NEWFOUNDLAND AND LABRADOR BOARD OF COMMISSIONERS OF PUBLIC UTILITIES
120 Torbay Road, P.O. Box 21040, St. John's, Newfoundland and Labrador, Canada, A1A 5B2

## 2017 Automobile Insurance Review

## Taxi Operator Meetings Transcript

Thursday, April 12, 2018<br>Session Two

Present:

The Board:
Darlene Whalen, Chair and CEO
Dwanda Newman, Vice-Chair
James Oxford, Commissioner

Board Counsel/ Staff:
Jacqueline Glynn, Board Counsel
Ryan Oake

## Participants:

Thursday, April 12, 2018
George Murphy, Jiffy Cabs

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UNLIMITED'S COURT REPORTER.
MS. GLYNN:
    Q. As I explained, Mr. Murphy, I just have a
        couple of opening remarks. Starting with a
        big thank you for coming in and talking with
        us today. We've already introduced
        ourselves, but for the record, we have Ryan
        Oake, our regulatory analyst; Jacqui Glynn,
        legal counsel; Mr. Jim Oxford, commissioner;
        Ms. Darlene Whelan, chair person of the
        Board; and Ms. Dwanda Newman, vice chair
        person of the Board. I guess chair person
        is -
CHAIR:
    Q. Chair, I call myself chair. Chair is good,
        I don't like chairperson.
MR. MURPHY:
    Q. Get used to it, girl. The other fellow is
        gone, it's about time you took the top spot.
        That's for the record.
CHAIR:
    Q. Thank you, Mr. Murphy.
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MS. GLYNN:
    Q. So, the purpose of the meeting today was to
        provide an opportunity for taxi operators to
        come in and speak with the commissioners
        about the issues they're facing in relation
        to their insurance rates, and also, what
        issues they see as important to their
        industry. So, the Board has been asked to
        audit claims for taxi claims to determine
        the cause of the four-claim's experience,
        including details regarding the underlying
        causes of loss and the high claim costs.
        And then provide recommendations to reduce
        those claims costs and to reduce rates for
        the taxi industry. So, Cameron and
        Associates has prepared a report, there's
        copies there. I believe you already had a
        copy circulated, do you?
    MR. MURPHY:
        A. Yeah.
MS. GLYNN:
    Q. And they've identified possible areas that
        could be contributing to the claims
        experience, but we also wanted to hear
        directly from the taxi operators. The
purpose is to discuss the taxi issues here today, but we are also tasked with looking at other issues in our Terms of Reference. Again, another copy down there if you want to take that. So, feel free to comment on the taxi issues and the other issues, but note that there is an opportunity for you to come back again. We're looking at the third week of May for some more public hearings. Intended to be an informal discussion, but we are transcribing to ensure that we have a record, an accurate record of what is said. The transcript will become part of the public record, which means it will be available on our website, and it may be referred to by the commissioners when they write their report to government. That report is scheduled to be filed June 30th, 2018. The Board will not make determinations or decisions on the issues. We will simply make some recommendations, and this gives us an opportunity to pass on to government comments on a whole bunch of issues. So, please, again, feel free to discuss any of those issues and if we feel

Page 4
like we strayed too far outside of our parameters, we'll be sure to let you know. So, with all that being said, I ask that you introduce yourself and who you are here representing, and we will get started.
MR. MURPHY:
A. Okay. My name is George Murphy, and I guess, in this particular case, not only am I representing the general public out there, but I'm also representing Jiffy Cabs. I'm the business manager for the company.
CHAIR:
Q. And the floor is yours.

MR. MURPHY:
A. Oh, all right, thanks.

CHAIR:
Q. It's your time. We may might cut in as we need to, but you take it away.
MR. MURPHY:
A. Yeah, I appreciate it, and this is my first time, I guess, down here for an actual hearing. So, for any of the hearing processes that have ever occurred, so I appreciate the opportunity, number one.

I want to thank you in advance for the
\begin{tabular}{|c|c|c|c|}
\hline & Page 5 & & Page 7 \\
\hline 1 & work that you're doing, because I know that & 1 & the way any stand will do it, they will \\
\hline 2 & this is not a very easy topic to tackle, and & 2 & charge a stand rent. And in order to charge \\
\hline 3 & I know that there are a lot of issues & 3 & a stand rent, somebody else making a \\
\hline 4 & involved, and none to which, well, from & 4 & business decision to put a car on, obviously \\
\hline 5 & stories that I hear even, this has been & 5 & has to look at their costs. So, one of the \\
\hline 6 & ongoing for a very, very long time, and I & 6 & chief costs that they'll look at, and I get \\
\hline 7 & guess you could say that on some parts & 7 & questions on it every day, they end up \\
\hline 8 & there's a failure to deal with the issue on & 8 & looking at the business model and they say, \\
\hline 9 & the part of a whole lot of people. Not only & 9 & well, fine and dandy, the stand rent and the \\
\hline 10 & just the taxi industry, but even on an & 10 & works, because there's revenue coming in at \\
\hline 11 & insurance perspective and even on a & 11 & a particular dollar level, and depending on \\
\hline 12 & governmental perspective. It's a failure by & 12 & the broker and how much they worked the car, \\
\hline 13 & everybody, I guess, and it's about time that & 13 & there's 168 hours a week of an opportunity \\
\hline 14 & we all own up to our responsibilities in & 14 & to make money. One of those big factors, to \\
\hline 15 & this particular case and this will hopefully & 15 & turn them on or turn them off from making \\
\hline 16 & not be the last time that we'll see this & 16 & that final step into taking a broker ship \\
\hline 17 & much involvement. And hopefully, that & 17 & position would be fuel costs and the second \\
\hline 18 & involvement and participation will carry on & 18 & being insurance costs. And insurance costs \\
\hline 19 & now that there have been some finely & 19 & are getting unmanageable, I guess you could \\
\hline 20 & established lines of communication that have & 20 & say on the part of some. Not saying that \\
\hline 21 & been established over the last couple of & 21 & there's no basis for them to be seeing an \\
\hline 22 & months, particularly with the Department of & 22 & increase if they've got a bad driving \\
\hline 23 & Service NL. So, in that regard, you know, & 23 & record, but the whole question around being \\
\hline 24 & like I said, I want to thank everybody for & 24 & lumped into the Facility group comes into \\
\hline 25 & the work that they're doing on this. I know & 25 & question at the same time. We know that \\
\hline & Page 6 & & Page 8 \\
\hline 1 & that it's a very short time and until the & 1 & we're in a high-risk industry, we know that \\
\hline 2 & actual report is going to be released, the & 2 & we're pretty much an essential service for \\
\hline 3 & final report to government, so I'm going to & 3 & everybody, including even for government. \\
\hline 4 & thank you in advance for the hard work that & 4 & In some cases, we're a justice deterrent in \\
\hline 5 & you're doing on (unintelligible). & 5 & knowing that we take drunk drivers off the \\
\hline 6 & So, having said that, I brought several & 6 & road, for example, and get them home. We're \\
\hline 7 & perspectives and several views, I guess, in & 7 & a pretty important corner stone, I think, in \\
\hline 8 & particular, as regards to how this is played & 8 & the marketplace, and particularly in the \\
\hline 9 & out in our industry. And I guess what I'll & 9 & transportation sector. \\
\hline 10 & do is take it in little bits of manageable & 10 & But again, when it comes to our company \\
\hline 11 & pieces and then come out with a whole lot of & 11 & perspective, there are several things \\
\hline 12 & generalities in the end. And perhaps I'll & 12 & happening there. If we don't sell a broker \\
\hline 13 & be able to formulate a picture of what we're & 13 & ship opportunity to somebody, we don't grow \\
\hline 14 & seeing out there, because the insurance & 14 & revenue and at the same time then comes the \\
\hline 15 & industry itself is at question, and we & 15 & issue of, if we end up losing brokers \\
\hline 16 & wonder how much the insurance industry is & 16 & because of higher insurance costs, we end up \\
\hline 17 & actually on our side when we see things & 17 & losing broker ships and we end up losing \\
\hline 18 & happening. And at the same time, on a & 18 & revenue and then we got a customer service \\
\hline 19 & company perspective it's actually becoming & 19 & issue that happens there too. So, it's a \\
\hline 20 & a, how shall I put it? It's becoming a & 20 & pretty important issue for us on that \\
\hline 21 & pretty important factor in a way that we end & 21 & particular perspective. Even when it comes \\
\hline 22 & up doing business as well and knowing that & 22 & to a hiring perspective, for example, when \\
\hline 23 & there are rising costs for the people that & 23 & it comes to drivers, we have issues, for \\
\hline 24 & we're depending on at the same time to make & 24 & example, in our own hiring procedures we end \\
\hline 25 & revenue. And the way Jiffy Cabs does it, & 25 & up seeing holes between insurance companies \\
\hline
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\hline 1 & and Motor Vehicle Registration. So, this is & 1 & to take you and rip you off and do whatever \\
\hline 2 & why I say that I have to take this in & 2 & and they've got bad reputations. Others \\
\hline 3 & several pieces, because even through Motor & 3 & are, you know, like I say, they're more than \\
\hline 4 & Vehicle Registration, while we get a list of & 4 & deserving of their reputations and then you \\
\hline 5 & offences, for example, that somebody might & 5 & get the other side, where taxi drivers are \\
\hline 6 & have, it's not usually current or up to & 6 & absolutely excellent, and you can't get any \\
\hline 7 & date. Sometimes it's an out of date model. & 7 & better than what you find out there. \\
\hline 8 & There are no records of accidents, for & 8 & They'll do anything for you. \\
\hline 9 & example, that would be on an Abstract in the & 9 & I'm getting off track here a little \\
\hline 10 & hiring process of new drivers, which brings & 10 & bit. But again, on the company perspective, \\
\hline 1 & into the question the sharing of information & 11 & our finding is that, you know, our business \\
\hline 12 & between insurance companies, government and & 12 & is finding it harder to attract new \\
\hline 13 & police forces too at the same time. I don't & 13 & brokerage operations, as any business with \\
\hline 14 & think it's in the mandate to have this & 14 & an unblemished driving record is already \\
\hline 15 & insurance or have accident information to be & 15 & facing that same uphill challenge of finding \\
\hline 16 & actually placed on an Abstract, but it & 16 & low cost insurance. And like we say, if you \\
\hline 17 & should be as a matter of driver screening, & 17 & have an absolutely clean driving record, \\
\hline 18 & for example, and that sometimes is an issue. & 18 & you're already sentenced. Loose quotation \\
\hline 19 & Now, I know that, well, government has & 19 & marks, I guess, around that word, \\
\hline 20 & let us party to know some information from & 20 & "sentenced", but you are already sentenced \\
\hline 21 & the meeting that we had yesterday that there & 21 & and convicted as having a terrible driving \\
\hline 22 & are changes coming to how people will be & 22 & record and being at a huge risk. And it \\
\hline 23 & licenced and how they will be doing & 23 & doesn't matter about the driving record that \\
\hline 24 & screening, and I can't really get into it & 24 & you have, it doesn't matter what driving \\
\hline 25 & all, but changes are coming as early as July & 25 & skills you have. Right now, you are told \\
\hline & Page 10 & & Page 12 \\
\hline 1 & on that. So, I know that from the asks & 1 & that you are going to be in Facility, you \\
\hline 2 & (phonetic) that we've had, very public asks & 2 & have no other choice but to go to Facility \\
\hline 3 & that we've had with the Department, a lot of & 3 & and even when somebody who wants to get into \\
\hline 4 & things are changing in that Department, and & 4 & the industry is shopping around for \\
\hline 5 & they're all positive. That's what I'll say & 5 & insurance, it turns out that Facility is \\
\hline 6 & to that. & 6 & becoming anti-competitive. And I believe it \\
\hline 7 & So, the industry in its approach to & 7 & would be a good question for the Public \\
\hline 8 & government has been doing things already. & 8 & Utilities Board to ask around the \\
\hline 9 & We are going to be instituting driver & 9 & Competitions Bureau, as regards to how anti- \\
\hline 10 & training, for example. That's going to have & 10 & competitive that it is, because you don't \\
\hline 11 & a major effect on what's out there now, & 11 & get insurance companies that are actually \\
\hline 12 & that's also going to have a major effect on & 12 & competing for the taxi driver, for his \\
\hline 13 & the way we recruit people to work in our & 13 & business or her business, what you get is an \\
\hline 14 & industry, but at the same time as that, it's & 14 & automatic direction to Facility that this is \\
\hline 15 & also going to make for very safe conditions & 15 & where you're going anyway because you are \\
\hline 16 & as regards to what people--the image that & 16 & driving a taxi. \\
\hline 17 & people have of taxi drivers, for example, & 17 & Now, if they did the same thing with \\
\hline 18 & and it's not a very good image at all in & 18 & Chevrolet or Fords or Toyotas, it's much the \\
\hline 19 & some cases, while others are literally & 19 & same thing, because you're driving a Pinto, \\
\hline 20 & thinking that taxi drivers are their & 20 & your insurance is going to go up. It \\
\hline 21 & saviours and saints sometimes whenever they & 21 & doesn't go by your driving record, it's \\
\hline 22 & get out of their cars and shovel walkways & 22 & going to go by--because they found that \\
\hline 23 & and that sort of stuff. So, you get all & 23 & Pintos explode, for example, but you see \\
\hline 24 & kind of, you know, but you get some of the & 24 & where I'm coming from when I say that it's \\
\hline 25 & images of taxi drivers is that they're out & 25 & anti-competitive? You got all these groups \\
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\hline 1 & that are colluding, and I'll use the word & 1 & any business out there that needs taxis for \\
\hline 2 & "colluding", and you know, they go ahead, & 2 & transportation, it could be healthcare, it \\
\hline 3 & and they have their fixed rate of profit and & 3 & could be Social Services, it could be oil \\
\hline 4 & everything like that and it's fine and dandy & 4 & companies, who knows, but either way, \\
\hline 5 & and they have a right to a return, and I & 5 & everybody is going to suffer as a result of \\
\hline 6 & believe that they have a right to profit. & 6 & the decline in the number of taxis that are \\
\hline 7 & But they don't have that right, I don't & 7 & out there. \\
\hline 8 & think, to be discriminatory in the choosing & 8 & According to some industry leaders, \\
\hline 9 & of Facility as being the only option for & 9 & insurance industry leaders that I've been \\
\hline 10 & shopping around. & 10 & talking to and some agents that I've been \\
\hline 11 & So, on that regard, I would ask the & 11 & talking to outside the industry, the problem \\
\hline 12 & Public Utilities Board to look at that and & 12 & of rising claims was largely ignored until \\
\hline 13 & ask the question about competition. And & 13 & just a few years ago and I was given some \\
\hline 14 & certainly, the Competition's Bureau, I think & 14 & paperwork, and I'm still trying to \\
\hline 15 & would be very important in that particular & 15 & understand the paperwork, and believe it or \\
\hline 16 & aspect, because I don't think, even because & 16 & not, sometimes when you're going through \\
\hline 17 & the insurance industry is regulated, I don't & 17 & insurance numbers it's a little bit harder \\
\hline 18 & know if the Competition's Bureau would even & 18 & to understand than an insurance--than an oil \\
\hline 19 & look at it. But the definition of a & 19 & company. And I think you'll know the \\
\hline 20 & monopoly, Facility pretty much fits that. & 20 & perspective that are coming through on that. \\
\hline 21 & You don't see one company competing with & 21 & It was easier to understand the oil business \\
\hline 22 & another when it comes to that. It has one & 22 & and oil pricing than what it is insurance \\
\hline 23 & rate and one rate only, and like I said, if & 23 & companies and insurance pricing and how they \\
\hline 24 & you're driving a taxi, you are automatically & 24 & do that actually still amazes me and every \\
\hline 25 & pointed to that particular group, and nobody & 25 & time I look at the numbers, I literally get \\
\hline & Page 14 & & Page 16 \\
\hline 1 & wants to bother to give you that particular & 1 & sick trying to figure it out, so it's going \\
\hline 2 & competitive price in the process. & 2 & to take me months. \\
\hline 3 & We looked at the possibility of & 3 & So, I'm not prepared to talk about \\
\hline 4 & increasing metre rates, for example, to & 4 & numbers, as such, besides the bottom line in \\
\hline 5 & mitigate the insurance rates, and we say & 5 & some of the reports. Increases may \\
\hline 6 & right now, that we can't do that. The & 6 & certainly bear justification, but the rate \\
\hline 7 & simple reason is, it's a poor economy out & 7 & at which they are, or will occur, certainly \\
\hline 8 & there and people are already having trouble & 8 & far out outstrips the abilities of some of \\
\hline 9 & out there and we believe that it would bring & 9 & those same costs to be paid or even handed \\
\hline 10 & more harm to the industry more so then ever. & 10 & down to present levels of application. And \\
\hline 11 & So, that particular route is out. If & 11 & I think that, well, the Public Utilities \\
\hline 12 & insurance costs continue to rise, estimates & 12 & Board knowing that they've had to pass \\
\hline 13 & range two years for insurance costs to even & 13 & along, or they've seen applications for 28 \\
\hline 14 & out and then possibly decline under the & 14 & percent increases, 30 odd percent, you know \\
\hline 15 & present numbers that we're looking at and & 15 & the numbers that I'm talking about, \\
\hline 16 & only then, they would only decline if & 16 & certainly far outstrips the rate at which \\
\hline 17 & accident rates drop. We feel that this is & 17 & the insurance companies that are working \\
\hline 18 & going to be a detriment to our business, & 18 & Facility actually address claims. And I'm \\
\hline 19 & number one, in the simple fact that if costs & 19 & told that as far back as May of 1987, up \\
\hline 20 & go up, people are going to drop out of the & 20 & until the late 1990s or so, these claims \\
\hline 21 & industry, and again, you'll see the house of & 21 & were never addressed and there was never any \\
\hline 22 & cards here that less of a service means & 22 & redress done to rates or anything like that, \\
\hline 23 & degradation to anybody trying to get home, & 23 & so nothing was ever done to address the \\
\hline 24 & it effects small and large business. & 24 & rising rate of claims. In other words, they \\
\hline 25 & Anybody who's calling for a taxi, or & 25 & didn't apply for a rate increase at those \\
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\hline 1 & think of the cost of the claim was in legal & 1 & COMMISSIONER OXFORD: \\
\hline 2 & fees. Now, I don't know if that is the same & 2 & Q. All right. \\
\hline 3 & with every other claim, but it seemed like & 3 & MR. MURPHY: \\
\hline 4 & the claim was settled fairly quickly, and & 4 & A. Right. So, if you end up with a cheque out \\
\hline 5 & I'm still trying to figure out, I'm still & 5 & of it, that's fine and dandy. Then you just \\
\hline 6 & trying to scratch my head exactly what did & 6 & go on, you park it. Pardon the pun, but you \\
\hline 7 & they do for that, you know? & 7 & park it. I was hit by a drunk driver in \\
\hline 8 & CHAIR: & 8 & 1997, had two broken scaphoid bones in each \\
\hline 9 & Q. So, you were hit? & 9 & one of my hands and I settled out for like \\
\hline 0 & MR. MURPHY: & 10 & \$1,500. I said, "just cover my wages for \\
\hline 1 & A. I was rear ended, yeah. & 11 & the next two weeks while I got casts on my \\
\hline 2 & CHAIR: & 12 & hands until I was mobilized". I knew that I \\
\hline 3 & Q. You were hit and was not at fault for you, & 13 & was going to heal at the same time as that, \\
\hline 14 & obviously? So, who had billed for legal & 14 & but you know, I was fine once they cut the \\
\hline 15 & fees? & 15 & cast off me and I was back to work. They \\
\hline 6 & MR. MURPHY: & 16 & covered my expenses and that was fine and \\
\hline 17 & A. Who had billed for legal fees? & 17 & dandy. Take buddy off the road, do whatever \\
\hline 8 & CHAIR: & 18 & you got to do with him. I forgive him, I \\
\hline 9 & Q. Who were the legal fees billed to? & 19 & forgave him a long time ago, but you know, \\
\hline 20 & MR. MURPHY: & 20 & still, if I wanted to take advantage of him \\
\hline 21 & A. Well, I went and I got a lawyer, just to & 21 & I'm pretty darn sure that with broken \\
\hline 22 & protect my interest, right. & 22 & scaphoid bones, I probably could've got 60 \\
\hline 3 & CHAIR: & 23 & or 70 or \(\$ 100,000\) or whatever it is. Some \\
\hline 24 & Q. Oh, for your--okay, so it was at that level, & 24 & people called me stupid, some people called \\
\hline 25 & okay. & 25 & me foolish, because I settled out for that \\
\hline & Page 30 & & Page 32 \\
\hline 1 & MR. MURPHY: & 1 & much. Much, \$1,500, yeah right. Go ahead \\
\hline 2 & A. Yeah, it was recommended that I would go out & 2 & and laugh at it now, but still, you know, \\
\hline 3 & and get a lawyer, just to make sure that I & 3 & it's one of these cases again, and like I \\
\hline 4 & would get coverage for the car. You know, & 4 & said, I'll get into that in a little bit \\
\hline 5 & it was a cut and dry case of, it was buddy's & 5 & too, because I think that there's a problem \\
\hline 6 & fault and, you know, anybody can make a & 6 & here with attitude out there on the road. \\
\hline 7 & mistake in a car, you know, anybody can make & 7 & Like I said, I'll get into that. \\
\hline 8 & a mistake in a vehicle like that, and I & 8 & So, anyway, I was saying, like as \\
\hline 9 & don't hold it over their head. And that's & 9 & regards to the glass replacement, I'll just \\
\hline 10 & part of what I'll get into the - & 10 & finish up on this particular point. This \\
\hline 11 & COMMISSIONER OXFORD: & 11 & money has to be recouped by the insurance \\
\hline 12 & Q. So, the other insurance company paid your & 12 & companies, but it is passed back to all \\
\hline 13 & \$15,000 for your car, plus some \$4,000 or so & 13 & consumer's insurance policies, simply \\
\hline 4 & - & 14 & because we're easy targets because of the \\
\hline 15 & MR. MURPHY: & 15 & necessity of having insurance. It's the law \\
\hline 6 & A. No, the \(\$ 15,000\) included the legal fees. & 16 & that we got to have insurance, right. It's, \\
\hline 17 & COMMSSIONER OXFORD: & 17 & you know, like I said, it's not an option. \\
\hline 18 & Q. It included the legal fees? & 18 & Insurance companies are complicit in \\
\hline 19 & MR. MURPHY: & 19 & allowing rate increases as a result. The \\
\hline 20 & A. Yeah. & 20 & higher rates go, the higher the commission \\
\hline 21 & COMMISSIONER OXFORD: & 21 & sale at the end of the day as one industry \\
\hline 22 & Q. Okay. & 22 & insider told me, there is no incentive for \\
\hline 23 & MR. MURPHY: & 23 & lower insurance bills here. The higher the \\
\hline 24 & A. It said \(\$ 4,400\) legal fees that came out of & 24 & insurance bills go, the higher amounts we \\
\hline 25 & that \$15,000. & 25 & pay, the better the commission that an \\
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\hline 1 & insurance agent would get. That's how & 1 & concern for the safety of himself or herself \\
\hline 2 & they're paid, right. That has to be & 2 & and others, an ordinarily prudent and \\
\hline 3 & questioned. & 3 & rational person would use in such \\
\hline 4 & Let me get into the attitudes about how & 4 & circumstances, this is a subjective test of \\
\hline 5 & insurance has changed, because like I said, & 5 & determining if a person is negligent, \\
\hline 6 & some, or all of this might not be factual, & 6 & meaning he or she did not exercise \\
\hline 7 & but it's my belief anyway, and when I & 7 & reasonable care. And that's usually what \\
\hline 8 & bounced this idea, these ideas off of people & 8 & you find in the court of law whenever an \\
\hline 9 & they pretty much agree with it, and I'll go & 9 & argument goes like this, whenever somebody \\
\hline 10 & by this. So, attitudes have changed & 10 & is suing each other over an accident, you \\
\hline 11 & insurance itself. A definition of an & 11 & see that it has now become a money-making \\
\hline 12 & accident, and this would be the dictionary & 12 & opportunity for some and we, ourselves, lose \\
\hline 13 & definition of an accident, it's "an & 13 & the definition of an accident. \\
\hline 14 & unfortunate incident that happens & 14 & It's that bad out there that even \\
\hline 15 & unexpectedly and unintentionally, typically & 15 & finding a witness to an accident comes into \\
\hline 16 & resulting in damage or injury; whereas & 16 & question. No one is willing to become a \\
\hline 17 & negligence is failure to take proper care in & 17 & witness to an accident and as a result, \\
\hline 18 & doing something, or number two under the law & 18 & accidents get hard to determine fault. And \\
\hline 19 & definition, the legal definition, failure to & 19 & I think you'll say that that's probably \\
\hline 20 & use reasonable care, resulting in damage or & 20 & true. How many times have you witnessed an \\
\hline 21 & injury to another." The reason why I wanted & 21 & accident or maybe you've talked to somebody \\
\hline 22 & to bring this up is pretty simple. We have & 22 & who witnessed an accident and they just \\
\hline 23 & gone from a society that recognizes an & 23 & drove on by. They didn't stop to offer \\
\hline 24 & accident as being an accident to one that & 24 & assistance, they didn't stop and talk to the \\
\hline 25 & recognizes that an accident is a total & 25 & police and say, "I saw that happen". I hear \\
\hline & Page 34 & & Page 36 \\
\hline 1 & result of negligence. That it's a money- & 1 & it all the time and I don't know how many \\
\hline 2 & making opportunity. They don't call it & 2 & times I've heard--in some instances now over \\
\hline 3 & "whip cash" for nothing. & 3 & my lifetime, but particularly over the last \\
\hline 4 & As consumers of over insurance, you & 4 & couple of weeks how people were hit in the \\
\hline 5 & know, we have lost the definition of what it & 5 & middle of an intersection and people, they \\
\hline 6 & means to have insurance and how we treat & 6 & couldn't find a witness for it. You know, \\
\hline 7 & each other. Attitude is changed from simply & 7 & and I had an older gentleman come into my \\
\hline 8 & having an accident, to a change in people, & 8 & office the other day, I didn't know him from \\
\hline 9 & to the point that we are all negligent in & 9 & Adam and a resident of Mayor Avenue and he \\
\hline 10 & the use of our vehicles. That's the way & 10 & was driving downtown, down there by the \\
\hline 11 & that we're all seen, particularly the taxi & 11 & Delta Hotel and somebody came up and side \\
\hline 12 & industry. The fact that so many go through & 12 & swiped his car and there's hundreds of \\
\hline 13 & a court process to seek settlement tells me & 13 & people around the intersection, people in \\
\hline 14 & that accidents are a reason to seek & 14 & the crosswalk and everything when this \\
\hline 15 & negligence when probably the majority of & 15 & happened, not a single witness came and made \\
\hline 16 & accidents happened outside of negligence, & 16 & a statement to him and said, "this man is \\
\hline 17 & simply because they were a fact of & 17 & not responsible, it's the responsibility of \\
\hline 18 & accidents. & 18 & the other driver". So, he's 80 years old \\
\hline 19 & Maybe it was changing road conditions & 19 & now and he's looking at skyrocketing \\
\hline 20 & in the snap of a finger, who knows. Maybe & 20 & insurance rates and he's probably not going \\
\hline 21 & you went down over Barter's Hill thinking & 21 & to be able to afford his own insurance \\
\hline 22 & that it was salted, when it was actually a & 22 & policy because he's a single income earner \\
\hline 23 & sheet of glass, I don't know. But anyway, & 23 & and his wife just died and, you know, I hear \\
\hline 24 & when it comes to reasonable care, the & 24 & his life story too at the same time, that \\
\hline 25 & definition, the degree of caution and & 25 & because nobody witnesses things, nobody \\
\hline
\end{tabular}

\begin{tabular}{|cl|ll}
\hline & & Page 41 & \\
1 & be that we're out there. And thank God that & 1 & Page 43 \\
2 & my kids aren't old enough for University yet & 2 & It is mandatory in Germany and in \\
3 & or they'd be going downtown, because they'd & 3 & Switzerland if you're going to share a road \\
4 & probably be calling dad to come down and & 4 & with a potential for witnessing injury, then \\
5 & pick them up, but that's outside the case. & 5 & first aid should be mandatory. That's one \\
6 & And if they're wearing a Toronto Maple & 6 & example, and I think that Doug McCarthy \\
7 & Leaf's jersey they can stay where they're & 7 & might have touched on some of these points \\
8 & at. But you know, that's the experience & 8 & in his previous testimony. I also want to \\
9 & that taxi drivers are going through. So & 9 & say that in Germany they have prescribed \\
10 & that's the perspective that I wanted to & 10 & driving classes, so that you get on-road \\
11 & bring in here. Hopefully, I've succeeded in & 11 & experience and everything before, and it's \\
12 & doing that. & Government's role in lowering & 12
\end{tabular}

MS. GLYNN:
MC OIVNN.
Q. Yes, it's 18.
A. I'm guessing, you know, the -
\begin{tabular}{|c|c|c|}
\hline & Page 46 & \\
\hline & year old's actually own motor vehicles. And & \\
\hline & I think that that's something--if it is & \\
\hline & legal for them to own a vehicle, Ithink & \\
\hline & that that has to change, because I don't & \\
\hline & know of any nine-year old's that are going & \\
\hline & to drive. Maybe they'll drive a tractor on & \\
\hline & the Prairies in daddy's lap, but I don't & \\
\hline & think that they should be driving, or hold & \\
\hline & ownership for vehicles in Newfoundland and & \\
\hline & Labrador when it comes to that. Like I say, & \\
\hline & that's hearsay, but the question that & \\
\hline & remains is, how did they get an insurance & \\
\hline & policy if it's not legal for them to hold & \\
\hline & policy if it's not legal for them to hold it? & \\
\hline MS. GLYNN & & \\
\hline Q. & So, they own the car, or they own the policy & \\
\hline & or they own both? & \\
\hline MUR & & \\
\hline A. & & \\
\hline & to have a policy on a vehicle, I think that & \\
\hline & you also have to have the registered & \\
\hline & ownership of the vehicle and then the & \\
\hline & & \\
\hline & the question, "are you licencing this & \\
\hline & vehicle, allowing this vehicle to be insured & \\
\hline
\end{tabular}

\(\square\) way to get around it.
COMMISSIONER OXFORD:
Q. It seems to be a whole mess of issues that \(\begin{aligned} & \text { would revolve around that particular issue. }\end{aligned}\)
Q. It seems to be a whole mess of issues that
would revolve around that particular issue.

\section*{MR. MURPHY:}
A. Exactly, yeah. So, I think the question of the handling of policies has got to be asked
here too at the same time. Then I'll go on. the handling of policies has got to be asked
here too at the same time. Then I'll go on. The Government needs to coordinate the exchange of information between Motor Vehicle Registration, police and insurance companies as regards to Driver's Abstracts, I already talked about. The system does not allow for the information exchange. Privacy allow for the information exchange. Privacy
concerns, I don't know. There are issues in screening of drivers entering the industry. Now, I've already touched on that, I won't go on with it any longer, but the Driver's Abstract should have current and updated information. Not only of driving offenses, but records of accidents and that sort of thing that are on there, that aren't there presently. Because if you're going to be able to get information to screen out a
for you and what have you", and that's the \(I\) already talked about. The system does Page 48 driver, and we ask people who are coming in, perspective drivers, to come in with a Driving Abstract. And fine and dandy, the driving offences are listed there, and once you tell them that they are able to drive or they're not able to drive, then all of a sudden you go to the licencing process for a broker and a broker finds out, "he's probably got thee accidents, b'y, and you know, he's not insurable, he's no good to me, no good for anybody". You know, and we end up screening them out as a result like that, but there should be a way for a company such as ours to have that information readily available at our fingertips, rather than having the industry give us an answer two or three weeks or a month down the road that this person is not insurable, and that's another way that we can keep them out of insurance.

A simple exchange of information or a simple exchange of a driver's licence number and a name and a date of birth, for example, an insurance company would be immensely handy before we even allow that possibility
\begin{tabular}{|c|c|c|c|}
\hline & Page 49 & & Page 51 \\
\hline 1 & to happen because you're automatically going & 1 & They only take statements in case there's a \\
\hline 2 & to screen people out, because people are & 2 & personal injury. It's curious to see how \\
\hline 3 & going to say, "well, b'y, I got two & 3 & much was actually reported, injury to the \\
\hline 4 & accidents on my record anyway, I'm not going & 4 & police for some accidents, whose damage was \\
\hline 5 & to go driving", but if I find a way, a loop & 5 & less than required for police response. We \\
\hline 6 & hole to get into the system, they'll get in, & 6 & need better police reporting and also, to \\
\hline 7 & and they will get in, right. A lifting of & 7 & lower the threshold for damages. I think \\
\hline 8 & plates from uninsured vehicles has to & 8 & that the police have got to get back to more \\
\hline 9 & happen, and it's easily enforced and & 9 & community-based policing too at the same \\
\hline 10 & coordinated between various services with & 10 & time. And an accident is an accident, is an \\
\hline 11 & implementation of the policy. We feel that & 11 & accident, supposing it's \(\$ 50.00\), there's \\
\hline 12 & that's very important, that it's not just & 12 & still conflict, possibly between people and \\
\hline 13 & taxi drivers that are out there that have a & 13 & I think that's where we have to have our \\
\hline 14 & high rate of claims, but the general public & 14 & police forces intervened, supposedly if it's \\
\hline 15 & has a high rate of claims too, and often & 15 & just Mrs. Joan's car that struck somebody's \\
\hline 16 & enough the rate for uninsured automobile is & 16 & post. It doesn't matter, it's still an \\
\hline 17 & going up too at the same time. & 17 & incident between people that has to be \\
\hline 18 & Albeit a lot smaller than what the & 18 & looked after and no bad feelings as a \\
\hline 19 & liability pay outs would be, but it's still & 19 & result. \\
\hline 20 & a cost. And if it's 50 bucks that it's gone & 20 & So, I think that we have to keep a good \\
\hline 21 & up over the years, it's 50 bucks, or & 21 & eye on something like that. And again, it \\
\hline 22 & whatever the number is, but still, it's an & 22 & all comes back to the basis of change in \\
\hline 23 & easy system as far as I'm concerned for & 23 & attitudes as well. I think that, you know, \\
\hline 24 & Government to implement and coordinate & 24 & if a lot of this were done, simply put, \\
\hline 25 & between the services of Highway Enforcement, & 25 & there would be a change in attitudes and we \\
\hline & Page 50 & & Page 52 \\
\hline 1 & Royal Newfoundland Constabulary, RCMP, & 1 & wouldn't be having the high claims that what \\
\hline 2 & insurance companies, motor vehicle & 2 & we're seeing now. But there are several \\
\hline 3 & registration. This guy hasn't paid his & 3 & things, you know, like I say in summation \\
\hline 4 & policy for two months. We all have the & 4 & that I think the Public Utilities Board \\
\hline 5 & tendency to pay in advance, there's a & 5 & could be doing and at the same time, that \\
\hline 6 & different way that we can handle it too. & 6 & the insurance companies have not been doing \\
\hline 7 & You pay in advance for insurance. Once you & 7 & over the years, and the Government have not \\
\hline 8 & get past that deadline for your next & 8 & been doing over the years. So, you know, \\
\hline 9 & payment, it becomes automatically uninsured & 9 & but as regards to their wanting more \\
\hline 10 & anyway, so the plate should come off the & 10 & increases, like I said, just to sum it up, \\
\hline 11 & car. And that's as easy as picking up a & 11 & they ignored the problem between ' 87 and--or \\
\hline 12 & phone, and why aren't we doing it? You & 12 & '86 and '97. They didn't address the \\
\hline 13 & know, we don't have to be paying these & 13 & problem back then, and they only want to \\
\hline 14 & higher insurance costs, and again, a failure & 14 & address it now. They don't deserve to be \\
\hline 15 & for even the insurance industry to address & 15 & hammering away at the taxi industries like \\
\hline 16 & this, tells me how easy it is for them to & 16 & they are now. They should be paying as much \\
\hline 17 & apply for a rate increase and get it, and & 17 & attention to insurance rates as what they \\
\hline 18 & get it, because they don't have to do their & 18 & did back in the ' 80 s , as far as I'm \\
\hline 19 & due diligence, so it all comes back due & 19 & concerned. If they're going to ignore the \\
\hline 20 & diligence. & 20 & problem, go ahead and keep on ignoring it if \\
\hline 21 & Police only take reports of accidents & 21 & you want to. We believe that sure, costs \\
\hline 22 & involving more than \$2,500 in damage now. & 22 & are probably going up, but they don't \\
\hline 23 & That number has changed, that's gone up from & 23 & deserve these board increases that they're \\
\hline 24 & \$1,000, and that changed probably about a & 24 & getting. They deserve to have increases \\
\hline 25 & four or five years ago, I'm guessing now. & 25 & based on how many years they actually \\
\hline
\end{tabular}
\begin{tabular}{|c|c|c|c|c|}
\hline & Page 53 & & & Page 55 \\
\hline 1 & ignored the problem and they can make up the & 1 & A. & I'm all good with it. I don't know if \\
\hline 2 & problem from there. & 2 & & there's any other questions that I can - \\
\hline 3 & So, I think that's about all I had. & 3 & MS. GLYNN: & \\
\hline 4 & There's nothing else that I can think of & 4 & Q. & I had a question, Mr. Murphy, and it just \\
\hline 5 & right now at the present time. & 5 & & goes back to the claim that you personally \\
\hline 6 & COMMISSIONER OXFORD: & 6 & & had. You said it was a \$15,000 claim, and \\
\hline 7 & Q. You covered a lot of ground. & 7 & & that you had a \$4,400 legal bill. You don't \\
\hline 8 & MR. MURPHY: & 8 & & know what the insurance companies cost was \\
\hline 9 & A. What's that? & 9 & & for that claim? \\
\hline 10 & COMMISSIONER OXFORD: & 10 & MR. MURPHY & \\
\hline 11 & Q. You covered a lot of ground. & 11 & A. & \$15,000. \\
\hline 12 & MR. MURPHY: & 12 & MS. GLYNN: & \\
\hline 13 & A. Yeah, and I guess, when you're given a time & 13 & Q. & But you don't know what their legal cost-- \\
\hline 14 & limit too, I felt like I was in the House of & 14 & & that's what they pay out to you. \\
\hline 15 & Assembly there for a bit. & 15 & MR. MURPHY & \\
\hline 16 & CHAIR: & 16 & A. & Oh, I don't know. I don't know if they had \\
\hline 17 & Q. We didn't mean to make you feel rushed. We & 17 & & any, because I think that - \\
\hline 18 & have lots of time. & 18 & MS. GLYNN: & \\
\hline 19 & MR. MURPHY: & 19 & Q. & You don't know if it went to a lawyer at \\
\hline 20 & A. I had an hour and five minutes in there, I & 20 & & that point? \\
\hline 21 & think. No, 55 minutes, maybe. & 21 & MR. MURPHY & \\
\hline 22 & CHAIR: & 22 & A. & No, and it was solved rather quick like, so \\
\hline 23 & Q. You did fine. & 23 & & I think they probably looked at it and said, \\
\hline 24 & MR. MURPHY: & 24 & & "b'y, this guy is letting us off", or I can \\
\hline 25 & A. Anyway, it's fine, I covered all the basis, & 25 & & sign off on this one, "see you later, \\
\hline & Page 54 & & & Page 56 \\
\hline 1 & and like I said, you know, I helped out Doug & 1 & & goodbye". \\
\hline 2 & with the issue, mainly just to get them all & 2 & MS. GLYNN: & \\
\hline 3 & coordinated to get some of this stuff going & 3 & Q. & Yeah, so the insurance company may not have \\
\hline 4 & and put him back on track. He had some very & 4 & & had a legal bill? \\
\hline 5 & good points when it comes to the insurance & 5 & MR. MURPHY & \\
\hline 6 & industry, we just need a little bit of & 6 & A. & Yeah. \\
\hline 7 & direction and so, I've just been helping out & 7 & MS. GLYNN: & \\
\hline 8 & Doug with the background and letting him & 8 & Q. & The \$4,400 was Mr. Murphy's legal - \\
\hline 9 & handle most of it. & 9 & R. MURPHY & \\
\hline 10 & CHAIR: & 10 & A. & Yes, yeah. \\
\hline 11 & Q. He was in Tuesday. & 11 & CHAIR: & \\
\hline 12 & MR. MURPHY: & 12 & Q. D & Does Jiffy have any--do you guys require a \\
\hline 13 & A. Yeah. & 13 & & certain level of insurance from all your \\
\hline 14 & CHAIR: & 14 & & brokers? \\
\hline 15 & Q. We had a good session with Mr. McCarthy. & 15 & MR. MURPHY & \\
\hline 16 & MR. MURPHY: & 16 & A. & Yes, million dollar, million dollars is \\
\hline 17 & A. Yeah, he's great. & 17 & & normal to the industry. \\
\hline 18 & CHAIR: & 18 & CHAIR: & \\
\hline 19 & Q. He's doing a lot of work. & 19 & Q. So & So, you do the million, okay. \\
\hline 20 & MR. MURPHY: & 20 & MR. MURPHY & \\
\hline 21 & A. Yeah, he has, and he understands the & 21 & A. & Two million dollars for it altogether, I \\
\hline 22 & insurance company like I understand my own. & 22 & & think it is, yeah. \\
\hline 23 & CHAIR: & 23 & VICE-CHAIR: & \\
\hline 24 & Q. Yeah, we got that sense. & 24 & Q. & And you talked about your concerns about the \\
\hline 25 & MR. MURPHY: & 25 & & attitude of people and the automatic \\
\hline
\end{tabular}

\begin{tabular}{|c|c|c|c|c|}
\hline & Page 61 & & & Page 63 \\
\hline 1 & Q. Smile. & 1 & Q. & We go through the prerequisites of having \\
\hline 2 & MR. MURPHY: & 2 & & clean Driver Abstracts, so that's one of the \\
\hline 3 & A. Exactly. Some people believe that it's & 3 & & measurements that we use. A Certificate of \\
\hline 4 & there right to privacy that would be & 4 & & Conduct and the Vulnerable Sector Check. \\
\hline 5 & interrupted in something like that. So, & 5 & & We've done that, well, since Tom Hollett \\
\hline 6 & we've got probably two or three vehicles out & 6 & & owned the company back in 1988, I think that \\
\hline 7 & there that got cameras and everything like & 7 & & he was using all that stuff and we've \\
\hline 8 & that. Dash cams pointing outwards towards & 8 & & carried on with that. Yeah, nobody gets to \\
\hline 9 & the traffic, they work, and some of the & 9 & & drive without it. \\
\hline 10 & drivers are getting those put in the cars & 10 & CHAIR: & \\
\hline 11 & too now, because they know that they're a & 11 & Q. & Do you have to keep those updated? \\
\hline 12 & target. But what does that tell you about & 12 & MR. MUR & \\
\hline 13 & society? That you got to get a camera in & 13 & A. & Yes, yeah, and well, we do that, and at the \\
\hline 14 & your car, because an accident is not an & 14 & & same time, we'll browse through the court \\
\hline 15 & accident anymore. You have got to prevent & 15 & & docket. \\
\hline 16 & the negligent opportunity, right. Case in & 16 & CHAIR: & \\
\hline 17 & point, so, you know, the simple fact is & 17 & Q. & Oh really? \\
\hline 18 & because you got to put a camera up in this & 18 & MR. MUR & \\
\hline 19 & building, tells you that there are bad & 19 & A. & Oh, yeah. Well, the court docket is public \\
\hline 20 & people out there. And we know there are bad & 20 & & and, you know, it helps to know even some of \\
\hline 21 & people out there, but you know, a long time & 21 & & the names out there. You feel like you're \\
\hline 22 & ago it didn't go to cameras, it came to good & 22 & & the telegram reporter sometimes. "Oh, I \\
\hline 23 & police work to catch the fellow that done it & 23 & & knows that guy". "Oh, my God, Darlene, look \\
\hline 24 & and he went to jail, right. And maybe you & 24 & & what you did". \\
\hline 25 & need more foot patrols when it comes to & 25 & CHAIR: & \\
\hline & Page 62 & & & Page 64 \\
\hline 1 & something like that, you wouldn't have to & 1 & Q & I never looked at the court docket. \\
\hline 2 & spend money on cameras, but you see my & 2 & MR. MUR & \\
\hline 3 & point, right. Yeah, some of them do have - & 3 & A. & You never done that? Oh, my God, yes, \\
\hline 4 & MS. GLYNN: & 4 & & they're up there publicly, yeah. Every now \\
\hline 5 & Q. It's not a policy for training. & 5 & & and then you hear, you know, rumours of \\
\hline 6 & MR. MURPHY: & 6 & & somebody, whatever, and you'll go there, and \\
\hline 7 & A. It's not a policy, no. We tend to believe & 7 & & you'll see, oh, they're only throwing a \\
\hline 8 & that, just like the Irish Soap commercial & 8 & & little bit of bull at you or whatever, you \\
\hline 9 & tells you, that the Newfoundlanders are 99 & 9 & & know. "Somebody is going to court next \\
\hline 10 & and 44,100 percent pure, right. Sometimes & 10 & & week". "Oh, yes b'y", and go and look at \\
\hline 11 & you just got to have faith in people. & 11 & & that and--no, I haven't found any of our \\
\hline 12 & COMMISSIONER OXFORD: & 12 & & drivers on it yet, but it's another tool \\
\hline 13 & Q. Yes. & 13 & & that's used. It's a free tool to use, to \\
\hline 14 & MS. GLYNN: & 14 & & see if anybody has got anything. \\
\hline 15 & Q. I'm just going down through the other & 15 & COMMISS & ONER OXFORD: \\
\hline 16 & questions that I had. & 16 & Q. & We hear a lot about, okay, drivers are out \\
\hline 17 & COMMISSIONER OXFORD: & 17 & & doing the taxi cabs, not being familiar with \\
\hline 18 & Q. Do you require your--when you're hiring new & 18 & & the territory that you're driving in and \\
\hline 19 & drivers and stuff, do you require a & 19 & & this is resulting in accidents, okay by-- \\
\hline 20 & Certificate of Conduct? & 20 & & some would suggest that these accidents. Do \\
\hline 21 & MR. MURPHY: & 21 & & you see that? \\
\hline 22 & A. Yes, at all times. & 22 & MR. MUR & \\
\hline 23 & COMMISSIONER OXFORD: & 23 & A. & No, I disagree with that. \\
\hline 24 & Q. At all times? & 24 & COMMISS & ONER OXFORD: \\
\hline 25 & MR. MURPHY: & 25 & Q. & Is that right? \\
\hline
\end{tabular}
\begin{tabular}{|c|c|c|c|}
\hline \multicolumn{2}{|r|}{\multirow[t]{2}{*}{MR. MURPHY: Page 65}} & & Page 67 \\
\hline & & 1 & I'll give everybody a chance at it and \\
\hline 2 & A. Yeah, a driver is a driver is a driver. & 2 & I never say no until they're a lost cause, \\
\hline 3 & Whenever you get in a taxi you treat people & 3 & because, you know, again, people are good, I \\
\hline 4 & the same as what you would your own family. & 4 & don't want to be denying anybody an \\
\hline 5 & Whenever you get them in the car, so you're & 5 & opportunity, I don't want to lose the simple \\
\hline 6 & going to drive the same way. It's the & 6 & fact that--for example, I might have \\
\hline 7 & change of attitude behind the wheel. When & 7 & somebody completely brilliant here, they \\
\hline 8 & it comes to driving, we like to make sure-- & 8 & might be the Stephen Hawking of taxi driving \\
\hline 9 & for example, when it comes to familiarity, & 9 & and maybe they won't work out, right, but \\
\hline 10 & like that, the first thing that I do, for & 10 & I'll give everybody an opportunity. We've \\
\hline 11 & example, for anybody who doesn't know the & 11 & had people in there from, you know, we're \\
\hline 12 & City, I'll make sure that they know it up & 12 & multi national, we're a very diverse \\
\hline 13 & here first. & 13 & workforce, we don't throw up any barriers to \\
\hline 14 & COMMISSIONER OXFORD: & 14 & people. We start them off with rudimentary \\
\hline 15 & Q. Okay. You give them an orientation? & 15 & knowledge, right, and we tell them, you \\
\hline 16 & MR. MURPHY: & 16 & know, make it a course of study for yourself \\
\hline 17 & A. I give them an orientation, I spend, well, & 17 & and I'll keep them coming back. You know, \\
\hline 18 & let's see, the last driver that I had came & 18 & and as long as they're interested and \\
\hline 19 & in on six different occasions for an & 19 & everything and I interview them. I'll do a \\
\hline 20 & interview, and each time I came in, of & 20 & pre-interview on them, I'll interview them \\
\hline 21 & course, you go over the role of what they do & 21 & before they spend the money to go out and do \\
\hline 22 & behind the wheel and everything like that, & 22 & their Class 4, I'll get them in there for an \\
\hline 23 & but their orientation includes quizzes and & 23 & interview before they even go ahead and get \\
\hline 24 & knowing the City, and if they don't get out & 24 & screened down there at the RNC for their \\
\hline 25 & there in the City with at least 50 percent & 25 & Certificate of Conduct even. \\
\hline & Page 66 & & Page 68 \\
\hline 1 & knowledge of the streets, they don't get to & 1 & The first thing I need to know is \\
\hline 2 & go at all. If they can't tell me the proper & 2 & knowledge. If you know the City, if you \\
\hline 3 & route to go in their own mind, whatever I & 3 & want to make the investment then, if they \\
\hline 4 & ask them, how to get from Moss Heather Drive & 4 & chose to make that investment then, then \\
\hline 5 & to Gerard Place and I know I got you lost & 5 & I'll make them go ahead and spend their \\
\hline 6 & right there, right? & 6 & money. That's the way I do it that way, \\
\hline 7 & COMMISSIONER OXFORD: & 7 & because these things have an inherent cost. \\
\hline 8 & Q. Yeah. & 8 & The Certificate of Conduct, the Vulnerable \\
\hline 9 & MR. MURPHY: & 9 & Sector Check are \$25.00, but to somebody \\
\hline 10 & A. But you're still driving, right. & 10 & who's working on minimum wage, b'y that's a \\
\hline 11 & COMMISSIONER OXFORD: & 11 & lot of money. So, I'll interview them first \\
\hline 12 & Q. Yes, that's right. & 12 & and I'll gage their interest for it, I'll \\
\hline 13 & MR. MURPHY: & 13 & use that as their first step and then if \\
\hline 14 & A. Right, and if necessary you would learn & 14 & they come back for the second interview and \\
\hline 15 & where Moss Heather Drive was to, you would & 15 & if they show a willingness to learn, then I \\
\hline 16 & know where Gerard Place is to. I would give & 16 & know I'm going to have a good driver. And \\
\hline 17 & you a chance to know that. Now, there have & 17 & nationality never figured into it, right. \\
\hline 18 & been some people come in and they're & 18 & Diversity, I think is, I don't know, neat. \\
\hline 19 & absolutely lost causes, but there have been & 19 & It's just neat to be all inclusive, right. \\
\hline 20 & people that come in to and they memorize & 20 & And you know, for some of the drivers that \\
\hline 21 & everything, they come in with everything on & 21 & are gone out there, some of the foreign \\
\hline 22 & paper. They'll list off streets and I'll & 22 & drivers that I have out there don't have any \\
\hline 23 & ask them where the Taaffe's Lane or the & 23 & accidents. They're better drivers than what \\
\hline 24 & Fraser Place are to. And I got you lost again but you see my point, right & 24
25 & Newfoundlanders are, and they're great with people. \\
\hline 25 & again, but you see my point, right. & 25 & people. \\
\hline
\end{tabular}



Abilities - 16:8, 44:17
Able - 6:13, 18:1,
36:21, 47:25, 48:5, 48:6, 70:19
Abstract - 9:9,
9:16, 21:2, 47:20,
48:3
Abstracts - 47:13,
63:2
Accident - 9:15,
14:17, 20:21, 25:4,
27:13, 33:12,
33:13, 33:24,
33:25, 34:8, 35:10,
35:13, 35:15,
35:17, 35:21,
35:22, 37:6, 37:16,
37:23, 38:15,
42:14, 51:10, 51:11,
57:2, 61:14, 61:15
Accidents - 9:8,
24:25, 25:3, 34:14,
34:16, 34:18,
35:18, 42:8, 47:22,
48:9, 49:4, 50:21,
51:4, 64:19, 64:20,
68:23
According - 15:8,
60:19
Accurate - 3:12
Across - 70:3
Act - 60:10
Active - 42:23
Actual - 4:21, 6:2,
27:18
Actualities - 27:12
Adam - 36:9, 37:11
Add - 24:17
Address - 16:18,
16:23, 17:23,
50:15, 52:12,
52:14, 60:5
Addressed - 16:21
Advance - 4:25,
6:4, 50:5, 50:7
Advantage - 31:20
Advertising - 57:11
Afford - 36:21
Against - 18:22,
20:14, 44:12
Age - 44:5, 44:8, 44:22
Aged - 57:21
Agent - 33:1
Agents - 15:10

Aggressive - 59:18
Agree - 33:9
Ahead - 13:2, 32:1,
52:20, 67:23, 68:5
AID - 1:3, 42:23,
43:4
Aired - 27:14
Albeit - 49:18
Allow - 47:15,
48:25
Allowing - 32:19, 46:25
Altogether - 56:21
Amazes - 15:24
Amounts - 32:24
Analyst - 1:11
And/Or - 27:16
Anti - 12:6, 12:9, 12:25
Anymore-61:15
Anyway - 12:15,
28:8, 32:8, 33:7,
34:23, 37:22,
41:17, 49:4, 50:10,
53:25
Apparent - 23:22
Application - 16:10
Applications - 16:1 3
Apply - 16:25,
19:16, 50:17
Applying - 24:9
Appreciate-4:20,
4:24
Approach - 10:7
Areas - 2:22
Aren't - 41:2,
47:23, 50:12
Argument - 35:9
Arm - 59:3, 59:11
Arrow - 37:8, 38:1,
39:11
Aspect - 13:16,
38:17, 70:15
Assembly - 53:15
Assist - 42:8
Assistance - 35:24
Associates - 2:16
Assumption - 45:1
7, 57:1
Attention - 52:17
Attitude - 32:6,
34:7, 41:18, 56:25,
59:16, 65:7
Attitudes - 33:4,
33:10, 51:23,
51:25, 59:24, 59:25

Attract - 11:12
AUDIO - 1:2
Audit - 2:9
August - 21:14
Authenticity - 39:1
4
Authority - 44:24
Auto - 21:7, 22:5,
22:22
Automatic - 12:14,
56:25
Automatically - 13:
24, 40:9, 49:1, 50:9
Automobile - 49:1
6
Available - 3:15,
48:15
Avenue - 36:9,
38:3
Aviva - 20:10, 27:14

\section*{B}

Back - 3:8, 16:19, 18:8, 18:12, 19:10, 19:21, 24:5, 28:8, 28:14, 28:16,
31:15, 32:12,
39:13, 39:19,
39:24, 40:1, 45:13,
50:19, 51:8, 51:22,
52:13, 52:18, 54:4,
55:5, 57:9, 60:3,
63:6, 67:17, 68:14,
70:13, 70:18,
70:19, 71:2, 71:4
Backed - 39:18,
39:22, 40:2
Background - 54:8
Balance - 19:11
Barriers - 40:11,
67:13
Barter's - 34:21
Based - 51:9,
52:25
Basis - 7:21, 25:19,
51:22, 53:25
Bear - 16:6
Became-38:12
Become-3:13,
35:11, 35:16, 42:3,
42:20, 42:22, 44:9
Becomes - 23:22,
42:16, 50:9
Becoming - 6:19,
6:20, 12:6
Behind - 42:15,

65:7, 65:22
Belief - 33:7
Beneficial - 71:11
Benefit - 42:1
Big - 1:8, 7:14
Bill - 23:8, 28:22,
55:7, 56:4
Billed - 29:14,
29:17, 29:19
Bills - 32:23, 32:24
Birth - 48:23
Bit - 11:10, 15:17,
32:4, 43:23, 53:15,
54:6, 64:8
Bits - 6:10
Blame - 42:21
Board - 1:14, 1:15,
2:8, 3:19, 12:8,
13:12, 16:12, 24:7,
40:16, 52:4, 52:23
Bones - 31:8,
31:22, 57:20, 57:21
Boots - 69:7
Both - 43:11, 46:17
Bother - 14:1
Bottom - 16:4, 24:3
Bounced - 33:8
Brand - 21:23
Breaks - 58:17
Brilliant - 67:7
Brings - 9:10
Broken - 27:17,
31:8, 31:21, 57:20,
57:21
Broker - 7:12, 7:16,
8:12, 8:17, 25:4,
25:5, 26:9, 48:8
Brokerage - 11:13
Brokers - 8:15,
25:8, 25:17, 25:21,
26:4, 56:14
Brought - 6:6
Browse - 63:14
Bucks - 49:20,
49:21, 59:9
Buddy - 27:3,
31:17
Buddy's - 30:5
Building - 40:16,
60:22, 61:19
Bull - 64:8
Bumper - 40:3,
40:4, 40:5
Bunch - 3:23
Bureau - 12:9,
13:14, 13:18
Business - 4:11,

6:22, 7:4, 7:8,
11:11, 11:13, 12:13, 14:18, 14:24, 15:1,
15:21, 23:15,
24:23, 25:23, 37:14
B'y - 37:16, 48:9,
49:3, 55:24, 64:10, 68:10
\begin{tabular}{c}
C \\
\hline
\end{tabular}

Cab - 39:4
Cabot - 22:5, 22:22
Cabs - 4:10, 6:25, 25:8, 25:24, 60:13, 64:17
Cal - 27:1
Call - 1:18, 34:2,
37:11, 57:22, 59:20
Called - 31:24
Calling - 14:25,
41:4
Camera - 60:24,
61:13, 61:18
Cameras - 60:13,
60:18, 60:21, 61:7, 61:22, 62:2
Cameron-2:15
Cams - 61:8
Can - 17:24, 19:5, 19:10, 19:11, 19:19, 25:2, 27:11, 27:13, 27:15, 30:6, 30:7, 37:5, 38:4, 39:16, 41:7, 43:12, 44:1, 48:20, 50:6, 53:1, 53:4, 55:2, 55:24, 57:5, 57:6, 57:15,
59:17, 69:2, 69:15,
70:14, 71:6
Canada - 70:22
Candid - 60:23
Can't - 9:24, 11:6, 14:6, 17:25, 22:1, 22:11, 23:17, 23:18, 23:20, 66:2
Cap - 57:2, 57:3,
58:1, 58:13, 58:14
Car - 7:4, 7:12, 21:14, 21:15, 28:11, 28:12, 28:13, 30:4,
30:7, 30:13, 36:12,
37:18, 37:19,
37:24, 38:2, 38:19,
39:13, 39:24,
46:16, 50:11, 51:15,
60:18, 60:21,
61:14, 65:5

Cards - 14:22
Care - 33:17,
33:20, 34:24, 35:7
Caring - 42:19
Carried - 63:8
Carry - 5:18
Cars - 10:22, 26:4,
26:10, 57:13, 61:10
Case - 4:8, 5:15,
17:21, 20:21,
21:13, 23:8, 23:23,
23:24, 23:25,
27:25, 30:5, 37:3,
37:5, 39:17, 41:5,
51:1, 59:5, 61:16,
71:2, 71:12
Cases - 8:4, 10:19,
20:6, 20:16, 26:17,
32:3, 44:18
Cash - 34:3, 58:19,
58:22
Cast-31:15
Casts - 31:11
Catch - 61:23
Cause - 2:10, 17:4,
18:16, 67:2
Caused - 19:1,
39:5, 40:2
Causes - 2:12,
66:19
Caution - 34:25
Cautious - 42:15
CBS - 28:2
Certain - 56:13
Certainly - 13:14,
16:6, 16:7, 16:16,
57:15, 58:13, 59:17
Certificate - 62:20,
63:3, 67:25, 68:8
Cha - 59:1, 59:3
Chair - 1:13, 1:14,
1:15, 1:17, 1:18, 1:24, 4:12, 4:16, 17:3, 17:12, 17:16, 25:10, 25:16, 26:3, 26:8, 26:19, 27:4,
29:8, 29:12, 29:18,
29:23, 38:20, 45:2, 45:6, 45:12, 53:16, 53:22, 54:10,
54:14, 54:18,
54:23, 56:11, 56:18,
56:23, 63:10,
63:16, 63:25, 69:9,
69:24, 70:6, 71:14
Chairperson - 1:19
Challenge - 11:15

Challenges - 43:20
Chance - 66:17,
67:1
Chances - 57:17
Change - 34:8,
41:18, 46:4, 51:22,
51:25, 59:24,
59:25, 65:7
Changed - 33:5,
33:10, 34:7, 50:23,
50:24
Changes - 9:22,
9:25, 41:25, 43:14
Changing - 10:4,
34:19
Charge - 7:2
Charged - 21:17
Chat - 40:1
Cheaper - 22:2
Check - 63:4, 68:9
Cheque - 31:4
Chevrolet - 12:18
Chief - 7:6
Ching-59:1, 59:2, 59:3
Choice - 12:2
Choosing - 13:8
Chose - 68:4
Circulated - 2:18
Circumstances - 3 5:4
Circumventing-4 4:10
City - 65:12, 65:24, 65:25, 68:2
Claim - 2:12,
21:16, 21:19,
21:21, 21:24, 22:1, 22:8, 22:10, 22:12, 27:15, 27:22, 28:1, 28:22, 29:1, 29:3, 29:4, 55:5, 55:6,

\section*{55:9}

Claims - 2:9, 2:14, 2:23, 15:12, 16:18, 16:20, 16:24,
18:17, 18:18, 19:9,
20:7, 20:14, 20:23,
21:5, 21:13, 22:24,
24:4, 24:8, 27:11,
27:16, 40:7, 44:12,
49:14, 49:15, 52:1,
71:3, 71:8
Claim's - 2:10,
27:16
Clarify - 24:13
Class - 43:14,

67:22
Classes - 43:9
Clean-11:17, 63:2
Colluding - 13:1,
13:2
Come - 2:4, 3:8, 6:11, 17:13, 24:5, 26:10, 36:7, 37:1, 38:11, 39:20, 40:15, 40:19, 41:4, 48:2, 50:10, 66:18,
66:20, 66:21,
68:14, 69:6
Comes - 7:24,
8:10, 8:14, 8:21,
8:23, 13:22, 19:18,
20:9, 23:5, 24:4,
34:24, 35:15, 37:1, 41:17, 43:16,
46:10, 50:19,
51:22, 54:5, 61:25, 65:8, 65:9, 70:10, 70:23, 71:6
Coming - 1:8, 7:10,
9:22, 9:25, 12:24,
15:20, 48:1, 58:17,
67:17
Comment - 3:5
Comments - 3:23
Commercial - 62:8
Commission - 32:2
0, 32:25
Commissioner - 1 :
12, 24:12, 25:14,
28:4, 30:11, 30:21,
31:1, 47:3, 53:6,
53:10, 62:12,
62:17, 62:23,
64:15, 64:24,
65:14, 66:7, 66:11,
69:1
Commissioners -
2:4, 3:16
Common - 42:3
COMMSSIONER -
30:17
Communication -
5:20
Community - 51:9
Companies - 8:25,
9:12, 12:11, 15:4,
15:23, 16:17,
20:15, 21:3, 21:6,
23:4, 24:2, 25:18,
26:16, 32:12,
32:18, 47:13, 50:2,
52:6, 55:8, 70:11,

70:24, 71:9
Company - 4:11,
6:19, 8:10, 11:10,
13:21, 15:19, 22:9,
22:15, 24:16, 25:6,
26:18, 28:21,
30:12, 38:14,
46:23, 48:14,
48:24, 54:22, 56:3,
63:6
Compensable - 59:
13
Compensated - 59
:11
Compensation - 5
9:14
Competing - 12:12
, 13:21
Competition - 13:1
3
Competitions - 12 :
9
Competition's - 13
:14, 13:18
Competitive - 12:6,
12:10, 12:25, 14:2
Complaint - 37:14
Complete - 28:12
Completely - 67:7
Complicit - 32:18
Concern - 17:21,
35:1
Concerned - 18:19
49:23, 52:19
Concerns - 47:16,
56:24
Condition - 57:22
Conditions - 10:15
, 34:19
Conduct - 62:20,
63:4, 67:25, 68:8
Confirmed - 18:24
Conflict - 51:12
Congratulations -
60:2, 60:23
Connection - 38:1
9
Constabulary - 50:
1
Consumer - 23:16,
23:18, 24:11
Consumers - 34:4,
42:20, 60:6
Consumer's - 32:1
3
Continue - 14:12
Contractor - 22:16

Contributing - 2:23
Convicted - 11:21
Coordinate - 47:10
, 49:24
Coordinated - 49:1
0, 54:3
Copies - 2:17
Copy - 2:18, 3:4
Corner - 8:7
Cost - 11:16,
20:17, 23:11, 23:16,
28:21, 29:1, 40:5,
49:20, 55:8, 55:13,
60:9, 68:7
Costing - 23:5
Costs - 2:12, 2:14,
6:23, 7:5, 7:6, 7:17, 7:18, 8:16, 14:12, 14:13, 14:19, 16:9, 17:25, 18:1, 18:2, 19:9, 22:21, 23:3, 50:14, 52:21
Couldn't - 28:17,
36:6
Could've - 31:22
Counsel-1:12
Count - 25:2
Couple - 1:7, 5:21,
19:24, 36:4, 57:8
Course - 37:20,
38:9, 65:21, 67:16
COURT - 1:4,
34:13, 35:8, 59:23,
63:14, 63:19, 64:1,
64:9
Cover - 31:10
Coverage - 28:12,
30:4
Covered - 31:16,
53:7, 53:11, 53:25
Crack - 21:23
Crosswalk - 36:14
Crying - 28:7
Curious - 51:2
Current-9:6,
47:20
Customer - 8:18
Customers - 23:6
Cut - 4:17, 30:5, 31:14

\section*{D}

Dad - 41:4
Daddy's - 46:7
Damage - 33:16,
33:20, 39:5, 50:22,
51:4
\begin{tabular}{|c|c|c|c|c|}
\hline Damages - 51:7 & 39:12, 52:12, & Door - 60:22 & Earner-36:22 & Experience - 2:10, \\
\hline Dandy - 7:9, 13:4, & 53:17, 57:8, 61:22, & Doug - 43:5, 54:1, & Easier - 15:21 & 2:24, 20:7, 22:18, \\
\hline 21:16, 21:19, & 69:6 & 54:8 & Easily - 49:9 & 27:16, 40:7, 41:8, \\
\hline 28:10, 31:5, 31:17, & Died - 36:23 & Downtown - 36:10, & Easy -5:2, 32:14, & 43:10, 45:19, \\
\hline 37:22, 48:3 & Different - 26:15, & 41:3 & 49:23, 50:11, 50:16 & 57:24, 58:23, 69:2 \\
\hline Darlene-1:13, & 26:16, 27:7, 27:9, & Drive - 28:2, 40:20, & Economy - 14:7 & Experiences - 57:1 \\
\hline 63:23 & 50:6, 57:22, 65:19 & 42:25, 46:6, 48:5, & Effect - 10:11, & 2 \\
\hline Darn - 31:21 & Diligence - 23:5, & 48:6, 63:9, 65:6, & 10:12 & Explained - 1:6 \\
\hline Dash-61:8 & 50:19, 50:20 & 66:4, 66:15, 69:12 & Effects - 14:24 & Explode - 12:23 \\
\hline Date - 9:7, 48:23 & Direction - 12:14, & Driver - 9:17, 10:9, & Elbow - 59:10 & Expression - 38:8 \\
\hline Day - 7:7, 21:14, & 54:7 & 12:12, 31:7, 36:18, & Enforced - 49:9 & Extra - 23:3 \\
\hline 32:21, 36:8 & Directly - 2:25, & 38:25, 39:1, 39:4, & Enforcement - 49: & Eye-51:21 \\
\hline Deadline - 50:8 & 24:20, 24:22, 25:5 & 39:18, 42:18, & 25 & Eyes - 23:19 \\
\hline Deal - 5:8, 24:20 & Disagree - 64:23 & 42:19, 42:21, 48:1, & Ensure - 3:11, & \\
\hline Dealing - 25:17 & Disclosed - 27:19 & 63:2, 65:2, 65:18, & 41:25, 42:4 & F \\
\hline Deals - 25:5 & DISCOVERIES - 1: & 68:16 & Entailed-21:9 & \\
\hline Decided - 17:22 & 2, 1:3 & Drivers - 8:5, 8:23, & Entering - 47:17 & \[
\begin{aligned}
& \text { Facebook - 39:3 } \\
& \text { Facilitv - } 7 \cdot 24
\end{aligned}
\] \\
\hline Decision-7:4 & Discriminatory - 1 & 9:10, 10:17, 10:20, & Entirely - 18:10 & \[
\begin{aligned}
& \text { acility }-1: 24, \\
& 2: 1.12: 2.12 \cdot 5
\end{aligned}
\] \\
\hline Decisions - 3:20 & 3:8 & 10:25, 11:5, 23:1, & Essential-8:2 & \[
12: 14,13: 9,13: 20
\] \\
\hline Decline - 14:14, & Diverse - 67:12 & 27:10, 37:4, 37:6, & Established - 5:20, & \[
16: 18,40: 11
\] \\
\hline 14:16, 15:6 & Diversity - 68:18 & 38:7, 39:23, 41:9, & 5:21 & Facing - 2:5, 11:15 \\
\hline Deer - 28:3 & Docket - 63:15, & 41:24, 42:2, 42:4, & Estimated - 20:18 & Factors - 7:14 \\
\hline Defense - 19:18 & 63:19, 64:1 & 42:6, 42:8, 42:22, & Estimates - 14:12 & Failure - 5:8, 5:12, \\
\hline Defensive - 42:18, & Doctor's - 59:5 & 43:13, 43:17, 44:11, & Evening - 37:21 & \[
33: 17,33: 19,42: 9
\] \\
\hline 42:19 & Document - 44:22, & 47:17, 48:2, 49:13, & Everybody - 5:13, & \[
42: 10,50: 14,60: 5
\] \\
\hline Definition - 13:19, & 44:25 & 59:19, 60:6, 61:10, & 5:24, 8:3, 15:5, & Fair - 19:3, 58:10 \\
\hline 33:11, 33:13, 33:19, & Documentatio & 62:19, 64:12, & 20:13, 40:20, & Fairly - 29:4 \\
\hline 34:5, 34:25, 35:13 & 5:25 & 64:16, 68:20, & 42:12, 60:17, 67:1, & Faith - 62:11 \\
\hline Degradation - 14:2 & Doesn't - 11:23, & 68:22, 68:23 & 67:10 & Familiarity - 65:9 \\
\hline 3 & 11:24, 12:21, 51:16, & Driver's - 21:2, & Everybody's - 24:1 & Family - 65:4 \\
\hline Degree - 34:25, & 57:25, 58:2, 65:11 & 21:10, 37:10, 38:6, & & Far - 4:1, 16:8, \\
\hline 57:10 & Dollar - 7:11, & 47:13, 47:19, 48:22 & Everything - 13:4, & 16:16, 16:19, \\
\hline Delta-36:11 & 23:21, 56:16 & Driveway - 39:19, & 21:5, 27:10, 28:14, & 18:18, 27:12, \\
\hline Demands - 60:7 & Dollars - 56:16, & 39:20, 40:2 & 28:20, 36:14, & \[
49: 23,52: 18
\] \\
\hline Denying - 67:4 & 56:21 & Driving - 7:22, & 43:10, 59:5, 61:7, & \[
70: 18,70: 19,71: 4
\] \\
\hline \begin{tabular}{l}
Department - 5:22, \\
10:3, 10:4
\end{tabular} & Don't - 1:19, 8:12, & 11:14, 11:17, 11:21, & 65:22, 66:21, & Fault - 18:10, \\
\hline Describe - 59:2 & 8: & \(11: 23,11: 24,12: 16\),
\(12 \cdot 19,12 \cdot 21\) & 67:19, 71:3
Evidence - 18:22 & 29:13, 30:6, 35:18, \\
\hline Describe - 59:2
Describing - 58:24 & \(13: 7,13: 16,13: 17\),
\(13: 21,19: 2,19: 18\), & \(12: 19,12: 21\),
\(13: 24,36: 10\), & 20:9, 44:16 & 37:7, 38:6, 38:15, \\
\hline Deserve-52:14, & 21:5, 24:13, 24:20, & 39:15, 40:8, 40:18, & Evident - 42:16 & 38:25 \\
\hline 52:23, 52:24 & 26:22, 29:2, 30:9, & 42:2, 43:9, 46:8, & Example - 8:6, & Favour - 42:17 \\
\hline Deserving - 11:4, & 34:2, 34:23, 36:1, & 47:21, 48:3, 48:4, & 8:22, 8:24, 9:5, 9:9, & Feel - 3:5, 3:24, \\
\hline 59:8 & 37:17, 37:18, & 49:5, 60:7, 64:18, & 9:18, 10:10, 10:17, &  \\
\hline Deter - 58:15 & 37:19, 39:25, 42:11, & 65:8, 66:10, 67:8 & 12:23, 14:4, 19:6, & elings \\
\hline Determinations - 3 & 44:15, 45:20, & Drop-14:17, & 21:13, 24:25, & \[
\begin{aligned}
& \text { eelings - }-11 \\
& \text { ees }-27: 18, ~
\end{aligned}
\] \\
\hline :20 & 45:22, 46:4, 46:7, & 14:20, 19:10 & 27:19, 27:24, & 3:23, 29:2, 29:15 \\
\hline Determine - 2:9, & 47:16, 50:13, & Drove - 35:23 & 42:24, 42:25, 43:5, & \[
29: 17,29: 19
\] \\
\hline 35:18 & 50:18, 52:14, & Drunk - 8:5, 31:7 & 48:23, 57:7, 58:7, & \[
30: 16,30: 18,30: 24
\] \\
\hline Determining - 35:5 & 52:22, 55:1, 55:7, & Dry - 30:5 & 65:9, 65:11, 67:6 & Fellow - 1:21, \\
\hline Deterrent - 8:4 & 55:13, 55:16, & Due - 23:4, 50:19 & Examples - 59:14 & \[
24: 21,38: 19,61: 23
\] \\
\hline Detriment - 14:18 & 55:19, 59:19, & Dwanda-1:14 & Excellent - 11:6 & Felt - 53:14 \\
\hline Dictionary - 33:12 & 59:22, 60:10, & & Except - 27:19 & Fender - 38:2 \\
\hline Didn't - 16:25, & 65:24, 66:1, 67:4, & E & Excessive - 20:23 & Fields - 59:6 \\
\hline 17:1, 17:13, 18:4, & 67:5, 67:13, 68:18, & & Exchange - 47:11, & Fifty - 59:9 \\
\hline 28:12, 28:18, & 68:22, 69:5, 69:6, & \[
35: 10,65: 20
\] & \[
47: 15,48: 21,48: 22
\] & Figure - 16:1, 29:5, \\
\hline 28:21, 35:23, & 70:12, 70:17, & Eager - 42:20 & Exercise - 35:6 & \[
45: 14
\] \\
\hline 35:24, 36:8, 37:10, & 70:19, 70:20, 71:1 & Early -9:25 & Expenses-31:16 & Figured - 68:17 \\
\hline
\end{tabular}

Filed - \(3: 18\)
Filing - 17:17
Final - 6:3, 7:16
Financial - 70:23
Find - 11:7, 20:3,
21:1, 35:8, 36:6,
38:18, 45:1, 45:21, 49:5, 70:12
Finding-11:11,
11:12, 11:15, 35:15
Finds - 48:8
Fine - \(7: 9,13: 4\),
21:16, 21:18, 28:9,
28:13, 31:5, 31:14,
31:16, 37:22, 48:3,
53:23, 53:25
Finely -5:19
Finger-34:20
Fingertips - 48:16
First - 4:20, 38:13,
42:23, 43:4, 65:10,
65:13, 68:1, 68:11,
68:13
Five - 26:15, 50:25,
53:20, 70:22
Fixed - 13:3
Flashing - 38:1
Fleet - 24:15, 25:9, 26:9
Flood - 58:8
Floor - 4:13
Foolish - 31:25
Foot - 61:25
Forces -9:13,
51:14
Fords - 12:18
Foreign - 68:21
Forever-60:1
Forgave - \(31: 19\)
Forgive-31:18
Formulate - 6:13
Forth - 37:1, 37:2
Forward - 38:11,
43:19
Found - 12:22,
20:22, 28:9, 64:11
Four-2:10, 20:12,
23:10, 50:25
Fraser - 66:24
Fraudulent - 20:14,
20:19
Free - 3:5, 3:24,
64:13
Friend - 22:17
Friend's - 23:24
Front-37:24
Fuel - 7:17

Funding - 43:24
Further - 44:17
G
Gage - 68:12
Gain - 18:8, 18:12
Gas - 28:3, 28:5,
28:8
Gates - 58:8
Gave - 37:11
General - 4:9, 23:1, 49:14
Generalities - 6:12
Gentleman - 36:7
George - 4:7
Gerard - 66:5,
66:16, 70:3
Germany - 43:1, 43:8, 43:11
Get-1:21, 4:5, 7:6, 8:6, 9:4, 9:24, 10:22, 10:23, 10:24, 11:5, 11:6, 12:3, 12:11, 12:13, 14:23, 15:25,
20:20, 24:14, 26:1, 26:22, 26:25, 28:11, 28:12, 30:3, 30:4, 30:10, 32:4, 32:7, 33:1, 33:4, 35:18,
42:11, 43:9, 44:20, 46:12, 47:2, 47:25, 49:6, 49:7, 50:8, 50:17, 50:18, 51:8, 54:2, 54:3, 61:13, 65:3, 65:5, 65:24,
66:1, 66:4, 67:22,
67:23, 69:16
Gets - 39:15, 63:8
Girl-1:21
Give - 14:1, 25:25, 27:7, 37:3, 48:17, 60:2, 65:15, 65:17, 66:16, 67:1, 67:10 Given - 15:13,
18:3, 18:7, 53:13
Gives - 3:22
Glass - 20:24,
22:5, 22:22, 32:9, 34:23
GLYNN - 1:5, 1:11, 2:1, 2:21, 45:4, 45:8, 46:15, 55:3, 55:12, 55:18, 56:2, 56:7, 60:11, 60:25, 62:4, 62:14, 69:11, 69:19

Go-12:2, 12:20, 12:21, 12:22, 13:2, 14:20, 23:13, 28:11, 28:18, 28:23, 30:2, 31:6, 32:1, 32:20, 32:24, 33:9, 34:12, 37:2, 37:9, 37:17, 39:7, 39:10, 39:25, 40:12, 46:23, 47:9, 47:19, 48:7, 49:5, 52:20, 57:9, 61:22, 63:1, 64:6, 64:10, 65:21, 66:2, 66:3, 67:21, 67:23, 68:5, 69:15, 70:18, 70:19 Going - 6:2, 6:3, 10:9, 10:10, 10:12, 10:15, 12:1, 12:15, 12:20, 12:22,
14:18, 14:20, 15:5, 15:16, 16:1, 20:4, 24:9, 27:7, 31:13, 36:20, 37:14, 39:25, 40:12, 40:13, 41:3, 41:9, 43:2, 43:14, 43:15, 43:18, 43:22, 44:3, 44:13, 46:5, 47:24, 49:1, 49:3, 49:4, 49:17, 52:19, 52:22, 54:3, 57:19, 58:5, 58:6, 58:9, 58:15, 59:1, 59:8, 59:11, 59:21, 60:1, 60:4, 60:9, 62:15, 64:9, 65:6, 68:16, 69:10, 69:17, 71:2
Gold - 21:7
Gone-1:22, 17:23, 33:23, 49:20,
50:23, 68:21, 69:8,
71:4
Good-1:18, 10:18, 12:7, 20:8, 27:23, 28:5, 48:10, 48:11, 51:20, 54:5, 54:15, 55:1, 61:22, 67:3, 68:16
Goodbye - \(56: 1\)
Got - 7:22, 8:18, 11:2, 12:25, 20:8, 21:15, 28:10, 28:13, 29:21, 31:11, 31:18, 31:22,
32:16, 40:12,
40:22, 45:19, 47:8, 48:9, 49:3, 51:8,

54:24, 59:18, 61:6,
61:7, 61:13, 61:15,
61:18, 62:11, 64:14,
66:5, 66:24, 69:20
Government - 3:17
, 3:23, 6:3, 8:3,
9:12, 9:19, 10:8,
41:22, 43:13,
47:10, 49:24, 52:7
Governmental - 5:
12
Government's - 41
:13, 41:21
Green-37:8, 38:1,
39:12
Ground - 53:7,
53:11
Group - 7:24,
13:25, 26:11
Groups - 12:25
Grow - 8:13
Guess -1:15, 4:8,
4:21, 5:7, 5:13, 6:7,
6:9, 7:19, 11:19,
20:11, 21:3, 41:21,
53:13, 70:10
Guessing - 45:11,
50:25
Guys - 18:23,
45:18, 56:12
H

Hammering - 52:1
5
Hand - 25:2, 70:5
Handed - 16:9
Handle - 50:6, 54:9
Handling - 47:8
Hands - 31:9,
31:12
Handy - 48:25
Hanging - 37:7
Happening - 6:18,
8:12
Hard - 6:4, 35:18
Harder - 11:12,
15:17
Harm - 14:10
Hasn't - 50:3
Haven't - 18:21,
64:11
Hawking - 67:8
Head - 29:6, 30:9
Heal - 28:20, 31:13,
57:19, 57:20
Healthcare - 15:2
Hear - 2:24, 5:5,

18:23, 25:6, 27:8,
35:25, 36:23, 64:5,
64:16
Heard - 18:22,
20:13, 24:24, 25:3,
36:2, 39:17, 44:15,
44:18
Hearing -4:22,
19:25, 40:19
Hearings - \(3: 9\)
Hearsay - 46:11
Heather - 66:4,
66:15, 69:12
Heavy - 57:10
Help-38:4, 43:12, 57:3
Helped - 54:1
Helping - 54:7
Helps -63:20
Here's - 23:13,
44:13
He's - 36:18, 36:19,
36:20, 36:22, 48:8,
48:10, 54:17, 54:19
High - 2:12, 8:1,
18:13, 18:14, 24:7, 49:14, 49:15, 52:1
Higher-8:16,
32:20, 32:23,
32:24, 50:14, 60:4
Highway - 49:25
Hill - 34:21
Hiring - 8:22, 8:24,
9:10, 62:18
Hit - 29:9, 29:13,
31:7, 36:4, 39:1
Hold - 19:10, 30:9,
43:25, 46:8, 46:13
Holdback - 43:23
Hole - 49:6
Holes - 8:25
Hollett - 63:5
Home - 8:6, 14:23
Honest - \(37: 1\)
Honestly - 59:23
Hopefully - 5:15,
5:17, 41:11
Hot - 38:9
Hotel - 36:11
Hour - 53:20
Hours - 7:13
House - 14:21,
53:14
Huge - 11:22
Hundreds - 36:12


I'd - 38:4
Ideas - 33:8
Identified - 2:22
Ignorance - 19:17
Ignored - 15:12,
18:4, 19:17, 19:20,
52:11, 53:1
Ignoring - 52:20
I'Il - 6:9, 6:12, 10:5, 13:1, 19:12, 30:10, 32:4, 32:7, 32:9, 33:9, 37:3, 41:15, 44:23, 45:18, 47:9, 65:12, 66:22, 67:1,
67:10, 67:17,
67:19, 67:20,
67:22, 68:5, 68:11,
68:12
I'm - 4:10, 6:3,
11:9, 12:24, 15:14,
16:3, 16:15, 16:18,
17:7, 18:18, 20:5,
24:22, 28:7, 29:5,
31:21, 37:21, 39:6,
40:6, 45:11, 45:21,
49:4, 49:23, 50:25,
52:18, 55:1, 57:12,
57:24, 62:15, 68:16
Image - 10:16,
10:18
Images - 10:25
Immensely - 48:24
Implement - 49:24
Implementation-4 9:11
Importance - 42:15
Important - 2:7,
6:21, 8:7, 8:20,
13:15, 19:13,
27:21, 27:23, 49:12
Improved - 43:18
Incentive-32:22
Incidents - 71:7
Inclusive - 68:19
Income - 36:22
Increase-7:22,
16:25, 19:4, 19:5, 24:10, 50:17
Increases - 16:5,
16:14, 18:8, 18:13,
18:14, 18:19,
32:19, 52:10,
52:23, 52:24
Increasing - 14:4
Indeed - 17:8, \(20: 9\)
Industries - 52:15

Industry - 2:8, 2:15, 5:10, 6:9, 6:15, 6:16, 8:1, 10:7, 10:14, 12:4, 13:17, 14:10, 14:21, 15:8, 15:9, 15:11, 19:1, 32:21,
34:12, 43:19,
47:17, 48:16,
50:15, 54:6, 56:17, 58:21
Informal-3:10
Inherent -68:7
Injured - 58:11
Injuries - 28:16,
57:6, 57:18, 57:23, 58:2, 58:7, 58:24 Injury - 33:16, 33:21, 43:3, 51:2, 51:3, 59:13
Innocence - 37:10
Inquiry - 37:15
Insider - 32:22
Installed - 22:6
Instituting - 10:9
Insulated - 23:7
Insurable - 48:10, 48:19
Insurance - 2:6,
5:11, 6:14, 6:16,
7:18, 8:16, 8:25,
9:12, 9:15, 11:16,
12:5, 12:11, 12:20,
13:17, 14:5, 14:12,
14:13, 15:9, 15:17,
15:18, 15:22,
15:23, 16:17, 20:5,
20:14, 21:4, 21:6, 22:9, 22:14, 23:3, 23:4, 24:2, 24:10,
24:16, 25:5, 25:18, 25:21, 28:21,
30:12, 32:11, 32:13, 32:15, 32:16,
32:18, 32:23,
32:24, 33:1, 33:5,
33:11, 34:4, 34:6,
36:20, 36:21, 37:2,
38:14, 41:14,
41:22, 42:1, 44:10,
44:18, 44:20,
46:12, 46:23,
47:12, 48:20,
48:24, 50:2, 50:7,
50:14, 50:15, 52:6,
52:17, 54:5, 54:22,
55:8, 56:3, 56:13,

59:16, 60:4, 70:11, 70:16, 70:24, 71:9
Insured - 46:25
Intended - 3:10
Interest - 29:22,
68:12
Interrupted - 61:5 Intersection - 36:5, 36:13, 37:8
Intervened - 51:14 Interview - 65:20,
67:19, 67:20,
67:23, 68:11, 68:14
Introduce - 4:4
Introduced - 1:9 Introducing - 60:1 3
Investigate - 70:15 Investigated - 38:1 7
Investigating - 45: 19
Investigative - 44:
17
Investigator - 38:1
6
Investment - 68:3, 68:4
Involvement - 5:17
, 5:18, 41:23
Irish-62:8
Irresponsible - 41:
23
Issue - 5:8, 8:15,
8:19, 8:20, 9:18, 47:5, 54:2
Issues - 2:5, 2:7,
3:1, 3:3, 3:6, 3:20,
3:24, 3:25, 5:3,
8:23, 47:4, 47:16
It's - 1:22, 4:17,
5:12, 5:13, 6:1,
6:19, 6:20, 8:19,
9:6, 9:7, 9:14,
10:14, 10:18,
12:18, 12:21,
12:24, 13:4, 14:7,
15:17, 16:1, 18:10,
18:15, 19:1, 32:3,
32:15, 32:16,
32:17, 33:7, 33:13,
34:1, 35:14, 36:17,
38:9, 41:20, 42:10,
43:10, 43:18,
43:20, 45:7, 45:9,
45:13, 45:22,
46:13, 49:9, 49:12,

49:19, 49:20,
49:21, 49:22, 51:2,
51:11, 51:14, 51:16,
53:25, 58:15,
58:20, 59:17, 61:3,
62:5, 62:7, 64:12,
64:13, 65:6, 68:19,
70:13
I've - 15:9, 15:10,
19:24, 20:1, 20:8,
24:24, 24:25, 25:3,
36:2, 41:11, 41:16,
41:19, 42:6, 47:18,
54:7, 57:25


Jacqui - 1:11
Jail - 61:24
Jersey - 41:7
Jiffy - 4:10, 6:25,
25:8, 25:24, 39:3,
56:12, 60:12
Jim - 1:12
Joan's - 51:15
July - 9:25
June - 3:18
Justice - 8:4
Justification - 16:6
Justify - 19:5,
19:19
K

Keys - 23:13
Kids - 41:2, 44:20
Knowing - 6:22,
8:5, 16:12, 65:24
Knowledge - 66:1,
67:15, 68:2
Known - 21:7,
58:20, 59:14
Knows - 15:4,
34:20, 63:23


Labelled - 40:9
Labrador - 45:1,
46:10
Lack - 60:14
Lake - 28:3
Lane - 39:12,
66:23, 69:16
Lap - 46:7
Large - 14:24
Largely - 15:12
Late - 16:20, 18:21, 18:25

Later - 17:9, 23:14, 55:25
Laugh - 32:2
Lawyer - 29:21,
30:3, 55:19, 58:25
Lawyers - 45:3
Lawyer's - 28:23
Leaders - 15:8,
15:9
Leaf's - 41:7
Learn - 66:14,
68:15
Leave - 19:12,
44:23, 45:18
Led - 44:11
Left - 37:7, 40:15,
69:17, 69:22, 70:4
Legal - 1:12, 27:18,
29:1, 29:14, 29:17,
29:19, 30:16,
30:18, 30:24,
33:19, 44:22,
44:24, 44:25, 46:3,
46:13, 55:7, 55:13,
56:4, 56:8, 58:21,
59:6, 60:20
Legislation - 41:25
Legitimate - 58:7
Legitimise - 57:5,
57:6, 57:15
Legrows - 27:2
Let's - 65:18, 69:22
Letting - 54:8,
55:24
Level - 7:11, 29:24,
56:13
Levels - 16:10
Liability - 49:19
Licence-21:10,
48:22
Licenced - 9:23
Licencing - 46:24,
48:7
Licensable - 44:7
Licensing - 60:9
Lifetime - 36:3
Lift - 57:7, 59:10
Lifting - 49:7
Light - 37:25, 39:11
Limit - 53:14
Line - 16:4, 24:3,
27:12
Lines - 5:20
List - 9:4, 57:23,
66:22
Listed - 21:25, 48:4
Literal - 40:3


30:6, 30:7, 42:18, 43:12, 43:15, 53:1, 53:17, 65:8, 65:12,
67:16, 68:3, 68:4,
68:5, 71:13
Making - 7:3, 7:15, 18:15, 34:2, 35:11,
43:14, 43:16,
58:19, 60:7, 71:9
Mall - 69:22
Man - 36:16
Manage - 44:1
Manageable - 6:10 Manager - 4:11, 24:23
Managing - 24:21
Mandate - 9:14
Mandatory - 42:23,
43:1, 43:4, 43:11
Many - 34:12,
35:20, 36:1, 52:25
Maple-41:6
Mark - 26:1
Marketplace - 8:8
Marks - 11:19
Math - 28:25
Mayor - 36:9
Mccarthy - 43:5,
54:15
Means - 3:14,
14:22, 34:6
Measurements - 6
3:3
Meat - 57:23
Media - 38:10
Meeting - 2:2, 9:21
Memorize - 66:20
Mentioning-71:5
Mess - 47:4
Metre - 14:4
Million - 56:16,
56:19, 56:21
Minds - 18:9
Mine - 22:18
Minimum - 44:5,
44:8, 68:10
Misnomer - 58:3
Miss - 28:2
Missed - 18:10
Mistake - 30:7,
30:8
Mitigate - 14:5
Mobilized - 31:12
Model - 7:8, 9:7
Money - 7:14,
20:20, 24:1, 26:23,
26:24, 27:17,

28:14, 32:11, 34:1, 35:11, 58:19, 59:9, 62:2, 67:21, 68:6, 68:11
Monopoly - 13:20
Month - 48:18
Months - 5:22,
16:2, 50:4
Morning - 40:23
Moss - 66:4, 66:15,
69:12
Mother's - 22:20
Motivation - 58:16
Motor - 9:1, 9:3,
45:24, 46:1, 47:11,
50:2
Move - 25:15,
40:25
Moved - 59:3
Much - 5:17, 6:16, 7:12, 8:2, 12:18, 13:20, 17:8, 18:24, 20:18, 25:2, 28:18, 28:21, 32:1, 33:9, 43:18, 51:3, 52:16
Multi - 67:12
Multiple - 26:4
Murphy - 1:6, 1:20, 1:25, 2:19, 4:6, 4:7, 4:14, 4:19, 17:5, 17:19, 23:14, 24:13, 24:19, 25:12, 25:20, 26:6, 26:12, 26:21, 27:6, 28:6, 29:10, 29:16, 29:20, 30:1, 30:15, 30:19, 30:23, 31:3, 38:22, 45:10,
45:16, 46:18, 47:6, 53:8, 53:12, 53:19, 53:24, 54:12,
54:16, 54:20,
54:25, 55:4, 55:10, 55:15, 55:21, 56:5, 56:9, 56:15, 56:20, 57:4, 60:12, 60:16, 61:2, 62:6, 62:21, 62:25, 63:12, 63:18, 64:2, 64:22, 65:1, 65:16, 66:9, 66:13, 69:4, 69:14, 69:21, 70:2, 70:9 Murphy's - 56:8


Names - 63:21
National - 67:12

Nationality - 68:17
Nationally - 27:14
NDP - 69:6
Neat - 68:18, 68:19
Necessary - 42:14,
66:14
Necessity - 32:15
Negligence - 33:17
, 34:1, 34:15,
34:16, 42:17, 57:1
Negligent - 34:9,
35:5, 41:24, 61:16
Nephew - 69:25
Nerve - 39:7
New - 9:10, 11:12,
21:23, 62:18, 70:4
Newfoundland - 4
4:25, 46:9, 50:1
Newfoundlanders
- 62:9, 68:24

Newman - 1:14
Nice - 39:2
Nine - 44:19,
45:13, 45:25, \(46: 5\)
NL - 5:23
Nobody - 13:25,
36:25, 63:8
Nomination - 21:1
4
Normal - 56:17
Note - 3:7
NOTICE - 1:1
NTV - 70:3
Numbers - 14:15, 15:17, 15:25, 16:4, 16:15, 17:2


Oake - 1:11, 17:10, 17:14
Occasions - 65:19
Occur - 16:7
Occurred - 4:23
Odd - 16:14
Offences -9:5, 48:4
Offenses - 47:21
Offer - 35:23
Office - 36:8
Often - 49:15
Oil - 15:3, 15:18,
15:21, 15:22
Old - 36:18, 41:2,
44:20, 44:24, 45:14
Older - 28:13, 36:7
Olds - 70:16
Old's - 46:1, 46:5

One - 4:24, 7:5,
7:14, 13:21, 13:22,
13:23, 14:19,
20:16, 22:25, 23:3,
25:2, 25:23, 26:11,
26:14, 26:17, 28:3,
\(31: 9,32: 3,32: 21\),
33:24, 35:16, 37:4,
37:5, 39:19, 40:12,
43:4, 55:25, 58:14,
58:22, 60:13, 63:2
Ongoing - 5:6
Open - 44:23, 58:9 Opening - 1:7
Operating - 25:23, 25:24
Operations - 11:13
Operators - 2:3, 2:25
Option - 13:9,
32:17
Order -7:2, 38:18,
44:20, 46:19
Ordinarily - 35:2
Orientation - 65:15
, 65:17, 65:23
Original - 20:17
Ours - 48:14
Ourselves - 1:10,
26:2, 35:12
Outs - 49:19
Outstrips - 16:8, 16:16
Outwards - 61:8
Own - 5:14, 8:24,
18:16, 20:24, 25:9, 26:10, 27:25,
36:21, 37:4, 37:5,
42:5, 46:1, 46:3, 46:16, 46:17,
54:22, 65:4, 66:3,
69:2
Owned - 38:19,
44:19, 63:6
Owner - 44:9
Ownership - 44:6, 46:9, 46:22
Owns - 37:18
Oxford - 1:12, 24:12, 25:14, 28:4, 30:11, 30:17, 30:21, 31:1, 47:3, 53:6,
53:10, 62:12,
62:17, 62:23,
64:15, 64:24,
65:14, 66:7, 66:11,
69:1
P

Paid - 16:9, 19:21,
20:23, 21:19,
27:18, 30:12, 33:2,
50:3
Pain - 58:24, 59:4,
59:7, 59:8
Paint - 40:5
Paperwork - 15:14,
15:15
Parameters - 4:2
Park - 31:6, 31:7,
38:2
Parking - 39:21
Participate - 42:5,
42:20
Participation - 5:1
8
Particularly - 5:22,
8:8, 34:11, 36:3
Parties - 60:5
Parts - 5:7
Party - 9:20, 38:14
Pass - 3:22, 16:12
Passed - 32:12
Past - 50:8, 69:22
Pat - 60:3
Patrols - 61:25
Pay - 19:2, 24:18,
32:25, 49:19, 50:5,
50:7, 55:14
Paying - 50:13,
52:16, 71:7
Payment - 50:9
Payout - 24:18
Pays - 24:11
People - 5:9, 6:23, 9:22, 10:13, 10:16, 10:17, 14:8, 14:20, 20:1, 20:6, 20:20, 24:6, 31:24, 33:8, 34:8, 36:4, 36:5, 36:13, 40:25, 44:14, 48:1, 49:2, 51:12, 51:17,
56:25, 57:12,
57:22, 58:15,
59:19, 60:19, 61:3,
61:20, 61:21, 62:11,
65:3, 66:18, 66:20,
67:3, 67:11, 67:14,
68:25
People's - 18:9, 37:2, 59:25
Percent - 16:14, 19:4, 19:7, 19:8, 20:15, 28:25,

62:10, 65:25
Percentage - 28:24
Percentages - 18:1
9
Perhaps - 6:12,
71:5
Period-17:18, 71:10
Person-1:13,
1:15, 27:20, 35:3,
35:5, 38:11, 39:1,
48:18, 58:23
Personal - 25:18,
25:19, 51:2
Personally - 55:5
Perspective - 5:11,
5:12, 6:19, 8:11, 8:21, 8:22, 11:10,
15:20, 19:22,
41:10, 48:2
Perspectives - 6:7
Phone-22:5,
25:25, 50:12, 59:1,
59:20
Phoned - 22:3,
22:8
Picea - 69:16
Pick - 41:5, 59:19
Picking - 50:11
Picture - 6:13
Piece - 20:4
Pieces - 6:11, 9:3
Pinto - 12:19
Pintos - 12:23
Place - 19:15, 42:3,
66:5, 66:16, 66:24,
70:3
Placed - 9:16
Plate - 50:10
Plates - 49:8
Played - 6:8
Pointed - 13:25
Pointing - 61:8
Points - 43:6, 54:5
Police-9:13,
35:25, 47:12,
50:21, 51:4, 51:5,
51:6, 51:8, 51:14,
59:20, 61:23
Policies - 21:11, 26:16, 27:11, 32:13, 44:18, 44:19, 47:8, 70:16
Policing - 51:9
Policy - 20:24,
21:9, 26:9, 26:14, 36:22, 44:10,

44:21, 46:13,
46:16, 46:19,
46:20, 49:11, 50:4,
62:5, 62:7
Poor - 14:7, 59:16
Position - 7:17,
25:1, 25:7, 57:3,
57:17
Positive - 10:5
Possibility - 14:3, 48:25
Post - 39:2, 51:16
Potential - 43:3
Power - 27:2
Practices - 42:2
Prairies - 46:7
Pre-67:20
Preaching - 39:22
Prepared - 2:16,
16:3, 42:6, 42:7
Prerequisites -63:
1
Prescribed - 43:8
Present - 14:15,
16:10, 40:19, 53:5
Prevent - 61:15
Previous - 43:7
Price - 14:2, 22:4
Prices - 27:8
Pricing - 15:22,
15:23, 44:2
Privacy - 47:15,
61:4
Private - 22:13,
38:16
Privileged - 22:13
Problem - 15:11,
18:4, 18:11, 18:16,
19:1, 22:23, 32:5,
42:10, 52:11, 52:13,
52:20, 53:1, 53:2
Problematic - 38:1
2
Procedures - 8:24
Processes - 4:23
PRODUCED - 1:1
Profit - 13:3, 13:6,
19:16
Proper-33:17,
66:2
Protect - 29:22
Protection - 42:5
Provide - 2:3, 2:13
Province - 22:25
Prudent - 35:2
Prying - 23:19
Public - 3:9, 3:14,

4:9, 10:2, 12:7,
13:12, 16:11, 23:2,
24:6, 40:16, 49:14,
52:4, 63:19
Publicly - 64:4
Pun - 31:6
Pure - 62:10
Pursue-59:22
\begin{tabular}{|c|}
\hline \(\mathbf{Q}\) \\
\hline
\end{tabular}

Questioned - 22:8,
33:3, 39:13
Quick - 55:22
Quickly - 29:4
Quizzes - 65:23
Quotation - 11:18
Quote - 58:18
R

Raise - 58:13,
58:14
Ran - 39:4
Range - 14:13
Ranging - 20:15
Rate - 13:3, 13:23,
16:6, 16:16, 16:24,
16:25, 17:17,
18:13, 18:14, 24:9,
32:19, 49:14,
49:15, 49:16, 50:17
Rates - 2:6, 2:14,
14:4, 14:5, 14:17,
16:22, 32:20,
36:20, 37:2, 52:17,
60:4
Rather - 48:16,
55:22, 57:1
Rational - 35:3
RAV4 - 22:20
RCMP - 50:1
Reaching - 58:10
READER - 1:1
Readily - 23:22,
48:15
Ready - 42:13
Rear-21:14,
21:18, 29:11, 38:1
Reason - 14:7,
33:21, 34:14, 59:18
Reasonable - 33:2
0, 34:24, 35:7
Reasons - 20:19,
22:25
Receipt - 27:20
Recent - 27:13
Recently - 37:6

Recognizes - 33:2
3, 33:25
Recommen-
dations-2:13,
3:21
Recommended - 3
0:2
RECORDED - 1:2
Records - 9:8,
47:22, 70:18, 71:9
Recoup - 17:25,
18:1, 18:2, 19:8
Recouped - 32:11
Recruit - 10:13
Red - 37:25, 39:10
Redress - 16:22
Reduce - 2:13,
2:14
Referred - 3:16,
37:12
Regards - 6:8,
10:16, 12:9, 32:9,
47:13, 52:9, 70:12,
71:8
Registered - 44:8, 46:21
Registration - 9:1,
9:4, 45:24, 47:12,
50:3
Regulated - 13:17
Regulation - 19:15
Regulatory - \(1: 11\)
Reiterate - 41:19
Relation - 2:5,
42:21
Released - 6:2,
20:10
Remains - 46:12
Remarks - 1:7
Remove - 42:16
Rent - 7:2, 7:3, 7:9
Repairs - 20:17
Replace - 40:5
Replaced - 22:16,
22:21, 23:12
Replacement - 32:
9
Replacements - 20 :25
Report - 2:16, 3:17,
3:18, 6:2, 6:3,
20:10, 21:7, 21:8
Reported - 44:12,
51:3
REPORTER - 1:4,
63:22
Reporting - 42:21,
\begin{tabular}{|c|c|c|c|c|}
\hline 51:6 & Route - 14:11, 66:3 & 8:18, 14:22 & Smile - 60:23, 61:1 & Sum - 52:10 \\
\hline Reports - 16:5, & Royal - 50:1 & Services - 15:3, & Snap - 34:20 & Summation-52:3 \\
\hline 27:14, 50:21 & Rubber - 69:7 & 49:10, 49:25 & Soap-62:8 & Supposedly -51:1 \\
\hline Reputations - 11:2, & Rudimentary -67: & Session-54:15 & Social - 15:3 & 4 \\
\hline 11:4 & 14 & Set - 23:19 & Society - 33:23, & Supposing - 51:11 \\
\hline Require - 44:16, & Rumours - 64:5 & Settled-29:4, & 38:23, 40:10, 42:3, & Surgery - 58:8 \\
\hline 56:12, 62:18, 62:19 & Rushed - 53:17 & 31:9, 31:25 & 42:10, 61:13 & Swiped - 36:12 \\
\hline Required - 51:5 & Ryan-1:10 & Settlement - 28:10, & Soft - 58:1 & Switzerland - 43:2, \\
\hline Requirement - 44: & & 34:13, 58:10 & Solve - 42:9 & 43:12 \\
\hline 8 & S & Seven-26:13, & Solved - 55:22 & Swore - 37:9 \\
\hline Requires - 58:8 & & 70:22 & Somebody's - 40:4 & System - 43:15, \\
\hline Resident - 36:9 & & Seventeen - 44:24 & , 51:15 & 44:11, 47:14, 49:6, \\
\hline Respond-23:17 & 39:23 & Several - 6:6, 6:7, & Sore - 44:14 & 49:23, 60:1, 60:8 \\
\hline Response-51:5 & Saints - 10:21 & 8:11, 9:3, 20:3, & Spend-62:2, & \\
\hline Responsibilities - & Sale - 32:21 & 41:25, 42:4, 52:2 & 65:17, 67:21, 68:5 & T \\
\hline 5:14 & Salted - 34:22 & Shall - 6:20 & Spite - 28:15 & Taaffe's - 66:23 \\
\hline Responsibility - 36 & Saturday - 37:21 & Share-43:2 & Spot - 1:22, 39:22 & Tacked - 23:2 \\
\hline :17 & Save - 26:23, 26:24 & Sharing - 9:11 & Stand - 7:1, 7:2, & Tackle - 5:2 \\
\hline Responsible - 36:1 & Saviours - 10:21 & Sheet - 34:23 & \(7: 3,7: 9,37: 11\),
\(37 \cdot 12\) & Taking - 7:16, \\
\hline & Saw - 35:25, 39:9 & Ship - 7:16, 8:13 & 37:12 & 37:13, 41:23 \\
\hline Res & Scaphoid - 31:8, & Ships & Stand & Tank - 28:3 \\
\hline \[
32
\] & 31:22 & S & Start - \(67: 14\)
Started - 4.5 & Target - 61:12 \\
\hline R & Scenario - 44:2 & S & Sta & Targets - 32:14 \\
\hline \[
33: 20,64: 19
\] & Scheduled - 3:18 & \[
\begin{aligned}
& \text { Shop } \\
& \text { 13:10 }
\end{aligned}
\] & State & Tasked - 3:2 \\
\hline Results - 27:15 & Scratch - 29:6, & Shouldn't - 39:18 & 36:16 & Taxi - 2:3, 2:9, \\
\hline Return - 13:5, & 4 & Shovel - 10:22 & Statements - 51:1 & 6, \\
\hline 42:24 & & Show - 22:12, & Statistical - 70:25 & 5:10, 10:17, 10:20, \\
\hline Revenue - 6:25, & & 27:17, 45:25, 68:15 & Stay - \(41: 7\) & 10:25, 11:5, 12:12, \\
\hline 7:10, 8:14, 8:18, & & Showed-21:11 & Step-7:16, 68:13 & 14:25, 23:1 34:11 \\
\hline 70:21 & Screening - 9:17,
\(9.24,47: 17.48 \cdot 12\) & Showing-24:16, & Stephen - 67:8 & 14:25, 23:1, 34:11, \\
\hline Revolve - 47:5 & Search - 21:1, 21:2 & 24:17 & Stick-38:8 & 38:25, 39:15, 40:8, \\
\hline Rights - 58:5, 58:6 & Second - 7:17, & Sick - 16:1 & Stone - 8:7 & \[
\begin{aligned}
& 1: 9,43: 17,4 \\
& 2: 15.58: 17 .
\end{aligned}
\] \\
\hline Rip - 11:1 & \[
39: 13,68: 14,69: 16
\] & Side - 6:17, 11:5, & Stop-35:23, & \[
1: 17,65: 3,67: 8
\] \\
\hline Rise - 14:12 & Sector - 8.9, 63:4 & 36:11, 39:5, 70:5 & 35:24, 43:22 &  \\
\hline Rising - 6:23, & 68:9 & Sign - 55:25 & Stories - 5:5 & \[
44: 19
\] \\
\hline 15:12, 16:24 & See & Signatory - 44:9 & Story - 36:24 & Telegram - 63:22 \\
\hline Risk - 8:1, 11:22, & \[
6: 17,12: 23,13: 21
\] & Signing - 44:22, & Straight - \(37: 24\), & Telling - 22:17 \\
\hline 40:18, 40:22 & 14:21, 23:11, 23:14, & 44:25 & 39:10 & Ils - \\
\hline Risks - 40:21 & \[
23: 20,24: 23
\] & Simple - 14:7, & Strayed - 4:1 & \[
37: 15,50: 1
\] \\
\hline RNC - 67:24 & \[
26: 22,27: 24.35:
\] & 14:19, 23:24, & Streets - 66:1, & \[
57: 14,61: 19,62: 9
\] \\
\hline Road - 8:6, 24:22, & \[
51: 2,55: 25,57: 10
\] & 33:22, 39:23, & 66:22 & Tendency - 50:5 \\
\hline 31:17, 32:6, 34:19, & \[
58: 13,58: 17
\] & 48:21, 48:22, & Struck - 19:11, & Terms - 3:3 \\
\hline 38:3, 40:13, 40:14, & \[
58: 18,59: 17,62: 2
\] & 61:17, 67:5, 70:17 & 38:1, 51:15 & Terrible - 11:21 \\
\hline 40:17, 40:24, & \[
64: 7,64: 14,64: 21
\] & Simply - 3:21, & Stuck - 60:1 & Territory - 64:18 \\
\hline 40:25, 41:24, & \[
65: 18,66: 25
\] & 17:1, 32:13, 34:7, & Study - 67:16 & \[
\text { Test - } 35: 4
\] \\
\hline 42:23, 43:2, 43:9, & 65.18, 66:25
Seeing - \(6: 14\) & 34:17, 51:24 & Stupid - 31:24 & \\
\hline 44:6, 48:18, 69:15, & Seeing -6:14, & Single - 36:15, & Subdivision - 70:4 & Testimony - 43:7 \\
\hline 69:20 & \[
\begin{aligned}
& 7: 21,8: 25,23: 7, \\
& 50 . ?
\end{aligned}
\] & 36:22 & Subjective - 35:4 & Thanks - 4:15, \\
\hline Role - 41:13, & Seek - 34:13, 34:14 & Site - 27:13, 37:5 & Substantive - 44:1 & That's - 1:23, 10:5, \\
\hline 41:21, 65:21 & \[
\begin{aligned}
& \text { Seek - 34:13, } \\
& \text { Son- } 16.13
\end{aligned}
\] & Six-26:13, 26:15, & & \[
\begin{aligned}
& \text { That's - } 1: 23,10: 5, \\
& 10 \cdot 10-10 \quad 10 \cdot 3
\end{aligned}
\] \\
\hline Rolled - 57:13, & \[
\begin{aligned}
& \text { Seen } \\
& \text { 23:15. }
\end{aligned}
\] & 65:19 & Succeeded - 41:11 & \[
19: 13,22: 12
\] \\
\hline 57:16 & Self - \(42 \cdot 16\) & Skills - 11:25 & Sudden - 17:22, & \[
22: 19,22: 25,24: 2
\] \\
\hline Rondo - 21:22, & Sell - 8:12 & Skyrocketing - 36: & 24:5, 48:7 & \[
4: 21,27: 8,28: 24
\] \\
\hline 21:23, 22:7 & Sentenced - 11:18 & 19 & Sue - 58:3 & \\
\hline Roof - 57:14 & 11:20 & Small - 14:24 & Suffer - 15:5 & \begin{tabular}{l}
30:9, 31.5, 33:1, \\
\(34 \cdot 10,35 \cdot 7,35 \cdot 19\)
\end{tabular} \\
\hline Rough - 28:25 & Service - 5:23, 8:2, & Smaller - 49:18 & Suing - 35:10 & \[
37: 22,38: 23,
\] \\
\hline
\end{tabular}

38:25, 39:14, 40:12, 41:5, 41:8, 41:10, 43:4, 43:21, 44:3, 46:2, 46:11, 47:1, 48:19, 49:12, 50:11, 50:23, 51:13, 53:3, 55:14, 58:3, 58:4, 63:2, 64:13, 66:12, 68:6, 68:10, 69:5, 69:7, 71:12
Thee - 48:9
Therapy - 28:19
There's - 2:16, 5:8,
7:10, 7:13, 7:21,
23:20, 23:25,
24:17, 32:5, 36:12,
40:23, 50:5, 51:1,
51:11, 53:4, 55:2
These - 12:25,
16:20, 18:18,
18:19, 23:6, 32:3,
33:8, 43:6, 45:20,
50:13, 52:23,
64:20, 68:7, 71:5
They'd - 41:3
They'II - 7:6, 11:8, 46:6, 49:6, 66:22
They're - \(2: 5,5: 25\), 10:5, 10:25, 11:3, 18:20, 27:7, 33:2, 41:6, 41:7, 48:6, 52:19, 52:23, 61:11, 64:4, 64:7, 66:18,
67:2, 67:18, 68:23, 68:24
They've - 2:22,
7:22, 11:2, 16:12, 16:13, 24:4
Third - 3:8, 23:19, 69:18, 69:22
Thorburn-69:15, 69:17, 69:20
Three-20:12,
28:17, 48:17, 61:6
Threshold -51:7
Throw - 67:13
Throwing - 64:7
Thrown - 57:16
Time - 1:22, 4:17,
4:21, 5:6, 5:13,
5:16, 6:1, 6:18,
6:24, 7:25, 8:14,
9:13, 10:14, 15:25,
18:14, 19:9, 19:22,
24:24, 28:20,
31:13, 31:19, 36:1, 36:24, 37:25, 38:9,

38:13, 39:2, 45:23, 47:9, 49:17, 51:10, 52:5, 53:5, 53:13,
53:18, 57:9, 57:19,
59:2, 59:9, 59:10,
61:21, 63:14,
65:20, 71:10
Timeframe - 18:5
Timeline - 18:3
Times-17:1, 27:9,
35:20, 36:2, 62:22,
62:24
Tissue - 58:2
Today - 1:9, 2:2,
3:2, 40:17, 69:7
Tom - \(63: 5\)
Took - 1:22, 40:17,
40:18, 40:21
Tool - 64:12, 64:13
Tools - 42:4
Top - 1:22
Topic - \(5: 2\)
Topsail - 38:3
Torbay - 40:17
Toronto-41:6
Total - 23:15, 33:25
Touch-41:14,
41:19
Touched -41:17,
43:6, 47:18
Towards - 61:8
Toyota-22:20
Toyotas - 12:18
Track - 11:9, 54:4,
70:20
Tractor - 46:6
Traffic - 61:9
Training - 10:10,
42:22, 62:5
Transcribing - 3:11
TRANSCRIPT - 1:1 , 3:13
Transportation-8:
9, 15:2
Treat - 34:6, 65:3
Trouble - 14:8
Tuesday - 54:11
Turn-7:15, 69:15
Turning-38:2,
39:11
Turns - 12:5
Two - 14:13, 19:7,
19:8, 20:16, 23:6,
26:11, 31:8, 31:11,
33:18, 40:22,
48:17, 49:3, 50:4,
56:21, 61:6
\begin{tabular}{|c|c|c|}
\hline Typically - 33:15 & W & \\
\hline U & Wage - 68:10 & Window - 39:25 Windshield - 21:22 \\
\hline & Wages - 31:10 & \\
\hline Umbrella - 25:23 & Wait - 22:1 &  \\
\hline Unaffordable - 18: & Walkways - 10:22 & \[
22: 22,23: 12
\] \\
\hline 15 & Wanting -52:9 & Witness - 35:15, \\
\hline Unblemished - 11: & Wants-12:3, 14:1 & \[
35: 17,36: 6,36: 15,
\] \\
\hline 14 Underlying-2.11 & Warning - \(60: 20\) & 37:9, 38:12, 38:21, \\
\hline Underlying - 2:11 & Wasn't-21:17, & 38:23, 39:6, 39:8, \\
\hline Understands - 54: & 38:6 & 39:14, 42:7, 42:9, \\
\hline 21 & Wearing-41:6 & 42:13 \\
\hline Unexpectedly - 33: & Website-3:15 & Witnessed - 35:20, \\
\hline & Week-3:9, 7:13 & \[
35: 22,37: 16,37: 23
\] \\
\hline Unfortunate - 33:1 & 39:17, 64:10 & 35:22,
Witnesses - \(36 \cdot 25\), \\
\hline 4 & Weeks - 20:12, & \[
\begin{aligned}
& \text { Witnesses - 36:25, } \\
& \text { 60:15 }
\end{aligned}
\] \\
\hline Uninsured - 49:8, 49:16, 50:9 & 28:17, 31:11, 36:4, & Witnessing - 43:3 \\
\hline Unintelligible - 6:5 & W8:17, 57:8 & Won't -41:19, \\
\hline Unintentionally - 3 & 43:25, 63:14 & 47:18, 67:9 \\
\hline 3:15 & We're - 3:8, 6:13, & ord - 11:19, 13:1 \\
\hline University - 41:2 & 6:24, 8:1, 8:2, 8:4, &  \\
\hline Unless -59:24, & 8:6, 14:15, 19:2, & Work - 5:1, 5:25, \\
\hline 59:25 & 24:8, 25:7, 28:7, & \[
6: 4,10: 13,25: 25,
\] \\
\hline UNLIMITED - 1:3 & 32:14, 34:11, 40:10, & \[
26: 2,31: 15,40: 15 \text {, }
\] \\
\hline UNLIMITED's - 1:4 & 41:1, 43:19, 43:23, & \[
40: 20,45: 15 \text {, }
\] \\
\hline Unmanageable - 7 & 52:2, 67:11, 67:12, & 40:20,
54:19, 57:9, \(61: 9\), \\
\hline & 70:7, 71:2, 71:7 & 61:23, 67:9 \\
\hline Unnatural - 57:17 & Weren't-18:7 & orked-7:12 \\
\hline Updated - 47:20, & We've-1:9, 10:2, & orkers' - 59:14 \\
\hline 63:11 & 10:3, 24:7, 43:20, & kforce - 67:13 \\
\hline Uphill - 11:15
Used -1:21, 40:10, & 59:15, 59:18, 61:6, & Working-16:17, \\
\hline Used - 1:21, 40:10,
\(42: 1,64: 13\) & 63:5, 63:7, 67:10, & W8:10
Wrking - 6.17 , \\
\hline 42:1, 64:13
Using - 63.7 & 71:4 & Works - 7:10 \\
\hline Using - 63:7
Utilities-12.8 & What's - 10:11 & World - 27:2 \\
\hline Utilities - 12:8, & 18:6, 53:9 & \\
\hline 13:12, 16:11, 24:6, & Wheel - 42 & Wouldn't - 24:23 \\
\hline 40:16, 52:4 & 65:7, 65:22 & \[
25: 6,52: 1,62: 1
\] \\
\hline V & Whelan-1:13 & rite - \(3: 17\) \\
\hline V & Whereas - \(33: 16\) & - \(21: 15\) \\
\hline \begin{tabular}{l}
Vehicle -9:1, 9:4, \\
27.25, 28:1, 30:8,
\end{tabular} & Whip - 34:3, 58:19, 58:21 & 27:25 \\
\hline 27:25, \(28: 1,30: 8\),
\(39: 5,39: 10,44: 6\), & Who'd - 58:11 & Y \\
\hline 45:24, 46:3, 46:20, & Whole - 3:23, 5:9 & \\
\hline 46:22, 46:25, & \[
\begin{array}{|l}
\text { 6:11, 7:23, 47:4, } \\
70: 15
\end{array}
\] & \[
\begin{aligned}
& \text { ear - 17:8, 19:6, } \\
& 1: 15,25: 1,44: 19
\end{aligned}
\] \\
\hline 47:12, 50:2, 57:16 & Who's - 14.25 & \\
\hline Vehicles - 24:22, & Who's - 14:25, & 46:1, 46:5, 70:1 \\
\hline 26:14, 34:10, & 68:10 & Years - 14:13, \\
\hline 40:24, 46:1, 46:9, & \begin{tabular}{l}
Wife - 36:23 \\
Wife's - 21.22
\end{tabular} & \[
\begin{aligned}
& \text { Years - 14:13, } \\
& 15: 13,18: 6,18: 7 \text {, }
\end{aligned}
\] \\
\hline 49:8, 61:6 & Wife's-21:22 & \[
\begin{aligned}
& 15: 13,18: 6,18: 7, \\
& 23: 10,36: 18,
\end{aligned}
\] \\
\hline Vice - 1:14, 56:23 & Will - 3:13, 3:14, & \\
\hline Views - 6:7 & \[
3: 19,3: 21,4: 5
\] & 44:24, 45:14, \\
\hline Vigilance - 42:17 & \[
\begin{aligned}
& 5: 15,5: 18,7: 1, \\
& 9: 22,9: 23,16: 7
\end{aligned}
\] & \[
\begin{aligned}
& 49: 21,50: 25,52: 7, \\
& 52: 8,52: 25,71: 8
\end{aligned}
\] \\
\hline Vulnerable - 63:4, & 9:22, 9:23, 16:7, & Yesterday - 9:21 \\
\hline 68:8 & 49:7, 59:13, 60:8 & You'd - 45:1, 70:12 \\
\hline & Willing-35:16 & u'll - 14:21, \\
\hline & Willingness -68:1 & 15:19, 35:19, \\
\hline
\end{tabular}
```

45:20, 64:6, 64:7
You're - 5:1, 6:5,
11:18, 12:15, 12:19,
13:24, 15:16,
17:23, 39:15, 40:8,
40:12, 40:13, 43:2,
47:24, 49:1, 53:13,
57:16, 57:18, 58:4,
58:5, 59:4, 59:6,
59:7, 59:11, 59:25,
60:3, 60:23, 62:18,
63:21, 64:18, 65:5,
66:10, 70:19
Yours - 4:13
You've - 35:21,
57:20

```
```

