

## **Small Group Session**

## **Séance en petit groupe**

### **Commissioners / Commissaires**

The Honourable / L'honorable J. Michael MacDonald,  
Chair / Président

Leanne J. Fitch (Ret. Police Chief, M.O.M)

Dr. Kim Stanton

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**II**  
**Appearances / Comparutions**

Mr. Scott McLeod

Brother of Sean McLeod

Mr. Leo Artalejo

Facilitator

Ms. Maureen Wheller

Commission Community Liaison Director

Mr. Jamie VanWart

Commission Counsel

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Truro, Nova Scotia

--- Upon commencing on Tuesday, September 16, 2022, at 11:00 a.m.

**MR. LEO ARTALEJO:** There we go, great. Okay. So I've started the recorder. As we spoke about, we're recording the session. It will be made into a public transcript, and it will be translated [sic] into English and French [sic], and it will be a public source document, and that will meet the transparency requirements of the Commission.

**MR. SCOTT McLEOD:** Perfect.

**MR. LEO ARTALEJO:** Thank you for being here today. I know that you have been willing and you've been with us every step of the way as we've tried to design this session. And I remember meeting with you here in one of the hotel rooms where you were very clear that, you know, if it happens on video, I'll be there; if it happens in a -- more of a closed-door setting like this, I'm there. And so we really appreciate that you have been, along the way, like, "However -- whatever the format looks like, I want to be there. I want to make a mark, and I want to share," you know, what your family experience has been.

And so these sessions are for us to hear from family members mostly because we know that the recommendations coming out of the Commission are important to help protect families in the future that have to go through this kind of a tragedy. So we're really interested in hearing from you today, you know, what was it like seeking information and gathering support, what were the things that were helpful to your family, where were the gaps so that we can make sure that if there was something missing that we need to have for Canadian families in the future that the recommendations can approach those, and then just any other things that are really important for you or your family for the Commission to understand as we really look towards formulating the recommendations. So we're closing the public proceedings at the end of next week and then we'll be really focused on that as we move forward.

My role today is just to support you and to kind of keep the flow of

1 conversation going.

2 **MR. SCOTT McLEOD:** M'hm.

3 **MR. LEO ARTALEJO:** You won't be interrupted when you speak  
4 and I'll kind of keep track of time. I've shared the three questions that we've been using  
5 in these sessions with you and with the Commissioners and so I'll use those as a  
6 framework. And if you need any support or a break, or you're a bit off topic, I might  
7 gently steer you back onto the road ---

8 **MR. SCOTT McLEOD:** Perfect.

9 **MR. LEO ARTALEJO:** --- but if there's I can do to help, please  
10 know that I'm here as a resource for you.

11 **MR. SCOTT McLEOD:** Thank you.

12 **MR. LEO ARTALEJO:** So the first question that we have is --  
13 round one is, what do you want to tell us about you and your family's experience  
14 seeking information and getting support during and immediately after the Mass  
15 Casualty?

16 **MR. SCOTT McLEOD:** Immediately after? Immediately after, it  
17 was a rough experience for us. We -- I was working at the time so I mean being part  
18 the law enforcement society, when we started getting information, I was working. I was  
19 actually at the Amherst Hospital and we didn't know anything. And we reached out.  
20 Like, I contacted back to work and I had -- actually, my cousin's the Warden up in  
21 Renous and she actually reached out to me because National Headquarters and  
22 Regional Headquarters were digging for information because they're getting the trickle  
23 of information and rumours that everybody else has got. And the institutions that --  
24 none of them were aware of any kind of mass situation going on.

25 I was in the Amherst Hospital. We had an inmate on the surgical  
26 ward. And I went up to talk to the nursing staff up there to see if they had information  
27 because I figured, "Well, if we've got multiple gunshot victims, they're going to be  
28 spreading the love out amongst the operating rooms and stuff for the treatment, and

1 even the hospital had no idea of anything in Amherst. I mean that's not that far away.

2 And so I mean we reached out to -- like I say, our headquarters  
3 didn't know. A lot of us know members of the RCMP. We -- I had friends reaching out  
4 to friends of theirs that they knew and we -- we ended up -- one of our managers  
5 actually drove in his own vehicle out to my brother's house to see what was going on.  
6 And that was the unofficial information that we got that this had all taken place. And I  
7 mean, at that point, I mean the house -- I mean they -- the police -- I don't think the --  
8 you know, the police would have been out there but the -- it was even neighbours that  
9 my manager talked to. And he was in uniform. So they -- they didn't want -- they  
10 weren't dealing with any of us. So ---

11 **MR. LEO ARTALEJO:** When would that have been?

12 **MR. SCOTT McLEOD:** That was the Sunday morning.

13 **MR. LEO ARTALEJO:** Sunday morning.

14 **MR. SCOTT McLEOD:** Or Sunday -- I started getting information  
15 nine or ten o'clock in the morning, whenever the fires were reported at my brother's  
16 house. And from there, like, we were -- we were reaching out because we -- we knew  
17 Amelia had been trying to get a hold of Sean because they knew who the killer was and  
18 figured, you know, she wanted to let him know. But by the time this all happened, he  
19 had already made it to my brother's house and was there and gone.

20 So the first couple of days were -- you know, you -- no one had any  
21 information. I'm trying to get proper information from the hospital because my parents  
22 are looking for information because they're hearing the -- all the rumblings and I can't  
23 get anything. And I'm trying -- I'm getting -- I've gotten a little bit more than -- with my  
24 manager going out and stuff, but to try and get information to be able to share with my  
25 family when they're asking questions was -- was a rough day. So I mean -- and I don't  
26 think, to this day, we ever had anybody officially come and tell us that my brother had  
27 been murdered. So it was a little rough on the first few days and trying to gather stuff  
28 up. So -- but that was -- that was the initial.

1                   After -- after -- as it moved along, once we got in touch with Victim  
2 Services, they were -- they were fantastic with us. And Victim Services here in Nova  
3 Scotia's been absolutely amazing for us, or at least for my family, all the way through.  
4 Like, they've been there. They've reached out. If we've had questions, if they couldn't  
5 answer it right then, they reached out to get information. They've been there constantly.  
6 So I mean it's been, as far as dealing with them, an absolutely amazing experience to  
7 have. And since the Commission started, the staff that are on board with the  
8 Commission has been great because they -- again, same thing, if you don't know and  
9 you ask, they've gone to find out. I've chased Maureen around a number of times. I've  
10 chased Jamie around. So I mean I've -- it's been -- since the initial part of this and  
11 things have come into more of a level thing, I've had good success and support from  
12 within the Commission staff and Victim Services have been great, so.

13                   **MR. LEO ARTALEJO:** Can you talk a little bit about what were the  
14 services that Commission staff and others helped you access? Are we talking  
15 counselling or what are we -- how supportive was it?

16                   **MR. SCOTT McLEOD:** Well, I had already -- I had already gotten  
17 a psychologist for myself.

18                   **MR. LEO ARTALEJO:** M'hm.

19                   **MR. SCOTT McLEOD:** But they -- they helped us track somebody  
20 down for my son. They had set up a social worker for my dad. So, you know, the -- if  
21 we -- if we were unclear of things -- like just recently with the portion of things with Lisa  
22 Banfield's Restorative Justice, the Restorative Justice Department had reached out to  
23 the families to be part of the Restorative Justice plan. And then once her testimony  
24 come up and then all of a sudden, we get an email saying it's been completed, well, the  
25 families weren't involved in anything. And the way it turned out looking was that part of  
26 her restorative justice was to actually testify.

27                   So I -- we've reached out. The Restorative Justice Department  
28 itself wouldn't give us answers. We had the Deputy Minister -- Victim Services took it

1 up to the Deputy Minister's Office and they made arrangements for some of us to meet  
2 on a Zoom meeting with Nova Scotia Justice Group for Society that they're a partner.  
3 And so they explained things out and Restorative Justice, from the get-go, should never  
4 have reached out to us because, based on her actual offence, we weren't considered  
5 victims of that offence. So in -- it essentially added up to a victimless crime and that's  
6 why they never involved the families. So that's where -- that's how we got cut out of it.

7                   So the Restorative Justice people were bouncing stuff back and  
8 forth with us, talking lawyers and the whole -- and then all of a sudden, boom. And so I  
9 said, "You know, well, tell me this one thing," I said. They explained, like, she would  
10 have gone to meetings for this, and this, and this, but they said, "No, her -- none of her  
11 plan was the testimony in here."

12                   I said -- and those were the -- those were the two big questions that  
13 I had asked, "Like, is this" -- you know, because to a lot of people, this is how it came  
14 across, was -- with that portion of it, was that she come in here and was, for lack of a  
15 better term, protected, and it was part of her Restorative Justice.

16                   Well, we found out -- they confirmed for me and they said, "No, that  
17 wasn't part of it."

18                   So I mean -- I said -- you know, I had a three-hour meeting with  
19 them just to get those two pieces of information. That's all I was asking for, just to  
20 understand why. So I mean, the Restorative Justice Department, I've yet to talk to them  
21 but I'm working on that with them. I've been -- little side jobs.

22                   **MR. LEO ARTALEJO:** So let me ---

23                   **MR. SCOTT McLEOD:** M'hm.

24                   **MR. LEO ARTALEJO:** I want to make sure that we hear this  
25 because I think it's a really important piece. It sounds a little bit like the role of the  
26 families in the Restorative Justice process was not clear. Would that -- from the initial  
27 contact and then as things progressed, you were left feeling like, "What's the role for  
28 families? How do we participate? How did this come to a completion without more



1 engagement with the families?" Is that ---

2 **MR. SCOTT McLEOD:** Yes. Yeah, because they -- like, I had  
3 passed a number of emails back and forth because they were asking about my legal  
4 counsel. And I told them, I said, "My legal counsel is specific to the Mass Casualty  
5 Commission."

6 **MR. LEO ARTALEJO:** Okay.

7 **MR. SCOTT McLEOD:** I said, "So you'll be dealing directly with  
8 me."

9 **MR. LEO ARTALEJO:** Yeah.

10 **MR. SCOTT McLEOD:** And then they bounced a couple more  
11 saying, "No, no, you're with this law firm."

12 And, "No, I'm not."

13 And so I mean the way everything came across was like, "Yeah,  
14 you're -- you guys are going to be a part of this whole thing." And, basically, once they  
15 passed it to their community partner, the community partner took what they had and the  
16 rules that they're to follow, which, based on the crime, there's no victims here, so they  
17 proceeded with their Restorative Justice plan, which didn't involve the families. So we  
18 should -- based on what I was told -- there was a girl from Dalhousie Law there as well,  
19 Jennifer Llewellyn.

20 **MR. LEO ARTALEJO:** M'hm.

21 **MR. SCOTT McLEOD:** And so, like, she explained it. She said,  
22 "Basically," she said, "it boils down to that that crime, you weren't a victim," so they  
23 weren't reaching out to us. But the Restorative Justice Department itself had reached  
24 out and, you know, had all these families, you know, geared up and saying, "Yeah,  
25 we're willing to participate," and then all of a sudden we were sort of sidelined and ---

26 **MR. LEO ARTALEJO:** Yeah.

27 **MR. SCOTT McLEOD:** There was quite a number of people very  
28 upset over that because we just -- you get blindsided like that when you're actively

1 engaged and then everything taken away without any reasons, so. So that was a bit of  
2 a show but we're working through that.

3 **MR. LEO ARTALEJO:** I'm also hearing that you're -- I'm also  
4 hearing a desire to do everything you can as a family member in the wake of this event  
5 and you're being contacted by different people and it's hard for you to discern, you  
6 know, "What's my role? How do I stay engaged?" And you're hearing from different ---

7 **MR. SCOTT McLEOD:** M'hm.

8 **MR. LEO ARTALEJO:** --- people within either the Commission or  
9 the justice system and that can be hard to figure out which one -- you know, "How are  
10 these things related?"

11 **MR. SCOTT McLEOD:** M'hm.

12 **MR. LEO ARTALEJO:** Where do I put my energy?"

13 **MR. SCOTT McLEOD:** Yeah.

14 **MR. LEO ARTALEJO:** You have a limited amount of energy.  
15 You're grieving.

16 **MR. SCOTT McLEOD:** So ---

17 **MR. LEO ARTALEJO:** Yeah.

18 **MR. SCOTT McLEOD:** But I've been -- and I mean I haven't -- the  
19 one thing I haven't done is lost sight of the fact that, yeah, I've lost my brother. But at  
20 the same time, there was 23 other individuals that were killed and there's a lot of people  
21 out there. So I mean, a lot of stuff that's going to impact me is impacting all these other  
22 people, maybe not the exact same way, but -- you know, so any -- anything that I'm  
23 doing, it's not just me; it's -- you know, it's everybody. I mean, we all want to -- to know.  
24 As I said, I've been in this for -- all I want is the truth and some information. And I  
25 mean, how much information we'll every actually get on my brother's place is limited  
26 because of the way that the whole thing took place.

27 So I mean, that's where my -- you know, my thing is, is -- you know,  
28 some of the stuff that's been hard for me is where I sit back and I look at different things

1 and I'm going, "But it doesn't make any sense," and, you know -- but it doesn't pertain to  
2 my direct contact with it so it's -- dealing with my lawyer, I mean I know that the  
3 parameters are -- there's certain parameters that I have to fall within, so I mean, I just --  
4 I sit back and try and figure it out and, you know, I'll ask questions to different people to  
5 try and figure out the information that I need and ---

6 **MR. LEO ARTALEJO:** Yeah.

7 **MR. SCOTT McLEOD:** --- I've done well at it so far, so it's step by  
8 step.

9 **MR. LEO ARTALEJO:** There's one other thing that I heard that I  
10 wanted to know if it might be interesting to comment a bit more. You said that you had  
11 been well served by Commission staff, et cetera. I just want to highlight that there was  
12 a long time between the event and when the Commission was initiated and then, even  
13 then, from when the Commission was staffed, so you got a fairly ---

14 **MR. SCOTT McLEOD:** M'hm.

15 **MR. LEO ARTALEJO:** --- long time. And I'm thinking forward to  
16 Canadian families in the future that may not have a federal and provincial joint inquiry  
17 initiated during an event, so can you take yourself back to before the Mass Casualty  
18 Commission even existed; were there support and services available for your family  
19 either through Victim Services or other? Was there enough support there?

20 **MR. SCOTT McLEOD:** Victim Services, like I say, right from --  
21 right from the get-go, once they announced that, you know, "Reach out." You know, as  
22 soon as we started reaching out ---

23 **MR. LEO ARTALEJO:** M'hm.

24 **MR. SCOTT McLEOD:** --- they were -- you know, they had  
25 answers. If they weren't right at their phone and you left a message, they were back to  
26 you, I mean, within a very reasonable amount of time, like, if not that day, you know, the  
27 following day, but they were always right on it.

28 **MR. LEO ARTALEJO:** Right.

1                   **MR. SCOTT McLEOD:** You know, so that part of it was great. Our  
2 experience with our Liaison Officer, that -- that was not good. I actually had a couple of  
3 confrontations with Skipper Bent, one of which, he called me at home and I was -- we've  
4 had a -- there has been quite a rift torn in our family when this whole thing took place.  
5 And so he called me and told me that I was being accused of harassment, and I very  
6 quickly took control of his phone call on him and used the same training that officers are  
7 trained with to take my side of it and to control it. And I was in my car on my way to  
8 Truro because I was coming to meet with him and I wanted his Staff Sergeant, or  
9 supervisor, and whoever, and I said, "You know, this is going to happen."

10                   And so I got part way out of town before I got a call; he went to my  
11 parents' place and he actually told my mother on me that I yelled at him on the phone.  
12 How he -- that's how he handled it, went to my mum and dad and told my mother on me  
13 that I yelled at him. I said, "Well, he's Major Crimes. That's interesting."

14                   So I mean -- and after that point, like, trying to deal with -- with him  
15 was just -- like, it got the point my brother said, "Don't reach out to me. I'm done with  
16 you." I left things because I mean at least when they did send out stuff, I knew I could  
17 get documents and, you know, all the ITOs that went out there.

18                   You know, they had reached out to me a while back and said,  
19 "Look, there's stuff going into the courts about rereleasing the ITOs and the redactions  
20 so that you'd be able to read." I mean when you get whole pages that are blacked out,  
21 you know, a lot of paperwork is no good to -- it doesn't give you any information.

22                   So I -- I said, "Yeah, sure, I'm good with seeing that come out. This  
23 will be great."

24                   And so quite a bit of time went by and I reached out to him again  
25 and he said, "I haven't heard anything back," and that was the last communication I had  
26 with him on it. And the next time that I even heard anything on him was the day that he  
27 testified for the Commission. So I don't hold a lot of faith in it.

28                   With just things like that, it puts an awful strain on how much you

1 can trust what you're hearing. And then just hearing the different testimonies and the  
2 contradictions from a lot of the senior members, you know, like, one's saying this and  
3 another one's completely contradicting it, and I mean there's been a lot of "you, you,  
4 you" going on the last month or so and so it really -- that part of it really breaks a lot of  
5 trust because I mean, for the most part, the boots on the ground guys, you know,  
6 they're going into it; they're getting a radio call saying, "Here's what you've got"; they're  
7 trying to get staff in; and then everything else has been -- like, I've always looked at it --  
8 I can't remember who made the comment about it being an "impenetrable web" when  
9 you get into that upper management. And I said, "They're -- even the members didn't  
10 know who they have been answering to in that timeframe."

11 And I said -- you know, I know, with your background in local  
12 policing -- I mean, I've known Dave MacNeil for 30 years and like, you know, there's a  
13 clear line of command up through to the top. And I just -- when you start hearing all  
14 these different people and you've got Staff Sergeant, Staff Sergeant, Staff Sergeant,  
15 well, all right, they're all Staff Sergeants but who's -- who should be running it and who  
16 should be taking over? And it just -- it showed a lot of -- what appears to be a lot of  
17 confusion and -- but it doesn't instill a lot of faith in people when the people that are on  
18 the front lines to protect what's going on are working in a state of confusion. So I mean  
19 it's -- that's been interesting to listen to and just see what comes out of that.

20 **MR. LEO ARTALEJO:** I just want to revisit the Family Liaison  
21 Officer because we have heard that that's a very important gateway for families in terms  
22 of receiving information. What I'm hearing you say is that, in this case, there was one  
23 Family Liaison Officer and so it might be helpful in the future for there to be not just  
24 multiple but that if, for some reason, they're -- you aren't getting the support you need  
25 from one Family Liaison Officer -- the situation you described was you just saying,  
26 "Well, leave me alone." There might be -- for families in the future, it might be helpful to  
27 have a couple of different options for Family Liaison Officers and if one -- you're not  
28 getting the service and support you need from one, that there's someone else.

1 Because in the case you describe, you just had to sort of remove yourself from that  
2 support service.

3 **MR. SCOTT McLEOD:** We requested -- we actually managed to  
4 have a meeting with Darren Campbell, and Skipper Bent was in the meeting. The  
5 Sergeant from Major Crimes was there. The Corporal that was leading -- and I can't  
6 remember their names. Glenn, I think, was the Sergeant's name. Anyways, we met  
7 with them. And one of the things that we requested there in that meeting was another  
8 Liaison officer because we had conflict, and we were just turned down, "No." And I  
9 mean -- so it's like, well, what do you do? I mean if the senior management team is  
10 saying, "No, this is what you got," well, who do I go to?

11 Like, I know I can reach out to Brenda Lucki's office but the  
12 question is, again, that web that you've got to go through. What's -- you know, where's  
13 it going to stop? And they're just going to shut you down. So we left it at that.

14 Now, I've thought about that liaison position and the different things  
15 that I've heard in here and, to me, that might even be an opportunity. I know they do  
16 Special Constable work and stuff, and that may be something to bring in a civilian  
17 person for. That way, you're not tying up your actual police resources, whereas I know  
18 now the Special Constables used to be on the road but I mean there's a lot of  
19 restrictions on that now after a Special Constable was shot in a situation on the road.  
20 And, you know, if they can't do lethal overwatch, they don't want them in the cars; it  
21 makes sense.

22 But for something like that -- this way, you could have someone  
23 that you're not pulling from the front lines to -- they're sworn in; they're to follow the  
24 same rules that any other officer is but their job is going to be dealing with families and  
25 victims in that sense. So I mean that might be definitely something for them to look at. I  
26 mean it's an option there, so.

27 **MR. LEO ARTALEJO:** I just want to check in. Do you need a  
28 break? Do you need water?

1                   **MR. SCOTT McLEOD:** No, I've got water. I'm ---

2                   **MR. LEO ARTALEJO:** Okay.

3                   **MR. SCOTT McLEOD:** I'm golden.

4                   **MR. LEO ARTALEJO:** Another cup of coffee?

5                   **MR. SCOTT McLEOD:** No, I'm good.

6                   **MR. LEO ARTALEJO:** Okay.

7                   **MR. SCOTT McLEOD:** That's about four this morning. I'll be  
8 spinning here soon.

9                   **MR. LEO ARTALEJO:** All right. So this is a good transition to the  
10 second round of questions ---

11                   **MR. SCOTT McLEOD:** Sure.

12                   **MR. LEO ARTALEJO:** --- because we're starting to touch on the  
13 issues, you know, in this case, the staffing of the family liaison officer, and you've given  
14 some really great recommendations on those.

15                   So the round two question is, the work that lies ahead for this  
16 Commission is to make the final recommendations that will be effective and meaningful,  
17 particularly with a focus on supporting families in the future. Which issues are most  
18 important to you and your family for the Commission to focus on as we finalize those  
19 recommendations?

20                   **MR. SCOTT McLEOD:** For -- so if we're looking at, like, immediate  
21 -- I guess immediate action after the situation, definitely having the people out there that  
22 can -- the Victim Services, having them on board right away, and a better -- if you've got  
23 this extra body that's going to be your liaison person, they can -- they can work on  
24 identifying who they can -- names that they can pass out to Victim Services.

25                   Like, I know the boys from the firehall, they hadn't been reached  
26 out to so they -- you know, they were -- they were a gap in that that was missed. So if  
27 you've got someone, again, not necessarily on the front lines but that's fully engaged  
28 with everything that's going on, they can -- you know, they can more easily identify,

1 "Well, let's see. All right, so we had this mishap at the firehall. What happened there?  
2 Who was there? Who was involved?" you know, at least to reach out to them and say,  
3 "Look, we know this was a traumatic experience for you. If you would like, we can get  
4 you set up with Victim Services and they can certainly see what kind of" -- you know,  
5 with -- you know, just to look at justifying having a Special Constable in a position like  
6 that to liaise with families.

7                   So I mean even if it's, you know, a single homicide that has been  
8 responded to, there's still lots of victims there and that's someone that can -- then can  
9 talk to, like, the initial people and the initial group and expand it from there. And it's --  
10 you know, it could be a part of a duty that, you know, instead of -- you know, if you don't  
11 have a major situation like this, well, they're not just sitting on their haunches or  
12 anything but, you know, so that there's an actual build and a base to build on something  
13 like that because it's without a -- like right now, without any kind of real training program  
14 for them, you know, it's something that's got to be built from the ground up for them.

15                   So, you know, just little things to make sure they're incorporated, it  
16 keeps them -- it keeps them involved with, you know, the investigations and  
17 understandings and stuff like that. So I mean, it's -- it'd be good to -- just to have  
18 somebody that can identify, which is going to speed up the fact of -- instead of  
19 somebody sitting there for six months and going through everything in their head. And,  
20 you know, if they're -- like, the faster they're identified the -- the sooner that they can get  
21 help that's needed. It's definitely not an easy thing to deal with. One person or 20  
22 people, it doesn't matter. It's a lot for a lot of people.

23                   **MR. LEO ARTALEJO:** So I'm hearing you say that there needs to  
24 be kind of a defined protocol that will allow -- will make sure that people -- that the  
25 families are contacted initially. It's almost like a contact management system like you  
26 would use for customer service anywhere else, right ---

27                   **MR. SCOTT McLEOD:** Yeah.

28                   **MR. LEO ARTALEJO:** --- where people could see the last contact



1 point with this family was this, or this family's entered into the system and they haven't  
2 been contacted yet. So we need to be able to scale that.

3 **MR. SCOTT McLEOD:** Yeah. And I mean you can -- they can --  
4 once they start getting information -- so if I come to you and question you, and you give  
5 me three more names here, well, and I look and I say, "Well, who are these people?  
6 How are they involved?" then I've got people I can reach out to. Or if it's, "Well, it's the  
7 guy that used to live next door to us 10 years ago," it's like, "Okay, that's -- we can put  
8 on the backburner here for now." We -- you know, they can triage that as well. So it's  
9 going to -- something so that the prime core is hit first and, if it needs to expand, expand  
10 it.

11 **MR. LEO ARTALEJO:** That's really interesting. Okay. We have  
12 heard from families that there's this -- that they should be a privileged -- they should be  
13 treated as a privileged party when it comes to disclosure of information. And sometimes  
14 the families have felt like they were either finding out more information through the  
15 media or at the same time as the public. And so that kind of system would also allow  
16 you, like you've described, to create groups of people that can be put into a disclosure  
17 calendar as information rolls out ---

18 **MR. SCOTT McLEOD:** Yeah.

19 **MR. LEO ARTALEJO:** --- whether it's ITOs or anything else.

20 **MR. SCOTT McLEOD:** Yeah, like -- well, you're -- essentially,  
21 you're triaging where the people need to be. Is -- you know, like, your immediate family  
22 are obviously going to be that centre core.

23 **MR. LEO ARTALEJO:** Yeah.

24 **MR. SCOTT McLEOD:** But where from there does it go? Like,  
25 have you got a family that's split and they want nothing to do with your part of the  
26 family? Well, yes, they're part of the entire group. Where are you placing your focus,  
27 you know? Or extended family, how close are the extended family? You might have  
28 some cousins that, you know, you're extremely close to. Like, my cousin that's the

1 Warden in Renous, we're really, really close; have been since we were little kids. But  
2 I've got other cousins that -- actually, I just ran into one of my cousins that I haven't  
3 seen in probably 25 or 30 years because he's with the RCMP and lives out West. So I  
4 mean just ---

5 **MR. LEO ARTALEJO:** Totally. That's a really good -- okay. So  
6 something also about a flexible arrangement so that there doesn't have to be one family  
7 contact and there can be sort of a flexibility in how the family wants to be communicated  
8 ---

9 **MR. SCOTT McLEOD:** Yeah.

10 **MR. LEO ARTALEJO:** --- with.

11 **MR. SCOTT McLEOD:** And I mean ---

12 **MR. LEO ARTALEJO:** It might be as straightforward as one  
13 person.

14 **MR. SCOTT McLEOD:** And if people ---

15 **MR. LEO ARTALEJO:** There may be ---

16 **MR. SCOTT McLEOD:** Yeah.

17 **MR. LEO ARTALEJO:** --- splits in the family.

18 **MR. SCOTT McLEOD:** And if people ---

19 **MR. LEO ARTALEJO:** That's really important.

20 **MR. SCOTT McLEOD:** --- don't want to be involved in it, I mean  
21 it's -- it's a way to not overwhelm the one individual. I mean if you've got 20 names and  
22 can scale that down to eight people that are your core people that will actually disperse  
23 the stuff for you further than that, but available for contact from the rest of them, I mean  
24 it's going to save -- you know, instead of making 20 phone calls, you get -- you've got to  
25 make eight and know that if any of the people aside from that really need anything, that  
26 they're authorized to call in and get the information, so just streamlining a way ---

27 **MR. LEO ARTALEJO:** Yeah, sort of like honouring the complexity  
28 of family relationships and having something that would -- a system that would be able

1 to support that ---

2 **MR. SCOTT McLEOD:** Yeah.

3 **MR. LEO ARTALEJO:** --- so that people aren't left out, yeah.

4 **MR. SCOTT McLEOD:** Yeah.

5 **MR. LEO ARTALEJO:** Anything else come to mind when we talk  
6 about kind of the issues that underpin the recommendations?

7 **MR. SCOTT McLEOD:** I've been a big advocate on the Alert  
8 Ready. I mean that's been a huge thing for me. I can't say it would or it wouldn't have  
9 saved anybody. It may and it may not have. But, at the same time, it's one of those  
10 things that, in the event of something like that being issued, a larger core of people  
11 would have known. You may not have had Lillian Campbell out for her morning walk.  
12 You may have had Kristen O'Brien and ---

13 **COMMISSIONER STANTON:** Kristen Beaton and Heather  
14 O'Brien.

15 **MR. SCOTT McLEOD:** Thank you. Yeah, yeah, there we go.  
16 They may not have been out on the road or stopped on the road. They may have, you  
17 know, either stayed home, or made other arrangements, or anything. So I mean, I can't  
18 say it would or it wouldn't have. Would it have grabbed my brother's attention, stopped  
19 him before he got there? I don't know, but at least -- at least it's going to give people  
20 that heads-up knowledge so that -- maybe not everybody but, you know, a good core of  
21 people would have an idea that there's an active shooter moving; stay in your house;  
22 avoid going out at all costs, as long as you can; and, you know, just something to slow  
23 things down.

24 It's -- you know, I've listened to the different experts we've had and  
25 talking about how it can overwhelm, or not overwhelm, or -- and I said, "You know, in  
26 that -- in a situation with something to that scale, I think if people know" -- if something  
27 happens in our jail, someone hits an alarm, and people see officers responding to it,  
28 we'll have other staff in the units. We start locking down our units so that we can control

1 it. So I mean, the alarm goes out, yeah, we're responding to it. At the same time, we're  
2 taking control of other areas. So it would be the -- I look at it that that kind of way, that,  
3 you know, knowledge is power. So that was a -- it's always been a big thing.

4 Like, I had a great chat with one of our experts. Was it Tom from --  
5 I think he come down -- came here from out west in Calgary but he ---

6 **COMMISSIONER MacDONALD:** Out in Alberta, yeah.

7 **MR. SCOTT McLEOD:** Yeah. And he actually went out to supper  
8 with me and the boys and he -- yeah, he's sitting -- he explained a lot of stuff to us and  
9 what -- stuff that he had -- I mean he elaborated a lot more on it during his testimony  
10 time but, you know, he explained where his background was to us and how he had  
11 come about dealing with it and stuff. So I mean that, for me, was great because it's  
12 been something that I've been interested in. So I thought it was a good option. And I've  
13 always -- I thought it -- I still think it's a great system, I mean more than just an Amber  
14 Alert or, you know, flood warnings. I mean, it's a tool that can be very versatile, so.

15 **MR. LEO ARTALEJO:** I'm hearing you say that information -- I'm  
16 just hearing you say that it's important to give people information and it's important to  
17 know at what point you should release that information for the public good.

18 **MR. SCOTT McLEOD:** Yes, absolutely. Like, I mean obviously  
19 there's going to be details that you're not going to release. It's just not going to happen  
20 ---

21 **MR. LEO ARTALEJO:** Yeah.

22 **MR. SCOTT McLEOD:** --- or it's stuff that you need to hold onto for  
23 the time being because of the investigation. But if there's information that can go out  
24 that could potentially keep people in -- like, when we locked down Moncton when Justin  
25 Burke (sic) was on the loose there, you know, there was -- everybody knew to stay in.  
26 The had the city locked down. People didn't go out.

27 I left my house because I had to work, you know, so I'm straight to  
28 the highway and I'm avoiding any area that I thought I was going to be drove into

1 because I -- you know, I know the area and I knew where they were working around.  
2 So -- but I mean, you know, we stayed in our houses. Everything was shut down. So,  
3 you know, it was a good way that -- for the police not having to worry about as many  
4 civilian personnel being around so that when you do have movement, "Okay, who are  
5 you and why are you moving?" It narrows it down for them, so anything to help, like,  
6 both sides because it's a help for policing and it's a safety for the public, so.

7 **MR. LEO ARTALEJO:** That's super helpful, thank you.

8 The last question is -- you know, we acknowledge that you've been  
9 on this journey with the Commission. You've been very present both in the public  
10 proceedings and along the way with media and others. Are there -- is there anything  
11 else -- this is the round three question. Is there anything that you feel would be  
12 important for the Commission to understand, you know, as it comes to its public  
13 proceeding as those come to completion? The third question's just really about --  
14 you've got the Commissioners here. You're here. Is there anything else that might be  
15 helpful either for you to share or for us to hear?

16 **MR. SCOTT McLEOD:** Well, from what I've seen so far, I mean it's  
17 been good. The public has had the option of -- if they want to actually come see what's  
18 going on, they've had the option to sign up. They can call in if they don't have a  
19 computer or anything, or they can sit. And if they feel like sitting down and watching the  
20 webcast or going to the website and looking at the documents, that's been good  
21 because it's supplying a lot of people a lot of information. And I mean, if someone's not  
22 following along with it, you're going to be really lost trying to figure a lot of it out but I  
23 mean, at least they can go in and they can look at -- watch some of the videos. And if  
24 they're -- you know, go in and read the testimonies and read what has come out of each  
25 specific area and how it was followed through with and, you know, hearing what the  
26 Commission has had to say about it at the time, and -- you know, so people -- and  
27 hearing other people's thoughts and opinions through their lawyers.

28 That's been the hardest part for me is I'm not one that's usually one

1 to sit back and just go whisper in somebody's ear to have them talk for me. It's -- that's  
2 been a new experience for me because I mean, essentially, it's the same as being in a  
3 courtroom. I mean there's -- and, you know, everybody gets frustrated with a lot of stuff.  
4 And I've tried, well, quite hard for me, too. You know, I respect that and, you know, I'll  
5 admit -- I'll be the first one to admit, yeah, there's been days where I've laughed at stuff  
6 or scoffed at stuff but, you know, I've tried not to be into the outbursts and -- it's not  
7 helping me any. So it's been an interesting experience, a real learning experience for  
8 me. Myself, I take that away with me. I think that's great.

9                   It's created -- having -- having the -- when I say "family members", I  
10 encompass all of us, like the members of the fire department and such forth. I've  
11 referred to everybody as "family" ever since. I don't look at it any different, whether it  
12 was the fact you were at the firehall or you physically lost a loved one. We've become  
13 quite a tight-knit group. Like, I've made a lot of -- a lot of new friends that are -- you  
14 know, it's a bond that's different than just meeting somebody through somebody else  
15 and it's been an interesting bond and we've had the ability to support one another. So  
16 having everything open like this has been great this way.

17                   So I mean -- and you've got people that can come and they can  
18 sign up to sit in and be support for you. I've had that happen. We've had people sitting  
19 in the public seating that's been there just to support the families. So having the ability  
20 to have it open has been fantastic, in my opinion, because people are there. I mean,  
21 we're not getting the massive crowds that, you know, might not be -- what might not be  
22 too bad to see once in a while is a nice big, full room but, at the same time, you get a  
23 big, full room, you get a bunch of people who are just coming in and they're checking it  
24 out and, you know, they're not invested in it the same way. So -- but at least the people  
25 that are able to come in and be there that might not be a Participant with the whole thing  
26 but they're there and you know that they're there so you take a break, you go sit, and  
27 you've got someone there to sit and talk to. So it's been good.

28                   Resources have been -- like, you know, there's always coffee and

1 water for everybody. For me, that's speaks volumes to me because my life revolves  
2 around coffee. But it's been good. Like, I mean I haven't -- I haven't had any issues. I  
3 mean if I have had anything that's concerning, I mean I've had no problem reaching out  
4 to Maureen, and Jennalee, and Jamie, any of the -- any of the people that I see on a  
5 day-to-day basis have always been smack on there for us. Mary and her group there,  
6 they've been fantastic. It was -- well, Mary helped me dealing with some other stuff with  
7 Dad that pertained to this and, you know, she worked quite diligently trying to help me  
8 with that.

9                   So I mean, it's been -- it's been really good that way. So the open  
10 experience with everything has been great. So -- and I mean, you're going to get only  
11 what you're given by people, so -- and I mean, you guys are digging in and adding little  
12 pieces together to make the whole puzzle so in March, when we get the stack of papers  
13 that are going to be coming forth out of this, you know, we'll be able to, you know,  
14 hopefully, get some things moving in a smoother -- a smoother way or a better direction,  
15 whichever way it has to go, but it'll be a good -- I think it's going to be good.

16                   And I mean, I might not ever get the answers that I would hope to  
17 have but I mean that's -- it's going to be what it's going be with where my brother's  
18 place is at. And no one's ever going to be able to say, "Why in God's name did he start  
19 this?" Just away he went." So I mean ---

20                   **MR. LEO ARTALEJO:** The perpetrator, you mean?

21                   **MR. SCOTT McLEOD:** M'hm. No one's ever going to know the  
22 exact reason. We can speculate a lot of different things based on historic events, but to  
23 know the full scope of what transpired in this head, you know, and why he would have  
24 just gone and just out and shoot people, like, it just -- it makes no sense. Anybody  
25 that's got a -- I'll say a "normal" thought process, I mean, it's something you can't wrap  
26 your head around. It just -- it doesn't make any sense to anybody. So it's ---

27                   **MR. LEO ARTALEJO:** I want to thank you for your kind words  
28 about the volume and transparency of the information. We don't often hear a lot of

1 positive comments about how those things have been helpful for families so it's really --  
2 thank you for offering that as well.

3 **MR. SCOTT McLEOD:** No. I mean I've tried to be as realistic as I  
4 can about things. Like, I mean I know nothing is ever going to be perfect. But if -- with  
5 what we can get out of this, if we can fix some things, or rebuild other things so that it  
6 works in a better way -- I mean God forbid anybody else goes through something like  
7 this because it's -- it's -- you're -- to experience the loss of someone like this -- like, I  
8 mean I've dealt -- I deal with numerous people every day that have done -- done similar  
9 crimes; they've killed people. And I mean I just -- you -- it doesn't seem like a rational  
10 thing to do to -- you know, to just go out and kill somebody. Like, I just -- I just -- it  
11 doesn't make sense.

12 So I mean if this can help lead things towards helping people figure  
13 stuff out or understanding it -- like I sit back -- there's been different things that I, myself,  
14 have sit back and said, "Well, I don't -- you know, I don't like this," or, like, I've -- I've felt  
15 a little slighted here a few days because we've had the groups in that have -- I'm sitting  
16 there and one girl, three or four times, brought up "white men" and I'm just sitting there  
17 and I'm going, "Aside from inmates, like, this is not the norm." I mean I get the statistics  
18 on different things but I -- you know, I just didn't understand bringing in certain groups.  
19 To me, it just didn't seem to connect.

20 I know, like, when they brought up the Donald Marshall Inquiry, I  
21 said -- and they were talking about recommendations that were either never put -- never  
22 done, or just throw something out there and say, "Here you go and don't worry if it  
23 works or not, just to say that we did something," that was a nice highlight to see  
24 because that's one these things that I -- I had a meeting with Jamie and my lawyer,  
25 Tom, and we were talking recommendations and one of the things I said -- and I've  
26 heard it mentioned a couple of times since then -- is having some kind of body in place  
27 to be like an oversight and not -- I mean, obviously, you'll need somebody with a legal  
28 counsel or a legal background, but not a government and not a police group. This way,



1 you've got a neutral group for something like this and it's not anybody with an agenda  
2 based on anything else.

3                   You've got a legal representative to say, "Well, yeah, we can do  
4 this this way," and -- but the -- like, the government and the policing agencies, or  
5 whoever it's directed at, you know, they can feed back into this group and they're there  
6 to be able to say, "All right, well, here's what's going on," and they can verify that this  
7 was implemented, or this is being worked on, and, you know, they can meet with the  
8 powers to be in whatever organization so that they can -- they can make sure that it's  
9 not just something, as the term was put out there before, "falls off the desk", and just so  
10 that, coming to the future, we're, you know -- and we can say at the end of this, when all  
11 is said and done and recommendations are put forth -- and if the case that was brought  
12 up of some things just aren't going to be feasible to do, "All right, well, if it's not feasible,  
13 what are we going to do about it? How can we fix this or what would work better?"

14                   And I mean, just so that you've got that body there that can have  
15 that conversation instead of just handing over a sheet of paper and I look at it and go,  
16 "Yeah, okay," and it gets set on my desk and, you know, maybe the big highlighted thing  
17 on it's going to be the thing that you're going to jump on, makes sense, but I mean  
18 there's going to be a lot of smaller items that people aren't really going to -- unless  
19 they're reading everything line item by line item and able to find out if it's been done or  
20 not, they're not going to know.

21                   And I mean anybody can say -- I can take a piece of paper and say,  
22 "Yeah, I've done it all."

23                   And if nobody's there to say, "No, you haven't," or, "Good job," then  
24 it's just as easy to put that on the table and keep walking. I just -- you know, with all the  
25 work that everybody's put into this, just to make sure that it hasn't been a lot of time and  
26 money for people put in to have it shoved in the corner and never looked at again.

27                   So I mean that, for me, is a big option because then the public's  
28 going to hear it, too. Like, the information, the transparency part of it, the public is

1 getting something back and it's not coming from a government official, or coming from a  
2 police official, or -- it's coming from an independent group saying, "Here," so you know  
3 it's something that, hopefully, will allow more trust to the public in what they're hearing  
4 versus just getting whatever's written on piece of paper in front of somebody. So ---

5 **MR. LEO ARTALEJO:** Thank you.

6 I'll see if the Commissioners have any follow-up questions or points  
7 of clarity.

8 **COMMISSIONER MacDONALD:** I just wanted to -- can I call you  
9 "Scott"?

10 **MR. SCOTT McLEOD:** Yes, absolutely.

11 **COMMISSIONER MacDONALD:** I just wanted to thank you, Scott,  
12 for being here today and for a couple of really good ideas. A great idea a couple of  
13 weeks ago, at the IPP session, the training of folks who work at correctional centres and  
14 prisons. Thank you for that. And you've had a lot on your plate, I know. And my  
15 sympathy. I don't know what funeral you had to go to but we know we had a matter  
16 scheduled. So you've had a lot on your plate and you mentioned your dad, so the  
17 thanks is even amplified because of everything else that's going on for you. We greatly  
18 appreciate that.

19 Most of all -- this may surprise you. I don't know. But most of all,  
20 it's really good to see you out there every day when we -- to see you following along.  
21 And there are folks that are there every day, and you're one of them. And there are  
22 folks that stay to the end, and you're one of them. And that means a lot to us because  
23 we are on a journey, actually, and if you're learning a lot, I'm -- I guarantee you, I'm  
24 learning a lot. And we're learning a lot together and it's a journey. We'll do the very  
25 best in memory of your brother.

26 So thank you so much for engaging not just today but, actually,  
27 every day. It's greatly appreciated.

28 **MR. SCOTT McLEOD:** I'm happy to be able to be part of it, I mean

1 not just sitting on the sidelines and waiting for something to be done. I mean, I'm ---

2 **COMMISSIONER MacDONALD:** That's appreciated. It's not gone  
3 unnoticed. Thank you.

4 **MR. SCOTT McLEOD:** Thank you.

5 **COMMISSIONER FITCH:** I can't say it any better than what  
6 Michael has just shared. I have one question for you.

7 **MR. SCOTT McLEOD:** M'hm.

8 **COMMISSIONER FITCH:** It's about the Victim Services, just for  
9 clarity. You talked about learning and Michael -- or Commissioner MacDonald just said  
10 the same about how much we're all learning through this process. And we've learned a  
11 little bit but not a lot about the role of the RCMP Victim Services. I understand you  
12 know this from working in institutions that there's Provincial Court Victim Service  
13 workers ---

14 **MR. SCOTT McLEOD:** M'hm.

15 **COMMISSIONER FITCH:** --- but then there's also a branch of  
16 Victim Service people working with RCMP Nova Scotia. Do you know if the two roles  
17 have -- if you could just distinguish for us, for starters.

18 **MR. SCOTT McLEOD:** I have no idea about the RCMP side of it,  
19 none.

20 **COMMISSIONER FITCH:** Yeah.

21 **MR. SCOTT McLEOD:** The only -- the only ones that I've dealt  
22 have been the Provincial Department of Justice folks and -- I mean, I've met and talked  
23 with -- well, we've had Barb Smith here every day and she's been fantastic, just couldn't  
24 ask for any better. Her supervisor's been here a couple of times, Kim. She was here  
25 the other week because Barb was off. Same thing, like, just easy to approach; they  
26 listen; if they don't know, they'll certainly reach out. And I mean I've met and dealt with  
27 the Director as well, Dana ---

28 **COMMISSIONER FITCH:** M'hm.

1                   **MR. SCOTT McLEOD:** --- and I've had nothing but a good  
2 experience with them. Just, like I say, easy to approach, able to talk to. You know, a lot  
3 of times when you're dealing with people in these government organizations, you don't  
4 often talk to the people in the higher supervisory roles. But I mean I can -- I can call up  
5 the office and ask to speak to Dana and she'll take the call. So I mean, nobody's above  
6 anything else. They're just -- they're genuinely there and are willing to talk. But as far  
7 as the RCMP's, I could not tell you anything because I have no idea.

8                   **COMMISSIONER FITCH:** Okay. I suspected that just from what  
9 we've heard and through our process but just for the purposes of the record ---

10                   **MR. SCOTT McLEOD:** M'hm.

11                   **COMMISSIONER FITCH:** --- I wanted to make that we had that  
12 clear.

13                   And so Scott, just -- one of my fellow Commissioners said that it  
14 means a lot for us to look out and see you sitting there with others day in and day out --  
15 is remarkable. It's absolutely remarkable. I know it's taken a lot of courage, and  
16 strength, and endurance. And, you know, we do know that there are a lot of people that  
17 are also watching and tuning in here in Nova Scotia and well beyond to the  
18 proceedings, and -- but to have the presence of those of you that can be there, it really  
19 has meant a lot, I think, not only for the three of us as Commissioners but to all of our  
20 folks that have been working so hard to make the public proceedings accessible. And  
21 you and I have had a couple of just brief chats in the hallway ---

22                   **MR. SCOTT McLEOD:** Yeah.

23                   **COMMISSIONER FITCH:** --- passing on breaks and ---

24                   **MR. SCOTT McLEOD:** Yeah.

25                   **COMMISSIONER FITCH:** --- so it's just been quite an experience  
26 getting to know you. And just thank you so much for taking your time to share with us  
27 today. Greatly appreciated.

28                   **MR. SCOTT McLEOD:** Well, thank you for listening and dealing

1 with me over the last number of months. I think the one that should be thanked the  
2 most is my wife for putting up with me not being home because she's -- she some  
3 happy to see next week ---

4 **COMMISSIONER FITCH:** M'hm.

5 **MR. SCOTT McLEOD:** --- come to an end. So ---

6 **COMMISSIONER STANTON:** She's not alone.

7 **LEO :** I was going to say, Commission staff feel the same. We  
8 don't think of all the partners of spouses that have been supporting all the people that  
9 are ---

10 **MR. SCOTT McLEOD:** No, there's a lot of people out there that,  
11 you know, this has definitely touched one way or another, so that's ---

12 **LEO:** And I'd like to put on the record all the partners and spouses  
13 ---

14 **MR. SCOTT McLEOD:** Yes.

15 **LEO:** --- for the families and for the Commission staff.

16 **MR. SCOTT McLEOD:** Yeah.

17 **COMMISSIONER MacDONALD:** They've been dealing with a lot  
18 of figuring out where the cars are going to go and who's going to feed the kids.

19 **MR. SCOTT McLEOD:** Oh, yes, yeah. That's right.

20 **COMMISSIONER MacDONALD:** Did you have any final words?

21 **COMMISSIONER STANTON:** I just wanted to echo, of course,  
22 what my fellow Commissioners have said and I so appreciate how you've come with  
23 such thoughtful and constructive ideas for us. It's really helpful, especially because we  
24 know that you've sat and listened, as we have, to, day in and day out, a lot of  
25 information. And so to hear what would make sense for you in terms of  
26 recommendations is really helpful to us. And I really appreciated, in particular, the part  
27 around implementation because you've probably gathered that's a bit of a

1 preoccupation of mine having listened to us. But it's a real pleasure to be able to speak  
2 with you and to meet with you today, so thank you so much.

3 **MR. SCOTT McLEOD:** Thank you for listening to me. The one  
4 thing I can say is, I figure once this is all done next week, I'm shortly on a gradual return  
5 to work and -- but I think a lot of what I've worked with here myself -- like I said, I'm not  
6 one that'll back down from a fight and I'm not usually one that'll bite my tongue when  
7 I've got something to say. But I mean it's something, you know, I've had to work on  
8 over the years as a guard in the jail. I mean you can't always just blow your stack and  
9 keep going. But I've also learned a lot. I've been very constructive on the way I've  
10 been trying to speak to people, trying to convey what I need to say but not blame people  
11 or accuse.

12 Like, you know, I've outright said -- I said, "Well, I'm hearing this  
13 story from this person and this story from this person, now somewhere there there's --  
14 something's not right. Who's closer to right or wrong? I don't know," you know, and just  
15 being able to speak to what I see and what's going on with people in general.

16 So I mean the public speaking portion of this was never any -- I was  
17 never one to be in front of a camera, in front of a group of people to speak, I mean  
18 aside from being at work and making an announcement on the PA system to tell the  
19 inmates it was dinnertime, you know, something like that, I mean that was my public  
20 speaking portion of it and I mean now I'm quite comfortable. I've had media stop me  
21 with questions out of the blue so it's not like I had time to sit down and prepare for  
22 anything, so I've been -- everything I've -- you know, I take what I've learned and I  
23 speak on what I know. And so it's been good for me.

24 It's been good to be able to talk to people that are in the same --  
25 dealing with similar or same experiences in the course of this entire tragedy because a  
26 lot of people don't -- might not have -- like, I went back to work a week and a half after  
27 the event happened. But me going back to work, I was walking into the same institution  
28 my brother worked in so everybody inside those fences had that loss. My brother was

1 there for over 20 years; everybody knew my brother. We even had inmates going,  
2 "Was that our Sean?"

3 And that's how they were referring to it because I mean he was fair  
4 with everybody in there. So when I went back into work, I had zero doubt that if I  
5 needed to sit down and talk to somebody, it didn't matter where I turned, didn't matter  
6 what extension I dialed on a phone, I had somebody that was going to be there with me.  
7 And I even had our own psychology department, who don't deal with staff -- they're  
8 specifically with -- they checked in on me on a regular basis. And I've actually joined  
9 our psychism team since then.

10 So it's been, you know, something that's brought me around to  
11 some other things and, hopefully, I can share what I've learned and maybe help some  
12 of my coworkers out because I know there's a lot of them in there -- you know, yourself,  
13 from being on the side of the fence that we work on and you work on, and it's not  
14 always an easy day. I mean, yeah, some days you go in and it's just another day at the  
15 desk. Other days, you go in there and -- you know, I -- God knows what you're going  
16 deal with. And I mean it's -- some days are rougher than others and -- you know, but  
17 you have to learn to move on with it. But it's nice to have the people there that you  
18 know that can support you. So I mean having the support for people has been great.  
19 So that's a big thing for me.

20 **MR. LEO ARTALEJO:** Thank you.

21 **MR. SCOTT McLEOD:** No problem.

22 **MR. LEO ARTALEJO:** Thank you for your time. And I just wanted  
23 to say that I've seen you grow, even in the short time that we've -- I've known you. And  
24 even your clarity today is very helpful to us writing a report that's people-centred and  
25 meaningful so thank you and thank you for your time.

26 **MR. SCOTT McLEOD:** You're very welcome. Thanks for having  
27 me.

28 --- Session concludes

**CERTIFICATION**

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I, KAREN NOGANOSH, hereby certify the foregoing pages to be an accurate transcription of the audio recording provided to the best of my skill and ability, and I so swear.



KAREN NOGANOSH