

Page 1

1 October 6, 2021
 2
 3 THE CLERK:
 4 All rise. This Commission of Inquiry is now
 5 open. Commissioner James Igloliorte presiding as
 6 Commissioner.
 7
 8 Please be seated.
 9 THE COMMISSIONER:
 10 Thank you very much.
 11 MR. BUDDEN:
 12 Good morning, Mr. Commissioner. This morning, we
 13 may have a bit of a shorter morning, but there
 14 will be a counsel meeting after that.
 15
 16 So we're going to start by hearing from
 17 Lieutenant Colonel James Marshall, who, as you
 18 may recall when we were in Makkovik, in some of
 19 my questions, there is information that he didn't
 20 have at his fingertips.
 21
 22 But he undertook to attempt to come up with that,
 23 and he now has it. So perhaps we can hear from
 24 him. And there may be questions arising from

Page 2

1 that.
 2
 3 Then we will be hearing from our Trauma
 4 Consultant, Ms. Louise Bradley. And she will
 5 introduce herself and make certain observations
 6 and comments, and obviously, will be subject to
 7 questioning from counsel.
 8 THE COMMISSIONER:
 9 Thank you. Mr. Freeman?
 10 MR. FREEMAN:
 11 Thank you, Mr. Commissioner. So we have
 12 Lieutenant Colonel Marshall with some statistics
 13 that were requested by the Inquiry counsel.
 14
 15 We can have those turned into an exhibit. I've
 16 just learned this morning, we have it now in a
 17 neat and tidy table. Although we have not
 18 provided that to Madam Clerk yet, but we
 19 certainly can do that for the purposes of the
 20 record.
 21
 22 But for the time being, I think we'll just have
 23 Lieutenant Colonel Marshall speak to those
 24 statistics, if that's okay?

Page 3

1 MR. BUDDEN:
 2 Sure. And as soon as you have the physical
 3 document ready or an e-mail document, you can
 4 forward it to Madam Clerk or to myself. Whatever
 5 works best.
 6 RALPH, Q.C.:
 7 I'm just wondering if there's -- sorry. Because
 8 I understand it's an e-mail. Can we send around
 9 the e-mail, so at least we can look at it while
 10 he talks? Is that possible?
 11 MR. FREEMAN:
 12 Sure. Yeah. I'm just --
 13 LT.-COL. MARSHALL:
 14 We don't have the e-mail right now.
 15 MR. FREEMAN:
 16 We don't have the e-mail this second. We're just
 17 working through a technical issue.
 18 MR. RALPH:
 19 Right. Can we put it up there somehow?
 20 MR. FREEMAN:
 21 I think we'll just need a moment to get the
 22 exhibit together. If you want to wait, we can.
 23 We could...
 24

Page 4

1 MR. BUDDEN:
 2 Take five minutes, Mr. Commissioner?
 3 THE COMMISSIONER:
 4 Yeah. We'll adjourn for five minutes.
 5 THE CLERK:
 6 All rise.
 7 MR. FREEMAN:
 8 My apologies.
 9
 10 (Recess)
 11
 12 THE CLERK:
 13 All rise. This Commission of Inquiry is now in
 14 session. Please be seated.
 15 MR. BUDDEN:
 16 Thank you, Mr. Marshall. Firstly, I see
 17 something on the screen. Is that now ready to be
 18 entered as an exhibit?
 19
 20 Is that the case, Mr. Freeman?
 21 MR. FREEMAN:
 22 Mr. Budden, we've been having some technical
 23 difficulties and apologies for the false start
 24 there this morning. We can get a better copy.

Page 5

1 This is just a photo of the document. But it
 2 will be this document, but it just won't be a
 3 photograph. We'll be able to get you an actual
 4 PDF or something like that in a couple hours.
 5 MR. BUDDEN:
 6 Okay. So we won't formally enter this as a
 7 document now, but perhaps -- pardon?
 8 THE CLERK:
 9 (Audio difficulties.)
 10 MR. BUDDEN:
 11 Okay. What Madam Clerk is telling us is that we
 12 can enter this as a document, and she'll simply
 13 substitute the clearer version once we have it.
 14 MR. FREEMAN:
 15 Thank you.
 16 THE CLERK:
 17 P-192.
 18 MR. BUDDEN:
 19 P-192. Thank you.
 20
 21 EXHIBIT P-192, ENTERED AND MARKED ON INQUIRY
 22
 23 MR. BUDDEN:
 24 Q. Perhaps, Lieutenant Colonel, you could walk us

Page 6

1 through this, unless your counsel has some
 2 comments by way of introduction.
 3 MR. FREEMAN:
 4 No. Thank you. You can go ahead, Lieutenant
 5 Colonel.
 6 LT.-COL. MARSHALL:
 7 A. Good morning, Mr. Commissioner. Good morning,
 8 everyone. On previous round tables, I was asked
 9 some questions of some statistics precisely
 10 within Eastern Canada and Newfoundland and
 11 Labrador, how much the Canadian Forces responds
 12 to search and rescue, in particular, to
 13 humanitarian-type events.
 14
 15 Now, first, I want to explain how we get these
 16 statistics. It's something that's done in my
 17 office.
 18
 19 But on return of every mission, the crew is
 20 responsible for filling out a SAR mission report.
 21
 22 In that report, there's a lot of parameters, some
 23 drop downs in how they input into the report. It
 24 is then sent to us, and we extract the

Page 7

1 information.
 2
 3 So these statistics are still prone to human
 4 error, based on the crew member's knowledge and
 5 experience.
 6
 7 We've done a lot of work over the years of
 8 educating the crew members to make sure that
 9 they're as accurate as possible. But it's not
 10 100 percent accurate. It'd be impossible to get
 11 that level of accuracy.
 12
 13 However, we do use these statistics for some
 14 missions and official documentation. So we have
 15 enough confidence in these statistics that the
 16 margin of error is small enough that we use them
 17 for official documentation.
 18 MR. BUDDEN:
 19 Q. It's going to be a little tiresome what I'm about
 20 to ask of you, but for the benefit of those who
 21 are, perhaps, having a little bit of trouble
 22 reading that up on the screen, would you mind
 23 walking us through those numbers, Lieutenant
 24 Colonel?

Page 8

1 LT.-COL. MARSHALL:
 2 A. Absolutely. So on the first line of the first
 3 table, what I've done is I took a look at a
 4 five-year period of time between 2015 and 2019.
 5 We chose that period. It's a common period that
 6 we use right now because it's pre-COVID.
 7
 8 And we did notice that there's some anomalies
 9 with COVID and SAR statistics, especially
 10 initially. People were not going out as
 11 frequently, so we had some less SAR cases.
 12
 13 But if we look at this five-year period, it's the
 14 normal period of time that we feel that these
 15 statistics in this five-year period is more
 16 indicative of historical and possibly in the
 17 future.
 18
 19 The first line is for Canada. So in five years,
 20 we responded to a total of 3,423 SAR cases. Of
 21 which, 1,456 are Maritime cases, 706 are
 22 Aeronautical, 917 are Humanitarian, and then 344
 23 are Unknown. Again, that 344 would be input
 24 error. And that's a part of our fault system

Page 9

1 there.

2

3 From there, I broke it down, and we just looked

4 at the Halifax Search and Rescue region. And if

5 you recall that the Halifax Search and Rescue

6 region contains all of the Maritimes,

7 Newfoundland and Labrador, half of Quebec, and

8 about half of Baffin Island, and of course, our

9 region, the Atlantic Ocean.

10

11 In the Halifax SRR, we responded to 700 Maritime

12 cases, 116 Aeronautical, 495 Maritime, and 70

13 unknown for a total of 1,381.

14

15 The next line, I looked at -- the next two lines,

16 I'll describe. Our stats generator, we don't

17 break it down by province because that's not

18 something that we really need to know.

19

20 So again, when I talk about what the crews input,

21 one of the drop downs is not the province that

22 they attended to. It would be what region they

23 attended to.

24

Page 10

1 So the Halifax region, it's very easy for our

2 stats analyzer to extract those statistics. But

3 when we look at 103 and 444 Squadron, primarily

4 103, 103 in general for 99 percent of the time,

5 does not respond to cases outside of Newfoundland

6 and Labrador, with the exception of the Maritime

7 cases.

8

9 By looking just at the statistics for 103

10 Squadron, I'm fairly confident that these

11 statistics would represent Newfoundland and

12 Labrador with the very few rare cases where they

13 would respond in Eastern Quebec.

14

15 So 103 Squadron; Maritime events was 302,

16 Aeronautical was 37, and Humanitarian was 327,

17 Unknown being 17. For a total of 683 cases over

18 a five-year period in 103 Squadron.

19

20 And I've also included 444 Squadron. If you'd

21 like, I can run over those, but that is a

22 secondary SAR asset, which it is not their

23 primary mandate. However, we do use them on

24 occasion for search and rescue. But these

Page 11

1 statistics are very low because their primary job

2 is not search and rescue.

3 MR. FREEMAN:

4 Lieutenant Colonel, perhaps, you can just tell us

5 where those squadrons are located.

6 LT.-COL. MARSHALL:

7 A. Roger.

8 MR. BUDDEN:

9 Q. That's what I was about to ask.

10 LT.-COL. MARSHALL:

11 A. 103 Squadron is located in Gander. It's a

12 Cormorant Squadron. 444 Squadron is located in

13 Goose Bay, and it's a Griffon Squadron, both

14 helicopters.

15

16 The next table that I have here is, I just looked

17 at Humanitarian responses within that 917 that

18 you see at the top. And that's broken down by

19 different regions.

20

21 So then, in the Halifax SRR, like I already

22 described, there's 495 cases. Trenton had 277

23 Humanitarian responses and Victoria 145.

24

Page 12

1 Finally, I wanted to break down what that --

2 those Humanitarian cases, how they were broken

3 down because I think it's important.

4

5 So in 103 Squadron, like I described, this is

6 just going to be what we consider Newfoundland

7 and Labrador responses.

8

9 So what we have here is, in 103 Squadron, there

10 was a total of 327 cases: 84 was support to

11 GSAR; 72 was for Rescue Medevacs; 144 was

12 Hospital-to-Hospital transfers; and 27 for Other.

13 For a total of 327 in 103 Squadron.

14

15 Now, to describe what our Rescue Medevac is,

16 there's a lot of different ways that we could

17 categorize Rescue Medevacs, but to give one

18 example, say, there was a car accident. And they

19 needed a medevac, and they called us for it.

20 It's not a GSAR, but it is somewhere where we're

21 tasked to help the province out.

22

23 And Hospital-to-Hospital transfers would be a

24 patient is in one hospital in Newfoundland where

Page 13

1 they're not able to adequately support that
 2 patient anymore, so they have to be moved to
 3 St. John's or another large hospital within the
 4 province.
 5
 6 So a couple of statistics that I found
 7 interesting. When you look at the total
 8 Humanitarian at the top in yellow, which I
 9 highlighted, so in Canada, in five years, we
 10 responded to 917. Of which 327 was in 103
 11 Squadron, which I'm confident to say was
 12 Newfoundland and Labrador.
 13
 14 So of all the Humanitarian responses that the
 15 Canadian Forces responded to in a five-year
 16 period, over one-third of them was solely for
 17 this province.
 18
 19 The next table there, what we did is we broke
 20 down by aircraft hours. And I don't really feel
 21 the need to go through all of these statistics.
 22 I just don't think that's important, but that's
 23 something I had asked my guy to get for me. But
 24 it's not something that I think is useful.

Page 14

1
 2 We can go over them if you want, or you have
 3 them, but it's just how many aircraft hours we
 4 used towards Humanitarian responses in this
 5 region, which encompasses more than just
 6 Newfoundland and Labrador, of course.
 7 MR. BUDDEN:
 8 Q. Thank you, Lieutenant Colonel. That's very
 9 helpful information and does respond to the
 10 request I made of you. So I thank you for that.
 11
 12 Since counsel are just getting this now, I have a
 13 couple of questions. But you'll be around for
 14 the rest of the week, I believe?
 15 LT.-COL. MARSHALL:
 16 A. Yes, sir.
 17 MR. BUDDEN:
 18 Q. Okay. So it may be somebody -- on further
 19 analysis, some other counsel may have a question.
 20 And just putting it out there that if, say, at
 21 the beginning of a later session or at some point
 22 anybody has questions, you may be put on the hot
 23 seat again. Just so that people have time to
 24 prepare.

Page 15

1
 2 I do have a couple of questions right now. The
 3 first one is, my assumption is that this service
 4 is provided to the Government of Newfoundland and
 5 Labrador and its various agencies, such as the
 6 health boards, free of charge.
 7
 8 Am I correct or incorrect in that assumption?
 9 LT.-COL. MARSHALL:
 10 A. The policy of the Canadian Armed Forces is to
 11 cost recover for these type of events. However,
 12 in practice, we don't. So yes, it's free of
 13 charge. But the policy of the government is that
 14 we cost recover.
 15 MR. BUDDEN:
 16 Q. Okay. So just the interaction between the policy
 17 and the fact that they're free of charge. Are
 18 you able to elaborate on that? Is my question
 19 unclear?
 20 LT.-COL. MARSHALL:
 21 A. It's not unclear. I just don't know if I'm
 22 qualified to answer why we don't charge, other
 23 than the fact that these are humanitarian events,
 24 and we don't feel that it's necessary to charge

Page 16

1 other agencies within Canada to respond to
 2 humanitarian events.
 3 MR. BUDDEN:
 4 Q. Okay. So how it happens, I assume, if a person
 5 becomes very ill in, say, Bonavista, and is
 6 brought in the local hospital and the doctors
 7 determine they really need to be brought to the
 8 Health Sciences Centre here in St. John's -- and
 9 we've probably all known people who've been in
 10 such a circumstance.
 11
 12 So a call would be made to the JRCC, or would it
 13 go through Mr. Rumbolt's office, or are you able
 14 to just tell us at all how that actually happens?
 15 LT.-COL. MARSHALL:
 16 A. Yeah. I don't know specifically if it goes
 17 through Mr. Rumbolt's office, whether or not you
 18 have different organizations within Newfoundland
 19 and Labrador that would make that call.
 20
 21 But the same type of policy or reply is that we
 22 would encourage Newfoundland and Labrador to look
 23 at other resources before they go to the Canadian
 24 Armed Forces for these type of events, and that

Page 17

1 we are the last resort.
 2
 3 Simply because by doing a hospital-to-hospital
 4 transfer, you're taking the airframe out of the
 5 search and rescue role, which can have
 6 (inaudible) effects if that airframe is being
 7 used for something that's not our official
 8 mandate.
 9
 10 But whichever organization in Newfoundland and
 11 Labrador does come to JRCC, we can then assume
 12 that we are the last resort and which is why we
 13 respond.
 14 MR. BUDDEN:
 15 Okay. I have nothing further. But again, other
 16 counsel may now or they may later, or the
 17 Commissioner may have questions.
 18
 19 Thank you.
 20 THE COMMISSIONER:
 21 Go ahead.
 22 MR. RUMBOLT:
 23 Mr. Commissioner, Mitch Rumbolt here.
 24

Page 18

1 Just for clarity on Mr. Budden's point, following
 2 up on Lieutenant Colonel Marshall's comments.
 3 Any request for health-related matters does not
 4 come through the Emergency Services Division.
 5
 6 That is channelled through a group called
 7 MedFlight NL, which falls under the health
 8 authorities. And they would dictate and make the
 9 request. They would contact JRCC directly
 10 themselves. It does not come through our office.
 11 MR. BUDDEN:
 12 Q. Just as a little follow-up to that. So they
 13 would have some sort of parallel system -- and by
 14 that, I mean, if the RCMP called your office for
 15 air support, the protocol, as I understand it, is
 16 that you reach out first to the contracted air
 17 support services.
 18
 19 And if they're unavailable or it's nighttime or
 20 whatever, then the request is made to the JRCC.
 21
 22 To the best of your knowledge, is there some sort
 23 of parallel process with medevac?
 24

Page 19

1 MR. RUMBOLT:
 2 A. I'm not really in a position to comment on their
 3 practice, but it's my understanding there is
 4 something similar. But not exactly the practice
 5 that we follow.
 6 MR. BUDDEN:
 7 Q. Okay. Thank you.
 8 LT.-COL. MARSHALL.
 9 A. Excuse me. Lieutenant Colonel Marshall. I just
 10 want to add to that.
 11
 12 It's my understanding for those type of events,
 13 they have the same limitations that we've seen
 14 under the same query with nighttime and bad
 15 weather.
 16 RALPH, Q.C.:
 17 Just to clarify, 413, is that Greenwood?
 18 LT.-COL. MARSHALL:
 19 413 Squadron is in Greenwood. It has Cormorants
 20 and C-130 Hercules.
 21 MR. BUDDEN:
 22 And I don't know if the other counsel,
 23 Mr. Williams or Mr. O'Keefe, have any questions?
 24

Page 20

1 WILLIAMS, Q.C.:
 2 Q. Lieutenant Colonel, I was just wondering -- and I
 3 apologize if some of this may be a little
 4 repetitive.
 5
 6 For just the Newfoundland base as being 103
 7 Gander, what are the normal resources that are
 8 kept at that base in terms of equipment?
 9 Helicopters, planes, etcetera?
 10 LT.-COL. MARSHALL:
 11 A. Yeah. 103 Squadron in Gander is just a
 12 helicopter squadron of Cormorants. And the
 13 amount of Cormorants there varies depending on
 14 maintenance schedule and serviceability.
 15
 16 But I would say a good medium number for how many
 17 Cormorants are in Gander at a given time would be
 18 three.
 19 WILLIAMS, Q.C.:
 20 Q. Okay. And what would be for Squadron 444 in
 21 Happy Valley?
 22 LT.-COL. MARSHALL:
 23 A. 444 is the Griffon in Goose Bay, and they would
 24 have two Griffons there.

Page 21

1 WILLIAMS, Q.C.:

2 Q. Okay. And, again, I apologize if this is

3 repetitive.

4 MR. FREEMAN:

5 Sorry. Mr. Williams, I just want, maybe, to

6 clarify. There's the primary and secondary SAR.

7 Just to make sure that you're clear with Gander

8 and --

9 LT.-COL. MARSHALL:

10 A. Yeah. 103 is a primary search and rescue

11 squadron. 444 in Goose is the secondary search

12 and rescue squadron.

13 WILLIAMS, Q.C.:

14 Q. And that's exactly where my next question was

15 going to be. I was going to confirm the

16 secondary.

17

18 So in terms of medical assistance, so when you're

19 doing hospital-to-hospital, just would Gander

20 respond primarily?

21

22 In that role, I know in search and rescue, it's

23 typically primary and secondary, I trust. But in

24 terms of the hospital or medical rescue missions,

Page 22

1 is there one picked over the other? Or is it

2 availability? How does it operate in the medical

3 sense?

4 LT.-COL. MARSHALL:

5 A. The Cormorant helicopter is a much better

6 airplane for any type of medevacs, simply because

7 of the equipment onboard, with stretchers and

8 whatnot.

9

10 The Griffon is not a primary SAR airplane, and it

11 doesn't have the same capability or size.

12

13 Cormorant is much larger. It has a larger range.

14 And, of course, it's got lots of equipment on

15 board that you wouldn't see on the Griffon.

16 WILLIAMS, Q.C.:

17 Okay. That's all the questions. Thank you.

18 MR. BUDDEN:

19 Mr. O'Keefe?

20 MR. O'KEEFE:

21 I don't have any questions. Thank you.

22 MR. BUDDEN:

23 Do you have anything, Mr. Commissioner? Okay.

24

Page 23

1 Thank you, again, for this information. And on

2 further reflection, there may be the possibility

3 of more questions, but for now, perhaps, we'll

4 move on to Ms. Bradley's evidence.

5 BY MR. BUDDEN:

6 Q. Ms. Bradley, I understand that you will begin

7 your evidence by introducing yourself, telling a

8 little bit about yourself. And so I'll leave

9 that to you. Okay.

10 MS. BRADLEY:

11 A. Okay. Thank you very much. So as Mr. Budden

12 indicated, just a little bit of information about

13 who I am. I started as a registered nurse over

14 40 years ago.

15

16 I'm not sure how that happened, but... And then

17 I went on to receive a Bachelor of Nursing at

18 Dalhousie University, and then a Masters in

19 Science with a specialization in psychiatric

20 nursing at Northeastern in Boston.

21

22 And I am a certified health executive with the

23 Canadian College of Health Leaders. I've worked

24 over the years as a therapist in a community

Page 24

1 mental health clinic, hospitals. I worked in

2 forensic mental health settings, corrections. I

3 was the Senior Operating Office for the

4 University of Alberta for a couple of years.

5

6 And for the last 12 years, I have been with the

7 Mental Health Commission of Canada. And for the

8 past ten, as the President and CEO of that

9 organization. I've retired from that in April of

10 this year.

11

12 Within that role, we developed Canada's first

13 mental health strategy, the largest research

14 demonstration project on homelessness and the

15 mentally ill.

16

17 And Opening Minds, which was a ten-year

18 anti-stigma initiative, and developed the

19 Psychological Safety Standard for the Workplace

20 and numerous adaptations of Mental Health

21 First-Aid and creation of The Working Mind, which

22 I will speak to in a little more detail in just a

23 moment.

24

Page 25

1 Myself and others at the Mental Health Commission
 2 received awards for this work. And I've spoken
 3 nationally and internationally and have received
 4 several honorary degrees.
 5 MR. BUDDEN:
 6 Q. And you are a recent recipient of the Order of
 7 Newfoundland and Labrador, I believe?
 8 MS. BRADLEY:
 9 A. Yes, that is correct.
 10 MR. BUDDEN:
 11 Q. Thank you.
 12 MS. BRADLEY:
 13 A. And the Order of Canada.
 14
 15 So I first wanted to start off by congratulating
 16 this Inquiry for including a mental health focus
 17 and including a trauma-informed approach
 18 throughout.
 19
 20 I acknowledged this because the attention of this
 21 Inquiry to mental health has been quite evident
 22 over the past month.
 23
 24 And it has been a consistent theme that we've

Page 26

1 been hearing from various witnesses, but little
 2 attention by way of actual incorporation in the
 3 various SAR units.
 4
 5 This is not uncommon. I think that while we're
 6 hearing more about mental health now than we ever
 7 have before, it nonetheless remains the poor
 8 cousin of the health care system.
 9
 10 And while we're made progress into the area of
 11 stigma and discrimination, it is sadly alive and
 12 well today.
 13
 14 I'd also like to acknowledge the Winters family,
 15 in particular. It was such an honour and a
 16 privilege to work with you in Makkovik.
 17
 18 And I just want to acknowledge that I've never
 19 seen such resilience and grace throughout such a
 20 difficult situation. So thank you very much for
 21 that. And I just wanted to acknowledge that.
 22
 23 So I'm going to be talking about three different
 24 areas today. One is training. The other one is

Page 27

1 stigmatizing language. And the last one is
 2 interdepartmental relations.
 3
 4 I've had the privilege of sitting in on, with the
 5 exception of Monday, all of the roundtables
 6 involved in this Inquiry. And I see several
 7 areas in terms of training that need to be
 8 addressed.
 9
 10 The first one is a need for searchers to pay
 11 attention to their own mental health. I've
 12 listened to stories of the lengths that searchers
 13 go through and the hardships that they endure
 14 physically and mentally.
 15
 16 And so, therefore, it's an extremely important
 17 component. There is a need to help searchers to
 18 identify problems and intervene with each other
 19 because they can be a tremendous resource to each
 20 other.
 21
 22 There's a need for searchers to learn ways in
 23 which to interact with the families of lost and
 24 missing persons. And have the ability to be able

Page 28

1 to offer them psychological support when it is
 2 indicated.
 3
 4 The fact that families involved in this Inquiry
 5 learned so much about the searches of their loved
 6 ones is a testament to the needs that need to be
 7 addressed. And this was particularly evident, I
 8 saw, in the Sweetapple family.
 9
 10 I think that during such harrowing searches, it's
 11 understandable that the focus is on finding the
 12 missing or lost person. And therefore, it's all
 13 the more reason to have processes in place that
 14 ensures that families are cared for while the
 15 searchers are doing the difficult job that they
 16 do.
 17
 18 And it seems that there needs to be a
 19 determination on who is responsible for that at
 20 the very least, in terms of whether it's police
 21 or GSAR. But it does need to be addressed.
 22
 23 And lastly, there is a need to help searchers
 24 have training that allows them to understand and

Page 29

1 interact with those with mental illnesses.
 2
 3 Given I've heard that 60 percent of searches are
 4 related to people with mental health problems and
 5 illnesses, and those who are suicidal, it makes
 6 this a critical, critical need.
 7
 8 What I've heard is that there are one-off
 9 presentations and talks and some focus on CISM
 10 (Critical Incident Stress Management). These
 11 efforts are applauded but fall short of what is
 12 really needed.
 13
 14 With regard to CISM, it's important that it
 15 happens in a timely fashion. And not everybody
 16 is able or wants to be able to sit on these
 17 sessions immediately after an event.
 18
 19 Offering reassurance that people's emotional
 20 experiences are often a normal reaction to an
 21 abnormal event is extremely important. But there
 22 have been studies that show that sometimes there
 23 is little benefit to CISM. And in some cases,
 24 reliving the trauma is harmful for some people.

Page 30

1 I guess the good news is that it seems that CISM
 2 is particularly relevant for first responders.
 3
 4 I guess my point is that while it may be helpful
 5 for some, it is, by no means, the answer to what
 6 is needed. And I worry that it can be seen as
 7 ticking a box and feeling that mental health has
 8 been addressed.
 9
 10 There's been discussion about providing EAP to
 11 searchers. And I think that that's very
 12 important, but I also think it needs to be made
 13 available to families.
 14
 15 We talked a little bit about peer support. And,
 16 again, that is something else that can be
 17 provided to searchers so that they are able to
 18 identify problems in each other and know when and
 19 how to intervene.
 20
 21 So there needs to be a menu of options. So I
 22 think that I want to talk a little bit about what
 23 can be done. Where do you start? How can this
 24 be made available?

Page 31

1 There are two programs that are already available
 2 and can be accessed, The Working Mind and Mental
 3 Health First-Aid. So let me explain a little bit
 4 about the differences between these two programs.
 5
 6 Mental Health First-Aid is designed in order to
 7 identify problems in somebody else. It doesn't
 8 train you to be a therapist.
 9
 10 So like with general first-aid, if I cut myself,
 11 somebody in the room will know what to do to stop
 12 the bleeding in order to get me help. And most
 13 of you would be able to do that.
 14
 15 But if I experienced an anxiety attack, you
 16 probably wouldn't know what to do. And Mental
 17 Health First-Aid helps you with that.
 18
 19 When I first started my role with the Mental
 20 Health Commission of Canada and made mandatory
 21 first-aid training for the staff, one of the
 22 people came to me and said that one of the staff
 23 had experienced a rather severe mental illness
 24 and became psychotic. And he was so grateful

Page 32

1 that he knew what to do to intervene, to get that
 2 person for help.
 3
 4 So it helps us be able to identify and know what
 5 to do with peers, to help and identify to know
 6 what to do with families, and help and know what
 7 to do to intervene with people with serious and
 8 chronic mental illnesses.
 9
 10 The Working Mind, on the other hand, is a
 11 self-assessment tool. And it was -- originally
 12 came from Department of National Defense, the
 13 Road to Mental Readiness, and was adapted. It's
 14 a tool that is colour-coded, so you can look at
 15 it and see whether you're in the green or the
 16 orange or the red. It doesn't pathologize
 17 things.
 18
 19 And I had a police officer come to me after I had
 20 spoken at a police conference. And he came to me
 21 and he said, I don't know whether you saved my
 22 life, but I do know it saved my marriage. And
 23 when I went home and said to my wife, I think I'm
 24 in the orange. She said, No, dear, you're in the

Page 33

1 red. And then identified where and how to get
 2 help.
 3
 4 So I think that, at the very least, it would be
 5 wonderful if funds were made available to get
 6 these programs in place as quickly as possible.
 7
 8 They are every bit as important as the clothing
 9 that we've heard about, the equipment that is
 10 made available to all SAR units.
 11
 12 And following that, a needs assessment. So as
 13 per the Psychological Safety Standard for the
 14 Workplace, let's figure out whether or not that
 15 is sufficient.
 16
 17 I did get some information from the Commission on
 18 costs. And while there is a cost, I think that
 19 given the substantial need for this, that there
 20 should be funds made available. And so I'm happy
 21 to talk about those further if you want more
 22 information.
 23
 24 I'll move on to stigmatizing language. Now, you

Page 34

1 may be sitting there, thinking, well, does this
 2 really make a difference? Do words really make a
 3 difference? And I'm afraid they do, very much
 4 so.
 5
 6 Some of the consequences of stigma and
 7 discrimination are, for example, we've had
 8 parents who have told us that they would not take
 9 their child for help even to their family doctor
 10 because of the way they feel that they will be
 11 perceived, and they wouldn't want people to know
 12 about it.
 13
 14 And if someone is off with a physical injury, of
 15 which I'm sure happens quite a bit in this area
 16 or is having surgery, there's cards. There's
 17 calls. There's balloons. And yet, if somebody
 18 is off for a mental trauma injury -- or mental
 19 injury, there's radio silence.
 20
 21 And I think the Honourable Roméo Dallaire can
 22 certainly articulate this far better than I can
 23 and very eloquently, having experienced it
 24 himself.

Page 35

1 I heard stories throughout this Inquiry from
 2 searchers and others, and they were stories of
 3 PTSD, and in some cases, death by suicide.
 4
 5 So if you think that stigma doesn't have a huge
 6 impact, it really does. Now, I also realized
 7 that the word "despondent" has been used for
 8 quite some time and not developed by anybody
 9 involved in this Inquiry. And it is found in
 10 notable search and rescue manuals.
 11
 12 I respectfully submit that this is a highly
 13 stigmatizing and derogatory term that
 14 Newfoundland has a unique opportunity to address.
 15 I think that we need to consult with people who
 16 have been referred to as such.
 17
 18 But in the interim, if a missing person is
 19 experiencing a mental health problem or illness,
 20 then it seems to be that it's important to that
 21 person and the searchers to identify that. In
 22 the same way as it was important to identify that
 23 Mr. Sweetapple had diabetes.
 24

Page 36

1 If someone has expressed suicidal ideation, then
 2 that is a pretty important piece of information
 3 to have. And if someone has a psychotic
 4 disorder, then it is a person with a psychotic
 5 disorder or psychosis. A despondent or a
 6 psychotic diminishes that person to nothing more
 7 than a label.
 8
 9 My last point I want to make is with regard to
 10 interdepartmental relations. We've heard
 11 throughout this Inquiry, and quite poignantly
 12 yesterday, from the Winters family that
 13 communications between the various parties is
 14 quite disjointed.
 15
 16 In the case of John Doe countless, countless
 17 hours of searching and immense frustration on the
 18 part of searchers was experienced. I realize
 19 it's not the purview of this Inquiry to explore
 20 policy and processes of a government department
 21 or a health authority.
 22
 23 In at least one of the cases we've reviewed,
 24 they'd had a huge impact to GSAR, to say nothing

Page 37

1 of what it had to do with the family and the
 2 individual. I therefore strongly suggest that
 3 formal discussions between the involved health
 4 departments and either this Inquiry or GSAR needs
 5 to be held.
 6
 7 A root cause analysis could serve to help the
 8 individuals in care and possibly prevent other
 9 such events from taking place again.
 10
 11 The hundreds of hours taken up in that particular
 12 search likely could have been prevented and also
 13 prevented physical and psychological trauma to
 14 those involved.
 15
 16 Now, I'm worried that I will -- I'm coming across
 17 as overly critical of the mental health system in
 18 Newfoundland. So I, therefore, want to note that
 19 there are real examples of excellence here.
 20
 21 A few of those are Bridge the Gap, Stepped Care
 22 2.0, and Roots of Hope. Those are really clear
 23 examples of really good programs. But as we have
 24 seen throughout this entire Inquiry, there's

Page 38

1 always room for improvement. And yet again,
 2 communications or lack thereof has been a
 3 culprit.
 4
 5 I don't know the situation or the exact policies
 6 around how someone is placed, a term that I
 7 loathe. So I won't offer an opinion on that, but
 8 it's clear that more information and discussion
 9 needs to take place.
 10
 11 So thank you very much, and I'm happy to answer
 12 any questions that you may have.
 13 MR. BUDDEN:
 14 Thank you very much, Ms. Bradley. And I'm sure
 15 counsel will have questions or comments. I
 16 certainly do.
 17
 18 Perhaps, Mr. Ralph, you might like to start, and
 19 we'll work around the table. I'll finish up, if
 20 that suits you, Mr. Ralph?
 21 RALPH, Q.C.:
 22 Q. Yeah. Ms. Bradley... (Audio difficulties.)
 23 MR. BUDDEN:
 24 Are you mic'd --

Page 39

1 MR. RALPH:
 2 Q. Yes. And perhaps, I'm not close enough.
 3
 4 Ms. Bradley, so what's your sense of sort of the
 5 importance of debriefing a family after there's
 6 been sort of a tragic outcome, or even if it's
 7 not a tragic outcome, it's still sort of
 8 potentially very traumatic for the person who's
 9 lost and for the family?
 10
 11 And so in terms of the importance of a debrief,
 12 could you comment on that?
 13 MS. BRADLEY:
 14 A. Yes, absolutely. I mean, I think that a debrief
 15 following is every bit as important as keeping
 16 them informed throughout. And there doesn't seem
 17 to be a whole lot of processes around what that
 18 information can and should be.
 19
 20 I did hear from one of the families that when I
 21 was talking about how that person was feeling at
 22 that time, said, I could have used this when so
 23 and so was lost.
 24

Page 40

1 And I think that in the absence of information,
 2 we fill in the gaps ourselves. And so as I
 3 mentioned and I -- they were quite open about it,
 4 Mr. and Mrs. Sweetapple, in particular, were
 5 quite surprised to learn about what exactly had
 6 happened. And as a result of that, spoke quite
 7 openly and publicly to the media about what was
 8 done and what wasn't done.
 9
 10 And so everything ranging from sense of personal
 11 worth to not giving the credit that, obviously,
 12 GSAR deserves can be impacted and can be quite
 13 traumatic for the family if they feel that
 14 something could have been done, should have been
 15 done, and feel that it wasn't when, in fact, that
 16 may not have been the case.
 17
 18 So I think that debriefing following each and
 19 every search, regardless of the outcome, is
 20 extremely important.
 21 RALPH, Q.C.:
 22 Q. I just want to -- and maybe Mr. Blackmore or
 23 Mr. Smith or Sergeant Williams can answer this.
 24

Page 41

1 So in this sort of protocols or manuals that the
 2 police and the GSAR units have, is that
 3 responsibility or role identified?
 4 MR. BLACKMORE:
 5 A. Harry Blackmore. That role as to the debrief
 6 with the family is usually left up to the police
 7 completely because we don't do any interviewing
 8 with the family in this province. It all comes
 9 from the police. We get our information from
 10 them. So that's the way it's done.
 11
 12 I would comment on Ms. Bradley's comment on
 13 despondent. I know exactly where she's coming
 14 from.
 15
 16 But in the big picture, years of searching, most
 17 of the time, the police don't come out and tell
 18 us exactly which mental health or disability
 19 probably is involved. And I think that's where
 20 the actual term came from.
 21
 22 Whether it's right or wrong, that's another
 23 story, but I think that's where it did come from.
 24

Page 43

1 specifically used. There is a police officer
 2 assigned to share information and provide that
 3 information.
 4
 5 But in terms of providing those health-type
 6 services to the family, that's not something we
 7 would do.
 8
 9 It would be more of a share of information to
 10 make them aware. But certainly there would be
 11 some avenues available, hopefully, within the
 12 provincial government health system that could be
 13 assigned to that to work with them after they
 14 hear some of that information.
 15
 16 Certainly, we would triage that information and
 17 ensure it's not too traumatizing. Getting into
 18 specific traumas on how things are conducted is
 19 not something we would do.
 20
 21 We would look at the overall situation and
 22 provide the information in the most sensitive way
 23 possible to the family.
 24

Page 42

1 RALPH, Q.C.:
 2 Q. But it's a category for the purposes of doing
 3 data analysis, though, isn't it? I mean, there's
 4 no reason why it has to be despondent. You could
 5 use some other word that's not --
 6 MR. BLACKMORE:
 7 A. You could use any at all. Just a category, but I
 8 do know where she's coming from.
 9 RALPH, Q.C.:
 10 Q. No, fair enough. And I don't know if, Sergeant
 11 Williams, you want to address that.
 12 SGT. WILLIAMS:
 13 A. Yes. Sergeant Williams here, I can speak to the
 14 term "despondent" and how it's used. I assume
 15 it's used by the organization obtaining the stats
 16 or what have you.
 17
 18 I can speak to our policies in relation to
 19 debriefs. With ground search and rescue teams,
 20 that's an operational debrief that's conducted to
 21 determine what could be done, better areas of
 22 improvement.
 23
 24 The term "debrief" with the family is not

Page 44

1 But in terms of after-care for the family, we
 2 would see that -- there's nothing listed in our
 3 policies, and the likelihood would be a
 4 partnership with health or some other
 5 organization within the province.
 6 RALPH, Q.C.:
 7 Q. And I guess as a matter of practice, Sergeant
 8 Williams, do you know if, generally speaking, the
 9 police or the RCMP, I guess, in particular, meet
 10 with families and discuss how the search went and
 11 what was involved?
 12 SGT. WILLIAMS:
 13 A. Yes. So the information is provided after
 14 through the family liaison police officer that's
 15 assigned to the family throughout the course of
 16 the investigation itself.
 17
 18 So there would be a share of information. Again,
 19 not all specifics are necessarily needed because
 20 sometimes they can be fairly traumatizing, the
 21 position that someone might have been found in or
 22 the specific traumatizing details associated.
 23
 24 So that info would be triaged by the police

Page 45

1 officer providing that information to ensure the
 2 accurate information is conveyed, but it's done
 3 so in a sensitive way as to not give too many
 4 details if it's particularly gruesome or what
 5 have you.
 6 RALPH, Q.C.:
 7 Q. I just want to -- I'm sorry. Go ahead. Do you
 8 want to --
 9 MS. BRADLEY:
 10 A. Yeah. And I'm just coming -- and I'm no ground
 11 search and rescue expert by any stretch. But
 12 from the information that I received from the
 13 families involved in the Inquiry, that didn't
 14 happen.
 15 SGT. WILLIAMS:
 16 Okay. Thank you.
 17 MR. BUDDEN:
 18 If I may just jump in here, just to add a bit of
 19 information. As Ms. Bradley, no doubt, will
 20 recall, when we met with that particular family
 21 in June, sort of early in this process to
 22 introduce ourselves, at that point, they had no
 23 idea that there had been a GSAR operation for
 24 their benefit.

Page 46

1 They didn't really realize there'd been an
 2 organized search. And because of that, they'd
 3 had many years of just not knowing the effort
 4 that had gone in.
 5
 6 And, of course, we all heard when the hearing
 7 came up, and they were informed for the first
 8 time, really, their take was very different than
 9 it had been for a number of years, during which
 10 they'd done media interviews and spoken to many
 11 people.
 12
 13 It also needs to be said that this search took
 14 place almost ten years ago, long before
 15 Mr. Williams was in his position or anybody
 16 presently involved in the RCMP.
 17
 18 So it's not meant to be a criticism of you,
 19 Sergeant Williams, or anybody else in their
 20 present roles.
 21 SGT. WILLIAMS:
 22 Sergeant Williams. No. I absolutely appreciate
 23 that. I guess I can't speak, obviously, to that
 24 specific case a number of years ago.

Page 47

1
 2 But I can say, I guess to varying degrees, the
 3 amount of information provided, I would suggest
 4 that, perhaps, now it's a different scenario
 5 wherein the families are aware of efforts taking
 6 place.
 7
 8 Getting into the very specifics of search and
 9 rescue, the tactics used, or what have you, I'm
 10 not sure the depth at which -- each incident, I
 11 guess, differs a little bit.
 12
 13 But I would say, based on our policies, we do
 14 have a family liaison who would be fielding
 15 questions or what have you.
 16 COMMISSIONER IGLIORTE:
 17 Q. Can I just jump in here, as well, and ask
 18 Ms. Bradley a question?
 19
 20 So given that neither NLSARA or the police are
 21 really going to solve the problem you posed and
 22 that they don't have the right person, I guess,
 23 to do that, how do you suggest a realistic answer
 24 to this?

Page 48

1 I mean, is it by giving someone in the police
 2 force training? Is it giving the province the
 3 ability to step in there and offer that kind of
 4 solution, or training NLSARA team members to take
 5 on that role?
 6
 7 What do you think is the solution?
 8 MS. BRADLEY:
 9 A. I do think additional training is needed for
 10 sure. And that may have been what's happened,
 11 according to Sergeant Williams. I'm not sure.
 12 And if so, that's great. But additional training
 13 does need to take place.
 14
 15 And regardless of who it is that does it, that
 16 training is important. But someone needs to do
 17 it. Otherwise, the family are left in the dark,
 18 which only increases the likelihood of trauma for
 19 them and potentially the person that was missing.
 20
 21 So I think it's a matter, again, of sorting out
 22 who does what when. And as long as somebody does
 23 it, but indeed, additional training of some kind
 24 is needed.

Page 49

1 THE COMMISSIONER:
 2 Q. It's interesting that the police are often called
 3 upon to make these calls anyway, isn't it? In
 4 terms of there's an accident, there's a deceased
 5 person, it's often the police that are kind of
 6 thrust into that role historically or
 7 traditionally?
 8 MR. SMITH:
 9 A. Yes, Commissioner, Richard Smith. That is
 10 correct. They're looking after deceased
 11 subjects.
 12
 13 I'd just like to comment with Louise Bradley
 14 during your presentation. Thank you very much.
 15 That was excellent. Very value-added to the
 16 Inquiry and excellent research and presented
 17 here.
 18
 19 I will say, from a training perspective on search
 20 and rescue managers and the folks that work as
 21 the operations section chief where he or she is
 22 the tactical commander, directing the efforts of
 23 others in the field, implementing the incident
 24 action plan, they work hand in hand, as we've

Page 50

1 heard now, with the police, the incident
 2 commander.
 3
 4 There has been training and pages dedicated to
 5 looking after the family and the relatives of the
 6 family now for many, many years. That is covered
 7 on training courses for search and rescue
 8 managers.
 9
 10 Police officers have attended these courses,
 11 ground search and rescue personnel. And we
 12 always say, do not ignore the family. Take
 13 initiatives to contact them. Assign a person to
 14 look after the family.
 15
 16 So that's been recommended best practices now,
 17 actually, since the 1980s. But when you have a
 18 training course that lasts five days with a lot
 19 of information and you have the field application
 20 of things that are going on, sometimes I
 21 understand, and respectfully submit, that that
 22 can be overlooked.
 23
 24 But it is a very important part of also getting

Page 51

1 information, engaging the family. Because it's
 2 recommended that the family, as I mentioned I
 3 believe yesterday, they'd be briefed at least
 4 twice every operational period - and that
 5 operational period can be 8, 10, or 12 hours - to
 6 inform them as to what's going on.
 7
 8 And then I wholeheartedly agree with Louise
 9 Bradley. That after the mission, we have failed
 10 in not engaging the family in giving them a
 11 debriefing process as to exactly what happened.
 12 The coverage on the ground in the area where
 13 somebody would have been, the tactics that were
 14 employed, and follow-up.
 15
 16 And I believe - and Sergeant Williams will have
 17 to correct me if I'm wrong here - the RCMP had
 18 community service officers in the communities to
 19 help with all sorts of aspects of dealing with
 20 the community.
 21
 22 I believe they used to be called Victims
 23 Services, but we've changed that name. And if
 24 they can be engaged, because they're already

Page 52

1 there, they, to my understanding, have mental
 2 health peer counselling work. But I would need
 3 to be corrected on that, sir.
 4 SGT. WILLIAMS:
 5 A. Sergeant Williams. Those positions in the
 6 communities themselves don't exist in the
 7 Province of Newfoundland and Labrador for the
 8 RCMP.
 9 MR. SMITH:
 10 A. Thank you, sir, for that. And that's my
 11 ignorance because I didn't delve into that. And
 12 it's unfortunate because I know that it's covered
 13 elsewhere. And, again, that's a funding issue
 14 and does take time, money, and energy in getting
 15 the right people in to do those jobs.
 16
 17 So my main point there is training development
 18 has been there since the mid-1980s on engaging
 19 the family. And I believe that one of the
 20 documents that's been submitted to the Commission
 21 was a Search and Rescue Management Training
 22 Manual. And you'll find it in there on page
 23 9-117. Thank you.
 24

Page 53

1 WILLIAMS, Q.C.:

2 Mr. Commissioner, Tom Williams. I guess, first

3 of all, I'd like to start by saying that, one, I

4 thank the Commission for putting a trauma focus

5 on this effort. And I, as one, came into this as

6 ignorant as probably anybody as to the real

7 necessities and needs for this.

8

9 And they spoke so very largely in Makkovik. And

10 I think that's when it really came home. On

11 behalf of the family, I think I can easily say

12 that they're very grateful for the efforts that

13 Ms. Bradley has put in and the support that she

14 provided them while we were in Makkovik. It was

15 invaluable. It truly was.

16

17 I've been fortunate enough to have an opportunity

18 to work very closely with her, given my role with

19 the families. And I can tell you, this process

20 definitely required this. And she supplied

21 invaluable services over the course of this

22 Inquiry.

23

24 And I think that helped focus the need twofold.

Page 54

1 One, that this is a recognized area that I don't

2 think we would have realized prior to these

3 hearings of the necessity of involving mental

4 health aids and support services in SAR-related

5 matters.

6

7 And not only for families. Obviously, we are ten

8 years after the events of Burton's loss. And

9 yet, supports are still needed for different

10 reasons. And I want to get -- I have one

11 commentary, but I want to hear from Ms. Bradley

12 on this, is that this is an ongoing thing.

13

14 So I don't know if we can look at it in

15 isolation, is that support services are needed.

16 And we saw that twofold. Not only from a family

17 perspective, but we also saw it from Sergeant

18 Vardy in Makkovik, as well, who, very honestly

19 and sincerely expressed how he's been dealing and

20 living with this thing.

21

22 So this is not a SAR incident-related matter. I

23 think it's a continuing matter.

24

Page 55

1 BY WILLIAMS, Q.C.:

2 Q. So after having said my long-winded introduction

3 is that I know in recent times you've indicated

4 that mental health issues are now coming to the

5 forefront.

6

7 But I think COVID has also allowed us to focus

8 more on that, given the fact that you made

9 reference to the Stepped Care Solutions Program.

10

11 Can you speak to what is available right now for

12 a group, like NLSARA, who are sitting here,

13 saying, look, we need -- I guess the easy answer

14 is money thrown at everything?

15

16 But if they wanted to take mental health-related

17 issues and Mental Health First Aid on as a

18 project, what kind of efforts are out there that

19 they could avail of now without having to wait

20 from a recommendation from the Commissioner and

21 subsequently funding from government to start to

22 address that?

23 MS. BRADLEY:

24 A. Thank you. Yeah. I mean, I think there are two

Page 56

1 separate issues here in a way. And one is that

2 there are resources that can be accessed. And as

3 you mentioned, with COVID, actually, the Federal

4 Government even developed an e-mental health

5 program called Wellness Together. And that can

6 be accessed by anybody in Canada.

7

8 E-mental health solutions, as we're finding, with

9 a lot of medical solutions, even can now be done

10 remotely.

11

12 And Bridge the Gap here in Newfoundland is

13 certainly something that can be accessed

14 immediately and confidentially and with

15 anonymity.

16

17 But I think that getting people to take that

18 step, some help is needed. And as I've talked to

19 other first responder groups across the country,

20 with all due respect, these are groups of people,

21 the majority of whom are male, that feel that

22 toughing it out is something that they can and

23 should do.

24

Page 57

1 And so reaching out for help doesn't come
 2 automatically. So I think training that is
 3 provided directly to them by people who are
 4 involved in the field.
 5
 6 To have somebody from outside come in and provide
 7 The Working Mind Training is not going to be as
 8 effective as if it is one of their own ground and
 9 search rescuers who's able to relate to these
 10 situations.
 11
 12 One of the things that we have learned with
 13 reducing stigma is that having somebody talk to
 14 you who has first-hand experience is far more
 15 effective than somebody who does not.
 16
 17 And so I think that to get somebody to access
 18 these services is going to be important. And
 19 therefore, the attention needs to be given to
 20 anybody who's involved in search and rescue.
 21
 22 Does that answer your question?
 23 WILLIAMS, Q.C.:
 24 Q. Yeah. Yes. And I guess, in part, where I'm

Page 58

1 leading to, as well, is it a matter of just
 2 training existing personnel or does there need to
 3 be a policy?
 4
 5 We have so many written policies with respect to
 6 search and rescue, and the RCMP and RNC have
 7 written policies.
 8
 9 Do you see it being useful to have a mental
 10 health strategy policy written down with respect
 11 to...
 12 MS. BRADLEY:
 13 A. Yeah, thank you for that. I think a mental
 14 health strategy would be extremely important and
 15 effective. And that, again, shining a light on
 16 the need for mental health services and training
 17 and outreach is important. If we could make it
 18 as important as the equipment that people need is
 19 absolutely critical.
 20
 21 And that takes a lot of time and effort and,
 22 unfortunately, it costs, as well. But I do think
 23 that a mental health strategy, particularly since
 24 we're focusing on Newfoundland and Labrador,

Page 59

1 would go a long way to go in the direction that
 2 it needs to go in.
 3 MS. JACQUE:
 4 It's Natalie Jacque. I just wanted to have a
 5 comment put in there for sure to say that
 6 personally, I found the RCMP had come to our
 7 house regularly, and it did make a really big
 8 difference to us.
 9
 10 You knew what was going on while they were
 11 searching, and they had kept us updated. If it
 12 wasn't for us in our small town knowing them
 13 personally, it might have made a bigger
 14 difference.
 15
 16 And there was no intimidation with the RCMP there
 17 because we had known the men and because they're
 18 part of our community. And so that was huge
 19 during the process.
 20
 21 But when you're going through such a traumatic
 22 experience, you don't really think clearly. So
 23 if it wasn't for some family members maybe being
 24 there, some of those updates might have been

Page 60

1 forgotten about, even though I was there and we
 2 were there.
 3
 4 And so even six months after we had lost Burton,
 5 I think that's when it really had hit me. So a
 6 debriefing could happen during the process, but I
 7 find months following after would be super
 8 helpful as well.
 9 UNIDENTIFIED MALE SPEAKER:
 10 Harry.
 11 MR. BLACKMORE:
 12 A. Yeah. I agree with what Ms. Bradley is saying
 13 with training, and it probably should come back
 14 to us. But you have to look at it, also, that we
 15 have been fighting with the RCMP to change policy
 16 to help us. They will not give us any mental
 17 health supports due to the national policy.
 18
 19 So we're fighting that battle alone. And I
 20 agree, yes, we need to do more for the families.
 21 We can't even get it ourselves. So that has to
 22 be changed. And I've gone to Sergeant Williams,
 23 and he's gone up the line.
 24

Page 61

1 But nationally, that needs to be changed in their
 2 policy. And I've not only dealt with Sergeant
 3 Williams on this, his predecessors, that we need
 4 help, also, for our teams, and we can't get it.
 5 It's just point-blank, no.
 6
 7 We do a debrief, and then if there's anything
 8 else above that, hope for the best, which is not
 9 right.
 10 MS. WINTERS:
 11 We were in Goose Bay when Burton went missing,
 12 and I know the RCMP went to Natalie and their
 13 family. But where we were living in Goose Bay,
 14 and we were sent to Makkovik, they did not come
 15 to us, so we didn't have no updates.
 16
 17 We didn't know anything of what was going on. We
 18 were just left in turmoil and to wonder what was
 19 going on.
 20
 21 We didn't know nothing about anything, pretty
 22 much, until Burton was found deceased. And we
 23 didn't even really hear nothing after he was
 24 passed.

Page 62

1 So even today, like, I'm still trying to
 2 comprehend what happened. And I'm angry at
 3 everybody because we were left in the dark and we
 4 were neglected. It was like everybody just
 5 turned their backs on us and just didn't want to
 6 do anything.
 7
 8 And even my own employer, because I work with
 9 (inaudible) of DND, and I was threatened with my
 10 job if I said anything about my son or that
 11 Burton was my son, that I would have lost my job.
 12 And I couldn't afford to say anything.
 13
 14 And the worst, we had politicians coming in where
 15 I worked. I wasn't allowed to say anything to
 16 them, and I had to come face-to-face knowing that
 17 they were responsible for a lot of what happened.
 18
 19 And I needed this out, but I had nobody to go to
 20 and nobody to talk to. Nobody was there for me.
 21 Nobody was there for me throughout this whole
 22 thing. So support is really needed.
 23 RALPH, Q.C.:
 24 Q. This maybe can be directed to Ms. Bradley and

Page 63

1 Mr. Blackmore, I guess.
 2
 3 I understand that the RNC will often call out
 4 Mobile Crisis Unit. I don't know if you are
 5 familiar with the operation of that, Ms. Bradley?
 6 Perhaps not here, but anywhere else in the
 7 country?
 8
 9 I'm just wondering, Mr. Blackmore, is that
 10 resource ever called upon when you're engaged in
 11 a search for someone that has mental health
 12 issues?
 13 MR. BLACKMORE:
 14 A. Well, I know of the program, but it's fairly new.
 15 But no, we have not been -- we have never even
 16 been asked if we wanted anybody to come in and do
 17 a presentation.
 18
 19 But now, in backing up that, I will admit that
 20 the RNC part of it, if we asked for it personally
 21 or asked for a debriefing, at that time they
 22 would bring in the Salvation Army who had their
 23 critical incident stress people take care of it.
 24

Page 64

1 So at least we weren't lost in the dark. But I
 2 know there is more that can be done, especially
 3 now that they have this new program, right?
 4 RALPH, Q.C.:
 5 Q. Because I understand, I think it's 60 percent of
 6 the Rovers searches involve people with mental
 7 health issues.
 8
 9 I don't think that's 60 percent across the
 10 province. That's 60 percent of Rovers --
 11 MR. BLACKMORE:
 12 A. It's about 60 percent of our calls and about 45
 13 percent to the province.
 14 RALPH, Q.C.:
 15 Q. Right. So I'm just curious about in terms of the
 16 interaction that you would have with other sort
 17 of mental health professionals or agencies within
 18 sort of St. John's area.
 19
 20 Is there any communication with people at Eastern
 21 Health while you're in the midst of a search?
 22
 23 So the information -- or perhaps, there is
 24 communication between the police and the Eastern

Page 65

1 Health, and you're not aware of it?
 2 MR. BLACKMORE:
 3 A. There could be, but we're not.
 4 RALPH, Q.C.:
 5 Q. Okay. The last question I have is for
 6 Ms. Bradley. In terms of the sort of best model
 7 that you're aware of across the country in terms
 8 of first responders getting adequate support,
 9 immediate follow-up, and then therapy over the
 10 course of the challenges that they might have as
 11 a result of trauma, can you think of who's kind
 12 of best at that?
 13 MS. BRADLEY:
 14 A. I wish I could give you a list, but unfortunately
 15 not. I do know that there is a report that the
 16 Mental Health Commission did some years back on
 17 training for police officers across the country.
 18 And it really did vary.
 19
 20 Fortunately, RNC here in Newfoundland actually
 21 fared fairly well in terms of the training that
 22 is provided there.
 23
 24 But I'm not aware. That isn't to say there isn't

Page 66

1 one, but I'm not aware of any particular one that
 2 you might take a look at.
 3
 4 It has been a struggle. Although first
 5 responders, there is the -- The Working Mind
 6 First Responders has been modified specifically.
 7
 8 And so there are firefighters, police forces
 9 across the country who have trained a large
 10 percentage of their responders in those programs.
 11 But there isn't one that really jumps out at me.
 12 RALPH, Q.C.:
 13 Q. And perhaps, just briefly, you can describe how
 14 that Working Mind works.
 15
 16 So is that sort of a seminar-type situation,
 17 where someone comes in and explains how to use
 18 the self-assessment?
 19 MS. BRADLEY:
 20 A. Yeah. It's a train-the-trainer concept, and it's
 21 a half-day as opposed to Mental Health First-Aid,
 22 which is two days. Although, there is some work
 23 being done now that allows you to take part of it
 24 online.

Page 67

1 But The Working Mind -- so that if somebody is
 2 taking the Train-the-Trainer Course, which I
 3 think is approximately \$3,000 for that person,
 4 then that person can train all of the other
 5 people within GSAR or wherever they happen to be
 6 working. And then can make sure that they get
 7 regular updates, as well.
 8 RALPH, Q.C.:
 9 Right. Thank you.
 10 THE COMMISSIONER:
 11 Yes. Go ahead, Edna.
 12 MS. WINTERS:
 13 It's good to hear and to become aware that
 14 services are lacking elsewhere, as well. Because
 15 it really lacks in our communities on the coast,
 16 more so than here.
 17
 18 And to hear that it's lacking here is a little
 19 bit alarming, as well, too. To hear that
 20 Mr. Blackmore is saying that they're fighting for
 21 support.
 22
 23 And I think in the clinical sense, we have so
 24 many things that are lacking on the coast, even

Page 68

1 though we have worked with programs, such as
 2 Bridging the Gap and the Mental Health First-Aid,
 3 and the Wilderness First-Aid, all those types of
 4 programs within our departments that I work in.
 5
 6 And we've come through a lot of crisis, built
 7 right from the introduction of acknowledging
 8 relocation, dislocation from Hebron (inaudible)
 9 to present day and even through the loss of my
 10 grandson.
 11
 12 To have gone through the varying stigmas of
 13 mental health, not just because we don't
 14 necessarily suffer from mental health. We all
 15 have something within mental health that is going
 16 on within us.
 17
 18 But looking at the aspect of the despondency, not
 19 just from the word itself, but from all of those
 20 that are a part of this whole process. And not
 21 just including in here, but the clinical pieces,
 22 everything else, we have a long way to go. We
 23 have a lot of work to do because mental health is
 24 such a key part of your every day life.

Page 69

1 And we have to really acknowledge that to make
 2 this program work. Not just with SAR, but with
 3 clinic, with everything else. It goes hand in
 4 hand.
 5
 6 And I applaud everyone for the work that they had
 7 done, but this, this is a learning curve. And I
 8 think that you have to, including us as a family,
 9 really speak out and work on this. Because it
 10 takes a whole community to raise a child. And
 11 we're everyone's child.
 12
 13 You could be lost tomorrow. You could have an
 14 accident after. You could suddenly collapse or
 15 die after. We have to learn to work together.
 16 Thank you.
 17 COMMISSIONER IGLOLIORTE:
 18 Q. Thank you very much. This question is for
 19 Mr. Blackmore.
 20
 21 So the recommendations from this Inquiry are
 22 directed, of course, to the provincial
 23 government.
 24

Page 70

1 But what value do you see in the recommendations
 2 being passed on by myself or Mr. Budden to your
 3 National Assembly?
 4
 5 Does that help drive some of the policies going
 6 forward if we speak directly to your group that
 7 looks at the national stage?
 8 MR. BLACKMORE:
 9 A. It would be helpful to drive it up the line on
 10 the federal side or the national side for sure.
 11
 12 For ourselves, within the province, hopefully, it
 13 will come through the Department of Justice.
 14
 15 But if we drive it through the national
 16 organization, the volunteer sector can put out
 17 their recommendation that everybody is there.
 18
 19 I would like to see some of the recommendations
 20 go to the GSAR Council of Canada, which is
 21 represented by the Department of Justice.
 22
 23 They have a seat on it, this province. For them
 24 to put it on their agenda to drive it up the

Page 71

1 line, also, because that group does have avenues
 2 into the Public Safety Canada through SOEM, which
 3 is the Senior Officials for Search and Rescue --
 4 well, Emergency Management, period.
 5
 6 So I think any place that this can go would be
 7 great. I will say, also, too, I kind of slammed
 8 the RCMP because their policy needs to change.
 9
 10 But at least in this province, Donna Mercer,
 11 Reverend Donna Mercer, who's the RCMP Chaplin
 12 also, she's also the Chaplin for Search and
 13 Rescue in the province.
 14
 15 But we don't have any funding to be able to send
 16 her anywhere. That's the problem. So anything
 17 she does for us, she tries to do... She
 18 constantly reaches out to the search and rescue
 19 teams.
 20
 21 Like, during COVID, we've heard from her for
 22 probably four different times she sent a letter.
 23
 24 But I think for us, with the training aspect of

Page 72

1 it, I might have to up my numbers a bit but
 2 anyway, we would take any opportunity that we can
 3 get to take this on, we would.
 4
 5 And in working with the police and Reverend
 6 Mercer, I'm sure we can come up with something.
 7 Because I know both police forces in this
 8 province do know the turmoil we're in and helps
 9 us to the best of their ability.
 10
 11 Yes. There's a lot of stuff lacking, but they do
 12 help us to the best of their ability.
 13
 14 They have policies to follow. We understand
 15 that, but we just don't agree with them. That's
 16 all.
 17 MR. BUDDEN:
 18 Mr. Freeman's been looking to ask a question or
 19 make a comment, as well.
 20 MR. FREEMAN:
 21 Q. Yes, thank you. And thank you, Ms. Bradley, for
 22 your presentation. I really appreciate it.
 23
 24 Just I want to try to -- mental health touches on

Page 73

1 every aspect of our lives. I think you would
 2 agree. Our home lives, our work lives,
 3 everything.
 4
 5 And, of course, we're here at the Ground Search
 6 and Rescue Inquiry. And so I'm just trying to,
 7 maybe, talk a little bit about what we're looking
 8 at here, if we can maybe focus it a little bit
 9 more.
 10
 11 So we have the mental health of the families who
 12 are liaised with during the event by the police.
 13
 14 Is that something that would be part of your
 15 mental health picture here?
 16 MS. BRADLEY:
 17 A. Yeah. I think I understand your question, which
 18 is fairly broad, I believe. Yeah.
 19 MR. FREEMAN:
 20 Q. Yeah. And so you have the -- and if you want to
 21 just expand on it, but I can imagine there's the
 22 mental health of the families. There's the
 23 mental health of the searchers. There's the
 24 mental health of the police officers.

Page 74

1 MS. BRADLEY:
 2 A. Yes.
 3 MR. FREEMAN:
 4 Q. And the responsibilities and who's best placed to
 5 provide a mental health support to a family in
 6 this scenario. Is it a police officer or a
 7 social worker, or what have you?
 8
 9 I don't know if you can expand on that, maybe the
 10 different categories of people who are involved
 11 in this sort of a file as we would call it?
 12 MS. BRADLEY:
 13 A. Yeah. I mean, to your earlier point, you're
 14 absolutely right. There is none of us that have
 15 not been impacted by a mental health problem or
 16 illness. We say 1 in 5. I think it's 1 in 1.
 17
 18 It's either ourselves, a family member, a friend,
 19 or a colleague. And so everybody is impacted in
 20 one way or another.
 21
 22 With regard to who would be of most help in terms
 23 of within the various groups, I do think there is
 24 some benefit to having someone who has the

Page 75

1 additional training who is within that particular
 2 group.
 3
 4 So if it's a police officer or if it's a search
 5 and rescuer, that providing the additional
 6 training to one of those groups, in my opinion,
 7 is probably more effective.
 8
 9 As I stated previously, I think there is some
 10 benefit to knowing if I'm a police officer, I'm
 11 able to identify with police groups far more than
 12 somebody who comes in from the outside.
 13
 14 And with regard to the families, again, it is
 15 police -- if we're talking -- I'm just using that
 16 one particular example, that they know all of the
 17 other details and what's going into it.
 18
 19 And so being able to communicate with what is
 20 going on in there and then being able to
 21 determine the best way in which to deliver that
 22 news. Because it's really important, as we've
 23 heard from the Winters family and the from the
 24 Sweetapples, to keep people informed.

Page 76

1 And so I do think that somebody within that group
 2 with the additional training is probably the best
 3 route.
 4 MR. FREEMAN:
 5 Q. And so you had mentioned, I think one of the
 6 searches that we dealt with here where the family
 7 liaison role or communication had been lacking.
 8
 9 Was that the Sweetapple search that you were
 10 referring to? Are you able to say, or ...?
 11 MS. BRADLEY:
 12 A. Yes, it was.
 13 MR. FREEMAN:
 14 Q. It was. Okay. Thank you. And I know we've
 15 heard from the Winters family, as well, here this
 16 morning on that topic in some different ways.
 17
 18 And Mr. Blackmore spoke, as well. And so I just
 19 appreciate that he mentioned that he was a little
 20 hard on the RCMP there, and that's okay.
 21
 22 But my question, I guess, I think NLSARA has
 23 insurance through the province. Is mental health
 24 not covered by the workers' compensation? Any

Page 77

1 other coverages?
 2
 3 Because I mean, I'm just trying to get an
 4 understanding of it. So we've talked about
 5 there's the mental health of the families during
 6 a search and maybe after a search is over. But
 7 then there's the mental health of the searchers.
 8
 9 And so I'm just trying to get an understanding of
 10 what it is you can and cannot get from whatever
 11 arrangements you presently have.
 12
 13 And I understand you're looking to the RCMP to do
 14 it, but I'm wondering why maybe it's not part of
 15 what I would think of as regular provincial
 16 mental health coverage or workers' compensation
 17 coverage?
 18
 19 I apologize if my question is uninformed.
 20 MR. BLACKMORE:
 21 A. No. To be very truthful with you, I don't even
 22 know if through workers' comp we can get it.
 23
 24 We were told we had an EAP program. No one ever

Page 78

1 explained it to us.
 2
 3 We were told we got workers' compensation. I
 4 don't know if anybody ever wanted to go on the
 5 workers' compensation, but to even to try to get
 6 an information session with them is impossible.
 7
 8 So I don't know what's there for sure within
 9 those programs. At the time, the ADM, Jackie
 10 Lake-Kavanagh, put the EAP program in for us.
 11 She moved on. So we don't know where it went
 12 from there.
 13
 14 We know we're supposed to be covered, but every
 15 time we've ever asked for anything... Right now,
 16 I wouldn't even know who I would have to go to
 17 give a Form 4 or 5, whatever the workers'
 18 compensation is. Luckily, I've never been on it.
 19 Within the Department of Justice or the police
 20 even to fill out the form as the...
 21
 22 Because apparently, as search and rescue, we're
 23 the employer because of our volunteers. Then we
 24 have to drive it up the line to somebody in

Page 79

1 Justice.
 2
 3 But I wouldn't be able to answer the questions
 4 you want because I really honestly don't know.
 5 MR. FREEMAN:
 6 Q. No. And I can't either, right? And so I'm
 7 wondering in terms of a recommendation or if more
 8 information needs to be gathered on that front,
 9 either from the province or from the police or
 10 from NLSARA. It just seems like a bit of lack of
 11 clarity there.
 12
 13 And maybe a follow-up or a recommendation that
 14 there be a sit-down or be a meeting between the
 15 stakeholders about what exactly the mental health
 16 supports that are available are.
 17
 18 Who can call EAP, and when? Who can go on
 19 workers' comp. and when, perhaps? I don't know.
 20
 21 Again, I'm not an expert, but I'm just trying to
 22 think this through, so that your members can get
 23 what they need when they go through something,
 24 like one of these searches that can be very

Page 80

1 traumatic.
 2 MR. BLACKMORE:
 3 A. No. We're willing to sit down with any of them.
 4 It's just that, I guess, someone has to take it
 5 on to make it happen. And I suppose that will
 6 fall on me as one of the volunteers seeings I
 7 lead this group.
 8
 9 But there's only so many hours in the day as a
 10 volunteer that we got. And due to the number of
 11 people that are paid within this system, I think
 12 they should be coming to us a lot more.
 13 MR. FREEMAN:
 14 Q. That's fair. And I totally understand. Yeah.
 15 They'll definitely want you to be at that
 16 meeting, but it'll be the 24th hour of that day
 17 that you'll be working probably, but I appreciate
 18 what you're saying.
 19 MR. BLACKMORE:
 20 A. No. And hopefully, that will happen. The new
 21 ADM that we are dealing with right now, she has
 22 -- now wants to have a meeting at least once a
 23 month, once this Inquiry is over.
 24

Page 81

1 So those issues can be brought up, and we're very
 2 thankful for that.
 3 MR. FREEMAN:
 4 Q. That's the Justice ADM, is it?
 5 MR. BLACKMORE:
 6 A. Yes.
 7 MR. FREEMAN:
 8 Q. Okay. Provincially?
 9 MR. BLACKMORE:
 10 A. Yes.
 11 MR. FREEMAN:
 12 Q. Okay. Thank you. And so I just sort of talked a
 13 little about the family's mental health and then
 14 a little bit about the searcher's mental health.
 15 Then I want to talk a little bit about the
 16 police's mental health.
 17
 18 And I know a couple of our members, Sergeant
 19 Vardy in particular, were very open about their
 20 struggles with mental health after this search
 21 and rescue operation for Burton.
 22
 23 As is probably, perhaps, an obvious thing, but do
 24 you think it's important that people, like

Page 82

1 Sergeant Vardy, say publicly that they are
 2 dealing with things?
 3
 4 I mean, that's pretty important. I was quite
 5 proud of him, and I know Mr. Williams mentioned
 6 it, as well.
 7
 8 But from the idea of stigma that you talked about
 9 as one of the pillars of your presentation, it's
 10 important that if a -- Kimball Vardy is, from my
 11 perspective, a pretty tough guy. If you know
 12 what I mean.
 13
 14 And so it's good for someone like him to be open
 15 about things like that, I would think.
 16 MS. BRADLEY:
 17 A. Yes, absolutely. I think it's absolutely
 18 critical. We've seen it in other areas where --
 19 and we encourage people in workplaces to talk
 20 about their own experiences. And it's not easy
 21 to do. And so supports need to be provided
 22 there.
 23
 24 Even as the CEO of the Mental Health Commission

Page 83

1 of Canada, it was years before I talked about my
 2 own experience.
 3
 4 And yet, I had people come to me with tremendous
 5 stories about how it allowed them the freedom to
 6 be able to talk about it themselves.
 7
 8 And I think, particularly in situations like
 9 you're talking about with Kimball Vardy, who is,
 10 as you mentioned, very forthright in talking
 11 about his struggles, it's really important.
 12
 13 It demonstrates to other people, to other police
 14 officers, that it's okay. And it gives them a
 15 license to be able to talk about and then reach
 16 out for help.
 17
 18 And so I take my hat off to him and to others who
 19 do that because it's extremely important when
 20 you're looking at reducing stigma and
 21 discrimination. And therefore, getting people to
 22 go for the help that they need.
 23 MR. FREEMAN:
 24 Thank you. I really appreciate that, and I'm

Page 84

1 sure he will, too.
 2
 3 Lieutenant Colonel Marshall had maybe wanted to
 4 make a comment on this topic, as well, if that's
 5 appropriate at this time, with respect to mental
 6 health support for searchers in his neck of the
 7 woods.
 8 LT.-COL. MARSHALL:
 9 Good morning. Thank you. Lieutenant Colonel
 10 Marshall. Ms. Bradley, I just want to thank you
 11 for what you've highlighted here.
 12
 13 I think it's very important. As you can imagine,
 14 mental health injuries is very important in the
 15 Inquiry. Something that we haven't always got
 16 right.
 17
 18 We used to call it cowardness, shell shock, PTSD,
 19 but now we call it operational stress injuries,
 20 which is a good terminology, I think, for it.
 21
 22 It's something that we found that it requires
 23 culture change. As was identified in the various
 24 roundtables and by yourself and Mr. Blackmore,

Page 85

1 most of the ground searchers are men. As you
 2 identified, we're not always good with expressing
 3 our feelings, especially to other men.
 4
 5 And one thing that we found is once you change
 6 the culture, or at least attempt to change the
 7 culture, and be more open in identifying
 8 problems, and then once we identify them, then we
 9 can actually provide support.
 10
 11 We have something called Road to Mental Readiness
 12 for our first responders, our SAR techs. And
 13 more than just SAR techs because we are finding
 14 that there are mental health injuries in other
 15 members of the crew.
 16
 17 Although they don't see the cases up close and
 18 personal with the other crew members, any case
 19 where there's not a positive outcome will have a
 20 negative impact on every member of the crew with
 21 those particular cases.
 22
 23 And one last thing that I want to highlight,
 24 especially from Mr. Blackmore, is it's also

Page 86

1 important for post-care. Because you might have
 2 somebody who leaves the ground search team for a
 3 mental health injury.
 4
 5 And we're finding, in the military, we have
 6 plenty of people that are being released from the
 7 military for their mental health injuries.
 8
 9 And it's important that we continue their care
 10 after they're released from the military, after
 11 they leave your team because in my eyes, it's
 12 still our responsibility to take care of them,
 13 whether that's for a short period of time or
 14 could be for their entire life.
 15
 16 But I just want to again, as everyone else has,
 17 Ms. Bradley, say thank you for highlighting this.
 18 MS. BRADLEY:
 19 Thank you for those comments. And I agree with
 20 you completely with regard to your comment about
 21 the culture change. And as you know, culture
 22 change, and particularly in certain environments,
 23 is extremely difficult and takes a long time. So
 24 that's why every little bit counts.

Page 87

1 But being able to talk about it more openly and
 2 in an informed way can make a big difference to
 3 the culture. So thank you.
 4 MR. FREEMAN:
 5 Thank you. We have no more questions at this
 6 time.
 7 THE COMMISSIONER:
 8 Just wondering, Mr. Ralph, do you want to respond
 9 for the Province, as counsel for the Province on
 10 the question Mr. Blackmore raised about workers'
 11 comp, or someone from that division being able to
 12 address that point for the Commission?
 13 RALPH, Q.C.:
 14 Yeah. I mean, I'm certainly not in a position to
 15 give an opinion about sort of the legal sort of
 16 situation that NLSARA members find themselves at.
 17
 18 I understand that legislation exists, which says
 19 that if they are injured in the course of their
 20 employment, and they've been tasked by the
 21 police, then they are covered by workers'
 22 compensation benefits.
 23
 24 And now, again, I don't know what those are, but

Page 88

1 I understand that they would sort of include
 2 medical benefits and loss in income.
 3
 4 But again, exactly what they're entitled to if
 5 they are suffering as a result of, I guess, an
 6 operations injury as a result of the search, I
 7 couldn't tell you.
 8
 9 I'm surprised to learn that that information has
 10 not been available to NLSARA. Certainly, I don't
 11 think that the Department of Justice would think
 12 that that's our role to sort of interpret the
 13 legislation of the workers' compensation
 14 department.
 15
 16 I mean, I'm assuming that would be something that
 17 NLSARA should be doing directly with that agency,
 18 which is an arm's length agency for government.
 19 MR. BUDDEN:
 20 I'll just jump in, perhaps, Mr. Commissioner.
 21 We've had concerns -- I say "we." In this case,
 22 I guess, this public inquiry has had concerns
 23 about the extent of the coverage that is
 24 available, whether it is exactly as Mr. Blackmore

Page 89

1 hopes it is and how it actually operates when
 2 needed.
 3
 4 And we have made inquires. And as you know,
 5 we've had a bit of dialogue while realizing,
 6 obviously, that the workplace NL is an arm's
 7 length organization.
 8
 9 We're hoping to make further inquiries there and
 10 to inform our report with and hopefully get a bit
 11 more certainty for the NLSARA as to what their
 12 coverage is or is not.
 13
 14 There's one obvious concern that I've spoken
 15 about is, we understand that there's certain
 16 indemnifications available and, perhaps,
 17 Workplace NL coverage available when the GSAR
 18 community is tasked on an obviously GSAR mission,
 19 a ground mission.
 20
 21 Is that coverage still there when it's, perhaps,
 22 as in the Makkovik airplane crash example, when
 23 they were tasked by the RCMP on a matter that
 24 falls within federal jurisdiction?

Page 90

1 So there's a bit there they were trying to inform
 2 their selves on a couple pieces of that. And
 3 that's ongoing.
 4 RALPH, Q.C.:
 5 It seems curious me that -- because the question
 6 here seems to be, has anyone attempted to avail
 7 of benefits from the Workers' Health Compensation
 8 Board? And the answer seems to be no, from what
 9 I can gather.
 10
 11 So I'm not sure. I mean, I think it's a fair
 12 question what you're bringing up, is we want to
 13 make sure that they're covered if a health agency
 14 tasks them, basically, through the RCMP to do
 15 something. We want to make sure if someone gets
 16 hurt that they're covered.
 17
 18 If you go back a bit, we're not even sure if --
 19 what benefits are available because it sounds
 20 like no one's actually availing of those
 21 benefits.
 22 MR. BLACKMORE:
 23 I'd put that down to just straight luck. That's
 24 all that is. We have never got beaten up or hurt

Page 91

1 too much.
 2
 3 But otherwise, I don't want to be the one on the
 4 end when it does happen.
 5 MR. FREEMAN:
 6 Right. But I mean, and there clearly have been
 7 examples where you've thought that there were
 8 members of your organizations that needed some
 9 sort of help or therapy for mental health issues
 10 that they are suffering.
 11 MR. BLACKMORE:
 12 We do have lots of those.
 13 MR. FREEMAN:
 14 And I'm just wondering if you've ever gone to the
 15 Workers' Comp. -- I can't even remember what it's
 16 called now. It's not Workers' Compensation
 17 anymore, but have your members ever availed of
 18 services through Workers' Compensation?
 19 MR. BLACKMORE:
 20 No, sir. We never went through Workers' Comp.
 21 We actually put it through a psychiatrist that we
 22 had helping us. And we handled it that way
 23 because nobody wants to go to Workers' Comp.
 24 Because right off the bat, if they are working,

Page 92

1 they're going to lose money anyway.
 2 MR. FREEMAN:
 3 Yeah. I mean, I'm not sure. Again, I'm not sure
 4 if you need to necessarily get compensation for
 5 lost earnings. It may be you can avail of
 6 services, mental health services, without having
 7 to actually be off work. And I don't know if
 8 you've checked that out.
 9 MR. BLACKMORE:
 10 No. I would not know that. Definitely no, I
 11 don't know.
 12 MR. BUDDEN:
 13 We're going to carry on for a few minutes without
 14 the morning break, if everybody's okay with that.
 15
 16 Mr. O'Keefe, have you any questions for
 17 Ms. Bradley?
 18 MR. O'KEEFE:
 19 No. We do not have any questions at this time.
 20 Thank you.
 21 MR. BUDDEN:
 22 Mr. Williams, I have questions, and I'm sure you
 23 do, or do you have any further questions?
 24

Page 93

1 WILLIAMS, Q.C.:

2 No. I think I'm good.

3 MR. BUDDEN:

4 Q. Okay. I do have some for you, Ms. Bradley. And

5 first, I'd like to thank you for the great

6 assistance you've provided me since your

7 engagement back in the spring.

8

9 I was struck during our preparation of the

10 Inquiry, any feeling person can understand how a

11 family might be distressed as the Winters family

12 is.

13

14 And likewise, anybody can understand how a

15 searcher, who was involved in a search that

16 didn't have a fortunate outcome, might be

17 distressed.

18

19 But I've had the opportunity to talk to a number

20 of families where the family member did survive.

21 And I was struck there that the number of

22 survivors who are nevertheless even years later

23 tear up talking about what they experienced,

24 didn't want to talk about the experience, seem

Page 94

1 obviously troubled.

2

3 And perhaps, you could tell us -- I know this is

4 a big topic. But why is it that a person may be

5 traumatized even when something is ultimately a

6 happy outcome? And I presume the same would be

7 true for searchers.

8

9 And I guess that might involve explaining a

10 little bit of what stress is, how it affects the

11 body, how it affects the mind, and how that,

12 perhaps, speaks to my question.

13 MS. BRADLEY:

14 A. Yes. I suppose it's normal to think that because

15 there's a positive outcome that there shouldn't

16 be anything to worry about. But the trauma

17 that's associated with these situations can have

18 long-lasting effects.

19

20 And particularly when you look at some of these

21 cases where people have all but died. And

22 without working through that, it can continue to

23 cause problems later in life.

24

Page 95

1 And we know, for example, in situations of

2 children that have had, what we call, ACEs

3 (Adverse Childhood Experiences), that with the

4 right experiences and supports, that that can be

5 reversed.

6

7 And so I think it all goes to say that even in

8 situations where you think, well, there was a

9 positive outcome. They were found. And they're

10 alive.

11

12 Without dealing with the trauma that could come

13 out of that, it can continue to cause problems

14 for people even years later, which really speaks

15 to the need to have supports when and where it is

16 needed and at the right time. So it's absolutely

17 critical in order to avoid later problems.

18 MR. BUDDEN:

19 Q. So I take it from that, that coming from your

20 position of knowledge and experience, it doesn't

21 surprise you that, say -- and I'm not betraying

22 confidences at all -- but Mrs. Sweetapple, even

23 seven years after this terrifying experience that

24 did end positively, still becomes upset thinking

Page 96

1 and talking about the fact her husband was

2 missing for a number of days back in 2013.

3

4 That doesn't surprise you at all, I take it?

5 MS. BRADLEY:

6 A. It doesn't surprise me in the least. I mean,

7 this was a woman who, for seven days straight,

8 began to increasingly believe that her husband

9 had died. And for good reason to believe that.

10

11 And I recall, in speaking to her the day that you

12 mentioned earlier at their home, as you said, she

13 started to tear up talking about it and said, I

14 could have used somebody like you at the time.

15

16 And I think had that been provided to her, it may

17 have made it easier for her. Now, don't get me

18 wrong. She's a very strong woman, and I don't

19 mean to single her out. But I do think that --

20 when I asked her if supports had been offered,

21 and they weren't, I was a little bit surprised.

22

23 So it isn't surprising to see that it would still

24 be quite an emotional thing for her.

Page 97

Page 99

1 MR. BUDDEN:
 2 Q. So the fact that you were, essentially, living in
 3 terror and your worst fears just in your face for
 4 a week, and then it resolves positively, and life
 5 goes more or less back to normal, you don't just
 6 shed that? You don't just -- it's not like a bad
 7 dream you wake up from?
 8 MS. BRADLEY:
 9 A. No. I'm afraid we're much more complex than
 10 that. And it's not a matter of just pulling up
 11 your socks, which for a very long time within
 12 mental health, that's what people believed.
 13
 14 They said, oh, what's your problem? Like, your
 15 husband lived, so get on with it. And we have
 16 learned time and time again through other similar
 17 experiences that it is not as simple as that.
 18 And left unaddressed, it will continue to cause
 19 problems in various ways.
 20
 21 And no one approach is for everybody. Everybody
 22 is impacted differently, and we all respond to it
 23 differently. And that's why an individualized
 24 approach is extremely important. But some kind

1 little, as well. But recognizing that it isn't
 2 an area of expertise of mine.
 3
 4 I recall several years ago, working in hospital
 5 where there was quite a traumatic event. And
 6 somebody actually died in the hospital in a
 7 rather violent way.
 8
 9 And we called in CISM experts and thought that
 10 that was all that was needed. And it turned out
 11 that it was not.
 12
 13 It can be a helpful situation but, as I mentioned
 14 earlier, for some people, reliving that trauma so
 15 soon afterward isn't necessarily the best thing.
 16
 17 Hence, a menu of options needs to be provided
 18 because sitting around in a circle and talking
 19 about it doesn't mean that you aren't going to
 20 continue on to experience difficulty in a serious
 21 incident.
 22
 23 For people that go on to develop PTSD, there's
 24 everything from inability to sleep, to hyper

Page 98

Page 100

1 of approach would be helpful.
 2
 3 And so, no, it isn't surprising to me.
 4 MR. BUDDEN:
 5 Q. We've used two terms here this morning that are
 6 familiar, I suspect, to a lot of us in the room
 7 but aren't always understood by the public
 8 at-large. And this is, after all, a public
 9 inquiry.
 10
 11 Can you tell us a little bit about CISM (Critical
 12 Illness Stress Management) and also about PTSD
 13 (Post-Traumatic Stress Disorder)?
 14
 15 Just speak for a moment or two, I guess, about
 16 what those conditions are, what causes them, how
 17 they are treated, and how they impact a person if
 18 left untreated?
 19 MS. BRADLEY:
 20 A. Yes. Critical Incident Stress Management is the
 21 acronym CISM. And I can speak to that a little
 22 bit.
 23
 24 With regard to PTSD, I can speak to that a

1 reactions to certain events in terms of in the
 2 war, loud noises.
 3
 4 Unfortunately, inappropriate substance use is
 5 often a problem of that, as well. And can, for
 6 some people, require them to need continuing
 7 help, for some, the remainder of their lives.
 8
 9 And like with any illness, physical or mental,
 10 the earlier that one gets help, the greater the
 11 chances are that the outcomes will be more
 12 positive.
 13
 14 But certainly, from some of the stories and the
 15 incidents that I've heard about throughout this
 16 Inquiry, what some of these searchers go through
 17 is just mind boggling to me.
 18
 19 And there's probably a higher incidence of PTSD
 20 or operational stress injury than is identified.
 21
 22 And, again, I think it goes back to this
 23 particular group not being really comfortable
 24 identifying when there is a problem, because I

Page 101

1 suspect it's probably higher than what has been
 2 identified.
 3 MR. BUDDEN:
 4 Q. Which makes it all the more important, perhaps,
 5 that the care and the training and proactive care
 6 and training be available as needed for the
 7 search community.
 8 MS. BRADLEY:
 9 A. Yes, absolutely. And it doesn't always require
 10 the care of a psychiatrist or a psychologist. I
 11 recall one woman actually here in St. John's, who
 12 was part of the Stepped Care Program who said
 13 that being able to get help when you need it is
 14 so critical.
 15
 16 She said, for her, when she needed help, being
 17 told that you have to wait eight, ten, sometimes
 18 18 months, by the time that you get help, she
 19 said, I needed a backhoe. When, in fact, if I'd
 20 gotten help on the first day that I asked for it,
 21 all I would have needed was a shovel.
 22
 23 And so I've always used that example because peer
 24 support can work extremely well.

Page 102

1
 2 Somebody else knowing how to intervene who has
 3 had that experience or a similar one can be every
 4 bit as effective, instead of having to wait for a
 5 long time for a professional. There's a time and
 6 a place for all of them. And hence, my comments
 7 on looking at peer supports.
 8 MR. BUDDEN:
 9 Q. And that might be particularly beneficial. And
 10 as we've seen with the organization NLSARA, there
 11 are many individuals within it who obviously are
 12 highly respected within the organization within
 13 the community.
 14
 15 So I would assume in that kind of environment,
 16 peer support, if handled properly, is readily at
 17 hand?
 18 MS. BRADLEY:
 19 A. Very much so. And it can be an immediate
 20 response. The timing is so important, and we've
 21 seen that in the Stepped Care Project here in
 22 Newfoundland and Labrador at Memorial.
 23
 24 And that the timing is really critical. And so,

Page 103

1 yes. I do think that peer support in this
 2 environment would be extremely helpful.
 3 MR. BUDDEN:
 4 Q. This is a bit of housekeeping, but we heard the
 5 term "EAP" used. I think most of us know what it
 6 is, but again, perhaps for the benefit of those
 7 who don't, could you tell us what an EAP is?
 8 MS. BRADLEY:
 9 A. It's usually referred to as Employee and Family
 10 Assistance Programs. And that's where, as part
 11 of most workplaces, they can access supports and
 12 services anonymously. It's paid for by whatever
 13 governing body, and it can be accessed right
 14 away.
 15
 16 And it was something that we've heard about that
 17 has not been made available to GSAR in
 18 Newfoundland and Labrador, but it would be one
 19 way of being able to access care and support.
 20 MR. BUDDEN:
 21 Q. You --
 22 MS. BRADLEY:
 23 A. I also mentioned, making that available to
 24 families would also be very important.

Page 104

1 MR. BUDDEN:
 2 Q. The term "despondent" has been used, and you've
 3 explained the problematic nature of that term.
 4 And that was also spoken to during the search we
 5 discussed last week.
 6
 7 I'm wondering, and just to contextualize that a
 8 bit, as part of the search and rescue process or
 9 technique, we've heard is lost person behaviour.
 10 And it's necessary for that technique that people
 11 be, I guess, categorized or described in
 12 recognizable ways.
 13
 14 So that, as the theory goes, that there are
 15 certain commonalities and behaviours of, say,
 16 six-year-olds that are different from
 17 12-year-olds.
 18
 19 And there are commonalities in behaviour of
 20 people with, say, Alzheimer's, that can really
 21 assist in finding them.
 22
 23 And the theory would continue that there are
 24 commonalities of behaviour of people who are at

Page 105

1 serious risk of ending their life through suicide
 2 or similar actions that make it helpful for the
 3 search and rescue world to categorize them.
 4
 5 Is your problem with the label with the concept
 6 of categorizing? And if it's with the label, how
 7 might Newfoundland take the lead in describing
 8 that category of individuals differently?
 9
 10 Can you just tell us a little bit more about your
 11 thinking there?
 12 MS. BRADLEY:
 13 A. I think that in my 12 years with the Mental
 14 Health Commission of Canada, we engaged
 15 stakeholders many times to find out how they
 16 should be referred to.
 17
 18 It has changed, oftentimes, over the years, and
 19 now it's "Persons with lived experience" as an
 20 acceptable time.
 21
 22 So I think it will require some stakeholder
 23 engagement to find out what an appropriate term
 24 is.

Page 106

1 But I know, if it was me, I wouldn't want to be
 2 called a despondent. And what does that mean?
 3
 4 There's a big difference between somebody who has
 5 a psychotic disorder, somebody who is running
 6 away from potentially a family violence
 7 situation, somebody who is suicidal, somebody who
 8 has bipolar disorder.
 9
 10 It's like saying that one term lumps everybody
 11 together, when there's such a varied, varied
 12 difference. And so I think that there needs to
 13 be terminology that is more respectful and is
 14 more accurate.
 15
 16 And I can't give you an exact term here today.
 17 But describing behaviour that is problematic,
 18 that somebody has not gotten out of their bed for
 19 several weeks and is now running around in the
 20 woods and trying to be lost, is probably more
 21 helpful than calling them a despondent.
 22
 23 I find the term stigmatizing. And having worked
 24 in the area of stigma for a long time, I'd be

Page 107

1 very surprised if people who have been lost and
 2 missing, who have had a mental health problem or
 3 illness wouldn't find it equally as offensive.
 4 MR. BUDDEN:
 5 Q. Just as a follow-up to that, and this is where
 6 Mr. Blackmore and Mr. Smith can correct me if I'm
 7 wrong.
 8
 9 But as I understand the Lost Person Behaviour
 10 manuals, they do distinguish between individuals
 11 who, for instance, are running away from a
 12 specific crisis, and individuals who are
 13 contemplating ending their life and individuals
 14 who are going through a psychotic episode.
 15 There's nuance in the categorizations.
 16
 17 And Mr. Blackmore and Mr. Smith can jump in if
 18 I'm wrong on that. But just for clarity, you're
 19 not objecting to the concept of categorizing
 20 people who may be thinking of ending their life
 21 in a certain way if it's helpful to finding them?
 22
 23 It's the label or any label, I suppose, that is
 24 so reductive that you have a problem with?

Page 108

1 MS. BRADLEY:
 2 A. Yes. That's exactly it.
 3 MR. BUDDEN:
 4 Okay. Thank you. Those were all the questions I
 5 had for you, Ms. Bradley. There may be follow-up
 6 questions out of some of that, or the
 7 Commissioner or somebody else here may have a
 8 question. Thank you.
 9
 10 If there's -- oh, sorry. Did I interrupt
 11 somebody then? Sorry.
 12 MS. WINTERS:
 13 Before you move on, going back to the workmen's
 14 comp, I guess, I just wanted to bring something
 15 up in terms of support to not just the SAR but
 16 any other volunteer groups that --
 17 MR. BUDDEN:
 18 I'm not sure you're mic'd, Edna.
 19 MS. WINTERS:
 20 Okay. It's on. I think I'm just not close
 21 enough.
 22
 23 In terms of any volunteers, whether it's a SAR
 24 member or a fire department member or whoever it

Page 109

1 might be, referencing back to the workmen's comp.
 2 Recently, we had a fireman who became deceased
 3 because of homicide in Nain.
 4
 5 And because he wasn't on-site at a fire at the
 6 time, the workmen's comp did not cover that
 7 aspect of support for him -- or for the family, I
 8 should say, for his surviving family. And they
 9 have absolutely no income. And those types of
 10 things are a struggle because of that.
 11
 12 In looking at it for future for any of these
 13 types of volunteers, I think that is an area that
 14 needs to be visited, as well, to support that
 15 need, not just because of the trauma that
 16 individuals face once they go to a call.
 17
 18 And as you are very aware, we're struggling here,
 19 as well, with the post-trauma and all of this
 20 being brought back up.
 21
 22 And as a means of prevention for those who have
 23 to face those types of things in the future, I
 24 think those types of supports also have to be

Page 110

1 visited. Thank you.
 2 MR. BUDDEN:
 3 Thank you.
 4 THE COMMISSIONER:
 5 All right. Well, we're certainly very grateful
 6 for the expertise, insights, and the obvious need
 7 for changes that Louise is recommending.
 8
 9 We're grateful to Peter Ralph for having
 10 nominated you as someone that we should bring on
 11 to the Commission of Inquiry team.
 12
 13 And not only have you given us theoretical
 14 insights, but also your practical assistance as a
 15 caretaker has been very valuable for many, many
 16 people who've since been part of the Inquiry. So
 17 I just want to express our gratitude for that.
 18
 19 So, Mr. Budden, you can also outline the rest of
 20 the day, what's happening as far as you know.
 21 MR. BUDDEN:
 22 Yes. Thank you, Mr. Commissioner. Here's what
 23 the rest of our day looks like:
 24 I'd like to briefly meet with counsel now and

Page 111

1 speak to them and give them some material. And
 2 then perhaps, we can have a more substantive
 3 meeting at 1:30 or thereabouts.
 4
 5 At 2:00 and, again, at 3:00, we are going to be
 6 hearing from representatives of two of the
 7 companies that are quite involved in search and
 8 rescue in Newfoundland and Labrador. And that is
 9 Provincial Airlines and Cougar Helicopters.
 10
 11 And I cannot recall which is at 2:00 and which is
 12 it at 3:00?
 13 WILLIAMS, Q.C.:
 14 PAL Airlines... (Audio difficulties.)
 15 MR. BUDDEN:
 16 Thank you. If anybody didn't hear, PAL is at --
 17 Provincial Airlines is at 2:00; Cougar is at
 18 3:00.
 19
 20 And that really is just the opportunity for the
 21 Commission to become informed and for all parties
 22 to become informed on just some of the technology
 23 that is available, and, perhaps, the opportunity
 24 to get a bit of information about FLIR and some

Page 112

1 of the other concepts that we've heard.
 2
 3 So that's how the rest of the day is looking.
 4 And perhaps, after our 1:30 meeting, we'll have a
 5 bit more info about the rest of the week.
 6
 7 So if counsel are available, then we can perhaps
 8 meet. There's a little room here that the
 9 Commissioner and I discovered this morning that
 10 would be pretty helpful. Meet there in just a
 11 moment.
 12 COMMISSIONER IGLOLIORTE:
 13 Thank you.
 14 THE CLERK:
 15 All rise.
 16
 17 (Recess)
 18
 19 THE CLERK:
 20 All rise. This Commission of Inquiry is now in
 21 session. Please be seated.
 22 THE COMMISSIONER:
 23 Thank you, Marcella. So (inaudible) is just
 24 starting to warm up now, and she feels

Page 113

1 comfortable in this setting. So anybody else
 2 take off their jackets if you feel a bit too
 3 warm.
 4
 5 I don't know what's happening with the heat.
 6 It's not a big deal for me, but if it gets
 7 uncomfortable, let us know, and we'll see what we
 8 can do.
 9
 10 Mr. Budden?
 11 MR. BUDDEN:
 12 Yes, sir. Mr. Commissioner, this afternoon,
 13 we'll be hearing some more technical information
 14 and, in particular, here right now, we're going
 15 to be hearing from Mr. Joseph Galimberti. I
 16 believe I'm pronouncing your name correctly?
 17 MR. GALIMBERTI:
 18 (No audible answer.)
 19 MR. BUDDEN:
 20 Thank you. Mr. Galimberti is with Provincial
 21 Airlines. And who we've heard a bit about a role
 22 they played, particularly, I think, the Great
 23 Northern Peninsula search and at the periphery of
 24 some other matters we've heard about.

Page 114

1
 2 So today, we're going to hear a bit from them
 3 about how some of what they have, perhaps, can --
 4 is relevant to the ground search and rescue work
 5 and air support for that world.
 6
 7 So perhaps, Mr. Galimberti, you could introduce
 8 yourself to the Commission and carry on with your
 9 presentation.
 10 MR. GALIMBERTI:
 11 Yeah. As introduced, my name is Joseph
 12 Galimberti. I'm the Senior Vice President for
 13 Public Affairs at PAL. So PAL Group of
 14 Companies. And I guess with that, I'll probably
 15 just flip to the first slide, just for a little
 16 bit more context.
 17
 18 The PAL Group of Companies, we're an
 19 international aerospace entity across numerous
 20 disciplines in the business, as well as being
 21 Provincial Airlines or PAL Airlines that I
 22 believe everyone is more familiar with those
 23 operations.
 24

Page 115

1 We have an extensive corporate family that
 2 extends across specialized ISR (Intelligence
 3 Surveillance Reconnaissance Provision).
 4
 5 We have our own mission management system
 6 software that we fully integrate into our
 7 aircraft or other client aircraft, extensive
 8 integration and modification capabilities to
 9 custom-build some of the surveillance aircraft
 10 that you both see here in Newfoundland on a
 11 regular basis through Department and Fisheries
 12 and Oceans Phase Program and also for a number of
 13 international clients around as sort of an
 14 on-demand basis.
 15
 16 We're also -- oh. (Technical difficulties).
 17
 18 Sorry. I think I've overwhelmed the microphone.
 19 We're also a flight training institution. So
 20 really, sort of the endeavour is to be a
 21 comprehensive service provider in aerospace and
 22 aviation services.
 23
 24 PAL Airlines, of course, scheduled an extensive

Page 116

1 charter operations throughout the province. And
 2 would be remiss not to mention Borealis, which is
 3 a really unique operation partnership between
 4 ourselves and the Nunatsiavut Development
 5 Corporation in the IDLP (Innu Development Limited
 6 Partnership) to provide passenger service,
 7 really, passenger and cargo service across
 8 Labrador with the focus on Labrador coastal
 9 communities.
 10
 11 So we're 1600 employees... (Technical
 12 difficulties.)
 13
 14 Oh, yeah, sure. I thought I scared it at first
 15 there. Just give me a thumbs up if it's --
 16
 17 Sixteen hundred employees working across five
 18 continents. It's a considerable infrastructure
 19 across... (Technical difficulties). It's a very
 20 fine balance.
 21
 22 Considerable infrastructure across the province.
 23 Tremendous footprint of not just the aircraft
 24 themselves -- oh... (Technical difficulties).

Page 117

1 Now it's the big guns... (Technical
 2 difficulties).
 3
 4 We'll try that.
 5 MR. BUDDEN:
 6 Perfect.
 7 MR. GALIMBERTI:
 8 All right. We have lift off.
 9
 10 So, yeah. Extensive hangarage operations, cargo
 11 operations across the province. So really, a
 12 tremendous sort of facilities and manpower
 13 capability that we're able to bring to bear in
 14 any given instance.
 15
 16 We've also, and this is, again, sort of across
 17 our organization, really committed ourselves to
 18 being vital partners in the communities we serve.
 19 Airlines and Air Borealis is an example. Great
 20 pains to maintain the entirety of our operation,
 21 the entirety of our route network through the
 22 recent COVID Pandemic.
 23
 24 Certainly, very aware that we're a vital air

Page 118

1 services provider in many, if not all, of the
 2 communities we serve.
 3
 4 Tremendously sensitive to being as open and
 5 willing a partner as we can be in all the
 6 communities that we touch. So I'll just flip it
 7 here.
 8
 9 I think it's important to -- and I really want to
 10 take a moment to emphasize how significant and
 11 well-developed PAL Airlines has become. This is
 12 our route map reflecting a recent significant
 13 expansion that we've done.
 14
 15 We've integrated Q400 capacity into our network.
 16 This is our scheduled service. This does not
 17 address some of the charter services that we
 18 offer to a number of destinations across
 19 Labrador, specifically in-service, for the most
 20 part of resource extraction industries.
 21
 22 I mentioned our tremendous operational and
 23 support footprint across the province and the
 24 asset base we can bring to bear in instances

Page 119

1 where we may need to support SAR operations.
 2
 3 This map, I think, gives you a sense of that.
 4 The amount of sort of metal that we have humming
 5 around the air is impressive on any given day.
 6
 7 And I should note that any of these - and we have
 8 a track record in this respect - can be diverted
 9 on an as-needed basis or dispatched without
 10 passengers on them to assist in search and rescue
 11 initiatives.
 12
 13 So while I'll spend a significant amount of time
 14 talking about our more sort of specialized asset
 15 base, the capacity that we can bring to bear
 16 through PAL Airlines and Air Borealis is very
 17 substantial.
 18
 19 So like a lot of flight hours, a lot of miles
 20 flown, 24/7 dispatch, always someone on duty.
 21 And really, an active advantage in terms of
 22 regionality, in that the quickest way to
 23 transition from a search operation to a rescue
 24 operation is to enhance your dispatch time and be

Page 120

1 on scene quickly.
 2
 3 As you can see from the map, we're normally
 4 pretty close to the scene.
 5 THE COMMISSIONER:
 6 So do you have charter services to the mine in
 7 Northern Labrador? The Vale mine?
 8 MR. GALIMBERTI:
 9 Yes. Yeah. Extensive operations with Vale.
 10 Sometimes up to four or five flights daily, Q400
 11 capacity, all the way through the Twin Otter
 12 service. So a range of capacity being deployed
 13 in that respect.
 14
 15 I should also mention for a good part of the
 16 season, our Twin Otter fleet or parts of our Twin
 17 Otter fleet are on pontoons.
 18
 19 So ability to operate where there isn't
 20 necessarily an airfield is something that we're
 21 certainly capable of doing.
 22
 23 And it kind of almost goes without saying, I
 24 might as well address it here. I mean, clearly,

Page 121

1 our pilots, our staff are, I would say, more
 2 familiar than anyone else in the business with
 3 the notion of aviation in and around Newfoundland
 4 and Labrador.
 5
 6 It's a challenging climate. There are a variety
 7 of challenging operational circumstances.
 8
 9 Certainly, up on the coast of Labrador, you get
 10 into some interesting conditions on a really
 11 regular basis. These are things that our folks
 12 deal with 24/7/365.
 13
 14 It is an operating environment that we're
 15 intimately familiar with. And I think an asset
 16 as we have discussions going forward is about how
 17 PAL is prepared to help in any kind of a SAR
 18 scenario.
 19
 20 On the aerospace side, we are a global leader in
 21 ISR and, by extension, SAR technology. Clearly,
 22 we're based in St. John's.
 23
 24 We have significant domestic and international

Page 122

1 experience. The 300,000 global flight hours or
 2 flight hours without incident.
 3
 4 In our respect, we have a long track record of
 5 practicing with the JRCC in rescue operations
 6 from a federal perspective.
 7
 8 We are, I would say, most closely associated with
 9 maritime surveillance. And you'll note a lot of
 10 the programs that we talk about here, DFO,
 11 Netherlands Coast Guard, those are maritime
 12 surveillance operations.
 13
 14 It's not to say that the assets or the technology
 15 onboard can't be cross-purposed for overland
 16 search. They certainly can.
 17
 18 We've also used some of the technology that we
 19 have installed on our aircraft for wildlife
 20 monitoring.
 21
 22 We have certainly participated in overland
 23 searches in a variety of jurisdictions. It is
 24 not an operational environment that we're

Page 123

1 unfamiliar with. And I think a lot of the
 2 technology can certainly demonstrably be
 3 cross-purposed for this kind of an operation.
 4
 5 So the reason we are so successful, and we have
 6 this kind of international base of business, is,
 7 bluntly, we are a global leader and recognized as
 8 such.
 9
 10 We participate on an aggressive basis to gather
 11 international basis to generally operationalize
 12 that in St. John's and to propagate our
 13 operations and grow ourselves as a company.
 14 We've a demonstrated success in doing that.
 15
 16 A lot of these programs are programs that we
 17 actually operate. Where our pilots and crews are
 18 the ones actually onboard the aircraft while
 19 they're in flight. Our sensor operators are
 20 extraordinarily highly trained and very, very
 21 experienced.
 22
 23 The Force Multiplier Program, which is -- I'll
 24 speak a little bit more to that aircraft in a

Page 124

1 bit. But an ability to export our expertise on
 2 an on-demand basis has proven highly successful
 3 because we can demonstrate tremendous success and
 4 capability in the space.
 5
 6 We're also, I should mention, the maintenance
 7 provider for the New RCAF Fixed-Wing Search and
 8 Rescue Program. The fleet of CC-295 Kingfishers
 9 that is coming into service in Canada shortly.
 10 And extensive familiarity with the technology
 11 onboard those aircraft. Certainly, by extension,
 12 well versed in that operational protocol.
 13
 14 I don't believe I'm being biased in saying this
 15 because I work for the company. It is
 16 indisputably a tremendous ISR and SAR asset
 17 operating here predominantly out of St. John's
 18 International Airport, but with infrastructure
 19 that can be accessed across the province.
 20
 21 So this is the Force Multiplier. It's one thing
 22 to say sort of say, oh, we're good at stuff, and
 23 we have a bunch of shiny gadgets. It's another
 24 thing to see it applied to an aircraft that's a

Page 125

1 Dash 8, sort of traditional commercial airframe
 2 with millions of dollars of surveillance
 3 technology and search and rescue technology
 4 applied to the airframe.
 5
 6 Fully operational, has been for a number of
 7 years. Now on active deployment with the
 8 clients. It's not actually here in St. John's.
 9 But this gives you the kind of idea or an idea of
 10 the kind of technology that we have on station.
 11
 12 Its configuration is not dissimilar from the
 13 aircraft that we operate on behalf of DFO for the
 14 FASE Program. A lot of commonality in terms of
 15 technology onboard. Not, by any means, a linear
 16 copy, but sort of a lot of overlap.
 17
 18 As a provider, we try to be system agnostic. So
 19 we have tremendous experience with a lot of
 20 different technology. We've applied a variety of
 21 different radars across our platform. We've
 22 operated a variety of different radar rays.
 23
 24 I mentioned Mission System Software. Certainly,

Page 126

1 we're our own provider. We've worked with other
 2 providers of Mission System Software.
 3
 4 In doing this, I make the point because I want to
 5 emphasize just sort of the degree to which, when
 6 I talk about industry-leading technology, the
 7 minute something new is available, or there has
 8 been an advance in any sort of particular regard,
 9 we're generally very quick to operate it.
 10
 11 I can tell you as a for instance, again, just
 12 bragging a little bit about ourselves, our
 13 mission system provider, CarteNav, recently
 14 received Transport Canada authorization for --
 15 their mission system will now push a grid search
 16 pattern directly into the cockpit flight
 17 planning.
 18
 19 So it goes from the computer in the back of the
 20 aircraft into the cockpit and flies and tracks a
 21 precise grid. For one of two providers globally
 22 who have this ability in the Mission System
 23 Software. It was approved a month ago. We've
 24 already accessed it in a SAR scenario through one

Page 127

1 of our DFO aircraft in operation.
 2
 3 So in terms of leading the industry, fair to say
 4 that these are sort of real-time adjustments that
 5 we make to technology and protocol to make sure
 6 that we're in operation and sort of the best
 7 available technology and technique.
 8
 9 This is just a little more of the search --
 10 sorry, the Force Multiplier Aircraft, to give you
 11 an idea of the interior, some of the technology
 12 that's available onboard.
 13
 14 I mentioned earlier, like, a lot of our aircraft
 15 have specific modifications for maritime
 16 operation.
 17
 18 That is not to say that they're any less
 19 qualified for overland or disqualified as from
 20 overland. Certainly, they're very, very
 21 effective tools in that respect.
 22
 23 And I just wanted to talk briefly in this
 24 presentation about how we were able to

Page 128

1 participate in and, I think, concretely assist an
 2 overland SAR operation that took place in
 3 Labrador between Natuashish and Nain this
 4 February.
 5
 6 There were two snowmobiles who left for
 7 Natuashish -- snowmobilers, rather, on one
 8 snowmobile who left from Natuashish and did not
 9 return -- or left from Natuashish and did not
 10 return overnight in between those two
 11 communities. Mechanical problem with the
 12 snowmobile.
 13
 14 That was on Tuesday, the 24th, if I'm not
 15 mistaken. Wednesday, the 25th, we were alerted
 16 by the community ground search and rescue,
 17 through contacts that we do business with in Air
 18 Borealis, that there was a search sort of
 19 assembling. And we'd become aware of it through
 20 monitoring our social media and we're asked what
 21 we could do to assist.
 22
 23 Once that call came in, we diverted the PAL
 24 Airlines flight that was returning from Voisey's

Page 129

1 Bay to assist with the search.
2
3 We launched, specifically, an Air Borealis
4 aircraft to assist with the search. We diverted
5 one of our aerospace assets to immediately assist
6 with the search.
7
8 And ultimately, once the snowmobilers were found
9 -- and it was the Borealis aircraft who found one
10 of them. Once the snowmobilers were found, we
11 were able to dispatch a rotary asset to provide
12 urgent medical transportation.
13
14 So our crew went out to the helicopter that we
15 have, removed the back seat. Made sure that it
16 was prepared for medical transport. Flew it out
17 to the scene. Picked up one of the parties and
18 flew them in for medical attention.
19
20 It was a successful SAR operation. Obviously, a
21 great news story. But I really think it's a
22 concrete demonstration of the scope of capacity
23 that we will bring to bear immediately, if we're
24 called upon.

Page 130

1 And that is, I think, sort of the most important
2 caveat here, is that we would volunteer in any
3 instance and are happy to be called upon to
4 assist.
5
6 And I think that that's -- I don't want to miss
7 the point and the opportunity to make the point.
8 I think the calling of us or the willingness to
9 call us is based on familiarity with our
10 operations.
11
12 I think this is why we're happy to be here today.
13 This is a great opportunity for us to explain a
14 bit, sort of, how big and sophisticated we've
15 become, because I'm not sure that it's a story
16 that's as widely known as it should be in the
17 province.
18
19 And I think our direct relationship with Borealis
20 and the Borealis partners was what made them in
21 this instance, if not necessarily with the extent
22 of the capacity but certainly familiar enough
23 with us as an operation to reach out and knowing
24 that we would try to assist.

Page 131

1 And that, I think, is important going forward in
2 that we undertake initiatives to, however we do
3 it, communicate on a regular basis what it is
4 that we can do to help and what it is from the
5 perspective of technology and technique that
6 we're able to contribute to a SAR operation on
7 any given day.
8
9 If that is a regular point of contact with
10 provincial or policing assets, you'll find no
11 shortage of willingness or open doors on the PAL
12 end to accommodate that kind of a progressive
13 discussion.
14
15 So secondary to that familiarity, if we would
16 volunteer a polite recommendation it would be
17 that there is a functionality or there's
18 developed a functional or a mechanism out there
19 that allows the province to quickly get in touch
20 us, knowing that in a SAR situation every second
21 counts, and allow us to deploy our assets, to do
22 what it is we can or as much as we can to help.
23 Allowing us to muster the resources we have at
24 hand and see if we can make a difference.

Page 132

1 There is not, to our understanding, a clean or a
2 quick way to do that currently. Certainly, we
3 are available on our end, I mentioned a 24/7
4 operation, to help at the drop of a hat with
5 whatever it is we can.
6
7 The fewer barriers that are in place between our
8 ability to dispatch and the province's ability to
9 call on us, I think it's indisputably for the
10 best.
11
12 And if there is an additional recommendation to
13 make, I mentioned our extensive sort of
14 technological background and modification
15 capability.
16
17 From a capacity building standpoint, I believe
18 it's an interesting exercise to undertake to
19 think about, if there were technologies that were
20 available they could be quickly rolled on board
21 of existing commercial aircraft.
22
23 And Borealis, given the partnership in which
24 that's operated, is a really interesting example,

Page 133

1 as they operate twin otters which are incredibly
 2 versatile aircraft.
 3
 4 There are solutions from a technology perspective
 5 that can be quickly developed, assembled here in
 6 St. John's, manufactured, deployed. Have
 7 everyone trained on them. Have them available in
 8 Goose Bay to apply to a Borealis aircraft at a
 9 moment's notice and have those dispatched.
 10
 11 In terms from a capacity building perspective and
 12 from the perspective of involving the community
 13 in search and rescue operations, I believe that
 14 there are a series of operations there that
 15 should be explored going forward to see what it
 16 is, where there can be a positive contribution
 17 made.
 18
 19 So that's the extent of the presentation I had
 20 prepared. I'm obviously happy and hopeful to
 21 field any questions you have.
 22
 23 I'll preempt a lot of the technological
 24 discussion in that I am not a technical expert by

Page 134

1 any stress. I have an Arts degree. I think
 2 that's an important qualifier.
 3
 4 I am, however, more than happy to take any kind
 5 of a technical questions that you have and ensure
 6 that the team of incredibly bright, well-versed,
 7 world leaders in SAR and ISR that we have back at
 8 PAL give as detailed an explanation as the
 9 Commission would like.
 10
 11 So with that, I close off my remarks and
 12 certainly I am happy to take any questions you
 13 have.
 14 MR. BUDDEN:
 15 As I said to you earlier, sir, there are a number
 16 of lawyers here who may have questions for you.
 17
 18 We also have individuals here who aren't lawyers
 19 but are much closer to the scene in terms of
 20 their technical knowledge, so there may be
 21 questions coming from some of those persons as
 22 well.
 23
 24 So I think I can say for the Commission, if any

Page 135

1 of those other individuals, such as Mr. Smith, or
 2 really, anybody at the table has a question for
 3 this witness, I think that that would be
 4 perfectly appropriate.
 5
 6 Mr. Smith?
 7 (Technical difficulties.)
 8 MR. SMITH:
 9 Q. Commissioner, Richard Smith. Thank you, sir, for
 10 your presentation. Really enjoyed it.
 11
 12 Could you just explain the IR capability of the
 13 aircraft that's going to be involved in ground
 14 search and rescue operations? The speed of the
 15 aircraft, altitude, et cetera, to get meaningful
 16 probability detection results with that
 17 instrument?
 18 MR. GALIMBERTI:
 19 A. Well, I mean, a lot of it is aircraft dependent.
 20 I can speak more specifically to the force
 21 multiplier, the Dash 8 aircraft that they had up
 22 on the screen there.
 23
 24 It's got about a ten-hour commission capacity.

Page 136

1 We have equipment onboard the aircraft that's
 2 effective in search and rescue from an altitude
 3 of about 25,000 feet to more specialized aircraft
 4 or more specialized equipment that would be
 5 effective to sort of you're getting inside 500
 6 feet.
 7
 8 Speed of the aircraft, I mean it's sort of a
 9 general commercial Dash 8. I mean, it would have
 10 sort of depend on if you're looking for cruising,
 11 if you're looking for sort of speed to it, Dash 8
 12 is not particularly fast.
 13
 14 What you're looking for normally there is a lot
 15 of time on station. So that's how we've designed
 16 it.
 17
 18 I can get you a more specific -- every time I
 19 sort of go down this path I have the voice of a
 20 pilot in the back of my head going you're off by
 21 five nautical miles. So I can get you a more
 22 specific airspeed answer. There's a lot of
 23 variables there.
 24

Page 137

1 MR. SMITH:
 2 **Q.** Thank you, sir. It's also more to do with the
 3 actual IR instruments. We're familiar with the
 4 FLIR, but the IR capability onboard that aircraft
 5 for detecting people and our snow machines on the
 6 ground.
 7 MR. GALIMBERTI:
 8 **A.** Yeah, absolutely. FLIR, we have a lot of
 9 experience with the WestCAM technology, the
 10 MX-15HD right now.
 11
 12 We have radars onboard that are, I mentioned,
 13 capable at 25,000 feet. A lot of the radars we
 14 sort of operate that altitude on that.
 15
 16 FLIR, absolutely. Infrared technology,
 17 absolutely. Newer technology as we've been
 18 working with ViDAR recently, which is an
 19 Australian system.
 20
 21 I'm trying to think of a good way to sort of
 22 quickly explain it, that's not going to get me in
 23 trouble.
 24

Page 138

1 It's a great sort of differentiator in the
 2 software, picking out sort of anomalies on the
 3 landscape and highlighting them for an operator,
 4 right? So it works sort of like a colour basis
 5 and knocks things out.
 6
 7 There's not a single technology, generally, on
 8 the aircraft. It is a system of systems. And
 9 the sensor operators have the freedom to switch
 10 from one to the next at their consoles to
 11 determine what's going to give them the best sort
 12 of image or search capacity, given the mission
 13 profile.
 14 MR. SMITH:
 15 **Q.** Thank you, sir. And these instruments are on the
 16 Q-400?
 17
 18 Are they transferable to the Twin Otter?
 19 MR. GALIMBERTI:
 20 **Q.** So those are on our Dash 8 fleet. The sort of
 21 100s and 300s that we operate, and normally 100s.
 22
 23 The Q-400s, right now we have a partnership with
 24 De Havilland to look at missionizing a Q-400. So

Page 139

1 we're actively in development with them, but sort
 2 of our operational assets are in the 100 to 300
 3 range.
 4
 5 Would that technology be transferable to the Twin
 6 Otter? The answer would be some of it,
 7 certainly.
 8
 9 I mean, our surveillance aircraft, also from the
 10 DFO fleet that we operate, includes Beechcraft
 11 aircraft as well. King Airs, right?
 12
 13 So we have transferred it to or we have built
 14 very robust surveillance setups, very robust ISR
 15 SAR setups on smaller aircraft.
 16
 17 If you were looking at the transferring the
 18 technology to the Twin Otter, I would say that we
 19 would have a protracted discussion about what
 20 technology would be best, right?
 21
 22 It would be are you talking about a permanent
 23 installation? Are you talking about something
 24 that's permanently on the aircraft? Are you

Page 140

1 talking about something that can be rolled on
 2 from an engineering perspective and bolted down
 3 to the aircraft in, like, an hour or so, right?
 4
 5 So there are certain optionalities out there. We
 6 have a lot of experience with missionizing Twin
 7 Otters.
 8
 9 CarteNav works extensively with engineers,
 10 modifiers who have a lot of experience on that
 11 airframe who can suggest what would be a robust
 12 SAR package for that kind of purpose.
 13 MR. SMITH:
 14 Thank you, sir. I appreciate that.
 15 WILLIAMS, Q.C.:
 16 **Q.** Good afternoon, Tom Williams. I represent the
 17 family of Burton Winters. Just a couple of
 18 questions.
 19
 20 How long has PAL aerospace been involved in
 21 search and rescue in the Labrador region? Any
 22 idea?
 23 MR. GALIMBERTI:
 24 **A.** Well, I mean, it's fair to -- we've been

Page 141

1 operating variant ISR aircraft in the
 2 Newfoundland and Labrador region on a commercial
 3 basis for over 30 years, right? And through our
 4 partnership with the Department of Fisheries and
 5 Oceans.
 6
 7 I think throughout that time -- and I wouldn't be
 8 able to pinpoint exactly the first time that we
 9 were called out to participate in a SAR
 10 operation.
 11
 12 Fair to say that throughout the history of the
 13 operation of the DFO program, there are a number
 14 of really prominent and positive examples of PAL
 15 making contributions to SAR operations.
 16 WILLIAMS, Q.C.:
 17 Q. Okay. And over the course of the Inquiry we have
 18 heard where PAL have been called in, I think, on
 19 one particular occasion to participate. And I
 20 know you've illustrated an example there where
 21 you did.
 22
 23 Do you have -- and I'm not trying to get into
 24 proprietary information, but do you have standing

Page 142

1 relationships with governments or DND whereby you
 2 will provide SAR backup where required, or it is
 3 a one-off situation where you just get a call to
 4 participate?
 5 MR. GALIMBERTI:
 6 A. JRCC certainly has the ability to call us and
 7 does on a really regular basis. I mean, that is
 8 for the most part, it's addressed through the
 9 FASE program, for sure.
 10
 11 I think the nut of that question really comes to
 12 is it an asset that the Government of Canada
 13 knows that they can put in the field quite
 14 quickly? Yes.
 15
 16 Is there a path for them to do it? Yes.
 17 WILLIAMS, Q.C.:
 18 Q. And have you a similar relationship with the
 19 province in respect to providing any SAR-related
 20 resources?
 21 MR. GALIMBERTI:
 22 A. Our relationship with the province is not in the
 23 same format.
 24

Page 143

1 WILLIAMS, Q.C.:
 2 Q. Okay. And are there any other -- again, I'm not
 3 trying to delve into the business side of
 4 operations.
 5
 6 But obviously, you have private contracts to
 7 provide surveillance operations.
 8
 9 Anything in that range in terms of search and
 10 rescue in particular?
 11 MR. GALIMBERTI:
 12 A. Well, a lot of our programatic aircraft are
 13 called out on search and rescue operations on a
 14 regular basis, right?
 15
 16 And we've had a longstanding -- a great example
 17 is we've had a longstanding relationship with the
 18 coast guard in the Dutch Caribbean.
 19
 20 A fundamental part of the coast guard operation
 21 is search and rescue. So absolutely as part of
 22 that contract we operate search and rescue
 23 missions.
 24

Page 144

1 In that instance we're providing the aircraft and
 2 the flight crew. We operate search and rescue
 3 missions on behalf of the Dutch Caribbean coast
 4 guard. No question.
 5 WILLIAMS, Q.C.:
 6 Okay. That's all the questions I have. Thank
 7 you.
 8 MR. BUDDEN:
 9 Q. I just have a few. And as from earlier
 10 discussions, my name is Geoff Budden, I'm
 11 Commission counsel.
 12
 13 My background is Arts as well so this may be a
 14 bit of a strained conversation, when we get into
 15 the technical stuff. So I'll start a little more
 16 basic from that.
 17
 18 From just plainly looking at the map, it would
 19 appear that PAL has a particular familiarity with
 20 the Labrador part of the province.
 21
 22 Would that be fair to say?
 23 MR. GALIMBERTI:
 24 A. I'd say that we have a tremendous familiarity

Page 145

1 with the province generally. And a lot of the
 2 special mission hours that are encompassed in the
 3 300,000 are around the province. They're
 4 offshore Newfoundland and throughout Atlantic
 5 Canada.
 6
 7 As far as -- I would say that we certainly have a
 8 specialized and unique familiarity with Labrador
 9 from, say, just our operations.
 10
 11 They are historic. It's a fleet that is really
 12 specialized to operate out of a lot of those
 13 coastal communities.
 14
 15 I mean, like as far as -- it would not be unfair
 16 to say that as far as operating Labrador is
 17 concerned, I believe that we're the most familiar
 18 with the territory, for sure.
 19 MR. BUDDEN:
 20 Q. One thing we heard in, I believe, the search for
 21 Burton Winters was that a commercial flight was
 22 asked to keep a lookout for him on, I believe,
 23 the first day of the search.
 24

Page 146

1 And we also heard evidence from somebody, I
 2 believe possibly Barry Anderson, to the effect
 3 that the relationship with -- and I think this is
 4 the Air Borealis, but again, this is from memory,
 5 not notes, was that a pilot in at least one
 6 instance notified the RCMP about something he saw
 7 that struck him as unusual.
 8
 9 I think somebody had abandoned a snowmobile and
 10 were out walking well away from any communities
 11 or anything.
 12
 13 So I take from that, that there is existing, sort
 14 of at least informal, partnership between Air
 15 Borealis in Labrador and the search and rescue
 16 world?
 17 MR. GALIMBERTI:
 18 A. Yeah. I mean, there's certainly an informal
 19 partnership in that I don't believe you would
 20 find a single one of our employees who wouldn't
 21 help if asked. Right?
 22
 23 Labrador is particularly acute. Like you can see
 24 from the pictures of the operation in February,

Page 147

1 that's stark from a geography perspective. And
 2 obviously, incredibly serious in terms of a
 3 search and rescue scenario. Like that's a real
 4 every-minute-counts kind of place in the world.
 5
 6 I don't believe you could find a Borealis
 7 employee who, if operating, were asked to divert
 8 their flight or fly a search pattern or check out
 9 an anomalous object on the horizon wouldn't do it
 10 immediately, so long as it wasn't an active
 11 threat to their safety.
 12 MR. BUDDEN:
 13 Q. You spoke about the February 2021 operation in
 14 Natuashish, and if I got my notes correctly, it
 15 was a community ground search and rescue put out
 16 the call to Air Borealis.
 17
 18 And you had capitalized community in that case,
 19 but this wasn't a particular organization, I take
 20 it? It was just some contact you had who was
 21 involved in a search reached out to Air Borealis
 22 to contract to also become involved?
 23 MR. GALIMBERTI:
 24 A. Yes. Through their familiarity with Air

Page 148

1 Borealis. Yeah, people directly involved in the
 2 search looking specifically for the individuals
 3 involved reached to us directly.
 4 MR. BUDDEN:
 5 Q. Okay. I notice there, the Air Borealis rotary
 6 asset.
 7
 8 What are your rotary assets in Labrador in
 9 particular, say?
 10 MR. GALIMBERTI:
 11 A. So it's relatively new. It's a Bell helicopter.
 12 It's operated in partnership with Custom
 13 Helicopter. It's generally sort of dispatched on
 14 resource sector contract.
 15
 16 But yeah, it's actually a remarkable set of
 17 circumstances. It was a new air asset to Air
 18 Borealis. We put it on station a couple of
 19 months before we needed it for this. Before we
 20 used it for this. So yeah.
 21 MR. BUDDEN:
 22 Q. So that's something that's only been there,
 23 really, in the year 2021 or late 2020?
 24 MR. GALIMBERTI:

Page 149

1 A. I would have to check sort of the exact date of
 2 the press release. But, yeah, late 2020.
 3 MR. BUDDEN:
 4 Q. Sure. And are there any rotary -- does PAL have
 5 any rotary assets on the island?
 6 MR. GALIMBERTI:
 7 A. No.
 8 MR. BUDDEN:
 9 Q. Okay.
 10 MR. GALIMBERTI:
 11 A. Which is not to say that we couldn't, if sort of
 12 required or won't. PAL is, as an entity, owned
 13 by a larger commercial entity by the name of
 14 Exchange Income Corporation who owns a rotary
 15 provider with the name of Custom Helicopter.
 16
 17 So it's not, I would say, a business line that we
 18 are actively investigating on the island, but we
 19 have a larger systemic familiarity with rotary.
 20 MR. BUDDEN:
 21 Q. And you have that specific asset in Labrador?
 22 MR. GALIMBERTI:
 23 A. Yes.
 24

Page 150

1 MR. BUDDEN:
 2 Q. Based in Happy Valley-Goose Bay?
 3 MR. GALIMBERTI:
 4 A. Yes.
 5 MR. BUDDEN:
 6 Q. Thank you. This is getting, I guess, to the
 7 technical stuff. We've heard about FLIR which is
 8 forward-looking infrared, which we've heard is a
 9 technology that spots heat anomalies and so
 10 forth.
 11
 12 I take it, we've heard about that being used in
 13 different formats from the ground from
 14 helicopters, from planes.
 15
 16 I'd understood that, perhaps, it was most
 17 effective in lower altitudes from helicopters
 18 than, perhaps, higher altitudes from planes.
 19
 20 Is that something that you're at all able to
 21 speak to?
 22 MR. GALIMBERTI:
 23 A. I mean, like we have really good familiarity
 24 using the FLIR from a range of altitudes, I would

Page 151

1 say, sort of really from 500 feet up to 25,000.
 2
 3 In terms of what kind of results you're going to
 4 get, a lot of that is probably going to be
 5 dictated by conditions and terrain.
 6
 7 But the technology that exists there now, in
 8 terms of FLIR and the kind of product you can
 9 get, I mentioned the WestCAM MX-15, really
 10 phenomenally advanced technology.
 11 MR. BUDDEN:
 12 Q. The other thing, this will be my last question.
 13 The one thing we've observed within this Inquiry
 14 is, even over the last ten years, there's been
 15 some remarkable technological advances.
 16
 17 Would you agree with that?
 18 MR. GALIMBERTI:
 19 A. Oh, yeah, tremendous. And I think that goes to
 20 my point about sort of an ongoing effort around
 21 familiarity.
 22
 23 I would be uncomfortable telling you today that
 24 we're not going to be installing and operating

Page 152

1 robust new technology or employing some sort of
 2 new technique six months from now, right?
 3
 4 Like, the pace of development in the space is
 5 tremendous. And I mentioned that we're a world
 6 leader.
 7
 8 In order to preserve that sort of space of world
 9 leadership, we're continually looking to see what
 10 it is we can do to keep abreast of that
 11 situation.
 12
 13 The ability to push a grid search pattern or the
 14 ability to have search patterns pushed or flight
 15 planning pushed from the Mission System Software
 16 to the cockpit is a great example.
 17
 18 It's something that wasn't being done in SAR, in
 19 Canada, as recently as two months ago and it's
 20 something that we've used in the field since.
 21 MR. BUDDEN:
 22 Q. Thank you. I have nothing further.
 23
 24 Other people in the room may have questions for

Page 153

1 you now.
 2 RALPH, Q.C.:
 3 Q. I don't have much. I'm just curious about
 4 drones.
 5
 6 Is PAL using drones for surveillance?
 7 MR. GALIMBERTI:
 8 A. No, we're not currently operating...
 9 RALPH, Q.C.:
 10 Q. And is there any sort of development of drone
 11 technology in your company?
 12 MR. GALIMBERTI:
 13 A. I think we would certainly be -- like, we are
 14 aware of the space. We are investigating in a
 15 number of partnerships that might be beneficial
 16 to us in the long-term.
 17
 18 But in terms of operationalizing sort of drone
 19 technology immediately, no. I don't believe that
 20 there's anything on the immediate horizon.
 21 RALPH, Q.C.:
 22 Q. Great. Thank you.
 23 MR. FREEMAN:
 24 Q. Hello. Mark Freeman with the Department of

Page 154

1 Justice Canada. Thank you for your presentation.
 2 Really appreciate it.
 3
 4 Just have a few questions for you, I think. And
 5 some of these may be repetitive with my
 6 colleague, Mr. Budden.
 7
 8 You said you have the one rotary wing asset at
 9 the moment, Provincial Airlines?
 10 MR. GALIMBERTI:
 11 A. Well, so it's operated -- it's an Air Borealis
 12 rotary asset. It's a partnership between -- the
 13 asset is still Custom Helicopter asset. It is
 14 working with Air Borealis through the Borealis
 15 partnership. But yes, yeah.
 16 MR. FREEMAN:
 17 Q. Okay. And it's a Bell helicopter you said; is
 18 that right?
 19 MR. GALIMBERTI:
 20 A. Yeah. I can get you the exact specifics. I just
 21 don't have the sort of exact, like, serial number
 22 in front of me. But, yeah.
 23 MR. FREEMAN:
 24 Q. Okay. And it is based out of Goose Bay?

Page 155

1 MR. GALIMBERTI:
 2 A. Yes.
 3 MR. FREEMAN:
 4 Q. And again, I'm probably going to go down the
 5 technical road further than maybe you're
 6 comfortable, if that's okay.
 7
 8 But is that helicopter capable of flying at
 9 night?
 10 MR. GALIMBERTI:
 11 A. Is it capable of flying at night? It does not
 12 and I would need to check. It did on initial
 13 deployment have the sort of night vision
 14 technology applied to it.
 15
 16 Like, is it capable of flying at night? Yeah.
 17
 18 Is it functional as a sort of search and rescue
 19 for a nighttime operation? Probably some optimal
 20 setup right now.
 21
 22 But again, I can get you a more technical answer
 23 as to the state of that machine currently.
 24

Page 156

1 MR. FREEMAN:
 2 Q. I mean (inaudible) Inquiry is interested. It's
 3 just more of curiosity from our perspective. But
 4 there's the night fly ability and then there's
 5 night search capability. Yes.
 6 MR. GALIMBERTI:
 7 A. Well, like, I want to make a distinction here.
 8 Like, there are tools that you can use on an
 9 aircraft in any circumstance that are going to
 10 sort of optimize your ability to operate at
 11 night, right?
 12
 13 There are other helicopters in the custom family
 14 that are equipped with specialized night vision
 15 technology.
 16
 17 To my most recent understanding, the one that is
 18 deployed in Labrador is not currently optimized
 19 in that respect.
 20 MR. FREEMAN:
 21 Q. And again, I'm probably going even further down
 22 the rabbit hole now, but do you know if it would
 23 have sort of anti-ice capability?
 24

Page 157

1 MR. GALIMBERTI:
 2 A. No.
 3 MR. FREEMAN:
 4 Q. It would not or you're not sure?
 5 MR. GALIMBERTI:
 6 A. Well, I'm not a hundred percent sure, no. I
 7 mean, like, certainly there are things that you
 8 can do to any aircraft to facilitate their
 9 operation in winter or icing conditions.
 10
 11 I think you're almost getting into a space where
 12 you're talking about pilot decisions on the
 13 safety of the operation of the vehicle.
 14
 15 And, yeah, that would be...
 16 MR. FREEMAN:
 17 Q. Okay. And what about medical professionals or
 18 anything like that who would be attached to it or
 19 on board?
 20 MR. GALIMBERTI:
 21 A. So that is not a medevac or an air ambulance
 22 asset. It is a commercial asset. In this case
 23 it did have with it a kit that allowed it to be
 24 converted quite quickly to provide a sort of

Page 159

1 believe it has that sort of specialized kit into
 2 it.
 3
 4 Again, like, I am more than happy to investigate
 5 the specific operational capacity of that
 6 aircraft.
 7
 8 But it also, I think, again, goes to my point
 9 around familiarity. Like, what we're going to be
 10 doing with our rotary and where it's going to be
 11 deployed and where there might be additional
 12 rotary capacity coming into the system any time
 13 soon is not a discussion that is like really of
 14 the now discussion, so much as it's like there is
 15 a progressive, I think, value to continually
 16 checking in with any private service provider
 17 across the province to understand what assets you
 18 can have available to leverage for SAR.
 19
 20 Because I know you're going to hear from Hank
 21 from Custom and his answers are going to differ
 22 from what it is that they can provide
 23 operationally.
 24

Page 158

1 stretcher access, right?
 2
 3 We are also an operator of an air ambulance
 4 service. We are through the EIC family -- the
 5 EIC is a family of companies. It's the largest
 6 air ambulance provider in Canada.
 7
 8 So there are absolutely instances where medical
 9 professionals can be made available to facilitate
 10 air travel.
 11
 12 On that particular helicopter, not something that
 13 we've quipped it for.
 14 MR. FREEMAN:
 15 Q. And does it have the ability to hoist, do you
 16 know, the rotary wing asset that you have?
 17 MR. GALIMBERTI:
 18 A. I don't believe it -- for the purposes of a SAR,
 19 I don't believe that it has hoist capacity, like,
 20 that you would be able to do a stretcher with,
 21 no.
 22
 23 I mean, it's a commercial helicopter. It has
 24 some hoist capacity attached to it but I don't

Page 160

1 I know that my answers are going to differ from
 2 the perspective of what it is we can offer in
 3 terms of capacity on a go-forward.
 4
 5 So there's a balance there or an ongoing
 6 conversation, I think, needs to be fostered.
 7 MR. FREEMAN:
 8 Q. Okay. And I appreciate that. And I'd certainly
 9 leave it to the Inquiry and the Commissioner and
 10 Inquiry counsel if they want to follow up on any
 11 of those topics in terms of relevance.
 12
 13 I'm just going to ask my colleague here... So we
 14 don't have any further questions on that topic.
 15
 16 One other thing, one thing that came up when we
 17 were doing the Makkovik search was aircraft of
 18 opportunity is a phrase that we hear.
 19
 20 So how does provincial Airlines fit into that
 21 question?
 22
 23 So you're an airplane operator, mainly. You have
 24 flight plans and scheduled flights, commercial

Page 161

1 flights with people on them. They're going to
 2 Goose Bay or wherever from St. John's.
 3 MR. GALIMBERTI:
 4 A. Yeah.
 5 MR. FREEMAN:
 6 Q. You receive contact from someone to say if you're
 7 doing this already, if you're already in the air,
 8 so to speak, can you do this as well?
 9
 10 Is that...
 11 MR. GALIMBERTI:
 12 A. Well, from an airline perspective, regulations
 13 allow for diversions in the instance where it's
 14 sort of a life threatening situation. You're
 15 allowed to divert. You're allowed to go have a
 16 look.
 17
 18 What you're able to do from a commercial
 19 perspective with aircraft that are already in
 20 operation, I mean, really, it's, I guess, to the
 21 operator's discretion.
 22
 23 But this goes back to my original point. I don't
 24 believe that you would have find anyone

Page 162

1 operationally who is not going to, if called,
 2 say, okay, we're going to go see what it is we
 3 can do to reasonably help. Right?
 4
 5 As the second order of consideration, I mean you
 6 mentioned aircraft of opportunity which is a
 7 great phrasing.
 8
 9 We have a lot of assets that we are able to
 10 deploy really quickly, right? So what we have on
 11 the sky on any given moment or in the flight plan
 12 at any given moment is not the entirety of our
 13 fleet.
 14
 15 We have backup aircraft. We have, like, Otters
 16 that can be dispatched. The aerospace operation
 17 is a completely separate one. And we have
 18 aerospace assets that operate on a 24/7 basis in
 19 and around St. John's and Labrador.
 20
 21 We have our air ambulance that we dispatch. We
 22 manage private aircraft that be can dispatched if
 23 need be.
 24

Page 163

1 So from a larger PAL corporate perspective, there
 2 are a number of things that we can bring to bear.
 3 And the situation that I mentioned where we put
 4 assets from Borealis, from PAL Airlines and from
 5 aerospace into action really quickly is a great
 6 example.
 7
 8 Like, organizationally we have tremendous
 9 flexibility there.
 10 MR. FREEMAN:
 11 Q. Okay. Thank you very much. Very interesting.
 12 Thanks.
 13 MR. BUDDEN:
 14 Mr. O'Keefe, have you any questions?
 15 MR. O'KEEFE:
 16 Q. Thank you. I do have a couple of questions. I'm
 17 just thinking about the context of this exercise.
 18
 19 And so, obviously, Provincial Airlines, PAL
 20 Aerospace are a for-profit business. And I was
 21 looking at the slide concerning the Natuashish to
 22 Nain search that you conducted.
 23
 24 So would you have been contracted by a private

Page 164

1 individual to do that? Or how does the
 2 engagement work when you're retained to do a
 3 search?
 4 MR. GALIMBERTI:
 5 A. In this instance?
 6 MR. O'KEEFE:
 7 Q. In this instance, just using that one as an
 8 example?
 9 MR. GALIMBERTI:
 10 A. We used our corporate discretion to operate a
 11 search.
 12 MR. O'KEEFE:
 13 Q. Okay. So if you have to send out resources to
 14 operate a search, obviously there's a cost
 15 associated with that.
 16
 17 Does that cost get reimbursed to you somehow?
 18 And by you, I mean PAL.
 19 MR. GALIMBERTI:
 20 A. Not me personally. It instances where we are
 21 contacted by the JRCC yes, absolutely. There is
 22 a standing rate. I believe it's hourly with the
 23 Government of Canada.
 24 MR. O'KEEFE:

Page 165

1 Q. Okay. But you would have to be contacted by the
 2 JRCC for that standing rate to be applicable. Is
 3 that how it works?
 4 MR. GALIMBERTI:
 5 A. Yeah, we have an agreement with the Government of
 6 Canada. So if it's a Government of Canada
 7 callout, then we apply the Government of Canada
 8 rate.
 9 MR. O'KEEFE:
 10 Q. Okay. So in this particular case, the example
 11 that you gave us you weren't contacted by the
 12 JRCC in that case, were you?
 13 MR. GALIMBERTI:
 14 A. No, in this particular instance we made a
 15 decision to use our corporate discretion to
 16 dispatch our assets.
 17
 18 We're not reimbursed for any of the stuff that
 19 you see on the screen.
 20 MR. O'KEEFE:
 21 Okay. All right. That's it. Thank you.
 22 MR. BUDDEN:
 23 Is there anybody else in the room who has a
 24 question they wish to put to this particular

Page 167

1 Rovers team, and other drones, perhaps,
 2 throughout the province.
 3 MR. GALIMBERTI:
 4 Yeah.
 5 MR. BUDDEN:
 6 If there's no other questions, no follow-up,
 7 nothing from Mr. Commissioner, thank you for your
 8 time today. It was very helpful. Very
 9 interesting.
 10
 11 Should we enter this as formal exhibit?
 12
 13 Yes. Okay, this would be P-193.
 14 THE CLERK:
 15 Yes.
 16
 17 EXHIBIT P-193, ENTERED AND MARKED ON INQUIRY
 18
 19 MR. BUDDEN:
 20 Okay. We've taken your slides now. Thank you.
 21
 22 I think she was asking you, if you could email it
 23 to her?
 24

Page 166

1 witness?
 2 MR. BLACKMORE:
 3 What I'd like to do is - Harry Blackmore, from
 4 search and rescue - is just to let everybody know
 5 that when we started our drone projects, PAL
 6 Aerospace were one of the first ones to step up
 7 to us to give us advice from their technical
 8 people.
 9
 10 It was no good for me to try to explain it
 11 because I wouldn't be able to. But they came to
 12 the table with us right away with their special
 13 techniques and their people to tell us what to
 14 get.
 15
 16 So kudos to those fellows for stepping up.
 17 MR. BUDDEN:
 18 Thank you, Mr. Blackmore. Mr. Blackmore is the
 19 25-year -- has been for 25 years now, president
 20 of the Newfoundland and Labrador Search and
 21 Rescue Association.
 22
 23 And he was referring particularly, I think, to
 24 the drone they bought in St. John's for the

Page 168

1 MR. GALIMBERTI:
 2 Oh yeah, yeah. Yeah. No, I can certainly find a
 3 way to get that to you. For sure.
 4 MR. BUDDEN:
 5 Thank you. Perhaps, Mr. Commissioner, we could
 6 just break for a moment to allow the next witness
 7 to set up?
 8 COMMISSIONER IGLOLIORTE:
 9 Yes. Ten minutes.
 10 MR. BUDDEN:
 11 Yes, thank you.
 12 THE CLERK:
 13 All right.
 14
 15 (Recess)
 16
 17 MR. BUDDEN:
 18 Thank you, Mr. Commissioner. As a housekeeping
 19 matter, we have before us an exhibit. And I'll
 20 get to the witness in just a moment, but perhaps
 21 we can enter this exhibit which is the Cougar
 22 Helicopter presentation. Cougar SAR October
 23 2021.
 24

Page 169

1 And have that entered as Exhibit P-194, I
 2 believe. Thank you.
 3
 4 EXHIBIT P-194, ENTERED AND MARKED ON INQUIRY
 5
 6 MR. BUDDEN:
 7 And Mr. Commissioner, as you're aware, we have
 8 two individuals here from Cougar. And their
 9 names are Hank Williams, and I didn't get your
 10 last name JJ? And I can't read it from where I'm
 11 sitting now.
 12
 13 Okay, thank you. JJ Gerber. I'll allow the
 14 gentlemen to introduce themselves. And I assume
 15 the technical matters of miking and all that has
 16 been worked out.
 17
 18 So we'll hear from these gentlemen now. And as
 19 with the previous witnesses, I advised, at least
 20 Mr. Williams, there are lawyers here who may have
 21 questions for you afterwards, and also, various
 22 people in the room. For example, to my right is
 23 Richard Smith who is a search and rescue expert
 24 who's been retained by this public inquiry.

Page 170

1 Mr. Richard Smith or other individuals in the
 2 room may have questions for you afterwards as
 3 well. Thank you.
 4
 5 So if you would care to introduce yourselves and
 6 give your presentation.
 7 MR. H. WILLIAMS.:
 8 Okay. You got me okay? Well, my name is Hank
 9 Williams and it's an absolute pleasure to be
 10 here. I've been with Cougar for 25 years. A
 11 long time.
 12
 13 And I've seen things develop in the technology
 14 and aircraft industry as we go along. But when
 15 we're specifically talking about what outside
 16 what we do with normal pacts, but the SAR
 17 operation, I got to say, it gets a lot of
 18 attention in our world.
 19
 20 And I think as all of us as individuals near and
 21 dear to SAR, it's something that really jumps
 22 out.
 23
 24 And before I start, I would like to say about the

Page 171

1 appreciation I have for the fixed-wing
 2 capability, search and rescue, the rotary-wing
 3 capability, and the appreciation to the ground
 4 search and rescue, that boots on the ground that
 5 do this, do this for us, I have an utmost
 6 appreciation for those people. So thank you to
 7 everyone involved in that.
 8
 9 Again, pleasure to be here. I will open with a
 10 statement is that Igor Sikorsky, the inventor of
 11 the helicopter, made a statement that he would
 12 wish that the primary need for his aircraft and
 13 usage for his aircraft was in saving lives. That
 14 was his thought process on what the helicopter
 15 could do.
 16
 17 So I think it can and I'll let J. J. introduce
 18 himself and we can get started.
 19 MR. GERBER:
 20 Good afternoon. And as like Hank said, despite
 21 the tragic circumstances that got us together, it
 22 is time that we talk about this.
 23
 24 I know I have an accent. I'm not from here but

Page 172

1 I've lived here for almost 25 years. And so I
 2 think what is good for the people of Newfoundland
 3 is also good for me, and I take that to heart.
 4
 5 As a former search and rescue pilot myself -- I
 6 don't do it currently. We have far more capable
 7 people at Cougar who do that, and everybody is
 8 willing and ready.
 9
 10 I know what it is to be hamstrung with equipment
 11 or ability to actually go and help somebody. And
 12 I think there's an opportunity to look into that
 13 and allow for that.
 14
 15 I echo what Hank says. As a helicopter pilot, I
 16 think that's one of the best things that one can
 17 do in the feeling of actually making a difference
 18 in somebody in trouble and being able to help
 19 them.
 20
 21 So we're happy to answer your questions, and we
 22 have a few slides to show. And I'm sure you're
 23 probably PowerPointed to death at this point, but
 24 we will try and move along fairly quickly.

Page 173

1 Where do I point this to work? It worked
 2 earlier. The mouse just needs to be on the right
 3 screen and it will advance. There we go.
 4 MR. H. WILLIAMS:
 5 No, still not. No, go back one. One more, okay.
 6
 7 We'll start with SAR in The News. And as said, I
 8 don't think there's anyone in this room that
 9 search and rescue haven't touched their lives
 10 through your own lives through whether you know
 11 someone who required search and rescue or you've
 12 been a part of it yourself.
 13
 14 And it is goes in dips and dives, of course. But
 15 two weekends ago I was out a friend's cabin. I
 16 get a call from Mr. Gerber here saying that we've
 17 been tasked by the provincial government here for
 18 air med services. Basically three taskings in
 19 one day.
 20
 21 We did two of those taskings with the 412 because
 22 it was a medical transfer. The third one, as you
 23 see there in the picture, was the gentleman that
 24 got injured and a lack of cell coverage, spent a

Page 174

1 considerable amount of time, I guess, out in the
 2 open.
 3
 4 And the reason why the 92 aircraft was taken,
 5 because there was a potential that this
 6 individual would have to be hoisted to the
 7 aircraft.
 8
 9 Fortunately when we arrived there, it was
 10 organized that this individual, we could just
 11 land down, pick up this individual.
 12
 13 And that's right on the road in St. Vincent's.
 14 And I can remember looking at that picture and
 15 saying how many times I went up by there on
 16 motorcycles and here's our 92 landing on the
 17 right in St. Vincent's.
 18
 19 So it's in the news all the time. And over on
 20 the right, I think most of you are familiar with
 21 the Senate Report on Maritime Search and Rescue.
 22
 23 I think it was probably a little over two years
 24 ago I had the opportunity to go up and speak to

Page 175

1 the Senate when they were doing their research.
 2
 3 And when the report came out, and when I looked
 4 at the cover, I said, man, did they get it right.
 5 When every minute counts, right?
 6
 7 And you have to think about what minutes means.
 8 If there's one word I would change there, I would
 9 say "When Every Second Counts." That's how much
 10 SAR is important in time. Time is so important.
 11
 12 So I put this one up because of SAR in The News.
 13 And this one is a little dear to me. I mentioned
 14 about getting touched by events that search and
 15 rescue is required.
 16
 17 I think most of you can remember when the float
 18 plane carrying four fishermen and two guides and
 19 a pilot crashed in the lake, in 2019.
 20
 21 One of those guides I went to school with and
 22 knew him quite well. And if there was ever any
 23 guide who could survive in the outdoors in the
 24 wilderness, it was him.

Page 176

1
 2 And this is a statement by his father, that says,
 3 "It's possible he survived the crash and died
 4 just waiting." Again, time. Time.
 5
 6 That particular event, up to that area, you could
 7 see I think the Cormorants were dispatched out of
 8 Gander.
 9
 10 I can't see with my eyesight but it's probably
 11 500 nautical miles.
 12 MR. BLACKMORE:
 13 Yeah, 500.
 14 MR. H. WILLIAMS.:
 15 Five hundred nautical miles from there. So you
 16 can think about how could we improve on that?
 17 Well, at least go there where we got 189 miles to
 18 get that search in.
 19
 20 Cougar SAR, and this is probably kind of the crux
 21 of why we're in the SAR. We maintain a first
 22 response capability to support the Newfoundland
 23 Offshore Oil and Gas Association.
 24

Page 177

1 And the reason why first response is a part of
 2 the oil and gas activity comes out of the
 3 Newfoundland Offshore Petroleum Board
 4 requirement.
 5
 6 It probably started when the Labradors were
 7 located in Gander. The duration to get to the
 8 oil fields was quite some time and probably would
 9 have to stop and fuel in St. John's.
 10
 11 So today any oil operator coming into
 12 Newfoundland and Labrador must have a provision
 13 for their own first response.
 14
 15 That doesn't mean that 103 or JRCC is not
 16 involved in any event. But we are mandated and
 17 contracted to provide that first response to all
 18 the oil and gas assets that's out there.
 19
 20 We have a dedicated SAR medevac ability, again,
 21 for the offshore operators. We always keep one
 22 S-192 aircraft in full SAR configuration 24 hours
 23 a day. Day and night capability which is
 24 important as we get into the more short daylight

Page 178

1 hours.
 2
 3 Right now we have very little daylight time to do
 4 our activities, so we have to have a night
 5 capability. And I'll get J. J. to speak about
 6 that night capability and de-ice.
 7
 8 Twenty-minute SAR response. And the 20-minute
 9 SAR response basically came as a result of the
 10 Judge Wells Inquiry in the 491.
 11
 12 Prior to that, we had a one-hour response and we
 13 had to reconfigure one of our aircraft to get it
 14 ready for search and rescue.
 15
 16 Out of the report from Judge Wells, he was very
 17 adamant that we need dedicated SAR. We need
 18 dedicated facilities. We need dedicated pilots.
 19 We need training. And let's get airborne as fast
 20 as reasonably practical and safe.
 21
 22 So we have a 20-minute SAR response. Wheels up,
 23 fly away. And of course, that's a 24/7/365
 24 operation.

Page 179

1 When I get to the area -- and one thing is
 2 important. We could have all the aircraft in the
 3 world but if we're not maintaining it to good
 4 maintenance standards and keeping it serviceable,
 5 so we regularly exceed 95 percent capability on
 6 the readiness of that aircraft which is great.
 7
 8 Anyone who's in the aircraft business knows
 9 that's a great number.
 10
 11 Capabilities. I'm going to turn this over to
 12 J. J. And I was going to go back, but. Turn
 13 this over to J. J. to talk about the capabilities
 14 of our aircraft.
 15
 16 But one of the most important things here that we
 17 have that encompasses search and rescue is
 18 considering where we live, we must have an
 19 all-weather aircraft.
 20
 21 If we got an aircraft that can't fly in icing
 22 conditions, that can't fly at night, only be
 23 (inaudible) conditions, you're pretty limited to
 24 what you do in Newfoundland and Labrador.

Page 180

1 This is not Hawaii where we're going to go, oh,
 2 it's a nice sunny day and all these good things.
 3 And it always seems like when there is a mission
 4 it's always with here comes the elements with it:
 5 night, wind, fog, snow.
 6
 7 So an all-weather aircraft is key. And I'll let
 8 J. J. explain the S-92 a little bit, to say that
 9 we feel, and a lot of entities throughout the
 10 world feel, it's one of the more capable
 11 all-weather aircraft that's available on the
 12 market today.
 13 MR. GERBER:
 14 Thank you, Hank. Yeah. So that is the S-92 that
 15 we use in our primary SAR role. And we also have
 16 a backup aircraft for that.
 17
 18 And so that 95 percent, for that other five
 19 percent we can very rapidly convert that
 20 into another aircraft (inaudible) fill the gap.
 21 Otherwise, the offshore industry grinds to a halt
 22 and they got to wait for us to do that.
 23
 24 As Hank said, all-weather capability in at least

Page 181

1 as much as certification allows. There are
 2 limitations.
 3
 4 And I've got to point that out about a
 5 helicopter. No matter what you put on it, there
 6 are certain days where it just doesn't fly:
 7 thunderstorms, convective activity, and freezing
 8 rain. Freezing rain it doesn't work.
 9
 10 So the de-icing capability is important. Even if
 11 you have low cloud, even as though we walk on the
 12 ground and we don't experience any snow or ice on
 13 our hands, the moment we have to touch that cloud
 14 it will freeze on the blades.
 15
 16 So any day where there's slightly overcloud and
 17 it's below zero, that's when the need the
 18 de-icing capability, which is literally more or
 19 less the whole winter.
 20
 21 So if we talk about night flying, without
 22 de-icing capability it's rather limited, because
 23 if you're going to fly and you don't know if you
 24 see cloud or not and go into it, you need to be

Page 182

1 prepared get rid of the ice.
 2
 3 I put the Bell 412 up there. This is the most
 4 recent addition to our fleet. This helicopter
 5 does not have de-icing capability but it is also
 6 an IFR-rated aircraft. And by that we mean we
 7 can fly in cloud. We can fly at night.
 8
 9 In its present configuration there are some
 10 modifications that we would like to do to make it
 11 far more suitable for rescue work at night; such
 12 as night vision capability and so on. But the
 13 airframe is certainly capable to get all that.
 14
 15 But that aircraft is available today flying and
 16 we are doing medevac services with that or any
 17 sort of light charter work.
 18
 19 Those are the two aircraft in our fleet, and I
 20 will talk a little bit more about them.
 21
 22 Cougar SAR since '91, just put a picture up
 23 there. This is not the only time Cougar
 24 Helicopters have done search and rescue. Those

Page 183

1 are some of the bases in the world we've
 2 operated, functioning as search and rescue in
 3 various grades.
 4
 5 There are day SAR. There's areas -- it's only
 6 here in Newfoundland now and, perhaps, in
 7 Greenland and the northern regions that we worked
 8 where we had the de-ice SAR capability. We
 9 worked in Galliano, Louisiana and so on.
 10
 11 So we had SAR capability on all those bases. At
 12 the moment it's consolidated all back into
 13 St. John's, Newfoundland.
 14
 15 And you know, we've provided SAR capabilities to
 16 oil and gas customers since '91 and continuously
 17 grew our capability.
 18
 19 And that picture on the bottom there,
 20 specifically interesting, because Cormorant is in
 21 the back because we maintain very close ties, as
 22 much as we can, with our colleagues in Gander,
 23 103. And when we're in Nova Scotia, also with
 24 the search and rescue base there.

Page 184

1 Because they are the search and rescue and we're
 2 there to assist when we can. Except in the oil
 3 and gas industry where we're the first
 4 responders.
 5
 6 Talk a little bit about being dedicated to search
 7 and rescue. So that's what we call our campus
 8 here at the St. John's International Airport.
 9
 10 And the two building, that's just a different
 11 perspective on the same building. And you see
 12 the aircraft in front of the building on the
 13 photograph on the right with that building. That
 14 is a dedicated search and rescue building.
 15
 16 That houses at least two S-92s or an S-92 and a
 17 412 with all the gear, the test equipment.
 18 There's a crew accommodation block there where
 19 they can stay if needed.
 20
 21 The radio rooms, equipment, servicing of
 22 equipment, and our maintenance for that aircraft
 23 is done in that hangar, as well, so we can very
 24 rapidly stop whatever maintenance activity is on

Page 185

1 the go and, perhaps, go fly if we have to.
 2
 3 That was built in a fire hall style in 2012, and
 4 that is as soon as we could get it going from the
 5 Wells Inquiry.
 6
 7 Firehouse concept 24/7. In fact, I recall
 8 Snowmageddon, soon as we could make a hole for
 9 the guys in front of the hangar -- they were
 10 there the whole night. In fact, they are the
 11 ones that took pictures and told us the state the
 12 building was in.
 13
 14 So as soon as we could create some space for them
 15 to start the helicopter, they would have been
 16 able to go out and assist.
 17
 18 And in short order, the military showed up on our
 19 ramp to bring that assistance that we all knew
 20 that they brought with the fixed-wing aircraft to
 21 help the citizens of St. John's.
 22
 23 And it houses all those facilities. And that is
 24 a key element for us. We can focus that team on

Page 186

1 that task and say we're not going to interfere in
 2 your day-to-day administration of running the
 3 company and those things that seem mundane. We
 4 want you to get the rest. We want you to focus
 5 on training and be specific about what you do,
 6 and that is search and rescue.
 7
 8 And I talked about the capacity for aircraft as
 9 well. So that hangar faces directly on the ramp
 10 and they can depart right there.
 11
 12 So we practice that every two weeks, a launch, to
 13 make sure we meet the timing cycles. And rapidly
 14 refuelling and so on while they train.
 15
 16 You want to speak about this one, Hank?
 17 MR. H. WILLIAMS.:
 18 No, you roll it up first. But before you move on
 19 to the slides?
 20 MR. GERBER:
 21 Yeah. So oil and gas, I just wanted to list the
 22 things that we are able to do and contracted to
 23 do for the oil and gas companies today. And
 24 that's the list over there.

Page 187

1 Those are the things that they can envision that
 2 happen in their industry. But on the right I put
 3 the things up we have done for the Joint Rescue
 4 Coordination Centre and the province to this day.
 5
 6 There are things that we still also can do but I
 7 didn't put them up there, such as on scene
 8 response in case a major incident on the highways
 9 or in an area. Those are special circumstances.
 10
 11 But those are things we've already done. And to
 12 that end we are on the call list for Joint Rescue
 13 Coordination Centre, as well as the provincial
 14 government Air Services.
 15
 16 We have a standing agreement that they call us
 17 and when we are able, when we're not busy with
 18 oil and gas work, or the 412 is properly manned,
 19 we can respond.
 20
 21 This is an important distinction. Our first
 22 contracted responsibility is to the oil and gas.
 23 And while there are passengers flying ongoing, we
 24 cannot leave our post.

Page 188

1 So even though there may be a call coming from
 2 JRCC and it looks like we're able to do that, we
 3 cannot leave.
 4
 5 Now, we engage with our customers on that on the
 6 circumstances and if they can land their
 7 aircraft, many times it turns into favourable.
 8 MR. H. WILLIAMS.:
 9 And just to add to what J. J. is saying. The
 10 differential in that screen here is what's on the
 11 left is what we're contracted to do, mandated to
 12 do and we better perform, the 20-minute wheels
 13 up, 365.
 14
 15 What's on the right, as J. J. alluded to, is just
 16 ad hoc call-ins. Do we have additional crew? Is
 17 the aircraft as he said? Otherwise engaged with
 18 the oil companies.
 19
 20 So right can be left, but right now today that's
 21 an ad hoc -- it's called the calling of a taxi
 22 and hope there's one free.
 23
 24 But the capabilities and everything is there,

Page 189

1 just not the guaranteed launch departure because
 2 it's an ad hoc service.
 3 MR. GERBER:
 4 And in many instances we would get the call and
 5 if there's no flying going on and it's far away,
 6 like, for example, in Labrador, we've done a
 7 recovery of a lady who had some labour -- was in
 8 labour and had some troubles. And then we had to
 9 make alternate arrangements. So we find other
 10 crews to do medevac.
 11
 12 They come in. They standby. Take the medevac
 13 stance for the offshore. And then the search and
 14 rescue helicopter can depart. And that wastes
 15 time, right?
 16
 17 So precious time goes by. And we talked about
 18 when minutes count and seconds count.
 19
 20 Of course this is our current flagship aircraft.
 21 As Hank says, it's the S-92. I've flown many
 22 helicopter types in my life. I do believe it's
 23 the right aircraft for the task that we have.
 24

Page 190

1 The military has the right aircraft for their
 2 task and they train for that. And so this is our
 3 task. This is what we have. But it's also very
 4 capable and we'll talk about some of the
 5 equipment.
 6
 7 I understand you've already had detailed
 8 briefings on matters such as Nitesun and FLIR. I
 9 don't want to repeat myself. So just to say that
 10 we have that functioning on our helicopter.
 11
 12 In addition, medical beds, a station from which
 13 all can be controlled. The communications
 14 station is there, and specialty designed lookout
 15 windows. Bubble windows so you can fly at normal
 16 speeds and you don't have to open a window to
 17 look outside. It's actually you can look
 18 straight down. It's a bubble window. You stick
 19 your head into it.
 20
 21 And the purple piece there on the picture is a
 22 very important part. That is an internal extra
 23 fuel tank. And we can actually install two of
 24 those. That adds about 45 minutes of range to

Page 191

1 the helicopter. And I'll talk about that
 2 specifically.
 3
 4 In addition to the two pilots, (inaudible) SAR
 5 configuration is one hoist operator who will
 6 function to work the hoist, and two rescue
 7 specialists who are able to do medical
 8 intervention.
 9
 10 They can swim. They can be loaded into the
 11 water. They can be loaded onto the ground. They
 12 have experience. And that's a completely
 13 different presentation to talk about their
 14 background and so on.
 15
 16 A picture of our 412. That at the moment is in
 17 the medical configuration. It's got the Med Bed
 18 built in. We even have, what you don't see in
 19 this screen, is a -- in this slide is a screen
 20 for the COVID-19 situation or any other
 21 communicable disease, that we can put up between
 22 the cockpit and the back there.
 23
 24 So that's the capability we have at the moment.

Page 192

1 And we also just built that on specification. We
 2 decided to take that and put that out there. We
 3 don't have a contract. However, we've been
 4 fortunate enough to be called on to use this
 5 aircraft and we have been able to use it.
 6
 7 We do not have a standing contract with the
 8 medical department, but on occasion when this was
 9 the aircraft that they needed for range or speed
 10 or capability, we have been able to respond.
 11
 12 I put this picture up just to point out what a
 13 large helicopter does for you. You're able to
 14 put on dual hoists. The military does the same
 15 thing.
 16
 17 If we're going to respond all the way to the
 18 north of Labrador and we get there and there's a
 19 snag or a technical malfunction in the hoist,
 20 that would be terrible. And so we fly with two
 21 hoists. You can easily switch from one to
 22 another. And you can use that at 300 feet.
 23
 24 So fairly steep inclines, cliffs and so on. It's

Page 193

1 possible to work on those and still keep the
 2 helicopter above and away. And it's a fairly
 3 standard hoist. I'm sure the military
 4 specification is about the same.
 5
 6 I mentioned the forward-looking infrared. That's
 7 installed in our aircraft at the moment. We fly
 8 with that always.
 9
 10 And just some pictures. I'm sure you've seen
 11 some of that already. That's what the ground
 12 image would look like on a vessel, on a small
 13 craft on water.
 14
 15 And we also have the Nitesun, which, of course,
 16 by the time you've spotted the person in trouble,
 17 you can turn the sun on, the Nitesun, focus it
 18 and illuminate the area for those people on the
 19 ground who needs to walk in and could have a risk
 20 of injury as well and help them out if we can't
 21 land.
 22
 23 And of course it's all controlled from a station
 24 inside. We can tilt, pan, maneuver, focus,

Page 194

1 record, as well. And it is an extra
 2 communication station for the medical personnel
 3 to, on a private circuit, talk to a doctor and
 4 see if they can get the person some help.
 5
 6 That last picture I put up, in the left-hand
 7 corner you'll see the part of auxiliary fuel tank
 8 sticking out and so on.
 9
 10 Just to pause for a moment on night operations.
 11 Did you get a good description of what night
 12 vision goggles are? Do you understand?
 13
 14 I know we all see them in movies and so on. It's
 15 not that dramatic. It's certainly excellent
 16 technology. And that's the one thing we say. We
 17 really don't want to be going out at night in a
 18 search situation without those, because they are
 19 a great enabler for the flight crew to avoid
 20 obstacles when they move close into the ground or
 21 terrain, and be able to maneuver and land versus
 22 hoist. Because that's always preferable, right?
 23 To land the helicopter and carry the patient
 24 onboard, rather than to hoist, which can be

Page 195

1 traumatic.
 2
 3 I think if you go on YouTube, you'll see some
 4 really dramatic footage of what happens to a
 5 stretcher sometimes.
 6
 7 So in any case, we have that equipment today in
 8 the S-92. It is something we can do to our 412
 9 in short order.
 10
 11 But the essential part is that it requires a lot
 12 of training. And this is one of those things you
 13 cannot do on an ad hoc basis.
 14
 15 If you're going to be flying at night the right
 16 thing to do is to consistently and regularly
 17 train at night. And I'll talk a little bit about
 18 that even more.
 19
 20 And that's just a specification of some of the
 21 goggles we use. Some of the latest on the
 22 market.
 23
 24 So Cougar training and experience. It's one

Page 196

1 thing to put together all those pieces of
 2 hardware and bolt it onto an aircraft and find
 3 the crews and to do that. But we are Transport
 4 Canada certified.
 5
 6 So our staffing is a large proportion of
 7 ex-Canadian military. And in fact, that's how we
 8 developed our standard procedures and so on, with
 9 their background. And we implemented that into
 10 our manuals but it is Transport Canada approved.
 11
 12 So we have the eyes of Transport Canada on us
 13 when we do that. Be that for auditing or
 14 regulatory environment, it's true that Transport
 15 Canada's rules don't necessarily address search
 16 and rescue all the time, but they're learning as
 17 well and they're working with us, too, and it's
 18 getting better.
 19
 20 And there's the bottom bullet there, daily
 21 training scenarios and live exercise on land and
 22 sea. You have to regularly train if SAR is what
 23 you're going to do.
 24

Page 197

1 A little bit more about the simulation training.
 2 We have a level D, which is the highest level of
 3 fidelity that you can get.
 4
 5 Simulator in Mount Pearl. It's a CAE simulator,
 6 specifically geared to the S-92. We do not have
 7 a 412 simulator. We have access to that.
 8
 9 But some of the elements you can train in this
 10 simulator does translate into skill set on the
 11 412, such as your currency with night vision
 12 goggles could potentially be done there.
 13
 14 It has been operational since 2016 and it is a
 15 true night vision goggle capable simulator. Some
 16 simulators simulate the night vision goggles, but
 17 our crews can go in there with the actual
 18 appliance that they use in the aircraft and get
 19 training.
 20
 21 Now here's a big thing that we're adding. One of
 22 our colleagues just returned today from Nova
 23 Scotia where they met with (inaudible). A
 24 company that we are all very familiar with.

Page 198

1 Well, they have developed this device which we
 2 are going to link up with our motion simulator
 3 where the pilots are training and our back-end
 4 crew is in one learning how to use the hoist,
 5 communicating with the flight crew, experiencing
 6 all those things that happens at the hoist
 7 because that is a station that works very hard.
 8
 9 The cables sometimes get swinging. There's lag
 10 on the cable. You are actually using virtual
 11 reality. It's pretty advanced.
 12
 13 So we're adding that. It should be operational
 14 early next year. And that, we feel, is an
 15 important differentiator in training more rescue
 16 specialists and hoist operators in this province.
 17
 18 So we don't have to continuously draw from the
 19 resources that the military spends so much time
 20 on training and they want to come to us.
 21
 22 So we can actually get involved in this and that
 23 means we're not robbing Peter to pay Paul. It's
 24 just a complete growth in the system that we are

Page 199

1 able to do.
 2
 3 Just a further few slides on the layout of the
 4 cabin. I talked about the auxiliary fuel tanks,
 5 but this is the medical configuration and I think
 6 this picture helps a little bit better.
 7
 8 So this is what we call a triple tracker. You
 9 can actually put three patients on them. And
 10 we're dealing with them, obviously not with a top
 11 one flipped up.
 12
 13 And one of the things that we do in the S-92, we
 14 can also take the back bulkhead out which then
 15 creates a large ramp door at the back of the
 16 helicopter to carry them on board. And that's
 17 why I say it's sometimes advantageous to land.
 18
 19 Just a quick word on range. Top left corner,
 20 Labrador from Goose Bay. The red circle is how
 21 far we get with the aux tanks installed. Bottom
 22 right-hand picture, St. John's.
 23
 24 So the important point is that we really can

Page 200

1 reach just about any province, every town and
 2 area on the main island and return within our
 3 fuel.
 4
 5 And in Labrador it gets a little bit more
 6 stretched out, but there are other options we can
 7 use there. So that's for the S-92.
 8
 9 The 412 is a little bit more limited but, still,
 10 we can certainly -- it can reach half the
 11 province's population with enough onboard fuel to
 12 return to St. John's.
 13
 14 So that's a factor as well. But pretty much any
 15 part of the province in six hours.
 16
 17 And it is a smaller helicopter and, therefore,
 18 not necessarily as capable or fast but it can do
 19 all the essentials. And it just takes a little
 20 longer to get there and we have to stop for fuel.
 21 But there's certainly, also, an operational and
 22 economic difference in those aircraft.
 23
 24 That's a little bit about technical. I'll let

Page 201

1 Hank speak to some of the things we've done in
 2 the past to raise the profile of our search and
 3 rescue capability.
 4 MR. H. WILLIAMS:
 5 Yeah. Over the last two or three years, more so
 6 from, I guess, from the federal side, we spent a
 7 lot of time in Ottawa talking to a lot of people
 8 about our vision, our capabilities and what we
 9 thought we could do.
 10
 11 An official proposal was submitted in May of
 12 2019. And as I mentioned earlier, the Senate
 13 Report, we were very engaged in that activity as
 14 well.
 15
 16 And when it comes to the SAR ecosystem -- and I
 17 think I've heard most people around this room is
 18 all part of that ecosystem. And Cougar sees
 19 itself just only as a part of that ecosystem, not
 20 the entire pie.
 21
 22 And when we talk about public/private
 23 partnerships, that is something that we've talked
 24 about so long. And I've always had a vision. I

Page 202

1 don't know, a vision or a thought in my head, but
 2 we have some significant industry spending money
 3 in search and rescue.
 4
 5 We have a provincial need for search and rescue.
 6 We have a federal need. Those three entities
 7 together is like carpooling. Could all ride on
 8 the same car going to work, but we're branching
 9 out in different areas.
 10
 11 So my vision is that you take us here if -- one
 12 of your maps, J. J., showed our snapshot of the
 13 area of region that we are responsible for, for
 14 the oil and gas sector.
 15
 16 What I'm saying is let us be responsible for that
 17 fisherman who's 30 miles off too because it's
 18 relieving the pressure.
 19
 20 So our goal back there -- gone too far, J. J.
 21 But our goal is to just help become a part of the
 22 solution.
 23
 24 And when I talk about, there is no way -- I do

Page 203

1 appreciate what the military does. The overhead
 2 support that the fixed-wing brings in, the ground
 3 search and rescue. But we think we can
 4 supplement and augment both the provincial and
 5 the federal current search and rescue to a point
 6 that a partnership will work for us.
 7
 8 And I always say when you're a commercial entity,
 9 please make us performance-based. Make us
 10 deliver.
 11
 12 And that's how we operate in the oil and gas
 13 tech. If we are not there ready to do what we're
 14 tasked to do, you don't get paid for it. So make
 15 something performance-based.
 16
 17 Training support, and J. J. alluded to, we're
 18 making significant investment into training.
 19 We've done it in flight crews.
 20
 21 As a helicopter company, and I'm on the board
 22 with HeliOffshore, which is an international
 23 safety forum. It's called HeliOffshore. And the
 24 training that we do here is about three times

Page 204

1 more than any other entity that provides offshore
 2 oil and gas services.
 3
 4 And we do it because we see the value in
 5 training. And I mean, there's no bigger
 6 supporter of simulator training than this guy
 7 here.
 8
 9 And what we're doing with the back-end crews --
 10 and we always have a ton of résumés that come
 11 into our facility looking for employment. Flight
 12 crews, search and rescue people.
 13
 14 We never said we will deplete 103 or any other
 15 entity to the point where that's not helping
 16 anyone in search and rescue.
 17
 18 I can remember we had a chief pilot one time and
 19 he was looking for four individuals, and he had
 20 four highly qualified people from the military.
 21 And I remember stating to him, you're allowed to
 22 take one. You're not taking three from that
 23 unit.
 24

Page 205

1 So training here. And then local content, let's
 2 train local people in Newfoundland and Labrador
 3 to be rescue specialists on the back of aircraft.
 4
 5 You talk about local knowledge and all the things
 6 here, so let's train local. And that's what
 7 we're doing with the back-end crew.
 8 MR. GERBER:
 9 Yeah. And that applies to the flight crew too.
 10 We have so many flight crews from the Labrador
 11 area as well, and it takes a bit of getting used
 12 to operating here. It doesn't mean anybody can't
 13 come and learn it, but it's sort of engrained in
 14 them to do that, more so than myself.
 15 MR. H. WILLIAMS:
 16 The items that are listed over here is basically
 17 the items that is the content of what's in our
 18 SAR proposal that was submitted.
 19
 20 So I just thought I would put that up there just
 21 to give you context of what we've been looking
 22 at.
 23 MR. GERBER:
 24 I think Hank spoke about this. SAR is linked to

Page 206

1 response time, so we're used to working on a
 2 performance model. We are getting audited.
 3 Happy times.
 4
 5 In the next two weeks we'll get that from our
 6 customers, so that's not a new concept for us and
 7 that the commercial terms there reflect that.
 8
 9 We are certainly not replacing any search and
 10 rescue capability that's already there.
 11
 12 Everybody is doing -- highly qualified people are
 13 doing what they can with the resources they have.
 14 We're just saying that there's something that we
 15 can add to that.
 16
 17 And this is a concept that's proven in other
 18 countries. For us, we feel we've proven in the
 19 harsh environment. That would be a good one on
 20 the résumé. And we're more than happy to take a
 21 partnership approach to this in whatever format
 22 it can have.
 23
 24 We heard earlier about how new technology comes

Page 207

1 online all the time. That's true as well. That
 2 aux tank we showed you, Cougar built that with
 3 our parent company in Vancouver. It was VIH.
 4
 5 That FLIR station, we built that to suit our
 6 needs to work with the devices. So if the
 7 requirements change -- and I think that that's an
 8 important aspect that the province should look at
 9 and say what exactly is our requirements. You
 10 don't want to over plan because then you spend a
 11 lot of time training to something that you really
 12 don't need.
 13
 14 In any case, technology, as those things change,
 15 then we can adapt to that as well.
 16
 17 So I that's the last of our slides.
 18 MR. H. WILLIAMS:
 19 Yeah. Just in summary, I would like to say that
 20 I don't think that we as a province need to go
 21 searching for technology. The technology is
 22 already here. It's here.
 23
 24 The technology, the training capabilities, the

Page 208

1 experience, crews, the knowledge of Newfoundland
 2 and Labrador. We just have to find a formal way
 3 to utilize that technology.
 4
 5 So questions?
 6 MR. BUDDEN:
 7 Thank you, gentlemen. There's a number of
 8 lawyers in the room, and as with the previous
 9 witnesses, if any of the non-lawyers have
 10 questions they'd like to put to these gentlemen,
 11 that's also fine.
 12
 13 Mr. Ralph, do you wish to start?
 14 RALPH, Q.C.:
 15 Q. Good afternoon. My name is Peter Ralph and I'm
 16 counsel for the Province.
 17
 18 And I just want to be clear about exactly the
 19 relationship that you have with the Province
 20 because, as I understand it, I think you've been
 21 involved in one ground search and rescue. I
 22 think it was in Placentia in 2020.
 23
 24 Do you recall that episode?

Page 209

1 MR. GERBER:
 2 A. I don't recall the specific episode, no.
 3 RALPH, Q.C.:
 4 Q. Okay, that's fine. I think in that instance we
 5 called the JRCC. They didn't have an air support
 6 available and they suggested that we go to you.
 7 And I think you became involved in the search.
 8
 9 But also eventually the JRCC was involved in that
 10 search as well. You don't recall that incident?
 11 MR. GERBER:
 12 A. I don't recall that. No.
 13 RALPH, Q.C.:
 14 Q. No, that's fine. Don't worry.
 15 MR. GERBER:
 16 A. Yes. Okay.
 17 RALPH, Q.C.:
 18 Q. Because I think otherwise, as I understand it,
 19 when the province is asking you for assistance it
 20 is generally hospital-to-hospital transfers or
 21 rescue medevacs; is that correct?
 22 MR. H. WILLIAMS:
 23 A. Yeah, that would be a good...
 24 RALPH, Q.C.:

Page 210

1 Q. And so could you tell me what arrangement is in
 2 place in terms of those types of activities?
 3 MR. H. WILLIAMS:
 4 A. Well, we do have standing rates with them for
 5 both the S-92 service and the 412. If a call
 6 came in today and it was for a 412 requirement,
 7 absolutely, we would be airborne and gone.
 8
 9 But the 92, as J. J. mentioned, is a little
 10 different. They know that when they call us,
 11 there's a probability we may not be able to
 12 respond because we're providing our primary
 13 mission to the oil and gas.
 14
 15 And just let me say, over my 25 years, our
 16 customers being the oil companies, have been very
 17 good of understanding that you don't say no to a
 18 search and rescue mission.
 19 RALPH, Q.C.:
 20 Q. Right.
 21 MR. H. WILLIAMS:
 22 A. How could you say no? I'd like to tell you about
 23 a scenario one time that one of my office
 24 managers that worked for me, the protocol was

Page 211

1 that if we get a call to do something with the
 2 oil company's contracted asset, we basically get
 3 approval.
 4
 5 So I got into work early in the morning and he
 6 said the 92 went to Marystown last night.
 7 Really? So I said you got approval? He said.
 8 No. And he said I'll get forgiveness because, he
 9 said, my dad lives in there and it could have
 10 been him.
 11
 12 So over the years we've worked very well with it,
 13 but it was always challenging and I don't think
 14 anybody -- J. J. being our Ops manager today,
 15 nobody tries more to make it work and say yes
 16 with the restrictions and boundaries he has
 17 around them.
 18
 19 And when I say if they called today for the 412,
 20 we don't have a crew 24/7. We can't afford to
 21 because we don't have any contracts for it, so I
 22 can't have flight crew sitting around all the
 23 time just with, like I said, a taxi service.
 24

Page 212

1 So the ideal thing would be a 24-hour
 2 availability for the 412 as well.
 3
 4 As J. J. mentioned, it can fly at night. It can
 5 fly in the fog and everything we get here. So,
 6 yeah, it is a standing officer basically with a
 7 rate applied to it.
 8 RALPH, Q.C.:
 9 Q. Yeah, okay.
 10 MR. GERBER:
 11 A. Now, I can just add to that though. And take,
 12 for instance, the picture that we had up of the
 13 gentleman that was in trouble without cell
 14 service. At that moment 103 was already
 15 deployed, on that day. I believe to Gros Morne.
 16 Now, I'm not sure exactly.
 17
 18 And so when their asset is already flying, then
 19 we will also get calls that --
 20 RALPH, Q.C.:
 21 Q. Is that the St. Vincent's episode?
 22 MR. GERBER:
 23 A. Correct, yes.
 24

Page 213

1 MR. H. WILLIAMS:
 2 A. Yeah.
 3 MR. GERBER:
 4 A. So at that time, in fact, we got asked earlier in
 5 the day, because it was a ground situation, if we
 6 can go to Gross Morne and do that.
 7
 8 We couldn't get any information on what it was,
 9 so we didn't know if we had that capability, so
 10 103 responded. And it's because they were
 11 already deployed that we could go to -- that we
 12 got the call to go to St. Vincent's.
 13
 14 So many times it's yes, it's a provincial call.
 15 It's pretty straightforward. As Hank says, we
 16 get the call, we're either available or not.
 17
 18 And sometimes it's a JRCC call because the
 19 military asset is already somewhere or
 20 unserviceable. It depends on what the scenario
 21 is.
 22 RALPH, Q.C.:
 23 Q. So just curious, on that St. Vincent's operation,
 24 where would that -- the call would have come from

Page 215

1 then I think that's the next step. So that's the
 2 technicality there.
 3 RALPH, Q.C.:
 4 Q. Of course we've heard a lot of discussion about
 5 how an aircraft or helicopter gets tasked for
 6 ground search and rescue operation.
 7
 8 And so, generally speaking, it goes through
 9 Emergency Services Division of the provincial
 10 government.
 11
 12 But it seems to me that that incident in
 13 St. Vincent's, that's not how that went. Of
 14 course, this is Mitch Rumbolt. He's director
 15 with Emergency Services Division.
 16
 17 And in terms of the St. Vincent's operation and,
 18 for example, operations where you transfer a
 19 patient from a hospital to another hospital, that
 20 tasking does not come through Emergency Services
 21 Division; is that correct?
 22 MR. GERBER:
 23 A. No, it does not. Yeah.
 24

Page 214

1 JRCC or who would have called you?
 2 MR. GERBER:
 3 A. Now, that's where it gets a little mirky. In the
 4 end I do believe it's the RCMP that alerted
 5 government Air Services and that's how we got
 6 involved.
 7
 8 So that, to me, feels like the right process for
 9 the scenario that it is.
 10 RALPH, Q.C.:
 11 Q. Right.
 12 MR. GERBER:
 13 A. But in the habit of the province, and those
 14 people who know, that there's a Cormorant
 15 available, they would also contact JRCC.
 16 RALPH, Q.C.:
 17 Q. Right.
 18 MR. GERBER:
 19 A. Now, I do believe JRCC would tell them or say
 20 have you exhausted all other options, such as
 21 Cougar or anybody else. And previously there was
 22 Universal Helicopters.
 23
 24 And if the answer is yes, they cannot help us,

Page 216

1 RALPH, Q.C.:
 2 Q. And where does it come from?
 3 MR. H. WILLIAMS:
 4 A. The Newfoundland air med team, I think?
 5 MR. GERBER:
 6 A. Yeah.
 7 RALPH, Q.C.:
 8 Q. What's it called? MedFlight NL?
 9 MR. GERBER:
 10 A. MedFlight.
 11 RALPH, Q.C.:
 12 Q. Right. And I believe that's a division of the
 13 Health Authority. Eastern Health; is that
 14 correct?
 15 MR. H. WILLIAMS:
 16 A. Yes. Yeah.
 17 RALPH, Q.C.:
 18 Q. And I understand that I guess when you're engaged
 19 in an operation you've been tasked by MedFlight
 20 NL. I guess you're using the medical personnel
 21 that they provide?
 22 MR. H. WILLIAMS:
 23 A. That they provide.
 24

Page 217

1 RALPH, Q.C.:

2 Q. Is that right?

3 MR. H. WILLIAMS:

4 A. Yes. On a medevac mission. If it was a search

5 and rescue we'd have our own team in the back,

6 right?

7 MR. GERBER:

8 A. Correct. When we are going to use the hoist, we

9 need to use our own people because that's what

10 they're trained for.

11

12 But anything else, yes, we will use their medical

13 team, yes.

14 RALPH, Q.C.:

15 Q. Right. So, I guess, if I can call it the rescue

16 medevac, perhaps, we can call it in St.

17 Vincent's, and again was that tasked by MedFlight

18 NL?

19 MR. GERBER:

20 A. I didn't take the call, so I guess my role was in

21 to assist the situation from a safety and then

22 say proceed. So I don't actually know.

23

24 Sometimes our team would just say we had a call

Page 218

1 from the Province and then that's what I work.

2 So specifically which division, I wouldn't be

3 able to tell you. But I can find out.

4 RALPH, Q.C.:

5 Q. Fair enough, thank you. Just one last question.

6

7 The SAR Proposal for 2019, that's dated 2019,

8 what exactly was that proposal for?

9 MR. H. WILLIAMS:

10 A. Well, it was how we could supplement and augment

11 the current, more so the federal mandate. And it

12 was put in with a focus on Labrador.

13 RALPH, Q.C.:

14 Q. Right.

15 MR. H. WILLIAMS:

16 A. Of being an area that we felt was needed more

17 resources in that area.

18 RALPH, Q.C.:

19 Q. Okay. And that specifically went to the federal

20 government?

21 MR. H. WILLIAMS:

22 A. Um-hmm.

23 RALPH, Q.C.:

24 Q. Okay. I don't think that went to the provincial

Page 219

1 government; is that right?

2 MR. H. WILLIAMS:

3 A. I think it went to three departments.

4 RALPH, Q.C.:

5 Q. I'm sorry?

6 MR. H. WILLIAMS:

7 A. I think it went to three departments.

8 RALPH, Q.C.:

9 Q. No, fair enough. But none of those departments

10 were provincial government?

11 MR. H. WILLIAMS:

12 A. Nothing provincial because what we were -- when

13 we say that, when we want to supplement and

14 augment DND, our mind thinks about the federal

15 mandate of the marine (inaudible) and

16 aeronautical. These types of things.

17

18 The provincial one we kind of handle in-house and

19 deal with that.

20 RALPH, Q.C.:

21 Q. Right.

22 MR. H. WILLIAMS:

23 A. And I appreciate sometimes our difficulty in

24 explaining where the call comes from, because

Page 220

1 it's not always consistent in where it comes

2 from, right?

3 RALPH, Q.C.:

4 Q. Yeah, fair enough. Yeah, we appreciate that.

5 MR. H. WILLIAMS:

6 A. Sometimes JRCC will contact us about it and say

7 it's a land. So I'm assuming, well, that's a

8 provincial but those guys are calling us. So we

9 don't get too --

10 RALPH, Q.C.:

11 Q. Hung up on that.

12 MR. GERBER:

13 A. We had a slide up about the ecosystem that SAR

14 needs and so we're happy to discuss those things

15 and help with that. But it's seems to make

16 things a little long.

17 RALPH, Q.C.:

18 Q. So do you guys have numbers about how often

19 Cougar is used for that hospital-to-hospital or

20 that rescue medevac operation, how often that

21 happens on average during the course of a year?

22 MR. H. WILLIAMS.:

23 We could get them. And the thing about it, it's

24 not frequent, right? They're using other items.

Page 221

1 RALPH, Q.C.:

2 Q. Because we heard information -- we gathered

3 information this morning from Lieutenant Colonel

4 Marshall.

5 MR. H. WILLIAMS:

6 A. I would like to think of how much we would be

7 used if that asset was utilized. Because if you

8 operated this environment with a provincial

9 medevac rotary-wing in a non-de-iced, a BFR

10 aircraft, single pilot, there's been a lot of

11 noes, we can't do it.

12 MR. GERBER:

13 A. Or they won't even call because they know nobody

14 can fly it.

15 MR. H. WILLIAMS:

16 A. Nobody can fly it. But it would be interesting.

17 The requirement is the number I would be

18 interested really in that, that we're not aware

19 of or know about.

20

21 When you take an asset that can be dispatched,

22 probably 80 percent of the time it's requested as

23 opposed to 35 or 40 percent of the time, with no

24 fault on any one entity, only the factors of the

Page 222

1 equipment's capability. Night, snow, what have

2 you.

3 RALPH, Q.C.:

4 Q. Right. So I guess do you go through the same

5 process with a hospital-to-hospital transfer? I

6 guess in terms of you have to go to, I guess, the

7 oil companies and say we've been requested to do

8 a hospital-to-hospital. Can we use our aircraft?

9 MR. H. WILLIAMS.:

10 Not necessarily. When we say

11 hospital-to-hospital, not all of our aircraft are

12 contracted by the oil and gas companies.

13

14 The search and rescue division. So if we require

15 a search and rescue with a hoist aircraft S-92

16 SAR techs, that's commission --

17 RALPH, Q.C.:

18 Q. But not the 412?

19 MR. H. WILLIAMS:

20 A. If you wanted the S-92 today, to do a transfer

21 from Clarenville to St. John's, yes, not a

22 problem. We don't need to get permission from

23 anyone on that and just go do it.

24

Page 223

1 RALPH, Q.C.:

2 Q. Right.

3 MR. H. WILLIAMS:

4 A. But when we take a contracted service, which is

5 search and rescue division, it is.

6 RALPH, Q.C.:

7 Q. And I'm sorry, that's just the S-92s; is that

8 right?

9 MR. H. WILLIAMS:

10 A. Yeah. Yeah.

11 RALPH, Q.C.:

12 Q. Okay. Those are my questions. Thank you.

13 MR. H. WILLIAMS:

14 A. Thank you.

15 MR. BUDDEN:

16 Ms. Bedford, Mr. Freeman, have you any questions?

17 MR. FREEMAN:

18 No. Just maybe just one or two. Thank you for

19 your presentation.

20

21 I'm Mark Freeman. I'm with Department of Justice

22 Canada, as is my colleague and my clients here

23 from CAF and RCMP.

24

Page 224

1 One of your slides showed your coverage of

2 Labrador. Do you have an air asset -- that's

3 hypothetically if Cougar were based in Goose,

4 that is the area you could cover if you had --

5 MR. H. WILLIAMS:

6 A. Yeah. We have assets here located in St. John's

7 International Airport of course. And in

8 (inaudible) division would be to have a similar

9 asset, a cookie cutter organization just down

10 there and that's the range we could cover.

11

12 So that was more so with capabilities that we

13 could do with an asset in that region.

14 MR. GERBER:

15 A. And with that said, when you look at the

16 Labrador, at the airport, it's extremely capable.

17 There's so much potential there, so.

18 MR. H. WILLIAMS:

19 A. Lots of infrastructure there.

20 MR. GERBER:

21 A. Yeah.

22 RALPH, Q.C.:

23 Q. Right.

24

Page 225

1 MR. GERBER:
 2 A. It wouldn't be a stretch, yeah.
 3 MR. FREEMAN:
 4 It looked like there was another circle to the
 5 north of it on that slide, as well. But I'm
 6 maybe not --
 7 MR. H. WILLIAMS:
 8 A. Yeah. That's with a further vision for Iqaluit.
 9 MR. FREEMAN:
 10 Oh, another hypothetical?
 11 MR. H. WILLIAMS:
 12 A. Yeah.
 13 MR. FREEMAN:
 14 Q. Okay. I see. Another potential business or what
 15 have you. That makes sense to me, so thank you
 16 for that.
 17
 18 So how many S-92s does Cougar have? Is it ten?
 19
 20 Do you have ten S-92s? I mean, I'm not trying to
 21 put you on the spot.
 22 MR. H. WILLIAMS:
 23 A. Pre-COVID, we were operating 11 here between
 24 Halifax and Newfoundland. And post-COVID, we're

Page 226

1 operating six with three nonoperational.
 2 MR. FREEMAN:
 3 Q. And then also the Bell?
 4 MR. H. WILLIAMS:
 5 A. And the Bell 412, yes.
 6 MR. FREEMAN:
 7 Q. And they're all based out of St. John's?
 8 MR. H. WILLIAMS:
 9 A. All based out of St. John's right now.
 10 MR. FREEMAN:
 11 Q. And how many of those are search and rescue
 12 primarily, I guess? Is it two?
 13 MR. H. WILLIAMS:
 14 A. We have one aircraft that's a dedicated,
 15 basically, primary asset and we have two more of
 16 our passenger machines that are provision to
 17 attach to FLIR or attached to this. And that can
 18 be done in a couple of hours, right?
 19 MR. FREEMAN:
 20 Q. Okay.
 21 MR. H. WILLIAMS:
 22 A. So every aircraft has to come out for some
 23 scheduled maintenance. So this aircraft comes
 24 out. We actually don't transfer the equipment,

Page 227

1 like the Nitesun and the FLIR. We have an
 2 additional kit. So we install that kit now on a
 3 passenger aircraft.
 4
 5 So we have three out of those seven aircraft that
 6 we're currently operating today that can carry
 7 all the search and rescue technology.
 8 MR. FREEMAN:
 9 Q. Okay. Thank you.
 10 MR. BUDDEN:
 11 Mr. O'Keefe, have you any questions?
 12 MR. O'KEEFE:
 13 No, not right now. Thank you.
 14 MR. BUDDEN:
 15 Mr. Williams?
 16 WILLIAMS, Q.C.:
 17 Q. Thank you. Tom Williams, I'm representing the
 18 family of Burton Winters.
 19
 20 And just to follow up on Mr. Freeman's discussion
 21 there in terms of the availability of aircraft.
 22
 23
 24 So do I understand, there is one primary search

Page 228

1 and rescue aircraft. So can you explain to me -
 2 and I know you did address it in your
 3 presentation. I may have missed it - in terms of
 4 how the availability would work for that aircraft
 5 if it was to supplement our existing system?
 6
 7 So I know it has to be 24/7/365 ready for
 8 offshore. On what occasions or how could it be
 9 utilized to supplement our existing system?
 10 MR. H. WILLIAMS:
 11 A. Well, I don't think that aircraft could do it.
 12 It would be now having two aircraft in a SAR
 13 (inaudible).
 14
 15 But yet, availing of all the infrastructure and
 16 the training, the cost is already borne. It's
 17 here. So we will always have a obligation. I
 18 hope so, for as long as I'm working to be
 19 providing that service to the offshore. That
 20 won't leave. That won't leave.
 21
 22 So that aircraft almost has to be assigned to the
 23 offshore oil and gas. There's periods of times
 24 we can take it. But to get the service that

Page 229

1 we're talking about here, yes. You need an
 2 additional asset --
 3 WILLIAMS, Q.C.:
 4 **Q.** So one of the other people could be equipped to
 5 address those issues?
 6 MR. H. WILLIAMS:
 7 **A.** Absolutely. Yeah. Yeah.
 8 WILLIAMS, Q.C.:
 9 **Q.** Okay. And I know one of your slides you spoke of
 10 public/private partnerships. And I've referenced
 11 that at different occasions during the Inquiry a
 12 similar -- and I don't know if I'd call it a
 13 similar arrangement, but it may be that arising
 14 from the Wells Inquiry, there was a
 15 recommendation. There was a recommendation that
 16 a protocol be entered into between DND and
 17 helicopter operators, which would be obviously
 18 Cougar, so that each will know the other's
 19 aviation resources, what they are, how response
 20 efforts are to be deployed and what
 21 circumstances, and clarify the respective roles.
 22
 23 And I know that was, in fact, adopted and I think
 24 it was adopted in 2011.

Page 230

1 MR. H. WILLIAMS:
 2 **A.** Yes.
 3 WILLIAMS, Q.C.:
 4 **Q.** And I'm presuming it's still in practice today.
 5 MR. H. WILLIAMS:
 6 **A.** Absolutely.
 7 WILLIAMS, Q.C.:
 8 **Q.** Can you expand on and, if you could, elaborate as
 9 to what applicability that type of protocol could
 10 have with the province?
 11
 12 Is there a similar type protocol that may be -- I
 13 know it doesn't exist, but is there some form of
 14 protocol that could be adopted with the province
 15 in terms of available resources, when they're
 16 going to be called?
 17
 18 Because right now it seems to me to be ad hoc.
 19 If in the event emergency services thinks they
 20 need it, they can't utilize DND, then they would
 21 call you and if you're available you can go.
 22 That kind of thing.
 23 MR. GERBER:
 24 **A.** So I'll draw a parallel.

Page 231

1 WILLIAMS, Q.C.:
 2 **Q.** Right.
 3 MR. GERBER:
 4 **A.** Our relationship with DND is such that they're
 5 aware of our assets, our aircraft, our
 6 capability. They have a specification sheet of
 7 our aircraft.
 8
 9 We maintain close communication. When there's a
 10 changing of command, JRCC will make the effort to
 11 meet with each other, go over protocols. Discuss
 12 things. Discuss things that even come up in the
 13 province sometimes that strays into the federal
 14 world at DND.
 15
 16 Just in two weeks' time we have our annual joint
 17 exercise. Now that's not always a given. Where
 18 opportunity exists.
 19
 20 It's been very successful up to now that at least
 21 once a year we can exercise together. We always
 22 try, and it seems to work out. They're coming to
 23 St. John's. I have regular meetings with Joint
 24 Rescue Coordination lead in Halifax.

Page 232

1 So that's on that side. I can say that we are
 2 ready. And I believe it should exist the same
 3 way in the province. For example, a closer tie
 4 with a communications centre that will task us.
 5
 6
 7 A closer tie with entities like the RNC or RCMP
 8 to exercises or at least discuss protocols and
 9 procedures.
 10
 11 There is probably training we can provide to
 12 them. There's certainly stuff they can teach us
 13 as well.
 14
 15 And not to forget the CASARA and the ground
 16 search teams. That is really where it will work
 17 out very well when we can actually be mandated to
 18 exercise together and make time for each other
 19 and have that in our plan.
 20
 21 And then just so in that way build our capability
 22 and develop joint procedures. Because the SAR
 23 ecosystem we talked about heavily relies on
 24 procedures. Where we are remotely from each

Page 233

1 other, I got to know where that aircraft is doing
 2 and that person is saying and this (inaudible) is
 3 doing automatically. It can't just be organizing
 4 everything at that time.
 5
 6 And the more we do that, the more efficient we'll
 7 be. I don't think we should do it any other way.
 8 And that's the parallels I see in the capability.
 9 WILLIAMS, Q.C.:
 10 Q. Okay. And nothing like that presently exists
 11 between Cougar and the Province?
 12 MR. GERBER:
 13 A. Now, we sometimes get lucky and we can do it
 14 together. And when all the stars align we try,
 15 but then either we get called away or the weather
 16 is against us and so on. So then we move on to
 17 other things.
 18
 19 So we have exercised together. We've done stuff
 20 together but really ad hoc and only as
 21 (inaudible) I think.
 22 MR. H. WILLIAMS:
 23 A. We've had conversations with Mr. Rumbolt and his
 24 team. They're quite aware of our capabilities

Page 234

1 and what we have. And any type of restrictions I
 2 just mentioned about our assets, they're quite
 3 aware of what those restrictions are. So the
 4 communication is there.
 5
 6 We don't deal directly with -- their rotary-wing
 7 provider right now that they utilize, we don't
 8 have that one and one like we do with 103 Gander,
 9 no.
 10 WILLIAMS, Q.C.:
 11 Q. Well, maybe we got enough Williams around this
 12 table between Danny, Hank and Tommy to be able to
 13 force them into something. Right? We just about
 14 got them cornered.
 15 MR. H. WILLIAMS:
 16 A. And neither one of us can sing.
 17 WILLIAMS, Q.C.:
 18 Q. No. But I guess just to conclude that. That
 19 framework that I've referred to, that is a basic
 20 framework. I'm sure it differs. But that could
 21 be mirrored in a very general sense, I use that
 22 word, with the Province.
 23 MR. H. WILLIAMS:
 24 A. Commissioner Wells, in his report, I think what

Page 235

1 he was saying is, guys -- he recognized it's an
 2 ecosystem. Guys, work together to make it
 3 better, right?
 4
 5 Let everybody know what you have in your pocket
 6 so we can make it better.
 7 WILLIAMS, Q.C.:
 8 Q. Okay, thank you. That's all the questions I
 9 have. Oh, I have one other question. One of the
 10 family members wondered.
 11
 12 I know that only from what I've seen is that
 13 helicopters have -- I know in emergency
 14 situations some of your choppers have flotation
 15 safety.
 16
 17 Is that a SAR tool? That you can have choppers
 18 that will actually land on water, if required?
 19 MR. H. WILLIAMS:
 20 A. Great tool. Oh, land on water?
 21 WILLIAMS, Q.C.:
 22 Q. Yeah.
 23 MR. H. WILLIAMS:
 24 A. Oh no.

Page 236

1 WILLIAMS, Q.C.:
 2 Q. It's only for emergencies?
 3 MR. H. WILLIAMS:
 4 A. Emergencies, yeah.
 5 MR. GERBER:
 6 A. Correct. Yes, yeah.
 7 WILLIAMS, Q.C.:
 8 Q. Okay.
 9 MR. H. WILLIAMS:
 10 A. I thought, Mr. Williams, where you were going
 11 then is that we were talking about the
 12 (inaudible) capabilities, which is amazing
 13 technology in the S-92.
 14
 15 Pinpoint where you're going and she'll land 80
 16 feet above the target without the pilot touching
 17 it.
 18 MR. GERBER:
 19 A. But there are helicopters that can land on water,
 20 but they'll be recognizable by having very big
 21 floats permanently under them.
 22
 23 But that's not what our floats are for. They are
 24 for emergency to keep the aircraft upright while

Page 237

1 we escape.
 2 WILLIAMS, Q.C.:
 3 Q. Okay. I think that addresses it. Thank you.
 4 MR. BUDDEN:
 5 Q. I've a few questions as well, gentlemen, and
 6 Mr. Rumbolt may be dragged into this examination
 7 as well because some of these questions he may
 8 have input into or clarity.
 9
 10 So as you know, we're here. This is an inquiry
 11 into ground search and rescue, not marine.
 12 Ground search and rescue.
 13
 14 And also as part of that to examine the air
 15 support component of ground search and rescue.
 16
 17 And we've examined a number of searches, the
 18 Burton Winters search, of course, but also search
 19 on the Great Northern Peninsula, one for a berry
 20 picker in Central Newfoundland, one for a lost
 21 child in the Corner Brook area, where the ground
 22 search and rescue community, as they so often do,
 23 felt the need to call for and were provided with,
 24 to some degree at least, air support in terms of

Page 238

1 helicopters.
 2
 3 You guys know all that.
 4 MR. H. WILLIAMS:
 5 A. Yes, yeah.
 6 MR. BUDDEN:
 7 Q. But just to sort of set the table.
 8
 9 As I understand, we all know that Universal
 10 Helicopters, which is no longer operating, served
 11 that purpose for the province for a number of
 12 years.
 13
 14 I guess my question is, your primary mission, as
 15 I understand it, is to deliver the various
 16 services to the offshore platforms; am I correct
 17 on that?
 18 MR. H. WILLIAMS:
 19 A. Yes, that would be correct.
 20 MR. BUDDEN:
 21 Q. And the resource base you have, the Sikorskys and
 22 the Bells are sort of leased or purchased with
 23 that particular market as your primary market?
 24

Page 239

1 Or am I wrong on that?
 2 MR. H. WILLIAMS:
 3 A. Not necessarily. Especially not the Bell 412.
 4 One of the things with the oil and gas ups and
 5 downs, we've quickly learned we better diversify
 6 and get into something additional with helicopter
 7 service (inaudible) oil and gas.
 8 MR. BUDDEN:
 9 Q. Sure.
 10 MR. H. WILLIAMS:
 11 A. That was like if I could say the 412 is brought
 12 in here with a potential for VIP use, and medevac
 13 service for the province.
 14
 15 That was the two targets I had when I brought
 16 that in. Nothing to do with oil and gas, right?
 17 MR. BUDDEN:
 18 Q. Okay, fair enough. In terms of air support for
 19 ground search and rescue operations, the kind of
 20 things that we talk about here, landing and
 21 picking up people, flying grid patterns, putting
 22 spotters on board to try to locate the lost
 23 person, those kind of functions, what is your
 24 present relationship, as you understand it, with

Page 240

1 the provincial government of Newfoundland with
 2 Emergency Services for providing such air support
 3 for ground search and rescue?
 4 MR. H. WILLIAMS:
 5 A. It's definitely there, right? We have that
 6 relationship. That's there. That whatever the
 7 mission -- and part of what J. J. just said. One
 8 of the roles that J. J. plays in our company is
 9 you could get a mission for something that's not
 10 really safe and you got to say no.
 11
 12 So we get request to do things and this guy has
 13 the ultimate authority to say we're green light
 14 to go or stand down.
 15
 16 So whatever mission that the provincial
 17 government -- whether it be as simple as a
 18 medevac transfer to rappelling someone off of
 19 signal hill, these types of missions, yeah, we
 20 can do and work with anything that is within a
 21 safety margin of course.
 22 MR. BUDDEN:
 23 Q. Sure. And we all understand that there's simply
 24 conditions that no helicopter can fly in and

Page 241

1 that's just a fact of life.
 2
 3 I'm interested more - in terms of weather aside,
 4 we'll get to that in a moment - just your general
 5 basic capacity. And there's several points --
 6 and I may have misunderstood which is why I'm
 7 asking for clarification. You referred to, if I
 8 understood correctly, an ad hoc relationship that
 9 your primary responsibility is to service your
 10 existing offshore contracts and clients.
 11
 12 And that if I also understood you correctly, that
 13 you would not necessarily be able to respond to a
 14 request by the Province to provide air support to
 15 a ground search and rescue operation.
 16
 17 Did I get any of that wrong or is that...
 18 MR. H. WILLIAMS:
 19 A. No. No, you're right. Not under, I would say,
 20 the current environment where -- if I just talk
 21 about the 412 for a minute.
 22
 23 Yes, we have a great aircraft, great capacity.
 24 But until we can get some sort of a steady

Page 242

1 revenue stream for that aircraft where I can
 2 properly crew it 24/7, the list goes on and on.
 3 Right?
 4
 5 So yes, the primary being offshore. But in order
 6 for us to have another S-92 that sits here, fully
 7 staffed and crewed, I wouldn't take that business
 8 plan to my board, get approved for we don't know
 9 if it's going to be one flight and one mission a
 10 year or 50.
 11
 12 So it's about having -- I always say it's like
 13 firefighting, right? Ready, willing, and able to
 14 go any time. Let's hope they do no fires a year,
 15 right?
 16
 17 So the readiness is what I'm saying is we have to
 18 come up with a way, collectively together, to
 19 improve on our readiness.
 20 MR. BUDDEN:
 21 Q. Okay. And the readiness is not a question of you
 22 lack the equipment in terms of you have
 23 helicopters that can do the job, you just may not
 24 -- any particular moment that helicopter may be

Page 243

1 dedicated to its primary contract?
 2 MR. H. WILLIAMS:
 3 A. Correct.
 4 MR. GERBER:
 5 A. For example, the crews (inaudible) qualified. So
 6 it is our S-92 crews who can also fly the 412.
 7
 8 If that's what he's doing today and the call
 9 comes, we cannot fly that 412 now because he
 10 needs to come back from the offshore first,
 11 finish that flight and if there's duty time left
 12 say yes, now we can do that.
 13
 14 I think that's a good example of that sharing
 15 model. Whereas, a model of financing that would
 16 be a fixed-month cost to make sure those two
 17 pilots are actually sitting there, waiting to go
 18 and can walk out any second.
 19
 20 That would be the difference between ready, what
 21 we say, ad hoc and dedicated service. And then
 22 you build on response to that and so on.
 23 MR. H. WILLIAMS:
 24 A. J. J. mentioned about different levels of SAR,

Page 244

1 and he specifically mentioned Greenland. That we
 2 were quite active up there in 2010 and 2011. So
 3 they came out with their work scope. All they
 4 wanted was to provide was (inaudible) only on
 5 standby.
 6
 7 So you go back, you put an aircraft and assets
 8 there but you only crewed it, made available 12
 9 hours a day.
 10
 11 So here you are with, like I said, machine,
 12 capabilities, equipment and everything but their
 13 ask was 12 hours a day.
 14 MR. BUDDEN:
 15 Q. Right. And so obviously no crew could be
 16 available 24 hours a day. You'd need to have
 17 extra individuals and so on.
 18 MR. GERBER:
 19 A. Correct, yes.
 20 MR. H. WILLIAMS:
 21 A. Well, like, the search and rescue program in the
 22 oil and gas is my idea of the perfect way of how
 23 search and rescue should be set up. Day, night,
 24 morning, noon.

Page 245

1 And J. J. mentioned about our facility having
 2 kind of like accommodations and this type of
 3 stuff.
 4
 5 You always think about it, if you have a crew on
 6 12 hours a day. What happens if they get that
 7 call at the 11th hour? They got one hour left.
 8
 9 No, we do that through arrangement with approval
 10 with Transport Canada. They rest. They go down.
 11 They have breaks.
 12 MR. GERBER:
 13 A. So that they can extend at the last minute and
 14 still do a full mission.
 15 MR. BUDDEN:
 16 Q. Okay. And just to sort of tie it all together, I
 17 guess. Can you contrast the service that you
 18 provide to the offshore with the service that you
 19 provide to provincial government?
 20
 21 I'm not talking about the quality of service. I
 22 realize the crews are delivering a high quality
 23 service in any case.
 24

Page 246

1 I'm talking about the deliverability. How the
 2 frequency or the deliverability of that search
 3 and rescue capacity to the province?
 4 MR. H. WILLIAMS:
 5 A. To put it bluntly, the province is getting the
 6 leftovers. Once the oil companies and the oil
 7 offshore has been serviced, that's what's
 8 available.
 9
 10 And we're suggesting it doesn't need to be that
 11 way. Now, that leftover is pretty capable.
 12
 13 You've been remembering we did a ground search
 14 out in Argentinia where the gentleman got lost and
 15 I think he was found again. And so we spent
 16 quite a bit of time searching at night for them,
 17 so, and in difficult terrain.
 18
 19 That here is capability as people from search and
 20 rescue. So, yes, that was what we had left that
 21 day but it was pretty capable, except we just
 22 didn't succeed in finding the gentleman. The
 23 same thing with what happened on Sunday and so
 24 on.

Page 247

1 There are other examples that we have as well.
 2 But it is what is left at the end of the day,
 3 when we have serviced our primary contractor.
 4 MR. BUDDEN:
 5 Q. Sure. We've heard in earlier evidence that, say,
 6 the Universal Helicopters as they were available
 7 some years ago, were not capable of assisting
 8 with the nighttime search, while the Cormorants
 9 were. So they differed in that regard.
 10
 11 How does your fleet compare to the Cormorant's in
 12 terms of the ability to do nighttime ground
 13 search and rescue assistance, air support?
 14 MR. H. WILLIAMS:
 15 A. As a comparison, I wouldn't want to dare into
 16 that. I can just say what we can do.
 17
 18 And of course, we talked about, first of all, the
 19 night vision goggles. So that provides an
 20 enhanced safety ability for the primary way which
 21 we operate a helicopter, which is visual, right?
 22
 23 The pilots need to look outside. The rescue
 24 specialist needs to look outside when we're going

Page 248

1 to land. There's no big stump or rock under the
 2 wheels and there goes the helicopter.
 3
 4 So everybody is equipped for that. So we know we
 5 can do that. We have the Nitesun. So where
 6 ground forces are deployed and then a team is on
 7 the ground, we can provide area illumination or
 8 we can actually search for somebody in a specific
 9 spot that we have picked up with yet another
 10 tool, which is the forward-looking infrared. And
 11 I think you've had presentations on that.
 12
 13 In addition, we have automation on the helicopter
 14 that takes the workload from the flight crew to a
 15 point where they can actually pay attention to
 16 the search as well.
 17
 18 Like entering grid patterns on the flight
 19 management system, communicating with other
 20 assets being on the ground and the air, and the
 21 automation of the aircraft makes that possible.
 22 And you can really spend eyeballs out looking for
 23 what you need to do.
 24

Page 249

1 So those are the capabilities these have. In
 2 addition to the ability of doing that in winter
 3 as well, because if we inadvertently encounter
 4 ice and so on, it's not a problem for our 92. It
 5 would be for the 412.
 6
 7 And so that capability then, so that's how we can
 8 fly. What can we do with that? We can touch
 9 down if the area is suitable. We can conduct a
 10 hoist if we have to. And I think that's about
 11 what you'll need.
 12
 13 And of course, search capability at night. And I
 14 think that mirrors very closely what the 103
 15 aircraft can do as well, yeah.
 16 MR. BUDDEN:
 17 Thank you. Not to put you on the spot,
 18 Mr. Rumbolt, and if you want you can confer with
 19 the counsel, maybe address this tomorrow or
 20 Friday, but have you any, I guess, comments on
 21 any of those answers?
 22 MR. RUMBOLT:
 23 Mitch Rumbolt, Commissioner. Everything
 24 Mr. Williams and Mr. Gerber has said has been

Page 250

1 accurate to my knowledge.
 2
 3 I have a very open relationship with them. I
 4 know as a last option available to us in dire
 5 circumstances I can call Mr. Gerber directly. I
 6 can contact their Ops centre and make that
 7 request and see what assets they have available
 8 to us that could help out the police who
 9 requested air support.
 10
 11 And just for clarity, we don't have any
 12 involvement with the MedFlight NL team asking
 13 Cougar for hospital-to-hospital or even scene
 14 pickups. We don't dabble in that.
 15 MR. BUDDEN:
 16 Q. Yes, I understand that. Thank you. So I guess
 17 just to make sure my thinking is clear.
 18
 19 What air support is available to the ground
 20 search and rescue teams in the province at the
 21 moment? When a call is put in for air support,
 22 what are the assets that are open to you guys to
 23 reach out to?
 24

Page 251

1 MR. H. WILLIAMS:
 2 A. It would be primarily, as I've alluded to several
 3 times in the past, but for clarity for everybody
 4 here, the first call is to Government Air
 5 Services. They facilitate a contract that's
 6 maintained by transportation and infrastructure
 7 with the provincial government for rotary-wing
 8 aircraft helicopters that are pre-positioned
 9 throughout the province.
 10
 11 Those helicopters have capabilities, obviously,
 12 for specific purposes or types of business or
 13 what they're doing.
 14
 15 However, to my understanding they're not capable
 16 of flying at night or inclement weather.
 17
 18 If for some reason those aircraft are unable to
 19 fly, our second call would be to the Joint Rescue
 20 Coordination Centre and requesting humanitarian
 21 mission.
 22
 23 The reason that we like to call JRCC first is
 24 from -- we've heard the phrase "aircraft of

Page 252

1 opportunity." From my perspective, JRCC may be
 2 returning from a mission that I'm unaware of
 3 because I don't have that situational awareness.
 4 They may have just completed a
 5 hospital-to-hospital transfer which would have
 6 been done through MedFlight NL that I'm not aware
 7 of. So I would contact JRCC and say I'm bringing
 8 this to your attention. Do you have an aircraft
 9 of opportunity? Is there a flight passing by
 10 this search area? Do you have an aircraft on a
 11 training mission that can go conduct this and
 12 provide assistance as we're requesting?
 13
 14 If they say they don't -- just recently in the
 15 past year or so, they've said please contact
 16 Cougar and ensure all other options have been
 17 exhausted before you come back to us.
 18
 19 At which point we would contact Cougar, their Ops
 20 centre, they would work through their process to
 21 see if they're available to release the dedicated
 22 search and rescue helicopter from their offshore
 23 clients and provide that.
 24

Page 253

1 And as Mr. Ralph alluded to earlier, there has
 2 been one case, since my tenure with this division
 3 began, where we have deployed Cougar to assist
 4 the RCMP with the search in Placentia.
 5 MR. BUDDEN:
 6 Q. Okay, and the --
 7 RALPH, Q.C.:
 8 Q. I call that one the Placentia search. I think
 9 you indicated it was Argentia. But I think it's
 10 the same search. We're talking about the same
 11 search. Yeah.
 12 MR. GERBER:
 13 A. Okay, then. Correct, yeah.
 14 MR. RUMBOLT:
 15 It is indeed Placentia to my knowledge.
 16 MR. BUDDEN:
 17 And that Government Services which previously was
 18 with Universal is now with Canadian Helicopters I
 19 believe?
 20 MR. RUMBOLT:
 21 That is correct.
 22 MR. BUDDEN:
 23 Okay. So that the triage, I suppose, began with
 24 Canadian Helicopters who have the daytime but not

Page 254

1 the nighttime capacity, as you best understand
 2 it. Following that you've got JRCC and Cougar as
 3 possible options strictly for nighttime?
 4 MR. RUMBOLT:
 5 That is correct.
 6 MR. BUDDEN:
 7 Okay, thank you. That was helpful.
 8
 9 Is there anybody else here who has any questions?
 10 Any follow-up?
 11 WILLIAMS, Q.C.:
 12 The only one aspect I was wondering, I keep going
 13 back to about this protocol. I mean, this is a
 14 public document. I accessed it online.
 15
 16 And I wonder I think it has a lot of relevance
 17 for consideration for parties, and I wonder if we
 18 might be able to have it entered as an exhibit?
 19
 20 I keep referring to it. Nobody else has got it.
 21 So I wonder if we might be able to ask to have
 22 that entered?
 23 UNIDENTIFIED MALE SPEAKER:
 24 (Audio difficulties).

Page 255

1 WILLIAMS, Q.C.:
 2 The Cougar Helicopter's DND protocol. It was a
 3 recommendation that came out of the Wells
 4 Inquiry. And again, it's accessible online but I
 5 think it has some relevance, especially at
 6 arising. And I'm wondering whether or not -- I
 7 don't want to enter what I have it's not
 8 complete.
 9
 10 Maybe if I could ask either Mr. Gerber or
 11 Mr. Williams if you wouldn't mind forwarding us a
 12 copy of that so that we can have it entered?
 13
 14 You can send it directly through either, I would
 15 think probably Mr. Budden would be the best.
 16 MR. H. WILLIAMS:
 17 Yeah, will do.
 18 MR. BUDDEN:
 19 Yeah, that's not a problem. We can speak about
 20 that now in just a moment. And thank you,
 21 Mr. Williams.
 22
 23 I believe Mr. Smith had a comment. And you say,
 24 Mr. Ralph, somebody else did?

Page 256

1 RALPH, Q.C.:
 2 Yes, the gentleman in the back there. I forget
 3 his name but I think he's with --
 4 MR. BUDDEN:
 5 Would that be Mr. Murphy?
 6 RALPH, Q.C.:
 7 Yeah.
 8 MR. RUMBOLT:
 9 Mr. Bartlett.
 10 MR. BUDDEN:
 11 Perhaps Mr. Murphy can go and then Mr. Smith, if
 12 that's all right?
 13
 14 Mr. Murphy, I believe you may --
 15 MR. FREEMAN:
 16 It's Captain Wilfred Bartlett.
 17 MR. BUDDEN:
 18 Oh, I'm sorry.
 19 RET'D CAPT. BARTLETT:
 20 And Hank, I hope you're not here for some more of
 21 my teeth.
 22 MR. H. WILLIAMS:
 23 We're all hockey combatants.
 24

Page 257

1 RET'D CAPT. BARTLETT:
 2 Hank is a longtime friend of mine, by the way.
 3 My name is Wilfred Bartlett. I'm a founding
 4 member of the Canadian Marine Rescue Auxiliary
 5 back in the '70s.
 6
 7 The first one by the way in Canada. I'm very
 8 proud of it. I've been very active all up
 9 through the years.
 10
 11 But one of my biggest beefs have been, I guess --
 12 and this is not new. I've been in the papers
 13 many times, anybody reads my letters, is that the
 14 response time of DND in Gander. I've been very
 15 critical. I've lost a lot of friends to the
 16 ocean, as many Newfoundlanders have. And Hank,
 17 you're right, every second counts when you're on
 18 the water.
 19
 20 It's not like you get a flat on land. You can
 21 roll over and fix your tire. Every second.
 22
 23 I talk about three response times. Now Melinda
 24 Keith, 80 minutes it took the helicopter to get

Page 258

1 off the ground. Ryan's Commander, 60 minutes to
 2 get off the ground. Checkmate III, 50 minutes to
 3 get off the ground.
 4
 5 Now that's a long time, the helicopter off the
 6 ground for a rescue at sea.
 7 BY RET'D CAPT. BARTLETT:
 8 Q. My question to you, Hank, is how can you do it in
 9 20 minutes when it takes the Canadian government
 10 60, 70, 80, sometimes more, minutes to get a
 11 helicopter off the ground?
 12 MR. H. WILLIAMS:
 13 A. Well, I'll only speak to our procedure of getting
 14 airborne.
 15 RET'D CAPT. BARTLETT:
 16 Q. I know the answer but I would like for the group
 17 to know.
 18 MR. H. WILLIAMS:
 19 A. Our work scope from the oil companies was very
 20 prescriptive in what they required for us to
 21 provide in search and rescue. It was a 20-minute
 22 wheels up response time.
 23
 24 So what you had to have for that, we've soon

Page 259

1 figured you need a dedicated aircraft. Dedicated
 2 crews. You need a built-for-purpose facility.
 3 And sometimes it's simple things where you can
 4 get minutes, where minutes count.
 5
 6 In our old facility, if we had a mission, we had
 7 to attach -- bring over the tug, attach the tug
 8 and tow it out.
 9
 10 When we built our new facility, we made it 18
 11 feet wider so the tug is always permanently
 12 attached to it. You save minutes there.
 13
 14 And like I say, that's what we're contracted to
 15 do. We practice it. We have procedures in place
 16 and perform it regularly, that we can get
 17 airborne in 20 minutes.
 18 RET'D CAPT. BARTLETT:
 19 Q. Yeah, my question --
 20 MR. BUDDEN:
 21 Mr. Bartlett, just a reminder that we're a ground
 22 search and rescue inquiry. And while obviously
 23 the marine searches are important, they're
 24 outside the scope of what we're allowed to look

Page 260

1 at, at this Inquiry.
 2 RET'D CAPT. BARTLETT:
 3 Yeah, but the other thing is DND is often tasked
 4 on land too, right?
 5
 6 So you can't have one in my opinion without the
 7 other. Okay, thank you.
 8 MR. O'KEEFE:
 9 Mr. Budden, if I may. And Captain Bartlett is
 10 part of our group. I didn't know he was going to
 11 ask a question. It kind of took me by surprise
 12 as well.
 13
 14 I would take one comment. And I believe that
 15 this presentation, just to your point -- I
 16 believe this presentation has put that question
 17 squarely in issue.
 18
 19 I mean, with all due respect, I know we are all
 20 aware of the parameters of the Inquiry, but I
 21 think the question, properly put, is could the
 22 gentlemen from Cougar offer perspective on
 23 timelines for mobilizing aircraft?
 24

Page 261

1 I mean, that's what they were talking about,
 2 really, was the services they offer. And
 3 obviously, we're here to find a better way, if
 4 there is a better way.
 5
 6 So I think the question was actually squarely put
 7 and fairly put, but I just want to make that
 8 comment on the record.
 9 MR. BUDDEN:
 10 Fair enough. I believe Mr. Smith has questions
 11 as well.
 12 MR. SMITH:
 13 Q. Commissioner, Richard Smith. Gentlemen, thank
 14 you for very much for the presentation. It was
 15 very informative. Just a couple of questions on
 16 the Bell 412 platform.
 17
 18 Does that have the Nitesun and FLIR capability
 19 mounted on it with the crew, if it should be
 20 called upon?
 21 MR. GERBER:
 22 A. Not at the moment. But we always kept that in
 23 mind when we ordered the helicopter and got it in
 24 here. And so it's squarely in our plans if we

Page 262

1 have the financial means to it, which would be
 2 some sort of contract for that.
 3 MR. SMITH:
 4 Q. Thank you for that. And does Vancouver Island
 5 helicopters have any similar type of a SAR
 6 program elsewhere in the world right now with
 7 man-up and minimum contracts?
 8 MR. GERBER:
 9 A. No, the (inaudible) Aviation, their primary role
 10 was firefighting in LA logging. They're not into
 11 oil and gas or search and rescue business.
 12 MR. SMITH:
 13 Q. So the only other example would be the Greenland
 14 example; would that be correct?
 15 MR. GERBER:
 16 A. Yeah, Greenland was -- that program was ran by
 17 Cougar Helicopters.
 18 MR. SMITH:
 19 Q. Thank you. And the company, of course, is in
 20 business. You would be open, then, very similar
 21 to Wildland Firefighting, to having a contract
 22 and minimums for SAR services; would that be
 23 correct?
 24

Page 263

1 MR. GERBER:
 2 A. Correct.
 3 MR. SMITH:
 4 Q. Thank you, sir.
 5 COMMISSIONER IGLOLIORTE:
 6 Q. Thank you. I'll just jump in here as well.
 7
 8 I guess realistically from a business perspective
 9 your contract is with an oil and gas consortium,
 10 comprised of several oil and gas companies and
 11 they hire you to do the SAR?
 12 MR. GERBER:
 13 A. Yeah.
 14 COMMISSIONER IGLOLIORTE:
 15 Q. Given that St. John's is the nearest base to the
 16 present oil field, can you see any time when the
 17 oil field, if it shifts to the North Atlantic,
 18 may require potential for aircraft in a place
 19 like Goose Bay to be closer to that?
 20 MR. H. WILLIAMS:
 21 A. Yeah, absolutely. And being a part of NOIA over
 22 the years and you look at the (audio
 23 difficulties) seismic activity shows where the
 24 oil and gas, the potential for oil and gas is,

Page 264

1 and you can see it goes right up the north coast,
 2 right on down to Labrador.
 3
 4 And we always say that once it starts shifting,
 5 we may have to start thinking about what is the
 6 quickest access to the site.
 7
 8 You look at areas like Bonavista, if something
 9 happens down that way. So as you get down -- as
 10 you go down, any potential work that would be
 11 done off of Labrador, for example, in oil and gas
 12 exploration, under the covers of the offshore
 13 Newfoundland Petroleum Board, they would be
 14 required to provide search and rescue there. So,
 15 yes, I could see that happening in Goose Bay.
 16
 17 And that's my optimism for oil and gas and the
 18 helicopters.
 19 COMMISSIONER IGLOLIORTE:
 20 Q. You have contracts with the UK and, as you
 21 indicated, Ireland. So they are independent
 22 governments then.
 23
 24 I mean, so Ireland is not contracted under UK.

Page 265

1 They are two different separate contracts you
 2 have there to provide search and rescue to the
 3 marine field?
 4 MR. H. WILLIAMS:
 5 A. No, we don't have. I think what J. J. was saying
 6 there, the model used in UK and in the Ireland,
 7 that it's a civilian operator providing search
 8 and rescue for the country as opposed to in
 9 Canada with the military doing it.
 10 COMMISSIONER IGLOLIORTE:
 11 Q. Understand.
 12 MR. H. WILLIAMS:
 13 A. What he was saying, what was similar about it is
 14 that it's a civilian company and they use the
 15 same asset and technology that we do, the S-92
 16 aircraft.
 17 COMMISSIONER IGLOLIORTE:
 18 Go around again, Mr. Budden. (Audio
 19 difficulties). Harry, go ahead.
 20 MR. BLACKMORE:
 21 Q. Harry Blackmore, Newfoundland SAR Association.
 22
 23 If you guys were to hopefully get a contract for
 24 this, would there be a dedicated aircraft left in

Page 266

1 Goose Bay and one also in Deer Lake because of
 2 the time restraints?
 3
 4 If you got to leave St. John's to go to Goose Bay
 5 and on up, we're three and four hours out again.
 6
 7 Is there any possibility that -- for me, time is
 8 what I'm looking at, be very truthful. We need a
 9 helicopter, St. John's area, my opinion, I think
 10 we need Deer Lake and we also need Goose Bay as a
 11 dedicated resource.
 12
 13 I know it would come down to dollars and cents,
 14 for sure. If they said yes, do it, you'd do it.
 15 But would that be a possibility?
 16 MR. H. WILLIAMS:
 17 A. Yes, I would say a possibility from the
 18 capabilities and the willingness to do that is
 19 there. Absolutely.
 20 MR. GERBER:
 21 A. But it would depend on the scope of work of the
 22 contract. Yeah.
 23 MR. H. WILLIAMS:
 24 A. The willingness is there.

Page 267

1 MR. BLACKMORE:
 2 Q. Yeah. Well, I'm talking about ground search and
 3 rescue for my purposes. That I think for the
 4 coast, especially, from Goose Bay up, we need a
 5 dedicated machine.
 6
 7 I think there's one needed on the west coast, and
 8 I think one here because I know (inaudible) was
 9 in Corner Brook a few months ago.
 10
 11 Same thing. We still got to wait an hour and a
 12 half or two hours for someone to get there. And
 13 time, as you said, is important.
 14
 15 So I have been a component of the highline system
 16 with the regular helicopters, as you well know.
 17 I'm not hiding nothing.
 18
 19 And quickness is my thing. And I agree with you
 20 a hundred percent. If you got the capability and
 21 you had them in those three places, I'm on board.
 22 MR. H. WILLIAMS:
 23 A. I always view things, you can never have too many
 24 firefighters. You can never have too many

Page 268

1 policemen. We can never have too much search and
 2 rescue. But what is the balance?
 3
 4 And we're here to say someone figure the balance
 5 and we'll provide what the balance, if we can,
 6 any time you (inaudible) that balance.
 7 MR. BLACKMORE:
 8 Q. I do agree with you but I think, like, minimum
 9 got to be St. John's and Goose Bay. That's a
 10 minimum.
 11 MR. H. WILLIAMS:
 12 A. I agree.
 13 MR. BUDDEN:
 14 Does anybody have any follow-up? If not, then we
 15 would be done with these witnesses?
 16 MR. FREEMAN:
 17 Q. I do just have one question. Again, Mark Freeman
 18 for Justice Canada.
 19
 20 I mean, we live in a world of finite resources
 21 obviously, and none of us in this world are
 22 politicians with the power of the purse, as they
 23 say.
 24

Page 269

1 So I ask this question, obviously in that
 2 context. But I mean, hypothetically, if the
 3 province were to contract with Cougar, you could
 4 provide that 24/7 service in Goose Bay or Deer
 5 Lake or St. John's, again, in that hypothetical
 6 scenarios where resources, perhaps, were not
 7 limited?
 8 MR. H. WILLIAMS:
 9 A. Yes. Now when you say can we do it tomorrow, no.
 10 With the proper work (inaudible) and a timeline
 11 for implementation, absolutely.
 12 MR. FREEMAN:
 13 Q. Okay, thank you.
 14 MR. BUDDEN:
 15 Nothing further. Thank you, gentlemen, for your
 16 presentation.
 17
 18 The only other bit of scheduled business for two,
 19 I have two further exhibits I would like to
 20 enter, not out of these two witnesses but some
 21 matters from earlier in the Inquiry.
 22
 23 And the first is -- these are both booklets that
 24 Mr. Smith has provided. And the first is

Page 271

1 there's no further -- (audio difficulties).
 2
 3 We might as well. We're back here in the morning
 4 anyway, so we could enter it then, if you guys
 5 could get that to me. I'll give you my email
 6 address. (Audio difficulties).
 7
 8 No, we already have that. It was the DND Cougar
 9 I think, yeah. Yeah, thanks.
 10
 11 If there's nothing further, we're back on
 12 tomorrow morning at 9:00 with Mr. O'Keefe and his
 13 clients' witness who, I believe, is Mr. Merv
 14 Wiseman.
 15 THE CLERK:
 16 All right. This Commission of Inquiry is
 17 concluded for the day. Thank you.
 18
 19 (Inquiry is adjourned.)
 20
 21
 22
 23
 24

Page 270

1 entitled, "Search and Rescue Management Field
 2 Operating Guide, April 29, 2019 Version." And
 3 it's a booklet of 72 pages. So we'll photocopy
 4 that to enter it. And that would be P-195.
 5 Thank you.
 6
 7 EXHIBIT P-195, ENTERED AND MARKED ON INQUIRY
 8
 9 MR. BUDDEN:
 10 The next is a little booklet entitled, "Stress
 11 Management for Emergency Personnel." And that's
 12 a booklet of, looks to be, 20 or 30 pages.
 13
 14 EXHIBIT P-196, ENTERED AND MARKED ON INQUIRY
 15
 16 MR. BUDDEN:
 17 So Madam Clerk, I'll pass these over to you.
 18 These obviously have to be photocopied to make it
 19 possible to enter them. Pardon?
 20 RALPH, Q.C.:
 21 (Audio difficulties).
 22 MR. BUDDEN:
 23 We've already entered that. We did it at the
 24 beginning of the evidence. Thank you. So if

1
 2
 3
 4 C E R T I F I C A T E
 5
 6
 7
 8 I, Beverly Guest, of Elite Transcription, of
 9 St. John's, in the Province of Newfoundland
 10 and Labrador, hereby certify that the
 11 foregoing, numbered 1 to 271, dated October
 12 6, 2021, is a true and correct transcript of
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 14 by me to the best of my knowledge, skill and
 15 ability.
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 22 Court Reporter
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\$	2013 [1] - 96:2 2015 [1] - 8:4 2016 [1] - 197:14 2019 [6] - 8:4, 175:19, 201:12, 218:7, 270:2 2020 [3] - 148:23, 149:2, 208:22 2021 [4] - 1:1, 147:13, 148:23, 168:23 24 [2] - 177:22, 244:16 24-hour [1] - 212:1 24/7 [7] - 119:20, 132:3, 162:18, 185:7, 211:20, 242:2, 269:4 24/7/365 [3] - 121:12, 178:23, 228:7 24th [2] - 80:16, 128:14 25 [4] - 166:19, 170:10, 172:1, 210:15 25,000 [3] - 136:3, 137:13, 151:1 25-year [1] - 166:19 25th [1] - 128:15 27 [1] - 12:12 277 [1] - 11:22 29 [1] - 270:2 2:00 [3] - 111:5, 111:11, 111:17	195:8, 197:7, 197:11, 200:9, 210:5, 210:6, 211:19, 212:2, 222:18, 226:5, 239:3, 239:11, 241:21, 243:6, 243:9, 249:5, 261:16 413 [2] - 19:17, 19:19 444 [6] - 10:3, 10:20, 11:12, 20:20, 20:23, 21:11 45 [2] - 64:12, 190:24 491 [1] - 178:10 495 [2] - 9:12, 11:22	99 [1] - 10:4	56:2, 56:6, 56:13, 103:13, 124:19, 126:24, 254:14
\$3,000 [1] - 67:3			A	accessible [1] - 255:4 accident [3] - 12:18, 49:4, 69:14 accommodate [1] - 131:12 accommodation [1] - 184:18 accommodations [1] - 245:2 according [1] - 48:11 accuracy [1] - 7:11 accurate [5] - 7:9, 7:10, 45:2, 106:14, 250:1 ACEs [1] - 95:2 acknowledge [4] - 26:14, 26:18, 26:21, 69:1 acknowledged [1] - 25:20 acknowledging [1] - 68:7 acronym [1] - 98:21 across .. [1] - 116:19 action [2] - 49:24, 163:5 actions [1] - 105:2 active [5] - 119:21, 125:7, 147:10, 244:2, 257:8 actively [2] - 139:1, 149:18 activities [2] - 178:4, 210:2 activity [5] - 177:2, 181:7, 184:24, 201:13, 263:23 actual [5] - 5:3, 26:2, 41:20, 137:3, 197:17 acute [1] - 146:23 ad [8] - 188:16, 188:21, 189:2, 195:13, 230:18, 233:20, 241:8, 243:21 adamant [1] - 178:17 adapt [1] - 207:15 adaptations [1] - 24:20 adapted [1] - 32:13 add [5] - 19:10, 45:18, 188:9, 206:15, 212:11 added [1] - 49:15 adding [2] - 197:21, 198:13
'				
'70s [1] - 257:5 '91 [2] - 182:22, 183:16			abandoned [1] - 146:9 ability [20] - 27:24, 48:3, 72:9, 72:12, 120:19, 124:1, 126:22, 132:8, 142:6, 152:13, 152:14, 156:4, 156:10, 158:15, 172:11, 177:20, 247:12, 247:20, 249:2 able [51] - 5:3, 13:1, 15:18, 16:13, 27:24, 29:16, 30:17, 31:13, 32:4, 57:9, 71:15, 75:11, 75:19, 75:20, 76:10, 79:3, 83:6, 83:15, 87:1, 87:11, 101:13, 103:19, 117:13, 127:24, 129:11, 131:6, 141:8, 150:20, 158:20, 161:18, 162:9, 166:11, 172:18, 185:16, 186:22, 187:17, 188:2, 191:7, 192:5, 192:10, 192:13, 194:21, 199:1, 210:11, 218:3, 234:12, 241:13, 242:13, 254:18, 254:21 abnormal [1] - 29:21 abreast [1] - 152:10 absence [1] - 40:1 absolute [1] - 170:9 Absolutely [1] - 8:2 absolutely [21] - 39:14, 46:22, 58:19, 74:14, 82:17, 95:16, 101:9, 109:9, 137:8, 137:16, 137:17, 143:21, 158:8, 164:21, 210:7, 229:7, 230:6, 263:21, 266:19, 269:11 accent [1] - 171:24 acceptable [1] - 105:20 access [6] - 57:17, 103:11, 103:19, 158:1, 197:7, 264:6 accessed [8] - 31:2,	
1				
1 [3] - 74:16 1,381 [1] - 9:13 1,456 [1] - 8:21 10 [1] - 51:5 100 [2] - 7:10, 139:2 100s [2] - 138:21 103 [21] - 10:3, 10:4, 10:9, 10:15, 10:18, 11:11, 12:5, 12:9, 12:13, 13:10, 20:6, 20:11, 21:10, 177:15, 183:23, 204:14, 212:14, 213:10, 234:8, 249:14 11 [1] - 225:23 116 [1] - 9:12 11th [1] - 245:7 12 [6] - 24:6, 51:5, 105:13, 244:8, 244:13, 245:6 12-year-olds [1] - 104:17 144 [1] - 12:11 145 [1] - 11:23 1600 [1] - 116:11 17 [1] - 10:17 18 [2] - 101:18, 259:10 189 [1] - 176:17 1980s [1] - 50:17 1:30 [2] - 111:3, 112:4	3 3,423 [1] - 8:20 30 [3] - 141:3, 202:17, 270:12 300 [2] - 139:2, 192:22 300,000 [2] - 122:1, 145:3 300s [1] - 138:21 302 [1] - 10:15 327 [4] - 10:16, 12:10, 12:13, 13:10 344 [2] - 8:22, 8:23 35 [1] - 221:23 365 [1] - 188:13 37 [1] - 10:16 3:00 [3] - 111:5, 111:12, 111:18	5 5 [2] - 74:16, 78:17 50 [2] - 242:10, 258:2 500 [4] - 136:5, 151:1, 176:11, 176:13 6 6 [1] - 1:1 60 [7] - 29:3, 64:5, 64:9, 64:10, 64:12, 258:1, 258:10 683 [1] - 10:17 7 70 [2] - 9:12, 258:10 700 [1] - 9:11 706 [1] - 8:21 72 [2] - 12:11, 270:3 8 8 [6] - 51:5, 125:1, 135:21, 136:9, 136:11, 138:20 80 [4] - 221:22, 236:15, 257:24, 258:10 84 [1] - 12:10 9 9-117 [1] - 52:23 917 [3] - 8:22, 11:17, 13:10 92 [5] - 174:4, 174:16, 210:9, 211:6, 249:4 95 [2] - 179:5, 180:18		
2				
2.0 [1] - 37:22 20 [3] - 258:9, 259:17, 270:12 20-minute [4] - 178:8, 178:22, 188:12, 258:21 2010 [1] - 244:2 2011 [2] - 229:24, 244:2 2012 [1] - 185:3	4 4 [1] - 78:17 40 [2] - 23:14, 221:23 412 [22] - 173:21, 182:3, 184:17, 187:18, 191:16,			

<p>addition [5] - 182:4, 190:12, 191:4, 248:13, 249:2</p> <p>additional [12] - 48:9, 48:12, 48:23, 75:1, 75:5, 76:2, 132:12, 159:11, 188:16, 227:2, 229:2, 239:6</p> <p>address [10] - 35:14, 42:11, 55:22, 87:12, 118:17, 120:24, 196:15, 228:2, 229:5, 249:19</p> <p>addressed [5] - 27:8, 28:7, 28:21, 30:8, 142:8</p> <p>addresses [1] - 237:3</p> <p>adds [1] - 190:24</p> <p>adequate [1] - 65:8</p> <p>adequately [1] - 13:1</p> <p>adjourn [1] - 4:4</p> <p>adjustments [1] - 127:4</p> <p>ADM [3] - 78:9, 80:21, 81:4</p> <p>administration [1] - 186:2</p> <p>admit [1] - 63:19</p> <p>adopted [3] - 229:23, 229:24, 230:14</p> <p>advance [2] - 126:8, 173:3</p> <p>advanced [2] - 151:10, 198:11</p> <p>advances [1] - 151:15</p> <p>advantage [1] - 119:21</p> <p>advantageous [1] - 199:17</p> <p>Adverse [1] - 95:3</p> <p>advice [1] - 166:7</p> <p>advised [1] - 169:19</p> <p>Aeronautical [3] - 8:22, 9:12, 10:16</p> <p>aeronautical [1] - 219:16</p> <p>aerospace [8] - 114:19, 115:21, 121:20, 129:5, 140:20, 162:16, 162:18, 163:5</p> <p>Aerospace [2] - 163:20, 166:6</p> <p>Affairs [1] - 114:13</p> <p>affects [2] - 94:10, 94:11</p> <p>afford [2] - 62:12, 211:20</p> <p>afraid [2] - 34:3, 97:9</p>	<p>after-care [1] - 44:1</p> <p>afternoon [4] - 113:12, 140:16, 171:20, 208:15</p> <p>afterwards [2] - 169:21, 170:2</p> <p>agencies [3] - 15:5, 16:1, 64:17</p> <p>agency [3] - 88:17, 88:18, 90:13</p> <p>agenda [1] - 70:24</p> <p>aggressive [1] - 123:10</p> <p>agnostic [1] - 125:18</p> <p>ago [10] - 23:14, 46:14, 46:24, 99:4, 126:23, 152:19, 173:15, 174:24, 247:7, 267:9</p> <p>agree [10] - 51:8, 60:12, 60:20, 72:15, 73:2, 86:19, 151:17, 267:19, 268:8, 268:12</p> <p>agreement [2] - 165:5, 187:16</p> <p>ahead [5] - 6:4, 17:21, 45:7, 67:11, 265:19</p> <p>aid [2] - 31:10, 31:21</p> <p>Aid [8] - 24:21, 31:3, 31:6, 31:17, 55:17, 66:21, 68:2, 68:3</p> <p>aids [1] - 54:4</p> <p>air [26] - 18:15, 18:16, 114:5, 117:24, 119:5, 148:17, 157:21, 158:3, 158:6, 158:10, 161:7, 162:21, 173:18, 209:5, 216:4, 224:2, 237:14, 237:24, 239:18, 240:2, 241:14, 247:13, 248:20, 250:9, 250:19, 250:21</p> <p>Air [16] - 117:19, 119:16, 128:17, 129:3, 146:4, 146:14, 147:16, 147:21, 147:24, 148:5, 148:17, 154:11, 154:14, 187:14, 214:5, 251:4</p> <p>airborne [4] - 178:19, 210:7, 258:14, 259:17</p> <p>Aircraft [1] - 127:10</p> <p>aircraft [116] - 13:20, 14:3, 115:7, 115:9,</p>	<p>116:23, 122:19, 123:18, 123:24, 124:11, 124:24, 125:13, 126:20, 127:1, 127:14, 129:4, 129:9, 132:21, 133:2, 133:8, 135:13, 135:15, 135:19, 135:21, 136:1, 136:3, 136:8, 137:4, 138:8, 139:9, 139:11, 139:15, 139:24, 140:3, 141:1, 143:12, 144:1, 156:9, 157:8, 159:6, 160:17, 161:19, 162:6, 162:15, 162:22, 170:14, 171:12, 171:13, 174:4, 174:7, 177:22, 178:13, 179:2, 179:6, 179:8, 179:14, 179:19, 179:21, 180:7, 180:11, 180:16, 180:20, 182:6, 182:15, 182:19, 184:12, 184:22, 185:20, 186:8, 188:7, 188:17, 189:20, 189:23, 190:1, 192:5, 192:9, 193:7, 196:2, 197:18, 200:22, 205:3, 215:5, 221:10, 222:8, 222:11, 222:15, 226:14, 226:22, 226:23, 227:3, 227:5, 227:21, 228:1, 228:4, 228:11, 228:12, 228:22, 231:5, 231:7, 233:1, 236:24, 241:23, 242:1, 244:7, 248:21, 249:15, 251:8, 251:18, 251:24, 252:8, 252:10, 259:1, 260:23, 263:18, 265:16, 265:24</p> <p>airfield [1] - 120:20</p> <p>airframe [6] - 17:4, 17:6, 125:1, 125:4, 140:11, 182:13</p> <p>airline [1] - 161:12</p> <p>Airlines [14] - 111:9,</p>	<p>111:17, 113:21, 114:21, 115:24, 117:19, 118:11, 119:16, 128:24, 154:9, 160:20, 163:4, 163:19</p> <p>Airlines .. [1] - 111:14</p> <p>airplane [4] - 22:6, 22:10, 89:22, 160:23</p> <p>airport [1] - 224:16</p> <p>Airport [3] - 124:18, 184:8, 224:7</p> <p>Airs [1] - 139:11</p> <p>airspeed [1] - 136:22</p> <p>alarming [1] - 67:19</p> <p>Alberta [1] - 24:4</p> <p>alerted [2] - 128:15, 214:4</p> <p>align [1] - 233:14</p> <p>alive [2] - 26:11, 95:10</p> <p>all-weather [4] - 179:19, 180:7, 180:11, 180:24</p> <p>allow [5] - 131:21, 161:13, 168:6, 169:13, 172:13</p> <p>allowed [8] - 55:7, 62:15, 83:5, 157:23, 161:15, 204:21, 259:24</p> <p>allowing [1] - 131:23</p> <p>allows [4] - 28:24, 66:23, 131:19, 181:1</p> <p>alls [1] - 41:8</p> <p>alluded [4] - 188:15, 203:17, 251:2, 253:1</p> <p>almost [5] - 46:14, 120:23, 157:11, 172:1, 228:22</p> <p>alone [1] - 60:19</p> <p>alternate [1] - 189:9</p> <p>altitude [3] - 135:15, 136:2, 137:14</p> <p>altitudes [3] - 150:17, 150:18, 150:24</p> <p>Alzheimer 's [1] - 104:20</p> <p>amazing [1] - 236:12</p> <p>ambulance [4] - 157:21, 158:3, 158:6, 162:21</p> <p>amount [5] - 20:13, 47:3, 119:4, 119:13, 174:1</p> <p>analysis [3] - 14:19, 37:7, 42:3</p> <p>analyzer [1] - 10:2</p> <p>AND [5] - 5:21, 167:17, 169:4,</p>	<p>270:7, 270:14</p> <p>Anderson [1] - 146:2</p> <p>angry [1] - 62:2</p> <p>annual [1] - 231:16</p> <p>anomalies [3] - 8:8, 138:2, 150:9</p> <p>anomalous [1] - 147:9</p> <p>anonymity [1] - 56:15</p> <p>anonymously [1] - 103:12</p> <p>answer [16] - 15:22, 30:5, 38:11, 40:23, 47:23, 55:13, 57:22, 79:3, 90:8, 113:18, 136:22, 139:6, 155:22, 172:21, 214:24, 258:16</p> <p>answers [3] - 159:21, 160:1, 249:21</p> <p>anti [2] - 24:18, 156:23</p> <p>anti-ice [1] - 156:23</p> <p>anti-stigma [1] - 24:18</p> <p>anxiety [1] - 31:15</p> <p>anything .. [1] - 78:15</p> <p>anyway [3] - 49:3, 72:2, 92:1</p> <p>apologies [2] - 4:8, 4:23</p> <p>apologize [3] - 20:3, 21:2, 77:19</p> <p>appear [1] - 144:19</p> <p>applaud [1] - 69:6</p> <p>applauded [1] - 29:11</p> <p>appliance [1] - 197:18</p> <p>applicability [1] - 230:9</p> <p>applicable [1] - 165:2</p> <p>application [1] - 50:19</p> <p>applied [5] - 124:24, 125:4, 125:20, 155:14, 212:7</p> <p>applies [1] - 205:9</p> <p>apply [2] - 133:8, 165:7</p> <p>appreciate [11] - 46:22, 72:22, 76:19, 80:17, 83:24, 140:14, 154:2, 160:8, 203:1, 219:23, 220:4</p> <p>appreciation [3] - 171:1, 171:3, 171:6</p> <p>approach [5] - 25:17, 97:21, 97:24, 98:1, 206:21</p> <p>appropriate [3] - 84:5, 105:23, 135:4</p> <p>approval [3] - 211:3, 211:7, 245:9</p>
---	--	--	---	--

<p>approved [3] - 126:23, 196:10, 242:8</p> <p>April [2] - 24:9, 270:2</p> <p>area [23] - 26:10, 34:15, 51:12, 54:1, 64:18, 99:2, 106:24, 109:13, 176:6, 179:1, 187:9, 193:18, 200:2, 202:13, 205:11, 218:16, 218:17, 224:4, 237:21, 248:7, 249:9, 252:10, 266:9</p> <p>areas [7] - 26:24, 27:7, 42:21, 82:18, 183:5, 202:9, 264:8</p> <p>Argentina [2] - 246:14, 253:9</p> <p>arising [3] - 1:24, 229:13, 255:6</p> <p>arm's [2] - 88:18, 89:6</p> <p>Armed [2] - 15:10, 16:24</p> <p>Army [1] - 63:22</p> <p>arrangement [3] - 210:1, 229:13, 245:9</p> <p>arrangements [2] - 77:11, 189:9</p> <p>arrived [1] - 174:9</p> <p>articulate [1] - 34:22</p> <p>Arts [2] - 134:1, 144:13</p> <p>as-needed [1] - 119:9</p> <p>aside [1] - 241:3</p> <p>aspect [6] - 68:18, 71:24, 73:1, 109:7, 207:8, 254:12</p> <p>aspects [1] - 51:19</p> <p>assembled [1] - 133:5</p> <p>assembling [1] - 128:19</p> <p>Assembly [1] - 70:3</p> <p>assessment [3] - 32:11, 33:12, 66:18</p> <p>asset [28] - 10:22, 118:24, 119:14, 121:15, 124:16, 129:11, 142:12, 148:6, 148:17, 149:21, 154:8, 154:12, 154:13, 157:22, 158:16, 211:2, 212:18, 213:19, 221:7, 221:21, 224:2, 224:9, 224:13, 226:15, 229:2, 265:15</p>	<p>assets [20] - 122:14, 129:5, 131:10, 131:21, 139:2, 148:8, 149:5, 159:17, 162:9, 162:18, 163:4, 165:16, 177:18, 224:6, 231:5, 234:2, 244:7, 248:20, 250:7, 250:22</p> <p>Assign [1] - 50:13</p> <p>assigned [4] - 43:2, 43:13, 44:15, 228:22</p> <p>assist [13] - 104:21, 119:10, 128:1, 128:21, 129:1, 129:4, 129:5, 130:4, 130:24, 184:2, 185:16, 217:21, 253:3</p> <p>Assistance [1] - 103:10</p> <p>assistance [7] - 21:18, 93:6, 110:14, 185:19, 209:19, 247:13, 252:12</p> <p>assisting [1] - 247:7</p> <p>associated [4] - 44:22, 94:17, 122:8, 164:15</p> <p>Association [3] - 166:21, 176:23, 265:21</p> <p>assume [5] - 16:4, 17:11, 42:14, 102:15, 169:14</p> <p>assuming [2] - 88:16, 220:7</p> <p>assumption [2] - 15:3, 15:8</p> <p>at-large [1] - 98:8</p> <p>Atlantic [3] - 9:9, 145:4, 263:17</p> <p>attach [3] - 226:17, 259:7</p> <p>attached [4] - 157:18, 158:24, 226:17, 259:12</p> <p>attack [1] - 31:15</p> <p>attempt [2] - 1:22, 85:6</p> <p>attempted [1] - 90:6</p> <p>attended [3] - 9:22, 9:23, 50:10</p> <p>attention [8] - 25:20, 26:2, 27:11, 57:19, 129:18, 170:18, 248:15, 252:8</p> <p>audible [1] - 113:18</p>	<p>Audio [4] - 5:9, 38:22, 111:14, 254:24</p> <p>audio [3] - 263:22, 265:18, 270:21</p> <p>audited [1] - 206:2</p> <p>auditing [1] - 196:13</p> <p>augment [3] - 203:4, 218:10, 219:14</p> <p>Australian [1] - 137:19</p> <p>authorities [1] - 18:8</p> <p>Authority [1] - 216:13</p> <p>authority [2] - 36:21, 240:13</p> <p>authorization [1] - 126:14</p> <p>automatically [2] - 57:2, 233:3</p> <p>automation [2] - 248:13, 248:21</p> <p>aux [2] - 199:21, 207:2</p> <p>auxiliary [2] - 194:7, 199:4</p> <p>Auxiliary [1] - 257:4</p> <p>avail [3] - 55:19, 90:6, 92:5</p> <p>availability [4] - 22:2, 212:2, 227:21, 228:4</p> <p>available [42] - 30:13, 30:24, 31:1, 33:5, 33:10, 33:20, 43:11, 55:11, 79:16, 88:10, 88:24, 89:16, 89:17, 90:19, 101:6, 103:17, 103:23, 111:23, 112:7, 126:7, 127:7, 127:12, 132:3, 132:20, 133:7, 158:9, 159:18, 180:11, 182:15, 209:6, 213:16, 214:15, 230:15, 230:21, 244:8, 244:16, 246:8, 247:6, 250:4, 250:7, 250:19, 252:21</p> <p>availed [1] - 91:17</p> <p>availing [2] - 90:20, 228:15</p> <p>avenues [2] - 43:11, 71:1</p> <p>average [1] - 220:21</p> <p>aviation [3] - 115:22, 121:3, 229:19</p> <p>Aviation [1] - 262:9</p> <p>avoid [2] - 95:17, 194:19</p> <p>awards [1] - 25:2</p> <p>aware [18] - 43:10,</p>	<p>47:5, 65:1, 65:7, 65:24, 66:1, 67:13, 109:18, 117:24, 128:19, 153:14, 169:7, 221:18, 231:5, 233:24, 234:3, 252:6, 260:20</p> <p>awareness [1] - 252:3</p> <hr/> <p style="text-align: center;">B</p> <hr/> <p>Bachelor [1] - 23:17</p> <p>back-end [3] - 198:3, 204:9, 205:7</p> <p>background [4] - 132:14, 144:13, 191:14, 196:9</p> <p>backhoe [1] - 101:19</p> <p>backing [1] - 63:19</p> <p>backs [1] - 62:5</p> <p>backup [3] - 142:2, 162:15, 180:16</p> <p>bad [2] - 19:14, 97:6</p> <p>Baffin [1] - 9:8</p> <p>balance [6] - 116:20, 160:5, 268:2, 268:4, 268:5, 268:6</p> <p>balloons [1] - 34:17</p> <p>barriers [1] - 132:7</p> <p>Barry [1] - 146:2</p> <p>Bartlett [5] - 256:9, 256:16, 257:3, 259:21, 260:9</p> <p>BARTLETT [6] - 256:19, 257:1, 258:7, 258:15, 259:18, 260:2</p> <p>base [8] - 20:6, 20:8, 118:24, 119:15, 123:6, 183:24, 238:21, 263:15</p> <p>based [11] - 7:4, 47:13, 121:22, 130:9, 150:2, 154:24, 203:9, 203:15, 224:3, 226:7, 226:9</p> <p>bases [2] - 183:1, 183:11</p> <p>basic [3] - 144:16, 234:19, 241:5</p> <p>basis [14] - 115:11, 115:14, 119:9, 121:11, 123:10, 123:11, 124:2, 131:3, 138:4, 141:3, 142:7, 143:14, 162:18, 195:13</p> <p>bat [1] - 91:24</p>	<p>battle [1] - 60:19</p> <p>Bay [18] - 11:13, 20:23, 61:11, 61:13, 129:1, 133:8, 150:2, 154:24, 161:2, 199:20, 263:19, 264:15, 266:1, 266:4, 266:10, 267:4, 268:9, 269:4</p> <p>be.. [1] - 157:15</p> <p>bear [5] - 117:13, 118:24, 119:15, 129:23, 163:2</p> <p>beaten [1] - 90:24</p> <p>became [3] - 31:24, 109:2, 209:7</p> <p>become [8] - 67:13, 111:21, 111:22, 118:11, 128:19, 130:15, 147:22, 202:21</p> <p>becomes [2] - 16:5, 95:24</p> <p>bed [1] - 106:18</p> <p>Bed [1] - 191:17</p> <p>Bedford [1] - 223:16</p> <p>beds [1] - 190:12</p> <p>Beechcraft [1] - 139:10</p> <p>beefs [1] - 257:11</p> <p>began [3] - 96:8, 253:3, 253:23</p> <p>begin [1] - 23:6</p> <p>beginning [2] - 14:21, 270:24</p> <p>behalf [3] - 53:11, 125:13, 144:3</p> <p>behaviour [4] - 104:9, 104:19, 104:24, 106:17</p> <p>Behaviour [1] - 107:9</p> <p>behaviours [1] - 104:15</p> <p>Bell [7] - 148:11, 154:17, 182:3, 226:3, 226:5, 239:3, 261:16</p> <p>Bells [1] - 238:22</p> <p>below [1] - 181:17</p> <p>beneficial [2] - 102:9, 153:15</p> <p>benefit [6] - 7:20, 29:23, 45:24, 74:24, 75:10, 103:6</p> <p>benefits [5] - 87:22, 88:2, 90:7, 90:19, 90:21</p> <p>berry [1] - 237:19</p> <p>best [19] - 3:5, 18:22,</p>
--	--	--	---	---

<p>50:16, 61:8, 65:6, 65:12, 72:9, 72:12, 74:4, 75:21, 76:2, 99:15, 127:6, 132:10, 138:11, 139:20, 172:16, 254:1, 255:15</p> <p>betraying [1] - 95:21</p> <p>better [12] - 4:24, 22:5, 34:22, 42:21, 188:12, 196:18, 199:6, 235:3, 235:6, 239:5, 261:3, 261:4</p> <p>between [21] - 8:4, 15:16, 31:4, 36:13, 37:3, 64:24, 79:14, 106:4, 107:10, 116:3, 128:3, 128:10, 132:7, 146:14, 154:12, 191:21, 225:23, 229:16, 233:11, 234:12, 243:20</p> <p>BFR [1] - 221:9</p> <p>biased [1] - 124:14</p> <p>big [11] - 41:16, 59:7, 87:2, 94:4, 106:4, 113:6, 117:1, 130:14, 197:21, 236:20, 248:1</p> <p>bigger [2] - 59:13, 204:5</p> <p>biggest [1] - 257:11</p> <p>bipolar [1] - 106:8</p> <p>bit [55] - 1:13, 7:21, 23:8, 23:12, 30:15, 30:22, 31:3, 33:8, 34:15, 39:15, 45:18, 47:11, 67:19, 72:1, 73:7, 73:8, 79:10, 81:14, 81:15, 86:24, 89:5, 89:10, 90:1, 90:18, 94:10, 96:21, 98:11, 98:22, 102:4, 103:4, 104:8, 105:10, 111:24, 112:5, 113:2, 113:21, 114:2, 114:16, 123:24, 124:1, 126:12, 130:14, 144:14, 180:8, 182:20, 184:6, 195:17, 197:1, 199:6, 200:5, 200:9, 200:24, 205:11, 246:16, 269:18</p> <p>Blackmore [17] - 40:22, 41:5, 63:1, 63:9, 67:20, 69:19,</p>	<p>76:18, 84:24, 85:24, 87:10, 88:24, 107:6, 107:17, 166:3, 166:18, 265:21</p> <p>BLACKMORE [21] - 41:4, 42:6, 60:11, 63:13, 64:11, 65:2, 70:8, 77:20, 80:2, 80:19, 81:5, 81:9, 90:22, 91:11, 91:19, 92:9, 166:2, 176:12, 265:20, 267:1, 268:7</p> <p>blades [1] - 181:14</p> <p>blank [1] - 61:5</p> <p>bleeding [1] - 31:12</p> <p>block [1] - 184:18</p> <p>bluntly [2] - 123:7, 246:5</p> <p>Board [3] - 90:8, 177:3, 264:13</p> <p>board [8] - 22:15, 132:20, 157:19, 199:16, 203:21, 239:22, 242:8, 267:21</p> <p>boards [1] - 15:6</p> <p>body [2] - 94:11, 103:13</p> <p>boggling [1] - 100:17</p> <p>bolt [1] - 196:2</p> <p>bolted [1] - 140:2</p> <p>Bonavista [2] - 16:5, 264:8</p> <p>booklet [3] - 270:3, 270:10, 270:12</p> <p>booklets [1] - 269:23</p> <p>boots [1] - 171:4</p> <p>Borealis [22] - 116:2, 117:19, 119:16, 128:18, 129:3, 129:9, 130:19, 130:20, 132:23, 133:8, 146:4, 146:15, 147:6, 147:16, 147:21, 148:1, 148:5, 148:18, 154:11, 154:14, 163:4</p> <p>borne [1] - 228:16</p> <p>Boston [1] - 23:20</p> <p>bottom [3] - 183:19, 196:20, 199:21</p> <p>bought [1] - 166:24</p> <p>boundaries [1] - 211:16</p> <p>box [1] - 30:7</p> <p>BRADLEY [26] - 23:10, 25:8, 25:12, 39:13, 45:9, 48:8,</p>	<p>55:23, 58:12, 65:13, 66:19, 73:16, 74:1, 74:12, 76:11, 82:16, 86:18, 94:13, 96:5, 97:8, 98:19, 101:8, 102:18, 103:8, 103:22, 105:12, 108:1</p> <p>Bradley [20] - 2:4, 23:6, 38:14, 39:4, 45:19, 47:18, 49:13, 51:9, 53:13, 54:11, 60:12, 62:24, 63:5, 65:6, 72:21, 84:10, 86:17, 92:17, 93:4, 108:5</p> <p>Bradley's [2] - 23:4, 41:12</p> <p>Bradley.. [1] - 38:22</p> <p>bragging [1] - 126:12</p> <p>branching [1] - 202:8</p> <p>break [4] - 9:17, 12:1, 92:14, 168:6</p> <p>breaks [1] - 245:11</p> <p>Bridge [2] - 37:21, 56:12</p> <p>Bridging [1] - 68:2</p> <p>briefed [1] - 51:3</p> <p>briefings [1] - 190:8</p> <p>briefly [3] - 66:13, 110:24, 127:23</p> <p>bright [1] - 134:6</p> <p>bring [10] - 63:22, 108:14, 110:10, 117:13, 118:24, 119:15, 129:23, 163:2, 185:19, 259:7</p> <p>bringing [2] - 90:12, 252:7</p> <p>brings [1] - 203:2</p> <p>broad [1] - 73:18</p> <p>broke [2] - 9:3, 13:19</p> <p>broken [2] - 11:18, 12:2</p> <p>Brook [2] - 237:21, 267:9</p> <p>brought [7] - 16:6, 16:7, 81:1, 109:20, 185:20, 239:11, 239:15</p> <p>bubble [2] - 190:15, 190:18</p> <p>BUDDEN [101] - 1:11, 3:1, 4:1, 4:15, 5:5, 5:10, 5:18, 5:23, 7:18, 11:8, 14:7, 14:17, 15:15, 16:3, 17:14, 18:11, 19:6, 19:21, 22:18, 22:22,</p>	<p>23:5, 25:5, 25:10, 38:13, 38:23, 45:17, 72:17, 88:19, 92:12, 92:21, 93:3, 95:18, 97:1, 98:4, 101:3, 102:8, 103:3, 103:20, 104:1, 107:4, 108:3, 108:17, 110:2, 110:21, 111:15, 113:11, 113:19, 117:5, 134:14, 144:8, 145:19, 147:12, 148:4, 148:21, 149:3, 149:8, 149:20, 150:1, 150:5, 151:11, 152:21, 163:13, 165:22, 166:17, 167:5, 167:19, 168:4, 168:10, 168:17, 169:6, 208:6, 223:15, 227:10, 227:14, 237:4, 238:6, 238:20, 239:8, 239:17, 240:22, 242:20, 244:14, 245:15, 247:4, 249:16, 250:15, 253:5, 253:16, 253:22, 254:6, 255:18, 256:4, 256:10, 256:17, 259:20, 261:9, 268:13, 269:14, 270:9, 270:16, 270:22</p> <p>Budden [10] - 4:22, 23:11, 70:2, 110:19, 113:10, 144:10, 154:6, 255:15, 260:9, 265:18</p> <p>Budden's [1] - 18:1</p> <p>build [3] - 115:9, 232:21, 243:22</p> <p>building [8] - 132:17, 133:11, 184:10, 184:11, 184:12, 184:13, 184:14, 185:12</p> <p>built [9] - 68:6, 139:13, 185:3, 191:18, 192:1, 207:2, 207:5, 259:2, 259:10</p> <p>built-for-purpose [1] - 259:2</p> <p>bulkhead [1] - 199:14</p> <p>bullet [1] - 196:20</p>	<p>bunch [1] - 124:23</p> <p>Burton [9] - 60:4, 61:11, 61:22, 62:11, 81:21, 140:17, 145:21, 227:18, 237:18</p> <p>Burton's [1] - 54:8</p> <p>business [15] - 114:20, 121:2, 123:6, 128:17, 143:3, 149:17, 163:20, 179:8, 225:14, 242:7, 251:12, 262:11, 262:20, 263:8, 269:18</p> <p>busy [1] - 187:17</p> <p>but.. [1] - 23:16</p> <hr/> <p style="text-align: center;">C</p> <hr/> <p>C-130 [1] - 19:20</p> <p>cabin [2] - 173:15, 199:4</p> <p>cable [1] - 198:10</p> <p>cables [1] - 198:9</p> <p>CAE [1] - 197:5</p> <p>CAF [1] - 223:23</p> <p>call-ins [1] - 188:16</p> <p>callout [1] - 165:7</p> <p>campus [1] - 184:7</p> <p>Canada [31] - 6:10, 8:19, 13:9, 16:1, 24:7, 25:13, 31:20, 56:6, 70:20, 71:2, 83:1, 105:14, 124:9, 126:14, 142:12, 145:5, 152:19, 154:1, 158:6, 164:23, 165:6, 165:7, 196:4, 196:10, 196:12, 223:22, 245:10, 257:7, 265:9, 268:18</p> <p>Canada's [2] - 24:12, 196:15</p> <p>Canadian [10] - 6:11, 13:15, 15:10, 16:23, 23:23, 196:7, 253:18, 253:24, 257:4, 258:9</p> <p>cannot [7] - 77:10, 111:11, 187:24, 188:3, 195:13, 214:24, 243:9</p> <p>capabilities [14] - 115:8, 179:11, 179:13, 183:15, 188:24, 201:8,</p>
---	--	--	---	--

<p>207:24, 224:12, 233:24, 236:12, 244:12, 249:1, 251:11, 266:18</p> <p>capability [38] - 22:11, 117:13, 124:4, 132:15, 135:12, 137:4, 156:5, 156:23, 171:2, 171:3, 176:22, 177:23, 178:5, 178:6, 179:5, 180:24, 181:10, 181:18, 181:22, 182:5, 182:12, 183:8, 183:11, 183:17, 191:24, 192:10, 201:3, 206:10, 213:9, 222:1, 231:6, 232:21, 233:8, 246:19, 249:7, 249:13, 261:18, 267:20</p> <p>capable [16] - 120:21, 137:13, 155:8, 155:11, 155:16, 172:6, 180:10, 182:13, 190:4, 197:15, 200:18, 224:16, 246:11, 246:21, 247:7, 251:15</p> <p>capacity [20] - 118:15, 119:15, 120:11, 120:12, 129:22, 130:22, 132:17, 133:11, 135:24, 138:12, 158:19, 158:24, 159:5, 159:12, 160:3, 186:8, 241:5, 241:23, 246:3, 254:1</p> <p>capitalized [1] - 147:18</p> <p>CAPT [6] - 256:19, 257:1, 258:7, 258:15, 259:18, 260:2</p> <p>Captain [2] - 256:16, 260:9</p> <p>car [2] - 12:18, 202:8</p> <p>cards [1] - 34:16</p> <p>Care [4] - 37:21, 55:9, 101:12, 102:21</p> <p>care [12] - 26:8, 37:8, 44:1, 63:23, 86:1, 86:9, 86:12, 101:5, 101:10, 103:19, 170:5</p>	<p>cared [1] - 28:14</p> <p>caretaker [1] - 110:15</p> <p>cargo [2] - 116:7, 117:10</p> <p>Caribbean [2] - 143:18, 144:3</p> <p>carpooling [1] - 202:7</p> <p>carry [5] - 92:13, 114:8, 194:23, 199:16, 227:6</p> <p>carrying [1] - 175:18</p> <p>CarteNav [2] - 126:13, 140:9</p> <p>CASARA [1] - 232:15</p> <p>case [15] - 4:20, 36:16, 40:16, 46:24, 85:18, 88:21, 147:18, 157:22, 165:10, 165:12, 187:8, 195:7, 207:14, 245:23, 253:2</p> <p>cases [17] - 8:11, 8:20, 8:21, 9:12, 10:5, 10:7, 10:12, 10:17, 11:22, 12:2, 12:10, 29:23, 35:3, 36:23, 85:17, 85:21, 94:21</p> <p>categories [1] - 74:10</p> <p>categorizations [1] - 107:15</p> <p>categorize [2] - 12:17, 105:3</p> <p>categorized [1] - 104:11</p> <p>categorizing [2] - 105:6, 107:19</p> <p>category [3] - 42:2, 42:7, 105:8</p> <p>causes [1] - 98:16</p> <p>caveat [1] - 130:2</p> <p>CC-295 [1] - 124:8</p> <p>cell [2] - 173:24, 212:13</p> <p>Central [1] - 237:20</p> <p>Centre [4] - 16:8, 187:4, 187:13, 251:20</p> <p>centre [3] - 232:4, 250:6, 252:20</p> <p>cents [1] - 266:13</p> <p>CEO [2] - 24:8, 82:24</p> <p>certain [8] - 2:5, 86:22, 89:15, 100:1, 104:15, 107:21, 140:5, 181:6</p> <p>Certainly [6] - 43:16, 88:10, 117:24, 121:9, 124:11, 125:24</p>	<p>certainly [30] - 2:19, 34:22, 38:16, 43:10, 56:13, 87:14, 100:14, 110:5, 120:21, 122:16, 122:22, 123:2, 127:20, 130:22, 132:2, 134:12, 139:7, 142:6, 145:7, 146:18, 153:13, 157:7, 160:8, 168:2, 182:13, 194:15, 200:10, 200:21, 206:9, 232:12</p> <p>certainty [1] - 89:11</p> <p>certification [1] - 181:1</p> <p>certified [2] - 23:22, 196:4</p> <p>cetera [1] - 135:15</p> <p>challenges [1] - 65:10</p> <p>challenging [3] - 121:6, 121:7, 211:13</p> <p>chances [1] - 100:11</p> <p>change [10] - 60:15, 71:8, 84:23, 85:5, 85:6, 86:21, 86:22, 175:8, 207:7, 207:14</p> <p>changed [4] - 51:23, 60:22, 61:1, 105:18</p> <p>changes [1] - 110:7</p> <p>changing [1] - 231:10</p> <p>channelled [1] - 18:6</p> <p>Chaplin [2] - 71:11, 71:12</p> <p>charge [5] - 15:6, 15:13, 15:17, 15:22, 15:24</p> <p>charter [4] - 116:1, 118:17, 120:6, 182:17</p> <p>check [3] - 147:8, 149:1, 155:12</p> <p>checked [1] - 92:8</p> <p>checking [1] - 159:16</p> <p>checkmate [1] - 258:2</p> <p>chief [2] - 49:21, 204:18</p> <p>child [4] - 34:9, 69:10, 69:11, 237:21</p> <p>Childhood [1] - 95:3</p> <p>children [1] - 95:2</p> <p>choppers [2] - 235:14, 235:17</p> <p>chose [1] - 8:5</p> <p>chronic [1] - 32:8</p> <p>circle [3] - 99:18, 199:20, 225:4</p> <p>circuit [1] - 194:3</p>	<p>circumstance [2] - 16:10, 156:9</p> <p>circumstances [7] - 121:7, 148:17, 171:21, 187:9, 188:6, 229:21, 250:5</p> <p>CISM [7] - 29:9, 29:14, 29:23, 30:1, 98:11, 98:21, 99:9</p> <p>citizens [1] - 185:21</p> <p>civilian [2] - 265:7, 265:14</p> <p>Clareville [1] - 222:21</p> <p>clarification [1] - 241:7</p> <p>clarify [3] - 19:17, 21:6, 229:21</p> <p>clarity [6] - 18:1, 79:11, 107:18, 237:8, 250:11, 251:3</p> <p>clean [1] - 132:1</p> <p>clear [5] - 21:7, 37:22, 38:8, 208:18, 250:17</p> <p>clearer [1] - 5:13</p> <p>Clearly [1] - 121:21</p> <p>clearly [3] - 59:22, 91:6, 120:24</p> <p>CLERK [9] - 1:3, 4:5, 4:12, 5:8, 5:16, 112:14, 112:19, 167:14, 168:12</p> <p>Clerk [4] - 2:18, 3:4, 5:11, 270:17</p> <p>client [1] - 115:7</p> <p>clients [5] - 115:13, 125:8, 223:22, 241:10, 252:23</p> <p>cliffs [1] - 192:24</p> <p>climate [1] - 121:6</p> <p>clinic [2] - 24:1, 69:3</p> <p>clinical [2] - 67:23, 68:21</p> <p>close [8] - 39:2, 85:17, 108:20, 120:4, 134:11, 183:21, 194:20, 231:9</p> <p>closely [3] - 53:18, 122:8, 249:14</p> <p>closer [4] - 134:19, 232:3, 232:7, 263:19</p> <p>clothing [1] - 33:8</p> <p>cloud [4] - 181:11, 181:13, 181:24, 182:7</p> <p>coast [9] - 67:15, 67:24, 121:9, 143:18, 143:20, 144:3, 264:1, 267:4,</p>	<p>267:7</p> <p>Coast [1] - 122:11</p> <p>coastal [2] - 116:8, 145:13</p> <p>cockpit [4] - 126:16, 126:20, 152:16, 191:22</p> <p>coded [1] - 32:14</p> <p>collapse [1] - 69:14</p> <p>colleague [4] - 74:19, 154:6, 160:13, 223:22</p> <p>colleagues [2] - 183:22, 197:22</p> <p>collectively [1] - 242:18</p> <p>College [1] - 23:23</p> <p>Colonel [14] - 1:17, 2:12, 2:23, 5:24, 6:5, 7:24, 11:4, 14:8, 18:2, 19:9, 20:2, 84:3, 84:9, 221:3</p> <p>colour [2] - 32:14, 138:4</p> <p>colour-coded [1] - 32:14</p> <p>combatants [1] - 256:23</p> <p>comfortable [3] - 100:23, 113:1, 155:6</p> <p>coming [14] - 37:16, 41:13, 42:8, 45:10, 55:4, 62:14, 80:12, 95:19, 124:9, 134:21, 159:12, 177:11, 188:1, 231:22</p> <p>command [1] - 231:10</p> <p>commander [2] - 49:22, 50:2</p> <p>Commander [1] - 258:1</p> <p>comment [12] - 19:2, 39:12, 41:12, 49:13, 59:5, 72:19, 84:4, 86:20, 255:23, 260:14, 261:8</p> <p>commentary [1] - 54:11</p> <p>comments [7] - 2:6, 6:2, 18:2, 38:15, 86:19, 102:6, 249:20</p> <p>commercial [12] - 125:1, 132:21, 136:9, 141:2, 145:21, 149:13, 157:22, 158:23, 160:24, 161:18, 203:8, 206:7</p>
--	--	---	---	--

<p>Commission [19] - 1:4, 4:13, 24:7, 25:1, 31:20, 33:17, 52:20, 53:4, 65:16, 82:24, 87:12, 105:14, 110:11, 111:21, 112:20, 114:8, 134:9, 134:24, 144:11</p> <p>commission [2] - 135:24, 222:16</p> <p>Commissioner [20] - 1:5, 1:6, 1:12, 2:11, 4:2, 6:7, 17:17, 17:23, 22:23, 49:9, 53:2, 55:20, 88:20, 108:7, 110:22, 112:9, 113:12, 160:9, 249:23, 261:13</p> <p>commissioner [6] - 135:9, 167:7, 168:5, 168:18, 169:7, 234:24</p> <p>COMMISSIONER [19] - 1:9, 2:8, 4:3, 17:20, 47:16, 49:1, 67:10, 69:17, 87:7, 110:4, 112:12, 112:22, 120:5, 168:8, 263:5, 263:14, 264:19, 265:10, 265:17</p> <p>committed [1] - 117:17</p> <p>common [1] - 8:5</p> <p>commonalities [3] - 104:15, 104:19, 104:24</p> <p>commonality [1] - 125:14</p> <p>communicable [1] - 191:21</p> <p>communicate [2] - 75:19, 131:3</p> <p>communicating [2] - 198:5, 248:19</p> <p>communication [6] - 64:20, 64:24, 76:7, 194:2, 231:9, 234:4</p> <p>communications [4] - 36:13, 38:2, 190:13, 232:4</p> <p>communities [10] - 51:18, 52:6, 67:15, 116:9, 117:18, 118:2, 118:6, 128:11, 145:13, 146:10</p> <p>community [13] -</p>	<p>23:24, 51:18, 51:20, 59:18, 69:10, 89:18, 101:7, 102:13, 128:16, 133:12, 147:15, 147:18, 237:22</p> <p>comp [6] - 77:22, 79:19, 87:11, 108:14, 109:1, 109:6</p> <p>Comp [3] - 91:15, 91:20, 91:23</p> <p>companies [10] - 111:7, 158:5, 186:23, 188:18, 210:16, 222:7, 222:12, 246:6, 258:19, 263:10</p> <p>Companies [2] - 114:14, 114:18</p> <p>company [10] - 123:13, 124:15, 153:11, 186:3, 197:24, 203:21, 207:3, 240:8, 262:19, 265:14</p> <p>company 's [1] - 211:2</p> <p>compare [1] - 247:11</p> <p>comparison [1] - 247:15</p> <p>compensation [8] - 76:24, 77:16, 78:3, 78:5, 78:18, 87:22, 88:13, 92:4</p> <p>Compensation [3] - 90:7, 91:16, 91:18</p> <p>complete [2] - 198:24, 255:8</p> <p>completed [1] - 252:4</p> <p>completely [4] - 41:7, 86:20, 162:17, 191:12</p> <p>complex [1] - 97:9</p> <p>component [3] - 27:17, 237:15, 267:15</p> <p>comprehend [1] - 62:2</p> <p>comprehensive [1] - 115:21</p> <p>comprised [1] - 263:10</p> <p>computer [1] - 126:19</p> <p>concept [6] - 66:20, 105:5, 107:19, 185:7, 206:6, 206:17</p> <p>concepts [1] - 112:1</p> <p>concern [1] - 89:14</p> <p>concerned [1] - 145:17</p>	<p>concerning [1] - 163:21</p> <p>concerns [2] - 88:21, 88:22</p> <p>conclude [1] - 234:18</p> <p>concrete [1] - 129:22</p> <p>concretely [1] - 128:1</p> <p>conditions [7] - 98:16, 121:10, 151:5, 157:9, 179:22, 179:23, 240:24</p> <p>conduct [2] - 249:9, 252:11</p> <p>conducted [3] - 42:20, 43:18, 163:22</p> <p>confer [1] - 249:18</p> <p>conference [1] - 32:20</p> <p>confidence [1] - 7:15</p> <p>confidences [1] - 95:22</p> <p>confident [2] - 10:10, 13:11</p> <p>confidentially [1] - 56:14</p> <p>configuration [6] - 125:12, 177:22, 182:9, 191:5, 191:17, 199:5</p> <p>confirm [1] - 21:15</p> <p>congratulating [1] - 25:15</p> <p>consequences [1] - 34:6</p> <p>consider [1] - 12:6</p> <p>Considerable [1] - 116:22</p> <p>considerable [2] - 116:18, 174:1</p> <p>consideration [2] - 162:5, 254:17</p> <p>considering [1] - 179:18</p> <p>consistent [2] - 25:24, 220:1</p> <p>consistently [1] - 195:16</p> <p>consoles [1] - 138:10</p> <p>consolidated [1] - 183:12</p> <p>consortium [1] - 263:9</p> <p>constantly [1] - 71:18</p> <p>consult [1] - 35:15</p> <p>Consultant [1] - 2:4</p> <p>contact [11] - 18:9, 50:13, 131:9, 147:20, 161:6, 214:15, 220:6, 250:6, 252:7,</p>	<p>252:15, 252:19</p> <p>contacted [3] - 164:21, 165:1, 165:11</p> <p>contacts [1] - 128:17</p> <p>contains [1] - 9:6</p> <p>contemplating [1] - 107:13</p> <p>content [2] - 205:1, 205:17</p> <p>context [4] - 114:16, 163:17, 205:21, 269:2</p> <p>contextualize [1] - 104:7</p> <p>continents [1] - 116:18</p> <p>continually [2] - 152:9, 159:15</p> <p>continue [6] - 86:9, 94:22, 95:13, 97:18, 99:20, 104:23</p> <p>continuing [2] - 54:23, 100:6</p> <p>continuously [2] - 183:16, 198:18</p> <p>contract [13] - 143:22, 147:22, 148:14, 192:3, 192:7, 243:1, 251:5, 262:2, 262:21, 263:9, 265:23, 266:22, 269:3</p> <p>contracted [11] - 18:16, 163:24, 177:17, 186:22, 187:22, 188:11, 211:2, 222:12, 223:4, 259:14, 264:24</p> <p>contractor [1] - 247:3</p> <p>contracts [6] - 143:6, 211:21, 241:10, 262:7, 264:20, 265:1</p> <p>contrast [1] - 245:17</p> <p>contribute [1] - 131:6</p> <p>contribution [1] - 133:16</p> <p>contributions [1] - 141:15</p> <p>controlled [2] - 190:13, 193:23</p> <p>convective [1] - 181:7</p> <p>conversation [2] - 144:14, 160:6</p> <p>conversations [1] - 233:23</p> <p>convert [1] - 180:19</p> <p>converted [1] - 157:24</p>	<p>conveyed [1] - 45:2</p> <p>cookie [1] - 224:9</p> <p>Coordination [4] - 187:4, 187:13, 231:24, 251:20</p> <p>copy [3] - 4:24, 125:16, 255:12</p> <p>Cormorant [5] - 11:12, 22:5, 22:13, 183:20, 214:14</p> <p>Cormorant 's [1] - 247:11</p> <p>Cormorants [6] - 19:19, 20:12, 20:13, 20:17, 176:7, 247:8</p> <p>Corner [2] - 237:21, 267:9</p> <p>corner [2] - 194:7, 199:19</p> <p>cornered [1] - 234:14</p> <p>corporate [4] - 115:1, 163:1, 164:10, 165:15</p> <p>Corporation [2] - 116:5, 149:14</p> <p>correct [20] - 15:8, 25:9, 49:10, 51:17, 107:6, 209:21, 212:23, 215:21, 216:14, 236:6, 238:16, 238:19, 243:3, 244:19, 253:13, 253:21, 254:5, 262:14, 262:23, 263:2</p> <p>Correct [1] - 217:8</p> <p>corrected [1] - 52:3</p> <p>corrections [1] - 24:2</p> <p>correctly [4] - 113:16, 147:14, 241:8, 241:12</p> <p>cost [7] - 15:11, 15:14, 33:18, 164:14, 164:17, 228:16, 243:16</p> <p>costs [2] - 33:18, 58:22</p> <p>Cougar [28] - 111:9, 111:17, 168:21, 168:22, 169:8, 170:10, 172:7, 176:20, 182:22, 182:23, 195:24, 201:18, 207:2, 214:21, 220:19, 224:3, 225:18, 229:18, 233:11, 250:13, 252:16, 252:19, 253:3, 254:2, 255:2,</p>
---	---	--	---	--

<p>260:22, 262:17, 269:3 could .. [1] - 3:23 Council [1] - 70:20 counsel [16] - 1:14, 2:7, 2:13, 6:1, 14:12, 14:19, 17:16, 19:22, 38:15, 87:9, 110:24, 112:7, 144:11, 160:10, 208:16, 249:19 counselling [1] - 52:2 count [3] - 189:18, 259:4 countless [2] - 36:16 countries [1] - 206:18 country [6] - 56:19, 63:7, 65:7, 65:17, 66:9, 265:8 counts [5] - 86:24, 131:21, 147:4, 175:5, 257:17 Counts [1] - 175:9 couple [12] - 5:4, 13:6, 14:13, 15:2, 24:4, 81:18, 90:2, 140:17, 148:18, 163:16, 226:18, 261:15 Course [1] - 67:2 course [27] - 9:8, 14:6, 22:14, 44:15, 46:6, 50:18, 53:21, 65:10, 69:22, 73:5, 87:19, 115:24, 141:17, 173:14, 178:23, 189:20, 193:15, 193:23, 215:4, 215:14, 220:21, 224:7, 237:18, 240:21, 247:18, 249:13, 262:19 courses [2] - 50:7, 50:10 cousin [1] - 26:8 cover [4] - 109:6, 175:4, 224:4, 224:10 coverage [9] - 51:12, 77:16, 77:17, 88:23, 89:12, 89:17, 89:21, 173:24, 224:1 coverages [1] - 77:1 covered [7] - 50:6, 52:12, 76:24, 78:14, 87:21, 90:13, 90:16 covers [1] - 264:12 COVID [8] - 8:6, 8:9, 55:7, 56:3, 71:21, 117:22, 225:23, 225:24</p>	<p>COVID -19 [1] - 191:20 cowardness [1] - 84:18 craft [1] - 193:13 crash [2] - 89:22, 176:3 crashed [1] - 175:19 create [1] - 185:14 creates [1] - 199:15 creation [1] - 24:21 credit [1] - 40:11 crew [22] - 6:19, 7:4, 7:8, 85:15, 85:18, 85:20, 129:14, 144:2, 184:18, 188:16, 194:19, 198:4, 198:5, 205:7, 205:9, 211:20, 211:22, 242:2, 244:15, 245:5, 248:14, 261:19 crewed [2] - 242:7, 244:8 crews [14] - 9:20, 123:17, 189:10, 196:3, 197:17, 203:19, 204:9, 204:12, 205:10, 208:1, 243:5, 243:6, 245:22, 259:2 crisis [2] - 68:6, 107:12 Crisis [1] - 63:4 critical [10] - 29:6, 37:17, 58:19, 63:23, 82:18, 95:17, 101:14, 102:24, 257:15 Critical [3] - 29:10, 98:11, 98:20 criticism [1] - 46:18 cross [2] - 122:15, 123:3 cross-purposed [2] - 122:15, 123:3 cruising [1] - 136:10 crux [1] - 176:20 culprit [1] - 38:3 culture [6] - 84:23, 85:6, 85:7, 86:21, 87:3 curiosity [1] - 156:3 curious [4] - 64:15, 90:5, 153:3, 213:23 currency [1] - 197:11 current [4] - 189:20, 203:5, 218:11, 241:20 curve [1] - 69:7</p>	<p>custom [2] - 115:9, 156:13 Custom [4] - 148:12, 149:15, 154:13, 159:21 custom-build [1] - 115:9 customers [4] - 183:16, 188:5, 206:6, 210:16 cut [1] - 31:10 cutter [1] - 224:9 cycles [1] - 186:13</p> <hr/> <p style="text-align: center;">D</p> <hr/> <p>dabble [1] - 250:14 dad [1] - 211:9 daily [2] - 120:10, 196:20 Dalhousie [1] - 23:18 Dallaire [1] - 34:21 Danny [1] - 234:12 dare [1] - 247:15 dark [3] - 48:17, 62:3, 64:1 Dash [5] - 125:1, 135:21, 136:9, 136:11, 138:20 data [1] - 42:3 date [1] - 149:1 dated [1] - 218:7 day-to-day [1] - 186:2 daylight [2] - 177:24, 178:3 days [5] - 50:18, 66:22, 96:2, 96:7, 181:6 daytime [1] - 253:24 de [7] - 178:6, 181:10, 181:18, 181:22, 182:5, 183:8, 221:9 De [1] - 138:24 de-ice [2] - 178:6, 183:8 de-icing [4] - 181:10, 181:18, 181:22, 182:5 deal [4] - 113:6, 121:12, 219:19, 234:6 dealing [6] - 51:19, 54:19, 80:21, 82:2, 95:12, 199:10 dealt [2] - 61:2, 76:6 dear [3] - 32:24, 170:21, 175:13 death [2] - 35:3, 172:23</p>	<p>debrief [6] - 39:11, 39:14, 41:5, 42:20, 42:24, 61:7 debriefing [5] - 39:5, 40:18, 51:11, 60:6, 63:21 debriefs [1] - 42:19 deceased [4] - 49:4, 49:10, 61:22, 109:2 decided [1] - 192:2 decision [1] - 165:15 decisions [1] - 157:12 dedicated [16] - 50:4, 177:20, 178:17, 178:18, 184:6, 184:14, 226:14, 243:1, 243:21, 252:21, 259:1, 265:24, 266:11, 267:5 Deer [3] - 266:1, 266:10, 269:4 Defense [1] - 32:12 definitely [3] - 53:20, 80:15, 240:5 Definitely [1] - 92:10 degree [3] - 126:5, 134:1, 237:24 degrees [2] - 25:4, 47:2 deliver [3] - 75:21, 203:10, 238:15 deliverability [2] - 246:1, 246:2 delivering [1] - 245:22 delve [2] - 52:11, 143:3 demand [2] - 115:14, 124:2 demonstrably [1] - 123:2 demonstrate [1] - 124:3 demonstrated [1] - 123:14 demonstrates [1] - 83:13 demonstration [2] - 24:14, 129:22 depart [2] - 186:10, 189:14 department [4] - 36:20, 88:14, 108:24, 192:8 Department [9] - 32:12, 70:13, 70:21, 78:19, 88:11, 115:11, 141:4, 153:24, 223:21</p>	<p>departments [5] - 37:4, 68:4, 219:3, 219:7, 219:9 departure [1] - 189:1 dependent [1] - 135:19 deplete [1] - 204:14 deploy [2] - 131:21, 162:10 deployed [9] - 120:12, 133:6, 156:18, 159:11, 212:15, 213:11, 229:20, 248:6, 253:3 deployment [2] - 125:7, 155:13 depth [1] - 47:10 derogatory [1] - 35:13 describe [3] - 9:16, 12:15, 66:13 described [3] - 11:22, 12:5, 104:11 describing [2] - 105:7, 106:17 description [1] - 194:11 deserves [1] - 40:12 designed [3] - 31:6, 136:15, 190:14 despite [1] - 171:20 despondency [1] - 68:18 despondent [8] - 35:7, 36:5, 41:13, 42:4, 42:14, 104:2, 106:2, 106:21 destinations [1] - 118:18 detail [1] - 24:22 detailed [2] - 134:8, 190:7 details [3] - 44:22, 45:4, 75:17 detecting [1] - 137:5 detection [1] - 135:16 determination [1] - 28:19 determine [4] - 16:7, 42:21, 75:21, 138:11 develop [3] - 99:23, 170:13, 232:22 developed [9] - 24:12, 24:18, 35:8, 56:4, 118:11, 131:18, 133:5, 196:8, 198:1 development [4] - 52:17, 139:1, 152:4, 153:10 Development [2] -</p>
---	--	---	--	--

<p>116:4, 116:5 device [1] - 198:1 devices [1] - 207:6 DFO [5] - 122:10, 125:13, 127:1, 139:10, 141:13 diabetes [1] - 35:23 dialogue [1] - 89:5 dictate [1] - 18:8 dictated [1] - 151:5 die [1] - 69:15 died [4] - 94:21, 96:9, 99:6, 176:3 differ [2] - 159:21, 160:1 differed [1] - 247:9 difference [11] - 34:2, 34:3, 59:8, 59:14, 87:2, 106:4, 106:12, 131:24, 172:17, 200:22, 243:20 differences [1] - 31:4 different [22] - 11:19, 12:16, 16:18, 26:23, 46:8, 47:4, 54:9, 71:22, 74:10, 76:16, 104:16, 125:20, 125:21, 125:22, 150:13, 184:10, 191:13, 202:9, 210:10, 229:11, 243:24, 265:1 differential [1] - 188:10 differentiator [2] - 138:1, 198:15 differently [3] - 97:22, 97:23, 105:8 differs [2] - 47:11, 234:20 difficult [4] - 26:20, 28:15, 86:23, 246:17 difficulties [7] - 4:23, 5:9, 38:22, 111:14, 116:12, 135:7, 263:23 difficulties) [7] - 115:16, 116:19, 116:24, 117:2, 254:24, 265:19, 270:21 difficulty [2] - 99:20, 219:23 diminishes [1] - 36:6 dips [1] - 173:14 dire [1] - 250:4 direct [1] - 130:19 directed [2] - 62:24, 69:22</p>	<p>directing [1] - 49:22 direction [1] - 59:1 directly [11] - 18:9, 57:3, 70:6, 88:17, 126:16, 148:1, 148:3, 186:9, 234:6, 250:5, 255:14 director [1] - 215:14 disability [1] - 41:18 disciplines [1] - 114:20 discovered [1] - 112:9 discretion [3] - 161:21, 164:10, 165:15 discrimination [3] - 26:11, 34:7, 83:21 discuss [5] - 44:10, 220:14, 231:11, 231:12, 232:8 discussed [1] - 104:5 discussion [9] - 30:10, 38:8, 131:13, 133:24, 139:19, 159:13, 159:14, 215:4, 227:20 discussions [3] - 37:3, 121:16, 144:10 disease [1] - 191:21 disjointed [1] - 36:14 dislocation [1] - 68:8 disorder [4] - 36:4, 36:5, 106:5, 106:8 Disorder [1] - 98:13 dispatch [6] - 119:20, 119:24, 129:11, 132:8, 162:21, 165:16 dispatched [7] - 119:9, 133:9, 148:13, 162:16, 162:22, 176:7, 221:21 disqualified [1] - 127:19 dissimilar [1] - 125:12 distinction [2] - 156:7, 187:21 distinguish [1] - 107:10 distressed [2] - 93:11, 93:17 diversify [1] - 239:5 diversions [1] - 161:13 divert [2] - 147:7, 161:15 diverted [3] - 119:8, 128:23, 129:4</p>	<p>dives [1] - 173:14 Division [4] - 18:4, 215:9, 215:15, 215:21 division [7] - 87:11, 216:12, 218:2, 222:14, 223:5, 224:8, 253:2 DND [10] - 62:9, 142:1, 219:14, 229:16, 230:20, 231:4, 231:14, 255:2, 257:14, 260:3 do.. [1] - 71:17 doctor [2] - 34:9, 194:3 doctors [1] - 16:6 document [7] - 3:3, 5:1, 5:2, 5:7, 5:12, 254:14 documentation [2] - 7:14, 7:17 documents [1] - 52:20 Doe [1] - 36:16 dollars [2] - 125:2, 266:13 domestic [1] - 121:24 done [31] - 6:16, 7:7, 8:3, 30:23, 40:8, 40:14, 40:15, 41:10, 42:21, 45:2, 46:10, 56:9, 64:2, 66:23, 69:7, 118:13, 152:18, 182:24, 184:23, 187:3, 187:11, 189:6, 197:12, 201:1, 203:19, 226:18, 233:19, 252:6, 264:11, 268:15 Donna [2] - 71:10, 71:11 door [1] - 199:15 doors [1] - 131:11 doubt [1] - 45:19 down [25] - 9:3, 9:17, 11:18, 12:1, 12:3, 13:20, 58:10, 79:14, 80:3, 90:23, 136:19, 140:2, 155:4, 156:21, 174:11, 190:18, 224:9, 240:14, 245:10, 249:9, 264:2, 264:9, 264:10, 266:13 downs [3] - 6:23, 9:21, 239:5 dragged [1] - 237:6 dramatic [2] - 194:15,</p>	<p>195:4 draw [2] - 198:18, 230:24 dream [1] - 97:7 drive [5] - 70:5, 70:9, 70:15, 70:24, 78:24 drone [4] - 153:10, 153:18, 166:5, 166:24 drones [3] - 153:4, 153:6, 167:1 drop [3] - 6:23, 9:21, 132:4 dual [1] - 192:14 due [4] - 56:20, 60:17, 80:10, 260:19 duration [1] - 177:7 during [12] - 28:10, 46:9, 49:14, 59:19, 60:6, 71:21, 73:12, 77:5, 93:9, 104:4, 220:21, 229:11 Dutch [2] - 143:18, 144:3 duty [2] - 119:20, 243:11</p>	<p>102:4, 127:21, 136:2, 136:5, 150:17 effects [2] - 17:6, 94:18 efficient [1] - 233:6 effort [5] - 46:3, 53:5, 58:21, 151:20, 231:10 efforts [6] - 29:11, 47:5, 49:22, 53:12, 55:18, 229:20 EIC [2] - 158:4, 158:5 eight [1] - 101:17 either [8] - 37:4, 74:18, 79:6, 79:9, 213:16, 233:15, 255:10, 255:14 elaborate [2] - 15:18, 230:8 element [1] - 185:24 elements [2] - 180:4, 197:9 eloquently [1] - 34:23 elsewhere [3] - 52:13, 67:14, 262:6 email [1] - 167:22 emergencies [2] - 236:2, 236:4</p>
E				
			<p>e-mail [5] - 3:3, 3:8, 3:9, 3:14, 3:16 e-mental [1] - 56:4 E-mental [1] - 56:8 EAP [6] - 30:10, 77:24, 78:10, 79:18, 103:5, 103:7 early [3] - 45:21, 198:14, 211:5 earnings [1] - 92:5 easier [1] - 96:17 easily [2] - 53:11, 192:21 Eastern [5] - 6:10, 10:13, 64:20, 64:24, 216:13 easy [3] - 10:1, 55:13, 82:20 echo [1] - 172:15 economic [1] - 200:22 ecosystem [6] - 201:16, 201:18, 201:19, 220:13, 232:23, 235:2 Edna [2] - 67:11, 108:18 educating [1] - 7:8 effect [1] - 146:2 effective [9] - 57:8, 57:15, 58:15, 75:7,</p>	<p>Emergency [7] - 18:4, 71:4, 215:9, 215:15, 215:20, 240:2, 270:11 emergency [3] - 230:19, 235:13, 236:24 emotional [2] - 29:19, 96:24 emphasize [2] - 118:10, 126:5 employed [1] - 51:14 employee [1] - 147:7 Employee [1] - 103:9 employees [2] - 116:17, 146:20 employees .. [1] - 116:11 employer [2] - 62:8, 78:23 employing [1] - 152:1 employment [2] - 87:20, 204:11 enabler [1] - 194:19 encompassed [1] - 145:2 encompasses [2] - 14:5, 179:17 encounter [1] - 249:3 encourage [2] - 16:22, 82:19</p>

<p>end [10] - 91:4, 95:24, 131:12, 132:3, 187:12, 198:3, 204:9, 205:7, 214:4, 247:2</p> <p>endeavour [1] - 115:20</p> <p>ending [3] - 105:1, 107:13, 107:20</p> <p>endure [1] - 27:13</p> <p>energy [1] - 52:14</p> <p>engage [1] - 188:5</p> <p>engaged [6] - 51:24, 63:10, 105:14, 188:17, 201:13, 216:18</p> <p>engagement [3] - 93:7, 105:23, 164:2</p> <p>engaging [3] - 51:1, 51:10, 52:18</p> <p>engineering [1] - 140:2</p> <p>engineers [1] - 140:9</p> <p>engrained [1] - 205:13</p> <p>enhance [1] - 119:24</p> <p>enhanced [1] - 247:20</p> <p>enjoyed [1] - 135:10</p> <p>ensure [4] - 43:17, 45:1, 134:5, 252:16</p> <p>ensures [1] - 28:14</p> <p>enter [8] - 5:6, 5:12, 167:11, 168:21, 255:7, 269:20, 270:4, 270:19</p> <p>entered [7] - 4:18, 169:1, 229:16, 254:18, 254:22, 255:12, 270:23</p> <p>ENTERED [5] - 5:21, 167:17, 169:4, 270:7, 270:14</p> <p>entering [1] - 248:18</p> <p>entire [3] - 37:24, 86:14, 201:20</p> <p>entirety [3] - 117:20, 117:21, 162:12</p> <p>entities [3] - 180:9, 202:6, 232:7</p> <p>entitled [3] - 88:4, 270:1, 270:10</p> <p>entity [7] - 114:19, 149:12, 149:13, 203:8, 204:1, 204:15, 221:24</p> <p>environment [8] - 102:15, 103:2, 121:14, 122:24, 196:14, 206:19, 221:8, 241:20</p>	<p>environments [1] - 86:22</p> <p>envision [1] - 187:1</p> <p>episode [4] - 107:14, 208:24, 209:2, 212:21</p> <p>equally [1] - 107:3</p> <p>equipment [16] - 20:8, 22:7, 22:14, 33:9, 58:18, 136:1, 136:4, 172:10, 184:17, 184:21, 184:22, 190:5, 195:7, 226:24, 242:22, 244:12</p> <p>equipment 's [1] - 222:1</p> <p>equipped [3] - 156:14, 229:4, 248:4</p> <p>error [3] - 7:4, 7:16, 8:24</p> <p>escape [1] - 237:1</p> <p>especially [7] - 8:9, 64:2, 85:3, 85:24, 239:3, 255:5, 267:4</p> <p>essential [1] - 195:11</p> <p>essentially [1] - 97:2</p> <p>essentials [1] - 200:19</p> <p>et [1] - 135:15</p> <p>etcetera [1] - 20:9</p> <p>event [7] - 29:17, 29:21, 73:12, 99:5, 176:6, 177:16, 230:19</p> <p>events [11] - 6:13, 10:15, 15:11, 15:23, 16:2, 16:24, 19:12, 37:9, 54:8, 100:1, 175:14</p> <p>eventually [1] - 209:9</p> <p>every-minute-counts [1] - 147:4</p> <p>evidence [5] - 23:4, 23:7, 146:1, 247:5, 270:24</p> <p>evident [2] - 25:21, 28:7</p> <p>ex [1] - 196:7</p> <p>ex-Canadian [1] - 196:7</p> <p>exact [5] - 38:5, 106:16, 149:1, 154:20, 154:21</p> <p>exactly [15] - 19:4, 21:14, 40:5, 41:13, 41:18, 51:11, 79:15, 88:4, 88:24, 108:2, 141:8, 207:9, 208:18, 212:16,</p>	<p>218:8</p> <p>examination [1] - 237:6</p> <p>examine [1] - 237:14</p> <p>examined [1] - 237:17</p> <p>example [23] - 12:18, 34:7, 75:16, 89:22, 95:1, 101:23, 117:19, 132:24, 141:20, 143:16, 152:16, 163:6, 164:8, 165:10, 169:22, 189:6, 215:18, 232:3, 243:5, 243:14, 262:13, 262:14, 264:11</p> <p>examples [5] - 37:19, 37:23, 91:7, 141:14, 247:1</p> <p>exceed [1] - 179:5</p> <p>excellence [1] - 37:19</p> <p>excellent [3] - 49:15, 49:16, 194:15</p> <p>except [2] - 184:2, 246:21</p> <p>exception [2] - 10:6, 27:5</p> <p>Exchange [1] - 149:14</p> <p>Excuse [1] - 19:9</p> <p>executive [1] - 23:22</p> <p>exercise [6] - 132:18, 163:17, 196:21, 231:17, 231:21, 232:18</p> <p>exercised [1] - 233:19</p> <p>exercises [1] - 232:8</p> <p>exhausted [2] - 214:20, 252:17</p> <p>EXHIBIT [5] - 5:21, 167:17, 169:4, 270:7, 270:14</p> <p>exhibit [7] - 2:15, 3:22, 4:18, 167:11, 168:19, 168:21, 254:18</p> <p>Exhibit [1] - 169:1</p> <p>exhibits [1] - 269:19</p> <p>exist [3] - 52:6, 230:13, 232:2</p> <p>existing [6] - 58:2, 132:21, 146:13, 228:5, 228:9, 241:10</p> <p>exists [4] - 87:18, 151:7, 231:18, 233:10</p> <p>expand [3] - 73:21, 74:9, 230:8</p> <p>expansion [1] -</p>	<p>118:13</p> <p>experience [19] - 7:5, 57:14, 59:22, 83:2, 93:24, 95:20, 95:23, 99:20, 102:3, 105:19, 122:1, 125:19, 137:9, 140:6, 140:10, 181:12, 191:12, 195:24, 208:1</p> <p>experienced [6] - 31:15, 31:23, 34:23, 36:18, 93:23, 123:21</p> <p>experiences [4] - 29:20, 82:20, 95:4, 97:17</p> <p>Experiences [1] - 95:3</p> <p>experiencing [2] - 35:19, 198:5</p> <p>expert [4] - 45:11, 79:21, 133:24, 169:23</p> <p>expertise [3] - 99:2, 110:6, 124:1</p> <p>experts [1] - 99:9</p> <p>explain [8] - 6:15, 31:3, 130:13, 135:12, 137:22, 166:10, 180:8, 228:1</p> <p>explained [2] - 78:1, 104:3</p> <p>explaining [2] - 94:9, 219:24</p> <p>explains [1] - 66:17</p> <p>explanation [1] - 134:8</p> <p>exploration [1] - 264:12</p> <p>explore [1] - 36:19</p> <p>explored [1] - 133:15</p> <p>export [1] - 124:1</p> <p>express [1] - 110:17</p> <p>expressed [2] - 36:1, 54:19</p> <p>expressing [1] - 85:2</p> <p>extend [1] - 245:13</p> <p>extends [1] - 115:2</p> <p>extension [2] - 121:21, 124:11</p> <p>Extensive [2] - 117:10, 120:9</p> <p>extensive [5] - 115:1, 115:7, 115:24, 124:10, 132:13</p> <p>extensively [1] - 140:9</p> <p>extent [3] - 88:23, 130:21, 133:19</p> <p>extra [3] - 190:22, 194:1, 244:17</p>	<p>extract [2] - 6:24, 10:2</p> <p>extraction [1] - 118:20</p> <p>extraordinarily [1] - 123:20</p> <p>extremely [10] - 27:16, 29:21, 40:20, 58:14, 83:19, 86:23, 97:24, 101:24, 103:2, 224:16</p> <p>eyeballs [1] - 248:22</p> <p>eyes [2] - 86:11, 196:12</p> <p>eyesight [1] - 176:10</p>
F				
<p>face [5] - 62:16, 97:3, 109:16, 109:23</p> <p>face-to-face [1] - 62:16</p> <p>faces [1] - 186:9</p> <p>facilitate [3] - 157:8, 158:9, 251:5</p> <p>facilities [3] - 117:12, 178:18, 185:23</p> <p>facility [5] - 204:11, 245:1, 259:2, 259:6, 259:10</p> <p>fact [14] - 15:17, 15:23, 28:4, 40:15, 55:8, 96:1, 97:2, 101:19, 185:7, 185:10, 196:7, 213:4, 229:23, 241:1</p> <p>factor [1] - 200:14</p> <p>factors [1] - 221:24</p> <p>failed [1] - 51:9</p> <p>fair [12] - 42:10, 80:14, 90:11, 127:3, 140:24, 141:12, 144:22, 218:5, 219:9, 220:4, 239:18, 261:10</p> <p>fairly [9] - 10:10, 44:20, 63:14, 65:21, 73:18, 172:24, 192:24, 193:2, 261:7</p> <p>fall [2] - 29:11, 80:6</p> <p>falls [2] - 18:7, 89:24</p> <p>false [1] - 4:23</p> <p>familiar [10] - 63:5, 98:6, 114:22, 121:2, 121:15, 130:22, 137:3, 145:17, 174:20, 197:24</p> <p>familiarity [11] - 124:10, 130:9, 131:15, 144:19, 144:24, 145:8,</p>				

<p>147:24, 149:19, 150:23, 151:21, 159:9</p> <p>families [18] - 27:23, 28:4, 28:14, 30:13, 32:6, 39:20, 44:10, 45:13, 47:5, 53:19, 54:7, 60:20, 73:11, 73:22, 75:14, 77:5, 93:20, 103:24</p> <p>Family [1] - 103:9</p> <p>family [50] - 26:14, 28:8, 34:9, 36:12, 37:1, 39:5, 39:9, 40:13, 41:6, 41:8, 42:24, 43:6, 43:23, 44:1, 44:14, 44:15, 45:20, 47:14, 48:17, 50:5, 50:6, 50:12, 50:14, 51:1, 51:2, 51:10, 52:19, 53:11, 54:16, 59:23, 61:13, 69:8, 74:5, 74:18, 75:23, 76:6, 76:15, 93:11, 93:20, 106:6, 109:7, 109:8, 115:1, 140:17, 156:13, 158:4, 158:5, 227:18, 235:10</p> <p>family's [1] - 81:13</p> <p>far [12] - 34:22, 57:14, 75:11, 110:20, 145:7, 145:15, 145:16, 172:6, 182:11, 189:5, 199:21, 202:20</p> <p>fared [1] - 65:21</p> <p>FASE [2] - 125:14, 142:9</p> <p>fashion [1] - 29:15</p> <p>fast [3] - 136:12, 178:19, 200:18</p> <p>father [1] - 176:2</p> <p>fault [2] - 8:24, 221:24</p> <p>favourable [1] - 188:7</p> <p>fears [1] - 97:3</p> <p>February [3] - 128:4, 146:24, 147:13</p> <p>federal [10] - 70:10, 89:24, 122:6, 201:6, 202:6, 203:5, 218:11, 218:19, 219:14, 231:13</p> <p>Federal [1] - 56:3</p> <p>feelings [1] - 85:3</p> <p>feet [7] - 136:3, 136:6, 137:13, 151:1, 192:22, 236:16, 259:11</p> <p>fellows [1] - 166:16</p>	<p>felt [2] - 218:16, 237:23</p> <p>few [9] - 10:12, 37:21, 92:13, 144:9, 154:4, 172:22, 199:3, 237:5, 267:9</p> <p>fewer [1] - 132:7</p> <p>fidelity [1] - 197:3</p> <p>field [9] - 49:23, 50:19, 57:4, 133:21, 142:13, 152:20, 263:16, 263:17, 265:3</p> <p>Field [1] - 270:1</p> <p>fielding [1] - 47:14</p> <p>fields [1] - 177:8</p> <p>fighting [3] - 60:15, 60:19, 67:20</p> <p>figure [2] - 33:14, 268:4</p> <p>figured [1] - 259:1</p> <p>file [1] - 74:11</p> <p>fill [3] - 40:2, 78:20, 180:20</p> <p>filling [1] - 6:20</p> <p>Finally [1] - 12:1</p> <p>financial [1] - 262:1</p> <p>financing [1] - 243:15</p> <p>fine [4] - 116:20, 208:11, 209:4, 209:14</p> <p>fingertips [1] - 1:20</p> <p>finish [2] - 38:19, 243:11</p> <p>finite [1] - 268:20</p> <p>fire [3] - 108:24, 109:5, 185:3</p> <p>firefighters [2] - 66:8, 267:24</p> <p>firefighting [2] - 242:13, 262:10</p> <p>Firefighting [1] - 262:21</p> <p>firehouse [1] - 185:7</p> <p>fireman [1] - 109:2</p> <p>fires [1] - 242:14</p> <p>First [9] - 24:21, 31:3, 31:6, 31:17, 55:17, 66:6, 66:21, 68:2, 68:3</p> <p>first [41] - 6:15, 8:2, 8:19, 15:3, 18:16, 24:12, 25:15, 27:10, 30:2, 31:10, 31:19, 31:21, 46:7, 53:2, 56:19, 57:14, 65:8, 66:4, 85:12, 93:5, 101:20, 114:15, 116:14, 141:8,</p>	<p>145:23, 166:6, 176:21, 177:1, 177:13, 177:17, 184:3, 186:18, 187:21, 243:10, 247:18, 251:4, 251:23, 257:7, 269:23, 269:24</p> <p>first-aid [2] - 31:10, 31:21</p> <p>First-Aid [7] - 24:21, 31:3, 31:6, 31:17, 66:21, 68:2, 68:3</p> <p>first-hand [1] - 57:14</p> <p>Firstly [1] - 4:16</p> <p>Fisheries [2] - 115:11, 141:4</p> <p>fisherman [1] - 202:17</p> <p>fishermen [1] - 175:18</p> <p>fit [1] - 160:20</p> <p>five [15] - 4:2, 4:4, 8:4, 8:13, 8:15, 8:19, 10:18, 13:9, 13:15, 50:18, 116:17, 120:10, 136:21, 176:15, 180:18</p> <p>five-year [5] - 8:4, 8:13, 8:15, 10:18, 13:15</p> <p>fix [1] - 257:21</p> <p>fixed [4] - 171:1, 185:20, 203:2, 243:16</p> <p>Fixed [1] - 124:7</p> <p>fixed-month [1] - 243:16</p> <p>Fixed-Wing [1] - 124:7</p> <p>fixed-wing [3] - 171:1, 185:20, 203:2</p> <p>flagship [1] - 189:20</p> <p>flat [1] - 257:20</p> <p>fleet [10] - 120:16, 120:17, 124:8, 138:20, 139:10, 145:11, 162:13, 182:4, 182:19, 247:11</p> <p>flew [2] - 129:16, 129:18</p> <p>flexibility [1] - 163:9</p> <p>flies [1] - 126:20</p> <p>flight [25] - 115:19, 119:19, 122:1, 122:2, 123:19, 126:16, 128:24, 144:2, 145:21, 147:8, 152:14, 160:24, 162:11, 194:19, 198:5,</p>	<p>203:19, 204:11, 205:9, 205:10, 211:22, 242:9, 243:11, 248:14, 248:18, 252:9</p> <p>flights [3] - 120:10, 160:24, 161:1</p> <p>flip [2] - 114:15, 118:6</p> <p>flipped [1] - 199:11</p> <p>FLIR [12] - 111:24, 137:4, 137:8, 137:16, 150:7, 150:24, 151:8, 190:8, 207:5, 226:17, 227:1, 261:18</p> <p>float [1] - 175:17</p> <p>floats [2] - 236:21, 236:23</p> <p>flotation [1] - 235:14</p> <p>flown [2] - 119:20, 189:21</p> <p>fly [22] - 147:8, 156:4, 178:23, 179:21, 179:22, 181:6, 181:23, 182:7, 185:1, 190:15, 192:20, 193:7, 212:4, 212:5, 221:14, 221:16, 240:24, 243:6, 243:9, 249:8, 251:19</p> <p>fly [11] - 155:8, 155:11, 155:16, 181:21, 182:15, 187:23, 189:5, 195:15, 212:18, 239:21, 251:16</p> <p>focus [13] - 25:16, 28:11, 29:9, 53:4, 53:24, 55:7, 73:8, 116:8, 185:24, 186:4, 193:17, 193:24, 218:12</p> <p>focusing [1] - 58:24</p> <p>fog [2] - 180:5, 212:5</p> <p>folks [2] - 49:20, 121:11</p> <p>follow [13] - 18:12, 19:5, 51:14, 65:9, 72:14, 79:13, 107:5, 108:5, 160:10, 167:6, 227:20, 254:10, 268:14</p> <p>follow-up [9] - 18:12, 51:14, 65:9, 79:13, 107:5, 108:5, 167:6, 254:10, 268:14</p> <p>following [6] - 18:1, 33:12, 39:15, 40:18,</p>	<p>60:7, 254:2</p> <p>footage [1] - 195:4</p> <p>footprint [2] - 116:23, 118:23</p> <p>for-profit [1] - 163:20</p> <p>Force [3] - 123:23, 124:21, 127:10</p> <p>force [3] - 48:2, 135:20, 234:13</p> <p>Forces [4] - 6:11, 13:15, 15:10, 16:24</p> <p>forces [3] - 66:8, 72:7, 248:6</p> <p>forefront [1] - 55:5</p> <p>forensic [1] - 24:2</p> <p>forget [2] - 232:15, 256:2</p> <p>forgiveness [1] - 211:8</p> <p>forgotten [1] - 60:1</p> <p>Form [1] - 78:17</p> <p>form [2] - 78:20, 230:13</p> <p>formal [3] - 37:3, 167:11, 208:2</p> <p>formally [1] - 5:6</p> <p>format [2] - 142:23, 206:21</p> <p>formats [1] - 150:13</p> <p>former [1] - 172:5</p> <p>forth [1] - 150:10</p> <p>forthright [1] - 83:10</p> <p>fortunate [3] - 53:17, 93:16, 192:4</p> <p>Fortunately [1] - 65:20</p> <p>fortunately [1] - 174:9</p> <p>forum [1] - 203:23</p> <p>forward [9] - 3:4, 70:6, 121:16, 131:1, 133:15, 150:8, 160:3, 193:6, 248:10</p> <p>forward-looking [3] - 150:8, 193:6, 248:10</p> <p>forwarding [1] - 255:11</p> <p>fostered [1] - 160:6</p> <p>founding [1] - 257:3</p> <p>four [6] - 71:22, 120:10, 175:18, 204:19, 204:20, 266:5</p> <p>framework [2] - 234:19, 234:20</p> <p>free [4] - 15:6, 15:12, 15:17, 188:22</p> <p>freedom [2] - 83:5, 138:9</p> <p>Freeman [6] - 2:9, 4:20, 153:24,</p>
--	--	---	---	--

<p>223:16, 223:21, 268:17 FREEMAN [49] - 2:10, 3:11, 3:15, 3:20, 4:7, 4:21, 5:14, 6:3, 11:3, 21:4, 72:20, 73:19, 74:3, 76:4, 76:13, 79:5, 80:13, 81:3, 81:7, 81:11, 83:23, 87:4, 91:5, 91:13, 92:2, 153:23, 154:16, 154:23, 155:3, 156:1, 156:20, 157:3, 157:16, 158:14, 160:7, 161:5, 163:10, 223:17, 225:3, 225:9, 225:13, 226:2, 226:6, 226:10, 226:19, 227:8, 256:15, 268:16, 269:12 Freeman 's [2] - 72:18, 227:20 freeze [1] - 181:14 freezing [2] - 181:7, 181:8 frequency [1] - 246:2 frequent [1] - 220:24 frequently [1] - 8:11 Friday [1] - 249:20 friend [2] - 74:18, 257:2 friend 's [1] - 173:15 friends [1] - 257:15 front [4] - 79:8, 154:22, 184:12, 185:9 frustration [1] - 36:17 fuel [7] - 177:9, 190:23, 194:7, 199:4, 200:3, 200:11, 200:20 full [2] - 177:22, 245:14 fully [2] - 115:6, 242:6 Fully [1] - 125:6 function [1] - 191:6 functional [2] - 131:18, 155:18 functionality [1] - 131:17 functioning [2] - 183:2, 190:10 functions [1] - 239:23 fundamental [1] - 143:20 funding [3] - 52:13,</p>	<p>55:21, 71:15 funds [2] - 33:5, 33:20 future [3] - 8:17, 109:12, 109:23</p> <p style="text-align: center;">G</p> <p>gadgets [1] - 124:23 Galimberti [4] - 113:15, 113:20, 114:7, 114:12 GALIMBERTI [42] - 113:17, 114:10, 117:7, 120:8, 135:18, 137:7, 138:19, 140:23, 142:5, 142:21, 143:11, 144:23, 146:17, 147:23, 148:10, 148:24, 149:6, 149:10, 149:22, 150:3, 150:22, 151:18, 153:7, 153:12, 154:10, 154:19, 155:1, 155:10, 156:6, 157:1, 157:5, 157:20, 158:17, 161:3, 161:11, 164:4, 164:9, 164:19, 165:4, 165:13, 167:3, 168:1 Galliano [1] - 183:9 Gander [11] - 11:11, 20:7, 20:11, 20:17, 21:7, 21:19, 176:8, 177:7, 183:22, 234:8, 257:14 gap [1] - 180:20 Gap [3] - 37:21, 56:12, 68:2 gaps [1] - 40:2 Gas [1] - 176:23 gas [25] - 177:2, 177:18, 183:16, 184:3, 186:21, 186:23, 187:18, 187:22, 202:14, 203:12, 204:2, 210:13, 222:12, 228:23, 239:4, 239:7, 239:16, 244:22, 262:11, 263:9, 263:10, 263:24, 264:11, 264:17 gather [2] - 90:9, 123:10 gathered [2] - 79:8,</p>	<p>221:2 gear [1] - 184:17 geared [1] - 197:6 general [5] - 10:4, 31:10, 136:9, 234:21, 241:4 generally [8] - 44:8, 123:11, 126:9, 138:7, 145:1, 148:13, 209:20, 215:8 generator [1] - 9:16 gentleman [5] - 173:23, 212:13, 246:14, 246:22, 256:2 gentlemen [8] - 169:14, 169:18, 208:7, 208:10, 237:5, 260:22, 261:13, 269:15 Geoff [1] - 144:10 geography [1] - 147:1 Gerber [5] - 169:13, 173:16, 249:24, 250:5, 255:10 GERBER [40] - 171:19, 180:13, 186:20, 189:3, 205:8, 205:23, 209:1, 209:11, 209:15, 212:10, 212:22, 213:3, 214:2, 214:12, 214:18, 215:22, 216:5, 216:9, 217:7, 217:19, 220:12, 221:12, 224:14, 224:20, 225:1, 230:23, 231:3, 233:12, 236:5, 236:18, 243:4, 244:18, 245:12, 253:12, 261:21, 262:8, 262:15, 263:1, 263:12, 266:20 given [15] - 20:17, 33:19, 47:20, 53:18, 55:8, 57:19, 110:13, 117:14, 119:5, 131:7, 132:23, 138:12, 162:11, 162:12, 231:17 Given [2] - 29:3, 263:15 global [3] - 121:20, 122:1, 123:7 globally [1] - 126:21 go-forward [1] - 160:3</p>	<p>goal [2] - 202:20, 202:21 goggle [1] - 197:15 goggles [5] - 194:12, 195:21, 197:12, 197:16, 247:19 good [1] - 209:23 Goose [19] - 11:13, 20:23, 21:11, 61:11, 61:13, 133:8, 150:2, 154:24, 161:2, 199:20, 224:3, 263:19, 264:15, 266:1, 266:4, 266:10, 267:4, 268:9, 269:4 governing [1] - 103:13 government [18] - 15:13, 36:20, 43:12, 55:21, 69:23, 88:18, 173:17, 187:14, 214:5, 215:10, 218:20, 219:1, 219:10, 240:1, 240:17, 245:19, 251:7, 258:9 Government [9] - 15:4, 56:4, 142:12, 164:23, 165:5, 165:6, 165:7, 251:4, 253:17 governments [2] - 142:1, 264:22 grace [1] - 26:19 grades [1] - 183:3 grandson [1] - 68:10 grateful [4] - 31:24, 53:12, 110:5, 110:9 gratitude [1] - 110:17 great [17] - 48:12, 71:7, 93:5, 129:21, 130:13, 138:1, 143:16, 152:16, 153:22, 162:7, 163:5, 179:6, 179:9, 194:19, 235:20, 241:23 Great [3] - 113:22, 117:19, 237:19 greater [1] - 100:10 Greenland [4] - 183:7, 244:1, 262:13, 262:16 Greenwood [2] - 19:17, 19:19 grew [1] - 183:17 grid [5] - 126:15, 126:21, 152:13, 239:21, 248:18</p>	<p>Griffon [4] - 11:13, 20:23, 22:10, 22:15 Griffons [1] - 20:24 grinds [1] - 180:21 Gros [1] - 212:15 Gross [1] - 213:6 ground [46] - 42:19, 45:10, 50:11, 51:12, 57:8, 85:1, 86:2, 89:19, 114:4, 128:16, 135:13, 137:6, 147:15, 150:13, 171:3, 171:4, 181:12, 191:11, 193:11, 193:19, 194:20, 203:2, 208:21, 213:5, 215:6, 232:15, 237:11, 237:12, 237:15, 237:21, 239:19, 240:3, 241:15, 246:13, 247:12, 248:6, 248:7, 248:20, 250:19, 258:1, 258:2, 258:3, 258:6, 258:11, 259:21, 267:2 Ground [1] - 73:5 Group [2] - 114:13, 114:18 group [10] - 18:6, 55:12, 70:6, 71:1, 75:2, 76:1, 80:7, 100:23, 258:16, 260:10 groups [6] - 56:19, 56:20, 74:23, 75:6, 75:11, 108:16 grow [1] - 123:13 growth [1] - 198:24 gruesome [1] - 45:4 GSAR [13] - 12:11, 12:20, 28:21, 36:24, 37:4, 40:12, 41:2, 45:23, 67:5, 70:20, 89:17, 89:18, 103:17 guaranteed [1] - 189:1 guard [3] - 143:18, 143:20, 144:4 Guard [1] - 122:11 guess [40] - 30:1, 30:4, 44:7, 44:9, 46:23, 47:2, 47:11, 47:22, 53:2, 55:13, 57:24, 63:1, 76:22, 80:4, 88:5, 88:22, 94:9, 98:15, 104:11, 108:14, 114:14, 150:6, 161:20,</p>
---	--	--	--	--

<p>174:1, 201:6, 216:18, 216:20, 217:15, 217:20, 222:4, 222:6, 226:12, 234:18, 238:14, 245:17, 249:20, 250:16, 257:11, 263:8 guide [1] - 175:23 Guide [1] - 270:2 guides [2] - 175:18, 175:21 guns .. [1] - 117:1 guy [4] - 13:23, 82:11, 204:6, 240:12 guys [7] - 185:9, 220:8, 220:18, 235:1, 238:3, 250:22, 265:23 Guys [1] - 235:2</p>	<p>happy [13] - 33:20, 38:11, 94:6, 130:3, 130:12, 133:20, 134:4, 134:12, 159:4, 172:21, 206:3, 206:20, 220:14 hard [2] - 76:20, 198:7 hardships [1] - 27:13 hardware [1] - 196:2 harmful [1] - 29:24 harrowing [1] - 28:10 harry [2] - 265:19, 265:21 Harry [3] - 41:5, 60:10, 166:3 harsh [1] - 206:19 hat [2] - 83:18, 132:4 Havilland [1] - 138:24 Hawaii [1] - 180:1 head [3] - 136:20, 190:19, 202:1 health [67] - 15:6, 18:3, 18:7, 23:22, 24:1, 24:2, 24:13, 25:16, 25:21, 26:6, 26:8, 27:11, 29:4, 30:7, 35:19, 36:21, 37:3, 37:17, 41:18, 43:5, 43:12, 44:4, 52:2, 54:4, 55:4, 55:16, 56:4, 56:8, 58:10, 58:14, 58:16, 58:23, 60:17, 63:11, 64:7, 64:17, 68:13, 68:14, 68:15, 68:23, 72:24, 73:11, 73:15, 73:22, 73:23, 73:24, 74:5, 74:15, 76:23, 77:5, 77:7, 77:16, 79:15, 81:13, 81:14, 81:16, 81:20, 84:6, 84:14, 85:14, 86:3, 86:7, 90:13, 91:9, 92:6, 97:12, 107:2 Health [20] - 16:8, 23:23, 24:7, 24:20, 25:1, 31:3, 31:6, 31:17, 31:20, 55:17, 64:21, 65:1, 65:16, 66:21, 68:2, 82:24, 90:7, 105:14, 216:13 health-related [2] - 18:3, 55:16 health-type [1] - 43:5 hear [13] - 1:23, 39:20, 43:14, 54:11, 61:23, 67:13, 67:18, 67:19, 111:16, 114:2, 159:20, 160:18,</p>	<p>169:18 heard [29] - 29:3, 29:8, 33:9, 35:1, 36:10, 46:6, 50:1, 71:21, 75:23, 76:15, 100:15, 103:4, 103:16, 104:9, 112:1, 113:21, 113:24, 141:18, 145:20, 146:1, 150:7, 150:8, 150:12, 201:17, 206:24, 215:4, 221:2, 247:5, 251:24 hearing [8] - 1:16, 2:3, 26:1, 26:6, 46:6, 111:6, 113:13, 113:15 hearings [1] - 54:3 heart [1] - 172:3 heat [2] - 113:5, 150:9 heavily [1] - 232:23 Hebron [1] - 68:8 held [1] - 37:5 helicopter [38] - 20:12, 22:5, 129:14, 148:11, 154:17, 155:8, 158:12, 158:23, 171:11, 171:14, 172:15, 181:5, 182:4, 185:15, 189:14, 189:22, 190:10, 191:1, 192:13, 193:2, 194:23, 199:16, 200:17, 203:21, 215:5, 229:17, 239:6, 240:24, 242:24, 247:21, 248:2, 248:13, 252:22, 257:24, 258:5, 258:11, 261:23, 266:9 Helicopter [4] - 148:13, 149:15, 154:13, 168:22 Helicopter 's [1] - 255:2 Helicopters [8] - 111:9, 182:24, 214:22, 238:10, 247:6, 253:18, 253:24, 262:17 helicopters [14] - 11:14, 20:9, 150:14, 150:17, 156:13, 235:13, 236:19, 238:1, 242:23, 251:8, 251:11,</p>	<p>262:5, 264:18, 267:16 HeliOffshore [2] - 203:22, 203:23 hello [1] - 153:24 help [42] - 12:21, 27:17, 28:23, 31:12, 32:2, 32:5, 32:6, 33:2, 34:9, 37:7, 51:19, 56:18, 57:1, 60:16, 61:4, 70:5, 72:12, 74:22, 83:16, 83:22, 91:9, 100:7, 100:10, 101:13, 101:16, 101:18, 101:20, 121:17, 131:4, 131:22, 132:4, 146:21, 162:3, 172:11, 172:18, 185:21, 193:20, 194:4, 202:21, 214:24, 220:15, 250:8 helped [1] - 53:24 helpful [13] - 14:9, 30:4, 60:8, 70:9, 98:1, 99:13, 103:2, 105:2, 106:21, 107:21, 112:10, 167:8, 254:7 helping [2] - 91:22, 204:15 helps [4] - 31:17, 32:4, 72:8, 199:6 Hence [1] - 99:17 hence [1] - 102:6 Hercules [1] - 19:20 here .. [1] - 160:13 herself [1] - 2:5 hiding [1] - 267:17 high [1] - 245:22 higher [3] - 100:19, 101:1, 150:18 highest [1] - 197:2 highlight [1] - 85:23 highlighted [2] - 13:9, 84:11 highlighting [2] - 86:17, 138:3 highline [1] - 267:15 highly [6] - 35:12, 102:12, 123:20, 124:2, 204:20, 206:12 highways [1] - 187:8 hill [1] - 240:19 himself [2] - 34:24, 171:18 hire [1] - 263:11</p>	<p>historic [1] - 145:11 historical [1] - 8:16 historically [1] - 49:6 history [1] - 141:12 hit [1] - 60:5 hoc [8] - 188:16, 188:21, 189:2, 195:13, 230:18, 233:20, 241:8, 243:21 hockey [1] - 256:23 hoist [15] - 158:15, 158:19, 158:24, 191:5, 191:6, 192:19, 193:3, 194:22, 194:24, 198:4, 198:6, 198:16, 217:8, 222:15, 249:10 hoisted [1] - 174:6 hoists [2] - 192:14, 192:21 hole [2] - 156:22, 185:8 home [4] - 32:23, 53:10, 73:2, 96:12 homelessness [1] - 24:14 homicide [1] - 109:3 honestly [2] - 54:18, 79:4 honorary [1] - 25:4 Honourable [1] - 34:21 Hope [1] - 37:22 hope [5] - 61:8, 188:22, 228:18, 242:14, 256:20 hopeful [1] - 133:20 hopefully [5] - 43:11, 70:12, 80:20, 89:10, 265:23 hopes [1] - 89:1 hoping [1] - 89:9 horizon [2] - 147:9, 153:20 Hospital [4] - 12:12, 12:23 hospital [26] - 12:24, 13:3, 16:6, 17:3, 21:19, 21:24, 99:4, 99:6, 209:20, 215:19, 220:19, 222:5, 222:8, 222:11, 250:13, 252:5 hospital-to-hospital [9] - 17:3, 21:19, 209:20, 220:19,</p>
H				
<p>habit [1] - 214:13 half [5] - 9:7, 9:8, 66:21, 200:10, 267:12 half-day [1] - 66:21 Halifax [7] - 9:4, 9:5, 9:11, 10:1, 11:21, 225:24, 231:24 hall [1] - 185:3 halt [1] - 180:21 hamstrung [1] - 172:10 hand [10] - 32:10, 49:24, 57:14, 69:3, 69:4, 102:17, 131:24, 194:6, 199:22 handle [1] - 219:18 handled [2] - 91:22, 102:16 hands [1] - 181:13 hangar [3] - 184:23, 185:9, 186:9 hangarage [1] - 117:10 Hank [17] - 159:20, 169:9, 170:8, 171:20, 172:15, 180:14, 180:24, 186:16, 189:21, 201:1, 205:24, 213:15, 234:12, 256:20, 257:2, 257:16, 258:8 Happy [2] - 20:21, 150:2</p>	<p>Health [20] - 16:8, 23:23, 24:7, 24:20, 25:1, 31:3, 31:6, 31:17, 31:20, 55:17, 64:21, 65:1, 65:16, 66:21, 68:2, 82:24, 90:7, 105:14, 216:13 health-related [2] - 18:3, 55:16 health-type [1] - 43:5 hear [13] - 1:23, 39:20, 43:14, 54:11, 61:23, 67:13, 67:18, 67:19, 111:16, 114:2, 159:20, 160:18,</p>	<p>169:18 heard [29] - 29:3, 29:8, 33:9, 35:1, 36:10, 46:6, 50:1, 71:21, 75:23, 76:15, 100:15, 103:4, 103:16, 104:9, 112:1, 113:21, 113:24, 141:18, 145:20, 146:1, 150:7, 150:8, 150:12, 201:17, 206:24, 215:4, 221:2, 247:5, 251:24 hearing [8] - 1:16, 2:3, 26:1, 26:6, 46:6, 111:6, 113:13, 113:15 hearings [1] - 54:3 heart [1] - 172:3 heat [2] - 113:5, 150:9 heavily [1] - 232:23 Hebron [1] - 68:8 held [1] - 37:5 helicopter [38] - 20:12, 22:5, 129:14, 148:11, 154:17, 155:8, 158:12, 158:23, 171:11, 171:14, 172:15, 181:5, 182:4, 185:15, 189:14, 189:22, 190:10, 191:1, 192:13, 193:2, 194:23, 199:16, 200:17, 203:21, 215:5, 229:17, 239:6, 240:24, 242:24, 247:21, 248:2, 248:13, 252:22, 257:24, 258:5, 258:11, 261:23, 266:9 Helicopter [4] - 148:13, 149:15, 154:13, 168:22 Helicopter 's [1] - 255:2 Helicopters [8] - 111:9, 182:24, 214:22, 238:10, 247:6, 253:18, 253:24, 262:17 helicopters [14] - 11:14, 20:9, 150:14, 150:17, 156:13, 235:13, 236:19, 238:1, 242:23, 251:8, 251:11,</p>	<p>262:5, 264:18, 267:16 HeliOffshore [2] - 203:22, 203:23 hello [1] - 153:24 help [42] - 12:21, 27:17, 28:23, 31:12, 32:2, 32:5, 32:6, 33:2, 34:9, 37:7, 51:19, 56:18, 57:1, 60:16, 61:4, 70:5, 72:12, 74:22, 83:16, 83:22, 91:9, 100:7, 100:10, 101:13, 101:16, 101:18, 101:20, 121:17, 131:4, 131:22, 132:4, 146:21, 162:3, 172:11, 172:18, 185:21, 193:20, 194:4, 202:21, 214:24, 220:15, 250:8 helped [1] - 53:24 helpful [13] - 14:9, 30:4, 60:8, 70:9, 98:1, 99:13, 103:2, 105:2, 106:21, 107:21, 112:10, 167:8, 254:7 helping [2] - 91:22, 204:15 helps [4] - 31:17, 32:4, 72:8, 199:6 Hence [1] - 99:17 hence [1] - 102:6 Hercules [1] - 19:20 here .. [1] - 160:13 herself [1] - 2:5 hiding [1] - 267:17 high [1] - 245:22 higher [3] - 100:19, 101:1, 150:18 highest [1] - 197:2 highlight [1] - 85:23 highlighted [2] - 13:9, 84:11 highlighting [2] - 86:17, 138:3 highline [1] - 267:15 highly [6] - 35:12, 102:12, 123:20, 124:2, 204:20, 206:12 highways [1] - 187:8 hill [1] - 240:19 himself [2] - 34:24, 171:18 hire [1] - 263:11</p>	<p>historic [1] - 145:11 historical [1] - 8:16 historically [1] - 49:6 history [1] - 141:12 hit [1] - 60:5 hoc [8] - 188:16, 188:21, 189:2, 195:13, 230:18, 233:20, 241:8, 243:21 hockey [1] - 256:23 hoist [15] - 158:15, 158:19, 158:24, 191:5, 191:6, 192:19, 193:3, 194:22, 194:24, 198:4, 198:6, 198:16, 217:8, 222:15, 249:10 hoisted [1] - 174:6 hoists [2] - 192:14, 192:21 hole [2] - 156:22, 185:8 home [4] - 32:23, 53:10, 73:2, 96:12 homelessness [1] - 24:14 homicide [1] - 109:3 honestly [2] - 54:18, 79:4 honorary [1] - 25:4 Honourable [1] - 34:21 Hope [1] - 37:22 hope [5] - 61:8, 188:22, 228:18, 242:14, 256:20 hopeful [1] - 133:20 hopefully [5] - 43:11, 70:12, 80:20, 89:10, 265:23 hopes [1] - 89:1 hoping [1] - 89:9 horizon [2] - 147:9, 153:20 Hospital [4] - 12:12, 12:23 hospital [26] - 12:24, 13:3, 16:6, 17:3, 21:19, 21:24, 99:4, 99:6, 209:20, 215:19, 220:19, 222:5, 222:8, 222:11, 250:13, 252:5 hospital-to-hospital [9] - 17:3, 21:19, 209:20, 220:19,</p>

<p>222:5, 222:8, 222:11, 250:13, 252:5 Hospital-to-Hospital [2] - 12:12, 12:23 hospitals [1] - 24:1 hot [1] - 14:22 hour [7] - 80:16, 135:24, 140:3, 178:12, 245:7, 267:11 hourly [1] - 164:22 hours [21] - 5:4, 13:20, 14:3, 36:17, 37:11, 51:5, 80:9, 119:19, 122:1, 122:2, 145:2, 177:22, 178:1, 200:15, 226:18, 244:9, 244:13, 244:16, 245:6, 266:5, 267:12 house [2] - 59:7, 219:18 housekeeping [2] - 103:4, 168:18 houses [2] - 184:16, 185:23 huge [3] - 35:5, 36:24, 59:18 human [1] - 7:3 Humanitarian [8] - 8:22, 10:16, 11:17, 11:23, 12:2, 13:8, 13:14, 14:4 humanitarian [4] - 6:13, 15:23, 16:2, 251:20 humanitarian -type [1] - 6:13 humming [1] - 119:4 hundred [4] - 116:17, 157:6, 176:15, 267:20 hundreds [1] - 37:11 hung [1] - 220:11 hurt [2] - 90:16, 90:24 husband [3] - 96:1, 96:8, 97:15 hyper [1] - 99:24 hypothetical [2] - 225:10, 269:5 hypothetically [2] - 224:3, 269:2</p>	<p>iced [1] - 221:9 icing [6] - 157:9, 179:21, 181:10, 181:18, 181:22, 182:5 idea [7] - 45:23, 82:8, 125:9, 127:11, 140:22, 244:22 ideal [1] - 212:1 ideation [1] - 36:1 identified [6] - 33:1, 41:3, 84:23, 85:2, 100:20, 101:2 identify [9] - 27:18, 30:18, 31:7, 32:4, 32:5, 35:21, 35:22, 75:11, 85:8 identifying [2] - 85:7, 100:24 IDLP [1] - 116:5 IFR [1] - 182:6 IFR-rated [1] - 182:6 Igloforte [1] - 1:5 IGLOLORTE [9] - 47:16, 69:17, 112:12, 168:8, 263:5, 263:14, 264:19, 265:10, 265:17 ignorance [1] - 52:11 ignorant [1] - 53:6 ignore [1] - 50:12 Igor [1] - 171:10 Ill [1] - 258:2 ill [2] - 16:5, 24:15 Illness [1] - 98:12 illness [5] - 31:23, 35:19, 74:16, 100:9, 107:3 illnesses [3] - 29:1, 29:5, 32:8 illuminate [1] - 193:18 illumination [1] - 248:7 illustrated [1] - 141:20 image [2] - 138:12, 193:12 imagine [2] - 73:21, 84:13 immediate [3] - 65:9, 102:19, 153:20 immediately [6] - 29:17, 56:14, 129:5, 129:23, 147:10, 153:19 immense [1] - 36:17 impact [4] - 35:6, 36:24, 85:20, 98:17 impacted [4] - 40:12,</p>	<p>74:15, 74:19, 97:22 implementation [1] - 269:11 implemented [1] - 196:9 implementing [1] - 49:23 importance [2] - 39:5, 39:11 important [49] - 12:3, 13:22, 27:16, 29:14, 29:21, 30:12, 33:8, 35:20, 35:22, 36:2, 39:15, 40:20, 48:16, 50:24, 57:18, 58:14, 58:17, 58:18, 75:22, 81:24, 82:4, 82:10, 83:11, 83:19, 84:13, 84:14, 86:1, 86:9, 97:24, 101:4, 102:20, 103:24, 118:9, 130:1, 131:1, 134:2, 175:10, 177:24, 179:2, 179:16, 181:10, 187:21, 190:22, 198:15, 199:24, 207:8, 259:23, 267:13 impossible [2] - 7:10, 78:6 impressive [1] - 119:5 improve [2] - 176:16, 242:19 improvement [2] - 38:1, 42:22 in-house [1] - 219:18 in-service [1] - 118:19 inability [1] - 99:24 inadvertently [1] - 249:3 inappropriate [1] - 100:4 inaudible [20] - 17:6, 62:9, 68:8, 112:23, 156:2, 179:23, 180:20, 191:4, 219:15, 224:8, 233:2, 233:21, 236:12, 239:7, 243:5, 244:4, 262:9, 267:8, 268:6, 269:10 inaudible) [2] - 197:23, 228:13 incidence [1] - 100:19 Incident [2] - 29:10, 98:20 incident [10] - 47:10, 49:23, 50:1, 54:22, 63:23, 99:21, 122:2,</p>	<p>187:8, 209:10, 215:12 incident-related [1] - 54:22 incidents [1] - 100:15 inclement [1] - 251:16 inclines [1] - 192:24 include [1] - 88:1 included [1] - 10:20 includes [1] - 139:10 including [4] - 25:16, 25:17, 68:21, 69:8 Income [1] - 149:14 income [2] - 88:2, 109:9 incorporation [1] - 26:2 incorrect [1] - 15:8 increases [1] - 48:18 increasingly [1] - 96:8 incredibly [3] - 133:1, 134:6, 147:2 indeed [2] - 48:23, 253:15 indemnifications [1] - 89:16 independent [1] - 264:21 indicated [5] - 23:12, 28:2, 55:3, 253:9, 264:21 indicative [1] - 8:16 indisputably [2] - 124:16, 132:9 individual [5] - 37:2, 164:1, 174:6, 174:10, 174:11 individualized [1] - 97:23 individuals [15] - 37:8, 102:11, 105:8, 107:10, 107:12, 107:13, 109:16, 134:18, 135:1, 148:2, 169:8, 170:1, 170:20, 204:19, 244:17 industries [1] - 118:20 industry [7] - 126:6, 127:3, 170:14, 180:21, 184:3, 187:2, 202:2 industry-leading [1] - 126:6 info [2] - 44:24, 112:5 inform [3] - 51:6, 89:10, 90:1 informal [2] - 146:14, 146:18</p>	<p>information [37] - 1:19, 7:1, 14:9, 23:1, 23:12, 33:17, 33:22, 36:2, 38:8, 39:18, 40:1, 41:9, 43:2, 43:3, 43:9, 43:14, 43:16, 43:22, 44:13, 44:18, 45:1, 45:2, 45:12, 45:19, 47:3, 50:19, 51:1, 64:23, 78:6, 79:8, 88:9, 111:24, 113:13, 141:24, 213:8, 221:2, 221:3 informative [1] - 261:15 informed [7] - 25:17, 39:16, 46:7, 75:24, 87:2, 111:21, 111:22 infrared [4] - 137:16, 150:8, 193:6, 248:10 infrastructure [6] - 116:18, 116:22, 124:18, 224:19, 228:15, 251:6 initial [1] - 155:12 initiative [1] - 24:18 initiatives [3] - 50:13, 119:11, 131:2 injured [2] - 87:19, 173:24 injuries [4] - 84:14, 84:19, 85:14, 86:7 injury [7] - 34:14, 34:18, 34:19, 86:3, 88:6, 100:20, 193:20 Innu [1] - 116:5 input [4] - 6:23, 8:23, 9:20, 237:8 inquires [1] - 89:4 inquiries [1] - 89:9 INQUIRY [5] - 5:21, 167:17, 169:4, 270:7, 270:14 inquiry [5] - 88:22, 98:9, 169:24, 237:10, 259:22 Inquiry [38] - 1:4, 2:13, 4:13, 25:16, 25:21, 27:6, 28:4, 35:1, 35:9, 36:11, 36:19, 37:4, 37:24, 45:13, 49:16, 53:22, 69:21, 73:6, 80:23, 84:15, 93:10, 100:16, 110:11, 110:16, 112:20, 141:17, 151:13, 156:2, 160:9, 160:10, 178:10, 185:5,</p>
<p style="text-align: center;">I</p>				
<p>ice [6] - 156:23, 178:6, 181:12, 182:1, 183:8, 249:4</p>				

<p>229:11, 229:14, 255:4, 260:1, 260:20, 269:21 inside [2] - 136:5, 193:24 insights [2] - 110:6, 110:14 install [2] - 190:23, 227:2 installation [1] - 139:23 installed [3] - 122:19, 193:7, 199:21 installing [1] - 151:24 instance [13] - 107:11, 117:14, 126:11, 130:3, 130:21, 144:1, 146:6, 161:13, 164:5, 164:7, 165:14, 209:4, 212:12 instances [4] - 118:24, 158:8, 164:20, 189:4 instead [1] - 102:4 institution [1] - 115:19 instrument [1] - 135:17 instruments [2] - 137:3, 138:15 insurance [1] - 76:23 integrate [1] - 115:6 integrated [1] - 118:15 integration [1] - 115:8 Intelligence [1] - 115:2 interact [2] - 27:23, 29:1 interaction [2] - 15:16, 64:16 interdepartmental [2] - 27:2, 36:10 interested [3] - 156:2, 221:18, 241:3 interesting [9] - 13:7, 49:2, 121:10, 132:18, 132:24, 163:11, 167:9, 183:20, 221:16 interfere [1] - 186:1 interim [1] - 35:18 interior [1] - 127:11 internal [1] - 190:22 international [6] - 114:19, 115:13, 121:24, 123:6, 123:11, 203:22 International [3] - 124:18, 184:8, 224:7</p>	<p>internationally [1] - 25:3 interpret [1] - 88:12 interrupt [1] - 108:10 intervene [5] - 27:18, 30:19, 32:1, 32:7, 102:2 intervention [1] - 191:8 interviewing [1] - 41:7 interviews [1] - 46:10 intimately [1] - 121:15 intimidation [1] - 59:16 introduce [6] - 2:5, 45:22, 114:7, 169:14, 170:5, 171:17 introduced [1] - 114:11 introducing [1] - 23:7 introduction [3] - 6:2, 55:2, 68:7 invaluable [2] - 53:15, 53:21 inventor [1] - 171:10 investigate [1] - 159:4 investigating [2] - 149:18, 153:14 investigation [1] - 44:16 investment [1] - 203:18 involve [2] - 64:6, 94:9 involved [27] - 27:6, 28:4, 35:9, 37:3, 37:14, 41:19, 44:11, 45:13, 46:16, 57:4, 57:20, 74:10, 93:15, 111:7, 135:13, 140:20, 147:21, 147:22, 148:1, 148:3, 171:7, 177:16, 198:22, 208:21, 209:7, 209:9, 214:6 involvement [1] - 250:12 involving [2] - 54:3, 133:12 Iqaluit [1] - 225:8 IR [3] - 135:12, 137:3, 137:4 Ireland [3] - 264:21, 264:24, 265:6 island [3] - 149:5, 149:18, 200:2 Island [2] - 9:8, 262:4 isolation [1] - 54:15</p>	<p>ISR [6] - 115:2, 121:21, 124:16, 134:7, 139:14, 141:1 issue [3] - 3:17, 52:13, 260:17 issues [8] - 55:4, 55:17, 56:1, 63:12, 64:7, 81:1, 91:9, 229:5 It'd [1] - 7:10 it'll [1] - 80:16 items [3] - 205:16, 205:17, 220:24 itself [3] - 44:16, 68:19, 201:19</p> <p style="text-align: center;">J</p> <p>jackets [1] - 113:2 Jackie [1] - 78:9 JACQUE [1] - 59:3 Jacque [1] - 59:4 James [2] - 1:5, 1:17 JJ [2] - 169:10, 169:13 job [5] - 11:1, 28:15, 62:10, 62:11, 242:23 jobs [1] - 52:15 John [1] - 36:16 John's [28] - 13:3, 16:8, 64:18, 101:11, 121:22, 123:12, 124:17, 125:8, 133:6, 161:2, 162:19, 166:24, 177:9, 183:13, 184:8, 185:21, 199:22, 200:12, 222:21, 224:6, 226:7, 226:9, 231:23, 263:15, 266:4, 266:9, 268:9, 269:5 Joint [4] - 187:3, 187:12, 231:23, 251:19 joint [2] - 231:16, 232:22 Joseph [2] - 113:15, 114:11 JRCC [23] - 16:12, 17:11, 18:9, 18:20, 122:5, 142:6, 164:21, 165:2, 165:12, 177:15, 188:2, 209:5, 209:9, 213:18, 214:1, 214:15, 214:19, 220:6, 231:10, 251:23, 252:1,</p>	<p>252:7, 254:2 Judge [2] - 178:10, 178:16 jump [5] - 45:18, 47:17, 88:20, 107:17, 263:6 jumps [2] - 66:11, 170:21 June [1] - 45:21 jurisdiction [1] - 89:24 jurisdictions [1] - 122:23 Justice [9] - 70:13, 70:21, 78:19, 79:1, 81:4, 88:11, 154:1, 223:21, 268:18</p> <p style="text-align: center;">K</p> <p>Kavanagh [1] - 78:10 keep [8] - 75:24, 145:22, 152:10, 177:21, 193:1, 236:24, 254:12, 254:20 keeping [2] - 39:15, 179:4 Keith [1] - 257:24 kept [3] - 20:8, 59:11, 261:22 key [3] - 68:24, 180:7, 185:24 Kimball [2] - 82:10, 83:9 kind [27] - 48:3, 48:23, 49:5, 55:18, 65:11, 71:7, 97:24, 102:15, 120:23, 121:17, 123:3, 123:6, 125:9, 125:10, 131:12, 134:4, 140:12, 147:4, 151:3, 151:8, 176:20, 219:18, 230:22, 239:19, 239:23, 245:2, 260:11 King [1] - 139:11 Kingfishers [1] - 124:8 kit [4] - 157:23, 159:1, 227:2 knocks [1] - 138:5 knowing [7] - 46:3, 59:12, 62:16, 75:10, 102:2, 130:23, 131:20 knowledge [8] - 7:4, 18:22, 95:20, 134:20, 205:5,</p>	<p>208:1, 250:1, 253:15 known [3] - 16:9, 59:17, 130:16 knows [2] - 142:13, 179:8 kudos [1] - 166:16</p> <p style="text-align: center;">L</p> <p>LA [1] - 262:10 label [5] - 36:7, 105:5, 105:6, 107:23 labour [2] - 189:7, 189:8 Labrador [50] - 6:11, 9:7, 10:6, 10:12, 12:7, 13:12, 14:6, 15:5, 16:19, 16:22, 17:11, 25:7, 52:7, 58:24, 102:22, 103:18, 111:8, 116:8, 118:19, 120:7, 121:4, 121:9, 128:3, 140:21, 141:2, 144:20, 145:8, 145:16, 146:15, 146:23, 148:8, 149:21, 156:18, 162:19, 166:20, 177:12, 179:24, 189:6, 192:18, 199:20, 200:5, 205:2, 205:10, 208:2, 218:12, 224:2, 224:16, 264:2, 264:11 Labradors [1] - 177:6 lack [4] - 38:2, 79:10, 173:24, 242:22 lacking [5] - 67:14, 67:18, 67:24, 72:11, 76:7 lacks [1] - 67:15 lady [1] - 189:7 lag [1] - 198:9 lake [1] - 175:19 Lake [4] - 78:10, 266:1, 266:10, 269:5 Lake-Kavanagh [1] - 78:10 land [15] - 174:11, 188:6, 193:21, 194:21, 194:23, 196:21, 199:17, 220:7, 235:18, 235:20, 236:15, 236:19, 248:1, 257:20, 260:4</p>
--	---	--	--	---

<p>landing [2] - 174:16, 239:20</p> <p>landscape [1] - 138:3</p> <p>language [2] - 27:1, 33:24</p> <p>large [6] - 13:3, 66:9, 98:8, 192:13, 196:6, 199:15</p> <p>largely [1] - 53:9</p> <p>larger [5] - 22:13, 149:13, 149:19, 163:1</p> <p>largest [2] - 24:13, 158:5</p> <p>last [18] - 17:1, 17:12, 24:6, 27:1, 36:9, 65:5, 85:23, 104:5, 151:12, 151:14, 169:10, 194:6, 201:5, 207:17, 211:6, 218:5, 245:13, 250:4</p> <p>lasting [1] - 94:18</p> <p>lastly [1] - 28:23</p> <p>lasts [1] - 50:18</p> <p>late [2] - 148:23, 149:2</p> <p>latest [1] - 195:21</p> <p>launch [2] - 186:12, 189:1</p> <p>launched [1] - 129:3</p> <p>lawyers [5] - 134:16, 134:18, 169:20, 208:8, 208:9</p> <p>layout [1] - 199:3</p> <p>lead [3] - 80:7, 105:7, 231:24</p> <p>leader [3] - 121:20, 123:7, 152:6</p> <p>leaders [1] - 134:7</p> <p>Leaders [1] - 23:23</p> <p>leadership [1] - 152:9</p> <p>leading [3] - 58:1, 126:6, 127:3</p> <p>learn [5] - 27:22, 40:5, 69:15, 88:9, 205:13</p> <p>learned [5] - 2:16, 28:5, 57:12, 97:16, 239:5</p> <p>learning [3] - 69:7, 196:16, 198:4</p> <p>leased [1] - 238:22</p> <p>least [19] - 3:9, 28:20, 33:4, 36:23, 51:3, 64:1, 71:10, 80:22, 85:6, 96:6, 146:5, 146:14, 169:19, 176:17, 180:24, 184:16, 231:20, 232:8, 237:24</p>	<p>leave [8] - 23:8, 86:11, 160:9, 187:24, 188:3, 228:20, 266:4</p> <p>leaves [1] - 86:2</p> <p>left [18] - 41:6, 48:17, 61:18, 62:3, 97:18, 98:18, 128:6, 128:8, 128:9, 188:11, 188:20, 194:6, 199:19, 243:11, 245:7, 246:20, 247:2, 265:24</p> <p>left-hand [1] - 194:6</p> <p>leftover [1] - 246:11</p> <p>leftovers [1] - 246:6</p> <p>legal [1] - 87:15</p> <p>legislation [2] - 87:18, 88:13</p> <p>length [2] - 88:18, 89:7</p> <p>lengths [1] - 27:12</p> <p>less [4] - 8:11, 97:5, 127:18, 181:19</p> <p>letter [1] - 71:22</p> <p>letters [1] - 257:13</p> <p>level [3] - 7:11, 197:2</p> <p>levels [1] - 243:24</p> <p>leverage [1] - 159:18</p> <p>liaised [1] - 73:12</p> <p>liaison [3] - 44:14, 47:14, 76:7</p> <p>license [1] - 83:15</p> <p>Lieutenant [14] - 1:17, 2:12, 2:23, 5:24, 6:4, 7:23, 11:4, 14:8, 18:2, 19:9, 20:2, 84:3, 84:9, 221:3</p> <p>life [11] - 32:22, 68:24, 86:14, 94:23, 97:4, 105:1, 107:13, 107:20, 161:14, 189:22, 241:1</p> <p>lift [1] - 117:8</p> <p>light [3] - 58:15, 182:17, 240:13</p> <p>likelihood [2] - 44:3, 48:18</p> <p>likely [1] - 37:12</p> <p>likewise [1] - 93:14</p> <p>limitations [2] - 19:13, 181:2</p> <p>Limited [1] - 116:5</p> <p>limited [4] - 179:23, 181:22, 200:9, 269:7</p> <p>line [8] - 8:2, 8:19, 9:15, 60:23, 70:9, 71:1, 78:24, 149:17</p> <p>linear [1] - 125:15</p> <p>lines [1] - 9:15</p>	<p>link [1] - 198:2</p> <p>linked [1] - 205:24</p> <p>list [5] - 65:14, 186:21, 186:24, 187:12, 242:2</p> <p>listed [2] - 44:2, 205:16</p> <p>listened [1] - 27:12</p> <p>literally [1] - 181:18</p> <p>live [3] - 179:18, 196:21, 268:20</p> <p>lived [3] - 97:15, 105:19, 172:1</p> <p>lives [8] - 73:1, 73:2, 100:7, 171:13, 173:9, 173:10, 211:9</p> <p>living [3] - 54:20, 61:13, 97:2</p> <p>loaded [2] - 191:10, 191:11</p> <p>loathe [1] - 38:7</p> <p>local [5] - 16:6, 205:1, 205:2, 205:5, 205:6</p> <p>locate [1] - 239:22</p> <p>located [5] - 11:5, 11:11, 11:12, 177:7, 224:6</p> <p>logging [1] - 262:10</p> <p>long-lasting [1] - 94:18</p> <p>long-term [1] - 153:16</p> <p>long-winded [1] - 55:2</p> <p>longstanding [2] - 143:16, 143:17</p> <p>longtime [1] - 257:2</p> <p>look [27] - 3:9, 8:3, 8:13, 10:3, 13:7, 16:22, 32:14, 43:21, 50:14, 54:14, 55:13, 60:14, 66:2, 94:20, 138:24, 161:16, 172:12, 190:17, 193:12, 207:8, 224:15, 247:23, 247:24, 259:24, 263:22, 264:8</p> <p>looked [5] - 9:3, 9:15, 11:16, 175:3, 225:4</p> <p>looking [28] - 10:9, 49:10, 50:5, 68:18, 72:18, 73:7, 77:13, 83:20, 102:7, 109:12, 112:3, 136:10, 136:11, 136:14, 139:17, 144:18, 148:2, 150:8, 152:9, 163:21, 174:14, 193:6, 204:11,</p>	<p>204:19, 205:21, 248:10, 248:22, 266:8</p> <p>lookout [2] - 145:22, 190:14</p> <p>looks [4] - 70:7, 110:23, 188:2, 270:12</p> <p>lose [1] - 92:1</p> <p>loss [3] - 54:8, 68:9, 88:2</p> <p>lost [16] - 27:23, 28:12, 39:9, 39:23, 60:4, 62:11, 64:1, 69:13, 92:5, 104:9, 106:20, 107:1, 237:20, 239:22, 246:14, 257:15</p> <p>Lost [1] - 107:9</p> <p>loud [1] - 100:2</p> <p>Louise [4] - 2:4, 49:13, 51:8, 110:7</p> <p>Louisiana [1] - 183:9</p> <p>loved [1] - 28:5</p> <p>low [2] - 11:1, 181:11</p> <p>lower [1] - 150:17</p> <p>LT.-COL [16] - 3:13, 6:6, 8:1, 11:6, 11:10, 14:15, 15:9, 15:20, 16:15, 19:8, 19:18, 20:10, 20:22, 21:9, 22:4, 84:8</p> <p>luck [1] - 90:23</p> <p>luckily [1] - 78:18</p> <p>lucky [1] - 233:13</p> <p>lumps [1] - 106:10</p>	<p>majority [1] - 56:21</p> <p>Makkovik [8] - 1:18, 26:16, 53:9, 53:14, 54:18, 61:14, 89:22, 160:17</p> <p>male [1] - 56:21</p> <p>MALE [2] - 60:9, 254:23</p> <p>malfunction [1] - 192:19</p> <p>man [2] - 175:4, 262:7</p> <p>man-up [1] - 262:7</p> <p>manage [1] - 162:22</p> <p>Management [6] - 52:21, 71:4, 98:12, 98:20, 270:1, 270:11</p> <p>management [2] - 115:5, 248:19</p> <p>Management) [1] - 29:10</p> <p>manager [1] - 211:14</p> <p>managers [3] - 49:20, 50:8, 210:24</p> <p>mandate [4] - 10:23, 17:8, 218:11, 219:15</p> <p>mandated [3] - 177:16, 188:11, 232:17</p> <p>mandatory [1] - 31:20</p> <p>maneuver [2] - 193:24, 194:21</p> <p>manned [1] - 187:18</p> <p>manpower [1] - 117:12</p> <p>Manual [1] - 52:22</p> <p>manuals [4] - 35:10, 41:1, 107:10, 196:10</p> <p>manufactured [1] - 133:6</p> <p>map [4] - 118:12, 119:3, 120:3, 144:18</p> <p>maps [1] - 202:12</p> <p>Marcella [1] - 112:23</p> <p>margin [2] - 7:16, 240:21</p> <p>marine [4] - 219:15, 237:11, 259:23, 265:3</p> <p>Marine [1] - 257:4</p> <p>maritime [3] - 122:9, 122:11, 127:15</p> <p>Maritime [6] - 8:21, 9:11, 9:12, 10:6, 10:15, 174:21</p> <p>Maritimes [1] - 9:6</p> <p>mark [1] - 153:24</p> <p>Mark [2] - 223:21, 268:17</p> <p>MARKED [5] - 5:21,</p>
--	--	---	---	---

M

<p>167:17, 169:4, 270:7, 270:14 market [4] - 180:12, 195:22, 238:23 marriage [1] - 32:22 Marshall [8] - 1:17, 2:12, 2:23, 4:16, 19:9, 84:3, 84:10, 221:4 MARSHALL [16] - 3:13, 6:6, 8:1, 11:6, 11:10, 14:15, 15:9, 15:20, 16:15, 19:8, 19:18, 20:10, 20:22, 21:9, 22:4, 84:8 Marshall's [1] - 18:2 Marystown [1] - 211:6 Masters [1] - 23:18 material [1] - 111:1 matter [9] - 44:7, 48:21, 54:22, 54:23, 58:1, 89:23, 97:10, 168:19, 181:5 matters [6] - 18:3, 54:5, 113:24, 169:15, 190:8, 269:21 mean [45] - 18:14, 39:14, 42:3, 48:1, 55:24, 74:13, 77:3, 82:4, 82:12, 87:14, 88:16, 90:11, 91:6, 92:3, 96:6, 96:19, 99:19, 106:2, 120:24, 135:19, 136:8, 136:9, 139:9, 140:24, 142:7, 145:15, 146:18, 150:23, 156:2, 157:7, 158:23, 161:20, 162:5, 164:18, 177:15, 182:6, 204:5, 205:12, 225:20, 254:13, 260:19, 261:1, 264:24, 268:20, 269:2 meaningful [1] - 135:15 means [6] - 30:5, 109:22, 125:15, 175:7, 198:23, 262:1 meant [1] - 46:18 mechanical [1] - 128:11 mechanism [1] - 131:18 med [2] - 173:18, 216:4 Med [1] - 191:17</p>	<p>Medevac [1] - 12:15 medevac [13] - 12:19, 18:23, 157:21, 177:20, 182:16, 189:10, 189:12, 217:4, 217:16, 220:20, 221:9, 239:12, 240:18 medevacs [2] - 22:6, 209:21 Medevacs [2] - 12:11, 12:17 MedFlight [7] - 18:7, 216:8, 216:10, 216:19, 217:17, 250:12, 252:6 media [3] - 40:7, 46:10, 128:20 medical [19] - 21:18, 21:24, 22:2, 56:9, 88:2, 129:12, 129:16, 129:18, 157:17, 158:8, 173:22, 190:12, 191:7, 191:17, 192:8, 194:2, 199:5, 216:20, 217:12 medium [1] - 20:16 Meet [1] - 112:10 meet [5] - 44:9, 110:24, 112:8, 186:13, 231:11 meeting [6] - 1:14, 79:14, 80:16, 80:22, 111:3, 112:4 meetings [1] - 231:23 Melinda [1] - 257:23 member [6] - 74:18, 85:20, 93:20, 108:24, 257:4 member's [1] - 7:4 members [11] - 7:8, 48:4, 59:23, 79:22, 81:18, 85:15, 85:18, 87:16, 91:8, 91:17, 235:10 Memorial [1] - 102:22 memory [1] - 146:4 men [3] - 59:17, 85:1, 85:3 Mental [15] - 24:7, 24:20, 25:1, 31:2, 31:6, 31:16, 31:19, 32:13, 55:17, 65:16, 66:21, 68:2, 82:24, 85:11, 105:13 mental [62] - 24:1, 24:2, 24:13, 25:16, 25:21, 26:6, 27:11,</p>	<p>29:1, 29:4, 30:7, 31:23, 32:8, 34:18, 35:19, 37:17, 41:18, 52:1, 54:3, 55:4, 55:16, 56:4, 56:8, 58:9, 58:13, 58:16, 58:23, 60:16, 63:11, 64:6, 64:17, 68:13, 68:14, 68:15, 68:23, 72:24, 73:11, 73:15, 73:22, 73:23, 73:24, 74:5, 74:15, 76:23, 77:5, 77:7, 77:16, 79:15, 81:13, 81:14, 81:16, 81:20, 84:5, 84:14, 85:14, 86:3, 86:7, 91:9, 92:6, 97:12, 100:9, 107:2 mentally [2] - 24:15, 27:14 mention [3] - 116:2, 120:15, 124:6 mentioned [29] - 40:3, 51:2, 56:3, 76:5, 76:19, 82:5, 83:10, 96:12, 99:13, 103:23, 118:22, 125:24, 127:14, 132:3, 132:13, 137:12, 151:9, 152:5, 162:6, 163:3, 175:13, 193:6, 201:12, 210:9, 212:4, 234:2, 243:24, 244:1, 245:1 menu [2] - 30:21, 99:17 Mercer [3] - 71:10, 71:11, 72:6 met [2] - 45:20, 197:23 metal [1] - 119:4 mic'd [2] - 38:24, 108:18 microphone [1] - 115:18 mid-1980s [1] - 52:18 midst [1] - 64:21 might [19] - 38:18, 44:21, 59:13, 59:24, 65:10, 66:2, 72:1, 86:1, 93:11, 93:16, 94:9, 102:9, 105:7, 109:1, 120:24, 153:15, 159:11, 254:18, 254:21 miking [1] - 169:15 miles [6] - 119:19, 136:21, 176:11, 176:15, 176:17, 202:17</p>	<p>military [13] - 86:5, 86:7, 86:10, 185:18, 190:1, 192:14, 193:3, 196:7, 198:19, 203:1, 204:20, 213:19, 265:9 millions [1] - 125:2 Mind [7] - 24:21, 31:2, 32:10, 57:7, 66:5, 66:14, 67:1 mind [6] - 7:22, 94:11, 100:17, 219:14, 255:11, 261:23 Minds [1] - 24:17 mine [4] - 99:2, 120:6, 120:7, 257:2 minimum [3] - 262:7, 268:8, 268:10 minimums [1] - 262:22 minute [6] - 126:7, 147:4, 175:5, 178:8, 241:21, 245:13 minutes [16] - 4:2, 4:4, 92:13, 168:9, 175:7, 189:18, 190:24, 257:24, 258:1, 258:2, 258:9, 258:10, 259:4, 259:12, 259:17 mirky [1] - 214:3 mirrored [1] - 234:21 mirrors [1] - 249:14 miss [1] - 130:6 missed [1] - 228:3 missing [7] - 27:24, 28:12, 35:18, 48:19, 61:11, 96:2, 107:2 mission [24] - 6:19, 6:20, 51:9, 89:18, 89:19, 115:5, 126:13, 126:15, 138:12, 145:2, 180:3, 210:13, 210:18, 217:4, 238:14, 240:7, 240:9, 240:16, 242:9, 245:14, 251:21, 252:2, 252:11, 259:6 Mission [4] - 125:24, 126:2, 126:22, 152:15 missionizing [2] - 138:24, 140:6 missions [5] - 7:14, 21:24, 143:23, 144:3, 240:19</p>	<p>mistaken [1] - 128:15 misunderstood [1] - 241:6 Mitch [3] - 17:23, 215:14, 249:23 Mobile [1] - 63:4 mobilizing [1] - 260:23 model [5] - 65:6, 206:2, 243:15, 265:6 modification [2] - 115:8, 132:14 modifications [2] - 127:15, 182:10 modified [1] - 66:6 modifiers [1] - 140:10 moment [22] - 3:21, 24:23, 98:15, 112:11, 118:10, 154:9, 162:11, 162:12, 168:6, 168:20, 181:13, 183:12, 191:16, 191:24, 193:7, 194:10, 212:14, 241:4, 242:24, 250:21, 255:20, 261:22 moment's [1] - 133:9 Monday [1] - 27:5 money [4] - 52:14, 55:14, 92:1, 202:2 monitoring [2] - 122:20, 128:20 month [4] - 25:22, 80:23, 126:23, 243:16 months [7] - 60:4, 60:7, 101:18, 148:19, 152:2, 152:19, 267:9 Morne [2] - 212:15, 213:6 morning [15] - 1:12, 1:13, 2:16, 4:24, 6:7, 76:16, 84:9, 92:14, 98:5, 112:9, 211:5, 221:3, 244:24 most [19] - 31:12, 41:16, 43:22, 74:22, 85:1, 103:5, 103:11, 118:19, 122:8, 130:1, 142:8, 145:17, 150:16, 156:17, 174:20, 175:17, 179:16, 182:3, 201:17 motion [1] - 198:2 motorcycles [1] -</p>
---	--	---	--	---

<p>174:16 Mount [1] - 197:5 mounted [1] - 261:19 mouse [1] - 173:2 move [7] - 23:4, 33:24, 108:13, 172:24, 186:18, 194:20, 233:16 moved [2] - 13:2, 78:11 movies [1] - 194:14 multiplier [1] - 135:21 Multiplier [3] - 123:23, 124:21, 127:10 mundane [1] - 186:3 Murphy [3] - 256:5, 256:11, 256:14 must [2] - 177:12, 179:18 muster [1] - 131:23 MX-15 [1] - 151:9 MX-15HD [1] - 137:10</p>	<p>104:10 necessities [1] - 53:7 necessity [1] - 54:3 neck [1] - 84:6 need [62] - 3:21, 9:18, 13:21, 16:7, 27:7, 27:10, 27:17, 27:22, 28:6, 28:21, 28:23, 29:6, 33:19, 35:15, 48:13, 52:2, 53:24, 55:13, 58:2, 58:16, 58:18, 60:20, 61:3, 79:23, 82:21, 83:22, 92:4, 95:15, 100:6, 101:13, 109:15, 110:6, 119:1, 155:12, 162:23, 171:12, 178:17, 178:18, 178:19, 181:17, 181:24, 202:5, 202:6, 207:12, 207:20, 217:9, 222:22, 229:1, 230:20, 237:23, 244:16, 246:10, 247:23, 248:23, 249:11, 259:1, 259:2, 266:8, 266:10, 267:4 needed [25] - 12:19, 29:12, 30:6, 44:19, 48:9, 48:24, 54:9, 54:15, 56:18, 62:19, 62:22, 89:2, 91:8, 95:16, 99:10, 101:6, 101:16, 101:19, 101:21, 119:9, 148:19, 184:19, 192:9, 218:16, 267:7 needs [25] - 28:6, 28:18, 30:12, 30:21, 33:12, 37:4, 38:9, 46:13, 48:16, 53:7, 57:19, 59:2, 61:1, 71:8, 79:8, 99:17, 106:12, 109:14, 160:6, 173:2, 193:19, 207:6, 220:14, 243:10, 247:24 negative [1] - 85:20 neglected [1] - 62:4 Netherlands [1] - 122:11 network [2] - 117:21, 118:15 never [9] - 26:18, 63:15, 78:18, 90:24, 91:20, 204:14, 267:23, 267:24,</p>	<p>268:1 nevertheless [1] - 93:22 New [1] - 124:7 new [12] - 63:14, 64:3, 80:20, 126:7, 148:11, 148:17, 152:1, 152:2, 206:6, 206:24, 257:12, 259:10 newer [1] - 137:17 Newfoundland [44] - 6:10, 9:7, 10:5, 10:11, 12:6, 12:24, 13:12, 14:6, 15:4, 16:18, 16:22, 17:10, 20:6, 25:7, 35:14, 37:18, 52:7, 56:12, 58:24, 65:20, 102:22, 103:18, 105:7, 111:8, 115:10, 121:3, 141:2, 145:4, 166:20, 172:2, 176:22, 177:3, 177:12, 179:24, 183:6, 183:13, 205:2, 208:1, 216:4, 225:24, 237:20, 240:1, 264:13, 265:21 Newfoundlanders [1] - 257:16 news [4] - 30:1, 75:22, 129:21, 174:19 News [2] - 173:7, 175:12 next [11] - 9:15, 11:16, 13:19, 21:14, 138:10, 168:6, 198:14, 206:5, 215:1, 270:10 nice [1] - 180:2 night [34] - 155:9, 155:11, 155:13, 155:16, 156:4, 156:5, 156:11, 156:14, 177:23, 178:4, 178:6, 179:22, 180:5, 181:21, 182:7, 182:11, 182:12, 185:10, 194:10, 194:11, 194:17, 195:15, 195:17, 197:11, 197:15, 197:16, 211:6, 212:4, 222:1, 244:23, 246:16, 247:19, 249:13,</p>	<p>251:16 nighttime [7] - 18:19, 19:14, 155:19, 247:8, 247:12, 254:1, 254:3 Nitesun [6] - 190:8, 193:15, 193:17, 227:1, 248:5, 261:18 NL [8] - 18:7, 89:6, 89:17, 216:8, 216:20, 217:18, 250:12, 252:6 NLSARA [10] - 47:20, 48:4, 55:12, 76:22, 79:10, 87:16, 88:10, 88:17, 89:11, 102:10 nobody [7] - 62:19, 62:20, 91:23, 211:15, 221:13, 221:16, 254:20 Nobody [2] - 62:20, 62:21 noes [1] - 221:11 NOIA [1] - 263:21 noises [1] - 100:2 nominated [1] - 110:10 non [2] - 208:9, 221:9 non-de-iced [1] - 221:9 non-lawyers [1] - 208:9 none [3] - 74:14, 219:9, 268:21 nonetheless [1] - 26:7 nonoperational [1] - 226:1 noon [1] - 244:24 normal [7] - 8:14, 20:7, 29:20, 94:14, 97:5, 170:16, 190:15 normally [3] - 120:3, 136:14, 138:21 North [1] - 263:17 north [3] - 192:18, 225:5, 264:1 Northeastern [1] - 23:20 northern [1] - 183:7 Northern [3] - 113:23, 120:7, 237:19 notable [1] - 35:10 note [3] - 37:18, 119:7, 122:9 notes [2] - 146:5, 147:14 nothing [13] - 17:15, 36:6, 36:24, 44:2, 61:21, 61:23,</p>	<p>152:22, 167:7, 219:12, 233:10, 239:16, 267:17, 269:15 notice [3] - 8:8, 133:9, 148:5 notified [1] - 146:6 notion [1] - 121:3 Nova [2] - 183:23, 197:22 nuance [1] - 107:15 number [20] - 20:16, 46:9, 46:24, 80:10, 93:19, 93:21, 96:2, 115:12, 118:18, 125:6, 134:15, 141:13, 153:15, 154:21, 163:2, 179:9, 208:7, 221:17, 237:17, 238:11 numbers [3] - 7:23, 72:1, 220:18 numerous [2] - 24:20, 114:19 Nunatsiavut [1] - 116:4 nurse [1] - 23:13 Nursing [1] - 23:17 nursing [1] - 23:20 nut [1] - 142:11</p>
<p>N</p>		<p>O</p>		
<p>Nain [3] - 109:3, 128:3, 163:22 name [11] - 51:23, 113:16, 114:11, 144:10, 149:13, 149:15, 169:10, 170:8, 208:15, 256:3, 257:3 names [1] - 169:9 Natalie [2] - 59:4, 61:12 National [2] - 32:12, 70:3 national [4] - 60:17, 70:7, 70:10, 70:15 nationally [2] - 25:3, 61:1 Natuashish [6] - 128:3, 128:7, 128:8, 128:9, 147:14, 163:21 nature [1] - 104:3 nautical [3] - 136:21, 176:11, 176:15 near [1] - 170:20 nearest [1] - 263:15 neat [1] - 2:17 necessarily [11] - 44:19, 68:14, 92:4, 99:15, 120:20, 130:21, 196:15, 200:18, 222:10, 239:3, 241:13 necessary [2] - 15:24,</p>	<p>needed [25] - 12:19, 29:12, 30:6, 44:19, 48:9, 48:24, 54:9, 54:15, 56:18, 62:19, 62:22, 89:2, 91:8, 95:16, 99:10, 101:6, 101:16, 101:19, 101:21, 119:9, 148:19, 184:19, 192:9, 218:16, 267:7 needs [25] - 28:6, 28:18, 30:12, 30:21, 33:12, 37:4, 38:9, 46:13, 48:16, 53:7, 57:19, 59:2, 61:1, 71:8, 79:8, 99:17, 106:12, 109:14, 160:6, 173:2, 193:19, 207:6, 220:14, 243:10, 247:24 negative [1] - 85:20 neglected [1] - 62:4 Netherlands [1] - 122:11 network [2] - 117:21, 118:15 never [9] - 26:18, 63:15, 78:18, 90:24, 91:20, 204:14, 267:23, 267:24,</p>	<p>news [4] - 30:1, 75:22, 129:21, 174:19 News [2] - 173:7, 175:12 next [11] - 9:15, 11:16, 13:19, 21:14, 138:10, 168:6, 198:14, 206:5, 215:1, 270:10 nice [1] - 180:2 night [34] - 155:9, 155:11, 155:13, 155:16, 156:4, 156:5, 156:11, 156:14, 177:23, 178:4, 178:6, 179:22, 180:5, 181:21, 182:7, 182:11, 182:12, 185:10, 194:10, 194:11, 194:17, 195:15, 195:17, 197:11, 197:15, 197:16, 211:6, 212:4, 222:1, 244:23, 246:16, 247:19, 249:13,</p>	<p>219:9, 268:21 nonetheless [1] - 26:7 nonoperational [1] - 226:1 noon [1] - 244:24 normal [7] - 8:14, 20:7, 29:20, 94:14, 97:5, 170:16, 190:15 normally [3] - 120:3, 136:14, 138:21 North [1] - 263:17 north [3] - 192:18, 225:5, 264:1 Northeastern [1] - 23:20 northern [1] - 183:7 Northern [3] - 113:23, 120:7, 237:19 notable [1] - 35:10 note [3] - 37:18, 119:7, 122:9 notes [2] - 146:5, 147:14 nothing [13] - 17:15, 36:6, 36:24, 44:2, 61:21, 61:23,</p>	<p>O'Keefe [5] - 19:23, 22:19, 92:16, 163:14, 227:11 O'KEEFE [10] - 22:20, 92:18, 163:15, 164:6, 164:12, 164:24, 165:9, 165:20, 227:12, 260:8 object [1] - 147:9 objecting [1] - 107:19 obligation [1] - 228:17 observations [1] - 2:5 observed [1] - 151:13 obstacles [1] - 194:20 obtaining [1] - 42:15 obvious [3] - 81:23, 89:14, 110:6 Obviously [1] - 54:7 obviously [22] - 2:6, 40:11, 46:23, 89:6, 89:18, 94:1, 102:11, 129:20, 133:20, 143:6, 147:2, 163:19, 164:14,</p>

<p>199:10, 229:17, 244:15, 251:11, 259:22, 261:3, 268:21, 269:1, 270:18</p> <p>occasion [3] - 10:24, 141:19, 192:8</p> <p>occasions [2] - 228:8, 229:11</p> <p>ocean [1] - 257:16</p> <p>Ocean [1] - 9:9</p> <p>Oceans [2] - 115:12, 141:5</p> <p>October [2] - 1:1, 168:22</p> <p>offensive [1] - 107:3</p> <p>offer [7] - 28:1, 38:7, 48:3, 118:18, 160:2, 260:22, 261:2</p> <p>offered [1] - 96:20</p> <p>Offering [1] - 29:19</p> <p>Office [1] - 24:3</p> <p>office [6] - 6:17, 16:13, 16:17, 18:10, 18:14, 210:23</p> <p>officer [8] - 32:19, 43:1, 44:14, 45:1, 74:6, 75:4, 75:10, 212:6</p> <p>officers [5] - 50:10, 51:18, 65:17, 73:24, 83:14</p> <p>official [4] - 7:14, 7:17, 17:7, 201:11</p> <p>Officials [1] - 71:3</p> <p>offshore [16] - 145:4, 177:21, 180:21, 189:13, 204:1, 228:8, 228:19, 228:23, 238:16, 241:10, 242:5, 243:10, 245:18, 246:7, 252:22, 264:12</p> <p>Offshore [2] - 176:23, 177:3</p> <p>often [9] - 29:20, 49:2, 49:5, 63:3, 100:5, 220:18, 220:20, 237:22, 260:3</p> <p>oftentimes [1] - 105:18</p> <p>oh.. [1] - 116:24</p> <p>Oil [1] - 176:23</p> <p>oil [36] - 177:2, 177:8, 177:11, 177:18, 183:16, 184:2, 186:21, 186:23, 187:18, 187:22,</p>	<p>188:18, 202:14, 203:12, 204:2, 210:13, 210:16, 211:2, 222:7, 222:12, 228:23, 239:4, 239:7, 239:16, 244:22, 246:6, 258:19, 262:11, 263:9, 263:10, 263:16, 263:17, 263:24, 264:11, 264:17</p> <p>old [1] - 259:6</p> <p>olds [1] - 104:16</p> <p>ON [5] - 5:21, 167:17, 169:4, 270:7, 270:14</p> <p>on-demand [2] - 115:14, 124:2</p> <p>on-site [1] - 109:5</p> <p>onboard [11] - 22:7, 122:15, 123:18, 124:11, 125:15, 127:12, 136:1, 137:4, 137:12, 194:24, 200:11</p> <p>once [12] - 5:13, 80:22, 80:23, 85:5, 85:8, 109:16, 128:23, 129:8, 129:10, 231:21, 246:6, 264:4</p> <p>one's [1] - 90:20</p> <p>one-hour [1] - 178:12</p> <p>one-off [2] - 29:8, 142:3</p> <p>one-third [1] - 13:16</p> <p>ones [4] - 28:6, 123:18, 166:6, 185:11</p> <p>ongoing [5] - 54:12, 90:3, 151:20, 160:5, 187:23</p> <p>online [4] - 66:24, 207:1, 254:14, 255:4</p> <p>open [13] - 1:5, 40:3, 81:19, 82:14, 85:7, 118:4, 131:11, 171:9, 174:2, 190:16, 250:3, 250:22, 262:20</p> <p>Opening [1] - 24:17</p> <p>openly [2] - 40:7, 87:1</p> <p>operate [18] - 22:2, 120:19, 123:17, 125:13, 126:9, 133:1, 137:14, 138:21, 139:10, 143:22, 144:2, 145:12, 156:10, 162:18, 164:10,</p>	<p>164:14, 203:12, 247:21</p> <p>operated [6] - 125:22, 132:24, 148:12, 154:11, 183:2, 221:8</p> <p>operates [1] - 89:1</p> <p>operating [11] - 121:14, 124:17, 141:1, 145:16, 147:7, 151:24, 205:12, 225:23, 226:1, 227:6, 238:10</p> <p>Operating [2] - 24:3, 270:2</p> <p>operating .. [1] - 153:8</p> <p>operation [34] - 45:23, 63:5, 81:21, 116:3, 117:20, 119:23, 119:24, 123:3, 127:1, 127:6, 127:16, 128:2, 129:20, 130:23, 131:6, 132:4, 141:10, 141:13, 143:20, 146:24, 147:13, 155:19, 157:9, 157:13, 161:20, 162:16, 170:17, 178:24, 213:23, 215:6, 215:17, 216:19, 220:20, 241:15</p> <p>operational [15] - 42:20, 51:4, 51:5, 84:19, 100:20, 118:22, 121:7, 122:24, 124:12, 125:6, 139:2, 159:5, 197:14, 198:13, 200:21</p> <p>operationalize [1] - 123:11</p> <p>operationalizing [1] - 153:18</p> <p>operationally [2] - 159:23, 162:1</p> <p>operations [23] - 49:21, 88:6, 114:23, 116:1, 117:10, 117:11, 119:1, 120:9, 122:5, 122:12, 123:13, 130:10, 133:13, 133:14, 135:14, 141:15, 143:4, 143:7, 143:13, 145:9, 194:10, 215:18, 239:19</p> <p>operator [6] - 138:3, 158:3, 160:23,</p>	<p>177:11, 191:5, 265:7</p> <p>operator 's [1] - 161:21</p> <p>operators [5] - 123:19, 138:9, 177:21, 198:16, 229:17</p> <p>opinion [5] - 38:7, 75:6, 87:15, 260:6, 266:9</p> <p>opportunity [15] - 35:14, 53:17, 72:2, 93:19, 111:20, 111:23, 130:7, 130:13, 160:18, 162:6, 172:12, 174:24, 231:18, 252:1, 252:9</p> <p>opposed [3] - 66:21, 221:23, 265:8</p> <p>Ops [3] - 211:14, 250:6, 252:19</p> <p>optimal [1] - 155:19</p> <p>optimism [1] - 264:17</p> <p>optimize [1] - 156:10</p> <p>optimized [1] - 156:18</p> <p>option [1] - 250:4</p> <p>optionalities [1] - 140:5</p> <p>options [6] - 30:21, 99:17, 200:6, 214:20, 252:16, 254:3</p> <p>orange [2] - 32:16, 32:24</p> <p>Order [2] - 25:6, 25:13</p> <p>order [8] - 31:6, 31:12, 95:17, 152:8, 162:5, 185:18, 195:9, 242:5</p> <p>ordered [1] - 261:23</p> <p>organization [11] - 17:10, 24:9, 42:15, 44:5, 70:16, 89:7, 102:10, 102:12, 117:17, 147:19, 224:9</p> <p>organizationally [1] - 163:8</p> <p>organizations [2] - 16:18, 91:8</p> <p>organized [2] - 46:2, 174:10</p> <p>organizing [1] - 233:3</p> <p>original [1] - 161:23</p> <p>originally [1] - 32:11</p> <p>otherwise [4] - 91:3, 180:21, 188:17, 209:18</p> <p>Otherwise [1] - 48:17</p> <p>Ottawa [1] - 201:7</p> <p>Otter [6] - 120:11,</p>	<p>120:16, 120:17, 138:18, 139:6, 139:18</p> <p>Otters [2] - 140:7, 162:15</p> <p>otters [1] - 133:1</p> <p>ourselves [9] - 40:2, 45:22, 60:21, 70:12, 74:18, 116:4, 117:17, 123:13, 126:12</p> <p>outcome [8] - 39:6, 39:7, 40:19, 85:19, 93:16, 94:6, 94:15, 95:9</p> <p>outcomes [1] - 100:11</p> <p>opposed [1] - 175:23</p> <p>outline [1] - 110:19</p> <p>outreach [1] - 58:17</p> <p>outside [8] - 10:5, 57:6, 75:12, 170:15, 190:17, 247:23, 247:24, 259:24</p> <p>overall [1] - 43:21</p> <p>overcloud [1] - 181:16</p> <p>overhead [1] - 203:1</p> <p>overland [5] - 122:15, 122:22, 127:19, 127:20, 128:2</p> <p>overlap [1] - 125:16</p> <p>overlooked [1] - 50:22</p> <p>overly [1] - 37:17</p> <p>overnight [1] - 128:10</p> <p>overwhelmed [1] - 115:18</p> <p>own [11] - 27:11, 57:8, 62:8, 82:20, 83:2, 115:5, 126:1, 173:10, 177:13, 217:5, 217:9</p> <p>owned [1] - 149:12</p> <p>owns [1] - 149:14</p> <hr/> <p style="text-align: center;">P</p> <hr/> <p>P-192 [3] - 5:17, 5:19, 5:21</p> <p>P-193 [2] - 167:13, 167:17</p> <p>P-194 [2] - 169:1, 169:4</p> <p>P-195 [2] - 270:4, 270:7</p> <p>P-196 [1] - 270:14</p> <p>pace [1] - 152:4</p> <p>package [1] - 140:12</p> <p>pacts [1] - 170:16</p> <p>page [1] - 52:22</p> <p>pages [3] - 50:4,</p>
--	---	---	---	--

<p>270:3, 270:12 paid [3] - 80:11, 103:12, 203:14 pains [1] - 117:20 PAL [25] - 111:14, 111:16, 114:13, 114:18, 114:21, 115:24, 118:11, 119:16, 121:17, 128:23, 131:11, 134:8, 140:20, 141:14, 141:18, 144:19, 149:4, 149:12, 153:6, 163:1, 163:4, 163:19, 164:18, 166:5 pan [1] - 193:24 Pandemic [1] - 117:22 papers [1] - 257:12 parallel [3] - 18:13, 18:23, 230:24 parallels [1] - 233:8 parameters [2] - 6:22, 260:20 pardon [2] - 5:7, 270:19 parent [1] - 207:3 parents [1] - 34:8 part [34] - 8:24, 36:18, 50:24, 57:24, 59:18, 63:20, 66:23, 68:20, 68:24, 73:14, 77:14, 101:12, 103:10, 104:8, 110:16, 118:20, 120:15, 142:8, 143:20, 143:21, 144:20, 173:12, 177:1, 190:22, 194:7, 195:11, 200:15, 201:18, 201:19, 202:21, 237:14, 240:7, 260:10, 263:21 participate [5] - 123:10, 128:1, 141:9, 141:19, 142:4 participated [1] - 122:22 particular [26] - 6:12, 26:15, 37:11, 40:4, 44:9, 45:20, 66:1, 75:1, 75:16, 81:19, 85:21, 100:23, 113:14, 126:8, 141:19, 143:10, 144:19, 147:19, 148:9, 158:12, 165:10, 165:14,</p>	<p>165:24, 176:6, 238:23, 242:24 particularly [12] - 28:7, 30:2, 45:4, 58:23, 83:8, 86:22, 94:20, 102:9, 113:22, 136:12, 146:23, 166:23 parties [4] - 36:13, 111:21, 129:17, 254:17 partner [1] - 118:5 partners [2] - 117:18, 130:20 partnership [12] - 44:4, 116:3, 132:23, 138:23, 141:4, 146:14, 146:19, 148:12, 154:12, 154:15, 203:6, 206:21 Partnership [1] - 116:6 partnerships [3] - 153:15, 201:23, 229:10 parts [1] - 120:16 pass [1] - 270:17 passed [2] - 61:24, 70:2 passenger [4] - 116:6, 116:7, 226:16, 227:3 passengers [2] - 119:10, 187:23 passing [1] - 252:9 past [5] - 24:8, 25:22, 201:2, 251:3, 252:15 path [2] - 136:19, 142:16 pathologize [1] - 32:16 patient [4] - 12:24, 13:2, 194:23, 215:19 patients [1] - 199:9 pattern [3] - 126:16, 147:8, 152:13 patterns [3] - 152:14, 239:21, 248:18 Paul [1] - 198:23 pause [1] - 194:10 pay [3] - 27:10, 198:23, 248:15 PDF [1] - 5:4 Pearl [1] - 197:5 peer [6] - 30:15, 52:2, 101:23, 102:7, 102:16, 103:1 peers [1] - 32:5 Peninsula [2] -</p>	<p>113:23, 237:19 People [1] - 8:10 people [61] - 14:23, 16:9, 29:4, 29:24, 31:22, 32:7, 34:11, 35:15, 46:11, 52:15, 56:17, 56:20, 57:3, 58:18, 63:23, 64:6, 64:20, 67:5, 74:10, 75:24, 80:11, 81:24, 82:19, 83:4, 83:13, 83:21, 86:6, 94:21, 95:14, 97:12, 99:14, 99:23, 100:6, 104:10, 104:20, 104:24, 107:1, 107:20, 110:16, 137:5, 148:1, 152:24, 161:1, 166:8, 166:13, 169:22, 171:6, 172:2, 172:7, 193:18, 201:7, 201:17, 204:12, 204:20, 205:2, 206:12, 214:14, 217:9, 229:4, 239:21, 246:19 people's [1] - 29:19 per [1] - 33:13 perceived [1] - 34:11 percent [15] - 7:10, 10:4, 29:3, 64:5, 64:9, 64:10, 64:12, 64:13, 157:6, 179:5, 180:18, 180:19, 221:22, 221:23, 267:20 percentage [1] - 66:10 Perfect [1] - 117:6 perfect [1] - 244:22 perfectly [1] - 135:4 perform [2] - 188:12, 259:16 performance [3] - 203:9, 203:15, 206:2 performance-based [2] - 203:9, 203:15 Perhaps [2] - 38:18, 63:6 perhaps [35] - 1:23, 5:7, 5:24, 7:21, 11:4, 23:3, 39:2, 47:4, 64:23, 66:13, 79:19, 81:23, 88:20, 89:16, 89:21, 94:3, 94:12, 101:4, 103:6, 111:2, 111:23, 112:4, 112:7, 114:3, 114:7, 150:16, 150:18,</p>	<p>167:1, 168:5, 168:20, 183:6, 185:1, 217:16, 256:11, 269:6 period [12] - 8:4, 8:5, 8:13, 8:14, 8:15, 10:18, 13:16, 51:4, 51:5, 71:4, 86:13 periods [1] - 228:23 periphery [1] - 113:23 permanent [1] - 139:22 permanently [3] - 139:24, 236:21, 259:11 permission [1] - 222:22 Person [1] - 107:9 person [23] - 16:4, 28:12, 32:2, 35:18, 35:21, 36:4, 36:6, 39:8, 39:21, 47:22, 48:19, 49:5, 50:13, 67:3, 67:4, 93:10, 94:4, 98:17, 104:9, 193:16, 194:4, 233:2, 239:23 personal [2] - 40:10, 85:18 personally [4] - 59:6, 59:13, 63:20, 164:20 personnel [4] - 50:11, 58:2, 194:2, 216:20 Personnel [1] - 270:11 persons [2] - 27:24, 134:21 Persons [1] - 105:19 perspective [19] - 49:19, 54:17, 82:11, 122:6, 131:5, 133:4, 133:11, 133:12, 140:2, 147:1, 156:3, 160:2, 161:12, 161:19, 163:1, 184:11, 252:1, 260:22, 263:8 Peter [3] - 110:9, 198:23, 208:15 Petroleum [2] - 177:3, 264:13 Phase [1] - 115:12 phenomenally [1] - 151:10 photo [1] - 5:1 photocopied [1] - 270:18 photocopy [1] - 270:3 photograph [2] - 5:3, 184:13</p>	<p>phrase [2] - 160:18, 251:24 phrasing [1] - 162:7 physical [4] - 3:2, 34:14, 37:13, 100:9 physically [1] - 27:14 pick [1] - 174:11 picked [3] - 22:1, 129:17, 248:9 picker [1] - 237:20 picking [2] - 138:2, 239:21 pickups [1] - 250:14 picture [13] - 41:16, 73:15, 173:23, 174:14, 182:22, 183:19, 190:21, 191:16, 192:12, 194:6, 199:6, 199:22, 212:12 pictures [3] - 146:24, 185:11, 193:10 pie [1] - 201:20 piece [2] - 36:2, 190:21 pieces [3] - 68:21, 90:2, 196:1 pillars [1] - 82:9 pilot [9] - 136:20, 146:5, 157:12, 172:5, 172:15, 175:19, 204:18, 221:10, 236:16 pilots [7] - 121:1, 123:17, 178:18, 191:4, 198:3, 243:17, 247:23 pinpoint [2] - 141:8, 236:15 place [15] - 28:13, 33:6, 37:9, 38:9, 46:14, 47:6, 48:13, 71:6, 102:6, 128:2, 132:7, 147:4, 210:2, 259:15, 263:18 placed [2] - 38:6, 74:4 Placencia [4] - 208:22, 253:4, 253:8, 253:15 places [1] - 267:21 plainly [1] - 144:18 plan [5] - 49:24, 162:11, 207:10, 232:19, 242:8 plane [1] - 175:18 planes [3] - 20:9, 150:14, 150:18 planning [2] - 126:17, 152:15 plans [2] - 160:24,</p>
---	---	--	--	---

<p>261:24 platform [2] - 125:21, 261:16 platforms [1] - 238:16 played [1] - 113:22 plays [1] - 240:8 pleasure [2] - 170:9, 171:9 plenty [1] - 86:6 pocket [1] - 235:5 poignantly [1] - 36:11 point [26] - 14:21, 18:1, 30:4, 36:9, 45:22, 52:17, 61:5, 74:13, 87:12, 126:4, 130:7, 131:9, 151:20, 159:8, 161:23, 172:23, 173:1, 181:4, 192:12, 199:24, 203:5, 204:15, 248:15, 252:19, 260:15 point-blank [1] - 61:5 points [1] - 241:5 Police [1] - 50:10 police [33] - 28:20, 32:19, 32:20, 41:2, 41:6, 41:9, 41:17, 43:1, 44:9, 44:14, 44:24, 47:20, 48:1, 49:2, 49:5, 50:1, 64:24, 65:17, 66:8, 72:5, 72:7, 73:12, 73:24, 74:6, 75:4, 75:10, 75:11, 75:15, 78:19, 79:9, 83:13, 87:21, 250:8 police 's [1] - 81:16 policemen [1] - 268:1 policies [8] - 38:5, 42:18, 44:3, 47:13, 58:5, 58:7, 70:5, 72:14 policing [1] - 131:10 policy [11] - 15:10, 15:13, 15:16, 16:21, 36:20, 58:3, 58:10, 60:15, 60:17, 61:2, 71:8 polite [1] - 131:16 politicians [2] - 62:14, 268:22 pontoons [1] - 120:17 poor [1] - 26:7 population [1] - 200:11 posed [1] - 47:21 position [5] - 19:2,</p>	<p>44:21, 46:15, 87:14, 95:20 positioned [1] - 251:8 positions [1] - 52:5 positive [6] - 85:19, 94:15, 95:9, 100:12, 133:16, 141:14 positively [2] - 95:24, 97:4 possibility [4] - 23:2, 266:7, 266:15, 266:17 possible [9] - 3:10, 7:9, 33:6, 43:23, 176:3, 193:1, 248:21, 254:3, 270:19 possibly [3] - 8:16, 37:8, 146:2 Post [1] - 98:13 post [4] - 86:1, 109:19, 187:24, 225:24 post-care [1] - 86:1 post-COVID [1] - 225:24 post-trauma [1] - 109:19 Post-Traumatic [1] - 98:13 potential [7] - 174:5, 224:17, 225:14, 239:12, 263:18, 263:24, 264:10 potentially [4] - 39:8, 48:19, 106:6, 197:12 power [1] - 268:22 PowerPointed [1] - 172:23 practical [2] - 110:14, 178:20 practice [7] - 15:12, 19:3, 19:4, 44:7, 186:12, 230:4, 259:15 practices [1] - 50:16 practicing [1] - 122:5 pre [3] - 8:6, 225:23, 251:8 pre-COVID [2] - 8:6, 225:23 pre-positioned [1] - 251:8 precious [1] - 189:17 precise [1] - 126:21 precisely [1] - 6:9 predecessors [1] - 61:3 predominantly [1] -</p>	<p>124:17 preempt [1] - 133:23 preferable [1] - 194:22 preparation [1] - 93:9 prepare [1] - 14:24 prepared [4] - 121:17, 129:16, 133:20, 182:1 prescriptive [1] - 258:20 present [5] - 46:20, 68:9, 182:9, 239:24, 263:16 presentation [18] - 49:14, 63:17, 72:22, 82:9, 114:9, 127:24, 133:19, 135:10, 154:1, 168:22, 170:6, 191:13, 223:19, 228:3, 260:15, 260:16, 261:14, 269:16 presentations [2] - 29:9, 248:11 presented [1] - 49:16 presently [3] - 46:16, 77:11, 233:10 preserve [1] - 152:8 president [1] - 166:19 President [2] - 24:8, 114:12 presiding [1] - 1:5 press [1] - 149:2 pressure [1] - 202:18 presume [1] - 94:6 presuming [1] - 230:4 pretty [12] - 36:2, 61:21, 82:4, 82:11, 112:10, 120:4, 179:23, 198:11, 200:14, 213:15, 246:11, 246:21 prevent [1] - 37:8 prevented [2] - 37:12, 37:13 prevention [1] - 109:22 previous [3] - 6:8, 169:19, 208:8 previously [3] - 75:9, 214:21, 253:17 primarily [4] - 10:3, 21:20, 226:12, 251:2 primary [19] - 10:23, 11:1, 21:6, 21:10, 21:23, 22:10, 171:12, 180:15, 210:12, 226:15, 227:24, 238:14,</p>	<p>238:23, 241:9, 242:5, 243:1, 247:3, 247:20, 262:9 private [5] - 143:6, 159:16, 162:22, 163:24, 194:3 privilege [2] - 26:16, 27:4 proactive [1] - 101:5 probability [2] - 135:16, 210:11 problem [14] - 35:19, 47:21, 71:16, 74:15, 97:14, 100:5, 100:24, 105:5, 107:2, 107:24, 128:11, 222:22, 249:4, 255:19 problematic [2] - 104:3, 106:17 problems [9] - 27:18, 29:4, 30:18, 31:7, 85:8, 94:23, 95:13, 95:17, 97:19 procedure [1] - 258:13 procedures [5] - 196:8, 232:9, 232:22, 232:24, 259:15 proceed [1] - 217:22 process [12] - 18:23, 45:21, 51:11, 53:19, 59:19, 60:6, 68:20, 104:8, 171:14, 214:8, 222:5, 252:20 processes [3] - 28:13, 36:20, 39:17 product [1] - 151:8 professional [1] - 102:5 professionals [3] - 64:17, 157:17, 158:9 profile [2] - 138:13, 201:2 profit [1] - 163:20 Program [6] - 55:9, 101:12, 115:12, 123:23, 124:8, 125:14 program [11] - 56:5, 63:14, 64:3, 69:2, 77:24, 78:10, 141:13, 142:9, 244:21, 262:6, 262:16 programatic [1] - 143:12 programs [11] - 31:1, 31:4, 33:6, 37:23,</p>	<p>66:10, 68:1, 68:4, 78:9, 122:10, 123:16 Programs [1] - 103:10 progress [1] - 26:10 progressive [2] - 131:12, 159:15 Project [1] - 102:21 project [2] - 24:14, 55:18 projects [1] - 166:5 prominent [1] - 141:14 prone [1] - 7:3 pronouncing [1] - 113:16 propagate [1] - 123:12 proper [1] - 269:10 properly [4] - 102:16, 187:18, 242:2, 260:21 proportion [1] - 196:6 Proposal [1] - 218:7 proposal [3] - 201:11, 205:18, 218:8 proprietary [1] - 141:24 protocol [10] - 18:15, 124:12, 127:5, 210:24, 229:16, 230:9, 230:12, 230:14, 254:13, 255:2 protocols [3] - 41:1, 231:11, 232:8 protracted [1] - 139:19 proud [2] - 82:5, 257:8 proven [3] - 124:2, 206:17, 206:18 provide [27] - 43:2, 43:22, 57:6, 74:5, 85:9, 116:6, 129:11, 142:2, 143:7, 157:24, 159:22, 177:17, 216:21, 216:23, 232:11, 241:14, 244:4, 245:18, 245:19, 248:7, 252:12, 252:23, 258:21, 264:14, 265:2, 268:5, 269:4 provided [15] - 2:18, 15:4, 30:17, 44:13, 47:3, 53:14, 57:3, 65:22, 82:21, 93:6, 96:16, 99:17, 183:15, 237:23, 269:24</p>
---	---	---	---	--

<p>provider [10] - 115:21, 118:1, 124:7, 125:18, 126:1, 126:13, 149:15, 158:6, 159:16, 234:7</p> <p>providers [2] - 126:2, 126:21</p> <p>provides [2] - 204:1, 247:19</p> <p>providing [10] - 30:10, 43:5, 45:1, 75:5, 142:19, 144:1, 210:12, 228:19, 240:2, 265:7</p> <p>Province [9] - 52:7, 87:9, 208:16, 208:19, 218:1, 233:11, 234:22, 241:14</p> <p>province [50] - 9:17, 9:21, 12:21, 13:4, 13:17, 41:8, 44:5, 48:2, 64:10, 64:13, 70:12, 70:23, 71:10, 71:13, 72:8, 76:23, 79:9, 116:1, 116:22, 117:11, 118:23, 124:19, 130:17, 131:19, 142:19, 142:22, 144:20, 145:1, 145:3, 159:17, 167:2, 187:4, 198:16, 200:1, 200:15, 207:8, 207:20, 209:19, 214:13, 230:10, 230:14, 231:13, 232:3, 238:11, 239:13, 246:3, 246:5, 250:20, 251:9, 269:3</p> <p>province 's [2] - 132:8, 200:11</p> <p>Provincial [6] - 111:9, 111:17, 113:20, 114:21, 154:9, 163:19</p> <p>provincial [21] - 43:12, 69:22, 77:15, 131:10, 160:20, 173:17, 187:13, 202:5, 203:4, 213:14, 215:9, 218:24, 219:10, 219:12, 219:18, 220:8, 221:8, 240:1, 240:16, 245:19, 251:7</p> <p>Provincially [1] - 81:8</p> <p>provision [2] - 177:12,</p>	<p>226:16</p> <p>Provision) [1] - 115:3</p> <p>psychiatric [1] - 23:19</p> <p>psychiatrist [2] - 91:21, 101:10</p> <p>Psychological [2] - 24:19, 33:13</p> <p>psychological [2] - 28:1, 37:13</p> <p>psychologist [1] - 101:10</p> <p>psychosis [1] - 36:5</p> <p>psychotic [6] - 31:24, 36:3, 36:4, 36:6, 106:5, 107:14</p> <p>PTSD [6] - 35:3, 84:18, 98:12, 98:24, 99:23, 100:19</p> <p>public [5] - 88:22, 98:7, 98:8, 169:24, 254:14</p> <p>Public [2] - 71:2, 114:13</p> <p>public /private [2] - 201:22, 229:10</p> <p>publicly [2] - 40:7, 82:1</p> <p>pulling [1] - 97:10</p> <p>purchased [1] - 238:22</p> <p>purple [1] - 190:21</p> <p>purpose [3] - 140:12, 238:11, 259:2</p> <p>purposed [2] - 122:15, 123:3</p> <p>purposes [5] - 2:19, 42:2, 158:18, 251:12, 267:3</p> <p>purse [1] - 268:22</p> <p>purview [1] - 36:19</p> <p>push [2] - 126:15, 152:13</p> <p>pushed [2] - 152:14, 152:15</p> <p>putting [3] - 14:20, 53:4, 239:21</p>	<p>245:22</p> <p>Quebec [2] - 9:7, 10:13</p> <p>query [1] - 19:14</p> <p>questioning [1] - 2:7</p> <p>questions [49] - 1:19, 1:24, 6:9, 14:13, 14:22, 15:2, 17:17, 19:23, 22:17, 22:21, 23:3, 38:12, 38:15, 47:15, 79:3, 87:5, 92:16, 92:19, 92:22, 92:23, 108:4, 108:6, 133:21, 134:5, 134:12, 134:16, 134:21, 140:18, 144:6, 152:24, 154:4, 160:14, 163:14, 163:16, 167:6, 169:21, 170:2, 172:21, 208:5, 208:10, 223:12, 223:16, 227:11, 235:8, 237:5, 237:7, 254:9, 261:10, 261:15</p> <p>quick [3] - 126:9, 132:2, 199:19</p> <p>quickest [2] - 119:22, 264:6</p> <p>quickly [12] - 33:6, 120:1, 131:19, 132:20, 133:5, 137:22, 142:14, 157:24, 162:10, 163:5, 172:24, 239:5</p> <p>quickness [1] - 267:19</p> <p>quipped [1] - 158:13</p> <p>quite [21] - 25:21, 34:15, 35:8, 36:11, 36:14, 40:3, 40:5, 40:6, 40:12, 82:4, 96:24, 99:5, 111:7, 142:13, 157:24, 175:22, 177:8, 233:24, 234:2, 244:2, 246:16</p>	<p>raised [1] - 87:10</p> <p>RALPH [60] - 3:6, 3:18, 19:16, 38:21, 39:1, 40:21, 42:1, 42:9, 44:6, 45:6, 62:23, 64:4, 64:14, 65:4, 66:12, 67:8, 87:13, 90:4, 153:2, 153:9, 153:21, 208:14, 209:3, 209:13, 209:17, 209:24, 210:19, 212:8, 212:20, 213:22, 214:10, 214:16, 215:3, 216:1, 216:7, 216:11, 216:17, 217:1, 217:14, 218:4, 218:13, 218:18, 218:23, 219:4, 219:8, 219:20, 220:3, 220:10, 220:17, 221:1, 222:3, 222:17, 223:1, 223:6, 223:11, 224:22, 253:7, 256:1, 256:6, 270:20</p> <p>Ralph [8] - 38:18, 38:20, 87:8, 110:9, 208:13, 208:15, 253:1, 255:24</p> <p>ramp [3] - 185:19, 186:9, 199:15</p> <p>ran [1] - 262:16</p> <p>range [9] - 22:13, 120:12, 139:3, 143:9, 150:24, 190:24, 192:9, 199:19, 224:10</p> <p>ranging [1] - 40:10</p> <p>rapidly [3] - 180:19, 184:24, 186:13</p> <p>rappelling [1] - 240:18</p> <p>rare [1] - 10:12</p> <p>rate [4] - 164:22, 165:2, 165:8, 212:7</p> <p>rated [1] - 182:6</p> <p>rates [1] - 210:4</p> <p>rather [5] - 31:23, 99:7, 128:7, 181:22, 194:24</p> <p>rays [1] - 125:22</p> <p>RCAF [1] - 124:7</p> <p>RCMP [21] - 18:14, 44:9, 46:16, 51:17, 52:8, 58:6, 59:6, 59:16, 60:15, 61:12, 71:8, 71:11, 76:20, 77:13, 89:23, 90:14,</p>	<p>146:6, 214:4, 223:23, 232:7, 253:4</p> <p>reach [6] - 18:16, 83:15, 130:23, 200:1, 200:10, 250:23</p> <p>reached [2] - 147:21, 148:3</p> <p>reaches [1] - 71:18</p> <p>reaching [1] - 57:1</p> <p>reaction [1] - 29:20</p> <p>reactions [1] - 100:1</p> <p>read [1] - 169:10</p> <p>readily [1] - 102:16</p> <p>Readiness [2] - 32:13, 85:11</p> <p>readiness [4] - 179:6, 242:17, 242:19, 242:21</p> <p>reading [1] - 7:22</p> <p>reads [1] - 257:13</p> <p>ready [9] - 3:3, 4:17, 172:8, 178:14, 203:13, 228:7, 232:2, 242:13, 243:20</p> <p>real [4] - 37:19, 53:6, 127:4, 147:3</p> <p>real-time [1] - 127:4</p> <p>realistic [1] - 47:23</p> <p>realistically [1] - 263:8</p> <p>reality [1] - 198:11</p> <p>realize [3] - 36:18, 46:1, 245:22</p> <p>realized [2] - 35:6, 54:2</p> <p>realizing [1] - 89:5</p> <p>really [71] - 9:18, 13:20, 16:7, 19:2, 29:12, 34:2, 35:6, 37:22, 37:23, 46:1, 46:8, 47:21, 53:10, 59:7, 59:22, 60:5, 61:23, 62:22, 65:18, 66:11, 67:15, 69:1, 69:9, 72:22, 75:22, 79:4, 83:11, 83:24, 95:14, 100:23, 102:24, 104:20, 111:20, 115:20, 116:3, 116:7, 117:11, 117:17, 118:9, 119:21, 121:10, 129:21, 132:24, 135:2, 135:10, 141:14, 142:7, 142:11, 145:11, 148:23, 150:23, 151:1,</p>
	<p>Q</p>	<p>R</p>		
	<p>Q-400 [2] - 138:16, 138:24</p> <p>Q-400s [1] - 138:23</p> <p>Q400 [2] - 118:15, 120:10</p> <p>qualified [5] - 15:22, 127:19, 204:20, 206:12, 243:5</p> <p>qualifier [1] - 134:2</p> <p>quality [2] - 245:21,</p>	<p>rabbit [1] - 156:22</p> <p>radar [1] - 125:22</p> <p>radars [3] - 125:21, 137:12, 137:13</p> <p>radio [2] - 34:19, 184:21</p> <p>rain [2] - 181:8</p> <p>raise [2] - 69:10, 201:2</p>		

<p>151:9, 154:2, 159:13, 161:20, 162:10, 163:5, 170:21, 194:17, 195:4, 199:24, 207:11, 211:7, 221:18, 232:16, 233:20, 240:10, 248:22, 261:2 reason [8] - 28:13, 42:4, 96:9, 123:5, 174:4, 177:1, 251:18, 251:23 reasonably [2] - 162:3, 178:20 reasons [1] - 54:10 reassurance [1] - 29:19 recall [12] - 1:18, 9:5, 45:20, 96:11, 99:4, 101:11, 111:11, 185:7, 208:24, 209:2, 209:10, 209:12 receive [2] - 23:17, 161:6 received [4] - 25:2, 25:3, 45:12, 126:14 recent [6] - 25:6, 55:3, 117:22, 118:12, 156:17, 182:4 Recently [1] - 109:2 recently [4] - 126:13, 137:18, 152:19, 252:14 Recess [2] - 4:10, 112:17 recess [1] - 168:15 recipient [1] - 25:6 recognizable [2] - 104:12, 236:20 recognized [3] - 54:1, 123:7, 235:1 recognizing [1] - 99:1 recommendation [9] - 55:20, 70:17, 79:7, 79:13, 131:16, 132:12, 229:15, 255:3 recommendations [3] - 69:21, 70:1, 70:19 recommended [2] - 50:16, 51:2 recommending [1] - 110:7 reconfigure [1] - 178:13 Reconnaissance [1] - 115:3</p>	<p>record [5] - 2:20, 119:8, 122:4, 194:1, 261:8 recover [2] - 15:11, 15:14 recovery [1] - 189:7 red [3] - 32:16, 33:1, 199:20 reducing [2] - 57:13, 83:20 reductive [1] - 107:24 reference [1] - 55:9 referenced [1] - 229:10 referencing [1] - 109:1 referred [5] - 35:16, 103:9, 105:16, 234:19, 241:7 referring [3] - 76:10, 166:23, 254:20 reflect [1] - 206:7 reflecting [1] - 118:12 reflection [1] - 23:2 refuelling [1] - 186:14 regard [8] - 29:14, 36:9, 74:22, 75:14, 86:20, 98:24, 126:8, 247:9 regardless [2] - 40:19, 48:15 region [10] - 9:4, 9:6, 9:9, 9:22, 10:1, 14:5, 140:21, 141:2, 202:13, 224:13 regionality [1] - 119:22 regions [2] - 11:19, 183:7 registered [1] - 23:13 regular [10] - 67:7, 77:15, 115:11, 121:11, 131:3, 131:9, 142:7, 143:14, 231:23, 267:16 regularly [5] - 59:7, 179:5, 195:16, 196:22, 259:16 regulations [1] - 161:12 regulatory [1] - 196:14 reimbursed [2] - 164:17, 165:18 relate [1] - 57:9 related [6] - 18:3, 29:4, 54:4, 54:22, 55:16, 142:19 relation [1] - 42:18 relations [2] - 27:2,</p>	<p>36:10 relationship [11] - 130:19, 142:18, 142:22, 143:17, 146:3, 208:19, 231:4, 239:24, 240:6, 241:8, 250:3 relationships [1] - 142:1 relatively [1] - 148:11 relatives [1] - 50:5 release [2] - 149:2, 252:21 released [2] - 86:6, 86:10 relevance [3] - 160:11, 254:16, 255:5 relevant [2] - 30:2, 114:4 relies [1] - 232:23 relieving [1] - 202:18 reliving [2] - 29:24, 99:14 relocation [1] - 68:8 remainder [1] - 100:7 remains [1] - 26:7 remarkable [2] - 148:16, 151:15 remarks [1] - 134:11 remember [5] - 91:15, 174:14, 175:17, 204:18, 204:21 remembering [1] - 246:13 reminder [1] - 259:21 remiss [1] - 116:2 remotely [2] - 56:10, 232:24 removed [1] - 129:15 repeat [1] - 190:9 repetitive [3] - 20:4, 21:3, 154:5 replacing [1] - 206:9 reply [1] - 16:21 Report [2] - 174:21, 201:13 report [8] - 6:20, 6:22, 6:23, 65:15, 89:10, 175:3, 178:16, 234:24 represent [2] - 10:11, 140:16 representatives [1] - 111:6 represented [1] - 70:21 representing [1] - 227:17 request [7] - 14:10,</p>	<p>18:3, 18:9, 18:20, 240:12, 241:14, 250:7 requested [4] - 2:13, 221:22, 222:7, 250:9 requesting [2] - 251:20, 252:12 require [5] - 100:6, 101:9, 105:22, 222:14, 263:18 required [8] - 53:20, 142:2, 149:12, 173:11, 175:15, 235:18, 258:20, 264:14 requirement [3] - 177:4, 210:6, 221:17 requirements [2] - 207:7, 207:9 requires [2] - 84:22, 195:11 Rescue [18] - 9:4, 9:5, 12:11, 12:15, 12:17, 52:21, 71:3, 71:13, 73:6, 124:8, 166:21, 174:21, 187:3, 187:12, 231:24, 251:19, 257:4, 270:1 rescue [110] - 6:12, 10:24, 11:2, 17:5, 21:10, 21:12, 21:22, 21:24, 35:10, 42:19, 45:11, 47:9, 49:20, 50:7, 50:11, 57:20, 58:6, 71:18, 78:22, 81:21, 104:8, 105:3, 111:8, 114:4, 119:10, 119:23, 122:5, 125:3, 128:16, 133:13, 135:14, 136:2, 140:21, 143:10, 143:13, 143:21, 143:22, 144:2, 146:15, 147:3, 147:15, 155:18, 166:4, 169:23, 171:2, 171:4, 172:5, 173:9, 173:11, 175:15, 178:14, 179:17, 182:11, 182:24, 183:2, 183:24, 184:1, 184:7, 184:14, 186:6, 189:14, 191:6, 196:16, 198:15, 201:3, 202:3, 202:5, 203:3, 203:5, 204:12, 204:16, 205:3,</p>	<p>206:10, 208:21, 209:21, 210:18, 215:6, 217:5, 217:15, 220:20, 222:14, 222:15, 223:5, 226:11, 227:7, 228:1, 237:11, 237:12, 237:15, 237:22, 239:19, 240:3, 241:15, 244:21, 244:23, 246:3, 246:20, 247:13, 247:23, 250:20, 252:22, 258:6, 258:21, 259:22, 262:11, 264:14, 265:2, 265:8, 267:3, 268:2 rescuer [1] - 75:5 rescuers [1] - 57:9 research [3] - 24:13, 49:16, 175:1 resilience [1] - 26:19 resolves [1] - 97:4 resort [2] - 17:1, 17:12 resource [6] - 27:19, 63:10, 118:20, 148:14, 238:21, 266:11 resources [13] - 16:23, 20:7, 56:2, 131:23, 142:20, 164:13, 198:19, 206:13, 218:17, 229:19, 230:15, 268:20, 269:6 respect [11] - 56:20, 58:5, 58:10, 84:5, 119:8, 120:13, 122:4, 127:21, 142:19, 156:19, 260:19 respected [1] - 102:12 respectful [1] - 106:13 respectfully [2] - 35:12, 50:21 respective [1] - 229:21 respond [13] - 10:5, 10:13, 14:9, 16:1, 17:13, 21:20, 87:8, 97:22, 187:19, 192:10, 192:17, 210:12, 241:13 responded [5] - 8:20, 9:11, 13:10, 13:15, 213:10 responder [1] - 56:19 Responders [1] - 66:6</p>
--	---	--	--	--

<p>responders [6] - 30:2, 65:8, 66:5, 66:10, 85:12, 184:4</p> <p>responds [1] - 6:11</p> <p>response [16] - 102:20, 176:22, 177:1, 177:13, 177:17, 178:8, 178:9, 178:12, 178:22, 187:8, 206:1, 229:19, 243:22, 257:14, 257:23, 258:22</p> <p>responses [5] - 11:17, 11:23, 12:7, 13:14, 14:4</p> <p>responsibilities [1] - 74:4</p> <p>responsibility [4] - 41:3, 86:12, 187:22, 241:9</p> <p>responsible [5] - 6:20, 28:19, 62:17, 202:13, 202:16</p> <p>rest [7] - 14:14, 110:19, 110:23, 112:3, 112:5, 186:4, 245:10</p> <p>restraints [1] - 266:2</p> <p>restrictions [3] - 211:16, 234:1, 234:3</p> <p>result [5] - 40:6, 65:11, 88:5, 88:6, 178:9</p> <p>results [2] - 135:16, 151:3</p> <p>RET'D [6] - 256:19, 257:1, 258:7, 258:15, 259:18, 260:2</p> <p>retained [2] - 164:2, 169:24</p> <p>retired [1] - 24:9</p> <p>return [5] - 6:19, 128:9, 128:10, 200:2, 200:12</p> <p>returned [1] - 197:22</p> <p>returning [2] - 128:24, 252:2</p> <p>revenue [1] - 242:1</p> <p>Reverend [2] - 71:11, 72:5</p> <p>reversed [1] - 95:5</p> <p>reviewed [1] - 36:23</p> <p>Richard [5] - 49:9, 135:9, 169:23, 170:1, 261:13</p> <p>rid [1] - 182:1</p> <p>ride [1] - 202:7</p>	<p>right-hand [1] - 199:22</p> <p>rise [5] - 1:4, 4:6, 4:13, 112:15, 112:20</p> <p>risk [2] - 105:1, 193:19</p> <p>RNC [5] - 58:6, 63:3, 63:20, 65:20, 232:7</p> <p>Road [2] - 32:13, 85:11</p> <p>road [2] - 155:5, 174:13</p> <p>robbing [1] - 198:23</p> <p>robust [4] - 139:14, 140:11, 152:1</p> <p>rock [1] - 248:1</p> <p>Roger [1] - 11:7</p> <p>role [15] - 17:5, 21:22, 24:12, 31:19, 41:3, 41:5, 48:5, 49:6, 53:18, 76:7, 88:12, 113:21, 180:15, 217:20, 262:9</p> <p>roles [3] - 46:20, 229:21, 240:8</p> <p>roll [2] - 186:18, 257:21</p> <p>rolled [2] - 132:20, 140:1</p> <p>Roméo [1] - 34:21</p> <p>room [11] - 31:11, 38:1, 98:6, 112:8, 152:24, 165:23, 169:22, 170:2, 173:8, 201:17, 208:8</p> <p>rooms [1] - 184:21</p> <p>root [1] - 37:7</p> <p>Roots [1] - 37:22</p> <p>rotary [16] - 129:11, 148:5, 148:8, 149:4, 149:5, 149:14, 149:19, 154:8, 154:12, 158:16, 159:10, 159:12, 171:2, 221:9, 234:6, 251:7</p> <p>rotary-wing [4] - 171:2, 221:9, 234:6, 251:7</p> <p>round [1] - 6:8</p> <p>roundtables [2] - 27:5, 84:24</p> <p>route [3] - 76:3, 117:21, 118:12</p> <p>Rovers [3] - 64:6, 64:10, 167:1</p> <p>rules [1] - 196:15</p> <p>RUMBOLT [7] - 17:22, 19:1, 249:22, 253:14, 253:20,</p>	<p>254:4, 256:8</p> <p>Rumbolt [6] - 17:23, 215:14, 233:23, 237:6, 249:18, 249:23</p> <p>Rumbolt's [2] - 16:13, 16:17</p> <p>run [1] - 10:21</p> <p>running [4] - 106:5, 106:19, 107:11, 186:2</p> <p>Ryan's [1] - 258:1</p> <p>résumé [1] - 206:20</p> <p>résumés [1] - 204:10</p> <hr/> <p style="text-align: center;">S</p> <hr/> <p>S-192 [1] - 177:22</p> <p>S-92 [15] - 180:8, 180:14, 184:16, 189:21, 195:8, 197:6, 199:13, 200:7, 210:5, 222:15, 222:20, 236:13, 242:6, 243:6, 265:15</p> <p>S-92s [4] - 184:16, 223:7, 225:18, 225:20</p> <p>sadly [1] - 26:11</p> <p>safe [2] - 178:20, 240:10</p> <p>Safety [3] - 24:19, 33:13, 71:2</p> <p>safety [7] - 147:11, 157:13, 203:23, 217:21, 235:15, 240:21, 247:20</p> <p>Salvation [1] - 63:22</p> <p>SAR [71] - 6:20, 8:9, 8:11, 8:20, 10:22, 21:6, 22:10, 26:3, 33:10, 54:4, 54:22, 69:2, 85:12, 85:13, 108:15, 108:23, 119:1, 121:17, 121:21, 124:16, 126:24, 128:2, 129:20, 131:6, 131:20, 134:7, 139:15, 140:12, 141:9, 141:15, 142:2, 142:19, 152:18, 158:18, 159:18, 168:22, 170:16, 170:21, 173:7, 175:10, 175:12, 176:20, 176:21, 177:20,</p>	<p>177:22, 178:8, 178:9, 178:17, 178:22, 180:15, 182:22, 183:5, 183:8, 183:11, 183:15, 191:4, 196:22, 201:16, 205:18, 205:24, 218:7, 220:13, 222:16, 228:12, 232:22, 235:17, 243:24, 262:5, 262:22, 263:11, 265:21</p> <p>SAR-related [2] - 54:4, 142:19</p> <p>save [1] - 259:12</p> <p>saved [2] - 32:21, 32:22</p> <p>saving [1] - 171:13</p> <p>saw [4] - 28:8, 54:16, 54:17, 146:6</p> <p>scared [1] - 116:14</p> <p>scenario [8] - 47:4, 74:6, 121:18, 126:24, 147:3, 210:23, 213:20, 214:9</p> <p>scenarios [2] - 196:21, 269:6</p> <p>scene [6] - 120:1, 120:4, 129:17, 134:19, 187:7, 250:13</p> <p>schedule [1] - 20:14</p> <p>scheduled [5] - 115:24, 118:16, 160:24, 226:23, 269:18</p> <p>school [1] - 175:21</p> <p>Science [1] - 23:19</p> <p>Sciences [1] - 16:8</p> <p>scope [5] - 129:22, 244:3, 258:19, 259:24, 266:21</p> <p>Scotia [2] - 183:23, 197:23</p> <p>screen [8] - 4:17, 7:22, 135:22, 165:19, 173:3, 188:10, 191:19</p> <p>sea [2] - 196:22, 258:6</p> <p>search [155] - 6:12, 10:24, 11:2, 17:5, 21:10, 21:11, 21:22, 35:10, 37:12, 40:19, 42:19, 44:10, 45:11, 46:2, 46:13, 47:8, 49:19, 50:7, 50:11, 57:9, 57:20, 58:6,</p>	<p>63:11, 64:21, 71:18, 75:4, 76:9, 77:6, 78:22, 81:20, 86:2, 88:6, 93:15, 101:7, 104:4, 104:8, 105:3, 111:7, 113:23, 114:4, 119:10, 119:23, 122:16, 125:3, 126:15, 127:9, 128:16, 128:18, 129:1, 129:4, 129:6, 133:13, 135:14, 136:2, 138:12, 140:21, 143:9, 143:13, 143:21, 143:22, 144:2, 145:20, 145:23, 146:15, 147:3, 147:8, 147:15, 147:21, 148:2, 152:13, 152:14, 155:18, 156:5, 160:17, 163:22, 164:3, 164:11, 164:14, 166:4, 169:23, 171:2, 171:4, 172:5, 173:9, 173:11, 175:14, 176:18, 178:14, 179:17, 182:24, 183:2, 183:24, 184:1, 184:6, 184:14, 186:6, 189:13, 194:18, 196:15, 201:2, 202:3, 202:5, 203:3, 203:5, 204:12, 204:16, 206:9, 208:21, 209:7, 209:10, 210:18, 215:6, 217:4, 222:14, 222:15, 223:5, 226:11, 227:7, 227:24, 232:16, 237:11, 237:12, 237:15, 237:18, 237:22, 239:19, 240:3, 241:15, 244:21, 244:23, 246:2, 246:13, 246:19, 247:8, 247:13, 248:8, 248:16, 249:13, 250:20, 252:10, 252:22, 253:4, 253:8, 253:10, 253:11, 258:21, 259:22, 262:11, 264:14,</p>
--	---	--	--	---

<p>265:2, 265:7, 267:2, 268:1</p> <p>Search [10] - 9:4, 9:5, 52:21, 71:3, 71:12, 73:5, 124:7, 166:20, 174:21, 270:1</p> <p>searcher [1] - 93:15</p> <p>searcher's [1] - 81:14</p> <p>searchers [17] - 27:10, 27:12, 27:17, 27:22, 28:15, 28:23, 30:11, 30:17, 35:2, 35:21, 36:18, 73:23, 77:7, 84:6, 85:1, 94:7, 100:16</p> <p>searches [9] - 28:5, 28:10, 29:3, 64:6, 76:6, 79:24, 122:23, 237:17, 259:23</p> <p>searching [5] - 36:17, 41:16, 59:11, 207:21, 246:16</p> <p>season [1] - 120:16</p> <p>seat [3] - 14:23, 70:23, 129:15</p> <p>seated [3] - 1:8, 4:14, 112:21</p> <p>Second [1] - 175:9</p> <p>second [7] - 3:16, 131:20, 162:5, 243:18, 251:19, 257:17, 257:21</p> <p>secondary [6] - 10:22, 21:6, 21:11, 21:16, 21:23, 131:15</p> <p>seconds [1] - 189:18</p> <p>section [1] - 49:21</p> <p>sector [3] - 70:16, 148:14, 202:14</p> <p>seeings [1] - 80:6</p> <p>seem [3] - 39:16, 93:24, 186:3</p> <p>sees [1] - 201:18</p> <p>seismic [1] - 263:23</p> <p>self [2] - 32:11, 66:18</p> <p>self-assessment [2] - 32:11, 66:18</p> <p>selves [1] - 90:2</p> <p>seminar [1] - 66:16</p> <p>seminar -type [1] - 66:16</p> <p>Senate [3] - 174:21, 175:1, 201:12</p> <p>send [4] - 3:8, 71:15, 164:13, 255:14</p> <p>Senior [3] - 24:3, 71:3, 114:12</p> <p>sense [7] - 22:3, 39:4, 40:10, 67:23, 119:3,</p>	<p>225:15, 234:21</p> <p>sensitive [3] - 43:22, 45:3, 118:4</p> <p>sensor [2] - 123:19, 138:9</p> <p>sent [3] - 6:24, 61:14, 71:22</p> <p>separate [3] - 56:1, 162:17, 265:1</p> <p>Sergeant [14] - 40:23, 42:10, 42:13, 44:7, 46:19, 46:22, 48:11, 51:16, 52:5, 54:17, 60:22, 61:2, 81:18, 82:1</p> <p>serial [1] - 154:21</p> <p>series [1] - 133:14</p> <p>serious [4] - 32:7, 99:20, 105:1, 147:2</p> <p>serve [3] - 37:7, 117:18, 118:2</p> <p>served [1] - 238:10</p> <p>service [27] - 15:3, 51:18, 115:21, 116:6, 116:7, 118:16, 118:19, 120:12, 124:9, 158:4, 159:16, 189:2, 210:5, 211:23, 212:14, 223:4, 228:19, 228:24, 239:7, 239:13, 241:9, 243:21, 245:17, 245:18, 245:21, 245:23, 269:4</p> <p>serviceability [1] - 20:14</p> <p>serviceable [1] - 179:4</p> <p>serviced [2] - 246:7, 247:3</p> <p>services [23] - 18:17, 43:6, 53:21, 54:4, 54:15, 57:18, 58:16, 67:14, 91:18, 92:6, 103:12, 115:22, 118:1, 118:17, 120:6, 173:18, 182:16, 204:2, 230:19, 238:16, 261:2, 262:22</p> <p>Services [10] - 18:4, 51:23, 187:14, 214:5, 215:9, 215:15, 215:20, 240:2, 251:5, 253:17</p> <p>servicing [1] - 184:21</p> <p>session [4] - 4:14, 14:21, 78:6, 112:21</p> <p>sessions [1] - 29:17</p>	<p>set [5] - 148:16, 168:7, 197:10, 238:7, 244:23</p> <p>setting [1] - 113:1</p> <p>settings [1] - 24:2</p> <p>setup [1] - 155:20</p> <p>setups [2] - 139:14, 139:15</p> <p>seven [3] - 95:23, 96:7, 227:5</p> <p>several [7] - 25:4, 27:6, 99:4, 106:19, 241:5, 251:2, 263:10</p> <p>severe [1] - 31:23</p> <p>SGT [5] - 42:12, 44:12, 45:15, 46:21, 52:4</p> <p>share [3] - 43:2, 43:9, 44:18</p> <p>sharing [1] - 243:14</p> <p>shed [1] - 97:6</p> <p>sheet [1] - 231:6</p> <p>shell [1] - 84:18</p> <p>shifting [1] - 264:4</p> <p>shifts [1] - 263:17</p> <p>shining [1] - 58:15</p> <p>shiny [1] - 124:23</p> <p>shock [1] - 84:18</p> <p>short [5] - 29:11, 86:13, 177:24, 185:18, 195:9</p> <p>shortage [1] - 131:11</p> <p>shorter [1] - 1:13</p> <p>shortly [1] - 124:9</p> <p>shovel [1] - 101:21</p> <p>show [2] - 29:22, 172:22</p> <p>showed [4] - 185:18, 202:12, 207:2, 224:1</p> <p>shows [1] - 263:23</p> <p>side [6] - 70:10, 121:20, 143:3, 201:6, 232:1</p> <p>signal [1] - 240:19</p> <p>significant [6] - 118:10, 118:12, 119:13, 121:24, 202:2, 203:18</p> <p>Sikorsky [1] - 171:10</p> <p>Sikorskys [1] - 238:21</p> <p>silence [1] - 34:19</p> <p>similar [12] - 19:4, 97:16, 102:3, 105:2, 142:18, 224:8, 229:12, 229:13, 230:12, 262:5, 262:20, 265:13</p> <p>simple [3] - 97:17, 240:17, 259:3</p> <p>Simply [1] - 17:3</p>	<p>simply [3] - 5:12, 22:6, 240:23</p> <p>simulate [1] - 197:16</p> <p>simulation [1] - 197:1</p> <p>simulator [7] - 197:5, 197:7, 197:10, 197:15, 198:2, 204:6</p> <p>simulators [1] - 197:16</p> <p>sincerely [1] - 54:19</p> <p>sing [1] - 234:16</p> <p>single [4] - 96:19, 138:7, 146:20, 221:10</p> <p>sit-down [1] - 79:14</p> <p>site [2] - 109:5, 264:6</p> <p>sits [1] - 242:6</p> <p>sitting [7] - 27:4, 34:1, 55:12, 99:18, 169:11, 211:22, 243:17</p> <p>situation [16] - 26:20, 38:5, 43:21, 66:16, 87:16, 99:13, 106:7, 131:20, 142:3, 152:11, 161:14, 163:3, 191:20, 194:18, 213:5, 217:21</p> <p>situational [1] - 252:3</p> <p>situations [6] - 57:10, 83:8, 94:17, 95:1, 95:8, 235:14</p> <p>six [5] - 60:4, 104:16, 152:2, 200:15, 226:1</p> <p>six-year-olds [1] - 104:16</p> <p>Sixteen [1] - 116:17</p> <p>size [1] - 22:11</p> <p>skill [1] - 197:10</p> <p>sky [1] - 162:11</p> <p>slammed [1] - 71:7</p> <p>sleep [1] - 99:24</p> <p>slide [5] - 114:15, 163:21, 191:19, 220:13, 225:5</p> <p>slides [7] - 167:20, 172:22, 186:19, 199:3, 207:17, 224:1, 229:9</p> <p>slightly [1] - 181:16</p> <p>small [3] - 7:16, 59:12, 193:12</p> <p>smaller [2] - 139:15, 200:17</p> <p>Smith [14] - 40:23, 49:9, 107:6, 107:17, 135:1, 135:6, 135:9, 169:23, 170:1,</p>	<p>255:23, 256:11, 261:10, 261:13, 269:24</p> <p>SMITH [11] - 49:8, 52:9, 135:8, 137:1, 138:14, 140:13, 261:12, 262:3, 262:12, 262:18, 263:3</p> <p>snag [1] - 192:19</p> <p>snapshot [1] - 202:12</p> <p>snow [4] - 137:5, 180:5, 181:12, 222:1</p> <p>Snowmageddon [1] - 185:8</p> <p>snowmobile [3] - 128:8, 128:12, 146:9</p> <p>snowmobilers [3] - 128:7, 129:8, 129:10</p> <p>snowmobiles [1] - 128:6</p> <p>social [2] - 74:7, 128:20</p> <p>socks [1] - 97:11</p> <p>SOEM [1] - 71:2</p> <p>software [2] - 115:6, 138:2</p> <p>Software [4] - 125:24, 126:2, 126:23, 152:15</p> <p>solely [1] - 13:16</p> <p>solution [3] - 48:4, 48:7, 202:22</p> <p>Solutions [1] - 55:9</p> <p>solutions [3] - 56:8, 56:9, 133:4</p> <p>solve [1] - 47:21</p> <p>someone [21] - 34:14, 36:1, 36:3, 38:6, 44:21, 48:1, 48:16, 63:11, 66:17, 74:24, 80:4, 82:14, 87:11, 90:15, 110:10, 119:20, 161:6, 173:11, 240:18, 267:12, 268:4</p> <p>sometimes [16] - 29:22, 44:20, 50:20, 101:17, 120:10, 195:5, 198:9, 199:17, 213:18, 217:24, 219:23, 220:6, 231:13, 233:13, 258:10, 259:3</p> <p>somewhere [2] - 12:20, 213:19</p> <p>son [2] - 62:10, 62:11</p> <p>soon [7] - 3:2, 99:15,</p>
---	---	---	---	--

<p>159:13, 185:4, 185:8, 185:14, 258:24 sophisticated [1] - 130:14 sorry [7] - 3:7, 45:7, 108:10, 127:10, 219:5, 223:7, 256:18 Sorry [3] - 21:5, 108:11, 115:18 sort [73] - 18:13, 18:22, 39:4, 39:6, 39:7, 41:1, 45:21, 64:16, 64:18, 65:6, 66:16, 74:11, 81:12, 87:15, 88:1, 88:12, 91:9, 115:13, 115:20, 117:12, 117:16, 119:4, 119:14, 124:22, 125:1, 125:16, 126:5, 126:8, 127:4, 127:6, 128:18, 130:1, 130:14, 132:13, 136:5, 136:8, 136:10, 136:11, 136:19, 137:14, 137:21, 138:1, 138:2, 138:4, 138:11, 138:20, 139:1, 146:13, 148:13, 149:1, 149:11, 151:1, 151:20, 152:1, 152:8, 153:10, 153:18, 154:21, 155:13, 155:18, 156:10, 156:23, 157:24, 159:1, 161:14, 182:17, 205:13, 238:7, 238:22, 241:24, 245:16, 262:2 sorting [1] - 48:21 sorts [1] - 51:19 sounds [1] - 90:19 space [6] - 124:4, 152:4, 152:8, 153:14, 157:11, 185:14 SPEAKER [2] - 60:9, 254:23 speaking [3] - 44:8, 96:11, 215:8 speaks [2] - 94:12, 95:14 special [3] - 145:2, 166:12, 187:9 specialist [1] - 247:24 specialists [3] - 191:7,</p>	<p>198:16, 205:3 specialization [1] - 23:19 specialized [8] - 115:2, 119:14, 136:3, 136:4, 145:8, 145:12, 156:14, 159:1 specialty [1] - 190:14 specific [13] - 43:18, 44:22, 46:24, 107:12, 127:15, 136:18, 136:22, 149:21, 159:5, 186:5, 209:2, 248:8, 251:12 specifically [14] - 16:16, 43:1, 66:6, 118:19, 129:3, 135:20, 148:2, 170:15, 183:20, 191:2, 197:6, 218:2, 218:19, 244:1 specification [4] - 192:1, 193:4, 195:20, 231:6 specifics [3] - 44:19, 47:8, 154:20 speed [4] - 135:14, 136:8, 136:11, 192:9 speeds [1] - 190:16 spend [3] - 119:13, 207:10, 248:22 spending [1] - 202:2 spends [1] - 198:19 spent [3] - 173:24, 201:6, 246:15 spoken [5] - 25:2, 32:20, 46:10, 89:14, 104:4 spot [3] - 225:21, 248:9, 249:17 spots [1] - 150:9 spotted [1] - 193:16 spotters [1] - 239:22 spring [1] - 93:7 squadron [3] - 20:12, 21:11, 21:12 Squadron [16] - 10:3, 10:10, 10:15, 10:18, 10:20, 11:11, 11:12, 11:13, 12:5, 12:9, 12:13, 13:11, 19:19, 20:11, 20:20 squadrons [1] - 11:5 squarely [3] - 260:17, 261:6, 261:24 SRR [2] - 9:11, 11:21 St [36] - 13:3, 16:8,</p>	<p>64:18, 101:11, 121:22, 123:12, 124:17, 125:8, 133:6, 161:2, 162:19, 166:24, 174:13, 174:17, 177:9, 183:13, 184:8, 185:21, 199:22, 200:12, 212:21, 213:12, 213:23, 215:13, 215:17, 217:16, 222:21, 224:6, 226:7, 226:9, 231:23, 263:15, 266:4, 266:9, 268:9, 269:5 staff [3] - 31:21, 31:22, 121:1 staffed [1] - 242:7 staffing [1] - 196:6 stage [1] - 70:7 stakeholder [1] - 105:22 stakeholders [2] - 79:15, 105:15 stance [1] - 189:13 stand [1] - 240:14 Standard [2] - 24:19, 33:13 standard [2] - 193:3, 196:8 standards [1] - 179:4 standby [2] - 189:12, 244:5 standing [7] - 141:24, 164:22, 165:2, 187:16, 192:7, 210:4, 212:6 standpoint [1] - 132:17 stark [1] - 147:1 stars [1] - 233:14 start [13] - 1:16, 4:23, 25:15, 30:23, 38:18, 53:3, 55:21, 144:15, 170:24, 173:7, 185:15, 208:13, 264:5 started [6] - 23:13, 31:19, 96:13, 166:5, 171:18, 177:6 starting [1] - 112:24 starts [1] - 264:4 state [2] - 155:23, 185:11 statement [3] - 171:10, 171:11, 176:2</p>	<p>stating [1] - 204:21 station [9] - 125:10, 136:15, 148:18, 190:12, 190:14, 193:23, 194:2, 198:7, 207:5 statistics [15] - 2:12, 2:24, 6:9, 6:16, 7:3, 7:13, 7:15, 8:9, 8:15, 10:2, 10:9, 10:11, 11:1, 13:6, 13:21 stats [3] - 9:16, 10:2, 42:15 stay [1] - 184:19 steady [1] - 241:24 steep [1] - 192:24 step [4] - 48:3, 56:18, 166:6, 215:1 Stepped [4] - 37:21, 55:9, 101:12, 102:21 stepping [1] - 166:16 stick [1] - 190:18 sticking [1] - 194:8 stigma [8] - 24:18, 26:11, 34:6, 35:5, 57:13, 82:8, 83:20, 106:24 stigmas [1] - 68:12 stigmatizing [4] - 27:1, 33:24, 35:13, 106:23 stop [4] - 31:11, 177:9, 184:24, 200:20 stories [5] - 27:12, 35:1, 35:2, 83:5, 100:14 story [3] - 41:23, 129:21, 130:15 straight [3] - 90:23, 96:7, 190:18 straightforward [1] - 213:15 strained [1] - 144:14 strategy [4] - 24:13, 58:10, 58:14, 58:23 strays [1] - 231:13 stream [1] - 242:1 Stress [5] - 29:10, 98:12, 98:13, 98:20, 270:10 stress [5] - 63:23, 84:19, 94:10, 100:20, 134:1 stretch [2] - 45:11, 225:2 stretched [1] - 200:6 stretcher [3] - 158:1, 158:20, 195:5</p>	<p>stretchers [1] - 22:7 strictly [1] - 254:3 strong [1] - 96:18 strongly [1] - 37:2 struck [3] - 93:9, 93:21, 146:7 struggle [2] - 66:4, 109:10 struggles [2] - 81:20, 83:11 struggling [1] - 109:18 studies [1] - 29:22 stump [1] - 248:1 style [1] - 185:3 subject [1] - 2:6 subjects [1] - 49:11 submit [2] - 35:12, 50:21 submitted [3] - 52:20, 201:11, 205:18 subsequently [1] - 55:21 substance [1] - 100:4 substantial [2] - 33:19, 119:17 substantive [1] - 111:2 substitute [1] - 5:13 succeed [1] - 246:22 success [2] - 123:14, 124:3 successful [4] - 123:5, 124:2, 129:20, 231:20 suddenly [1] - 69:14 suffer [1] - 68:14 suffering [2] - 88:5, 91:10 sufficient [1] - 33:15 suggest [4] - 37:2, 47:3, 47:23, 140:11 suggested [1] - 209:6 suggesting [1] - 246:10 suicidal [3] - 29:5, 36:1, 106:7 suicide [2] - 35:3, 105:1 suit [1] - 207:5 suitable [2] - 182:11, 249:9 suits [1] - 38:20 summary [1] - 207:19 sun [1] - 193:17 Sunday [1] - 246:23 sunny [1] - 180:2 super [1] - 60:7 supplement [5] -</p>
--	--	--	---	---

<p>203:4, 218:10, 219:13, 228:5, 228:9 supplied [1] - 53:20 support [38] - 12:10, 13:1, 18:15, 18:17, 28:1, 30:15, 53:13, 54:4, 54:15, 62:22, 65:8, 67:21, 74:5, 84:6, 85:9, 101:24, 102:16, 103:1, 103:19, 108:15, 109:7, 109:14, 114:5, 118:23, 119:1, 176:22, 203:2, 203:17, 209:5, 237:15, 237:24, 239:18, 240:2, 241:14, 247:13, 250:9, 250:19, 250:21 supporter [1] - 204:6 supports [10] - 54:9, 60:17, 79:16, 82:21, 95:4, 95:15, 96:20, 102:7, 103:11, 109:24 suppose [4] - 80:5, 94:14, 107:23, 253:23 supposed [1] - 78:14 surgery [1] - 34:16 surprise [4] - 95:21, 96:4, 96:6, 260:11 surprised [4] - 40:5, 88:9, 96:21, 107:1 surprising [2] - 96:23, 98:3 Surveillance [1] - 115:3 surveillance [8] - 115:9, 122:9, 122:12, 125:2, 139:9, 139:14, 143:7, 153:6 survive [2] - 93:20, 175:23 survived [1] - 176:3 surviving [1] - 109:8 survivors [1] - 93:22 suspect [2] - 98:6, 101:1 Sweetapple [5] - 28:8, 35:23, 40:4, 76:9, 95:22 Sweetapples [1] - 75:24 swim [1] - 191:10 swinging [1] - 198:9 switch [2] - 138:9,</p>	<p>192:21 system [18] - 8:24, 18:13, 26:8, 37:17, 43:12, 80:11, 115:5, 125:18, 126:13, 126:15, 137:19, 138:8, 159:12, 198:24, 228:5, 228:9, 248:19, 267:15 System [4] - 125:24, 126:2, 126:22, 152:15 systemic [1] - 149:19 systems [1] - 138:8</p>	<p>tech [1] - 203:13 Technical [4] - 116:11, 116:19, 116:24, 117:1 technical [16] - 3:17, 4:22, 113:13, 115:16, 133:24, 134:5, 134:20, 135:7, 144:15, 150:7, 155:5, 155:22, 166:7, 169:15, 192:19, 200:24 technicality [1] - 215:2 technique [5] - 104:9, 104:10, 127:7, 131:5, 152:2 techniques [1] - 166:13 technological [3] - 132:14, 133:23, 151:15 technologies [1] - 132:19 technology [43] - 111:22, 121:21, 122:14, 122:18, 123:2, 124:10, 125:3, 125:10, 125:15, 125:20, 126:6, 127:5, 127:7, 127:11, 131:5, 133:4, 137:9, 137:16, 137:17, 138:7, 139:5, 139:18, 139:20, 150:9, 151:7, 151:10, 152:1, 153:11, 153:19, 155:14, 156:15, 170:13, 194:16, 206:24, 207:14, 207:21, 207:24, 208:3, 227:7, 236:13, 265:15 techs [3] - 85:12, 85:13, 222:16 teeth [1] - 256:21 ten [10] - 24:8, 24:17, 46:14, 54:7, 101:17, 135:24, 151:14, 168:9, 225:18, 225:20 ten-hour [1] - 135:24 ten-year [1] - 24:17 tenure [1] - 253:2 term [13] - 35:13, 38:6, 41:20, 42:14, 42:24, 103:5, 104:2, 104:3,</p>	<p>105:23, 106:10, 106:16, 106:23, 153:16 terminology [2] - 84:20, 106:13 terms [43] - 20:8, 21:18, 21:24, 27:7, 28:20, 39:11, 43:5, 44:1, 49:4, 64:15, 65:6, 65:7, 65:21, 74:22, 79:7, 98:5, 100:1, 108:15, 108:23, 119:21, 125:14, 127:3, 133:11, 134:19, 143:9, 147:2, 151:3, 151:8, 153:18, 160:3, 160:11, 206:7, 210:2, 215:17, 222:6, 227:21, 228:3, 230:15, 237:24, 239:18, 241:3, 242:22, 247:12 terrain [3] - 151:5, 194:21, 246:17 terrible [1] - 192:20 terrifying [1] - 95:23 territory [1] - 145:18 terror [1] - 97:3 test [1] - 184:17 testament [1] - 28:6 thankful [1] - 81:2 that.. [2] - 161:10, 241:17 the.. [1] - 78:20 theme [1] - 25:24 themselves [6] - 18:10, 52:6, 83:6, 87:16, 116:24, 169:14 theoretical [1] - 110:13 theory [2] - 104:14, 104:23 therapist [2] - 23:24, 31:8 therapy [2] - 65:9, 91:9 thereabouts [1] - 111:3 therefore [7] - 27:16, 28:12, 37:2, 37:18, 57:19, 83:21, 200:17 thereof [1] - 38:2 thinking [7] - 34:1, 95:24, 105:11, 107:20, 163:17, 250:17, 264:5</p>	<p>thinks [2] - 219:14, 230:19 threat [1] - 147:11 threatened [1] - 62:9 threatening [1] - 161:14 three [15] - 20:18, 26:23, 173:18, 199:9, 201:5, 202:6, 203:24, 204:22, 219:3, 219:7, 226:1, 227:5, 257:23, 266:5, 267:21 throughout [16] - 25:18, 26:19, 35:1, 36:11, 37:24, 39:16, 44:15, 62:21, 100:15, 116:1, 141:7, 141:12, 145:4, 167:2, 180:9, 251:9 thrown [1] - 55:14 thrust [1] - 49:6 thumbs [1] - 116:15 thunderstorms [1] - 181:7 ticking [1] - 30:7 tidy [1] - 2:17 tie [3] - 232:3, 232:7, 245:16 ties [1] - 183:21 tilt [1] - 193:24 timeline [1] - 269:10 timelines [1] - 260:23 timely [1] - 29:15 timing [3] - 102:20, 102:24, 186:13 tire [1] - 257:21 tiresome [1] - 7:19 to.. [1] - 58:11 today [22] - 26:12, 26:24, 62:1, 106:16, 114:2, 130:12, 151:23, 167:8, 177:11, 180:12, 182:15, 186:23, 188:20, 195:7, 197:22, 210:6, 211:14, 211:19, 222:20, 227:6, 230:4, 243:8 together [14] - 3:22, 69:15, 106:11, 171:21, 196:1, 202:7, 231:21, 232:18, 233:14, 233:19, 233:20, 235:2, 242:18, 245:16</p>
T				
	<p>table [9] - 2:17, 8:3, 11:16, 13:19, 38:19, 135:2, 166:12, 234:12, 238:7 tables [1] - 6:8 tactical [1] - 49:22 tactics [2] - 47:9, 51:13 talks [2] - 3:10, 29:9 tank [3] - 190:23, 194:7, 207:2 tanks [2] - 199:4, 199:21 target [1] - 236:16 targets [1] - 239:15 task [5] - 186:1, 189:23, 190:2, 190:3, 232:4 tasked [10] - 12:21, 87:20, 89:18, 89:23, 173:17, 203:14, 215:5, 216:19, 217:17, 260:3 tasking [1] - 215:20 taskings [2] - 173:18, 173:21 tasks [1] - 90:14 taxi [2] - 188:21, 211:23 teach [1] - 232:12 team [14] - 48:4, 86:2, 86:11, 110:11, 134:6, 167:1, 185:24, 216:4, 217:5, 217:13, 217:24, 233:24, 248:6, 250:12 teams [5] - 42:19, 61:4, 71:19, 232:16, 250:20 tear [2] - 93:23, 96:13</p>			

<p>Together [1] - 56:5 Tom [3] - 53:2, 140:16, 227:17 Tommy [1] - 234:12 tomorrow [3] - 69:13, 249:19, 269:9 ton [1] - 204:10 took [6] - 8:3, 46:13, 128:2, 185:11, 257:24, 260:11 tool [5] - 32:11, 32:14, 235:17, 235:20, 248:10 tools [2] - 127:21, 156:8 top [4] - 11:18, 13:8, 199:10, 199:19 topic [4] - 76:16, 84:4, 94:4, 160:14 topics [1] - 160:11 total [6] - 8:20, 9:13, 10:17, 12:10, 12:13, 13:7 totally [1] - 80:14 touch [4] - 118:6, 131:19, 181:13, 249:8 touched [2] - 173:9, 175:14 touches [1] - 72:24 touching [1] - 236:16 tough [1] - 82:11 toughing [1] - 56:22 tow [1] - 259:8 towards [1] - 14:4 town [2] - 59:12, 200:1 track [2] - 119:8, 122:4 tracker [1] - 199:8 tracks [1] - 126:20 traditional [1] - 125:1 traditionally [1] - 49:7 tragic [3] - 39:6, 39:7, 171:21 Train [1] - 67:2 train [10] - 31:8, 66:20, 67:4, 186:14, 190:2, 195:17, 196:22, 197:9, 205:2, 205:6 train-the-trainer [1] - 66:20 Train-the-Trainer [1] - 67:2 trained [4] - 66:9, 123:20, 133:7, 217:10 trainer [1] - 66:20 Trainer [1] - 67:2 training [49] - 26:24, 27:7, 28:24, 31:21,</p>	<p>48:2, 48:4, 48:9, 48:12, 48:16, 48:23, 49:19, 50:4, 50:7, 50:18, 52:17, 57:2, 58:2, 58:16, 60:13, 65:17, 65:21, 71:24, 75:1, 75:6, 76:2, 101:5, 101:6, 115:19, 178:19, 186:5, 195:12, 195:24, 196:21, 197:1, 197:19, 198:3, 198:15, 198:20, 203:17, 203:18, 203:24, 204:5, 204:6, 205:1, 207:11, 207:24, 228:16, 232:11, 252:11 Training [2] - 52:21, 57:7 transfer [8] - 17:4, 173:22, 215:18, 222:5, 222:20, 226:24, 240:18, 252:5 transferable [2] - 138:18, 139:5 transferred [1] - 139:13 transferring [1] - 139:17 transfers [3] - 12:12, 12:23, 209:20 transition [1] - 119:23 translate [1] - 197:10 Transport [6] - 126:14, 196:3, 196:10, 196:12, 196:14, 245:10 transport [1] - 129:16 transportation [2] - 129:12, 251:6 trauma [12] - 25:17, 29:24, 34:18, 37:13, 48:18, 53:4, 65:11, 94:16, 95:12, 99:14, 109:15, 109:19 Trauma [1] - 2:3 trauma-informed [1] - 25:17 traumas [1] - 43:18 Traumatic [1] - 98:13 traumatic [6] - 39:8, 40:13, 59:21, 80:1, 99:5, 195:1 traumatized [1] - 94:5 traumatizing [3] - 43:17, 44:20, 44:22 travel [1] - 158:10</p>	<p>treated [1] - 98:17 tremendous [11] - 27:19, 83:4, 117:12, 118:22, 124:3, 124:16, 125:19, 144:24, 151:19, 152:5, 163:8 Tremendous [1] - 116:23 Tremendously [1] - 118:4 Trenton [1] - 11:22 triage [2] - 43:16, 253:23 triaged [1] - 44:24 tries [2] - 71:17, 211:15 triple [1] - 199:8 trouble [5] - 7:21, 137:23, 172:18, 193:16, 212:13 troubled [1] - 94:1 troubles [1] - 189:8 true [4] - 94:7, 196:14, 197:15, 207:1 truly [1] - 53:15 trust [1] - 21:23 truthful [2] - 77:21, 266:8 trying [11] - 62:1, 73:6, 77:3, 77:9, 79:21, 90:1, 106:20, 137:21, 141:23, 143:3, 225:20 Tuesday [1] - 128:14 tug [3] - 259:7, 259:11 turmoil [2] - 61:18, 72:8 turn [3] - 179:11, 179:12, 193:17 turned [3] - 2:15, 62:5, 99:10 turns [1] - 188:7 twenty [1] - 178:8 twenty-minute [1] - 178:8 twice [1] - 51:4 Twin [7] - 120:11, 120:16, 138:18, 139:5, 139:18, 140:6 twin [1] - 133:1 two [40] - 9:15, 20:24, 31:1, 31:4, 55:24, 66:22, 98:5, 98:15, 111:6, 126:21, 128:6, 128:10, 152:19, 169:8, 173:15, 173:21, 174:23, 175:18,</p>	<p>182:19, 184:10, 184:16, 186:12, 190:23, 191:4, 191:6, 192:20, 201:5, 206:5, 223:18, 226:12, 226:15, 228:12, 231:16, 239:15, 243:16, 265:1, 267:12, 269:18, 269:19, 269:20 twofold [2] - 53:24, 54:16 type [13] - 6:13, 15:11, 16:21, 16:24, 19:12, 22:6, 43:5, 66:16, 230:9, 230:12, 234:1, 245:2, 262:5 types [10] - 68:3, 109:9, 109:13, 109:23, 109:24, 189:22, 210:2, 219:16, 240:19, 251:12 typically [1] - 21:23</p>	<p>52:12 unfortunately [3] - 58:22, 65:14, 100:4 UNIDENTIFIED [2] - 60:9, 254:23 uninformed [1] - 77:19 unique [3] - 35:14, 116:3, 145:8 unit [1] - 204:23 Unit [1] - 63:4 units [3] - 26:3, 33:10, 41:2 Universal [4] - 214:22, 238:9, 247:6, 253:18 University [2] - 23:18, 24:4 Unknown [2] - 8:23, 10:17 unknown [1] - 9:13 unless [1] - 6:1 unserviceable [1] - 213:20 untreated [1] - 98:18 unusual [1] - 146:7 updated [1] - 59:11 updates [3] - 59:24, 61:15, 67:7 upright [1] - 236:24 ups [1] - 239:4 upset [1] - 95:24 urgent [1] - 129:12 usage [1] - 171:13 useful [2] - 13:24, 58:9 utilize [3] - 208:3, 230:20, 234:7 utilized [2] - 221:7, 228:9 utmost [1] - 171:5</p>
U				
<p>UK [3] - 264:20, 264:24, 265:6 ultimate [1] - 240:13 ultimately [2] - 94:5, 129:8 unable [1] - 251:18 unaddressed [1] - 97:18 unavailable [1] - 18:19 unaware [1] - 252:2 unclear [2] - 15:19, 15:21 uncomfortable [2] - 113:7, 151:23 uncommon [1] - 26:5 under [7] - 18:7, 19:14, 236:21, 241:19, 248:1, 264:12, 264:24 understandable [1] - 28:11 understood [4] - 98:7, 150:16, 241:8, 241:12 undertake [2] - 131:2, 132:18 undertook [1] - 1:22 unfair [1] - 145:15 unfamiliar [1] - 123:1 unfortunate [1] -</p>				
V				
<p>Vale [2] - 120:7, 120:9 Valley [2] - 20:21, 150:2 Valley-Goose [1] - 150:2 valuable [1] - 110:15 value [4] - 49:15, 70:1, 159:15, 204:4 value-added [1] - 49:15 Vancouver [2] - 207:3, 262:4 Vardy [5] - 54:18, 81:19, 82:1, 82:10, 83:9</p>				

<p>variables [1] - 136:23 variant [1] - 141:1 varied [2] - 106:11 varies [1] - 20:13 variety [4] - 121:6, 122:23, 125:20, 125:22 various [10] - 15:5, 26:1, 26:3, 36:13, 74:23, 84:23, 97:19, 169:21, 183:3, 238:15 vary [1] - 65:18 varying [2] - 47:2, 68:12 vehicle [1] - 157:13 versatile [1] - 133:2 versed [2] - 124:12, 134:6 version [1] - 5:13 Version [1] - 270:2 versus [1] - 194:21 vessel [1] - 193:12 Vice [1] - 114:12 Victims [1] - 51:22 Victoria [1] - 11:23 ViDAR [1] - 137:18 view [1] - 267:23 VIH [1] - 207:3 Vincent 's [8] - 174:13, 174:17, 212:21, 213:12, 213:23, 215:13, 215:17, 217:17 violence [1] - 106:6 violent [1] - 99:7 VIP [1] - 239:12 virtual [1] - 198:10 vision [13] - 155:13, 156:14, 182:12, 194:12, 197:11, 197:15, 197:16, 201:8, 201:24, 202:1, 202:11, 225:8, 247:19 visited [2] - 109:14, 110:1 visual [1] - 247:21 vital [2] - 117:18, 117:24 voice [1] - 136:19 Voise'y's [1] - 128:24 volunteer [5] - 70:16, 80:10, 108:16, 130:2, 131:16 volunteers [4] - 78:23, 80:6, 108:23, 109:13</p>	<p style="text-align: center;">W</p> <p>wait [6] - 3:22, 55:19, 101:17, 102:4, 180:22, 267:11 waiting [2] - 176:4, 243:17 wake [1] - 97:7 walk [4] - 5:24, 181:11, 193:19, 243:18 walking [2] - 7:23, 146:10 wants [3] - 29:16, 80:22, 91:23 war [1] - 100:2 warm [2] - 112:24, 113:3 wastes [1] - 189:14 water [6] - 191:11, 193:13, 235:18, 235:20, 236:19, 257:18 ways [5] - 12:16, 27:22, 76:16, 97:19, 104:12 weather [8] - 19:15, 179:19, 180:7, 180:11, 180:24, 233:15, 241:3, 251:16 Wednesday [1] - 128:15 week [4] - 14:14, 97:4, 104:5, 112:5 weekends [1] - 173:15 weeks [3] - 106:19, 186:12, 206:5 weeks ' [1] - 231:16 well-developed [1] - 118:11 well-versed [1] - 134:6 Wellness [1] - 56:5 Wells [6] - 178:10, 178:16, 185:5, 229:14, 234:24, 255:3 west [1] - 267:7 WestCAM [2] - 137:9, 151:9 whatnot [1] - 22:8 wheels [4] - 178:22, 188:12, 248:2, 258:22 whereas [1] - 243:15 whereby [1] - 142:1 wherein [1] - 47:5 whichever [1] - 17:10</p>	<p>who've [2] - 16:9, 110:16 whole [6] - 39:17, 62:21, 68:20, 69:10, 181:19, 185:10 wholeheartedly [1] - 51:8 widely [1] - 130:16 wider [1] - 259:11 wife [1] - 32:23 Wilderness [1] - 68:3 wilderness [1] - 175:24 Wildland [1] - 262:21 wildlife [1] - 122:19 Wilfred [2] - 256:16, 257:3 Williams [28] - 19:23, 21:5, 40:23, 42:11, 42:13, 44:8, 46:15, 46:19, 46:22, 48:11, 51:16, 52:5, 53:2, 60:22, 61:3, 82:5, 92:22, 140:16, 169:9, 169:20, 170:9, 227:15, 227:17, 234:11, 236:10, 249:24, 255:11, 255:21 WILLIAMS [112] - 20:1, 20:19, 21:1, 21:13, 22:16, 42:12, 44:12, 45:15, 46:21, 52:4, 53:1, 55:1, 57:23, 93:1, 111:13, 140:15, 141:16, 142:17, 143:1, 144:5, 170:7, 173:4, 176:14, 186:17, 188:8, 201:4, 205:15, 207:18, 209:22, 210:3, 210:21, 213:1, 216:3, 216:15, 216:22, 217:3, 218:9, 218:15, 218:21, 219:2, 219:6, 219:11, 219:22, 220:5, 220:22, 221:5, 221:15, 222:9, 222:19, 223:3, 223:9, 223:13, 224:5, 224:18, 225:7, 225:11, 225:22, 226:4, 226:8, 226:13, 226:21, 227:16, 228:10, 229:3, 229:6, 229:8, 230:1,</p>	<p>230:3, 230:5, 230:7, 231:1, 233:9, 233:22, 234:10, 234:15, 234:17, 234:23, 235:7, 235:19, 235:21, 235:23, 236:1, 236:3, 236:7, 236:9, 237:2, 238:4, 238:18, 239:2, 239:10, 240:4, 241:18, 243:2, 243:23, 244:20, 246:4, 247:14, 251:1, 254:11, 255:1, 255:16, 256:22, 258:12, 258:18, 263:20, 265:4, 265:12, 266:16, 266:23, 267:22, 268:11, 269:8 willing [4] - 80:3, 118:5, 172:8, 242:13 willingness [4] - 130:8, 131:11, 266:18, 266:24 wind [1] - 180:5 winded [1] - 55:2 window [2] - 190:16, 190:18 windows [2] - 190:15 Wing [1] - 124:7 wing [9] - 154:8, 158:16, 171:1, 171:2, 185:20, 203:2, 221:9, 234:6, 251:7 winter [3] - 157:9, 181:19, 249:2 Winters [9] - 26:14, 36:12, 75:23, 76:15, 93:11, 140:17, 145:21, 227:18, 237:18 WINTERS [4] - 61:10, 67:12, 108:12, 108:19 wish [4] - 65:14, 165:24, 171:12, 208:13 witness [4] - 135:3, 166:1, 168:6, 168:20 witnesses [5] - 26:1, 169:19, 208:9, 268:15, 269:20 woman [3] - 96:7, 96:18, 101:11 wonder [4] - 61:18, 254:16, 254:17,</p>	<p>254:21 wondered [1] - 235:10 wonderful [1] - 33:5 wondering [10] - 3:7, 20:2, 63:9, 77:14, 79:7, 87:8, 91:14, 104:7, 254:12, 255:6 woods [2] - 84:7, 106:20 word [6] - 35:7, 42:5, 68:19, 175:8, 199:19, 234:22 words [1] - 34:2 worker [1] - 74:7 Workers ' [6] - 90:7, 91:15, 91:16, 91:18, 91:20, 91:23 workers ' [10] - 76:24, 77:16, 77:22, 78:3, 78:5, 78:17, 79:19, 87:10, 87:21, 88:13 workload [1] - 248:14 workmen 's [3] - 108:13, 109:1, 109:6 Workplace [3] - 24:19, 33:14, 89:17 workplace [1] - 89:6 workplaces [2] - 82:19, 103:11 works [6] - 3:5, 66:14, 138:4, 140:9, 165:3, 198:7 world [15] - 105:3, 114:5, 134:7, 146:16, 147:4, 152:5, 152:8, 170:18, 179:3, 180:10, 183:1, 231:14, 262:6, 268:20, 268:21 worried [1] - 37:16 worry [3] - 30:6, 94:16, 209:14 worst [2] - 62:14, 97:3 worth [1] - 40:11 written [3] - 58:5, 58:7, 58:10</p> <p style="text-align: center;">Y</p> <p>year [15] - 8:4, 8:13, 8:15, 10:18, 13:15, 24:10, 24:17, 104:16, 148:23, 198:14, 220:21, 231:21, 242:10, 242:14, 252:15 years [36] - 7:7, 8:19, 13:9, 23:14, 23:24,</p>
--	--	---	--	---

24:4, 24:6, 41:16,
46:3, 46:9, 46:14,
46:24, 50:6, 54:8,
65:16, 83:1, 93:22,
95:14, 95:23, 99:4,
105:13, 105:18,
125:7, 141:3,
151:14, 166:19,
170:10, 172:1,
174:23, 201:5,
210:15, 211:12,
238:12, 247:7,
257:9, 263:22

yellow [1] - 13:8

yesterday [2] - 36:12,
51:3

yourself [5] - 23:7,
23:8, 84:24, 114:8,
173:12

yourselves [1] - 170:5

YouTube [1] - 195:3

Z

zero [1] - 181:17