>compacts</b> [1] - 152:10  <b>companies</b> [1] - 111:24  <b>company</b> [4] - 13:21, 32:2, 157:16, 299:3  <b>compare</b> [3] - 269:20, 278:17, 313:2  <b>compared</b> [3] - 192:16, 219:23, 313:9  <b>comparisons</b> [1] - 346:2  <b>compass</b> [1] - 100:19  <b>compensate</b> [2] - 155:1, 155:2</p>	<p><b>compensation</b> [2] - 211:11, 322:3  <b>competency</b> [7] - 12:2, 94:1, 94:6, 119:22, 122:15, 166:14, 252:4  <b>competent</b> [5] - 16:21, 26:3, 119:9, 127:10, 171:4  <b>competing</b> [3] - 116:8, 116:11, 116:19  <b>complete</b> [13] - 12:7, 68:7, 121:22, 124:1, 130:1, 176:10, 176:13, 178:19, 201:18, 205:14, 255:1, 278:6, 345:8  <b>completed</b> [8] - 12:19, 15:3, 15:4, 68:4, 145:4, 176:16, 199:11, 201:9  <b>completely</b> [1] - 61:6  <b>complex</b> [2] - 65:24, 68:12  <b>complexities</b> [1] - 137:3  <b>complexity</b> [5] - 69:11, 69:16, 71:19, 71:20, 183:23  <b>complicated</b> [4] - 56:9, 180:10, 281:7, 285:9  <b>component</b> [1] - 154:14  <b>components</b> [1] - 296:15  <b>composition</b> [1] - 186:18  <b>compound</b> [1] - 69:11  <b>compounded</b> [1] - 112:7  <b>compounding</b> [1] - 99:24  <b>comptroller</b> [1] - 28:22  <b>computer</b> [1] - 125:5  <b>concentrate</b> [2] - 30:24, 244:12  <b>concept</b> [1] - 304:14  <b>concern</b> [7] - 122:1, 153:11, 175:15, 196:13, 240:1, 306:7, 339:19  <b>Concerned</b> [2] - 1:18, 312:4  <b>concerns</b> [5] - 186:13, 186:22, 307:1, 331:12  <b>conclude</b> [1] - 225:11</p>	<p><b>conclusion</b> [1] - 251:7  <b>conclusions</b> [2] - 188:17, 195:18  <b>condition</b> [2] - 74:8, 247:5  <b>conditions</b> [11] - 69:7, 69:23, 70:4, 162:8, 197:3, 206:22, 213:13, 227:20, 229:10, 229:17, 296:6  <b>conducive</b> [1] - 212:17  <b>conducted</b> [1] - 303:14  <b>conducting</b> [1] - 229:18  <b>conduit</b> [1] - 159:15  <b>conference</b> [1] - 13:14  <b>Conference</b> [2] - 12:12, 12:16  <b>conferences</b> [4] - 12:10, 12:18, 12:21, 312:23  <b>confidence</b> [1] - 86:10  <b>conflict</b> [2] - 133:18, 208:1  <b>conflicting</b> [2] - 79:20, 80:14  <b>confusing</b> [3] - 65:24, 68:13, 183:8  <b>confusion</b> [1] - 79:19  <b>congress</b> [1] - 29:1  <b>consecutive</b> [1] - 236:17  <b>conservation</b> [2] - 110:11, 253:13  <b>consider</b> [5] - 77:11, 124:6, 206:18, 285:21, 298:17  <b>consideration</b> [3] - 139:22, 290:13, 317:16  <b>considerations</b> [3] - 242:14, 242:16, 295:1  <b>considered</b> [1] - 15:2  <b>considering</b> [1] - 291:1  <b>considers</b> [1] - 119:21  <b>consistency</b> [1] - 52:11  <b>constable</b> [1] - 345:23  <b>Constabulary</b> [1] - 316:5  <b>constant</b> [3] - 68:14, 69:5, 85:12  <b>constantly</b> [8] - 19:11, 70:5, 96:3, 109:4,</p>	<p>121:14, 235:8, 235:10, 246:20  <b>constitute</b> [1] - 2:11  <b>constraints</b> [1] - 206:19  <b>consult</b> [3] - 189:15, 190:7, 237:12  <b>Consultant</b> [1] - 1:24  <b>consultant</b> [1] - 2:6  <b>consultation</b> [1] - 280:2  <b>consulting</b> [1] - 180:24  <b>contact</b> [6] - 142:10, 164:2, 173:18, 206:4, 296:8  <b>contacts</b> [2] - 7:3, 293:18  <b>containers</b> [1] - 193:15  <b>containment / confinement</b> [3] - 62:13, 83:24, 135:7  <b>contentious</b> [1] - 196:8  <b>contextualize</b> [1] - 149:24  <b>continue</b> [10] - 20:17, 63:7, 87:15, 136:3, 141:15, 166:1, 316:8, 329:3, 331:6, 343:9  <b>continues</b> [1] - 130:11  <b>continuing</b> [1] - 15:18  <b>continuity</b> [2] - 52:10, 267:8  <b>continuous</b> [5] - 110:14, 123:5, 207:1, 245:23, 336:24  <b>continuously</b> [1] - 203:9  <b>contractual</b> [2] - 148:12, 279:18  <b>contribute</b> [1] - 75:4  <b>contributors</b> [1] - 176:3  <b>contributions</b> [1] - 125:18  <b>control</b> [32] - 20:12, 21:16, 26:5, 26:21, 33:4, 33:23, 42:14, 47:10, 51:14, 52:23, 53:5, 53:16, 55:10, 55:18, 56:10, 57:2, 58:4, 59:4, 63:24, 64:1, 78:9, 85:11, 85:12, 85:20, 85:23, 86:1, 115:17, 150:7,</p>
--	--	---	--	---

<p>150:11, 156:3, 200:18, 201:1  <b>convergent</b> [3] - 40:4, 41:5, 43:3  <b>conversation</b> [2] - 146:14, 277:6  <b>conversations</b> [6] - 41:9, 144:1, 275:8, 278:12, 295:15, 297:21  <b>cooperating</b> [4] - 89:2, 155:14, 155:21, 328:21  <b>cooperation</b> [1] - 90:22  <b>cooperative</b> [1] - 348:23  <b>coordination</b> [5] - 47:12, 58:9, 64:16, 78:9, 246:17  <b>coordinations</b> [1] - 159:19  <b>coordinator</b> [8] - 7:19, 112:23, 130:6, 167:20, 181:3, 184:4, 189:13, 202:18  <b>coordinator 's</b> [1] - 341:10  <b>coordinators</b> [3] - 88:4, 88:14, 90:21  <b>copy</b> [1] - 104:4  <b>core</b> [1] - 12:2  <b>Cormorant</b> [1] - 222:16  <b>corner</b> [1] - 167:22  <b>Corner</b> [1] - 92:11  <b>corners</b> [1] - 309:20  <b>corporate</b> [1] - 337:10  <b>corporations</b> [3] - 174:20, 336:21, 338:3  <b>Correct</b> [1] - 268:3  <b>correct</b> [18] - 2:18, 90:16, 249:8, 257:7, 266:22, 271:5, 274:20, 274:22, 275:3, 276:21, 280:3, 280:5, 280:11, 288:4, 305:18, 308:23, 333:2, 345:21  <b>corrected</b> [2] - 32:21, 263:15  <b>corrective</b> [1] - 28:19  <b>correctly</b> [3] - 54:4, 252:16, 305:19  <b>correlate</b> [1] - 89:6  <b>cost</b> [10] - 176:18,</p>	<p>190:16, 190:20, 195:5, 195:19, 195:23, 222:7, 251:15, 252:17, 345:6  <b>cost-benefit</b> [3] - 190:16, 195:19, 345:6  <b>costs</b> [11] - 96:16, 109:24, 124:1, 157:21, 160:18, 162:17, 191:3, 209:23, 213:21, 335:4, 336:17  <b>council</b> [1] - 11:15  <b>Council</b> [1] - 58:16  <b>counsel</b> [18] - 22:1, 32:15, 46:16, 57:16, 86:5, 91:13, 91:16, 144:17, 178:4, 178:12, 189:1, 226:3, 288:3, 311:24, 325:6, 325:15, 329:6, 347:8  <b>counseling</b> [1] - 101:17  <b>counselling</b> [2] - 122:8, 198:7  <b>counsellor</b> [1] - 197:18  <b>countability</b> [1] - 269:9  <b>counterweight</b> [1] - 224:24  <b>counties</b> [1] - 8:14  <b>countries</b> [1] - 26:22  <b>country</b> [18] - 4:16, 5:13, 12:3, 21:10, 50:23, 52:9, 104:7, 113:17, 183:19, 184:1, 187:12, 190:21, 192:1, 250:5, 298:13, 306:16, 315:5, 341:9  <b>Country</b> [1] - 76:15  <b>county</b> [1] - 8:11  <b>County</b> [10] - 6:4, 8:7, 8:12, 9:14, 10:7, 44:17, 158:9  <b>couple</b> [18] - 1:10, 5:8, 23:18, 24:21, 104:14, 107:20, 136:16, 153:1, 188:1, 191:5, 201:3, 220:13, 260:10, 309:3, 312:4, 331:15, 338:23, 341:16  <b>courage</b> [1] - 86:10  <b>course</b> [31] - 8:15,</p>	<p>12:20, 13:22, 18:22, 24:12, 34:1, 35:8, 38:5, 83:8, 98:1, 106:3, 106:4, 128:4, 129:22, 142:16, 151:3, 191:13, 195:4, 200:3, 206:21, 218:24, 220:4, 220:14, 268:1, 281:6, 293:4, 305:16, 308:18, 324:7, 332:3, 347:13  <b>courses</b> [6] - 16:5, 98:11, 105:3, 118:23, 121:12, 252:5  <b>court</b> [1] - 14:24  <b>cover</b> [4] - 160:17, 180:4, 201:4, 221:22  <b>coverage</b> [4] - 212:2, 212:23, 264:16, 297:10  <b>coverages</b> [2] - 211:12, 336:16  <b>covered</b> [11] - 211:21, 229:14, 267:17, 270:17, 270:19, 271:3, 318:1, 321:8, 323:3, 336:18  <b>covering</b> [1] - 109:7  <b>covers</b> [3] - 14:3, 170:6, 270:3  <b>COVID</b> [1] - 1:8  <b>Cox</b> [1] - 1:17  <b>crackerjack</b> [1] - 146:22  <b>crank</b> [1] - 33:19  <b>cranking</b> [1] - 151:14  <b>crash</b> [7] - 73:22, 74:2, 76:16, 77:21, 205:23, 238:10, 341:14  <b>crashed</b> [2] - 78:1, 162:7  <b>crashes</b> [3] - 17:8, 69:16, 191:1  <b>create</b> [3] - 83:11, 84:11, 275:8  <b>creating</b> [2] - 158:14, 161:10  <b>creation</b> [2] - 280:2, 280:7  <b>credibility</b> [3] - 95:21, 166:14, 214:2  <b>credible</b> [6] - 16:22, 26:3, 119:9, 127:10, 171:4, 346:15  <b>credit</b> [5] - 13:20, 14:2, 92:12</p>	<p><b>credits</b> [1] - 94:14  <b>Creek</b> [4] - 32:5, 35:3, 35:12, 35:21  <b>creek</b> [3] - 32:24, 35:17, 247:5  <b>creeks</b> [1] - 35:2  <b>Crescent</b> [1] - 81:4  <b>crew</b> [6] - 219:15, 220:24, 221:4, 223:6, 223:10, 236:6  <b>crews</b> [7] - 66:18, 213:17, 221:13, 221:24, 223:19, 235:24, 299:1  <b>crime</b> [1] - 143:14  <b>criminal</b> [1] - 253:2  <b>criteria</b> [1] - 94:6  <b>critical</b> [15] - 21:22, 27:4, 52:7, 65:16, 65:22, 70:24, 84:10, 101:10, 121:6, 138:8, 164:16, 200:13, 320:13, 320:21, 321:20  <b>Critical</b> [2] - 197:16, 271:3  <b>critique</b> [5] - 103:2, 208:3, 208:5, 307:23, 308:12  <b>cross</b> [7] - 35:8, 114:5, 114:15, 149:1, 242:21, 289:19  <b>crossed</b> [2] - 35:20, 236:5  <b>crossing</b> [4] - 24:24, 35:2, 35:17, 242:21  <b>crucial</b> [4] - 18:9, 60:3, 65:18, 76:4  <b>CSA</b> [2] - 12:1, 166:19  <b>CSAR</b> [1] - 284:19  <b>culture</b> [4] - 85:4, 160:21, 212:10, 227:23  <b>curious</b> [3] - 268:14, 272:2, 285:15  <b>curve</b> [1] - 245:1  <b>cut</b> [1] - 294:1  <b>cutbacks</b> [1] - 211:19  <b>cutting</b> [2] - 37:4, 263:12  <b>cycles</b> [1] - 196:16  <b>cyclic</b> [1] - 207:1</p>	<p><b>danger</b> [3] - 86:12, 86:23, 345:1  <b>dangerous</b> [4] - 65:23, 68:12, 194:6, 232:11  <b>Danny</b> [1] - 7:20  <b>daring</b> [1] - 86:13  <b>Darren</b> [1] - 1:16  <b>data</b> [24] - 71:14, 71:15, 128:6, 148:3, 169:7, 173:3, 175:18, 175:22, 175:24, 191:8, 192:19, 203:24, 207:7, 229:22, 240:10, 240:12, 244:21, 244:22, 244:23, 245:2, 245:9, 245:14, 302:14  <b>database</b> [3] - 125:5, 175:5, 193:1  <b>databases</b> [3] - 147:20, 192:20, 203:20  <b>date</b> [2] - 131:5, 148:22  <b>David</b> [3] - 28:22, 28:23, 30:3  <b>days</b> [12] - 14:17, 33:13, 39:2, 44:21, 44:22, 48:13, 151:23, 207:20, 236:17, 237:3, 337:19  <b>daytime</b> [2] - 118:14, 218:4  <b>dead</b> [1] - 219:5  <b>deaf</b> [1] - 258:10  <b>deal</b> [11] - 19:9, 41:12, 187:16, 187:18, 188:2, 237:7, 303:22, 309:4, 335:9, 339:20, 340:6  <b>dealing</b> [10] - 33:18, 51:12, 52:21, 90:23, 128:6, 145:2, 147:10, 151:15, 181:5, 187:9  <b>deals</b> [6] - 38:4, 93:1, 97:3, 97:8, 97:9, 117:23  <b>dealt</b> [7] - 9:15, 17:20, 28:15, 78:3, 83:19, 189:10, 313:12  <b>dear</b> [1] - 36:15  <b>death</b> [2] - 185:19, 211:11  <b>debrief</b> [1] - 103:2  <b>debriefing</b> [3] - 64:11,</p>
<b>D</b>				
<p><b>damage</b> [5] - 78:23, 84:14, 84:15, 84:22  <b>damaged</b> [1] - 84:17</p>				



<p>303:23, 307:23  <b>debriefings</b> [1] - 64:9  <b>decide</b> [1] - 133:7  <b>decided</b> [3] - 5:19, 6:24, 22:2  <b>decision</b> [13] - 20:16, 20:22, 24:19, 65:7, 65:9, 65:10, 65:18, 142:9, 212:18, 215:17, 230:22, 231:6, 233:16  <b>decision -making</b> [3] - 20:22, 65:7, 65:9  <b>decisions</b> [8] - 21:15, 26:7, 63:5, 87:1, 159:16, 186:24, 205:10, 215:9  <b>decisive</b> [1] - 30:10  <b>deck</b> [1] - 82:5  <b>decked</b> [1] - 340:21  <b>dedicated</b> [6] - 218:21, 237:24, 250:9, 313:18, 316:2, 326:21  <b>dedicating</b> [1] - 37:22  <b>dedication</b> [1] - 322:15  <b>deducting</b> [1] - 243:18  <b>deductive</b> [3] - 243:5, 243:7, 245:20  <b>deep</b> [1] - 35:8  <b>deer</b> [1] - 133:21  <b>Deer</b> [2] - 8:8, 8:16  <b>Defence</b> [1] - 297:8  <b>defer</b> [1] - 281:20  <b>defines</b> [2] - 205:14, 206:8  <b>definitely</b> [4] - 182:17, 292:19, 294:2, 334:13  <b>degrees</b> [2] - 219:8, 244:6  <b>delegated</b> [2] - 205:20, 206:7  <b>delegation</b> [1] - 144:2  <b>delivered</b> [2] - 45:7, 301:3  <b>delivers</b> [1] - 333:7  <b>delivery</b> [5] - 131:18, 290:2, 303:4, 314:22, 315:9  <b>demand</b> [1] - 170:3  <b>demographically</b> [1] - 191:13  <b>demographics</b> [4] - 124:9, 168:5, 181:18, 276:1  <b>demonstrate</b> [1] - 117:17</p>	<p><b>demonstrated</b> [1] - 102:3  <b>demonstration</b> [1] - 102:3  <b>Department</b> [2] - 6:13, 297:7  <b>department</b> [1] - 117:3  <b>departments</b> [5] - 114:16, 268:19, 330:20, 331:2, 345:10  <b>deploy</b> [3] - 137:6, 215:15, 235:2  <b>deployment</b> [1] - 214:10  <b>depth</b> [3] - 90:4, 295:7, 297:21  <b>Deputy</b> [2] - 261:6, 261:7  <b>describe</b> [1] - 259:23  <b>described</b> [1] - 303:10  <b>deserve</b> [1] - 92:12  <b>design</b> [1] - 30:19  <b>designed</b> [1] - 147:8  <b>desirable</b> [1] - 138:9  <b>desk</b> [1] - 167:22  <b>destination</b> [1] - 175:19  <b>destroyed</b> [2] - 22:24, 175:17  <b>destroying</b> [1] - 43:14  <b>destruction</b> [1] - 175:14  <b>detachment</b> [2] - 76:13, 132:24  <b>detachments</b> [2] - 203:1, 251:22  <b>detail</b> [3] - 132:5, 175:2, 176:13  <b>detailed</b> [2] - 137:10, 324:23  <b>detection</b> [6] - 110:2, 110:7, 114:17, 162:3, 168:11, 221:20  <b>detective</b> [1] - 243:7  <b>determine</b> [3] - 221:8, 224:18, 291:22  <b>determined</b> [1] - 224:16  <b>develop</b> [12] - 56:4, 87:19, 89:17, 100:6, 124:18, 133:10, 166:2, 262:9, 268:9, 276:15, 325:10, 332:20  <b>developed</b> [5] - 13:2, 58:24, 101:20, 211:3, 303:6</p>	<p><b>developing</b> [9] - 14:1, 14:9, 136:24, 164:7, 166:6, 166:11, 173:6, 174:23, 222:3  <b>development</b> [18] - 9:23, 12:2, 13:24, 19:20, 95:2, 107:11, 155:12, 161:6, 168:9, 168:19, 169:5, 172:12, 190:4, 197:2, 210:3, 213:24, 293:1, 293:6  <b>developments</b> [1] - 302:4  <b>develops</b> [1] - 13:22  <b>device</b> [4] - 107:6, 122:12, 193:11, 218:18  <b>devices</b> [2] - 100:20, 120:22  <b>die</b> [3] - 29:16, 77:11, 223:16  <b>died</b> [1] - 228:10  <b>diems</b> [1] - 270:22  <b>difference</b> [13] - 14:6, 31:11, 50:14, 50:23, 73:6, 74:6, 75:4, 77:8, 81:19, 98:22, 220:12, 295:22, 316:8  <b>differences</b> [1] - 314:8  <b>different</b> [67] - 5:21, 15:6, 24:1, 36:5, 54:5, 54:8, 56:14, 61:6, 64:12, 73:5, 73:12, 84:3, 97:19, 105:3, 106:24, 107:1, 107:8, 108:9, 111:24, 112:2, 114:16, 115:9, 120:8, 122:13, 147:9, 148:3, 151:16, 152:12, 155:9, 158:24, 163:12, 168:5, 171:1, 181:1, 185:22, 186:9, 187:4, 187:11, 191:12, 200:24, 210:1, 210:10, 224:9, 225:21, 230:5, 234:24, 245:3, 247:11, 251:22, 254:18, 256:23, 260:11, 265:5, 272:20, 278:24, 295:16, 309:20, 315:5, 317:19, 330:16, 332:6, 338:1,</p>	<p>342:15, 343:15, 348:22  <b>differentiation</b> [1] - 219:8  <b>differently</b> [1] - 149:11  <b>difficult</b> [16] - 29:14, 77:16, 98:9, 99:23, 100:3, 114:23, 120:15, 152:17, 160:10, 162:8, 219:20, 227:20, 269:19, 316:23, 319:7, 325:10  <b>difficulties</b> [1] - 309:16  <b>difficulties )</b> [1] - 171:24  <b>dig</b> [1] - 71:17  <b>digging</b> [1] - 40:20  <b>dike</b> [1] - 34:3  <b>diligence</b> [3] - 25:17, 25:18, 25:21  <b>dinner</b> [1] - 30:23  <b>diploma</b> [1] - 292:2  <b>direct</b> [3] - 83:3, 150:19, 315:10  <b>direction</b> [10] - 52:13, 60:12, 118:2, 185:9, 205:8, 243:16, 253:16, 255:23, 265:7, 268:4  <b>directly</b> [5] - 83:4, 249:21, 305:2, 331:11, 334:22  <b>director</b> [6] - 11:2, 11:6, 36:16, 258:16, 258:24, 259:2  <b>Director</b> [1] - 259:6  <b>disagree</b> [2] - 283:19, 327:12  <b>disaster</b> [5] - 34:11, 40:9, 78:19, 260:6, 267:16  <b>disasters</b> [6] - 6:9, 9:18, 78:15, 79:3, 79:7, 79:16  <b>disciplines</b> [2] - 38:17, 253:9  <b>disconnected</b> [1] - 310:21  <b>discretion</b> [1] - 228:21  <b>discuss</b> [1] - 141:14  <b>discussed</b> [5] - 141:8, 142:3, 172:5, 309:13, 309:15  <b>discussing</b> [2] - 305:8, 329:15  <b>discussion</b> [16] - 22:1, 60:24, 142:2, 142:7,</p>	<p>142:15, 195:18, 198:2, 215:4, 230:24, 234:4, 247:24, 282:9, 282:13, 289:16, 304:22, 323:10  <b>discussions</b> [26] - 48:16, 61:3, 91:2, 91:7, 91:15, 93:8, 93:20, 98:17, 156:13, 188:15, 205:16, 210:6, 210:21, 211:24, 262:1, 267:2, 267:4, 282:10, 284:20, 291:11, 305:7, 305:10, 305:15, 306:8  <b>disjointed</b> [2] - 226:22, 305:14  <b>dismemberment</b> [1] - 211:11  <b>displaced</b> [1] - 37:24  <b>disposable</b> [1] - 209:2  <b>distance</b> [6] - 66:11, 175:19, 194:13, 216:19, 241:4, 245:4  <b>distances</b> [3] - 49:14, 108:15, 109:11  <b>distribution</b> [2] - 244:22, 245:1  <b>dive</b> [2] - 41:20, 128:12  <b>divers</b> [2] - 41:19, 128:11  <b>diversity</b> [1] - 124:6  <b>division</b> [2] - 11:21, 145:24  <b>Division</b> [9] - 7:13, 7:14, 7:15, 7:18, 145:24, 159:15, 269:6, 280:18  <b>divisions</b> [1] - 5:21  <b>doctrine</b> [3] - 57:15, 57:21, 58:21  <b>document</b> [21] - 80:9, 85:15, 114:19, 134:3, 156:18, 163:14, 173:15, 201:13, 202:13, 203:18, 277:1, 277:7, 277:9, 277:12, 279:16, 280:7, 285:14, 306:15, 325:16, 347:17, 347:23  <b>documentation</b> [14] - 21:16, 47:11, 51:24, 64:16, 64:20, 80:6, 122:18, 125:4,</p>
--	---	--	---	---

<p>127:24, 130:14, 132:1, 135:15, 155:18, 173:7</p> <p><b>documented</b> [18] - 5:3, 63:19, 100:2, 100:7, 101:21, 102:17, 103:6, 108:6, 119:2, 121:19, 129:12, 131:2, 136:20, 157:5, 161:14, 230:16, 230:23, 231:17</p> <p><b>documenting</b> [2] - 71:10, 225:18</p> <p><b>documents</b> [7] - 88:9, 91:10, 91:13, 202:16, 240:15, 274:17</p> <p><b>Doe</b> [1] - 304:3</p> <p><b>dog</b> [5] - 13:3, 23:21, 219:5</p> <p><b>dogs</b> [7] - 23:24, 24:4, 24:8, 24:13, 25:12</p> <p><b>Dogsledding</b> [1] - 199:24</p> <p><b>dollar</b> [1] - 347:4</p> <p><b>dollars</b> [4] - 78:23, 124:23, 124:24, 157:22</p> <p><b>domestic</b> [3] - 10:13, 239:21, 239:22</p> <p><b>Domestic</b> [1] - 6:18</p> <p><b>donated</b> [1] - 299:4</p> <p><b>done</b> [79] - 18:16, 18:23, 30:22, 31:3, 31:18, 47:8, 49:3, 49:17, 49:23, 55:24, 57:23, 58:6, 67:7, 67:9, 79:9, 88:13, 89:19, 91:21, 99:6, 102:14, 102:15, 122:20, 125:12, 127:3, 128:21, 129:8, 129:9, 130:23, 135:9, 136:24, 137:14, 141:2, 141:8, 141:12, 141:13, 141:18, 143:24, 145:3, 156:2, 158:11, 158:15, 163:16, 166:22, 170:20, 171:20, 175:1, 175:2, 183:13, 187:5, 202:8, 204:3, 207:6, 211:6, 213:3, 219:6, 222:23, 223:21, 224:3, 224:15,</p>	<p>225:9, 226:4, 235:1, 235:9, 240:14, 247:12, 253:24, 272:7, 289:7, 289:14, 292:3, 300:18, 318:12, 320:22, 326:5, 330:9, 342:20, 343:7, 346:7</p> <p><b>doubt</b> [3] - 90:23, 128:17, 214:4</p> <p><b>down</b> [55] - 1:13, 4:22, 8:2, 10:7, 20:17, 23:1, 24:10, 30:4, 34:21, 34:22, 35:18, 38:8, 51:3, 56:24, 61:23, 64:23, 65:4, 65:13, 66:10, 70:1, 72:12, 74:23, 81:17, 93:16, 94:9, 94:22, 96:16, 106:16, 109:5, 119:2, 120:14, 124:21, 134:3, 141:17, 165:14, 166:9, 167:6, 171:13, 183:8, 186:17, 191:8, 194:14, 210:2, 215:15, 224:23, 235:6, 245:11, 247:6, 278:9, 302:20, 306:7, 307:22, 318:4, 338:21, 342:21</p> <p><b>downed</b> [4] - 227:17, 283:2, 283:10, 283:14</p> <p><b>download</b> [1] - 29:9</p> <p><b>downstream</b> [1] - 81:21</p> <p><b>downturn</b> [1] - 194:5</p> <p><b>Draft</b> [1] - 207:14</p> <p><b>draft</b> [1] - 207:17</p> <p><b>drafting</b> [1] - 305:23</p> <p><b>drag</b> [1] - 223:11</p> <p><b>drainage</b> [1] - 245:12</p> <p><b>drainages</b> [1] - 11:10</p> <p><b>draw</b> [4] - 8:15, 244:6, 244:10, 290:15</p> <p><b>drawing</b> [2] - 329:23, 330:9</p> <p><b>dressed</b> [2] - 73:23, 341:15</p> <p><b>Driver</b> [1] - 23:21</p> <p><b>driving</b> [1] - 277:2</p> <p><b>drone</b> [1] - 281:23</p> <p><b>drones</b> [6] - 214:13, 216:10, 281:4, 332:23, 332:24</p>	<p><b>drop</b> [3] - 117:11, 130:17, 342:7</p> <p><b>dropped</b> [1] - 35:12</p> <p><b>dry</b> [1] - 247:6</p> <p><b>duck's</b> [1] - 115:3</p> <p><b>due</b> [7] - 13:20, 25:16, 25:17, 25:21, 92:12, 307:6, 342:23</p> <p><b>dunk</b> [1] - 170:10</p> <p><b>duplication</b> [1] - 208:1</p> <p><b>during</b> [10] - 22:22, 33:6, 130:14, 132:1, 166:8, 218:4, 281:4, 286:24, 308:18, 308:20</p> <p><b>duties</b> [4] - 88:24, 113:7, 146:11, 264:18</p> <p><b>duty</b> [2] - 58:2, 228:3</p> <p><b>dynamic</b> [1] - 80:21</p> <p><b>dynamic</b> [4] - 65:23, 68:12, 68:13, 70:3</p> <p><b>dynamics</b> [2] - 49:16, 125:14</p> <p><b>Dyson</b> [1] - 227:7</p>	<p>57:14, 89:23, 124:17, 161:5, 164:8, 164:20, 165:17, 254:12, 291:17, 292:1, 293:13, 293:19, 294:24, 296:18, 342:23</p> <p><b>educational</b> [2] - 296:10, 296:15</p> <p><b>Edward</b> [1] - 324:7</p> <p><b>effect</b> [2] - 66:13, 334:23</p> <p><b>effective</b> [14] - 52:12, 54:17, 56:15, 60:15, 62:17, 121:2, 127:2, 154:19, 164:5, 204:6, 317:18, 318:1, 324:19, 327:8</p> <p><b>effectiveness</b> [1] - 171:3</p> <p><b>effects</b> [3] - 193:23, 194:4</p> <p><b>efficient</b> [7] - 52:12, 121:1, 127:1, 154:18, 164:5, 204:6, 317:19</p> <p><b>efficiently</b> [1] - 54:17</p> <p><b>effort</b> [11] - 22:20, 25:7, 43:21, 180:10, 183:18, 185:6, 207:2, 210:9, 250:16, 255:3, 326:22</p> <p><b>efforts</b> [5] - 102:3, 150:20, 179:3, 179:21, 227:14</p> <p><b>either</b> [10] - 20:17, 66:14, 190:7, 193:10, 197:9, 200:19, 256:9, 265:11, 314:10, 339:23</p> <p><b>elaborate</b> [3] - 199:6, 306:24, 323:17</p> <p><b>Eleanor</b> [1] - 86:18</p> <p><b>electronically</b> [1] - 203:21</p> <p><b>element</b> [1] - 300:3</p> <p><b>elements</b> [1] - 56:14</p> <p><b>eliminate</b> [2] - 208:1, 242:17</p> <p><b>elsewhere</b> [2] - 234:8, 292:3</p> <p><b>ELT</b> [1] - 292:16</p> <p><b>emailed</b> [1] - 104:4</p> <p><b>embarrassed</b> [1] - 339:24</p> <p><b>embrace</b> [3] - 97:1,</p>	<p>97:9, 120:18</p> <p><b>embraced</b> [2] - 51:17, 55:11</p> <p><b>embracing</b> [2] - 127:20, 291:7</p> <p><b>emergencies</b> [2] - 22:19, 262:24</p> <p><b>Emergency</b> [21] - 10:22, 11:13, 37:15, 52:3, 122:11, 152:7, 158:16, 159:10, 159:14, 166:8, 260:3, 260:5, 261:10, 262:16, 262:22, 263:4, 264:3, 264:6, 264:11, 267:13</p> <p><b>emergency</b> [34] - 6:2, 6:7, 6:16, 9:14, 10:1, 21:3, 23:3, 27:13, 29:8, 29:24, 36:9, 37:1, 39:4, 40:6, 54:7, 70:3, 104:1, 117:10, 117:12, 131:18, 157:8, 173:14, 178:18, 206:21, 251:19, 263:7, 264:5, 266:10, 274:6, 289:20, 290:2, 292:14, 292:15, 301:3</p> <p><b>emeritus</b> [1] - 48:11</p> <p><b>employees</b> [1] - 257:13</p> <p><b>empty</b> [1] - 285:20</p> <p><b>EMS</b> [4] - 38:23, 40:13, 83:4, 173:14</p> <p><b>Emwerx</b> [3] - 97:8, 127:22, 147:21</p> <p><b>Enbridge</b> [6] - 27:20, 32:1, 32:2, 32:18, 34:15, 36:13</p> <p><b>encompass</b> [1] - 181:15</p> <p><b>encompassed</b> [2] - 95:1, 200:17</p> <p><b>end</b> [16] - 1:14, 32:23, 33:5, 44:22, 74:22, 84:7, 90:2, 242:8, 247:18, 269:7, 279:11, 287:10, 294:10, 305:17, 337:22, 344:16</p> <p><b>endeavours</b> [1] - 12:23</p> <p><b>ended</b> [3] - 35:2, 184:5, 309:8</p> <p><b>ending</b> [1] - 151:21</p> <p><b>ends</b> [1] - 85:13</p>
<b>E</b>				
<p><b>early</b> [4] - 13:5, 41:1, 69:24, 316:7</p> <p><b>ears</b> [3] - 24:18, 258:10, 281:5</p> <p><b>easier</b> [3] - 105:5, 220:7, 220:8</p> <p><b>East</b> [9] - 69:14, 106:16, 164:10, 176:23, 182:11, 182:21, 190:22, 191:23, 342:16</p> <p><b>Eastern</b> [1] - 240:18</p> <p><b>easy</b> [6] - 93:16, 115:8, 123:24, 206:14, 246:15, 336:1</p> <p><b>EC130</b> [2] - 220:3, 222:13</p> <p><b>economic</b> [3] - 52:13, 154:19, 204:6</p> <p><b>edge</b> [1] - 263:12</p> <p><b>edges</b> [1] - 185:20</p> <p><b>Edmonton</b> [3] - 79:2, 270:5, 270:8</p> <p><b>Edna</b> [1] - 329:8</p> <p><b>educate</b> [1] - 58:22</p> <p><b>educated</b> [3] - 99:11, 163:4, 241:11</p> <p><b>education</b> [23] - 6:10, 15:4, 16:10, 17:16, 22:3, 22:9, 26:2,</p>				

<p><b>endurance</b> [1] - 92:17  <b>enemy</b> [1] - 49:9  <b>energy</b> [4] - 25:6, 154:11, 180:11, 210:8  <b>enforcement</b> [16] - 112:20, 112:24, 189:12, 189:23, 207:9, 252:14, 253:5, 253:7, 253:8, 253:10, 255:13, 256:11, 270:18, 270:19, 274:3, 293:12  <b>engage</b> [7] - 4:18, 5:18, 178:21, 179:4, 179:10, 190:9, 291:19  <b>engaged</b> [13] - 5:10, 15:11, 21:9, 42:4, 101:2, 117:6, 125:21, 179:20, 204:19, 236:1, 256:24, 300:14, 346:2  <b>engagement</b> [1] - 314:20  <b>engagements</b> [1] - 11:3  <b>engaging</b> [1] - 191:20  <b>engine</b> [1] - 222:12  <b>engines</b> [1] - 163:17  <b>England</b> [2] - 12:15, 66:3  <b>enhance</b> [1] - 290:1  <b>enhanced</b> [2] - 216:9, 300:7  <b>enjoy</b> [1] - 120:24  <b>enjoyment</b> [1] - 336:11  <b>ensures</b> [1] - 200:20  <b>enter</b> [2] - 2:9, 2:14  <b>ENTERED</b> [1] - 2:22  <b>entire</b> [4] - 37:17, 161:5, 245:11, 276:10  <b>entirely</b> [1] - 327:14  <b>entities</b> [1] - 288:3  <b>entity</b> [2] - 49:10, 260:22  <b>envelope</b> [1] - 78:6  <b>environment</b> [6] - 19:10, 19:17, 37:12, 168:20, 242:2, 334:10  <b>Environment</b> [1] - 260:12  <b>Environmental</b> [3] - 32:13, 36:7, 39:14</p>	<p><b>environmental</b> [3] - 70:4, 84:22, 229:9  <b>EOC</b> [7] - 22:23, 23:10, 29:15, 62:22, 159:12, 160:1, 160:18  <b>epidemics</b> [1] - 9:19  <b>episodal</b> [1] - 247:8  <b>episodal -type</b> [1] - 247:8  <b>equate</b> [2] - 22:18, 345:21  <b>equipment</b> [52] - 17:11, 17:12, 36:5, 54:8, 55:9, 72:18, 73:14, 74:3, 91:6, 96:7, 96:9, 96:15, 98:18, 99:9, 102:23, 106:23, 107:12, 107:16, 112:17, 113:20, 113:21, 115:23, 117:18, 121:9, 161:6, 187:5, 194:24, 195:1, 195:3, 195:4, 195:9, 230:10, 238:2, 238:12, 242:3, 242:6, 250:17, 271:1, 276:3, 314:22, 315:12, 321:22, 336:2, 338:14, 339:1, 339:3, 339:7, 340:3, 340:15, 340:17, 344:23  <b>equipped</b> [3] - 187:18, 341:9, 342:11  <b>equivalency</b> [1] - 208:14  <b>ERI</b> [4] - 9:4, 9:8, 37:19, 127:23  <b>error</b> [2] - 67:22, 283:17  <b>eruption</b> [1] - 37:7  <b>ESD</b> [1] - 152:8  <b>esoteric</b> [1] - 281:7  <b>especially</b> [3] - 15:8, 100:3, 296:19  <b>essentially</b> [2] - 317:23, 324:2  <b>establish</b> [5] - 82:22, 83:8, 207:8, 240:6, 241:22  <b>established</b> [2] - 327:16, 327:18  <b>establishing</b> [1] - 166:18  <b>et</b> [12] - 63:7, 123:3, 173:13, 173:17, 176:19, 180:11,</p>	<p>185:20, 197:5, 213:13, 243:21, 303:13  <b>etcetera</b> [2] - 238:18, 338:22  <b>Eurocopters</b> [1] - 298:23  <b>European</b> [1] - 312:23  <b>evacuation</b> [1] - 18:8  <b>evaluated</b> [3] - 68:3, 235:9, 235:10  <b>event</b> [4] - 38:15, 285:18, 286:2, 286:4  <b>events</b> [2] - 80:20, 82:9  <b>eventually</b> [1] - 35:18  <b>ever-changing</b> [1] - 49:10  <b>everywhere</b> [3] - 63:16, 139:16, 156:23  <b>evidence</b> [4] - 43:14, 178:2, 235:23, 287:7  <b>evolve</b> [2] - 49:9, 332:14  <b>evolved</b> [1] - 280:8  <b>evolving</b> [1] - 121:14  <b>exact</b> [2] - 211:14, 259:3  <b>exactly</b> [14] - 25:7, 73:11, 86:22, 89:23, 97:7, 264:2, 266:14, 266:23, 267:20, 271:11, 301:21, 334:9, 339:16, 341:13  <b>examining</b> [2] - 233:8, 239:19  <b>example</b> [45] - 19:8, 56:19, 61:2, 61:24, 84:14, 90:13, 93:13, 97:22, 99:11, 105:10, 106:14, 107:14, 110:12, 112:8, 114:24, 115:11, 116:13, 116:23, 144:23, 158:10, 180:24, 182:4, 182:22, 191:24, 192:22, 193:14, 199:15, 202:20, 209:16, 211:5, 216:13, 221:11, 232:16, 234:15, 242:22, 253:12, 253:14, 256:13, 257:16, 257:19, 277:15, 278:6, 320:16, 341:13, 345:24</p>	<p><b>examples</b> [5] - 28:12, 75:7, 84:12, 129:13, 136:11  <b>excellence</b> [7] - 158:14, 158:18, 158:20, 159:7, 161:7, 166:21, 167:15  <b>excellent</b> [6] - 7:20, 98:13, 106:23, 107:10, 277:20, 315:11  <b>except</b> [1] - 249:22  <b>exciting</b> [2] - 96:11, 201:20  <b>executive</b> [4] - 88:1, 91:3, 122:6, 207:12  <b>Executive</b> [5] - 58:16, 210:7, 211:24, 225:13, 322:11  <b>exercise</b> [10] - 30:19, 30:21, 31:1, 34:5, 96:21, 96:24, 102:10, 124:1, 145:7, 145:8  <b>exercises</b> [15] - 21:8, 21:12, 21:14, 96:19, 96:20, 106:10, 106:19, 115:19, 115:21, 116:2, 123:22, 123:23, 126:1, 147:5  <b>exercising</b> [1] - 102:3  <b>exhibit</b> [1] - 2:10  <b>Exhibit</b> [3] - 2:15, 282:15, 344:7  <b>EXHIBIT</b> [1] - 2:22  <b>exhibits</b> [2] - 91:10, 91:11  <b>exist</b> [2] - 58:4, 236:14  <b>existing</b> [4] - 211:12, 262:19, 264:24, 331:2  <b>exists</b> [1] - 294:15  <b>expanded</b> [1] - 209:10  <b>expect</b> [5] - 170:2, 318:10, 334:23, 342:3, 344:21  <b>expectation</b> [1] - 156:1  <b>expected</b> [2] - 50:12, 340:2  <b>expecting</b> [1] - 187:19  <b>expects</b> [1] - 130:16  <b>expedition</b> [1] - 23:19  <b>expended</b> [2] - 128:21, 129:7  <b>expenditures</b> [1] - 270:17</p>	<p><b>expense</b> [2] - 252:6, 270:18  <b>expenses</b> [3] - 96:17, 251:14, 256:1  <b>expensive</b> [3] - 225:3, 252:13, 298:1  <b>experience</b> [16] - 80:1, 80:2, 86:11, 95:2, 95:13, 111:2, 119:4, 120:5, 127:8, 170:9, 189:12, 284:11, 284:14, 302:9, 307:9, 312:21  <b>experienced</b> [2] - 233:17, 242:17  <b>experiences</b> [1] - 317:15  <b>expert</b> [7] - 2:7, 14:20, 14:23, 15:2, 15:15, 281:15, 319:9  <b>expertise</b> [8] - 75:13, 213:4, 249:17, 281:11, 281:20, 285:3, 295:21, 332:1  <b>experts</b> [2] - 15:23, 112:4  <b>explain</b> [4] - 8:1, 55:14, 132:4, 132:11  <b>explained</b> [1] - 1:9  <b>explaining</b> [3] - 107:24, 149:22, 153:14  <b>explanation</b> [1] - 107:20  <b>Exploits</b> [2] - 334:22, 342:21  <b>explore</b> [2] - 226:21, 226:24  <b>Explorer</b> [1] - 94:12  <b>explorer</b> [1] - 291:20  <b>explosions</b> [1] - 9:18  <b>exposed</b> [1] - 35:13  <b>express</b> [1] - 39:1  <b>extended</b> [1] - 14:12  <b>extension</b> [1] - 119:11  <b>extensive</b> [1] - 282:21  <b>extent</b> [1] - 249:16  <b>external</b> [8] - 93:4, 105:8, 112:15, 144:20, 157:11, 206:20, 222:6  <b>externally</b> [1] - 104:9  <b>extra</b> [1] - 342:13  <b>extraction</b> [4] - 17:12, 67:7, 179:12, 183:24  <b>extractions</b> [1] - 73:8  <b>extraordinary</b> [1] - 227:5  <b>extreme</b> [1] - 185:20</p>
--	---	---	---	---

<p><b>extremely</b> [1] - 72:8 <b>eye</b> [1] - 163:3</p>	<p><b>Falls-Windsor</b> [1] - 96:8</p>	<p>324:20, 325:7, 325:15, 326:2, 327:9, 328:5</p>	<p><b>files</b> [2] - 175:14, 175:17</p>	<p><b>five</b> [18] - 13:18, 41:10, 41:14, 43:1, 46:22, 59:11, 63:1, 70:13, 133:13, 151:21, 163:12, 165:24, 169:9, 196:15, 214:18, 277:11, 306:9, 322:23</p>
<p><b>F</b></p>	<p><b>familiar</b> [7] - 150:4, 187:14, 259:22, 294:14, 297:13, 297:16, 298:4</p>	<p><b>federally</b> [4] - 165:11, 170:19, 298:1, 325:17</p>	<p><b>fill</b> [1] - 229:23</p>	<p><b>fix</b> [3] - 69:20, 183:5, 213:9</p>
<p><b>face</b> [5] - 86:13, 86:24, 296:6, 310:13, 323:18</p>	<p><b>families</b> [5] - 99:16, 131:13, 170:11, 299:14, 308:19</p>	<p><b>fed</b>s [1] - 310:1</p>	<p><b>final</b> [2] - 91:21, 208:5</p>	<p><b>fixed</b> [2] - 109:15, 212:17</p>
<p><b>face...</b> [1] - 86:12</p>	<p><b>family</b> [19] - 23:12, 44:15, 99:10, 299:19, 300:21, 301:4, 301:7, 302:7, 305:2, 305:10, 306:7, 306:24, 307:6, 307:22, 308:5, 309:4, 309:11, 311:6, 323:23</p>	<p><b>feed</b> [2] - 42:16, 169:19</p>	<p><b>final</b>ize [1] - 208:5</p>	<p><b>five-year-old</b> [6] - 41:10, 41:14, 43:1, 59:11, 63:1, 169:9</p>
<p><b>faces</b> [1] - 1:10</p>	<p><b>fan</b> [3] - 10:12, 105:6, 232:22</p>	<p><b>feedback</b> [1] - 169:17</p>	<p><b>financial</b> [4] - 125:1, 168:2, 251:17, 269:9</p>	<p><b>fixed-wing</b> [2] - 109:15, 212:17</p>
<p><b>facilities</b> [4] - 54:5, 54:6, 55:9, 91:1</p>	<p><b>fantastic</b> [11] - 71:9, 86:19, 156:22, 158:15, 162:10, 163:3, 163:22, 165:11, 165:20, 170:14, 174:13</p>	<p><b>feet</b> [6] - 35:7, 35:8, 35:9, 73:7, 109:10, 219:6</p>	<p><b>financially</b> [1] - 321:24</p>	<p><b>flexible</b> [2] - 60:4, 206:15</p>
<p><b>facility</b> [1] - 193:11</p>	<p><b>far</b> [9] - 37:6, 146:18, 159:5, 209:22, 242:1, 242:8, 243:23, 332:8, 334:12</p>	<p><b>fell</b> [2] - 83:18, 89:21</p>	<p><b>fine</b> [17] - 46:17, 49:2, 62:7, 66:2, 73:20, 92:2, 97:12, 119:14, 148:22, 156:14, 205:6, 206:3, 247:22, 268:12, 348:9, 348:13</p>	<p><b>flip</b> [1] - 243:23</p>
<p><b>facing</b> [4] - 22:6, 86:23, 218:12, 218:13</p>	<p><b>far</b> [9] - 37:6, 146:18, 159:5, 209:22, 242:1, 242:8, 243:23, 332:8, 334:12</p>	<p><b>fellow</b> [2] - 8:22, 341:15</p>	<p><b>finger</b> [1] - 160:6</p>	<p><b>flip-flops</b> [1] - 243:23</p>
<p><b>fact</b> [12] - 29:19, 72:24, 109:21, 139:20, 195:7, 244:20, 289:19, 290:17, 295:24, 319:21, 339:21, 345:8</p>	<p><b>fast</b> [6] - 6:22, 67:1, 68:10, 82:3, 135:9, 199:8</p>	<p><b>fellow's</b> [2] - 258:17</p>	<p><b>finished</b> [1] - 288:4</p>	<p><b>FLIR</b> [1] - 219:16</p>
<p><b>factor</b> [3] - 69:17, 230:12, 321:7</p>	<p><b>fast</b> [6] - 6:22, 67:1, 68:10, 82:3, 135:9, 199:8</p>	<p><b>felt</b> [2] - 90:15, 169:23</p>	<p><b>fire</b> [12] - 9:16, 51:18, 78:21, 83:4, 116:18, 117:3, 119:16, 163:16, 236:23, 237:3, 345:9</p>	<p><b>floods</b> [5] - 9:15, 11:4, 11:8, 78:16, 78:21</p>
<p><b>factors</b> [13] - 65:21, 69:11, 71:20, 75:20, 84:9, 181:10, 183:23, 302:19, 315:23, 317:15, 317:20, 317:22</p>	<p><b>fat</b> [6] - 6:22, 67:1, 68:10, 82:3, 135:9, 199:8</p>	<p><b>FEMA</b> [3] - 30:12, 36:16, 36:18</p>	<p><b>fire</b> [2] - 38:23, 257:20</p>	<p><b>flops</b> [1] - 243:23</p>
<p><b>factor</b> [3] - 69:17, 230:12, 321:7</p>	<p><b>fat</b> [6] - 6:22, 67:1, 68:10, 82:3, 135:9, 199:8</p>	<p><b>FEMALE</b> [2] - 309:12, 310:17</p>	<p><b>firefighter</b> [3] - 30:6, 322:3, 346:1</p>	<p><b>Florida</b> [7] - 6:18, 6:22, 10:1, 10:8, 12:12, 12:13, 166:9</p>
<p><b>fact</b> [12] - 29:19, 72:24, 109:21, 139:20, 195:7, 244:20, 289:19, 290:17, 295:24, 319:21, 339:21, 345:8</p>	<p><b>fat</b> [6] - 6:22, 67:1, 68:10, 82:3, 135:9, 199:8</p>	<p><b>few</b> [15] - 31:3, 66:4, 170:23, 208:9, 213:18, 216:1, 226:13, 226:24, 247:15, 273:4, 288:12, 309:15, 320:23, 332:13, 332:15</p>	<p><b>firefighters</b> [2] - 99:17, 155:3</p>	<p><b>flow</b> [6] - 35:12, 38:8, 47:12, 58:9, 64:15, 246:17</p>
<p><b>fact</b> [12] - 29:19, 72:24, 109:21, 139:20, 195:7, 244:20, 289:19, 290:17, 295:24, 319:21, 339:21, 345:8</p>	<p><b>fast</b> [6] - 6:22, 67:1, 68:10, 82:3, 135:9, 199:8</p>	<p><b>fibrillation</b> [1] - 223:16</p>	<p><b>Fires</b> [1] - 122:10</p>	<p><b>flowchart</b> [1] - 191:5</p>
<p><b>fact</b> [12] - 29:19, 72:24, 109:21, 139:20, 195:7, 244:20, 289:19, 290:17, 295:24, 319:21, 339:21, 345:8</p>	<p><b>fast</b> [6] - 6:22, 67:1, 68:10, 82:3, 135:9, 199:8</p>	<p><b>field</b> [38] - 6:17, 9:11, 21:8, 31:18, 39:20, 57:22, 59:10, 59:22, 62:6, 105:1, 105:5, 106:10, 106:19, 106:20, 115:19, 115:21, 116:1, 116:2, 120:6, 123:23, 124:1, 126:2, 126:9, 134:19, 134:20, 137:6, 147:5, 147:15, 152:19, 155:22, 162:24, 173:10, 246:18, 247:4, 250:11, 284:8, 330:21</p>	<p><b>first</b> [29] - 2:13, 3:22, 40:7, 46:13, 61:22, 78:2, 83:15, 84:7, 98:10, 99:4, 100:14, 101:18, 101:19, 102:9, 110:21, 119:21, 126:12, 134:6, 160:22, 173:12, 192:17, 212:6, 255:3, 275:1, 282:24, 288:16, 312:15, 325:4, 335:16</p>	<p><b>flowed</b> [1] - 32:5</p>
<p><b>fact</b> [12] - 29:19, 72:24, 109:21, 139:20, 195:7, 244:20, 289:19, 290:17, 295:24, 319:21, 339:21, 345:8</p>	<p><b>fast</b> [6] - 6:22, 67:1, 68:10, 82:3, 135:9, 199:8</p>	<p><b>fields</b> [1] - 210:10</p>	<p><b>First</b> [8] - 11:6, 11:7, 11:14, 11:17, 44:16, 45:7, 81:5, 290:3</p>	<p><b>flowing</b> [1] - 226:18</p>
<p><b>fact</b> [12] - 29:19, 72:24, 109:21, 139:20, 195:7, 244:20, 289:19, 290:17, 295:24, 319:21, 339:21, 345:8</p>	<p><b>fast</b> [6] - 6:22, 67:1, 68:10, 82:3, 135:9, 199:8</p>	<p><b>Fifteen</b> [2] - 95:14, 287:16</p>	<p><b>fiscal</b> [1] - 269:7</p>	<p><b>flown</b> [2] - 50:17, 50:18</p>
<p><b>fact</b> [12] - 29:19, 72:24, 109:21, 139:20, 195:7, 244:20, 289:19, 290:17, 295:24, 319:21, 339:21, 345:8</p>	<p><b>fast</b> [6] - 6:22, 67:1, 68:10, 82:3, 135:9, 199:8</p>	<p><b>fight</b> [1] - 78:11</p>	<p><b>Fish</b> [2] - 36:8, 47:21</p>	<p><b>flows</b> [1] - 331:11</p>
<p><b>fact</b> [12] - 29:19, 72:24, 109:21, 139:20, 195:7, 244:20, 289:19, 290:17, 295:24, 319:21, 339:21, 345:8</p>	<p><b>fast</b> [6] - 6:22, 67:1, 68:10, 82:3, 135:9, 199:8</p>	<p><b>figure</b> [8] - 114:1, 114:12, 344:17, 345:3, 345:7, 345:10, 345:13, 347:4</p>	<p><b>fit</b> [8] - 241:11, 262:7, 263:23, 264:18, 303:18, 314:6, 317:1, 319:3</p>	<p><b>fluctuations</b> [1] - 182:5</p>
<p><b>fact</b> [12] - 29:19, 72:24, 109:21, 139:20, 195:7, 244:20, 289:19, 290:17, 295:24, 319:21, 339:21, 345:8</p>	<p><b>fast</b> [6] - 6:22, 67:1, 68:10, 82:3, 135:9, 199:8</p>	<p><b>file</b> [3] - 29:9, 102:22, 160:15</p>	<p><b>fits</b> [1] - 89:13</p>	<p><b>fly</b> [7] - 214:18, 216:14, 216:18, 217:2, 223:13, 236:2, 238:18</p>
<p><b>fact</b> [12] - 29:19, 72:24, 109:21, 139:20, 195:7, 244:20, 289:19, 290:17, 295:24, 319:21, 339:21, 345:8</p>	<p><b>fast</b> [6] - 6:22, 67:1, 68:10, 82:3, 135:9, 199:8</p>	<p><b>file</b> [3] - 29:9, 102:22, 160:15</p>	<p><b>fit</b> [8] - 241:11, 262:7, 263:23, 264:18, 303:18, 314:6, 317:1, 319:3</p>	<p><b>flying</b> [2] - 81:22, 213:7</p>
<p><b>fact</b> [12] - 29:19, 72:24, 109:21, 139:20, 195:7, 244:20, 289:19, 290:17, 295:24, 319:21, 339:21, 345:8</p>	<p><b>fast</b> [6] - 6:22, 67:1, 68:10, 82:3, 135:9, 199:8</p>	<p><b>file</b> [3] - 29:9, 102:22, 160:15</p>	<p><b>fit</b> [8] - 241:11, 262:7, 263:23, 264:18, 303:18, 314:6, 317:1, 319:3</p>	<p><b>focal</b> [1] - 290:18</p>
<p><b>fact</b> [12] - 29:19, 72:24, 109:21, 139:20, 195:7, 244:20, 289:19, 290:17, 295:24, 319:21, 339:21, 345:8</p>	<p><b>fast</b> [6] - 6:22, 67:1, 68:10, 82:3, 135:9, 199:8</p>	<p><b>file</b> [3] - 29:9, 102:22, 160:15</p>	<p><b>fit</b> [8] - 241:11, 262:7, 263:23, 264:18, 303:18, 314:6, 317:1, 319:3</p>	<p><b>focus</b> [9] - 167:17, 239:22, 241:18, 241:19, 245:3, 246:23, 275:15, 275:22, 323:4</p>
<p><b>fact</b> [12] - 29:19, 72:24, 109:21, 139:20, 195:7, 244:20, 289:19, 290:17, 295:24, 319:21, 339:21, 345:8</p>	<p><b>fast</b> [6] - 6:22, 67:1, 68:10, 82:3, 135:9, 199:8</p>	<p><b>file</b> [3] - 29:9, 102:22, 160:15</p>	<p><b>fit</b> [8] - 241:11, 262:7, 263:23, 264:18, 303:18, 314:6, 317:1, 319:3</p>	<p><b>focused</b> [3] - 160:23, 161:7, 241:10</p>
<p><b>fact</b> [12] - 29:19, 72:24, 109:21, 139:20, 195:7, 244:20, 289:19, 290:17, 295:24, 319:21, 339:21, 345:8</p>	<p><b>fast</b> [6] - 6:22, 67:1, 68:10, 82:3, 135:9, 199:8</p>	<p><b>file</b> [3] - 29:9, 102:22, 160:15</p>	<p><b>fit</b> [8] - 241:11, 262:7, 263:23, 264:18, 303:18, 314:6, 317:1, 319:3</p>	<p><b>focusing</b> [1] - 320:2</p>
<p><b>fact</b> [12] - 29:19, 72:24, 109:21, 139:20, 195:7, 244:20, 289:19, 290:17, 295:24, 319:21, 339:21, 345:8</p>	<p><b>fast</b> [6] - 6:22, 67:1, 68:10, 82:3, 135:9, 199:8</p>	<p><b>file</b> [3] - 29:9, 102:22, 160:15</p>	<p><b>fit</b> [8] - 241:11, 262:7, 263:23, 264:18, 303:18, 314:6, 317:1, 319:3</p>	<p><b>fog</b> [5] - 72:4, 72:5, 72:11, 72:14, 191:2</p>
<p><b>fact</b> [12] - 29:19, 72:24, 109:21, 139:20, 195:7, 244:20, 289:19, 290:17, 295:24, 319:21, 339:21, 345:8</p>	<p><b>fast</b> [6] - 6:22, 67:1, 68:10, 82:3, 135:9, 199:8</p>	<p><b>file</b> [3] - 29:9, 102:22, 160:15</p>	<p><b>fit</b> [8] - 241:11, 262:7, 263:23, 264:18, 303:18, 314:6, 317:1, 319:3</p>	<p><b>folks</b> [24] - 13:15, 14:6, 23:10, 26:19,</p>
<p><b>fact</b> [12] - 29:19, 72:24, 109:21, 139:20, 195:7, 244:20, 289:19, 290:17, 295:24, 319:21, 339:21, 345:8</p>	<p><b>fast</b> [6] - 6:22, 67:1, 68:10, 82:3, 135:9, 199:8</p>	<p><b>file</b> [3] - 29:9, 102:22, 160:15</p>	<p><b>fit</b> [8] - 241:11, 262:7, 263:23, 264:18, 303:18, 314:6, 317:1, 319:3</p>	<p><b>folks</b> [24] - 13:15, 14:6, 23:10, 26:19,</p>
<p><b>fact</b> [12] - 29:19, 72:24, 109:21, 139:20, 195:7, 244:20, 289:19, 290:17, 295:24, 319:21, 339:21, 345:8</p>	<p><b>fast</b> [6] - 6:22, 67:1, 68:10, 82:3, 135:9, 199:8</p>	<p><b>file</b> [3] - 29:9, 102:22, 160:15</p>	<p><b>fit</b> [8] - 241:11, 262:7, 263:23, 264:18</p>	

<p>43:12, 48:5, 51:7, 98:10, 116:11, 117:24, 118:18, 151:20, 158:16, 172:8, 181:19, 187:10, 230:19, 237:17, 252:12, 291:22, 292:20, 294:3, 314:13, 316:13</p> <p><b>follow</b> [8] - 114:24, 115:8, 136:6, 138:14, 190:13, 205:1, 235:18, 244:4</p> <p><b>follow-up</b> [3] - 190:13, 235:18, 244:4</p> <p><b>followed</b> [3] - 104:6, 133:21, 136:11</p> <p><b>following</b> [1] - 72:16</p> <p><b>Following</b> [1] - 178:3</p> <p><b>food</b> [1] - 45:6</p> <p><b>footfall</b> [1] - 334:8</p> <p><b>footprint</b> [2] - 70:20, 168:15</p> <p><b>footwear</b> [1] - 243:22</p> <p><b>for..</b> [1] - 269:2</p> <p><b>force</b> [5] - 5:24, 19:5, 47:19, 76:20, 162:13</p> <p><b>Force</b> [8] - 6:19, 17:3, 56:20, 74:19, 111:7, 206:2, 213:5, 283:22</p> <p><b>Force's</b> [1] - 221:15</p> <p><b>forces</b> [5] - 269:22, 269:24, 270:7, 277:3, 278:23</p> <p><b>forest</b> [2] - 221:21</p> <p><b>Forest</b> [4] - 38:22, 39:12, 47:13, 47:15</p> <p><b>Forestry</b> [1] - 47:22</p> <p><b>forever</b> [1] - 75:17</p> <p><b>forget</b> [2] - 72:22, 190:16</p> <p><b>form</b> [2] - 33:12, 47:10</p> <p><b>formal</b> [2] - 142:13, 142:14</p> <p><b>formalize</b> [1] - 264:15</p> <p><b>format</b> [2] - 230:18, 336:22</p> <p><b>formats</b> [2] - 122:13, 303:12</p> <p><b>formed</b> [1] - 40:11</p> <p><b>forms</b> [4] - 151:5, 175:23, 229:22</p> <p><b>formula</b> [1] - 140:24</p> <p><b>Fort</b> [2] - 34:20, 78:22</p> <p><b>forth</b> [6] - 17:11, 39:2, 72:10, 109:4, 194:16, 312:23</p> <p><b>forthcoming</b> [1] - 90:7</p>	<p><b>fortunate</b> [2] - 11:20, 81:15</p> <p><b>fortunately</b> [1] - 36:20</p> <p><b>forum</b> [1] - 161:18</p> <p><b>forums</b> [1] - 161:10</p> <p><b>forward</b> [45] - 5:3, 21:19, 24:5, 28:11, 32:16, 48:6, 48:23, 49:8, 59:24, 62:11, 89:24, 101:22, 108:22, 108:23, 124:7, 126:20, 126:22, 136:4, 142:19, 144:3, 144:22, 145:17, 146:6, 153:24, 161:21, 164:19, 171:10, 176:19, 197:12, 206:16, 207:24, 208:21, 218:7, 218:12, 218:13, 265:13, 267:8, 268:3, 279:19, 299:5, 325:23, 326:8, 328:4, 333:3, 337:7</p> <p><b>forward-facing</b> [2] - 218:12, 218:13</p> <p><b>forward-looking</b> [2] - 62:11, 218:7</p> <p><b>Foss</b> [1] - 258:20</p> <p><b>foster</b> [3] - 157:11, 173:10, 294:11</p> <p><b>foundation</b> [8] - 16:9, 105:18, 149:20, 178:24, 188:10, 197:11, 205:10, 212:1</p> <p><b>foundations</b> [1] - 49:21</p> <p><b>four</b> [15] - 10:5, 11:7, 69:14, 116:24, 163:11, 163:21, 165:24, 176:14, 189:20, 196:15, 240:6, 241:22, 243:4, 244:2, 317:1</p> <p><b>fourth</b> [5] - 14:16, 61:22, 134:7, 173:13, 250:21</p> <p><b>fragile</b> [2] - 314:10, 322:19</p> <p><b>frame</b> [1] - 223:21</p> <p><b>framework</b> [1] - 54:14</p> <p><b>frank</b> [6] - 42:8, 90:10, 90:23, 91:7, 93:7, 93:20</p> <p><b>free</b> [2] - 24:5, 226:18</p> <p><b>free-flowing</b> [1] - 226:18</p>	<p><b>FREEMAN</b> [26] - 141:19, 274:14, 274:23, 275:4, 276:16, 276:22, 278:8, 279:24, 280:6, 280:12, 281:2, 281:19, 282:3, 282:7, 282:18, 283:6, 284:9, 284:24, 286:5, 286:12, 286:19, 347:19, 348:1, 348:5, 348:10, 348:14</p> <p><b>Freeman</b> [1] - 226:11</p> <p><b>freezes</b> [1] - 160:10</p> <p><b>French</b> [5] - 41:8, 60:22, 61:1, 192:22, 215:22</p> <p><b>frequency</b> [3] - 157:23, 182:21</p> <p><b>Friday</b> [4] - 116:6, 262:13, 312:17, 344:4</p> <p><b>friend</b> [4] - 36:15, 37:18, 48:10, 76:7</p> <p><b>friends</b> [1] - 82:8</p> <p><b>front</b> [8] - 23:23, 24:3, 57:18, 57:20, 74:13, 138:1, 212:9, 332:15</p> <p><b>frustrating</b> [1] - 45:2</p> <p><b>FTEs</b> [1] - 208:14</p> <p><b>full</b> [14] - 7:8, 45:6, 74:4, 103:4, 106:3, 146:18, 168:4, 202:18, 208:14, 219:15, 271:9, 308:2, 319:19, 345:24</p> <p><b>full-time</b> [7] - 7:8, 168:4, 202:18, 208:14, 219:15, 271:9, 345:24</p> <p><b>fully</b> [4] - 42:2, 105:24, 197:22, 340:21</p> <p><b>function</b> [16] - 16:11, 16:13, 23:13, 26:12, 31:7, 31:18, 33:6, 33:17, 33:23, 36:12, 42:23, 53:14, 54:9, 64:6, 115:16, 205:21</p> <p><b>functions</b> [8] - 57:11, 66:24, 95:9, 150:15, 150:16, 151:10, 182:1, 204:16</p> <p><b>Fund</b> [1] - 271:6</p> <p><b>funded</b> [3] - 161:21, 165:11, 256:5</p> <p><b>funding</b> [47] - 98:5, 98:6, 98:7, 112:16,</p>	<p>113:1, 113:14, 121:5, 121:11, 124:22, 149:5, 154:17, 155:1, 162:21, 165:12, 166:2, 168:1, 174:4, 176:19, 196:18, 208:12, 208:19, 209:4, 211:16, 213:23, 255:23, 260:7, 260:8, 260:10, 261:5, 268:15, 268:20, 268:22, 269:1, 269:4, 269:15, 278:21, 289:2, 293:24, 298:24, 314:2, 321:19, 321:21, 323:6, 337:12</p> <p><b>fundings</b> [1] - 214:1</p> <p><b>fundraised</b> [1] - 315:13</p> <p><b>fundraising</b> [3] - 210:9, 298:22, 334:19</p> <p><b>funds</b> [2] - 154:20, 155:9</p> <p><b>funny</b> [1] - 212:4</p> <p><b>fusion</b> [1] - 160:4</p> <p><b>future</b> [5] - 205:10, 205:11, 265:13, 302:15, 332:20</p>	<p>337:6, 340:15, 342:13, 343:23</p> <p><b>gee</b> [1] - 24:14</p> <p><b>gender</b> [1] - 94:7</p> <p><b>general</b> [5] - 128:23, 227:22, 262:24, 312:10, 348:21</p> <p><b>General</b> [2] - 7:4, 269:6</p> <p><b>General's</b> [1] - 269:9</p> <p><b>generalized</b> [1] - 183:6</p> <p><b>generally</b> [3] - 249:19, 280:13, 323:6</p> <p><b>generic</b> [1] - 262:23</p> <p><b>gentleman</b> [6] - 73:20, 77:19, 119:14, 119:18, 119:23, 152:8</p> <p><b>Geoff</b> [2] - 57:16, 331:6</p> <p><b>Geoffrey</b> [1] - 22:1</p> <p><b>geographic</b> [7] - 97:14, 127:21, 181:5, 181:10, 181:16, 192:18, 323:18</p> <p><b>geographically</b> [1] - 191:12</p> <p><b>geography</b> [3] - 212:16, 275:24, 326:11</p> <p><b>geopolitical</b> [1] - 29:20</p> <p><b>get-go</b> [2] - 30:11, 53:17</p> <p><b>given</b> [14] - 11:17, 13:24, 45:8, 45:22, 58:11, 84:12, 141:13, 148:12, 155:3, 182:19, 312:8, 323:17, 342:1, 342:4</p> <p><b>glad</b> [3] - 300:11, 301:9, 335:11</p> <p><b>glob</b> [1] - 60:17</p> <p><b>global</b> [2] - 74:14, 106:24</p> <p><b>go-between</b> [1] - 28:24</p> <p><b>goal</b> [2] - 208:4, 309:22</p> <p><b>goals</b> [12] - 54:19, 55:5, 57:6, 57:12, 59:18, 64:8, 64:21, 89:17, 118:10, 131:3, 184:9, 308:2</p> <p><b>gold</b> [2] - 51:18, 320:17</p>
<b>G</b>				
<p><b>G20s</b> [1] - 27:1</p> <p><b>G8</b> [2] - 26:22, 27:1</p> <p><b>gadgets</b> [1] - 120:21</p> <p><b>gain</b> [3] - 64:1, 86:10, 252:7</p> <p><b>gained</b> [3] - 6:6, 7:16, 307:9</p> <p><b>game</b> [1] - 67:11</p> <p><b>gamut</b> [1] - 146:18</p> <p><b>gap</b> [8] - 195:14, 299:9, 299:23, 300:4, 300:11, 300:21, 301:6, 319:11</p> <p><b>gaps</b> [1] - 52:10</p> <p><b>GAR</b> [1] - 230:1</p> <p><b>garbage</b> [1] - 193:15</p> <p><b>gather</b> [1] - 88:20</p> <p><b>gathered</b> [1] - 82:13</p> <p><b>gathering</b> [1] - 82:15</p> <p><b>gear</b> [10] - 23:18, 193:16, 221:5, 252:6, 335:4, 337:5,</p>				

<p><b>Goobie</b> [1] - 41:8  <b>Goose</b> [1] - 163:2  <b>govern</b> [2] - 265:16, 327:6  <b>Governance</b> [1] - 321:7  <b>governance</b> [13] - 260:15, 260:16, 265:1, 265:10, 268:10, 277:22, 313:24, 314:19, 321:8, 321:13, 325:5, 325:8, 338:4  <b>governing</b> [1] - 262:17  <b>Government</b> [2] - 91:12, 289:23  <b>government</b> [39] - 5:5, 28:23, 98:7, 115:1, 158:21, 165:12, 165:15, 165:18, 174:13, 189:6, 190:2, 196:15, 209:13, 209:21, 211:19, 217:13, 226:8, 249:19, 254:1, 256:10, 257:4, 257:7, 257:11, 257:12, 259:24, 260:23, 265:17, 268:7, 272:10, 279:9, 279:15, 319:19, 324:13, 324:14, 324:20, 324:21, 327:9  <b>Governor</b> [1] - 37:16  <b>GPS</b> [3] - 100:19, 120:18, 127:21  <b>grab</b> [1] - 223:11  <b>grabbed</b> [1] - 6:19  <b>grabbing</b> [1] - 146:4  <b>gracious</b> [1] - 88:15  <b>Grand</b> [1] - 96:8  <b>grandson</b> [1] - 330:6  <b>granola</b> [1] - 59:13  <b>grant</b> [5] - 209:17, 271:6, 271:21, 272:1, 272:4  <b>grants</b> [1] - 209:18  <b>grasp</b> [1] - 104:11  <b>grasped</b> [1] - 9:4  <b>grateful</b> [1] - 348:17  <b>Great</b> [3] - 24:24, 227:17, 247:22  <b>great</b> [60] - 4:2, 4:7, 5:14, 10:17, 11:20, 13:1, 16:6, 32:14, 32:23, 36:24, 45:20, 46:20, 48:10, 53:22,</p>	<p>61:2, 63:14, 66:11, 68:18, 75:7, 86:4, 86:7, 90:15, 90:22, 97:1, 102:16, 104:10, 105:3, 120:21, 144:8, 145:16, 149:2, 156:22, 157:7, 163:16, 165:19, 166:11, 173:21, 181:2, 189:9, 191:9, 192:20, 194:12, 210:22, 213:2, 219:18, 222:13, 222:18, 227:14, 233:21, 302:6, 307:18, 309:4, 315:5, 315:9, 322:11, 334:13, 335:15, 337:11  <b>greater</b> [3] - 95:8, 100:1, 151:4  <b>greatest</b> [2] - 29:19, 118:21  <b>greet</b> [1] - 207:13  <b>greeting</b> [2] - 42:1, 174:15  <b>grid</b> [6] - 43:6, 47:23, 110:16, 216:16, 216:18, 216:20  <b>gridding</b> [1] - 214:20  <b>grief</b> [2] - 184:23, 223:15  <b>grips</b> [1] - 86:13  <b>Ground</b> [5] - 117:2, 256:21, 259:7, 283:1, 283:9  <b>ground</b> [43] - 2:7, 30:11, 44:20, 51:18, 72:11, 72:14, 76:11, 77:2, 92:1, 105:9, 106:4, 108:14, 108:21, 109:5, 109:7, 110:3, 110:17, 110:20, 118:6, 126:8, 152:22, 155:1, 219:22, 220:7, 223:20, 249:11, 249:21, 252:24, 259:17, 281:15, 286:2, 294:7, 311:11, 327:15, 327:20, 327:21, 328:15, 328:21, 329:18, 329:24, 334:8, 335:9, 345:14  <b>group</b> [23] - 12:1, 96:15, 97:19, 98:2, 130:5, 146:12,</p>	<p>181:24, 189:14, 189:24, 192:12, 193:6, 198:7, 209:7, 217:22, 291:21, 294:15, 294:20, 296:8, 301:11, 302:1, 323:22, 335:24  <b>groups</b> [18] - 36:9, 94:8, 97:17, 153:6, 161:12, 166:3, 180:14, 200:24, 204:17, 209:16, 238:5, 260:7, 270:1, 270:4, 270:16, 337:14, 338:6  <b>GSAR</b> [17] - 74:19, 123:8, 162:4, 162:7, 162:14, 181:24, 205:24, 206:5, 233:10, 236:15, 252:11, 252:23, 257:21, 270:1, 319:9, 328:8, 330:20  <b>GSARs</b> [1] - 310:2  <b>Guard</b> [16] - 56:23, 74:18, 105:1, 106:14, 114:8, 115:12, 116:14, 117:1, 124:12, 155:23, 159:21, 256:12, 293:9, 293:17  <b>guard</b> [2] - 83:5, 239:15  <b>guess</b> [40] - 60:9, 106:7, 132:9, 140:18, 142:13, 227:2, 228:13, 239:2, 239:14, 249:3, 249:10, 249:12, 249:15, 249:19, 250:4, 253:18, 253:20, 256:17, 257:5, 259:21, 262:2, 263:19, 263:23, 269:19, 274:24, 284:12, 286:7, 288:7, 308:17, 313:1, 327:2, 329:17, 332:13, 332:24, 335:5, 339:19, 340:5, 342:24, 346:22  <b>guide</b> [5] - 173:11, 229:17, 230:19, 231:5, 238:20  <b>guidelines</b> [2] - 236:22, 309:21</p>	<p><b>guides</b> [4] - 9:11, 39:21, 57:23, 296:22  <b>guiding</b> [1] - 325:16  <b>Gulf</b> [1] - 27:17  <b>guy</b> [4] - 36:17, 36:18, 157:5, 163:24  <b>guys</b> [15] - 38:24, 44:2, 66:8, 72:8, 86:22, 118:3, 118:14, 119:7, 120:3, 121:20, 136:18, 137:14, 172:18, 247:3, 310:19</p> <hr/> <p style="text-align: center;"><b>H</b></p> <hr/> <p><b>Half</b> [1] - 245:7  <b>half</b> [10] - 30:22, 32:11, 34:4, 44:14, 62:24, 192:8, 239:5, 245:7, 315:1, 345:18  <b>hamper</b> [1] - 43:21  <b>hand</b> [4] - 14:1, 47:14, 74:20, 76:23  <b>handlers</b> [1] - 13:3  <b>hands</b> [4] - 25:12, 100:22, 101:8, 296:4  <b>hands-on</b> [1] - 100:22  <b>hang</b> [1] - 171:9  <b>hard</b> [15] - 3:24, 19:16, 46:4, 46:6, 99:18, 99:22, 103:11, 116:19, 193:17, 211:14, 232:21, 256:1, 258:10, 258:11, 326:21  <b>harm</b> [1] - 252:22  <b>harm's</b> [2] - 228:5  <b>harmonious</b> [1] - 56:15  <b>harry</b> [6] - 11:24, 26:15, 49:24, 74:10, 79:5, 98:13  <b>Harry</b> [5] - 67:19, 156:16, 198:2, 210:8, 272:12  <b>hashing</b> [1] - 98:22  <b>hasty</b> [5] - 60:1, 60:10, 62:23, 335:21, 337:16  <b>Hat</b> [1] - 270:9  <b>haves</b> [1] - 118:21  <b>haw</b> [1] - 24:14  <b>hazard</b> [3] - 176:4, 180:1, 188:7  <b>Hazard</b> [4] - 176:10, 176:15, 178:15, 201:10</p>	<p><b>hazardous</b> [2] - 133:23, 185:18  <b>hazardous -type</b> [2] - 133:23, 185:18  <b>hazards</b> [4] - 135:21, 192:3, 193:23, 275:24  <b>head</b> [2] - 164:24, 242:6  <b>heading</b> [1] - 243:15  <b>health</b> [3] - 197:13, 300:3, 300:4  <b>Health</b> [4] - 1:23, 26:15, 36:8  <b>hear</b> [7] - 2:5, 232:4, 252:16, 272:2, 279:4, 281:6, 347:14  <b>heard</b> [26] - 3:2, 51:2, 77:1, 81:24, 118:6, 126:13, 138:11, 142:24, 210:7, 227:1, 227:3, 227:7, 227:12, 227:16, 227:17, 228:8, 233:3, 233:7, 237:17, 238:22, 239:9, 331:16, 332:8, 334:16, 334:21, 335:4  <b>Hearing</b> [1] - 32:13  <b>hearing</b> [14] - 3:23, 32:12, 51:2, 58:15, 85:2, 88:17, 89:2, 89:3, 100:12, 101:12, 116:6, 313:15, 331:9, 332:2  <b>hearings</b> [12] - 30:15, 30:17, 70:13, 88:20, 89:19, 97:3, 100:12, 136:17, 210:22, 226:1, 227:4, 322:14  <b>heart</b> [1] - 308:14  <b>heartbeat</b> [1] - 71:22  <b>Heartland</b> [1] - 194:15  <b>heavy</b> [4] - 98:23, 210:4, 290:21, 334:17  <b>HEC</b> [4] - 67:18, 220:17, 222:5, 224:21  <b>heck</b> [1] - 44:8  <b>held</b> [1] - 110:21  <b>Helens</b> [5] - 27:23, 37:5, 37:23, 38:2, 40:19  <b>Helicopter</b> [1] - 221:13  <b>helicopter</b> [19] - 17:14, 62:11, 67:6,</p>
--	--	---	---	---

<p>73:7, 81:1, 81:13, 109:15, 179:11, 186:19, 193:20, 217:18, 220:23, 222:6, 223:5, 224:10, 232:16, 297:8, 297:24, 298:9</p> <p><b>helicopters</b> [5] - 41:20, 186:20, 218:9, 297:20, 298:22</p> <p><b>help</b> [29] - 8:23, 24:13, 43:12, 44:10, 46:21, 58:5, 110:24, 113:5, 122:7, 130:1, 135:6, 144:17, 152:1, 152:11, 167:12, 170:23, 174:20, 198:6, 230:19, 246:3, 291:18, 302:14, 314:11, 334:3, 335:12, 337:11, 338:6, 340:20, 340:22</p> <p><b>helpful</b> [2] - 320:2, 344:3</p> <p><b>helping</b> [2] - 40:12, 155:22</p> <p><b>helps</b> [5] - 96:16, 100:6, 161:10, 235:12, 319:22</p> <p><b>helter</b> [1] - 147:7</p> <p><b>helter-skelter</b> [1] - 147:7</p> <p><b>Hercules</b> [1] - 108:11</p> <p><b>heroism</b> [1] - 227:23</p> <p><b>hesitate</b> [1] - 226:20</p> <p><b>high</b> [11] - 68:2, 76:22, 94:13, 94:14, 95:7, 96:14, 157:23, 179:11, 184:13, 221:6, 276:7</p> <p><b>high-angle</b> [2] - 179:11, 221:6</p> <p><b>high-risk</b> [1] - 68:2</p> <p><b>high-use</b> [1] - 276:7</p> <p><b>higher</b> [7] - 149:13, 213:8, 213:17, 221:20, 251:4, 311:8, 320:14</p> <p><b>highlighted</b> [1] - 298:8</p> <p><b>highly</b> [5] - 137:10, 218:20, 237:23, 250:9, 313:18</p> <p><b>highly-trained</b> [1] - 250:9</p> <p><b>highway</b> [3] - 49:15, 292:6, 336:6</p> <p><b>highways</b> [1] - 324:2</p>	<p><b>hiked</b> [1] - 184:17</p> <p><b>hiking</b> [5] - 69:13, 76:24, 181:20, 192:1, 199:22</p> <p><b>Hiking</b> [1] - 184:14</p> <p><b>Hill</b> [3] - 48:10, 48:16, 76:8</p> <p><b>himself</b> [2] - 3:12, 3:14</p> <p><b>hip</b> [1] - 63:16</p> <p><b>hired</b> [3] - 142:22, 271:9, 271:10</p> <p><b>hiring</b> [1] - 142:22</p> <p><b>historical</b> [2] - 207:7, 248:20</p> <p><b>historically</b> [2] - 248:11, 249:4</p> <p><b>histories</b> [1] - 181:6</p> <p><b>history</b> [1] - 119:16</p> <p><b>hit</b> [1] - 232:22</p> <p><b>hits</b> [2] - 10:12, 105:6</p> <p><b>hoist</b> [1] - 222:15</p> <p><b>hoisted</b> [1] - 66:12</p> <p><b>hoisting</b> [2] - 67:16, 179:12</p> <p><b>hold</b> [2] - 137:9, 173:15</p> <p><b>holder</b> [2] - 277:7, 278:18</p> <p><b>holding</b> [2] - 189:4, 215:1</p> <p><b>holes</b> [1] - 225:9</p> <p><b>home</b> [4] - 7:15, 30:24, 34:4, 102:20</p> <p><b>Homeland</b> [1] - 6:13</p> <p><b>homes</b> [4] - 11:9, 11:12, 32:21, 32:24</p> <p><b>homework</b> [1] - 180:17</p> <p><b>homicide</b> [2] - 252:21, 273:21</p> <p><b>honest</b> [4] - 90:10, 225:16, 248:7, 334:6</p> <p><b>honoured</b> [1] - 50:4</p> <p><b>hood</b> [1] - 130:18</p> <p><b>Hood</b> [1] - 38:3</p> <p><b>hooded</b> [1] - 218:18</p> <p><b>hopefully</b> [1] - 339:11</p> <p><b>horizon</b> [1] - 332:13</p> <p><b>hospital</b> [1] - 81:9</p> <p><b>host</b> [2] - 54:8, 167:1</p> <p><b>hotel</b> [1] - 23:2</p> <p><b>hounds</b> [1] - 168:13</p> <p><b>hour</b> [10] - 3:7, 90:6, 137:2, 155:4, 228:17, 237:13, 339:4, 344:21, 345:11</p> <p><b>hourly</b> [2] - 345:22,</p>	<p>346:11</p> <p><b>hours</b> [32] - 14:8, 19:22, 20:1, 31:3, 33:17, 33:21, 54:24, 56:3, 61:13, 94:17, 99:15, 128:22, 129:17, 130:18, 135:1, 151:18, 151:21, 151:22, 180:11, 218:21, 236:1, 236:8, 236:17, 237:9, 301:16, 306:9, 313:19, 314:12, 322:15, 336:3, 344:23</p> <p><b>hours-plus</b> [1] - 129:17</p> <p><b>house</b> [6] - 63:4, 74:7, 127:17, 132:24, 270:24, 331:21</p> <p><b>House</b> [2] - 8:5, 44:17</p> <p><b>houses</b> [1] - 43:16</p> <p><b>hover</b> [1] - 66:13</p> <p><b>hull</b> [1] - 75:9</p> <p><b>human</b> [2] - 133:18, 195:7</p> <p><b>humility</b> [1] - 246:10</p> <p><b>hundred</b> [3] - 23:18, 24:21, 338:11</p> <p><b>hundreds</b> [3] - 47:22, 91:10, 157:21</p> <p><b>hung</b> [1] - 308:9</p> <p><b>hunting</b> [2] - 292:21, 296:21</p> <p><b>Hurricane</b> [5] - 22:23, 27:12, 29:2, 29:13, 36:17</p> <p><b>hurricane</b> [5] - 6:23, 10:13, 22:24, 29:14, 40:8</p> <p><b>hurricanes</b> [1] - 166:9</p> <p><b>hurry</b> [1] - 75:12</p> <p><b>hurt</b> [2] - 208:24, 343:22</p> <p><b>husband</b> [1] - 86:19</p> <p><b>HVA</b> [3] - 176:12, 224:18, 321:13</p> <p><b>Hyatt</b> [1] - 23:1</p> <p><b>hypothermia</b> [5] - 18:5, 81:8, 112:7, 112:11, 223:8</p> <p><b>hypothermic</b> [2] - 17:23, 223:14</p>	<p>151:20</p> <p><b>I-200</b> [3] - 149:14, 149:23, 151:3</p> <p><b>I-300</b> [4] - 149:15, 149:23, 151:13, 151:22</p> <p><b>I-400</b> [3] - 152:5, 152:14</p> <p><b>Ian</b> [1] - 258:20</p> <p><b>IAP</b> [1] - 151:8</p> <p><b>IC</b> [12] - 53:5, 59:15, 62:18, 64:18, 65:12, 149:16, 150:13, 212:15, 230:22, 230:24, 232:18, 237:12</p> <p><b>ice</b> [11] - 24:6, 38:4, 69:7, 199:21, 227:8, 227:9, 227:13, 294:23, 295:11, 296:5</p> <p><b>Icelandic</b> [1] - 12:16</p> <p><b>icing</b> [1] - 213:13</p> <p><b>ICs</b> [1] - 146:10</p> <p><b>icy</b> [1] - 83:19</p> <p><b>ID</b> [1] - 184:21</p> <p><b>idea</b> [4] - 44:24, 49:19, 194:24, 330:10</p> <p><b>ideal</b> [1] - 333:13</p> <p><b>ideally</b> [2] - 278:15, 278:17</p> <p><b>ideas</b> [2] - 59:2, 346:24</p> <p><b>identified</b> [11] - 30:14, 39:10, 41:18, 55:16, 142:18, 180:1, 194:23, 204:13, 276:7, 289:5, 289:12</p> <p><b>identify</b> [6] - 122:3, 179:22, 187:7, 219:5, 219:6, 275:23</p> <p><b>identifying</b> [6] - 110:18, 135:20, 146:16, 192:3, 193:23, 219:2</p> <p><b>Igloliorte</b> [1] - 1:5</p> <p><b>IGLOLIORTE</b> [15] - 1:7, 1:20, 2:1, 3:17, 34:9, 87:16, 103:15, 103:19, 138:3, 141:23, 142:20, 171:11, 171:23, 177:9, 177:14</p> <p><b>images</b> [1] - 59:2</p> <p><b>imagination</b> [1] - 334:13</p> <p><b>immediately</b> [3] - 70:9, 103:1, 137:10</p> <p><b>immigrant</b> [2] -</p>	<p>191:16, 191:17</p> <p><b>immigrants</b> [2] - 187:12, 187:14</p> <p><b>impact</b> [3] - 85:2, 85:3, 85:8</p> <p><b>impacts</b> [1] - 294:23</p> <p><b>implement</b> [1] - 150:20</p> <p><b>implementation</b> [2] - 30:19, 210:3</p> <p><b>implemented</b> [1] - 329:16</p> <p><b>important</b> [50] - 13:23, 14:4, 16:2, 16:9, 19:16, 20:10, 25:4, 52:14, 55:4, 61:21, 62:15, 66:16, 66:17, 73:2, 75:18, 75:20, 77:11, 80:13, 85:20, 94:24, 95:3, 101:20, 109:17, 112:1, 113:20, 115:20, 125:23, 132:15, 134:23, 136:7, 154:8, 168:20, 176:5, 176:21, 187:8, 192:4, 204:15, 218:3, 220:2, 221:24, 223:18, 228:11, 286:11, 286:15, 296:19, 300:13, 308:1, 321:7, 321:15, 322:9</p> <p><b>impression</b> [1] - 140:20</p> <p><b>impressions</b> [1] - 334:8</p> <p><b>improper</b> [2] - 340:14, 340:15</p> <p><b>improve</b> [9] - 32:16, 83:5, 92:21, 103:8, 131:17, 170:12, 301:23, 308:15, 314:21</p> <p><b>improved</b> [3] - 196:2, 315:16, 315:17</p> <p><b>improvement</b> [1] - 316:12</p> <p><b>improvements</b> [1] - 208:10</p> <p><b>improving</b> [2] - 121:14, 208:4</p> <p><b>IMT</b> [1] - 129:8</p> <p><b>IMTs</b> [1] - 173:7</p> <p><b>in-depth</b> [3] - 90:4, 295:7, 297:21</p> <p><b>inaudible</b> [14] - 5:2, 14:16, 34:21, 38:17, 64:19, 87:20,</p>
<b>I</b>				
<p><b>I-100</b> [4] - 33:9, 150:13, 150:23,</p>				

<p>100:16, 101:17, 115:14, 122:2, 140:13, 161:13, 166:11, 167:2</p> <p><b>inaudible</b> [4] - 10:4, 94:19, 120:7, 151:17</p> <p><b>incentive</b> [3] - 170:19, 322:5, 338:6</p> <p><b>incentives</b> [1] - 336:22</p> <p><b>incentivize</b> [1] - 155:5</p> <p><b>inception</b> [1] - 95:17</p> <p><b>inches</b> [1] - 29:6</p> <p><b>Incident</b> [1] - 197:16</p> <p><b>incident</b> [88] - 10:21, 11:1, 14:10, 20:9, 21:23, 26:17, 26:23, 27:1, 27:5, 29:8, 29:24, 30:7, 32:4, 33:7, 33:8, 33:9, 33:15, 33:20, 34:11, 37:2, 39:3, 39:9, 40:18, 40:19, 44:23, 45:16, 47:16, 51:19, 51:22, 51:24, 52:5, 52:24, 53:6, 53:20, 55:9, 55:20, 63:11, 64:5, 64:18, 76:14, 79:19, 82:20, 83:13, 83:17, 83:22, 83:23, 101:10, 104:1, 118:8, 127:17, 128:20, 128:22, 129:5, 129:16, 130:15, 133:6, 134:23, 135:18, 137:3, 138:4, 141:3, 142:4, 143:3, 145:11, 146:3, 147:20, 148:24, 149:14, 149:17, 150:6, 150:20, 151:4, 151:15, 155:18, 172:23, 173:3, 173:6, 173:16, 198:10, 200:10, 207:16, 232:7, 233:13, 233:18, 234:1, 239:15, 250:8, 302:13</p> <p><b>incidents</b> [27] - 21:22, 27:4, 27:5, 28:3, 32:1, 33:5, 39:7, 39:24, 52:7, 63:13, 65:16, 65:22, 74:17, 75:16, 84:10, 85:20, 85:23, 177:1, 185:12, 186:14, 196:23, 199:17, 200:14, 207:7,</p>	<p>274:1, 276:5</p> <p><b>inclement</b> [1] - 118:14</p> <p><b>include</b> [2] - 184:9, 214:1</p> <p><b>included</b> [1] - 304:9</p> <p><b>including</b> [6] - 12:10, 43:16, 255:13, 270:4, 335:20</p> <p><b>income</b> [1] - 209:2</p> <p><b>incorporate</b> [4] - 171:7, 255:12, 256:1, 336:20</p> <p><b>incorporates</b> [1] - 179:13</p> <p><b>incorporating</b> [1] - 172:4</p> <p><b>increase</b> [4] - 123:12, 196:22, 332:19, 334:1</p> <p><b>increased</b> [1] - 123:22</p> <p><b>increasing</b> [1] - 146:9</p> <p><b>incredible</b> [1] - 174:3</p> <p><b>incredibly</b> [1] - 162:8</p> <p><b>incumbent</b> [1] - 72:24</p> <p><b>indeed</b> [2] - 4:16, 73:20</p> <p><b>independent</b> [2] - 103:5, 167:5</p> <p><b>indicates</b> [1] - 108:20</p> <p><b>indicating</b> [1] - 185:18</p> <p><b>Indigenous</b> [13] - 210:20, 211:4, 289:2, 289:13, 289:20, 290:6, 290:9, 290:10, 290:17, 290:21, 291:1, 291:19, 292:13</p> <p><b>individual</b> [6] - 101:19, 133:15, 244:8, 245:17, 299:18, 313:17</p> <p><b>individual 's</b> [1] - 301:14</p> <p><b>individually</b> [1] - 96:16</p> <p><b>individuals</b> [19] - 5:2, 5:14, 6:7, 10:6, 11:16, 16:1, 16:6, 17:22, 18:6, 25:19, 46:21, 63:12, 63:14, 77:18, 77:22, 77:23, 92:3, 239:10, 307:22</p> <p><b>industry</b> [2] - 337:9, 338:3</p> <p><b>inexpensive</b> [1] - 225:7</p> <p><b>inexperienced</b> [1] - 230:9</p>	<p><b>inflatable</b> [1] - 75:10</p> <p><b>influence</b> [1] - 290:21</p> <p><b>influences</b> [2] - 206:18, 206:20</p> <p><b>information</b> [47] - 36:23, 42:13, 42:17, 44:1, 47:12, 53:7, 56:5, 57:10, 58:9, 58:22, 59:5, 59:6, 59:13, 59:17, 59:21, 60:3, 60:13, 62:6, 64:15, 70:8, 70:17, 71:13, 82:12, 82:16, 88:21, 89:5, 93:6, 97:14, 127:21, 132:18, 137:4, 138:14, 154:9, 160:5, 169:6, 174:23, 174:24, 192:18, 203:18, 246:17, 247:3, 284:10, 304:18, 309:7</p> <p><b>Information</b> [1] - 203:18</p> <p><b>infrared</b> [3] - 62:11, 218:7, 219:3</p> <p><b>infrastructure</b> [12] - 121:7, 134:13, 154:23, 209:13, 209:18, 210:11, 271:3, 313:23, 314:15, 321:20, 321:21</p> <p><b>Infrastructure</b> [1] - 209:4</p> <p><b>initial</b> [17] - 13:10, 14:10, 40:7, 130:14, 130:22, 132:1, 135:13, 136:2, 136:24, 141:18, 148:4, 173:13, 205:8, 240:6, 244:3, 262:1</p> <p><b>Initiative</b> [1] - 271:6</p> <p><b>injured</b> [7] - 66:10, 69:21, 184:1, 184:5, 208:24, 243:24, 283:20</p> <p><b>injuries</b> [4] - 17:23, 112:6, 112:7, 123:18</p> <p><b>injury</b> [3] - 84:11, 122:3, 223:7</p> <p><b>innovative</b> [1] - 296:2</p> <p><b>input</b> [2] - 93:22, 279:12</p> <p><b>inputted</b> [1] - 314:13</p> <p><b>Inquiry</b> [15] - 1:4, 2:6, 87:11, 132:4, 177:22, 287:23,</p>	<p>290:18, 296:9, 297:2, 297:3, 300:2, 308:19, 308:21, 342:6, 344:18</p> <p><b>inquiry</b> [7] - 14:24, 27:23, 28:6, 32:12, 88:19, 271:12, 278:15</p> <p><b>INQUIRY</b> [1] - 2:22</p> <p><b>Inquiry's</b> [1] - 91:15</p> <p><b>inReach</b> [11] - 74:14, 84:21, 97:4, 100:20, 107:1, 107:5, 120:18, 292:9, 292:23, 301:17, 333:24</p> <p><b>inside</b> [2] - 14:3, 49:7</p> <p><b>insight</b> [2] - 7:16, 7:21</p> <p><b>insights</b> [1] - 332:1</p> <p><b>instance</b> [1] - 233:16</p> <p><b>instances</b> [1] - 65:3</p> <p><b>instantaneously</b> [1] - 38:7</p> <p><b>instead</b> [5] - 51:19, 139:20, 158:6, 237:20, 261:23</p> <p><b>instincts</b> [1] - 236:12</p> <p><b>Institute</b> [1] - 158:17</p> <p><b>institute</b> [1] - 264:4</p> <p><b>instructor</b> [1] - 9:7</p> <p><b>instructors</b> [1] - 95:14</p> <p><b>instrument</b> [2] - 218:8, 218:21</p> <p><b>insurance</b> [2] - 160:17, 212:1</p> <p><b>Insurance</b> [2] - 78:20, 211:16</p> <p><b>integrity</b> [2] - 35:20, 265:15</p> <p><b>intended</b> [2] - 175:18, 348:7</p> <p><b>intention</b> [1] - 236:11</p> <p><b>interest</b> [14] - 6:1, 9:24, 29:7, 116:8, 116:12, 116:19, 154:20, 168:7, 241:12, 267:11, 276:18, 294:7, 308:14, 326:15</p> <p><b>interested</b> [3] - 3:23, 262:1, 344:12</p> <p><b>interesting</b> [11] - 14:21, 18:19, 29:11, 30:13, 58:19, 77:17, 209:5, 233:6, 253:19, 308:17, 309:2</p> <p><b>interfaces</b> [2] - 9:16, 78:22</p>	<p><b>internal</b> [3] - 93:3, 98:3, 157:11</p> <p><b>internally</b> [3] - 112:3, 167:7, 328:4</p> <p><b>International</b> [4] - 9:5, 9:8, 12:16, 37:19</p> <p><b>international</b> [5] - 9:7, 12:9, 182:9, 182:10, 187:10</p> <p><b>internationally</b> [1] - 9:12</p> <p><b>internet</b> [1] - 333:17</p> <p><b>interoperability</b> [13] - 10:3, 10:11, 10:15, 23:9, 26:20, 31:8, 47:18, 57:9, 66:19, 173:22, 173:23, 200:22</p> <p><b>interrupt</b> [5] - 107:19, 188:23, 198:12, 216:4, 287:7</p> <p><b>interspersed</b> [1] - 22:13</p> <p><b>interview</b> [3] - 63:18, 203:3, 302:12</p> <p><b>interviewed</b> [1] - 76:1</p> <p><b>interviewing</b> [3] - 76:23, 88:1, 192:11</p> <p><b>interviews</b> [6] - 51:4, 90:20, 93:7, 138:19, 181:2, 225:23</p> <p><b>intimidated</b> [1] - 340:1</p> <p><b>introduce</b> [2] - 1:12, 3:12</p> <p><b>introduction</b> [2] - 150:13, 150:23</p> <p><b>inundated</b> [1] - 43:4</p> <p><b>invaluable</b> [1] - 106:19</p> <p><b>invariably</b> [1] - 80:5</p> <p><b>invest</b> [1] - 336:1</p> <p><b>investigate</b> [1] - 70:16</p> <p><b>investigation</b> [6] - 15:19, 133:9, 138:20, 180:18, 273:13, 274:1</p> <p><b>investigational</b> [1] - 135:5</p> <p><b>investigator</b> [2] - 146:21, 146:22</p> <p><b>investment</b> [2] - 187:4, 303:6</p> <p><b>investments</b> [1] - 336:14</p> <p><b>invited</b> [1] - 343:4</p> <p><b>involve</b> [11] - 8:23, 17:22, 105:16, 123:8, 154:4, 154:5, 158:2, 158:24,</p>
---	--	---	--	--



<p>267:9, 292:9, 293:8  <b>involved</b> [61] - 6:8,                  7:7, 7:23, 9:9, 11:3,                  12:4, 12:23, 13:24,                  16:1, 36:4, 40:21,                  46:3, 47:19, 47:20,                  50:2, 63:11, 63:13,                  65:15, 66:8, 66:24,                  88:1, 94:9, 95:5,                  98:18, 100:13,                  103:5, 103:11,                  104:15, 104:17,                  105:22, 118:5,                  125:23, 137:1,                  145:14, 147:17,                  149:18, 151:5,                  151:7, 154:10,                  174:4, 174:12,                  176:6, 180:19,                  180:20, 192:13,                  249:21, 257:24,                  280:1, 293:5,                  293:13, 293:22,                  294:21, 300:14,                  303:21, 304:5,                  324:21, 326:1,                  327:10, 330:5,                  335:11, 336:16  <b>involvement</b> [3] -                  230:6, 297:23,                  324:13  <b>involves</b> [10] - 19:21,                  27:5, 151:3, 290:20,                  295:12, 296:10,                  321:13, 321:14,                  325:11  <b>involving</b> [6] - 32:7,                  56:4, 106:13,                  174:21, 211:4, 255:9  <b>Irish</b> [1] - 12:15  <b>island</b> [4] - 88:5,                  123:4, 126:6, 227:4  <b>Island</b> [1] - 324:8  <b>Islands</b> [1] - 209:6  <b>isolate</b> [1] - 182:24  <b>isolated</b> [3] - 105:14,                  190:21, 263:2  <b>isolation</b> [4] - 180:20,                  190:7, 255:1, 256:8  <b>issue</b> [8] - 32:19,                  38:21, 39:3, 124:2,                  140:18, 170:24,                  231:10, 323:11  <b>issued</b> [2] - 160:17,                  238:5  <b>issues</b> [7] - 88:12,                  99:24, 161:11,                  170:16, 233:12,                  327:7, 329:5  <b>it'll</b> [1] - 341:23</p>	<p><b>item</b> [3] - 60:24, 196:7,                  282:22  <b>items</b> [7] - 120:24,                  195:18, 238:16,                  335:20, 337:4,                  337:5, 343:11  <b>itself</b> [7] - 10:2,                  183:17, 196:19,                  201:22, 225:4,                  265:16, 342:12</p> <p style="text-align: center;"><b>J</b></p> <p><b>jacket</b> [3] - 70:21,                  168:16, 185:4  <b>James</b> [1] - 1:5  <b>January</b> [1] - 7:5  <b>Jasper</b> [1] - 8:14  <b>Jesse</b> [6] - 44:24,                  45:5, 47:3, 48:1,                  76:6, 85:7  <b>Jessie</b> [2] - 27:22,                  44:13  <b>job</b> [62] - 17:18, 23:6,                  29:1, 31:18, 31:23,                  32:23, 41:21, 42:10,                  42:19, 47:8, 54:11,                  57:24, 71:9, 73:14,                  80:18, 82:3, 82:17,                  95:8, 98:13, 110:10,                  118:12, 119:6,                  119:23, 121:17,                  127:3, 129:23,                  152:23, 155:22,                  158:15, 162:10,                  163:16, 165:11,                  166:13, 166:15,                  168:12, 170:14,                  183:13, 186:2,                  186:7, 187:5, 195:9,                  201:15, 201:16,                  202:8, 204:3,                  207:14, 208:15,                  214:7, 218:1,                  219:18, 220:8,                  223:19, 224:14,                  225:9, 247:12,                  250:11, 251:12,                  278:4, 302:6,                  341:10, 345:23  <b>jobs</b> [3] - 116:24,                  131:13, 163:12  <b>Joe</b> [1] - 306:13  <b>John</b> [1] - 304:3  <b>John's</b> [8] - 43:2, 51:3,                  184:20, 189:21,                  190:24, 191:22,                  224:5, 227:4  <b>join</b> [1] - 340:10</p>	<p><b>joining</b> [2] - 194:16,                  294:7  <b>joint</b> [5] - 106:10,                  106:19, 123:22,                  161:24, 162:17  <b>jointly</b> [1] - 141:13  <b>jot</b> [1] - 93:16  <b>JRCC</b> [1] - 159:22  <b>JRCCs</b> [1] - 285:16  <b>judge</b> [1] - 20:15  <b>judicial</b> [1] - 260:23  <b>July</b> [4] - 27:21, 48:9,                  48:13, 76:7  <b>jump</b> [6] - 131:23,                  226:20, 235:21,                  261:21, 272:24,                  273:5  <b>jumping</b> [1] - 282:10  <b>jumping -off</b> [1] -                  282:10  <b>junction</b> [1] - 185:16  <b>junctions</b> [2] - 183:8,                  185:18  <b>June</b> [2] - 76:10  <b>Junior</b> [1] - 291:12  <b>jurisdiction</b> [11] -                  52:16, 178:23,                  198:18, 200:5,                  201:13, 266:1,                  268:14, 279:22,                  281:1, 301:12, 328:2  <b>jurisdiction 's</b> [1] -                  207:10  <b>jurisdictional</b> [1] -                  191:8  <b>jurisdictions</b> [10] -                  33:6, 33:19, 51:16,                  52:20, 149:19,                  176:12, 206:10,                  230:5, 251:3, 257:12  <b>justice</b> [1] - 264:4  <b>Justice</b> [4] - 7:4,                  158:17, 158:18,                  269:5  <b>justification</b> [1] -                  188:11  <b>justifies</b> [1] - 186:24  <b>justify</b> [3] - 188:3,                  188:11, 202:17</p> <p style="text-align: center;"><b>K</b></p> <p><b>K-Division</b> [1] - 269:6  <b>Kananaskis</b> [1] -                  76:14  <b>Karen</b> [1] - 45:12  <b>Katrina</b> [5] - 22:23,                  27:12, 29:2, 29:13,                  36:17</p>	<p><b>kayaking</b> [1] - 199:22  <b>keep</b> [16] - 15:5, 24:9,                  47:14, 49:7, 60:19,                  96:16, 118:11,                  118:13, 120:16,                  164:13, 196:24,                  197:6, 338:18, 342:9  <b>keeper</b> [1] - 278:18  <b>keeping</b> [3] - 169:7,                  196:24, 343:12  <b>keeps</b> [1] - 102:13  <b>Ken</b> [3] - 48:10, 48:16,                  76:7  <b>kernmantle</b> [1] - 81:18  <b>Key</b> [1] - 10:8  <b>key</b> [8] - 41:4, 57:7,                  62:1, 73:14, 86:2,                  113:14, 204:3,                  337:21  <b>kids</b> [1] - 94:14  <b>kilometre</b> [2] - 239:5,                  244:13  <b>kilometres</b> [6] - 24:21,                  214:18, 214:19,                  228:17, 284:23,                  331:22  <b>kind</b> [52] - 14:17,                  48:20, 60:17, 76:21,                  89:21, 91:18, 93:12,                  103:21, 105:15,                  123:17, 134:1,                  134:2, 136:20,                  138:12, 138:15,                  140:20, 147:1,                  155:16, 159:15,                  160:22, 163:2,                  163:14, 164:4,                  179:9, 183:5,                  197:10, 200:10,                  204:22, 212:23,                  220:13, 242:2,                  243:22, 244:4,                  245:13, 254:12,                  254:22, 255:6,                  258:5, 258:7,                  260:13, 262:23,                  269:19, 276:12,                  291:13, 297:15,                  302:13, 309:2,                  318:9, 318:13,                  321:8, 345:3  <b>kinds</b> [2] - 268:19,                  344:24  <b>King</b> [4] - 66:1, 67:15,                  158:8  <b>Kings</b> [1] - 50:18  <b>kit</b> [2] - 113:23, 342:17  <b>Kits</b> [1] - 342:20  <b>knots</b> [1] - 96:20  <b>knowing</b> [1] - 120:21</p>	<p><b>knowledge</b> [25] - 6:6,                  16:10, 16:21, 17:17,                  26:2, 47:6, 105:15,                  123:13, 124:17,                  129:10, 137:15,                  137:16, 156:22,                  163:23, 172:13,                  223:2, 223:3,                  233:11, 240:10,                  252:8, 281:15,                  294:19, 295:7, 296:5  <b>knowledgeable</b> [1] -                  233:17  <b>known</b> [1] - 175:7  <b>knows</b> [3] - 54:15,                  58:1, 144:9</p> <p style="text-align: center;"><b>L</b></p> <p><b>LA</b> [1] - 158:9  <b>Labour</b> [2] - 26:10,                  26:12  <b>labour</b> [1] - 26:14  <b>Labrador</b> [27] - 4:8,                  22:8, 27:24, 59:12,                  73:9, 75:8, 88:5,                  89:1, 91:12, 93:10,                  111:18, 123:2,                  181:8, 182:18,                  184:14, 194:13,                  217:20, 238:6,                  256:20, 273:12,                  290:19, 297:11,                  312:19, 313:20,                  323:19, 326:17,                  329:18  <b>Labrador 's</b> [1] - 313:2  <b>lack</b> [13] - 30:9, 30:18,                  47:5, 92:6, 98:5,                  98:6, 114:5, 121:5,                  121:11, 122:7,                  126:1, 314:15  <b>lacked</b> [1] - 47:7  <b>lacking</b> [2] - 176:21,                  290:16  <b>ladders</b> [1] - 163:17  <b>lahar</b> [2] - 38:6  <b>laid</b> [3] - 66:10, 225:2,                  266:20  <b>Lake</b> [3] - 24:24,                  78:22, 270:10  <b>lake</b> [2] - 35:23,                  242:22  <b>land</b> [8] - 25:14, 81:23,                  223:21, 292:14,                  292:21, 294:3,                  295:2, 296:20  <b>landing</b> [1] - 186:20  <b>lands</b> [1] - 220:23</p>
--	---	---	---	---

<p><b>language</b> [1] - 153:20  <b>laptop</b> [1] - 218:18  <b>large</b> [11] - 10:14,  33:6, 35:23, 35:24,  40:18, 69:8, 88:3,  119:5, 147:12,  242:22, 249:16  <b>larger</b> [6] - 163:8,  191:22, 215:15,  225:7, 333:15, 337:4  <b>largest</b> [2] - 27:13,  118:22  <b>last</b> [28] - 11:3, 15:12,  98:21, 144:23,  175:19, 176:8,  176:9, 188:1, 207:4,  208:9, 211:8, 216:4,  237:3, 239:6,  240:22, 241:6,  241:15, 243:4,  243:15, 244:7,  244:14, 266:19,  306:8, 311:24,  338:12, 339:15,  344:6, 344:11  <b>late</b> [3] - 3:2, 157:9,  316:7  <b>latest</b> [2] - 12:23,  112:4  <b>latitude</b> [2] - 19:3,  58:11  <b>launch</b> [1] - 234:13  <b>LaValla</b> [1] - 37:19  <b>law</b> [17] - 14:24,  112:20, 112:24,  189:12, 189:23,  207:9, 252:14,  253:4, 253:7, 253:8,  253:9, 255:13,  256:11, 270:17,  270:19, 274:3,  293:12  <b>lawyers</b> [3] - 226:6,  226:8, 348:21  <b>lay</b> [1] - 25:14  <b>lays</b> [1] - 303:12  <b>lead</b> [6] - 69:9, 83:18,  211:5, 237:11,  239:1, 273:22  <b>leader</b> [15] - 16:14,  26:8, 64:4, 64:13,  77:7, 102:1, 118:21,  119:10, 122:19,  123:9, 126:7,  126:15, 152:21,  232:17  <b>leaders</b> [16] - 24:12,  24:14, 24:17, 118:6,  120:15, 121:15,  121:17, 121:18,</p>	<p>122:18, 124:5,  124:6, 125:17,  125:23, 126:17,  126:22, 166:24  <b>leadership</b> [14] -  14:11, 20:13, 21:15,  26:6, 30:10, 94:23,  117:23, 117:24,  121:11, 121:12,  123:13, 124:7,  131:9, 152:18  <b>leading</b> [2] - 297:16,  299:12  <b>leads</b> [4] - 72:16,  245:12, 267:23,  294:6  <b>learn</b> [2] - 5:13, 309:2  <b>learned</b> [22] - 22:1,  22:7, 25:18, 28:2,  28:18, 29:12, 29:21,  30:3, 33:24, 46:4,  49:20, 57:15, 75:24,  86:5, 90:17, 180:6,  233:22, 234:9,  302:3, 308:20,  309:4, 325:6  <b>learning</b> [3] - 15:5,  170:9, 302:21  <b>lease</b> [1] - 209:17  <b>least</b> [8] - 3:4, 62:7,  138:11, 239:10,  263:14, 283:14,  334:24, 343:22  <b>leave</b> [5] - 3:12, 5:24,  132:23, 156:17,  197:23  <b>leaves</b> [1] - 156:16  <b>lectured</b> [1] - 12:9  <b>left</b> [18] - 16:24, 17:2,  22:22, 24:14, 81:11,  109:5, 144:2,  174:21, 224:22,  224:24, 228:20,  288:2, 300:21,  302:19, 305:17,  305:19, 309:10,  341:16  <b>leg</b> [1] - 184:6  <b>legal</b> [8] - 14:22,  15:22, 32:15, 91:13,  91:15, 140:4, 206:9,  214:11  <b>legalities</b> [1] - 325:8  <b>legally</b> [1] - 214:24  <b>legislated</b> [1] - 165:13  <b>legislation</b> [25] - 52:5,  196:10, 197:10,  200:15, 200:19,  262:9, 262:18,  262:19, 262:20,</p>	<p>262:22, 263:10,  263:11, 263:14,  263:16, 263:21,  263:23, 264:14,  264:23, 265:11,  266:24, 285:24,  289:18, 289:20,  306:3  <b>legislative</b> [1] - 262:5  <b>legislatively</b> [1] -  207:10  <b>legitimate</b> [1] - 153:11  <b>leisure</b> [1] - 209:1  <b>lends</b> [2] - 52:11,  225:4  <b>length</b> [1] - 95:23  <b>less</b> [3] - 109:10,  109:11, 150:4  <b>lesson</b> [1] - 33:24  <b>lessons</b> [11] - 22:7,  28:2, 28:18, 29:12,  29:21, 30:3, 46:4,  46:6, 49:20, 90:17,  180:6  <b>Lethbridge</b> [1] - 270:9  <b>levee</b> [1] - 34:3  <b>level</b> [12] - 30:11,  33:10, 142:3,  149:13, 149:16,  152:14, 224:19,  234:17, 235:2,  319:17, 334:4, 340:3  <b>levels</b> [5] - 38:13,  95:1, 105:3, 268:19,  302:24  <b>leverage</b> [7] - 22:8,  24:10, 100:2,  153:21, 156:23,  159:20, 215:4  <b>leverages</b> [1] - 26:1  <b>leveraging</b> [1] - 292:2  <b>liabilities</b> [1] - 117:9  <b>liability</b> [3] - 65:9,  153:8, 160:18  <b>liaison</b> [2] - 53:7,  189:13  <b>license</b> [1] - 170:22  <b>licensing</b> [1] - 214:15  <b>lid</b> [1] - 37:6  <b>lied</b> [1] - 311:6  <b>lies</b> [1] - 86:12  <b>Lieutenant</b> [12] -  162:18, 228:8,  235:19, 235:20,  238:16, 285:1,  285:10, 285:13,  286:24, 287:12,  347:16, 347:22  <b>life</b> [12] - 7:24, 10:5,</p>	<p>75:17, 82:7, 82:8,  83:14, 84:12, 84:23,  87:1, 157:16, 311:12  <b>light</b> [7] - 108:10,  198:17, 212:18,  219:11, 220:6,  222:12, 302:2  <b>lightly</b> [1] - 87:23  <b>lightweight</b> [1] -  215:14  <b>like-minded</b> [1] -  49:23  <b>likely</b> [2] - 239:4,  327:7  <b>limit</b> [1] - 334:14  <b>limitations</b> [1] -  333:11  <b>limited</b> [4] - 294:19,  330:1, 330:14, 331:1  <b>limits</b> [1] - 92:16  <b>line</b> [7] - 24:20, 24:22,  82:9, 86:23, 214:19,  262:4, 305:9  <b>lines</b> [6] - 66:10,  134:20, 235:24,  236:5, 236:14, 322:6  <b>link</b> [1] - 83:3  <b>linkages</b> [1] - 196:3  <b>LION</b> [1] - 221:5  <b>list</b> [1] - 272:8  <b>listened</b> [1] - 306:8  <b>literally</b> [2] - 331:23,  333:16  <b>literature</b> [1] - 240:2  <b>litigation</b> [3] - 65:9,  117:9, 204:7  <b>litters</b> [1] - 72:9  <b>live</b> [7] - 49:10, 67:18,  92:24, 321:3,  323:24, 324:2, 324:3  <b>lives</b> [12] - 4:18, 50:24,  72:19, 72:20, 84:7,  92:17, 162:7, 202:5,  310:7, 315:14,  326:17  <b>living</b> [1] - 277:8  <b>loaded</b> [2] - 23:18,  96:11  <b>loads</b> [1] - 45:6  <b>local</b> [22] - 23:10,  36:11, 116:18,  117:3, 129:2, 130:6,  161:12, 169:7,  169:13, 186:11,  189:14, 209:8,  229:17, 229:18,  252:1, 252:8,  253:16, 263:6,  274:8, 293:4,</p>	<p>294:24, 300:23  <b>locally</b> [5] - 72:5,  165:22, 204:22,  204:23, 252:12  <b>located</b> [3] - 6:5,  108:20, 191:18  <b>location</b> [5] - 98:2,  133:5, 182:20,  238:1, 241:5  <b>locations</b> [4] - 88:23,  178:20, 193:10,  276:17  <b>Locator</b> [2] - 292:10,  292:22  <b>locator</b> [1] - 292:15  <b>locked</b> [2] - 193:11,  193:15  <b>log</b> [1] - 141:9  <b>logistics</b> [4] - 20:10,  53:11, 59:15, 64:19  <b>Lokey</b> [2] - 36:15,  36:20  <b>long-distance</b> [1] -  194:13  <b>long-term</b> [3] - 85:2,  85:3, 85:8  <b>long-winded</b> [1] -  228:3  <b>longest</b> [1] - 94:19  <b>look</b> [65] - 34:5, 41:14,  42:21, 49:5, 49:7,  49:16, 60:10, 66:7,  69:1, 74:5, 75:13,  86:11, 89:5, 91:6,  97:13, 106:23,  108:21, 110:17,  112:1, 113:11,  134:5, 134:7,  134:20, 136:9,  151:8, 151:10,  154:18, 156:18,  162:22, 170:5,  177:2, 181:11,  183:9, 184:8, 187:3,  191:16, 193:6,  205:10, 216:10,  222:22, 224:6,  224:18, 232:24,  238:8, 243:13,  245:18, 246:19,  247:8, 260:13,  262:14, 263:10,  267:14, 269:21,  275:10, 275:12,  276:4, 289:18,  300:23, 301:20,  317:24, 319:10,  329:18, 337:11,  345:13  <b>looked</b> [13] - 4:1, 32:4,</p>
--	---	---	---	--

<p>50:1, 68:21, 71:5, 73:21, 185:23, 211:2, 239:9, 263:14, 265:4, 295:8, 299:18</p> <p><b>looking</b> [51] - 6:14, 38:3, 38:17, 45:5, 47:24, 48:1, 53:12, 59:10, 62:11, 62:23, 77:14, 77:23, 78:2, 86:24, 96:9, 99:16, 102:9, 108:13, 108:14, 110:4, 110:20, 184:13, 185:22, 194:12, 212:22, 218:7, 218:17, 218:23, 219:2, 219:21, 219:23, 221:20, 222:2, 230:23, 239:3, 243:2, 243:24, 247:11, 260:24, 282:19, 286:9, 286:18, 288:21, 296:1, 316:13, 329:24, 334:8, 336:7, 338:1, 339:20, 347:2</p> <p><b>Looking</b> [1] - 330:8</p> <p><b>looks</b> [5] - 57:14, 57:15, 60:11, 147:3, 275:17</p> <p><b>loose</b> [2] - 85:24, 197:23</p> <p><b>loosely</b> [1] - 129:9</p> <p><b>lose</b> [13] - 53:17, 63:24, 84:21, 101:1, 113:17, 119:7, 120:14, 153:13, 197:12, 210:15, 211:20, 246:15, 342:2</p> <p><b>losing</b> [2] - 126:19, 251:24</p> <p><b>loss</b> [2] - 84:11, 290:19</p> <p><b>lost</b> [39] - 15:14, 22:23, 23:11, 31:22, 35:19, 49:11, 54:22, 60:11, 74:23, 77:12, 77:13, 94:17, 105:16, 117:7, 128:7, 132:14, 145:9, 147:8, 148:2, 164:14, 169:5, 169:13, 175:24, 221:21, 228:6, 231:8, 238:22, 239:7, 240:9, 240:10, 240:18,</p>	<p>262:2, 266:7, 283:1, 283:9, 302:10, 302:17, 311:13</p> <p><b>Lost</b> [2] - 13:4, 242:9</p> <p><b>lost/missing</b> [1] - 286:10</p> <p><b>Louise</b> [3] - 1:21, 1:23, 197:18</p> <p><b>love</b> [12] - 23:15, 50:20, 50:22, 50:23, 51:9, 104:15, 104:16, 215:21, 224:9, 316:14</p> <p><b>loved</b> [2] - 299:19, 308:6</p> <p><b>low</b> [2] - 221:6, 347:5</p> <p><b>low-angle</b> [1] - 221:6</p> <p><b>lowered</b> [1] - 345:7</p> <p><b>LT.-COL</b> [3] - 285:12, 286:8, 286:14</p> <p><b>lucky</b> [4] - 47:12, 72:18, 74:14, 148:20</p> <p><b>lunch</b> [10] - 30:23, 34:4, 50:5, 50:7, 171:15, 173:23, 176:8, 176:14, 177:11, 178:14</p> <p><b>Lunch</b> [1] - 177:19</p> <p><b>luxury</b> [1] - 19:15</p> <p><b>lying</b> [1] - 311:7</p>	<p>166:13, 214:17</p> <p><b>maintenance</b> [6] - 202:16, 203:8, 207:2, 238:19, 299:1, 314:16</p> <p><b>major</b> [9] - 9:17, 11:3, 31:23, 32:6, 63:11, 63:13, 206:18, 210:6, 274:17</p> <p><b>majority</b> [7] - 95:20, 150:6, 150:23, 151:20, 234:6, 274:1, 324:3</p> <p><b>Makkovik</b> [21] - 51:3, 68:16, 72:11, 73:18, 83:17, 88:22, 92:10, 105:24, 116:22, 140:12, 146:15, 148:18, 205:24, 227:7, 227:12, 227:16, 287:3, 289:6, 291:6, 295:16, 341:13</p> <p><b>MALE</b> [1] - 259:10</p> <p><b>man</b> [1] - 114:2</p> <p><b>manage</b> [3] - 47:11, 228:4, 237:6</p> <p><b>managed</b> [2] - 22:19, 229:2</p> <p><b>Management</b> [12] - 10:22, 11:14, 52:3, 122:12, 166:8, 197:17, 260:4, 260:5, 261:11, 264:3, 264:7, 267:13</p> <p><b>management</b> [94] - 6:2, 6:8, 6:16, 9:14, 10:1, 10:22, 11:1, 14:12, 15:13, 18:9, 20:12, 21:15, 21:23, 21:24, 23:4, 26:6, 27:13, 29:8, 29:24, 30:1, 36:10, 37:2, 39:4, 40:7, 44:23, 45:16, 45:18, 47:7, 51:24, 60:15, 62:17, 64:18, 65:22, 75:21, 79:20, 82:14, 82:20, 94:24, 101:2, 101:10, 104:1, 126:24, 127:11, 128:20, 128:22, 129:5, 129:16, 129:18, 130:3, 130:16, 130:17, 131:8, 145:14, 146:9, 147:5, 147:19, 147:20, 152:18, 155:19, 157:8, 157:9,</p>	<p>159:16, 167:1, 171:7, 172:4, 172:23, 173:3, 173:6, 173:15, 175:1, 178:18, 178:19, 186:24, 202:9, 204:16, 205:12, 236:21, 236:23, 237:7, 238:13, 263:5, 263:6, 274:6, 290:2, 293:2, 293:5, 303:2, 327:21</p> <p><b>management 's</b> [1] - 30:7</p> <p><b>manager</b> [21] - 16:16, 20:8, 26:8, 55:22, 102:1, 130:6, 135:23, 138:5, 141:2, 142:4, 212:14, 212:19, 228:21, 228:22, 231:1, 231:22, 232:10, 233:17, 233:23, 237:12, 239:15</p> <p><b>managers</b> [17] - 21:2, 71:6, 128:16, 128:18, 128:24, 129:22, 149:13, 153:3, 153:5, 159:22, 163:22, 204:17, 229:6, 230:14, 233:10, 242:17, 244:5</p> <p><b>managing</b> [2] - 130:8, 180:23</p> <p><b>mandate</b> [5] - 9:17, 139:9, 186:8, 205:17, 205:20</p> <p><b>mandated</b> [8] - 75:3, 104:12, 144:23, 167:24, 207:11, 235:12, 249:13, 277:21</p> <p><b>Manitoba</b> [3] - 7:12, 16:7, 257:19</p> <p><b>manual</b> [2] - 196:4, 202:9</p> <p><b>manuals</b> [5] - 14:3, 179:16, 202:10, 239:12, 303:13</p> <p><b>map</b> [9] - 100:19, 102:11, 134:7, 145:8, 192:24, 193:1, 214:21, 243:2, 244:6</p> <p><b>mapping</b> [7] - 97:14, 127:22, 127:23, 145:10, 192:19,</p>	<p>192:20, 214:20</p> <p><b>margin</b> [1] - 67:22</p> <p><b>marine</b> [9] - 19:10, 74:17, 75:2, 162:4, 163:5, 179:12, 289:9, 327:17, 328:10</p> <p><b>Marine</b> [1] - 297:2</p> <p><b>MARKED</b> [1] - 2:22</p> <p><b>market</b> [2] - 107:9, 345:19</p> <p><b>MARSHALL</b> [3] - 285:12, 286:8, 286:14</p> <p><b>Marshall</b> [10] - 32:3, 34:18, 36:1, 162:18, 228:8, 238:17, 285:2, 285:13, 287:1, 347:12</p> <p><b>Marshall 's</b> [1] - 235:19</p> <p><b>Mary's</b> [1] - 48:11</p> <p><b>mask</b> [1] - 329:12</p> <p><b>Mass</b> [1] - 75:16</p> <p><b>master</b> [1] - 45:23</p> <p><b>material</b> [4] - 13:22, 35:14, 126:15, 240:17</p> <p><b>materials</b> [5] - 8:23, 9:1, 14:1, 57:21, 288:22</p> <p><b>matter</b> [9] - 25:19, 71:12, 74:22, 105:11, 136:10, 147:22, 210:23, 337:1, 342:18</p> <p><b>matters</b> [1] - 132:7</p> <p><b>max</b> [1] - 331:4</p> <p><b>McDonald 's</b> [1] - 45:7</p> <p><b>McMurray</b> [2] - 34:20, 78:22</p> <p><b>Meals</b> [1] - 118:10</p> <p><b>mean</b> [27] - 40:2, 56:19, 56:21, 56:22, 108:3, 119:22, 138:4, 155:7, 174:5, 198:24, 233:6, 239:18, 244:22, 244:23, 244:24, 245:3, 260:20, 266:7, 267:4, 275:22, 277:5, 281:9, 294:4, 300:1, 300:12, 301:20, 323:21</p> <p><b>meaning</b> [1] - 136:13</p> <p><b>meaningful</b> [9] - 93:21, 110:2, 110:6, 128:13, 161:10, 166:6, 168:23,</p>
<p><b>M</b></p>		<p>10:22, 11:14, 52:3, 122:12, 166:8, 197:17, 260:4, 260:5, 261:11, 264:3, 264:7, 267:13</p> <p><b>management</b> [94] - 6:2, 6:8, 6:16, 9:14, 10:1, 10:22, 11:1, 14:12, 15:13, 18:9, 20:12, 21:15, 21:23, 21:24, 23:4, 26:6, 27:13, 29:8, 29:24, 30:1, 36:10, 37:2, 39:4, 40:7, 44:23, 45:16, 45:18, 47:7, 51:24, 60:15, 62:17, 64:18, 65:22, 75:21, 79:20, 82:14, 82:20, 94:24, 101:2, 101:10, 104:1, 126:24, 127:11, 128:20, 128:22, 129:5, 129:16, 129:18, 130:3, 130:16, 130:17, 131:8, 145:14, 146:9, 147:5, 147:19, 147:20, 152:18, 155:19, 157:8, 157:9,</p>	<p>71:6, 128:16, 128:18, 128:24, 129:22, 149:13, 153:3, 153:5, 159:22, 163:22, 204:17, 229:6, 230:14, 233:10, 242:17, 244:5</p> <p><b>managing</b> [2] - 130:8, 180:23</p> <p><b>mandate</b> [5] - 9:17, 139:9, 186:8, 205:17, 205:20</p> <p><b>mandated</b> [8] - 75:3, 104:12, 144:23, 167:24, 207:11, 235:12, 249:13, 277:21</p> <p><b>Manitoba</b> [3] - 7:12, 16:7, 257:19</p> <p><b>manual</b> [2] - 196:4, 202:9</p> <p><b>manuals</b> [5] - 14:3, 179:16, 202:10, 239:12, 303:13</p> <p><b>map</b> [9] - 100:19, 102:11, 134:7, 145:8, 192:24, 193:1, 214:21, 243:2, 244:6</p> <p><b>mapping</b> [7] - 97:14, 127:22, 127:23, 145:10, 192:19,</p>	<p>192:20, 214:20</p> <p><b>margin</b> [1] - 67:22</p> <p><b>marine</b> [9] - 19:10, 74:17, 75:2, 162:4, 163:5, 179:12, 289:9, 327:17, 328:10</p> <p><b>Marine</b> [1] - 297:2</p> <p><b>MARKED</b> [1] - 2:22</p> <p><b>market</b> [2] - 107:9, 345:19</p> <p><b>MARSHALL</b> [3] - 285:12, 286:8, 286:14</p> <p><b>Marshall</b> [10] - 32:3, 34:18, 36:1, 162:18, 228:8, 238:17, 285:2, 285:13, 287:1, 347:12</p> <p><b>Marshall 's</b> [1] - 235:19</p> <p><b>Mary's</b> [1] - 48:11</p> <p><b>mask</b> [1] - 329:12</p> <p><b>Mass</b> [1] - 75:16</p> <p><b>master</b> [1] - 45:23</p> <p><b>material</b> [4] - 13:22, 35:14, 126:15, 240:17</p> <p><b>materials</b> [5] - 8:23, 9:1, 14:1, 57:21, 288:22</p> <p><b>matter</b> [9] - 25:19, 71:12, 74:22, 105:11, 136:10, 147:22, 210:23, 337:1, 342:18</p> <p><b>matters</b> [1] - 132:7</p> <p><b>max</b> [1] - 331:4</p> <p><b>McDonald 's</b> [1] - 45:7</p> <p><b>McMurray</b> [2] - 34:20, 78:22</p> <p><b>Meals</b> [1] - 118:10</p> <p><b>mean</b> [27] - 40:2, 56:19, 56:21, 56:22, 108:3, 119:22, 138:4, 155:7, 174:5, 198:24, 233:6, 239:18, 244:22, 244:23, 244:24, 245:3, 260:20, 266:7, 267:4, 275:22, 277:5, 281:9, 294:4, 300:1, 300:12, 301:20, 323:21</p> <p><b>meaning</b> [1] - 136:13</p> <p><b>meaningful</b> [9] - 93:21, 110:2, 110:6, 128:13, 161:10, 166:6, 168:23,</p>
<p>262:2, 266:7, 283:1, 283:9, 302:10, 302:17, 311:13</p> <p><b>Lost</b> [2] - 13:4, 242:9</p> <p><b>lost/missing</b> [1] - 286:10</p> <p><b>Louise</b> [3] - 1:21, 1:23, 197:18</p> <p><b>love</b> [12] - 23:15, 50:20, 50:22, 50:23, 51:9, 104:15, 104:16, 215:21, 224:9, 316:14</p> <p><b>loved</b> [2] - 299:19, 308:6</p> <p><b>low</b> [2] - 221:6, 347:5</p> <p><b>low-angle</b> [1] - 221:6</p> <p><b>lowered</b> [1] - 345:7</p> <p><b>LT.-COL</b> [3] - 285:12, 286:8, 286:14</p> <p><b>lucky</b> [4] - 47:12, 72:18, 74:14, 148:20</p> <p><b>lunch</b> [10] - 30:23, 34:4, 50:5, 50:7, 171:15, 173:23, 176:8, 176:14, 177:11, 178:14</p> <p><b>Lunch</b> [1] - 177:19</p> <p><b>luxury</b> [1] - 19:15</p> <p><b>lying</b> [1] - 311:7</p>	<p><b>machine</b> [8] - 74:12, 81:3, 81:9, 81:23, 95:24, 222:15, 339:10, 343:21</p> <p><b>machines</b> [8] - 43:17, 74:11, 84:19, 169:2, 224:14, 237:14, 335:2, 339:12</p> <p><b>Madam</b> [4] - 2:13, 282:13, 344:6, 344:12</p> <p><b>maggots</b> [1] - 219:5</p> <p><b>main</b> [5] - 30:4, 81:2, 121:17, 154:14, 232:16</p> <p><b>maintain</b> [9] - 62:19, 95:21, 96:2, 100:15, 122:15, 196:17, 209:18, 252:4, 314:14</p> <p><b>maintained</b> [1] - 203:14</p> <p><b>maintainer</b> [2] - 277:7, 278:18</p> <p><b>maintaining</b> [4] - 111:12, 160:5,</p>	<p>10:22, 11:14, 52:3, 122:12, 166:8, 197:17, 260:4, 260:5, 261:11, 264:3, 264:7, 267:13</p> <p><b>management</b> [94] - 6:2, 6:8, 6:16, 9:14, 10:1, 10:22, 11:1, 14:12, 15:13, 18:9, 20:12, 21:15, 21:23, 21:24, 23:4, 26:6, 27:13, 29:8, 29:24, 30:1, 36:10, 37:2, 39:4, 40:7, 44:23, 45:16, 45:18, 47:7, 51:24, 60:15, 62:17, 64:18, 65:22, 75:21, 79:20, 82:14, 82:20, 94:24, 101:2, 101:10, 104:1, 126:24, 127:11, 128:20, 128:22, 129:5, 129:16, 129:18, 130:3, 130:16, 130:17, 131:8, 145:14, 146:9, 147:5, 147:19, 147:20, 152:18, 155:19, 157:8, 157:9,</p>	<p>71:6, 128:16, 128:18, 128:24, 129:22, 149:13, 153:3, 153:5, 159:22, 163:22, 204:17, 229:6, 230:14, 233:10, 242:17, 244:5</p> <p><b>managing</b> [2] - 130:8, 180:23</p> <p><b>mandate</b> [5] - 9:17, 139:9, 186:8, 205:17, 205:20</p> <p><b>mandated</b> [8] - 75:3, 104:12, 144:23, 167:24, 207:11, 235:12, 249:13, 277:21</p> <p><b>Manitoba</b> [3] - 7:12, 16:7, 257:19</p> <p><b>manual</b> [2] - 196:4, 202:9</p> <p><b>manuals</b> [5] - 14:3, 179:16, 202:10, 239:12, 303:13</p> <p><b>map</b> [9] - 100:19, 102:11, 134:7, 145:8, 192:24, 193:1, 214:21, 243:2, 244:6</p> <p><b>mapping</b> [7] - 97:14, 127:22, 127:23, 145:10, 192:19,</p>	<p>192:20, 214:20</p> <p><b>margin</b> [1] - 67:22</p> <p><b>marine</b> [9] - 19:10, 74:17, 75:2, 162:4, 163:5, 179:12, 289:9, 327:17, 328:10</p> <p><b>Marine</b> [1] - 297:2</p> <p><b>MARKED</b> [1] - 2:22</p> <p><b>market</b> [2] - 107:9, 345:19</p> <p><b>MARSHALL</b> [3] - 285:12, 286:8, 286:14</p> <p><b>Marshall</b> [10] - 32:3, 34:18, 36:1, 162:18, 228:8, 238:17, 285:2, 285:13, 287:1, 347:12</p> <p><b>Marshall 's</b> [1] - 235:19</p> <p><b>Mary's</b> [1] - 48:11</p> <p><b>mask</b> [1] - 329:12</p> <p><b>Mass</b> [1] - 75:16</p> <p><b>master</b> [1] - 45:23</p> <p><b>material</b> [4] - 13:22, 35:14, 126:15, 240:17</p> <p><b>materials</b> [5] - 8:23, 9:1, 14:1, 57:21, 288:22</p> <p><b>matter</b> [9] - 25:19, 71:12, 74:22, 105:11, 136:10, 147:22, 210:23, 337:1, 342:18</p> <p><b>matters</b> [1] - 132:7</p> <p><b>max</b> [1] - 331:4</p> <p><b>McDonald 's</b> [1] - 45:7</p> <p><b>McMurray</b> [2] - 34:20, 78:22</p> <p><b>Meals</b> [1] - 118:10</p> <p><b>mean</b> [27] - 40:2, 56:19, 56:21, 56:22, 108:3, 119:22, 138:4, 155:7, 174:5, 198:24, 233:6, 239:18, 244:22, 244:23, 244:24, 245:3, 260:20, 266:7, 267:4, 275:22, 277:5, 281:9, 294:4, 300:1, 300:12, 301:20, 323:21</p> <p><b>meaning</b> [1] - 136:13</p> <p><b>meaningful</b> [9] - 93:21, 110:2, 110:6, 128:13, 161:10, 166:6, 168:23,</p>

<p>188:16, 324:12  <b>means</b> [17] - 39:7, 56:16, 57:4, 57:10, 61:16, 62:18, 71:21, 83:24, 130:22, 150:18, 161:4, 162:21, 185:11, 195:22, 212:8, 212:9, 275:23  <b>meant</b> [2] - 4:11, 221:9  <b>measure</b> [1] - 131:20  <b>measured</b> [4] - 137:17, 137:19, 139:18, 204:9  <b>measurement</b> [1] - 317:4  <b>measures</b> [2] - 166:6, 266:10  <b>mechanic</b> [2] - 220:14, 220:19  <b>mechanism</b> [1] - 142:10  <b>medals</b> [1] - 50:13  <b>medevacked</b> [1] - 81:9  <b>media</b> [5] - 42:6, 42:9, 42:15, 43:11, 43:24  <b>media's</b> [1] - 42:20  <b>median</b> [6] - 241:3, 244:22, 244:24, 245:2, 245:4, 245:5  <b>medical</b> [3] - 107:17, 111:21, 300:4  <b>Medicine</b> [1] - 270:9  <b>meet</b> [5] - 19:24, 54:18, 107:9, 166:23, 207:13  <b>meeting</b> [4] - 42:1, 96:23, 99:19, 174:15  <b>meetings</b> [5] - 49:6, 58:15, 91:15, 203:2  <b>melts</b> [1] - 38:7  <b>member</b> [7] - 8:2, 16:14, 83:18, 99:13, 122:7, 167:10, 330:19  <b>members</b> [27] - 88:1, 88:13, 90:9, 91:2, 91:3, 91:8, 92:14, 93:22, 94:7, 97:18, 97:20, 97:22, 99:3, 99:15, 106:5, 106:11, 111:9, 113:6, 119:21, 122:3, 156:17, 225:13, 231:8, 295:21, 305:10, 312:6  <b>men</b> [3] - 92:3, 94:16,</p>	<p>137:15  <b>Mental</b> [1] - 1:23  <b>mental</b> [3] - 102:16, 300:3  <b>mentally</b> [5] - 85:14, 129:19, 132:23, 229:7, 230:15  <b>mention</b> [11] - 53:20, 73:19, 91:24, 117:19, 119:15, 126:6, 163:21, 212:5, 286:23, 309:13, 309:18  <b>mentioned</b> [63] - 21:20, 44:5, 44:6, 56:14, 57:16, 63:10, 64:2, 65:7, 67:14, 67:19, 74:10, 76:6, 78:10, 78:15, 79:5, 80:21, 93:1, 97:2, 101:5, 107:4, 109:24, 111:20, 118:12, 144:12, 148:18, 157:20, 160:14, 170:17, 170:22, 173:11, 178:14, 180:18, 183:4, 201:17, 205:15, 213:18, 214:16, 216:1, 217:10, 225:12, 234:20, 237:5, 238:4, 238:16, 240:9, 241:20, 246:16, 253:18, 253:19, 253:24, 267:18, 268:18, 281:3, 300:24, 313:5, 315:17, 315:24, 322:23, 323:8, 325:15, 326:12, 337:15, 345:9  <b>mentioning</b> [1] - 149:3  <b>mentions</b> [1] - 267:15  <b>mentor</b> [4] - 100:8, 121:21, 129:23, 301:7  <b>mentored</b> [1] - 100:9  <b>mentorship</b> [9] - 100:1, 100:2, 100:6, 121:19, 124:18, 125:2, 129:21, 152:17  <b>Mervin</b> [1] - 312:6  <b>mess</b> [1] - 153:8  <b>message</b> [1] - 63:19  <b>messages</b> [1] - 39:2  <b>methodology</b> [1] - 239:3</p>	<p><b>methods</b> [6] - 240:3, 240:6, 241:20, 241:22, 243:4, 244:2  <b>metres</b> [1] - 241:15  <b>Miami</b> [2] - 6:17, 29:15  <b>mic'd</b> [2] - 4:4, 4:6  <b>Michigan</b> [5] - 27:20, 32:4, 34:18, 34:21, 36:1  <b>mid-1970s</b> [1] - 47:16  <b>middle</b> [4] - 24:8, 81:18, 94:16, 193:19  <b>middle-age</b> [1] - 94:16  <b>midnight</b> [1] - 61:13  <b>might</b> [15] - 107:19, 116:23, 189:21, 198:17, 239:7, 239:12, 277:11, 277:12, 285:8, 298:15, 298:17, 332:14, 334:21, 341:7  <b>mild</b> [1] - 223:13  <b>Military</b> [2] - 5:11, 17:3  <b>military</b> [15] - 5:18, 18:20, 19:1, 39:15, 45:23, 47:19, 71:9, 77:12, 77:21, 79:11, 82:24, 83:5, 109:20, 219:18, 341:21  <b>million</b> [5] - 124:23, 124:24, 258:13, 271:6, 345:16  <b>millions</b> [1] - 157:21  <b>mind</b> [13] - 13:1, 46:24, 99:3, 101:19, 102:15, 107:23, 149:22, 153:16, 201:22, 290:24, 322:9, 335:17, 336:23  <b>minded</b> [1] - 49:23  <b>minds</b> [2] - 117:16, 325:24  <b>mine</b> [4] - 37:18, 48:10, 58:10, 247:17  <b>mini</b> [1] - 198:21  <b>minimum</b> [2] - 149:15, 155:4  <b>Minister</b> [2] - 261:6, 261:7  <b>ministers</b> [1] - 58:16  <b>ministries</b> [1] - 260:11  <b>minor</b> [4] - 280:22, 282:8, 282:20, 285:8  <b>minus</b> [1] - 236:18  <b>minute</b> [1] - 29:22  <b>minutes</b> [9] - 87:3, 107:21, 137:2,</p>	<p>171:12, 171:20, 216:1, 273:4, 287:16, 309:15  <b>miserable</b> [1] - 337:19  <b>miss</b> [4] - 208:8, 245:13, 245:16  <b>missed</b> [2] - 245:8, 255:11  <b>missing</b> [38] - 15:14, 31:22, 41:10, 41:14, 43:1, 49:11, 54:23, 55:1, 59:11, 62:24, 72:13, 74:23, 76:18, 77:2, 105:17, 132:14, 135:2, 137:11, 147:8, 147:13, 164:15, 169:8, 196:9, 240:11, 263:24, 266:8, 273:24, 283:2, 283:10, 283:20, 301:8, 302:10, 302:13, 307:8, 308:6, 310:6, 330:10  <b>mission</b> [57] - 20:17, 20:18, 27:21, 37:14, 44:24, 54:9, 54:18, 55:5, 55:12, 57:6, 57:12, 59:24, 60:6, 63:21, 63:24, 64:1, 64:7, 64:8, 65:12, 68:8, 70:10, 71:2, 71:21, 75:18, 75:19, 78:4, 79:22, 80:3, 80:24, 82:10, 88:8, 103:6, 106:13, 118:10, 133:9, 140:15, 146:1, 160:16, 160:19, 165:7, 175:8, 201:18, 204:1, 205:9, 230:7, 231:7, 237:18, 299:17, 300:15, 300:17, 304:12, 307:21, 320:21, 328:17, 346:3  <b>mission-critical</b> [1] - 320:21  <b>missionary</b> [1] - 44:15  <b>missions</b> [16] - 7:11, 15:12, 50:17, 64:24, 85:9, 88:8, 119:5, 127:9, 178:20, 179:18, 201:14, 208:3, 212:12, 217:14, 238:11, 303:21  <b>mistake</b> [1] - 55:15</p>	<p><b>mistakes</b> [6] - 32:20, 33:3, 48:18, 53:14, 80:2  <b>misunderstand</b> [1] - 148:7  <b>misunderstood</b> [1] - 235:20  <b>misuse</b> [1] - 41:17  <b>misused</b> [3] - 41:19, 41:20, 41:21  <b>Mitch</b> [1] - 152:6  <b>Mitigation</b> [1] - 179:3  <b>mitigation</b> [2] - 185:10  <b>mix</b> [1] - 262:7  <b>mixed</b> [1] - 62:3  <b>mode</b> [3] - 244:22, 244:24, 245:2  <b>model</b> [13] - 89:13, 168:6, 249:10, 250:4, 250:7, 258:9, 261:1, 271:4, 271:7, 314:7, 314:24, 317:1, 321:13  <b>models</b> [4] - 246:11, 250:12, 250:14, 298:15  <b>modern</b> [4] - 49:8, 92:22, 164:7, 212:7  <b>modes</b> [1] - 71:1  <b>modest</b> [1] - 345:2  <b>modified</b> [2] - 206:16, 235:5  <b>modify</b> [8] - 59:22, 60:5, 137:21, 179:15, 197:12, 207:22, 207:24, 246:20  <b>modifying</b> [3] - 185:15, 185:16  <b>moment</b> [3] - 161:15, 178:8, 273:14  <b>momentum</b> [1] - 24:9  <b>money</b> [26] - 29:23, 42:9, 42:14, 67:24, 98:18, 98:24, 110:1, 113:4, 121:5, 124:1, 126:3, 154:12, 162:17, 196:14, 198:3, 209:18, 213:21, 213:23, 250:16, 269:7, 269:10, 269:21, 270:1, 270:3, 270:11, 272:12  <b>Monroe</b> [1] - 10:7  <b>monster</b> [1] - 35:16  <b>month</b> [4] - 18:15, 18:23, 32:7, 266:19  <b>months</b> [3] - 2:6,</p>
---	--	--	--	---

<p>10:10, 32:11  <b>moose</b> [1] - 110:13  <b>morning</b> [12] - 1:16, 1:23, 2:4, 2:15, 3:4, 3:20, 18:1, 69:24, 178:7, 303:10, 347:13, 347:14  <b>most</b> [30] - 24:18, 33:7, 35:6, 60:16, 72:1, 90:5, 109:9, 127:5, 127:7, 127:8, 127:9, 149:14, 153:6, 183:2, 204:15, 230:14, 239:4, 239:20, 259:22, 273:15, 286:11, 338:15, 338:17, 338:23, 339:7, 339:12, 341:5, 341:7, 342:11, 346:18  <b>Most</b> [2] - 182:6, 340:8  <b>mother</b> [1] - 310:20  <b>motivating</b> [1] - 118:13  <b>motivation</b> [1] - 118:2  <b>motor</b> [1] - 143:14  <b>MOU</b> [10] - 312:12, 323:12, 323:14, 323:17, 324:12, 324:20, 325:10, 326:18, 327:6, 328:11  <b>Mount</b> [7] - 27:22, 37:5, 37:23, 38:1, 38:3, 40:19  <b>Mountain</b> [8] - 8:5, 8:10, 12:14, 12:15, 44:17, 66:3, 67:10, 316:5  <b>mountain</b> [15] - 38:4, 66:8, 66:16, 67:8, 73:4, 73:5, 73:8, 169:1, 199:23, 221:3, 224:22, 225:4, 242:23, 243:19  <b>mountainous</b> [1] - 17:5  <b>Mountains</b> [6] - 73:10, 73:12, 77:4, 181:21, 183:17, 191:8  <b>mountains</b> [2] - 19:10, 162:15  <b>Mounted</b> [1] - 5:20  <b>MOUs</b> [7] - 156:1, 157:1, 325:5, 326:3, 327:22, 328:4, 336:17  <b>move</b> [19] - 22:24,</p>	<p>24:9, 34:19, 48:23, 89:24, 124:7, 126:22, 136:1, 136:3, 142:18, 183:22, 217:11, 235:10, 247:16, 251:20, 252:12, 288:8, 308:15, 325:23  <b>moved</b> [2] - 23:12, 49:22  <b>moves</b> [1] - 59:24  <b>moving</b> [7] - 17:10, 24:6, 72:9, 72:14, 84:2, 108:23, 144:3  <b>multi</b> [3] - 32:6, 32:7  <b>multi-day</b> [1] - 32:6  <b>multi-month</b> [1] - 32:7  <b>multi-week</b> [1] - 32:7  <b>multiday</b> [1] - 23:19  <b>multifaceted</b> [1] - 208:17  <b>multiple</b> [26] - 14:17, 33:5, 33:6, 33:13, 33:18, 33:19, 52:19, 52:20, 78:8, 82:20, 114:22, 125:16, 125:19, 129:4, 129:14, 129:15, 134:17, 149:7, 149:17, 149:19, 151:13, 151:14, 151:23  <b>municipal</b> [1] - 270:7  <b>municipalities</b> [1] - 116:18  <b>municipality</b> [2] - 209:8, 322:4  <b>murdered</b> [1] - 239:21  <b>Musher</b> [1] - 23:21  <b>must</b> [16] - 59:7, 59:13, 62:19, 68:3, 68:4, 70:16, 85:11, 86:14, 86:15, 138:23, 139:6, 139:24, 140:9, 140:15, 244:16</p>	<p><b>narrow</b> [1] - 17:5  <b>Nation</b> [2] - 45:8, 81:5  <b>nation</b> [1] - 29:19  <b>national</b> [9] - 12:10, 78:15, 146:1, 182:10, 198:21, 278:7, 280:18, 312:19, 325:16  <b>National</b> [7] - 8:15, 45:20, 76:15, 181:7, 181:21, 271:6, 297:8  <b>nationally</b> [1] - 213:3  <b>Nations</b> [6] - 11:6, 11:7, 11:15, 11:17, 44:16, 290:3  <b>natural</b> [4] - 79:3, 79:7, 79:16, 164:13  <b>nature</b> [4] - 65:23, 152:12, 262:19, 296:14  <b>navigating</b> [1] - 74:13  <b>navy</b> [1] - 19:4  <b>NCO</b> [1] - 203:2  <b>near</b> [3] - 33:12, 81:18, 344:16  <b>necessarily</b> [6] - 31:15, 138:14, 142:14, 290:8, 299:13, 315:3  <b>necessary</b> [2] - 198:7, 328:14  <b>necessity</b> [1] - 156:9  <b>neck</b> [3] - 15:12, 17:5, 80:24  <b>need</b> [145] - 4:4, 4:23, 8:21, 16:19, 20:4, 20:21, 21:6, 22:11, 22:15, 31:2, 31:15, 31:16, 31:17, 31:23, 33:22, 41:21, 42:7, 42:19, 42:21, 42:22, 46:6, 49:5, 49:7, 55:23, 56:3, 56:4, 60:19, 66:21, 66:22, 72:24, 73:1, 75:2, 82:19, 83:3, 83:5, 89:7, 104:11, 105:12, 106:3, 111:16, 113:22, 114:12, 114:18, 115:23, 120:1, 120:11, 123:9, 123:17, 124:23, 126:20, 129:23, 131:9, 131:14, 133:10, 137:12, 137:16, 137:20, 145:10, 145:11, 145:12, 146:22, 149:1, 149:13,</p>	<p>150:10, 151:9, 154:17, 154:18, 156:23, 157:2, 157:11, 158:11, 159:20, 159:21, 159:22, 159:23, 162:19, 163:13, 163:18, 163:23, 164:1, 165:10, 165:22, 168:12, 168:24, 169:1, 169:2, 172:9, 176:16, 176:20, 179:10, 183:5, 184:8, 184:10, 184:13, 185:1, 186:11, 187:3, 188:10, 193:7, 195:3, 195:10, 196:22, 197:2, 197:3, 197:16, 200:18, 207:5, 209:19, 211:22, 215:20, 218:1, 220:13, 221:14, 229:4, 230:15, 241:6, 247:3, 255:12, 263:21, 265:20, 278:11, 280:23, 292:18, 300:6, 300:7, 311:1, 315:6, 318:1, 320:13, 320:21, 321:19, 321:21, 321:24, 322:19, 330:5, 330:11, 330:22, 334:3, 339:10, 348:11  <b>needed</b> [6] - 22:2, 33:14, 41:12, 136:20, 238:12, 335:20  <b>needs</b> [25] - 55:24, 58:6, 58:24, 100:1, 101:20, 101:21, 116:2, 121:18, 125:17, 129:11, 129:21, 130:10, 135:17, 147:13, 165:24, 166:16, 176:9, 177:4, 184:21, 196:3, 197:23, 209:10, 215:6, 215:11, 329:16  <b>neighbours</b> [1] - 41:13  <b>networking</b> [1] - 338:2  <b>never</b> [26] - 15:1, 15:2, 15:3, 18:16, 19:12,</p>	<p>25:5, 33:22, 49:11, 50:11, 75:16, 85:13, 108:4, 111:14, 141:6, 141:12, 141:18, 165:8, 205:5, 233:2, 233:3, 273:19, 307:17, 315:20, 316:11, 319:18  <b>new</b> [29] - 1:10, 97:1, 97:2, 97:9, 106:23, 107:11, 107:15, 107:16, 113:21, 120:18, 122:12, 122:18, 124:5, 124:11, 128:6, 147:19, 148:17, 148:19, 157:20, 163:24, 187:12, 187:14, 191:17, 296:3, 297:23, 326:2  <b>New</b> [2] - 22:22, 324:7  <b>Newfoundland</b> [44] - 4:8, 4:17, 17:20, 21:21, 22:6, 22:8, 27:24, 31:21, 59:11, 69:12, 75:7, 82:23, 87:21, 88:24, 91:12, 93:9, 111:17, 136:14, 139:8, 159:2, 184:14, 199:15, 203:3, 205:19, 217:19, 248:1, 248:2, 249:10, 249:20, 255:9, 256:19, 273:11, 297:11, 312:18, 313:1, 313:13, 313:20, 316:4, 318:23, 322:10, 323:19, 326:11, 326:16  <b>next</b> [20] - 8:11, 63:6, 64:22, 102:23, 117:23, 131:4, 152:14, 161:18, 165:14, 169:10, 173:22, 196:7, 220:13, 221:9, 238:7, 242:12, 242:13, 296:24, 334:4  <b>nice</b> [4] - 75:16, 215:10, 219:1, 245:11  <b>NIF</b> [2] - 271:6, 271:20  <b>night</b> [10] - 20:1, 44:6, 62:12, 96:23, 99:19, 129:1, 237:21, 238:1, 238:7, 342:18</p>
<p><b>N</b></p>		<p><b>Nain</b> [5] - 92:10, 181:1, 181:2, 181:24, 183:15  <b>name</b> [6] - 1:16, 13:5, 73:19, 119:15, 168:16, 258:18  <b>named</b> [2] - 36:18, 77:19  <b>names</b> [1] - 14:3</p>		

<p><b>Night</b> [2] - 195:12, 218:3  <b>nights</b> [1] - 337:19  <b>Nightsun</b> [2] - 218:14, 220:2  <b>nighttime</b> [2] - 118:14, 298:9  <b>nine</b> [1] - 77:22  <b>NLSAR</b> [1] - 154:14  <b>NLSARA</b> [39] - 18:21, 22:6, 88:2, 91:1, 92:14, 95:6, 98:3, 106:11, 111:9, 112:19, 114:23, 116:13, 123:22, 140:2, 140:6, 140:9, 144:5, 146:12, 148:8, 156:17, 164:21, 167:10, 180:24, 210:4, 211:5, 217:19, 221:8, 272:19, 272:22, 278:21, 291:21, 293:1, 293:18, 293:21, 294:11, 300:13, 328:16, 345:14  <b>no-go</b> [1] - 234:12  <b>nobody</b> [2] - 246:6, 311:13  <b>none</b> [2] - 189:20, 286:18  <b>None</b> [1] - 221:9  <b>norm</b> [2] - 197:6, 241:13  <b>normal</b> [3] - 244:22, 245:1, 288:7  <b>North</b> [5] - 27:14, 33:7, 250:12, 274:2, 312:22  <b>north</b> [4] - 73:9, 290:11, 294:24, 296:4  <b>northern</b> [4] - 123:4, 290:8, 294:21, 324:8  <b>Northern</b> [5] - 66:3, 181:7, 182:18, 227:18, 290:19  <b>northwest</b> [1] - 44:16  <b>Northwest</b> [1] - 7:15  <b>note</b> [3] - 52:14, 75:18, 182:3  <b>notes</b> [8] - 71:5, 71:7, 71:10, 88:21, 135:14, 137:24, 139:17, 139:19  <b>nothing</b> [8] - 15:4, 46:12, 55:6, 56:8, 70:7, 190:2, 280:23,</p>	<p>326:5  <b>notice</b> [3] - 171:12, 285:14, 288:23  <b>noticed</b> [3] - 95:13, 154:15, 281:5  <b>Nova</b> [3] - 27:22, 48:12, 324:7  <b>nowadays</b> [1] - 192:15  <b>nowhere</b> [1] - 33:12  <b>number</b> [44] - 5:21, 9:9, 12:9, 17:21, 43:19, 43:20, 66:9, 78:21, 88:3, 91:1, 95:6, 97:18, 102:2, 103:11, 103:24, 118:21, 118:22, 119:5, 128:16, 147:12, 157:8, 159:4, 160:15, 160:16, 160:19, 164:2, 175:20, 182:21, 186:14, 216:21, 230:5, 241:4, 253:19, 289:10, 290:20, 315:19, 317:1, 317:19, 320:3, 330:14, 346:5  <b>numbers</b> [3] - 160:14, 173:18, 330:1  <b>numerous</b> [2] - 300:2, 317:15</p> <p style="text-align: center;"><b>O</b></p> <p><b>O'KEEFE</b> [8] - 1:15, 288:17, 312:2, 317:6, 320:1, 323:1, 327:1, 328:23  <b>O'Keefe</b> [3] - 1:17, 288:9, 311:24  <b>object</b> [1] - 109:6  <b>objections</b> [1] - 54:19  <b>objective</b> [2] - 60:18, 85:18  <b>objectives</b> [22] - 55:6, 57:6, 57:12, 59:18, 61:5, 61:9, 61:20, 62:1, 64:8, 64:21, 88:16, 89:18, 91:19, 118:11, 127:1, 131:3, 134:24, 135:5, 135:7, 135:8, 135:19, 308:2  <b>objects</b> [1] - 219:3  <b>obligations</b> [1] - 279:19  <b>observation</b> [2] - 136:13, 138:20</p>	<p><b>observed</b> [3] - 132:5, 138:19, 318:14  <b>observer</b> [2] - 62:12, 218:20  <b>observers</b> [1] - 213:19  <b>obtain</b> [1] - 207:8  <b>obviously</b> [7] - 18:2, 282:21, 290:9, 297:23, 299:16, 324:9, 344:17  <b>occasion</b> [1] - 50:8  <b>occasions</b> [5] - 100:4, 128:5, 136:17, 153:1, 300:2  <b>occupation</b> [1] - 7:9  <b>occupational</b> [1] - 26:14  <b>occur</b> [10] - 44:11, 78:5, 80:20, 82:9, 162:11, 177:1, 178:23, 198:17, 199:17, 232:23  <b>occurred</b> [5] - 71:13, 75:8, 100:8, 232:14, 301:14  <b>occurring</b> [6] - 135:12, 185:12, 186:14, 193:2, 194:11, 200:4  <b>occurs</b> [4] - 52:24, 117:6, 156:8, 207:16  <b>ocean</b> [3] - 72:16, 194:1, 194:16  <b>oceans</b> [2] - 324:1, 324:9  <b>October</b> [1] - 1:1  <b>odd</b> [2] - 11:16, 274:6  <b>off-highway</b> [3] - 49:15, 292:6, 336:6  <b>offered</b> [3] - 130:10, 130:11, 175:8  <b>offering</b> [1] - 88:15  <b>Office</b> [1] - 257:20  <b>office</b> [2] - 6:18, 143:17  <b>officer</b> [22] - 30:6, 44:22, 47:1, 73:21, 74:2, 76:12, 133:7, 139:2, 141:7, 143:10, 143:13, 144:2, 146:5, 146:15, 148:19, 167:11, 167:19, 189:13, 233:12, 253:13, 256:24, 345:22  <b>officers</b> [22] - 44:1, 45:14, 45:15, 46:3, 47:22, 104:15,</p>	<p>104:21, 106:6, 110:11, 140:10, 140:13, 143:21, 145:23, 148:17, 168:4, 234:6, 234:7, 250:17, 251:11, 251:18, 253:8, 302:12  <b>officers'</b> [1] - 203:2  <b>official</b> [1] - 257:3  <b>officials</b> [4] - 186:12, 249:19, 256:19, 257:24  <b>offs</b> [2] - 211:20, 224:15  <b>often</b> [28] - 6:1, 18:15, 22:18, 25:10, 42:6, 51:4, 52:18, 53:23, 65:5, 65:8, 70:16, 72:22, 92:8, 92:16, 112:5, 118:5, 122:2, 137:14, 143:21, 153:17, 153:18, 153:20, 169:23, 212:4, 307:17, 319:14, 319:15, 326:5  <b>OICs</b> [1] - 285:16  <b>oil</b> [2] - 27:17, 27:18  <b>old</b> [16] - 6:22, 34:17, 35:16, 41:10, 41:14, 43:1, 44:14, 54:24, 59:6, 59:11, 63:1, 94:8, 157:5, 169:9, 240:12, 346:6  <b>older</b> [2] - 35:1, 119:17  <b>Olympics</b> [1] - 26:23  <b>ON</b> [1] - 2:22  <b>onboard</b> [8] - 75:10, 77:23, 81:2, 82:5, 82:6, 108:9, 283:21, 284:3  <b>Once</b> [2] - 340:12, 348:17  <b>once</b> [16] - 18:14, 22:4, 33:17, 38:5, 108:8, 120:2, 132:17, 133:5, 141:13, 197:9, 202:15, 203:15, 223:19, 235:9, 252:8, 342:1  <b>one-person</b> [1] - 80:18  <b>ones</b> [22] - 24:3, 24:12, 24:17, 90:1, 106:24, 117:5, 118:5, 122:2, 122:5, 131:15, 155:21,</p>	<p>193:15, 212:21, 215:14, 215:15, 218:24, 219:1, 267:17, 270:5, 278:24, 299:19, 332:9  <b>ongoing</b> [1] - 12:1  <b>Ongoing</b> [1] - 203:18  <b>online</b> [6] - 29:9, 150:24, 151:1, 267:14, 295:9, 296:1  <b>onset</b> [1] - 70:9  <b>Ontario</b> [4] - 7:14, 16:8, 250:14, 316:24  <b>Op</b> [1] - 64:22  <b>open</b> [14] - 1:4, 36:23, 69:9, 72:16, 83:18, 90:10, 90:23, 91:7, 93:7, 93:20, 227:8, 242:22, 247:4, 305:3  <b>opened</b> [1] - 148:10  <b>opener</b> [1] - 163:3  <b>opening</b> [1] - 304:22  <b>openness</b> [1] - 348:18  <b>operate</b> [3] - 225:7, 228:9, 339:13  <b>operating</b> [13] - 9:10, 9:11, 39:20, 39:21, 57:22, 57:23, 173:10, 179:16, 207:15, 227:19, 295:1, 302:5, 304:10  <b>operation</b> [7] - 44:21, 45:9, 54:7, 132:10, 142:19, 281:23, 309:8  <b>operational</b> [20] - 14:15, 33:20, 63:6, 71:1, 129:14, 137:22, 149:17, 151:6, 151:7, 151:14, 196:4, 204:2, 236:24, 238:18, 250:21, 269:4, 279:11, 280:24, 300:19, 308:6  <b>operationally</b> [1] - 304:11  <b>Operationally</b> [1] - 270:16  <b>operations</b> [24] - 14:13, 20:9, 21:3, 32:7, 52:11, 53:10, 125:22, 150:18, 195:12, 217:18, 218:3, 220:9, 221:13, 223:5, 233:7, 239:19, 250:18, 263:22,</p>
---	---	--	---	--

<p>269:1, 275:13, 303:13, 307:14, 309:3, 314:14 <b>Operations</b> [3] - 37:15, 152:7, 159:10 <b>operator</b> [1] - 297:9 <b>opinion</b> [7] - 158:14, 196:13, 233:22, 234:6, 250:11, 264:14, 268:3 <b>opportunities</b> [12] - 22:5, 89:10, 93:2, 93:18, 104:9, 105:8, 107:11, 111:22, 122:22, 123:6, 144:21, 225:20 <b>opportunity</b> [21] - 3:9, 4:6, 5:13, 5:17, 5:24, 6:12, 6:20, 7:21, 9:4, 9:22, 32:14, 105:4, 106:10, 106:23, 123:20, 124:12, 145:16, 289:17, 291:8, 293:21, 312:1 <b>opposed</b> [4] - 239:6, 251:8, 263:2, 277:2 <b>opposite</b> [1] - 81:16 <b>ops</b> [10] - 21:2, 55:22, 59:15, 62:18, 64:18, 151:11, 212:15, 212:19, 230:24, 233:23 <b>option</b> [1] - 252:14 <b>options</b> [1] - 338:1 <b>orbits</b> [1] - 110:13 <b>order</b> [7] - 2:13, 63:17, 86:1, 140:5, 228:6, 236:9, 306:1 <b>ordered</b> [1] - 164:4 <b>ordering</b> [2] - 140:1, 163:19 <b>organization</b> [2] - 158:23, 206:21 <b>organizational</b> [4] - 54:14, 127:1, 150:8, 151:10 <b>organizations</b> [4] - 161:11, 161:24, 167:16, 172:21 <b>organize</b> [1] - 77:6 <b>organized</b> [1] - 40:10 <b>orientated</b> [2] - 127:14, 164:19 <b>oriented</b> [2] - 119:13, 119:20 <b>original</b> [5] - 13:4, 35:3, 38:2, 49:20, 262:13 <b>Orleans</b> [1] - 22:22</p>	<p><b>Orville</b> [2] - 76:16, 77:10 <b>Otherwise</b> [1] - 347:11 <b>otherwise</b> [10] - 25:5, 60:3, 63:4, 66:24, 257:3, 298:1, 335:11, 339:22, 347:9 <b>Ottawa</b> [1] - 50:6 <b>otter</b> [1] - 77:21 <b>ourselves</b> [6] - 49:6, 103:9, 131:17, 201:11, 308:15, 343:14 <b>outcome</b> [2] - 310:12, 310:13 <b>outcomes</b> [1] - 311:1 <b>outdoor</b> [3] - 95:20, 191:20, 241:11 <b>outdoors</b> [3] - 17:24, 95:22, 96:19 <b>outfitted</b> [1] - 74:1 <b>outliers</b> [1] - 244:21 <b>outline</b> [1] - 267:20 <b>outlined</b> [1] - 317:14 <b>outlines</b> [1] - 306:4 <b>outside</b> [30] - 62:23, 76:13, 76:15, 112:3, 115:7, 120:5, 120:9, 121:13, 123:5, 124:11, 130:20, 140:14, 152:10, 164:9, 167:7, 167:10, 183:16, 186:6, 209:9, 211:12, 212:5, 239:11, 241:13, 244:17, 245:12, 245:17, 246:12, 247:7, 274:4 <b>outstanding</b> [2] - 101:6, 125:18 <b>outweighed</b> [1] - 231:16 <b>outweighs</b> [1] - 65:4 <b>oven</b> [1] - 238:5 <b>over-snow</b> [1] - 292:7 <b>overabundance</b> [1] - 145:19 <b>overall</b> [5] - 64:8, 254:14, 279:8, 280:20, 342:11 <b>overboard</b> [1] - 150:9 <b>overburden</b> [2] - 72:7, 242:3 <b>overburdened</b> [1] - 35:14 <b>overcame</b> [1] - 161:20 <b>overcome</b> [1] - 322:21</p>	<p><b>overdue</b> [9] - 15:14, 31:22, 74:23, 76:18, 77:2, 105:17, 132:14, 147:8, 164:15 <b>overhead</b> [10] - 20:7, 20:8, 30:7, 59:14, 59:17, 63:2, 64:17, 122:6, 127:16, 213:7 <b>overlap</b> [1] - 221:19 <b>overlooked</b> [1] - 319:15 <b>overnight</b> [2] - 116:1, 326:22 <b>overtime</b> [1] - 344:24 <b>overview</b> [1] - 151:1 <b>own</b> [33] - 40:14, 43:15, 43:16, 57:1, 58:5, 96:14, 98:10, 175:24, 180:24, 198:4, 209:12, 209:13, 209:21, 222:3, 236:12, 256:2, 260:22, 266:7, 266:9, 306:18, 306:19, 306:20, 334:24, 335:1, 335:2, 336:11, 338:17, 339:1, 339:7, 339:12, 343:21, 344:22 <b>owned</b> [2] - 77:21, 279:8 <b>owns</b> [1] - 37:19</p> <p style="text-align: center;"><b>P</b></p> <p><b>P-191</b> [2] - 2:16, 2:22 <b>pack</b> [5] - 81:21, 168:16, 337:1, 337:16 <b>packaged</b> [1] - 18:8 <b>packs</b> [1] - 96:11 <b>page</b> [2] - 282:20, 344:7 <b>Page</b> [1] - 344:16 <b>paid</b> [6] - 31:21, 148:13, 278:4, 322:2, 345:24, 346:1 <b>pair</b> [2] - 340:10, 340:20 <b>Palm</b> [2] - 10:6, 158:9 <b>Palmer</b> [1] - 1:17 <b>pandemic</b> [1] - 9:19 <b>paper</b> [6] - 13:13, 247:24, 282:9, 282:13, 282:21, 346:15</p>	<p><b>paperwork</b> [1] - 130:1 <b>parachute</b> [1] - 17:11 <b>paragraph</b> [2] - 282:24, 344:11 <b>pararescue</b> [2] - 17:4, 19:7 <b>Pardon</b> [1] - 347:20 <b>parental</b> [1] - 133:20 <b>parents</b> [2] - 45:12, 302:11 <b>parish</b> [1] - 23:4 <b>Park</b> [8] - 8:15, 38:22, 45:20, 76:16, 79:2, 181:7, 181:21, 275:14 <b>park</b> [12] - 69:20, 77:19, 105:2, 115:12, 125:11, 181:12, 182:10, 183:4, 186:6, 192:11, 198:22, 253:12 <b>parked</b> [2] - 185:5, 209:9 <b>parking</b> [2] - 185:5, 185:15 <b>Parks</b> [18] - 45:19, 47:21, 52:21, 114:6, 115:12, 124:14, 160:1, 181:13, 181:23, 186:2, 186:13, 193:16, 206:11, 255:14, 256:11, 260:11, 277:3, 278:6 <b>parks</b> [6] - 125:11, 187:11, 199:12, 206:11, 207:9, 278:7 <b>Part</b> [1] - 284:14 <b>part</b> [48] - 25:15, 30:17, 46:6, 51:10, 51:11, 56:20, 79:15, 81:22, 88:16, 104:10, 111:20, 113:6, 123:4, 144:8, 148:12, 172:15, 173:22, 188:20, 190:19, 202:21, 204:12, 213:19, 214:15, 219:16, 235:8, 236:22, 242:12, 242:13, 243:4, 245:18, 251:17, 255:7, 256:15, 276:17, 276:18, 284:14, 292:6, 293:8, 294:11, 304:10, 310:21, 311:9, 322:22, 335:21,</p>	<p>338:12, 339:15, 341:10, 342:2 <b>part-time</b> [3] - 202:21, 213:19, 219:16 <b>participants</b> [1] - 323:11 <b>participate</b> [6] - 88:19, 96:19, 103:9, 201:20, 275:7, 278:11 <b>participated</b> [2] - 91:2, 277:6 <b>participating</b> [3] - 3:23, 102:19, 115:20 <b>participation</b> [6] - 99:13, 99:18, 123:12, 131:9, 323:15, 348:18 <b>particular</b> [11] - 67:3, 88:2, 103:21, 226:19, 281:11, 290:14, 290:23, 298:7, 300:1, 305:5, 344:18 <b>particularly</b> [1] - 344:11 <b>parties</b> [5] - 3:9, 142:16, 288:9, 310:10, 330:5 <b>partner</b> [3] - 1:17, 164:21, 239:22 <b>partners</b> [5] - 17:10, 106:11, 197:5, 239:21, 240:15 <b>partnership</b> [3] - 289:2, 292:24, 298:24 <b>partnerships</b> [7] - 159:6, 161:23, 210:2, 210:19, 288:24, 298:20, 336:21 <b>parts</b> [3] - 120:8, 145:12, 194:11 <b>partway</b> [1] - 38:20 <b>pass</b> [2] - 112:10, 172:14 <b>passage</b> [1] - 17:5 <b>passing</b> [1] - 285:7 <b>passion</b> [1] - 316:15 <b>past</b> [5] - 28:12, 189:12, 207:7, 304:16, 334:17 <b>patient</b> [2] - 223:11, 223:24 <b>patients</b> [2] - 223:23, 223:24 <b>pattern</b> [2] - 216:16, 216:18</p>
--	--	---	---	--

<p><b>patterns</b> [3] - 110:17, 221:14, 221:18</p> <p><b>Paul</b> [9] - 41:8, 60:22, 61:1, 76:16, 77:10, 80:22, 85:7, 192:22, 215:22</p> <p><b>Paul's</b> [1] - 215:22</p> <p><b>pay</b> [7] - 32:19, 98:10, 98:19, 164:22, 198:4, 270:24, 339:4</p> <p><b>paying</b> [1] - 99:3</p> <p><b>PDF</b> [1] - 29:9</p> <p><b>peace</b> [1] - 27:13</p> <p><b>peer</b> [1] - 198:6</p> <p><b>pen</b> [1] - 189:4</p> <p><b>peninsula</b> [5] - 72:13, 84:17, 92:11, 129:14, 175:10</p> <p><b>Peninsula</b> [3] - 123:1, 191:9, 227:18</p> <p><b>people</b> [164] - 1:13, 4:7, 10:15, 15:16, 16:9, 17:22, 18:10, 21:9, 21:10, 29:14, 29:16, 31:7, 31:22, 32:24, 33:23, 35:6, 37:23, 38:18, 39:11, 40:2, 40:9, 40:12, 40:22, 41:11, 45:4, 49:11, 49:23, 50:16, 51:4, 51:18, 53:23, 56:5, 56:9, 57:10, 58:5, 58:19, 60:16, 63:2, 70:12, 76:24, 77:10, 80:21, 83:10, 90:5, 93:16, 95:6, 100:6, 101:2, 102:20, 103:20, 104:24, 105:17, 112:10, 116:15, 117:19, 124:8, 125:2, 126:2, 126:13, 126:21, 127:2, 129:10, 130:2, 137:9, 139:16, 147:9, 147:12, 147:16, 147:24, 148:1, 148:7, 150:21, 152:19, 153:11, 154:13, 154:24, 155:5, 156:7, 157:12, 160:22, 164:14, 165:1, 166:1, 167:16, 169:17, 170:1, 171:9, 173:1, 174:8, 174:19, 175:6, 176:23, 181:12, 188:15, 190:8,</p>	<p>190:20, 190:22, 191:14, 192:12, 194:12, 194:19, 199:20, 203:3, 203:4, 207:17, 210:6, 210:15, 212:4, 213:15, 214:12, 224:8, 227:12, 227:24, 229:18, 230:10, 231:23, 233:9, 236:6, 236:12, 237:8, 237:9, 241:3, 241:7, 241:17, 247:16, 254:20, 257:23, 271:9, 271:10, 285:18, 285:21, 291:7, 292:13, 293:4, 295:17, 296:4, 301:7, 302:22, 302:24, 310:4, 310:6, 310:12, 311:3, 314:11, 316:1, 322:16, 324:3, 326:16, 331:13, 333:5, 333:7, 333:19, 335:10, 338:15, 338:17, 339:7, 339:12, 339:20, 339:21, 340:19, 341:5, 341:8, 342:11</p> <p><b>People</b> [3] - 208:23, 209:1, 213:20</p> <p><b>people's</b> [3] - 50:24, 117:16, 294:7</p> <p><b>peoples</b> [2] - 296:20, 326:11</p> <p><b>per</b> [3] - 112:23, 136:18, 270:22</p> <p><b>percent</b> [17] - 11:4, 15:3, 66:14, 67:16, 67:23, 99:22, 168:23, 221:19, 246:12, 296:17, 318:17, 318:18, 319:8, 320:4, 320:7, 338:11</p> <p><b>percentage</b> [3] - 95:7, 96:14, 127:6</p> <p><b>percentile</b> [12] - 240:21, 240:22, 240:23, 240:24, 241:1, 241:4, 241:8, 241:14, 244:11, 245:14, 246:6, 246:8</p> <p><b>perfect</b> [4] - 79:21, 80:3, 307:17, 321:4</p> <p><b>perform</b> [5] - 33:4,</p>	<p>215:9, 220:22, 221:14, 223:19</p> <p><b>performance</b> [2] - 166:6, 222:9</p> <p><b>performing</b> [1] - 183:24</p> <p><b>Perhaps</b> [1] - 286:20</p> <p><b>perhaps</b> [20] - 2:13, 132:4, 140:21, 177:13, 226:10, 233:11, 233:16, 233:18, 239:11, 247:16, 247:20, 249:11, 259:21, 273:3, 273:5, 283:17, 339:24, 344:6, 344:23, 347:4</p> <p><b>period</b> [7] - 24:21, 33:21, 63:7, 135:9, 137:22, 250:22, 308:6</p> <p><b>periods</b> [7] - 14:15, 129:14, 149:18, 151:6, 151:7, 151:14, 236:24</p> <p><b>perked</b> [1] - 281:5</p> <p><b>perpetrator</b> [1] - 252:21</p> <p><b>perpetuity</b> [1] - 208:20</p> <p><b>Person</b> [2] - 13:4, 242:9</p> <p><b>person</b> [55] - 15:17, 36:18, 60:11, 80:18, 81:8, 81:11, 84:2, 94:19, 100:8, 103:5, 106:15, 110:6, 116:23, 117:11, 122:19, 123:16, 126:8, 128:7, 130:11, 131:1, 148:2, 148:20, 165:23, 166:12, 169:5, 169:10, 169:13, 170:11, 176:1, 220:18, 223:10, 228:6, 228:23, 233:23, 234:9, 238:22, 240:9, 240:11, 240:18, 242:1, 242:4, 242:21, 244:16, 245:9, 247:6, 253:3, 273:20, 273:24, 283:20, 286:10, 302:13, 302:17, 319:10, 330:10</p> <p><b>person's</b> [5] - 67:11, 223:13, 243:19, 246:24, 284:3</p>	<p><b>personal</b> [3] - 37:18, 98:6, 99:8</p> <p><b>Personal</b> [2] - 292:10, 292:22</p> <p><b>personally</b> [4] - 9:23, 232:13, 233:4, 298:12</p> <p><b>Personnel</b> [1] - 264:12</p> <p><b>personnel</b> [36] - 4:15, 23:8, 26:5, 33:8, 37:22, 38:16, 54:11, 72:16, 77:13, 79:13, 81:2, 81:11, 82:14, 82:17, 85:8, 98:18, 116:12, 117:7, 154:12, 180:11, 180:14, 195:8, 201:5, 224:24, 225:5, 229:6, 234:24, 246:19, 250:10, 251:5, 251:18, 252:12, 314:22, 315:12, 319:16, 321:18</p> <p><b>persons</b> [5] - 239:7, 240:22, 266:8, 283:2, 283:10</p> <p><b>perspective</b> [11] - 4:22, 15:23, 48:21, 76:12, 119:11, 298:7, 301:2, 301:15, 328:8, 328:15, 338:8</p> <p><b>pertain</b> [2] - 131:7, 204:2</p> <p><b>pertains</b> [5] - 86:7, 196:21, 200:4, 240:13, 294:2</p> <p><b>Peter</b> [2] - 261:19, 347:20</p> <p><b>Petroleum</b> [1] - 32:1</p> <p><b>phase</b> [3] - 130:15, 132:1, 136:3</p> <p><b>PhDs</b> [1] - 13:15</p> <p><b>phone</b> [3] - 88:10, 90:6, 144:17</p> <p><b>phonetic</b> [1] - 76:17</p> <p><b>phonetic )</b> [1] - 248:24</p> <p><b>photo</b> [2] - 17:16, 75:9</p> <p><b>photograph</b> [2] - 18:13, 66:7</p> <p><b>photographing</b> [1] - 214:20</p> <p><b>photographs</b> [1] - 216:22</p> <p><b>photos</b> [1] - 17:1</p> <p><b>phrase</b> [1] - 92:7</p> <p><b>physical</b> [3] - 92:16, 144:14, 244:7</p>	<p><b>physically</b> [3] - 68:21, 129:18, 140:8</p> <p><b>pick</b> [2] - 81:10, 163:24</p> <p><b>picked</b> [1] - 17:13</p> <p><b>picker</b> [2] - 169:10, 245:22</p> <p><b>picture</b> [2] - 108:24, 312:19</p> <p><b>pictures</b> [2] - 38:2, 221:9</p> <p><b>piece</b> [24] - 13:9, 22:3, 49:1, 61:21, 89:23, 108:20, 109:6, 110:17, 113:21, 114:1, 195:1, 263:20, 299:8, 299:10, 299:24, 300:9, 301:8, 303:5, 304:5, 304:15, 306:2, 307:8</p> <p><b>pieces</b> [1] - 303:18</p> <p><b>pilot</b> [6] - 76:17, 81:24, 214:17, 297:7, 297:17, 298:5</p> <p><b>pilot-type</b> [1] - 297:17</p> <p><b>pilots</b> [1] - 221:13</p> <p><b>pins</b> [1] - 193:1</p> <p><b>Pipeline</b> [1] - 27:20</p> <p><b>pipeline</b> [7] - 9:18, 34:17, 35:1, 35:13, 35:19, 35:20, 36:3</p> <p><b>pipelines</b> [1] - 35:6</p> <p><b>PJs</b> [2] - 19:7, 162:13</p> <p><b>place</b> [13] - 25:2, 52:24, 108:18, 140:12, 158:7, 159:8, 212:7, 244:7, 245:5, 245:24, 303:22, 325:4, 328:9</p> <p><b>places</b> [6] - 68:20, 69:14, 72:1, 130:24, 143:23, 346:18</p> <p><b>plaguing</b> [1] - 21:1</p> <p><b>plan</b> [129] - 9:20, 40:24, 41:1, 42:15, 43:23, 56:4, 60:4, 60:5, 64:20, 64:22, 118:8, 130:15, 130:17, 133:10, 134:22, 134:23, 135:2, 135:13, 135:14, 135:18, 136:2, 136:18, 136:21, 137:10, 137:17, 137:18, 138:8, 138:15, 138:23, 138:24, 139:2, 139:4, 139:17, 139:21,</p>
---	--	--	--	--



<p>140:1, 140:18, 141:6, 141:14, 141:17, 142:18, 143:3, 143:9, 144:14, 144:15, 145:11, 148:24, 150:21, 154:1, 154:2, 154:3, 154:9, 154:10, 156:19, 171:10, 172:20, 174:17, 176:5, 176:17, 178:8, 180:7, 187:1, 187:2, 187:23, 188:3, 188:4, 188:9, 196:4, 198:9, 201:4, 201:5, 201:9, 201:21, 201:22, 202:2, 204:8, 204:12, 204:19, 204:20, 205:1, 206:24, 207:6, 207:17, 207:20, 208:3, 208:4, 208:5, 208:6, 234:1, 236:21, 237:5, 238:14, 238:19, 241:18, 246:20, 253:21, 254:5, 254:13, 254:14, 254:17, 254:21, 254:22, 255:1, 265:8, 267:20, 268:9, 274:18, 274:19, 276:15, 278:10, 278:12, 278:19, 279:8, 279:11, 279:15, 279:23, 305:24, 310:1, 321:14, 323:4, 323:5, 325:16, 326:2, 329:23 <b>plane</b> [6] - 17:8, 74:2, 76:16, 205:23, 238:10, 341:14 <b>planning</b> [22] - 13:10, 20:10, 30:19, 39:22, 41:15, 53:11, 59:15, 63:4, 63:6, 64:5, 64:18, 97:15, 122:17, 132:10, 145:11, 166:12, 171:8, 172:5, 179:1, 192:20, 243:2 <b>plans</b> [19] - 3:13, 6:9, 33:20, 71:4, 71:5, 117:17, 149:17, 151:15, 173:19, 253:20, 254:3, 267:24, 308:2,</p>	<p>314:19, 328:4, 329:15, 330:9, 330:11, 330:13 <b>plate</b> [1] - 32:18 <b>plates</b> [1] - 170:22 <b>platform</b> [4] - 109:13, 216:18, 222:20, 224:1 <b>platforms</b> [3] - 225:6, 225:8, 333:3 <b>players</b> [2] - 147:16, 333:15 <b>Playing</b> [1] - 307:12 <b>playing</b> [4] - 57:4, 305:12, 309:19, 346:9 <b>plays</b> [1] - 56:16 <b>pleasure</b> [1] - 68:17 <b>plus</b> [2] - 45:23, 129:17 <b>pocket</b> [1] - 198:4 <b>POD</b> [1] - 213:17 <b>PODs</b> [3] - 114:15, 128:14, 168:23 <b>point</b> [44] - 24:13, 58:23, 97:23, 136:6, 142:23, 142:24, 175:18, 175:19, 216:5, 228:14, 228:18, 228:20, 235:19, 236:3, 236:9, 240:22, 241:6, 241:15, 243:14, 244:7, 244:14, 248:10, 264:21, 267:24, 268:23, 269:14, 281:18, 282:8, 282:10, 286:17, 300:12, 305:1, 306:2, 306:16, 308:17, 320:3, 323:8, 323:24, 327:2, 327:12, 335:15, 345:19, 347:2 <b>Point</b> [4] - 95:24, 96:1, 333:7 <b>pointed</b> [1] - 142:22 <b>points</b> [7] - 45:4, 207:4, 290:18, 318:5, 320:24, 323:2, 323:22 <b>police</b> [111] - 15:18, 30:6, 38:23, 40:13, 43:13, 44:22, 45:14, 45:15, 47:1, 47:22, 55:21, 55:23, 65:11, 65:15, 70:16, 74:2, 83:4, 102:21,</p>	<p>104:15, 105:9, 106:4, 113:5, 120:11, 123:8, 123:13, 125:9, 125:10, 127:17, 132:18, 133:5, 133:6, 133:7, 135:6, 138:23, 139:2, 139:6, 139:13, 139:14, 139:19, 139:24, 140:5, 140:7, 140:18, 141:1, 141:7, 142:9, 143:9, 144:4, 145:13, 145:20, 145:23, 146:9, 148:7, 149:10, 159:19, 160:12, 160:15, 161:12, 164:20, 167:11, 167:19, 173:14, 180:22, 189:7, 196:21, 196:22, 202:18, 205:4, 205:16, 205:21, 206:4, 212:15, 231:20, 232:7, 232:18, 233:2, 239:19, 243:6, 248:11, 249:2, 249:12, 250:8, 250:15, 250:17, 251:11, 251:18, 253:7, 253:16, 259:24, 269:5, 269:11, 269:22, 269:24, 270:7, 273:13, 273:15, 273:22, 274:8, 277:2, 278:23, 283:24, 284:4, 284:23, 300:22, 300:24, 303:24, 328:16, 345:22 <b>Police</b> [2] - 5:20, 316:6 <b>policemen</b> [1] - 251:9 <b>policies</b> [6] - 114:23, 149:7, 166:20, 280:18, 303:12, 309:21 <b>policing</b> [7] - 6:15, 71:8, 78:12, 105:14, 113:2, 133:8, 251:24 <b>policy</b> [39] - 46:7, 46:9, 46:13, 46:21, 52:2, 89:18, 90:24, 115:2, 115:14, 145:24, 146:1, 146:3, 173:7,</p>	<p>196:11, 197:10, 200:19, 249:12, 262:10, 264:24, 265:6, 265:12, 266:1, 266:8, 266:9, 280:3, 280:7, 280:9, 280:15, 280:17, 280:18, 280:20, 284:7, 284:15, 284:16, 285:24, 306:3 <b>pony</b> [1] - 39:1 <b>pool</b> [1] - 346:11 <b>population</b> [3] - 8:16, 168:5, 191:17 <b>portable</b> [1] - 158:3 <b>portions</b> [1] - 242:18 <b>position</b> [8] - 7:19, 131:7, 256:20, 257:4, 258:20, 319:23, 332:1, 339:23 <b>Position</b> [5] - 101:24, 102:13, 122:10, 122:11, 166:7 <b>positioning</b> [2] - 74:14, 106:24 <b>positions</b> [5] - 122:16, 128:17, 208:14, 245:4, 348:19 <b>positive</b> [2] - 170:8, 302:2 <b>possibilities</b> [2] - 326:23, 337:7 <b>possibility</b> [1] - 158:10 <b>possible</b> [7] - 29:23, 70:14, 114:11, 131:14, 140:8, 324:19, 328:3 <b>possibly</b> [2] - 140:4, 256:5 <b>Post</b> [1] - 59:14 <b>post</b> [8] - 61:9, 62:22, 127:15, 130:19, 143:9, 152:22, 173:3, 237:19 <b>posts</b> [2] - 21:3, 54:8 <b>Pot</b> [1] - 275:14 <b>potential</b> [14] - 18:11, 43:14, 69:21, 69:23, 81:7, 84:11, 117:12, 117:13, 160:23, 160:24, 187:7, 273:12, 291:16, 337:22 <b>pounding</b> [1] - 35:18 <b>pounds</b> [1] - 23:18 <b>pouring</b> [1] - 88:8</p>	<p><b>practice</b> [4] - 21:7, 213:20, 213:21 <b>practices</b> [11] - 28:9, 51:23, 52:2, 112:5, 138:18, 138:21, 142:23, 161:8, 200:12, 315:18, 317:17 <b>practitioner</b> [5] - 8:5, 15:11, 50:11, 56:11, 284:8 <b>practitioner -based</b> [1] - 56:11 <b>practitioners</b> [3] - 1:12, 15:22, 27:8 <b>preamble</b> [1] - 228:14 <b>precedent</b> [1] - 279:3 <b>Precisely</b> [1] - 286:13 <b>preconference</b> [1] - 12:19 <b>predict</b> [1] - 182:20 <b>predictive</b> [2] - 240:3, 246:11 <b>prefer</b> [1] - 250:7 <b>preparation</b> [1] - 296:9 <b>prepare</b> [1] - 73:1 <b>preparedness</b> [1] - 264:6 <b>Preparedness</b> [1] - 158:17 <b>preplan</b> [7] - 132:15, 196:5, 201:8, 205:14, 206:8, 254:21, 274:19 <b>preplanning</b> [4] - 85:17, 179:8, 187:22, 204:15 <b>preprogram</b> [1] - 216:15 <b>present</b> [1] - 257:5 <b>presentation</b> [21] - 2:9, 2:11, 2:14, 3:4, 17:1, 22:4, 22:13, 44:7, 87:15, 92:20, 98:14, 150:10, 262:8, 281:4, 288:24, 312:16, 317:14, 323:4, 323:9, 344:8 <b>presentations</b> [1] - 299:9 <b>presented</b> [4] - 13:8, 13:13, 312:21, 313:14 <b>presenter</b> [3] - 3:7, 9:8, 12:19 <b>presenting</b> [1] - 89:18 <b>presently</b> [4] - 8:10,</p>
---	---	---	--	--

<p>9:1, 10:19, 260:12  <b>president</b> [1] - 28:24  <b>President</b> [2] - 86:19, 267:2  <b>presiding</b> [1] - 1:5  <b>pressures</b> [2] - 228:9, 228:22  <b>presume</b> [1] - 266:8  <b>pretentious</b> [1] - 322:7  <b>Pretty</b> [1] - 342:22  <b>pretty</b> [5] - 6:22, 193:17, 236:7, 311:16, 340:9  <b>prevent</b> [2] - 179:3, 185:11  <b>prevention</b> [2] - 18:5, 187:3  <b>Prevention</b> [1] - 179:8  <b>preventive</b> [8] - 165:6, 165:22, 179:4, 185:9, 291:17, 292:8, 293:20, 294:6  <b>previous</b> [4] - 100:12, 125:7, 131:24, 345:17  <b>previously</b> [2] - 285:7, 289:6  <b>price</b> [2] - 316:19, 342:7  <b>pricey</b> [1] - 335:10  <b>pricing</b> [1] - 336:16  <b>pride</b> [1] - 120:21  <b>primarily</b> [4] - 37:22, 186:12, 189:23, 274:7  <b>primary</b> [4] - 39:23, 156:4, 183:22, 201:17  <b>prime</b> [3] - 19:8, 116:23, 234:15  <b>Prince</b> [2] - 50:5, 324:7  <b>principles</b> [1] - 145:15  <b>print</b> [1] - 203:21  <b>printing</b> [1] - 125:4  <b>prints</b> [1] - 13:22  <b>priorities</b> [4] - 59:20, 71:1, 83:13, 184:9  <b>prioritize</b> [2] - 62:1, 62:7  <b>private</b> [16] - 23:7, 36:6, 157:15, 158:22, 159:5, 159:24, 164:21, 173:24, 174:11, 182:13, 298:20, 298:23, 299:3, 326:6, 336:21, 338:2</p>	<p><b>privilege</b> [3] - 16:5, 69:13, 90:5  <b>privileged</b> [2] - 50:4, 184:3  <b>proactive</b> [4] - 49:8, 92:23, 164:7, 212:7  <b>probabilities</b> [1] - 182:19  <b>probability</b> [6] - 110:2, 110:6, 135:20, 162:3, 168:10, 221:20  <b>problem</b> [23] - 36:12, 39:18, 41:15, 57:2, 57:5, 76:3, 98:9, 113:16, 114:20, 130:9, 160:1, 182:15, 183:2, 188:11, 195:17, 195:18, 196:14, 205:9, 248:22, 275:24, 276:10, 318:7, 341:6  <b>problems</b> [13] - 44:8, 82:14, 83:11, 161:19, 179:3, 179:6, 179:24, 183:2, 188:14, 199:19, 199:21, 214:15, 321:5  <b>procedure</b> [4] - 209:17, 266:3, 266:20, 306:1  <b>procedures</b> [17] - 9:11, 39:21, 54:12, 57:22, 89:19, 90:24, 115:2, 146:3, 179:16, 179:21, 207:15, 302:5, 303:12, 304:10, 306:18, 306:19, 306:20  <b>process</b> [33] - 20:22, 64:11, 64:12, 89:3, 94:21, 101:12, 103:6, 116:7, 121:22, 135:12, 142:17, 154:11, 167:12, 180:2, 180:9, 193:4, 200:11, 201:21, 202:1, 204:18, 225:22, 229:5, 229:12, 229:21, 230:4, 231:2, 234:3, 235:8, 236:22, 265:19, 278:7, 307:24, 308:13  <b>processes</b> [1] - 261:8  <b>processor</b> [1] - 48:11</p>	<p><b>produce</b> [6] - 46:21, 180:11, 201:13, 203:20, 240:15, 328:3  <b>produces</b> [3] - 189:15, 189:24, 218:7  <b>producing</b> [1] - 127:24  <b>product</b> [6] - 34:20, 81:16, 162:24, 177:4, 189:15, 190:3  <b>professional</b> [1] - 305:15  <b>proficiency</b> [1] - 214:17  <b>proficient</b> [5] - 16:21, 26:3, 119:9, 127:10, 171:4  <b>profiled</b> [1] - 242:4  <b>profit</b> [1] - 50:13  <b>Program</b> [6] - 197:16, 197:17, 221:16, 262:17, 263:4, 294:14  <b>program</b> [45] - 19:20, 94:12, 94:15, 100:7, 108:4, 111:8, 117:1, 121:19, 124:18, 129:21, 145:1, 146:10, 147:3, 149:3, 164:20, 170:6, 196:18, 197:19, 202:16, 203:4, 203:5, 203:10, 212:13, 213:2, 258:13, 258:14, 263:7, 265:15, 272:5, 291:2, 291:12, 291:14, 291:17, 291:21, 292:7, 292:23, 295:8, 295:20, 296:2, 296:10, 297:24, 298:6, 299:22, 301:2, 327:23  <b>programming</b> [1] - 300:8  <b>programs</b> [16] - 122:8, 165:19, 210:20, 211:3, 264:5, 264:6, 267:8, 289:3, 290:14, 293:20, 293:22, 294:6, 295:11, 298:5, 298:13, 316:6  <b>progress</b> [1] - 143:14  <b>progression</b> [1] - 288:8  <b>progressive</b> [5] -</p>	<p>43:23, 49:8, 92:22, 164:7, 212:7  <b>project</b> [1] - 297:7  <b>projective</b> [1] - 139:21  <b>projects</b> [1] - 297:17  <b>promoting</b> [6] - 161:24, 162:10, 163:1, 167:15, 168:9, 170:16  <b>proof</b> [1] - 193:14  <b>proper</b> [4] - 21:14, 74:1, 278:21, 336:2  <b>properly</b> [5] - 54:4, 83:9, 272:7, 341:15, 341:17  <b>property</b> [4] - 23:12, 84:5, 84:14, 84:21  <b>propose</b> [1] - 347:11  <b>props</b> [1] - 57:17  <b>protect</b> [3] - 204:7, 236:12, 267:11  <b>Protection</b> [4] - 32:14, 36:7, 39:14, 262:23  <b>protects</b> [1] - 197:13  <b>protocol</b> [1] - 303:22  <b>proud</b> [1] - 46:20  <b>provide</b> [14] - 11:7, 20:11, 20:12, 20:13, 21:15, 21:16, 33:12, 51:5, 113:2, 173:8, 279:17, 297:9, 319:17, 340:2  <b>provided</b> [2] - 11:14, 99:5  <b>provider</b> [5] - 16:15, 92:7, 95:10, 101:15, 279:21  <b>providers</b> [4] - 155:13, 170:9, 279:10, 313:14  <b>provides</b> [2] - 52:13, 64:6  <b>providing</b> [9] - 26:4, 111:24, 113:12, 118:1, 172:21, 205:8, 284:11, 294:23, 313:19  <b>province</b> [63] - 28:7, 50:22, 52:7, 71:19, 78:17, 78:18, 87:22, 88:4, 91:4, 111:9, 120:8, 128:19, 130:5, 140:14, 140:15, 140:21, 152:9, 153:24, 154:2, 154:8, 161:16, 163:6, 164:21, 172:23, 176:9, 177:6,</p>	<p>184:17, 189:19, 191:10, 199:11, 202:4, 215:11, 224:6, 250:18, 251:21, 252:13, 253:10, 261:14, 263:1, 264:16, 265:24, 266:13, 269:13, 270:4, 273:16, 275:12, 276:10, 276:23, 277:22, 278:23, 279:18, 292:19, 298:10, 310:1, 318:19, 320:5, 320:22, 324:1, 324:2, 324:11, 327:7, 336:24, 337:15  <b>Province</b> [4] - 4:8, 256:19, 289:24, 326:16  <b>province-wide</b> [2] - 199:11, 276:23  <b>provinces</b> [14] - 52:2, 52:3, 52:4, 150:24, 265:4, 269:20, 278:16, 313:10, 318:15, 319:4, 319:7, 319:14, 319:23, 320:3  <b>provincial</b> [26] - 10:21, 26:14, 152:7, 154:1, 159:10, 160:18, 162:22, 165:5, 173:10, 173:24, 210:19, 253:16, 261:11, 264:5, 266:11, 270:3, 277:1, 279:8, 288:24, 289:2, 324:13, 324:20, 325:7, 326:2, 327:8, 328:1  <b>provincially</b> [7] - 166:20, 170:20, 199:19, 224:4, 270:15, 276:9, 297:24  <b>provision</b> [1] - 238:6  <b>PSAR</b> [2] - 165:17, 185:9  <b>psychologist</b> [1] - 198:6  <b>psychotic</b> [2] - 252:22, 253:3  <b>Public</b> [6] - 4:10, 51:23, 79:5, 103:24, 192:11, 200:13  <b>public</b> [28] - 6:2, 6:8,</p>
--	---	---	---	--

<p>8:18, 9:24, 14:24, 25:22, 27:23, 28:7, 36:22, 42:22, 44:1, 48:3, 88:19, 89:14, 154:19, 154:20, 155:9, 159:5, 159:24, 164:9, 165:5, 186:3, 196:23, 202:3, 215:7, 298:20, 315:7, 336:21</p> <p><b>public-private</b> [2] - 298:20, 336:21</p> <p><b>public/private</b> [1] - 210:2</p> <p><b>publication</b> [1] - 180:13</p> <p><b>publications</b> [2] - 9:10, 239:2</p> <p><b>published</b> [4] - 13:16, 13:19, 46:14, 200:14</p> <p><b>publishes</b> [1] - 13:21</p> <p><b>publishing</b> [1] - 13:18</p> <p><b>pull</b> [2] - 24:4, 119:6</p> <p><b>pulled</b> [1] - 81:7</p> <p><b>pulse</b> [1] - 160:6</p> <p><b>Puncher</b> [1] - 23:21</p> <p><b>punctured</b> [1] - 35:19</p> <p><b>purchasing</b> [1] - 96:15</p> <p><b>purpose</b> [1] - 118:1</p> <p><b>purposes</b> [1] - 179:1</p> <p><b>pursuing</b> [1] - 262:4</p> <p><b>pursuits</b> [1] - 241:12</p> <p><b>pushed</b> [1] - 92:16</p> <p><b>pushing</b> [3] - 47:24, 78:5, 258:11</p> <p><b>putting</b> [9] - 116:13, 116:14, 118:7, 185:17, 192:12, 214:21, 260:12, 296:3, 333:15</p> <p><b>pyroclastic</b> [1] - 38:11</p> <p><b>pyroclastic-type</b> [1] - 38:11</p>	<p><b>quarter-time</b> [1] - 202:21</p> <p><b>quarterly</b> [1] - 161:18</p> <p><b>quasi</b> [1] - 260:23</p> <p><b>quasi-judicial</b> [1] - 260:23</p> <p><b>Quebec</b> [1] - 250:14</p> <p><b>questioning</b> [1] - 262:4</p> <p><b>questionnaire</b> [1] - 204:18</p> <p><b>questionnaires</b> [5] - 90:4, 90:20, 119:2, 225:22, 318:11</p> <p><b>questions</b> [24] - 49:1, 88:16, 106:8, 178:4, 190:13, 222:21, 226:3, 226:10, 226:13, 247:15, 273:4, 286:20, 288:5, 288:12, 305:22, 311:20, 311:22, 312:1, 312:4, 312:8, 328:24, 331:15, 347:7, 347:9</p> <p><b>quick</b> [3] - 213:9, 287:15, 327:2</p> <p><b>quickly</b> [2] - 134:3, 177:2</p> <p><b>quite</b> [17] - 56:8, 68:2, 71:7, 90:4, 93:14, 171:20, 200:6, 202:11, 227:1, 227:5, 232:3, 242:7, 248:2, 253:23, 256:5, 260:17, 348:22</p> <p><b>quote</b> [3] - 86:4, 86:7, 289:23</p> <p><b>quoting</b> [1] - 334:22</p>	<p>305:5, 331:13</p> <p><b>raises</b> [1] - 305:22</p> <p><b>RALPH</b> [59] - 140:16, 188:21, 189:2, 190:12, 217:3, 231:18, 232:5, 233:5, 235:13, 247:21, 247:23, 248:9, 248:16, 248:21, 249:1, 249:9, 250:3, 251:6, 251:13, 252:15, 253:17, 254:9, 254:16, 255:17, 256:16, 257:8, 257:14, 257:22, 258:4, 258:15, 258:23, 259:5, 259:14, 259:20, 260:18, 261:2, 261:16, 261:20, 268:13, 268:24, 269:12, 269:18, 270:21, 271:14, 271:19, 271:24, 272:11, 272:16, 273:2, 273:8, 304:19, 308:16, 309:1, 329:4, 347:15, 347:21, 348:3, 348:8, 348:12</p> <p><b>Ralph</b> [5] - 247:20, 265:19, 288:11, 289:17, 305:22</p> <p><b>Ralph's</b> [1] - 267:23</p> <p><b>ramifications</b> [1] - 14:22</p> <p><b>ran</b> [1] - 34:18</p> <p><b>range</b> [2] - 319:8, 320:4</p> <p><b>Ranger</b> [1] - 117:2</p> <p><b>ranger</b> [2] - 77:20, 253:13</p> <p><b>Rangers</b> [9] - 116:15, 124:15, 248:2, 251:4, 291:12, 291:14, 316:3, 316:4</p> <p><b>ranges</b> [1] - 320:14</p> <p><b>rank</b> [2] - 150:16, 313:9</p> <p><b>rapidly</b> [1] - 107:8</p> <p><b>rate</b> [2] - 346:11, 346:14</p> <p><b>rather</b> [9] - 2:10, 99:4, 126:7, 152:21, 152:22, 226:21, 338:24, 343:17, 347:5</p> <p><b>RCAF</b> [1] - 284:16</p> <p><b>RCF</b> [1] - 284:19</p>	<p><b>RCMP</b> [36] - 5:18, 7:12, 8:2, 9:17, 18:20, 18:22, 26:11, 45:11, 46:7, 46:8, 46:13, 56:21, 76:12, 76:13, 90:21, 91:14, 115:10, 124:13, 132:24, 146:15, 168:4, 186:13, 186:22, 218:13, 233:12, 234:6, 266:7, 268:8, 269:6, 279:10, 280:3, 280:8, 306:18, 330:4, 341:15</p> <p><b>RCMP's</b> [2] - 67:8, 280:14</p> <p><b>re</b> [1] - 302:12</p> <p><b>re-interview</b> [1] - 302:12</p> <p><b>reach</b> [3] - 71:17, 123:5, 285:15</p> <p><b>reaction</b> [1] - 327:4</p> <p><b>read</b> [7] - 13:14, 29:6, 29:7, 115:3, 145:24, 206:15, 295:8</p> <p><b>readable</b> [2] - 202:11, 202:12</p> <p><b>reader</b> [1] - 27:9</p> <p><b>readily</b> [1] - 101:17</p> <p><b>ready</b> [2] - 96:12, 102:23</p> <p><b>real</b> [8] - 20:5, 21:8, 67:1, 68:9, 68:17, 156:9, 330:19, 330:21</p> <p><b>real-world</b> [2] - 20:5, 21:8</p> <p><b>realistic</b> [1] - 187:22</p> <p><b>realistically</b> [4] - 55:20, 72:3, 279:21, 334:6</p> <p><b>realize</b> [5] - 33:14, 35:6, 40:7, 48:17, 54:3</p> <p><b>realized</b> [6] - 33:3, 38:20, 40:1, 48:12, 79:6, 291:11</p> <p><b>realizing</b> [2] - 29:15, 228:21</p> <p><b>reallocate</b> [1] - 112:21</p> <p><b>really</b> [78] - 4:2, 4:22, 8:22, 10:4, 15:1, 16:2, 21:6, 30:24, 31:2, 31:10, 39:7, 41:24, 46:3, 49:2, 50:13, 55:23, 61:11, 71:20, 74:4, 74:22, 78:10, 78:18, 86:11, 88:23, 92:2, 96:10,</p>	<p>106:5, 107:9, 107:20, 109:18, 118:5, 120:24, 124:21, 135:9, 145:16, 146:16, 146:21, 155:13, 162:3, 167:5, 182:15, 185:11, 187:17, 188:10, 191:7, 192:23, 200:15, 202:3, 208:17, 210:4, 212:13, 220:6, 227:24, 230:6, 241:11, 256:18, 258:11, 273:14, 274:4, 279:9, 285:17, 291:6, 292:4, 292:14, 295:6, 296:19, 302:17, 302:21, 307:24, 308:10, 309:22, 318:6, 331:16, 339:22, 345:13, 347:7</p> <p><b>realm</b> [3] - 89:14, 115:7, 325:8</p> <p><b>reason</b> [7] - 28:2, 74:18, 128:18, 201:23, 243:10, 269:6, 339:8</p> <p><b>reasonably</b> [1] - 24:20</p> <p><b>reasoning</b> [5] - 243:5, 243:7, 243:8, 245:20</p> <p><b>recall</b> [1] - 127:6</p> <p><b>receive</b> [1] - 2:15</p> <p><b>received</b> [1] - 3:22</p> <p><b>recently</b> [5] - 58:17, 75:1, 125:21, 267:4, 284:16</p> <p><b>Recess</b> [1] - 287:20</p> <p><b>recess</b> [1] - 87:8</p> <p><b>recognition</b> [5] - 92:6, 125:16, 125:17, 290:5, 302:19</p> <p><b>recognize</b> [2] - 55:24, 58:6</p> <p><b>recognized</b> [3] - 41:17, 44:4, 346:7</p> <p><b>recognizing</b> [1] - 246:11</p> <p><b>recollection</b> [2] - 284:12, 284:15</p> <p><b>recommend</b> [2] - 149:15, 310:9</p> <p><b>recommendation</b> [6] - 278:14, 297:5, 297:14, 300:23, 323:12, 323:14</p> <p><b>recommendations</b></p>
<p><b>Q</b></p>	<p><b>R</b></p>	<p><b>rabbit</b> [1] - 133:21</p> <p><b>radar</b> [3] - 335:12, 340:5, 340:8</p> <p><b>radial</b> [1] - 247:9</p> <p><b>radio</b> [8] - 63:19, 81:24, 144:16, 157:20, 157:22, 158:1, 158:3, 213:8</p> <p><b>radios</b> [2] - 97:6, 213:10</p> <p><b>railway</b> [1] - 245:10</p> <p><b>rain</b> [3] - 69:23, 337:5, 341:1</p> <p><b>raise</b> [1] - 186:11</p> <p><b>raised</b> [3] - 298:23,</p>	<p><b>realized</b> [6] - 33:3, 38:20, 40:1, 48:12, 79:6, 291:11</p> <p><b>realizing</b> [2] - 29:15, 228:21</p> <p><b>reallocate</b> [1] - 112:21</p> <p><b>really</b> [78] - 4:2, 4:22, 8:22, 10:4, 15:1, 16:2, 21:6, 30:24, 31:2, 31:10, 39:7, 41:24, 46:3, 49:2, 50:13, 55:23, 61:11, 71:20, 74:4, 74:22, 78:10, 78:18, 86:11, 88:23, 92:2, 96:10,</p>	<p><b>recognition</b> [5] - 92:6, 125:16, 125:17, 290:5, 302:19</p> <p><b>recognize</b> [2] - 55:24, 58:6</p> <p><b>recognized</b> [3] - 41:17, 44:4, 346:7</p> <p><b>recognizing</b> [1] - 246:11</p> <p><b>recollection</b> [2] - 284:12, 284:15</p> <p><b>recommend</b> [2] - 149:15, 310:9</p> <p><b>recommendation</b> [6] - 278:14, 297:5, 297:14, 300:23, 323:12, 323:14</p> <p><b>recommendations</b></p>

<p>[16] - 5:1, 5:3, 22:7, 89:17, 90:1, 90:18, 180:6, 188:18, 195:19, 262:9, 272:9, 289:11, 289:12, 300:8, 312:13, 320:10</p> <p><b>recommended</b> [4] - 51:22, 52:1, 200:12, 298:5</p> <p><b>recommending</b> [3] - 55:17, 220:9, 277:15</p> <p><b>recommends</b> [1] - 297:6</p> <p><b>record</b> [4] - 36:23, 138:15, 225:14, 225:15</p> <p><b>recourses</b> [1] - 143:22</p> <p><b>recoveries</b> [1] - 106:15</p> <p><b>recovery</b> [3] - 41:20, 128:12, 179:21</p> <p><b>recreate</b> [1] - 302:13</p> <p><b>recreation</b> [4] - 8:17, 35:24, 182:14, 336:10</p> <p><b>recreational</b> [1] - 191:21</p> <p><b>recruit</b> [1] - 104:20</p> <p><b>recruitment</b> [9] - 116:5, 116:20, 126:3, 126:21, 152:17, 171:8, 172:16, 294:10, 330:8</p> <p><b>recurrency</b> [1] - 214:1</p> <p><b>Red</b> [3] - 8:8, 8:16, 230:2</p> <p><b>red</b> [4] - 230:1, 234:13, 235:24, 236:14</p> <p><b>reduced</b> [1] - 177:4</p> <p><b>reexamine</b> [1] - 271:7</p> <p><b>refer</b> [1] - 103:20</p> <p><b>reference</b> [2] - 263:8, 263:16</p> <p><b>referenced</b> [5] - 262:12, 288:23, 289:6, 289:16, 312:12</p> <p><b>refine</b> [1] - 208:9</p> <p><b>refined</b> [1] - 196:2</p> <p><b>reflect</b> [1] - 49:6</p> <p><b>reflects</b> [1] - 306:23</p> <p><b>refreshed</b> [1] - 100:16</p> <p><b>refresher</b> [4] - 100:21, 109:22, 128:3, 172:24</p> <p><b>refusing</b> [1] - 86:12</p>	<p><b>regard</b> [3] - 226:17, 233:7, 345:16</p> <p><b>regarding</b> [2] - 92:1, 292:3</p> <p><b>regardless</b> [3] - 16:13, 65:1, 328:20</p> <p><b>Regency</b> [1] - 23:1</p> <p><b>regimen</b> [1] - 19:2</p> <p><b>region</b> [2] - 329:17</p> <p><b>regions</b> [1] - 330:22</p> <p><b>Regular</b> [1] - 213:17</p> <p><b>regular</b> [1] - 201:16</p> <p><b>regulate</b> [2] - 31:16, 154:23</p> <p><b>regulated</b> [1] - 165:13</p> <p><b>regulation</b> [8] - 196:10, 197:10, 200:19, 262:10, 264:23, 265:11, 282:1, 306:3</p> <p><b>regulations</b> [12] - 34:6, 52:4, 215:5, 216:9, 217:1, 217:4, 217:5, 217:7, 263:5, 263:6, 281:22, 293:14</p> <p><b>Regulations</b> [1] - 215:6</p> <p><b>reinforce</b> [1] - 296:4</p> <p><b>reiterate</b> [2] - 60:22, 265:21</p> <p><b>reiterating</b> [1] - 98:14</p> <p><b>related</b> [1] - 207:6</p> <p><b>relation</b> [2] - 289:12, 299:22</p> <p><b>relations</b> [1] - 165:5</p> <p><b>relationship</b> [4] - 66:18, 138:8, 144:8, 161:23</p> <p><b>relationships</b> [5] - 144:4, 174:14, 174:16, 203:13, 330:3</p> <p><b>relative</b> [3] - 1:10, 318:14, 319:4</p> <p><b>relay</b> [3] - 63:3, 213:8, 213:14</p> <p><b>relayed</b> [3] - 59:14, 82:13, 235:11</p> <p><b>relaying</b> [2] - 82:15, 118:9</p> <p><b>relied</b> [1] - 319:15</p> <p><b>relief</b> [1] - 80:10</p> <p><b>relieve</b> [1] - 238:13</p> <p><b>relook</b> [1] - 272:6</p> <p><b>rely</b> [5] - 23:24, 162:14, 181:23, 240:17, 240:19</p> <p><b>relying</b> [1] - 157:15</p>	<p><b>remains</b> [1] - 247:17</p> <p><b>remember</b> [8] - 76:10, 96:8, 248:5, 248:19, 258:17, 259:2, 264:7, 295:13</p> <p><b>reminded</b> [1] - 69:2</p> <p><b>remote</b> [4] - 100:14, 184:19, 190:21, 191:1</p> <p><b>removed</b> [1] - 130:12</p> <p><b>rent</b> [1] - 270:24</p> <p><b>repeat</b> [1] - 339:17</p> <p><b>repeater</b> [1] - 157:22</p> <p><b>repeaters</b> [3] - 158:7, 158:11, 213:10</p> <p><b>repetitious</b> [1] - 304:6</p> <p><b>rephrase</b> [1] - 317:11</p> <p><b>replace</b> [2] - 121:8, 316:20</p> <p><b>report</b> [14] - 29:3, 64:4, 64:12, 89:6, 104:5, 131:13, 189:5, 195:12, 195:13, 195:15, 261:6, 289:11, 297:6, 300:18</p> <p><b>Report</b> [1] - 289:7</p> <p><b>reporting</b> [1] - 261:14</p> <p><b>reports</b> [11] - 27:9, 28:20, 54:16, 57:24, 79:20, 80:14, 88:8, 156:3, 161:13, 167:5, 167:13</p> <p><b>represent</b> [2] - 1:18, 312:4</p> <p><b>requested</b> [1] - 287:2</p> <p><b>require</b> [6] - 78:8, 105:14, 124:5, 208:18, 275:7, 302:3</p> <p><b>required</b> [7] - 12:6, 101:18, 151:9, 195:1, 197:9, 203:22, 276:4</p> <p><b>requirement</b> [3] - 107:10, 128:17, 214:16</p> <p><b>requirements</b> [4] - 26:15, 54:18, 145:5, 166:24</p> <p><b>requires</b> [1] - 124:24</p> <p><b>Rescue</b> [38] - 1:19, 4:15, 8:6, 8:11, 10:14, 10:19, 11:6, 12:14, 12:15, 27:21, 66:3, 67:10, 87:21, 94:12, 117:3, 176:15, 178:15, 192:23, 201:10, 203:4, 205:19,</p>	<p>209:7, 255:10, 256:21, 259:7, 259:11, 261:12, 261:15, 267:3, 272:15, 272:17, 283:1, 283:9, 297:2, 312:5, 313:13, 321:18, 322:10</p> <p><b>rescue</b> [169] - 2:7, 4:11, 6:15, 7:8, 7:11, 7:18, 8:19, 9:16, 11:8, 12:5, 14:9, 14:10, 14:11, 14:12, 15:9, 21:24, 25:23, 27:14, 28:7, 31:20, 39:8, 43:13, 44:20, 45:14, 46:8, 46:9, 50:19, 60:15, 62:17, 66:8, 66:16, 67:8, 68:8, 69:12, 70:10, 72:9, 73:4, 73:5, 73:9, 73:17, 76:11, 81:3, 81:10, 83:18, 86:8, 88:3, 88:8, 88:14, 92:1, 92:10, 92:14, 94:22, 94:23, 94:24, 95:9, 95:12, 102:6, 104:2, 105:9, 106:4, 113:24, 119:17, 122:16, 125:22, 127:8, 139:9, 139:10, 139:14, 154:3, 164:16, 165:2, 165:7, 165:23, 168:10, 175:14, 178:18, 178:20, 179:5, 179:10, 179:11, 179:21, 182:1, 184:21, 185:1, 189:14, 193:9, 193:16, 207:6, 220:18, 221:3, 224:23, 225:4, 225:5, 227:14, 232:17, 233:12, 234:9, 239:15, 240:2, 249:3, 249:12, 249:21, 250:10, 250:15, 250:18, 252:24, 259:17, 259:19, 262:5, 264:16, 267:9, 267:16, 268:8, 274:2, 275:13, 278:1, 278:2, 280:9, 280:14, 280:20, 281:15, 289:9, 289:10, 291:17,</p>	<p>291:20, 292:1, 292:8, 294:8, 297:10, 298:10, 303:11, 304:11, 306:15, 306:19, 311:11, 313:2, 313:17, 313:19, 316:2, 316:16, 317:18, 318:2, 318:23, 319:16, 320:6, 320:12, 321:8, 326:1, 327:7, 327:15, 327:20, 327:21, 328:15, 328:17, 328:22, 329:16, 329:24, 332:5, 332:14, 335:9, 336:12, 338:24, 341:8, 343:11, 346:3, 346:10</p> <p><b>rescuer</b> [2] - 83:14</p> <p><b>rescues</b> [3] - 163:17, 220:22, 249:13</p> <p><b>research</b> [6] - 12:1, 13:24, 168:9, 168:19, 169:5, 190:3</p> <p><b>researched</b> [1] - 211:2</p> <p><b>Reserves</b> [1] - 5:11</p> <p><b>reservoir</b> [1] - 35:24</p> <p><b>residences</b> [1] - 36:9</p> <p><b>residents</b> [1] - 182:13</p> <p><b>resilience</b> [2] - 314:11, 314:18</p> <p><b>Resilience</b> [1] - 322:20</p> <p><b>resolve</b> [1] - 114:20</p> <p><b>resource</b> [11] - 47:7, 120:5, 145:14, 159:15, 164:4, 169:13, 174:23, 174:24, 179:17, 318:24, 327:20</p> <p><b>resources</b> [41] - 41:18, 41:23, 42:2, 47:8, 52:14, 52:19, 54:16, 62:10, 62:14, 127:2, 139:6, 140:1, 140:6, 140:19, 142:6, 142:17, 148:24, 152:9, 159:18, 163:2, 163:19, 175:20, 179:23, 183:11, 183:12, 183:22, 184:21, 193:7, 194:23, 195:7, 201:15, 206:2, 207:12, 207:13, 234:1, 244:12,</p>
--	---	--	--	---

<p>299:13, 303:24, 324:15, 328:19, 331:1 <b>respect</b> [16] - 63:14, 92:6, 93:21, 94:3, 95:23, 98:24, 123:15, 153:2, 156:14, 294:23, 295:1, 299:10, 300:8, 307:6, 319:6, 324:6 <b>respectful</b> [1] - 348:23 <b>respectfully</b> [1] - 92:21 <b>respectfulness</b> [1] - 348:19 <b>respecting</b> [1] - 51:9 <b>respects</b> [2] - 273:16 <b>respond</b> [5] - 179:24, 183:12, 183:16, 195:9, 207:8 <b>responder</b> [6] - 16:15, 92:7, 95:10, 100:14, 102:1, 111:21 <b>responders</b> [15] - 40:8, 67:6, 68:1, 88:22, 92:15, 95:7, 101:14, 107:17, 117:10, 117:13, 122:4, 124:19, 200:23, 210:14, 313:14 <b>responding</b> [3] - 6:9, 79:3, 278:3 <b>response</b> [19] - 13:10, 14:10, 34:15, 52:1, 130:14, 130:22, 132:1, 135:14, 136:2, 136:3, 136:24, 142:24, 148:4, 173:14, 179:17, 251:19, 260:6, 267:16, 283:8 <b>responses</b> [3] - 8:19, 27:14, 78:8 <b>responsibilities</b> [5] - 88:24, 113:6, 146:11, 206:10, 264:17 <b>responsibility</b> [13] - 25:22, 42:20, 58:1, 139:10, 139:13, 283:23, 283:24, 284:1, 284:5, 284:23, 285:22, 324:16, 328:16 <b>responsible</b> [16] - 44:23, 148:11, 173:16, 207:11, 248:12, 249:3,</p>	<p>254:4, 264:15, 267:24, 268:8, 273:24, 277:17, 277:23, 278:1, 284:17, 305:23 <b>rest</b> [6] - 1:12, 15:17, 147:22, 161:16, 178:6, 244:17 <b>restricted</b> [1] - 290:11 <b>restrictions</b> [1] - 281:17 <b>restructure</b> [1] - 272:6 <b>result</b> [2] - 70:24, 85:4 <b>resulted</b> [1] - 88:7 <b>results</b> [4] - 85:12, 103:10, 131:20, 219:16 <b>resume</b> [1] - 178:2 <b>retain</b> [1] - 172:18 <b>retained</b> [1] - 2:6 <b>retention</b> [3] - 171:8, 172:16, 330:8 <b>retire</b> [2] - 7:18, 172:6 <b>retrained</b> [1] - 213:20 <b>return</b> [1] - 247:18 <b>returned</b> [1] - 294:1 <b>Revenue</b> [1] - 170:18 <b>review</b> [14] - 17:21, 103:4, 103:21, 104:5, 131:13, 131:21, 154:17, 161:23, 167:5, 276:23, 289:8, 290:13, 320:11, 325:20 <b>reviewed</b> [2] - 71:10, 91:10 <b>reviewing</b> [5] - 60:21, 88:7, 170:16, 280:17, 299:8 <b>reviews</b> [3] - 102:19, 131:10, 167:13 <b>rewards</b> [2] - 50:13, 227:24 <b>Richard</b> [4] - 2:5, 34:10, 79:24, 141:5 <b>Rick</b> [1] - 37:18 <b>rigid</b> [2] - 75:9, 138:15 <b>Rinker</b> [7] - 44:13, 44:14, 44:20, 46:24, 48:1, 76:6, 85:7 <b>rinker</b> [3] - 27:22, 45:5, 45:12 <b>rinkers</b> [1] - 47:3 <b>rise</b> [4] - 87:6, 177:22, 287:18, 287:23 <b>risk</b> [26] - 65:4, 68:2, 68:4, 85:12, 85:13, 92:17, 105:21,</p>	<p>194:10, 227:2, 228:4, 228:10, 228:11, 229:4, 229:7, 229:12, 229:14, 229:19, 229:21, 230:4, 230:6, 230:23, 231:16, 234:2, 235:1, 235:4 <b>risking</b> [1] - 72:19 <b>risks</b> [2] - 232:23, 233:18 <b>river</b> [3] - 32:6, 35:10, 134:12 <b>rivers</b> [2] - 11:9, 35:2, 242:21 <b>RNC</b> [15] - 43:19, 90:21, 91:14, 104:19, 105:11, 115:10, 124:14, 132:24, 186:12, 186:22, 234:7, 256:24, 266:8, 279:10, 306:18 <b>roadmap</b> [1] - 266:14 <b>rock</b> [2] - 81:3, 81:11 <b>rocking</b> [1] - 212:8 <b>rocks</b> [7] - 35:14, 35:18, 66:9, 73:9, 76:23, 162:15, 194:1 <b>Rocky</b> [4] - 8:5, 44:17, 73:11, 77:4 <b>Roger</b> [2] - 41:8, 45:12 <b>role</b> [19] - 11:22, 15:13, 42:8, 42:20, 46:10, 58:1, 88:23, 113:6, 126:14, 130:12, 146:11, 147:3, 147:16, 148:7, 259:24, 260:1, 262:5, 306:13 <b>roles</b> [2] - 142:7, 264:17 <b>roll</b> [2] - 343:16, 343:22 <b>rolled</b> [2] - 72:4, 84:18 <b>rolling</b> [2] - 121:7, 321:22 <b>room</b> [7] - 116:11, 119:14, 223:3, 226:9, 226:14, 306:14, 347:8 <b>Roosevelt</b> [1] - 86:18 <b>rope</b> [6] - 81:12, 81:16, 81:21, 81:22, 102:6, 179:10 <b>rotary</b> [4] - 109:14, 183:21, 212:18, 214:4</p>	<p><b>rotary-wing</b> [3] - 183:21, 212:18, 214:4 <b>rotor</b> [3] - 81:2, 81:13, 232:16 <b>rotors</b> [1] - 81:15 <b>round</b> [2] - 18:2, 194:21 <b>roundtable</b> [2] - 286:6, 344:4 <b>Rover</b> [2] - 44:7, 291:20 <b>Rovers</b> [10] - 43:4, 43:12, 97:21, 104:22, 105:11, 174:5, 192:22, 215:16, 215:23, 216:13 <b>Royal</b> [11] - 5:19, 17:3, 56:20, 74:18, 111:6, 206:1, 213:4, 221:15, 283:22, 316:4, 316:5 <b>rule</b> [2] - 305:20, 306:9 <b>rules</b> [2] - 1:8, 236:15 <b>Rumbolt</b> [3] - 152:6, 256:23, 262:21 <b>run</b> [19] - 23:3, 23:22, 26:23, 27:1, 27:4, 46:1, 103:4, 158:3, 158:21, 158:22, 160:9, 167:11, 172:18, 195:24, 213:14, 216:16, 264:4 <b>running</b> [5] - 25:10, 39:2, 64:24, 206:11, 331:3 <b>runs</b> [2] - 129:16, 258:12 <b>ruptured</b> [1] - 36:3 <b>rural</b> [1] - 105:14</p>	<p>196:23, 197:14, 202:3, 215:7, 295:11, 315:7, 330:11, 330:13 <b>Saint</b> [5] - 27:23, 37:5, 37:23, 38:1, 40:19 <b>sake</b> [1] - 55:21 <b>Sally</b> [5] - 54:23, 56:3, 61:12, 62:14, 135:1 <b>Sanchez</b> [5] - 54:23, 56:3, 61:12, 62:15, 135:1 <b>sandbox</b> [6] - 56:16, 56:21, 56:22, 305:12, 307:13, 309:19 <b>SAR</b> [361] - 7:21, 11:13, 12:12, 15:11, 15:13, 16:1, 16:14, 16:15, 17:3, 18:6, 19:7, 20:1, 20:8, 20:17, 20:18, 21:1, 21:23, 25:7, 26:5, 26:7, 26:8, 30:6, 31:20, 37:22, 38:16, 38:24, 39:4, 41:9, 43:21, 44:13, 44:20, 45:18, 46:13, 47:6, 48:22, 49:22, 50:8, 50:11, 50:17, 51:24, 52:18, 55:22, 62:19, 64:24, 65:12, 65:21, 71:6, 72:16, 75:20, 77:10, 78:6, 78:12, 79:1, 79:7, 79:15, 79:19, 79:20, 79:21, 80:21, 80:22, 81:2, 83:10, 83:23, 85:7, 90:9, 90:21, 91:1, 92:7, 92:8, 92:15, 94:15, 95:7, 95:10, 99:13, 99:16, 101:14, 101:15, 101:24, 102:1, 102:22, 104:21, 105:18, 106:11, 107:10, 111:7, 112:15, 112:23, 114:5, 116:12, 118:2, 118:21, 118:23, 119:4, 119:10, 119:11, 121:17, 121:18, 122:4, 122:23, 123:12, 124:18, 126:1, 127:10, 128:16, 128:18, 128:24, 129:21, 130:3, 130:5, 130:6, 130:16, 130:17,</p>
<b>S</b>				
<p><b>SA</b> [1] - 56:24 <b>sacrifices</b> [3] - 4:14, 4:17, 313:21 <b>sad</b> [1] - 210:17 <b>safe</b> [1] - 281:22 <b>Safety</b> [6] - 4:10, 26:15, 51:23, 79:5, 103:24, 200:13 <b>safety</b> [20] - 6:2, 6:8, 8:18, 9:24, 25:23, 28:7, 48:3, 53:7, 83:15, 89:14, 154:20, 186:3,</p>				

<p>131:7, 131:8, 133:9, 135:23, 138:4, 139:10, 140:15, 142:3, 142:4, 142:19, 145:24, 146:9, 146:23, 147:5, 147:6, 147:19, 148:11, 148:13, 149:13, 152:17, 153:3, 153:5, 153:23, 154:1, 154:5, 154:6, 154:9, 154:17, 155:2, 155:5, 155:12, 157:9, 157:16, 158:16, 159:1, 159:21, 160:10, 160:21, 161:5, 161:6, 161:10, 161:24, 162:13, 163:18, 163:22, 164:19, 165:1, 166:18, 166:21, 166:24, 167:15, 167:20, 168:4, 168:10, 169:18, 170:9, 170:16, 170:24, 171:10, 172:9, 172:20, 172:21, 173:6, 173:14, 174:24, 176:3, 176:10, 176:12, 176:17, 176:19, 180:7, 180:15, 180:19, 180:23, 181:3, 183:11, 184:3, 187:1, 187:23, 188:2, 188:3, 188:4, 188:9, 188:16, 189:13, 189:24, 192:12, 195:23, 196:3, 196:4, 196:11, 196:14, 196:23, 197:14, 197:17, 198:16, 199:2, 199:10, 200:17, 200:23, 201:4, 201:8, 201:14, 202:1, 202:2, 202:9, 202:18, 203:5, 204:8, 204:16, 204:17, 204:19, 204:20, 204:24, 205:17, 205:20, 208:12, 208:21, 208:23, 209:5, 209:12, 209:16, 210:13, 210:20,</p>	<p>211:4, 212:14, 212:19, 215:7, 216:11, 216:13, 217:13, 221:16, 224:18, 225:13, 225:24, 228:9, 229:5, 229:6, 230:1, 231:1, 231:7, 231:8, 231:21, 233:10, 233:16, 233:23, 234:24, 236:21, 237:11, 238:5, 238:11, 238:14, 238:19, 242:17, 243:13, 244:5, 250:20, 253:4, 253:21, 254:4, 254:7, 254:13, 254:14, 254:17, 254:21, 254:23, 255:2, 255:4, 255:6, 260:3, 260:6, 260:7, 260:13, 260:15, 262:10, 263:7, 263:17, 263:22, 264:5, 265:15, 267:11, 267:15, 267:20, 268:9, 269:10, 270:4, 270:16, 271:20, 272:4, 274:18, 276:8, 278:10, 278:12, 278:19, 279:10, 279:13, 279:17, 279:21, 286:2, 289:2, 290:13, 291:1, 292:24, 293:20, 294:6, 299:13, 299:16, 299:22, 300:13, 301:2, 301:11, 301:12, 302:1, 303:21, 303:23, 307:14, 307:21, 313:13, 313:14, 314:20, 315:11, 315:12, 315:24, 321:13, 321:14, 323:4, 323:5, 325:11, 325:16, 336:23, 343:19 <b>SARI</b> [2] - 9:5, 9:8 <b>SARSCENE</b> [1] - 12:10 <b>SARVAC</b> [5] - 12:1, 165:10, 165:18, 267:2, 295:11 <b>Saskatchewan</b> [1] - 16:7</p>	<p><b>sat</b> [1] - 306:7 <b>satellite</b> [5] - 120:19, 158:4, 158:8, 333:14 <b>satellites</b> [2] - 158:2, 333:16 <b>Saturday</b> [1] - 99:19 <b>save</b> [10] - 72:20, 82:6, 84:23, 87:1, 92:17, 162:7, 202:4, 228:6, 315:13, 326:17 <b>saving</b> [2] - 4:18, 310:7 <b>saw</b> [9] - 112:16, 129:13, 175:2, 176:20, 199:13, 199:14, 244:8, 312:17 <b>scale</b> [6] - 10:14, 33:7, 40:18, 318:5, 318:15, 318:19 <b>scanning</b> [2] - 109:4, 213:19 <b>scatter</b> [1] - 341:7 <b>scenario</b> [11] - 19:2, 21:13, 31:2, 34:2, 102:12, 133:3, 134:9, 145:9, 147:6, 245:21, 283:8 <b>scenario-based</b> [3] - 21:13, 147:6, 245:21 <b>scenarios</b> [9] - 20:5, 131:3, 132:19, 133:11, 133:14, 134:1, 134:5, 135:20, 139:22 <b>scene</b> [4] - 132:17, 150:7, 175:19, 236:6 <b>scent</b> [1] - 13:3 <b>scenting</b> [1] - 13:3 <b>school</b> [6] - 15:3, 94:13, 94:14, 99:11, 284:19, 292:2 <b>Science</b> [1] - 12:24 <b>science</b> [1] - 13:6 <b>scope</b> [1] - 344:17 <b>Scotia</b> [3] - 27:22, 48:12, 324:7 <b>scramble</b> [1] - 41:12 <b>screen</b> [2] - 218:9, 218:17 <b>screens</b> [1] - 282:17 <b>scribe</b> [5] - 53:8, 63:10, 63:15, 64:11 <b>se</b> [2] - 112:23, 136:18 <b>Sea</b> [4] - 50:18, 66:1, 67:15 <b>sea</b> [6] - 74:24, 84:6, 125:21, 194:2, 199:22, 296:5</p>	<p><b>seamlessly</b> [1] - 13:11 <b>search</b> [193] - 2:7, 4:10, 6:15, 7:7, 7:11, 7:18, 8:18, 9:16, 11:8, 11:12, 12:5, 14:9, 14:11, 14:12, 15:9, 21:23, 25:23, 27:13, 28:7, 31:20, 39:8, 43:12, 43:15, 44:20, 45:14, 45:23, 46:7, 46:9, 47:21, 47:24, 50:19, 60:15, 62:17, 68:7, 69:12, 70:9, 73:17, 76:11, 83:18, 86:7, 88:3, 88:7, 88:14, 92:1, 92:10, 92:14, 94:22, 94:23, 95:9, 95:12, 104:2, 105:9, 106:4, 119:17, 122:16, 125:22, 127:7, 131:4, 134:6, 135:8, 139:8, 139:9, 139:13, 141:2, 154:3, 165:2, 165:6, 165:7, 165:22, 168:10, 168:24, 175:14, 178:18, 178:20, 179:5, 182:1, 184:22, 185:6, 189:14, 207:6, 212:12, 216:20, 218:4, 218:5, 221:14, 222:1, 225:4, 227:13, 227:16, 228:16, 228:21, 228:22, 231:13, 232:10, 232:17, 233:11, 234:9, 236:16, 239:14, 240:1, 240:7, 241:6, 241:17, 241:19, 241:22, 242:18, 244:3, 247:7, 247:12, 248:1, 249:3, 249:11, 249:13, 249:21, 250:10, 250:15, 250:18, 252:14, 252:24, 259:17, 262:5, 264:15, 267:9, 267:16, 268:8, 273:12, 274:2, 275:13, 278:1, 278:2, 280:8, 280:14, 280:20, 281:15, 283:13, 284:1, 285:17, 285:18, 289:9,</p>	<p>291:17, 291:19, 291:20, 292:1, 292:8, 294:8, 297:9, 298:10, 303:11, 304:11, 306:15, 306:19, 308:20, 310:5, 311:11, 311:14, 313:2, 313:17, 313:19, 316:2, 316:15, 317:18, 318:2, 318:22, 319:16, 320:5, 320:11, 321:7, 325:24, 327:6, 327:15, 327:20, 327:21, 328:15, 328:17, 328:21, 329:19, 329:24, 331:21, 332:5, 332:14, 335:9, 336:12, 338:24, 339:11, 341:8, 342:15, 343:11, 345:14, 346:2, 346:10 <b>Search</b> [33] - 1:18, 4:15, 8:5, 8:10, 10:14, 10:19, 11:6, 27:21, 87:21, 94:12, 117:2, 176:15, 178:15, 192:22, 201:9, 203:3, 205:19, 209:7, 255:10, 256:21, 259:7, 261:12, 261:15, 267:3, 272:15, 272:17, 283:1, 283:9, 297:2, 312:5, 313:13, 321:18, 322:10 <b>search-related</b> [1] - 207:6 <b>searched</b> [1] - 45:1 <b>searcher</b> [2] - 95:9, 228:4 <b>searchers</b> [5] - 220:7, 227:3, 227:18, 231:21, 232:8 <b>searches</b> [9] - 43:6, 130:8, 136:14, 239:9, 248:12, 251:21, 283:1, 332:8, 340:14 <b>searching</b> [3] - 62:24, 130:23, 137:12 <b>seasonal</b> [1] - 182:5 <b>seated</b> [4] - 1:6, 87:12, 177:23, 287:24 <b>second</b> [9] - 61:22, 134:6, 137:21,</p>
--	---	--	--	---

<p>139:1, 151:11, 173:13, 198:12, 216:4, 292:6 <b>secondary</b> [5] - 39:23, 156:4, 173:17, 185:17, 201:17 <b>section</b> [5] - 55:22, 64:5, 117:23, 212:19, 267:13 <b>Section</b> [1] - 282:19 <b>section's</b> [1] - 62:18 <b>sections</b> [5] - 21:2, 150:18, 212:15, 231:1, 233:24 <b>sector</b> [34] - 19:14, 23:7, 36:6, 83:10, 114:5, 126:1, 154:18, 157:15, 158:22, 159:24, 168:10, 169:17, 171:1, 174:1, 174:11, 180:15, 180:19, 188:16, 197:17, 200:23, 208:12, 209:5, 255:4, 255:6, 255:13, 256:2, 256:4, 279:13, 300:14, 314:20, 315:7, 325:11, 326:6, 337:10 <b>sectors</b> [4] - 154:4, 154:5, 326:3, 326:19 <b>secure</b> [1] - 193:10 <b>Security</b> [2] - 6:14, 6:19 <b>seeing</b> [4] - 63:3, 123:18, 169:3, 229:8 <b>seem</b> [1] - 345:2 <b>sees</b> [1] - 306:7 <b>segment</b> [1] - 102:11 <b>segments</b> [1] - 247:12 <b>seldom</b> [1] - 52:15 <b>self</b> [2] - 220:19, 345:15 <b>self-value</b> [1] - 345:15 <b>semantic</b> [1] - 159:11 <b>Senate</b> [3] - 32:13, 289:6, 297:2 <b>senate</b> [2] - 29:1, 30:17 <b>send</b> [9] - 20:18, 20:19, 85:14, 85:17, 136:19, 137:12, 139:15, 168:11, 232:7 <b>sending</b> [3] - 123:11, 157:12, 231:22 <b>senior</b> [7] - 44:7,</p>	<p>58:15, 146:5, 156:16, 203:2, 229:5, 229:6 <b>sense</b> [12] - 163:11, 163:13, 175:9, 249:6, 279:1, 305:14, 312:18, 317:12, 318:18, 319:3, 320:8, 340:2 <b>senses</b> [1] - 63:1 <b>sensible</b> [1] - 198:24 <b>sent</b> [2] - 80:7, 135:21 <b>sentence</b> [3] - 160:22, 176:9, 325:3 <b>sentences</b> [1] - 332:14 <b>separate</b> [1] - 60:19 <b>sergeant</b> [1] - 141:21 <b>Sergeant</b> [4] - 7:19, 142:2, 143:7, 144:24 <b>series</b> [1] - 239:2 <b>serious</b> [1] - 143:14 <b>serve</b> [1] - 5:13 <b>service</b> [26] - 33:13, 38:22, 38:23, 51:5, 105:2, 113:12, 115:12, 119:6, 119:16, 125:18, 131:18, 155:12, 169:17, 170:2, 170:3, 189:7, 224:3, 224:19, 252:18, 252:20, 301:16, 302:12, 303:4, 319:18, 345:3 <b>Service</b> [4] - 39:12, 47:13, 47:15, 159:14 <b>services</b> [15] - 11:8, 11:13, 101:18, 113:2, 116:18, 169:18, 172:21, 279:18, 290:2, 290:17, 300:22, 301:3, 313:20, 315:11, 347:3 <b>Services</b> [1] - 264:11 <b>session</b> [4] - 87:12, 116:5, 177:23, 287:24 <b>sessions</b> [1] - 143:1 <b>set</b> [14] - 23:2, 53:13, 53:16, 103:7, 115:15, 131:16, 137:18, 272:5, 303:22, 330:11, 341:1, 341:3, 342:23, 343:5 <b>sets</b> [1] - 81:4 <b>setting</b> [2] - 102:6, 330:13</p>	<p><b>seven</b> [1] - 48:13 <b>seventh</b> [1] - 48:14 <b>several</b> [11] - 1:9, 7:23, 14:2, 88:12, 101:11, 128:4, 145:2, 204:16, 224:14, 270:7, 334:17 <b>severe</b> [3] - 71:24, 182:17, 223:13 <b>sexual</b> [1] - 273:21 <b>SGT</b> [1] - 142:1 <b>shape</b> [2] - 338:18, 338:19 <b>shapes</b> [1] - 247:11 <b>share</b> [5] - 124:17, 138:13, 161:15, 347:17, 347:23 <b>shared</b> [4] - 59:7, 60:12, 164:19 <b>sharing</b> [3] - 163:1, 174:24, 175:5 <b>sheep</b> [1] - 77:3 <b>sheets</b> [1] - 214:21 <b>shelves</b> [1] - 96:10 <b>sheriff</b> [2] - 253:14, 274:8 <b>Sherwood</b> [1] - 79:2 <b>shift</b> [2] - 129:1, 129:3 <b>ship</b> [3] - 74:24, 219:23, 333:17 <b>Shipping</b> [1] - 293:15 <b>ships</b> [2] - 84:5, 125:21 <b>shoe</b> [1] - 59:12 <b>shoot</b> [1] - 65:17 <b>shoot/don't</b> [1] - 65:17 <b>shop</b> [1] - 121:13 <b>shoreline</b> [1] - 324:1 <b>shores</b> [1] - 75:13 <b>short</b> [6] - 5:8, 34:10, 81:12, 103:2, 135:9, 193:7 <b>shortly</b> [1] - 5:22 <b>shot</b> [1] - 23:15 <b>shoulder</b> [2] - 47:24 <b>shoving</b> [1] - 23:23 <b>show</b> [6] - 40:13, 68:20, 117:17, 176:14, 216:22, 306:14 <b>showing</b> [1] - 28:11 <b>shows</b> [2] - 94:11, 306:15 <b>shut</b> [1] - 235:6 <b>side</b> [41] - 9:15, 10:1, 13:18, 22:9, 26:4, 49:14, 53:12, 56:11, 56:22, 63:4, 74:7,</p>	<p>75:2, 89:22, 100:21, 102:9, 105:21, 127:17, 140:4, 140:5, 148:4, 153:22, 173:24, 179:13, 180:7, 195:2, 245:7, 248:20, 254:13, 264:3, 293:6, 293:9, 293:13, 300:19, 303:11, 327:17, 328:10, 333:13, 336:5, 338:4 <b>side-by-side</b> [1] - 336:5 <b>sides</b> [1] - 49:15 <b>sideways</b> [2] - 75:11 <b>sight</b> [5] - 108:24, 214:19, 216:15, 216:24, 217:2 <b>sign</b> [5] - 141:1, 141:5, 141:12, 144:14, 185:17 <b>signage</b> [3] - 164:11, 164:18, 185:14 <b>signages</b> [2] - 183:7 <b>signal</b> [1] - 333:21 <b>signature</b> [1] - 142:14 <b>signed</b> [2] - 141:6, 220:20 <b>significance</b> [1] - 27:19 <b>significant</b> [6] - 10:4, 29:7, 124:2, 304:4, 312:21, 316:8 <b>signoff</b> [1] - 142:13 <b>signs</b> [2] - 185:16, 192:12 <b>silver</b> [1] - 51:17 <b>similar</b> [17] - 7:19, 23:2, 27:17, 58:14, 152:18, 195:13, 195:14, 240:1, 250:5, 261:1, 262:18, 269:14, 297:13, 298:4, 314:7, 323:24, 345:9 <b>similar-type</b> [1] - 298:4 <b>simple</b> [14] - 34:2, 56:8, 113:23, 151:16, 154:11, 176:23, 180:9, 183:24, 193:4, 202:12, 206:15, 206:24, 324:18, 339:8 <b>Simple</b> [1] - 341:3 <b>simply</b> [4] - 24:17, 146:10, 313:1, 347:2</p>	<p><b>sincerity</b> [1] - 313:15 <b>single</b> [5] - 52:15, 52:19, 222:12, 342:16 <b>single-engine</b> [1] - 222:12 <b>sink</b> [1] - 333:16 <b>sisters</b> [1] - 4:9 <b>site</b> [4] - 77:20, 134:21, 155:17, 160:7 <b>sits</b> [2] - 312:19, 318:19 <b>sitting</b> [1] - 343:18 <b>situated</b> [1] - 270:16 <b>situation</b> [16] - 63:8, 64:4, 64:6, 64:12, 85:11, 191:16, 212:22, 231:20, 232:1, 232:6, 232:11, 233:2, 246:16, 246:21, 262:12, 308:8 <b>situational</b> [3] - 62:19, 63:20, 63:23 <b>situations</b> [3] - 70:3, 70:24, 99:10 <b>six</b> [7] - 4:12, 35:7, 35:9, 77:12, 106:3, 151:21, 240:12 <b>six-day</b> [1] - 106:3 <b>six-year-old</b> [1] - 240:12 <b>size</b> [4] - 98:1, 110:20, 218:16, 218:17 <b>sizes</b> [1] - 247:11 <b>skelter</b> [1] - 147:7 <b>skew</b> [1] - 245:8 <b>skewed</b> [3] - 244:21, 244:23, 245:2 <b>ski</b> [2] - 84:15, 237:20 <b>skidoo</b> [4] - 339:4, 343:16, 343:17 <b>skidoos</b> [3] - 227:19, 335:1, 343:15 <b>skiers</b> [1] - 166:4 <b>skiing</b> [2] - 199:24, 237:14 <b>skill</b> [1] - 102:5 <b>skills</b> [22] - 12:5, 14:9, 94:22, 95:12, 96:3, 100:11, 100:13, 100:15, 102:1, 102:4, 104:21, 105:18, 112:15, 118:2, 119:10, 119:11, 121:12, 131:8, 166:24, 252:5 <b>slam</b> [1] - 170:10</p>
---	--	--	---	---

<p><b>slant</b> [2] - 108:15, 109:10</p> <p><b>Slave</b> [2] - 24:24, 78:22</p> <p><b>sled</b> [6] - 23:17, 23:22, 24:3, 24:5, 25:11</p> <p><b>sledding</b> [2] - 23:17, 234:23</p> <p><b>sleet</b> [1] - 72:14</p> <p><b>Slide</b> [1] - 289:1</p> <p><b>slide</b> [13] - 16:24, 22:22, 38:8, 61:21, 91:21, 94:11, 125:7, 138:1, 203:17, 220:12, 300:12, 313:12, 313:15</p> <p><b>slides</b> [17] - 2:10, 19:21, 21:19, 22:14, 25:16, 32:9, 82:18, 139:7, 145:2, 149:4, 176:14, 180:4, 188:1, 191:6, 201:3, 208:9, 213:18</p> <p><b>sling</b> [1] - 67:18</p> <p><b>slinging</b> [2] - 67:14, 220:17</p> <p><b>slip</b> [2] - 69:24, 185:19</p> <p><b>slippery</b> [3] - 70:1, 72:8, 194:2</p> <p><b>slope</b> [1] - 179:10</p> <p><b>slope-rope</b> [1] - 179:10</p> <p><b>slopes</b> [2] - 70:1, 195:2</p> <p><b>slowly</b> [1] - 250:24</p> <p><b>slung</b> [1] - 67:17</p> <p><b>small</b> [8] - 77:2, 109:15, 215:14, 219:2, 282:22, 293:14, 293:19, 330:16</p> <p><b>smaller</b> [3] - 144:7, 163:6, 330:22</p> <p><b>SmartICE</b> [4] - 294:14, 294:15, 295:20, 296:3</p> <p><b>Smartphone</b> [1] - 107:6</p> <p><b>Smartphones</b> [1] - 107:2</p> <p><b>smelled</b> [1] - 77:1</p> <p><b>SMITH</b> [111] - 3:19, 4:5, 34:13, 87:18, 103:17, 103:22, 108:2, 111:4, 132:13, 136:15, 138:16, 143:2, 150:1, 150:5, 152:4, 171:17, 171:21,</p>	<p>172:3, 178:11, 188:24, 189:8, 190:14, 198:13, 199:5, 200:9, 216:6, 216:12, 217:6, 217:17, 229:3, 232:2, 232:12, 233:20, 235:15, 236:20, 240:4, 246:14, 248:6, 248:14, 248:18, 248:23, 249:7, 250:1, 250:6, 251:10, 251:16, 252:19, 254:6, 254:11, 254:19, 255:19, 257:6, 257:10, 257:17, 258:2, 258:8, 258:21, 259:1, 259:8, 259:12, 259:16, 260:2, 260:21, 261:4, 264:1, 266:21, 268:2, 268:21, 269:3, 269:16, 270:2, 271:2, 271:17, 271:22, 272:21, 273:17, 274:21, 275:2, 275:20, 276:20, 277:19, 279:6, 280:4, 280:10, 280:16, 281:13, 281:24, 282:5, 282:16, 283:4, 283:18, 284:13, 291:3, 294:16, 295:5, 296:16, 298:11, 298:18, 300:10, 304:8, 307:5, 313:11, 319:5, 321:1, 324:22, 327:13, 332:16, 333:1, 335:14, 345:4, 345:20</p> <p><b>Smith</b> [23] - 2:5, 3:3, 3:10, 3:12, 46:1, 87:14, 107:19, 131:23, 142:21, 171:20, 178:3, 188:22, 217:4, 227:1, 231:19, 247:24, 274:15, 286:21, 288:21, 312:3, 331:16, 344:10, 345:2</p> <p><b>Smith's</b> [1] - 287:7</p> <p><b>smoother</b> [1] - 105:5</p>	<p><b>snow</b> [9] - 23:23, 38:4, 72:14, 74:11, 95:24, 169:2, 237:14, 292:7, 335:2</p> <p><b>snowing</b> [1] - 20:3</p> <p><b>Snowmageddon</b> [1] - 152:12</p> <p><b>snowmobile</b> [7] - 84:16, 166:3, 194:14, 292:7, 292:18, 331:20, 336:6</p> <p><b>snowmobiler</b> [1] - 169:11</p> <p><b>snowmobilers</b> [1] - 72:13</p> <p><b>snowmobiles</b> [5] - 49:13, 84:17, 292:16, 338:21, 338:23</p> <p><b>snowmobiling</b> [1] - 199:23</p> <p><b>Snowshoeing</b> [1] - 199:24</p> <p><b>snowshoers</b> [1] - 166:4</p> <p><b>soccer</b> [1] - 218:16</p> <p><b>software</b> [1] - 125:5</p> <p><b>sold</b> [1] - 166:7</p> <p><b>solely</b> [1] - 58:5</p> <p><b>Solicitor</b> [3] - 7:4, 269:5, 269:8</p> <p><b>solid</b> [4] - 133:13, 136:20, 147:23, 212:1</p> <p><b>solution</b> [1] - 161:20</p> <p><b>solve</b> [4] - 36:12, 57:5, 57:11, 76:3</p> <p><b>solving</b> [2] - 205:8, 205:9</p> <p><b>someone</b> [7] - 141:11, 141:17, 189:5, 189:6, 310:7, 341:14, 341:19</p> <p><b>Sometimes</b> [2] - 186:6, 219:19</p> <p><b>sometimes</b> [23] - 16:3, 49:5, 58:22, 72:21, 84:22, 92:5, 103:10, 148:6, 152:18, 159:11, 159:14, 159:18, 160:21, 162:13, 196:7, 212:8, 225:8, 240:24, 265:5, 265:6, 334:7, 337:20, 345:5</p> <p><b>somewhat</b> [2] - 226:18, 226:22</p>	<p><b>somewhere</b> [5] - 42:17, 163:7, 172:19, 198:5, 259:4</p> <p><b>son</b> [1] - 44:15</p> <p><b>soon</b> [2] - 132:23, 222:23</p> <p><b>SOP</b> [1] - 207:14</p> <p><b>SOPs</b> [2] - 172:13, 314:20</p> <p><b>sorry</b> [16] - 103:18, 144:21, 188:23, 232:3, 248:15, 248:19, 248:20, 254:17, 259:15, 271:20, 272:12, 274:10, 304:20, 316:3, 347:22</p> <p><b>Sorry</b> [7] - 189:1, 198:14, 200:5, 216:7, 248:10, 259:3, 347:20</p> <p><b>sort</b> [26] - 132:10, 215:3, 228:2, 228:13, 228:15, 234:19, 235:23, 238:23, 248:11, 248:12, 249:6, 249:10, 249:20, 257:3, 258:5, 269:21, 270:22, 280:7, 281:20, 282:10, 321:24, 331:23, 335:12, 340:1, 344:22, 345:1</p> <p><b>sorts</b> [5] - 54:5, 147:16, 163:18, 219:12, 242:7</p> <p><b>sought</b> [1] - 273:20</p> <p><b>souls</b> [1] - 75:10</p> <p><b>sound</b> [1] - 279:3</p> <p><b>sounds</b> [2] - 274:17, 278:17</p> <p><b>source</b> [3] - 36:23, 167:7, 284:10</p> <p><b>sources</b> [1] - 42:17</p> <p><b>south</b> [1] - 8:11</p> <p><b>Southeast</b> [1] - 6:18</p> <p><b>spam</b> [3] - 10:12, 105:6, 232:22</p> <p><b>spanned</b> [1] - 11:4</p> <p><b>SPEAKER</b> [3] - 259:10, 309:12, 310:17</p> <p><b>speaking</b> [6] - 104:14, 198:16, 249:20, 281:14, 296:2, 297:14</p> <p><b>special</b> [1] - 147:13</p> <p><b>specialist</b> [3] - 259:11,</p>	<p>259:17, 259:19</p> <p><b>specialized</b> [1] - 41:18</p> <p><b>specific</b> [15] - 21:21, 21:22, 52:18, 54:9, 93:9, 139:8, 191:6, 196:11, 285:24, 289:12, 295:16, 305:24, 312:11, 318:22, 324:11</p> <p><b>Specific</b> [1] - 211:4</p> <p><b>specifically</b> [8] - 11:16, 27:14, 32:4, 41:9, 216:11, 289:5, 313:5, 323:21</p> <p><b>specifics</b> [1] - 299:21</p> <p><b>speed</b> [2] - 53:1, 219:21</p> <p><b>spend</b> [11] - 32:11, 40:6, 96:21, 116:7, 165:10, 167:20, 186:3, 237:24, 238:6, 296:20, 337:18</p> <p><b>spending</b> [4] - 69:15, 237:21, 291:6, 292:21</p> <p><b>spent</b> [7] - 37:1, 95:22, 95:24, 98:21, 223:18, 250:16, 269:21</p> <p><b>spill</b> [3] - 27:17, 27:18, 27:20</p> <p><b>spoken</b> [3] - 226:6, 234:7, 266:17</p> <p><b>sponsoring</b> [1] - 336:23</p> <p><b>spontaneous</b> [4] - 40:3, 41:6, 43:3, 43:6</p> <p><b>spot</b> [1] - 128:13</p> <p><b>Spot</b> [1] - 301:17</p> <p><b>spotlight</b> [1] - 218:14</p> <p><b>spots</b> [1] - 186:20</p> <p><b>spotter</b> [6] - 107:15, 107:16, 107:24, 108:4, 109:17, 109:18</p> <p><b>spotters</b> [9] - 110:5, 111:13, 212:12, 213:1, 213:2, 216:2, 217:19, 217:20, 218:1</p> <p><b>spotting</b> [2] - 107:21, 114:17</p> <p><b>spread</b> [1] - 111:17</p> <p><b>spreading</b> [1] - 122:24</p> <p><b>squares</b> [1] - 247:9</p> <p><b>St</b> [9] - 43:2, 48:11, 51:3, 184:20,</p>
--	---	---	--	--



<p>189:21, 190:24, 191:22, 224:5, 227:4 <b>stabilize</b> [1] - 83:22 <b>stabilizing</b> [1] - 83:23 <b>staff</b> [6] - 53:7, 63:10, 128:23, 128:24, 151:9, 192:11 <b>stage</b> [1] - 183:18 <b>staging</b> [3] - 54:6, 164:18, 185:14 <b>stakeholder</b> [1] - 281:1 <b>stakeholders</b> [31] - 17:9, 83:10, 106:12, 114:6, 115:20, 126:1, 154:4, 158:24, 167:2, 180:14, 188:15, 189:19, 190:8, 197:4, 200:16, 215:17, 221:8, 255:4, 256:11, 264:18, 275:7, 277:5, 278:11, 278:22, 279:13, 300:14, 301:13, 314:21, 321:15, 323:16, 325:12 <b>stance</b> [1] - 164:8 <b>stand</b> [4] - 20:17, 65:4, 65:12, 263:15 <b>standard</b> [15] - 9:10, 28:10, 39:21, 57:22, 103:23, 179:15, 195:15, 207:15, 230:18, 251:1, 302:4, 304:9, 309:24, 320:17, 320:23 <b>standardization</b> [1] - 163:1 <b>standardized</b> [2] - 51:14, 309:24 <b>standards</b> [3] - 12:3, 166:19, 228:15 <b>standby</b> [1] - 344:22 <b>standing</b> [2] - 143:8, 236:8 <b>standpoint</b> [6] - 29:20, 133:8, 265:11, 302:18, 328:1, 333:11 <b>stands</b> [1] - 280:15 <b>Star</b> [5] - 81:13, 81:15, 220:4, 222:13, 225:2 <b>start</b> [40] - 24:6, 33:18, 40:12, 40:14, 40:16, 40:20, 52:20, 55:15, 80:14, 90:17, 94:21, 134:5, 137:12,</p>	<p>145:15, 147:14, 159:8, 175:18, 175:23, 175:24, 178:7, 182:24, 184:13, 185:6, 188:9, 210:15, 226:13, 236:24, 238:7, 243:18, 247:7, 252:1, 271:15, 271:16, 273:14, 275:18, 302:21, 312:10, 331:9, 337:18 <b>started</b> [6] - 7:11, 8:6, 48:3, 271:23, 272:4, 316:6 <b>starting</b> [3] - 1:13, 5:10, 5:15 <b>starts</b> [1] - 38:8 <b>state</b> [1] - 36:10 <b>State</b> [3] - 12:12, 36:7, 37:16 <b>statement</b> [4] - 45:11, 128:4, 183:6, 233:22 <b>statements</b> [1] - 90:17 <b>States</b> [7] - 6:13, 28:23, 28:24, 34:19, 86:20, 312:22, 346:8 <b>states</b> [1] - 274:7 <b>stating</b> [1] - 141:5 <b>station</b> [1] - 133:1 <b>statistical</b> [6] - 128:7, 169:6, 175:12, 240:10, 240:14, 242:12 <b>statistics</b> [4] - 240:21, 241:18, 287:1, 348:6 <b>stay</b> [8] - 5:17, 49:21, 152:19, 185:19, 236:8, 291:13, 316:15, 342:17 <b>Steep</b> [1] - 194:1 <b>step</b> [5] - 16:19, 126:13, 329:20, 339:23, 340:22 <b>stepped</b> [2] - 32:18, 39:11 <b>stepping</b> [1] - 212:8 <b>steps</b> [3] - 266:5, 320:13, 340:16 <b>stipulates</b> [1] - 236:21 <b>stock</b> [2] - 121:7, 321:22 <b>stone</b> [2] - 70:7, 71:4 <b>stood</b> [1] - 39:15 <b>stop</b> [6] - 83:24, 84:1, 86:11, 235:6, 236:9, 273:4 <b>stopped</b> [1] - 33:22</p>	<p><b>stops</b> [2] - 15:4, 19:12 <b>stores</b> [1] - 184:15 <b>stories</b> [1] - 227:5 <b>story</b> [1] - 81:12 <b>stoves</b> [1] - 107:8 <b>straight</b> [3] - 24:20, 24:22, 302:20 <b>straightforward</b> [3] - 42:7, 60:16, 195:13 <b>stranger</b> [1] - 133:19 <b>strategic</b> [12] - 154:2, 161:11, 171:10, 172:20, 176:17, 253:21, 254:5, 254:14, 254:17, 254:22, 274:19, 279:8 <b>strategies</b> [4] - 88:17, 153:23, 171:9, 225:21 <b>strategy</b> [12] - 59:19, 59:23, 60:18, 61:6, 61:16, 64:21, 85:18, 91:18, 91:20, 135:19, 139:21, 308:3 <b>street</b> [2] - 23:1, 40:10 <b>strength</b> [5] - 86:10, 89:10, 118:24, 128:1, 225:19 <b>strengths</b> [11] - 22:5, 93:2, 93:17, 95:5, 95:13, 96:6, 97:17, 98:3, 118:17, 120:3, 127:5 <b>stress</b> [5] - 19:19, 82:19, 101:10, 122:3, 137:8 <b>Stress</b> [1] - 197:17 <b>strike</b> [2] - 81:2, 232:16 <b>strikes</b> [1] - 327:6 <b>strong</b> [11] - 100:6, 105:15, 131:9, 156:13, 159:12, 250:9, 314:18, 314:19, 314:20, 321:12 <b>stronger</b> [1] - 169:13 <b>struck</b> [6] - 68:16, 73:18, 81:13, 235:19, 246:5, 344:16 <b>structure</b> [6] - 54:15, 56:6, 57:11, 57:14, 58:4, 150:8 <b>struggle</b> [1] - 71:16 <b>stuck</b> [4] - 46:24, 78:11, 147:2, 346:19</p>	<p><b>studies</b> [2] - 12:7, 13:5 <b>study</b> [5] - 66:22, 222:23, 298:6, 346:6 <b>subject</b> [4] - 15:14, 15:17, 54:23, 132:15 <b>subjective</b> [2] - 242:14, 242:16 <b>submarine</b> [1] - 219:24 <b>submits</b> [1] - 92:21 <b>submitted</b> [4] - 91:11, 91:13, 91:14 <b>substantial</b> [1] - 183:17 <b>substitute</b> [1] - 334:7 <b>succeed</b> [1] - 86:14 <b>success</b> [1] - 18:10 <b>successful</b> [7] - 31:14, 73:15, 86:2, 115:21, 125:7, 125:14, 204:4 <b>succession</b> [4] - 122:17, 166:12, 171:7, 172:4 <b>succumbed</b> [2] - 133:18, 133:22 <b>sudden</b> [23] - 59:12, 59:21, 69:8, 70:18, 71:24, 72:4, 72:7, 72:10, 72:20, 113:22, 117:7, 134:16, 161:14, 162:22, 182:17, 185:3, 187:17, 193:5, 210:14, 231:8, 241:10, 243:9, 243:10 <b>sued</b> [2] - 117:20, 153:9 <b>suggest</b> [2] - 239:12, 273:3 <b>suits</b> [1] - 145:4 <b>summarize</b> [1] - 320:23 <b>summer</b> [1] - 112:12 <b>summertime</b> [2] - 182:7, 194:21 <b>sun</b> [2] - 62:12, 219:11 <b>Sunchild /O'Chiese</b> [1] - 44:16 <b>Sunday</b> [1] - 99:20 <b>supervisor</b> [2] - 146:6, 148:21 <b>supervisors</b> [1] - 11:21 <b>supplied</b> [1] - 338:16 <b>supply</b> [4] - 260:7, 261:5, 270:11, 337:5</p>	<p><b>supplying</b> [2] - 335:24, 341:20 <b>support</b> [24] - 21:17, 56:5, 57:11, 57:14, 57:22, 142:8, 142:10, 160:7, 160:9, 173:18, 207:10, 216:9, 216:10, 217:13, 249:22, 255:23, 278:22, 290:2, 290:16, 300:9, 319:19, 321:19, 322:19, 330:20 <b>supporting</b> [1] - 159:1 <b>supports</b> [1] - 294:23 <b>suppose</b> [1] - 269:19 <b>surrounding</b> [1] - 43:8 <b>surveys</b> [3] - 77:3, 110:10, 110:13 <b>survival</b> [1] - 18:10 <b>survivor</b> [3] - 81:7, 160:23, 337:22 <b>survivors</b> [3] - 18:11, 161:1, 299:14 <b>suspect</b> [1] - 215:20 <b>sustain</b> [1] - 336:2 <b>sustainability</b> [4] - 196:18, 209:4, 210:11, 213:24 <b>sustainable</b> [7] - 112:16, 113:14, 208:12, 208:18, 314:1, 321:19, 321:21 <b>sustaining</b> [1] - 125:4 <b>SWAT</b> [1] - 251:20 <b>SWAT-type</b> [1] - 251:20 <b>swept</b> [2] - 11:8, 194:2 <b>swimming</b> [1] - 346:11 <b>swing</b> [1] - 24:13 <b>switch</b> [2] - 273:13, 282:17 <b>sworn</b> [2] - 14:22, 14:23 <b>SWOT</b> [8] - 89:9, 90:1, 93:1, 93:12, 93:13, 225:11, 319:11 <b>symbols</b> [1] - 59:2 <b>Symposium</b> [1] - 12:24 <b>symposium</b> [1] - 13:6 <b>synergies</b> [2] - 173:21, 174:19 <b>Syrotuck</b> [2] - 12:24, 13:1 <b>system</b> [74] - 26:17,</p>
--	--	---	--	--

<p>26:21, 26:22, 26:24, 27:2, 32:6, 33:9, 33:15, 47:16, 51:15, 51:17, 51:19, 51:20, 51:22, 52:6, 52:23, 53:21, 53:24, 55:10, 58:4, 64:6, 67:7, 67:19, 94:18, 97:8, 102:7, 107:5, 111:3, 111:5, 127:22, 127:23, 147:21, 147:22, 147:23, 149:14, 150:6, 151:4, 157:20, 157:22, 158:4, 166:16, 170:8, 172:23, 193:19, 194:14, 198:10, 200:10, 200:18, 220:17, 222:3, 222:5, 222:6, 224:21, 225:3, 259:22, 266:11, 292:3, 308:9, 313:2, 314:4, 314:5, 314:10, 315:16, 316:24, 317:18, 318:2, 318:10, 318:13, 318:24, 319:1, 320:6, 320:12</p> <p><b>system 's</b> [1] - 321:4</p> <p><b>systems</b> [17] - 27:5, 57:2, 74:14, 97:14, 106:24, 120:19, 127:21, 147:20, 158:1, 192:18, 201:1, 214:10, 222:7, 281:16, 313:7, 332:18</p>	<p>135:19, 139:21, 308:3</p> <p><b>taillight</b> [1] - 74:12</p> <p><b>talks</b> [2] - 201:14, 206:9</p> <p><b>Talmadge</b> [4] - 32:5, 35:3, 35:12, 35:20</p> <p><b>tapped</b> [1] - 337:10</p> <p><b>targets</b> [1] - 110:4</p> <p><b>task</b> [5] - 29:2, 45:22, 63:17, 64:23, 118:9</p> <p><b>Task</b> [7] - 6:19, 101:24, 102:13, 122:10, 122:11, 131:7, 166:7</p> <p><b>tasked</b> [2] - 160:11, 180:23</p> <p><b>tasking</b> [14] - 75:3, 89:1, 131:19, 144:23, 160:14, 160:16, 161:13, 167:24, 175:13, 192:13, 206:1, 235:11, 277:21</p> <p><b>tasks</b> [2] - 134:17, 145:20</p> <p><b>taught</b> [1] - 111:9</p> <p><b>tax</b> [5] - 170:19, 322:5, 336:22, 338:5</p> <p><b>taxpayer</b> [1] - 326:15</p> <p><b>Taylor</b> [1] - 270:9</p> <p><b>teach</b> [5] - 124:12, 124:13, 124:14, 124:15, 124:16</p> <p><b>teaching</b> [3] - 16:5, 111:8, 293:19</p> <p><b>team</b> [89] - 6:7, 10:17, 10:21, 10:22, 11:2, 16:14, 18:6, 19:24, 20:7, 20:8, 20:18, 20:19, 22:20, 23:16, 23:24, 24:8, 26:8, 45:16, 46:20, 59:10, 59:15, 59:18, 60:1, 60:9, 60:10, 62:23, 63:2, 64:17, 64:18, 64:20, 66:16, 67:8, 67:10, 77:7, 80:7, 80:16, 83:15, 88:3, 91:1, 91:2, 95:15, 95:17, 96:6, 96:7, 96:9, 97:7, 102:1, 118:10, 118:11, 119:13, 119:20, 119:21, 121:1, 122:3, 122:6, 122:7, 127:13, 127:16, 128:21, 128:23, 129:2, 129:7, 129:16, 130:17,</p>	<p>145:13, 152:21, 168:11, 168:22, 198:5, 207:2, 229:15, 237:11, 251:19, 253:4, 253:5, 253:7, 255:3, 330:20, 335:21, 337:16, 340:12, 340:13, 340:21, 341:1, 341:11, 342:12, 342:17, 343:19</p> <p><b>TEAM</b> [1] - 22:18</p> <p><b>teams</b> [45] - 5:14, 30:7, 82:12, 82:13, 64:9, 82:20, 87:22, 92:1, 92:10, 93:9, 96:14, 96:19, 105:19, 116:1, 122:23, 122:24, 123:1, 123:2, 123:3, 123:23, 128:20, 129:5, 129:15, 138:11, 138:12, 147:6, 168:19, 173:6, 233:10, 234:20, 237:23, 250:15, 251:9, 251:20, 261:13, 270:18, 274:2, 300:22, 318:23, 329:24, 338:22, 340:9, 342:22, 342:24</p> <p><b>tear</b> [1] - 336:15</p> <p><b>tech</b> [1] - 111:8</p> <p><b>technical</b> [5] - 73:13, 75:12, 202:9, 203:24, 332:15</p> <p><b>technicians</b> [1] - 303:24</p> <p><b>technique</b> [2] - 107:21, 111:6</p> <p><b>techno</b> [1] - 120:21</p> <p><b>technologies</b> [1] - 331:17</p> <p><b>Technology</b> [1] - 334:12</p> <p><b>technology</b> [18] - 97:1, 97:2, 97:10, 107:16, 120:18, 127:20, 158:6, 158:8, 169:14, 214:24, 292:9, 294:21, 296:3, 332:11, 332:19, 333:4, 333:14, 333:19</p> <p><b>techs</b> [4] - 17:3, 19:7, 162:13, 228:9</p>	<p><b>teeth</b> [1] - 37:4</p> <p><b>Teledyne</b> [1] - 218:7</p> <p><b>television</b> [1] - 218:17</p> <p><b>temperature</b> [2] - 219:8, 228:17</p> <p><b>temperatures</b> [1] - 72:15</p> <p><b>template</b> [2] - 104:5, 205:1</p> <p><b>temporary</b> [1] - 211:12</p> <p><b>ten</b> [17] - 28:16, 50:16, 95:8, 133:13, 151:21, 166:1, 171:12, 171:20, 207:4, 214:18, 217:23, 290:1, 315:19, 317:24, 318:4, 332:6, 332:10</p> <p><b>ten-year</b> [1] - 290:1</p> <p><b>tendency</b> [4] - 214:12, 227:22, 297:19, 348:21</p> <p><b>tents</b> [1] - 238:5</p> <p><b>term</b> [12] - 15:8, 15:21, 85:2, 85:3, 85:8, 92:5, 238:22, 238:23, 239:18, 255:6, 323:6, 330:14</p> <p><b>terminology</b> [1] - 291:22</p> <p><b>terms</b> [23] - 140:18, 142:6, 142:13, 189:3, 189:4, 202:12, 214:11, 239:7, 250:4, 259:23, 262:4, 265:23, 268:15, 269:15, 290:13, 290:15, 290:16, 296:14, 298:17, 299:21, 320:10, 329:15, 332:10</p> <p><b>terrain</b> [11] - 133:23, 137:3, 162:9, 187:15, 212:16, 229:9, 242:2, 242:18, 243:21, 245:18, 276:3</p> <p><b>Territories</b> [1] - 7:15</p> <p><b>territories</b> [1] - 324:9</p> <p><b>tertiary</b> [3] - 39:23, 156:4, 201:17</p> <p><b>testimony</b> [1] - 88:21</p> <p><b>Texas</b> [3] - 34:21, 34:22, 157:16</p> <p><b>text</b> [1] - 103:20</p> <p><b>themselves</b> [9] - 1:12, 14:8, 105:12, 121:15, 238:8,</p>	<p>252:23, 308:8, 308:13, 316:2</p> <p><b>theoretically</b> [1] - 241:23</p> <p><b>Theoretically</b> [1] - 242:1</p> <p><b>thick</b> [2] - 29:6, 279:16</p> <p><b>thin</b> [2] - 227:8, 227:13</p> <p><b>thinking</b> [7] - 48:3, 48:4, 138:13, 212:5, 238:17, 275:5, 309:14</p> <p><b>thinks</b> [1] - 123:9</p> <p><b>thorough</b> [1] - 137:9</p> <p><b>thoroughly</b> [1] - 132:12</p> <p><b>thoughts</b> [2] - 273:1, 279:5</p> <p><b>thousands</b> [1] - 40:21</p> <p><b>threat</b> [14] - 67:5, 67:24, 68:6, 114:3, 115:9, 117:5, 117:9, 117:19, 125:6, 125:12, 126:19, 149:2, 149:8, 153:2</p> <p><b>threats</b> [10] - 22:6, 89:11, 93:3, 93:19, 112:15, 124:21, 144:20, 144:21, 148:6, 225:20</p> <p><b>Three</b> [1] - 208:20</p> <p><b>three</b> [34] - 30:4, 32:11, 35:7, 35:9, 54:24, 62:24, 93:17, 93:18, 93:19, 94:16, 95:1, 97:20, 100:15, 116:24, 130:18, 137:2, 155:4, 163:21, 165:24, 169:8, 176:14, 189:20, 217:22, 217:23, 236:17, 240:11, 241:19, 242:9, 271:10, 272:5, 288:20, 315:19, 333:5</p> <p><b>three-and-a-half</b> [1] - 62:24</p> <p><b>three-hour</b> [1] - 155:4</p> <p><b>three-year</b> [1] - 272:5</p> <p><b>three-year-old</b> [1] - 54:24</p> <p><b>throughout</b> [16] - 43:7, 52:9, 87:22, 88:4, 91:3, 97:3, 101:11, 111:17, 132:3, 238:23, 250:5, 261:14, 276:9, 300:2,</p>
<b>T</b>				
<p><b>table</b> [10] - 1:14, 21:12, 21:13, 50:6, 50:17, 57:17, 57:20, 102:10, 145:9, 328:19</p> <p><b>tabletop</b> [2] - 145:7, 145:8</p> <p><b>tackle</b> [1] - 340:9</p> <p><b>tactic</b> [1] - 61:7</p> <p><b>tactical</b> [8] - 97:6, 127:22, 127:23, 145:10, 150:19, 192:19, 214:20, 233:24</p> <p><b>tactics</b> [9] - 59:19, 59:23, 60:18, 61:17, 64:21, 85:19,</p>	<p>135:19, 139:21, 308:3</p> <p><b>taillight</b> [1] - 74:12</p> <p><b>talks</b> [2] - 201:14, 206:9</p> <p><b>Talmadge</b> [4] - 32:5, 35:3, 35:12, 35:20</p> <p><b>tapped</b> [1] - 337:10</p> <p><b>targets</b> [1] - 110:4</p> <p><b>task</b> [5] - 29:2, 45:22, 63:17, 64:23, 118:9</p> <p><b>Task</b> [7] - 6:19, 101:24, 102:13, 122:10, 122:11, 131:7, 166:7</p> <p><b>tasked</b> [2] - 160:11, 180:23</p> <p><b>tasking</b> [14] - 75:3, 89:1, 131:19, 144:23, 160:14, 160:16, 161:13, 167:24, 175:13, 192:13, 206:1, 235:11, 277:21</p> <p><b>tasks</b> [2] - 134:17, 145:20</p> <p><b>taught</b> [1] - 111:9</p> <p><b>tax</b> [5] - 170:19, 322:5, 336:22, 338:5</p> <p><b>taxpayer</b> [1] - 326:15</p> <p><b>Taylor</b> [1] - 270:9</p> <p><b>teach</b> [5] - 124:12, 124:13, 124:14, 124:15, 124:16</p> <p><b>teaching</b> [3] - 16:5, 111:8, 293:19</p> <p><b>team</b> [89] - 6:7, 10:17, 10:21, 10:22, 11:2, 16:14, 18:6, 19:24, 20:7, 20:8, 20:18, 20:19, 22:20, 23:16, 23:24, 24:8, 26:8, 45:16, 46:20, 59:10, 59:15, 59:18, 60:1, 60:9, 60:10, 62:23, 63:2, 64:17, 64:18, 64:20, 66:16, 67:8, 67:10, 77:7, 80:7, 80:16, 83:15, 88:3, 91:1, 91:2, 95:15, 95:17, 96:6, 96:7, 96:9, 97:7, 102:1, 118:10, 118:11, 119:13, 119:20, 119:21, 121:1, 122:3, 122:6, 122:7, 127:13, 127:16, 128:21, 128:23, 129:2, 129:7, 129:16, 130:17,</p>	<p>145:13, 152:21, 168:11, 168:22, 198:5, 207:2, 229:15, 237:11, 251:19, 253:4, 253:5, 253:7, 255:3, 330:20, 335:21, 337:16, 340:12, 340:13, 340:21, 341:1, 341:11, 342:12, 342:17, 343:19</p> <p><b>TEAM</b> [1] - 22:18</p> <p><b>teams</b> [45] - 5:14, 30:7, 82:12, 82:13, 64:9, 82:20, 87:22, 92:1, 92:10, 93:9, 96:14, 96:19, 105:19, 116:1, 122:23, 122:24, 123:1, 123:2, 123:3, 123:23, 128:20, 129:5, 129:15, 138:11, 138:12, 147:6, 168:19, 173:6, 233:10, 234:20, 237:23, 250:15, 251:9, 251:20, 261:13, 270:18, 274:2, 300:22, 318:23, 329:24, 338:22, 340:9, 342:22, 342:24</p> <p><b>tear</b> [1] - 336:15</p> <p><b>tech</b> [1] - 111:8</p> <p><b>technical</b> [5] - 73:13, 75:12, 202:9, 203:24, 332:15</p> <p><b>technicians</b> [1] - 303:24</p> <p><b>technique</b> [2] - 107:21, 111:6</p> <p><b>techno</b> [1] - 120:21</p> <p><b>technologies</b> [1] - 331:17</p> <p><b>Technology</b> [1] - 334:12</p> <p><b>technology</b> [18] - 97:1, 97:2, 97:10, 107:16, 120:18, 127:20, 158:6, 158:8, 169:14, 214:24, 292:9, 294:21, 296:3, 332:11, 332:19, 333:4, 333:14, 333:19</p> <p><b>techs</b> [4] - 17:3, 19:7, 162:13, 228:9</p>	<p><b>teeth</b> [1] - 37:4</p> <p><b>Teledyne</b> [1] - 218:7</p> <p><b>television</b> [1] - 218:17</p> <p><b>temperature</b> [2] - 219:8, 228:17</p> <p><b>temperatures</b> [1] - 72:15</p> <p><b>template</b> [2] - 104:5, 205:1</p> <p><b>temporary</b> [1] - 211:12</p> <p><b>ten</b> [17] - 28:16, 50:16, 95:8, 133:13, 151:21, 166:1, 171:12, 171:20, 207:4, 214:18, 217:23, 290:1, 315:19, 317:24, 318:4, 332:6, 332:10</p> <p><b>ten-year</b> [1] - 290:1</p> <p><b>tendency</b> [4] - 214:12, 227:22, 297:19, 348:21</p> <p><b>tents</b> [1] - 238:5</p> <p><b>term</b> [12] - 15:8, 15:21, 85:2, 85:3, 85:8, 92:5, 238:22, 238:23, 239:18, 255:6, 323:6, 330:14</p> <p><b>terminology</b> [1] - 291:22</p> <p><b>terms</b> [23] - 140:18, 142:6, 142:13, 189:3, 189:4, 202:12, 214:11, 239:7, 250:4, 259:23, 262:4, 265:23, 268:15, 269:15, 290:13, 290:15, 290:16, 296:14, 298:17, 299:21, 320:10, 329:15, 332:10</p> <p><b>terrain</b> [11] - 133:23, 137:3, 162:9, 187:15, 212:16, 229:9, 242:2, 242:18, 243:21, 245:18, 276:3</p> <p><b>Territories</b> [1] - 7:15</p> <p><b>territories</b> [1] - 324:9</p> <p><b>tertiary</b> [3] - 39:23, 156:4, 201:17</p> <p><b>testimony</b> [1] - 88:21</p> <p><b>Texas</b> [3] - 34:21, 34:22, 157:16</p> <p><b>text</b> [1] - 103:20</p> <p><b>themselves</b> [9] - 1:12, 14:8, 105:12, 121:15, 238:8,</p>	<p>252:23, 308:8, 308:13, 316:2</p> <p><b>theoretically</b> [1] - 241:23</p> <p><b>Theoretically</b> [1] - 242:1</p> <p><b>thick</b> [2] - 29:6, 279:16</p> <p><b>thin</b> [2] - 227:8, 227:13</p> <p><b>thinking</b> [7] - 48:3, 48:4, 138:13, 212:5, 238:17, 275:5, 309:14</p> <p><b>thinks</b> [1] - 123:9</p> <p><b>thorough</b> [1] - 137:9</p> <p><b>thoroughly</b> [1] - 132:12</p> <p><b>thoughts</b> [2] - 273:1, 279:5</p> <p><b>thousands</b> [1] - 40:21</p> <p><b>threat</b> [14] - 67:5, 67:24, 68:6, 114:3, 115:9, 117:5, 117:9, 117:19, 125:6, 125:12, 126:19, 149:2, 149:8, 153:2</p> <p><b>threats</b> [10] - 22:6, 89:11, 93:3, 93:19, 112:15, 124:21, 144:20, 144:21, 148:6, 225:20</p> <p><b>Three</b> [1] - 208:20</p> <p><b>three</b> [34] - 30:4, 32:11, 35:7, 35:9, 54:24, 62:24, 93:17, 93:18, 93:19, 94:16, 95:1, 97:20, 100:15, 116:24, 130:18, 137:2, 155:4, 163:21, 165:24, 169:8, 176:14, 189:20, 217:22, 217:23, 236:17, 240:11, 241:19, 242:9, 271:10, 272:5, 288:20, 315:19, 333:5</p> <p><b>three-and-a-half</b> [1] - 62:24</p> <p><b>three-hour</b> [1] - 155:4</p> <p><b>three-year</b> [1] - 272:5</p> <p><b>three-year-old</b> [1] - 54:24</p> <p><b>throughout</b> [16] - 43:7, 52:9, 87:22, 88:4, 91:3, 97:3, 101:11, 111:17, 132:3, 238:23, 250:5, 261:14, 276:9, 300:2,</p>

<p>312:16, 346:7  <b>throw</b> [4] - 89:6, 196:14, 223:12, 306:22  <b>throwing</b> [1] - 155:7  <b>tie</b> [2] - 266:10, 329:14  <b>tieing</b> [1] - 96:20  <b>ties</b> [1] - 226:19  <b>tighter</b> [1] - 225:9  <b>timing</b> [1] - 303:1  <b>tip</b> [1] - 181:8  <b>tired</b> [5] - 88:11, 129:18, 129:19, 135:24, 237:8  <b>title</b> [4] - 258:17, 258:24, 259:3, 259:19  <b>toast</b> [1] - 66:14  <b>toboggan</b> [2] - 113:24  <b>toboggans</b> [1] - 72:9  <b>Today</b> [1] - 348:2  <b>today</b> [16] - 2:4, 23:3, 28:13, 38:3, 44:9, 129:8, 129:9, 158:6, 280:15, 287:11, 287:13, 311:13, 312:6, 312:17, 336:1, 347:12  <b>today's</b> [1] - 280:8  <b>toes</b> [1] - 212:9  <b>together</b> [38] - 10:3, 10:12, 10:16, 22:19, 25:4, 26:19, 56:15, 56:17, 57:5, 60:18, 75:2, 75:14, 89:6, 91:18, 93:8, 96:22, 98:21, 100:3, 114:1, 114:20, 118:7, 139:4, 141:3, 142:9, 214:22, 263:23, 278:12, 305:12, 307:13, 307:15, 310:10, 310:11, 313:24, 324:12, 328:11, 343:1, 343:3  <b>tomorrow</b> [6] - 178:7, 287:11, 287:13, 331:10, 332:3, 347:18  <b>tonight</b> [1] - 342:16  <b>took</b> [7] - 5:22, 10:10, 30:3, 34:17, 35:1, 316:18, 323:2  <b>tool</b> [6] - 176:5, 178:17, 205:12, 214:14, 231:5, 317:4  <b>tools</b> [5] - 89:8, 220:15, 222:13, 238:11, 334:13</p>	<p><b>tooth</b> [1] - 95:15  <b>top</b> [9] - 21:12, 21:14, 38:4, 81:22, 102:10, 113:17, 210:15, 224:22, 242:23  <b>topic</b> [2] - 226:21, 261:23  <b>topographically</b> [1] - 191:12  <b>topography</b> [7] - 102:11, 137:4, 158:3, 187:15, 212:16, 229:9, 242:19  <b>tornado</b> [2] - 40:8, 79:2  <b>tornados</b> [2] - 9:15, 78:21  <b>Torngat</b> [5] - 73:10, 181:7, 181:21, 183:16, 191:8  <b>touch</b> [8] - 5:21, 28:1, 176:8, 288:21, 296:24, 305:1, 327:3, 334:2  <b>touches</b> [1] - 312:12  <b>tough</b> [1] - 73:17  <b>tour</b> [1] - 296:22  <b>tourism</b> [3] - 8:17, 35:24, 182:14  <b>towards</b> [5] - 5:3, 109:1, 110:21, 215:4, 217:11  <b>town</b> [1] - 43:7  <b>track</b> [4] - 70:19, 102:14, 331:20, 333:22  <b>tracking</b> [6] - 62:12, 97:6, 169:6, 333:13, 333:19, 334:9  <b>tractor</b> [1] - 45:6  <b>trade</b> [2] - 211:20, 224:15  <b>trade-offs</b> [2] - 211:20, 224:15  <b>tradeoffs</b> [1] - 222:20  <b>traditionally</b> [1] - 296:5  <b>traditionally</b> [1] - 296:21  <b>trail</b> [21] - 23:23, 24:10, 94:18, 134:11, 134:12, 164:24, 183:1, 183:8, 185:14, 185:15, 185:17, 186:18, 193:19, 194:14, 198:20, 215:15, 245:9, 247:4, 247:5, 302:20</p>	<p><b>Trail</b> [9] - 69:14, 106:16, 164:10, 176:24, 182:11, 182:22, 190:22, 191:24, 342:16  <b>trailer</b> [2] - 45:6, 343:18  <b>Trails</b> [1] - 184:14  <b>trails</b> [7] - 68:24, 76:24, 184:16, 192:1, 199:12, 199:13, 199:18  <b>train</b> [21] - 19:11, 19:16, 19:17, 20:3, 20:4, 33:14, 66:22, 102:11, 112:2, 113:5, 113:7, 113:21, 115:23, 122:23, 125:9, 126:2, 147:24, 195:4, 250:17, 314:11  <b>trained</b> [37] - 33:8, 45:13, 45:15, 46:3, 53:1, 54:11, 62:12, 74:15, 79:12, 79:16, 92:15, 107:24, 108:1, 110:5, 127:13, 149:13, 158:2, 166:13, 195:10, 213:20, 216:2, 217:18, 218:1, 218:20, 220:18, 221:14, 230:19, 237:24, 242:16, 250:9, 251:9, 251:11, 252:11, 256:21, 257:1, 313:18  <b>trainer</b> [1] - 6:17  <b>training</b> [119] - 8:22, 8:24, 12:20, 16:10, 17:17, 18:5, 18:13, 18:17, 18:22, 18:24, 19:1, 19:2, 19:20, 19:21, 25:6, 26:2, 29:23, 34:1, 45:19, 45:23, 47:5, 57:14, 67:23, 67:24, 72:18, 73:2, 74:4, 75:19, 85:19, 94:15, 95:2, 95:7, 96:23, 97:18, 97:21, 97:22, 98:9, 98:17, 99:4, 100:21, 104:12, 104:15, 104:16, 104:19, 104:20, 104:24, 105:10, 106:1, 107:11, 107:15, 108:5, 109:17,</p>	<p>109:19, 109:22, 111:5, 112:1, 112:16, 113:14, 114:5, 114:6, 114:7, 114:8, 114:16, 117:18, 118:19, 121:8, 122:22, 123:8, 124:11, 124:17, 128:5, 128:10, 130:2, 130:10, 136:23, 144:22, 146:9, 147:14, 147:19, 148:3, 148:19, 149:1, 152:5, 154:24, 161:5, 162:1, 162:17, 166:18, 167:3, 171:3, 172:12, 172:24, 173:1, 179:8, 179:9, 187:4, 194:24, 197:2, 203:12, 208:4, 213:2, 213:24, 214:17, 222:8, 257:5, 268:22, 270:3, 270:15, 276:4, 284:21, 293:1, 293:6, 293:10, 294:12, 302:4, 334:18  <b>Training</b> [1] - 208:3  <b>transfer</b> [3] - 64:17, 131:5, 135:24  <b>transit</b> [1] - 237:13  <b>transition</b> [1] - 13:9  <b>transmission</b> [1] - 292:15  <b>Transport</b> [3] - 215:4, 217:12, 281:3  <b>transport</b> [2] - 222:6, 223:23  <b>transportation</b> [1] - 67:7  <b>trauma</b> [2] - 112:6  <b>traumatic</b> [2] - 17:23, 223:7  <b>travel</b> [3] - 60:12, 255:24, 270:23  <b>traveling</b> [1] - 95:24  <b>travelling</b> [2] - 187:11, 295:13  <b>treat</b> [1] - 223:7  <b>treated</b> [2] - 18:7, 81:8  <b>treating</b> [2] - 18:6, 112:6  <b>treatment</b> [1] - 198:5  <b>tree</b> [1] - 134:20  <b>trees</b> [1] - 219:22  <b>trends</b> [2] - 187:7,</p>	<p>187:8  <b>triage</b> [3] - 317:24, 318:9, 318:13  <b>triggered</b> [1] - 297:1  <b>triggers</b> [1] - 297:15  <b>trip</b> [1] - 23:19  <b>triple</b> [2] - 159:5, 336:20  <b>trips</b> [2] - 194:13, 292:20  <b>troops</b> [3] - 26:4, 85:15, 137:5  <b>trouble</b> [4] - 47:14, 248:7, 255:22, 337:23  <b>trucks</b> [3] - 35:16, 43:17, 335:2  <b>true</b> [1] - 345:18  <b>trust</b> [7] - 120:9, 120:12, 123:19, 144:11, 311:8, 311:12, 311:13  <b>trying</b> [7] - 10:2, 57:2, 82:6, 228:5, 274:16, 277:12, 278:24  <b>tunnel</b> [2] - 239:16, 239:23  <b>turn</b> [3] - 81:15, 338:9, 339:3  <b>turning</b> [1] - 340:14  <b>turns</b> [2] - 24:15, 196:16  <b>TV</b> [2] - 218:23, 219:2  <b>twice</b> [1] - 308:5  <b>twin</b> [1] - 77:20  <b>two</b> [35] - 29:5, 44:14, 44:21, 77:13, 81:4, 97:20, 98:23, 103:3, 124:24, 130:18, 137:1, 142:7, 142:15, 151:3, 217:22, 217:23, 218:9, 220:3, 223:24, 224:23, 231:8, 242:8, 268:19, 274:17, 277:2, 278:23, 278:24, 286:17, 288:20, 298:22, 312:6, 315:19, 323:2, 332:9, 333:5  <b>Two</b> [1] - 208:19  <b>two-and-a-half-year-old</b> [1] - 44:14  <b>two-day</b> [1] - 151:3  <b>type</b> [24] - 38:11, 47:23, 100:3, 133:23, 163:2, 163:14, 164:4,</p>
---	---	--	--	--

<p>173:16, 185:18, 216:19, 221:8, 229:10, 243:15, 247:8, 251:20, 270:23, 297:17, 298:4, 329:16, 333:5, 334:10, 343:15, 344:19, 348:11 <b>typed</b> [1] - 211:8 <b>types</b> [11] - 36:5, 54:6, 54:8, 107:8, 163:12, 175:23, 178:20, 187:4, 200:24, 210:10, 297:13 <b>typical</b> [2] - 93:13, 204:23 <b>typically</b> [10] - 11:1, 65:1, 108:18, 203:19, 206:1, 244:4, 244:24, 250:20, 279:22, 300:18</p>	<p>264:23, 265:17, 267:18, 270:17, 270:19, 273:14, 274:3, 274:7, 282:24, 293:14 <b>underestimate</b> [2] - 241:17, 244:3 <b>underneath</b> [3] - 35:15, 67:17, 202:11 <b>understood</b> [2] - 235:23, 338:12 <b>undertaken</b> [1] - 298:6 <b>undertaking</b> [1] - 298:2 <b>unfold</b> [1] - 84:10 <b>unfolded</b> [1] - 308:3 <b>unfolding</b> [2] - 322:21, 323:17 <b>unfolds</b> [2] - 60:6, 246:21 <b>unfortunately</b> [1] - 264:7 <b>UNIDENTIFIED</b> [3] - 259:10, 309:12, 310:17 <b>unified</b> [1] - 328:12 <b>unique</b> [5] - 53:22, 181:16, 192:15, 324:6, 326:11 <b>uniqueness</b> [4] - 290:6, 290:8, 315:6, 315:22 <b>unit</b> [2] - 64:4, 64:12 <b>United</b> [7] - 6:13, 28:23, 28:24, 34:18, 86:20, 312:22, 346:8 <b>University</b> [1] - 48:12 <b>university</b> [1] - 5:12 <b>unless</b> [10] - 6:23, 54:22, 110:4, 131:20, 188:4, 212:14, 284:15, 327:8, 339:16, 341:20 <b>unmanned</b> [5] - 214:10, 214:11, 216:10, 332:17, 332:18 <b>unpredictable</b> [1] - 296:6 <b>untrained</b> [2] - 130:7, 130:9 <b>updated</b> [1] - 207:1 <b>updating</b> [1] - 203:9 <b>upfront</b> [3] - 71:14, 135:18, 136:18 <b>upgrade</b> [1] - 195:3 <b>upset</b> [1] - 160:22 <b>upstairs</b> [1] - 341:2</p>	<p><b>urban</b> [3] - 9:16, 14:9, 78:21 <b>useful</b> [2] - 59:5, 59:7 <b>uses</b> [1] - 89:15 <b>utilize</b> [2] - 191:3, 322:21 <b>utilized</b> [6] - 32:9, 41:23, 41:24, 55:11, 179:24, 197:20 <b>utilizing</b> [4] - 15:6, 178:17, 200:13, 298:7</p>	<p>345:19 <b>virtue</b> [1] - 256:20 <b>vision</b> [2] - 239:16, 239:23 <b>visit</b> [1] - 194:7 <b>visitation</b> [1] - 192:10 <b>visitations</b> [1] - 225:23 <b>visitors</b> [2] - 182:9, 182:11 <b>vocation</b> [1] - 7:9 <b>void</b> [1] - 298:9 <b>volcanic</b> [1] - 37:7 <b>volcano</b> [3] - 37:24, 38:5, 38:12 <b>volcanos</b> [1] - 37:11 <b>Volkswagens</b> [1] - 297:20 <b>volunteer</b> [34] - 4:15, 8:4, 10:20, 36:9, 50:11, 92:5, 99:17, 153:12, 155:2, 158:22, 170:16, 170:24, 189:14, 189:24, 234:9, 250:9, 250:20, 256:2, 256:4, 261:12, 261:13, 316:6, 319:17, 322:1, 322:2, 322:5, 330:15, 334:18, 341:8, 345:9, 346:9, 346:10 <b>Volunteer</b> [3] - 50:9, 267:3, 321:17 <b>volunteering</b> [2] - 310:5, 342:3 <b>volunteerism</b> [2] - 337:9, 346:8 <b>volunteers</b> [23] - 31:20, 40:4, 41:6, 43:4, 43:6, 51:12, 82:5, 82:7, 139:11, 148:14, 157:17, 197:14, 203:4, 249:15, 249:16, 251:8, 255:22, 260:1, 330:15, 334:24, 338:24, 342:8, 345:7 <b>voracious</b> [1] - 27:9 <b>vulnerability</b> [35] - 176:4, 178:16, 180:1, 180:17, 181:13, 188:2, 188:5, 188:7, 188:8, 193:24, 195:23, 198:16, 199:1, 199:10, 202:2, 203:5, 206:19,</p>	<p>253:20, 253:24, 254:7, 255:2, 257:24, 258:6, 274:18, 275:1, 275:9, 275:17, 276:8, 276:18, 276:24, 277:16, 278:2, 278:9, 315:24 <b>Vulnerability</b> [4] - 176:10, 176:15, 178:15, 201:10 <b>vulnerable</b> [1] - 228:23</p>	
<b>U</b>		<b>V</b>		<b>W</b>	
<p><b>U.K</b> [1] - 274:11 <b>UAS</b> [2] - 281:16, 333:3 <b>UASs</b> [1] - 214:14 <b>UAV</b> [3] - 216:14, 216:16, 333:5 <b>UAVs</b> [4] - 214:14, 215:10, 281:16, 333:2 <b>UHF</b> [1] - 157:23 <b>UK</b> [1] - 50:18 <b>ultimate</b> [3] - 229:19, 230:22, 273:20 <b>ultrahigh</b> [1] - 157:23 <b>umbrella</b> [1] - 274:3 <b>unacceptably</b> [1] - 228:5 <b>unanticipated</b> [2] - 80:20, 82:9 <b>unbelievable</b> [1] - 331:23 <b>uncovered</b> [1] - 247:17 <b>uncovering</b> [1] - 229:8 <b>under</b> [32] - 11:1, 17:21, 26:12, 26:20, 35:9, 52:3, 53:4, 64:4, 69:6, 69:23, 75:2, 127:9, 228:10, 228:22, 253:15, 260:3, 260:4, 260:16, 260:22, 261:10, 264:3,</p>	<p><b>valuable</b> [2] - 9:22, 214:14 <b>value</b> [10] - 212:13, 213:3, 308:1, 327:22, 344:18, 345:14, 345:15, 345:18, 347:3 <b>value-added</b> [4] - 212:13, 213:3, 308:1, 327:22 <b>values</b> [5] - 59:3, 110:2, 110:7, 114:17, 221:20 <b>variable</b> [1] - 250:7 <b>varied</b> [1] - 253:9 <b>varies</b> [1] - 98:1 <b>variety</b> [4] - 5:1, 38:17, 210:9, 214:7 <b>various</b> [1] - 323:5 <b>vast</b> [2] - 242:17, 324:3 <b>vehicle</b> [8] - 130:18, 131:18, 143:15, 253:14, 292:7, 315:9, 336:6 <b>vehicles</b> [10] - 49:15, 121:8, 134:14, 209:9, 209:22, 209:23, 214:11, 216:10, 332:18, 336:8 <b>ventricular</b> [1] - 223:15 <b>verbally</b> [1] - 102:5 <b>version</b> [1] - 34:10 <b>vessel</b> [3] - 163:8, 293:10, 294:2 <b>vessels</b> [4] - 125:24, 163:5, 293:14, 293:19 <b>VHF</b> [1] - 157:22 <b>View</b> [1] - 8:10 <b>view</b> [4] - 280:14, 313:7, 320:12,</p>	<p><b>valuable</b> [2] - 9:22, 214:14 <b>value</b> [10] - 212:13, 213:3, 308:1, 327:22, 344:18, 345:14, 345:15, 345:18, 347:3 <b>value-added</b> [4] - 212:13, 213:3, 308:1, 327:22 <b>values</b> [5] - 59:3, 110:2, 110:7, 114:17, 221:20 <b>variable</b> [1] - 250:7 <b>varied</b> [1] - 253:9 <b>varies</b> [1] - 98:1 <b>variety</b> [4] - 5:1, 38:17, 210:9, 214:7 <b>various</b> [1] - 323:5 <b>vast</b> [2] - 242:17, 324:3 <b>vehicle</b> [8] - 130:18, 131:18, 143:15, 253:14, 292:7, 315:9, 336:6 <b>vehicles</b> [10] - 49:15, 121:8, 134:14, 209:9, 209:22, 209:23, 214:11, 216:10, 332:18, 336:8 <b>ventricular</b> [1] - 223:15 <b>verbally</b> [1] - 102:5 <b>version</b> [1] - 34:10 <b>vessel</b> [3] - 163:8, 293:10, 294:2 <b>vessels</b> [4] - 125:24, 163:5, 293:14, 293:19 <b>VHF</b> [1] - 157:22 <b>View</b> [1] - 8:10 <b>view</b> [4] - 280:14, 313:7, 320:12,</p>	<p><b>345:19</b> <b>virtue</b> [1] - 256:20 <b>vision</b> [2] - 239:16, 239:23 <b>visit</b> [1] - 194:7 <b>visitation</b> [1] - 192:10 <b>visitations</b> [1] - 225:23 <b>visitors</b> [2] - 182:9, 182:11 <b>vocation</b> [1] - 7:9 <b>void</b> [1] - 298:9 <b>volcanic</b> [1] - 37:7 <b>volcano</b> [3] - 37:24, 38:5, 38:12 <b>volcanos</b> [1] - 37:11 <b>Volkswagens</b> [1] - 297:20 <b>volunteer</b> [34] - 4:15, 8:4, 10:20, 36:9, 50:11, 92:5, 99:17, 153:12, 155:2, 158:22, 170:16, 170:24, 189:14, 189:24, 234:9, 250:9, 250:20, 256:2, 256:4, 261:12, 261:13, 316:6, 319:17, 322:1, 322:2, 322:5, 330:15, 334:18, 341:8, 345:9, 346:9, 346:10 <b>Volunteer</b> [3] - 50:9, 267:3, 321:17 <b>volunteering</b> [2] - 310:5, 342:3 <b>volunteerism</b> [2] - 337:9, 346:8 <b>volunteers</b> [23] - 31:20, 40:4, 41:6, 43:4, 43:6, 51:12, 82:5, 82:7, 139:11, 148:14, 157:17, 197:14, 203:4, 249:15, 249:16, 251:8, 255:22, 260:1, 330:15, 334:24, 338:24, 342:8, 345:7 <b>voracious</b> [1] - 27:9 <b>vulnerability</b> [35] - 176:4, 178:16, 180:1, 180:17, 181:13, 188:2, 188:5, 188:7, 188:8, 193:24, 195:23, 198:16, 199:1, 199:10, 202:2, 203:5, 206:19,</p>	<p><b>wage</b> [1] - 345:22 <b>wait</b> [3] - 29:22, 40:12, 41:1 <b>waiting</b> [2] - 130:19, 137:5 <b>walk</b> [8] - 61:9, 68:24, 69:1, 186:19, 203:15, 242:1, 245:11, 291:8 <b>walkaway</b> [4] - 283:14, 283:19, 283:23, 286:11 <b>walkaways</b> [4] - 283:2, 284:17, 284:22, 285:21 <b>walker</b> [2] - 28:22, 30:3 <b>walkways</b> [1] - 283:10 <b>wane</b> [1] - 99:13 <b>wants</b> [2] - 102:20, 306:24 <b>Warburton</b> [4] - 27:21, 48:9, 48:14, 76:7 <b>Warrant</b> [1] - 269:9 <b>warrant</b> [1] - 257:4 <b>washing</b> [1] - 43:17 <b>Washington</b> [3] - 12:11, 30:12, 37:16 <b>watch</b> [1] - 29:16 <b>water</b> [10] - 35:8, 35:15, 106:17, 115:3, 125:24, 163:5, 293:9, 294:2, 295:2 <b>waterproofed</b> [1] - 193:17 <b>waters</b> [1] - 83:19 <b>ways</b> [14] - 15:6, 48:22, 68:2, 79:12, 113:8, 113:11, 155:9, 158:24, 159:6, 171:1, 185:22, 197:20,</p>	

<p>210:1, 338:2  <b>wayside</b> [1] - 265:12  <b>weakness</b> [3] - 99:5, 121:24, 130:12  <b>weaknesses</b> [9] - 22:5, 89:10, 93:2, 93:18, 98:5, 101:13, 121:4, 128:3, 225:19  <b>wear</b> [1] - 336:14  <b>wearing</b> [1] - 333:20  <b>weather</b> [20] - 6:23, 65:1, 69:15, 71:24, 72:21, 76:21, 118:14, 137:4, 181:15, 182:17, 187:15, 191:1, 194:6, 212:16, 212:22, 213:12, 230:11, 236:18, 242:3, 345:1  <b>weathered</b> [1] - 206:3  <b>Wednesday</b> [1] - 99:19  <b>week</b> [6] - 18:15, 32:7, 44:7, 100:12, 103:3, 182:19  <b>weeks</b> [3] - 4:12, 70:13, 334:17  <b>weigh</b> [4] - 140:17, 285:2, 304:21, 319:8  <b>well-educated</b> [1] - 241:11  <b>West</b> [5] - 6:5, 8:7, 8:12, 10:8, 72:2  <b>west</b> [2] - 8:8, 123:3  <b>wet</b> [2] - 72:8, 337:19  <b>wheel</b> [2] - 24:4, 113:23  <b>white</b> [1] - 218:23  <b>whole</b> [22] - 7:7, 37:17, 39:11, 40:1, 40:3, 43:5, 79:10, 145:1, 151:15, 158:23, 161:4, 175:22, 200:5, 240:19, 245:11, 275:6, 276:10, 299:10, 299:21, 300:9, 307:15, 342:18  <b>wide</b> [8] - 5:1, 14:7, 38:16, 199:11, 210:9, 214:7, 263:1, 276:23  <b>wilderness</b> [4] - 100:13, 105:14, 107:17, 111:21  <b>Wildland</b> [1] - 122:10  <b>wildland</b> [4] - 9:16,</p>	<p>78:21, 236:23, 237:3  <b>wildland -urban</b> [2] - 9:16, 78:21  <b>Wildlife</b> [2] - 36:8, 47:21  <b>wildlife</b> [4] - 77:3, 110:10, 133:18, 253:13  <b>Wilf</b> [1] - 312:7  <b>Williams</b> [9] - 7:20, 141:20, 141:21, 142:2, 143:7, 144:24, 288:8, 304:20, 311:20  <b>WILLIAMS</b> [21] - 142:1, 261:18, 261:22, 265:18, 267:22, 268:11, 288:15, 288:19, 294:13, 294:18, 295:23, 296:23, 298:14, 299:7, 303:7, 304:23, 308:22, 309:9, 310:14, 311:17, 311:21  <b>willing</b> [5] - 207:14, 212:10, 237:20, 339:23, 340:20  <b>winch</b> [1] - 222:15  <b>winched</b> [1] - 66:12  <b>winching</b> [3] - 179:12, 195:2, 222:17  <b>wind</b> [1] - 171:13  <b>winded</b> [1] - 228:3  <b>window</b> [1] - 108:13  <b>winds</b> [2] - 76:22, 228:16  <b>Windsor</b> [1] - 96:8  <b>wing</b> [6] - 109:14, 109:15, 183:21, 212:17, 212:18, 214:4  <b>winter</b> [5] - 69:6, 73:17, 74:7, 182:6, 337:19  <b>WINTERS</b> [2] - 329:9, 329:13  <b>Winters</b> [5] - 227:13, 227:14, 304:21, 323:23, 331:12  <b>wintertime</b> [3] - 18:3, 96:1, 112:13  <b>Wiseman</b> [1] - 312:7  <b>wish</b> [5] - 19:15, 80:7, 174:6, 174:9, 287:15  <b>Wolf</b> [3] - 77:10, 80:22, 85:7  <b>women</b> [3] - 92:3,</p>	<p>137:15, 239:20  <b>wonder</b> [8] - 133:1, 140:17, 233:15, 281:11, 296:13, 304:20, 309:6, 347:16  <b>wondered</b> [1] - 133:21  <b>wonderful</b> [4] - 4:6, 50:7, 197:19  <b>wondering</b> [3] - 236:14, 263:19, 323:16  <b>woods</b> [4] - 15:12, 17:6, 81:1, 168:11  <b>woodwork</b> [3] - 40:2, 41:11, 70:18  <b>word</b> [3] - 43:11, 263:7, 332:22  <b>wording</b> [1] - 211:14  <b>words</b> [9] - 14:15, 30:21, 59:2, 88:5, 110:3, 159:11, 179:4, 216:15, 324:18  <b>worker</b> [5] - 16:15, 26:7, 92:8, 267:12, 313:17  <b>workers</b> [7] - 101:14, 102:22, 122:4, 155:2, 210:13, 257:12, 313:13  <b>workers</b> * [1] - 211:11  <b>works</b> [12] - 66:23, 114:11, 129:2, 147:24, 157:6, 169:14, 259:23, 265:20, 266:5, 266:15, 306:16, 339:10  <b>Works</b> [1] - 192:11  <b>world</b> [13] - 13:15, 14:7, 15:18, 19:9, 20:5, 21:8, 29:20, 37:8, 68:19, 162:9, 244:18, 314:6, 333:15  <b>worldwide</b> [1] - 37:7  <b>worms</b> [1] - 148:10  <b>worries</b> [1] - 348:9  <b>worry</b> [3] - 84:5, 157:18, 165:12  <b>worst</b> [3] - 31:2, 34:2, 73:1  <b>worst-case</b> [2] - 31:2, 34:2  <b>worth</b> [2] - 84:21, 340:13  <b>worthwhile</b> [2] - 4:19, 338:5</p>	<p><b>wow</b> [4] - 72:3, 174:5, 174:9, 193:5  <b>wrapper</b> [2] - 59:13, 168:16  <b>wrist</b> [1] - 109:1  <b>write</b> [8] - 188:4, 188:9, 190:3, 202:15, 255:2, 255:16, 255:21, 265:8  <b>writing</b> [14] - 6:9, 8:24, 9:19, 149:16, 151:8, 172:13, 189:5, 201:21, 202:2, 203:5, 204:19, 206:14, 255:22, 346:20  <b>written</b> [12] - 46:13, 46:14, 138:8, 138:15, 140:24, 141:9, 141:17, 165:14, 196:17, 230:23, 277:16, 304:12  <b>wrote</b> [1] - 255:9</p>	<p>332:10, 332:15, 346:6  <b>years</b> * [1] - 332:6  <b>yesterday</b> [11] - 3:2, 67:20, 74:11, 98:14, 101:12, 113:16, 210:7, 226:17, 265:24, 343:10, 344:8  <b>yesterday's</b> [1] - 1:11  <b>young</b> [6] - 48:9, 67:11, 241:12, 291:13, 291:19, 292:1  <b>Yourself</b> [1] - 319:7  <b>yourself</b> [9] - 5:4, 80:10, 80:17, 86:14, 104:4, 184:22, 223:14, 337:22, 343:4  <b>youth</b> [5] - 291:16, 291:18, 291:19, 296:10, 302:22  <b>Yukon</b> [4] - 16:7, 174:8, 174:9, 257:18</p>
		<b>Y</b>	<b>Z</b>	
		<p><b>Year</b> [1] - 50:9  <b>year</b> [21] - 18:2, 41:10, 41:14, 43:1, 44:14, 54:24, 59:11, 63:1, 161:10, 169:9, 194:20, 208:19, 240:12, 269:8, 270:11, 271:18, 271:23, 272:5, 290:1, 332:9  <b>years</b> [51] - 4:10, 5:10, 16:6, 28:16, 34:17, 36:16, 37:1, 44:4, 48:16, 58:11, 66:5, 79:10, 94:8, 94:13, 95:6, 95:8, 95:14, 100:15, 103:24, 111:7, 118:18, 118:21, 119:6, 122:12, 125:18, 127:7, 157:8, 158:16, 163:16, 166:8, 166:15, 178:17, 191:6, 196:15, 208:19, 208:20, 214:6, 230:5, 248:3, 248:15, 258:12, 277:11, 293:12, 295:17, 307:8, 316:1, 331:19,</p>	<p><b>zigzag</b> [1] - 25:1</p>	