

## Page 1

1 **September 22, 2021**

2

3 THE CLERK:

4 This Commission of Inquiry is now open.

5 Commissioner James Igloliorte presiding as

6 Commission. Please be seated.

7 MR. BUDDEN:

8 Good morning, Mr. Commissioner. I'm pleased  
9 today to have with us the Bay of Islands Search  
10 and Rescue Team. And I'll allow the individuals  
11 in a moment just to introduce themselves and tell  
12 us how long they've been part of Search and  
13 Rescue and anything else that they believe to be  
14 relevant.

15

16 What we will be hearing today, Mr. Commissioner,  
17 is the Search and Rescue team will be telling us  
18 about a particular search they were involved in,  
19 almost exactly 11 years ago. The search for a  
20 six-year-old boy who went missing.

21

22 It's unlike some of the other longer searches  
23 where we're not looking at this one in the same  
24 level of detail. This is more like the matter we

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1 heard last Wednesday or the Wednesday in  
2 Makkovik, the search and rescue operation  
3 involving the crashed plane.

4

5 I believe it's a search that illustrates some  
6 strategies and related matters having to do with  
7 a search for a very vulnerable person.

8

9 The search and rescue team will also be talking  
10 about some issues of concern to them, including  
11 some issues that are raised in Exhibit 76, which  
12 I spoke about yesterday.

13

14 And I would mention that those matters they're  
15 putting them before the Commission, but we are  
16 not expecting them to be examined on today or  
17 anything like that. This is just their  
18 opportunity to present them. And these issues  
19 will be revisited, perhaps, in the round table.  
20 So I'm not expecting counsel or putting them in  
21 the spot to pursue those issues here today.

22

23 We'll also be hearing from them on a few other  
24 matters of concern. I believe fundraising is one  
of them.

## Page 3

1 And finally, we've heard already from the Deer

2

3 Lake Search and Rescue Team that this team has  
4 had good success in recruitment, particularly of  
5 younger people.

6

7 We have a couple of such persons on the panel.

8

9 Another person will be joining at 10:30. She was  
10 unable to get here before then. So we'll be  
11 dealing with recruitment, perhaps, after the  
12 break at about 10:15.

13

14 So I'll turn it over now, unless somebody has  
15 anything else, to Ms. Christine Doucet and  
16 Mr. Shawn Street, who will be doing the  
17 presentation.

18

19 I should also say with regard to Cody Peddle, I  
20 spoke to his mother several weeks ago. She is  
21 unable to participate. She doesn't live in  
22 Newfoundland at present and has some family  
23 medical matters that are occupying her. However,  
24 she asked me to say that she remains grateful for  
the search efforts that were undertaken with  
regard to her then six-year-old child. And that

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1 her and Cody are doing well.

2

3 MR. STREET:

4

5 MR. BUDDEN:

6

7 **Q.** So perhaps, Ms. Doucet, you can lead and  
8 introduce yourself, and the other team members  
9 can do the same. Again, saying your name and how  
10 long you've been involved in search and rescue  
11 and anything else you regard as important.

12

13 MR. STREET:

14

15 **A.** Yes. Feel free to take off your mask when you're  
16 speaking. It's no problem. And we'll try to  
17 maintain a degree of COVID awareness by keeping  
18 our masks on while we're in this room. Thank you  
19 very much.

20

21 MS. DOUCET:

22

23 **A.** Thank you very, very much for inviting us. Yes.  
24 My name is Christine Doucet. I'm a member of Bay  
of Islands Search and Rescue. I've been with the  
team for 17 years. I'm currently also a member  
of the Executive. I've been the treasurer for  
ten years and served as secretary for a few years  
before that.

25

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1 And I'll pass it over to Shawn Street to  
2 introduce himself.

3 MR. STREET:

4 A. Good day. My name is Shawn Street and I've been  
5 with the Bay of Islands Search and Rescue for 26  
6 years. Coordinator for probably the last 20  
7 years. I've been on, I'd say over my career with  
8 the Search and Rescue, over hundreds of searches.  
9 And I must say, there's a lot of stuff I  
10 volunteer with, but this is the one I feel that  
11 is most rewarding. And if I could put in another  
12 60 years, I would.

13 MR. BUDDEN:

14 Q. Perhaps, Nick, you can now do the same?

15 NICK:

16 A. Hi there. I'm Nick. I've been with the Search  
17 and Rescue now for only about a month and a half.

18 MR. DALRYMPLE:

19 A. And my name is Garry Dalrymple. I've been with  
20 the team now for about six years. I've only been  
21 living in Corner Brook for the past seven. Got  
22 involved very early on in moving here.  
23  
24 I've been a member of the Executive for the last

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1 five years and currently hold the position of  
2 fundraising coordinator and assistant coordinator  
3 with the team.

4 MR. GAUDET:

5 A. And hello. My name is Adam Gaudet. I've been on  
6 the team for about three years now.

7 MR. BUDDEN:

8 Q. Thank you, folks. And later on this morning,  
9 we'll be interested, particularly, not that the  
10 others of you aren't valued, but we're interested  
11 in Nick and Adam's experiences. How they came to  
12 be involved in search and rescue, and so on. So  
13 we'll circle back to that.  
14  
15 But perhaps now, Ms. Doucet, Mr. Street, you guys  
16 can do your Cody Peddle presentation.

17 MS. DOUCET:

18 A. Thank you very much.

19 MR. BUDDEN:

20 Q. Oh, I'm sorry to interrupt. That exhibit is  
21 actually here and can be called up. There's a  
22 picture in that if you wish to, or you can just  
23 give your presentation.  
24

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1 Perhaps, just, Madam Clerk, I believe that's  
2 Exhibit 178?

3 THE CLERK:

4 Okay.

5 MR. BUDDEN:

6 Q. I'm sorry to have interrupted you. Then we'll  
7 have it there, so if we ever need to refer to it.

8 MS. DOUCET:

9 A. Okay. Thank you very much. I've done up sort of  
10 a summary overview of the Search Summary. So  
11 what I'll do is I'll just start to recount what  
12 happened during the search and go from there.  
13 Sorry. It's from Harry.

14  
15 So on September 18th, Bay of Islands Search and  
16 Rescue received a call from the Royal  
17 Newfoundland Constabulary just after 6:00 p.m.

18 MR. BUDDEN:

19 Q. Of 2010.

20 MS. DOUCET:

21 A. 2010. Yeah, sorry. That was a long time ago.  
22 We had the report that Cody Peddle, age six, he'd  
23 last been seen about 3:30, playing with friends  
24 near his house. At 5:30 p.m., his grandfather

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1 could not locate him, and so he contacted the  
2 police.  
3  
4 Our team deployed very quickly as a rapid  
5 response, and we began searching. Shortly after,  
6 the team members returned to get our command  
7 centre and established it on scene near the point  
8 last seen.  
9  
10 At that time, when we first arrived on scene,  
11 there were many, many people searching in the  
12 woods on quad, on foot. Many family and friends  
13 from the trailer court area where Cody was  
14 living.  
15  
16 We established some hasty teams to search the  
17 trails where his friends had indicated he had  
18 last been seen where he had been moving. And  
19 basically, were sent out very quickly to do hasty  
20 search focusing on those trails.  
21  
22 We also had support from members of the Corner  
23 Brook Fire Department who had arrived on scene.  
24 They had their thermal imaging cameras, and they

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1 were sent out with members of our search teams to  
 2 search the trails looking for any heat  
 3 signatures.  
 4

5 We also had in one of our command vehicles, we  
 6 had a PA system. And we had that set up so that  
 7 Cody's mother could broadcast loudly over the  
 8 area to see if we could get any response from  
 9 Cody.  
 10

11 Deer Lake Search and Rescue: As we contained the  
 12 search, it started to get dark. It was about  
 13 this time of year, so it was getting dark out.  
 14 We contacted Deer Lake Search Team -- or  
 15 requested the RNC contact Deer Lake Search Team  
 16 to bring in additional resources to assist with  
 17 the search, as we hadn't found him during our  
 18 hasty search.  
 19

20 Again, with so many people combing the woods, it  
 21 was making it very difficult for our search teams  
 22 to listen to see if we could hear Cody calling  
 23 out or making any sounds.  
 24

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1 At that time, Gander base was also contacted and  
 2 dispatched to Cormorant to come and assist with  
 3 the search. By the time the Deer Lake Search and  
 4 Rescue Team had arrived, we had been able to get  
 5 most of the people out of the woods.  
 6

7 And what we did was then we had all of the  
 8 civilian volunteers, all of the people who were  
 9 there, we had them sign-in with their name and  
 10 contact information. And then we started to  
 11 assign them, because everybody wanted to help.  
 12 We started to assign them to search teams with  
 13 both BOISAR and Deer Lake Search Team members.  
 14

15 Those civilians who had an understanding of the  
 16 trail system, who knew the woods, who were more  
 17 of the outdoorsy type had been used to using  
 18 those trails in both day and night conditions,  
 19 they were assigned with the search and rescue  
 20 teams to search the trails and the wooded areas.  
 21

22 Those that had less experience were basically  
 23 assigned to assist a fewer number of search team  
 24 members in searching the entire trailer court.

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1 We had the entire area searched. Every backyard,  
 2 every shed, every open door, anyplace, underneath  
 3 decks. They searched the entire trailer court  
 4 area.  
 5

6 The Coast Guard also sent the Cape Fox from Lark  
 7 Harbour. That was done when someone had reported  
 8 seeing a child down by the waterfront. So the  
 9 Cape Fox came in to search the shoreline.  
 10

11 All the teams continued searching through the  
 12 night, through the trailer park, through the  
 13 trails, up into the woods as much as possible.  
 14 At one point, we initiated a very large line  
 15 abreast search from the point last seen heading  
 16 into the woods.  
 17

18 This was difficult to maintain our lines and our  
 19 spacing as we had many civilian volunteers who  
 20 weren't familiar with how to conduct a line  
 21 abreast search.  
 22

23 As night went on, we decided that additional  
 24 resources would be required come morning to

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1 reinstate, as we had not been successful. Those  
 2 areas that we searched at night, we would likely  
 3 need to research again during the daytime.  
 4

5 And so we asked for contact at Stephenville  
 6 Search and Rescue, Barachois Search and Rescue,  
 7 and Bonne Bay Search and Rescue all be contacted,  
 8 send additional members to the site.  
 9

10 Stephenville and Barachois Search and Rescue both  
 11 arrived at daybreak. And, again, at that point,  
 12 Deer Lake departed the scene to rest and  
 13 rejuvenate. Stephenville and Barachois arrived  
 14 on scene, and we, again, created teams to  
 15 continue searching the areas.  
 16

17 So teams were assigned to, again, search the  
 18 trails, the woods, the roadways, and the  
 19 properties all again. Members from Bay of  
 20 Islands Search and Rescue, Deer Lake Search and  
 21 Rescue, and the RNC were dispatched to search  
 22 from a helicopter. The Cormorant had been there  
 23 for a little bit during the evening and had to  
 24 depart.

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1 First thing in the morning, we got air support  
 2 from Universal Helicopters, and they established  
 3 a search team, and they established a grid search  
 4 pattern, which there are pictures in that Exhibit  
 5 78. Shows the flight path right at the end that  
 6 the Universal Helicopter took.  
 7 MR. BUDDEN:  
 8 Q. Sorry to interrupt. But we have that up there  
 9 now if you wish to speak to it.  
 10 MS. DOUCET:  
 11 A. Yeah. So basically, the helicopter landed at the  
 12 soccer pitch close to the trailer court. They  
 13 landed at the soccer pitch. And then it was  
 14 between Damian Morrissey, who was one of our  
 15 long-term members at the time. He's no longer  
 16 with the team, but he was then. And the RNC and  
 17 the Deer Lake member determined with the pilot  
 18 the flight path that they were going to use. So  
 19 you can see the flight path that they took there.  
 20 And the idea was two fairly close grid searches  
 21 for the entire area.  
 22  
 23 And so, basically, at around 11:00 in the  
 24 morning, 11:15, members from Barachois Search and

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1 Rescue noted that the helicopter was hovering.  
 2  
 3 We had no direct communications with the  
 4 helicopter at the time, so we didn't know what  
 5 was going on, on the helicopter. So at about  
 6 11:00, somebody from Barachois said, gee,  
 7 helicopter has been sitting there. Staying in  
 8 the same place for quite some time. And so I  
 9 actually used the cell phone to call Damian. I  
 10 wasn't sure whether he'd answer on the helicopter  
 11 or not, but he did. And he indicated at that  
 12 time that, yes, they had Cody, and he was alive  
 13 and well.  
 14  
 15 And I got to tell you, there's no feeling in the  
 16 world like that. And I was like, really? You  
 17 have him? Really? Honest? Are you sure? You  
 18 got him? He's fine? Let me talk to him. I  
 19 spoke with Cody myself because I wasn't believing  
 20 that they had him.  
 21  
 22 And then once it was confirmed they had him, we  
 23 let the rest of the team know. And we told the  
 24 volunteers that were all around and the teams

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1 that we had Cody.  
 2  
 3 In the search summary there, there's a little  
 4 sort of -- it doesn't fit in the timeline, and it  
 5 starts just above where we have it there, but  
 6 that is a recount from Damian of what happened  
 7 while they were in the helicopter.  
 8  
 9 So they had been flying. One of the spotters in  
 10 the helicopter indicated that they thought they  
 11 saw something red, because Cody was wearing a red  
 12 shirt. And so, he said, wait, we spotted  
 13 something.  
 14  
 15 He was in an area. He was all curled up. And  
 16 that's probably what saved his life because he  
 17 made a little nest for himself. Because he knew  
 18 that -- and he told us this -- his parents told  
 19 us this after when we met with them, that he knew  
 20 that when it got dark, he was supposed to go to  
 21 bed.  
 22  
 23 So he found himself a little grassy spot, he  
 24 curled up, and he went to sleep. And that was

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1 before the sunset, because it went down to four  
 2 degrees that evening. And so he made himself a  
 3 little nest, and he went to sleep.  
 4  
 5 So they couldn't land right where he had, so the  
 6 helicopter moved about a half a kilometre away,  
 7 dropped the guys off from the helicopter, and  
 8 then went back and hovered over Cody. And that's  
 9 why they were hovering. They were over Cody,  
 10 marking his spot so that the search members could  
 11 get to him.  
 12  
 13 And he was still asleep when they got to him.  
 14 And they had to sort of touch him to wake him up.  
 15 But when he woke up, he was like, "Oh, yes, I'm  
 16 hungry. I'm thirsty. Can I see my mom?" And so  
 17 they took him.  
 18  
 19 When they got him on the helicopter, his pants  
 20 were all wet. They'd stripped off his wet pants.  
 21 They'd wrapped him up in a blanket. They gave  
 22 him a juice box. Weren't sure about allergies,  
 23 so they didn't give him anything to eat. Gave  
 24 him the juice box. Got him in the helicopter.

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1 And he was talking and everything.  
 2  
 3 When he got in the helicopter and started to warm  
 4 up, he started to shiver. The initial plan had  
 5 been to take him to land at the ball field and  
 6 reunite him with his mother then, and then have  
 7 him taken to the hospital to be checked over.  
 8 But when he started shivering in the helicopter,  
 9 we thought, no, we're going to take him straight.  
 10  
 11 So the helicopter went straight to the hospital.  
 12 The decision was made to go straight to the  
 13 hospital. And his mother was picked up by the  
 14 police at the ball field and taken to the  
 15 hospital to be reunited with him.  
 16  
 17 and he checked out. He was cold, but he was  
 18 fine. And we did get a chance to -- he came by  
 19 our Search and Rescue building about a week  
 20 later, him and his mother, and said thank you.  
 21 MR. BUDDEN:  
 22 Q. Thank you, Ms. Doucet. I have a few questions  
 23 for you following your report. But before I ask  
 24 some, and the other lawyers may have questions as

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1 well, as may the Commissioner Mr. Street, do you  
 2 have anything to add? You were part of that  
 3 search as well, I believe?  
 4 MR. STREET:  
 5 A. Yes, I was. I was the search manager at the  
 6 time. And I must say, at the beginning, it was a  
 7 really challenging search for the reason that as  
 8 soon as we got there, we had so many civilians in  
 9 the woods that you didn't know who was who and  
 10 who was singing out. And all the trails and all  
 11 the clues and evidence were actually, you know,  
 12 all destroyed at that time. So there was no  
 13 footprints. No nothing. So we were only going  
 14 by the kids that he was playing with that we knew  
 15 what direction he went to.  
 16  
 17 And as the search came on, like, it didn't seem  
 18 right to us. So we had to do more investigation  
 19 on that one. And we found out he was actually  
 20 playing with a little four-year-old girl who  
 21 pointed in a different direction. Well, no, he  
 22 went that way. And so, this is what turned our  
 23 search around to a different area.  
 24

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1 And actually, that pattern that the helicopter  
 2 was flying, there was actually in the area, that  
 3 the little girl he was playing with actually  
 4 showed us which way to go.  
 5  
 6 The other kids just wanted, yeah, we know this  
 7 way he goes because the media was there, and  
 8 everyone had got there, so they got a bit of  
 9 attention out of it. But it was actually they  
 10 weren't even playing with him at the time.  
 11  
 12 So there was a lot of challenges in this here  
 13 because it's a really rough area. The weather  
 14 wasn't cooperating because it was 12 degrees that  
 15 night. Then it went down to 4. So we knew time  
 16 was of the essence.  
 17  
 18 So right off the get-go, we had to actually get  
 19 all the civilian volunteers that was in there  
 20 running around out of the woods and try to  
 21 organize some type of plan out of this one here.  
 22 And we knew right upfront -- we had, I think, 22  
 23 members of our own show up. But we knew right up  
 24 front; we need more trained volunteers.

## Page 20

1 And our closest team that we rely on big time is  
 2 Deer Lake Search and Rescue. So we were  
 3 contacting RNC and said we need them here now  
 4 because we need trained volunteers to help  
 5 organize these civilians.  
 6  
 7 So at that point, they showed up, and we took it,  
 8 and we broke up in all teams. And also then, by  
 9 the time we got there, there was over probably 70  
 10 to 100 people in the woods. And they were just  
 11 going everywhere, and there was no organization  
 12 to it.  
 13  
 14 So we hauled them out as best we could and  
 15 organized our teams the best we could there.  
 16 Because if we told them they couldn't help, they  
 17 were going in anyway. So we decided we had to  
 18 take them with us and organize it and do the best  
 19 with it.  
 20  
 21 The Corner Brook Fire Department showed up  
 22 because at the time we never had thermal imaging,  
 23 but they did. So they wanted to help. So we put  
 24 them on the trails and everything with their

## Page 21

1 thermal imaging cameras. So they could actually  
2 maybe pick up a heat signature on him and  
3 hopefully get him that way.

4  
5 But it was really challenging because, I mean,  
6 his mother told us he's probably not going to  
7 answer us. He's deaf in one ear. And we had  
8 everything going against us at the time for this  
9 here. He's not going to answer you if you call.  
10 So we used her to sing out on the loudspeakers.

11  
12 We called the Cormorant, and they searched most  
13 of the night, because they can fly at nighttime  
14 and they use their spotlight and everything. And  
15 that was a little bit challenging because with  
16 the noise from the Cormorant and everything like  
17 that, it did play a little bit of havoc at trying  
18 to listen for noises and everything like that  
19 there.

20  
21 So the fog come in that night in the evening  
22 time, and they had to turn back and everything  
23 because they couldn't really see no more.  
24

## Page 22

1 So this was supposed to be cleared up by the  
2 morning. So this is when we made the call to  
3 have Universal Helicopters first thing there in  
4 the morning to assist.

5  
6 And at that time, during the night, we knew that  
7 we had so many civilians and so many people that  
8 we were going to burn out of resources. So we  
9 made that call early to make sure Barachois and  
10 Stephenville Search and Rescue would show up on  
11 scene. And they did. They were there first  
12 thing at daylight in the morning and they  
13 deployed. And we had more civilian volunteers  
14 that wanted to go in the woods. But I must say,  
15 the outcome, by 11:00 -- because we knew once it  
16 reached 11:30, survival rate drops. All of our  
17 statistics shows it drops big time.

18  
19 So at 11:00 is roughly when the helicopter  
20 spotted Cody. And I must say, it was a really  
21 tremendous feeling when we heard he was safe and  
22 alive and well.

23  
24 But yeah. It was a really, really challenging

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1 search through the night with so many. And only  
2 for the volunteers from the other teams around  
3 the area, Stephenville and Barachois and Deer  
4 Lake, that we could actually bring them all  
5 together with people that with the same training,  
6 underneath the same organization and knew how to  
7 search, that we pulled it off the way we did,  
8 right? Because we had so many trained volunteers  
9 that could actually take so many civilian  
10 volunteers with them that actually, you know,  
11 pulled all together to actually save Cody  
12 Peddle's life, actually.

13 MR. BUDDEN:

14 Q. Thank you, Mr. Street. I have a handful of  
15 follow-up questions. What you were talking  
16 about, the individuals there, neighbours,  
17 friends, so on, would that be what are known as  
18 spontaneous volunteers? Is that sort of the team  
19 that one uses?

20 MR. STREET:

21 A. Yeah. I would say spontaneous because, I mean,  
22 it's a missing child. Everyone that thought they  
23 could help. I mean, we even had the road blocked  
24 off that night to actually turn people away.

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1 There was that many people there. And the  
2 community support when people heard there was a  
3 missing child, it was, like, the police actually  
4 had to block the road to stop cars from coming  
5 in, right?

6 MR. BUDDEN:

7 Q. So that, obviously, for a search manager or an  
8 incident commander, on the one hand, you've got  
9 this tremendous community support, which, no  
10 doubt, is valuable in many ways. But on the  
11 other hand, it has to be managed. So you can't  
12 have people going through the woods in any and  
13 all directions, perhaps terrifying the child into  
14 hiding or running or something like that.

15  
16 Have you particular training or are there  
17 particular ways of managing spontaneous  
18 volunteers? And if so, are there illustrations  
19 here as to how that's done?

20 MR. STREET:

21 A. Well, to manage them, you actually can't just  
22 turn them away because they're going to go a  
23 different route, and they're going to go in  
24 anyway, right? But first of all, we got to get

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1 permission from the police departments that we  
 2 can actually use these people. Because if we  
 3 don't get permission, and anything happens, you  
 4 know, we're liable.  
 5  
 6 So Sgt. Nabogan (phonetic) was there at the time.  
 7 He was actually our RNC officer there at the  
 8 time. And they make all the calls. So we asked  
 9 him if it was okay to use these people, and he  
 10 said yes.  
 11  
 12 Like I said, they're going to go in the woods  
 13 anyway. So if we can actually bring them in and  
 14 make them seem like they're helpful and they're  
 15 doing the right thing, and we got more eyes  
 16 that's with trained volunteers. So actually, we  
 17 can take them and use them just the same as our  
 18 own members.  
 19  
 20 And actually, we turned 22 members plus, I think,  
 21 it was 17 in Deer Lake. So we turned them into,  
 22 you know, 40 members roughly into well over 100  
 23 members at the time.  
 24

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1 MR. BUDDEN:  
 2 Q. Okay. And I see here there's certain terms used  
 3 in the report. And these are terms that, no  
 4 doubt, mean everything to you, but I'm not  
 5 necessarily that knowledgeable about them and  
 6 members of the public may be.  
 7  
 8 So if we go to page 3 at 2:11 a.m. -- Madam  
 9 Clerk, perhaps, if you could just bring us to  
 10 page 3. I think it's -- yeah. I see the term  
 11 here. "Started line abreast with all members and  
 12 volunteers still on scene heading in general  
 13 southerly direction 182 degrees."  
 14  
 15 Can you tell me a bit about what's going on  
 16 there?  
 17 MR. STREET:  
 18 A. Well, we have a direction of where he was last  
 19 seen. So we set up a line abreast because we  
 20 thought at 2 a.m. in the morning that he was  
 21 going to be laid down somewhere asleep, and his  
 22 mother said he would not answer us anyway, even  
 23 if we did sing out his name.  
 24

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1 So actually, a line abreast is actually where  
 2 everyone just lines up, right? And use your  
 3 critical spacing so that you make sure you don't  
 4 miss anything in between you and the other team  
 5 member. It's a bit slower way of searching, but  
 6 we do just a line abreast in one particular  
 7 direction. And then we go for a determined  
 8 amount, say, we say a kilometre or a mile. And  
 9 then we just do a swing, and we come back.  
 10  
 11 So actually, we're doing a thorough search of an  
 12 area. So nothing is missed, right? Because if  
 13 he was laid down, we thought, and kids like to  
 14 tuck their way in small spaces. So, you know, we  
 15 decided, right now at this point, we would do a  
 16 line abreast in the direction he was last seen.  
 17 So just in case he was laid down somewhere and  
 18 wouldn't answer us, and we could stumble up on  
 19 top of him, right?  
 20 MR. BUDDEN:  
 21 Q. So would it be fair to say that, in this  
 22 instance, you're dealing with a very small child,  
 23 probably a child that's been told not to talk to  
 24 strangers? Who's frightened. So you've got a

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1 challenge you wouldn't have, say, with an adult  
 2 in the woods.  
 3  
 4 And this particular search technique, would it be  
 5 fair to say this is adopted for that specific  
 6 circumstance? Looking for a small child that may  
 7 be curled up and may not be responsive?  
 8 MR. STREET:  
 9 A. Well, we use this technique, like, for a small  
 10 child or could be a hunter. Anything that went  
 11 for a period of time that probably is not  
 12 responsive anymore.  
 13  
 14 If we did go after a hunter, a berry picker, or  
 15 something like that there that was responsive, we  
 16 would be not doing a line abreast. We would do  
 17 hasty searches, which is small teams, separated,  
 18 probably, you know, a quarter of a kilometre  
 19 apart, and we would use whistle blows and calling  
 20 out their names and doing hasty searches so we  
 21 can move quicker, because we would expect the  
 22 person to be more responsive and want to be  
 23 found.  
 24

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1 But in this circumstance, we couldn't do that  
2 because he was not going to answer us, and he was  
3 probably curled up somewhere asleep. So this is  
4 why we used this technique.

5 MR. BUDDEN:

6 Q. And I notice here, the following entries, that  
7 it's a bit of a challenge to do this, probably,  
8 especially, in the middle of the night in the  
9 conditions, the thick brush and that you're  
10 working in.

11  
12 So it takes a bit to get this kind of thing  
13 right, I would assume?

14 MR. STREET:

15 A. Yes. Well, the way we do a line abreast, most  
16 everyone got a whistle on them. Then when they  
17 come upon something, they blow the whistle, and  
18 then everyone stops until we find out what they  
19 blew the whistle for.

20  
21 Or maybe it was just to line everyone back up  
22 because so many people were getting out of line.  
23 And so we wait until the slower members catches  
24 up. Because you're only as fast as the slowest

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1 member on your team.

2  
3 So when they catch up, then we give two blasts  
4 again, and we start off our line abreast again.  
5 So that we make sure we don't miss nothing in  
6 between.

7  
8 We don't go around objects. If it's thick brush,  
9 we go through it to make sure that we don't miss  
10 nothing, right? We do the same thing if we're  
11 going to look for evidence on an evidence search  
12 in a field and everything. Well, Danny's  
13 familiar with this too, and Harry more than  
14 anything.

15  
16 it's the type of search that nothing is left out  
17 and nothing is missed, right?

18 MR. BUDDEN:

19 Q. So if there's a big jumble of rocks and brush and  
20 God knows what else in front of you, you go  
21 through it?

22 MR. STREET:

23 A. Yeah.

24

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1 MR. BUDDEN:

2 Q. Or over it?

3 MR. STREET:

4 A. Yes.

5 MR. BUDDEN:

6 Q. Okay. Are there other examples here in this  
7 search of -- I see other terms here used.  
8 "Different point grid searching," and so on. I  
9 think you've somewhat explained those. But are  
10 there other techniques, search techniques used in  
11 this search?

12

13 And I'm obviously directing this at you, but it  
14 could be you or Christine. I'm really focusing  
15 on you guys as you were there.

16

17 But are there other examples here of search  
18 techniques that might help inform us as to how a  
19 search like this actually happens on the ground?

20 MR. STREET:

21 A. Well, first, when we hit, we start doing hasty  
22 searching because, you know, there was a lot of  
23 trails in this area. So I mean, if we could  
24 actually run the trails and pick up any evidence,

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1 or we can run the trails and pick up any  
2 footprints.

3

4 So we do hasty teams first on the trails. And so  
5 they're doing the trails as far back as they  
6 could, try to pick up any little evidence at all  
7 to give us some clue on what direction he might  
8 have went.

9

10 So we do hasty searches first. And then when  
11 that doesn't turn up, then we start going into a  
12 more methodical grid searching and everything  
13 like that there, so that we could actually pick  
14 up more clues or pick up him or pick up more  
15 evidence.

16 MR. BUDDEN:

17 Q. Okay. You mentioned that Deer Lake was involved,  
18 and also, I believe, Barachois and Stephenville.  
19 So four of the Newfoundland and Labrador NLSARA  
20 teams were involved in this search?

21 MR. STREET:

22 A. Yes.

23 MR. BUDDEN:

24 Q. Okay. And are you able to -- sort of putting you



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1 on the spot here because I didn't mention this  
 2 beforehand. But are you able to tell me  
 3 approximately how many NLSARA volunteers were  
 4 involved? Just the NLSARA people?  
 5 MR. STREET:  
 6 A. Well, I think there was 22 on our team. It's  
 7 there somewhere, how many Deer Lake and  
 8 Stephenville and Barachois had. It's there's  
 9 somewhere. It's 11 years ago.  
 10  
 11 I think Deer Lake had 17. And then Barachois and  
 12 Stephenville showed up. I'm assuming, if I can  
 13 remember correctly now, 11 years ago. I'm  
 14 assuming they showed up with actually 20 members.  
 15  
 16 So roughly, we had about 45, probably 45 members  
 17 altogether in the woods. Trained volunteers at  
 18 that point.  
 19 MR. BUDDEN:  
 20 Q. Okay. And spontaneous volunteers who you  
 21 incorporated as their skills and so forth  
 22 permitted?  
 23 MR. STREET:  
 24 A. Yes. So at one point, I think, Christine, you

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1 were more or less writing this down and  
 2 everything. You can actually explain how many  
 3 more volunteers there was.  
 4 MS. DOUCET:  
 5 A. Yeah. With the civilian volunteers, there were  
 6 probably in excess of 60 at one point. But that  
 7 was far too many to manage. And, like I said,  
 8 the issues with doing the searches with, we call  
 9 them civilian volunteers, is that basically, they  
 10 don't have the training. And oftentimes, it's  
 11 very hard to get them to understand the rationale  
 12 between, say, something like a line abreast  
 13 search, where it's like, no matter what you see,  
 14 you have to stay right with the person next to  
 15 you, so we're all moving together.  
 16  
 17 If you see something, you blow your whistle. We  
 18 will all stop and someone will go and investigate  
 19 that whatever it is that you see. But we stay.  
 20  
 21 But with the adrenaline going and, oh, my God,  
 22 there's something red. And at night, and it was  
 23 thick, thick brush, getting everybody to stay and  
 24 walk that one right next to each other, it was

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1 very challenging.  
 2  
 3 What we did, though, at one point was, as people  
 4 were coming and saying, we took the first ones  
 5 that we thought that -- and I was signing  
 6 everybody in and assigning them to teams. And  
 7 basically, what we did was we said, okay.  
 8 There's five search and rescue members, and we're  
 9 going to put eight or ten with them.  
 10  
 11 You have these skills, so you're going to go with  
 12 these people. And it was like your team leader  
 13 is God. Do what they say and only what they say.  
 14 Listen to everything. Do what they...  
 15  
 16 So we arranged them that way. When I had extras  
 17 leftover, we asked them all if they could please  
 18 go home now. Sleep. In the morning, we're going  
 19 to need more.  
 20  
 21 And then, so if we hadn't had a successful  
 22 search, I asked them to, please, you can call or  
 23 return. And then if we need extra volunteers,  
 24 we'll assign you.

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1 We also did a check on the volunteers, so that  
 2 nobody was going out searching in, you know,  
 3 jeans and running shoes. It's like, no, if you  
 4 want to be part of this search, you have to be  
 5 dressed properly. It's cold. It's wet. So I  
 6 don't want to have anybody else becoming a  
 7 casualty because they're not dressed properly for  
 8 this.  
 9  
 10 So some people, we sent home to get properly  
 11 equipped and come back, and you can come  
 12 volunteer. Others, we asked, please go home now.  
 13 Sleep if you can. Come back in the morning.  
 14 Because we'll need fresh people then, so...  
 15 MR. BUDDEN:  
 16 Q. And was the members of your team who were  
 17 spotters in the helicopter, or were they members  
 18 from other teams or other people?  
 19 MS. DOUCET:  
 20 A. In the helicopter, there was one member from our  
 21 team, one member of the RNC, and a member from  
 22 Deer Lake.  
 23 MR. BUDDEN:  
 24 Q. Okay. So two SAR volunteers?

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1 MS. DOUCET:  
 2 A. Yeah.  
 3 MR. BUDDEN:  
 4 Q. And I believe that Mr. Blackmore, I see his name  
 5 in this report. So Mr. Harry Blackmore would  
 6 have been involved from a distance?  
 7 MS. DOUCET:  
 8 A. Usually what happens is whenever we're involved  
 9 in a search, we contact Mr. Blackmore just to let  
 10 him know that the search is ongoing, as head of  
 11 the provincial association. So whenever we get  
 12 called for a search, we just, at some point, make  
 13 Mr. Blackmore aware that we're out on a search.  
 14 MR. BUDDEN:  
 15 Q. Okay. I noticed that beyond the other search and  
 16 rescue volunteers, I see that there's a  
 17 reference, the RCMP were involved in a search of,  
 18 I believe, a marina, if I read that correctly.  
 19  
 20 We have the Coast Guard involved. We have the  
 21 Cormorant. You've already mentioned the RNC.  
 22  
 23 So this particular search involved any number of  
 24 agencies, provincial and federal, assisting, as

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1 well as the volunteers. And of course, the RCMP  
 2 detachment. Would that be correct?  
 3 MS. DOUCET:  
 4 A. Yeah. I'm pretty sure we had everybody.  
 5 MR. BUDDEN:  
 6 Q. Yeah. Yeah.  
 7 MS. DOUCET:  
 8 A. We had them all.  
 9 MR. BUDDEN:  
 10 Q. It looks that way.  
 11 MS. DOUCET:  
 12 A. Yeah.  
 13 MR. BUDDEN:  
 14 Q. Okay. What equipment did you guys use in this  
 15 search of the equipment available to your SAR  
 16 team?  
 17 MR. STREET:  
 18 A. Well, you know, we used the helicopter, which was  
 19 available to us. And this is one of the reasons  
 20 why we contact Harry at the beginning of the  
 21 search, too. I just wanted to add onto it,  
 22 because he knows what teams on the island got  
 23 what equipment.  
 24

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1 So if we need a specialty piece of equipment that  
 2 we haven't gotten, and which a lot of teams  
 3 haven't got, especially in the smaller groups, we  
 4 could just call Harry and say, we needs this  
 5 here. And Harry can dig it up for us and have it  
 6 on scene as quick as it takes to get it across  
 7 the island, right?  
 8  
 9 So that's one major reason why we let Harry know.  
 10 Plus, he got more insight probably than most of  
 11 us around. So he's a good guy to be near a phone  
 12 waiting for you to call. So he's only there to  
 13 help us out the best he can.  
 14  
 15 One other equipment we use is, like, we got -- at  
 16 the time GPS wasn't big, 11 years ago. So we  
 17 were relying on maps and compasses and, more or  
 18 less, just our own personal skills at the time.  
 19  
 20 We had our own command centre at the time that we  
 21 just finished, but, you know, funding is a big  
 22 issue. So I mean, we only had an old school bus  
 23 that we converted over into a command centre at  
 24 that time, but it did the job for us. But that's

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1 the only really equipment that we had.  
 2  
 3 When you get into today's technology with the  
 4 other equipment, GPSs and everything, it makes a  
 5 different ball game altogether.  
 6  
 7 When you got radios that can actually tracks your  
 8 team now, we've got. And actually, you can see  
 9 it up on the computer screen, it makes a big  
 10 difference. Because you're only relying on, at  
 11 the time, when they radio back trying to tell, in  
 12 the nighttime, where they're to. We're sitting  
 13 down with a map, trying to figure out what we had  
 14 searched and what we didn't. It was extremely  
 15 difficult, right.  
 16 MR. BUDDEN:  
 17 Q. So that was a question and sort of building on a  
 18 comment that Ms. Doucet made to me earlier this  
 19 morning before we started.  
 20  
 21 If the search is being done today, in 2021, have  
 22 you equipment or training or techniques that have  
 23 evolved since then that would make the search  
 24 look a little different than this one did?

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1 MR. STREET:

2 A. Well, we have radio tracking now that, actually,  
3 we can actually put it up. And as the teams walk  
4 through the woods, we can actually look at them  
5 at the computer screen and see where they're to  
6 exactly any time at all. So they can call out  
7 and say, where are we, and we can tell them  
8 exactly where they're to, which is a big game  
9 changer.

10  
11 So we can actually see where every team has  
12 actually went through and know that we haven't  
13 missed a spot. So it would make it a very more  
14 thorough search.

15  
16 Better rated communication is what we got now  
17 and, plus, yeah, we have our own thermal imaging  
18 now. I think every team on the island; is that  
19 right, Harry, that got one of those now? That  
20 was supplied, actually, by the provincial  
21 government to every team.

22  
23 So that was a big game changer with them thermal  
24 imaging cameras, because that can pick up a

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1 person a kilometre away easy, right? You can see  
2 somebody. So searching the area is really great  
3 with that.

4  
5 But the training aspect is actually very involved  
6 so much with statistics and all that there to  
7 actually give you a better insight of how a  
8 person reacts and what kind of distance they  
9 travel and everything like that there.

10  
11 And the training that we do is ongoing all the  
12 time for our members. And I've been on the team  
13 26 years and I'll never know it all. And the  
14 learning aspect of it and being able to take it  
15 and experience it and pass it on to the newer  
16 members that are joining now.

17  
18 But all the statistics that was done in searches,  
19 over thousands of searches, and it really gives  
20 you an insight and really, really actually points  
21 you in the right direction.

22  
23 So I mean, with the new training that we do now  
24 and everything that's our biggest asset, I think.

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1 MR. BUDDEN:

2 Q. Okay. Do any of the members who weren't actually  
3 involved in the search wish to comment  
4 particularly on that last point I just made about  
5 the evolution in training and so on?  
6

7 You, Mr. Dalrymple?

8 MR. DALRYMPLE:

9 A. I guess in my shorter time with the team, the  
10 training has been fantastic, and you really get  
11 to see what kind of a difference there is between  
12 walking in the woods without a plan and not  
13 knowing exactly what to do, that our general  
14 spontaneous civilian volunteers would do, versus  
15 doing it as a team with some training.

16  
17 It sounds very simple to walk in the woods in a  
18 straight line, but understanding why it's so  
19 important and how to do that properly is  
20 something that you just don't learn until you're  
21 a member of a search and rescue team.

22  
23 Other training that we've received, yeah, there's  
24 a lot of emphasis on Lost Person Behaviour,

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1 understanding the statistics behind everything,  
2 and why we are doing things the way we're doing  
3 it. Again, not publicly available information  
4 that the general public knows about.  
5

6 That was a big eye-opener for me when I started  
7 learning just how accurate some of the statistics  
8 are from other searches. So you can look up in a  
9 Lost Person Behaviour book, had a six-year-old  
10 child missing this time of day with this kind of  
11 equipment, this kind of weather. And it's  
12 remarkable how often they are found within the  
13 parameters set out in the Lost Person Behaviour  
14 books.

15  
16 Beyond that, you know, we do a lot of training in  
17 First Aid, both for ourselves and for any missing  
18 persons that we may go looking for. So that  
19 training is top-notch.

20  
21 Our team has done a really good job at being able  
22 to consistently bring in members - and Nick and  
23 Krista will talk to this later on - and get them  
24 trained very, very quickly. So that virtually,

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1 as soon as they join the team, come up with a  
2 couple of things. We focus on some of those kind  
3 of core skills with them. We can make really  
4 good use of them very early on in their search  
5 and rescue career.

6 MR. BUDDEN:

7 Q. The last question I really had... (Technical  
8 difficulties.)

## (Recess)

11  
12 THE CLERK:

13 All rise. This Commission of Inquiry is now in  
14 session. Please be seated.

15 MR. BUDDEN:

16 Q. Thank you. And thanks to the technicians for  
17 fixing this so quickly.

18  
19 I was just going to ask a question about -- well,  
20 I'll ask this one, and we'll come back to  
21 Mr. Street and Mr. Blackmore, they have points  
22 they wish to make.

23  
24 We see here a report that is detailed. I'm

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1 talking about the exhibit that's very detailed.  
2 Like, we see 346, 351, 354, 430. And this is  
3 dated September 18th, 2010.

4  
5 I'm assuming this is a report that was compiled  
6 -- or at least the date it was compiled as this  
7 search was unfolding. It's very detailed. And  
8 obviously, couldn't possibly have been just  
9 recreated after the fact?

10  
11 Can you tell me a little bit about your reporting  
12 process?

13 MS. DOUCET:

14 A. Sure. Every search that I've been on since very  
15 early with joining search and rescue, I've  
16 primarily taken the role of note-taker  
17 communications. And from early on, I've  
18 recognized that as we're taking the notes, the  
19 time that things are happening, and how things  
20 are unfolding as we go along through the search  
21 were important components to be sure that that  
22 was tracked.

23  
24 So when I became an executive member and the

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1 secretary and started taking over these roles, I  
2 regularly did up these.

3  
4 Anyone else who might be involved in taking  
5 notes, because there were several of us that were  
6 taking notes during a search, usually know to  
7 follow my lead in terms of the detailed  
8 information that we're taking in any type of  
9 search summary.

10  
11 So normally, our notes are taken in a hardcopy  
12 notebook. And then for the most part, I have  
13 learned that as soon as is feasible, following  
14 the conclusion of the search, I transcribe those  
15 notes and make them into the search summary.

16  
17 So for every search that we're involved in, we  
18 have a search summary. It is submitted, along  
19 with our expense claim, to the Police Authority,  
20 at the conclusion of the search and when we're  
21 submitting our expense claim.

22 MR. BUDDEN:

23 Q. I have to say, the level of detail here is quite  
24 impressive. So we see, for instance, that, "At

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1 7:24 a.m., two groups of ten volunteers each  
2 deployed to search backyards on Hilliard's Road  
3 and Upper Georgetown Road."

4  
5 Like, there's a degree of specificity here that's  
6 quite impressive. Like every search that you  
7 were doing these days is documented at this level  
8 of detail?

9 MS. DOUCET:

10 A. Yes. And I have to say, when I read over this  
11 one, most recently, I was like, oh, that doesn't  
12 make sense. We've gotten better.

13 MS. DOUCET:

14 A. It is still recorded in that level of detail down  
15 to, here's the minutes that this is when this  
16 happened.

17  
18 We've been training a few new people in also  
19 being able to take over this role. And one of  
20 the things that I'm very clear about when we're  
21 trying to instruct new people in learning how to  
22 do this is that it's really important to be  
23 accurate. It's really important to capture the  
24 details of how the search unfolded. Which teams

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1 went where. Where they were instructed to  
 2 search. When they started. When they finished.  
 3 Anything that they found.  
 4  
 5 Anything that they report in as the search  
 6 evolves is documented very specifically.  
 7 MR. BUDDEN:  
 8 Q. Yes. And when we spoke earlier this morning, and  
 9 again over the break, you have a comment you wish  
 10 to make about equipment or something, how things  
 11 have changed over the 11 years since this search.  
 12 MS. DOUCET:  
 13 A. Yes. Over the 11 years since this search was  
 14 conducted, we've gotten a fair bit of additional  
 15 equipment. Some through the association, a lot  
 16 through fundraising that our members undertook.  
 17  
 18 At that time, we had no access to ATVs. At the  
 19 time, I worked for the Provincial Wildlife  
 20 Division, and my director graciously allowed us  
 21 to use a couple of the provincial government  
 22 assets during this search. They weren't being  
 23 used for work overnight on a Saturday.  
 24

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1 MR. BUDDEN:  
 2 Q. Yeah. I saw that entry fairly early in the  
 3 search. I wondered about it.  
 4 MS. DOUCET:  
 5 A. Yes. Yeah. So he was like, fuel them, take care  
 6 of them, but if they're needed for a search and  
 7 they are not needed for the work from the  
 8 Wildlife Division, at that point in time, you  
 9 could use those assets for a search.  
 10  
 11 So since then, we've acquired a quad of our own.  
 12 We also have an Argo. We have the radio tracking  
 13 system, which allows us to very accurately know  
 14 where our members are.  
 15  
 16 We have a lot more functionality in our cell  
 17 phones that allow for mapping and understanding  
 18 where people are. We can get their locations  
 19 from those.  
 20  
 21 So we have more gear that would facilitate. We  
 22 have a new command centre. We have a  
 23 fast-response trailer that have capacity for  
 24 seating, for comfort for volunteers who may be

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1 tired, need to rest, for our command functions.  
 2  
 3 So we have a considerable amount of gear that we  
 4 didn't have 11 years ago. But I do feel that the  
 5 decisions around how to deploy people, how to  
 6 conduct the search, if we had the same search  
 7 today, we'd have some extra gear to work with.  
 8 But the techniques that we used, this is exactly  
 9 how we would run the search today.  
 10 MR. BUDDEN:  
 11 Q. Thank you. And, Mr. Blackmore, had a point he  
 12 wished to make. I believe it's Exhibit 74, page  
 13 15. Madam Clerk, if you could call that up? I  
 14 can't recall, I may not be accurate on the page  
 15 number, but it was Exhibit 74.  
 16  
 17 And so at that point --  
 18 MR. BLACKMORE:  
 19 A. Just to give you an idea of how that tracking  
 20 works. If you go to Exhibit 74, page 16.  
 21 MR. BUDDEN:  
 22 Q. Sixteen, sorry.  
 23 MR. BLACKMORE:  
 24 A. Sixteen or seventeen.

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1 MR. BUDDEN:  
 2 Q. This, by the way, is the search we'll be looking  
 3 at in detail next week. But it's for a search  
 4 for the gentleman in St. John's. But there's a  
 5 point here. And this is a search from November  
 6 of 2020.  
 7 MR. BLACKMORE:  
 8 A. Scroll it up. Let's just take it up a bit. If  
 9 you see all those lines in the circles, that's  
 10 where every team went. And most of those lines  
 11 have four and five people with them, so that at  
 12 least we know exactly what we got done.  
 13  
 14 And the circle in the middle is that 300 metres,  
 15 600 metres on out to 1200 metres. But it lets  
 16 the person that's doing the search know. At  
 17 least they know where we're after being.  
 18 MR. BUDDEN:  
 19 Q. And this search is done in November 2020. Almost  
 20 exactly ten years after the Peddle search.  
 21  
 22 And this technique, it's available now, but  
 23 wasn't available in 2010? Do I understand that  
 24 correctly?

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1 MR. BLACKMORE:  
 2 A. Yes. Every single team in the province has this  
 3 technology.  
 4 MR. BUDDEN:  
 5 Q. Okay. Thank you, Mr. Blackmore.  
 6  
 7 Those are all the questions I have with respect  
 8 to the Cody Peddle search. If other lawyers have  
 9 any questions, folks, they will now direct those  
 10 questions at you. Or the Commissioner may.  
 11  
 12 Mr. Ralph?  
 13 RALPH, Q.C.:  
 14 Q. Thank you. That's a very interesting search  
 15 operation to hear about. And I guess it's one of  
 16 these operations that makes the whole thing  
 17 worthwhile. All those hours of training and  
 18 sacrificing your personal time to become good  
 19 search and rescue people.  
 20  
 21 I just want to go back to the beginning of the  
 22 search. Because as I understand, I think,  
 23 Mr. Street, you were called the search manager;  
 24 is that right?

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1 MR. STREET:  
 2 A. Yes. I was actually called the search manager at  
 3 that one. I was the one who was contacted by  
 4 Sergeant Nabogan that we had a missing child.  
 5  
 6 So at the time, I'm coordinator of the team. And  
 7 when we showed up, I was actually the first one  
 8 that showed up. So I took command of the search.  
 9 RALPH, Q.C.:  
 10 Q. So at that point, does the command post -- I  
 11 guess the old school bus would have been on  
 12 scene; is that correct?  
 13 MR. STREET:  
 14 A. Yes. Well, we quick deploy first. Find out what  
 15 the situation is. What we may need. And then we  
 16 decide what equipment we're going to bring with  
 17 it. We knew at the time it was going to be a  
 18 long search, so we did bring our command centre  
 19 to the scene, right?  
 20  
 21 If it was a fast search that we thought we could  
 22 get over, or we're going be back in the country  
 23 where the command centre can't get there, we  
 24 would not have deployed it, right?

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1 RALPH, Q.C.:  
 2 Q. And I guess, so when you arrived there and, I  
 3 guess, you are in command of the search. So do  
 4 you determine who has what role? Because I  
 5 understand, I guess, would an RNC officer be with  
 6 you, as well?  
 7 MR. STREET:  
 8 A. Yes, he would be.  
 9 RALPH, Q.C.:  
 10 Q. At the command post?  
 11 MR. STREET:  
 12 A. Yeah.  
 13 RALPH, Q.C.:  
 14 Q. So would that have been Officer Ogden? Would he  
 15 have been at the command post?  
 16 A. Yes, he would. Yeah.  
 17 RALPH, Q.C.:  
 18 Q. And would he be considered sort of incident  
 19 commander; is that correct?  
 20 MR. STREET:  
 21 A. He's considered incident commander. I'm the  
 22 search manager at the time. So I'm running,  
 23 calling who has what role and what. And who's  
 24 there and how to set up teams. And how many

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1 teams I wanted and what direction and everything.  
 2  
 3 But the RNC or the RCMP, because we're probably  
 4 the only team on the island that deals with two  
 5 police departments.  
 6 RALPH, Q.C.:  
 7 Q. Right.  
 8 MR. STREET:  
 9 A. So they actually make the last call onto it.  
 10 MR. RALPH, Q.C.:  
 11 Q. Right. So they make the last call. What do you  
 12 mean by that?  
 13 MR. STREET:  
 14 A. Like I said, if we need other teams or if we need  
 15 a helicopter or anything like that there, I got  
 16 to --  
 17 RALPH, Q.C.:  
 18 Q. You got to go through the police officers to get  
 19 that.  
 20 MR. STREET:  
 21 A. Go to the police officers and their agencies,  
 22 right?  
 23 RALPH, Q.C.:  
 24 Q. Right.

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1 MR. STREET:  
 2 A. And so actually, when we're on a search, we work  
 3 together to actually determine if this is the  
 4 right thing and someone else might be determined.  
 5 RALPH, Q.C.:  
 6 Q. Right. So as you're assigning roles and, I  
 7 guess, creating teams and creating team leaders,  
 8 is that information recorded?  
 9 MR. STREET:  
 10 A. Yes.  
 11 RALPH, Q.C.:  
 12 Q. So there are documents out there that would  
 13 record all this information? For example, would  
 14 there be a document in there saying: search  
 15 manager, Shawn Street; note-taker, Christine  
 16 Doucet? Is that how the document would look  
 17 like?  
 18 MR. STREET:  
 19 A. It would now. At that time, back then, we  
 20 wouldn't so much -- like, whoever showed up at  
 21 the time, where the team is a lot smaller,  
 22 everyone knew what role who was going to take,  
 23 right?  
 24

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1 So we knew Christine was going to do the  
 2 note-taking on our team. They knew I was going  
 3 to run the search, right? And we knew who our  
 4 team leaders were going to be because, at that  
 5 time, our team was a lot smaller, and everyone  
 6 was familiar with everyone else, so we actually  
 7 knew.  
 8  
 9 Today, where our team is so much bigger, right,  
 10 we actually get on scene, and Christine or  
 11 whoever is taking notes at the time would  
 12 actually sit down, okay, and they would have the  
 13 sheet in front of them and actually document  
 14 who's this. What role each individual person is  
 15 playing. Who's going to be team leader. Who is  
 16 going to be on that team, right?  
 17  
 18 And my job now is, like, the search manager, say,  
 19 looking at the maps and the mapping program and  
 20 say, okay. I need five teams of this many  
 21 people. Go find them for me. And now I'm gone  
 22 off on some other thing. How am I going to plan  
 23 the search? And someone else has gone. Or  
 24 Christine, usually, or whatever is gone to get

## Page 59

1 the five teams ready for me and make sure they're  
 2 all equipped and safe to go in the woods.  
 3 Because the big thing that we do now is all  
 4 safety, right?  
 5 RALPH, Q.C.:  
 6 Q. So you arrive at the scene. And at that point, I  
 7 guess you find the situation before you. And  
 8 then so how do you decide how the search would  
 9 have been conducted?  
 10  
 11 Who makes that decision? Would that be the  
 12 search manager decision, or is that done in  
 13 consultation with the RNC? How does that happen?  
 14 MR. STREET:  
 15 A. Well, it's done in consultation with the RNC, but  
 16 usually, when we get on the scene, where they  
 17 look at us as the ones that do the training, and  
 18 they know what we're doing, so they actually turn  
 19 it over to us and we decide, this is the way  
 20 we're going to run this search. This is how many  
 21 teams. This is where I'm going to put them.  
 22  
 23 And then the officer in charge will actually come  
 24 over and look at it. And if he agrees with it

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1 he'll say, yeah, okay. Whatever you agree with.  
 2 Or you'll say, ah, what about this up here? And  
 3 then we'll throw some more ideas back and forth  
 4 at each other, right?  
 5  
 6 So we work in close contact with each other.  
 7 But, I mean, it seems to work out well, right?  
 8 You know, that way.  
 9 RALPH, Q.C.:  
 10 Q. Okay. So I think now you're --  
 11 THE CLERK:  
 12 Your mic is not on.  
 13 RALPH, Q.C.:  
 14 Q. So I think now you're indicating that the  
 15 documenting is a bit different. Is there sort of  
 16 forms now that you fill? I guess, Christine,  
 17 you... (Technical difficulties).  
 18 MS. DOUCET:  
 19 A. Yes. Right now, for the most part, we continue  
 20 to use this, the paper documentation. Like you  
 21 said, learned a lot more about how to do the  
 22 documentation so that it provides a  
 23 better...compared to the Peddle search.  
 24

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1 So a lot of things that you indicated, yes, who  
 2 was at command, who was doing the --  
 3 RALPH, Q.C.:  
 4 Q. Are there forms now, or I understand there's an  
 5 application out there now, I guess, that's being  
 6 developed?  
 7 MS. DOUCET:  
 8 A. There are forms in the Emwerx program that  
 9 Mr. Blackmore probably spoke about or has  
 10 exhibits, that -- I've tried to use the forms  
 11 and, perhaps, with some additional training on  
 12 the form usage themselves, but have found that  
 13 the way when we were taught -- we had someone who  
 14 went out, who's no longer with the team anymore,  
 15 who did the training in Emwerx for the search  
 16 summaries. And what we found was when we were  
 17 trying to enter it, flipping back and forth on  
 18 the computer, between the forms that has major  
 19 incidents and then equipment deployed and I  
 20 didn't have time.  
 21 RALPH, Q.C.:  
 22 Q. Okay. It's cumbersome.  
 23 MS. DOUCET:  
 24 A. It was much easier just to document things as it

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1 happened. All the information is there in the  
 2 one. And I'm not bad with a word processor. But  
 3 I also have found that I've tried doing it on the  
 4 computer when things are flying back and forth,  
 5 and radio Team 1 is coming back, and Command has  
 6 to answer.  
 7  
 8 And I'm just taking notes. I'm not even doing  
 9 the radios. But he's talking to the police over  
 10 here, and other stuff is happening over here.  
 11 And I cannot keep up. But I can write it all  
 12 down.  
 13 RALPH, Q.C.:  
 14 Q. Right. Oh, fair enough. Okay. So, Mr. Street,  
 15 you arrive, and you go, okay. It's a  
 16 six-year-old child, and you figure out you're in  
 17 this sort of environment, which is a little bit  
 18 urban, I guess, also, but there's quite a bit of  
 19 forested area.  
 20  
 21 And so what process do you go through to try and  
 22 figure out exactly what kind of search you want  
 23 to deploy?  
 24

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1 MR. STREET:  
 2 A. I'm guessing it's hard to really explain what  
 3 kind of search you want to deploy because you got  
 4 to pull out your maps. Look at the area. Look  
 5 at the detail. Look at the terrain. And then  
 6 you go through your Lost Person Behaviour. How  
 7 far could a young child travel at this distance,  
 8 if they're walking? And how far would they  
 9 actually travel over this amount of time?  
 10  
 11 So we put all that together and look at where can  
 12 he travel, when it comes to the map. Where can  
 13 he travel? What trails are available? Because  
 14 the trails are places that are easier to walk.  
 15 So a child will probably follow a trail more than  
 16 he would try to walk through hard brush, if he  
 17 can find one.  
 18  
 19 So we take all that and account from our  
 20 experience and look at it and say, okay. Where  
 21 am I going to put my teams? So if there's a  
 22 cliff here, he's not going to go up a cliff. If  
 23 there's a pond here, he's not going to swim  
 24 across the pond. A six-year-old.

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1 So first of all, we look at what places that we  
 2 can cover off that are going to get somebody hurt  
 3 quick. So if there's water there, we had the  
 4 Cape Fox come in and do the shorelines and we  
 5 actually had members there, too, civilian members  
 6 that was there at the time, actually down there.  
 7 They were going back and forth. Sorry.  
 8 Spontaneous volunteers, I should say.  
 9  
 10 They were actually going back and forth on the  
 11 waterfront down there, checking the shoreline,  
 12 because a young child near water is not good. So  
 13 we look at the places that can do most harm  
 14 quick, and we cover off them first.  
 15  
 16 And then we get into more of a detailed search  
 17 of, okay. Let's get the trails done and the  
 18 places that he's going to find it easier to walk,  
 19 before we get into the heavy, thick brush.  
 20 RALPH, Q.C.:  
 21 Q. So your hasty searches would have been to the  
 22 places that are sort of most dangerous?  
 23 MR. STREET:  
 24 A. Most dangerous and the trails, too, if we had



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1 enough people to do it. But, I mean, the most  
2 dangerous places we cover off first. We got a --  
3 RALPH, Q.C.:

4 Q. And, again, as search manager, you would be  
5 deploying those people to do those hasty  
6 searches; is that right?

7 MR. STREET:

8 A. Yes.

9 RALPH, Q.C.:

10 Q. And then is that information recorded, regarding  
11 hasty searches?

12 MR. STREET:

13 A. Yes. It would be more now than we did before,  
14 right?

15 RALPH, Q.C.:

16 Q. But at that point, would that be something you'd  
17 be taking note of during the search?

18 MR. STREET:

19 A. Yes. Yeah.

20 MS. DOUCET:

21 A. Yes. I mean, in this Search Summary, I don't  
22 specifically say, oh, Hasty Search Team 1. But  
23 the Team 1s that were deployed to the trails,  
24 right off the bat, those were our hasty search

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1 teams. And that was based on the information  
2 that we had on his point last seen and direction  
3 of travel.

4

5 So search manager is getting that information  
6 from the police, from the family. And what's  
7 happening is, in his head, which nobody wants to  
8 go there, but it spins like this when he's on a  
9 search. And basically, he's going, okay. I need  
10 teams out here. I need teams out here. I want  
11 ones going that way along the trail. Who knows  
12 those trails? Get them out there.

13

14 So those would be the hasty teams that are going  
15 there. Then based on any other information that  
16 we get on the places that, okay, this is a spot  
17 where he could get, where he could get into a lot  
18 of trouble quick if he was headed in this  
19 direction. We're going to send teams out in that  
20 direction to check those locations.

21

22 So those are the hasty teams that are, like,  
23 where can we go? The idea is, let's find him  
24 real quick. So those are the most likely areas.

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1 The high probability areas where he's most likely  
2 to be based on the lost person statistics, based  
3 on his point last seen, based on his direction of  
4 travel, and any other evidence that has been  
5 brought to the search manager's attention.

6

7 In the notes, like I said now, we don't specify  
8 hasty team because we know they're the hasty  
9 team. So it's sort of as we're writing it, it's  
10 Team 1. They deploy that way.

11

12 And then after, okay, we've had no success on  
13 those places that we think are the highest  
14 probability. Now we're going to have to start  
15 searching. That's where you move to the line  
16 abreast search, grid search patterns, that are  
17 much more methodical. Much slower. But the idea  
18 is if he's there, we're going to find him.

19 RALPH, Q.C.:

20 Q. So I guess it's really important to record where  
21 everyone's gone in terms of the searches. And  
22 you need that information to come back, I guess,  
23 to the manager, as well.

24

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1 I guess when it's done, they come back, and  
2 they'll come back and tell the manager what they  
3 did and where they were and what they saw; is  
4 that ...?

5 MR. STREET:

6 A. Yes. Like, every team that comes back in at that  
7 particular time, they come back, and they give up  
8 their little report on what they've done and what  
9 they did at the time, right?

10

11 And they showed, like, at -- we never had the  
12 tracking or anything on the map or GPSs,  
13 actually. So they come back, and we sit down  
14 with the search team leader, and he would  
15 actually show us on the map where he went and  
16 what he searched so we could actually clear off  
17 that area, right.

18

19 And then we would actually have -- by that time,  
20 we would have a -- if he didn't find nothing,  
21 we'd actually have another area ready for that  
22 team to go into. So when he come back, and he'd  
23 give his little debriefing, then he'd go back out  
24 in their area or in another task that we wanted

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1 that team to do.  
 2 RALPH, Q.C.:  
 3 Q. So could you have sort of hasty searches  
 4 happening at the same time you could be doing  
 5 line abreast somewhere else?  
 6 MR. STREET:  
 7 A. Yes.  
 8 RALPH, Q.C.:  
 9 Q. These things happen simultaneously?  
 10 MR. STREET:  
 11 A. Yeah.  
 12 RALPH, Q.C.:  
 13 Q. It's not hasty searches and then another type of  
 14 methodical search?  
 15 MR. STREET:  
 16 A. Well, depends on how many volunteers that we have  
 17 at the time, right?  
 18 RALPH, Q.C.:  
 19 Q. Right.  
 20 A. If we just got ten people and we got three  
 21 trails, and we want hasty searches, we do the  
 22 hasty searches first, right?  
 23 UNIDENTIFIED MALE SPEAKER:  
 24 A. Yeah. I just wanted to elaborate on the thing

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1 that a hasty search team does, because that's a  
 2 role that I very frequently fill with the team as  
 3 a hasty search team leader.  
 4  
 5 Of course, when somebody's missing, there's only  
 6 one individual who is missing, but there's a  
 7 thousand footprints. There's other clues and  
 8 stuff like that, right, that may then direct the  
 9 search the rest of the way.  
 10  
 11 So that's one of the main reasons why the hasty  
 12 teams get out there and cover ground that they  
 13 can cover very quickly on trails, high  
 14 probability areas and stuff, to collect more  
 15 information so we better know how to deploy our  
 16 resources from there.  
 17  
 18 Had we found his shoe in the mud on the side of a  
 19 trail, that would have directed our line abreast  
 20 teams to go in the woods in that direction  
 21 instead.  
 22  
 23 Now, I wasn't on that particular search, but I  
 24 would have to think that the hasty team, when

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1 searching these trails, would have been coming up  
 2 with tons of spontaneous volunteer footprints,  
 3 potentially covering up his footprints and not  
 4 able to find that evidence and clues that they  
 5 were looking for, which then would have turned us  
 6 and led us to - we need to do this a different  
 7 way. Turn it to a line abreast, and get really  
 8 in there with a fine-tooth comb, so to say.  
 9 RALPH, Q.C.:  
 10 Q. So there must be a fair amount of documentation  
 11 then after the search is concluded? I mean, can  
 12 you give a sense of, for example, like, this  
 13 search, how many pages of notes you would have  
 14 taken?  
 15 MS. DOUCET:  
 16 A. Well, this search, it wasn't actually a horribly  
 17 long search. So I don't know. There was  
 18 probably in the notes that myself and the others  
 19 had taken, there was probably maybe six, eight  
 20 pages of handwritten notes, which turns into  
 21 this.  
 22  
 23 We've had some searches that have gone four, six,  
 24 seven days long, which have a tendency to have

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1 many more pages.  
 2 RALPH, Q.C.:  
 3 Q. So if I looked at those pages that you did at the  
 4 time, sort of search manager, would I see the  
 5 roles and the team leaders' names and where the  
 6 searches were conducted and the line abreast sort  
 7 of determination?  
 8 MS. DOUCET:  
 9 A. Now, you would.  
 10 RALPH, Q.C.:  
 11 Q. Okay. And what happens with those documents? Do  
 12 you keep those?  
 13 MS. DOUCET:  
 14 A. Yeah. Usually in our system we have a file where  
 15 our secretary takes the notes that were taken,  
 16 the search summary and the expense claim, and  
 17 there's a copy. So it goes into a file at our  
 18 headquarter's building.  
 19 RALPH, Q.C.:  
 20 Q. Okay.  
 21 MS. DOUCET:  
 22 A. And then we mostly have me that does up the  
 23 search summaries. So I have those all digitally.  
 24

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1 RALPH, Q.C.:

2 Q. So the search summary is what you eventually give

3 to the police; is that right?

4 MS. DOUCET:

5 A. Yes.

6 RALPH, Q.C.:

7 Q. But not the documentation that you did at the

8 time?

9 MS. DOUCET:

10 A. No.

11 RALPH, Q.C.:

12 Q. Exhibit 178, there's a map there with a grid on

13 it. Grid pattern. And so I'm just curious, how

14 is that map generated? How is the grid pattern

15 generated?

16 MS. DOUCET:

17 A. That map, I believe, was generated either by the

18 helicopter as he flew the pattern, or it was

19 generated by a member who had his GPS on while

20 they were flying the search pattern.

21 RALPH, Q.C.:

22 Q. Right.

23 MS. DOUCET:

24 A. So the helicopters have the ability to do the

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1 tracking. Can download it. But I think that

2 one, our search member had his GPS on and

3 following the search.

4 RALPH, Q.C.:

5 Q. Right. And so that pattern, who would have

6 determined that pattern and where the helicopter

7 would go? Would that, again, be the search

8 manager? How does that happen?

9

10 So I understand there was the Cormorant

11 helicopter first. Universal helicopter second?

12 MR. STREET:

13 A. Yes. Yes. And this one was done by Universal

14 helicopter with one of our members and Deer

15 Lake's member and the RNC member in this here,

16 right?

17

18 So how we determine this one here, we look at our

19 maps, and we look at high-probability areas, and

20 we look at places that are hard to get to and

21 something that a helicopter would cover quick.

22 And so we determine what area we want them to

23 search.

24

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1 And so a lot of these pilots are familiar with

2 the Ground SAR and running search patterns. So

3 they actually determine they will run one search

4 pattern on one side of this here, then they came

5 back and ran this search pattern.

6

7 The pilot flies the search pattern. And then the

8 other members that's there in the helicopter

9 actually are spotters looking for the lost

10 person, right?

11 RALPH, Q.C.:

12 Q. Right. So I guess in this instance, let me see

13 if I understand this correctly. Perhaps, you

14 would have determined, as search manager, that

15 air support was required. But you would have to

16 go through, I guess, the RNC officer, and he

17 would then, I guess, be responsible for trying to

18 get air support. Whether it's from the JRCC or

19 Universal. Is that your understanding?

20 MR. STREET:

21 A. Yes.

22 RALPH, Q.C.:

23 Q. And that's how it happened in this instance?

24

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1 MR. STREET:

2 A. Yeah. We determined early, like at daybreak, the

3 terrain was rough. There was a lot of members

4 that was out there in the woods that -- a lot of

5 the evidence that was really not there when we

6 got there because there was footprints and

7 everything was all destroyed from so many people

8 going in the woods.

9

10 So we said, like, our best support on this here,

11 we're not finding nothing during the night. We

12 should have the helicopter early here the next

13 morning. The weather is going to be good. And,

14 so it gives us more eyes in the air and another

15 tool that can actually cover our area quicker

16 than we could, right?

17 RALPH, Q.C.:

18 Q. So would you have had a conversation, sort of,

19 with the Cormorant pilot or the JRCC directly?

20 Can you recall that that evening?

21 MR. STREET:

22 A. No, we would not. No.

23 RALPH, Q.C.:

24 Q. And so any sense of who would have directed the

## Page 77

1 Cormorant helicopter pilot where they should have  
2 flown that evening?  
3 MR. STREET:  
4 A. No. They knew the area that it was. And so they  
5 just came and done probably their grid pattern of  
6 that whole area, right?  
7 RALPH, Q.C.:  
8 Q. Right.  
9 MR. STREET:  
10 A. At that time, we had no communication from --  
11 RALPH, Q.C.:  
12 Q. But I would have thought they would have spoken  
13 to someone. Perhaps, the information they  
14 gathered from the RNC officer?  
15 MR. STREET:  
16 A. Yes. He probably made the initial call to them  
17 and let them know where the area was and gave  
18 them GPS coordinates. So they come and then they  
19 ran their grid pattern of the whole area, right?  
20 RALPH, Q.C.:  
21 Q. Right. And so the next morning, Universal is now  
22 flying?  
23 MR. STREET:  
24 A. Yes.

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1 RALPH, Q.C.:  
2 Q. And did you have direct contact with the  
3 Universal pilot; can you recall?  
4 MR. STREET:  
5 A. Yes. We had contact with them. And because they  
6 had to land and put our members in with them,  
7 right?  
8 RALPH, Q.C.:  
9 Q. Okay.  
10 MR. STREET:  
11 A. And then Damian, which was on our team, knew what  
12 areas that we wanted to search. So when he got  
13 in the helicopter, he informed the pilot, okay?  
14 On our map, this is the high-probability area  
15 that we would like to search with the helicopter.  
16 RALPH, Q.C.:  
17 Q. And was that your decision, this is where I want  
18 the helicopter to search?  
19 MR. STREET:  
20 A. That's right.  
21 RALPH, Q.C.:  
22 Q. Would that have been the search manager's  
23 decision?  
24

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1 MR. STREET:  
2 A. Yes, it would have been. Yes.  
3 RALPH, Q.C.:  
4 Q. Okay. So you didn't directly communicate with  
5 the pilot, but you had someone from your team --  
6 MR. STREET:  
7 A. No. I directly communicated with our team  
8 member, who directly, when he was in the  
9 helicopter, directed the pilot on which they  
10 wanted to search.  
11 RALPH, Q.C.:  
12 Q. Thank you. Those are my questions.  
13 MR. BUDDEN:  
14 Ms. Bedford?  
15 MS. BEDFORD:  
16 I have no questions. Thank you.  
17 MR. BUDDEN:  
18 Mr. Williams?  
19 WILLIAMS, Q.C.:  
20 I have no questions. I'd just like to -- I guess  
21 the first comment I have is to thank you for all  
22 your efforts. And as you probably already know,  
23 we've been in Makkovik, and we've been here for a  
24 couple of days.

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1 Unfortunately, the nature of the job we're doing  
2 here, we get to hear some tragic stories. And  
3 it's refreshing to hear the enthusiasm that your  
4 team has, especially people with experience of  
5 anywhere from a couple of months to 20-odd years.  
6 And the enthusiasm that you still express in  
7 being able go out, and in this case, have a happy  
8 ending to a story.  
9  
10 So I do have some issues with recruitment, but I  
11 don't want to steal Mr. Budden's thunder. I  
12 think you're going to be leading into that. So I  
13 might follow up with some issues. But thank you.  
14 MR. BUDDEN:  
15 You'll have your chance. (Technical  
16 difficulties) Thank you. And we'll move on to  
17 the next topic. There's another member of your  
18 team who is due to arrive around 10:30. She may  
19 be waiting outside.  
20 COMMISSIONER IGLOLIORTE:  
21 I've got a couple of questions.  
22 MR. BUDDEN:  
23 Oh, you do, do you? Okay. Sure.  
24

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1 COMMISSIONER IGLOLIORTE:

2 Q. Well, first of all, thank you very much. I do  
3 want to echo Mr. Williams' comments and  
4 congratulations to you. And every person here  
5 certainly recognizes your enthusiasm, your  
6 professionalism, your sense of duty, coolness  
7 under stress. And your engagement in what you do  
8 is really inspirational.

9  
10 So, Harry, what do you think of your B-O-I-S-A-R  
11 team ten years ago? How is that baby doing for  
12 you?

13 MR. BLACKMORE:

14 A. The team has been very active throughout the  
15 years. They're just as efficient in searching  
16 techniques now as they were then. It's just now  
17 that all with the new standards and the new  
18 protocols, every team has tightened up. But I'd  
19 stack them up with any other team that's in the  
20 province. And in my opinion, there's no one out  
21 there any better or any less.

22 COMMISSIONER IGLOLIORTE:

23 Q. Spoken like a true father. You're proud of all  
24 your 24, 25 children, obviously.

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1 The first question I have is how does the command  
2 machine you had or centre you had from ten years  
3 ago compare to what it's like today? Maybe  
4 Christine or Shawn?

5 MR. STREET:

6 A. Our command centre that we had ten years ago was  
7 a little bit rougher looking than the one we got  
8 now. Right now, we got a 34-foot factory-done  
9 command centre that is really equipped with all  
10 the modern technology.

11  
12 Back then, we had a school bus that we actually  
13 converted over into a command centre. Now, that  
14 had what we needed into it at the time. I must  
15 say, it had all the comforts of home. But it was  
16 an old machine, and it was an old school bus.  
17 But that's all we could afford and get at the  
18 time. And it took a lot of time and hours to  
19 convert it over into a command centre. And it  
20 was an old school bus. So if you went out and  
21 turned the key and it didn't start, you never had  
22 a command centre.

23  
24 So, I mean, there was more than one night that I

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1 ran a command centre, ran a search out of the  
2 front part of a truck. So I mean, well, when  
3 you're trying to take notes and listen to radios  
4 and everything like this here... Sometimes we  
5 went on search with that one for eight days.

6  
7 On a search, the better and the more equipment  
8 you got and the better equipment you got and the  
9 more comfortable equipment you got, it makes it a  
10 lot easier when you're coming to members that  
11 just needs a place just to sit down and recharge  
12 before they go out in the woods again, right?

13  
14 So the equipment, it was hard to come back over  
15 the years, but we pick away at it slowly with the  
16 fundraising. And slowly upgrade our equipment  
17 until we get something that's suitable for our  
18 needs.

19 COMMISSIONER IGLOLIORTE:

20 Q. I'd like to ask one of you, Shawn or Christine,  
21 to come up to the map. Show us where the little  
22 child was eventually found. And also, comment on  
23 what you learned about a child with hearing  
24 issues and how you applied that when you do any

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1 subsequent searches.

2 MS. DOUCET:

3 A. While Shawn goes and points to the location where  
4 he was found, I can just say that a lot of the  
5 information we had at the beginning of the  
6 search, for a six-year-old child with hearing  
7 difficulties, it might have been very similar.

8  
9 We had the training in Lost Person Behaviour. We  
10 had the statistics on where the likelihood a  
11 six-year-old child would be.

12  
13 Now, Cody was found outside the radius. He went  
14 further than would have been predicted for a  
15 six-year-old child. He was over a kilometre, 1.2  
16 kilometres, from the point last seen from near  
17 his home.

18  
19 One of the things was that if we had been  
20 searching for a six-year-old who we could have  
21 expected to respond to us, because they could  
22 hear and they were likely to, we might have done  
23 more in terms of whistle blasts and those types  
24 of things.

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1 With children that young, the statistics often  
 2 say that they may not respond because it's  
 3 stranger danger, right?  
 4  
 5 Oftentimes, too, with children in that age  
 6 category, they're scared because they know they  
 7 might get in trouble when they're found because  
 8 they've been missing.  
 9  
 10 So sometimes they hide, as well. So those were  
 11 things we were aware of on searching for Cody.  
 12 And that's part of the reason the search tactics  
 13 that we use for a child are used, because they're  
 14 based on those things. That the child may be  
 15 wary of strangers. That they may hide because  
 16 they're afraid they're going to be in trouble.  
 17  
 18 And so it's an active search. That grid search  
 19 pattern is, okay, we're going to assume the child  
 20 is not going to respond when we call them and  
 21 that they may even be hiding from us.  
 22 RALPH, Q.C.:  
 23 Commissioner, I got one question about that.  
 24

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1 COMMISSIONER IGLOLIORTE:  
 2 Yeah. Go ahead.  
 3 RALPH, Q.C.:  
 4 Q. So in terms of that, that's interesting. So the  
 5 child is outside where you'd expect them, based  
 6 on the science of lost behaviour.  
 7  
 8 So that information or that data, is that  
 9 collected by anyone? Do you know if that data  
 10 basically becomes part of the data on lost  
 11 behaviour?  
 12 MS. DOUCET:  
 13 A. I don't know if the gentleman, John Syrotuck, who  
 14 compiled all of this Lost Person Behaviour --  
 15 RALPH, Q.C.:  
 16 Q. Maybe Harry can...  
 17 MR. BLACKMORE:  
 18 A. Yeah. Both myself and Richard are involved with  
 19 it. Lost data is being collected all over the  
 20 country. And right now, there's a big thing on  
 21 the go out of Saskatchewan who are updating a  
 22 lost person behaviour.  
 23  
 24 But most of it is all being done between the

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1 United States and Canada together. So different  
 2 authors that have done this stuff, that are  
 3 doctors in their degrees, in which way patterns  
 4 go.  
 5  
 6 So it is updated. Not every search is  
 7 calculated. But overall, there is more data.  
 8 And matter of fact, there's a new Lost Person  
 9 Behaviour book supposedly on the market this  
 10 year. Most up-to-date.  
 11 RALPH, Q.C.:  
 12 Q. So in terms of the data in the province, there  
 13 isn't sort of one collection place? I guess you  
 14 would be, perhaps, the --  
 15 MR. BLACKMORE:  
 16 A. Well, just last month, I spent four hours on the  
 17 phone with the people in Saskatchewan, CANOPS,  
 18 which had a grant to do this. And gave them  
 19 everything that we had from here in Newfoundland.  
 20 Because I can look at it on the Emwerx system. I  
 21 see it. I've talked to the teams. I know what  
 22 it is. So we pass it on to the best we can.  
 23 RALPH, Q.C.:  
 24 Q. Right. And so I guess that'll get easier to

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1 collect and distribute if everyone's using the --  
 2 MR. BLACKMORE:  
 3 A. Well, then it goes to different people.  
 4 RALPH, Q.C.:  
 5 Q. As long as people start using the Emwerx system  
 6 more, I guess that'll be a much easier process.  
 7 MR. BLACKMORE:  
 8 A. Well, it makes it easier for sure. But then  
 9 it'll go to Dr. Kasner (phonetic) in the States,  
 10 and he'll compile it again.  
 11  
 12 Now, they're trying to do a full Canadian book,  
 13 and Richard might have more information on that.  
 14 I'm not sure.  
 15 MR. SMITH:  
 16 A. Richard Smith. Commissioner, presently working  
 17 with Dr. Ed Cornell and Dr. Don Heth, University  
 18 of Alberta Psychologists, we started the  
 19 gathering of lost person behaviour data back in  
 20 1996, 1997. And continue to do so today.  
 21  
 22 I also work with Ken Hill, Saint Mary's  
 23 University in Nova Scotia. And Ken was also  
 24 involved with the original documentation

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1 publication of our data from '98 to '99. We all  
2 put that forward.  
3  
4 So it does continue, Counsellor. But with that  
5 being said, the new program in Saskatchewan will  
6 add the database nationally. Bill Syrotuck, who  
7 was a Canadian, was the first person to actively  
8 document persons into different levels of  
9 categories. From children, to hunters, to  
10 hikers, et cetera.  
11  
12 But we've expanded that now to include mountain  
13 bikers and other specific categories. But we  
14 need to synthesize or correlate it, turn it into  
15 useful data so that it can be used by SAR  
16 managers in the field. And that plan is now  
17 being done.  
18  
19 It's just to get the SAR managers, the RCMP, and  
20 the provincial groups to keep their data, not  
21 destroy it based on destruction dates, and then  
22 turn it in to the National Program, which is now  
23 being run out of Saskatchewan, instead of the  
24 University of Alberta.

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1 RALPH, Q.C.:  
2 Q. So, Mr. Smith, do you have a sense of how well  
3 we're doing in the province in terms of  
4 collecting that data and keeping it and, I guess,  
5 distributing it to those people who want to study  
6 those issues?  
7 MR. SMITH:  
8 A. Yeah. Presently, as Mr. Blackmore advised, the  
9 Emwex system does collect all that data, but  
10 it's also incumbent upon the tasking mandated  
11 agencies to also keep a database for their  
12 purpose. Because the best local data on lost  
13 person behaviour is the data that you want to  
14 use. Not something from elsewhere in the world.  
15  
16 Sometimes the aggregate cases can skew the data.  
17 And so if you have anywhere from 50 to 100 cases  
18 locally, provincially, those are the ones you  
19 want to utilize based on geographic environmental  
20 atmosphere-type conditions. That's ideal data.  
21  
22 So it is incumbent upon these agencies to keep  
23 it. And unfortunately, I'm sure Sergeant  
24 Williams can attest to this, that they are forced

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1 to get rid of their files. They can't keep them  
2 forever. But there is a program out there that  
3 does allow them do that, and it just needs some  
4 funding behind it. For the RCMP as an example,  
5 or RNC, to start keeping all those SAR files.  
6 Work in concert with their provincial partners,  
7 like NSARA, and then you have a good solid  
8 provincial database which would be the best one  
9 out there.  
10 MR. WILLIAMS:  
11 A. Sergeant Williams. So that's correct.  
12 Obviously, we receive some data, but we are also  
13 susceptible to our purge dates, as they relate  
14 nationally. It's a national policy.  
15  
16 I'm sure we'll hear in the next phase of our  
17 inquiry that search and rescue files themselves,  
18 depending on the outcome, do have specific purge  
19 dates and timelines when that data is to be  
20 purged.  
21  
22 So certainly, something to further discuss at the  
23 next section of the inquiry. But they are  
24 susceptible to purge dates.

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1 So that information from an RCMP standpoint, any  
2 documentation we do have, is categorized based  
3 on, I guess, the outcome and the file  
4 classification. And then ultimately, purged  
5 based on an assigned date, unless it's been  
6 flagged.  
7 RALPH, Q.C.:  
8 Q. So I understand you right. So when it's  
9 recorded, it's recorded in a manner which is sort  
10 of consistent with the categories in the science  
11 of lost person behaviour? I'm sorry. Do you  
12 understand what I'm asking you?  
13 MR. WILLIAMS:  
14 A. Yeah. To that question, when we receive the info  
15 it's just hard data that we have, and we retain  
16 on a file. It's not categorized within the RCMP  
17 PROS system. It's just essentially put in a  
18 folder itself on the PROS system, and then when  
19 the purge date arrives, it becomes unavailable  
20 again. It gets destroyed.  
21 RALPH, Q.C.:  
22 Q. So if you got the file -- which you wouldn't  
23 because it's an RNC file. But if you'd gotten  
24 this file looking for Cory, you wouldn't have

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1 recorded it in some sort of six-year-old is lost  
 2 in that fashion?  
 3 A. So yeah. We would like to have their  
 4 documentation, as well as our own, in our PROS  
 5 systems, like you've seen on our reports. But  
 6 the data is not then broken down specifically to  
 7 be categorized on the system.  
 8  
 9 It's just a plot. It's almost like a PDF with  
 10 that information on there.  
 11 MR. BLACKMORE:  
 12 A. (Inaudible) set up something years ago in data  
 13 collecting from both all ground search and rescue  
 14 teams, the Coast Guard, Airforce. Everybody  
 15 together. And it was supposed to be all made up  
 16 so that everybody could dump into the same system  
 17 and the statistics would come out of that.  
 18  
 19 Now, that went on for ten years. It did fall by  
 20 the wayside due to budget cuts. Now, it's  
 21 resurrected again. And it looks like that the  
 22 Canadian Coast Guard right now out of Halifax are  
 23 the ones that are going to be collecting most of  
 24 the data. And they'll end up putting out a paper

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1 on it when it's ready.  
 2 COMMISSIONER IGLOLIORTE:  
 3 Q. All right. Thank you. Yeah, go ahead, Richard.  
 4 We're not ignoring you, Mr. Street. We just went  
 5 to a sideline, and we want to kind of run down  
 6 through that before we finish.  
 7  
 8 Mr. Smith?  
 9 MR. SMITH:  
 10 A. Commissioner, thank you. Richard Smith. So one  
 11 of the important aspects here is statistical  
 12 analysis. And it's not that difficult. So it's  
 13 a great community-based policing initiative  
 14 between, this example, RNC, RCMP, NLSARA. Just  
 15 to keep (inaudible) access database from  
 16 Microsoft would really work well. Because you  
 17 want to know the start point. You want to know  
 18 the point found. The intended destination.  
 19  
 20 And I'll give you an example. Would be, in Nova  
 21 Scotia data, which would apply somewhat here, the  
 22 50 percentile for finding children who are one to  
 23 six years old are 950 metres from point last  
 24 seen.

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1 And so that's going to be pretty close to what  
 2 you have here. But there are always going to be  
 3 outliers, based on path of least resistance. So  
 4 this particular case would end up changing that  
 5 data. And it's just a matter of putting it all  
 6 together time and time again. And it's a great  
 7 study.  
 8  
 9 So for Sergeant Williams, as an example, we would  
 10 love to see you have more funding through the B  
 11 Division SAR coordinator program, NLSARA, to keep  
 12 your local database. Yes. And then use the  
 13 national one after that. And then use  
 14 international data subsequently after that,  
 15 etcetera. Because it does take into account a  
 16 lot of variables because we talk about crow  
 17 flight distances, not the actual distance  
 18 travelled by the subject, who actually may have  
 19 walked two or three times this 950 meters from  
 20 point last seen.  
 21  
 22 And that's been proven by Dr. Ken Hill, Dr. Ed  
 23 Cornell, and Dr. Don Heth, and ourselves, in  
 24 doing studies through the University of Alberta

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1 on the last National NIF Fund Grant through  
 2 Public Safety Canada and National Search and  
 3 Rescue Secretariat.  
 4  
 5 So local is the key and then through the RCMP and  
 6 RNC.  
 7 COMMISSIONER IGLOLIORTE:  
 8 Q. Now, I think we left you wondering where the  
 9 child lives, where he went, where you thought he  
 10 was. Any of those things that you learned from  
 11 that session? (Technical difficulties.)  
 12 MR. STREET:  
 13 A. So he actually lived here down in Georgetown  
 14 Road, here this way. Down here is where he  
 15 lived. You can see this is where the helicopter  
 16 originally landed. So eventually this is where  
 17 they picked up the SAR members and the RNC  
 18 officer here. And they came out. And this is  
 19 the grid pattern that they started to fly.  
 20  
 21 So, first of all, they flew this way. You can  
 22 actually follow it here. And when they finished  
 23 to the end of this one here, they never picked up  
 24 nothing. So now, they started, then came back.



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1 And you can see the loop here when they finished.  
 2 And now they started coming back this way.  
 3  
 4 Now, it's hard to see it here, but if you go down  
 5 to the next picture -- we'll come back to this  
 6 one in a minute. Next picture. It's really  
 7 hilly and mountain here. Like, there's a lot of  
 8 rock, a lot of terrain, a lot of trails, because  
 9 people got quad trails and everything in this  
 10 area. A lot of ponds and everything. So it's  
 11 very wooded. It's very high. It's very steep.  
 12  
 13 Actually, when you go in to look, if you go down  
 14 there physically and look at the mountain that he  
 15 was in behind, you can actually look at it, and  
 16 you stand up, and you go, wow, that's a high  
 17 mountain. So he was actually in around that  
 18 there. And it all had to do with the trails.  
 19  
 20 So if you go back up to the top one again,  
 21 please. So the helicopter ran this grid pattern.  
 22 And actually, then when the helicopter, when they  
 23 came back this way, they never got him on the  
 24 first time because he was on, like, a -- it was

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1 actually like a cutline where someone was cutting  
 2 wood. That's where the trail actually led out  
 3 to. So he was in an old cut area, which was a  
 4 little bit open.  
 5  
 6 So as they came back this way, they picked him up  
 7 there. All they seen was a little red shirt  
 8 curled up around by an old stump is actually what  
 9 they'd seen.  
 10  
 11 So they picked him up here. They could not land  
 12 because there was nowhere for the helicopter to  
 13 land. So this is why you see this one. The  
 14 helicopter come back. Landed here. Dropped them  
 15 off. And you can see the trail from Damian's, I  
 16 guess, GPS that he had on. They had to walk to  
 17 the person.  
 18  
 19 So what the helicopter did was took off again,  
 20 went back here, and hovered above him. Kept his  
 21 eyes on him just in case he wandered away from  
 22 them. Like if he got up because of the noise of  
 23 the helicopter and ended up wandering into the  
 24 woods, they would know what direction that he

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1 went.  
 2  
 3 So the helicopter hovered above him, and they  
 4 walked out until they found him. They made sure  
 5 he was okay. They took off his wet clothes.  
 6 Wrapped him in some warmer jackets that they had.  
 7 Give him some juice box and everything like that  
 8 there.  
 9  
 10 And like I said, they weren't sure of allergies,  
 11 because I think he was allergic to eggs, or  
 12 anything like that there. So they stopped here  
 13 wouldn't give him any food. And then they took  
 14 him and carried him back to the helicopter.  
 15  
 16 So at that time, they got him in the helicopter,  
 17 and he was talking and everything. And like I  
 18 said, all the training that we do when it comes  
 19 to kids and everything like that there. Kids can  
 20 actually be really fine, and then once they start  
 21 to warm up and everything, they can bottom out  
 22 really quick.  
 23  
 24 So all the people down here. The ambulance and

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1 everything was waiting for him. But if you do  
 2 any studies with hypothermia and everything like  
 3 that there, they start to shiver after they start  
 4 to warm up. It's not a good sign because we  
 5 wanted to get him to the hospital quick, just in  
 6 case something did happen.  
 7  
 8 So we made the decision there not to actually  
 9 take him to there because it's a rough road down  
 10 there and everything. Put him in an ambulance,  
 11 jostle him and everything like that there. If  
 12 you do any study with hypothermia, that's not a  
 13 good thing. So we decided to fly him directly  
 14 right to Western Memorial Hospital.  
 15  
 16 So that way he was going to be seen by  
 17 professionals and doctors a lot quicker. So  
 18 that's when we made the decision for him to come  
 19 here.  
 20  
 21 Yeah. So these here got a lot of trails and  
 22 everything. So what he actually done, he was  
 23 actually there playing with another little girl,  
 24 and he'd seen a rabbit. And he chased the rabbit

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1 into the woods. And he picked up on a trail, and  
2 there's where he ended up to.

3  
4 Because at certain ages, you can say, okay, if  
5 I'm a moose hunter and I went this way I'm going  
6 to follow my trail back out. But with younger  
7 kids, they don't realize that. They just keep  
8 walking until, eventually, I'll find a way out.

9  
10 So he just kept walking. And then when he came  
11 to that tree line, like he said, he knew when it  
12 got dark, he had to go to sleep. So that's  
13 really actually what saved him. He curled up  
14 because the temperate went down to, like, four  
15 degrees that night. So he curled up. And when  
16 he laid down when it got dark, he actually made  
17 the ground and everything around him, the moss  
18 and everything that he was laid down in, warm  
19 before the temperature really dropped. So...

20 RALPH, Q.C.:  
21 Q. Any sense of how close your searchers would have  
22 been to him before that point?

23 MR. STREET:

24 A. We had search teams in here that night that

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1 actually turned around and came back in. We  
2 were, at one point, about 120 metres from him  
3 that night, right?

4 RALPH, Q.C.:

5 Q. And, I guess, so based on your science of lost  
6 behaviour, you kind of assumed that he wouldn't  
7 have gone any further in that direction; is that  
8 correct?

9 MR. STREET:

10 A. Yes. Well, yeah. Yeah. Well, kind of that way.  
11 And the terrain was really difficult, too.  
12 Christine was actually on that team that went in  
13 there, so she probably would know about what the  
14 area was like at the time, right?

15 MS. DOUCET:

16 A. Yeah. We had continued along sort of a trail.  
17 And it grew in really extensively, and it started  
18 to go up. And so we searched for him that way.  
19 And it was like, okay, unlikely that he would  
20 have gone further than this.

21  
22 We were sort of at the edge of the search, the  
23 likely search area. And the terrain got very  
24 steep. So it was like, okay. No. There are

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1 other areas. We'll stop here for now. We turned  
2 around at that point and said, okay. We're going  
3 to redeploy to other more high probability areas.

4 RALPH, Q.C.:

5 So it wasn't distance entirely? It was distance  
6 and other factors?

7 MS. DOUCET:

8 A. And other factors, yeah. If the trail had  
9 continued and the walking had been easy, we  
10 probably would have continued along in that  
11 direction.

12  
13 And I don't think he got there from the same way  
14 we were getting there. So I think that the idea  
15 -- right? When we started to get this, the trail  
16 was growing in. It was almost disappearing. And  
17 like I said, we were coming up on this mountain.  
18 And it's the trail that was going up the side of  
19 the mountain. It was like, okay. Unlikely that  
20 the six-year-old would go this way.

21  
22 Now, at the time, he wandered off. If we had  
23 known, yes, he wandered off, and he was chasing a  
24 rabbit to get for supper, it was like, okay.

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1 Well, that's why he went further then. Because  
2 he had a purpose, right?

3  
4 Whereas, we just thought he wandered off and got  
5 lost in the woods. So you're not likely to climb  
6 the mountain.

7 RALPH, Q.C.:

8 Q. And are you pretty certain about how he got to  
9 where he ended up, in terms of the trail?

10 MS. DOUCET:

11 A. It's hard to know exactly. He went off on one  
12 trail. We can look at where the trails were, but  
13 he was six. A six-year-old is much lower to what  
14 they see on the ground. It's something that you  
15 have to take into account when you're searching,  
16 is that they're seeing it from a whole different  
17 perspective. Not so different for me, but for  
18 most.

19  
20 And but, yeah. So you have to sort of think  
21 about that. But we're not exactly sure. So what  
22 looked like it might have been impassable for an  
23 adult, for a child, it's just, oh, well, there's  
24 just a hole. I'll just crawl through there.

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1  
2 So it is something that we keep in mind when  
3 we're searching because we're trained to think of  
4 those things. But knowing exactly where...  
5 Because he didn't know exactly where he went. He  
6 just knew he ended up where we found him.  
7 COMMISSIONER IGLOLIORTE:  
8 Go ahead, sir.  
9 WILLIAMS, Q.C.:  
10 Q. Yes. A question in terms of searching  
11 methodology or thought plan. Because I noticed  
12 just a couple times in the conversations, like he  
13 had travelled further than you would have  
14 anticipated based on behavioural patterns for a  
15 six-year-old.  
16  
17 And I know Mr. Smith had used the word  
18 "outliers." And we've seen in some of the other  
19 cases exceptional circumstances that lead people  
20 to be beyond where you would normally expect them  
21 to be.  
22  
23 So where I'm leading from, in fact, in the  
24 Makkovik/Winters' case, all evidence led to this

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1 young boy going through open water and that he  
2 couldn't get past. Yet circumstance had it such  
3 that he did.  
4  
5 So I guess my question is, that when you're  
6 deploying your resources, it makes logical sense  
7 to start at the core area where the person was  
8 last seen, and then as one of your exhibits  
9 shows, you go out in a circular fashion and  
10 expand it.  
11  
12 Are any portion of the search resources utilized  
13 at an early stage to take into consideration that  
14 maybe, in this case, like, this little boy went  
15 faster than he could. Maybe in the case of young  
16 Burton Winters, he made it past that open water.  
17 To allow for the possibility of exceptional  
18 circumstances, so that you don't have to wait  
19 until the search pattern expands out to those  
20 areas.  
21  
22 I don't know if that's a fair question to ask,  
23 but I'll throw it out there. It just comes to  
24 mind when I look at some of these circumstances.

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1 MR. STREET:  
2 A. Well, then again, like when we set up an active  
3 search, and we look at our maps and everything,  
4 we look at, yes, that's one possibility. But we  
5 also got to look at the terrain and everything  
6 and where we were told he was going on the  
7 trails.  
8  
9 We had a lot of people that actually ran them  
10 trails a lot farther than what that young kid  
11 could travel, right? And when it comes into the  
12 direction that he was found into, there's really  
13 no access to that area to the trails and  
14 everything to get in behind that area to actually  
15 come back.  
16  
17 But we do run containment searches. We call it a  
18 containment search, where we actually put people  
19 out, the farthest point out, and stop and move  
20 in. There's actually containment searches.  
21  
22 If we got a hiker, we know he's heading five  
23 kilometres in, and we know he can travel a lot of  
24 distance, we can put someone seven kilometres in,

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1 if there's access to that area and actually head  
2 him off before he got that distance, right?  
3  
4 But it depends on the search. It depends on the  
5 person you're looking for. And it mostly depends  
6 on the terrain, right? So I mean, this is  
7 something that you got to sit down with your map  
8 and determine ahead of time if you can actually  
9 do that. Like, some searches, you can. Some  
10 searches, you can't really access it.  
11 MR. SMITH:  
12 A. Richard Smith. Commissioner, there's one thing  
13 to keep in mind, and Mr. Street has certainly  
14 mentioned it here. In planning a search and  
15 rescue mission, for a six-year-old in this  
16 particular case, or a 14-year-old, it's not just  
17 studying lost person behaviour.  
18  
19 Lost person behaviour is only one tool in your  
20 toolbox. The four methods of establishing a  
21 search area for any number of subjects: Number  
22 one, would be theoretically. So theoretically,  
23 how far could somebody walk from the point last  
24 seen going outwards?

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1  
2 And that's based on, you profile the lost/missing  
3 person to really understand how far could they go  
4 based on their weight, their height, how much  
5 experience they have, and what do they have with  
6 them, and how good shape they have. That's one  
7 aspect.

8  
9 The other part is statistical data, which is lost  
10 person behaviour. There are two other methods.  
11 One is subjective. So Mr. Street has clearly  
12 articulated, quite well, that it's also based on  
13 a terrain and topography analysis.

14  
15 In other words, you would think the child would  
16 go up to the base of the cliff or the rocks. And  
17 he probably wouldn't go over top of the mountain,  
18 but he may go up to the base, as an example. So  
19 a search and rescue manager can eliminate vast  
20 portions of the search area based on subjective  
21 considerations, which also takes into account the  
22 SAR manager's experience, their Spidey-sense  
23 intuition and their gut feeling, which they do  
24 get from their experience.

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1 The last method of establishing a search area is  
2 called deductive reasoning. And that's what  
3 police officers do very well, especially in  
4 homicide investigations. So you find the  
5 deceased subject, the homicide victim, and then  
6 you kind of do analytical reasoning or reasoning  
7 backwards as to from the body going back to,  
8 okay, how did the body actually get here?

9  
10 And that's part of the investigation side on why  
11 it's so important for the police and the SAR  
12 managers to work hand in glove to help solve  
13 these problems.

14  
15 Now, to go back to the statistical analysis. If  
16 you think of a linear liner, a linear graph, and  
17 there's 12 cases on there. And the point last  
18 seen is at zero, and then your data may go out to  
19 three kilometres as an example.

20  
21 If you think of the 25 percentile. In other  
22 words, 25 percent of those 12 cases are found  
23 within 670 metres from point last seen, that's  
24 your 25 percentile where that number of cases

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1 have been found.

2  
3 But more often than not, because we're dealing  
4 with small datasets of 50 to 100 quality cases,  
5 you deal with the median distance, which, in  
6 other words, half the cases are found on one  
7 side, half the cases are found on the other side.  
8 And that's at 50 percentile where most  
9 six-year-olds are found 950 metres from point  
10 last seen.

11  
12 But you can go out to the 75 percentile. So you  
13 take in an extra few other cases, and that ends  
14 up being 2650 metres from the point last seen is  
15 that 75 percentile. Then you can go out to the  
16 90 percentile, which is just a little over three  
17 kilometres from the point last seen, as an  
18 example.

19  
20 So with that being said, when you do your  
21 planning, you want to include all four methods to  
22 establish a search area, which I know Mr. Street  
23 and Ms. Doucet have certainly done, and thought  
24 about. And not just limit yourself to that one

**Page 112**

1 percentage.

2  
3 And that is very, very important. So to answer,  
4 Counsellor Williams's question, there's terrain  
5 and topography analysis. So you take this  
6 statistical, and you put it into your  
7 scenario-based analyses to really determine where  
8 do you think the child would go.

9  
10 And as Ms. Doucet said, it's based on the  
11 terrain. So you need to get on your hands and  
12 knees with your teams and look around. Look up  
13 and down and all around and determine where would  
14 a six-year-old go? We would step over a log.  
15 That may end up being a barrier for them. So you  
16 do your scenarios.

17  
18 In this case, the rabbit is an attractor. And  
19 they'll follow that little rabbit until they  
20 actually feel tired. Then they go down, curl up  
21 under a log or a tree, and clearly go to sleep.

22  
23 Kids are very good at survival that way because  
24 they like to build beds, and they're used to

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1 playing and playing hide and seek. Well, we  
2 don't think about that anymore as adults.  
3  
4 So the scenario-based analyses is also very, very  
5 important when you're putting all this together.  
6 RALPH, Q.C.:  
7 Q. So as the search manager and you're doing your  
8 initial sort of analysis in determining what kind  
9 of search you're going to do, do you tell your  
10 leaders, look, I only want you to go 750 metres,  
11 or I only want you to go a metre, or 1.25? How  
12 does that work?  
13  
14 And sort of how do you make that decision about  
15 whether you're going to use 50 percentile or 75th  
16 percentile? How is that decision made?  
17 MR. SMITH:  
18 A. As clearly, it worked very well here. I  
19 mentioned about hasty teams searching. When you  
20 do the planning for initial response - and we go  
21 with an initial response because you're looking  
22 for a live subject until proven otherwise - You  
23 look at the planning based on time. Okay?  
24

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1 And so with that being said, the hasty team is a  
2 fast, systematic response to high-probability  
3 areas using immediate available trained  
4 resources.  
5  
6 And those high-probability areas are identified  
7 by yourself, as a SAR manager, on the map, on the  
8 scenarios, and the terrain and typography  
9 analysis. And also, based on hazards because  
10 maybe that person succumbed to hazardous-type  
11 terrain.  
12  
13 So you identify all those on the map. You do  
14 draw a circle on there based on your time. In  
15 this particular case, the first 24 hours is your  
16 initial response. So you would put several  
17 circles on the map.  
18  
19 And I believe Mr. Blackmore did have a map up  
20 there. Mr. Blackmore had a map up there earlier  
21 showing several circles indicating different  
22 distances from the point last seen. And so those  
23 are identified and put on the map. Just like you  
24 see up there right now, starting with the 25

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1 percentile, the 50 percentile being the yellow  
2 one, and then the outer one being the 90  
3 percentile.  
4  
5 And then you dedicate, based on the four methods  
6 of establishing a search area, and what you want  
7 to cover based on the scenario analysis. And,  
8 again, most SAR managers will come up with five  
9 to ten scenarios as to what they think has  
10 happened to the child.  
11  
12 That includes everything from parental abduction,  
13 to stranger abduction, to wildlife-human  
14 conflict, to a host of other aspects, including  
15 drownings. And most kids, if there's water in  
16 the area, you want to search that first because  
17 it's a hazard, because they may succumb to that  
18 hazard and drown. So those are things you bring  
19 into it.  
20  
21 And then by correlating all this together, there  
22 is your plan and initial response. And you want  
23 to find out and eliminate all the trails in the  
24 area, as well.

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1 So you want to find out where the person is not,  
2 and then you start searching the woods, so to  
3 speak. The forest cover area. And because of  
4 the terrain topography analysis, it's different  
5 in the Arctic, as it would be in the area around  
6 Corner Brook here.  
7  
8 And it's different if the person's on a mountain  
9 bike because we have mountain bike statistics and  
10 we have limited statistics on snow machines  
11 because there's a lot of variables in there, and  
12 the data is not as accurate as we think it should  
13 be.  
14  
15 And, again, it comes into the track, the snow  
16 machine, the person's experience, et cetera, as  
17 to exactly what would happen there. But you can  
18 put all this together. And that's your plan, and  
19 then off you go.  
20  
21 So it's not that you're eliminating certain  
22 areas. You are still looking at it as you go  
23 through. The hasty team's job is to look for  
24 those clues. All the searchers get paid the big

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1 dollars to look for clues.

2

3 And as Mr. Dalrymple said, it's those footfall  
4 impressions. It's every little stone or rock  
5 that's overturned and kicked, etcetera. It could  
6 be a candy bar wrapper that's left behind. It  
7 could be a shoelace. Any number of little  
8 things. And that would also give you a direction  
9 of travel.

10

11 And if you have several footprints in a row, and  
12 in this case, unfortunately, the spontaneous  
13 convergent volunteers destroyed a lot of what  
14 they were looking for, making it very difficult  
15 for them, but they did a great job because they  
16 were using the aircraft as well.

17

18 You're looking at probability of detection value.  
19 So the SAR team gives you a probability of  
20 detection value. In other words, if I had ten  
21 daypacks in a one-kilometre area, how many  
22 daypacks would I find with a hasty team? How  
23 many would I find with a canine? How many would  
24 I find with a helicopter? How many would I find

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1 with a mountain bike team?

2

3 They all give you different -- (technical issues)  
4 -- start getting a direction of travel in what  
5 you're finding. And then you can start  
6 rearranging your strategy and tactics as the  
7 mission evolves, because it's a constant  
8 evolution of information flow and coordination  
9 from the hasty team to the SAR managers.

10

11 Their plan is not cast in stone. They have to  
12 constantly change it, based on the information  
13 they get from the field. And they synthesize it,  
14 correlate it, turn it into useful intelligence,  
15 so you can modify and adapt your strategy and  
16 tactics as the mission unfolds. That's what you  
17 need to do to be successful and not just  
18 concentrate on the lost person behaviour only.

19

20 So I hope I've kind of answered your question  
21 there.

22 RALPH, Q.C.:

23 Q. Basically, because I guess that wouldn't have  
24 that information there in terms of how you kind

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1 of worked out your strategy for the search.

2

3 But it sounds like the documents that you have at  
4 the office would have that information in them;  
5 is that...

6 MR. STREET:

7 A. Sorry. Yes. That's way more detailed than what  
8 we actually put into it. It's just our general  
9 search summary that we turned into the police at  
10 the end of it, right? They don't need all seven  
11 or eight pages of written documents, right? But  
12 that's in our files that we keep.

13

14 Another thing I wanted to mention here, too, on  
15 this one here. If you go back to the grid  
16 pattern that the helicopter flew. You look at  
17 where he was actually found, was roughly 1.2  
18 kilometres away.

19

20 First when we showed up to this search, that time  
21 never evolved. So he was probably a lot closer.  
22 So this is why we determined what area we were  
23 going to search and how far out we were going to  
24 bring out teams. Because he was only missing for

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1 six hours when we showed up.

2

3 Now, when the helicopter flew, you can see how  
4 far the helicopter went out a lot farther,  
5 because now we're into 18 hours. So we knew that  
6 if he was still travelling, he was travelling a  
7 lot farther. So this is why the helicopter  
8 didn't just go 900 metres.

9

10 So as Mr. Smith was saying, it's always evolving.  
11 You always got to have your mind going,  
12 wondering, okay. Now, we're an extra hour into  
13 it. Now, we're an extra two hours. If that was  
14 a missing hunter, okay. How far can he travel?  
15 So your search is always evolving.

16

17 And so first when we got there, it was only a few  
18 hours since he was missing. So we were assuming  
19 that he was fairly close. And this why our hasty  
20 teams were going not so far as they should have  
21 went. And then as the night evolved, we were  
22 sending teams out farther.

23

24 The next morning, we were actually sending teams

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1 out farther still, because we knew a  
 2 six-year-old, if he was still moving because of  
 3 the time, he was going farther and farther,  
 4 right?

5 COMMISSIONER IGLOLIORTE:  
 6 Q. Okay. The last speaker was Shawn Street. So one  
 7 more question for the team about drones. Do you  
 8 use them today? Are they useful? Do they have  
 9 cameras? Has the technology evolved? I just  
 10 want you to tell me about that area.

11 MR. DALRYMPLE:  
 12 A. I can if you want me to? Garry Dalrymple  
 13 speaking there. The only time we have used  
 14 drones with our team -- we don't have a drone  
 15 owned by BOISAR. The only times we have used  
 16 drones have been some of our members do own their  
 17 own just kind of regular, consumer-level drones,  
 18 which are still pretty phenomenal quality  
 19 nowadays.

20  
 21 But we have used, in probably two or maybe three  
 22 occasions, two occasions, we have used individual  
 23 members' drones.  
 24

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1 I guess why we haven't really pushed to have our  
 2 own is that to get a device, a drone, that is of  
 3 extreme quality. Can operate in all conditions.  
 4 Has thermal imaging cameras, high-resolution  
 5 cameras, long battery life and everything, you're  
 6 talking tens of thousands, if not pushing towards  
 7 \$100,000.

8  
 9 While these consumer-level drones may only have a  
 10 regular camera, 20 minutes of flight time, can  
 11 only operate in 20-kilometre-an-hour or less  
 12 winds, they're incredibly affordable, but we do  
 13 already have a number of those on the team and  
 14 available to us.

15  
 16 So we certainly see the value in having a drone  
 17 and have heard stories from Harry's team just  
 18 about how phenomenal they can be used. But  
 19 that's a cost that has just been well outside of  
 20 our ability to fundraise.

21 MR. BLACKMORE:  
 22 A. Commissioner, drones right now, the one that we  
 23 have, we basically got after we looked for an  
 24 autistic child. But we have \$135,000 into it now

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1 ourselves. That has thermal imaging, cameras.  
 2 It has everything that you need. And we can keep  
 3 flying that 24 hours around the clock, because we  
 4 have enough batteries to go with it.

5  
 6 But to tackle something like that for each team?  
 7 Everybody, yeah, you better want to buy some  
 8 peanuts next time you pass by the team.

9 COMMISSIONER IGLOLIORTE:  
 10 Q. You made me lose my train of thought, and I was  
 11 going to ask a very smart question. Now I've  
 12 forgotten it. Let me just go through my notes  
 13 once more. There was one more area. Let me see.

14  
 15 Yes. We've heard from other searchers that you  
 16 must or can keep an account of the amount of time  
 17 that you spend in a year doing volunteer work.  
 18 So I just want a sense from each one of you what  
 19 that number is.

20 MR. STREET:  
 21 A. Well, it's hard to say because where I'm  
 22 coordinator of the team, I spend a lot of time at  
 23 the training, at the team level, at the searches,  
 24 on the phone, and talking to Danny and talking to

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1 Harry and everything.  
 2  
 3 So I mean, in the run of a year, it's thousands  
 4 of hours, I can actually say. Because on our  
 5 team, like, for the volunteer search and rescue  
 6 teams, we can actually apply for that tax credit  
 7 now. So, actually, every member on our team that  
 8 actually does something to do with training or  
 9 anything like that there, it's signed off by  
 10 themselves and the hours they're putting into it.

11  
 12 And we have a lot of members that reach that  
 13 2,000-hour mark very quick. What? Oh, sorry.  
 14 200-hour mark, sorry. I've been up since 9:00  
 15 yesterday morning. I worked last night. Sorry,  
 16 guys. My train of thought could be a little bit  
 17 off here today.

18  
 19 But 200 hours of community service. But I mean,  
 20 it's actually, in the run of a year, with our  
 21 team, the size of it, it's thousands of hours.  
 22 We have got it actually recorded and actually  
 23 documented on our Emwerx system, too. So I mean,  
 24 the actual figures, we can actually give you

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1 every hour, but, I must say, on our team, it's  
 2 thousands of hours in a year.  
 3 MR. BUDDEN:  
 4 Q. Maybe that's something, Christine, if you don't  
 5 have it handy, you can get that to me by e-mail.  
 6 And I'll see that it's put before the Commission  
 7 in subsequent hearings.  
 8 MS. DOUCET:  
 9 A. I can certainly do that. And I just can say,  
 10 because I'm more familiar with the specific  
 11 hours, that every single member of our Executive  
 12 team puts in, in excess of 250 or 300 hours. So  
 13 the seven-member Executive, every single one of  
 14 them is well over.  
 15  
 16 I think myself and Adam Kennedy, I think, who's  
 17 our training coordinator, I think I had 420 last  
 18 year, and Adam had, like, 480, or something like  
 19 that.  
 20  
 21 And then as for our regular members, many of them  
 22 make at least 200 hours. You've had 200 hours.  
 23 MR. GAUDET:  
 24 A. Yeah. So I can just add as a general member.

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1 I'm Adam Gaudet. So last year, I completed just  
 2 over 200, I believe it was around 203 or 206  
 3 hours with Search and Rescue.  
 4  
 5 I'm from Nova Scotia originally. And when COVID  
 6 hit, I had to go home. So that's a significant  
 7 number of months where I wasn't here. But during  
 8 the time that I was here, I was able to put in  
 9 that 200-plus hours with the team.  
 10 MR. DALRYMPLE:  
 11 A. And Garry speaking here. Especially for our  
 12 Executive, those are the hours that we remember  
 13 to record. Those are the members, the ones that  
 14 when we're all together, having a meeting, having  
 15 our training and stuff. When we converse in  
 16 group chats, group texts, and stuff like that  
 17 daily. And sometimes this is hours-long  
 18 conversations and doing the little extra things  
 19 on the side. We don't think to record all that  
 20 kind of stuff.  
 21  
 22 I think it would be fair to say that most of us  
 23 Executive members are probably over 500 hours a  
 24 year if we really want to nitpick and get it.

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1 But actually recorded, yeah, anywhere between 2-,  
 2 3-, 4-, 500 hours apiece.  
 3  
 4 Just because I have the recent information, a few  
 5 weeks ago we participated in a community event,  
 6 an ultra marathon that was happening in our area.  
 7 It was a 22-hour long wilderness race. A hundred  
 8 kilometres is what the competitors were taking  
 9 on. Our team provided first aid services, as  
 10 well as a bit of traffic control support.  
 11  
 12 We do these kinds of events to be able to  
 13 fundraise. That did land us a couple thousand  
 14 dollars from the organizers and everything, which  
 15 is great to be able to put into our coffers.  
 16  
 17 But just as an example, that one individual  
 18 Saturday - this is not including setup the day  
 19 before, tear down the day after, preparation,  
 20 planning, and all that stuff. Just actually  
 21 boots on the ground doing stuff - we had 27  
 22 members commit a total of 266 person hours.  
 23  
 24 That's just to the community to help an event get

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1 off the ground. Bring some attention to our  
 2 economy, our outdoor sports enthusiasts, and  
 3 things like that. And to help us raise some  
 4 money for teams. That's just a one-day  
 5 commitment of 27 members, 266 person hours.  
 6 COMMISSIONER IGLOLIORTE:  
 7 Okay. Thanks so much. Mr. Budden, give us an  
 8 overview of where we are. I'd prefer to finish  
 9 by continuing on through lunch, if necessary.  
 10 But give us a sense of where we are.  
 11 MR. BUDDEN:  
 12 Sure. Firstly, there's a young team member  
 13 that's been waiting outside now for close onto an  
 14 hour. Perhaps, Garry, if you would get her. We  
 15 have three matters, really, to cover. Two of  
 16 them we might be able to compress.  
 17  
 18 There's an exhibit, Exhibit 76. I'm wondering if  
 19 Mr. Street, in particular, who is the author of  
 20 this letter -- that that letter is an exhibit  
 21 formally before the Commission. If we could  
 22 perhaps park that for the time being and talk  
 23 about recruitment.  
 24



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1 And then when we're done that, if we can  
 2 summarize this, perhaps. And as I said  
 3 yesterday, it was not our intention to have the  
 4 other lawyers have to respond to this;  
 5 particularly, the deployment issue. But if we  
 6 can move on to the recruitment side of things and  
 7 park this for now and maybe deal with it very,  
 8 very quickly.

9

10 I share your goal, Mr. Commissioner. I think  
 11 we're still on track to wrap up, perhaps, within  
 12 the hour. Because this team member has committed  
 13 a lot of time to this. Mr. Street's been up for  
 14 a long time. So we'll see if we can do it in  
 15 that time frame.

16 COMMISSIONER IGLOLIORTE:  
 17 Yeah. Please proceed.

18 MR. BUDDEN:  
 19 We're just waiting, I think, for the other  
 20 members to come back. They should just be a  
 21 moment. I understand the young person is -- or  
 22 the team member is just outside.

23

24 Thank you. Madam Clerk, could we perhaps make

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1 seating arrangements and get Doug -- perfect.

2

3 Ms. Tarbett, welcome to today's session. Just to  
 4 bring you up to speed. We've spent the last  
 5 couple of hours talking about this particular  
 6 search for Cody Peddle back in 2010. What we  
 7 want to talk about now is recruitment. And this  
 8 is for all of you.

9

10 This is the third team that we've heard about in  
 11 public sessions. And plus, we've met with a  
 12 couple of others.

13

14 Oh, by the way, my name is Geoff Budden. I'm  
 15 Commission Counsel. And this gentleman is  
 16 Commissioner Igloliorte. And others of us here  
 17 are lawyers for different parties or other  
 18 experts or other officials involved in search and  
 19 rescue.

20

21 We've met with teams in public, and we met with  
 22 teams in private. And the one thing we've  
 23 observed and we've heard is that in Newfoundland,  
 24 a lot, if not most, of the search and rescue

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1 members are long-term members. They're mostly  
 2 men. They're often older, in their 50s or 40s,  
 3 or even a bit older than that.

4

5 And we've heard from many teams that recruitment  
 6 can be a challenge, getting young people  
 7 involved. And so we heard from Deer Lake, and I  
 8 heard directly from you guys when we met a few  
 9 nights ago, that your team was sort of known for  
 10 bringing young blood into the team.

11

12 Well, that sort of got our interest up. And we  
 13 particularly would like now is this next few  
 14 minutes to hear from some of the younger members.  
 15 No disrespect Shawn or Christine.

16

17 We're focusing now, perhaps, on Krista, Adam, and  
 18 Nick, and maybe Garry, who can tell us what led  
 19 you to get involved in search and rescue, how you  
 20 heard about it, how you were recruited, how you  
 21 found your experience so far, and what your plans  
 22 are going forward in terms of your involvement.  
 23 And maybe some words for all of us on how  
 24 recruitment can take place.

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1

2 We're going to have a full session on this next  
 3 month when we have our policy roundtable. But  
 4 you're here. We're here. It seems like no time  
 5 than the present to get in some of this stuff.

6

7 So maybe, Nick, if you want to speak, and then we  
 8 move through and finish with Garry, who's still a  
 9 relatively new member. Yeah.

10 MR. DROVER:  
 11 A. Yeah. So I learned about search and rescue from  
 12 a couple of the events that they've been to,  
 13 like, around town. Like the Christmas Parade and  
 14 stuff like that.

15

16 So I've been with them now for about a month and  
 17 a half. And it's been great so far. It was easy  
 18 to join, and the meetings are always interesting.

19 MR. BUDDEN:  
 20 Q. Okay. If I may ask, Nick, how old would you be?  
 21 MR. DROVER:  
 22 A. I'm 18.  
 23 MR. BUDDEN:  
 24 Q. Okay. And are you a student? Are you working?

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1 What's your situation?  
 2 MR. DROVER:  
 3 A. Yeah. I just graduated, and I'm working for the  
 4 time being.  
 5 MR. BUDDEN:  
 6 Q. Okay. Graduated from high school?  
 7 MR. DROVER:  
 8 A. Yes.  
 9 MR. BUDDEN:  
 10 Q. Perfect. And what have you done so far? Have  
 11 you been able to do any training?  
 12 MR. DROVER:  
 13 A. Yeah. I've done the online training and the two  
 14 or three meetings that I've been to, as well.  
 15 MR. BUDDEN:  
 16 Q. Perfect. And thank you for coming here today.  
 17 Have you any suggestions for getting young people  
 18 involved?  
 19 MR. DROVER:  
 20 A. I'm not really sure.  
 21 MR. BUDDEN:  
 22 Q. Okay. No problem. Well, you explained how you  
 23 got involved. That was quite helpful. Perhaps,  
 24 Adam?

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1 MR. GAUDET:  
 2 A. Sure. So I've been on the team about three years  
 3 now. I am currently 22. I joined when I was 19.  
 4 So a bit of my background is, I grew up. I was  
 5 pretty outdoorsy. Did nine years in scouting.  
 6 So I've always been into outdoors and the  
 7 survival skills. All that.  
 8  
 9 I took AdventureSmart presentations, such as  
 10 Hug-a-Tree, when I was with scouting. So I was  
 11 somewhat exposed to search and rescue. And then  
 12 growing up, I always thought, hey, that'd be kind  
 13 of a neat thing to get into.  
 14  
 15 I'm originally from Nova Scotia. I'm here  
 16 attending the university in town here in Corner  
 17 Brook. And in one of my first classes here, it  
 18 just happened to be with a professor who was  
 19 assistant coordinator on the team at the time.  
 20 He's still an executive with the team.  
 21  
 22 And as he was introducing himself, he said that  
 23 he was in search and rescue. And to speak to him  
 24 if we had any questions or wanted to get involved

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1 with the team.  
 2  
 3 So right after class, I went right up to him. It  
 4 was actually me and another girl that was in the  
 5 class. We both went up to him and spoke with  
 6 him. And I was at the next meeting.  
 7  
 8 Yeah. I really enjoy search and rescue because  
 9 right now I'm in university. So, yes, it's  
 10 important to work, but at the same time it's  
 11 writing essays and reading papers. So I like  
 12 having this balance in my life where it feels  
 13 like I am really doing something in the moment to  
 14 help people, right?  
 15  
 16 I'm of the opinion that if I assist on a search  
 17 and just me being there helps with there being a  
 18 positive outcome to the search, then it's more  
 19 than worth the hundreds and hundreds of hours  
 20 that I've put in over the last three years and  
 21 will continue to do so long into the future.  
 22 MR. BUDDEN:  
 23 Q. Thank you. And you said a moment ago, you put in  
 24 203 hours in this past year?

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1 MR. GAUDET:  
 2 A. Yes, I believe that is. I don't remember  
 3 completely offhand. But, like I said, when COVID  
 4 hit, I was living in the residence at the time.  
 5 Everything shut down, so I had to leave to go  
 6 home, back to Nova Scotia.  
 7  
 8 So in that last year there, there was a  
 9 significant portion where I was at home. And  
 10 anytime I'm at home, and I see that the team is  
 11 getting deployed or even just community events,  
 12 it's always like, oh, I wish I was there and  
 13 being able to help out with my team. Yeah.  
 14 MR. BUDDEN:  
 15 Q. Well, thank you. That was really interesting.  
 16 So it goes without saying, you found it to be --  
 17 or I'm sure this is a leading question. But I  
 18 take it you found it to be a welcoming team? One  
 19 that was open to a young person joining and  
 20 welcomed your involvement?  
 21 MR. GAUDET:  
 22 A. Oh, for sure. Yes, it was great. It's a very  
 23 welcoming community. This team, at least I'm  
 24 with. The team I have experience with.

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1  
2 I have also gone to a conference for the  
3 provincial association. So I met with a bunch of  
4 members from other teams there, and they were all  
5 super welcoming and happy to see young people  
6 getting involved with search and rescue.

7  
8 But this team in particular, which I have the  
9 experience with, right from the start, they were  
10 doing everything to involve us, right? If we had  
11 a question, they would answer. If I had a  
12 suggestion, they would be more than willing to  
13 listen to it.

14 MR. BUDDEN:

15 Q. Well, thank you. And how about yourself, Krista?  
16 Would you tell us those same things?

17 MS. TARBETT:

18 A. Hi. So I recently became involved about four  
19 months ago. What initially piqued my interest is  
20 the search they were recently doing for Stewart  
21 Taylor. I had a little bit of interest in that  
22 myself.

23  
24 So I had seen them down at one of the local parks

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1 searching. And I reached out to Garry through  
2 their social media site. I, myself, thought that  
3 you had to have some sort of qualifications. So  
4 I really thought that maybe I couldn't get  
5 involved, but was quite pleased when he told me,  
6 no, we actually train you. You don't need any  
7 specific qualifications. So that made me happy.

8  
9 Again, it was very easy to join. All the  
10 resources were very easy to use, and clear. I've  
11 had quite an amount of training in the last four  
12 months.

13  
14 And I do find that in the four months I've been  
15 there, I consider these guys almost like a family  
16 already. It's a really good team. I like it  
17 because it gets us outdoors and, again, it  
18 teaches us skills, and we can help in the  
19 community a lot. And we do a lot of fundraising  
20 events here in Corner Brook, too, so.

21 MR. BUDDEN:

22 Q. Okay. Do you have any suggestions for, perhaps,  
23 recruitment of young persons or young women? Any  
24 observations you could offer there?

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1 MS. TARBETT:

2 A. I think just getting the knowledge out there. I  
3 don't know if maybe we can visit the schools  
4 sometime? Again, for myself, I thought that you  
5 needed qualifications. And maybe people think  
6 that you do need particular qualifications and  
7 they don't bother to reach out. So maybe if we  
8 advertise more that, we train you or we can  
9 utilize whatever skill that you have.

10  
11 Because, I mean, there's all kinds of different  
12 skill levels and different people are needed for  
13 different things, so.

14 MR. BUDDEN:

15 Q. Thank you. What sort of training have you done  
16 so far?

17 MS. TARBETT:

18 A. Well, I've done a little bit on the GPS and  
19 mapping. We've done search patterns, radio  
20 communications, survival skills. I recently did  
21 the Wilderness Remote First-Aid Course that Garry  
22 had offered. A lot.

23 MR. BUDDEN:

24 Q. Okay. Thank you. Thank you. And, Garry, do you

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1 want to speak to some of these issues, as well?

2 MR. DALRYMPLE:

3 A. Yeah, absolutely. Both because I am a relatively  
4 newish members, only six years with the team.  
5 And I am only 36 years old. And I did move here  
6 from away. And I do actually handle a lot of  
7 that first direct contact with people when they  
8 first look to join the team through our social  
9 media and our e-mail and things like that.

10  
11 Yeah. Just to echo what Krista is saying. I  
12 think she's a hundred percent correct. That a  
13 lot of people assume that you need some sort of  
14 skill to come into this.

15  
16 We had a member join about two years ago who  
17 apparently had been thinking about it for over  
18 five years, but he said, I can't swim. I'm no  
19 good to a search and rescue team, so I'm not  
20 going to join.

21  
22 When he finally found out, no, we don't need you  
23 to be able to swim. We won't throw you in the  
24 water. We'll throw somebody else in the water.

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1 He said, oh. Oh, okay. Maybe I will join.  
2  
3 So I think there are some misconceptions out  
4 there in the public about what you need to be  
5 able to do to be able to join a search and rescue  
6 team. And people then forget about all of this  
7 other stuff.

8  
9 I mean, we spent most of the morning talking  
10 about documentation and recording notes and  
11 things like that. We have members of our team  
12 who, due to their age or maybe past injuries,  
13 really cannot even go into the woods in a safe  
14 manner. And these people fill these other roles.

15  
16 And I think a lot of people in the community  
17 don't think about that. That, for us, is  
18 probably the hardest member to try to recruit.  
19 It's not too bad for us to go to recruit the  
20 woodsman, the hunter, the berry picker, the  
21 people who are out in the woods. They think of  
22 this more often than the administrative-type  
23 people do, right?  
24

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1 So, yeah. Getting the word out that if you have  
2 a skill, we want you to bring that skill to our  
3 team, and we will find a way to use that skill.  
4 And we'll train you in everything else you need  
5 to be trained in, to be safe and be effective.  
6

7 And I'll be honest, when I joined this team six  
8 years ago, I come from Halifax. I'm a bit more  
9 of an urban kid. And I arrived in Corner Brook  
10 and started looking at these mountains, rivers,  
11 lakes, and valleys, and thought, I really need to  
12 get out there and explore this stuff, but I'm a  
13 little overwhelmed by it. Who can teach me how  
14 to be safe in the woods?  
15

16 So I somewhat selfishly joined Search and Rescue  
17 to learn some of these skills and everything,  
18 right, for my own benefit.  
19

20 But, yeah. Once you get into it, once you  
21 realize what kind of a community there is, a  
22 camaraderie, as Krista even said, family, you  
23 really kind of get hooked on it. And it only  
24 takes that one search, that one moment where you

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1 are part of a team who brings somebody home, who  
2 may be not have been able to have come home  
3 otherwise, it's the best drug in the world.  
4

5 Don't try all the other stuff out there. Come  
6 and try that little bit of adrenaline and warm  
7 feeling and everything. It's absolutely  
8 addictive. And it's something that I will  
9 continue with, I think, for the rest of my life,  
10 as long as I can.  
11

12 Especially now, knowing that even if my legs give  
13 out, I can still be useful to a search team.  
14

15 As I mentioned, I'm quite directly involved with  
16 a lot of our recruitment. And as Krista said, I  
17 am one of our possible first aid instructors.  
18 Christine is also certified. Shawn has been, as  
19 well.  
20

21 And I do teach a lot of wilderness and remote  
22 first aid. I teach it every fall. I've got it  
23 coming up here in a couple weeks to the Forestry  
24 and the Fish and Wildlife Programs at the College

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1 of the North Atlantic.  
2

3 So in doing that, I'm telling stories of my  
4 experiences and incidents and injuries I have  
5 dealt with, and really kind of catching those  
6 young peoples' attention.  
7

8 And especially with those kinds of programs, we  
9 really like to draw on the young people from  
10 those programs because they come in with that  
11 skill set already.  
12

13 They now have the advanced first aid. They're  
14 doing courses in maps and compass. They have the  
15 boots and the gear, and those programs attract  
16 the people who are really good on ATVs and  
17 snowmobiles, and really capable with those kinds  
18 of machines. Who, me, having come from Halifax,  
19 doesn't have a sweet clue how to ride a  
20 snowmobile. But you can throw me on the back,  
21 and if you can get me there, we can be of use.  
22

23 We know that we only have these students for  
24 between two and four years, in a lot of the

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1 cases. Although we have seen some, even  
 2 including Adam, certainly make an extra effort to  
 3 try to stay here in the summertime, when they  
 4 could be gone, and try to stay here long term.  
 5  
 6 We have a number of our students who have  
 7 graduated from their programs who have gone on to  
 8 other provinces, other jobs, and a very large  
 9 portion of them are seeking out their search and  
 10 rescue teams in those areas.  
 11  
 12 So we have ex-members from BOISAR who are on  
 13 teams in Nova Scotia, New Brunswick, Ontario,  
 14 Alberta, just because they got the training  
 15 through us.  
 16  
 17 So while we know that we're going to do the bulk  
 18 of their training and everything, we (a) love  
 19 their skill set that they bring; (b) love their  
 20 energy that they bring. They're fun to have  
 21 around. And (c) if we think and know that  
 22 they're going to continue on with this in the  
 23 future, we are more than happy to bring them into  
 24 the fold.

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1 A lot of these students, as well, use us, and  
 2 oftentimes myself, where I've kind of dealt with  
 3 them a little bit more in that first aid  
 4 capacity, as references on their resumes and  
 5 things, right? Those industries, Fish and  
 6 Wildlife, and Forestry, especially. And Nick's  
 7 actually working on an application to the RCMP.  
 8 So I don't know if you can help him out or not.  
 9  
 10 This kind of volunteerism or any kind of  
 11 volunteerism is phenomenal of a young person to  
 12 be able to do. But this kind of stuff, in  
 13 particular, really catches the attention of  
 14 employers.  
 15  
 16 A few years ago, Newfoundland had redeveloped its  
 17 wildland firefighting crew. We had probably 15  
 18 or 20 people from the Forestry program apply.  
 19 All of the ones who got the job were the ones who  
 20 were also search and rescue members.  
 21  
 22 So maybe getting that word out to the young  
 23 people, as well, that this is a two-way street.  
 24 You're going to come in here and benefit this

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1 team. We're going to train you. You're going to  
 2 bring your skills. But then, when you need us to  
 3 speak favourably on your behalf and help get you  
 4 that premium job that you want and set yourself  
 5 that little notch ahead of all of your  
 6 classmates, this might be one of the deciding  
 7 factors.  
 8  
 9 And I've definitely seen it with a lot of our  
 10 student members. That they're getting the jobs  
 11 that their classmates aren't. And it's this  
 12 extra volunteerism that seems to be putting them  
 13 over the top.  
 14  
 15 And that real-life experience, like Adam was  
 16 talking. It's great to write papers and do  
 17 research and everything, but sooner or later you  
 18 got to get your boots dirty for a lot of these  
 19 jobs that these people want. And that's what  
 20 they're doing with us.  
 21 MR. BUDDEN:  
 22 Q. Thank you, folks. That was really interesting...  
 23 (technical difficulties.)  
 24

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1 MR. BUDDEN:  
 2 Q. I think we're good. Thank you. So thank you,  
 3 folks, for coming in. That was a really  
 4 interesting few minutes. And the other  
 5 lawyers -- I know Mr. Ralph there seems to be  
 6 chomping at the bit to ask a question.  
 7 RALPH, Q.C.:  
 8 (Inaudible).  
 9 MR. BUDDEN:  
 10 Okay. No problem. There may be other people in  
 11 the room, or the Commissioner may have questions.  
 12 And as I said earlier, we're going to return to  
 13 the whole issue of recruitment later on in these  
 14 hearings.  
 15  
 16 And I may be reaching out, or somebody else in  
 17 the Commission may be reaching out to some of you  
 18 if you might want to participate in that,  
 19 remotely or otherwise.  
 20  
 21 So anyway, thank you. I know we're not quite  
 22 done here today, and there may be questions, but  
 23 that was one of the more interesting parts of the  
 24 hearing so far, in my opinion.

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1 You have no questions, Mr. Ralph?  
 2 RALPH, Q.C.:  
 3 I don't, sir.  
 4 MR. BUDDEN:  
 5 Well, perhaps we can go to Mr. Williams.  
 6 WILLIAMS, Q.C.:  
 7 Sure. And I'd like to make a recommendation we  
 8 get funding to take you crowd out on the road,  
 9 because the enthusiasm is just phenomenal. And  
 10 the recruitment piece is something that, from my  
 11 exposure in the search and rescue, I just see as  
 12 having spoken with Harry on a number of  
 13 occasions, I was blind-sided when first getting  
 14 involved in this, that all these organizations  
 15 across the province are volunteer-run.  
 16  
 17 And the commitment and the time and the energy  
 18 that it takes. I mean, it's commendable to  
 19 everybody. Whether you're the old white-haired  
 20 guys that we've typically seen. And I don't mean  
 21 that in any negative way, but that's why we're so  
 22 enthusiastic to hear from you.  
 23  
 24 So I guess one of the issues is some of the

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1 programs that we've heard of - and I think you've  
 2 touched on - somebody mentioned scouting. That  
 3 they were involved in the scouting program and  
 4 that helped.  
 5  
 6 Somebody else had mentioned, and one that I  
 7 wonder about, is the Cadet program. I know the  
 8 Cadet programs do a lot of outdoor work. And  
 9 these kind of programs attract like-minded people  
 10 with those kind of interests. The Duke of  
 11 Edinburgh program, I don't know if that's located  
 12 in Corner Brook. It is.  
 13  
 14 Do you see any value in particularly targeting  
 15 those type programs to get? Because the concerns  
 16 are - which is understandable - young people are  
 17 getting trained or gotten jobs, they sometimes  
 18 have to move out of province. Things of that  
 19 nature. Do you see that there's any value in  
 20 having core funding for recruitment directly?  
 21  
 22 Because I know all the various SAR teams are  
 23 trying to do it, but it seems that you're being  
 24 torn in so many ways with so many costs and

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1 experiences that fundraising for recruitment is  
 2 just an additional (inaudible). And who feels  
 3 comfortable answering that question?  
 4 MR. STREET:  
 5 A. Well, when it comes to, like, our area here, we  
 6 are probably a little bit luckier because we had  
 7 the schools here with the ones, like, doing the  
 8 Fish and Wildlife programs and everything like  
 9 that there. So they're already here. And so we  
 10 do first aid and everything. Get a lot of these  
 11 schools and we draw in these people because, like  
 12 I said, with the stories and everything that we  
 13 tell.  
 14  
 15 And not only that there. Like when we actually  
 16 draw the person in, they come to our meetings. I  
 17 say, like, come for a meeting or two. You're  
 18 welcome. If you like it, you can stay. If you  
 19 don't, well, then it's not for you. No hard  
 20 feelings, right?  
 21  
 22 But I think our Executive, every person that  
 23 comes through that door, we take them as  
 24 important. And that's what we try to get out

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1 there. But I mean, we haven't got the time and  
 2 the effort to raise money to, actually, try to  
 3 draw people in.  
 4  
 5 So I mean, when you're talking about going out to  
 6 the Cadets and going out to this place and that  
 7 place, it's hard to get the time and the funding  
 8 to actually go out and make up all your  
 9 documentation and everything like that there to  
 10 actually pass out to all these young ones. So I  
 11 mean, you got to try to attract them into your  
 12 team first.  
 13  
 14 And we do that, like, a lot. Like, a little bit  
 15 of it through social media. And with Garry doing  
 16 first aid and everything like that there.  
 17  
 18 And we know we might only have them for like  
 19 three years, but we look at it, if we can  
 20 volunteer hundreds of hours out to help the  
 21 community in events and everything. We're out  
 22 trying to help strangers out in the woods and  
 23 everything and find them. If we can spend three  
 24 years helping these young people to probably get

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1 a better career later on in life, after three  
2 years, they might move to a different SAR team  
3 or, like I said.  
4  
5 But I mean, we got to get that out there that,  
6 okay. I don't want to join because I'm only  
7 going to be with them three years and they won't  
8 like that.  
9  
10 No. No. We can bring you in. If we can get you  
11 there for three years and we can train you to the  
12 point that you're going to get a better career  
13 out of this, I think that's a part of  
14 volunteering, too, that we take very dearly with  
15 our team and our Executive, right?  
16  
17 That we're out there helping strangers. Why  
18 can't we help our own that wants to join and that  
19 there. So we got to get that out there more.  
20 But I mean, it's a stepping stone that we got to  
21 try to get there, right?  
22  
23 Because, like I said, the funding part of it,  
24 it's hard when we're trying to raise enough money

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1 so that we can actually do training, because we  
2 got to put gas in our machines and everything  
3 else like that to train people. So the funding  
4 part is hard, yeah.  
5 WILLIAMS, Q.C.:  
6 Q. A follow-up question, not related to recruitment,  
7 but the inquiry has been sensitive to the trauma  
8 effects of search and rescue. Not only on some  
9 of the victims, the families, but as well as on  
10 searchers, and for a lot of the circumstances  
11 that you're faced with. And we're fortunate to  
12 have with us during our hearing process, who's  
13 seated behind me is Ms. Louise Bradley, who's a  
14 leader in her field in the Canadian mental health  
15 area.  
16  
17 And so one of the questions we have is with  
18 respect to training. Do you see benefits with  
19 respect -- or have you had exposure to any form  
20 of mental health training in terms of  
21 incorporating it into your efforts as members of  
22 the SAR team?  
23 MS. DOUCET:  
24 A. Yeah. Part of the standards that involve the

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1 training of new members includes both physical --  
2 what you need to be physically capable of doing,  
3 if you're going to be out conducting search, not  
4 necessarily working at the command centre.  
5  
6 There's also a big component that we talk about.  
7 And we do spend a lot of time with our new  
8 members briefing on the mental aspects, both  
9 mental preparedness for training. And also,  
10 there's different types of searches that we can  
11 be on. We go through this early in the new  
12 recruit training.  
13  
14 In terms of being comfortable with these tasks  
15 that you are assigned, we make it very clear to  
16 all our new members that at any time, if they do  
17 not feel comfortable with doing something, all  
18 they have to do is indicate, no, I'm not  
19 comfortable with this.  
20  
21 And it has happened during several recent  
22 searches where members have said, nope, can't do  
23 this. We have members that are phenomenal in the  
24 woods. Some that are like, a dead body? Not

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1 going anywhere near it. I'll search all night,  
2 but if we find, not. And it's like, that's fine.  
3 You come right back. No problem.  
4  
5 Members that are sensitive with issues  
6 surrounding suicide and that sort of thing. And  
7 they are told that you just need to let one of us  
8 know, and there is no issue. There's no stigma.  
9 That's fine. You're not going to be asked to do  
10 anything that makes you uncomfortable.  
11  
12 We also have the training that involves critical  
13 incident stress. We have access to critical  
14 incident stress debriefing through both our RNC  
15 and our RCMP partners, if it's needed.  
16  
17 During our training and after, following every  
18 search, we have a debrief, following the  
19 guidelines of the timing for the incident to  
20 indicate 24 to 48 hours, everybody who's involved  
21 in that search is going to get together. We're  
22 going to chat.  
23  
24 If we recognize that any members may have had a

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1 bit more difficulty with the conditions or what  
 2 happened during the search, members of the  
 3 Executive or others will contact them. Check up  
 4 on them. Make sure that they're okay. Check  
 5 that everything's going... We'll do this on a  
 6 regular basis.

7

8 Prior to COVID, we had also, as an executive,  
 9 discussed having a summer barbeque for our team  
 10 that would also include all of the family  
 11 members.

12

13 And during that barbeque, we're going to initiate  
 14 a program where we would have a chat with all of  
 15 the members on the signs and symptoms of critical  
 16 incident stress and what to do about it.

17

18 Because, in our experience, several of our  
 19 members, including myself, have had to access  
 20 help for critical incident stress following a  
 21 search.

22

23 So basically, we wanted to make sure that the  
 24 families of our search team members were aware of

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1 the signs and symptoms of critical incident  
 2 stress, because sometimes the person doesn't  
 3 notice it in themselves.

4

5 And so that way they could say, okay, these are  
 6 the signs and here's what you do, if you think  
 7 that maybe something that's happened on a recent  
 8 search has triggered something in your loved one.

9 WILLIAMS, Q.C.:

10 Q. Well, can you just explain to me, as you said  
 11 access. What resources are available to teams?  
 12 So what specific resources, if somebody needs to  
 13 avail of support systems, are there? What  
 14 resources would you direct them to in the  
 15 community?

16 MS. DOUCET:

17 A. There's the open counselling through the RNC and  
 18 the RCMP. They're critical incident stress teams  
 19 that they have access to. We have access too  
 20 through the police partners.

21

22 So basically, if we had someone who needed, they  
 23 could contact a member of the Executive. And  
 24 then we would say, okay. Well, here's how you

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1 can access these resources.

2

3 There's also a lot of drop-in services, in Corner  
 4 Brook here. They have walk-in clinics for  
 5 certain things.

6 RALPH, Q.C.:

7 Q. Okay. Perhaps, Mr. Blackmore can comment on the  
 8 resources that are available for...

9 MR. BLACKMORE:

10 A. Most of the resources available for critical  
 11 incident stress for us are through the EAP  
 12 program with Department of Justice. That was set  
 13 up a few years ago. Not easy to access, but it  
 14 is there.

15

16 For teams that right now are under the RNC  
 17 jurisdiction, it is set up through the liaison of  
 18 each team. Not a problem. They have different  
 19 people through the Salvation Army, etcetera, that  
 20 they'll bring people in.

21

22 Under RCMP policy, right now, they take care of  
 23 their own members for critical incident stress,  
 24 but they will do a debriefing after every search.

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1 If I find that there's anybody who needs any  
 2 extra briefing or any issues with them, we ask  
 3 them to let their team know. The team will  
 4 contact me. And basically, what we do then is we  
 5 go out into the community, hire psychiatrists to  
 6 take it from there.

7

8 We don't see any reports and any funds that are  
 9 expended on it. They would send me the bills and  
 10 then I'll go after the appropriate police force  
 11 to get it paid, or straight to Department of  
 12 Justice. And that's the way we try to do it the  
 13 best we can.

14

15 Everybody's trying to help it. And but the EAP  
 16 is, right now, the thing that we do have in place  
 17 for the Province.

18

19 Also, while I got the mic there, just for...  
 20 (Technical difficulties.)

21

22 Sorry about that. Just for everybody's  
 23 information, I can bring up the time sheets for  
 24 everything here. And everybody here is talking



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1 about how much time people put in, how much time  
2 they do.  
3  
4 Just for your own information, this team, I got  
5 theirs. So far this year, they've got 17,000  
6 hours in. And right now, for the whole  
7 association, since January the 1st, until  
8 yesterday afternoon, there's 155,574 volunteer  
9 hours put into this program.  
10  
11 And this is broken down by team, by event, by  
12 month, whatever you want. There's a full pie  
13 chart here. Tells who's doing what.  
14 (Technical difficulties.)  
15 RALPH, Q.C.:  
16 Q. I'm not sure who can answer this question, but in  
17 terms of the number of members that --  
18 RALPH, Q.C.:  
19 Q. All right. In terms of recruitment, I guess, do  
20 you have a sense of how many members is the, sort  
21 of, ideal number? And I guess, if you do, how do  
22 you figure that out?  
23 MR. DALRYMPLE:  
24 A. Garry speaking here. Our team has been hovering

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1 in the realm of 50 members, just over or just  
2 under, for the last three to four years. And I  
3 think we have found that to be a very comfortable  
4 number that is still manageable.  
5  
6 Within that 50, you do get varying degrees. As  
7 Christine mentioned earlier, there's the  
8 Executive members who are 4- and 500 hours a  
9 year. You do get some who are a lot lower in  
10 their total number of hours, due to a variety of  
11 reasons. Family, work, etcetera, etcetera.  
12  
13 But in my personal opinion, that number of 50  
14 should be a good kind of benchmark for an area  
15 our size. Because if a search comes in at 10:00  
16 in the morning on a Tuesday, when the vast  
17 majority of your team is at work and may not be  
18 able to get away from that, calling on 50 people  
19 means that you can still get 15 to get things  
20 started.  
21  
22 And I mean, there's other times when it's on a  
23 Friday evening and everybody's off. We call and  
24 within minutes have 38 or 40 people standing on

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1 our doorsteps going, what do you need?  
2  
3 So, yeah, for an area, this size and everything,  
4 factoring in the fact that people do have to work  
5 and a lot of people can't leave their jobs. Some  
6 employers are great about it. They can be. They  
7 let their people leave whenever.  
8  
9 Some, it's absolutely not allowed to leave for a  
10 search and rescue call. And others, it's kind of  
11 on a scale, right.  
12  
13 The last job that I had as a server, I had a lot  
14 of flexibility. Was able to leave. Sometimes I  
15 couldn't. But if it was a case like Cody Peddle,  
16 they would say, okay. Go for it. It's a young  
17 kid or whatever, you can go.  
18  
19 So, yeah, I hope that answers your question about  
20 the number of people on our team and what that  
21 actually means to what you will see at a callout.  
22 Yeah.  
23 MR. BUDDEN:  
24 Q. I'm not sure -- oh, sorry. Mr. Street. Go

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1 ahead.  
2 MR. STREET:  
3 A. No. I just wanted to add on to Garry like that  
4 there. Because, I mean, like years ago -- like I  
5 said, I've been with this team for a long time.  
6 And, like, we've started off years ago with eight  
7 members.  
8  
9 So I showed up to run a big search of a missing  
10 person, everything, with three members. And then  
11 you got to try to gather the people that are from  
12 the local community to help you out. And that  
13 just don't work with three members.  
14  
15 But now, like I said, 50 members, for us, seems  
16 to be working well because you get a call on a  
17 weekday and you end up with 15, which is great.  
18 And, like I said, on the weekends, you end up --  
19 and a lot of our calls are in the evening times  
20 and nighttime, when hunters don't show up or  
21 berry pickers don't show up.  
22  
23 So to have that more people to be able to go out  
24 in the woods and spread your resources out, helps

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1 find the person a lot quicker. So 50 is working  
2 good for us.  
3 MR. BUDDEN:  
4 Ms. Bedford, you'd stepped out for a moment. But  
5 if you have any questions, you go ahead.  
6 MS. BEDFORD:  
7 I don't have any questions.  
8 MR. BUDDEN:  
9 For the record, Ms. Bedford says she has no  
10 questions. Do you, Mr. Commissioner, have any  
11 questions on this topic?  
12 COMMISSIONER IGLOLIORTE:  
13 Q. Yes. Thank you. Thanks, Paul. Okay. Yeah.  
14 Well, I want to echo Mr. Williams' words of  
15 gratitude to you. As a Commission, we owe you a  
16 personal debt of gratitude. But the Province,  
17 also, I think, should, in our recommendations,  
18 hear the work that you put out. The effort that  
19 you make. All in the spirit of volunteerism.  
20  
21 So I just need to know a little detail of how you  
22 contact your members? What do you do? What kind  
23 of callout do you do? Do you use iPhones? Do  
24 you use computer? How is that done?

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1 MS. DOUCET:  
2 A. We have a system, it's called Volunteer Rescue.  
3 It was developed in British Columbia. We use it  
4 for our callout protocols. So basically, it's an  
5 automated system.  
6  
7 Once a new team member has completed their  
8 initial paperwork and the simple online training,  
9 which is an overview of search and rescue, and  
10 some of their responsibilities and requirements  
11 for being a team member, once that's completed,  
12 and their paperwork is all in, their names are  
13 added to both our Emwerx system for the  
14 provincial database and, also, to our Volunteer  
15 Rescue app. And we have a group Facebook page  
16 that is a private group just for our members.  
17  
18 So when there's a contact from the police agency  
19 that we have a search, if they're saying, yes, we  
20 need you now, a message is typed into the  
21 Volunteer Rescue, or dictated into the Volunteer  
22 Rescue, and it contacts all of our members  
23 simultaneously on whatever numbers, e-mails they  
24 have listed in their thing.

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1 So they'll get multiple contacts. It comes by  
2 text. It comes by cell phone. It comes by  
3 e-mail. And so any time we have where the team  
4 is going to be either put on standby, because  
5 sometimes we get a call from our liaison officers  
6 that indicate, we're just doing a bit of  
7 investigation right now, we may need you. So we  
8 will put out a call on that system to our members  
9 saying "standby." We may get a call. Get your  
10 gear ready.  
11  
12 When the calls goes out, we send out, and we say  
13 either meet at our headquarters or meet on the  
14 scene. And it does have a function where it  
15 says, Press 1 if you can attend. Press 2 if you  
16 cannot attend. Press 3 if you can attend only as  
17 a last resort.  
18  
19 So, and if they press 1, it does go on to say,  
20 thank you. You can respond. How many minutes  
21 before we can expect to see you? And the person  
22 can indicate how many.  
23  
24 So when we arrive at our headquarters base, we

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1 can pull up the Volunteer Rescue software, and we  
2 can see who has indicated that they'll be here,  
3 how long it's going to take them to get there,  
4 and who's not available, and who maybe we need to  
5 get, in case we need more people, so.  
6 COMMISSIONER IGLOLIORTE:  
7 Q. Appreciate that. And thank you very much. And  
8 just another random question to all of you.  
9  
10 Is there any time of the year where you appear to  
11 get more calls than any other time of the year?  
12 Is there a pattern that you've seen?  
13 MR. STREET:  
14 A. Really, no, actually. I mean, you think when the  
15 moose hunter gets on the go and the berry pickers  
16 and everything, you get more. You get a few.  
17 But I mean, wintertime over here, where we got so  
18 much tourism and all the ski-dooers are just as  
19 good in the wintertime as any other time.  
20  
21 Like, you might go four months and not get a  
22 call. And all of a sudden, one weekend, you get  
23 three. So there's really not -- our team anyway  
24 finds that we could be just as active in the

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1 summertime, as we are in the fall, as in the  
2 middle of the winter, so.  
3 COMMISSIONER IGLOLIORTE:  
4 Q. So, Harry, what's the Newfoundland pattern?  
5 Newfoundland and Labrador pattern?  
6 MR. BLACKMORE:  
7 A. Overall, as Shawn said, there's really no  
8 particular time anymore. But even in national  
9 statistics now, hunters are the least amount of  
10 people that we actually go looking for. They're  
11 at the bottom of the list. The mushroom pickers  
12 and a few other pickers are the big ones now.  
13 COMMISSIONER IGLOLIORTE:  
14 Q. Well, you can expect to find Peter out there  
15 somewhere then.  
16 MR. BUDDEN:  
17 Q. Does anybody have anything further to ask with  
18 respect to the recruitment issue or any other  
19 further comments?  
20  
21 Anybody at all? Is there anything you've now had  
22 a moment to reflect on and you wish you'd said?  
23 MR. DALRYMPLE:  
24 A. Garry again. I wouldn't mind just kind of

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1 addressing that question from Mr. Williams  
2 earlier about funding for recruitment.  
3  
4 This kind of is just specifically coming from our  
5 team. But personally, I don't know that we would  
6 see a lot of benefit from funding, specifically  
7 for recruitment. And I think we can come up with  
8 a lot of other ways that funding could be better  
9 spent.  
10  
11 I feel that, like, a grassroots kind of approach  
12 to recruitment has been very successful for us.  
13 Getting in front of some of the student bodies.  
14  
15 And as you mentioned, we do have Cadets on our  
16 team. We've never actively gone after the Cadet  
17 programs or anything, but they have been very  
18 easy to assimilate members to bring them into the  
19 fold.  
20  
21 And a lot of our recruitment just comes from us  
22 being very, very active in the community. And a  
23 couple years ago, we made a fairly substantial  
24 purchase to make sure that we all had our own

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1 team vests, which just makes us a lot more  
2 visible, and people understand who we are when  
3 we're out in the community.  
4  
5 We're not just a group of people who are wearing  
6 orange jackets of our own. We kind of look like  
7 a good, congruent team. People start to see us  
8 at this event, at that event, and all over the  
9 place. And that's when they really start to say,  
10 like, wow, you guys do a lot of different things.  
11 I can't walk in the woods anymore, but geez, I'd  
12 love to help you fundraise.  
13  
14 And then all of a sudden, you find out that they  
15 are a fantastic administrator and can fill in  
16 roles like that.  
17  
18 So I would say that, at least for us, and I do  
19 understand we have a lot of advantages in this  
20 town, the colleges, the bigger population, the  
21 opportunity to be in the community at events and  
22 do fundraising like that a lot more than, say, a  
23 small town, say, a Burgeo or a Marystown or  
24 something that may only have one or two major

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1 community events a year. So that may not work as  
2 well for them. Maybe more funding would be  
3 required for them.  
4  
5 But I think that the grassroots method in getting  
6 those messages out and letting people see you in  
7 the community would go a lot longer than just  
8 kind of throwing some money at it. From our  
9 perspective anyway.  
10 MR. BUDDEN:  
11 Q. Thank you. Anybody else have anything, or can we  
12 move on? Okay. The last, really, piece of  
13 business with you guys is the Exhibit 76. Madam  
14 Clerk, if we could bring that back up. Pardon?  
15 Oh, sorry.  
16  
17 Exhibit 76, Madam Clerk, if you could bring that  
18 back up, which is a two-page letter that  
19 Mr. Street wrote us back on August 19th, yes?  
20  
21 We've all be here a little while. I know,  
22 Mr. Street, you've been, as you told me, awake  
23 for about two days with your work commitments and  
24 everything else.

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1 And also, as I said earlier, we're not expecting  
2 the other parties to respond to this. But at  
3 paragraphs 1 and 2, you've set out some concerns  
4 -- we'll get back to paragraph 3. One and 2,  
5 you've set out some concerns you have with, I  
6 guess, how dispatching to emergencies takes  
7 place. And you folks not being engaged in a  
8 timely fashion in some circumstances.

9  
10 In the interest of time, perhaps we can keep this  
11 quite brief. Let's put it this way. Have you  
12 anything to add to what you say there in  
13 paragraph 1 or 2? Or does that pretty much say  
14 it all?

15 MR. STREET:

16 A. Well, yeah. It pretty much says it all. Like,  
17 from what we wanted to put out as the Executive,  
18 right, because we came up with this here. But  
19 we're finding, one major issue we have now is,  
20 like, through the 911 system, what we're finding,  
21 right.

22  
23 Because in the Bay of Islands here, we have a lot  
24 of small volunteer fire departments in this area.

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1 And, like, we work well with them. They're great  
2 guys. I mean, I'm not downing any one of them.  
3 Not in the least.

4  
5 But, like, there's incidents where 911 gets a  
6 call because someone's injured out in the woods.  
7 And the police department are not notified, and  
8 just the volunteer fire department in that area  
9 gets notified. And they haven't gotten the gear,  
10 the training, or the equipment.

11  
12 There's one there, like I said, the gentleman  
13 was, like, kilometres back in the woods and he  
14 had a broken ankle. And eight hours later, when  
15 it was finally dark, we were called into the  
16 situation because the situation wasn't handled.  
17 The gentleman that was in there, there was no  
18 first aid and everything onto him like that.

19  
20 And so we shows up at dark. Finds out that he'd  
21 been in there for eight hours now. Then we got  
22 to go in and handle the situation, where we could  
23 have had him out by then, having supper.

24

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1 But the problem is, is that they called. The  
2 helicopter was sent in. Eastern Health, I think,  
3 sent a helicopter in from St. Johns to try to do  
4 an airlift onto him. And the helicopter left  
5 because he couldn't get airlift on him because he  
6 wasn't in the right location. And they couldn't  
7 move him.

8  
9 And this is incidents that we're finding  
10 ourselves in. That if we were called upfront --  
11 we do not mind the volunteer fire department  
12 getting the call either. But I mean, if there's  
13 that little extra step in the 911 system where it  
14 said, okay, whoever's on the 911 phone calls  
15 says, like, how far is from the main road system,  
16 right?

17  
18 And if he's over a certain distance, well, okay,  
19 the police should be notified because actually  
20 he's injured. But how did he get injured? So  
21 the police should be notified in that situation  
22 anyway. And then it's up to them whether they  
23 dispatch us or not.

24

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1 But it's that little bit of that extra step there  
2 that we're finding that's keeping us out of these  
3 situations where, eventually, something serious,  
4 more serious is going to happen because that  
5 gentleman was in there for eight hours with a  
6 broken ankle with no first aid and everything  
7 like that there, just because the volunteer team  
8 that was tasked to him.

9  
10 And as soon as eight hours later, and the  
11 helicopter couldn't do it, and they flew back to  
12 St. Johns, they called the police into it.  
13 Fifteen minutes after the RCMP got the call, we  
14 got a call.

15 UNIDENTIFIED MALE SPEAKER:

16 A. Yeah, they called me. They called me directly.

17 MR. STREET:

18 A. Oh, yeah. Well, they called you. But as soon as  
19 they notified the police department, 15 minutes  
20 later, I got a call from the RCMP, and then we  
21 dispatched.

22 MR. BUDDEN:

23 Q. And I understand, as well, from you and others,  
24 that there are talks underway, even perhaps since

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1 this letter, with a view to perhaps clarifying  
 2 this situation? And is that correct? You don't  
 3 need to get into talks, but just confirm that  
 4 some efforts are being made at present to try to  
 5 resolve this?  
 6 MR. STREET:  
 7 A. Yes, there is. Yes, there is. There is talks.  
 8 MR. BUDDEN:  
 9 Q. Okay. So perhaps we can park this for now with a  
 10 view to returning to it at the policy table. Are  
 11 you content with that?  
 12 MR. STREET:  
 13 A. Oh, yes. I just wanted to voice our concerns  
 14 onto it because this is one of the major issues  
 15 we're running into. And, like, this is only a  
 16 couple of them. There have been more incidents  
 17 besides this here that we ran into in the same  
 18 part of it, right?  
 19  
 20 Like we're all just wanting to get the people out  
 21 of the woods as quick as we can and safe as we  
 22 can. But, like, when it comes to, like, a team,  
 23 we could be out there in the daylight. The  
 24 members could have been out there. Eight hours

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1 that gentleman was out there.  
 2  
 3 Now, we're out in the nighttime, when it's  
 4 pouring down rain. The weather conditions are  
 5 not trying to get a person eight -- well, no,  
 6 five kilometres, I think it was, Garry, he was in  
 7 the woods out, right? Trying to get him out by  
 8 morning, when we -- (technical difficulties). We  
 9 actually had medical to him in within, like, a  
 10 couple of hours, right?  
 11 MR. BUDDEN:  
 12 Q. Thank you. And the other paragraph 3 is one  
 13 we've heard from other teams, as well. It's to  
 14 do with fundraising. Do you wish to speak to  
 15 that?  
 16 MR. STREET:  
 17 A. Well, that's been an ongoing issue, like, for  
 18 years upon years, ever since I was with the team.  
 19 Like, first when I started with the team, we had  
 20 to fundraise to put oil into our oil tanks so  
 21 that we could keep our equipment from freezing in  
 22 our old building that we had, right?  
 23  
 24 We were fortunate enough, after a while, to get a

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1 bigger building that was, actually, the City of  
 2 Corner Brook is helping us out with. It comes  
 3 with heat and lights.  
 4  
 5 But I mean, upkeep of equipment that you got to  
 6 store out by the door. Stuff seizes up. Stuff  
 7 rusts and everything like that there, that you  
 8 got to keep up.  
 9  
 10 So I mean, we spend a lot of our time and effort  
 11 into fundraising just to maintain equipment to go  
 12 and help lost and injured people out in the  
 13 woods.  
 14  
 15 And when you get out there, if something is broke  
 16 or seized up and everything like that, it don't  
 17 work. Then you got to go look for other  
 18 resources.  
 19  
 20 But fundraising do take up a lot of our time to  
 21 try to get better equipment, bigger equipment,  
 22 upgraded equipment. And just keep equipment  
 23 running, right? So I just wanted to add that.  
 24

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1 MR. BUDDEN:  
 2 Thank you. Thank you. We're getting that  
 3 message from other teams, and it'll certainly be,  
 4 I would imagine, revisited at the policy table.  
 5  
 6 Does anybody else have any questions for this  
 7 team about anything?  
 8  
 9 Okay. Thank you. Well, firstly, I'd like to  
 10 just say publicly that you guys have - as have  
 11 all the other teams we've dealt with - been very  
 12 cooperative in helping us prepare for today.  
 13  
 14 And Mr. Street and Ms. Doucet and I were in  
 15 touch. You guys were helpful in helping me track  
 16 down the family of Cody Peddle, who've left  
 17 Newfoundland. And Mr. Street, he and I have been  
 18 in touch on several occasions. And, of course, a  
 19 number of us met the other night.  
 20  
 21 So thank you for the cooperation you've shown the  
 22 Commission, and thank you for coming in today and  
 23 educating us on these important issues.  
 24

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1 I have nothing further for today's session,  
 2 Mr. Commissioner, unless somebody else does.  
 3 RALPH, Q.C.:  
 4 Q. I wonder. It'd be, I think, an interesting  
 5 contrast to the see the documents that you  
 6 prepared. Would you still have those? The  
 7 documents in relation to the Cody's search; do  
 8 you know?  
 9 MS. DOUCET:  
 10 A. You mean the original notes?  
 11 RALPH, Q.C.:  
 12 Q. Yes.  
 13 MS. DOUCET:  
 14 A. Sorry. The original? I don't know.  
 15 RALPH, Q.C.:  
 16 Q. Okay. Fair enough.  
 17 MS. DOUCET:  
 18 A. Well, the Search Summary was digitally on my  
 19 computer.  
 20 RALPH, Q.C.:  
 21 Q. Right.  
 22 MS. DOUCET:  
 23 A. We've had a number of secretaries. I don't think  
 24 anything would have been, but then sometimes the

1  
 2  
 3  
 4 **CERTIFICATE**  
 5  
 6  
 7  
 8 I, Beverly Guest, of Elite Transcription, of  
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 20 Guest Date: 2021.10.14 16:16:04 -  
 21 Beverly Guest,  
 22 Court Reporter  
 23  
 24

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1 notes are taken. And like I said, our filing  
 2 system has improved greatly in the last ten  
 3 years. I can certainly have a look and see if I  
 4 can find them.  
 5 RALPH, Q.C.:  
 6 Q. That'd be great.  
 7 MS. DOUCET:  
 8 A. And I can let Mr. Budden know.  
 9 RALPH, Q.C.:  
 10 Q. Thank you.  
 11 MR. BUDDEN:  
 12 Q. And you can let me know on that. Not any  
 13 objection to letting Mr. Ralph know, but since we  
 14 already have a line of communication. And I'll  
 15 let him know.  
 16 THE CLERK:  
 17 All rise. This Commission of Inquiry is  
 18 concluded for the day.  
 19  
 20 **(Inquiry is adjourned)**  
 21  
 22  
 23  
 24

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