Arctic Search and Rescue Exchange 2026

Strengthening Relationships and Sustaining Progress



Belleville / Canadian Forces Base Trenton, 21-23 February

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Executive Summary

Arctic Search and Rescue Exchange 2026, held in Belleville and at Canadian Forces Base Trenton from 21–23 February 2026, brought together community responders from Nunavut, Nunavik, and Nunatsiavut with territorial, regional, and federal partners to strengthen collaboration across Canada's Arctic search and rescue (SAR) system. Building on previous exchanges, the meeting was guided by the principle that effective Arctic SAR depends on strong relationships, mutual trust, respect for Indigenous Knowledge and local knowledge, and sustained collaboration. The central question was how Arctic SAR partners can continue to strengthen these relationships and institutionalize the practices required to operate at the speed of trust.

Participants agreed that collaboration across the Arctic SAR system has improved significantly in recent years. Community responders highlighted stronger relationships with the Joint Rescue Coordination Centres (JRCCs), the Canadian Coast Guard, Nunavut Emergency Management, and Kativik Civil Security, resulting in earlier notification of incidents, improved communication, greater respect for community expertise, and more effective operational coordination. Operating at the speed of trust means responders are comfortable requesting assistance early, information flows freely between partners, local knowledge and Indigenous Knowledge informs operational planning, and organizations focus on solving problems rather than navigating jurisdictional boundaries.

The exchange also identified the conditions needed to sustain this progress. Participants stressed that trust must be built through long-term relationship-building, face-to-face engagement, joint training and exercises, recognition of each partner's expertise, and a shared understanding of Arctic realities. The Nunavut and Nunavik SAR Roundtables, the Arctic SAR Exchange, Canadian Coast Guard community engagement, and dedicated Arctic liaison positions within the JRCCs were identified as critical mechanisms for strengthening relationships. Participants also expressed concern that staff turnover, shifting government priorities, limited funding, and the absence of formal governance structures could erode these gains without sustained institutional commitment.

Presentations by community responders showcased innovative approaches to strengthening local capacity, while discussions emphasized responder wellness, volunteer burnout, technology and communications, and the need for Arctic-specific training. A new collaborative course, *Piliriqatigiinniq / Katutjiqatigiinniq: Working Together for a Common Cause in Arctic SAR*, translated lessons from previous exchanges into practical guidance for improving collaboration during operations.

The exchange demonstrated that relationship-building is itself a form of operational preparedness. By creating opportunities for responders and partner organizations to learn together, share lessons, and build trusted relationships before emergencies occur, the Arctic SAR Exchange continues to strengthen the network upon which effective Arctic search and rescue depends. Participants concluded that sustaining this momentum will require continued institutional commitment so that recent gains become embedded within the Arctic SAR system and endure through future organizational and personnel changes.

Background: The Arctic Search and Rescue Exchange

The Arctic Search and Rescue (SAR) Exchange is built on one core idea: that relationships constitute the foundation of an effective search and rescue system. Strong relationships rooted in mutual respect allow SAR responders and partner organizations to work together effectively during operations, to understand each other's capabilities and limitations, and to overcome operational and jurisdictional challenges. Effective SAR depends not only on equipment and resources, but on trust among the people and organizations involved.

The Arctic SAR Exchange emerged from discussions held at the Nunavut and Nunavik SAR Roundtables beginning in 2020. Community responders emphasized that unfamiliarity with federal agencies, weak or inconsistent relationships, and past negative operational experiences had often left them feeling that they had to "go it alone" during SAR operations. Responders argued that bringing Arctic SAR teams together with federal and territorial/provincial partners in a collaborative operational setting would improve relationships, strengthen coordination, and ultimately save lives.



The inaugural Arctic SAR Exchange was held at Canadian Forces Base Trenton in 2023. A second exchange followed in Halifax and Greenwood, Nova Scotia in 2025. Together, these exchanges demonstrated the importance of regular face-to-face engagement between community responders, government practitioners, federal agencies, researchers, and policymakers. They also highlighted the growing recognition that Arctic SAR requires a whole-of-society approach rooted in partnership, collaboration, and respect for Inuit Knowledge. Further, the exchanges served as platforms through which Arctic responders shared best practices and lessons, and co-developed solutions to common challenges.

Arctic SAR Exchange 2026 built on this momentum. Held in Belleville, Ontario and at Canadian Forces Base Trenton from 21–23 February 2026, the exchange brought together community responders from Nunavut, Nunavik, and Nunatsiavut, personnel from Nunavut Emergency Management (NEM), Kativik Civil Security (KCS), the Canadian Coast Guard (CCG), Joint Rescue Coordination Centres (JRCCs) Trenton and Halifax, Royal Canadian Air Force (RCAF) SAR personnel, the National Search and Rescue Secretariat (NSS), researchers, and non-governmental partners. The exchange focused on a core overarching question: how can Arctic SAR partners continue to strengthen collaboration and institutionalize the relationships, procedures, and governance structures required to operate at the speed of trust?

SAR in the Canadian Arctic: The Basics

Search and rescue in Canada is intended to function as a "system of integrated systems" involving federal, provincial, territorial, municipal, volunteer, Indigenous, and private-sector partners. The Canadian Armed Forces bears overall responsibility for the effective operation of the coordinated aeronautical and maritime SAR system, while the Canadian Coast Guard provides maritime SAR services on federal waterways. Parks Canada is responsible for search and rescue incidents in the country's national parks. Humanitarian SAR or ground SAR (GSAR) cases, such as searches for missing hunters or boaters on inland waters, are a provincial/territorial responsibility, although authority for operational response is often delegated to police organizations. Nunavut is unique in that the territorial emergency management organization (Nunavut Emergency Management) has been given authority for SAR operations in the territory. In the Yukon, NWT, and Nunatsiavut, the RCMP has primary responsibility for humanitarian SAR cases, while the Nunavik Police Service and Sûreté du Québec are responsible for those in Nunavik.

In the Arctic, community responders form the foundation of the SAR system. Serving with GSAR teams, Canadian Coast Guard Auxiliary units, the Civil Air Search and Rescue Association, Canadian Ranger patrols, various Guardians and Stewards programs, and other community-based organizations, these responders conduct the majority of SAR operations across the region. They match their dedication with intimate knowledge of the region's land, waters, and ice, local environmental conditions, and their fellow community members. They often know the habits and capabilities of search subjects, their equipment, and where they may have travelled. Their service facilitates the integration of local and Indigenous Knowledge into the broader SAR system – knowledge that often proves crucial during SAR operations.

At the same time, SAR operations in the Arctic are uniquely challenging. Vast distances, sparse infrastructure, severe weather, changing environmental conditions, limited communications networks, few vessels or aircraft of opportunity, and long response times from Coast Guard icebreakers and southern-based primary SAR assets create an exceptionally demanding operating environment. Increasing vessel traffic, expanding tourism, changing travel patterns, and the growing range and speed of modern snowmobiles and boats continue to increase operational demands on already stretched volunteer responders. While space and distance define search and rescue in the Arctic, so to does its intimacy. Arctic responders usually know the people for whom they are searching. SAR in the region can involve brothers searching for brothers, parents for children, children for parents. It is searches for cousins, best friends, neighbours, and Elders. Almost every responder has found a loved one deceased – from the cold, from accidents, or from self-harm. The toll of this trauma and tragedy on the mental health of community responders is extreme.[1]

[1] For overviews see, Peter Kikkert, Calvin Pedersen, P. Whitney Lackenbauer, Ian Belton, John Quigley, and Ronald Pelot, *The State of Search and Rescue in Nunavut*, A Report Prepared for Nunavut Emergency Management and the Nunavut Search and Rescue Roundtable, December 2024, 113 pp. Peter Kikkert and P. Whitney Lackenbauer, *The State of Search and Rescue in Nunavik*, A Report Prepared for the Kativik Civil Security Department and the Nunavik Search and Rescue Roundtable, June 2023, 62 pp. Peter Kikkert and P. Whitney Lackenbauer, "'That Others May Live': Search and Rescue," in *Evolving Human Security Frameworks and Considerations for Canada's Military*, eds. Shannon Lewis-Simpson and Sarah Jane Meharg (Kingston: Canadian Defence Academy Press, 2023), 143-147. Peter Kikkert and P. Whitney Lackenbauer. "'A Great Investment in Our Communities': Strengthening Nunavut's Whole of Society Search and Rescue Capabilities," *Arctic* 74, no. 3

Given these challenges, Arctic SAR Exchange participants have repeatedly emphasized that no single organization can effectively manage Arctic SAR alone. Collaboration between community responders, police, territorial emergency management organizations, federal agencies, Indigenous organizations, and non-profit groups is essential. Unfortunately, collaboration has often been weak or underdeveloped within the Arctic SAR system, although recent relationship-building initiatives and sustained engagement efforts have significantly improved the situation.

Arctic SAR Exchange 2026: Overview

Arctic SAR Exchange 2026 combined operational visits, presentations, breakout sessions, and facilitated discussions focused on strengthening collaboration across the Arctic SAR system. The exchange started with commemoration of and a moment of silence for the individuals who lost their lives in on-the-land incidents in the Arctic. We also reflected on the service and sacrifice of Search and Rescue Technician Sergeant Janick Gilbert, who died during a rescue mission near Igloolik on 27 October 2011. Sgt. Gilbert embodied the SAR motto: That Others May Live. The exchange was dedicated to his memory.

The opening also highlighted the Inuit values that shape the spirit, approach, and discussions of the exchange: *Pijitsirniq / Piljitsiniq* (serving and providing for family and community); *Aajiiqatigiinniq / Tukitaaqatigiinniq* (decision-making through discussion and consensus); and *Qanuqtuurniq / Qanurtuuniq* (resourcefulness, adaptability, and innovative problem-solving).

The bulk of the first day of the exchange involved presentations and updates by the key government and non-profit partners present:

- Joint Rescue Coordination Centres
- Canadian Coast Guard Arctic / Coast Guard Auxiliary
- Kativik Civil Security
- Nunavut Emergency Management
- Inukjuak Search and Rescue
- Arviat Search and Rescue
- Public Safety Canada
- Community Safety Liaisons (Nunavut)
- Civil Air Search and Rescue Association
- SmartICE
- Search and Rescue Volunteer Association of Canada SAR Prevention Initiative team
- Research and Development (academic participants)

(September 2021): 258-275, https://doi.org/10.14430/arctic73099; and Peter Kikkert and P. Whitney Lackenbauer, "Search and Rescue, Climate Change, and the Expansion of the Coast Guard Auxiliary in Inuit Nunangat / the Canadian Arctic," *Canadian Journal of Emergency Management* 1, no. 2 (July 2021): 26-62, https://doi.org/10.25071/vaa86009.

After each presentation, participants had the chance to ask questions, highlight areas of concern, and make suggestions. In the discussion period that followed, participants focused on how to continue strengthening relationships and improving collaboration. During this time, we also reviewed the progress made in Arctic SAR since the last exchange, identified ongoing challenges, and brainstormed potential solutions.

A highlight of the first day was the Women in SAR luncheon facilitated by Dr. Jelena Brcic, which provided a candid space for women involved in Arctic SAR – researchers, responders, administrators – to reflect on their experiences, accomplishments, and challenges. The discussion highlighted the structural and cultural barriers women continue to face in Arctic SAR and the incredible impact they have had on the SAR system at every level.

In the afternoon and into the next morning of the exchange, participants rotated between breakout stations focused on specific topics or organizations:

- Coast Guard Arctic Region / Coast Guard Auxiliary
- Joint Rescue Coordination Centres
- Civil Air Search and Rescue Association
- Royal Canadian Air Force
- Research and Development
- Search and Rescue Prevention
- SmartICE
- Public Safety Canada

At these stations, participants had the opportunity to share information, ask questions, raise concerns or challenges, and/or discuss solutions and new approaches in a small group setting.

On the second day, participants engaged in a focused training course on Arctic SAR collaboration developed directly from lessons gathered through previous roundtables and exchanges. Titled *Piliriqatigiinniq / Katutjiqatigiinniq 'Working Together for a Common Cause' in Arctic SAR*, this course is designed to strengthen the capacity of Arctic responders and their partners to work seamlessly together during search and rescue operations.

On the third day, the exchange culminated with a visit to Canadian Forces Base Trenton to tour Joint Rescue Coordination Centre Trenton and 424 Transport and Rescue Squadron. At the JRCC, RCAF and Coast Guard personnel provided a detailed overview of their policies, procedures, and operations, including their planning and communications tools. At 424 Squadron, participants were able to tour the unit's Hercules and Griffon aircraft, as well as the SAR Technician workshop. During this tour, squadron personnel briefed participants on their approach to Arctic SAR operations, their capabilities, the challenges they face, and how critical the information and knowledge provided by community responders can be to mission success.

Throughout the meeting, participants emphasized the importance of informal relationship-building opportunities. As with every exchange, shared meals, extended breaks, and personal conversations were considered as critical as the formal presentations and breakout sessions. Participants noted that many

operational improvements and developments in Arctic SAR over the past several years have emerged directly from these sidebar discussions.

To encourage free flowing and candid conversations, the exchange followed the Chatham House Rule – participants may use information from the proceedings, but the identity of the speakers will not be revealed in any reports or briefings. Participants can, however, request that specific stories or information be attributed to them. If, at any point, discussions became exhausting or triggering, participants were encouraged to step away and use the mental health and critical incident stress supports available to them at the exchange.

Arctic SAR Exchange 2026 would not have been possible without the enthusiastic support and leadership of Major Melanie Rouillard-Lamy, Officer Commanding of Joint Rescue Coordination Centre Trenton, and her team, particularly Air Coordinator Captain Brian Bown and Maritime SAR Mission Coordinator Markie Simon. Their openness, professionalism, and commitment to relationship-building helped create an environment in which participants could learn from one another and strengthen their partnerships. We would also like to express our sincere appreciation to the personnel of 424 Transport and Rescue Squadron for welcoming Arctic responders into their workplace and providing a behind-the-scenes look at the people, equipment, and processes that support Canada's aerial search and rescue assets.

Record of Discussion: Major Topics and Themes

The following section synthesizes the major themes, ideas, challenges, and opportunities identified by participants throughout the exchange, drawing on discussions held during the partner presentations, breakout groups, training course, and visit to Canadian Forces Base Trenton.

Operating at the Speed of Trust: Improved Collaboration, but Challenges Remain

A central theme throughout Arctic SAR Exchange 2026 was the growing ability of SAR partners to "operate at the speed of trust" across the local, territorial, regional, and federal levels. Participants emphasized that collaboration between Inuit SAR responders and key federal partners, including the Joint Rescue Coordination Centres, Coast Guard, and Royal Canadian Air Force has improved substantially in recent years. Responders in Nunavut and Nunavik are more regularly calling into the JRCCs to report marine SAR cases, addressing the chronic underreporting previously identified in both regions. Territorial and regional officials are also more familiar with the requirements and process for requesting JRCC assistance in support of humanitarian cases.

Nunavummiut responders highlighted significant improvements in collaboration between community responders in Nunavut and Nunavut Emergency Management (NEM) during ground SAR operations. Responders emphasized that NEM personnel are more responsive and helpful, maintain more regular communication with community coordinators, provide planning and coordination support when required and requested, and are more receptive to requests for air support.

Though it currently has no formal operational role in conducting SAR operations in Nunavik, Nunavimmiut responders also highlighted the collaborative role played by Kativik Civil Security (KCS) in providing support and assistance whenever possible, particularly in maintaining and preparing SAR equipment and in offering critical incident stress management services. Together KCS and the Nunavik SAR Roundtable have also made progress in strengthening ground search and rescue governance for the region with the objective of improving collaboration between key partners. Building off the governance framework adopted by community responders at Nunavik SAR Roundtable 2025, KCS and its partners have established the Nunavik SAR Committee. This committee fosters regular, productive discussions between Civil Security, the Sûreté du Québec, the NPS, and Quebec's Ministère de la Sécurité intérieure to work through the governance issues affecting ground search and rescue in Nunavik. It is examining how mandates, roles, and responsibilities can be redefined and better aligned to strengthen collaboration and ensure more effective search and rescue operations across Nunavik.

Over the course of the exchange, participants painted a picture of what operating at the speed of trust looks like in the context of Arctic SAR:

- Early Notification and Asking for Help
    - Responders feel comfortable asking for help. They are willing and able to notify partners early, communicate often, and request assistance before a situation deteriorates.
    - Agencies such as Nunavut Emergency Management maintain open lines of communication with the Joint Rescue Coordination Centres (JRCCs), allowing for the early notification of incidents, even before federal assistance is required.
    - Responders no longer hesitate to contact territorial or federal partners or question whether they should ask for assistance. They no longer ask themselves questions such as: "Should I bother calling?", "Will they think this is serious enough?", or "Will they ridicule me for calling?"
    - Responders no longer feel that it is easier or less troublesome to proceed alone than to involve outside agencies. They know that early notification strengthens the response rather than complicates it.

- Strong Communication and Shared Understanding
    - When responders call for assistance, the person on the other end of the phone knows who they are, respects their knowledge, listens carefully to their assessment of the situation, and works with them to develop the best possible response.
    - Information flows quickly, openly, and continuously between partners. Responders share information freely and ask questions without hesitation.
    - Partners develop a shared operational picture through continuous dialogue and information sharing, allowing everyone to make better-informed decisions and coordinate their actions more effectively.
    - Local knowledge and Inuit Qaujimajatuqangit are shared early, prioritized throughout the response, and incorporated into operational planning and decision-making.

- Trust in One Another's Judgement, Skills, and Capabilities

    - Territorial and federal partners trust the assessments provided by Arctic responders on the ground. They recognize that community responders understand the environment, appreciate the risks, know what they can safely accomplish, and place responder safety at the forefront of every decision. Likewise, responders trust and respect the assessments of their government partners and the contributions they can make, particularly from a planning perspective.
    - Community responders trust that the information they provide will be heard, respected, and acted upon. When they request specialized support, whether aircraft, vessels, communications assistance, or other resources, their assessments are trusted and actioned in a timely manner.
    - Partners understand the capabilities each provides. "It's really important that the JRCCs, the Air Force, know what we can do, and respect that." Likewise, community responders must understand the capabilities that their partner, whether it be the Kingfisher and its crew, or an icebreaker. There has to be mutual acknowledgement of skills and capabilities.
    - Decisions can be made more quickly because partners understand one another's roles, responsibilities, capabilities, and intentions.

- An Integrated System
    - Responders focus their energy on solving the problem rather than navigating organizational or jurisdictional boundaries. Instead of being told, "That's not our responsibility, you should call this organization" they hear, "How can we help?"
    - Less time is spent determining who should do what because partners understand where resources are located, who possesses specialized capabilities, and who has the knowledge required to support the operation. Partners understand which resources possess what capabilities, from the community-level to the primary SAR assets based in the south. This includes potential private sector resources.
    - Fewer resources are lost overcoming misunderstandings, duplication of effort, or jurisdictional friction, allowing responders to concentrate on bringing people home safely.

Do all of these critical requirements for a system that operates at the speed of trust currently exist? No. While improvements have been made, much work remains to be done. Participants emphasized that the ability to operate at the speed of trust must be built over years through deliberate investments in relationships, shared learning, mutual understanding, and sustained collaboration. They identified several conditions that are essential to building and sustaining a collaborative Arctic SAR system:

- Understanding the Past
    - Trust begins with acknowledging the history of Arctic SAR. Participants reflected on a recent past characterized by limited engagement between community responders and external agencies, inconsistent communication, and a failure to local and Inuit Knowledge and expertise into operational planning and decision-making. Recognizing these experiences and demonstrating a genuine commitment to doing better was viewed as an essential first step in rebuilding relationships. As one Inuit responder noted, "we need to have truth and reconciliation in SAR, as well."

- Understanding the Arctic Operating Environment
    - Participants emphasized that meaningful collaboration requires an appreciation of the realities of Arctic operations. Southern partners must understand the vast search areas, harsh environmental conditions, limited infrastructure, complex logistics, and constrained community response capacity that characterize Arctic SAR. Equally important is recognizing the deeply personal nature of many incidents, where responders are often searching for friends, neighbours, and family members while carrying the weight of community expectations. Participants highlighted initiatives such as the Canadian Coast Guard's Risk-based Analysis of Maritime Search and Rescue Delivery (RAMSARD) Program, which brings Coast Guard personnel into every Arctic community on a regular basis to better understand local risks, review SAR services, and strengthen relationships with community responders.

- Building Strong Relationships
    - Participants repeatedly stressed that collaboration is fundamentally about people rather than organizations. Trust develops through repeated interactions, face-to-face conversations, community visits, shared experiences, joint training, operational support, and solving problems together over time. These relationships reduce uncertainty during incidents because responders already know one another's capabilities and ways of working before an emergency occurs.
    - Participants identified the Nunavut and Nunavik SAR Roundtables and the Arctic SAR Exchange as among the most important mechanisms for building trust across the Arctic SAR system. These forums create opportunities to strengthen relationships, discuss difficult issues openly, share lessons learned, clarify operational procedures, and collectively solve problems in a collaborative environment.
    - Participants also highlighted the sustained community engagement undertaken by Canadian Coast Guard Arctic Region personnel, as well as the appointment of dedicated Arctic Liaison Officers at JRCC Trenton and Halifax, as important institutional investments in continuity, relationship-building, and trust. Together, these initiatives ensure that trust continues to grow between operations rather than having to be rebuilt during each emergency.

- Respecting Indigenous Knowledge
    - Participants consistently emphasized that Northern Indigenous Knowledge must be at the core of Arctic SAR. Community responders possess intimate knowledge of the land, sea ice, weather, travel routes, harvesting practices, wildlife behaviour, and the people involved in an incident. Trust grows when this knowledge is actively sought, respected, and integrated into operational planning alongside technical expertise and scientific tools.

- Mutual Respect" Acknowledging Skills and Expertise
    - Trust is strengthened when partners recognize and value one another's expertise. Participants emphasized that Arctic responders should be recognized not simply as volunteers, but as highly experienced operational practitioners whose skills have been developed through years on the land and repeated SAR operations. Likewise, community responders acknowledged

the specialized planning, coordination, aerial, and marine capabilities provided by territorial and federal partners. Operating at the speed of trust depends upon recognizing that every partner brings essential expertise to the response.

- Joint Training and Exercises
    - Participants agreed that trust cannot be built during an emergency alone. Joint training, exercises, operational exchanges, and collaborative learning opportunities allow organizations to develop common procedures, clarify roles and responsibilities, build familiarity, and strengthen relationships before lives are at stake. These activities were viewed as essential investments in future operational success.

- A Community of Practice for Arctic SAR
    - Developing a community of practice involves bringing together people who share a common area of work, challenges, and goals to exchange knowledge, learn from one another's experiences, solve problems, and develop shared approaches and best practices. Through regular interaction, participants build relationships, strengthen their collective expertise, and improve how they work, both individually and across organizations.[2]
    - The Nunavut and Nunavik SAR Roundtables and the Arctic SAR Exchange are helping to build such a community by providing opportunities for responders and their partners to discuss difficult issues openly, share operational lessons, clarify procedures, and collectively develop solutions to common challenges. Over time, these sustained interactions help build trust, strengthen shared practices, and shape how individuals and organizations collaborate across the Arctic SAR system.

Importantly, exchange participants argued that trust is both an input and an outcome of collaboration: collaboration requires trust, but collaboration also generates more trust.

Sustaining Collaboration

Despite the significant improvements described throughout the exchange, participants also raised concerns about the long-term sustainability of these gains. They worried that progress could be undermined by staff turnover, limited budgets, shifting government priorities, and a lack of formalized structures to sustain collaboration over time. Many participants emphasized that the relationships underpinning recent improvements have been built through years of sustained engagement. Without continued investment in training, relationship-building, and collaborative forums, they feared that much of this progress could be quickly lost.

Participants were particularly concerned about the frequent turnover of personnel within many partner organizations. Leadership positions within agencies such as the Joint Rescue Coordination Centres, the Canadian Coast Guard, Nunavut Emergency Management, and other organizations change regularly, often

[2] See Research Impact Canada, *Community of Practice – Everything You Need to Know*, https://researchimpact.ca/resources/community-of-practice-everything-you-need-to-know/. Central to a CoP are: a shared area of practice, ongoing collective learning, and the development of knowledge and resources that improve how members work.

every few years. While recent leaders have demonstrated a strong commitment to engaging with Arctic responders and strengthening relationships, participants recognized that future personnel may not share the same understanding of Arctic realities or the same willingness to invest the time required to build trust with community responders. They stressed that collaboration cannot depend solely on the enthusiasm of individual champions; it must be supported by enduring institutional commitments.

To address this concern, participants emphasized the importance of formalizing recent advances in collaboration wherever possible. They highlighted the value of developing memoranda of understanding, operational procedures, governance structures, liaison positions, and regular opportunities for joint training and engagement. Continued investment in the Nunavut and Nunavik SAR Roundtables, the Arctic SAR Exchange, and other collaborative forums was viewed as particularly important for maintaining institutional memory, strengthening relationships, and ensuring that trust continues to grow despite inevitable personnel changes.

Participants pointed to the uncertain future of Public Safety Canada's Arctic and Northern Search and Rescue Roundtable as an example of how quickly progress can be reversed when institutional support diminishes. Although the National Search and Rescue Secretariat (NSS) does not have an operational SAR mandate, it has long played an important role in strengthening collaboration and breaking down barriers between Arctic SAR partners. Recognizing the unique challenges facing northern search and rescue, the NSS established a Northern SAR Roundtable in 2010 that brought together policymakers and practitioners from the territories, Nunavik, and, on occasion, Nunatsiavut and the provinces to improve collaboration and address shared operational challenges. The roundtable met regularly until 2016, when it was discontinued following the transfer of the NSS from the Department of National Defence to Public Safety Canada, without consultation with its northern partners.

Based on recommendations emerging from the Nunavut and Nunavik SAR Roundtables and the Arctic SAR Exchange, the NSS re-established an Arctic and Northern SAR Roundtable in November 2024. Bringing together territorial, regional, and federal practitioners and policymakers, the renewed forum was widely welcomed as an important step toward improving coordination, aligning initiatives, and strengthening collaboration across the North. Participants at Arctic SAR Exchange 2026 highlighted the positive momentum generated by this renewed engagement and the value of subsequent meetings held in advance of SARSCENE 2025. However, concerns were raised that personnel and budget reductions within the NSS may once again result in the cancellation of the roundtable. For many participants, this possibility illustrated the fragility of collaborative progress when it depends on short-term funding or shifting institutional priorities rather than enduring commitments.

Participants also identified several operational issues that continue to hinder collaboration and require further attention:

- Responders continue to express uncertainty regarding when federal aerial assistance can be requested for humanitarian incidents and under what circumstances Canadian Ranger patrols can be activated.

- Jurisdictional confusion persists at the land-sea-ice interface, particularly where responsibilities transition between ground, maritime, and aeronautical SAR systems.
- Greater awareness is needed of the capabilities, mandates, and resources available through other government departments, Indigenous organizations, non-governmental organizations, and private-sector partners to ensure that all available resources can be effectively integrated during SAR operations.

Indigenous Knowledge, Local Knowledge, and Arctic SAR

Participants repeatedly emphasized that Inuit Qaujimajatuqangit, Indigenous Knowledge, and the local knowledge of responders must remain central to Arctic SAR operations. Knowledge regarding sea ice, currents, weather, terrain, travel routes, harvesting patterns, cabins, safe routes, dangerous areas, and Arctic lost person behaviour is critical for SAR planning and operational effectiveness.

Federal partners highlighted that effective Arctic SAR operations depend on this knowledge. JRCC personnel emphasized that tools such as the Canadian Search and Rescue Planning Program (CANSARP) are only as effective as the information entered into them. Local and Indigenous Knowledge significantly improves planning, drift modelling, and operational decision-making.

Several presentations and breakout discussions focused on how to amplify the integration of Indigenous Knowledge into the broader SAR system. Participants highlighted the need to avoid rigid training requirements or operational approaches that might unintentionally exclude Elders or experienced land users who possess deep operational knowledge but may face literacy, language, or educational barriers. Participants also discussed how the knowledge shared through SIKU and SmartICE could be accessed to support SAR operations.

Along these lines, the Search and Rescue Volunteer Association of Canada SAR Prevention Initiative team shared their intent to ensure that Inuit Qaujimajatuqangit and Northern Indigneous Knowledge is centred in AdventureSmart Canada programming to create culturally and environmentally appropriate approaches to search and rescue prevention.

Community Responders: Best Practices

Inukjuak Search and Rescue: Participants heard a presentation by Davidee Inukpuk on the evolution of search and rescue in Inukjuak, where the Northern Village administration has established a dedicated municipal SAR structure. Developed in response to concerns about volunteer capacity, response times, and long-term sustainability, the model moves SAR away from an informal structure and treats it as a core municipal service. The Northern Village budgets specifically for SAR personnel, maintains dedicated SAR equipment and vehicles, and places responders directly on the municipal payroll, providing a formal organizational structure and clear accountability mechanisms. Team members operate within a structured on-call rotation system that ensures continuous coverage, while standardized schedules, contact lists, timesheets, and reporting procedures improve coordination. Presenters noted that compensating responders

fairly and recognizing SAR as an essential municipal service have contributed to stronger recruitment and retention and improved operational readiness.

Inukjuak's approach has led to significantly improved response times and operational effectiveness and was recognized by the Canadian Coast Guard Auxiliary with a Recognition Award for its performance during the 2025 season. Central to the model is the belief that local governments in Nunavik are best positioned to provide administrative and logistical support to SAR operations in their communities. The Inukjuak model was presented as a promising example of how Nunavik's communities might bolster local SAR governance while maintaining strong partnerships with regional and federal organizations.

Arviat Search and Rescue: Similarly, Daniel Kablutsiak, the coordinator for Arviat Search and Rescue, shared how SAR in Arviat benefits from close connection between the municipal government and responders. The hamlet has provided the SAR team with access to dedicated resources and administrative support, including equipment, storage facilities, command post space, and assistance with the financial and reporting requirements associated with searches. The hamlet also ensures that Arviat Search and Rescue received a portion of the revenue generated through community bingos and other fundraising efforts.

The presentation also emphasized the importance of local knowledge, preparedness, and succession planning. The Arviat team maintains detailed records of past incidents and maps the locations of searches to identify recurring problem areas, seasonal trends, and common causes of incidents. This information is used to support risk assessments and accelerate decision-making during new incidents. Operationally, the team employs a deliberate mentorship model that pairs experienced land users and Elders with younger responders, allowing practical skills and local knowledge to be transferred across generations. Daniel also ensures that his most skilled responders are on standby during times of the year when they generally have their most challenging cases (e.g. winter and shoulder seasons), and that young and strong members are on standby when most of the calls are for stuck ATVs.

Community Safety Liaisons (CSL): Steven Freamo (CSL for Pond Inlet), Samson Tutanuak (CSL for Gjoa Haven), and Korrina Harvey (CSL for Kugluktuk) discussed Nunavut's new CSL pilot program as a promising example of efforts to strengthen local public safety capacity in northern communities, which can provide greater support to SAR operations. Launched in 2025 by the Nunavut Association of Municipalities with $1.8 million in federal funding, the two-year pilot program established dedicated Community Safety Liaison positions in Gjoa Haven, Pond Inlet, and Kugluktuk. These full-time positions are designed to improve local preparedness, coordination, and response capabilities by providing communities with personnel dedicated to assisting with community safety initiatives and emergency situations.

Participants noted that Community Safety Liaisons can serve as important connectors between local responders and external partners during SAR operations and other emergencies. They are trained to work closely with NEM, RCMP detachments, fire departments, health centres, the Canadian Coast Guard, Canadian Rangers, and other territorial and federal agencies. They can improve communication, coordination, and situational awareness before, during, and after emergencies. The initiative was viewed as

a potentially valuable model for enhancing local capacity in Arctic communities and remove some of the burden on SAR coordinators and responders.

Canadian Coast Guard Arctic Region: Preparedness and Community Partnerships

Presentations from Canadian Coast Guard Arctic Region personnel highlighted the significant expansion of Coast Guard Auxiliary capabilities and community partnerships across the Arctic. Participants reviewed the rapid growth of Auxiliary units, Indigenous Community Boat Volunteer Program investments, training initiatives, and community engagement activities.

As of February 2026, the Arctic Region included 42 Canadian Coast Guard Auxiliary units, 576 members, and 62 vessels distributed across Arctic and sub-Arctic communities. Coast Guard representatives also outlined ongoing investments in community SAR boats, equipment, training, and infrastructure. Participants strongly emphasized the value of Coast Guard community engagement and consistent relationship-building efforts. Responders highlighted the importance of in-community and on-the-water training and exercises delivered by personnel who have established long-term relationships with communities. Participants repeatedly noted that trust and operational effectiveness improve when the same Coast Guard personnel consistently return to communities over time.[3]

The exchange also highlighted the Coast Guard's efforts to integrate mental health and psychological support into Indigenous SAR training programs. Participants widely praised the inclusion of Mental Health First Aid and Critical Incident Stress Management components within training activities.

Exchange participants raised several areas of concern:

- communities without a CCGA unit
- communities without a suitable SAR vessel
- communities with a SAR vessel but no suitable storage facilities or transportation capabilities (e.g. truck and trailer)
- need for assistance maintaining vessels
- need for consistent access to training and exercises

The Joint Rescue Coordination Centres: Call Early, Call Often

Throughout the exchange, JRCC personnel repeatedly stressed the importance of early and sustained communication, encouraging responders to "call early and call often" whenever federal assistance might be required. They emphasized that effective collaboration depends upon the continuous sharing of information, the maintenance of a common operating picture, and the establishment of clear points of contact among all

[3] For a more detailed overview of recent Coast Guard Arctic initiatives and relationship-building efforts, see: Peter Kikkert and P. Whitney Lackenbauer, "The Canadian Coast Guard Arctic Region: Transforming Arctic Search and Rescue," *Canadian Naval Review* Vol. 21, No. 2 (2025).

partners. Together, these practices help build shared situational awareness, improve coordination, and enable partners to work together more effectively during complex SAR operations.

Volunteer Burnout, Trauma, and Mental Health

Exchange participants frequently cited the problems posed by the inadequate numbers of volunteers willing to serve in community organizations and the concomitant issue of volunteer burnout. Many noted concern about the the long-term sustainability of volunteer SAR systems in the Arctic, given the high number of SAR cases to which they must respond and the fact that so many must use their own personal machines and equipment.

Many community responders wear multiple hats and are involved in several groups that are responsible for SAR and emergency services. Some are GSAR members, Coast Guard Auxiliary members, Rangers, volunteer firefighters, and paramedics. The simple fact that they wear "multiple hats" can lead decision makers outside of the communities to overestimate the amount of local capacity upon which they can draw. Even in communities with a substantial volunteer pool, exchange participants emphasized difficulties in attracting people to attend meetings, training, practice, and fundraising efforts.

In communities where finding enough volunteers can be a challenge, it is the same small group of volunteers who must remain constantly prepared to respond to every incident. Maintaining a Coast Guard Auxiliary unit or SAR team on a regular basis is not easy. Organizing and carrying out searches is not easy. In some Coast Guard Auxiliary units, the same people are on call for most of the summer, which hinders their ability to get out on the land and hunt and fish for their families. Many community SAR coordinators at the exchange reported that they do not rest during intense searches, sometimes going days without sleep because no one else in the community is capable or willing to relieve them.

Participants repeatedly emphasized the psychological toll associated with SAR work in Arctic communities. Responders often search for close family members, friends, and neighbours. Many have repeatedly encountered fatalities involving exposure, drowning, accidents, and suicide.

The heavy workload, combined with the lack of trained volunteers and the fact that missing persons are often friends and family, can lead to emotional, mental, and physical exhaustion.

Exchange participants highlighted several emerging efforts to address these challenges:

- integration of Mental Health First Aid into Coast Guard training
- greater institutional recognition of psychological stress injuries
- efforts in all of Nunavik's communities and in Arviat, Nunavut to ensure that responders are paid a stipend for their time responding and, in some communities, for their time on call

To address these ongoing concerns, participants raised several possible solutions:

- Participants emphasized the need for greater access to critical incident stress management and mental health resources that are culturally grounded, accessible, and adapted to Arctic realities. Existing southern programs often fail to reflect the unique social, cultural, and operational contexts of Arctic communities. An idea shared by several responders was for a critical incident stress program that focused on getting responders out on the land with their SAR teammates to hunt, fish, and decompress as a group in the aftermath of critical incidents. Participants stressed that responder wellness is not separate from operational effectiveness. Without healthy responders, there is no SAR system.
- More recognition of Arctic responders by their communities, organizations, and all levels of government would boost morale.
- Several participants also emphasized the importance of informal care networks within SAR teams and communities. Regular check-ins, relationship-building, and mutual support were viewed as critical components of responder wellness.
- As had been discussed at previous SAR roundtables in Nunavut and Nunavik, the idea of a SAR equipment usage rate came up. If modelled after the Canadian Rangers' fixed Equipment Usage Rate (EUR), the implementation of a SAR EUR would see SAR volunteers receiving a fixed amount of compensation for each specific piece of personal equipment used during authorized SAR training, exercises, and operations. Such a program would recognize that volunteers use their equipment for the public good – with all the wear and tear that involves – and ensure that they are not "out of pocket" for their participation in SAR activities. Although a SAR EUR for volunteers represents a significant departure from how SAR operations are conducted in Southern Canada, it offers a distinct and equitable solution that is suited to the unique context of Arctic communities.
- Responders from both Nunavut and Nunavik highlighted the need for paid SAR coordinator, assistant SAR coordinator, and/or public safety officer positions in each community, noting the community safety liaison positions discussed earlier in the exchange. The positions of coordinator and assistant SAR coordinator need not be full-time, instead they could receive a monthly stipend for the services they provide.

SAR Prevention

During the exchange, the research team shared information on the high number of SAR incidents across the Arctic and the need for more SAR prevention initiatives. In 2022 – a year with a comparatively low number of incidents – there were 164 ground search and rescue (incidents on land, ice, inland waters) cases in Nunavut, representing a per capita rate fifteen times higher than British Columbia. In 2024, community responders in Nunavik reported 142 marine and ground SAR incidents. Many involved serious outcomes, including injuries and deaths. Nunavimmiut, for instance, are three times more likely to die from unintentional injuries, many of which occur on the land, than the rest of Quebec's population.[4] Although on-the-land fatalities are poorly tracked by authorities, the research team found that SAR responders recovered sixteen deceased individuals across Nunavut and Nunavik between February 2024 and February

[4] See, for instance, Émilie Beaulieu, Richard E. Bélanger, Natalia Poliakova, Michel Lavoie, Pierre Maurice, and Pierre Ayotte, "Unintentional Injuries: Nunavik Inuit Health Survey 2017 Qanuilirpitaa? How Are We Now?" Quebec: Nunavik Regional Board of Health and Social Services and Institut national de santé publique du Québec: 2020.

2025, reflecting what available evidence suggests is among the highest per capita loss of life from backcountry and wilderness incidents in Canada.

Exchange participants highlighted the need to do more to "deal with the problem before it becomes a problem." They suggested that it is not only the SAR prevention initiatives that require assessment, but how they are developed, noting a significant lack of collaboration between the various organizations involved and a disconnect between these organizations and Arctic communities.

Participants highlighted the need for the development of culturally grounded and environmentally relevant SAR prevention materials tailored to Arctic conditions. They also emphasized the importance of research to assess which past SAR prevention initiatives have been effective in reducing SAR incidents in the North.

Participants made the following key points and suggestions:

- SIKU, the Indigenous Knowledge app, was identified as a valuable tool for sharing information, strengthening situational awareness, and promoting on-the-land safety.
- SmartICE was widely recognized as an important risk-reduction tool that has already contributed to preventing incidents in many communities.
- All community members should have access to education on safe travel on the land and water, the risks of going out unprepared, and appropriate responses when difficulties arise.
- Infographics demonstrating how to load small boats for maximum stability during harvesting, cultural, and economic activities (e.g., transporting beluga, caribou, or soapstone).
- Videos featuring experienced harvesters discussing preparation, decision-making, and safety considerations when travelling on the land.
- Instructional videos and infographics on the use of inReach, SPOT, and other satellite communication devices, paired with messaging that promotes routine use.
- Lessons and stories from past SAR incidents that illustrate how routine trips can escalate into emergencies and how such situations might be prevented.
- Development of a "Hug Your Skidoo" SAR prevention initiative, modelled on the southern "Hug a Tree" program, to reinforce the importance of staying with one's machine when stranded. The machine is almost always located first during SAR operations.
- If a future Arctic SAR Exchange is funded, it should focus on SAR prevention.

Technology, Communications, and Information Sharing

Participants discussed both the opportunities and limitations associated with emerging SAR technologies. Several presentations focused on efforts to improve alerting systems, communications coordination, information sharing between local responders and federal partners, and general operational effectiveness.

Participants reviewed:

- satellite communication devices
- territorial and regional SPOT and inReach programs

- 406 Personal Locator Beacons
- iPhone/Android SOS and satellite messaging
- SIKU
- SmartICE
- drone technologies
- web-based reporting systems
- common operating picture initiatives

At the same time, participants highlighted persistent challenges that made SAR operations more challenging in the Arctic:

- inconsistent cellular coverage
- limited VHF infrastructure
- barriers to accessing satellite communication devices
- subscription costs associated with satellite communication devices
- limited bandwidth in communities that can limit information sharing and access to digital tools

Participants strongly supported continued expansion of technologies that reduce uncertainty and "take the search out of search and rescue."

The beta testing of a new reporting platform for Nunavik SAR teams generated considerable interest. Responders emphasized the importance of simple, accessible reporting systems that support operational coordination while also improving long-term data collection and analysis. With this in mind, several participants called for the development of an app that would facilitate initial incident reporting and that could be shared between all agencies, across ground and marine SAR.

Responder Training and Capacity Building

Training remained one of the most significant areas of discussion throughout the exchange. Participants stressed that Arctic responders require training that is operationally relevant, culturally grounded, and adapted to northern realities.

Community responders highlighted the need for:

- SAR coordinator courses tailored to Arctic realities
- Training programs focused on providing new SAR responders with key information and skills
- Training programs that recognize the strengths that many Arctic responders already possess, such as knowledge of the land and navigation, and that focused on building less familiar skills, such as SAR tactics
- Shorter training opportunities that respected how busy Inuit responders are and the many hats they wear

- Training materials that emphasized the Inuit practice of teaching and sharing information through storytelling
- RPAS training opportunities that accounted for the differences operating in the Arctic
- Accessible guidebooks and checklists
- Regular tabletop and full exercises with partners
- Wilderness and advanced first aid training
- Critical Incident Stress Management training
- Ice Safety and Rescue Training

Several participants stressed that relationship-building itself should be understood as a training objective. Joint exercises and exchanges improve operational effectiveness not only by developing technical skills, but by building familiarity, trust, and shared understanding between organizations.

Participants provided feedback on some of the materials already co-developed by Nunavut and Nunavik SAR Roundtable partners. They emphasized the need to share as much of this information as possible in story form.

Training Course: Piliriqatigiinniq / Katutjiqatigiinniq: "Working Together for a Common Cause" in Arctic SAR

A central component of Arctic SAR Exchange 2026 was the delivery and refinement of a new collaborative training course co-developed with Arctic responders: *Piliriqatigiinniq / Katutjiqatigiinniq: "Working Together for a Common Cause" in Arctic SAR.* The course represented one of the exchange's most important practical and operational initiatives, translating many of the lessons and best practices identified through previous Nunavut and Nunavik SAR Roundtables and Arctic SAR Exchanges into a cohesive course for Inuit responders and their government and non-profit partners.

Drawing heavily on Inuit approaches to decision-making, leadership, and collective action, the course emphasized that successful SAR operations depend not only on equipment and technical capability, but on communication, trust, information sharing, shared situational awareness, and mutual respect between partners. The course highlighted the Inuit concepts of *ihuma/isuma* (reason, wisdom, and thoughtful decision-making) and *aajiiqatigiinniq/tukitaaqatigiinniq*, decision-making through discussion and consensus. Participants discussed how these approaches align closely with the realities of Arctic SAR operations, where careful assessment, patience, collective discussion, and adaptability are critical to success. Throughout the course, participants explored how Inuit Qaujimajatuqangit and local knowledge (e.g. of fellow community members, their equipment, and habits) contribute directly to operational effectiveness during SAR incidents. Discussions emphasized that this knowledge of weather, ice conditions, currents, terrain, harvesting practices, travel routes, cabins, and community members often represents the SAR system's most important source of intelligence. The course reinforced that effective collaboration requires this knowledge to flow between community responders and their partners in the JRCCs, Coast Guard, emergency management organizations, police, and other agencies.

The course involved the following components:

- *Ihuma/Isuma and Arctic SAR*
- Aajiiqatigiinniq / Tukitaaqatigiinniq and Arctic SAR
- Why Collaborate?
- Shared Information: Fueling a SAR Operation
- Reporting, Documentation, and Information Sharing
- Keys to Effective SAR Collaboration
- Preparing to Collaborate
- Collaboration from the Start: Notification and Initial Incident Report
- Keeping the Line Open: Sustaining Collaboration and Communication
- Planning and Conducting Joint Operations
- Collaborating Through Suspension
- Collaborating Through the Debrief
- Collaboration and Critical Incident Stress Management
- Conclusion: Operate at the Speed of Trust/Operate at the Speed of Empathy

Scenario-based exercises required participants to work collaboratively through realistic Arctic SAR cases and joint operations involving community responders and their partners.

Exchange participants viewed the course as an important step towards the development of Arctic-specific SAR training grounded in Arctic realities and Inuit Knowledge.

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Arctic SAR Exchange 2026 demonstrated that effective search and rescue in the Arctic depends on relationships and a shared commitment to working together in service of Arctic communities. Throughout the exchange, participants reaffirmed that trust, communication, respect for Indigenous Knowledge, and sustained collaboration are essential to building a SAR system capable of meeting the challenges of the Arctic. While important progress has been made in strengthening relationships and improving coordination among responders and partner organizations, participants also recognized that this work remains ongoing. By creating opportunities to learn from one another, confront challenges openly, share lessons learned, and build personal connections, the Arctic SAR Exchange continues to strengthen the trusted network of partners required to operate at the speed of trust when lives are at stake.

About the Author

Dr. Peter Kikkert is an Associate Professor of Public Policy and Governance at St. Francis Xavier University. He is the academic lead for the Nunavut-Nunavik SAR Project and co-creator of the Nunavik and Nunavut SAR Roundtables and the Arctic SAR Exchange. He is a Team Leader and Training Officer with the Strait Area Ground Search and Rescue (SAGSAR) Association in Nova Scotia.

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Appendix I: Participant List

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Peter Kadlak	Rankin Inlet SAR
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Steven Freamo	Pond Inlet SAR
George Qattalik	Igloolik SAR
Lucy Qattalik	Igloolik SAR
George Innuksuk	Sanirajak SAR
Baba Pedersen	Kugluktuk SAR
Korrina Harvey	Kugluktuk SAR
Samson Tutanuak	Gjoa Haven SAR

Nunavik SAR

Tony Annanack	Kangiqsualujjuaq SAR
Justin Lingard	Kuujjuaq SAR
Bryan York	Kuujjuaq SAR
Zebedee Annahatak	Kangirsuk SAR
Quppia Jaaka	Kangiqsujuaq SAR
Michael Cameron	Salluit SAR
Billy Palliser	Puvirnituq SAR
Juani Beaulne	Puvirnituq SAR
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Bobby Epoo	Inukjuak SAR
Richard Moorehouse	Inukjuak SAR
Johnny Kasudluak	Inukjuak SAR
Charlie Kumarluk	Umiujaq SAR
Danielle Weetaltuk	Kuujjuarapik SAR

Kativik Civil Security

Craig Lingard	Director
Kris Tukkiapik	Civil Security Technician
Jordan Jones	Civil Security Technician
Benoit Plante	Civil Security Advisor

Nunavut Emergency Management

Calvin Pedersen	Manager, SAR

Canadian Armed Forces

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Maj. Dustin West	Officer-in-Command, JRCC Halifax
Capt. Maia Hudak	Air Coordinator and Arctic Liaison Officer, JRCC Halifax
Captain Brian Bowen	Air Coordinator, JRCC Trenton
Maj. Claude Courcelles	National CASARA Liaison Officer
Capt. Marty Zimmer	CASARA Liaison Officer, 424 Squadron
Capt. Mack Cook	CASARA Liaison Officer, 435 Squadron
WO Kevin Cochrane	SAR Tech, 435 Squadron

Canadian Coast Guard - JRCC Trenton

Chris Armour	Deputy Supt., Maritime SAR Coordination
Markie Simon	Maritime SAR Mission Coordinator
Daniel Loghin	Maritime SAR Mission Coordinator

Canadian Coast Guard Arctic Region

Erin Pigott	Deputy Superintendent, Maritime Search and Rescue
Charlene Gear	Administrative Support for CCGA; Community Boats; Training (also a responder in Nunatsiavut)
Stephan Noble	SAR Programs Officer / Iqaluit Search and Rescue
Brenda Panipakoocho	SAR Programs Officer / Pond Inlet Search and Rescue
Stuart Thibert	Senior SAR Program Manager

Canadian Coast Guard Auxiliary

Juanita Armstrong	Vice President Arctic, CCGA Central & Arctic Region

Civil Air Search and Rescue Association

John Vander velde	Director, CASARA Nunavut
Bev Williams	National VP Operations & Training

Public Safety Canada

Martin Tetreault	National Search and Rescue Secretariat

SmartICE

Trevor Bell	Founding Director & Regional Operations Lead

Search and Rescue Volunteer Association of Canada

Melody Chamberlain	Indigenous and Partner Relations Coordinator

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Researchers

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