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1 October 8, 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 COMMISSIONER IGLOLIORTE:  
 10 Thank you. Go ahead, Mr. Budden.  
 11 MR. BUDDEN:  
 12 Thank you, Mr. Commissioner. Just a couple of  
 13 preliminary remarks. This is the last day of  
 14 this round of hearings.  
 15  
 16 It is obviously not the last day of the  
 17 Commission's business or of its consultations.  
 18 And I'll be speaking more about those at the end  
 19 of today's session, some of the consultations  
 20 we'll be doing going forward and some timelines  
 21 and so forth.  
 22  
 23 Today we're going to hear from CASARA (the Civil  
 24 Air Search and Rescue Association).

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1 And at 1:30 there will be a roundtable presided  
 2 over or led by, facilitated by Michael Clair.  
 3  
 4 However, just before we get down to today's  
 5 business and I introduce CASARA, two matters of  
 6 note.  
 7  
 8 Two members of our group who have been present  
 9 for the hearings have had honours bestowed on  
 10 them over the last day or so that we feel we  
 11 would like to note.  
 12  
 13 Louise Bradley, our trauma consultant, we saw  
 14 yesterday is going to be receiving an Honorary  
 15 Doctorate from Memorial University in honour of  
 16 her lifetime of accomplishments in the mental  
 17 health field.  
 18  
 19 So we wanted to congratulate Dr. Bradley on that  
 20 honour; one of the many honours she's received  
 21 for her life work.  
 22  
 23 And we also just got word that Mitch Rumbolt has  
 24 now been promoted as Inspector Mitchell Rumbolt,

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1 and we'd like to congratulate him on that honour.  
 2  
 3 Now, perhaps before we turn to CASARA, another  
 4 housekeeping matter. We're going to introduce  
 5 some exhibits. I believe we have five today.  
 6  
 7 The first which will be Exhibit P-197 is a  
 8 document entitled, "Advice to the C-NLOPB,"  
 9 Newfoundland and Labrador Offshore Petroleum  
 10 Board, Canada-Newfoundland Offshore Petroleum  
 11 Board, "Recommendation 4."  
 12  
 13 And that was referred to yesterday and is now  
 14 being entered. So, Madam Clerk, that would be  
 15 Exhibit P-197, I believe.  
 16  
 17 Thank you.  
 18  
 19 EXHIBIT P-197, ENTERED AND MARKED ON INQUIRY  
 20  
 21 MR. BUDDEN:  
 22 We have four other documents. Exhibit P-198 is a  
 23 legal opinion authored at the request of the  
 24 inquiry by Adrienne Ding and Michael Collins; two

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1 lawyers in private practice in St. John's. And  
 2 that would be entered as Exhibit P-198.  
 3  
 4 EXHIBIT P-198, ENTERED AND MARKED ON INQUIRY  
 5  
 6 MR. BUDDEN:  
 7 The next document, Exhibit P-199, is a pamphlet  
 8 that CASARA has presented and, many people will  
 9 note, it's on some of the tables here in the  
 10 room. That's P-199.  
 11  
 12 EXHIBIT P-199, ENTERED AND MARKED ON INQUIRY  
 13  
 14 MR. BUDDEN:  
 15 P-200 is another CASARA document -- 200, sorry,  
 16 is another CASARA document entitled "2016  
 17 Handbook."  
 18  
 19 EXHIBIT P-200, ENTERED AND MARKED ON INQUIRY  
 20  
 21 MR. BUDDEN:  
 22 And P-201 is, yet, another CASARA document  
 23 entitled "Spotters Guide."  
 24

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1 EXHIBIT P-201, ENTERED AND MARKED ON INQUIRY  
 2  
 3 MR. BUDDEN:  
 4 And they may or may not be referred to in the  
 5 evidence of CASARA, their witness here today, but  
 6 they will inform the work of the Commission.  
 7  
 8 There's also a CASARA video and a CASARA  
 9 presentation. I'm not sure if that will be one  
 10 exhibit or two. And perhaps we'll enter those at  
 11 the end of CASARA's evidence or later on today.  
 12  
 13 So if we're ready to proceed, we have a head  
 14 table that consists of: CASARA President, Brian  
 15 Bishop; two other members of the CASARA  
 16 Executive, Maurice Murphy, who I understand will  
 17 be the lead presenter here today, and Minette  
 18 LeDrew. Those three individuals at the head  
 19 table.  
 20  
 21 And perhaps the three of you could introduce  
 22 yourselves now.  
 23  
 24 I should also note, there are a number of other

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1 CASARA members in attendance here today, and  
 2 after the head table have introduced themselves  
 3 perhaps those other members, if they wish, could  
 4 just introduce themselves to the Commission.  
 5  
 6 So perhaps, Mr. Bishop, you can start.  
 7 MR. BISHOP:  
 8 Thank you very much. I'm Brian Bishop,  
 9 Provincial President for CASARA Newfoundland and  
 10 Labrador.  
 11 MR. BUDDEN:  
 12 Are you miked, Mr. Bishop?  
 13 MR. BISHOP:  
 14 I am here. Is it on though?  
 15 MR. BUDDEN:  
 16 Just hold on a second. (Audio difficulties.)  
 17 The gentleman there is going to help you,  
 18 Mr. Bishop.  
 19 COMMISSIONER IGLOLIORTE:  
 20 Yes. I do want to offer my congratulations to  
 21 Dr. Bradley, as well as to the Inspector.  
 22  
 23 These are people who we've come to know over the  
 24 term of the Inquiry, and they've been very

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1 diligent working with us and their honours are  
 2 well earned and recognized.  
 3  
 4 Ruth doesn't know it yet, but she's soon going to  
 5 be a grandmother, so we'll announce that later  
 6 on.  
 7 MR. BISHOP:  
 8 Okay. I'm sorry for the long introduction, but  
 9 I'm Brian Bishop with CASARA, Provincial  
 10 President for Newfoundland and Labrador.  
 11  
 12 I'm in CASARA approximately 32 years. And I'll  
 13 just do the introductions for now. You're going  
 14 to pass it around with comments after? Okay.  
 15  
 16 That's it for me, thanks.  
 17 MR. MURPHY:  
 18 Maurice Murphy. I'm Provincial Director of  
 19 CASARA. I've been with CASARA since its  
 20 inception in Newfoundland in 19 -- mid-'80s, and  
 21 (technical difficulties)...  
 22  
 23 Okay. Mr. Commissioner, we're ready to proceed  
 24 with the Part 2 of this, our PowerPoint

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1 presentation.  
 2  
 3 Our first slide here shows, "What is CASARA?"  
 4 The Civil Air Search and Rescue Association known  
 5 also as CASARA is a Canada-wide Volunteer  
 6 Aviation Association.  
 7  
 8 CASARA is dedicated to providing an organized and  
 9 trained group of volunteers to assist Department  
 10 of National Defence in their mandate of search  
 11 and rescue.  
 12  
 13 We also promote search and rescue awareness and  
 14 aviation safety. CASARA is a federally  
 15 incorporated not-for-profit corporation.  
 16  
 17 Although the responsibility for organizing and  
 18 coordinating, conducting air searches for  
 19 aircraft in Canada is that of the Canadian Armed  
 20 Forces, there is often a need for supplemental  
 21 aircraft and personnel to assist in carrying out  
 22 a search.  
 23  
 24 There is also frequently a need for an airborne

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1 assistance in searching for lost or missing  
 2 persons, as well as coastal or inland waterway  
 3 searches for marine vessels.  
 4  
 5 CASARA may be tasked by other authorities such as  
 6 our police forces to search for lost hikers,  
 7 snowmobilers, those on all-terrain vehicles, and  
 8 any others categorized as missing persons.  
 9  
 10 Nationally, CASARA operates in all provinces and  
 11 territories. We have over 100 zones and provide  
 12 in excess of 1800 highly trained and certified  
 13 aircrew members.  
 14  
 15 You can see in the map in the lower right-hand  
 16 corner the zones and where they are distributed  
 17 throughout Canada.  
 18  
 19 We fly on either a member-owned aircraft or as  
 20 spotters on Canadian Forces aircraft, such as  
 21 this C-130 Hercules or the CH-149 Cormorant  
 22 helicopter.  
 23  
 24 Nationally, CASARA has over 300 privately owned

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1 wheeled and float-equipped aircraft which are  
 2 volunteered for use in search and rescue.  
 3  
 4 We may be tasked to function as an independent  
 5 resource or in conjunction with the military.  
 6  
 7 Pilots and aircraft owners who volunteer their  
 8 aircraft are only reimbursed for aircraft  
 9 operating expenses based on the aircraft type and  
 10 local fuel costs.  
 11  
 12 Copies of our national policies and manuals have  
 13 been provided to Mr. Budden and Mr. Smith.  
 14  
 15 In Newfoundland and Labrador we do have two  
 16 zones. The St. John's zone has 36 members; Deer  
 17 Lake has 14.  
 18  
 19 Similar to the military, we may also operate from  
 20 practically any area in the province as required.  
 21  
 22 We are capable of transitioning to a search area  
 23 quickly, and we can quickly cover a significant  
 24 area from the air.

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1 Our CASARA Newfoundland and Labrador brochure,  
 2 which you've all been provided a copy with,  
 3 provides a good summary of our capabilities.  
 4  
 5 Purposes of training: Members undergo initial  
 6 and recurrent training for each of their  
 7 respective roles. Search techniques and methods  
 8 are proven, and are the same as those that are  
 9 employed by the military.  
 10  
 11 I may add, too, here that the military is a  
 12 primary source of our education in regards to  
 13 search and rescue.  
 14  
 15 The success of an air search depends entirely  
 16 upon the efficiency of the aircrew to locate the  
 17 search object as soon as possible.  
 18  
 19 Our training is funded by the Department of  
 20 National Defence.  
 21  
 22 Training Standards: Our new members joining  
 23 CASARA will learn about the National SAR system.  
 24 They will physically visit the Joint Rescue and

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1 Coordination Centre in Halifax, if this is  
 2 possible.  
 3  
 4 They will learn about safety and aviation and  
 5 some will accept responsibilities in becoming a  
 6 safety officer.  
 7  
 8 Members learn about various phases of a search  
 9 and how to conduct visual searches from the air.  
 10 They become proficient in homing beacons, which  
 11 we will talk about shortly.  
 12  
 13 In Newfoundland, our CASARA crews can fly in VFR  
 14 (Visual Flight Rule) conditions either day or  
 15 night. And both zones in Newfoundland are  
 16 equipped with pilots and aircraft capable of  
 17 carrying out night searches.  
 18  
 19 CASARA Air Crews: Crew members are highly  
 20 trained, dedicated search and rescue volunteers.  
 21 As with most volunteers, they are keen and  
 22 enthusiastic; have a genuine interest in helping  
 23 others; and are ready to assist on a very short  
 24 notice.

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1 Membership in CASARA is open to aircraft owners  
 2 and pilots, as well as those who wish to receive  
 3 training as spotters and navigators.  
 4  
 5 Members are required to meet certain medical and  
 6 vision requirements, depending on their roles.  
 7  
 8 In the crew, pilots are responsible for the safe  
 9 operation of the aircraft. Navigators ensure  
 10 accurate coverage of the search area identified  
 11 for the tasking or operation. And the spotters  
 12 are the team's eyes in the sky responsible for  
 13 visually finding the targets.  
 14  
 15 We also have members trained as search  
 16 coordinators who help to officially coordinate  
 17 resources.  
 18  
 19 All CASARA aircrew members undergo both academic  
 20 and flight training. Some of our training is  
 21 facilitated by Canadian Forces Search and Rescue  
 22 personnel.  
 23  
 24 All aircrew have annual requirements for training

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1 Only current aircrew are permitted to participate  
 2 in actual searches, and this is one who has  
 3 completed his recurrency requirements. Although  
 4 there are annual minimums, many aircrew far  
 5 exceed those minimum requirements.  
 6  
 7 Support from the Canadian Forces -- or supporting  
 8 the Canadian Forces: CASARA provides spotters  
 9 for the Hercules and the Cormorant helicopter.  
 10 And in addition, when required to participate in  
 11 spotters, we assist the military during training  
 12 and simulations.  
 13  
 14 We have also participated in training exercises  
 15 with the Canadian Coast Guard.  
 16  
 17 Practical training: CASARA members receive  
 18 supplemental training to improve upon and enhance  
 19 operational safety.  
 20  
 21 Members receive training in aviation safety, crew  
 22 resource, management, situation awareness,  
 23 meteorology, first on scene, first aid, aircrew  
 24 survival, and SAR awareness.

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1 and currency.  
 2  
 3 In addition to flying search patterns, we are  
 4 taught by the military that one of the most  
 5 important factors in searching is the scanning  
 6 technique. And I know this has been discussed at  
 7 some length throughout the Inquiry.  
 8  
 9 Spotters have the most important role in the  
 10 aircrew, as they are trained in the scanning  
 11 technique, search patterns, signs and signals,  
 12 and also are familiar with search height and  
 13 visibility.  
 14  
 15 The scanning technique used by spotters is a  
 16 proven method of searching within an assigned  
 17 scanning range that allows them to search the  
 18 whole of the assigned area systematically.  
 19  
 20 Using a proper scanning technique is critical to  
 21 the effective search. We are taught that simply  
 22 sitting in the aircraft window and looking at the  
 23 ground indiscriminately is ineffective.  
 24

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1 Training may be facilitated by military personnel  
 2 or other professionals in the field of search and  
 3 rescue.  
 4  
 5 Our training may also include exercises with  
 6 military, including target and/or training beacon  
 7 placement and providing simulated casualties.  
 8  
 9 Search patterns: In this diagram here you can  
 10 see some search patterns that we utilize. CASARA  
 11 aircrews are trained to plan and prosecute  
 12 different types of proven visual search patterns.  
 13  
 14 I may add that this is also the same search  
 15 patterns that are utilized by our Canadian Armed  
 16 Forces.  
 17  
 18 Through the use of technology, such as Four  
 19 Flight, GoSAR, Search-HQ Ozzie Explorer, search  
 20 patterns can be quickly and effectively planned.  
 21  
 22 Aircrew also practice planning search searches  
 23 without technology, however, in the event of any  
 24 issues.

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1 And of course, that's old fashioned paper, pencil  
 2 and a whiz wheel, which a lot of people don't  
 3 remember how to do sometimes.  
 4  
 5 Aircrew are also trained to search in adjacent  
 6 search areas. For example, a CASARA aircrew  
 7 could be assigned an area and a Hercules or a  
 8 Cormorant is searching in another assigned area  
 9 adjacent to that.  
 10  
 11 We are certainly trained to communicate and  
 12 ensure proper separation. Typical search  
 13 altitudes is 1,000 feet.  
 14  
 15 Spacing and visibility is very important in a  
 16 search. Both altitude and spacing can be  
 17 adjusted to fit the search.  
 18  
 19 And that, of course, could depend on whether  
 20 you're searching for an individual or an aircraft  
 21 or a car or whatever.  
 22  
 23 This particular diagram here shows what's called  
 24 a creeping line ahead. And I believe that

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1 and vessels, and/or sometimes carried by  
 2 individuals, which is becoming more and more  
 3 popular.  
 4  
 5 These are compact electronic devices capable of  
 6 transmitting a signal on emergency frequencies.  
 7  
 8 Ground homing specialists are trained how to  
 9 search electronically for emergency beacons.  
 10  
 11 This type of search with the aid of special  
 12 equipment facilitates detection to localize the  
 13 signal and find the target.  
 14  
 15 CASARA members tasked to locate these beacons  
 16 find most are false alarms and frequently end up  
 17 in waste management facilities up to their neck  
 18 in some very undesirable refuse at times.  
 19  
 20 Zone operations: As we indicated before, our  
 21 partner, of course, is the Department of National  
 22 Defence and in particular, of course, the Royal  
 23 Canadian Air Force.  
 24

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1 certainly Mr. Blackmore is familiar with that as  
 2 I think they use that particular technique  
 3 themselves in their search patterns.  
 4  
 5 The left and right spotters would respectively  
 6 cover an identified scan range. For example, at  
 7 1,000 feet, the scan level would be one mile.  
 8 The straight red line is the intended track. The  
 9 black line is the actual track.  
 10  
 11 Now you can see from this, the aircrew or the  
 12 pilot certainly did a pretty good job in covering  
 13 this track in this instance.  
 14  
 15 This diagram, of course, once it's downloaded  
 16 will help to identify any areas that were not  
 17 properly searched and would require a further  
 18 investigation.  
 19  
 20 The technology is also useful to share with  
 21 authorities during the debrief and to present  
 22 information to the families of the next of kin.  
 23  
 24 Homing beacons are mandatory on certain aircraft

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1 CASARA zones must pass an operations evaluation  
 2 every 18 to 24 months in order to maintain  
 3 operational status and be tasked directly from  
 4 JRCC Halifax.  
 5  
 6 These evaluations are conducted by military  
 7 personnel from 413 Search and Rescue Squadron in  
 8 Greenwood.  
 9  
 10 They are normally conducted over a two-day period  
 11 and encompass all search and rescue aspects a  
 12 zone could be called upon to perform.  
 13  
 14 These evaluations measure operation readiness,  
 15 following which we may be tasked to initiate a  
 16 search independently.  
 17  
 18 So if JRCC calls us, we do not have to wait for  
 19 anyone else to show up on the scene. We can  
 20 dispatch immediately and commence a search.  
 21  
 22 TMMS, this is our Training and Mission Management  
 23 System. It contains personal information for our  
 24 members' records, and tracks training,

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1 activities, events, currency, and equipment.  
 2  
 3 This is similar to the Position Task Book that  
 4 Richard Smith referred to in his testimony the  
 5 other day.  
 6  
 7 TMMS offers several different types of reports.  
 8 This information changes almost daily as we train  
 9 regularly. And this is what JRCC would look at  
 10 immediately when they go to determine whether  
 11 they will utilize a CASARA zone in their search.  
 12  
 13 CASARA Newfoundland and Labrador is very  
 14 fortunate to have eight privately owned  
 15 volunteered aircraft.  
 16  
 17 These aircraft are on wheels, on floats or on  
 18 amphibious gear, which is capable of landing on  
 19 runways or on water.  
 20  
 21 There are five aircraft in the St. John's zone,  
 22 and three in the Deer Lake zone. Variety of the  
 23 aircraft makes us very versatile and available  
 24 year round. The typical range of these aircraft

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1 SAR team and help direct them to the targets.  
 2  
 3 We can also let them know what the terrain ahead  
 4 looks like and what obstacles may pose a  
 5 challenge to their progress.  
 6  
 7 Following the sighting of the target, we also  
 8 have the capability of remaining on scene. And  
 9 this would be helpful to conscious targets.  
 10  
 11 In that case, we would continue to circle around  
 12 and thereby reassure the casualties that their  
 13 help is on the way.  
 14  
 15 We have been tasked to conduct coastal crawls,  
 16 especially considering that we have float plane  
 17 capacity. And there has been a number of those  
 18 in the past.  
 19  
 20 I'd now like to probably have Brian, if he would,  
 21 jump in here and just give you a history of some  
 22 of the coastal crawls and searches that we have  
 23 been involved with in the past.  
 24

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1 is three to five hours.  
 2  
 3 CASARA aircraft are all certified and meet strict  
 4 Transport Canada requirements, including those  
 5 for insurance and maintenance.  
 6  
 7 We understand that our contribution depends on  
 8 the search object, and in this we're looking at  
 9 interoperability. So how can we help support the  
 10 other agencies and, in particular, ground search  
 11 and rescue?  
 12  
 13 Our contribution also depends on the search area.  
 14 The higher the altitude we can search from, the  
 15 more search area covered and the faster the  
 16 coverage.  
 17  
 18 Active targets are obviously easier to spot. We  
 19 have partnered at times with Ground SAR teams for  
 20 joint exercises.  
 21  
 22 For example, targets are placed within our  
 23 ability to cover a larger area in a short time.  
 24 We can communicate the coordinates to the Ground

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1 MR. BISHOP:  
 2 Thank you, Mr. Murphy. Since our MOA has been  
 3 signed, we have had three callouts from the RNC.  
 4  
 5 One was on May 11th, 2014, for a missing person  
 6 off Signal Hill. And we did a coast crawl from  
 7 Signal Hill area up to Cape Spear.  
 8  
 9 With that search, we worked very closely with  
 10 Universal Helicopters and Ground SAR. The Ground  
 11 SAR team had their Command Centre posted on  
 12 Signal Hill, and I was invited to be at the  
 13 Command Centre, which gave great asset for CASARA  
 14 to understand what the search was doing. And we  
 15 had a radio in the Command Centre where we could  
 16 relay directly to the aircraft. So that worked  
 17 very well.  
 18  
 19 The same thing with a search August 31st, 2015,  
 20 for a missing person off of Flatrock. Coast  
 21 crawl. Same scenario. Ground SAR Command Centre  
 22 was there and I was at the Command Centre.  
 23  
 24 January 2nd, 2020, CASARA were on standby by the

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1 Newfoundland Constabulary for a missing child.  
 2 An Amber Alert at Deer Lake zone. That was very  
 3 well received by the RNC.  
 4  
 5 And we did not actually fly or work with that,  
 6 but they were pleased to know we had a team  
 7 ready, willing, and able to be airborne.  
 8  
 9 September, I don't have the exact date, September  
 10 2021, we had spotters tasked by the RCMP who were  
 11 put on the Newfoundland water bomber.  
 12  
 13 We had two, three spotters at a time on this  
 14 water bomber for, I'm not sure the exact number  
 15 of days. Three, four, possibly, five days, five  
 16 days in total. That went very well.  
 17  
 18 The first time to my knowledge we've ever used  
 19 the water bomber proved to be a very worthwhile  
 20 platform, and a great opportunity to work with  
 21 them.  
 22  
 23 If this keeps going the way it's going, we would  
 24 appreciate the opportunity to do some training

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1 with the water bomber in probably static.  
 2  
 3 We don't need to go flying. Just get on the  
 4 ground and show our spotters what's on the water  
 5 bomber, how they can sit, and how they can spot.  
 6 So that was very receptive and that's a very new  
 7 one for CASARA.  
 8  
 9 We had two callouts from the RCMP. One on August  
 10 19th, 2013. We had a missing person in a vehicle  
 11 who left Trepassey to come to St. John's. Never  
 12 showed up at St. John's. So the RCMP tasked  
 13 CASARA, Ground SAR and they also had Universal  
 14 Helicopter up.  
 15  
 16 I actually flew on that one. And we flew one  
 17 side of the route coming from Trepassey. We  
 18 didn't know if he went down the Southern Shore or  
 19 Cape St. Mary's.  
 20  
 21 So we worked one side and the helicopter worked  
 22 the other side. We were in communication with  
 23 the helicopter and also in direct communication  
 24 with the RCMP.

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1 All worked out very positive. It was a great  
 2 search. The person was found not off the road  
 3 like we suspected. Was just disorientated and  
 4 they found him in a house somewhere. But it was  
 5 just, it worked well and showed that we all  
 6 worked well together.  
 7  
 8 We had another one by the RCMP, three missing  
 9 fishermen, and we were tasked to search the Shea  
 10 Heights area.  
 11  
 12 Again, we searched in conjunction with the Ground  
 13 SAR and at that time the Universal Helicopter, in  
 14 conjunction with the RCMP. So that worked very  
 15 well. Communication was great.  
 16  
 17 So that's the amount of actual searches we've  
 18 worked on. So we're hoping to increase those  
 19 numbers and just prove or show everybody that we  
 20 are quite capable of doing and assisting  
 21 where/when requested.  
 22 MR. MURPHY:  
 23 Okay. Thank you very much, Brian, for that. I  
 24 might just interject there too, that those are

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1 specifically for ground search and rescue.  
 2  
 3 We were still involved in other searches offshore  
 4 with the military by supplying the spotters in  
 5 which we discussed earlier.  
 6  
 7 To continue on, other things we see in the  
 8 interoperability is the possibility that CASARA  
 9 could also be used to transport searches and  
 10 GoSAR searches quickly to remote areas,  
 11 particularly considering our access to five float  
 12 planes in our fleet.  
 13  
 14 Elsewhere in the country, as well, CASARA  
 15 aircraft are frequently utilized as  
 16 communications platforms.  
 17  
 18 Essentially when teams are on the ground and are  
 19 unable to communicate with each other, CASARA  
 20 aircrews are able to relay that information by  
 21 operating at a communications platform at 5- or  
 22 6,000 feet over the search area.  
 23  
 24 A memorandum of agreement: As Brian mentioned

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1 earlier, on June 18th, 2013, the Province of  
 2 Newfoundland and Labrador signed an agreement  
 3 with CASARA.  
 4  
 5 It was to augment air search support services  
 6 available in the province so that CASARA would  
 7 provide air search support services to supplement  
 8 Ground Search and Rescue operations.  
 9  
 10 CASARA is simply another resource that's  
 11 available or was alluded to a number of times  
 12 during the hearing. Another tool in the toolbox.  
 13  
 14 As explained earlier, aircrews are trained to  
 15 National Standards, and our training is federally  
 16 funded. So all our training is at no cost to the  
 17 Province.  
 18  
 19 Throughout the current Inquiry, a common theme we  
 20 have heard is that there are some challenges  
 21 relating to recruitment and retention of GSAR  
 22 (Ground Search and Rescue) volunteers.  
 23 Fortunately, we do not have that problem  
 24 ourselves.

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1 And, Mr. Commissioner, that concludes our formal  
 2 presentation. We certainly welcome any  
 3 questions.  
 4 COMMISSIONER IGLOLIORTE:  
 5 Thank you very much. Mr. Budden again?  
 6 MR. BUDDEN:  
 7 Q. Just a couple. Thank you for your presentation.  
 8 Thank you to Mr. Bishop for meeting with me back  
 9 in August. And thanks to a number of you for a  
 10 meeting we had last night. So all of which is  
 11 appreciated by us.  
 12  
 13 I take it there's almost -- your services can  
 14 almost be, perhaps, categorized in two distinct  
 15 ways.  
 16  
 17 One, you have the services of the planes of  
 18 various sorts in situations where fixed-wing  
 19 assets could be helpful to GSAR operations; and  
 20 the second, you offer the services of individuals  
 21 who you have trained or arranged the training in  
 22 the technique of spotting.  
 23  
 24 So there's really two things that CASARA brings

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1 to the table; is that a fair summary?  
 2 MR. BISHOP:  
 3 A. Yes, sir.  
 4 MR. BUDDEN:  
 5 Q. And we understand and I think everybody  
 6 acknowledges, there are circumstance, as  
 7 Mr. Smith said last night, you can't always send  
 8 fixed-wing into rotary country, such as the Great  
 9 Northern Peninsula.  
 10  
 11 But there are -- if I take it from your  
 12 submission that there are times you believe that  
 13 your planes can be very helpful, has been helpful  
 14 and, perhaps, might be a tool that could be used  
 15 a little more often than it currently is?  
 16 MR. BISHOP:  
 17 A. Yes.  
 18 MR. BUDDEN:  
 19 Q. Yes. And the second thing about the spotters --  
 20 and again that's something that I don't imagine  
 21 too many people here understood the specific  
 22 technique of spotting as it has been explained to  
 23 us.  
 24

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1 And I understand that I think one of you told me  
 2 that when you do offshore work, that the military  
 3 will sometimes leave you guys with the sole  
 4 responsibility of certain sections of the  
 5 spotting exercise?  
 6 MR. BISHOP:  
 7 A. When we first provided spotters for the military,  
 8 that's basically to assist their SAR tech. Like  
 9 a SAR tech is pretty difficult to spend hours at  
 10 a time in the window, so we usually rotate on  
 11 20-minute rotation.  
 12  
 13 SAR tech will be in 20 minutes. SAR tech will  
 14 get out. They will sit in a seat and rest their  
 15 eyes and relax. And they will trust the CASARA  
 16 to put an actual spotter in that window and spot  
 17 while they're resting.  
 18 MR. BUDDEN:  
 19 Q. Because spotting, as you sort of said, isn't  
 20 something you can do for hours on end to be  
 21 effective?  
 22 MR. BISHOP:  
 23 A. No, you'd just be burned out. You could not  
 24 stare. You could not concentrate that long and



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1 spot accurately and effectively.  
 2  
 3 They can do it if they have to, but it's a lot  
 4 easier and a lot more effective if they have  
 5 relief spotters.  
 6 MR. BUDDEN:  
 7 Q. Okay. And we've also put into evidence some of  
 8 your material and the Commission will have access  
 9 to that as he proceeds with the writing of his  
 10 report. So that's all the questions I have.  
 11  
 12 The other lawyers may have questions. And thank  
 13 you again for cooperating with us.  
 14  
 15 Mr. Ralph, have you any questions?  
 16 RALPH, Q.C.:  
 17 I have no questions. Thank you.  
 18 MR. BUDDEN:  
 19 Okay. Ms. Philpott, have you any questions?  
 20 MS. PHILPOTT:  
 21 (No audible answer.)  
 22 MR. BUDDEN:  
 23 Okay. Mr. Williams, have you any questions?  
 24

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1 WILLIAMS, Q.C.:  
 2 Q. Just in the early part of your presentation, I  
 3 wasn't sure.  
 4  
 5 When you are tasked, you are usually tasked by  
 6 DND? Or can you be tasked by the Province  
 7 directly?  
 8 MR. BISHOP:  
 9 A. Right now, we are a federal organization. We are  
 10 tasked by DND with the Joint Rescue Coordination  
 11 Centre in Halifax.  
 12  
 13 Since this MOA has been put in place, now we are  
 14 able to be tasked directly by either one of the  
 15 police forces in Newfoundland - the Royal  
 16 Canadian Mounted Police or the RNC.  
 17  
 18 They can task us directly. And there's a new  
 19 thing out started probably a couple of years ago,  
 20 humanitarian service.  
 21  
 22 If the RCMP or RNC or Emergency Services requests  
 23 CASARA, they could go into JRCC. And if JRCC  
 24 agreed and were willing to support this

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1 particular search, JRCC can task CASARA to take  
 2 part in that search.  
 3  
 4 So there's several ways we can be tasked. Once  
 5 tasked we're ready to go. We don't have to wait  
 6 for any other -- anyone to show up on scene.  
 7  
 8 Like the military don't have to be on scene if  
 9 we're doing a military search. It's done all by  
 10 communication.  
 11  
 12 Same with the police. We don't have to wait for  
 13 a police officer to come out to the airport or be  
 14 in the airplane or anything else. We just...  
 15 They basically tell us an area they wanted  
 16 searched. Our search coordinator will discuss  
 17 with the police officer or whoever tasks us the  
 18 actual search area, and we will discuss which  
 19 patterns they think would be used.  
 20  
 21 And in actual searches, especially with both the  
 22 RCMP and the RNC, we keep searching and they tell  
 23 us, okay, we'd like you to do that same area  
 24 again. We'd like you to do a different area. Or

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1 you can stand down. So it's all up to these  
 2 guys.  
 3 WILLIAMS, Q.C.:  
 4 Q. Okay. And do you see yourself having -- I mean,  
 5 it's obviously a very thorough organization with  
 6 a lot of training and volunteers associated with  
 7 it.  
 8  
 9 Do you see having a more enhanced role into  
 10 ground search and rescue, because I was surprised  
 11 with the lower numbers that you've actually  
 12 called out to, because it's fairly -- I would see  
 13 you supplementing existing resources to even a  
 14 greater extent than you already do.  
 15  
 16 Do you have any opinion with respect to that?  
 17 MR. BISHOP:  
 18 A. Well, our goal is to assist and we're not  
 19 intending to replace any resources that are out  
 20 there now.  
 21  
 22 Like there has been some talk about helicopter  
 23 and what area a helicopter can get in, what area  
 24 a fixed-wing can get in.

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1 But if we're working directly with the search  
 2 manager and incident commander, and we have  
 3 direct communication with the other aircraft,  
 4 like if we're flying fixed-wing, if we're talking  
 5 with helicopter, it's not a big issue.  
 6  
 7 We know where we are and we're separated probably  
 8 horizontally or vertically or whatever, we know  
 9 exactly where the other aircraft is.  
 10  
 11 And there are times, yes, the helicopter can  
 12 probably get into the tighter spots and have a  
 13 good close look. But if we're out there, we can  
 14 cover the larger areas probably at a bit of a  
 15 higher altitude.  
 16  
 17 And if we're fortunate enough to spot something  
 18 and we're all in great communication, we speed  
 19 things up. We can call the helicopter and say we  
 20 think we see something over here. Maybe you want  
 21 to come over here and get down low and have a  
 22 good look at it.  
 23  
 24 So we just think it's an excellent resource where

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1 We haven't actually done anything here in  
 2 Newfoundland with 442 out of Comox because  
 3 they're flying the Cormorant helicopter and it's  
 4 just they don't get over here with their  
 5 Cormorant helicopters.  
 6 WILLIAMS, Q.C.:  
 7 Q. Yes. And so would there be members available --  
 8 I mean, obviously, if I understand your  
 9 organization correctly, it's supported by  
 10 volunteers, basically, with private aircraft that  
 11 have been certified and meet all regulatory  
 12 standards.  
 13  
 14 Are there any members with such aircraft in  
 15 Labrador currently that could be called upon, if  
 16 required, to conduct a search in supplementing or  
 17 addition to existing resources?  
 18 MR. BISHOP:  
 19 A. No. Currently we only have aircraft in  
 20 St. John's and Deer Lake.  
 21 WILLIAMS, Q.C.:  
 22 Q. Okay. All right. That's great. Thank you very  
 23 much. Very informative.  
 24

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1 we can assist.  
 2 WILLIAMS, Q.C.:  
 3 Q. Okay. The last question: I noticed in your  
 4 brochure that CASARA supports the 413 Squadron  
 5 out of Greenwood and the 103 out of Gander.  
 6  
 7 Is there any capabilities or do you envisage any  
 8 opportunities to support the 444 out of Labrador,  
 9 and do you have any abilities to work out of  
 10 Labrador at this point in time?  
 11 MR. BISHOP:  
 12 A. We have. We have supported a number of  
 13 squadrons. We have supported Triple Four out of  
 14 Goose Bay in training, and we can augment them on  
 15 actual searches if required.  
 16  
 17 We've also trained with 424 Squadron out of  
 18 Trenton, Ontario, and 435 Squadron out of  
 19 Winnipeg, Manitoba.  
 20  
 21 They've all come here and asked for assistance  
 22 for CASARA to conduct an airborne intercept or  
 23 put out an ELT training beacon or put passengers  
 24 on the ground for them.

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1 MR. BISHOP:  
 2 A. Thanks, Mr. Williams.  
 3 MR. BUDDEN:  
 4 Just the other counsel, Mr. Freeman or  
 5 Ms. Bedford, have you any questions?  
 6 MR. FREEMAN:  
 7 No questions. Thank you.  
 8 MR. BUDDEN:  
 9 I should note, as well, as a follow-up to what  
 10 Mr. Williams said. I should have noted this  
 11 earlier.  
 12  
 13 That MOU that you've referred to, Mr. Bishop, of  
 14 July 2013 between CASARA and the Government of  
 15 Newfoundland and Labrador is at Exhibit P-160.  
 16 It was entered a couple of weeks ago.  
 17  
 18 So are there any other questions anybody would  
 19 like to put to these particular witnesses?  
 20  
 21 Mr. Commissioner, have you?  
 22 COMMISSIONER IGLOLIORTE:  
 23 No. The question I was going to put was asked by  
 24 Mr. Williams and answered, the one on tasking.

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1 Thank you very much for your military position on  
 2 time and the very informative presentation you've  
 3 given. Of course, very useful for us as well.  
 4 MR. BUDDEN:  
 5 Thank you very much, gentlemen.  
 6  
 7 And, Mr. Commissioner, we're starting our next  
 8 session in about five minutes.  
 9  
 10 Perhaps we can break for those couple of minutes  
 11 while people get to their seats and we do things  
 12 like that.  
 13  
 14 Oh, just before we do. Some arrangement should  
 15 be made to enter this presentation as an exhibit.  
 16  
 17 So Madam Clerk, perhaps you could speak to  
 18 Mr. Murphy and Mr. Bishop and Ms. LeDrew about  
 19 that. Thank you.  
 20 THE CLERK:  
 21 All rise.  
 22  
 23 (Recess)  
 24

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1 THE CLERK:  
 2 All right. This Commission of Inquiry is in  
 3 session. Please be seated.  
 4 COMMISSIONER IGLOLIORTE:  
 5 Mr. Budden, please?  
 6 MR. BUDDEN:  
 7 Thank you, Mr. Commissioner. As the overhead  
 8 says, we're moving into another session about  
 9 now. And I'll be playing a -- I won't be leading  
 10 this session. This will be led by Mr. Michael  
 11 Clair who will introduce himself in a moment.  
 12  
 13 It's going to be a roundtable. We have  
 14 individuals here in person and others are coming  
 15 in by Zoom, I guess. And I'll let Mr. Clair take  
 16 over at this point.  
 17  
 18 At the end of this session, there is a little  
 19 more work of the Inquiry to do before we adjourn  
 20 for the day. Mr. Clair?  
 21 MR. CLAIR:  
 22 Thank you, Mr. Budden. And thank you,  
 23 Commissioner, for having agreed to engage in a  
 24 session like this one this afternoon.

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1 It's going to be slightly different from the  
 2 sessions that were held earlier which were more  
 3 formal, more inquiry-like. This one is going to  
 4 be more of a discussion.  
 5  
 6 We've got a lot of topics to cover and a large  
 7 number people. So this might be the fastest way  
 8 for us to do it.  
 9  
 10 The way we got the room organized is we have a  
 11 number of guests who've brought in, and they're  
 12 sitting at the inner table. But we then have the  
 13 regular Inquiry personnel in the outer tables.  
 14  
 15 So it's just a factor of space and of the COVID  
 16 situation, the public health situation that we're  
 17 in.  
 18  
 19 If you are at an outer table, please feel free to  
 20 ask a question, make a comment, intervene in the  
 21 same way that you would have had earlier.  
 22  
 23 There's a lot of moving parts here. There's the  
 24 different rings of tables, plus there's people

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1 online and people in this room, so please bear  
 2 with me and don't hesitate to interrupt and say,  
 3 Mike, somebody has a question or whatever.  
 4  
 5 Very pleased for me to -- I want to give  
 6 everybody a chance to have their say.  
 7  
 8 I'd normally be standing and then have a more  
 9 dynamic view, but so if you're not in my sight  
 10 then, as I say, please feel free to interrupt me.  
 11  
 12 I want to acknowledge the presence of the family  
 13 of Burton Winters, without whose patience and  
 14 persistence this Inquiry would not have taken  
 15 place.  
 16  
 17 I believe that the process that you have  
 18 initiated will save additional lives in the  
 19 future. And I want to thank you for the grace  
 20 that you have exhibited throughout this process.  
 21  
 22 And also, of course, invite you to participate at  
 23 any time during the session. If you would like  
 24 to add a comment or ask a question, please, by

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1 all means, feel free to do so.  
 2  
 3 So I understand that this is the closing segment  
 4 of what have been long public hearings, and it's  
 5 also the start of a long weekend and there's a  
 6 big wind storm coming, so we're not going to hold  
 7 you up any longer than we need to.  
 8  
 9 I think we're going to try to end around 4:00  
 10 p.m. If some of you need to leave earlier, by  
 11 all means feel free to do so. But that's the  
 12 time that I'm hoping that we'll be finished with  
 13 our session.  
 14  
 15 And the way it's going to go this afternoon,  
 16 we're just going to do a roundtable introduction  
 17 to let everybody know who everybody else is.  
 18  
 19 I'm going to give just a short ten-minute  
 20 presentation on what the Commission has heard so  
 21 far. Because for those of you who have not been  
 22 part of it, this will give you a chance to catch  
 23 up to what the Commission has been discussing.  
 24 And then we'll engage in our own discussion.

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1 We are following the Public Health mandate. So  
 2 please keep your mask on when you're not  
 3 speaking.  
 4  
 5 When you are speaking, of course, feel free to  
 6 remove your mask. And I think we had to sign in.  
 7  
 8 I didn't sign in personally. We have to sign in  
 9 coming in for possible contact tracing, if that's  
 10 required, right.  
 11  
 12 We're going to have a mid-afternoon break. And  
 13 as I've mentioned earlier, we're going to try to  
 14 finish by around 4:00.  
 15  
 16 I've got my presentation there, and I've got  
 17 (technical difficulties)...  
 18 MS. JACQUE:  
 19 I'm Natalie Jacque. I'm Burton's step-mom.  
 20 MR. CARTER:  
 21 Paul Carter, Executive Director with the  
 22 Department of Justice and Public Safety with the  
 23 Province.  
 24

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1 In the discussion I've got some questions that I  
 2 may address to individual people, but other  
 3 people feel free to add on. If you have a  
 4 question, feel free to ask your question,  
 5 etcetera.  
 6  
 7 Just a couple of housekeeping items. If you got  
 8 a cell phone, those of you who are just coming  
 9 in, make sure you set it on the silent setting.  
 10  
 11 The washrooms are outside the door behind me and  
 12 turn to your right. You'll find them eventually.  
 13  
 14 In the unlikely case of an emergency, we're going  
 15 to work with the buddy system. Whoever is with  
 16 you at the table, that's your buddy and we'll  
 17 meet at the Muster Station which is near the side  
 18 that is near the Interpretation Centre up there.  
 19  
 20 If any of our guests have come in and have not --  
 21 if you've driven in with your car, if you have  
 22 not yet given your licence plate number to one of  
 23 us -- has anybody not registered their licence  
 24 plate? We're good? Okay.

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1 MS. STEELE:  
 2 Ruth Steele, I'm the administrator.  
 3 MR. FREEMAN:  
 4 (Audio difficulties.)  
 5 MS. BEDFORD:  
 6 Corrine Bedford.  
 7 MR. FREEMAN:  
 8 From Justice Canada, Department of Justice  
 9 Canada.  
 10 MR. CLAIR:  
 11 So what the Commission has heard overall so far  
 12 is about the internal operations of GSAR teams.  
 13 That is how searches are conducted.  
 14  
 15 We've heard about interops, not the reason we --  
 16 it's not your area of (audio difficulties). And  
 17 GSAR teams, as we've heard, requires support of  
 18 families and communities.  
 19  
 20 Experience on a GSAR team, as we've heard many,  
 21 many times, is a rewarding experience for its  
 22 members. Everybody speaks very highly of their  
 23 time on the teams.  
 24

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1 The experience may make it easier for a young  
 2 person to get that first job. And as all of us  
 3 know, getting your first job is the toughest  
 4 thing.  
 5  
 6 Once you got your first job, the second one is a  
 7 lot easier. But getting your foot in the door  
 8 for the first one is really key.  
 9  
 10 And experience is generally taken for granted by  
 11 society and government. People don't talk about  
 12 it. People don't know that it's happening, which  
 13 makes it difficult, then, for fundraising,  
 14 recruitment and everything else.  
 15  
 16 There's the issue of off-road vehicles that make  
 17 it easier for searchers to cover more ground. So  
 18 it's great, you can go out further.  
 19  
 20 But on the other hand, it makes it easier for  
 21 people to get lost farther afield or to become  
 22 seriously injured.  
 23  
 24 So when you're sitting on a powerful machine that

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1 can go 60 miles an hour and you make a mistake,  
 2 you can become seriously injured.  
 3  
 4 Something that came up which was interesting,  
 5 where in this province we are turning more and  
 6 more to immigration, to address our demographic  
 7 problem.  
 8  
 9 Most of our immigrants are not coming from  
 10 northern countries. They are coming from  
 11 southerly climates and may not be familiar with  
 12 travelling in a boreal or sub-Arctic environment.  
 13  
 14 So it's possible they might get lost easier or  
 15 may make it more difficult to recruit them if  
 16 they are not familiar with the environment.  
 17  
 18 More and more lost persons include people with  
 19 mental health or cognitive issues; some of whom  
 20 are afraid of searchers or not looking to be  
 21 found.  
 22  
 23 And PTSD among searchers is becoming recognized  
 24 as an occupational hazard.

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1 So that's the background. And the question I'd  
 2 like to ask the group here, is that everything  
 3 being equal, in an ideal situation, what would an  
 4 ideal ground search and rescue organization look  
 5 like in Newfoundland and Labrador?  
 6  
 7 And specifically considering things like the size  
 8 of the teams, the number of people, the gender,  
 9 age, ethnic identity, etcetera of team members?  
 10 The skill set, the physical ability and  
 11 experience of team members? The financial and  
 12 other supports that are provided? How you would  
 13 do province-wide coordination, planning,  
 14 advocacy, etcetera? And also, of course, keeping  
 15 in mind succession planning and long-term  
 16 sustainability.  
 17  
 18 So that's what I would like for us to focus on.  
 19 And maybe we could leave that slide up as kind of  
 20 a guide for us. And I think that would be my  
 21 last slide, I think.  
 22  
 23 Okay. So we'll leave that slide up for now. So  
 24 let's see. Right. So now we'll turn to the

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1 discussion side of things. And the way I want to  
 2 do it is I'm going to point to one of you and ask  
 3 you to answer a question and then have others  
 4 pile on as well.  
 5  
 6 So, Penney, perhaps I'll start with you. As the  
 7 CEO of the Community Sector Council, you probably  
 8 have the best overview of the volunteer base in  
 9 Newfoundland and Labrador.  
 10  
 11 How would you describe the environment within  
 12 which the ground search and rescue organizations  
 13 are trying to recruit volunteers?  
 14  
 15 And in particular, I'd be interested in your  
 16 thoughts about whether there's a decline in  
 17 volunteerism overall and whether the "younger  
 18 generation" is less likely or more likely to  
 19 volunteer their time than the people who are  
 20 currently in the organization who are older?  
 21  
 22 So your thoughts on all of that?  
 23 MS. ROWE:  
 24 A. First of all, thank you, Mike, for inviting me.

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1 I'd like to just acknowledge the purpose of this  
 2 Commission.  
 3  
 4 The reason why we're all here and the reason why  
 5 the members of all of these wonderful volunteer  
 6 search and rescue committees exist.  
 7 MR. CLAIR:  
 8 Q. Penney, I'm going to ask you to speak right into  
 9 the microphone so people can hear.  
 10 MS. ROWE:  
 11 A. And I'd like to just pay my respects to the  
 12 family that has been the reason why this  
 13 Commission has been formed. And I'll try to  
 14 couch my responses in that context.  
 15  
 16 With reference to how these particular voluntary  
 17 organizations fit into the community sector,  
 18 perhaps if I could take a couple of minutes just  
 19 to talk about how the sector plays out in our  
 20 province and then address a couple of your  
 21 specific issues.  
 22  
 23 The community sector in many ways is central to  
 24 the social and economic well-being of our

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1 province.  
 2  
 3 We know that the voluntary or community sector,  
 4 as I call it, functions in a very different way  
 5 than government functions, or in which the  
 6 private sector functions, in that all of the  
 7 governance of the organizations are  
 8 volunteer-driven, and the members of all the  
 9 teams are volunteers.  
 10  
 11 So when you think about the work that's being  
 12 done, the urgent, significant, amazing work  
 13 that's being done by these organizations, what we  
 14 are looking at is an unpaid labour force. And  
 15 that is something, I think, that is a huge  
 16 distinguishing feature.  
 17  
 18 I don't know that the public always appreciates  
 19 that. I think sometimes organizations,  
 20 particularly organizations that do such  
 21 fundamental work as your groups do, we're taken  
 22 for granted. And there's an assumption that  
 23 there is a benefit for the individuals who are  
 24 providing their services to such organizations.

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1 When we know that there are many people who are  
 2 willing to step up, we also know, and I think  
 3 this was evident, Mike, in your summary, that  
 4 we're looking at a lot of people who are perhaps  
 5 founding members; people who want to see these  
 6 particular search and rescue groups survive, and  
 7 are wondering what is the best approach to have  
 8 succession planning, transition planning. And  
 9 what is the context in our sector at the moment?  
 10  
 11 I think, first of all, I'd just like to say that  
 12 one of the things that we hear frequently is that  
 13 people just don't want to get involved anymore.  
 14 And I have to confess, I don't find that to be  
 15 true.  
 16  
 17 Very often people do want to get involved. They  
 18 may just want to be involved in a rather  
 19 different way than we might have been 15 or 20 or  
 20 30 years ago. And that's influenced as you  
 21 pointed out by demographics.  
 22  
 23 If people are older, I think many of them are  
 24 looking for opportunities to remove themselves

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1 from organizations.  
 2  
 3 And one of the things that we've remarked about  
 4 COVID-19 is that, in fact, it has almost enabled  
 5 some volunteers to move along and to retire.  
 6  
 7 So the question is how do we build that volunteer  
 8 base? Who are the prime people we can reach out  
 9 to? And what kind of good steps can we take for  
 10 succession planning and transition planning?  
 11  
 12 But that begs the questions: How do our  
 13 organizations perhaps need to adapt? Are there  
 14 things that we need to do to make ourselves more  
 15 welcoming?  
 16  
 17 We've already said all of the people associated  
 18 with this movement do so without any personal  
 19 compensation; yet, we know there are expenses.  
 20  
 21 There's a cost to being a volunteer. The cost  
 22 may be your mileage to a meeting. Your cost may  
 23 be the expectation that you buy a meal, or that  
 24 you help fundraise, or that you contribute to

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1 organizations. And that in itself creates  
 2 extraordinary barriers for many people. It  
 3 segments society.  
 4  
 5 It certainly makes it more difficult for people  
 6 who are on low income. It makes it more  
 7 difficult for people who are not accustomed to  
 8 stepping up. And it certainly, I think, creates  
 9 some significant barriers in terms of diversity  
 10 and how our organizations look.  
 11  
 12 So I think that would be a major message that I  
 13 think we need to deal with, and that is how do we  
 14 work with all of these challenges, including the  
 15 challenges that you've talked about in terms of  
 16 mental health issues and the nature of people who  
 17 are, perhaps, missing and the people who are on  
 18 the ground worrying about their lost loved ones.  
 19  
 20 So I know I hear from speaking, for example, to  
 21 people who are associated with volunteer fire  
 22 departments, which probably is very akin to the  
 23 work that you all do and, in fact, I expect to  
 24 share many members.

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1 And the trauma and the impact on their own mental  
 2 health I think is very extreme. And I'm not sure  
 3 that we've stepped up to figure out how we can  
 4 offer that kind of support.  
 5  
 6 And perhaps, Mike, I have lots of other comments  
 7 I can make, but I'm happy to stop here and maybe  
 8 join in the conversation as we progress and to  
 9 talk about what some of the trends in  
 10 volunteering might be. But I'm sure you want to  
 11 hear from others now.  
 12 MR. CLAIR:  
 13 Q. Penney, before I let you go, and Harry, I'll ask  
 14 you to comment on what Penney just said as well  
 15 in a second.  
 16  
 17 But, Penney, do you notice a difference between  
 18 rural and urban in terms of volunteerism?  
 19 MS. ROWE:  
 20 A. That comment is made a lot. There may be some  
 21 variations within communities. From a lot of the  
 22 research that we've done at CSC, the biggest  
 23 distinction is not so much between rural and  
 24 urban, though I'm sure there are some

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1 differences.  
 2  
 3 Very often it is the nature of the organization  
 4 and the size of the organization, and whether  
 5 there are people in those communities who want to  
 6 become engaged in a particular type of  
 7 organization.  
 8  
 9 But our research doesn't show huge differences in  
 10 terms of demographics and stepping up.  
 11 MR. CLAIR:  
 12 Q. Okay. Harry, can I ask you as President of the  
 13 Newfoundland and Labrador Search and Rescue  
 14 Association, does what Penney say, does that  
 15 resonate with you or are there other things you  
 16 can complement or contradict on that?  
 17 MR. BLACKMORE:  
 18 A. No. Our association is a member of the Community  
 19 Service Council and we take part in a lot of  
 20 their training schedules and help with some of  
 21 their surveys for sure.  
 22  
 23 Overall what we've seen right now is that our  
 24 membership has pretty well -- it has dropped over

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1 the last few years, but it's mainly due to people  
 2 migrating out of the province.  
 3  
 4 The smaller communities are having some trouble  
 5 because there's only so many people in the  
 6 communities and everybody was -- the bigger  
 7 communities that we deal with right now are  
 8 having not a problem with keeping people or  
 9 getting people, just the St. John's one alone, as  
 10 you mentioned in your preamble, we get a lot of  
 11 people in our team starting off because they're  
 12 looking for a way to get in the employment of the  
 13 police force or fire department.  
 14  
 15 One of the very questions we ask them in our  
 16 interviews, which job are you trying to get?  
 17 Because the problem with that is we spend three  
 18 years training you, and then we lose you, which  
 19 is our problem.  
 20  
 21 Now, yes, we do have people coming back and  
 22 forth. We have seen throughout the last few  
 23 years some of our older members that were  
 24 probably gone for 20 years, while their family

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1 was growing up, going through, starting to come  
 2 back, but it does bring back the older  
 3 demographics part of it.  
 4  
 5 We have a team. Most of our teams right now  
 6 across the province do have some younger people  
 7 in them, not as many as we'd like to see for  
 8 sure. But there is.  
 9  
 10 We have different, I guess, times of the year  
 11 that we try to take people in, depending on your  
 12 team.  
 13  
 14 Most teams take people in, in September. And  
 15 then we put a hold on it because we have to get  
 16 them trained and it's not -- it's easy to say you  
 17 can take 50 people in, but you can't train them.  
 18 It's just impossible to do.  
 19  
 20 So probably some bigger teams will take 20, some  
 21 will take 15, etcetera, but to get them trained  
 22 to where we want them.  
 23  
 24 The younger people that are coming in now are

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1 more technical. I guess, that's where they want  
 2 to be at, doing different things. But not  
 3 everybody can fit in the Command Post and run  
 4 computers. That just doesn't work.  
 5  
 6 Our biggest number one factor is we need boots on  
 7 the ground. Yes, we --  
 8 MR. CLAIR:  
 9 Q. Yes. So, Harry, if you've got groups that are  
 10 shrinking, does that mean that they need to be  
 11 combined at a certain point and cover more  
 12 territory? And what would happen to response  
 13 time and things like that if --  
 14 MR. BLACKMORE:  
 15 A. Well, the way our association is set up, they're  
 16 well-spread anyway. Now the Avalon has got a  
 17 couple of extra teams here because of the  
 18 jurisdiction. We cover 220,000 people out of  
 19 Newfoundland in this area on the Avalon.  
 20  
 21 But most of the teams cover quite an area now  
 22 anyway. And what happens is in some places we'll  
 23 end up putting satellite teams out there in that,  
 24 okay, if we go up the Northern Peninsula, we have

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1 a team in Roddickton. We have another team down  
 2 in Bonne Bay. The communities in between belong  
 3 to one or the other teams.  
 4  
 5 They would start when a search is called by the  
 6 police, and then the main team follows in. And  
 7 that's the way we've been working it, in order to  
 8 be able to cover off the areas that we cover.  
 9  
 10 Naturally, the Town of Burgeo, down there we  
 11 combined our search team with the fire department  
 12 because of, like I said, so many people already  
 13 had ten different hats on. So they are into it.  
 14  
 15 But we move the teams like that. Anywhere there  
 16 isn't a team, we try to establish them. But we  
 17 don't just put teams out there for the sake of  
 18 putting a team in every community, because we  
 19 don't have the support to be able to support  
 20 them.  
 21  
 22 You can only do what you can do with what you  
 23 got. And yes, we have 25 teams. If we had 50  
 24 teams, we'd have nothing, because we wouldn't be

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1 able to support anybody. And that's the way we  
 2 just try to bring it around.  
 3 MR. CLAIR:  
 4 Q. Let me turn to the crowd in the Bay of Islands  
 5 regions, in terms of recruitment. So you guys  
 6 have been quite successful, it seems, in terms of  
 7 recruiting a younger group, more females in the  
 8 group.  
 9  
 10 What are your thoughts in terms of recruitment?  
 11 MR. DALRYMPLE:  
 12 A. Garry speaking here. We have a couple of  
 13 distinct advantages in Corner Brook. There's no  
 14 doubt about that. But we have also taken a bit  
 15 of a different approach in some of these  
 16 situations.  
 17  
 18 The big advantages that we have here is that we  
 19 do have the Grenfell Campus of Memorial  
 20 University. So there's a giant pot of people in  
 21 that 18-25 kind of range for us to tap into, as  
 22 well as the College of the North Atlantic.  
 23  
 24 Not only do we have the college, but this college



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1 has the Forestry and the Fish & Wildlife  
 2 programs. And that is the kind of people that we  
 3 really want to attract for young people.  
 4  
 5 Just so everybody else in the room is kind of  
 6 aware what our team makeup looks like versus some  
 7 of the other teams.  
 8  
 9 I did pull some stats. Presently we have 52  
 10 active members on our roster. There is currently  
 11 6 who are going through our recruitment process,  
 12 which is, for us, an ongoing 365-day-a-year  
 13 process which I can talk to a little bit later.  
 14  
 15 Of that 52, 65 percent is male and 35 percent is  
 16 female. So we actually do fairly well with those  
 17 ratios.  
 18  
 19 We'd love to see it be 50/50. And certainly over  
 20 the last -- I've been with the team for six  
 21 years, that percentage has slowly crept up and  
 22 it's going in that direction.  
 23  
 24 One thing we're really quite proud of is that the

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1 18 to 25 segment makes up 27 percent of our  
 2 roster. So just over a quarter of our roster is  
 3 under 25 years old.  
 4  
 5 A further 31 percent, for 58 percent total, is  
 6 under the age of 40, which leaves us with only 42  
 7 percent of our members who are over the age of  
 8 40.  
 9  
 10 Like I say, we do have a couple of advantages,  
 11 but we had to be open to taking these students  
 12 and taking these people for a shorter period of  
 13 time to be able to get them onto our team.  
 14  
 15 If somebody moves here from St. John's, goes to  
 16 school at Grenfell, they're only there for three  
 17 or four years, maybe they don't learn about  
 18 search and rescue until about a year or two into  
 19 it. We recognize that we may only have them for  
 20 two, three, four years.  
 21  
 22 But because of the way we do our recruitment and  
 23 our training, it's just a continual ongoing  
 24 process. People are kind of welcome to jump in

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1 at any point in time in the year, with  
 2 restrictions on what they can do in the field,  
 3 and then actually be beneficial to a search.  
 4  
 5 But we do try to get people involved on our  
 6 callout right away with the understanding that in  
 7 your early time, when you get called out, we  
 8 don't know what your skill set is, what your  
 9 comfort level is, you may be an extra pair of  
 10 hands at command.  
 11  
 12 But it gets them really engaged in things right  
 13 away, right? So, yeah, that's just kind of a  
 14 little bit of the background on us.  
 15  
 16 And then by having some members of our team, I  
 17 myself teach Wilderness First Aid and I teach it  
 18 every fall to those Fish & Wildlife and Forestry  
 19 programs. So I have a direct connection to those  
 20 students.  
 21  
 22 As well, we have a professor at Memorial  
 23 University. And Christine who is with us here  
 24 today, has taught some courses there as well.

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1  
 2 So again, that kind of direct connection to the  
 3 students. Part of their introduction, my  
 4 introduction at the start of our course is, hey,  
 5 this is what we do in the community and this is  
 6 why we do it. And if you're interested in  
 7 learning more, touch base with me. We'd love to  
 8 get you some more info.  
 9  
 10 We had conversations about it. This was very  
 11 much a planned decision for us to accept the  
 12 students and the younger people, knowing that we  
 13 only have them for a short period of time,  
 14 because we have seen these young people leave us,  
 15 but they've gone on to other parts of the country  
 16 and they have joined up with those search and  
 17 rescue teams in those areas.  
 18  
 19 So, yeah, it's a lot of work on our end, but if  
 20 we can get a lot of value out of them, and beyond  
 21 the value of them too, they're fun.  
 22  
 23 They bring a certain amount of energy to the  
 24 team, right, and some interesting skill sets.

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1 Definitely some better fitness perhaps. They  
2 haven't beaten up their bones as some people have  
3 in search and rescue have just yet.

4  
5 So, yeah, we are okay with only having them for  
6 two, three, four years, knowing that a lot of  
7 them are going to go on and continue this in  
8 another part of the province or another part of  
9 the country.

10 MR. CLAIR:

11 Q. Garry, before I turn it over to Adam and  
12 Christine, what percentage of your younger cohort  
13 would be people in those programs?

14  
15 And I ask that question, we have Memorial  
16 University here in St. John's. If there's no  
17 program dedicated to Forestry or whatever, does  
18 that mean that we wouldn't be able to recruit  
19 them?

20  
21 So what are your thoughts?

22 MR. DALRYMPLE:

23 A. No. In the 18 to 25 segment, there is at least a  
24 third of them who are not affiliated with either

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1 the college or the university, who are just  
2 citizens around town and stuff. And those people  
3 we have an even better chance at retaining  
4 long-term.

5  
6 As Harry mentioned, a number of them are  
7 interested in -- I think we have three people  
8 under 25 right now who are interested in police  
9 forces as a career. And kudos to them for  
10 wanting to join up and gain some experience.

11  
12 We brought one of them to the Search and Rescue  
13 Inquiry when it was here in Corner Brook and he  
14 just raved about what a great experience that was  
15 for him to be in the room while something like  
16 this is going on, because this could be -- this  
17 kind of thing could be a part of his future,  
18 right?

19 MR. CLAIR:

20 Q. Adam and Christine? Thank you, Garry. Adam and  
21 Christine, anything to add there, in terms of  
22 recruitment? Being able to attract new people  
23 who may not know a lot about what you do, but  
24 you're bringing them in?

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1  
2 What are your thoughts on that?

3 MS. DOUCET:

4 A. Yeah. Just from my experience on the team, I've  
5 been with the team for, like, over 15 years now.  
6 A big part of it is understanding what they are  
7 looking for. It's not just what can I give, it's  
8 a little bit about what can I get.

9  
10 They want to get not only some satisfaction, but  
11 some experience, in particular with the younger  
12 members.

13  
14 And being able to recruit year-round what we  
15 found was that if you said, no, we're not taking  
16 members right now, come back in two months or  
17 we'll contact you in two months, what happens is  
18 that a lot of those people have moved on by that  
19 time. If you don't catch them when they decide  
20 they want to do it, they've moved on.

21  
22 So, yeah, administratively, it's a little bit  
23 trickier in terms of the training and getting  
24 everybody up to speed when you're doing it one or

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1 two at a time, as opposed to, well, there's a  
2 cohort and they're going to move through  
3 altogether.

4  
5 But I think the benefits of being able to do  
6 that, we also established a mentor program so  
7 those new members that joined the team are  
8 assigned an experienced member to act as their  
9 mentor. And basically they have the contact  
10 information if they have any questions on either  
11 during a search or a rescue operation things can  
12 very quickly, move very quickly.

13  
14 Someone who is new to the team, they want to be  
15 involved but they don't know exactly where. They  
16 don't know what's going on. So this is an  
17 opportunity for those ones that are new they have  
18 to mentor.

19  
20 They know exactly who to go to if they have a  
21 question, if they're unsure about what's going  
22 on. If they're unsure about what their role  
23 should be, they have somebody they've made a  
24 connection with.

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1 So I think that probably is a big benefit in  
 2 helping them feel part of the team right from the  
 3 beginning. And I think that's a big part of  
 4 getting people to stay with the team if they have  
 5 to have that feeling of, well, I belong, and this  
 6 is fun and I know what's going on and I can  
 7 contribute.  
 8  
 9 And what Harry was saying, what we need are boots  
 10 on the ground, and a lot of the younger members  
 11 from the Fish & Wildlife and the Environmental  
 12 Science program and the Forestry programs, they  
 13 are the boots on the ground.  
 14  
 15 So even if we have them only for a few years,  
 16 most of them is like that's what they want to be.  
 17  
 18 They do have better technology skills than some  
 19 of our older members. So for our mapping and  
 20 those types of upscaled communications, the  
 21 mapping and stuff, they have skills there that  
 22 they can be used for better skills than a lot of  
 23 our older members in terms of those types of  
 24 technology. But they want to be out and they are

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1 fit and they're ready to go.  
 2  
 3 So having them around that way is a really big  
 4 benefit, even if we may lose them in a few years.  
 5 So that is why the boots on the ground --  
 6 MR CLAIR:  
 7 Q. So, Christine, I guess, if you're missing a  
 8 couple of meetings your mentor could give you a  
 9 call as well and say where are you, right? So  
 10 that would be very useful as well.  
 11  
 12 Adam, anything else to add to that?  
 13 ADAM:  
 14 A. Sure. I'm one of these younger members that  
 15 we're talking about. I'm 22 years old. I joined  
 16 Bay of Islands Search and Rescue three years ago.  
 17 I was 19 at the time.  
 18  
 19 I go to school at the university here. I was  
 20 thankful that my professor in one of the first  
 21 classes, he was the professor that was mentioned  
 22 before, was also an executive on search and  
 23 rescue. And in his introduction he said, hey,  
 24 I'm part of search and rescue.

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1 So right after class me and a girl, who was also  
 2 in the class, we went right up to him. So I  
 3 joined in September of my very first year here in  
 4 Corner Brook.  
 5  
 6 I'm from Nova Scotia originally. And the biggest  
 7 thing that I found was the camaraderie of the  
 8 group. Like even from the start, any question  
 9 you asked, it didn't matter, it was considered.  
 10 There were no stupid questions, right?  
 11  
 12 If you had input, they would listen and maybe it  
 13 was a good idea, maybe it wasn't, and they would  
 14 explain why that they may be better.  
 15  
 16 But you were included. You were right in the  
 17 middle of it from the start. I just found that  
 18 great.  
 19  
 20 Yeah. When I'm talking to other university  
 21 students trying to get them involved, I love to  
 22 point that out, right?  
 23  
 24 If you want to come, just come out to a meeting

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1 and check it out. If it works for you, if you  
 2 like it, you're more than welcome to join them.  
 3 If it doesn't work for you, that's okay, right?  
 4  
 5 I found that that makes a big difference for them  
 6 as well.  
 7 MR. DALRYMPLE:  
 8 A. The mentor program that we have in place now came  
 9 based on statistics. Our training coordinator  
 10 loves the statistics and stuff like that. And we  
 11 were seeing that the members that we were  
 12 retaining were the ones who had pre-existing  
 13 connection to BOISAR.  
 14  
 15 They had a friend, a family member or something  
 16 like that and our retention efforts were much  
 17 better.  
 18  
 19 So we just said, well, how can we force you to  
 20 have a friend on the team? Hence, the  
 21 mentor/mentee program. And I do handle a lot of  
 22 first kind of contact with our recruits and  
 23 everything.  
 24

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1 It would be way too much for me to handle every  
 2 single one of their small questions. So I pass  
 3 them off to kind of more a field team level  
 4 member. They feel more connected.  
 5  
 6 It's a more balanced kind of effort on behalf of  
 7 our team and everything. So, yeah, it's really  
 8 worked well for us.  
 9 MR. CLAIR:  
 10 Q. So what I take from your comments is that you  
 11 have a different mindset in terms of training.  
 12 You see it as an ongoing process. So it's not as  
 13 if you want to take them in once a year and  
 14 that's it. You take them all the time.  
 15 MR. DALRYMPLE:  
 16 A. Would definitely be advantage to that, and I  
 17 could see how logistically speaking it would  
 18 potentially be easier to do that.  
 19  
 20 But as Christine mentioned, you get that person  
 21 who messages you in May. By the time September  
 22 rolls around maybe they're volunteering with a  
 23 different organization and no longer have the  
 24 time.

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1 We got to hook them and get them interested when  
 2 they're interested.  
 3 MR. CLAIR:  
 4 Q. And the mentorship is also, I take it, a really  
 5 interesting project?  
 6 MR. DALRYMPLE:  
 7 A. Yes.  
 8 MR. CLAIR:  
 9 Q. A question for Melanie -- Christine, go ahead?  
 10  
 11 MS. DOUCET:  
 12 A. I was just going to say, in terms of the training  
 13 as well, when we do our training, even our  
 14 on-going training, it's not a linear process.  
 15  
 16 There's some stuff that has to come at the  
 17 beginning so they understand SAR. They  
 18 understand their role. They understand some of  
 19 the legalities. That's all done as our training.  
 20  
 21 We have online modules to do that; they can do it  
 22 on their own. If they don't want to do it on  
 23 their own, our training coordinator is happy to  
 24 set up a Zoom meeting or we can do it at --

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1 right? We are happy to facilitate that intro  
 2 training.  
 3  
 4 But once it goes, all of the other searcher and  
 5 team leader training that we're doing is not a  
 6 sequential thing.  
 7  
 8 So anybody can join at any point, and you just  
 9 start with whatever training we're doing that  
 10 night.  
 11  
 12 And our training coordinator keeps very accurate  
 13 records of who does what at what meeting, and so  
 14 basically he's able to track everything. So as  
 15 people complete all of the required training, it  
 16 may take longer, if you missed a part or  
 17 whatever, but because it's not all sort about a  
 18 linear thing, once you've gone through the first  
 19 set of searcher training, it's, okay. Well, now  
 20 we're going to do this -- no search techniques.  
 21 Now we're going to do lost person behaviour.  
 22 This night we're going to do...  
 23  
 24 So it's (audio difficulties) forever.

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1 MR. CLAIR:  
 2 Q. So, Christine, I take it, that those modules are  
 3 available to anyone in the province? Any of the  
 4 GSAR teams?  
 5 MR. DALRYMPLE:  
 6 A. Yeah.  
 7 MR. CLAIR:  
 8 Q. I wanted to ask a question to Melanie and  
 9 Christine actually. Two of, I guess, the rare  
 10 females on the teams.  
 11  
 12 And Richard, I'll come back to you after just to  
 13 get from an Alberta perspective about the gender  
 14 balance.  
 15  
 16 But Melanie, maybe I'll start with you. How did  
 17 you become involved? And do you think that a  
 18 female perspective is useful as opposed to the  
 19 technical stuff? Is a female perspective useful  
 20 on a GSAR team?  
 21  
 22 MS. O'BRIEN:  
 23 A. I think you already know what I'm going to say.  
 24 But I got involved. I'm one of the rare 18- to

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1 24-year-olds you're speaking about. And I'm  
 2 doubly rare, I guess, because I'm a female in  
 3 this position.  
 4  
 5 But the reason I got involved was because I was  
 6 interested in getting into the field of first  
 7 response.  
 8  
 9 So I'm also part of the group that was hoping to  
 10 use this, I guess, as way to get some life  
 11 experience before putting in applications to  
 12 places.  
 13  
 14 And unfortunately now, I don't think I'll get  
 15 out, but I think I'm here for life. A lifer. So  
 16 I'm one of the people that was also hooked early  
 17 on.  
 18  
 19 Just speaking from a female perspective, and this  
 20 is my experience, I haven't experienced any  
 21 issues with equality or anything with search and  
 22 rescue, and that's not to discount anyone  
 23 involved with search and rescue who has.  
 24

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1 They don't care who you are, what you look like,  
 2 anything. They just want boots on the ground.  
 3 And I mean, there are definitely challenges that  
 4 women may face that a man mightn't.  
 5  
 6 But I know, I'm five-foot-two. Not very heavy.  
 7 So something that I notice when I joined was that  
 8 I was still expected to do the stretcher  
 9 carry-outs the same as any man on the team would  
 10 be. So I took it upon myself to maintain a level  
 11 of fitness that I'd be able to do that.  
 12  
 13 I'm also a university student, and I know you  
 14 guys spoke very fondly of recruiting university  
 15 students. But I know just to kind of play  
 16 devil's advocate, as a barrier for university  
 17 students, we just recently ran a recruitment and  
 18 as part of that recruitment we're training our  
 19 standards to be complete by December 1st.  
 20  
 21 So the recruitment finished September 20th, left  
 22 us with around eight weeks to fit in over 40  
 23 hours of training. That's quite a bit commitment  
 24 to take on when you're in university full time.

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1 You definitely have to be someone who is  
 2 interested in their own time management,  
 3 especially if you are using fitness on top of  
 4 that as well.  
 5  
 6 But I think it's valuable to have women on the  
 7 team. And I think the work that goes around  
 8 being young and being a woman is nothing that a  
 9 woman can't handle.  
 10  
 11 MR. CLAIR:  
 12 Q. And just in terms, if we could just take a gender  
 13 perspective for a second.  
 14  
 15 Do you think that a woman GSAR person would  
 16 approach situations differently than a male one?  
 17 MS. O'BRIEN:  
 18 A. I'm not sure I'm qualified to speak on how  
 19 someone hypothetically would do something. But  
 20 definitely bring new perspectives to any  
 21 situation.  
 22  
 23 We're looking for the best people and people who  
 24 have it in their hearts to be able to take on

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1 something that you're kind of sacrificing other  
 2 things in your life for.  
 3  
 4 So if you're a woman, great; if you're not,  
 5 that's fine too. I think women bring a unique  
 6 perspective, but they definitely play an  
 7 important role on our team.  
 8 MR. CLAIR:  
 9 Q. Thanks, Melanie. Christine, do you want to weigh  
 10 in on this?  
 11 MS. DOUCET:  
 12 A. Sure. I mean, I'm one of the longer-term  
 13 members. I originally joined search and rescue  
 14 when I moved to Corner Brook.  
 15  
 16 I actually joined it because I was a member of --  
 17 I started out with the Volunteer K-9 Search and  
 18 Rescue team that was being formed out here on the  
 19 West Coast. And as part of the requirement for  
 20 being a member on the K-9 Search and Rescue team,  
 21 you had to be a member of the Ground Search and  
 22 Rescue team.  
 23  
 24 So I joined Bay of Islands Search and Rescue.

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1 That was, like I said, over 15 years ago. We're  
 2 not doing a whole lot with K-9 anymore due to  
 3 changes in life circumstances, but still  
 4 extremely active with the Ground Search and  
 5 Rescue team.  
 6  
 7 Part of the thing that I really liked about the  
 8 Ground Search and Rescue team when I joined it  
 9 was its openness, just like Adam said.  
 10  
 11 Fifteen years ago our team coordinator Shawn  
 12 Street, who's still our team coordinator, he was  
 13 exactly the same as he is today. Very open.  
 14 Very happy to listen to anyone's opinion,  
 15 comments. Doesn't mean that's going to happen,  
 16 but a very welcoming sort of atmosphere.  
 17  
 18 When I joined the team there was several women  
 19 that joined the team at the same...  
 20 (Zoom difficulties).  
 21 MR. DALRYMPLE:  
 22 A. We may have lost, Christine.  
 23 MR. CLAIR:  
 24 Q. We may have lost her. Oh, there she is okay?

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1 MR. DOUCET:  
 2 A. There we go. I didn't do anything. But we did  
 3 bring a bit of a different perspective.  
 4  
 5 One of the things was the -- I am, as some people  
 6 have, extremely organized. And so after I've  
 7 been with the team for a little while we started  
 8 to organize our meetings, organize our training a  
 9 little bit more efficiently.  
 10  
 11 So I think some of the women brought a whole lot  
 12 more organization to how we ran things. That's  
 13 continued. Our training coordinator now is  
 14 extremely organized and the team as a whole is  
 15 more organized.  
 16  
 17 So I think perhaps that came a little bit more.  
 18 But I think for the most part we may bring a  
 19 slightly different perspective to some issues,  
 20 but for the most part we all contribute in the  
 21 ways that we contribute, that we can contribute  
 22 the most effectively. And I think on our team  
 23 that's a big thing.  
 24

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1 It's just, it doesn't matter the gender per se.  
 2 It's what can you do and where can you fit? Find  
 3 a spot that works best for you and for us and we  
 4 go from there, so.  
 5 MR. CLAIR:  
 6 Q. Garry, did you want to jump in?  
 7 MR. DALRYMPLE:  
 8 A. Yeah, if I may. I do have a really good concrete  
 9 example of where having young, strong women on  
 10 our team has really been an advantage.  
 11  
 12 You mentioned that mental health calls are  
 13 becoming a much more significant percentage of  
 14 our overall callouts.  
 15  
 16 We had one within the last two years where a  
 17 teenage female went missing, and when we went  
 18 looking for her, we very consciously made sure  
 19 that we had a young, confident woman on every  
 20 single team. Because if we find this person,  
 21 when we find this person, she probably is not  
 22 going to connect to the same way with me, a  
 23 mid-30s male who doesn't have that perspective of  
 24 just coming through high school and all that kind

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1 of stuff.  
 2  
 3 So we very purposely took our strong university  
 4 women and stuff like that, split them up amongst  
 5 the teams so that we would have somebody who  
 6 could make that immediate connection with that  
 7 person. And having those people was absolutely  
 8 essential on that search.  
 9  
 10 And I can see it being absolutely essential many  
 11 times in future.  
 12 MR. CLAIR:  
 13 Q. Thanks, Garry. Richard, I know in Alberta -- and  
 14 you're part of a GSAR team in western Alberta  
 15 that has a large number of women in it.  
 16  
 17 What's different out there and has your GSAR team  
 18 communicated in a particular way to get more  
 19 balance, more gender balance? Any thoughts on  
 20 that?  
 21 MR. SMITH:  
 22 A. Thank you, Michael. No. Actually, Garry, Adam,  
 23 Christine and Melanie have certainly done an  
 24 outstanding job identifying some of the

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1 recruitment and retention strategies that they're  
 2 involved in.  
 3  
 4 It's the same all across Canada. We have some  
 5 groups. So there are 28 groups in Alberta. And  
 6 I'd say the ones that are closest to the large  
 7 urban centres, close to large parks such as  
 8 Banff, Jasper, Kananaskis Country, the Pincher  
 9 Creek area, west central Alberta, specifically,  
 10 have an easier time of recruiting people based on  
 11 the community involvement and the demographics  
 12 for that area.  
 13  
 14 The universities and colleges do make a  
 15 difference. And also, Garry mentioned about the  
 16 outdoor wilderness pursuits programs.  
 17  
 18 When people are going -- they're for outdoor  
 19 activities, I mean, you can just look and go to  
 20 the outdoor -- I think it's call the outdoor  
 21 Alpine store; is that right, Jonathan?  
 22  
 23 The one you're involved in, sir, but I just can't  
 24 remember the name of your store. But if you go

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1 to those stores, I mean, you can see who's  
 2 participating and who's buying what products, and  
 3 then targeting those folks.  
 4  
 5 We're also very fortunate that we're close to  
 6 some First Nations. So the president of our  
 7 association is a First Nations and we have  
 8 several other members as well.  
 9  
 10 And being next -- we're about an hour and a half  
 11 northwest of Calgary, so you draw upon those  
 12 folks. And then you also get your diversity with  
 13 that as well, based on a person's vocation.  
 14  
 15 So it's very similar here. I don't think there's  
 16 any perfect solutions. I know Jen Larson does  
 17 apologize.  
 18  
 19 She really wanted to be here on this call, but  
 20 it's a time management issue right now with her,  
 21 and she's trying to get on before we end the  
 22 actual hearing.  
 23  
 24 But I'll give you a quick example. Jen Larson is

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1 a 15-year member of Rocky Mountain House Search  
 2 and Rescue, and she's actually the team lead for  
 3 the Mountain Rescue Team, which is approved by  
 4 the Mountain Rescue Association of North America.  
 5 Has the same training standards as Banff National  
 6 Park and Kananaskis Country Provincial Park.  
 7  
 8 And in that team are 16 mountain rescue people.  
 9 And when you get out there on the mountains and  
 10 do the job, it's the competency of the  
 11 individual.  
 12  
 13 So it's not really based on race, religion,  
 14 (inaudible) colour, gender or sexual orientation.  
 15 And that is important. It's a very strong  
 16 working team. It is here too, because it's all  
 17 life and death consequences.  
 18  
 19 So I'm hoping she can address that when she comes  
 20 in. And I think that would value added, just  
 21 like Melanie and Christine have added as well.  
 22  
 23 That's what we're seeing. And it's no different  
 24 in B.C., it's no different in the Yukon. It's

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1 based on your demographics in the community and  
 2 into those specific areas.  
 3 MR. CLAIR:  
 4 Q. Okay. Thank you. Let me turn to Ross and John.  
 5 You guys retail sporting equipment, outdoor  
 6 equipment, mechanized equipment, etcetera. So  
 7 many of the people who are involved in ground  
 8 search and rescue would buy your gear. But not  
 9 everybody who buys your gear gets involved with  
 10 ground search and rescue.  
 11  
 12 I'm just wondering, what insights would you have  
 13 to give us in terms of how to get more of your  
 14 clients involved in ground search and rescue? Is  
 15 this something that would interest them?  
 16  
 17 I know, Ross, you and I chatted on the phone  
 18 earlier and I made the mention that most of my  
 19 friends who own motorcycles are way over 50,  
 20 right? And you said most of the people who buy  
 21 snowmobiles are also of that age. Probably a bit  
 22 late for them to be joining anything new at that  
 23 stage?  
 24

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1 But what possibilities are there for some of the  
 2 people that you deal with to become involved more  
 3 with what these groups are doing here?  
 4 MR. YOUNG:  
 5 A. First of all, I'd have to say that I feel I  
 6 should know more about this ground search and  
 7 rescue than I actually do. I'd like to take my  
 8 hat off to everybody.  
 9  
 10 I didn't really realize we had as many local  
 11 groups, the 25 you mentioned and the number of  
 12 people involved in it that we actually do. And  
 13 obviously we probably need more. And may need  
 14 more younger people that can stay in the system  
 15 longer.  
 16  
 17 To the point you just mentioned to me, Mike,  
 18 yeah, it's been my observation through my years  
 19 in motorized vehicle stuff that I feel like we're  
 20 selling snowmobiles and ATVs to the same  
 21 customers over and over and over again.  
 22  
 23 I feel like I'm more likely to sell somebody  
 24 their fifth machine than their first machine. I

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1 don't have -- on short notice I couldn't come  
 2 here with data to support that, but I'd be  
 3 willing to bet if you could take motor  
 4 registration data from ten years ago and today,  
 5 based on the licencing, and obviously a person's  
 6 age is on their driver's licence and that, I  
 7 would think that whole segment is aging.  
 8  
 9 And I don't know really why, but I just don't get  
 10 the impression that the same customers that I'm  
 11 selling a fifth or a tenth machine to, I feel  
 12 like we don't sell to their son or daughter. We  
 13 just continue to sell to that person.  
 14 MR. CLAIR:  
 15 Q. Ross, just to interrupt. Do you sell just in the  
 16 Northeast Avalon or do you have clients out in  
 17 rural areas or more remote areas as well?  
 18 MR. YOUNG:  
 19 A. Primarily the Avalon. We're in Mount Pearl and  
 20 Bay Roberts. But to some degree, depending on  
 21 availability, people from all around the island  
 22 will buy from us.  
 23  
 24 And when it comes to things like snowmobiles, a

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1 large percentage of our user base actually uses  
 2 the product off the Avalon, more likely the  
 3 Northern Peninsula, western side of the island.  
 4 MR. CLAIR:  
 5 Q. Are ATV purchasers younger?  
 6 MR. YOUNG:  
 7 A. Maybe a little bit but not dramatically. And  
 8 again, I haven't taken the time to put those  
 9 numbers together.  
 10  
 11 I could, but then again that would only be  
 12 relevant to the brands that I sell. Whereas, if  
 13 you had a better data base of that information  
 14 for all brands, which I would think through  
 15 driver's licences you could probably quantify it  
 16 better. But, yeah, my seat of the pants feeling  
 17 is aging.  
 18 MR. CLAIR:  
 19 Q. I wonder what that says about our traditional  
 20 enjoyment of the wilderness in this province,  
 21 which is such a big part of our identity?  
 22 MR. YOUNG:  
 23 A. It's a really good question. When you stop and  
 24 think about it, you have to ask yourself what are

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1 these people attracted to these days compared to  
 2 what their parents were?  
 3  
 4 Is it online gaming? I just don't know the  
 5 answer to that.  
 6 MR. CLAIR:  
 7 Q. John, you sell more personal stuff - clothing and  
 8 hiking equipment, etcetera. What's your sense  
 9 about people's relationship to the outdoors and  
 10 their propensity to join a group like a GSAR  
 11 team?  
 12 MR. EARLE:  
 13 A. I think there's a huge opportunity to pull these  
 14 people into a GSAR team. A lot of our customers  
 15 enjoy their time outdoors and want to spend more  
 16 time outdoors.  
 17  
 18 They're fitness-driven individuals. They enjoy  
 19 challenges. They enjoy that environment. They  
 20 enjoy being soaking wet or cold to the bone. I  
 21 mean, that's what they excel in.  
 22  
 23 I think a lot of people see it as a personal  
 24 challenge. So working in the sort of conditions



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1 or all conditions that I expect you would  
 2 experience in a search or working on a team, I  
 3 think that would appeal to a lot.  
 4  
 5 And our customers, they come in. Our shops are a  
 6 bit of a social hub. Our staff are enthusiasts.  
 7 They enjoy their time on the water, on the  
 8 trails, in the back country.  
 9  
 10 So they build relationships with these people and  
 11 they share these conversations. And I think  
 12 there's -- if there's a message of recruitment  
 13 that needs to be filled, I think there's a good  
 14 opportunity to spread that word certainly.  
 15 MR. CLAIR:  
 16 Q. So, John, we've learned that if you join a GSAR  
 17 team, you learn such things as wilderness  
 18 survival, navigation. Any number of skills that  
 19 would be useful, like, in the wilderness.  
 20  
 21 The clients that you know, the market that you  
 22 know, is that something that would interest them?  
 23  
 24 That they'd feel more comfortable going in the

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1 wilderness if they had those skills and,  
 2 therefore, might join a team to learn and then go  
 3 out on searches, etcetera?  
 4 MR. EARLE:  
 5 A. Certainly, as I said they're outdoor enthusiasts,  
 6 and they're recognized. They're playing and  
 7 having fun in the back country away from medical  
 8 services.  
 9  
 10 They know themselves if they're going to be in a  
 11 group of people they need to have Wilderness  
 12 First Aid Training.  
 13  
 14 They know they need to know how to survive if  
 15 things go awry or they get lost. So the  
 16 opportunity to avail of training would be an  
 17 enticement, I believe, certainly to participate.  
 18  
 19 And a lot of them come in with a basic level of  
 20 that skill set already. So an expansion of that  
 21 would be a natural progression and attainable.  
 22 MR. CLAIR:  
 23 Q. Excellent. Thank you. I'm waiting for the  
 24 people from Memorial to show up because I'd like

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1 to get their perspective.  
 2  
 3 We got the perspective of the Grenfell Campus and  
 4 the CNA out there, but I'd like to get the  
 5 perspective of the Memorial people. So we'll  
 6 wait for them to come in.  
 7  
 8 In the meantime, Trent, if I can turn to you for  
 9 a second. So you've heard some of the challenges  
 10 that are involved here. So recruitment is a  
 11 challenge, and I suspect that a lot of  
 12 recruitment is people not knowing that this will  
 13 be -- Oh, hi, Shannon, you're here.  
 14 DR. LEWIS-SIMPSON:  
 15 (Audio difficulties.)  
 16 MR. CLAIR:  
 17 Oh, sorry. Tell you, how about I'll come back to  
 18 you in a second, since we're talking about  
 19 recruitment. And is Elea with you?  
 20  
 21 DR. LEWIS-SIMPSON:  
 22 (Audio difficulties.)  
 23 MR. CLAIR:  
 24 Okay. Why don't you guys sit here. So John,

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1 we'll need a microphone over here. (Discussion  
 2 re: microphones). Shannon and Elea, perhaps I  
 3 can ask you guys to just briefly introduce  
 4 yourselves.  
 5 DR. LEWIS-SIMPSON:  
 6 Good afternoon. Sorry for the interruption. We  
 7 were waiting for an appropriate break, but my  
 8 name is Shannon Lewis-Simpson. And I'm the  
 9 Experiential Learning Coordinator for Student  
 10 Life at Memorial University.  
 11 MS. STEVENSON:  
 12 And Elea Stevenson. I'm the coordinator of the  
 13 Student Volunteer Bureau at Memorial.  
 14 MR. CLAIR:  
 15 Welcome, folks. Thanks very much. You're right  
 16 on time actually. So this is really good.  
 17  
 18 We're talking about recruiting. And I sent you  
 19 my presentation, Shannon. I don't know if you  
 20 had a chance to look at it?  
 21 We're talking about recruiting younger people  
 22 into ground search and rescue organizations which  
 23 are volunteer-based organizations.  
 24

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1 We know that Memorial -- between Memorial and CNA  
 2 is probably the largest concentration of young  
 3 people in the province. And we know that you  
 4 have a volunteer bureau at the university.  
 5  
 6 What would be your thoughts in terms of - just a  
 7 general question first - students' propensity to  
 8 volunteer for anything, and specifically about  
 9 something like ground search and rescue?  
 10 DR. LEWIS-SIMPSON:  
 11 A. So at first we'll start with some demographics  
 12 and set the stage for who is at Memorial and who  
 13 usually generally volunteers.  
 14  
 15 Then Elea will discuss some of the challenges  
 16 that we see as being challenges for becoming GSAR  
 17 members of the teams.  
 18  
 19 So Memorial has 14,000 undergraduate students and  
 20 4,000 graduate students. The SVB (the Student  
 21 Volunteer Bureau), which is student-run,  
 22 student-led, has approximately 1,000 students who  
 23 volunteer actively with it per year.  
 24

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1 Seventy percent of the student volunteer, SVB  
 2 volunteers, are international students. And the  
 3 purpose of the SVB is to give, gain, and grow,  
 4 which is very important.  
 5  
 6 Outside the SVB, MUNSU has such clubs as the MUN  
 7 Outdoor Adventure Society, Biology, Geology,  
 8 Geography, Archeology, and Human Kinetics and  
 9 Recreation all have their own independent  
 10 academic clubs as well.  
 11  
 12 And MUN, in partnership with CAGSAR (the Central  
 13 Avalon Ground Search and Rescue) team, has for  
 14 the past couple of years done an exploration of  
 15 the outdoors with international students to have  
 16 them become more familiar and comfortable with  
 17 their environment. Most people coming not from  
 18 here.  
 19  
 20 And also giving the opportunity for the SAR team  
 21 to potentially recruit members and all that good  
 22 stuff.  
 23  
 24 Before we continue with the challenges, I'd just

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1 like to acknowledge the presence of Burton  
 2 Winters' family here today as well.  
 3 MS. STEVENSON:  
 4 A. Perfect. Yeah. So like Shannon said, we have a  
 5 lot of students, around 18,000 students. And so  
 6 one of the main challenges is that it is a trend  
 7 of population.  
 8  
 9 For the majority of our students, they are not  
 10 necessarily from Newfoundland. So they are  
 11 coming here to study. So they are only here for  
 12 a short amount of time, and then they go home to  
 13 wherever they're from, whether it's another  
 14 country, another province and so on.  
 15  
 16 As well, I think it was mentioned earlier but  
 17 students are working, whether it's to pay for  
 18 school or housing, all that kind of stuff. And  
 19 so like we mentioned earlier, I think the  
 20 equipment can be really expensive.  
 21 So if they would want something like that, it can  
 22 get expensive. The same thing, while students  
 23 are working and doing school, they don't  
 24 necessarily have the time to commit to a

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1 long-term kind of opportunity.  
 2  
 3 And then I guess the other thing is just  
 4 especially -- I'm not sure how it works with  
 5 international students, but where there's like  
 6 the liability and insurance for international  
 7 students, I don't know who would be paying for  
 8 that kind of stuff.  
 9  
 10 For a lot of Canadian students and like  
 11 Newfoundland, we have things like our MCP card.  
 12 But when it comes to international students, I  
 13 don't know who would pay for their liability.  
 14  
 15 So I guess that's one of the main challenges. So  
 16 it just needs to be -- the system would need to  
 17 be as safe and equitable for everybody who is  
 18 participating.  
 19  
 20 Do you have anything else to add?  
 21 DR. LEWIS-SIMPSON:  
 22 A. Yeah. No, you've covered what we considered when  
 23 we were asked to come. We just thought of some  
 24 challenges that students would face. Time being

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1 the most pertinent.  
 2  
 3 It's not unusual for a team to spend 200 hours a  
 4 year training, and that's a lot. And to get  
 5 trained up, like you said, as a primary search, a  
 6 Searcher One, it takes a long time.  
 7  
 8 I should say, my husband has been a member of  
 9 search rescue team for 15 years, so I know a  
 10 little bit about the training. So I can speak to  
 11 the combination of the two.  
 12 MR. CLAIR:  
 13 Q. And you have a military background as well, so  
 14 you know all about this?  
 15 DR. LEWIS-SIMPSON:  
 16 A. A little bit. Not so much on the ground. So  
 17 some opportunities. Let's turn this a little bit  
 18 into a positive way.  
 19  
 20 I mean, we know about the challenges. We know  
 21 about the challenges concerning the cost of gear,  
 22 transport, people working, liability and  
 23 insurance, who's going to pay if they get  
 24 injured.

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1 All of these sorts of questions with regards to  
 2 the system that need to be addressed in order to  
 3 attract people and retain them into a team.  
 4  
 5 There are also some opportunities that we thought  
 6 about. The teams need to fundraise their own  
 7 selves.  
 8  
 9 That is one thing that student volunteers do a  
 10 lot of is fundraising for a specific teams and  
 11 for specific charity groups. And they're  
 12 accustomed to it and you don't need to be trained  
 13 up to do that.  
 14  
 15 Tech support: I think it was mentioned before  
 16 that a lot of people who are within university  
 17 are working in tech trades and that sort of  
 18 thing. So they are also more accustomed to  
 19 drones perhaps. More accustomed to the modern  
 20 technology. GIS. All the geographical systems  
 21 that you use to search.  
 22  
 23 These things they use within their programs at  
 24 university, so there is no reason why they can't

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1 apply that knowledge to a team.  
 2  
 3 Social media and web: Sometimes getting the word  
 4 out and communicating with the community about  
 5 you're doing.  
 6  
 7 If you take the effort off the primary searchers  
 8 or the team coordinator in that way, that's a big  
 9 benefit, because then they can focus on the task  
 10 at hand, which is to finding the person who is  
 11 lost.  
 12  
 13 Another one we can think about is education and  
 14 outreach. The Hug-A-Tree program being something  
 15 that SAR teams do quite a lot of.  
 16 MR. CLAIR:  
 17 Q. The what program?  
 18 DR. LEWIS-SIMPSON:  
 19 A. Hug-A-Tree.  
 20 MR. CLAIR:  
 21 Q. Oh, Hug-A-Tree.  
 22 DR. LEWIS-SIMPSON:  
 23 A. You know for the small ones. Education:  
 24 Students would be suitable for this to a large

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1 degree and wouldn't necessarily need to be  
 2 trained up as Searcher Ones to go out and deliver  
 3 that program on behalf of a team.  
 4  
 5 And certainly experience with working with  
 6 vulnerable communities. One of the members on  
 7 the CAGSAR team has experience with autism. And  
 8 can then train up the remaining people of the  
 9 team how to think about how a person with autism  
 10 would move, and how they might best search for  
 11 that person, for instance.  
 12  
 13 One of the things that, particularly people  
 14 within social work, for instance, they'd be used  
 15 to be dealing with vulnerable communities,  
 16 specialized communities who might behave in a  
 17 different way than what you'd expect.  
 18  
 19 And to this point, I guess, we can talk about  
 20 diversity. I understand that all hands on deck  
 21 are wanted and needed, but the team leader sets  
 22 the tone for diversity and for inclusion.  
 23  
 24 If you have people within your team and you value

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1 their perspective and you value who they are and  
 2 what opportunities and experiences they bring to  
 3 the greater team, then they are more likely to  
 4 stay.

5 MS. STEVENSON:

6 A. And I guess another thing we talked about too is  
 7 the flexibility, because, like we said, students,  
 8 when you're working and trying to do course work  
 9 and all that kind of stuff, if there is  
 10 flexibility then they might be more likely to  
 11 stay longer. And that kind of stuff is really  
 12 important for students.

14 And then if you have a structured training  
 15 program as well, students know that they are  
 16 going to be able to learn new skills, it's one of  
 17 the things that is really for students.

19 So if they know that they are going to gain new  
 20 skills and potentially have operational  
 21 opportunities and employable skills and stuff  
 22 like that, that's one thing that's really  
 23 important for students.

24

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1 So I think it's also important for you to reach  
 2 out to volunteer organizations such as the  
 3 Student Volunteer Bureau who can help promote the  
 4 opportunities.

6 So whether that's you guys need help with a  
 7 fundraising kind of position, we can promote  
 8 that, for example, at the Student Volunteer  
 9 Bureau, that you're looking for those kind of  
 10 volunteers. And then students who, maybe, have  
 11 experience with fundraising could help you guys  
 12 fundraise, just as one example.

14 And there is a whole bunch of different  
 15 organizations within the community. I was just  
 16 mentioning the Student Volunteer Bureau as I work  
 17 there, but there's definitely a whole bunch of  
 18 organizations that you can reach out to in the  
 19 community to promote your volunteer  
 20 opportunities.

22 So I don't know if you have anything else?

23 MR. CLAIR:

24 Q. Well, that's fantastic. Thanks very much, folks.

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1 So it renews my confidence in Memorial University  
 2 as being a really important resource for the  
 3 province.

5 I wasn't aware that the Central Avalon Search and  
 6 Rescue offered that program, which is great. And  
 7 what I would suggest is that NLSARA and you guys  
 8 have a meeting and kind of figure out all the  
 9 different areas where there could be  
 10 collaboration, because you've just mentioned a  
 11 few there. And they would have a great impact in  
 12 terms of recruitment.

14 But just the Hug-A-Tree program too, as people  
 15 are less likely to get lost if they understand  
 16 the wilderness, right?

18 And so teaching young children to be in the woods  
 19 and not panic, not get lost, whatever, I mean  
 20 even that would be a great asset to the province.

22 Harry, did you want to jump in?

23 MR. BLACKMORE:

24 A. Yes. Also, Mike, Paul French who sits here next

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1 to me, he's the national coordinator for all  
 2 AdventureSmart programs across the country.

3 MR. CLAIR:

4 Q. Oh, okay.

5 MR. BLACKMORE:

6 A. Which Hug-A-Tree is just one. There are a full  
 7 suite of programs that all the teams are involved  
 8 in and he's the head coordinator for all the  
 9 country.

10 MR. CLAIR:

11 Q. So, Paul, do you want to say a few words about  
 12 that? Because part of the problem is there's  
 13 less need for search and rescue if you have fewer  
 14 people getting lost, right?

16 So what do you do to address that?

17 MR. FRENCH:

18 A. Correct. Interesting conversation here this  
 19 morning, for sure. I think we need to spend  
 20 about a week or probably a month discussing it.

22 But in terms of prevention, we have presenters  
 23 all across the province, not necessarily  
 24 restricted to SAR.

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1 The AdventureSmart program is designed to be  
 2 inclusive to all individuals, no matter their  
 3 background, organization or whatnot.  
 4  
 5 Our goal is to ensure individuals get informed  
 6 and get outdoors. And we talk about the three  
 7 Ts: trip planning, training, and taking the  
 8 essentials.  
 9  
 10 That's the ultimate code to being prepared for  
 11 the outdoors. Not saying that nothing is going  
 12 to happen, but if they do have a trip planned and  
 13 tell someone where they're going, when they're  
 14 going to be back, and what equipment they have;  
 15 if they carry the right essentials, if they know  
 16 how to use them, they had the proper training,  
 17 not saying nothing is going to happen, but if it  
 18 does happen, we're able to mitigate the risk.  
 19  
 20 So again, I've been reaching out to organizations  
 21 all over this province and across the country for  
 22 years to get involved with our programs, and  
 23 there's a lot more that goes with that.  
 24

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1 And I know there's lots of people that would like  
 2 to get involved, but a lot of the times I'm met  
 3 with two issues. One is support for the program;  
 4 the other is insurance.  
 5  
 6 We have to ensure that every presenter is covered  
 7 by some sort of policy. It's not one that the  
 8 national program provides to its presenters.  
 9  
 10 So there's a lot of things that came up here  
 11 today, but there's also a lot of conversations  
 12 that need to happen to make sure that that stuff  
 13 can happen.  
 14  
 15 But definitely, I see a lot of opportunities  
 16 there. But I share a different perspective in  
 17 this conversation and not to come across too  
 18 negatively, but as I'm listening to all these  
 19 conversations and suggestions, the other thing  
 20 that's coming in my mind is our team, Rovers  
 21 Search and Rescue, I don't believe has the  
 22 capacity for more volunteers.  
 23  
 24 Probably some. Yes, a small marginal amount.

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1 Don't get me wrong, there's always that attrition  
 2 but we don't have room for 20 more volunteers.  
 3  
 4 We just had a recruitment, as Melanie spoke to  
 5 earlier, we had 52 registrations, or people sign  
 6 up to recruit. When we set out, we said we had  
 7 room for 15. That's what we had capacity for to  
 8 train.  
 9  
 10 We took 17. We don't want to turn anybody away,  
 11 but again, we have to get them to that basic  
 12 level of searcher.  
 13  
 14 As Harry said, we're looking for searchers on the  
 15 ground. That's our area of need. I don't see a  
 16 need -- we're not restricted by technology or  
 17 drone operators or those sorts of things, so we  
 18 need boots on the ground and it's a 40-hour  
 19 course to get you to that level.  
 20  
 21 There is a commitment and we had to turn people  
 22 away because they couldn't make a training  
 23 weekend, and then might say, well, why don't you  
 24 offer it twice.

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1 There's thousands of hours gone into our team's  
 2 training program. It's not one person delivers  
 3 the training.  
 4  
 5 We had 17 new recruits. We had 42 people on hand  
 6 October 2nd and 3rd to deliver that training.  
 7  
 8 It's not a small task. So those are some of the,  
 9 I guess, things that I see in the back of my head  
 10 is that right now we're at 89 volunteers, and we  
 11 don't have a capacity to take much more.  
 12  
 13 I don't know where we would meet. It would have  
 14 to be virtually. Our training sessions, I don't  
 15 know how they would look.  
 16  
 17 To me, I'm like, uh-oh, what are we going to do  
 18 if we need to start taking in more volunteers?  
 19 To me, the retention of volunteers is a much more  
 20 important issue than actually we need more  
 21 volunteers.  
 22  
 23 Now, I'm only speaking on behalf of our own team.  
 24

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1 MR. CLAIR:  
 2 Q. Yes. There might be other parts of the province  
 3 where they have the opposite problem. You might  
 4 also have -- and not talking about Rovers, but  
 5 there might be a team that got enough people, but  
 6 perhaps they're older.  
 7  
 8 Perhaps you look five years down the road and  
 9 many of them will be gone, right? So you might  
 10 still need to do some refreshing. But it's a  
 11 good problem to have is too many volunteers.  
 12  
 13 Shannon, you mentioned mental health and, Paul,  
 14 I'm going to come to you in a second. But  
 15 Charlie, you've heard about a lot of the  
 16 challenges, and so your expertise is in speaking  
 17 to the public?  
 18  
 19 MR. BYRNE:  
 20 A. Right.  
 21 MR. CLAIR:  
 22 Q. Is in terms of getting messages out there that  
 23 would resonate with people and get them to move  
 24 them to action, etcetera.

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1 What have you heard this afternoon, what kind of  
 2 advice might you be able to offer? I'm putting  
 3 you on the spot. And I know you get paid to give  
 4 advice, like we're asking you for free here.  
 5  
 6 What's some advice that you might give groups  
 7 like this who don't have expertise, say, in  
 8 social media, advertising, marketing, etcetera?  
 9 What advice would you give them?  
 10 MR. BYRNE:  
 11 A. So, yeah. So I work with a public relations  
 12 company that's a division of a much larger  
 13 marketing company.  
 14  
 15 I think one comment that's been said today and it  
 16 sort of echoes the conversation that we had at  
 17 our company yesterday when this came up, is that  
 18 some people don't know about this.  
 19  
 20 And I point to Ross, not to pick on him, but he  
 21 said I didn't really know much about this. And  
 22 neither did I. And neither did a lot of the  
 23 people at the company that I work at.  
 24

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1 I mean, there's a lot of different things going  
 2 on. I mean, it's easy to understand why people  
 3 don't know about certain things.  
 4  
 5 But what do you do when somebody doesn't know  
 6 about something? Well, you tell them. You tell  
 7 them the story. And there's a story to be told  
 8 here. And I think there's a story to be told  
 9 that can be used for recruitment and retention.  
 10  
 11 So Newfoundland and Labrador is a bit of a  
 12 different place, I think. I think we have a very  
 13 strong sense of community in some of our smaller  
 14 towns.  
 15  
 16 It's because we have to. It's because there's  
 17 not a lot of major infrastructure. There is not  
 18 a lot of major institutions.  
 19  
 20 Most of the things that are done in those towns,  
 21 volunteers build them. Whether it be an actual  
 22 town council, most of those are volunteer or they  
 23 get paid very little, so they may as well be  
 24 volunteer. Sporting institutions, fire halls,

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1 fire teams.  
 2  
 3 So to me, looking at this, there's an opportunity  
 4 to appeal to people's sense of community in  
 5 Newfoundland and Labrador. Their sense of duty  
 6 as, sort of, Penney pointed out.  
 7  
 8 And I find this all quite inspiring. I didn't  
 9 know that people did this. I had a friend who  
 10 lives in Ottawa and he said that he volunteered  
 11 with the Rovers. I said, what's that? He  
 12 explained it to me. I said, oh, do we have that  
 13 in Newfoundland? He said, yeah, we do.  
 14  
 15 So I think there's an opportunity to showcase  
 16 this message and it is a very inspiring message.  
 17 People going out and helping their neighbour,  
 18 looking for their neighbour, it's an interesting  
 19 message to share.  
 20  
 21 And it's not hard to imagine a scenario, some  
 22 type of campaign where you put people like  
 23 Melanie or Garry on a poster and you appeal to  
 24 that sense of duty. And I think that's the

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1 opportunity here, right, to show people that this  
 2 is an inspiring thing, because it is.  
 3  
 4 We're talking about people giving up hundreds of  
 5 hours of their time to go and do something that  
 6 could be quite dangerous, I imagine, and I don't  
 7 know a whole lot about it.  
 8  
 9 I mean, I've only been learning over the past  
 10 couple of days, but it seems like it could be  
 11 quite dangerous and quite trying, especially on  
 12 your mental health, you get in some of these  
 13 tense situations.  
 14  
 15 So I think you need to take that and tell that as  
 16 a story and it will be inspiring to people. And  
 17 they'll say, geez, well, I'd really like to do  
 18 that. This is great.  
 19  
 20 Or the other thing it might do is sort of shift  
 21 the perception of some of these volunteers in  
 22 people's minds. Oh, geez, Garry, I didn't know  
 23 you did that. I didn't know what you had to do.  
 24 That's great, man, good for you. And that may

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1 help with some retention issues.  
 2  
 3 I don't know. I mean, I'm not part of it, so I  
 4 can't really speak to that. But I think there's  
 5 a story to be told. It's a good story. There's  
 6 a lot of successes.  
 7  
 8 And not even focusing on the successes, just  
 9 focusing on the personal inspiration of people  
 10 giving up their time to volunteer in this very  
 11 difficult task.  
 12  
 13 So I think that's the story to be told. And  
 14 there's a lot of tools that can help you tell  
 15 that. There's a lot of tools that can help you  
 16 tell it for free.  
 17  
 18 I was on Facebook yesterday and I looked at some  
 19 of the search and rescue teams. I know the  
 20 Exploits team does a very good job of their  
 21 social media. I had a run through it. And some  
 22 of the other teams can echo that as well, just  
 23 sharing volunteer profiles.  
 24

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1 Even something like that might help with  
 2 retention. It might make someone feel a bit more  
 3 recognized.  
 4  
 5 And if you increase that, if you tell that story  
 6 and people know more about it, that it increases  
 7 the knowledge that decision-makers and  
 8 stakeholders will have, people in government,  
 9 because they'll know that, hey, geez, this is  
 10 important to my constituents. This is important  
 11 to different constituencies. And it can  
 12 potentially increase your influence in public  
 13 policy.  
 14  
 15 And Mr. Blackmore, I was watching yesterday or a  
 16 couple of days ago, and I know you said you have  
 17 a great relationship with Justice, so. But  
 18 still, there are other pieces to that as well.  
 19  
 20 So I think to me, looking at this, that's what I  
 21 would try and do, appeal to the sense of  
 22 community that people have. Tell the inspiring  
 23 story that this is, because it is. And I think  
 24 it will follow. People will come and people will

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1 stay because of that.  
 2 MR. CLAIR:  
 3 Q. So a question for Harry about following Charlie's  
 4 comments.  
 5  
 6 Does NLSARA have a website or a Facebook page  
 7 where you kind of promote your activities and  
 8 things like that?  
 9 MR. BLACKMORE:  
 10 A. Yes, sir.  
 11 MR. CLAIR:  
 12 Q. And are you good at it? Like do you feel that  
 13 it's achieving its objectives or is it something  
 14 that requires more resources on your part?  
 15 MR. BLACKMORE:  
 16 A. Well, I'm going to turn that one over to Paul and  
 17 Melanie now, because they handles it.  
 18 MS. O'BRIEN:  
 19 A. Just before Paul starts, because he is our social  
 20 media manager for Rovers Search and Rescue, but I  
 21 agree, we are too humble sometimes when it comes  
 22 to exposure and advocating what we're doing.  
 23  
 24 But I would like to note that we are limited in a

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1 lot of the things we do by confidentiality under  
 2 the certain situations that we're involved in.  
 3  
 4 There's definitely avenues to explore there that  
 5 we could avoid that, but...  
 6 MR. CLAIR:  
 7 Q. Can you just add, what would be a confidential  
 8 matter?  
 9 MS. O'BRIEN:  
 10 A. Well, if we're out on a search under the  
 11 Constabulary or the RCMP, we're limited to what  
 12 we can say we're doing, of course, with respect  
 13 to the families' privacy.  
 14 MR. CLAIR:  
 15 Q. After the fact, though, can you promote pictures?  
 16 Can you show -- without identifying a particular  
 17 search or whatever, are there things you can put  
 18 on your website and Facebook page that could  
 19 promote the activities of the Rovers?  
 20 MS. O'BRIEN:  
 21 A. We've recently began trying to do this more often  
 22 through Paul and another one of our social media  
 23 managers, Darren Power. But still, a lot of the  
 24 calls we're on are sensitive to the family. So

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1 out of respect for them, even if there are  
 2 pictures of members from the search, you want to  
 3 be sensitive to the family and not advertise what  
 4 might be one of the worst days they've had.  
 5 MR. CLAIR:  
 6 Q. Paul, do you want to add to that?  
 7 MR. FRENCH:  
 8 A. Yeah, thank you. For sure. So I would say  
 9 probably 70 percent, could be more, of the teams  
 10 within the association have at least Facebook  
 11 pages. Or I should say, some sort of social  
 12 media platform.  
 13 MR. CLAIR:  
 14 Q. What percentage?  
 15 MR. FRENCH:  
 16 A. I would say around 70 percent.  
 17  
 18 MR. CLAIR:  
 19 Q. Okay.  
 20 MR. FRENCH:  
 21 A. I would say only probably 50 percent actually  
 22 utilize them. And I've had discussions with  
 23 teams all over the province with regards to  
 24 taking into account Charlie's suggestions because

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1 I think he makes a very valid point.  
 2  
 3 And for us, the only way for us to get that  
 4 message out is that if the media picks up on it  
 5 or if we tell that story through social media,  
 6 because that's our only means of getting  
 7 information out.  
 8  
 9 We attend schools and other outdoor recreational  
 10 groups and whatnot. As Shannon has alluded to,  
 11 to programs like they have with CAGSAR, and  
 12 that's our opportunity to tell them who we are  
 13 and what we do. But to do that on a big scale,  
 14 we don't have the ability. We don't have the  
 15 funds.  
 16  
 17 I look after the social media, along with another  
 18 individual for our team. That's one of 15 tasks  
 19 I have to do. And we're trying to get others  
 20 engaged to do this stuff, but it's some come and  
 21 all they want to do is be that ground pounder or  
 22 all they want to do is logistical.  
 23  
 24 So it's difficult and it's interesting, as we've

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1 heard, that maybe there's an opportunity that  
 2 other partners can help us out.  
 3  
 4 So I'm open to all those conversations but, at  
 5 the same time, all that stuff is going to take  
 6 time for us to work out. But I'm glad to see  
 7 that there's opportunities there.  
 8  
 9 But it's interesting to see on posts that we do  
 10 do, that we do post, sometimes I've seen it.  
 11 We've had stuff go viral and it's simple  
 12 information regarding cornices, so snow  
 13 overhangs, drifting snow.  
 14  
 15 We done one last winter with overhangs that we  
 16 noticed, a member noticed out on Cape Spear, and  
 17 it was an opportunity for us to get some public  
 18 safety information out. But it blew up because  
 19 people didn't know what it was. It was a public  
 20 education piece.  
 21  
 22 So those sorts of things are going far and wide,  
 23 but our general posting, we have come down --  
 24 now, we've created generic images so that we're



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1 not going too far. And we'll say now when we're  
 2 activated on a search. We won't say necessarily  
 3 what it is or where we're going or anything else,  
 4 but we'll just say that we're activated. So  
 5 people get an understanding of how often we do  
 6 get activated.  
 7 MR. CLAIR:  
 8 Q. Penney, can I bring you in on this, because I  
 9 think you offer courses in social media and  
 10 things like that?  
 11  
 12 Do you have people who could assist a group like  
 13 the Rovers to go in and set up their Facebook  
 14 page or whatever it is?  
 15  
 16 Is that something that is done, can be done?  
 17  
 18 MS. ROWE:  
 19 A. We do some training around digital literacy. Not  
 20 so much around social media, but I'm sure that  
 21 there are lots of people who can do it.  
 22  
 23 But just listening to this conversation going  
 24 around, it seems to me that on the one hand your

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1 groups are oversubscribed for people who want to  
 2 be on the ground, and now you're identifying  
 3 another whole area where you could be using  
 4 volunteers.  
 5  
 6 So part of that may just be really doing some  
 7 good reconnaissance within the organizations to  
 8 see what kind of volunteers you need, as opposed  
 9 to just a general call for people who want to be  
 10 on the ground.  
 11  
 12 But, Mike, if I could, there's certain things  
 13 that I'm picking up during the course of the  
 14 conversation and I wonder if there will be time  
 15 for this before we wrap up.  
 16  
 17 I think there's some policy themes that are  
 18 emerging here. There's some issues clearly which  
 19 are in the domain of individual teams. Some are  
 20 better at it than others. Some are able to  
 21 recruit younger people, etcetera.  
 22  
 23 But some of the things that people have talked  
 24 about, like insurance, when I think about one of

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1 the comments I made about making sure we have a  
 2 level playing field so that there's no cost  
 3 barrier for people becoming involved, which I  
 4 think is a significant issue if you have to have  
 5 access to a snowmobile or an ATV or if you have  
 6 to buy your own equipment.  
 7  
 8 So there may be some room in here for looking at  
 9 those policy issues that need to be addressed  
 10 here, because it seems to me as a public, and  
 11 looking at our public sector, there are things  
 12 that, perhaps, can be done beyond individual  
 13 organizations that need to be done for the  
 14 collective.  
 15  
 16 The other point I'd like to make is when we talk  
 17 about recruiting younger people, and I know this  
 18 was very evident in the conversation with the  
 19 group from Bay of Islands, organizations have to  
 20 be able to adapt to a mobile population. And so  
 21 perhaps it's not possible to keep people in the  
 22 organizations for a very long time.  
 23  
 24 That may mean some internal organization

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1 adaptability, which I think maybe is happening  
 2 with some, but maybe other organizations might  
 3 need some support for that.  
 4  
 5 I think the one thing that everybody is saying is  
 6 that these organizations are absolutely  
 7 fundamental, and that we need to find ways  
 8 collectively to help, to support, to elevate.  
 9  
 10 Some groups are doing extremely well. Other  
 11 groups need support recruiting volunteers, and  
 12 maybe that's a bit of mixing and matching.  
 13  
 14 It may also be that, I think somebody else  
 15 referenced earlier, maybe we don't need as many  
 16 groups, but maybe we need to have them deployed  
 17 in a different way.  
 18  
 19 If there are too many close by each other, maybe  
 20 there's some room for merging at least at the  
 21 back end, around the administration end.  
 22  
 23 So I think there are all kinds of important  
 24 conversations that we need to have as we move

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1 forward on this particular topic.  
 2  
 3 And the final point I'd like to make, because I  
 4 understand that there's a lot of fundraising  
 5 done, and that's in many ways a bit of a  
 6 requirement for some of the members, and I do  
 7 step back and ask myself is that really  
 8 appropriate? Or should there be a certain level  
 9 of financial sustainability provided by the  
 10 public, i.e. through governments?  
 11  
 12 And that's not a question I can answer, but I  
 13 think it's certainly a question that we need to  
 14 be looking at so that we ensure that we do have  
 15 access to the wonderful work that these groups do  
 16 everywhere, all of the time, whenever they're  
 17 needed.  
 18  
 19 So I do think there's some public policy pieces  
 20 we need to be looking at.  
 21 MR. CLAIR:  
 22 Q. I couldn't agree with you more. They may not all  
 23 fit within the ambit of this Commission, but I  
 24 couldn't agree with you more.

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1 And when we were talking about volunteers, of  
 2 course, I look to the university where there's no  
 3 more techy oriented group at the university. So  
 4 if there's some kind of arrangement that could be  
 5 made there to help people set up social media or  
 6 whatever else...  
 7  
 8 It seems to be a need among a number of  
 9 volunteer-based organizations.  
 10 DR. LEWIS-SIMPSON:  
 11 A. Well, I'd just like to say, age does not mean  
 12 that you're technologically capable.  
 13  
 14 The person who fixes all the radios in my  
 15 husband's team is 81 years old and joined the  
 16 team when he was 75. And it was his experience,  
 17 life experience, brought to bear that brings the  
 18 strength to the team.  
 19  
 20 And I think we don't need to think in terms of  
 21 types of diversity, but just enjoy and embrace  
 22 diversity and the belonging that comes with  
 23 inclusion.  
 24

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1 And if you don't have that from the top down,  
 2 then people will not stay, because they won't  
 3 feel like they belong and they won't feel like  
 4 they're contributing to the team.  
 5 MR. CLAIR:  
 6 Q. Totally agree, Shannon. I think my point was  
 7 more along the lines of there's some technology  
 8 that's just coming out today that really probably  
 9 helps if you are younger. And I don't know,  
 10 things like Facebook or whatever.  
 11  
 12 But the other thing, too, is there is a computer  
 13 science program at Memorial that does apps and  
 14 things like that. And one of my objectives in  
 15 life is getting those people together with people  
 16 who run things and to see if maybe they could  
 17 develop an app to make things easier.  
 18  
 19 So there's that ability, as well, of creating  
 20 something new that meets your specific needs.  
 21 DR. LEWIS-SIMPSON:  
 22 A. I suppose that precludes that we need to have  
 23 wireless and internet service across the island  
 24 as well?

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1 MR. CLAIR:  
 2 Q. Possibly, yeah. So this has been a really good  
 3 discussion. We don't have a huge amount of time  
 4 left.  
 5  
 6 I want to turn, now, towards mental health  
 7 issues. And Paul, you and I chatted a bit about  
 8 this earlier.  
 9  
 10 So there's two, maybe, dimensions to this. One  
 11 is, that's been talked about before, some of the  
 12 people who are becoming lost now may have  
 13 cognitive problems or may have other emotional  
 14 issues.  
 15  
 16 The other side of it is that some of the  
 17 experiences that GSAR team members' experience  
 18 might cause them to suffer PTSD or some other...  
 19  
 20 So as somebody who is involved in social work and  
 21 used to working in groups, etcetera, what would  
 22 be your thoughts on this?  
 23 DR. ADJEI:  
 24 A. Thank you very much. I think that part of the

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1 training program, and not just at the initial  
 2 stage, but something that even ground rescue  
 3 members, it should be constantly done. It's just  
 4 around self-care, dealing with issues related to  
 5 (inaudible), vicarious trauma, post-secondary  
 6 stress and disorder, and compassion fatigue.  
 7  
 8 Because this adds reality because sometimes this  
 9 individual will come upon an upsetting experience  
 10 and moment that can have a traumatic impact on  
 11 them.  
 12  
 13 Sometimes, too, individuals who have been doing  
 14 this job for a while will reach out when there is  
 15 an element of burnout.  
 16  
 17 And I think that that is the part of the  
 18 conversation that I want to link to what has been  
 19 happening around the issues around recruitment,  
 20 retention and fundraising.  
 21  
 22 There is a different way that I almost see the  
 23 conversation around recruitment but in a  
 24 different way.

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1 Not in terms of just having recruiting the young  
 2 ones who are going to be the bodies that are  
 3 going to be available whenever there is matters  
 4 related to search and rescue.  
 5  
 6 That is one important part, but how do we see  
 7 this recruitment as also a process of creating  
 8 awareness?  
 9  
 10 Because when the young individuals have  
 11 sufficient knowledge about survivor, if such  
 12 individual gets lost there is a huge chance of  
 13 survival, and they know where they can position  
 14 themselves to make the process of getting found  
 15 easier. So there's one component of that.  
 16  
 17 What better way to build a network of potential  
 18 (inaudible), than young ones who simply  
 19 understand the work that is involved in search  
 20 and rescue?  
 21  
 22 But now, in talking about retention, I'm asking  
 23 myself, School of Social Work produce graduates  
 24 that are 80 percent chances of staying in the

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1 province.  
 2  
 3 With 80 percent chances of staying and working in  
 4 the province, because Eastern Health, for  
 5 instance, hire about 50 percent of the student  
 6 that graduate from school of social work.  
 7  
 8 CSSD recruit about 40 percent and 10 percent come  
 9 from other committee organizations. So if we  
 10 talk in School of Social Work as potential  
 11 partners in search and rescue, the chances of  
 12 retention is very high.  
 13  
 14 These are individuals who have also been trained  
 15 on matters around mental health and also  
 16 understand the language of confidentiality,  
 17 because of the ethics involved in their  
 18 profession.  
 19  
 20 Even if this individual do not end up becoming  
 21 bodies on the ground, they are your potential  
 22 allies of fundraising.  
 23  
 24 So I think that we know we are well-positioned in

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1 particular with Memorial University being a major  
 2 partner in this university, and also become the  
 3 centre point of bringing student of diverse  
 4 background, that if they are actively involved  
 5 and become the centre of recruitment, there are a  
 6 lot of benefits that is going to be gained.  
 7  
 8 I am also interested in terms of how are we  
 9 drawing on our partner agencies and organizations  
 10 like School of Social work, psychology education  
 11 to become partners in training?  
 12  
 13 So that it has not only have to be a member of  
 14 the Ground Search and Rescue team who are doing  
 15 some of this training, but potential in the  
 16 School of Social Work and education who can  
 17 easily support in the training process to make  
 18 their work a bit easier.  
 19  
 20 The bottom line is that we acknowledge that the  
 21 work the GSAR members is doing is a great service  
 22 to the community.  
 23  
 24 And our office sees the even more important role

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1 these groups play; especially when matters around  
 2 missing individuals become directly involved,  
 3 when it's related to any members of us.  
 4  
 5 But the point is that maybe if we can cast the  
 6 net wider and bring more bodies involved, it will  
 7 make their work in the long run a bit easier.  
 8  
 9 And I think that we've already talked about  
 10 demographic changes and the importance  
 11 (inaudible) for the newly arrived immigrants also  
 12 play.  
 13  
 14 And I think that they need to be included in this  
 15 conversation, because we need to imagine what  
 16 this province will look like in 10 years or in 15  
 17 years or 20 years. And now our recruitment plan  
 18 must also look into those directions.  
 19 MR. CLAIR:  
 20 Q. Paul, let me interrupt you for a second and ask  
 21 Richard.  
 22  
 23 Richard, is there any data on people who leave  
 24 search and rescue teams because of, say, PTSD or

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1 be in this particular area. But if somebody  
 2 doesn't fit that typical thing, is there room for  
 3 research there in terms of finding out how people  
 4 move or where you're more likely to find somebody  
 5 in distress?  
 6  
 7 Are you aware of any of that stuff? Or maybe  
 8 Harry? Are there studies that are done to find  
 9 people who are not, I'll use the word "typical,"  
 10 don't fall in the two-standard deviation?  
 11 MR. BLACKMORE:  
 12 A. Yeah, there are studies ongoing. It's by  
 13 different professors across the country mainly.  
 14 Mainly, most of it right now comes out of the  
 15 United States.  
 16  
 17 There are things being done, but in the overall  
 18 big picture from our end of it, no, there hasn't  
 19 been.  
 20  
 21 We have been trying to look at getting something  
 22 started. And Richard is involved with one group  
 23 trying to get some statistics started.  
 24

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1 some other type of mental...  
 2 MR. SMITH:  
 3 A. Thank you, sir. We don't have those definitive  
 4 stats at this particular time. They're held  
 5 locally, such as by the health region or the  
 6 provincial health authority only as to where the  
 7 stress injury was arrived from.  
 8  
 9 So there's that issue as well that we have to  
 10 deal with.  
 11 MR. CLAIR:  
 12 Q. So it's a potential retention issue as you were  
 13 saying.  
 14  
 15 So, Paul, in looking at the other side of things,  
 16 so you're looking for somebody who may not be  
 17 neurotypical. Somebody with autism, for example,  
 18 or somebody in emotional distress.  
 19  
 20 So we have learned from Harry and others that  
 21 there is such a thing as lost person behaviour,  
 22 right?  
 23  
 24 So statistically a lost person is more likely to

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1 And even since this Inquiry has started, it's  
 2 been brought to our attention by a couple of  
 3 statisticians that will help us through our own  
 4 study on it.  
 5  
 6 But getting the information out there to exactly  
 7 what's needed is one of the bigger problems,  
 8 because we can only give a certain amount.  
 9  
 10 But the best one probably to talk to -- Richard  
 11 may be able to answer it for sure, but most of  
 12 the lost person behaviour right now is followed  
 13 out of the States.  
 14  
 15 Now there is a next volume coming out which does  
 16 take in some of those effects. But right now we  
 17 go under what we have and some of the comments,  
 18 things that we do know of people that are  
 19 outlying and we go farther out.  
 20  
 21 But there's always going to be the one or two  
 22 that's going to go way off the chart compared to  
 23 everything else. We know that.  
 24

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1 MR. CLAIR:  
 2 Q. Okay. Anything else, Paul?  
 3 DR. ADJEI:  
 4 A. Now, in terms of how people behave when they get  
 5 lost, I think that there is also an element of  
 6 cultural uniqueness. People who are, for  
 7 instance, new to the island and may not know much  
 8 about the places may act in a way they probably  
 9 would not be taken into consideration given --  
 10 because the notion of how people behave based as  
 11 of a result of years of working in this field and  
 12 learning the pattern.  
 13  
 14 But I'm saying it could be culturally skewed,  
 15 because new immigrants who are new to the island  
 16 may behave in a way that may be different from  
 17 what we are already know. So I think that that  
 18 also needs to be taken into consideration.  
 19 MR. CLAIR:  
 20 Q. Following a different logic than what we would  
 21 expect.  
 22 DR. ADJEI:  
 23 A. Exactly.  
 24

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1 MR. CLAIR:  
 2 Q. Right. Thank you, Paul. Someone that we've not  
 3 heard from, and Daniel, I don't want to put you  
 4 on the spot, but everything that you've heard, is  
 5 there anything that resonates with you that you  
 6 think might be useful?  
 7  
 8 We're talking about, say, recruiting or retaining  
 9 people. And I know you've got experience in  
 10 being on a GSAR team as well as coordinating?  
 11 SGT. WILLIAMS:  
 12 A. Yes. So to a degree, I mean, I see some  
 13 parallels between ground search and rescue and  
 14 also the police force.  
 15  
 16 We look back and oftentimes in the policing  
 17 business we speak to people and ask, well, why  
 18 did you join?  
 19  
 20 And oftentimes it comes back to the mentoring or  
 21 maybe there was that strong leader in the  
 22 community that made an impact at a certain age.  
 23  
 24 Maybe there was a circumstance in which they came

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1 in contact for us. Maybe it was a traumatic  
 2 event or difficult event for ground search and  
 3 rescue.  
 4  
 5 Maybe it's a family member who had gone missing  
 6 and really saw the great work that was being  
 7 done.  
 8  
 9 So for me, I guess, this morning looking at  
 10 things, the mentorship was always a key in police  
 11 recruiting, having that strong person. Looking  
 12 up to someone in the community.  
 13  
 14 And as we are aware, and a lot of our ground  
 15 search and rescue teams, maybe it's a family  
 16 thing.  
 17  
 18 Maybe there's a generational thing where there's  
 19 people on the team and there's a few generations  
 20 represented within the same family or distant  
 21 relatives. And maybe the circumstance brought  
 22 them to see the great work done by search and  
 23 rescue.  
 24

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1 So just recognizing that there are those  
 2 parallels between police work or other sort of  
 3 professions, as well as ground search and rescue  
 4 where a mentorship is a big thing, not only when  
 5 you're operating together and providing someone a  
 6 mentor, but seeing a relationship or seeing that  
 7 strong person in the community and wanting to  
 8 model themselves after that.  
 9  
 10 I think there's so much great work being done in  
 11 our communities, I've said it oftentimes,  
 12 everyone knows someone to some degree of  
 13 separation that's been assisted by ground search  
 14 and rescue at some point, whether it's a distant  
 15 relative, friend.  
 16  
 17 There's so many cases of ground search and rescue  
 18 in this province where being out in nature or out  
 19 in the community and maybe you come across --  
 20 maybe you're out there and you're hunting, you  
 21 become lost. Berry picker, whatever. Any  
 22 variation of that.  
 23  
 24 But we all are only a few degrees of separation

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1 away from knowing someone or being impacted in a  
 2 positive way from a ground search and rescue  
 3 team. So I think maybe that's something that  
 4 positively impacted the recruiting.  
 5  
 6 And we do see, I know from the RCMP perspective,  
 7 we deal more so with a lot of the rural  
 8 communities.  
 9  
 10 Certainly, Paul had mentioned earlier, they don't  
 11 have as much of a recruiting issue here in the  
 12 larger scope.  
 13  
 14 And Garry spoke to Corner Brook, that metro area  
 15 where there's some rural feel to that community  
 16 as well as urban feel. People drawing them in.  
 17  
 18 In a lot of our outlying communities, our smaller  
 19 communities we do see people moving in and out.  
 20 But there is a lot of positive and a lot of  
 21 buy-in by those folks in that community, and  
 22 buying into that sense of community that Charlie  
 23 had mentioned.  
 24

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1 It is that sense of community in the rural  
 2 communities and wanting to contribute and seeing  
 3 those around you.  
 4  
 5 And oftentimes in those communities, in a larger  
 6 urban centre you may not necessarily know  
 7 directly that person you're helping or be  
 8 connected at all, but we do see a lot in the  
 9 rural communities, that person you might be  
 10 inevitably helping is someone who is a family  
 11 member, former school mate, colleague.  
 12  
 13 So those are just some of the positives that we  
 14 see in the rural community in terms of assisting  
 15 the community.  
 16  
 17 It may be someone that (inaudible) that happens.  
 18 It's that want and need to help the people  
 19 closest to you.  
 20  
 21 That's just some observations from me from this  
 22 morning.  
 23 MR. CLAIR:  
 24 Q. That's very astute, Danny. The personal

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1 connection of having a mentor or a connection,  
 2 somebody you are looking up to is so important.  
 3  
 4 Part of what we're talking about today is the  
 5 transitioning from one generation to another and  
 6 what I've really heard throughout the Inquiry is  
 7 that the amount of training and how it's been  
 8 institutionalized and packaged. I mean you guys  
 9 are fantastic, right.  
 10  
 11 I would look at NLSARA and the teams, there's a  
 12 lot of training that -- you can get the book, get  
 13 the manual, whatever and it's there and it's  
 14 perfect. But there's also that tacit knowledge  
 15 that you guys are passing along, day in/day out,  
 16 with the new members that come on that is not in  
 17 any book anywhere. And when you guys are gone,  
 18 that's going to be gone, right?  
 19  
 20 And some of the stuff that, Ross, especially you  
 21 were saying, are we losing that connection with  
 22 the wilderness? The younger people aren't buying  
 23 the equipment that takes you out there.  
 24

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1 So there might be -- I won't say a crisis. There  
 2 might be a transformation happening here,  
 3 whereas, the people who set up the GSAR teams in  
 4 the province go, the younger ones are left but  
 5 there's not a whole base of new people coming  
 6 forward, except in St. John's, for example.  
 7  
 8 So it almost requires a little bit more research,  
 9 but more formal research in terms of what the  
 10 future might hold.  
 11  
 12 From what I've seen in the hearings, this is a  
 13 fantastic, well-oiled machine right now.  
 14  
 15 Can that be sustained into the future? Harry?  
 16 MR. BLACKMORE:  
 17 A. I think it will be. We do have an Executive we  
 18 put together across the province. We meet with  
 19 all the teams. We're always talking about  
 20 succession.  
 21  
 22 Right now I think it's pretty well oiled, as you  
 23 say. But as we spoke in hearings earlier, if one  
 24 of us jump out tomorrow, we do have people in

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1 place to carry on.  
 2  
 3 We are transforming all that information to the  
 4 younger people that are involved in the teams.  
 5  
 6 Now most of them that would be taking on and  
 7 going with those are ten years-plus. So we do  
 8 pass on what we have to know.  
 9  
 10 We are looking at different avenues of putting  
 11 stuff together. We do have some information put  
 12 together in a paper form, so that we can put it  
 13 out there.  
 14  
 15 It's the same part as trying with our different  
 16 people across the country. The diversity part of  
 17 it, we try to hit, so it doesn't just take the  
 18 older fellows that were in the back woods, and go  
 19 from there. We have people from all different  
 20 walks of life, for sure.  
 21  
 22 But we think right now we do have a plan in  
 23 place. Whether it's perfect or not, I wouldn't  
 24 be able to say, but we do the best we can. And

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1 as you say, it's just more volunteer time.  
 2  
 3 Like there is only so many hours in a week. And  
 4 the time you punch in helping training, you are  
 5 punching time to help your team. Then there's  
 6 association stuff. Then you punch in time to try  
 7 to put everything down on paper. It just doesn't  
 8 happen overnight.  
 9  
 10 And it's easy for everybody to say, well, it's  
 11 only a few hours here and there, but you also got  
 12 a life to try to live.  
 13  
 14 And that's one big part, that if you don't have  
 15 family commitment on this, all this stuff we  
 16 talked about the week is out the door, because  
 17 the family part of it has to be a big part.  
 18 One of the things we do in our recruitment  
 19 program is have you discuss what you want to do  
 20 with your family, because it is a big integral  
 21 part of it.  
 22  
 23 So we think that for passing on information down  
 24 the road, I think we have a plan in place. Like

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1 I say, I can't say it's perfect, but it's the  
 2 best right now that we can do.  
 3 MR. CLAIR:  
 4 Q. So looking ten years down the road, Harry, you're  
 5 comfortable that NLSARA and the 25 or so teams  
 6 are pretty well going to be sustainable?  
 7 MR. BLACKMORE:  
 8 A. I think so for the next ten years, yes. Now,  
 9 they do need -- we will need help. And as I've  
 10 indicated earlier this week, we need help that  
 11 way to be able to keep people there. But we have  
 12 to cut down on this fundraising noose around our  
 13 neck.  
 14  
 15 We're dangling from a tree on that, I tell you  
 16 right now. And we can beat everything around  
 17 here that we want, but when you got to spend 40  
 18 hours a month or every two months just raising  
 19 funds to put fuel in the trucks, to get them out  
 20 the door, to go look for somebody's lost person,  
 21 it's a big deal.  
 22  
 23 And you can beat that around however you want, it  
 24 still takes time.

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1 MR. CLAIR:  
 2 Q. Yeah. I think Penney wants to -- did you want to  
 3 jump in?  
 4 MS. ROWE:  
 5 A. I'm just agreeing with Harry. It seems to me  
 6 with the amount of effort that people put in to  
 7 do the job at hand, and as I understand it,  
 8 individuals who become members or board members  
 9 have to cover a certain amount of their expenses.  
 10  
 11 It seems to me, that's why I raise the question  
 12 of public policy, because this may be an area  
 13 where fundraising is not appropriate.  
 14  
 15 If this is an essential service that needs to be  
 16 maintained in the province, and so I said "if?,"  
 17 I mean there can be a question mark around it,  
 18 but it strikes me that this is an essential  
 19 service.  
 20  
 21 Therefore, why would we expect that somebody who  
 22 wants to become involved also needs to be out  
 23 selling tickets or spending an awful lot of time  
 24 and things?

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1 I've been out at your lovely facility in Paradise  
 2 and I can't imagine what you went through to get  
 3 that facility or to keep your trucks moving.  
 4  
 5 And you think, now look at the gas, and the point  
 6 I made earlier about the cost of volunteering.  
 7 And if you limit the people who you can recruit  
 8 and use, can't afford to be engaged, then it's an  
 9 issue we need to deal with.  
 10 MR. CLAIR:  
 11 Q. Thanks, Penney. Charlie?  
 12 MR. BYRNE:  
 13 A. Yeah, I just wanted to add something to that. So  
 14 the company I work at, we do a lot of work with  
 15 organizations and engage with government. And  
 16 one of things we see is that sometimes they go to  
 17 government or to public institutions without  
 18 clarity. Clarity in what they want. Clarity in  
 19 what they need. And they say we want this and  
 20 the first question is why, and it can't be  
 21 answered.  
 22  
 23 And, of course, I can't speak to your specific  
 24 operations. I don't know. Perhaps you guys have

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1 articulating, as you have today, that you need  
 2 that type of support and then engaging the public  
 3 and getting them onboard so when they see  
 4 different stakeholders representative in  
 5 governments and in public institutions, they say,  
 6 hey, you know you got to help these guys out.  
 7 They need it.  
 8  
 9 So I think that's something important to  
 10 consider, right? It's just how do you clearly  
 11 articulate that case. And that can be part of,  
 12 as well, that recruitment and retention program,  
 13 where you sort of build this into a noble and  
 14 honourable calling, which it is, and displaying  
 15 people, like Melanie, like Garry, like yourself,  
 16 Harry, and putting that out there for people to  
 17 take that in and then advocate on your behalf and  
 18 say to those people when they see them, hey, you  
 19 really need to support them.  
 20  
 21 They need your help and they shouldn't be having  
 22 to be out and selling moose burgers for five  
 23 bucks at the Grand Falls-Windsor hockey arena  
 24 every other weekend or whatever.

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1 done all that.  
 2  
 3 But oftentimes when you have those answers and  
 4 you clearly articulate the case, the policy  
 5 comes. And if you sort of build that support  
 6 through the process I had talked to earlier, it  
 7 comes easier.  
 8  
 9 When you go in and you see person X and  
 10 government Y. They say, oh, yeah, yeah. I saw  
 11 you guys on the news. You guys you need this and  
 12 this is why you need and this makes sense. And  
 13 it follows.  
 14  
 15 But if you sort of go in all at once and say,  
 16 well, you know, we need this here, it doesn't  
 17 necessarily work.  
 18  
 19 Now I'm not saying you guys do that at all. I'm  
 20 just this is generally what we see in our  
 21 business when we deal with organizations that are  
 22 trying to engage with governments.  
 23  
 24 So I think sort of building and clearly

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1 So I think that's something important to  
 2 remember, is clearly articulating and explaining  
 3 the need.  
 4 MR. CLAIR:  
 5 Q. I think I agree with you, Charlie. We need to be  
 6 a lot better at doing fundraising and maybe lift  
 7 the burden off some organizations by providing  
 8 funding that they don't have to raise themselves.  
 9  
 10 Harry?  
 11 MR. BLACKMORE:  
 12 A. No, I agree what Penney has said. And I agree  
 13 with what Charlie has said, to some degree. We  
 14 do articulate to government what we need.  
 15  
 16 MR. CLAIR:  
 17 Q. I'm sure you do.  
 18 MR. BLACKMORE:  
 19 A. And anybody who knows me, knows that.  
 20 MR. CLAIR:  
 21 Q. I think that was a general comment, not  
 22 necessarily --  
 23 MR. BLACKMORE:  
 24 A. But I agree 100 percent with Penney. Like the



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1 burden of fundraising got to go. It is an  
 2 essential service. Search and rescue is an  
 3 emergency.  
 4  
 5 And as I put my submission towards the  
 6 government, right now it has to be funded some  
 7 way or another.  
 8 MR. CLAIR:  
 9 Q. Yeah.  
 10 MR. BLACKMORE:  
 11 A. Or we are going to lose everything that we've got  
 12 done.  
 13 MR. CLAIR:  
 14 Q. Well, hopefully the Commissioner will put a good  
 15 word in for you in the report.  
 16 Yes, Paul?  
 17 DR. ADJEI:  
 18 A. It's just a question. Within the organization do  
 19 you have a fundraising unit, that the only thing  
 20 they do is they reach out to institutions?  
 21 MR. BLACKMORE:  
 22 A. No. Each team is totally on their own for  
 23 fundraising. And we don't do anything  
 24 provincially because it takes away from one

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1 community to the other community. So we let the  
 2 team represented in the community they are, do  
 3 their own fundraising and have their own  
 4 fundraising committees within their team.  
 5 MR. CLAIR:  
 6 Q. Right. Which complicates matters.  
 7 DR. ADJEI:  
 8 A. That's right. And because, for instance,  
 9 Memorial University do sometimes reach out to  
 10 professors and say are you willing to contribute  
 11 to this cause.  
 12  
 13 I have never seen or read anything related to the  
 14 work of -- yeah. So I'm just wondering if that  
 15 could be a way to have specialization where  
 16 somebody's only job would be responsible about  
 17 reaching organizations and corporates to see how  
 18 the fundraising issues could be taken off their  
 19 shoulders.  
 20 MR. CLAIR:  
 21 Q. That would be one possible solution.  
 22  
 23 We're getting close to the end, so I want to make  
 24 sure that the people in the outer ring, if I may

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1 call it that, if there are any questions or  
 2 comments that you would like to make?  
 3  
 4 Geoff, do you have any questions?  
 5 Mr. Commissioner, do you have any questions?  
 6 COMMISSIONER IGLOLIORTE:  
 7 No. I'm just asking whether Mr. Smith's proposed  
 8 witness from Alberta was able to make it?  
 9 MR. SMITH:  
 10 Commissioner, sorry, she had some  
 11 telecommunications problems where she was  
 12 located.  
 13  
 14 She was on the system there for a while and then  
 15 on mute and then got bounced off two or three  
 16 times.  
 17 COMMISSIONER IGLOLIORTE:  
 18 Okay. Sorry.  
 19 MR. CLAIR:  
 20 Any final comments from the group in Bay of  
 21 Islands? Any last words?  
 22 MR. DALRYMPLE:  
 23 A. So I also fill the role of fundraiser coordinator  
 24 on the team. I would really like to echo what

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1 everybody is saying about the necessity to make  
 2 fundraising not a necessity.  
 3  
 4 It is detrimental to our retention, the amount of  
 5 burden that is put on members to have to  
 6 fundraise all the time.  
 7  
 8 Again, in Corner Brook, being a semi-urban kind  
 9 of environment, we have advantages. We have  
 10 mostly shifted our fundraising efforts to  
 11 participating in community events, where we get  
 12 to use our first aid, skills team building and  
 13 stuff like that.  
 14  
 15 I can only imagine, though, if you're down in  
 16 Marystown, Burgeo, Roddickton kind of thing, you  
 17 don't have that kind of option. It would be  
 18 incredibly difficult.  
 19  
 20 Any time we go outside of those kinds of events  
 21 to go try to raise money other ways, it's (a)  
 22 challenging to get members to commit to that,  
 23 because it is not what we're really asking them  
 24 to be a part of the team for.

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1 That's not the skill set that we really want from  
 2 them. And, yeah, it is very, very challenging to  
 3 have so much time spent on fundraising.  
 4  
 5 Whenever we do that I'm always left kind of  
 6 sitting there selling tickets and going this is  
 7 great that there is four or five of us together.  
 8 We're conversing. We're team building and stuff.  
 9 But, oh boy, I'd rather be out in the woods with  
 10 our low angle rope gear, or doing something like  
 11 that, right?  
 12  
 13 We want to commit. Our number of hours is not  
 14 going to go down if we don't have to fundraise  
 15 anymore, but our skill level and our team  
 16 building and our abilities to do what we are  
 17 actually out here to do, will only go up.  
 18  
 19 And if I could just make one really quick small  
 20 thing. We've been talking so much about students  
 21 and their potential role to play in these  
 22 organizations. And I feel, again, for the  
 23 Burgeos, Marystowns, Roddicktons who are going,  
 24 we don't have a college, man. Who am I supposed

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1 to go to?  
 2  
 3 The other ones are coming from cadets programs,  
 4 former Scouts. Even a lot of the, say, younger  
 5 athletes, once they hit 18, 19 years old, they're  
 6 not playing hockey and soccer and stuff like that  
 7 anymore. They're looking for other ways to get  
 8 involved.  
 9  
 10 So for some of those smaller teams and smaller  
 11 communities, that may be where you have some  
 12 success, because you're not, just not going to  
 13 have the same luxury that we do of having a Fish  
 14 & Wildlife program that puts through 22 students  
 15 a year, a quarter of which join our team.  
 16  
 17 So there are options. And if any of those  
 18 smaller teams want to reach out to us for any of  
 19 our ideas and ways that we can be of a benefit,  
 20 we are more than happy to do that.  
 21 MR. CLAIR:  
 22 Q. Thank you, Garry. Anyone else?  
 23 MS. DOUCET:  
 24 A. I just wanted to add for the fundraising piece,

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1 that sometimes it becomes a question of, okay, do  
 2 we -- some community events, there's groups in  
 3 the community that are asking for our help and  
 4 we'd love to help them, but it's like there are  
 5 so many volunteer hours available for people,  
 6 because everybody has -- like the students have  
 7 both school and work, and then they're trying to  
 8 volunteer. So there's a limited amount of hours.  
 9  
 10 Sometimes we have to say no, we just can't help  
 11 you with that because if we do that members don't  
 12 have any time, right, then they can't do either  
 13 the search or they can't do the training or they  
 14 can't do...  
 15  
 16 So having to fundraise takes away from the other  
 17 activities, and it would be really nice not to  
 18 have to worry about, okay, if something goes  
 19 wrong can I fix the truck, right? Do we have  
 20 enough to be able to do that?  
 21  
 22 And one of our things in particular, a big issue  
 23 is we get some support from the community, but  
 24 there's repairs for our infrastructure and

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1 there's not a lot of places to help with funding  
 2 for infrastructure.  
 3  
 4 Our building could use some work. And it's just  
 5 something that we struggle with on an ongoing  
 6 basis.  
 7 MR. CLAIR:  
 8 Q. And it's very expensive.  
 9 UNIDENTIFIED FEMALE SPEAKER:  
 10 A. And there's a lot of competition for that dollar.  
 11 MR. CLAIR:  
 12 Q. And there's a lot of competition for that dollar.  
 13 MS. DOUCET:  
 14 A. Thank you.  
 15 MR. CLAIR:  
 16 Q. Yes, Paul?  
 17 MR. FRENCH:  
 18 A. Thanks, Michael. I just wanted to echo Garry's  
 19 comments. And thank you, Garry, for bringing  
 20 those up because I don't know, maybe, if that was  
 21 emphasized enough in this Inquiry is that our  
 22 fundraising is one thing.  
 23  
 24 We're not looking for time off. We're looking

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1 for that relief to shift efforts elsewhere. And  
 2 it's not we're looking to take the burden off our  
 3 back. It's shifting gears and paying attention  
 4 to things that we need to pay attention to more,  
 5 rather than fundraising. So, thanks.

6 MR. CLAIR:

7 Q. Well, I think that's what Penney said earlier.  
 8 You're paying to do good, which is illogical.

9  
 10 Well, I think we've exhausted the discussion.  
 11 So, Mr. Commissioner, unless you have any  
 12 questions, I think this brings it to a close.

13  
 14 And before I give up the chair, I just want to  
 15 thank everybody for answering the call at short  
 16 notice like that. And I appreciate it very much.

17  
 18 Thank you very, very much.

19 COMMISSIONER IGLOLIORTE:

20 Yes, thank you. We will go, now, to a round of  
 21 comments and we finished the questions.

22  
 23 So, Mr. Budden, if you can direct that. If  
 24 anybody would like to recognize that we are at

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1 the end of the hearing stage for the most part,  
 2 and this is an opportunity for people who've been  
 3 following the process to speak to the  
 4 Newfoundland and Labrador public.

5 MR. BUDDEN:

6 Thank you, Mr. Commissioner.

7  
 8 Once we've done that, I'll have a few final words  
 9 to say of a housekeeping nature. But thank you,  
 10 Mr. Clair, for helping organize this today.

11  
 12 And a big thank you to everybody who has  
 13 volunteered their time to come in here today to  
 14 share your knowledge with us. It was informative  
 15 and helpful.

16  
 17 Perhaps we can go around now, if anybody has, as  
 18 Commissioner Igloliorte said, any comments,  
 19 either about the session here today, or more  
 20 generally.

21  
 22 And what I thought I'd do is we would hear from  
 23 the inner table here and any other guest. Then  
 24 we will hear from the Winters family, and then

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1 from counsel, unless counsel wish to do it  
 2 otherwise.

3  
 4 So perhaps if we wanted to, we could start with  
 5 the inner table here. And Mr. Young and  
 6 Mr. Earle, if either of you have any comments  
 7 either about today's roundtable or more  
 8 generally, speak up.

9 MR. YOUNG:

10 A. The one thing I've gained from this, and it was  
 11 really the theme of the last half an hour or so,  
 12 and I guess Penney first brought it up. Again,  
 13 with there being 25 teams of ground search and  
 14 rescue people in the province and, as I said, I  
 15 was never aware of the amount of participation  
 16 and volunteerism that there is.

17  
 18 But as Penney said, I believe this is absolutely  
 19 an essential service and, therefore, should  
 20 probably be publicly funded which obviously means  
 21 government or whatever.

22  
 23 And this whole fundraising element should be  
 24 something that's less of a problem for all of

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1 these teams because, as Harry said, they all even  
 2 have to do it individually.

3  
 4 So I think that's something that really has to be  
 5 looked at.

6 MR. BUDDEN:

7 Q. Thank you, Mr. Young. Mr. Earle?

8 MR. EARLE:

9 A. No real comment on the proceedings here today,  
 10 but a general comment on the participants who  
 11 operate in these searches.

12  
 13 A number of them have been lifelong customers of  
 14 mine, and these are quite skilled individuals and  
 15 quite devoted to the operations and very  
 16 passionate about what they do.

17  
 18 So, yes, to ask someone who gives up 24 hours, 48  
 19 hours to go out and march through the woods,  
 20 searching for a lost individual, to put them on  
 21 the fundraising train as well, that's not fair.  
 22 It's definitely splitting resources there and not  
 23 using a skill set appropriately.  
 24

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1 So I echo the comments there for the funding. It  
 2 should be made available for an essential service  
 3 and do away with the fundraising, right?  
 4 Certainly.  
 5 MR. BUDDEN:  
 6 Q. Thank you. Ms. O'Brien?  
 7 MS. O'BRIEN:  
 8 A. I'd just like to thank the Inquiry for listening.  
 9 It means a lot as a volunteer to have people say,  
 10 wow, I can't believe you actually do that.  
 11  
 12 I'd also like to acknowledge that there are a lot  
 13 of experts in this room right now in certain  
 14 fields. And while most of you say that you might  
 15 not have heard of us, some of us have never heard  
 16 of you either.  
 17  
 18 And if there's any way to collaborate in the  
 19 future, we are open to any suggestions you can  
 20 have and provide to us.  
 21 MR. BUDDEN:  
 22 Q. Thank you. Sergeant Williams?  
 23 SGT. WILLIAMS:  
 24 A. Certainly. Obviously some serious circumstances

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1 that brought us all here for this Inquiry. We  
 2 just appreciate the opportunity to come here, to  
 3 contribute, to have those partnerships with the  
 4 organizations, with the government, with all the  
 5 organizations here.  
 6  
 7 I'm really thankful for that opportunity in any  
 8 way that we can all contribute to make this  
 9 service delivery better and to assist NLSARA in  
 10 their endeavours. We certainly look to do that.  
 11  
 12 So thanks for having us. And again, appreciate  
 13 everything.  
 14  
 15 MR. BYRNE:  
 16 A. I just want to, again, commend Harry and the rest  
 17 of the volunteers here and people like yourself,  
 18 Sergeant Williams, and everyone that works in  
 19 that field. As I know, it's very, very  
 20 difficult. And I'd like to commend some of the  
 21 work that's being done by yourself, Commissioner,  
 22 and Mr. Budden and Mr. Williams and the rest of  
 23 the people involved in the Inquiry.  
 24

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1 And of course, my heart goes out to the family.  
 2 And hopefully that there will be a substantial  
 3 report with, I guess, some answers and  
 4 suggestions and solutions proposed in the future.  
 5 I look forward to reading that.  
 6  
 7 So thanks again for having me and I hope everyone  
 8 has a wonderful long weekend.  
 9 MR. BUDDEN:  
 10 Mr. Clair?  
 11 MR. CLAIR:  
 12 My main takeaway is that we need to take away the  
 13 burden of the secondary tasks so that they can do  
 14 their primary task. Help with fundraising. Help  
 15 with Facebook. Help with social media. Help  
 16 with administration, etcetera.  
 17  
 18 I think partnerships with the university and  
 19 other groups, I think, would be extremely useful  
 20 in that regard.  
 21  
 22 And I think at the provincial level, having a  
 23 discussion with Memorial, with CNA, with all  
 24 these people and resources I think would be very

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1 useful.  
 2  
 3 Thank you.  
 4 MR. BUDDEN:  
 5 Thank you. Ms. Simpson? I'm sorry.  
 6 Ms. Stevenson?  
 7 MS. STEVENSON:  
 8 A lot about what was just said already, and again  
 9 maybe Memorial can look into how we can help with  
 10 recruitment and the other stuff that is needed.  
 11 MR. BUDDEN:  
 12 Ms. Lewis-Simpson?  
 13 DR. LEWIS-SIMPSON:  
 14 Thank you for the opportunity. Communication,  
 15 collaboration, and education of all I think are  
 16 key, as well as easing the burden of support  
 17 tasks.  
 18 MR. BUDDEN:  
 19 Thank you. And I'm sorry, I cannot see your name  
 20 tag from the angle I'm at, so if I could...  
 21 DR. ADJEI:  
 22 A. Thank you very much. And Melanie, not to beat a  
 23 dead horse, but I think that the question of  
 24 people knowing what this wonderful work the

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1 organization is doing is extremely important.  
 2  
 3 I have lived in this province for eight years. I  
 4 am a university professor, and I feel embarrassed  
 5 to say that it is this Inquiry that is first  
 6 introducing me to this organization. And I don't  
 7 think it is good enough on my part.  
 8  
 9 I may not be on (inaudible) to support, but I can  
 10 support financially. So this is the point.  
 11 Making this organization known to the masses.  
 12 And I believe there are a lot of people in my  
 13 situation who could help in many ways.  
 14  
 15 And I also want to repeat that perhaps we need to  
 16 find a way of streamlining their fundraising to  
 17 have one unit that it is just doing it. And I  
 18 think that would be very helpful. Thanks.  
 19 MS. ROWE:  
 20 A. I'd like to end where I started, and that is by  
 21 acknowledging the importance of this Commission,  
 22 and also recognizing what a wonderful end session  
 23 this is; where we talk about how the people of  
 24 province are out there so frequently supporting

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1 all of their friends and neighbours.  
 2  
 3 And finally, to express my own personal respect  
 4 and admiration for the search and rescue teams  
 5 which operate and are there for us when we need  
 6 them. Thank you.  
 7 MR. FRENCH:  
 8 A. Yeah. I would, too, like to start with a thank  
 9 you for the Commission for having this Inquiry.  
 10 It is important to a lot of us.  
 11  
 12 Unfortunately, there's circumstances that brought  
 13 this together that we hope and we never want to  
 14 see again.  
 15  
 16 But I think it comes down to me in one term is  
 17 support. And we need that for administration.  
 18 We need it for operations. We need it for  
 19 prevention. We need it for training.  
 20  
 21 And us people, we're not big on recognition. And  
 22 the biggest piece of recognition personally I see  
 23 is support.  
 24

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1 We need support from the government so that we  
 2 can support our communities in Newfoundland and  
 3 Labrador and even, possibly, the country.  
 4 MR. BLACKMORE:  
 5 A. Where to start? The first thing I guess is I'm  
 6 glad the Commission has done this Inquiry. We  
 7 didn't actually call an inquiry but out of the  
 8 tragedy of Burton, the Inquiry was sought.  
 9  
 10 And I think it's a legacy to Burton's life, that  
 11 I think he's going to help a lot more people than  
 12 he anticipated, for sure.  
 13  
 14 And we have a lot of support out there, both  
 15 police forces. Sergeant Williams there. Mitch  
 16 Rumbolt with the RNC. We deal with these people  
 17 on a constant basis. There is support there to  
 18 the best of their ability.  
 19  
 20 And I guess coming out of this we hope that the  
 21 Commission will see the opportunity to have  
 22 government hopefully support this a bit better.  
 23  
 24 But it's just the satisfaction now. I guess,

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1 everything is out on the table. And I'll say if  
 2 nothing come from this, it's just as well for us  
 3 to wash up our hands and go home, because there's  
 4 no better way to get something out now. It's all  
 5 on record.  
 6  
 7 I've been quite vocal in which way I think it  
 8 should go, and I won't stop. But with the help  
 9 of everybody I think that's here, I met a lot of  
 10 good people here this last five weeks, and a lot  
 11 of friends made for sure.  
 12  
 13 And as it goes through, our teams that are out  
 14 there, they're all doing the best they can, and  
 15 they will continue to push and try to keep  
 16 everybody at bay to what we're doing. And we  
 17 will be constantly tapping on the government's  
 18 door for sure.  
 19  
 20 But that's where we go with it. And it's come a  
 21 long ways, like from the time we've had ministers  
 22 say to us, no, we can't help you out now.  
 23  
 24 Even when we went looking for volunteer tax

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1 credit. The fire departments in Newfoundland and  
2 Labrador were given a tax credit. We were told  
3 no, point blank by a minister of finance from  
4 years ago.

5  
6 But we kept fighting at it and we finally got a  
7 minister to come along and realize what we were  
8 doing, and they gave it to us.

9  
10 Little things do help, but in Newfoundland and  
11 Labrador it takes a long while for stuff to move.  
12 And we hope with this Commission of Inquiry that  
13 things now may finally move quick enough that we  
14 can have things put in place and continue.

15  
16 But I'd really like to thank everybody.

17  
18 Sorry to Burton's family because he is the one  
19 that started this. And I'll leave it at that.

20 MR. BUDDEN:

21 Thank you so much, Mr. Blackmore. Mr. Smith?

22 MR. SMITH:

23 Commissioner, to the Burton Winters family you  
24 have my admiration and respect. You've sat

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1 MR. BUDDEN:

2 We feel that the family of Burton Winters should  
3 really have the last word here, other than  
4 perhaps some more technical comments from the  
5 lawyers about the proceedings themselves.

6  
7 But just before we get to Winters family, I'll be  
8 asking other people to speak. But I also want to  
9 acknowledge the great contribution to the work of  
10 the Inquiry by the search and rescue team in  
11 Makkovik, Mr. Barry Anderson, Perry Dyson, Travis  
12 Dyson, Sarah Lane, John Anderson, and many others  
13 who spoke to us. From Ms. Dicker and her team in  
14 Hopedale who met with myself, Commissioner and  
15 Ms. Mulrooney.

16  
17 From the Bay of Islands team, who we've heard  
18 from today, plus Mr. Shawn Street and others.  
19 From Mr. Chippett of the Red Indian Lake team,  
20 from Mr. Germani of the Bonne Bay team, and from  
21 Mr. Williams of the Deer Lake team, plus others,  
22 of course. And Mr. Goobie of the Grand Falls  
23 team, plus many others.

24

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1 through many, many hours and days of hearings  
2 from Makkovik to here, to St. John's.

3  
4 Thank you very much. I know it's been very  
5 difficult for you.

6  
7 Commissioner, counsel, honoured colleagues, it  
8 has been an honour and pleasure to be here in  
9 Newfoundland to work with you. It's been a  
10 learning experience. I hope I've been able to  
11 give some valuable insight.

12  
13 But it's also not just your problem. This  
14 hearing and the Inquiry has national  
15 ramifications, and it will affect the whole  
16 entire country when we talk about volunteer  
17 search and rescue, and also the volunteer groups.

18  
19 To my brothers and sisters in Newfoundland Search  
20 and Rescue Association, Bravo Zulu. Well Done.  
21 And please keep it up.

22  
23 You're outstanding in what you do in your  
24 contributions to this great province.

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1 And I'm, no doubt, forgetting many good people  
2 who have been very helpful to me and to the  
3 Commission from the search and rescue teams and  
4 otherwise, and for that I'm sorry.

5  
6 But I do want to acknowledge those individuals  
7 who were so helpful to us and who are doing such  
8 amazing work for the benefit of all of us in the  
9 communities across this island. And we would be  
10 meeting with others in the days ahead. Mr. Sid  
11 Payne in Nain and many others elsewhere across  
12 the island, we hope.

13  
14 So perhaps before we turn to the family of  
15 Mr. Winters, I'm not sure I'm able to go around  
16 person to person, but if anybody wishes to make  
17 any final comments, perhaps we could work around  
18 from Mr. Carter who I'll see if he wished to say  
19 anything?

20  
21 Yes, he's just in front of him. I was going to  
22 get to Mr. Wiseman. Okay, Mr. Ralph will speak.  
23 But perhaps Mr. Wiseman, I believe, wishes to  
24 speak.

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1 MR. WISEMAN:  
 2 A. Okay. And I'll do it real quick. Look, there's  
 3 a personal sense of satisfaction from the Inquiry  
 4 itself.  
 5  
 6 I do recall -- and might I say there's always a  
 7 political animal, political elephant in the room.  
 8  
 9 From that standpoint, I recall going up to 2015  
 10 being the chair, and we talked about policy here  
 11 today, the chair of a significant political  
 12 party.  
 13  
 14 When I had the privilege to frame the policy  
 15 resolution calling for an Inquiry into the  
 16 tragedy, the Burton Winters tragedy, and today I  
 17 think that brings that to fruition.  
 18  
 19 And I think in large parts -- again, my heart  
 20 always goes out to the family. I didn't get to  
 21 get into Makkovik portion of the Inquiry, but I  
 22 had an opportunity to connect with the family,  
 23 which I've always wanted to do.  
 24

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1 that I was going to make a significant  
 2 contribution. I'd like to think that I've made  
 3 some.  
 4  
 5 But for me, I'm actually taking away lessons that  
 6 I didn't really understand that I would learn  
 7 from presentations, especially the one from Harry  
 8 Blackmore. Incredible. Just absolutely  
 9 staggering material.  
 10  
 11 And finally, as coming from an advocacy group,  
 12 Concerned Citizens for Search and Rescue for  
 13 Newfoundland and Labrador, I can't wait to get my  
 14 teeth, our teeth, into this Inquiry and the  
 15 recommendations.  
 16  
 17 Because if you want to talk about advocacy and  
 18 the elephant in the room, the political elephant  
 19 in the room, if that's what it takes to get the  
 20 kind of policy that's needed to bring us to  
 21 fruition, then we're there.  
 22  
 23 Thank you very much.  
 24

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1 I have to say that inquiries of all kinds, and I  
 2 think especially this Inquiry, comes at a time  
 3 when I really believe that we are at a crossroads  
 4 in search and rescue in many of its aspects.  
 5  
 6 I think the levels of innovation, the levels of  
 7 technology, the demographic issues, the things  
 8 that we talked about today, we didn't even get to  
 9 talk about recruitment of retirees and senior  
 10 citizens, like I am, but that's a subject all in  
 11 of itself. But the Inquiry becomes a terms of  
 12 reference.  
 13  
 14 I recall the inquiry a lot because I come from  
 15 the marine environment. I recall the inquiry on  
 16 the Ocean Ranger and the Hickman inquiry.  
 17  
 18 It became a terms of reference for years,  
 19 decades, and still there today, and the  
 20 recommendations that came from that. So we will  
 21 be looking at this as a terms of reference.  
 22  
 23 And I must say I came into the Inquiry believing,  
 24 with my background in Maritime Search and Rescue,

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1 MR. BUDDEN:  
 2 Thank you. I, unfortunately, overlooked our  
 3 friends from Bay of Islands and Corner Brook who  
 4 are here virtually.  
 5  
 6 Would you folks, perhaps start with  
 7 Mr. Dalrymple, if you would like to speak? And  
 8 then Mr. Gaudet and then Ms. Doucet?  
 9 MR. DALRYMPLE:  
 10 I guess the only other thing I would add is that  
 11 I really do feel that there is a public appetite  
 12 to support ground search and rescue in this  
 13 province.  
 14  
 15 Just from being out at community events, from  
 16 speaking with people in the community, it's  
 17 overwhelming and it's a really great feeling when  
 18 they find out that we are at a community event.  
 19 We're not paid to be there.  
 20  
 21 And it's even more overwhelming when they find  
 22 out that the reason that we're at that community  
 23 event is to raise funds so that we can do what we  
 24 do. People are floored.

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1 I really do think that the public, general  
 2 public, would support our government and our  
 3 province supporting all teams with real financial  
 4 dollars. And all the other kinds of support that  
 5 have been discussed today.  
 6  
 7 I think that that appetite is there, and people  
 8 see the value in it. And the more people learn  
 9 about search and rescue, the more that they learn  
 10 just how much we do with how little we do it  
 11 with, they're blown away by it.  
 12  
 13 So I really think that they're -- hopefully this  
 14 doesn't turn into any kind of a political  
 15 football or whatever, because I really do think  
 16 the people would support supporting us.  
 17 MR. BUDDEN:  
 18 Thank you. Mr. Gaudet?  
 19 MR. GAUDET:  
 20 Yeah. So I'd just like to -- well, thanks for  
 21 inviting us here, but also, I think the interest  
 22 is really there, especially for young people such  
 23 as myself. And I know that potentially with a  
 24 strong possibility I intend to be with search and

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1 rescue as long as I am able.  
 2 MR. BUDDEN:  
 3 Thank you. Ms. Doucet?  
 4 MS. DOUCET:  
 5 A. Yes. Thank you very much for inviting us here  
 6 and asking us to participate. It's been  
 7 wonderful to be able to tell about our team and  
 8 our experiences.  
 9  
 10 And I also look forward to spending another 30  
 11 years with search and rescue, and hope that I can  
 12 help to build the future of search and rescue.  
 13 MR. BUDDEN:  
 14 Thank you. Mr. Ralph?  
 15 RALPH, Q.C.:  
 16 Yes, thank you. On behalf of the Province, I  
 17 think it's probably a good time to thank the  
 18 contributions that a lot of people have made.  
 19 Hopefully I won't be too long-winded.  
 20  
 21 We should start with the participants today. It  
 22 was a phenomenal roundtable this afternoon.  
 23  
 24 And again, Mr. Clair, thank you very much. I

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1 think it was very skillfully done. So thank you  
 2 for all your work, in Makkovik as well.  
 3  
 4 And, of course, there were other participants,  
 5 similar to these people, throughout the hearings  
 6 that we had.  
 7  
 8 They started in Makkovik, I think it was  
 9 September 7th, and they've been ongoing for many  
 10 of those weeks since.  
 11  
 12 I'd also like to thank the other participants  
 13 that we've heard from earlier this week and also  
 14 at other hearings.  
 15 I'd like to give a special thanks to search and  
 16 rescue volunteers. Of course, as we've heard,  
 17 these people volunteer hundreds of hours of their  
 18 lives every year to save our lives. And I think  
 19 it's fair to say they demonstrate the same  
 20 commitment to this Inquiry during the course of  
 21 our hearings.  
 22  
 23 I'd also like to thank the OK Society, Canadian  
 24 AV and the Harris Centre for the technical

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1 support that they provided these hearings during  
 2 the last few weeks.  
 3  
 4 I also want to thank the federal government for  
 5 the resources that they contributed to this  
 6 Inquiry. And a special thank you to Mark Freeman  
 7 and Corrine Bedford, Sergeant Danny Williams, and  
 8 also Lieutenant-Colonel Marshall.  
 9  
 10 These people have very busy lives and they spend  
 11 a great deal of time away from their busy jobs  
 12 and from their families to participate in the  
 13 important work of this Inquiry.  
 14  
 15 Next, I'd like to thank the staff of the GSAR  
 16 Inquiry; in particular, Ruth Steele and Marcella  
 17 Mulrooney.  
 18  
 19 I think it's fair to say you've done a fantastic  
 20 job and this Inquiry has been second to none. So  
 21 thank you very much.  
 22  
 23 And I guess I'd personally like to thank the  
 24 officials with the provincial government.



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1 There's some people behind the scenes, Michelle  
 2 O'Keefe and Tara Kelly who helped a great deal  
 3 with this.  
 4  
 5 But I guess for the people that I've worked with  
 6 closely, Mitch Rumbolt and Paul Carter; also  
 7 people with very busy lives who sacrificed time  
 8 away from their jobs and their families to  
 9 contribute to this Inquiry.  
 10  
 11 I'd like to thank Richard Smith. Richard, thank  
 12 you very much for your contribution to this.  
 13 Again, you've made it a sacrifice.  
 14  
 15 I know you were retained by the Inquiry, but  
 16 you've spent many, many weeks away from your  
 17 family, and from your huskies. So thank you very  
 18 much for that.  
 19  
 20 And I guess I'd like to thank Louise Bradley. I  
 21 think this Inquiry would have been a very  
 22 different inquiry without you. And you did bring  
 23 that trauma-informed perspective which was very  
 24 much needed and appreciated.

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1 And I suspect your influence will lead to changes  
 2 in how ground search and rescue is conducted.  
 3  
 4 And, Harry, it seems to me that you, Harry  
 5 Blackmore, you kind of invented ground search and  
 6 rescue as we know it in the province, and,  
 7 perhaps, in part, in the country.  
 8  
 9 And I think that, perhaps, more importantly,  
 10 you've, in a way, carried ground search and  
 11 rescue on your shoulders since you invented it.  
 12 And I hope that the result of this Inquiry will  
 13 be that crushing load that you carry will be  
 14 lightened.  
 15  
 16 I think everyone in this province owes you a debt  
 17 of gratitude for the tremendous sacrifices that  
 18 you have made on behalf of people in the province  
 19 to save their lives. And on behalf of the  
 20 Province I want to thank you.  
 21  
 22 I also want to recognize the contribution the  
 23 families have made, the Sweetapples and other  
 24 families, of lost and missing people whose cases

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1 have been examined. The Sweetapples, but  
 2 especially the Winters.  
 3  
 4 You've demonstrated a grace and determination,  
 5 and I think we've had this discussion before.  
 6 That if the Inquiry is able to lead the changes  
 7 that saves lives, that's Burton's legacy. But I  
 8 think it's also your legacy.  
 9  
 10 And again, thank you for the determination you  
 11 showed in making this Inquiry happen; but also  
 12 your participation in the Inquiry, in Makkovik  
 13 and here in St. John's. Thank you very much.  
 14  
 15 I'd also like to thank their counsel,  
 16 Mr. Williams. I think that, Tom, you handled  
 17 yourself with integrity and with enthusiasm for  
 18 this process.  
 19  
 20 And I think this Inquiry would have been very  
 21 different but for the honourable way that you've  
 22 conducted yourself during the course of this. So  
 23 thank you.  
 24

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1 Paul Carter and Commissioner Igloliorte, we  
 2 started this process about 15 months ago, trying  
 3 to figure out a good way of doing this Inquiry.  
 4 And we tried to come up with a novel way of doing  
 5 it, and I think we couldn't have picked two  
 6 better people in terms of Commissioner Igloliorte  
 7 and his counsel.  
 8  
 9 Well, I didn't pick Mr. Budden, but I think two  
 10 better people couldn't have been chosen to lead  
 11 the Inquiry as we'd constituted.  
 12  
 13 So again, I think you've demonstrated that an  
 14 inquiry can gather the information it needs to do  
 15 and treat people with a great deal of respect and  
 16 kindness.  
 17  
 18 So thank you very much for the work that you've  
 19 done.  
 20  
 21 Thank you.  
 22 MR. BUDDEN:  
 23 Thank you, Mr. Ralph. Ms. Philpott, I skipped  
 24 right over you. I'm sorry about that.

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1  
 2 Do you wish to make any closing comments?  
 3 MS. PHILPOTT:  
 4 That's okay. I don't have a whole lot to add. I  
 5 echo a lot of Peter's comments that he just made  
 6 again.  
 7  
 8 Thanks so much particularly to the volunteers for  
 9 all of your work. It's really impressive and  
 10 inspiring. And I know you don't do it to get a  
 11 pat on the back, but you certainly deserve one.  
 12  
 13 And I just hope this Inquiry will yield some  
 14 positive results for you all going forward, and  
 15 that that can bring some comfort to Burton's  
 16 family as well as the other families impacted by  
 17 search and rescue-related tragedies.  
 18 MR. BUDDEN:  
 19 Mr. Rumbolt, do you wish to say anything?  
 20 MR. RUMBOLT:  
 21 Sure. Thank you. If anybody ever gets the  
 22 opportunity -- I guess speaking from a personal  
 23 level, not a professional one. If anybody ever  
 24 gets the opportunity to visit an open house for a

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1 ground search and rescue team or a CASARA event,  
 2 I'd encourage you to do so.  
 3  
 4 It's mind-boggling to see their technology, their  
 5 capabilities, and, more importantly, the stuff  
 6 that's hard to put your hands on physically.  
 7 It's that desire and the passion in their hearts  
 8 to do what they do.  
 9  
 10 So if you ever get that opportunity, please do  
 11 so. Everybody is a great credit to their  
 12 organizations and we owe a debt of gratitude to  
 13 the volunteers.  
 14  
 15 And finally, thank you to the Winters family for  
 16 your friendship over the past few weeks. It's  
 17 been incredible. Thank you.  
 18 MR BUDDEN:  
 19 Before I leave this side of the room,  
 20 Ms. Mulrooney, do you wish to say anything?  
 21 THE CLERK:  
 22 (No audible answer.)  
 23 MR. BUDDEN:  
 24 Okay. Ms. Steele is hiding behind a pillar, but

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1 I know you're there.  
 2  
 3 Do you wish to say anything?  
 4 MS. STEELE:  
 5 No, I'm good. Thank you.  
 6 MR. BUDDEN:  
 7 Thank you. Turning to this side of the room.  
 8 Our friends from CASARA who we heard from earlier  
 9 today, do any of you wish to -- and I'm speaking  
 10 to you collectively, I'm sorry about that. But  
 11 if any of you wish to make any further comments,  
 12 just introduce yourself and please speak.  
 13  
 14 Yes, Mr. Bishop?  
 15 MR. BISHOP:  
 16 I would just like to thank the Commission for  
 17 letting CASARA take part and make our  
 18 presentation today.  
 19  
 20 It's very informative. And I hope you took  
 21 something from this from us and we really  
 22 appreciate it. Thank you very much.  
 23 MR. BUDDEN:  
 24 Thank you, Mr. Bishop. And I'm assuming nobody

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1 else -- I assume you're speaking for CASARA, but  
 2 if anybody wishes to speak? I can't see you  
 3 because of the layout of the room, but if anybody  
 4 else from CASARA wishes to speak, by all means  
 5 just indicate and you're welcome to.  
 6  
 7 Mr. Hickey, do you wish to say anything?  
 8 MR. HICKEY:  
 9 (No audible answer.)  
 10 MR. BUDDEN:  
 11 No? Thank you.  
 12  
 13 Yes. Mr. Freeman, do you or Ms. Bedford wish to  
 14 say anything? I'm sure you do.  
 15 MR. FREEMAN:  
 16 Thank you. We don't have much more to say. Of  
 17 course we're honoured to have been able to  
 18 participate as our clients with the federal  
 19 government.  
 20  
 21 We hope our participation has brought some value  
 22 to the Inquiry and its work. And we appreciate  
 23 the work of everyone and the participation of  
 24 everyone who has taken part at all the

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1 roundtables.  
 2  
 3 We look forward to making submissions regarding  
 4 any potential recommendations or improvements to  
 5 ground search and rescue that we can help with in  
 6 the future.  
 7  
 8 And we want to acknowledge the hard work, quiet  
 9 background work of Ruth Steele and Marcella  
 10 Mulrooney, as well, in making this Inquiry run so  
 11 smoothly.  
 12  
 13 So thank you very much.  
 14 MR. BUDDEN:  
 15 Thank you, Mr. Freeman and Ms. Bedford.  
 16  
 17 Ms. Bradley, do you wish to say anything?  
 18 MS. BRADLEY:  
 19 Thank you very much. Again, like others, this  
 20 was a real honour to have been able to  
 21 participate in this throughout the entire  
 22 Inquiry. And I was delighted to see such a focus  
 23 on psychological health and safety.  
 24

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1 I think that going forward, seeing that addressed  
 2 for the searchers that are involved in these  
 3 grueling tasks will not only benefit them, but  
 4 will also benefit their families as well as the  
 5 people who have been missing and found. And  
 6 then, of course, the families of people who are  
 7 missing. So that's incredibly important.  
 8  
 9 And I've also already expressed the deep honour  
 10 it has been to work with the Winters family,  
 11 particularly in Makkovik. It was a very humbling  
 12 and inspiring experience.  
 13  
 14 Thank you from the bottom of my heart.  
 15 MR. BUDDEN:  
 16 Mr. Williams, would you like to say anything  
 17 before we turn things over to your clients, the  
 18 Winters family?  
 19 WILLIAMS, Q.C.:  
 20 Sure. Thank you very much, Mr. Budden. I, too,  
 21 want to echo many of the remarks of the  
 22 participants in the room.  
 23  
 24 First of all, I would like to thank the Inquiry

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1 for the opportunity. This has been a long and  
 2 hard battle to get to where we are today. And  
 3 while it's taken time, it's a very worthwhile  
 4 effort. And the commitment that have been put in  
 5 by the Commissioner and his counsel need to be  
 6 noted. And I thank you for that.  
 7  
 8 I would be remiss in not acknowledging -- I won't  
 9 go through the room. I thank Mr. Ralph for the  
 10 comments he made of everybody individually,  
 11 because I think every single person he referenced  
 12 in his comments, the support staff, the  
 13 administration staff, the participants around  
 14 this table who I've worked with, the counsel I've  
 15 worked with over the last six weeks.  
 16  
 17 Special note to my partner in crime next to me  
 18 for her support, Louise Bradley, who's been a  
 19 great support system for, I think, the Inquiry as  
 20 a whole as well as the family.  
 21  
 22 So I thank everybody for their participation and  
 23 their support.  
 24

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1 I guess the ones I thank the most would be the  
 2 Winters family. There's a time in everybody's  
 3 career you get -- we all deal with files, but  
 4 this file has been one of the most enlightening,  
 5 heart-warming, despite the tragic circumstances,  
 6 files I've worked on.  
 7  
 8 This family have shown admiration. They have  
 9 shown respect. They've shown strength. They've  
 10 opened up the hearts, I think, of everybody in  
 11 this room and everybody who has been associated  
 12 with it.  
 13  
 14 This matter arose as a result of the loss of  
 15 their son, their grandson, and friend for so  
 16 many. And they've made this so much more than  
 17 that.  
 18  
 19 They've made this about not only their personal  
 20 loss and tragedy, but they've made it about  
 21 making a better system in this province.  
 22  
 23 And for that and for their determination and  
 24 their strength, I compliment you and I thank you

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1 for providing me with the opportunity to work  
 2 with you. It's been a real honour and privilege.  
 3  
 4 I also want to thank the other families that  
 5 aren't present that have also allowed some pretty  
 6 personal stories to be shared over the last six  
 7 weeks for the betterment of the system for  
 8 everybody, for our children, and our  
 9 grandchildren of this province. So I thank you.  
 10  
 11 And I am going to turn it over to the family to  
 12 have a remark, but I've been asked by one of the  
 13 family members, who've I indicated earlier that  
 14 they'd all have an opportunity to speak, and one  
 15 of the family members has asked that I read out  
 16 his remarks. And it's my honour to read this  
 17 into the record on behalf of one of the family  
 18 members present, Burton's step-dad, Steve Rice.  
 19  
 20 And the notes he provided me are as follows:  
 21 "I just want to take a moment to share one of my  
 22 personal memories of my step-son Burton. I  
 23 remember the first time I met Burton. He was  
 24 only a month old.

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1 I walked into the room where he was lying on the  
 2 bed and he was wearing these mittens, and to me  
 3 they looked like boxing gloves. And I thought  
 4 then, he's a boxer.  
 5  
 6 Little did I know that time, that he would become  
 7 the greatest fighter I've ever known. On January  
 8 29th, 2012, he proved it.  
 9  
 10 Burton went away a boy, came back a man. And  
 11 ever since he has been, and always will be, a  
 12 superhero for me. Nothing better can be said.  
 13 Thank you."  
 14  
 15 I would like to turn it over, if we could have a  
 16 mic brought over, please, to the family for any  
 17 of the family members who might have any comments  
 18 or remarks.  
 19 MS. P. RICE:  
 20 Paulette, Burton's mom. First of all, I would  
 21 like to say it took four long days for Burton to  
 22 come into this world. They were the most amazing  
 23 days of my life.  
 24

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1 When he arrived, he was surrounded by love and  
 2 family. And then in the end, it took four long,  
 3 horrifying days for him to leave us.  
 4  
 5 Knowing that he was alone and walking on the cold  
 6 sea ice, I hope that he knew that we were  
 7 thinking about him. I was holding his hand, even  
 8 though I wasn't with him in person.  
 9  
 10 Northern Labrador is one of the harshest places  
 11 anybody in the world can live. And they say that  
 12 he didn't know anything about the land.  
 13  
 14 He knew a lot. He had a lot of knowledge. If he  
 15 didn't have that knowledge, we would never have  
 16 been able to find his body.  
 17  
 18 I'm so thankful for the Ground Search and Rescue  
 19 team in Makkovik for bringing him back to me,  
 20 even if it wasn't the way I wanted.  
 21  
 22 Excuse me. I hope what comes out of this is  
 23 better services for the teams because they  
 24 greatly need it, and I hope that all the gaps are

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1 filled.  
 2  
 3 I hope they're filled and I hope everybody can  
 4 come together and work together, not be separated  
 5 by these holes that shouldn't be there.  
 6  
 7 Communication is everything.  
 8  
 9 I hope nobody ever has to go through anything  
 10 like this again. I dreamt one day that he came  
 11 back to us, but he was alive and we had to see  
 12 him. It's the hardest that anybody has to go  
 13 through.  
 14  
 15 No parent should have to wait four days just to  
 16 see their child, and to go home in the wrong way.  
 17  
 18 We all loved him. He was my baby. These nine  
 19 years, nine and a half years, was way too long.  
 20 It should never have taken this long, but I'm  
 21 glad it finally happened.  
 22  
 23 It finally happened and everybody is listening to  
 24 each other. And I hope they're actually

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1 listening to each other because it shouldn't be  
2 the way it is.  
3  
4 There's so many people and Newfoundland and  
5 Labrador is such a harsh place, especially during  
6 the winter, even during the summer.  
7  
8 But I hope what comes out of this is positive.  
9 Through all the negativity, through all the  
10 hardships, I hope everybody works together  
11 because of it.  
12  
13 And I don't think such an essential program  
14 should be trying as hard as they do just to get  
15 money to try to help other people; even out of  
16 their own pockets.  
17  
18 They need more support and I hope they do get it.  
19  
20 I think I'm good. I think so.  
21 MS. E. WINTERS:  
22 A. Thank you, Commission, for the opportunity to  
23 speak. Thank you all, everyone, for everything  
24 that you've done over the six weeks that you've

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1 been working on this. And all the support, not  
2 only to the family, but to anyone who  
3 participated through the process.  
4  
5 As Paulette had said, Burton was an instigator of  
6 many things, ever since he was born. He battled  
7 through things. He grew. He knew, like she  
8 said, of the wilderness, of the conditions.  
9  
10 When he grew up with me and my late husband, we  
11 took him everywhere. We travelled with him on  
12 the water. We travelled with him inland to the  
13 country. We travelled with him when we fished,  
14 we harvested. We travelled with him on new ice.  
15  
16 And these are some of the things, I think, even  
17 though they say that he was very lucky that he  
18 was not lost, he knew what he was doing out on  
19 that ice. He knew where he was going, even  
20 though it wasn't in the right direction.  
21  
22 He instigated something, not just from when he  
23 was born, he was very much loved. Not just by  
24 his family who is present here, who are at home

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1 in our individual communities. He was loved by  
2 many people. And I think he spread that out.  
3  
4 As you could see, so many people sitting in this  
5 room and listening out there, what he wants, what  
6 he would like to see for people to come together,  
7 to help each other.  
8  
9 And I hope through this process, as was  
10 identified already by so many, that funding is a  
11 real issue.  
12  
13 The bravery of so many that go out there to  
14 search, to assist people they don't even know, to  
15 support, put themselves out there, their own  
16 lives at risk, we can't commend them enough for  
17 the work they do.  
18  
19 Not just out there when they're searching, but  
20 even when they're out in town, when they're not  
21 busy or they're busy doing fundraising or  
22 whatever else it might be.  
23  
24 I hope and pray that support from the government,

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1 from whatever other resources are there, will  
2 come together as was identified.  
3  
4 I want to thank the family, too, for the support  
5 that they have given us, each other, and for the  
6 caring that everyone else has shown us. You have  
7 been very supportive to us through this process  
8 as well.  
9  
10 Thank you.  
11 NATALIE JACQUE'S MOTHER:  
12 Nine years and nine months has been a very, very  
13 long time, and I'm glad -- well, that's not a  
14 very descriptive word to use because this is not  
15 a happy occasion, but as one individual who's  
16 been forceful in calling for us to get to this  
17 stage, as somebody described it, I think the  
18 other day, is that it's been bittersweet.  
19  
20 I appreciate the opportunity to have a say, and I  
21 appreciate all the work that, especially, our own  
22 search and rescue workers in our community have  
23 done.  
24

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1 There's so much more I would like to say. Burton  
 2 is not a statistic. He was a person. He was  
 3 only 14 years old. His classmates are all moved  
 4 on and gotten their education.  
 5  
 6 One of his classmates, she's got her nursing  
 7 degree. She's a nurse now here in town. I mean,  
 8 all those opportunities Burton will never get.  
 9 And I would just like it to be known that he's  
 10 not a statistic.  
 11  
 12 He was very much a young man just getting into  
 13 his own and being really comfortable in his own  
 14 skin and finding his way. And I think he had so  
 15 much promise and so much opportunity that was  
 16 taken away from him.  
 17  
 18 And I would like to say, and I don't know if it's  
 19 been said anywhere along the way, but geography,  
 20 where you live, should not be a factor when an  
 21 emergency is called.  
 22  
 23 Nobody should ever have to experience some of the  
 24 excuses and explanations that were given.

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1 We can't send an airplane because we need to keep  
 2 it back, just in case we need another one.  
 3  
 4 Call us back if you need us.  
 5  
 6 I mean, when is that scenario ever acceptable in  
 7 any emergency?  
 8  
 9 So I think geography should never have played a  
 10 factor in this.  
 11  
 12 From the comments from the presentations today, I  
 13 see that we have some very capable organizations  
 14 that do a lot work in this regard, and I think  
 15 it's just a shame that it has to be on the backs,  
 16 in order to provide better services that these  
 17 organizations have to fundraise to keep  
 18 themselves afloat.  
 19  
 20 And I also just want to finish by saying that I  
 21 know that race and culture and the indifference  
 22 was a big part of this. I know that. I know  
 23 that right here.  
 24

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1 And in this climate, and truth and  
 2 reconciliation, I hope that these things are  
 3 taken into consideration and that we never find  
 4 ourselves in a situation again on the coast of  
 5 Labrador or anywhere where race or your  
 6 geographical place, where the emergency is  
 7 happening, should not be factors in the immediacy  
 8 and urgency when somebody calls and says my child  
 9 is missing.  
 10  
 11 And I think I'll leave it there. Thank you.  
 12 NATALIE JACQUE:  
 13 I'm just going to read from my notes. I didn't  
 14 want to leave anything out.  
 15  
 16 Since the Inquiry started last month, our hearts  
 17 immediately went to those involved in the Mary's  
 18 Harbour incident. All those involved, but  
 19 especially to the families and their friends.  
 20  
 21 There's always going to be a strange connection  
 22 when it comes to search and rescue instances, and  
 23 especially with the tragic ones. And I wonder if  
 24 all families might feel that same thing after

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1 they lose somebody they love.  
 2  
 3 But after listening to the groups around the  
 4 roundtable, and their expertise should be  
 5 commended, I know that we've all said that, but  
 6 more widely recognized around the province and to  
 7 the public.  
 8  
 9 There's many concerns that have been brought  
 10 forward, all of which are essential to strengthen  
 11 the search and rescue incidences.  
 12  
 13 So as youth and adults we're taught to invest in  
 14 ourselves, in our education, in our well-being,  
 15 in our finances, and our future. So investing  
 16 wisely for our province is a core aspect of this  
 17 Inquiry.  
 18  
 19 Financial support for the GSAR, providing sectors  
 20 for improved mental health. So preventative  
 21 approaches, as well as post-traumatic or  
 22 operational stress injuries, investing in the  
 23 time for partnerships to create concise working  
 24 agreements.

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1 The image of a chain is in my mind. It's the  
 2 chain of command and it's essential, and it has  
 3 to be there. And it works for many. But when  
 4 there are unforeseen moments or incidences within  
 5 incidences, that chain suddenly seems to turn  
 6 into a frayed rope and it comes down to  
 7 prevention.  
 8  
 9 How can we improve the likelihood of survivors  
 10 during rescues? We cannot have part-time  
 11 results, as was mentioned this week.  
 12  
 13 We have to provide areas with disadvantaged  
 14 support the support. It's not about equality,  
 15 it's about equity. So you put what's needed  
 16 where it's needed.  
 17  
 18 A station operating and the equipment in Happy  
 19 Valley-Goose Bay is needed. It's time that saves  
 20 lives.  
 21  
 22 You invest financially, you invest in your time  
 23 and lives will be saved. And it will provide  
 24 better optimal outcomes.

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1 It feels as if Burton's life and his horrific  
 2 last days were less important because of our  
 3 location and those remote areas have to contend  
 4 with the possibility of taking too much time.  
 5  
 6 So the quote was said earlier the week, "To stand  
 7 down where the risk outweighs the benefit," I  
 8 think that had happened to Burton, because  
 9 another call could have come through. So that  
 10 time, it just comes down to time.  
 11  
 12 So we have to keep it simple. We have to fix  
 13 this problem so that our loved ones are not left  
 14 alone.  
 15  
 16 Burton was left alone, our child, wondering if we  
 17 were looking for him. And his thought process  
 18 will always haunt me and I should have been  
 19 there, and we should have been there.  
 20  
 21 So we make it happen now. We put our words into  
 22 action now, because it's always going to be worth  
 23 it. It's worth everything. Thank you.  
 24

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1 MS. E. WINTERS:  
 2 If I could speak again? We had mentioned that  
 3 Burton done the walk before he started to walk.  
 4 We have to finish that walk.  
 5  
 6 And as Natalie said, the services need to be  
 7 really revisited and pulled together.  
 8  
 9 We already have very good examples of how the  
 10 government can run services, it's just not  
 11 provided in the provincial region.  
 12  
 13 We have the DND services that provide that, but  
 14 they're for aeronautical. That has to be  
 15 extended to the provincial and the ground SAR, so  
 16 that this region and the provinces would have  
 17 that functioning support. That's an area that  
 18 needs to be visited as well.  
 19  
 20 We have to continue that walk so that we ensure  
 21 that people get the best service and support that  
 22 they can get, so they don't have to face and  
 23 endure what we have faced and so many others  
 24 similar to the situations we've had.

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1  
 2 Prevention is a very big concern. Thank you.  
 3 COMMISSIONER IGLOLIORTE:  
 4 Thank you all so much. Thank you for the  
 5 presentations this afternoon.  
 6  
 7 Thank you for your expertise, your articulate  
 8 nature, your passion for what you do.  
 9  
 10 Thanks especially in recognizing everyone around  
 11 here. Thanks to Peter for mentioning that. I  
 12 don't have to repeat it.  
 13  
 14 I will put it down in my report, of course, the  
 15 acknowledgement we have for everyone who shared  
 16 their expertise. Their love for each other.  
 17 Their recognition of the loss. Not only from the  
 18 Winters family but for many other families who  
 19 have suffered such tragedies, and naturally, the  
 20 direction you're giving us to respond in a  
 21 written report.  
 22  
 23 I'll brag a little bit and say that we think we  
 24 are going to be on time, and that we will

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1 probably be around budget.  
 2  
 3 That's about as good as you can say when you're  
 4 talking to government organizations and groups  
 5 and spending.  
 6  
 7 But with your assistance, with the way that you  
 8 have conducted yourself, to present a  
 9 non-adversarial, forward-looking type of inquiry,  
 10 the result that we have seen and can see is one  
 11 which is quite positive overall.  
 12  
 13 So we're just handing over now to Mr. Budden some  
 14 information we may have for you as participants  
 15 in the next weeks to come, before we write the  
 16 final report and hand it over at the end of  
 17 November.  
 18 MR. BUDDEN:  
 19 Thank you, Commissioner, and thank you,  
 20 Mr. Ralph, for your very appropriate comments  
 21 about the many people who have contributed here.  
 22 And thank you for your kind remarks.  
 23  
 24 The work of the Commission will continue. The

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1 public hearings, there are no further scheduled  
 2 public hearings although it remains possible, I  
 3 suppose, there may be a need for one.  
 4  
 5 The Commission will continue its consultations in  
 6 Labrador. We met in the community of Hopedale  
 7 with a search and rescue team.  
 8  
 9 We'll be returning to Labrador to finish up some  
 10 work that was interrupted by weather, and we  
 11 anticipate being in Cartwright and Nain. At  
 12 least those communities, plus other communities  
 13 in Newfoundland to continue our consultations,  
 14 specifically with some of the Indigenous  
 15 communities of our province, and also with other  
 16 communities so as to address the Terms of  
 17 Reference of this Public Inquiry.  
 18  
 19 Some matters that has been discussed with the  
 20 lawyers, that will now be -- I guess just to  
 21 inform the public. There will be Draft  
 22 Recommendations from the Commission released on  
 23 the 2nd of November.  
 24

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1 And the parties, through counsel, will have the  
 2 opportunity to respond to those, as may any  
 3 member of the public for that matter, by the 15th  
 4 of November. And we anticipate oral hearings on  
 5 or about the 15th of November.  
 6  
 7 That is the work of or the plan for the balance  
 8 of the Inquiry's consultations. They are subject  
 9 to change as more information becomes known to us  
 10 or other opportunities present themselves.  
 11  
 12 I understand that counsel, at least Mr. Williams,  
 13 may wish to comment on our proposed plan of  
 14 action.  
 15  
 16 And if I'm correct on that, Mr. Williams, you may  
 17 wish to speak, as may other counsel.  
 18  
 19 Other than that, our work for these policy  
 20 consultations for this week are complete.  
 21  
 22 Mr. Williams?  
 23 WILLIAMS, Q.C.:  
 24 Mr. Budden, for clarification, I know we have the

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1 Rules of Procedure.  
 2  
 3 Is it contemplated as to counsel having any input  
 4 prior to the Draft Recommendations coming out?  
 5  
 6 Is the Commissioner looking to have us make any  
 7 submissions with respect to anything that's gone  
 8 over the last six weeks prior to the Draft  
 9 Recommendations coming out?  
 10  
 11 MR. BUDDEN:  
 12 I think we had not. We are not requesting such  
 13 input as we are, obviously, in response to the  
 14 Draft Recommendations.  
 15  
 16 If counsel wish to contribute at that preliminary  
 17 stage, I think perhaps we can briefly speak,  
 18 counsel can briefly speak after the public  
 19 session today. But I can't see that being an  
 20 issue.  
 21 WILLIAMS, Q.C.:  
 22 That's fine. Thank you.  
 23 MR. BUDDEN:  
 24 Do other counsel wish to comment on that? Or



1 again, we can speak later, as we have on other  
2 occasions, to address such matters?

3  
4 Thank you, Mr. Commissioner, I think our work  
5 here is done.

6 THE CLERK:  
7 All rise. This Commission of Inquiry is  
8 concluded for the day. Thank you.

9  
10 (Inquiry is concluded for the day.)  
11

12  
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C E R T I F I C A T E

I, Beverly Guest, of Elite Transcription, of  
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